



Council Study Meeting
August 21, 2017
6:00 p.m.
City Council Chambers

Agenda

1. Discussion regarding the August 7, 2017 joint City Council/Board of Supervisor meeting
2. Presentation of the FY19-FY23 draft Capital Improvement Plan and vehicle/equipment replacement schedule - Page 2
3. Update regarding action items from the City Council's April 1st retreat - Page 10

City Council Study Meeting

2.

Meeting Date: 08/21/2017

Information

Subject

Presentation of the FY19-FY23 draft Capital Improvement Plan and vehicle/equipment replacement schedule

Information

Fiscal Impact

Attachments

Budget Process Deadlines

CIP

CIP 2

CITY & IMU BUDGET PROCESSES

Date	Action Item	City Manager	Finance	Staff	Council	IMU
June 19, 2017	Presentation and Approval of Budget Calendar	X	X		X	
July 31, 2017	Capital Improvement requests due to Finance	X	X	X		X
August 1-10, 2017	Prepare draft CIP budget	X	X			X
August 14, 2017	IMU Board Mtg: Receive direction from Board regarding CIP budget		X			X
August 21, 2017	Council Study Session: Receive direction from Council regarding CIP budget	X	X		X	
September 1-12, 2017	Initial budget targets for FY 2019 operating budget	X	X			X
September 11, 2017	IMU Board Mtg: Discuss 5 year CIP		X			X
September 18, 2017	Council Study Session: Discuss 5 year CIP	X	X		X	
September 30, 2017	Five year projections complete; Review CIP	X	X	X		
October 16, 2017	Discuss Fees, Tax Rates and receive direction at Study session	X	X		X	
November 1, 2107	Letter to Agencies that received PY funding due		X			
November 1-15, 2017	Analysis of budget requests & review of department operational plans & funding requirements	X	X			X
November 13, 2017	IMU Board Mtg: budget update, revenues, operating impacts of capial projects, and related topics		X			X
November 20, 2017	Council Study Session: budget update, revenues, operating impacts of capital projects, and related topics	X	X		X	
December 1, 2017	Budget Request from Other Agencies Due to Finance		X			
December 2017	Valuation Data from County		X			
January 15-19, 2018	Draft FY 2019 budgets to department heads & council		X			X
January 22-31, 2018	Individual Council budget discussions	X	X		X	
January 31, 2018	Deadline to receive feedback regarding FY 2019 budget	X	X	X	X	X
February 5, 2018	Council Meeting: Set public hearing for FY 2019 budget for March 5, 2018	X	X		X	
February 12, 2018	IMU Board Mtg: Set public hearing for FY 2019 budget for February 26, 2018		X			
February 26, 2018	IMU Board Mtg: Hold public hearing for FY 2019 budget & Adoption of budget		X			
March 5, 2018	Council Meeting: Hold public hearing for FY 2019 budget & Adoption of budget	X	X		X	
March 15, 2018	DEADLINE to file budget with the State/County		X			X
April 23, 2018	IMU Board Mtg: Publish Budget Amendment/Set PH		X			X
April 16, 2018	Council Meeting: Publish Budget Amendment/Set PH	X	X		X	
May 7, 2018	Council Meeting: Amendment	X	X		X	
May 14, 2018	IMU Board Mtg: Amendment		X			X

VEHICLES & EQUIPMENT CAPITAL IMPROVEMENT PLAN - FUND 190

	Current FY18	FY19	FY20	FY21	FY22	FY23	Future	TOTAL
STREETS								
2014 Elgin Street Sweeper					225,000			225,000
2001 Dodge 2500 4x4	27,000							27,000
2002 Dodge 2500 4x2								32,000
2016 Ford 4x4 Exten Cab/Plow							47,000	47,000
2001 Dodge 3500 Dual Wheel Crew	45,000							45,000
2000 Ford F450 Crew Cab		45,000						45,000
2016 Freightliner Tandem Dump/Plow							325,000	325,000
2011 Case TR 320 Track Loader							80,000	80,000
2007 Freightliner							100,000	100,000
2006 International Dump/Plow Equipment		172,000						172,000
2007 International Dump/Plow Equipment				177,000				177,000
2007 International Dump/Plow Equipment			175,000					175,000
2014 International Dump/Plow Equipment							170,000	170,000
2014 International Dump/Plow Equipment							170,000	170,000
1998 Bobcat Skid Loader (Case Track Loader to replace)	75,000							75,000
2002 310 John Deere Backhoe								125,000
2007 310 John Deere Backhoe			125,000					125,000
1994 Ingersall Rand Air Comp.								22,000
1999 Crafc0 Sealmaster	42,000							42,000
2010 Snow Go Snow Blower							83,000	83,000
2003 Case Maintainer							250,000	250,000
Paint Machines (2)	15,000							15,000
Large Concrete Saw							16,000	16,000
Concrete Breakers							9,000	9,000
Concrete Drill							10,000	10,000
Concrete Grinder							6,000	6,000
Cold Patch Heater							23,000	23,000
Asphalt Paver							450,000	450,000
Large Trailer							8,000	8,000
Small Saw Trailer							5,000	5,000
Shop Pressure Washer							7,500	7,500
COMMUNITY DEVELOPMENT								
Ford F150			25,000					25,000
POLICE								
Car 35 2013 Ford Taurus								28,000
Car 36 2013 Ford Taurus								28,000
Handheld and Vehicle Radios (Digital Upgrade)	134,338							134,338
PD Camera System		26,000						26,000
SUV 141 2014 Ford Explorer	28,000					28,000		56,000
SUV 151 2015 Ford Explorer		28,000				28,000		56,000
Car 161 2016 Ford Taurus		28,000						28,000
SUV 171 2017 Ford Explorer			28,000					28,000
Car or SUV 172 replacment				28,000				28,000
Additional Unit				28,000				28,000
Car 21 2010 Dodge Avenger					25,000			25,000
Car 45 2012 Dodge Avenger			25,000					25,000
Car 49 2008 Ford Expedition		25,000						25,000
In Car Computers (2015)							18,600	18,600
In Car Computers (2016)							12,400	12,400
WPC								
2014 F250 4x4 w/ Snow Plow							35,000	35,000
Camera Van 1996 w/camera equip		145,000						145,000
Ford F-150 2012				25,000				25,000
Vactor Jet Vac 2011							397,300	397,300
Ford F-350 4X4 2004 w/plow	32,000							32,000
Ford F-550 2007 W/ Service Body					88,800			88,800
BOBCAT UTV(replacing Kubota and IH Tractor)		30,000						30,000
Lift Station Generator	85,000							85,000
Push Camera	24,000							24,000
Parks								
1998 F150	15,000							15,000
2003 Ford F-350 (dump box)		40,000						40,000

VEHICLES & EQUIPMENT CAPITAL IMPROVEMENT PLAN - FUND 190

	Current FY18	FY19	FY20	FY21	FY22	FY23	Future	TOTAL
2006 F-250 4x4						28,000		28,000
2007 F150 (downtown beautification)				15,000				15,000
2009 F150 4x2				25,000				25,000
2014 F250 (w/ plow)							35,000	35,000
1998 Stienner Power Unit (Backup Unit)								0
2000 JD 6110 w/loader			60,000					60,000
2000 Land-Pride			10,000					10,000
2005 Kubota L4630			35,000					35,000
2007 Bobcat 2200S			18,000					18,000
2004 Toro 328D							25,000	25,000
1996 Toro 325D (Backup)							0	0
2015 VenTrac						40,000		40,000
2010 Kubota 3680 Mower	27,000							27,000
Fire								
50 Portable Radios for P25					100,000			100,000
Command Vehicle (with Equipment)							42,000	42,000
Engine #333	275,000							525,000
Engine #332				475,000				475,000
Engine #331					475,000			475,000
Truck #334			750,000					750,000
Tender #335					275,000			275,000
Speciality #339-Replace with F550 4x4								183,000
Grass Truck #338-Replace with F450 4x4								52,000
Trailer for Rescue Equipment								7,500
Hydraulic Extraction Tools	5,000							20,000
SCBA/Masks	277,344							277,344
Air System SCBA		40,000						40,000
Ambulance								
2016 Ford Chassis Ambulance					220,000			220,000
2012 Ford Chassis Ambulance	215,000							215,000
2014 Ford Chassis Ambulance			218,000					218,000
Recreation								
1998 Ford Cargo Van		27,000						27,000
2005 Dodge Caravan				25,000				25,000
2009 Ford Passenger Van (Replace with Caravan)							28,000	28,000
John Deere 1200A Field Finisher							15,000	15,000
John Deere 4320						25,000		25,000
IT								
Email Exchange Server - In House	15,775	11,063	17,366	9,185				84,989
Computer Replacement	22,500	22,500	22,500	22,500	22,500	22,500	22,500	
Main Switch Stack	20,000	3,000						23,000
Firewall Upgrade	9,500							
Disaster Recovery Blade Replacement	12,000	30,000	12,000	12,000	8,000			74,000
Network Security Drive		10,000			6,500			16,500
Mobile Unit Replacement (Fire & IMU) 4 Units/yr	8,000	8,400	8,800	9,300	7,300			41,800
Phone System Upgrade/Maintenance	4,750	1,500	1,500	25,000				32,750
2013 Ford Taurus - Car 32					4,000			4,000
LIBRARY								
								0
Circulation System		50,000						50,000
								0
TOTAL	1,414,207	692,463	1,531,166	875,985	1,457,100		2,390,300	9,135,321

	FUNDING SOURCE TOTALS						
	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	Future
Fund 190 Beginning Balance	718,252	375,914	520,261	-240,228	-732,213	-1,717,513	-1,717,513
Transfer from Ambulance (016)	100,000	103,000	103,000	106,000	106,000		110,000
Transfer from Fire (015)	282,344	20,000	20,000	20,000	20,000		
Transfer from Police (011)	0	28,000	25,000	28,000	0		28,000
Transfer from General Gov. (001)	28,000	28,000	28,000	28,000	28,000		28,000
Transfer from RUT (110) (Restricted) - at time of purcha:	204,000	217,000	325,000	177,000	225,000		
Transfer from WWTP	141,000	175,000	0	25,000	88,800		432,300
Transfer from IT	92,525						
Property Tax	220,000	257,810	261,677				

VEHICLES & EQUIPMENT CAPITAL IMPROVEMENT PLAN - FUND 190

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Sale of Equipment	4,000	8,000	8,000	0	4,000		8,000	
Less Purchases	(1,414,207)	(692,463)	(1,531,166)	(875,985)	(1,457,100)		(2,390,300)	
TOTAL FUNDING SOURCES	375,914	520,261	-240,228	-732,213	-1,717,513	-1,717,513	-3,501,513	

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City Council Study Meeting

3.

Meeting Date: 08/21/2017

Information

Subject

Update regarding action items from the City Council's April 1st retreat

Information

Fiscal Impact

Attachments

Indianola Effect Gov

CITY OF INDIANOLA

EFFECTIVE GOVERNANCE SESSION

SUMMARY REPORT

APRIL 1, 2017

Introduction

The City of Indianola (City) held an Effective Governance session on April 1, 2017, in the Heritage Room of The Villages, 1203 North E Street, Indianola. In attendance and participating at this meeting were Mayor Kelly Shaw and Council Members Shirley Clark, Joe Gezel, John Parker, Jr., Pam Pepper, Brad Ross, and Greta Southall. Also in attendance and participating in this session were City Manager Ryan Waller and City Attorney Doug Fulton. The session was facilitated by Jeff Schott, Director of the Institute of Public Affairs, The University of Iowa.

Prior to the session on April 1, the facilitator met individually with the Mayor and each of the Council Members to discuss roles, responsibilities, chain-of-command, communication and other governance issues. The facilitator also met in small groups with the City Department Heads, as well as the City Manager and City Attorney, to discuss the same topics. Department Heads were advised they could contact the facilitator directly and discuss any issues they did not wish to discuss in front of other individuals (which several Department Heads did). Based on these discussions, the facilitator developed the agenda for the April 1 session (attached to this report as Attachment A). The facilitator's list of questions for the various interviews is attached to this report as Attachment B.

Agreements/Action items

After review and discussion at the April 1 session, the participants reached the following agreements and identified the following items to be accomplished:

- The Mayor/City Council expect the City Manager to be responsible for direction/supervision/oversight of Departments/Department Heads.
 - The City Manager is responsible for the daily administrative functions of the City.
 - The City Manager is expected to appropriately delegate responsibility and authority to department heads and to hold department heads accountable for performance.
 - It was agreed that the City Manager at an upcoming Council study session would present an overview of the City Manager's organizational expectations and goals for the various City Departments. The purpose of this process would be to clarify and confirm with the Mayor and City Council the City Manager's goals and expectations for the various city departments.

- It was agreed that the Mayor and City Council together as a team are responsible for direction/supervision/oversight of the City Manager.
 - The City Council is responsible for hiring the City Manager. The City Manager is responsible for hiring the Department Heads, except for the City Clerk who is hired by the City Council.
 - The Mayor and City Council as a team, with staff input, set the policy agenda and priorities for the City.
 - The City Council does not “work for” the Mayor.
 - The Mayor/Council set directions/policies; the City Manager is responsible for implementing the direction and policies.
 - In situations in which the Mayor/City Council are providing directions or instructions to staff, such directions/instructions need to be clearly articulated so that staff can follow up and implement such directions/instructions.
 - If staff is unclear or needs further explanation regarding such directions/instructions, staff is encouraged to so inform the Mayor/Council to obtain further guidance or clarification.

- It was agreed that the Mayor/City Council may communicate/interact directly with city staff for the purpose of informing themselves regarding city activities and projects, obtaining information regarding council agenda items, forwarding complaints to appropriate departments, and related matters.
 - The participants agreed that when such interactions occur, both the elected officials and staff should inform the City Manager as to the nature and purpose of the interaction and keep the City Manager informed, as well as the elected official, as to any actions or follow-up with respect to that matter.
 - It was agreed that there would be no negative consequences (i.e., disciplinary action) retaliation or retribution to an employee regarding such interactions provided the appropriate notifications to the City Manager had occurred.
 - Individual Council Members have no authority to direct staff in any way unless specific authority has been so delegated to that Council Member by the City Council in official meeting through adoption of appropriate legislation.

- On important/significant issues under consideration by the City Council, the Mayor and City Council need to clearly communicate to the staff the relevant information that the elected officials need to make an informed decision on that matter.
 - All Council Members and Mayor are encouraged to participate in discussions regarding agenda items and express any significant issues, concerns, opinions, etc. regarding agenda items before votes are to be taken.
 - Staff are encouraged to communicate to the elected officials the type of information that staff believes the elected officials should have regarding such items.
 - On important/significant issues under consideration by the City Council, staff reports are expected to include:
 - The relevant information as previously identified by the Mayor/City Council, or as deemed to be relevant by staff;
 - Identification and analysis of alternatives, including the “do-nothing” alternatives, to include identification of possible implications/consequences of the various alternatives.

- Mayor and Council are encouraged to notify appropriate staff in advance of the council meeting if they have any specific questions or specific informational needs to allow staff adequate time to research the matter and provide accurate responses to the elected officials.
 - When following up on such information requests, staff should copy the Mayor and the entire City Council in their response to assure all elected officials are receiving the same information.
- Council study sessions should be used to identify information needs , receive direction and other necessary points for significant issues coming before council. Study sessions should also be used to discuss the processes/formats to be used for such significant issues (e.g., whether to hold neighborhood meetings, public information meetings, etc.).
 - Study sessions should also be used to review specific features of upcoming agenda items of particular interest to council members, for example, equipment specifications, design details on engineering projects, etc.
- In order to provide the City Council notice that certain items, such as purchases of equipment or materials, may soon be coming before the City Council, it was agreed that preliminary information could be provided to the City Council so that the Council could discuss whether particular issues related to that item should be discussed by the City Council prior to the meeting when approval of that purchase would be considered by the City Council..
 - For example, prior to a department soliciting bids on a piece of equipment and prior to the council agenda when approval of that purchase would be considered, at an earlier meeting an item could be placed on the agenda such as “motion to direct a particular department to solicit bids for purchase of a certain piece of equipment”, At this earlier meeting, any specific issues or concerns related to that piece of equipment could be reviewed and discussed at that meeting or perhaps deferred to a work session for discussion..
- The participants agreed with the principle that opinions on important city issues and concerns should be shared up and down the chain-of-command without repercussions.
 - Staff, especially Department Heads, are encouraged to freely express their opinions on matters to the City Manager.
 - In the event a Department Head disagrees with the City Manager’s recommendation on a council agenda item, it was agreed that the Department Head may express their disagreement or alternate recommendation to the City Council at the same meeting.
 - Under such circumstances, the Department Head is expected to inform the City Manager in advance of the council meeting that the Department Head intends to present a differing position to the City Council. In such instances both the City Manager and Department Head would be expected to present their recommendations, analyses and rationale for their position to the City Council for their consideration.

- It was agreed that a council committee would review and recommend a process to enhance the performance evaluation system of the City Manager. Council Members Gezel, Southall and Pepper volunteered to serve on the committee, along with the City Manager. This committee would consider, among other things, such techniques as self-evaluation, 360 degree evaluations, appropriate evaluation factors, and development and accomplishment of performance goals for the City Manager. The committee would review evaluation processes and instruments from other communities. This review would be completed and the revised process is anticipated to be implemented for the next performance evaluation of the City Manager scheduled for January 2018.
- It was agreed that a thorough orientation process should be made available for any newly elected or appointed elected officials. Such orientation should include (but not be limited to) such issues as: important State and Municipal Code requirements, other legal requirements (such as Open Meetings Law, Gift Law, Conflict-of-Interest Law, etc.), review of important planning documents (such as the Strategic Plan, Comprehensive Plan, Capital Improvements Program), review of key programs and on-going commitments/obligations, review of important processes and policies (such as council meeting management, budget development, human resources, purchasing, agenda development, complaints), and review of roles/responsibilities/authority of important positions (such as Mayor, Council, City Manager, department heads, Boards and Commissions).
- It was agreed that certain City policies and procedures should be reviewed and revised, if necessary, with training provided to appropriate staff and officials. Among the policies to be reviewed: Purchasing, Performance Evaluations (of employees other than City Manager), Complaints Processing.
- It was agreed that the Mayor and City Manager would meet on a regular basis to discuss matters of mutual concern, review status of city projects and activities and keep each other informed on important issues and information. On an interim basis, the City Attorney would sit in on these weekly meetings to facilitate discussion and enhance communications.
- The facilitator suggested that the participants in today's session reconvene on a regular basis (recommendation – every three months) to review the status of the agreements/action items, determine what is “working” and what is not, and discuss any changes or adjustments that should be considered to enhance governance and organizational effectiveness, as well as respond to any new issues or opportunities that may have recently arisen.

Jeff Schott
 Institute of Public Affairs
 University of Iowa
 April 17, 2017

Attachment A

AGENDA

CITY OF INDIANOLA EFFECTIVE GOVERNANCE

**Saturday April 1, 2017
8:00 a.m. – 12:00 p.m.
The Villages – 1203 N. E Street**

1. Introductions and Opening Comments
 - a. General Overview of the Meeting
 - b. Ground Rules for this session
2. Define/clarify roles/responsibilities/duties/authority/chain-of-command:
 - a. Mayor
 - b. City Council
 - c. City Manager
 - d. Department Heads
3. Review/discuss decision-making
 - a. Clarify CC expectations re staff recommendations
 - b. Role of Mayor at CC meetings
 - c. Clarify expectations –what types of issues need to be presented to CC
 - d. Use of work sessions – determination of items to be discussed
4. Review/clarify expectations regarding important processes/policies
 - a. Who sets the policy agenda/priorities for the City?
 - b. City Manager performance evaluation:
 - c. Ensure all CC treated equally, equal information
 - d. Policy regarding agenda development
 1. Regular meetings
 2. Work sessions
 - e. Complaints
 - f. Purchasing
 - g. Spokesperson
 - h. Negotiations
 - i. Communications – face-to-face versus electronic
 - j. Others?
5. Mayor/City Manager Relations/Communication Identify On-Going Priorities
6. Other Issues
7. Adjourn

Attachment B

CITY OF INDIANOLA ROLES AND RESPONSIBILITIES INTERVIEW

Name(s) _____ Position _____
_____ Date _____

1. Do you feel you have a clear understanding of the roles, responsibilities and authority of the Mayor, City Council, City Manager, and Department Heads in the City of Indianola?
 - If not what are the issues?

2. Do you feel there is a clear understanding of the roles, responsibilities and authority of the Mayor, City Council, City Manager, and Department Heads in the City of Indianola within the city organization?
 - If not, what are the issues?

3. In your understanding, what position is primarily responsible for supervising and giving direction to city departments and department heads?

4. Do you feel you have a clear understanding of the current chain-of-command within the City of Indianola?
 - If not, what are the issues?

5. Do you feel there is a clear understanding of the current chain-of-command within the City of Indianola?
 - If not, what are the issues?

6. In your opinion, is the current City chain-of-command appropriate?
 - If not, what are the issues?
 - If not, what changes should be made?
7. <Elected only> In your opinion, how effective is communication between the City Manager, Mayor and City Council?
 - If not effective, what are the issues?
 - What processes should be used to enhance effective communications between the City Manager, Mayor and City Council?
8. <Staff only> In your opinion, how effective is communication between the City Manager and Department Heads?
 - If not effective, what are the issues?
 - What processes should be used to enhance effective communications between the City Manager and Department Heads?
9. Is there a clear understanding of the expectations of the Mayor/Council with respect to staff recommendations on agenda and policy matters?
 - If not, what are the issues?

10. Is there a clear understanding of the expectations of dept heads for communicating program, project and financial information to the elected officials?

- If not, what are the issues?

11. In your opinion, what can be done to pull together the City's the resources, assets, and personnel to build an even more effective and cohesive team?

12. Is there anything else that the Mayor/City Council/City Manager and/or staff could do to improve organizational effectiveness, decision-making processes, teamwork and the ability to accomplish the City's stated goals and objectives?

13. Other comments/suggestions?