

# CITY OF CRESCO, IOWA

## CAPITAL IMPROVEMENTS PLAN (CIP)

### PRELIMINARY REVIEW OF FINANCES FOR CIP AUGUST 30, 2021 – REVISED March 21, 2022

**1. The CIP Preparation Process**

- A. Introduction and overview – Completed
- B. Identification of Projects – Completed
- C. Ranking of Projects – Completed
- D. Financial Review – Completed
- E. Preparation Draft CIP – Completed
- F. Council Preliminary Approval – March 21
- G. Public Hearing on CIP & Approval – April 4

**2. Ranking of Capital Projects**

- A. Department Heads Project Profiles – Addendum 2 – List of Projects
- B. Council Ranking – A,B,D,D System - See Exhibit A
- C. Council Review & Modifications – Addendum 3 – CIP Summary
- D. Review of Financial Options

**3. Cash reserves on 6/30/2021 – CIP Projects? – Page 5**

• General Fund.....	\$1,387,086
• Local Option Sales Tax.....	\$1,485,826
• Equipment Fund.....	\$ 30,516
• Airport Trust.....	\$ 70,790
• Road Use Tax (RUT).....	\$ 648,744
• Water Utility.....	\$ 416,665
• Water Replacement.....	\$ 519,543
• Sewer Utility.....	\$ 626,527
• Sewer Replacement.....	\$ 1,175,214
• CIP Fund.....	\$ 90,612
• Street Trust.....	\$ 35,757
• Theatre Trust.....	\$ 41,672
• Fire Trust.....	\$ 41,312
• Library Trust.....	\$ 28,222
• Yard Waste.....	\$ 129,025

**4. Property Tax Levy – Per \$1,000 Valuation**

	F.Y. 2021	F.Y. 2022	F.Y. 2023 (Proposed)
Regular Levy.....	\$13.63	\$13.94	\$13.95
Debt Service.....	2.51	2.18	\$ 1.98
CIP Levy.....	0	0	
<b>Total.....</b>	<b>\$16.14</b>	<b>\$16.12</b>	<b>\$15.93</b>

**5. Taxable Valuations – After Rollback**

	F.Y. 2022	F.Y. 2023
General Fund.....	\$130,545,352	\$137,313,650
TIF Valuation (Not Used).....	\$ 3,619,831	\$ 1,527,113
Total (Debt Service).....	<u>\$134,165,183</u>	<u>\$138,840,763</u>

**6. 100% Assessed Valuation & Debt Limit**

• The Total Valuation.....	\$217,601,238	\$232,955,601
• Less Military Exemption....-	\$ 268,540	\$ 250,020
		\$
Net Total.....	<u>\$217,332,698</u>	<u>\$232,705,581</u>
Debt Limit (5%).....	x 5%	x 5%
Cresco G.O. Debt Capacity...	<u>\$ 10,866,635</u>	<u>\$11,635,279</u>

**7. Cresco Outstanding Debt – 6/30/2022 – Exhibit F**

Cresco Debt Capacity.....	\$11,635,279
Less Outstanding G.O. Debt	
2010 G.O. Loan - \$120,000 – (Paid Off)	
2013 G.O. Loan - \$ 230,000	
2014 G.O. Loan - \$1,750,000	
Total.....-	<u>\$ 1,980,000</u>
Balance of G.O. Capacity.....	<u>\$ 9,655,279</u>

Capacity Available – 83%  
Capacity Used – 17%

**8. Local Option Sales Tax – Addendum 4 – Key to CIP**

- Resolution For LOST Money
- Property Tax Relief – 10%
  - Maintenance for Streets, City Buildings, Parks & Fitness Center – 90%
  - Annual Revenue – Budget F.Y. 2022 - \$525,000
  - Actual Annual revenue F.Y. 2021 - \$580,427

**9. Road Use Tax Fund**

- For Streets, Sidewalks & Storm Sewers
- Annual Revenues - \$520,000 budgeted in F.Y. 2022 – (Expect \$528,000 to \$540,000)
- Actual revenue - \$578,900 in F.Y. 2021- Included \$36,836 for COVID Relief

**10. Water Utility - F.Y. 2021-22**

• Annual Revenues.....	\$579,800
• Water Accounts.....	<del>2,275</del> 1950
• Gallons Sold.....	97,755,230
• Outstanding Debt.....	-0-

**11. Sewer Utility – F.Y. 2021-22**

• Annual Revenues.....	\$823,900	
• Sewer Accounts .....	<del>2,161</del>	1846
• Gallons Billed.....	81,131,515	
• Outstanding Debt.....	\$268,000	

(SRF Loan - Interest rate - 1.75%)

**12. Population – Impact on LOST & RUT - None due to increase**

2010 Census.....	3,868
2020 Census.....	3,888
Increase.....	20 (+ 0.5%)

**13. Special Assessment – Unique Approach**

- Great plan – Always use 20% assessment
- Use revenues for next street project
- Very fair & equitable process
- Continue to follow the approach

**14. Potential Funding Sources – Not in CIP**

- CIP Tax Levy – 67.5 cents per \$1,000 of valuation - \$92,687
- Franchise Fees – Electric & Gas Revenue – “Pass through” fee – 5% - \$240,000
- TIF - \$608,511 -- Read pages 7-8 and Addendum 6
- Storm Water Utility Fee – 1,870 accounts x fee of \$3.50 x 12 months equals \$78,540.
- Annual Operating Revenues – General, Water, Sewer & RUT

**15. Ongoing City Commitments – City of 3,888**

- Municipal Airport
- City owned theatre
- Recreation center/Indoor pool
- Bike trail
- All Great! Come with a cost!
- Considered “Luxury” in some cities.

**16. Proposed CIP Projects**

- Listed by Department – Pagers 10-15
- Main Sources of Funding
  - General Obligation Loans/Bonds
  - SRF Revenue Loans/Bonds
  - LOST Money – Exhibit B
  - Cash Reserves – Addendum 5

**17. City’s Use of Debt to Finance Projects**

- G.O. Loans – Impact on Taxes
- Water & Sewer SRF Loans – Impact on utility rates
- G.O. Debt Capacity Limit – Exhibits E & F
- City is in great shape!

**18. Consultant's Comments & Recommendations Going Forward**

- Annual or Bi-annual CIP Updates – Exhibits A to G
- Street Analysis Review – “Do the best streets first?”
- Action Plan for all First Year Projects
- Quarterly Update on First Year Projects
- Cash Reserves – Maintain 50% to 100% balance in the “Big Four” Funds
- Thank You & Acknowledgements

**19. Questions & Observations**

**CRESO STRATEGIC PLAN –ACTION PLAN #2**

**Category: Infrastructure**      **Goal: Street Improvement Programs-2012, 2014, & 2016**

<u>Tasks/Actions</u>	<u>Responsibility Lead Person/Entity</u>	<u>Start</u>	<u>Target Dates</u> <u>Complete</u>
1. <u>Review of 2009 Street Project and identify modifications</u>	PWD	February 2011	
2. <u>Prepare list of streets for 2012 Street program</u>	PWD/Mayor	March 2011	
3. <u>Preparation of preliminary cost estimates &amp; assessments</u>	City Engineer	April 2011	June 2011
4. <u>Preparation of financial plan for the project</u>	Financial Consultant/City Clerk	July 2011	August 2011
5. <u>Council adopts preliminary resolution for the project</u>	Mayor/Council	Sept 2011	
6. <u>Preparation of plat, cost estimate, &amp; schedule of assessments</u>	City Engineer	Oct 2011	
7. <u>Adoption of plat, schedule, &amp; cost estimate</u>	Mayor/Council	November 2011	

<u>Tasks/Actions</u>	<u>Responsibility Lead Person/Entity</u>	<u>Start</u>	<u>Target Dates</u>	<u>Complete</u>
8. <u>Notice to property owners</u>	City Clerk	December 2011		
9. <u>Public hearing on assessments</u>	Mayor/Council	January 2012		
10. <u>Contract bid letting procedures</u>	City Engineer	February 2012		
11. <u>Construction of improvements</u>	Contractor	April 2012		August 2012

**Note:** This process will be repeated for the 2014 & 2016 Street Improvement Program

**City of Anamosa Iowa - Goals Objectives Update  
Mayor and City Council Priorities  
January 2010 Progress Report**

**II. Council Goals - 2007 - Carryover in 2009**

**A. First Tier**

1. Clean up irregular City Borders  
Islands were annexed and certified with County ECICOG completed Annexation Study in 2009 - Meeting was held with County Officials  
Study delayed due to Flood of 2008
2. City Maintenance Shop Site  
Various sites & options were considered  
Engineered fill to the site - Elevated out of flood zone  
Project completed in July 2009  
Funds - FEMA, G.O. Loan, LOT, RUT Money
3. An effort to balance the budget  
F. Y. 2009-10 Budget was balanced
4. Keep recreation programs & facilities up to date  
Programs and facilities were retained in F. Y. 2009-10 City Budget

**B. Second Tier**

1. Keep updating and installing sidewalks  
City did identify potential source of funds for LMI sidewalks  
Council will discuss during Budget preparations in 2010
2. Start Trail Project ( Committee, funding & planning)  
Committee identified locations - Snyder did trail plan  
ECICOG prepared two applications for State & Federal Funds in 2008  
State application and application were denied in 2008  
Council included \$100,000 for trails in G.O. Loan in 2008  
ECICOG updated applications for grant funds in June, 2009  
State application and application were denied in 2009 - Federal Pending
3. Mandatory dedicatoin of Park/green space  
No action taken to date
4. Require the Police Department to open during lunch hour  
Phone was considered, but dropped- Decision to install door bell ringer

**City of Anamosa Iowa - Goals Objectives Update  
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**Initiatives and Programs - New 2009**

**First Tier**

- |   |  |
|---|--|
| 1. Development or sale of former IDOT site  | 1. Council discussed & decided to delay action until 2010                                      |
| 2. Downtown area electrical inspection and repairs prgm   | 2. Council referred to Downtown Study Committee for recommendation                             |
| 3. Continuation of Street Repairs Program - City has a good start and should not fall behind  | 3. Street Improvements, 2009 completed, Seal coating delayed to spring, 2010                   |
| 4. Senior Dining Program - Reach consensus on equitable funding plan  | 4. New 28E agreement approved by City Council<br>28E agreement is pending in other four cities |
| 5. Leaf/Brush Recycling, street sweeping, tree removal policy, storm sewer maintenance fee and funding of Leaf/Yard Waste Disposal Site | 5. Landfill/Solide Waste Fee Increased to \$2.00. Study in progress                            |
| 6. City spending - Monitoring Department Budgets Closer   | 6. City Administrator developing form and process on monitoring department budgets             |

**Second Tier**

- |   |  |
|---|--|
| 1. City taking on large amount of debt very quickly | 1. City Council refinanced 1998 & 2008 G.O. debt and saved \$30,000<br>City Council retired Water Revenue Loan early with ASP revenues |
| 2. Hazmat training                                  | 2. No action taken to date   |
| 3. Modernize pool/aqua court                        | 3. Referred to P&R Board. Pool Tech did study on proposed improvements<br>No action taken to date.                                     |



# CRITERIA FOR AN EFFECTIVE MEETING

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These criteria should be adhered to as closely as possible for all team meetings. Teams can use this as a checklist to determine where they can improve the effectiveness and efficiency of their meetings.

1. Agenda created so that the meeting is deemed necessary and important for members to attend
2. Agenda circulated well enough in advance of the meeting so that members have time to prepare for the meeting
3. Supporting documentation or materials relevant to the meeting circulated so that members have time to read, digest, and think about the issues to be brought up at the meeting
4. Time (start *and* stop) and location of meeting clearly stated on the agenda and room for meeting booked
5. Materials needed for the meeting (for example, flip charts, overhead projector, slide projector, and so on) booked and ready for the meeting
6. Meeting started on time
7. Members prepared to discuss agenda items
8. Agenda worked through to completion
9. Notes taken on issues that need to be recorded
10. Action items assigned to individual members
11. Remaining or unresolved issues to be brought forward to next meeting
12. Closure reached on as many agenda items as possible
13. Meeting ended on time
14. Sense of accomplishment and time spent well by meeting participants
15. Action items and/or minutes of the meeting distributed to members as soon as possible following the meeting so that members are clear on what they are to do for the next meeting.

Source: *Remaking Teams –The Revolutionary Research-Based Guide That Puts Theory Into Practice*

By Theresa Kline  
Jossey-Base Pfeiffer - 1966

## **Establishing Effective Working Relationships with Boards**

The following are suggestions to establish effective working relationships between city councils and boards and commissions:

- Make sure your ordinances clearly define the following for each board and commission:
  - Powers and duties
  - Member appointment and removal process
  - Member terms
  - Determination whether board is advisory or administrative
  - Reporting requirements (if applicable)
- Take time to meet with board members or schedule an annual "Boards and Commissions Meeting" to share information.
- Make sure new board members receive an orientation to explain their role in city government.
- Provide all board members with an information book which contains the ordinance establishing the board, current board by-laws, a copy of the Open Meetings and Open Records Laws, conflict of interest rules, and a listing of current board members with their term expirations, addresses, and phone numbers.
- Provide boards with city staff assistance as needed.
- Read the minutes of board meetings and occasionally attend meetings.
- Respect board decisions and recommendations; provide an explanation when the council decides to take a different course of action than that recommended by a board.
- Make sure each board operates openly.
- Try to allow each board to do its job with minimal interference.
- Express public appreciation to the members for their efforts as a valuable part of overall city government operations.

## MAYOR & CITY COUNCIL GOAL SETTING

### COMMUNICATING THE GOALS TO CITIZENS

1. **City Website.** After the Mayor and City Council have reviewed and formally adopted the Goal Setting Report, a copy of the report can be placed on the City's website for review by the citizens of the community.
2. **Newspaper Article.** The City could request that the local newspaper publish a list of the City Council's goals and objectives.
3. **Town Hall Meeting.** The City Council could schedule a town hall meeting or public forum to present a summary of the City's goals and objectives and to seek comments and observations from local residents.
4. **City Hall Posting of Goals.** The Council's goals and objectives could be posted in the lobby area at City Hall for any interested residents to review.
5. **Open Houses – City Facilities.** Annual "open houses" at various City buildings, such as City Hall, Police Station, Fire Station, Water Plant, Public Works Shop, Wastewater Plant, and Library could be held to inform the citizens as the upcoming city projects and programs that have been proposed.
6. **Community Leaders' Meeting.** The Mayor and City Council could schedule an annual or semi-annual meeting with the School Board, the Chamber of Commerce, and the County Board of Supervisors to review and discuss the City Council's goals and objectives. These meetings could also provide an opportunity to learn more about the projects, programs, and objectives under consideration by these same organizations.
7. **Presentations to Service Clubs.** The Mayor and Council Members could make brief presentations to local service clubs and organizations outlining the goals and objectives.
8. **Public Places – Reading Material.** A copy of the final report or a summary of the City's goals and objectives could be made available in public places, such as the Library, medical clinics, lawyer offices, etc. where local residents could read the report while waiting for appointments.

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