



5TH ANNUAL
**STATE OF
THE CITY**
WATERLOO 2021

City of Waterloo Accomplishments

July 1, 2020 to June 30, 2021

PUBLIC WORKS & CRITICAL INFRASTRUCTURE >>>

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Public Works & Critical Infrastructure

Sanitation Department

Scott Brunson, Sanitation Director

SERVICE IMPROVEMENTS >>>

- Maintaining a successful curbside recycling program
- Found alternate end users for compost and wood chips such as farmers, organic gardeners, etc. to help with excess inventory of each
- Implementing Routeware
 - Correcting incorrect data in our system during process of account creation
 - Applying 3,000 of the 20,000+ RFID tags needed to carts for system
 - Had 2 trucks fitted with compressors and generators for pop rivet attachments
- Adding cameras to the Central Recycling Sites and working on mobile cameras for commonly used illegal dump sites

COMMUNITY ENGAGEMENT >>>

- Continually improving communication through increased Facebook presence with positive influence
 - Followers increased from 2,504 to 3,173
 - Page Likes increased from 2,339 to 2,982
 - In 2 years we have almost doubled our Facebook presence
 - Followers in 2019 – 1,775
 - Page Likes in 2019 – 1,654
- Started a Recycling Education Program through FB posts to help decrease contamination at the central recycling sites.
- Added Signage to the central recycling sites to help with the “Do’s and Don’ts”
- Additional signage with more examples is being implemented also
- Looking to add educational videos to media outlets to help understand the recycling program better.

CLEAN UPS >>>

- Coordinated and facilitated a City Wide Clean Up “Buck Day” in 2020
- Helped coordinate and staff a Household Hazardous Waste Drop Off Event in September 2020 at the Cedar Falls Public Works building (Spring event was cancelled due to Covid-19)
- Coordinated 16 Neighborhood Clean Ups
 - Added restricted flyer usage to residents of neighborhoods to help control abuse and excessive use of the Clean Ups.
 - Abuse and tonnages predicted to be significantly smaller due to stricter guidelines of attendance requiring flyers given to residents to be able to attend
- Started keeping track of all code enforcements and illegal dump clean ups starting April 1st, 2021
 - Last year’s report estimated about 150 for the entire previous fiscal year
 - Since better recordkeeping started April 1st, we have done 112 in the span of about 4-1/2 months

Street Department

Matt Boquist, Supervisor

By the Numbers >>>

- Chip Seal coat 5.67 miles (cut back due to Covid)
- Crack seal 22.7 miles
- Spray patch – Permanently repaired 1,900+ potholes at roughly half the cost of cold patch
- Sweeping – Swept city of Waterloo 3 ½ times with 4,952.5 cubic yards of debris swept up
- Changed practice of sweeping to coincide with refuse collection days
- 2,611 tons of salt used (cut in half from previous years)
- Snow events – 17 priority events, 7 full plow events, 3 downtown haulings
- Hauling downtown – developed a new standard practice piling in parking stalls

POINT OF PRIDE

In order to increase productivity reviewed and revised our approach to street repair and maintenance and used GIS to help archive and determine a more scientific approach to maintenance activity planning.

New Technology >>>

- Precise AVL – Route replay, birds eye view for route optimization and for thoroughness
- Weather sentry – more accurate weather predictions and tied in with Iowa DOT
- Call-em-all and Txt-em-all – internet based paging system rather than pagers
- Elements to come – Electronic work orders and ties all data to one collective database

Major Accomplishments >>>

- RAGBRAI – Hosted 30,000 guests, traffic control on 93 intersections, prepped 11.52 miles of roadway and shoulders
- Sealed downtown – spray patched in preparation for RAGBRAI and e-scooters
- Winter Savings – Averages 3 hours less overtime and 3.5 less employees per event
- Saved hauling downtown area 3 times by piling in parking stalls
- Modernized some construction practices – Grind and patch, spray patch injection
- Paperless – time-off requests along with benefit balances

Waste Management

Matt Hosford, Collection

Systems Project Director

Brian Bowman, Operations

Supervisor

Brad Mahahl, Interim

Operations Supervisor

POINT OF PRIDE

"Waste Management Services is currently going through many changes and upgrades. These require all staff to participate, be involved and give input. We are proud that we are constantly looking ahead providing for the future citizen and business needs." – Brian Bowman

Collection Systems >>>

Collection Systems efforts for the 2020-2021 were concentrated on compliance with the Consent Decree. In addition, with the wet weather events in the summer of 2020, a new focus and priority, was set on the US Hwy 63 South Corridor Sanitary Sewer Improvements with a Sanitary Relief at Home Park Boulevard. A summary of those efforts are as follows:

- **CIPP Phase IVA Project Completed**
This project focused on Service Area 19. This project removed illicit connections and cleaned, lined and televised nearly 4 miles of sanitary Sewer to address I/I (Infiltration and Inflow) into the collection system.
- **Dry Run Creek Interceptor Project**
Construction nearly complete (90%). Diverts flow away from Service Area 19 (8th and Locke) to Texas Lift Station. Project replaces Tower Park Lift Station and has easily expandable pump capacity for future development south of US Hwy 20. Two Generators are included at each lift station so Operation continues due to power loss. Positive Change Orders have offset negative change orders so cost is still on target at \$4M.
- **Titus Lift Station Reconstruction Project**
This project will increase the capacity of the system and decrease pressure on Midland and Hall neighborhoods. In addition this new force main route will take additional burden of existing lift stations like Virginia Lift Station. Design is currently at 80%. Intended Use Plan/Facility Plan submitted to the Iowa Department of Natural Resources. Public Hearing occurred May 2020. Construction Permit application pending. Expected to go out to bid early 2022. Engineer probable cost estimate at \$5.2M.
- **US HWY 63 South Sanitary Sewer Upgrade**
This project addresses multiple problems by increasing capacity in the South US Hwy 63 Corridor. With the large amount of growth and development along this corridor the sanitary sewer flows have increased causing occasional Sanitary Sewer Overflows (SSO's). In addition the wet weather events in the summer of 2020 highlighted a need for a relief sewer in the Home Park Boulevard neighborhood to prevent basement backups and this is included in this project.

Waste Management cont.

Intended Use Plan/Facility Plan, Public Hearing and Environmental review have been conducted. Design is at 95% and intentions are to have out to bid late September 2021 with construction to commence October 2021. Engineer probable cost estimate at \$5.5M.

- **CIPP Phase IVA2 Contract Awarded**

This project continues our focus on Service Area 19. This project will remove illicit connections clean pipe and line pipe. At close of contract all work will be televised nearly, (4 miles of sanitary Sewer) to address I/I into the collection system. Four Alternates were included in this bid award that address hot spots in the City Sanitary Sewer Collection that need immediate attention.

- **25 Miles of Sanitary Sewer Televised in FY 2021**

This allows City Staff to identify and prioritize maintenance, repair, and reconstruction of City Sanitary Sewer Infrastructure.

- **100 Manholes/Catch Basins Reconstructed**

Maintenance, repair and reconstruction of manholes and catch basins are vitally important to both the Sanitary and Storm Collection Process

Treatment Operations >>>

Treatment Operations included a number of contracts to maintain and improve the treatment processes at the plant.

In House Rebuild of Easton Aeration Basin 3 >>>

This process involved pumping down of Easton Aeration Basin #3 (volume 2.133 Million Gallons) of Mixed Liquor. Keeping pumps running to maintain groundwater so staff could enter basin (depth 25 feet), to replace 585 Membrane Socks to enhance Biological performance, reduce electrical cost and ensure continuation of exceptional wastewater treatment for the next 5-7 years. In the past this work was contracted out. By utilizing in-house-staff, the city realizes a significant savings. In FY 2022 the final Easton Aeration Basin will be rebuilt.

Bio-Solids Contract >>>

The Bio-solids contract, engineered by Strand and Associates and contracted by Woodruff Construction, is at full steam. Contracted was awarded March 2020 and is currently at 65% Completion. Final completion date is scheduled for April 2022. Retrofits of Wastewater processes always are cumbersome and staff is dedicated to working with contractor to manipulate flows and treatment schemes to allow work to continue while still maintaining compliance with the NPDES Permit. This Bio-solids upgrade will significantly enhance the solids handling portion of the wastewater treatment plant and put the City of Waterloo in good position for continued growth and economic development.

Satellite Wet-Well Project >>>

The Satellite Wet Well Project has been a multi-phased project that includes rehabilitation of multiple wet wells including, Satellite Wet Well, Digester Sludge Transfer Wet Well and Lagoon Wet Well. Extensive research was conducted to choose a structural component to coat all wet wells to ensure years of

Waste Management cont.

longevity. An addition to the Satellite Wet Well Project was the Cross-Over Structure. The Cross Over-Structure is finalized and is a permanent structure on the East side of the river near Lafayette St. This structure gives the City the flexibility to utilize a cross connection to divert sewage flow from the Industrial Line to the Domestic line or vice versa. Both these sewage lines run parallel under the Cedar River and the cross connection option protect the city if there was ever a catastrophic failure of either the Industrial or Domestic Line.

The final piece of this puzzle is the actual Satellite Wet Well. Currently we are operating with the crossover dedicating all flow to the Domestic side so work can be finalized in the Satellite Wet Well. Final construction to be completed September 2021.

Digester #3 Cover Modifications >>>

Digester #3 Cover Modifications includes a complete retrofit of the steel dome covering on Anaerobic Digester #3. Modifications included strip down of old foam insulation, seam welding of new deck, sandblasting the entire surface, prime of entire surface and recoat with new foam insulation. Contract is at 99% completion and WMS is expected to return to service in September 2021.

Final Clarifier #3 Dewatering Project >>>

This project was completed in May 2021. Dewatering was needed for Clarifier #3 so that an assessment could be made on the sub floor structure. Next steps include award of contract to repair grout layer on sub surface floor of Clarifier #3.

Through Legal Appeal reinstatement of Waste Load Allocation Permit Limits >>>

The City of Waterloo Waste Management Services through Legal Appeal with the Iowa Department of Natural Resources had their Waste Load Allocation limits reinstated. This was demonstrated through performance/bathymetric analysis and reports submitted to the IDNR. A Final National Pollutant Discharge Elimination System Permit was issued to the City of Waterloo June 1, 2021. By maintaining the waste load allocation limits the City of Waterloo puts themselves in good position for continued economic growth.

Traffic Operations

Sandie Greco, Traffic Operations Director

- **Traffic Signal and Street Light**

Division:

- Replacement of Early Warning Siren on Hess Road
- Installed temporary Bicycle Arch for incoming RAGBRAI Riders downtown on Commercial Street
- Activated traffic adaptive system on Highway 63 from Jefferson Street to Dane Street
- Installation of 2 Smart Poles on Franklin Street
- Installation has begun on the downtown Fiber & Camera Project
- Video Management System was installed
- Traffic Operations Center designed – construction to begin soon
- Park Avenue Bicycle Signal Project designed – installation to begin soon
- Ridgeway and Greyhound Project completed – addition of a lane and traffic signals
- 281 – San Marnan Kimball – 218 Loop – completed fiber optic interconnect and upgrading of controllers
- Ansborough Avenue at Downing Project completed added left turn lane and upgraded traffic signals
- Approximately 1,600 underground locates made

POINT OF PRIDE

Strived towards our goal of safe and efficient traffic flow by keeping Waterloo street network one of the safest in the state while working on efficiency, modernization, and smart streets at the same time.

Traffic Operations cont.

- Reviewed plans for street reconstruction and overlay programs
- Completed downtown signal timing project
- Completed 11th Street signal coordination to 100 second cycle
- Completed conflict monitor testing on 200 signalized intersections
- Maxtime/Maxview and adaptive signal timing implementation
- Installed video detection system at Doris & Evansdale Drive
- Installed fiber at LaPorte Road Fire Station
- 212 LEDs installed replacing HPS street lights

Traffic Operations cont.

- **Grant Funding Management:** Managed more than \$2M in grant funds on traffic safety and operations projects at various stages from programmed to completion.

218-San Marnan Traffic Adaptive and Signal Upgrade	\$400,000
Traffic Control Center Downtown Retiming	\$160,000
Vision Zero	\$5,000
W. Ridgeway Ave (Kimball-63) Design	\$340,000
W. Ridgeway Ave 3 lane Conversion (Safety Grant)	\$420,000
Downtown Camera and Fiber Optic Communications	\$490,000
Traffic Safety Awareness Campaign	\$45,000
Park Avenue Bicycle Signal Project	\$137,000
Roundabout 0 W. 9 th and South Streets	\$370,000
Hwy 63 (Logan Ave) North – Confer St. to Donald St.	\$120,000
Total Actual Grant Amount	\$2,487,000

- **Sign and Paint Division:**
 - Upgrading and inventorying 1/3 of the City's signs
 - Designing and Installing the new Logo marking on all Police Vehicles
 - Installed Thermoplastic Zebra Crossings on Bike Trails
 - Upgraded all signs for RAGBRAI route
 - Repainted street markings and lines on RAGBRAI route
 - Installed new post puller on truck
 - Fabricated and installed "Grab n' Go" signs in downtown area
 - Continuing education and training for sign design and vehicle wrapping
 - Designed and installed bike trail signage on Walnut Street connecting the bike trail from Park Avenue to Highway 63
 - Pilot project – green paint markings and boxes on Park Ave. for bike trail

Animal Control

Sandie Greco, Supervisor

By the Numbers >>>

- **24/7** operation
- **3,220** – Waterloo Calls for Service
- **794** – Cedar Falls Calls for Service
- **6** – University of Northern Iowa Calls for Service
- **187** Bite cases investigated (123 Waterloo, 64 in Cedar Falls)
- **137** Citations Issued in Waterloo
- **314** Warnings Issued – (258 Waterloo, 56 Cedar Falls)
- **1** dog deemed “dangerous”
- **1** dog deemed “potentially dangerous”

POINT OF PRIDE

Officers were able to return many dogs to owners with micro-chip and city license identification. Animal Control Officers’ goal is to educate the public to be a responsible pet owner. Pet owners are able to purchase (with proof of rabies) dog and cat licenses from Animal Control Officers on scene.

Central Garage

Rich Strange, Fleet Supervisor

- **Inspection form:** implemented new pre and post trip inspection form
- **Staff:** Cross training staff to make the garage more efficient
- **Tires and Wheels:** Using a uniform tire tread design and size for most of the city’s units to reduce inventory. Also started installing aluminum wheels on heavy trucks to reduce tire and brake failure due to heat.
- **No Work Injury Claims:** Central Garage safety.
- **Refurbishing** some of the City’s older equipment to prolong end of service.
- **Standardized** hydraulic and electrical connections throughout City’s equipment.
- **Oil Use:** Reduced the amount and types of oil to simplify fluid “top off” and reduce inventory.
- **Drive-Thru Car Wash:** Completed!
- **Training:** On specialized equipment.

POINT OF PRIDE

Staff implemented cost saving and efficiency improvement measures that are proving effective.

Waterloo Regional Airport

Waterloo Regional Airport

Keith Kaspari, Director

TENANT UPDATES >>>

- **Farm and Hay Concessions:** Entered into a three-year (2019-2020-2021) agreement resulting in an increase in both leased acres and hay for revenue to the airport department. CY-021 is the final year of the three-year agreement.
- Due to a reduction in the overall number of acres reallocated for City development, ALO's total revenue was reduced a bit from our annual average of farm revenue.

However, and due to the ongoing lack of rain, airport staff was only able to see a total number of 258 hay bales – resulting in a significant reduction in the annual average as noted below, in contrast with an annual average of 400+.

Usually, annual averages of leased acres totals approximately \$335,000 per year (via a lease agreement of \$280.00 per acre); and, average of hay revenue would be approximately \$36,225 per year (\$52.50 per bale).

This is a contrast of a few years ago when ALO received only \$8,800 based on 440 bales of hay.

NOTE: Agriculture (Farm and Hay revenue) is the Airport's No. 1 revenue generator.

- **Osprey Aviation:** A local airport tenant completed construction on an estimated 14,000+ SqFt aircraft storage hangar. After completion of the full term of the agreement (40-years plus two (5) year option terms, the aircraft hangar will revert to the ownership of the City of Waterloo.

IMPROVEMENTS >>>

FAA FUNDED PROJECTS

- Airport Staff, along with AECOM engineers, submitted a DRAFT Closeout Report to the FAA for the complete pavement reconstruction of Taxiway Charlie, Pavement Joint Repair on Runway

POINT OF PRIDE:

"I am particularly proud of the staff accomplishments at ALO during FY-2020. Their dedication allowed us to continue to showcase increases in department revenues, and also to push forward with improvements to both the airport's infrastructure for both flat-work (pavement improvements), and vertical infrastructure, such as the airline passenger terminal building and various aircraft storage hangars. We were able to save \$91,566.97. This is quite an accomplishment in light of Covid related losses of department revenue such as airline fees, parking revenues, etc. It's really was a department wide effort." – Keith Kaspari

Waterloo Regional Airport cont.

- 12/30 at the intersection of Bravo Taxiway; and, a repainting of certain sections of the airfield.

This new concrete taxiway should provide excellent service to the airport for the next 20+ years. Final project cost is estimated at \$3,255,522.58, which includes a grant amendment request of \$274,284.32 for Grant No: 45.

As of the summer of 2021, Staff has received the final closeout documents and the final drawdown of project funds completed with funds received on July 9, 2021.

- With AECOM engineers, Staff started construction on a Multi-Year (FY2018 – 19 – 20 – 21 – 22) and Multi-Phase project for the following airfield improvements:
 - Full Reconstruction of Taxiway Bravo; (From Taxiway Alpha to the Intersection of Runway 18/36);
 - Full Reconstruction of the Large Aircraft Parking Apron; (Ex: Large Charter Aircraft)
 - Cleaning and Resealing of Pavement Joints on the East Airline Passenger Terminal Apron; and,
 - Obstruction Mitigation (Tree Removal), at various locations on the field.

The majority of this work will be completed during the late summer of 2021 for this project estimated as bid at \$4,855,854.00 and with FAA and City Council-approved project change orders to be in excess of \$5,000,000.

Funding for this project was paid for by the City of Waterloo and Waterloo Regional Airport 10% Sponsor Match, yet the 10% match was paid for at 100% via a combination of ALO's annual entitlements from 2019 thru 2023 at \$1,000,000 per year, along with substantial participation by the FAA with the use of their allocation of CARES Act funds.

- During the latter stages of Fiscal Year 2020, and during Fiscal Year 2021, Waterloo Regional Airport was a recipient of federal funds via the Federal Aviation Administration due to the COVID-19 pandemic, with the amounts as follows:
 - **CARES Act (Coronavirus Aid, Relief, and Economic Security) Act via Public Law 116-136, \$1,098,305.**

City has approximately 4-years to use the funds.

This is FAA Grant No: 3-19-0094-0048-2020

Funds can be used for General Operating Expenses, Personnel Expenses, Project Construction, or Others as may be approved by the FAA.

- **CRSSA – Coronavirus Response and Relief Supplemental ACT via Public Law 116-136.**

City has approximately 4-Years to use the funds.

Operations Funds: \$1,008,018

Concession Funds: \$5,034.

This is FAA Grant No: 3-19-0094-0049-2021

Funds can be used for the following: Operations / Personnel / Cleaning / Sanitization / Janitorial Services, Combatting the Spread of Pathogens and Debt Service Payments.

Waterloo Regional Airport cont.

➤ **ARPA – American Rescue Plan Act, via Public Law 117-2.**

City has approximately 4-Years to use the funds.

Operations Funds: \$1,115,838.

Concessions Funds: \$20,135.

This is FAA Grant No: 3-19-0094-0052-2021

Funds can be used for the following: Operations / Personnel / Cleaning / Sanitization / Janitorial Services / Combatting the Spread of Pathogens and Debt Service Payments.

CITY OF WATERLOO AND IOWA DEPARTMENT OF TRANSPORTATION (IDOT)

- With the assistance of funds from the FY's 2019 & 2020 Iowa DOT CSVI grant program, Staff completed the replacement of older terminal lighting fixtures on the first floor (lobby area) with energy efficient LED fixtures to continue to provide electrical utility efficiencies for the Airport Terminal as a City-owned structure.
- With AECOM engineers, completed design and bidding and construction improvements for two separate Iowa DOT Aviation Bureau projects, as follows:
 - Additional phase of work for interior and exterior improvements to Aircraft Hangar No: 4; and,
 - Carpet replacement for the first floor of the Airline Passenger Terminal Building.

Both projects were completed during the First Quarter of CY-2021.

- Thanks to Iowa DOT's Aviation Bureau, and the Air Service Sustainment Grant, this is a grant totaling \$48,000 and matched by \$12,000 from the Airport Department, and along with other Operating Department funds for advertising and marketing the airport, worked with Advance Aviation to provide more of a combined digital and non-digital – along with radio advertising, to promote American Airlines at Waterloo Regional Airport.

SCHEDULED AIR SERVICE AT ALO – WATERLOO REGIONAL AIRPORT

- Due to the COVID-19 Pandemic, ALO's passenger numbers for outbound passengers – and like all airports, were nearly shutdown and as a result, our passenger numbers suffered greatly – along with related airport department revenue such as passenger / vehicle parking, rental car operations, aircraft landings, etc.
Contrast and Example: During CY-2019, ALO's passenger numbers totaled 22,260. Contrast that calendar year total, with CY-2020 – which reflected a total of 6,970, with April of 2020, only seeing a total of 37 passengers.
- During this pandemic period, Waterloo Regional Airport continued its employment of Volaire Aviation Consulting to assist airport staff, and those of the Greater Cedar Valley's Air Service Working Group, or ASWG, to convey the importance to our airline – Envoy Airlines dba American Airlines, for the importance of service to the Chicago O'Hare International Airport – especially since the summer / fall period of CY-2021 is a bid year via the USDOT's Office of Aviation Analysis and their Essential Air Service (EAS) program, as the next 2-Year Term of Airline Service at ALO is expected to begin on or about May 1, 2022.

Waterloo Regional Airport cont.

Some industry experts have communicated that it could take as few as 3-years, and as many as 5-years, for the airport industry to return to their pre-COVID levels of passenger travel.

OTHER ACTIVITIES >>>

- **Training:** Over this Fiscal Year period, Airport Staff completed a number of misc. and FAA-required annual training events.
 - Aircraft Rescue Fire Fighting;
 - Wildlife Hazard Management Training;
 - Runway Safety Action Team; and,
 - Triennial Full-Scale Emergency Disaster Exercise
- **Airport Staff**, with support from the Waterloo City Council and Senior City Leadership, the airport completed the physical and formal closure proceedings with the Federal Aviation Administration, for the permanent closure of Runway 6/24.

As such, Runway 6/24 at Waterloo has been removed from all FAA-owned data bases, pilot approach plates, etc.

- **Iowa Public Airports Association (IPAA)** - ALO, as a member of the IPAA Executive Board, continued to be legislatively active with regard to advocating for increases in State funding for Vertical Infrastructure Programs.

WATERLOO WATERWORKS

Waterloo Water Works

Chad Coon, Director

- **Over 23,000 feet of new water main constructed**, while adding new fire hydrants for increased fire protection. Replacement of non-functional or damaged valves and fire hydrants separate from other new construction work continues.
- **Water main replacement projects**
 - The University Avenue water main replacement project is complete.
 - New water main was installed along Laversee Road to the new Waterloo Air and Rail Park industrial park.
 - By the numbers: installed/replaced 3,857 feet of 6" water main, 5,089 feet of 8" watermain, 13,100 feet of 12" water main, and 1,545 feet of 16" water main, We installed/replaced (85) 6" valves, (14) 8" valves, (24) 12" valves and (3) 16" valves.
- **74 fire hydrants** installed/replaced. **1,874 fire hydrants** have been flushed.
- **Daily:** perform a variety of testing on a daily basis to ensure our water quality exceeds U.S. EPA and Iowa DNR standards. Also performed a number of upgrades to the operating equipment at our well locations.
- **WaterSmart:** New customer portal has been implemented for customer service improvements.
- **Over 180,000,000 gallons of water** supplied to the City of Waterloo without charge for use at all locations. Whether you were golfing, swimming, ice-skating, or reading at the Library, clean, safe water was at your fingertips, ready for use.

POINT OF PRIDE

The Waterloo Water Works continues to invest in infrastructure replacement with a variety of projects throughout Waterloo. Whether that is working in conjunction with the City of Waterloo's annual street reconstruction program or working to install new water main in areas that were previously unserved.

LEISURE, CULTURE, & ARTS

Leisure Services

Paul Huting, Director

CONSTRUCTION PROJECTS >>>

- Completed Gates Golf Course Maintenance Building \$325,000. (Listed as nearing completion on last year's list).
- Greenbelt Lake Improvements (REAP Grant): accessible fishing pier, concrete handicap parking stalls, sidewalk, fishing access improvements, 5 acre pollinator planting
- New shelter at Hope Martin
- Skate Park
- Installed 12 new U shaped stainless steel bike racks along 4th Street downtown (Funded by the Bicycle Collective)
- Installed 2 new donated bike repair stations in Waterloo
- Young Arena East and West Mechanical roof replacements
- Overflow parking at Boathouse
- Byrnes Tennis Center Resurfacing project

POINTS OF PRIDE

Successful hosting of RAGBRAI for the first time in 11 years. Leisure Services Staff helped in many capacities to host approximately 20,000 riders and their support teams. Specifically Exchange Park, San Souci Island, Tibbitts Park, Water Works Park, Joe Straub Memorial Fields, Lincoln Park and Lafayette Park were designated campgrounds and were well utilized by RAGBRAI Participants.

RECOGNITIONS >>>

- Received **"Bird Friendly City"** award and now the "Sustained Flight" status as this is the 3rd year in a row to receive the award. This is largely due to a partnership with Prairie Rapids Audubon Society.
- Received **"Tree City USA"** Award for the 37th year in a row for the city's commitment to urban forest.

HORTICULTURE AND FORESTRY >>>

- Mowed and maintained 1353 acres of park, levee, and r.o.w. areas.
- Managed Waterloo's urban forest of 23,908 trees.
- Trimmed 1955 trees on city property
- Removed 236 trees on city property, including 39 ash trees, and treated 30 trees for EAB prevention.
- Removed 95 tree stumps on city property
- Obtained tree planting grant from Mid-American Energy
- Distributed 216 trees through Plant Waterloo! Partnership with Young Family Foundation
- Responded to dozens of storm related emergency calls after hours.
- Planted 36 trees in new tree planting pits in the downtown area.
- Continue to partner with Cedar Valley Monarch Zones to convert public areas to Pollinator plantings.

Leisure Services cont.

GOLF >>>

- 74,449 golf rounds in FY 21 which was an increase of 18,257 over the previous fiscal year
- Collected over \$1 million dollars in revenue in FY21 which is the first time ever that we are aware of
- Installed new \$70,000 irrigation control system at Irv Warren
- Installed new vanities, sinks, and faucets in both restrooms at Irv Warren
- Hosted a successful 2021 Waterloo Open with 327 Professional and Amateur Golfers from across the United States.

Cedar Valley SportsPlex >>>

- Increase membership numbers at Cedar Valley SportsPlex post COVID- serving over 4,800 people- Member numbers slightly down post COVID
- Youth Sports New Programs Started: Mayor's More Than Basketball League, Mayor's More Than Basketball Girls Clinic and participated in the 2021 Mayors Play Ball Sandlot event.
- Increased senior memberships through various insurance supplemental programs- Silver & Fit, Silver Sneakers and Renew Active – Serving over 200 seniors enrolled in these programs.
- Increased availability and offerings of Fitness Classes to over 70 classes per week with continued growth in attendance numbers (post- COVID).
- Averaged 12 private rentals utilizing the pool, gymnasium, indoor play and multi-purpose room.
- Hosted numerous weekend tournaments (soccer, volleyball, basketball, gymnastics, etc.) drawing competitors from all over the state. \$3.2 million total estimated economic impact for events (CVB).
- Home to the Cedar Valley Court Kings of the Midwest Professional Basketball League.
- Organized and implemented a broad spectrum of indoor and outdoor sports, fitness, aquatics and recreation programs throughout the community in parks, schools, and Leisure Services sports facilities.

Young Arena >>>

- Over 78,000 total visitors throughout the Covid-19 restricted season
- 29 Waterloo Black Hawks games
- 20 Waterloo Warriors & CR high School hockey games
- 125 Youth Hockey games
- 80 Adult Hockey games
- August 2020 WBH summer camps 300 participants
- AAU Wrestling March 2021 1000 participants K-2nd grade. Estimated \$800,000 economic impact
- Facility Improvements
 - Roof replacement East and West
 - Replaced front entrance curb improving handicap accessibility to the West entrance

Culture & Arts

Kent Shankle, Director

PROGRAMS & EVENT HIGHLIGHTS >>>

The Waterloo Center for the Arts presented or hosted over 1,100 programs/events which served over 120,000 people during the last fiscal year, ranging from small birthday parties and studio arts classes to large outdoor concerts.

- WCA presented 20 exhibitions of art for visitors to the center's galleries to enjoy. The annual *Waterloo All-School Student Art Exhibition* was reimagined and presented in a virtual format.
- The popular *Cinema on the Cedar* series of FREE movie screenings was converted to a drive-in movie format for summer 2020. Presented at and in partnership with Lost Island Water Park, the program was more successful than ever.
- WCA presented FREE family arts activities at local events including My Waterloo Days, weekly Waterloo Urban Farmers Markets, the Juneteenth celebration and Gallagher Bluedorn Performing Arts Center's Neighborhood Block Party Series.

PHELPS YOUTH PAVILION >>>

- After being temporarily closed due to the COVID-19 pandemic, the Phelps Youth Pavilion re-opened in June 2021 featuring *Dinosaur Ruckus*, a new prehistoric-themed interactive exhibition. In addition, during the closure staff repaired, renovated, redesigned, reconstructed and/or replaced more than a dozen exhibitions so there are now many exciting new things to do and see. Additionally, virtually every surface received a fresh coat of paint!
- Working in partnership with other area museums, the Phelps Youth Pavilion became part of the Museums for All network of institutions offering discounted admission to those holding valid EBT cards. As a result, Waterloo was designated as a Museums of All "Hub City" by the Institute of Museum and Library Services and Association of Children's Museums.

POINT OF PRIDE - PUBLIC ART

Over the past year, as some programs and activities remained curtailed due to public health concerns, the Waterloo Center for the Arts focused on producing public art projects to bring art out-of-doors and into the community. These dynamic projects have actively engaged residents and visitors alike and serve to elevate and transform our public spaces. Among these projects, specially planned art hunts, developed with families in mind, were presented along walking trails and in area parks and nature preserves. Through another project, local artists were invited to paint or otherwise modify pianos which were then exhibited at WCA and later relocated to sidewalks throughout downtown for passersby to view (and play)! And working in partnership with the University of Iowa Public Art Program, WCA sponsored a project resulting in the creation of vibrant painted murals spanning nearly two blocks on buildings in the Washington Street corridor, a major gateway through our city and into the downtown area. These murals, designed and produced by artist Sean Elizabeth Tyler which depict the pollination, sprouting and blossoming of plants, are meant to reflect our city as a fertile environment nurturing growth and positive change.

Cultural & Arts cont.

THE COLLECTION >>>

- WCA acquired more than 365 additional artworks for its permanent collection – an average of slightly more than one piece every day. And through a partnership with Grinnell College, the Waterloo Center for the Arts captured high-resolution photographic documentation of the more than 1,700 works in its renowned collection of Haitian art. That represents more than 10,000 individual images!

BUILDING FOR THE FUTURE >>>

- Ground was broken on the first phase of a multi-phase project for a new entry plaza and reconfiguration and expansion of the parking lot. This will make our facility more visible, accessible and convenient for visitors. The project will increase parking adjacent to WCA by more than 150 spaces. This is in addition to dozens of additional spaces which were previously added in the lots across Commercial Street.

Waterloo Public Library

Jillian Rutledge, Interim Director

POINTS OF PRIDE

Our state of the art, award winning digital sign was installed on the corner of Park Avenue and Commercial Street. This eye catching, Instagram-worthy sign keeps the community informed about new or updated services, special programs, as well as date, time, and temp.

Services by the Numbers >>>

- Checkouts:
 - 108,819 physical items
 - 47,975 digital items
 - 12,397 loaned to other libraries
 - 1,080 homebound deliveries
- Collection:
 - 9,562 new items added
 - 100,274 total items
- Patrons:
 - In-person visitors: 36,976
 - New card created: 1,477
 - Total cardholders: 35,589
 - Questions answered: 20,305
 - Customers assisted: 22,166
- Programs:
 - Highlights: Storywalk at Washington Park, virtual Haunted Library tour, Hive@Home crafting videos, Bookaholics, Teen Dungeons & Dragons, Cozy Winter Reading Challenge, and more.
 - Total: 212
 - Attendance: 3,933
- Social Media:
 - Facebook: 4,473 followers (increase of 73 %!)
 - Instagram: 937 followers (increase of 37 %!)
 - Twitter: 945 followers
 - WPL Book Drop Podcast: 1,092 downloads
- Technology:
 - Wi-Fi sessions: 18,598
 - Public Computer sessions: 5,867
 - Hotspot checkouts: 208

Service Improvements: >>>

- Continued curbside service for materials & printing.
- Created supplementary website, WPL@Home, to keep patrons engaged with the library's online resources, share links to informational and educational content, and post our virtual programs.
- Implemented services by appointment while the building was closed to provide the community with computer, copying, scanning, faxing, and notary services.
- Staff participated in continuing education opportunities including the Iowa Library Association Conference, COSUGI (Customers of SirsiDynix Users Group, Inc.), American Library Association Black Caucus Conference, Overdrive Digipalooza, Young Adult Library Association Conference, State Library of Iowa webinars, and much more.
- Launched 'Shelf Service' which provides patrons with personalized materials suggestions. It was very popular while patrons were unable to come into the building to browse.

Waterloo Public Library cont.

- Extended the library's Wi-Fi reach to cover the Amphitheater and Riverloop Expo Plaza.
- Reviewed and updated several library policies.

Building & Grounds Improvements: >>>

- Installed new flagpole and 8' x 5' flag.
- Redid 2nd floor shelving end panels.
- Purchased all new computers for the Teen Department.
- Installed new door counter and occupancy level software.
- Tuck pointing, cleaning, and sealing of the entire building.

Community Engagement: >>>

- Booth at National Night Out, story times at Farmers Markets, presentations to civic groups and community partners (such as Operation Threshold, WIC Lactation Support Groups, Rotary, Exchange, Kiwanis, etc.).
- Little Free Library set up at Lincoln Elementary which distributed 1,000 free books to students.
- Staff taught computer classes at One City/Momentum.
- Fundraising campaign literature for National Giving Day was sent to area financial institutions.
- Offered a special, limited edition "Sloth Library Card" to patrons during National Library Week.

Diversity, Equity, and Inclusion: >>>

- All Staff have been going through training on Ryan Dowd's "Librarian's Guide to Homelessness", which emphasizes an empathy-driven approach to working with difficult patrons.
- The Diversity, Inclusion, and Belonging Committee has been reviewing our policies and recommended changes that would help provide more equitable access for the community.
- Signed the Urban Library Council's Statement on Race and Social Equity.
- Board approved the library's statement on Diversity, Inclusion, and Belonging, which is posted on the website.
- Conducted a diversity audit of the library's collections to help better inform our materials purchasing decisions and highlight diverse items.
- Several library staff presented a webinar through the State Library entitled 'An Empathy Driven Response to COVID Related Behavior'

Community Planning & Development

Planning & Zoning, Building

Noel Anderson, Director

- **Fourth highest year with \$141.06 million in new permit valuation.** The City is averaging \$147.99 million the last 3 years. In FY 2019, Mayor Hart worked to reorganize and prioritize economic development with the creation of an additional (now three total) economic development staff.
- **The Lost Island Theme Park:** This \$100 million investment by the Bertch family will work to create new revenue through tourism, over 300 new jobs for residents, students, seniors, new commercial excitement in and around the nationally acclaimed Lost Island Water Park. The City was approved for a State funded RISE grant for the Shaulis Road reconstruction, which will see a new roundabout at Hess and Shaulis, work to improve flooding conditions on Shaulis Road and the surrounding area, which will help to create better access to the Isle of Capri Casino and Hotel as well.
- **Waterloo Regional Airport Area:** The City has added water, sewer, upgraded electrical, and has finished one new road (WARP Drive) and is beginning construction on another (Hyper Drive) to open an additional 300 acres of city-owned land the Waterloo Air and Rail Park - for industrial and commercial development. This park will have ability to offer an industrial setting, rail capability from Canadian National, abutting the Waterloo Regional Airport, and convenient access to Highway 218. The City also saw two new private hangars totaling over \$3.0 million built at the Waterloo Regional Airport, having not seen this type of private investment for over 40 years at the Airport. The City lastly has been developing several small business lots in the area, and is seeing great success with their development with over 11 new buildings built or planned on Wagner, Geraldine, and West Airline Highway.
- **Infill Housing Partnerships.** Through partnerships with the Waterloo Community Schools, Habitat for Humanity, John Roof, and Hawkeye Community College, the City has already seen over 50 new homes and over \$8.2 million in new tax base created on former school sites. These partnerships not only help existing neighborhood investment, but also create new housing opportunities for families, help train students for the workforce, and represent Smart Growth on sites that already have cities services.
- **The Lincoln Savings Bank (LSBX)** new fintech project on the upper floors of the Tech One building at the Tech Works Campus is complete and immediately adding new employees to the area. This \$18 million rehabilitation creates a new visual impact right on John Deere's front doorstep, preserves a historic building, while creating over 300 jobs into this area of the community - bringing additional traffic, investment, and excitement to the Tech Works Campus.
- **The Best Western Plus and Convention Center:** With over \$16 million in planned improvements between the private and public sectors, this investment will work to bring back larger and tourism driven type activities to the Convention Center and Downtown Waterloo area. The City has further hired Spectra to manage the activities and events occurring at the Convention Center, and with their nationwide presence and expertise we will soon see new events, new activities, and a new energy in this portion of the community.
- **Northeast Industrial Park:** The new ConTrol building is now open. This \$11.5 million, nearly 200,000 sq. ft. building investment is the largest project in that area since Ferguson in 2004. The City also continues to plat several small business lots in the area, with two active projects looking to begin construction.

Planning & Zoning cont.

- **San Marnan Corridor:** the San Marnan Corridor seeing projects from one to the other, with the new \$1.5 million Cedar Valley Hospice office building in the Country Club Business Park, \$1.6 million Locke Funeral Home renovations and addition at Tower Park, \$1.1 million Club Car Wash in front of Menards, and the City of Waterloo now owning over 180 acres of land for the South Waterloo Business Park at the southeast corner of Ansborough and San Marnan, and making improvements to the lift station at Kimball and San Marnan for the development of the park, and southern Waterloo.
- **A-Line Addition:** A-Line, located off of Dubuque Road, is quietly continuing to grow and expand, with a \$850,000 addition, to its operations - which primarily costs of working nationwide for the decommissioning of electrical transformers.
- **The Former Rath area:** Crystal Distribution, which expanded in 1999 and 2013, is now underway with its largest addition at \$16.5 million and 100,000 of new cold storage warehouse space. This investment by Crystal has truly transformed the former Rath site, and continues to help promote further small site development and investment to the 18th Street corridor, with over \$6.5 million and 8 new buildings by smaller companies in the last 7 years.
- **Transportation:** The City continues to make investments in its transportation corridors to help draw business development and improve conditions for citizens and existing businesses. With the University Corridor be redeveloped, the partnerships with the IDOT for Highway 63, bridges over the Cedar River, several RISE road improvements at Newell, WARP, Hyper, Shaulis, and further partnerships for streetscaping with BH Gaming and WDC for Jefferson and Commercial Street corridors, and planned improvements at Hess and La Porte Road corridors, there is a lot of activity underway.
- The City's partners also made investments in infrastructure, planned activities, programs, and overall community efforts – the **Waterloo Schools** continued investment at the **Waterloo Career Center** with an expansion of the building and programs offered, **Hawkeye Community College** is working on **Grundy Hall** improvements, and the **Waterloo Schools** are also underway for the rebuilding of the **Lowell Elementary School** on-site.
- **North Crossing:** (formerly Logan Plaza) improvements continue. On the heels of over \$9.1 million in new investment for new free standing medical building in partnership with Ben Stroh and Unity Point Hospital, the area is seeing new retail, new restaurants, and a new convenience store to offer new and expanding customer needs in the northern portion of the community. This partnership has further secured over 60 acres for continued development, and new prospects will be coming soon, with recent approvals for a day care center, senior activity center.
- **University Avenue TIF:** to match the public improvements to the corridor, the City created the University TIF to assist private investment. The first few projects: \$3.4 million Maples Bowling Center rebuild, \$1.6 million redevelopment of the Papa John's retail area is underway, \$2.8 million Tommy Car Wash open at former Hardees site, \$9.6 million Common Bond Greenhill Apartments, and \$2.9 million Digestive Health remodel on Greenhill Road. There are many others areas to tackle along the corridor in empty buildings: Kmart, Hy-Vee, Slumber land, Laser Tag, as well as new sites created at the eastern end, all with multiple new access points from the redevelopment, recreational trails for commuter traffic, etc.
- **Martin Road:** there is great activity at the Highway 20 and Highway 63 interchange. Cedar Valley Crossing has created a new 10-lot industrial and commercial park setting, Casey's is now open at Ridgeway and Highway 63, and Warren Transport is planning to build in the Greenbelt Centre Business Park. There is a lot of activity coming in all 4 corners of the Ridgeway and Highway 63 intersection as well.

Engineering

Jayne Knutson, City Engineer

SIDEWALKS >>>

Zone 10

- Completed repairs on 350 properties

Zone 1 >>>

- Inspected sidewalks on 1,722 parcels
- Administered repairs on 923 parcels

Constructed new sidewalk to close gaps in the sidewalk system on Esther St. (Hwy 63 to Sherman Ave.), Ridgeway Ave. (Oregon St. to Bethel St.), Oleson Rd. (At Bethel St.), Bethel St. (At Ridgeway Ave.) and Park Ave. (At Colby Rd.)

STREETS >>>

- Surveyed, designed and reconstructed 2.2 miles of roads.
- Surveyed, designed and overlaid 2.1 miles of roads.
- Completed streetscaping improvements along Jefferson Street from Westfield Avenue to W. 3rd Street
- Completed Newell Street Rise Project (Springview Street to Northeast Drive)
- Completed Warp Drive Rise Project (Leversee Road to 1,200 feet east towards the airport)
- Completed Design of the Shaulis Road Rise Project (Hess Road to Hwy 218) and started construction in front of Lost Island, Lost Worlds Theme Park and the Isle of Capri.
- Completed Phase 1 of University Avenue (Ansborough Avenue to Greenhill Road)
- Completed Phase 2 of University Avenue (Greenhill Road to Midway Drive)
- Working to complete Phase 3 of University Avenue (Ansborough Avenue to Hwy 63) by the end of 2021.
- Completed design of the Hyper Drive Rise project

WATERWAYS >>>

- Completed the Virden Creek Flood Control Improvements (Hwy 63 to E. 4th Street). This will help protect the public from flood insurance requirements along Virden Creek.
- Completed the design of the Westdale Bioswale. This will improve drainage in the area along Cimmaron Lane in "Flower Town"
- Completed the design of the Upton Detention Basin. Located north of University Avenue between Greenhill Road and Carriage Hill Drive.
- Completed the design of the Delane Avenue Detention Basin. Located on Delane Creek next to Devonshire Drive.

SANITARY SEWER >>>

- Completed repairs to the sanitary sewer on Hammond Avenue next to Red Lobster.
- Completed the design of the Walker Street Sanitary Sewer.
- Completed reconstruction of the sanitary sewer next to Lowell School
- Completed construction of new sanitary sewer in the 3200 block of Airline Highway to open additional ground for development.

Engineering cont.

- Completed the design and began construction of a new sanitary sewer lift station to serve the Midport Area.
- Began construction on replacing sluice gates on sanitary gate wells along the flood control system.
- Design of the Walker Street sanitary sewer replacement

MISCELLANEOUS PROJECTS >>>

- Completed design and construction of the parking lot for the new Skate park
- Completed construction of a new water main to serve the new hanger building at the airport
- Completed the design and construction of the new shelter at Hope Martin Park
- Completed the design and construction of the parking lot serving the Leisure Services campus on Campbell Avenue.
- Completed design of the Shaulis Road Trail between Cedar Terrace Drive to the Cedar Valley Nature Trail
- Began work on the enhancements to Highway 63, including colored paving, trees and recreational trail.
- Completed design of the Center of the Arts parking lot.
- Completed design and began construction on the Marina along the Cedar River

BRIDGE PROJECTS >>>

- Completed design and began construction on Park Avenue and 11th Street Bridges
- Working on design and condemnation for the Hammond Avenue Bridge

PUBLIC SAFETY & HUMAN SERVICES

Waterloo Fire Rescue

Pat Treloar, Fire Chief

By the numbers >>>

- **11,749** calls for service
 - 6.9% increase from previous year
- **9,811** ambulance service responses
 - 9.6% increase from previous year
- **7,054** ambulance transports:
 - 9.8% increase from previous year
- **256** fire calls
 - 5.8% increase from previous year
- **One** new rescue engine housed at fire headquarters
- **One new brush truck** housed at the Regional Training Center
 - 120 gallons per minute ultra-high-pressure spray
- **Two** firefighters received paramedic certification. The Waterloo Community Foundation contributed \$6,000 to assist with the cost.
- **40.3%** increase in ambulance revenue from FY20 to FY21

Innovative Equipment Purchases >>>

- **C-MAC** video laryngoscopes for endotracheal intubation
- **5 GETAC** computer tablets for all ambulances
- **4 SwatTac headsets** for TEMS members – not all members have communication equipment
- **2 power cot and power load systems**
- **Ventilators**
- **Body Armor** for ambulance crews

Fire Prevention and Community Outreach >>>

- **Smoke Detectors:** 18 residents requested assistance with smoke detectors
- **Knox Box Installations:** 26 residents requested a residential key box installation
- **Social Media:** we have focused efforts toward reaching more community members through our social media platform. Follow us on Facebook for important safety tips, a look into the job we perform, and a historical overview of your fire department.

Grants >>>

SAFER Grant: WFR hired four new firefighters under the SAFER grant. The SAFER grant will cover a large portion of salary and benefit expenses of the four firefighters for the next three years.

After the Fire:

A new approach to community outreach and fire prevention

This year we began a new community outreach initiative, which targets neighborhoods that have recently experienced a fire. After a residential fire occurs, WFR crews are canvassing surrounding homes and checking in with residents to ensure they have the tools they need to stay safe during a fire emergency. Crews are inspecting and testing smoke detectors, checking for proper smoke detector placement, and installing new smoke detectors or batteries as needed with the permission of the resident. This service is offered at no cost to the community, and is supported by our partner in safety the American Red Cross.

Waterloo Police Department

Dr. Joel Fitzgerald, Police Chief

VCAT Unit >>>

- 97 Firearms Seized
- 22 Federal Cases Filed
- 48 Gang Related Arrests
- 27 Arrests as part of the U.S. Marshals Northern Iowa Fugitive Task Force

Tri-County Task Force Seizures >>>

- Over 110 lbs. of Methamphetamine
- Over 90 lbs. of marijuana
- ¼ lb. of cocaine
- ¼ lb. of crack cocaine

These seizures equal a street value of over \$5,000,000.

- 33 firearms confiscated

Investigations/Safe Streets >>>

- 11 Straw Purchase (firearms purchased illegally) cases, seizing 45 firearms as a result of these investigations.
 - The two biggest offenders combined purchased over 63 firearms that were distributed to prohibited persons.
- Presented sixty (60) criminal felon level cases to the US Attorney for federal prosecution of violent offenders who used firearms in criminal acts
- Actively worked (investigated) approximately 350 criminal cases including five (5) homicides, sexual assaults, robberies, incidents of child abuse, and a multitude of other long-term investigation
- Re-investigated long-term unsolved criminal cases, including the development of leads and forensic evidence in cold case homicides
- Processed over 50,000 evidentiary items in/from a multitude of cases, including homicides.

Software >>>

- Progressing forward with a Back Hawk County Consolidated Dispatch Center purchase of Computer Aided Dispatch (CAD) and Records Management Software (RMS) through the Central Square Software Company
- Entered into a contract with Axon Mobile to obtain body cameras, Tasers, and supporting software for the next 10 years, funded with revenue from Automatic Traffic Enforcement.

Waterloo Police Department cont.

Department/Community/Miscellaneous >>>

- Used donations from the Police Foundation, Tyson, and the WPPA, to host neighborhood BBQ's in conjunction with Irving Elementary.
- Coordinated a multi-agency hostage rescue and active shooter response/training for approximately 80 officers/civilians: WPD, Waterloo Fire, BHC Sheriff's Office, and Communications Center.

Code Enforcement

Martin Peterson, City Attorney

Maria Downing, Foreman

- **6,307** responses to complaints from the public
- **451** citations issued
- **115** responses to bike calls from WPD
- **122** court order clean ups executed
- **205** administrative clean ups executed of which 147 were illegal dumps
- **332** parking tickets issued
- Assist in the 657A process of dilapidated housing
- Communication takes place with landlords daily through e-mail. Emails contain responses to calls and complaints, clean ups, referrals, and information on neighborhood clean ups, changes in ordinances, census information, reminders of seasonal ordinances, and other helpful information.

Point of Pride

“As a department, Code Enforcement staff all assisted an elderly woman who had no means to remove large piles of brush. She had hired a disreputable company to trim back trees and overgrowth. They took her money and left her in a mess. We never lose sight of the fact that Code Enforcement exists to improve people’s lives, not add to their troubles. We do everything we can to bring solutions and offer assistance to residents before issuing tickets.”

– Maria Downing

Annual Freedom Bus Tour >>>

The inaugural bus trip in 2018 carried twenty-two persons who departed Waterloo via Antioch Baptist Church bus (driver was Minister Craig Davis) to visit iconic civil and human rights spaces and places in Memphis, Montgomery, Selma and Birmingham. This experience is unique, offering residents an opportunity to experience first-hand the places and people who along with Dr. King played a part in making American history. Their work forced national leadership to pass life-changing legislation in the 1964 Civil Rights Act, the 1965 Voting Rights Act and the 1968 Fair Housing Act. The trip took a full week at a cost of approximately \$20,000. The presenting sponsor was Allen College. We have entered into a long-term partnership with Allen College, and we hope to engage hundreds of citizens with this experience over the next several years. One of our most memorable and touching moments is when Waterloo's very own iconic civil rights heroine Willie Mae Wright got a chance to walk across the Edmund Pettus Bridge for the very first time in her life – priceless.

International Human Rights Day Event >>>

This event sponsored annually by the Human Rights Commission on December 10 serves as opportunity to highlight successes and also champion human rights and civil rights causes within the local context. It provides a platform to inform government, business and community stakeholders of the purpose of our agency, which is to “enforce human and civil rights, conduct research, training and public education” on whether the rights of community members are being breached by any of the multiple sectors of the society, and “to issue policy recommendations on human intergroup relations and civil and human rights.” The 2020 keynote address was offered by Waterloo's own Nikole Hannah-Jones, the Pulitzer-prize award winner for journalism and MacArthur genius award recipient.

Fair Chance Initiative Ordinance >>>

On Juneteenth 2021, Iowa Supreme Court upheld significant provisions of the Fair Chance Initiative Ordinance that was championed by the Human Rights Commission and passed by City Council. This has been a 10-year journey for the Commission. The Fair Chance Initiative is another tool designed to protect citizens with criminal arrest record in their background from being discriminated against unjustly in the local marketplace. 200 other jurisdictions across the United States have similar ordinances in place. In the beginning, this initiative experienced support from several social justice advocates among concerned citizens as well as detractors from the business sector. With increased education outreach, however, more support has been gained from the

Human Rights Commission cont.

business sector as evinced by the endorsement of Grow Cedar Valley, the hub of business activity in the metroplex. A lawsuit had been filed by the Iowa Association of Business & Industry (ABI) located in Des Moines to block implementation of the Ordinance. ABI had actually appealed a lower court's ruling to uphold the Ordinance which has now been upheld and settled in Iowa Supreme Court.

Community Development

Rudy D. Jones, Director

Annual Allocations >>>

- \$1,253,026 of CDBG funding
- \$486,672 of HOME funding
- \$1,081,959 in CARES Act funding

Accomplishments for FY21 >>>

- 1 New Construction Home
- 3 Down Payment Assistance grants were provided to low/moderate first time homebuyers
- 39 Homes received emergency repairs of which 17 of those homes received roof replacements
- 35 Rehabilitation projects completed
- 64 Homeless individuals were provided emergency shelter
- 17,729 people received assistance through funding provided to Public Service Agencies

Point of Pride

Community Development assists homeowners during times of crisis, helping preserve their home and the neighborhood, while reducing financial and psychological burden.

In light of Waterloo's aging housing stock and diminishing federal funding, we are especially grateful for collaborations with agencies in the community and partnerships local philanthropy. With their help we are able to continue to provide assistance to home owners with emergency needs and make positive impact in our aging neighborhoods.

Area of Focus: Healthy Homes >>>

Waterloo Community Development focuses a large portion of programs and services on landlords and families with small children present. The specific needs of this sector are incorporated into the federally funded Healthy Homes Lead Paint Grant. To date, one third of home rehabilitations completed by WCD are in housing units and apartments with children age 6 years old and younger. This work not only makes the units lead paint safe for the current families, but for future families.

The current three year funding cycle is near completion with another grant applied for. Waterloo Community Development is well positioned with excellent results of the past three years; by building contractor capacity; and by having filled all staffing positions with skilled and trained professionals.

Neighborhood Services >>>

- 31 Recognized Neighborhoods
- Neighborhood cleanups were done in May, June, July and August
- Scheduled 10 concerts in the Gallagher Bluedorn Summer Concert Series
- National Night Out – 8 neighborhoods participated
- Neighborhood Services Party Trailer
- Waterloo Neighborhood Coalition
- Housing/Renter Advocacy Group
- Cedar Valley's Promise
- One Cedar Valley

PROGRAMS >>>

- **Section 8:** Provide approximately \$400,000 in rent assistance to over 350 landlords, on behalf of 1050 tenants, EVERY month. The waiting list for Section 8 stands at 880. The average wait is 1 ½ - 2 years.
- **Veterans Affairs Supportive Housing (VASH)** vouchers have Been completely leased (19 out of 19) to provide much needed rent-assistance to chronically homeless veterans in our city.
- **Foster Youth to Independence:** The Housing Authority was authorized 9 vouchers and we have issued 4 of these vouchers to young people aging out of the foster care system.
- **Emergency Housing:** The Housing Authority was authorized 15 vouchers for homeless individuals/families through the American Rescue Plan. Beginning August of 2021, the Department of Housing and Urban Development will provide not only housing assistance payments and administrative costs, but also service fees for these participants to assist with deposits, housing search, and more.
- **CARES Act Administrative Fees:**
 - The Housing Authority received approximately \$300,000 in additional administrative fees for use during the pandemic.
 - These funds have been used to:
 - Provided PPE for all employees as well as masks/hand sanitizer free of charge for participant use while in our office.
 - Install a permanent glass barrier around our reception area.
 - Purchase laptops and printers for employees to allow for remote work and Zoom meetings.
 - Purchase additional software and training for mobile inspections, portals for tenants and landlords, and online applications.

Point of Pride
The Housing Authority began taking online applications for both the Section 8 program and Ridgeway Towers on June 15, 2021. This enables applicants to easily apply from out-of-state, as well as helps those who may be unable to come into the office in-person. We will still provide paper applications to those without internet access.

RIDGEWAY TOWERS >>>

- 50 subsidized apartments for low-income senior citizens
- This is the only subsidized apartment complex in the Cedar Valley to offer cable television and wireless internet to its residents for only \$35.00/month
- Replaced all 3 boilers at Ridgeway Towers with new, energy efficient models
- Received approximately \$5,000 to assist with our Covid response at Ridgeway Towers. Funds have been used to purchase masks for residents, guests, and staff; hand sanitizer and dispensers for each floor, and additional janitorial supplies for disinfecting commonly touched surfaces in the building.

ADMINISTRATION

Mayor's Office

Quentin Hart, Mayor

Please note, Mayor Hart and staff accommodate resident calls and walk-ins on a daily basis as well as media requests for comment. The number outlined below represent scheduled events only. Incoming calls range from 30 to 60 calls per day.

Regular city business and local boards and commission meetings, which constitute the majority of Mayor's calendar, have not been tallied here.

Public Appearances >>>

- Ground Breaking/Ribbon Cutting/Dedications - 28
- Community Events - 60
- Panels & Presentation – 43
- Special Video Requests - 17

Hosted Events >>>

- 4th Annual State of the City
- MLK Faith Breakfast
- Mayor's Fireworks

Special Initiatives >>>

- University of Iowa Partnership – 28 projects
- 2030 Vision & Strategic Plan
- President of Iowa League of Cities
- One Cedar Valley – executive board
- Cedar Valley Childcare Coalition
- Housing Taskforce (Internal)
- Covid Response Team (Internal)
- Census
- United Way Employee Campaign

Resident Meetings >>>

- One-on-one meetings with Residents – 53

Point of Pride

The pandemic didn't keep us from doing great things for Waterloo. City staff cooperated, collaborated and supported each other to make great things happen. I am most proud of City staff and what they have been able to accomplish. They are positioning Waterloo for the future and making it a better place every day.

-Mayor Hart

Mayor's office cont.

Boards and Commissions >>>

- Black Hawk County Emergency Management Agency
- Black Hawk County Conference Board
- Black Hawk County NAACP
- Black Hawk County Share Services Committee
- Cedar Valley Child Care Coalition
- Community Foundation's Metro Funders
- From the Heart Waterloo Home Enhancement Project - Founder & Director
- Future Ready Cedar Valley
- Future Ready Iowa Board Member (by Governor Branstad)
- GROW Committee
- INRCOG Board Member
- INRCOG Executive Committee State of Iowa
- State of Iowa Commission on Aging - Commissioner
- Grow Cedar Valley - ex officio
- Iowa Healthiest State Initiative - Board of Directors
- Iowa League of Cities Executive Committee- President
- Iowa League of Cities Legislative Committee
- Iowa Workforce Development Minority Communities Board
- Leader Valley Council (GCVAC)
- Metro Coalition of Cities - Vice Chair
- National League of Cities
- National Alliance for Partnerships in Equity (NAPE) - Board Member
- One Cedar Valley
- Regional Innovation and Entrepreneurship Team Member
- Regional Workforce Development Board
- Social Action Inc. Board Member
- University of Northern Iowa Strategic Plan Implementation Team
- U.S. Conference of Mayors
- Waterloo Industrial Development (WIDA) Board
- Waterloo Youth Jobs Initiative

Finance Department

Michelle Weidner, CFO

Contracts & Agreements >>>

- Coordinated Best Western Plus/ Executive Residency on their \$10 million renovation and restaurant project.
- Coordinated with Spectra, architect and city staff on major renovation projects for the Convention Center.
- Coordinated with Republic Parking and city staff to improve security in the parking ramps.

Audits & Reports >>>

- Audited financial statements for the fiscal year ended June 30, 2021 were completed. GFOA Certificate of Excellence in Financial Reporting award received for the FYE2019 financial statements, the City's 17th award.
- FYE2022 budget passed, 5-2 vote.
- Timely approval of FYE2021 budget amendments.
- Prepared and filed annual financial report, street financing report, debt outstanding reports, passenger facility quarterly reports, and reviewed TIF reports – all filed timely.
- Prepared more than 250 work papers used for the audited financial statements.
- Prepared several projections of anticipated lost revenue due to COVID.
- Administered information for federal American Rescue Plan Act funds.

Financing >>>

- Assisted with funding and organizing the master plan for renovations at the Convention Center. Two projects were completed (chiller replacement and exhibit hall ceiling replacement). The lobby addition and renovation project and second floor updates were funded and are currently under construction. Facilitated a successful gaming grant for the plaza and second floor renovation project.
- Developed and refined a number of drafts of capital projects schedules for Sewer projects including developing repayment plans.
- Continued the implementation of the use of State Revolving Fund loans for eligible sanitary sewer projects, including borrowing of \$15 million.
- Assisted the Telecommunications Board with financing options for telecommunications utility.
- Issued \$13.8M in new bond money in the spring of 2021.
- Refinanced three bond issues to take advantage of lower interest rates, saving \$616,012 in future interest payments.

Point of Pride

“Processing our daily and weekly work has been a challenge with so many other staff working remotely. Finance department staff continued to cope well with all the changes and stresses that COVID caused with meeting our daily and weekly deadlines, especially while juggling family issues. I’m happy to say that we met all reporting deadlines even under these circumstances.”

– Michelle Weidner

Finance Department cont.

Oversight & Support >>>

- Assisted with the implementation of Ambulance billing/collections conversion to new billing company.
- Assisted with the implementation of the Housing Authority conversion to new bookkeeping company used for federal reporting.
- Reviewed 22,000 bills for payment using 11,700 checks and 400 EFT batches, including 30 payroll batches.
- Prepared and approved 2,000 journal entries.
- Reviewed and approved 3,000 receivable invoices.
- Managed banking activities.
- Supported all city departments with financial questions and training new staff.

City Clerks Office

Kelley Felchle, City Clerk

- Updated and recodified the City of Waterloo Traffic Code. During this recodification we worked with our codification company to make the traffic code accessible to the public on the city website.
- Served on the following task forces: Rental Housing, After Hours, and COVID Response Team
- Processed 82 records requests
- Implemented income offset program for the Waterloo Police Department
- Created a food truck permit program
- Issued 9553 rental unit permits
- Worked with Main Street Waterloo and city staff to implement the downtown e-scooter program
- Processed 1,139 minutes, ordinances, and resolutions
- Reviewed 2,774 agenda items

Legal Department

Martin Peterson, City Attorney

- The office provides legal advice to the mayor, counsel, department heads and staff.
- The office monitors civil cases and helps the city formulate legal strategy.
- The office drafts ordinances, agreements and contracts.
- The office is always available by phone, email or in person to Mayor, Council, department heads, staff and residents.
- The City filed 1,362 cases via Electronic Document Management System (EDMS) from January 1, 2020 to December 31, 2020.
 - Waterloo Police Department – 747 cases
 - City Civil Infractions – 615 cases
- The City filed 1, 294 cases to date from January 1, 2021 to September 2, 2021, with the following:
 - Waterloo Police Department – 518 cases
 - City Civil Infractions – 776 cases
- The Legal Department has begun handling the Automated Traffic Enforcement and Chronic Nuisance Citations for the Waterloo Police Department for camera citations. These were issued in the fall of 2020 and beyond, but were disposed of by dismissal, consents or guilty pleas generally in 2021. There were under 5 citations that were dismissed totally; approximately 8 citations dismissed at cost to the Defendant; and approximately 151 citations resulted in consents and/or guilty pleas with penalties attached. The Waterloo Police Department usually files the nuisance vehicle citations on a bi-annual basis. ATE citations are filed as they occur.
- In 2020, the Legal Department filed six (6) 657A cases. To date, the Legal Department has filed 3 cases in 2021 with an additional 3 cases to be filed within the next 30-60 days.
- City of Waterloo traffic citations and municipal citations are heard in Court at the Black Hawk County Courthouse every Monday at 1:30 p.m., and the 4th Thursday at 1:30 p.m. There are usually anywhere from 3 to 6 trials held on each date.
- The office constantly strives to provide competent legal services and sound legal advice.

Technology Services

Chris Youngblut, Director

Infrastructure Updates

- **New Core Network Switch**
 - This is where all computer/ phone network traffic gets routed through. Replace aging equipment with new 10 GB capable infrastructure.
- **New Dell Storage Array installed**
 - New SAN installed to accommodate more data / server needs.
 - Upgrade of virtual network (VMware) environment
- **Upgraded email server**
 - Accommodate more users and larger mail box needs.
- **Fiber connections**
 - Completed to fire station 2 (Completion of computer hookups to be done yet)
 - Fiber loop from City Hall-Washington St.-San Marnan-Kimball completed
- **Network Security**
 - New Anti-virus and Anti-Malware protection installed

Point of Pride

The most notable accomplishment is probably with our GIS (Geographic Information System). We have created many internal facing and public facing web maps allowing for real time access to location information. Our work in GIS has garnered recognition from numerous publications including *The Municipal* as well as being awarded the Special Achievement in GIS Award at the International Esri GIS User's Conference in San Diego California in 2019.

System Analyst Hired in Technology Service Department

Geographic Information Systems (GIS) Implementations

- Work with departments on rollout of GIS Applications
 - Code Enforcement
 - Engineering (Sidewalk Inspections)
- Hiring of GIS Coordinator

Expansion of Traffic/Camera Network

- Fiber connections throughout the Highway 63 corridor
- Fiber connections throughout the Highway 218/San Marnan and Kimball Avenue areas (loop)
- Connection of over 55 intersections via fiber optics.
 - Allows connection of controller equipment for traffic department
 - Connection of cameras at most intersections

Public Access Television Studio

Chris Youngblut, Director

Ed Stoffer, Supervisor

Video Production >>>

- Broadcasts
 - 24 Waterloo Council Meetings
 - 15 Planning & Zoning Commission Meetings
 - 12 Board of Adjustment Meetings
 - 31 City of Waterloo Municipal Bid Openings
 - 52 Black Hawk County Board of Supervisor Meetings
 - Many other special meeting and city council meetings from surrounding communities
 - North End Update broadcasts which were also produced, directed and edited
- Produced/Edited/Directed updates of City Projects:
 - University Avenue Construction
 - Shaulis Road Construction
 - Virden Creek Project
 - Skate Park
 - Waterloo Convention Center Construction Updates
- Produced/Edited/Directed Community Events
 - 2020 Census Public Service Announcements
 - My Waterloo Days and Shop Waterloo Public Service Announcements
 - Memorial Day and Veterans Day Specials for Memorial Hall Commission
 - GR Kitchen and Taps Restaurant Press Conference
 - Spark Waterloo Event
 - Bird E Scooter Launch

Publish content to the Waterloo Community Television YouTube Channel

- Over 300,000 views, 600 subscribers and 23,000 hours of watch time.
- Top viewed videos include
 - City Council Meetings
 - RAGBRAI Presentations for Leisure Services
 - Shaulis Road Construction Updates

Point of Pride

During the COVID-19 pandemic we created the City's Covid Response Hub website and recorded B.H.C. Public Health Dept./EOC daily press briefings to help keep the community informed on what our local health facilities, schools, and community support groups were doing and recommending. We broadcast the briefings multiple times on City Access channel 15/79.2 and uploaded them to our YouTube channel. YouTube views have dramatically increased. With projects like University Ave., the Skate Park, Virden Creek, and others our City of Waterloo YouTube channel has a total of 125,814 views and 451 subscribers.

Public Access Television Studio cont.

Worked with many City departments to create informational videos

- Waterloo Center for the Arts projects
 - Musical Masterpiece Video project
 - University of Iowa Mura project
 - Haitian Arts digital crossroads project
- Waterloo Fire and Rescue new recruit training
- Mayor's Office
 - Virtual State of the City

Maintain the City Website and Employee Intranet Page

- Worked with Human Resources on the intranet page to create a portal in which employees can retrieve pay stubs and eliminate the need for printing over 500 pay stubs out regularly.

Covid-19 Response

- Over 500 virtual Zoom meetings and 300 conference calls managed
- Maintain the City of Waterloo's Covid-19 HUB Website

Human Resources

Lance Dunn, Director

Policies >>>

The HR Department provides Labor relations council for all departments and handles all grievances from the Unions. HR also provides Union Contract interpretation, creates new policies and keeps current policies updated for all City of Waterloo Departments.

- New COVID-19 Policies
- Renegotiated wages with 7 unions this fiscal year

Hiring >>>

The HR Department administers the hiring process for all departments in the City of Waterloo. We have hired 229 new hires in FY21 including full-time and seasonal staff.

Benefits >>>

The HR Department is responsible for administering Workers Compensation, Payroll and Benefits for all departments.

Highlights

- Payroll paid 994 employees in 2020 a total gross amount of \$39,275,483.69 in FY21.
- Insured a total of 664 employees + retiree contracts on our health insurance plan.
- Our employees deferred nearly 820,000 dollars into 457(b) and Flex accounts, saving the City nearly \$63,000 in matching FICA taxes.

Safety >>>

The HR Department also serves as a service provider for the different departments at the City of Waterloo. For example, the Safety Committee, the Wellness and Safety Event and support for Community Events

Highlights

- Hired new Safety & Compliance Director
- Kept everyone safe during pandemic and created new policies.

“It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs, who comes short again and again, because there is no effort without error and shortcoming; but who does actually strive to do the deeds; who knows great enthusiasms, the great devotions; who spends himself in a worthy cause; who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls who neither know victory nor defeat.”

Theodore Roosevelt, “Citizenship in a Republic” speech, April 23, 1910