



CITY OF INDIANOLA COUNCIL MEETING

September 2, 2025

6:00 PM

City Council Chambers

110 N 1st Street, Indianola, IA

Agenda

- 1. Call to Order**
- 2. Pledge of Allegiance**
- 3. Roll Call**
- 4. Public Comment**
- 5. Consent Agenda**
 - A. Approval of Agenda
 - B. Approval of Claims
 - C. Approval of Minutes of the prior meetings
 - D. Approval of Applications
 1. Consideration of the issuance of a renewal refuse hauling permit for T.R.M. Disposal LLC.
 - E. Second consideration of an ordinance amending Chapter 25 of the Indianola Municipal Code (Utility Board of Trustees) to provide qualifications for utility board membership.
 - F. Resolution authorizing an agreement for medical director services.
 - G. Resolution approving an amendment to the City Council Policy Folder regarding the Event Application Policy.
 - H. Receive and file the Fiscal Year 27 Budget Calendar.
 - I. Consideration of the approval of a Home Base Iowa Initiative Application from Gregory Jenkins and authorization of a handwritten warrant in the amount of \$1500.00.
 - J. Resolution approving salaries.
- 6. Council Reports**
 - A. Consideration of the reappointment of Carrie Woerdeman to the Planning and Zoning Commission for a term beginning July 1, 2025 and ending July 1, 2030.
 - B. Council Committee Reports
- 7. Mayor's Report**

- A. Approval of the appointment of Andrea Carlson to the Library Board of Trustees to fill a vacant term until July 1, 2028.
- B. Community Update

8. Public Consideration

- A. New Business
 - 1. Resolution authorizing the City of Indianola, Iowa to enter into a contract for independent contractor/professional services with the Center for Public Safety Management (CPSM), LLC.
 - 2. Resolution authorizing the City of Indianola, Iowa to enter into an engagement with MGT Impact Solutions, LLC for an organizational staffing assessment.
 - 3. Discussion and direction regarding the Indianola Wellness Campus Group Exercise Instructor and Personal Trainer positions.

9. Other Business

- A. City Manager's Report - Jacob Meshke
- B. Discussion and action regarding future agenda items.
- C. Enter into closed session in accordance with Iowa Code Section 21.5 (1)(j) to discuss the purchase or sale of particular real estate only where premature disclosure could be reasonably expected to increase the price the governmental body would have to pay for that property or reduce the price the governmental body would receive for that property.

10. Adjourn



MEMORANDUM

To: Mayor and City Council
From: Jackie Raffety, City Clerk/Finance Director
Date: September 2, 2025
Subject: Approval of Claims

Introduction: The claims report totals \$411,499.31.

Recommendation: Staff recommends approval of all claims.

Attachments: 1. Vendor Expense Approval 9022025



Expense Approval Report

By Vendor Name

Post Dates 9/2/2025 - 9/2/2025

Vendor Name	Payable Number	Post Date	Description (Item)	Account Number	Amount
Vendor: 002810 - ACCO UNLIMITED CORP.					
ACCO UNLIMITED CORP.	0254002	09/02/2025	Chlorine, Chemicals, Reagents	680-8700-65073	1,323.65
ACCO UNLIMITED CORP.	0255761	09/02/2025	CHEMICALS - VMAC	045-4500-65010	153.00
ACCO UNLIMITED CORP.	0255774	09/02/2025	CHEMICALS VMAC	045-4500-65010	306.00
ACCO UNLIMITED CORP.	0255839	09/02/2025	CHEMICALS VMAC	045-4500-65010	762.09
ACCO UNLIMITED CORP.	0255839	09/02/2025	CHLORINE VMAC	045-4500-65011	664.80
ACCO UNLIMITED CORP.	0256080	09/02/2025	VMAC CHLORINE	045-4500-65011	88.60
ACCO UNLIMITED CORP.	0256124	09/02/2025	Chlorine, Chemicals, Reagents,..	680-8700-65073	1,303.18
Vendor 002810 - ACCO UNLIMITED CORP. Total:					4,601.32
Vendor: 103749 - ACE HARDWARE					
ACE HARDWARE	9031	09/02/2025	MARK PAINT	001-6220-63100	9.99
ACE HARDWARE	9111	09/02/2025	HVAC REPAIR	610-8350-63100	20.75
ACE HARDWARE	9162	09/02/2025	MISC FASTNERS	110-2100-65088	20.99
ACE HARDWARE	9180	09/02/2025	GASKET	001-6220-65070	2.99
ACE HARDWARE	9184	09/02/2025	FUSE CART	042-4300-65070	17.97
ACE HARDWARE	9188	09/02/2025	DISP GLOVES	001-6220-65500	19.99
ACE HARDWARE	9188	09/02/2025	VALVE	045-4500-63100	11.99
ACE HARDWARE	9202	09/02/2025	HEX BUSH	110-2100-65088	15.18
ACE HARDWARE	9203	09/02/2025	PVC, WIRE SJEW BULK	015-1500-65076	15.33
ACE HARDWARE	9212	09/02/2025	TIE DOWN STRAP	015-1500-65051	38.99
ACE HARDWARE	9224	09/02/2025	CAULK TOOL SET	001-6220-63100	7.59
ACE HARDWARE	9224	09/02/2025	CAULK	680-8700-63100	15.98
ACE HARDWARE	9246	09/02/2025	PLANT FOOD	042-4300-65200	27.98
Vendor 103749 - ACE HARDWARE Total:					225.72
Vendor: 002840 - ACME TOOLS					
ACME TOOLS	14823344	09/02/2025	RATCHET SET, ORGANIZER	001-6220-65070	384.93
Vendor 002840 - ACME TOOLS Total:					384.93
Vendor: 003220 - ADAMS DOOR COMPANY INC.					
ADAMS DOOR COMPANY INC.	SVC/271-123375	09/02/2025	DOOR REPAIR	110-2100-63100	2,386.50
Vendor 003220 - ADAMS DOOR COMPANY INC. Total:					2,386.50
Vendor: 103773 - ADVANCED DATA PROCESSING INC					
ADVANCED DATA PROCESSING..	617000210	09/02/2025	DIGITECH EMS BILLING	016-1600-64500	7,813.67
Vendor 103773 - ADVANCED DATA PROCESSING INC Total:					7,813.67
Vendor: 048228 - AGRILAND FS INC					
AGRILAND FS INC	91059622	09/02/2025	ROUND UP QUICK PRO	042-4300-65070	351.86
Vendor 048228 - AGRILAND FS INC Total:					351.86
Vendor: 031150 - AGSOURCE COOPERATIVE SERVICES					
AGSOURCE COOPERATIVE SE...	PS-INV424370	09/02/2025	POOL WATER ANALYSIS	045-4500-64200	14.50
Vendor 031150 - AGSOURCE COOPERATIVE SERVICES Total:					14.50
Vendor: 103081 - AMAZON CAPITAL SERVICES					
AMAZON CAPITAL SERVICES	19MQ-LX6P-TJLQ	09/02/2025	SILICA GEL BEADS DESICCANTS	001-6210-67240	36.25
AMAZON CAPITAL SERVICES	13Y3-CVD7-6793	09/02/2025	Building maintenance supplies	041-4100-63100	31.48
AMAZON CAPITAL SERVICES	13Y3-CVD7-6793	09/02/2025	Collection materials	041-4100-65020	1,705.03
AMAZON CAPITAL SERVICES	13Y3-CVD7-6793	09/02/2025	Special collection materials	041-4100-65022	214.84
AMAZON CAPITAL SERVICES	13Y3-CVD7-6793	09/02/2025	Office supplies	041-4100-65060	143.03
AMAZON CAPITAL SERVICES	13Y3-CVD7-6793	09/02/2025	Special materials and supplies	041-4100-65070	78.48
AMAZON CAPITAL SERVICES	13Y3-CVD7-6793	09/02/2025	Circulation materials	141-4100-65020	209.32
AMAZON CAPITAL SERVICES	13Y3-CVD7-6793	09/02/2025	Friends summer expenses	141-4100-65023	1,600.07
AMAZON CAPITAL SERVICES	13Y3-CVD7-6793	09/02/2025	Friends general expenses	141-4100-65024	14.67
AMAZON CAPITAL SERVICES	1D1T-QYKQ-J9HT	09/02/2025	NON SLIP WALKING WATER R...	016-1600-61810	62.89
AMAZON CAPITAL SERVICES	1JNX-46XV-6JFY	09/02/2025	REFRIGERANT SCALE & RECOV...	001-6220-63100	164.96
AMAZON CAPITAL SERVICES	1KKF-T64D-1CPD	09/02/2025	CEILING LIGHT	001-6210-65070	75.99

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Vendor Name	Payable Number	Post Date	Description (Item)	Account Number	Amount
AMAZON CAPITAL SERVICES	1MVF-F3CM-4TNF	09/02/2025	GOURMET POPCORN SNACKS	141-4100-65024	-20.98
AMAZON CAPITAL SERVICES	1KY3-4XQR-6Y6R	09/02/2025	BATTERIES	001-6210-65070	14.97
AMAZON CAPITAL SERVICES	1KY3-4XQR-6Y6R	09/02/2025	KEYSTONE JACKS, PATCH PAN...	001-6210-67240	232.32
AMAZON CAPITAL SERVICES	1TRK-X9F9-KFKY	09/02/2025	POOL ROPE FLOAT, FLOOR INL...	045-4500-65070	339.01
AMAZON CAPITAL SERVICES	1KVT-XHR7-QWPD	09/02/2025	CEILING LIGHT	001-6210-65070	-75.99
AMAZON CAPITAL SERVICES	1VFR-17PD-VKV1	09/02/2025	REFRIGERANT RECOVERY TANK	001-6220-63100	-98.47
AMAZON CAPITAL SERVICES	14L3-RL79-N9VX	09/02/2025	WEATHERSTRIP, DOOR SWEEP	610-8350-63100	76.31
AMAZON CAPITAL SERVICES	16L1-Q4QV-NWV3	09/02/2025	CEILING LIGHT, GORILLA GLUE	001-6210-65070	94.49
AMAZON CAPITAL SERVICES	16L1-Q4QV-NWV3	09/02/2025	GASKET/THREAD SEALANT	001-6220-63100	13.83
AMAZON CAPITAL SERVICES	16L1-Q4QV-NWV3	09/02/2025	REFRIGERANT RECOVERY TANK	001-6220-65070	99.98
AMAZON CAPITAL SERVICES	16L1-Q4QV-NWV3	09/02/2025	WEATHER STRIPPING SEAL	680-8700-63100	27.98
AMAZON CAPITAL SERVICES	1NTK-4WHW-NP3J	09/02/2025	SCANNER COMPATIBLE TO TY...	001-6200-67250	449.99
AMAZON CAPITAL SERVICES	1NTK-4WHW-NP3J	09/02/2025	THINKPAD, LAPTOP CHARGER	001-6210-67240	53.98
AMAZON CAPITAL SERVICES	1WHJ-WL41-N9NL	09/02/2025	DEWALT TOOL SET	001-6210-65070	113.83
AMAZON CAPITAL SERVICES	1WHJ-WL41-N9NL	09/02/2025	WATER CLOSET DIAPHRAHM ...	001-6220-63100	27.64
AMAZON CAPITAL SERVICES	1WF9-DDRF-3DDL	09/02/2025	Door Sweeps, Shower Heads, ...	680-8700-63100	335.33
AMAZON CAPITAL SERVICES	1PJ6-GMYX-CCKD	09/02/2025	SHARPIES, RECEIPT PAPER, ETC	110-2100-65060	50.54
Vendor 103081 - AMAZON CAPITAL SERVICES Total:					6,071.77
Vendor: 004603 - AUBERT'S TOWING					
AUBERT'S TOWING	8825	09/02/2025	4 CARS FOR TRAINING	015-1500-62300	500.00
Vendor 004603 - AUBERT'S TOWING Total:					500.00
Vendor: 103208 - AXON ENTERPRISE INC					
AXON ENTERPRISE INC	INUS368487	09/02/2025	AXON TASER 7 CONTRACT	011-1100-64990	18,174.69
Vendor 103208 - AXON ENTERPRISE INC Total:					18,174.69
Vendor: 005254 - BAKER & TAYLOR ENTERTAINMENT					
BAKER & TAYLOR ENTERTAIN...	H72812530	09/02/2025	DVDS	041-4100-65020	7.69
BAKER & TAYLOR ENTERTAIN...	H72904840	09/02/2025	DVDS	041-4100-65020	13.99
BAKER & TAYLOR ENTERTAIN...	H73108460	09/02/2025	DVDS	041-4100-65020	47.51
Vendor 005254 - BAKER & TAYLOR ENTERTAINMENT Total:					69.19
Vendor: 103317 - BAKER AND TAYLOR SPOKEN WORD					
BAKER AND TAYLOR SPOKEN ...	2039166142	09/02/2025	BOOKS ON CD	041-4100-65020	29.73
Vendor 103317 - BAKER AND TAYLOR SPOKEN WORD Total:					29.73
Vendor: 005251 - BAKER AND TAYLOR					
BAKER AND TAYLOR	2039174229	09/02/2025	BOOKS	041-4100-65020	229.11
BAKER AND TAYLOR	2039176372	09/02/2025	BOOKS	041-4100-65020	328.79
BAKER AND TAYLOR	2039182533	09/02/2025	BOOKS	041-4100-65020	382.30
BAKER AND TAYLOR	2039184002	09/02/2025	BOOKS	041-4100-65020	88.90
BAKER AND TAYLOR	2039191647	09/02/2025	BOOKS	041-4100-65020	291.74
BAKER AND TAYLOR	2039191647	09/02/2025	BOOKS - MEMORIAL	141-4100-65020	27.19
BAKER AND TAYLOR	2039200135	09/02/2025	BOOKS	041-4100-65020	173.72
BAKER AND TAYLOR	2039211793	09/02/2025	BOOKS	041-4100-65020	217.76
BAKER AND TAYLOR	2039211793	09/02/2025	BOOKS - MEMORIAL	141-4100-65020	17.10
BAKER AND TAYLOR	2039214080	09/02/2025	BOOKS	041-4100-65020	293.40
Vendor 005251 - BAKER AND TAYLOR Total:					2,050.01
Vendor: 005263 - BARCO MUNICIPAL PROD INC					
BARCO MUNICIPAL PROD INC	252638	09/02/2025	RED HIP/AL POST REFLECTOR	110-2100-65088	155.79
Vendor 005263 - BARCO MUNICIPAL PROD INC Total:					155.79
Vendor: 104680 - BIG STATE INDUSTRIAL SUPPLY INC					
BIG STATE INDUSTRIAL SUPPLY...	1607727	09/02/2025	GLOVES	110-2100-65500	338.51
Vendor 104680 - BIG STATE INDUSTRIAL SUPPLY INC Total:					338.51
Vendor: 104367 - BLUEMARK ENERGY LLC					
BLUEMARK ENERGY LLC	1-28128-12-20258	09/02/2025	NATURAL GAS	680-8700-63710	658.59
Vendor 104367 - BLUEMARK ENERGY LLC Total:					658.59
Vendor: 100097 - BOUND TREE MEDICAL LLC					
BOUND TREE MEDICAL LLC	85878041	09/02/2025	EMS SUPPLIES	016-1600-65070	3,801.12
Vendor 100097 - BOUND TREE MEDICAL LLC Total:					3,801.12

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Vendor Name	Payable Number	Post Date	Description (Item)	Account Number	Amount
Vendor: 100453 - BRAVO GREATER DES MOINES					
BRAVO GREATER DES MOINES	28E 4TH FY25	09/02/2025	28E CONTRIBUTION 4TH QTR ...	001-5100-64130	21,459.62
Vendor 100453 - BRAVO GREATER DES MOINES Total:					21,459.62
Vendor: 007816 - CAPITAL CITY EQUIPMENT					
CAPITAL CITY EQUIPMENT	175275	09/02/2025	REPLACE DRIVE SHAFT 2017 K...	042-4300-63410	1,423.04
CAPITAL CITY EQUIPMENT	310615	09/02/2025	BEARING, SEAL, OIL	042-4300-63320	62.16
Vendor 007816 - CAPITAL CITY EQUIPMENT Total:					1,485.20
Vendor: 007872 - CASUAL RAGS					
CASUAL RAGS	240852	09/02/2025	CLOTHING - JASON - FACILITIES	001-6220-61810	179.00
Vendor 007872 - CASUAL RAGS Total:					179.00
Vendor: 007880 - CDW GOVERNMENT INC					
CDW GOVERNMENT INC	AE71M3X`	09/02/2025	CRADLEPOINT ROUTER FOR N...	890-9300-67101	787.50
CDW GOVERNMENT INC	AE8483P	09/02/2025	MONITOR	001-6210-67240	539.88
CDW GOVERNMENT INC	AE7Z99J	09/02/2025	PANORAMA FOR NEW AMBU...	890-9300-67101	795.14
Vendor 007880 - CDW GOVERNMENT INC Total:					2,122.52
Vendor: 103780 - CENTRAL IOWA FASTENERS					
CENTRAL IOWA FASTENERS	10451	09/02/2025	HIGH DENSITY CAN LINERS	042-4300-65071	73.70
Vendor 103780 - CENTRAL IOWA FASTENERS Total:					73.70
Vendor: 101724 - CINTAS CORPORATION					
CINTAS CORPORATION	5287488802	09/02/2025	FIRST AID SUPPLIES	042-4300-65500	7.53
Vendor 101724 - CINTAS CORPORATION Total:					7.53
Vendor: 008615 - CIRCLE B CASHWAY					
CIRCLE B CASHWAY	978798	09/02/2025	SKYLIGHT REPAIRS	041-4100-63100	127.63
Vendor 008615 - CIRCLE B CASHWAY Total:					127.63
Vendor: 101958 - CIVICPLUS LLC					
CIVICPLUS LLC	345844	09/02/2025	HEADER ANNUAL FEE & IMPL...	141-4100-65025	1,742.57
CIVICPLUS LLC	345844	09/02/2025	DEPT HEADER ANNUAL FEE & ...	890-9300-67102	4,387.00
CIVICPLUS LLC	346025	09/02/2025	ULTIMATE DEPT HEADER AN...	890-9300-67102	1,313.00
CIVICPLUS LLC	115599	09/02/2025	DEPT HEADER ANNUAL FEE LI...	141-4100-65025	-39.57
Vendor 101958 - CIVICPLUS LLC Total:					7,403.00
Vendor: 009110 - CNM OUTDOOR EQUIPMENT					
CNM OUTDOOR EQUIPMENT	250923	09/02/2025	MOWER REPAIR	042-4300-63320	164.71
Vendor 009110 - CNM OUTDOOR EQUIPMENT Total:					164.71
Vendor: 104376 - COMPLETE CARPET CARE INC					
COMPLETE CARPET CARE INC	43585	09/02/2025	CLEAN CARPET - LEARN & PLAY	680-8700-64090	135.00
Vendor 104376 - COMPLETE CARPET CARE INC Total:					135.00
Vendor: 104346 - DIAM PEST CONTROL					
DIAM PEST CONTROL	752725	09/02/2025	PEST CONTROL	680-8700-63100	89.00
Vendor 104346 - DIAM PEST CONTROL Total:					89.00
Vendor: 010900 - DIAMOND VOGEL INC					
DIAMOND VOGEL INC	224343214	09/02/2025	BEADS, DUAL COATED - 706 N...	110-2100-65088	237.00
Vendor 010900 - DIAMOND VOGEL INC Total:					237.00
Vendor: 011250 - DLH GRAFX					
DLH GRAFX	20513	09/02/2025	FLAG FOOTBALL T SHIRTS	042-4200-61810	1,535.38
DLH GRAFX	20517	09/02/2025	Park Staff Shirts	042-4300-61810	266.00
Vendor 011250 - DLH GRAFX Total:					1,801.38
Vendor: 011879 - DOWNEY TIRE PROS					
DOWNEY TIRE PROS	30075	09/02/2025	REPAIR TRUCK & MOWER TIR...	042-4300-63320	125.44
DOWNEY TIRE PROS	31129	09/02/2025	BALANCE & ROTATE TIRES - U...	011-1100-63320	59.96
Vendor 011879 - DOWNEY TIRE PROS Total:					185.40
Vendor: 102092 - DUST PROS JANITORIAL					
DUST PROS JANITORIAL	3382	09/02/2025	JANITORIAL SERVICES	041-4100-64090	1,500.00
DUST PROS JANITORIAL	3383	09/02/2025	JANITORIAL SUPPLIES	041-4100-64090	227.25
DUST PROS JANITORIAL	3384	09/02/2025	ACTIVITY CENTER CLEANING	042-4200-64090	800.00
DUST PROS JANITORIAL	3385	09/02/2025	CH JANITORIAL SERVICES	001-6500-64090	4,225.00
DUST PROS JANITORIAL	3385	09/02/2025	N HOWARD JANITORIAL SERV...	340-7500-63710	125.00

Expense Approval Report

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Vendor Name	Payable Number	Post Date	Description (Item)	Account Number	Amount
DUST PROS JANITORIAL	3389	09/02/2025	JANITORIAL SERVICES	001-6210-64990	500.00
DUST PROS JANITORIAL	3392	09/02/2025	JANITORIAL SERVICES	110-2100-64090	500.00
DUST PROS JANITORIAL	3393	09/02/2025	MATERIALS/SUPPLIES JANITOR..	110-2100-65071	36.50
DUST PROS JANITORIAL	3401	09/02/2025	JANITORIAL SUPPLIES	016-1600-65010	190.00
Vendor 102092 - DUST PROS JANITORIAL Total:					8,103.75
Vendor: 014110 - ELECTRICAL ENG & EQUIP					
ELECTRICAL ENG & EQUIP	841682-00	09/02/2025	REPAIR GENERATOR	610-8350-63100	625.00
Vendor 014110 - ELECTRICAL ENG & EQUIP Total:					625.00
Vendor: 103706 - ELIXIR RX OPTIONS					
ELIXIR RX OPTIONS	597461	09/02/2025	411 Rx	011-1100-64120	46.06
Vendor 103706 - ELIXIR RX OPTIONS Total:					46.06
Vendor: 014405 - EMPLOYEE & FAMILY RESOURCES					
EMPLOYEE & FAMILY RESOUR...	615-9842	09/02/2025	EMPLOYEE ASSISTANCE PROG...	001-1700-61430	100.00
EMPLOYEE & FAMILY RESOUR...	615-9842	09/02/2025	EMPLOYEE ASSISTANCE PROG...	001-6150-61430	25.00
EMPLOYEE & FAMILY RESOUR...	615-9842	09/02/2025	EMPLOYEE ASSISTANCE PROG...	001-6200-61430	75.00
EMPLOYEE & FAMILY RESOUR...	615-9842	09/02/2025	EMPLOYEE ASSISTANCE PROG...	001-6210-61430	125.00
EMPLOYEE & FAMILY RESOUR...	615-9842	09/02/2025	EMPLOYEE ASSISTANCE PROG...	001-6250-61430	50.00
EMPLOYEE & FAMILY RESOUR...	615-9842	09/02/2025	EMPLOYEE ASSISTANCE PROG...	011-1100-61430	725.00
EMPLOYEE & FAMILY RESOUR...	615-9842	09/02/2025	EMPLOYEE ASSISTANCE PROG...	015-1500-61430	475.00
EMPLOYEE & FAMILY RESOUR...	615-9842	09/02/2025	EMPLOYEE ASSISTANCE PROG...	016-1600-61430	350.00
EMPLOYEE & FAMILY RESOUR...	615-9842	09/02/2025	EMPLOYEE ASSISTANCE PROG...	041-4100-61430	300.00
EMPLOYEE & FAMILY RESOUR...	615-9842	09/02/2025	EMPLOYEE ASSISTANCE PROG...	042-4200-61430	175.00
EMPLOYEE & FAMILY RESOUR...	615-9842	09/02/2025	EMPLOYEE ASSISTANCE PROG...	042-4300-61430	100.00
EMPLOYEE & FAMILY RESOUR...	615-9842	09/02/2025	EMPLOYEE ASSISTANCE PROG...	110-2100-61430	250.00
EMPLOYEE & FAMILY RESOUR...	615-9842	09/02/2025	EMPLOYEE ASSISTANCE PROG...	610-8300-61430	175.00
EMPLOYEE & FAMILY RESOUR...	615-9842	09/02/2025	EMPLOYEE ASSISTANCE PROG...	680-8700-61430	100.00
Vendor 014405 - EMPLOYEE & FAMILY RESOURCES Total:					3,025.00
Vendor: 103732 - EMPLOYEE TECH					
EMPLOYEE TECH	2025-1103	09/02/2025	IMPLEMENTATION DELIVERY ...	820-9300-64990	3,279.35
Vendor 103732 - EMPLOYEE TECH Total:					3,279.35
Vendor: 104419 - FILTER SHOP, THE					
FILTER SHOP, THE	257566	09/02/2025	HVAC REPAIR	610-8350-63100	990.40
Vendor 104419 - FILTER SHOP, THE Total:					990.40
Vendor: 100938 - FIRE SERVICE TRAINING BUREAU					
FIRE SERVICE TRAINING BURE...	260209	09/02/2025	FF1 TRAINING - FROST	015-1500-62300	100.00
FIRE SERVICE TRAINING BURE...	260280	09/02/2025	HMAO WRITTEN & PRACTICAL...	015-1500-62300	50.00
Vendor 100938 - FIRE SERVICE TRAINING BUREAU Total:					150.00
Vendor: 104806 - FRIEDMAN, TAMMY					
FRIEDMAN, TAMMY	7397	09/02/2025	T-SHIRT PAINTING CLASS	042-4200-64990	50.00
Vendor 104806 - FRIEDMAN, TAMMY Total:					50.00
Vendor: 104803 - GARRETT, JULIAN B.					
GARRETT, JULIAN B.	67530387	09/02/2025	PATIENT OVERPAID RESPONSI...	016-1600-66990	1,127.00
Vendor 104803 - GARRETT, JULIAN B. Total:					1,127.00
Vendor: 019885 - GRAINGER INC					
GRAINGER INC	9614349257	09/02/2025	GLASS MIC FILTER	610-8350-63410	30.19
GRAINGER INC	9616701844	09/02/2025	PULL STATION REPLACEMENT	680-8700-63100	103.00
Vendor 019885 - GRAINGER INC Total:					133.19
Vendor: 019940 - GREATER DM PARTNERSHIP					
GREATER DM PARTNERSHIP	4021960	09/02/2025	FY26 MEMBERSHIP	001-5100-64130	7,500.00
Vendor 019940 - GREATER DM PARTNERSHIP Total:					7,500.00
Vendor: 104674 - HAMM INC					
HAMM INC	661020	09/02/2025	ROCK - STOCKPILE	110-2100-65070	1,186.37
Vendor 104674 - HAMM INC Total:					1,186.37
Vendor: 102033 - HAWKINS INC					
HAWKINS INC	7163941	09/02/2025	HYDRATED LIME	610-8350-65010	274.50
Vendor 102033 - HAWKINS INC Total:					274.50

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Vendor Name	Payable Number	Post Date	Description (Item)	Account Number	Amount
Vendor: 101537 - HEFFRON SERVICES					
HEFFRON SERVICES	44204	09/02/2025	E PLAINVIEW & COUNTRY CL...	110-2100-64990	3,195.78
Vendor 101537 - HEFFRON SERVICES Total:					3,195.78
Vendor: 104629 - HEPNER, LORI ANN					
HEPNER, LORI ANN	2025-09002001	09/02/2025	ILLUMINATE INDIANOLA FINAL...	001-5100-64410	15,000.00
Vendor 104629 - HEPNER, LORI ANN Total:					15,000.00
Vendor: 102667 - HIRTA PUBLIC TRANSIT					
HIRTA PUBLIC TRANSIT	10434	09/02/2025	RIDES FOR SENIOR OUTING	042-4200-64990	37.50
HIRTA PUBLIC TRANSIT	10427	09/02/2025	TRIPS FOR RIDERS TO BALLO...	042-4200-64990	37.50
Vendor 102667 - HIRTA PUBLIC TRANSIT Total:					75.00
Vendor: 022300 - HOTSYS CLEANING SYSTEMS					
HOTSYS CLEANING SYSTEMS	PSI-318263	09/02/2025	HOTSYS DETERGENT	610-8350-65070	573.80
Vendor 022300 - HOTSYS CLEANING SYSTEMS Total:					573.80
Vendor: 023250 - HY-VEE					
HY-VEE	REF #032034	09/02/2025	EVENT PAPER PLATES & PIES	042-4200-65070	275.66
Vendor 023250 - HY-VEE Total:					275.66
Vendor: 008629 - IMU - UTILITIES					
IMU - UTILITIES	10481897 LIBRARY	09/02/2025	UTILITIES	041-4100-63710	1,838.99
IMU - UTILITIES	10483522 LIBRARY	09/02/2025	UTILITIES	041-4100-63710	2,197.08
Vendor 008629 - IMU - UTILITIES Total:					4,036.07
Vendor: 023670 - IMWCA					
IMWCA	94295	09/02/2025	WORKERS' COMP INSURANCE ...	001-1700-61599	450.25
IMWCA	94295	09/02/2025	WORKERS' COMP INSURANCE ...	001-2900-61599	15.75
IMWCA	94295	09/02/2025	WORKERS' COMP INSURANCE ...	001-6100-61599	6.75
IMWCA	94295	09/02/2025	WORKERS' COMP INSURANCE ...	001-6150-61599	24.00
IMWCA	94295	09/02/2025	WORKERS' COMP INSURANCE ...	001-6200-61599	31.75
IMWCA	94295	09/02/2025	WORKERS' COMP INSURANCE ...	001-6210-61599	158.50
IMWCA	94295	09/02/2025	WORKERS' COMP INSURANCE ...	001-6220-61599	170.09
IMWCA	94295	09/02/2025	WORKERS' COMP INSURANCE ...	001-6250-61599	25.25
IMWCA	94295	09/02/2025	WORKERS' COMP INSURANCE ...	001-6500-65990	2,382.07
IMWCA	94295	09/02/2025	WORKERS' COMP INSURANCE ...	011-1100-61599	8,406.75
IMWCA	94295	09/02/2025	WORKERS' COMP INSURANCE ...	015-1500-61599	11,421.00
IMWCA	94295	09/02/2025	WORKERS' COMP INSURANCE ...	016-1600-61599	5,677.50
IMWCA	94295	09/02/2025	WORKERS' COMP INSURANCE ...	041-4100-61599	68.50
IMWCA	94295	09/02/2025	WORKERS' COMP INSURANCE ...	042-4200-61599	822.00
IMWCA	94295	09/02/2025	WORKERS' COMP INSURANCE ...	042-4300-61599	750.00
IMWCA	94295	09/02/2025	WORKERS' COMP INSURANCE ...	045-4500-61599	240.34
IMWCA	94295	09/02/2025	WORKERS' COMP INSURANCE ...	110-2100-61599	3,198.00
IMWCA	94295	09/02/2025	WORKERS' COMP INSURANCE ...	610-8300-61599	1,044.50
IMWCA	94295	09/02/2025	WORKERS' COMP INSURANCE ...	680-8700-61599	321.00
IMWCA	94732	09/02/2025	WORKERS' COMP INSURANCE ...	001-1700-61599	192.96
IMWCA	94732	09/02/2025	WORKERS' COMP INSURANCE ...	001-2900-61599	6.75
IMWCA	94732	09/02/2025	WORKERS' COMP INSURANCE ...	001-6100-61599	2.89
IMWCA	94732	09/02/2025	WORKERS' COMP INSURANCE ...	001-6150-61599	20.57
IMWCA	94732	09/02/2025	WORKERS' COMP INSURANCE ...	001-6200-61599	13.61
IMWCA	94732	09/02/2025	WORKERS' COMP INSURANCE ...	001-6210-61599	129.32
IMWCA	94732	09/02/2025	WORKERS' COMP INSURANCE ...	001-6220-61599	88.23
IMWCA	94732	09/02/2025	WORKERS' COMP INSURANCE ...	001-6250-61599	10.82
IMWCA	94732	09/02/2025	WORKERS' COMP INSURANCE ...	001-6500-65990	915.42
IMWCA	94732	09/02/2025	WORKERS' COMP INSURANCE ...	011-1100-61599	3,602.89
IMWCA	94732	09/02/2025	WORKERS' COMP INSURANCE ...	015-1500-61599	4,892.36
IMWCA	94732	09/02/2025	WORKERS' COMP INSURANCE ...	016-1600-61599	2,434.98
IMWCA	94732	09/02/2025	WORKERS' COMP INSURANCE ...	041-4100-61599	29.36
IMWCA	94732	09/02/2025	WORKERS' COMP INSURANCE ...	042-4200-61599	352.29
IMWCA	94732	09/02/2025	WORKERS' COMP INSURANCE ...	042-4300-61599	321.43
IMWCA	94732	09/02/2025	WORKERS' COMP INSURANCE ...	045-4500-61599	118.34
IMWCA	94732	09/02/2025	WORKERS' COMP INSURANCE ...	110-2100-61599	1,370.57
IMWCA	94732	09/02/2025	WORKERS' COMP INSURANCE ...	610-8300-61599	447.64

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IMWCA	94732	09/02/2025	WORKERS' COMP INSURANCE ...680-8700-61599		137.57
IMWCA	95038	09/02/2025	WORKERS' COMP INSURANCE ...001-1700-61599		192.96
IMWCA	95038	09/02/2025	WORKERS' COMP INSURANCE ...001-2900-61599		6.75
IMWCA	95038	09/02/2025	WORKERS' COMP INSURANCE ...001-6100-61599		2.89
IMWCA	95038	09/02/2025	WORKERS' COMP INSURANCE ...001-6150-61599		20.57
IMWCA	95038	09/02/2025	WORKERS' COMP INSURANCE ...001-6200-61599		13.61
IMWCA	95038	09/02/2025	WORKERS' COMP INSURANCE ...001-6210-61599		129.32
IMWCA	95038	09/02/2025	WORKERS' COMP INSURANCE ...001-6220-61599		88.23
IMWCA	95038	09/02/2025	WORKERS' COMP INSURANCE ...001-6250-61599		10.82
IMWCA	95038	09/02/2025	WORKERS' COMP INSURANCE ...001-6500-65990		915.42
IMWCA	95038	09/02/2025	WORKERS' COMP INSURANCE ...011-1100-61599		3,602.89
IMWCA	95038	09/02/2025	WORKERS' COMP INSURANCE ...015-1500-61599		4,892.36
IMWCA	95038	09/02/2025	WORKERS' COMP INSURANCE ...016-1600-61599		2,434.98
IMWCA	95038	09/02/2025	WORKERS' COMP INSURANCE ...041-4100-61599		29.36
IMWCA	95038	09/02/2025	WORKERS' COMP INSURANCE ...042-4200-61599		352.29
IMWCA	95038	09/02/2025	WORKERS' COMP INSURANCE ...042-4300-61599		321.43
IMWCA	95038	09/02/2025	WORKERS' COMP INSURANCE ...045-4500-61599		118.34
IMWCA	95038	09/02/2025	WORKERS' COMP INSURANCE ...110-2100-61599		1,370.57
IMWCA	95038	09/02/2025	WORKERS' COMP INSURANCE ...610-8300-61599		447.64
IMWCA	95038	09/02/2025	WORKERS' COMP INSURANCE ...680-8700-61599		137.57
Vendor 023670 - IMWCA Total:					65,390.00

Vendor: 103151 - INDEPENDENT ADVOCATE

INDEPENDENT ADVOCATE	6839	09/02/2025	20250626 PUBLICATION	001-6500-64020	182.07
INDEPENDENT ADVOCATE	6839	09/02/2025	20250707 CC MINUTES	001-6500-64020	482.58
INDEPENDENT ADVOCATE	6889	09/02/2025	20250721 CC MINUTES	001-6500-64020	675.36
INDEPENDENT ADVOCATE	6910	09/02/2025	20250804 NUISANCE ABATEM...	001-6500-64020	98.08
INDEPENDENT ADVOCATE	6910	09/02/2025	20250804 CC MINUTES	001-6500-64020	380.52
Vendor 103151 - INDEPENDENT ADVOCATE Total:					1,818.61

Vendor: 024759 - INFOMAX OFFICE SYSTEMS INC.

INFOMAX OFFICE SYSTEMS IN...	39890922	09/02/2025	COPIER CONTRACT	001-6210-67250	4,745.18
Vendor 024759 - INFOMAX OFFICE SYSTEMS INC. Total:					4,745.18

Vendor: 024764 - INLAND TRUCK PARTS

INLAND TRUCK PARTS	1856005	09/02/2025	BRAKE REPAIRS 2014 7300	110-2100-63320	5,266.50
Vendor 024764 - INLAND TRUCK PARTS Total:					5,266.50

Vendor: 024849 - IOWA LAW ENFORCEMENT ACADEMY

IOWA LAW ENFORCEMENT A...	330735	09/02/2025	FIREARMS INSTR RENEWAL C...	011-1100-62300	75.00
Vendor 024849 - IOWA LAW ENFORCEMENT ACADEMY Total:					75.00

Vendor: 023665 - IOWA LEAGUE OF CITIES

IOWA LEAGUE OF CITIES	106652	09/02/2025	GOVINVEST COMP MODULE	001-6500-64990	3,500.00
Vendor 023665 - IOWA LEAGUE OF CITIES Total:					3,500.00

Vendor: 024890 - IOWA PRISON INDUSTRIES

IOWA PRISON INDUSTRIES	302847	09/02/2025	TRAFFIC SIGNS - TRUCK ROUTE	110-2100-65088	3,720.10
Vendor 024890 - IOWA PRISON INDUSTRIES Total:					3,720.10

Vendor: 080252 - IOWA-DES MOINES SUPPLY INC.

IOWA-DES MOINES SUPPLY IN...	499059	09/02/2025	Member Supplies - Shampoo, ...	680-8700-65074	992.26
IOWA-DES MOINES SUPPLY IN...	500521	09/02/2025	Member Supplies - Coffee, TP,...	680-8700-65074	757.25
IOWA-DES MOINES SUPPLY IN...	503525	09/02/2025	Membership Supplies, Shamp...	680-8700-65074	769.38
Vendor 080252 - IOWA-DES MOINES SUPPLY INC. Total:					2,518.89

Vendor: 104798 - JENKINS, GREGORY

JENKINS, GREGORY	FY26 APP 1	09/02/2025	HOME BASE IOWA FY26	001-5200-65990	1,500.00
Vendor 104798 - JENKINS, GREGORY Total:					1,500.00

Vendor: 104766 - JOHN DEERE FINANCIAL

JOHN DEERE FINANCIAL	4102006	09/02/2025	WRENCH SET	001-6220-65070	64.99
JOHN DEERE FINANCIAL	4106658	09/02/2025	HVAC REPAIR	610-8350-63100	12.99
JOHN DEERE FINANCIAL	4109645	09/02/2025	CONCRETE SCREWS	110-2100-65088	17.94
JOHN DEERE FINANCIAL	4109661	09/02/2025	WASP SPRAY	001-6220-65070	18.99
JOHN DEERE FINANCIAL	4111481	09/02/2025	DBL FACE FIBERGLASS	110-2100-65088	36.99

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Vendor Name	Payable Number	Post Date	Description (Item)	Account Number	Amount
JOHN DEERE FINANCIAL	4114699	09/02/2025	PLUMBER PUTTY	110-2100-65076	5.98
Vendor 104766 - JOHN DEERE FINANCIAL Total:					157.88
Vendor: 104802 - JOHNSON, ALEX					
JOHNSON, ALEX	67211081	09/02/2025	PATIENT OVERPAID RESPONSI...	016-1600-66990	613.92
Vendor 104802 - JOHNSON, ALEX Total:					613.92
Vendor: 009380 - JOSH'S AUTO REPAIR LLC					
JOSH'S AUTO REPAIR LLC	7225	09/02/2025	BATTERY INSTALLED & SERVIC...	011-1100-63320	533.00
JOSH'S AUTO REPAIR LLC	7825	09/02/2025	SERVICE 213,212,222,221/ 211..	011-1100-63320	1,750.00
JOSH'S AUTO REPAIR LLC	72825	09/02/2025	SERVICE K223	011-1100-63320	110.00
JOSH'S AUTO REPAIR LLC	81425	09/02/2025	SERVICE 2023 CHEVY TRAVER...	011-1100-63320	80.00
Vendor 009380 - JOSH'S AUTO REPAIR LLC Total:					2,473.00
Vendor: 102429 - JV TRUCKING LLC					
JV TRUCKING LLC	7575	09/02/2025	ROCK HAULING -SHOP	110-2100-64990	1,124.86
Vendor 102429 - JV TRUCKING LLC Total:					1,124.86
Vendor: 104516 - KELLY, JACOB					
KELLY, JACOB	52125	09/02/2025	COED SB OFFICIAL	042-4200-64250	108.00
Vendor 104516 - KELLY, JACOB Total:					108.00
Vendor: 022832 - KIYA KODA HUMANE SOCIETY					
KIYA KODA HUMANE SOCIETY	SEPT 2025	09/02/2025	MONTHLY CONTRACTED SERV...	011-1100-64137	4,500.00
Vendor 022832 - KIYA KODA HUMANE SOCIETY Total:					4,500.00
Vendor: 032620 - LOGAN CONTRACTORS SUPPLY INC.					
LOGAN CONTRACTORS SUPPLY...	G27522	09/02/2025	MICELLANEOUS	110-2100-65990	823.98
Vendor 032620 - LOGAN CONTRACTORS SUPPLY INC. Total:					823.98
Vendor: 100467 - MACQUEEN EQUIPMENT LLC					
MACQUEEN EQUIPMENT LLC	P51483	09/02/2025	STORZ LOCK ADAPTER	015-1500-63410	387.89
MACQUEEN EQUIPMENT LLC	P28288	09/02/2025	ALARM BACK UP KIT	110-2700-65070	156.77
Vendor 100467 - MACQUEEN EQUIPMENT LLC Total:					544.66
Vendor: 101313 - MATHESON TRI-GAS INC					
MATHESON TRI-GAS INC	52532620	09/02/2025	OXYGEN EMS	016-1600-65070	237.58
MATHESON TRI-GAS INC	52545882	09/02/2025	OXYGEN EMS	016-1600-65070	245.10
Vendor 101313 - MATHESON TRI-GAS INC Total:					482.68
Vendor: 034020 - MCCOY HARDWARE INC					
MCCOY HARDWARE INC	A682749	09/02/2025	BUILDING & HEAVY HARDWA...	045-4500-63100	1.70
MCCOY HARDWARE INC	A682922	09/02/2025	CLR WD CAULK	015-1500-63410	7.64
MCCOY HARDWARE INC	A683856	09/02/2025	WHT ARMOR CONNECTOR	015-1500-65076	19.78
MCCOY HARDWARE INC	A683880	09/02/2025	PAINT FOR HEIGHT MARKERS	045-4500-63100	12.40
MCCOY HARDWARE INC	A683898	09/02/2025	BUILDING & HEAVY HARDWA...	042-4300-65070	5.36
MCCOY HARDWARE INC	A684115	09/02/2025	BLDG & HEAVY HARDWARE	042-4300-65070	24.15
MCCOY HARDWARE INC	A684134	09/02/2025	COUPLING	001-6220-63100	1.16
Vendor 034020 - MCCOY HARDWARE INC Total:					72.19
Vendor: 101491 - MCINTYRE, CRAIG					
MCINTYRE, CRAIG	82125	09/02/2025	COED SB OFFICIAL	042-4200-64250	108.00
Vendor 101491 - MCINTYRE, CRAIG Total:					108.00
Vendor: 034173 - MENARDS					
MENARDS	15032	09/02/2025	COMPRESSION SLEEVE	045-4500-65070	0.68
MENARDS	15623	09/02/2025	OIL DRI	015-1500-65070	697.75
MENARDS	16076	09/02/2025	TOILET REPAIR KIT, VACUUM ...	001-6220-63100	49.96
Vendor 034173 - MENARDS Total:					748.39
Vendor: 104735 - MERCYONE OCCUPATIONAL HEALTH CLINIC					
MERCYONE OCCUPATIONAL H...	63214	09/02/2025	PRE EMPLOYMENT SCREENIN...	016-1600-64120	636.00
MERCYONE OCCUPATIONAL H...	63214	09/02/2025	DRUG & ALCOHOL TESTING - ...	110-2100-64121	66.00
MERCYONE OCCUPATIONAL H...	63214	09/02/2025	DRUG & ALCOHOL TESTING - ...	610-8300-64121	132.00
Vendor 104735 - MERCYONE OCCUPATIONAL HEALTH CLINIC Total:					834.00
Vendor: 104746 - MESHKE, JACOB					
MESHKE, JACOB	HOUSING #4	09/02/2025	TEMPORARY HOUSING #4 PER...	001-6500-64990	1,500.00
Vendor 104746 - MESHKE, JACOB Total:					1,500.00

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Vendor Name	Payable Number	Post Date	Description (Item)	Account Number	Amount
Vendor: 034600 - MID AMERICAN ENERGY CO.					
MID AMERICAN ENERGY CO.	570226714 GRIMES	09/02/2025	WRRF ELECTRIC/GAS	610-8350-63710	14,153.03
MID AMERICAN ENERGY CO.	570232327 HWY SIGN	09/02/2025	ENTRANCE SIGN LIGHTING	001-6500-63710	12.20
MID AMERICAN ENERGY CO.	570248530 O STREET	09/02/2025	STREET LIGHTING	110-2300-63780	262.11
MID AMERICAN ENERGY CO.	570388531 SEWER	09/02/2025	65/69 ELECTRIC	610-8325-63710	57.30
MID AMERICAN ENERGY CO.	570390412 WESLEY	09/02/2025	WESLEY ELECTRIC	610-8325-63710	42.47
MID AMERICAN ENERGY CO.	270500234	09/02/2025	CITY HALL UTILITIES	001-6500-63710	119.47
MID AMERICAN ENERGY CO.	570481587 FIRE	09/02/2025	UTILITIES - 206 N 1ST	015-1500-63710	14.58
MID AMERICAN ENERGY CO.	570487160 ACT CTR	09/02/2025	ACTIVITY CENTER UTILITIES	042-4200-63710	39.93
MID AMERICAN ENERGY CO.	570488431 County	09/02/2025	COUNTY YARD GAS	110-2100-63710	21.27
MID AMERICAN ENERGY CO.	570488568 STREETS	09/02/2025	NATURAL GAS	110-2100-63710	57.73
MID AMERICAN ENERGY CO.	570489726 POLICE	09/02/2025	MID AMERICAN BILL	011-1100-63710	18.54
MID AMERICAN ENERGY CO.	570497855 WILLOW	09/02/2025	QUAIL ELECTRIC	610-8325-63710	92.61
Vendor 034600 - MID AMERICAN ENERGY CO. Total:					14,891.24
Vendor: 104053 - MID IOWA PLANNING ALLIANCE FOR COM DEV					
MID IOWA PLANNING ALLIAN...	CDBG GRANT #3	09/02/2025	CDBG GRANT INVOICE #3	161-5200-64153	2,894.63
MID IOWA PLANNING ALLIAN...	1439	09/02/2025	FY26 MEMBERSHIP DUES	001-1700-62100	2,375.00
Vendor 104053 - MID IOWA PLANNING ALLIANCE FOR COM DEV Total:					5,269.63
Vendor: 102736 - MID-IOWA OCCUPATIONAL TESTING					
MID-IOWA OCCUPATIONAL T...	6376	09/02/2025	POST ACCIDENT D&A - JOHNS...	016-1600-64120	480.00
Vendor 102736 - MID-IOWA OCCUPATIONAL TESTING Total:					480.00
Vendor: 034642 - MILLER ELECTRICAL SERVICES					
MILLER ELECTRICAL SERVICES	19698	09/02/2025	REPLACE 2 GFI OUTLETS - SAL...	042-4300-63100	265.01
Vendor 034642 - MILLER ELECTRICAL SERVICES Total:					265.01
Vendor: 035811 - MUNICIPAL PIPE TOOL CO.					
MUNICIPAL PIPE TOOL CO.	38305	09/02/2025	VACUUM TUBES	610-8325-65072	1,917.64
Vendor 035811 - MUNICIPAL PIPE TOOL CO. Total:					1,917.64
Vendor: 035949 - NAPA AUTO PARTS					
NAPA AUTO PARTS	118316	09/02/2025	4-CYCLE FUEL	015-1500-65050	121.68
Vendor 035949 - NAPA AUTO PARTS Total:					121.68
Vendor: 104378 - NATIONWIDE OFFICE CLEANERS LLC					
NATIONWIDE OFFICE CLEANE...	61112	09/02/2025	AUGUST CLEANING	680-8700-64090	5,776.61
Vendor 104378 - NATIONWIDE OFFICE CLEANERS LLC Total:					5,776.61
Vendor: 104551 - NICHOLSON, DANIEL J					
NICHOLSON, DANIEL J	67683663	09/02/2025	PATIENT OVERPAID RESPONSI...	016-1600-66990	100.00
Vendor 104551 - NICHOLSON, DANIEL J Total:					100.00
Vendor: 104797 - NINE SQUARE FEET INC					
NINE SQUARE FEET INC	752025	09/02/2025	FALL SEED PACKETS	041-4100-65022	20.00
Vendor 104797 - NINE SQUARE FEET INC Total:					20.00
Vendor: 024738 - NORWALK READY-MIXED CONCRETE INC					
NORWALK READY-MIXED CO...	372079	09/02/2025	STREET REPAIR 100 W 8TH AVE	110-2100-63450	1,858.50
NORWALK READY-MIXED CO...	372183	09/02/2025	REPAIR STREETS 106 W 8TH A...	110-2100-63450	748.00
NORWALK READY-MIXED CO...	372380	09/02/2025	REPAIR STORM SEWER 1801 F...	650-9000-63452	591.00
NORWALK READY-MIXED CO...	372568	09/02/2025	STORM SEWER 1800 FAIRWAY...	650-9000-63452	512.50
Vendor 024738 - NORWALK READY-MIXED CONCRETE INC Total:					3,710.00
Vendor: 100711 - OPN ARCHITECTS INC					
OPN ARCHITECTS INC	24847000-7	09/02/2025	LIBRARY CONCEPT SERVICES	301-4100-67900	2,175.00
Vendor 100711 - OPN ARCHITECTS INC Total:					2,175.00
Vendor: 040157 - O'REILLY AUTO PARTS					
O'REILLY AUTO PARTS	0337-155658	09/02/2025	WASHER NOZLE	110-2100-63320	13.54
O'REILLY AUTO PARTS	0337-155680	09/02/2025	HEX BOLT	042-4300-63320	4.99
O'REILLY AUTO PARTS	0337-155971	09/02/2025	CAPSULE	110-2100-63320	17.75
O'REILLY AUTO PARTS	0337-156116	09/02/2025	PWR RTD BELT	042-4300-63320	36.32
O'REILLY AUTO PARTS	0337-156354	09/02/2025	PWR RTD BELT, GEARLUBE	042-4300-63320	46.31
O'REILLY AUTO PARTS	0337-156437	09/02/2025	HEX BOLT	042-4300-65070	4.99
Vendor 040157 - O'REILLY AUTO PARTS Total:					123.90

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Vendor: 100698 - OVERDRIVE					
OVERDRIVE	CD0649725210971	09/02/2025	EBOOK ANNUAL PLATFORM F...	041-4100-65021	4,099.92
Vendor 100698 - OVERDRIVE Total:					4,099.92
Vendor: 041581 - PAINT PUMP PROS					
PAINT PUMP PROS	10152	09/02/2025	KIT & SERVICE LINELAZER	110-2100-63320	250.00
Vendor 041581 - PAINT PUMP PROS Total:					250.00
Vendor: 100620 - PARK, KRIS					
PARK, KRIS	82125	09/02/2025	COED SB OFFICIAL	042-4200-64250	108.00
Vendor 100620 - PARK, KRIS Total:					108.00
Vendor: 104515 - PEPSICO BEVERAGE SALES LLC					
PEPSICO BEVERAGE SALES LLC	51920014	09/02/2025	VMAC CONCESSIONS	045-4500-65070	394.89
Vendor 104515 - PEPSICO BEVERAGE SALES LLC Total:					394.89
Vendor: 103697 - PERFECTION PEST MANAGEMENT					
PERFECTION PEST MANAGEM...	76483	09/02/2025	PEST CONTROL PICKARD CON...	042-4200-64090	70.00
Vendor 103697 - PERFECTION PEST MANAGEMENT Total:					70.00
Vendor: 042078 - PETTY CASH - BRUSH					
PETTY CASH - BRUSH	81925	09/02/2025	BRUSH FACILITY OPENING CA...	001-2900-64990	150.00
Vendor 042078 - PETTY CASH - BRUSH Total:					150.00
Vendor: 042410 - PIERCE BROTHERS REPAIR					
PIERCE BROTHERS REPAIR	20230	09/02/2025	BUILD BASE POLE FOR GRILL	042-4300-63100	48.00
PIERCE BROTHERS REPAIR	20235	09/02/2025	METAL HEIGHT MARKER STIC...	045-4500-63100	76.00
PIERCE BROTHERS REPAIR	20261	09/02/2025	TILLER REPAIR	042-4300-63410	42.00
Vendor 042410 - PIERCE BROTHERS REPAIR Total:					166.00
Vendor: 104804 - PIFFER, JOHN P					
PIFFER, JOHN P	67701519	09/02/2025	PATIENT OVERPAID RESPONSI...	016-1600-66990	253.87
Vendor 104804 - PIFFER, JOHN P Total:					253.87
Vendor: 042424 - PITNEY BOWES					
PITNEY BOWES	1027967363	09/02/2025	POSTAGE METER SUPPLIES	001-6200-65070	157.68
Vendor 042424 - PITNEY BOWES Total:					157.68
Vendor: 100145 - PLASTIC RECYCLING OF IA FALLS					
PLASTIC RECYCLING OF IA FAL...	150049	09/02/2025	MEMORIAL BENCH & ENGRAV...	042-4300-63100	795.70
Vendor 100145 - PLASTIC RECYCLING OF IA FALLS Total:					795.70
Vendor: 104251 - PLAYAWAY PRODUCTS LLC					
PLAYAWAY PRODUCTS LLC	506185	09/02/2025	BOOKS	041-4100-65020	119.98
PLAYAWAY PRODUCTS LLC	506345	09/02/2025	BOOKS	041-4100-65020	355.89
PLAYAWAY PRODUCTS LLC	507470	09/02/2025	Playaways	041-4100-65020	365.34
Vendor 104251 - PLAYAWAY PRODUCTS LLC Total:					841.21
Vendor: 104799 - POLK COUNTY TREASURER					
POLK COUNTY TREASURER	12833	09/02/2025	POLYGRAPHS: GARCIA & HO...	011-1100-64990	500.00
Vendor 104799 - POLK COUNTY TREASURER Total:					500.00
Vendor: 044440 - PURCHASE POWER					
PURCHASE POWER	REFILL 8/18	09/02/2025	POSTAGE REFILL 8/18	001-6500-65080	500.00
PURCHASE POWER	AUG 2025 STMT	09/02/2025	POSTAGE OVERAGE	001-6500-65080	9.75
Vendor 044440 - PURCHASE POWER Total:					509.75
Vendor: 102977 - ROCKMOUNT RESEARCH & ALLOYS INC					
ROCKMOUNT RESEARCH & AL...	1294888	09/02/2025	WELDING SUPPLIES	110-2100-65076	873.74
Vendor 102977 - ROCKMOUNT RESEARCH & ALLOYS INC Total:					873.74
Vendor: 103982 - RT'S LAWN & LANDSCAPE LLC					
RT'S LAWN & LANDSCAPE LLC	25-2025	09/02/2025	BRUSH TRIMMING - 1001 N L ...	001-1700-64111	165.00
RT'S LAWN & LANDSCAPE LLC	26-2025	09/02/2025	MOW/BRUSH - 201 N JEFFER...	001-1700-64111	545.00
Vendor 103982 - RT'S LAWN & LANDSCAPE LLC Total:					710.00
Vendor: 102836 - SHERWIN-WILLIAMS					
SHERWIN-WILLIAMS	3532-1	09/02/2025	PAINT FOR PAVEMENT MARK...	110-2100-65088	708.60
Vendor 102836 - SHERWIN-WILLIAMS Total:					708.60

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Vendor Name	Payable Number	Post Date	Description (Item)	Account Number	Amount
Vendor: 050199 - SHULL, DOUG					
SHULL, DOUG	SEPT 2025	09/02/2025	MONTHLY CONTRACTED SERV...	001-6500-64990	83.33
Vendor 050199 - SHULL, DOUG Total:					83.33
Vendor: 098579 - SNYDER & ASSOCIATES INC					
SNYDER & ASSOCIATES INC	125.0113.01-5	09/02/2025	W CLINTON AVE CONSTRUCTI...	321-2100-67900	13,007.90
SNYDER & ASSOCIATES INC	125.0126.01-6	09/02/2025	14TH STREET WATERSHED ST...	650-9000-64070	12,000.00
SNYDER & ASSOCIATES INC	125.0452.01-1	09/02/2025	92 EAST ACCESS MGMT PLAN ...	321-2100-64070	15,802.70
SNYDER & ASSOCIATES INC	125.0593.01-2	09/02/2025	TRAFFIC SIGNAL TIMINGS UP...	321-2100-67707	1,122.75
SNYDER & ASSOCIATES INC	125.0039.01-6	09/02/2025	MUNICIPAL ENGINEERING SE...	110-2100-64070	1,979.80
SNYDER & ASSOCIATES INC	125.0039.01-6	09/02/2025	MUNICIPAL ENGINEERING SE...	301-4300-67900	195.00
SNYDER & ASSOCIATES INC	125.0039.01-6	09/02/2025	MUNICIPAL ENGINEERING SE...	650-9000-64070	1,360.50
Vendor 098579 - SNYDER & ASSOCIATES INC Total:					45,468.65
Vendor: 104144 - SPACE WALK INFLATABLES					
SPACE WALK INFLATABLES	10252025	09/02/2025	COSTUME PARTY INFLATABLES	042-4200-64990	1,200.50
Vendor 104144 - SPACE WALK INFLATABLES Total:					1,200.50
Vendor: 103288 - SPRINGER PROFESSIONAL HOME SERVICES					
SPRINGER PROFESSIONAL H...	967628	09/02/2025	ACTIVITY CENTER PEST CONT...	042-4200-64090	70.40
Vendor 103288 - SPRINGER PROFESSIONAL HOME SERVICES Total:					70.40
Vendor: 104800 - SPURLOCK, MICAH					
SPURLOCK, MICAH	91625	09/02/2025	TUNES & TREATS PERFORMA...	042-4200-64990	250.00
Vendor 104800 - SPURLOCK, MICAH Total:					250.00
Vendor: 104801 - SUREST					
SUREST	67211081	09/02/2025	REFUND REQUESTED BY PAYE...	016-1600-66990	524.32
Vendor 104801 - SUREST Total:					524.32
Vendor: 101016 - T.R.M. DISPOSAL LLC					
T.R.M. DISPOSAL LLC	36698	09/02/2025	TRASH REMOVAL	041-4100-64090	125.00
Vendor 101016 - T.R.M. DISPOSAL LLC Total:					125.00
Vendor: 052260 - TEAM SERVICES INC					
TEAM SERVICES INC	1824158-0	09/02/2025	ENGINEERING - PAVEMENT C...	110-2100-64071	4,521.90
Vendor 052260 - TEAM SERVICES INC Total:					4,521.90
Vendor: 104438 - TRANE					
TRANE	19804935	09/02/2025	REFRIGERANT RECOVERY TOO...	001-6220-63100	1,372.81
Vendor 104438 - TRANE Total:					1,372.81
Vendor: 104365 - TRAVELERS					
TRAVELERS	CYBER FY26	09/02/2025	CYBER COVERAGE	001-6500-64082	12,587.50
TRAVELERS	CRIME BOND FY2026	09/02/2025	CRIME BOND PREMIUM FY26	001-6500-64082	724.50
Vendor 104365 - TRAVELERS Total:					13,312.00
Vendor: 102965 - TRUENORTH COMPANIES LC					
TRUENORTH COMPANIES LC	175145	09/02/2025	SAFETY MTG AUGUST 2025	001-1700-64990	34.61
TRUENORTH COMPANIES LC	175145	09/02/2025	SAFETY MTG AUGUST 2025	001-6500-64990	34.65
TRUENORTH COMPANIES LC	175145	09/02/2025	SAFETY MTG AUGUST 2025	011-1100-64990	34.61
TRUENORTH COMPANIES LC	175145	09/02/2025	SAFETY MTG AUGUST 2025	015-1500-64990	34.61
TRUENORTH COMPANIES LC	175145	09/02/2025	SAFETY MTG AUGUST 2025	041-4100-64990	34.61
TRUENORTH COMPANIES LC	175145	09/02/2025	SAFETY MTG AUGUST 2025	042-4200-64990	34.61
TRUENORTH COMPANIES LC	175145	09/02/2025	SAFETY MTG AUGUST 2025	110-2100-64990	34.61
TRUENORTH COMPANIES LC	175145	09/02/2025	SAFETY MTG AUGUST 2025	610-8300-64990	34.61
TRUENORTH COMPANIES LC	175145	09/02/2025	SAFETY MTG AUGUST 2025	680-8700-64990	34.61
Vendor 102965 - TRUENORTH COMPANIES LC Total:					311.53
Vendor: 104644 - TYLER TECHNOLOGIES INC					
TYLER TECHNOLOGIES INC	025-523813	09/02/2025	ANNUAL LICENSING/SUPPORT	001-6210-67244	2,500.00
TYLER TECHNOLOGIES INC	025-523992	09/02/2025	ANNUAL LICENSING/SUPPORT	001-6210-67244	1,015.00
TYLER TECHNOLOGIES INC	025-525932	09/02/2025	ANNUAL LICENSING/SUPPORT	001-6210-67244	3,480.00
TYLER TECHNOLOGIES INC	025-524872	09/02/2025	ANNUAL LICENSING/SUPPORT	001-6210-67244	1,917.00
Vendor 104644 - TYLER TECHNOLOGIES INC Total:					8,912.00
Vendor: 055908 - U.S. CELLULAR					
U.S. CELLULAR	0748946379 FIRE	09/02/2025	TELEPHONE/CELL PHONE	016-1600-63730	888.40

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Vendor Name	Payable Number	Post Date	Description (Item)	Account Number	Amount
U.S. CELLULAR	0748946379 CITY MGR	09/02/2025	TELEPHONE/CELL PHONE	001-6150-63730	47.06
U.S. CELLULAR	0748946379 COMM DEV	09/02/2025	TELEPHONE/CELL PHONE	001-1700-63730	94.12
U.S. CELLULAR	0748946379 HR	09/02/2025	TELEPHONE/CELL PHONE	001-6250-63730	47.06
U.S. CELLULAR	0748946379 IT	09/02/2025	TELEPHONE/CELL PHONE	001-6210-63730	47.06
U.S. CELLULAR	0748946379 IT	09/02/2025	TELEPHONE/CELL PHONE	001-6220-63730	47.06
U.S. CELLULAR	0748946379 STREETS	09/02/2025	TELEPHONE/CELLPHONE	110-2100-63730	186.49
U.S. CELLULAR	0748946379 WRRF	09/02/2025	TELEPHONE/CELL PHONE	610-8300-63730	316.70
Vendor 055908 - U.S. CELLULAR Total:					1,673.95
Vendor: 104348 - VAN WYK, AUSTIN					
VAN WYK, AUSTIN	73125	09/02/2025	EVOC TRAINING MEALS	016-1600-62300	34.94
Vendor 104348 - VAN WYK, AUSTIN Total:					34.94
Vendor: 057230 - VANDERPOOL CONSTRUCTION					
VANDERPOOL CONSTRUCTION	13610	09/02/2025	ROADSTONE - DISC GOLF TEE ...	042-4200-63100	545.15
VANDERPOOL CONSTRUCTION	13928	09/02/2025	18 TON BLACK DIRT	110-2100-65072	435.00
Vendor 057230 - VANDERPOOL CONSTRUCTION Total:					980.15
Vendor: 102783 - WALLACE, ERIC					
WALLACE, ERIC	8225	09/02/2025	EVOC CLASS - MEALS	016-1600-62300	19.23
Vendor 102783 - WALLACE, ERIC Total:					19.23
Vendor: 059849 - WARREN COUNTY HEALTH SERVICES					
WARREN COUNTY HEALTH SE...	6112025	09/02/2025	VMAC POOL INSPECTION	045-4500-64200	604.00
Vendor 059849 - WARREN COUNTY HEALTH SERVICES Total:					604.00
Vendor: 059862 - WARREN COUNTY RECORDER					
WARREN COUNTY RECORDER	JULY 2025	09/02/2025	SUMMERCREST HILLS	001-6500-64050	316.00
WARREN COUNTY RECORDER	JULY 2025	09/02/2025	EMERALD BAY	001-6500-64050	103.00
Vendor 059862 - WARREN COUNTY RECORDER Total:					419.00
Vendor: 103412 - WARREN WATER DISTRICT					
WARREN WATER DISTRICT	AUGUST 2025	09/02/2025	WRRF WATER	610-8350-63710	95.45
Vendor 103412 - WARREN WATER DISTRICT Total:					95.45
Vendor: 009263 - WASTE MANAGEMENT OF IOWA					
WASTE MANAGEMENT OF IO...	8238704-0516-9	09/02/2025	RECYCLING	041-4100-64090	10.00
WASTE MANAGEMENT OF IO...	8479356-0516-6	09/02/2025	RECYCLING-RESIDENTIAL	670-8400-64700	25,171.50
Vendor 009263 - WASTE MANAGEMENT OF IOWA Total:					25,181.50
Vendor: 102227 - WELLS FARGO CCER					
WELLS FARGO CCER	2025 JUNE	09/02/2025	CREDIT CARD	001-6210-67240	-20.93
WELLS FARGO CCER	2025 JUNE	09/02/2025	CREDIT CARD	001-6210-67240	-299.00
WELLS FARGO CCER	2025 JUNE	09/02/2025	CREDIT CARD	011-1100-67245	-1,068.93
WELLS FARGO CCER	2025 JUNE	09/02/2025	CREDIT CARD	011-1100-67245	-85.59
WELLS FARGO CCER	2025 JUNE	09/02/2025	CREDIT CARD	680-8700-63100	-104.77
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	001-1700-64020	195.00
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	001-6210-63730	19.98
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	001-6210-63730	62.75
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	001-6210-67240	3.20
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	001-6210-67240	80.80
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	001-6210-67240	319.93
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	001-6210-67240	282.00
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	001-6210-67244	225.00
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	001-6210-67244	181.89
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	001-6210-67244	135.00
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	001-6210-67244	2.25
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	001-6210-67244	10.00
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	001-6220-63100	89.29
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	001-6220-63100	34.95
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	001-6220-63100	2,593.45
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	001-6500-64140	705.37
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	011-1100-67240	15.00
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	011-1100-67245	188.34
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	011-1100-67245	13.39
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	011-1100-67245	1,174.86

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Vendor Name	Payable Number	Post Date	Description (Item)	Account Number	Amount
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	011-1100-67245	273.19
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	011-1100-67245	1,196.26
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	011-1100-67245	206.00
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	015-1500-62300	92.97
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	015-1500-65070	50.00
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	016-1600-62300	750.87
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	016-1600-63410	2,656.50
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	016-1600-64020	4.70
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	041-4100-64020	38.00
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	041-4100-65020	60.00
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	041-4100-65022	9.58
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	041-4100-65079	77.55
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	041-4100-65079	62.33
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	042-4200-65070	90.00
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	042-4200-65070	18.96
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	042-4200-65070	13.91
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	042-4200-65070	26.85
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	042-4200-65070	8.96
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	042-4200-65070	6.47
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	042-4200-65070	119.69
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	045-4500-65070	25.32
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	045-4500-65070	28.10
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	045-4500-65070	34.06
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	045-4500-65070	81.30
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	045-4500-65070	385.06
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	141-4100-65023	30.00
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	141-4100-65023	0.61
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	141-4100-65023	1.88
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	141-4100-65023	60.00
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	141-4100-65023	37.53
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	141-4100-65023	30.00
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	141-4100-65023	60.98
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	141-4100-65023	59.88
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	141-4100-65023	12.38
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	141-4100-65024	61.08
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	141-4100-65024	109.46
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	141-4100-65024	94.12
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	680-8700-62100	647.00
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	680-8700-65070	136.43
WELLS FARGO CCER	JUNE 2025	09/02/2025	CREDIT CARD EXPENSES	680-8700-65070	94.14
Vendor 102227 - WELLS FARGO CCER Total:					12,505.35
Vendor: 104805 - WESTCOTT, WYATT					
WESTCOTT, WYATT	51125	09/02/2025	SWIMSUIT REIMBURSEMENT	045-4500-61810	44.93
Vendor 104805 - WESTCOTT, WYATT Total:					44.93
Vendor: 060431 - WHITE, THAD					
WHITE, THAD	8825	09/02/2025	EVOC TRAINING - MEALS	016-1600-62300	14.94
Vendor 060431 - WHITE, THAD Total:					14.94
Vendor: 061992 - WOOSLEY LANDSCAPING & MOWING LLC					
WOOSLEY LANDSCAPING & ...	12607	09/02/2025	MOWING - LIBRARY	041-4100-63100	190.00
WOOSLEY LANDSCAPING & ...	12607	09/02/2025	MOWING - PARKS	042-4300-64990	10,912.00
WOOSLEY LANDSCAPING & ...	12607	09/02/2025	MOWING - MAC	045-4500-64990	760.00
WOOSLEY LANDSCAPING & ...	12607	09/02/2025	MOWING - IWC	680-8700-64091	800.00
Vendor 061992 - WOOSLEY LANDSCAPING & MOWING LLC Total:					12,662.00
Vendor: 102395 - ZOOPS FUN ZONE					
ZOOPS FUN ZONE	9272025	09/02/2025	BALLOON ARTIST FOR COSTU...	042-4200-64990	300.00
Vendor 102395 - ZOOPS FUN ZONE Total:					300.00
Grand Total:					411,499.31

Report Summary

Fund Summary

Fund	Expense Amount
001 - General	103,737.99
011 - Police	44,131.91
015 - Fire	23,811.94
016 - Ambulance	31,352.51
041 - Library	16,163.87
042 - Park and Rec Admin	23,755.13
045 - Pool	5,265.45
110 - Road Use Tax Fund	37,500.46
141 - Library Special Revenue	4,108.29
161 - Downtown Biz Incentive Program	2,894.63
301 - Capital Projects Fund	2,370.00
321 - Street Capital Projects Fund	29,933.35
340 - City Hall Bldg Project	125.00
610 - Sewer Fund	21,560.53
650 - Stormwater Utility Fund	14,464.00
670 - Recycling Fund	25,171.50
680 - Wellness Campus Fund	14,590.76
820 - Health Insurance Fund	3,279.35
890 - Vehicle and Equipment	7,282.64
Grand Total:	411,499.31

Account Summary

Account Number	Account Name	Expense Amount
001-1700-61430	Employee Assistance Pr...	100.00
001-1700-61599	Workers' Comp Insurance	836.17
001-1700-62100	Membership Dues/Subsc...	2,375.00
001-1700-63730	Telephone/Cellphone	94.12
001-1700-64020	Advertising & Legal Noti...	195.00
001-1700-64111	Property Maintenance E...	710.00
001-1700-64990	Misc Contractual	34.61
001-2900-61599	Workers' Comp Insurance	29.25
001-2900-64990	Misc Contractual	150.00
001-5100-64130	Payments to Other Agen...	28,959.62
001-5100-64410	Public Arts Commission	15,000.00
001-5200-65990	Miscellaneous	1,500.00
001-6100-61599	Workers' Comp Insurance	12.53
001-6150-61430	Employee Assistance Pr...	25.00
001-6150-61599	Workers' Comp Insurance	65.14
001-6150-63730	Telephone/Cellphone	47.06
001-6200-61430	Employee Assistance Pr...	75.00
001-6200-61599	Workers' Comp Insurance	58.97
001-6200-65070	Materials/Supplies	157.68
001-6200-67250	Office Equipment	449.99
001-6210-61430	Employee Assistance Pr...	125.00
001-6210-61599	Workers' Comp Insurance	417.14
001-6210-63730	Telephone/Cellphone	129.79
001-6210-64990	Misc Contractual	500.00
001-6210-65070	Materials/Supplies	223.29
001-6210-67240	Computer Hardware/Sof...	1,228.43
001-6210-67244	Annual Licensing/Support	9,466.14
001-6210-67250	Office Equipment	4,745.18
001-6220-61599	Workers' Comp Insurance	346.55
001-6220-61810	Uniforms/Clothing Allow...	179.00
001-6220-63100	Repair/Maint	4,267.16
001-6220-63730	Telephone/Cellphone	47.06
001-6220-65070	Materials/Supplies	571.88
001-6220-65500	Personal Protective Equi...	19.99

Account Summary

Account Number	Account Name	Expense Amount
001-6250-61430	Employee Assistance Pr...	50.00
001-6250-61599	Workers' Comp Insurance	46.89
001-6250-63730	Telephone/Cellphone	47.06
001-6500-63710	Utilities	131.67
001-6500-64020	Advertising & Legal Noti...	1,818.61
001-6500-64050	Recording Fees	419.00
001-6500-64082	Insurance--General Liabil...	13,312.00
001-6500-64090	Janitorial Services	4,225.00
001-6500-64140	Printing	705.37
001-6500-64990	Misc Contractual	5,117.98
001-6500-65080	Postage	509.75
001-6500-65990	Miscellaneous	4,212.91
011-1100-61430	Employee Assistance Pr...	725.00
011-1100-61599	Workers' Comp Insurance	15,612.53
011-1100-62300	Education/Training	75.00
011-1100-63320	Repair/Maint--Vehicle	2,532.96
011-1100-63710	Utilities	18.54
011-1100-64120	Medical/Physicals/Immu...	46.06
011-1100-64137	Animal Control/Humane...	4,500.00
011-1100-64990	Misc Contractual	18,709.30
011-1100-67240	Computer Hardware/Sof...	15.00
011-1100-67245	Specialized Equipment	1,897.52
015-1500-61430	Employee Assistance Pr...	475.00
015-1500-61599	Workers' Comp Insurance	21,205.72
015-1500-62300	Education/Training	742.97
015-1500-63410	Repair/Maint--Equipment	395.53
015-1500-63710	Utilities	14.58
015-1500-64990	Misc Contractual	34.61
015-1500-65050	Vehicle Operating Suppli...	121.68
015-1500-65051	Equipment/Vehicle Parts	38.99
015-1500-65070	Materials/Supplies	747.75
015-1500-65076	Materials/Supplies--Shop	35.11
016-1600-61430	Employee Assistance Pr...	350.00
016-1600-61599	Workers' Comp Insurance	10,547.46
016-1600-61810	Uniforms/Clothing Allow...	62.89
016-1600-62300	Education/Training	819.98
016-1600-63410	Repair/Maint--Equipment	2,656.50
016-1600-63730	Telephone/Cellphone	888.40
016-1600-64020	Advertising & Legal Noti...	4.70
016-1600-64120	Medical/Physicals/Immu...	1,116.00
016-1600-64500	Financial Management S...	7,813.67
016-1600-65010	Chemicals	190.00
016-1600-65070	Materials/Supplies	4,283.80
016-1600-66990	Refund/Reimbursement	2,619.11
041-4100-61430	Employee Assistance Pr...	300.00
041-4100-61599	Workers' Comp Insurance	127.22
041-4100-63100	Repair/Maint	349.11
041-4100-63710	Utilities	4,036.07
041-4100-64020	Advertising & Legal Noti...	38.00
041-4100-64090	Janitorial Services	1,862.25
041-4100-64990	Misc Contractual	34.61
041-4100-65020	Library Books & Periodic...	4,710.88
041-4100-65021	Digital Materials	4,099.92
041-4100-65022	Special Collections	244.42
041-4100-65060	Office Supplies	143.03
041-4100-65070	Materials/Supplies	78.48
041-4100-65079	Materials/Supplies--Prog...	139.88
042-4200-61430	Employee Assistance Pr...	175.00

Account Summary

Account Number	Account Name	Expense Amount
042-4200-61599	Workers' Comp Insurance	1,526.58
042-4200-61810	Uniforms/Clothing Allow...	1,535.38
042-4200-63100	Repair/Maint	545.15
042-4200-63710	Utilities	39.93
042-4200-64090	Janitorial Services	940.40
042-4200-64250	Officials	324.00
042-4200-64990	Misc Contractual	1,910.11
042-4200-65070	Materials/Supplies	560.50
042-4300-61430	Employee Assistance Pr...	100.00
042-4300-61599	Workers' Comp Insurance	1,392.86
042-4300-61810	Uniforms/Clothing Allow...	266.00
042-4300-63100	Repair/Maint	1,108.71
042-4300-63320	Repair/Maint--Vehicle	439.93
042-4300-63410	Repair/Maint--Equipment	1,465.04
042-4300-64990	Misc Contractual	10,912.00
042-4300-65070	Materials/Supplies	404.33
042-4300-65071	Materials/Supplies--Jani...	73.70
042-4300-65200	Landscaping/Horticultur...	27.98
042-4300-65500	Personal Protective Equi...	7.53
045-4500-61599	Workers' Comp Insurance	477.02
045-4500-61810	Uniforms/Clothing Allow...	44.93
045-4500-63100	Repair/Maint	102.09
045-4500-64200	Inspections/Testing	618.50
045-4500-64990	Misc Contractual	760.00
045-4500-65010	Chemicals	1,221.09
045-4500-65011	Chlorine	753.40
045-4500-65070	Materials/Supplies	1,288.42
110-2100-61430	Employee Assistance Pr...	250.00
110-2100-61599	Workers' Comp Insurance	5,939.14
110-2100-63100	Repair/Maint	2,386.50
110-2100-63320	Repair/Maint--Vehicle	5,547.79
110-2100-63450	Repair/Maint--Streets	2,606.50
110-2100-63710	Utilities	79.00
110-2100-63730	Telephone/Cellphone	186.49
110-2100-64070	Engineering	1,979.80
110-2100-64071	Engineering	4,521.90
110-2100-64090	Janitorial Services	500.00
110-2100-64121	Drug & Alcohol Testing	66.00
110-2100-64990	Misc Contractual	4,355.25
110-2100-65060	Office Supplies	50.54
110-2100-65070	Materials/Supplies	1,186.37
110-2100-65071	Materials/Supplies--Jani...	36.50
110-2100-65072	Materials/Supplies-Main...	435.00
110-2100-65076	Materials/Supplies--Shop	879.72
110-2100-65088	Materials/Supplies--Traff...	4,912.59
110-2100-65500	Personal Protective Equi...	338.51
110-2100-65990	Miscellaneous	823.98
110-2300-63780	Street Lighting	262.11
110-2700-65070	Materials/Supplies	156.77
141-4100-65020	Library Books & Periodic...	253.61
141-4100-65023	Summer Reading Progr...	1,893.33
141-4100-65024	Friends of the Library Ex...	258.35
141-4100-65025	Enrich Iowa Expenses	1,703.00
161-5200-64153	Grant	2,894.63
301-4100-67900	Capital Project Expense	2,175.00
301-4300-67900	Capital Project Expense	195.00
321-2100-64070	Engineering	15,802.70
321-2100-67707	Traffic Signals	1,122.75

Account Summary

Account Number	Account Name	Expense Amount
321-2100-67900	Capital Project Expense	13,007.90
340-7500-63710	Utilities	125.00
610-8300-61430	Employee Assistance Pr...	175.00
610-8300-61599	Workers' Comp Insurance	1,939.78
610-8300-63730	Telephone/Cellphone	316.70
610-8300-64121	Drug & Alcohol Testing	132.00
610-8300-64990	Misc Contractual	34.61
610-8325-63710	Utilities	192.38
610-8325-65072	Materials/Supplies-Main...	1,917.64
610-8350-63100	Repair/Maint	1,725.45
610-8350-63410	Repair/Maint--Equipment	30.19
610-8350-63710	Utilities	14,248.48
610-8350-65010	Chemicals	274.50
610-8350-65070	Materials/Supplies	573.80
650-9000-63452	Repair/Maint Storm Sew...	1,103.50
650-9000-64070	Engineering	13,360.50
670-8400-64700	Recycling--Residential	25,171.50
680-8700-61430	Employee Assistance Pr...	100.00
680-8700-61599	Workers' Comp Insurance	596.14
680-8700-62100	Membership Dues/Subsc...	647.00
680-8700-63100	Repair/Maint	466.52
680-8700-63710	Utilities	658.59
680-8700-64090	Janitorial Services	5,911.61
680-8700-64091	Grounds Maintenance	800.00
680-8700-64990	Misc Contractual	34.61
680-8700-65070	Materials/Supplies	230.57
680-8700-65073	Materials/Supplies--Pool	2,626.83
680-8700-65074	Materials/Supplies--Me...	2,518.89
820-9300-64990	Misc Contractual	3,279.35
890-9300-67101	V&E-FIRE/EMS	1,582.64
890-9300-67102	V&E-GENERAL	5,700.00
Grand Total:		411,499.31

Project Account Summary

Project Account Key	Expense Amount
None	411,499.31
Grand Total:	411,499.31



MEMORANDUM

To: Mayor and City Council
From: Jackie Raffety, City Clerk/Finance Director
Date: September 2, 2025
Subject: Approval of Minutes of the prior meetings

Introduction: The minutes of the August 18 and August 25 council meetings are included in the packet for council review.

Recommendation: Staff recommends that council approve the minutes.

Attachments:

1. 20250818 CC Minutes
2. 20250825 CC Special Meeting Minutes



CITY OF INDIANOLA COUNCIL MEETING

August 18, 2025

6:00 PM

City Council Chambers
110 N 1st Street, Indianola, IA

Minutes

Call to Order

The Indianola City Council met in regular session at 6:00 PM on August 18, 2025, in the City Hall Council Chambers. Mayor Steve Richardson called the meeting to order and on roll call the following members were present: Josh Rabe, Ron Dalby, Steve Armstrong, Mellisa Sones, Bob Lane. Absent: Christina Beach.

Public Comment

No public comments were offered.

Consent Agenda

Council Member Dalby moved to approve the Consent Agenda and Sones seconded it. City Manager Jacob Meshke reported on the items. On roll call, the vote was AYES: Rabe, Dalby, Armstrong, Sones, Lane. NAYS: None. Whereas the Mayor declared the motion carried unanimously. The consent agenda was as follows:

- Approval of Agenda
- Approval of Claims
- Approval of Minutes of the prior meetings
- Consideration of the approval of Payment Application Number 3 in the amount of \$52,804.23 to Sternquist Construction for the West Clinton Avenue Reconstruction Project.
- Consideration of the approval of a liquor license renewal for Tienda La Mexicana Inc., doing business as La Tiendita Mexican Store.
- Consideration of the approval of a liquor license renewal for The Zoo, Inc.
- Consideration of the issuance of a special event and noise permit to Helping Hand on September 6, 2025 for the Helping Hand Run and Jam Event.
- Consideration of the issuance of a special event permit to West Hill Brewing for a Bags Tournament for Huntington's Disease.
- Resolution 2025-143 suspending enforcement of Indianola Code 45.02(2) regarding the consumption of alcohol on city streets during the Bags Tournament for Huntington's Disease, as requested by West Hill Brewing Company on September 13, 2025.
- Resolution 2025-144 suspending enforcement of Indianola Code 45.02(2) regarding the consumption of alcohol on a portion of West Salem Avenue during West Hill Brewing Company's Oktoberfest Street Party on September 19, 2025.
- Resolution 2025-145 appointing Bryce Johnson to the position of Zoning Administrator.
- Resolution 2025- 146 approving engagement letter with Ahlers and Cooney, P.C. for general economic development matters.

Council Reports

Council Member Lane reported on the IMU Board meeting on August 11, 2025 and MIPA meeting on August 18, 2025.

Council Member Sones reported on Indianola Main Street's upcoming events and economic vitality discussions.

Council Member Lane moved to receive and file the June 2025 Treasurer's Report and Rabe seconded it. Question was called for and on voice vote the Mayor declared the motion carried unanimously.

Mayor's Report

Mayor Richardson provided an update of community events.

New Business

City Manager Meshke explained a proposed amendment to Chapter 25 of the Code of Ordinances. Council Member Rabe moved to approve the first consideration of an ordinance amending Chapter 25 of the Indianola Municipal Code (Utility Board of Trustees) to provide qualifications for utility board membership and Dalby seconded it. On roll call, the vote was AYES: Rabe, Dalby, Armstrong, Sones, Lane. NAYS: None. Whereas the Mayor declared the motion carried unanimously.

City Manager Meshke discussed a proposed lease agreement with House of Mercy. Council Member Lane moved to approve Resolution 2025-147 to approve lease agreement between the City of Indianola, Iowa and House of Mercy and Rabe seconded it. On roll call, the vote was AYES: Rabe, Dalby, Armstrong, Sones, Lane. NAYS: None. Whereas the Mayor declared the motion carried unanimously.

Other Business

City Manager Jacob Meshke gave a report on city departments.

Council Member Sones moved to enter into closed session at 6:22 PM in accordance with Iowa Code Section 21.5 (1)(c) to discuss strategy with legal counsel in matters that are presently in litigation or where litigation is imminent and where its disclosure would be likely to prejudice or disadvantage the government. Rabe seconded it. On roll call, the vote was AYES: Rabe, Dalby, Armstrong, Sones, Lane. NAYS: None. Whereas the Mayor declared the motion carried unanimously.

Council Member Sones moved to exit the closed session at 7:23 PM and Rabe seconded it. On roll call, the vote was AYES: Rabe, Dalby, Armstrong, Sones, Lane. NAYS: None. Whereas the Mayor declared the motion carried unanimously. There was no action taken on items discussed in closed session.

Adjourn

The meeting was adjourned at 7:24 PM on a motion by Armstrong and seconded by Lane. Question was called for and on voice vote the Mayor declared the motion carried unanimously.

Steve Richardson, Mayor

ATTEST:

Jackie Raffety, City Clerk



CITY OF INDIANOLA COUNCIL SPECIAL MEETING

August 25, 2025

5:00 PM

Indianola Wellness Campus Community Room

306 E Scenic Valley Ave, Indianola, IA

Minutes

Call to Order

The Indianola City Council met in special session at 5:00 PM on August 25, 2025, in the Community Room of the Indianola Wellness Campus. Mayor Steve Richardson called the meeting to order and on roll call the following members were present: Josh Rabe, Ron Dalby, Steve Armstrong, Mellisa Sones, Bob Lane. Absent: Christina Beach.

Consent Agenda

Council Member Armstrong moved to approve Resolution 2025-148 approving a letter of intent to participate in support of the Main Street Challenge Grant Application and Sones seconded it. On roll call, the vote was AYES: Rabe, Dalby, Armstrong, Sones, Lane. NAYS: None. Whereas the Mayor declared the motion carried unanimously.

City Attorney Meet and Greet

The council interviewed Erin Reiners and Allison Steuterman of Brick Gentry as two possible attorneys to attend city meetings.

Council Member Armstrong left the meeting at 5:15 PM.

The council chose Allison Steuterman to attend city meetings.

Other Business

Council Member Sones moved to enter into closed session at 5:45 PM in accordance with Iowa Code Section 21.5 (1)(j) to discuss the purchase or sale of particular real estate only where premature disclosure could be reasonably expected to increase the price the governmental body would have to pay for that property or reduce the price the governmental body would receive for that property. Council Member Rabe seconded it. On roll call, the vote was AYES: Rabe, Dalby, Sones, Lane. NAYS: None. Whereas the Mayor declared the motion carried unanimously.

Council Member Lane moved to exit the closed session at 6:27 PM and Dalby seconded it. On roll call, the vote was AYES: Rabe, Dalby, Sones, Lane. NAYS: None. Whereas the Mayor declared the motion carried unanimously. There was no action taken on items discussed in closed session.

Adjourn

The meeting was adjourned at 6:27 PM on a motion by Sones and seconded by Lane.
Question was called for and on voice vote the Mayor declared the motion carried unanimously.

Steve Richardson, Mayor

ATTEST:

Jackie Raffety, City Clerk



MEMORANDUM

To: Mayor and City Council
From: Cassandra Hofer, Deputy City Clerk
Date: September 2, 2025
Subject: Consideration of the issuance of a renewal refuse hauling permit for T.R.M. Disposal LLC.

Introduction: T.R.M. Disposal, of Indianola, Iowa provides refuse hauling services for residents in the City of Indianola.

Background: The City of Indianola is an open community for collections, allowing multiple haulers to operate within the community. Each hauler must comply with Chapter 106 of the City of Indianola's Code of Ordinances.

Discussion: Chapter 106 of the City of Indianola's Code of Ordinances requires refuse haulers to obtain an annual license from the City. All paperwork for the annual license has been reviewed and approved by staff.

Budget Impact: The Code sets a license fee in the amount of \$150 per packer and \$100 for any other type of unit operated.

Recommendation: Staff recommends approving the annual refuse hauling permit for T.R.M. Disposal LLC.

Attachments: None



MEMORANDUM

To: Mayor and City Council
From: Jacob Meshke, City Manager
Date: September 2, 2025
Subject: Second consideration of an ordinance amending Chapter 25 of the Indianola Municipal Code (Utility Board of Trustees) to provide qualifications for utility board membership.

Introduction: Staff recommends approval of the ordinance which would add a requirement that an Indianola Municipal Utility (IMU) Board Trustee have at least one service provided by IMU.

Background: Chapter 25 of the Indianola City Code provides for the Utility Board of Trustees. Current City Code provides:

- Trustees are residents of Indianola.
- Excludes public officers and salaried employees of the City from serving on the board.
- No trustee shall hold office for a period in excess of two complete six-year terms plus any partial term for which the trustee might have been appointed.

Discussion: The ordinance would codify a requirement of a utility board trustee to have at least one service provided by Indianola Municipal Utilities (IMU). IMU General Manager Chris DesPlanques has been engaged and is supportive of the code update. Legal counsel has reviewed the code update and drafted the ordinance.

Budget Impact: None

Recommendation: Staff recommends approval of the ordinance.

Attachments: 1. Ordinance

ORDINANCE NO.
AN ORDINANCE AMENDING CHAPTER 25 OF THE INDIANOLA MUNICIPAL
CODE (UTILITY BOARD OF TRUSTEES) TO PROVIDE QUALIFICATIONS FOR
UTILITY BOARD MEMBERSHIP

BE IT ENACTED by the City Council of the City of Indianola, Iowa, as follows:

SECTION 1. SECTION AMENDED. Chapter 25 (Utility Board of Trustees) Section 25.03 (Appointment of Trustees) of the Indianola Codes of Ordinances, is hereby amended by inserting the following underlined language and deleting the ~~strike through~~ language:

25.03 APPOINTMENT OF TRUSTEES.

The Mayor shall appoint, subject to the approval of the Council, five persons to serve as trustees for staggered six-year terms. No public officer or salaried employee of the city may serve on the utility board. Terms shall commence on July 1 beginning with appointments made in 2020 and shall continue until a successor is appointed but in no event more than six months following the end of the term. No trustee shall hold office for a period in excess of two complete six-year terms plus any partial term for which the trustee might have been appointed. Trustees must be residents of the corporate limits of the City of Indianola and must have at least one (1) service provided by Indianola Municipal Utilities (IMU).

SECTION 2. REPEALER. All ordinances and resolutions or parts thereof, in conflict herewith are hereby repealed.

SECTION 3. SEVERABILITY. If any section, provision or part of this Ordinance shall be adjudged invalid or unconstitutional, such adjudication shall not affect the validity of the Ordinance as a whole or any section, provision or part thereof not adjudged invalid or unconstitutional.

SECTION 4. WHEN EFFECTIVE. This ordinance shall be in effect from and after its final passage, approval and publication as provided by law.

Passed and approved 1st Reading on this ____th day of _____, 2025.

Passed and approved 2nd Reading on this ____th day of _____, 2025.

Passed and approved 3rd and final Reading on this ____th day of _____, 2025.

Steve Richardson, Mayor

Jackie Raffety, City Clerk



MEMORANDUM

To: Mayor and City Council
From: Aaron Hurt, Fire Chief
Date: September 2, 2025
Subject: Resolution authorizing an agreement for medical director services.

Introduction: Staff recommends approval to renew the Medical Direction Agreement with Dr. Gabe Lancaster to continue serving as Medical Director for the Indianola Fire Department (IFD) ambulance service in accordance with Iowa Code Chapter 147A and the attached agreement.

Background: In 2024, following the retirement of former Medical Director Dr. Myles Kawamura, IFD engaged Dr. Gabe Lancaster to provide medical direction. Over the past year, Dr. Lancaster has fulfilled statutory responsibilities and department needs, including protocol oversight, quality assurance, and provider credentialing, ensuring the EMS program remains compliant and clinically current.

Discussion: Iowa Code 147A requires licensed Emergency Medical Services (EMS) services to operate under the medical direction of a physician. Under the renewed agreement, Dr. Lancaster will continue to provide overall medical supervision of IFD’s EMS operations, including protocol development, maintenance, and updates. He will also oversee quality assurance/quality improvement activities, case reviews, and run audits; provide medical direction for training, continuing education, and provider credentialing; and remain available for consultation, incident follow-up, and operational guidance consistent with the attached agreement.

Dr. Lancaster has agreed to renew under the same compensation terms as the prior year. The agreement term is September 1, 2025, through August 31, 2026.

Budget Impact: The total cost of the renewed agreement is \$19,500. This includes four quarterly payments of \$3,750 for services and an additional \$4,500 to cover the cost of a medical professional liability insurance policy. The expense is unchanged from last year and is already accounted for in the approved FY 2026 Indianola Fire Department budget.

Recommendation: Staff recommends that the City Council approve the renewal of the Medical Direction Agreement as attached.

- Attachments:**
- 1. Res 2025- Medical Director Services
 - 2. Medical Director Agreement 2025-2026

City of Indianola
RESOLUTION NO 2025-

RESOLUTION AUTHORIZING AN AGREEMENT FOR MEDICAL DIRECTOR SERVICES

WHEREAS, the City of Indianola Fire Department ("City") entered a one-year contract with Gabe Lancaster for medical director services in September 2024 as required by Iowa Code Chapter 147A; and

WHEREAS, the contract needs to be renewed; and

WHEREAS, the attached contract describes the responsibilities and duties of the medical director for the annual fee of \$19,500.00.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Indianola, Iowa, that the attached agreement with Gabe Lancaster is hereby approved and the Mayor is authorized and directed to execute the agreement on behalf of the City of Indianola.

Approved this 2nd day of September 2025.

Steve Richardson, Mayor

ATTEST:

Jackie Raffety, City Clerk



FIRE DEPARTMENT

MEDICAL DIRECTION AGREEMENT

This Agreement is entered into by and between the City of Indianola ("City") and Dr. Gabe Lancaster ("Contractor").

DESCRIPTION OF ITEMS CONTRACTED

Contractor agrees to provide Medical Direction to the City's Emergency Medical Services as required by Iowa Code Chapter 147A.

The medical director shall be responsible for providing appropriate medical direction and overall supervision of the medical aspects of the Emergency Medical Services Department and shall ensure that those duties and responsibilities are not relinquished before a new or temporary replacement is functioning in that capacity. The medical director shall at all times maintain a medical license in good standing and shall notify the City immediately upon any change in the status of the medical license.

The medical director's duties include, but are not limited to:

- Develop, approve, and update protocols to be used by the service program.
- Develop and maintain liaisons between the service, other physicians, physician designees, and the hospitals.
- Monitor and evaluate the activities of the service program and individual personal performance.
- Assess the continuing education needs of the service and service personnel and assist as needed in providing appropriate continuing education.
- Make themselves available for individual evaluation and consultation to service personnel.
- Perform or appoint a designee to complete medical audits as required.
- Ensure maintenance of skills of service program personnel.
- Inform the medical community of the emergency medical care being provided according to approved protocols in the service program area.
- Help resolve service operational programs.

The medical director shall also:

- Review and approve the Fire Department immunization programs and bloodborne pathogens programs.
- Attend service meetings at least semi-annually.



FIRE DEPARTMENT

PERFORMANCE

This Agreement shall become effective on September 1, 2025 (the "Effective Date") and shall remain in effect until August 31, 2026 (the "Termination Date").

COMPENSATION

The annual fee for the above services shall be Nineteen Thousand Five Hundred Dollars (\$19,500.00), paid in four quarterly payments of Three Thousand Seven Hundred Fifty Dollars (\$3,750 X 4 = \$15,000), and an annual premium payment to the agreed-upon insurance carrier not to exceed Four Thousand Five Hundred Dollars (\$4,500). Make check payable to:

Gabe Lancaster
110 North 1st Street

SIGNATURES

City of Indianola

By: _____

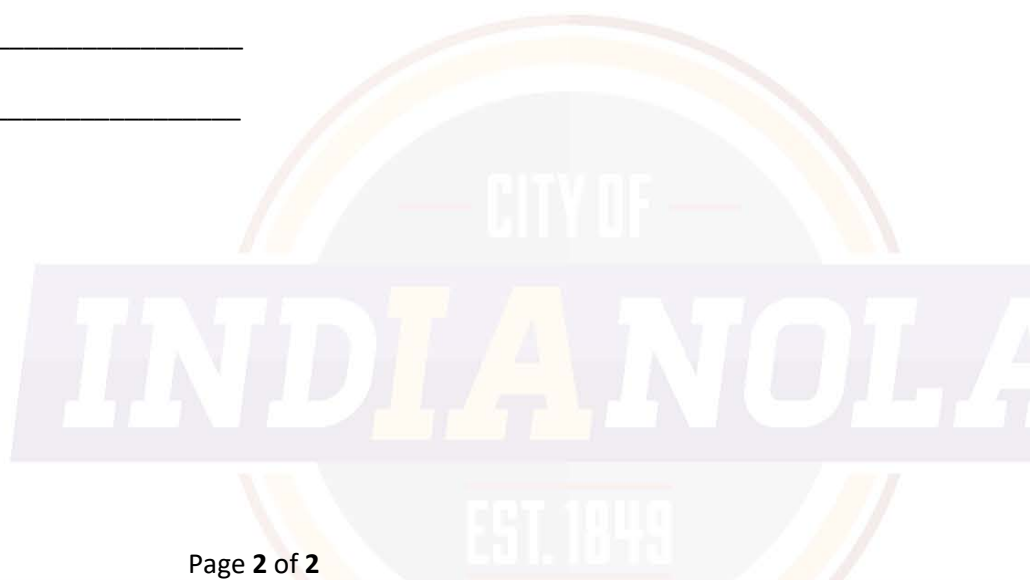
Title: _____

Date: _____

Contractor
Dr. Gabe Lancaster

By: _____

Date: _____





MEMORANDUM

To: Mayor and City Council
From: Jackie Raffety, City Clerk/Finance Director
Date: September 2, 2025
Subject: Resolution approving an amendment to the City Council Policy Folder regarding the Event Application Policy.

Introduction: There are multiple events in and around the Square each year. Many event organizers have asked staff about allowing the public to access the restrooms in the hallway of 114 North Howard. Staff is recommending Council approval of an amendment to the event application policy to allow rentals of the hallway bathrooms.

The current policy also lists annual city events that are pre-approved by the Council. It does not state how new events get added to the pre-approved list. Staff is recommending approval to amend the policy to state that if an event has occurred two years in a row with no substantial changes, it may be added to the list of annual events.

Background: City staff have discussed the benefits and challenges of renting the hallway restrooms. Exit lights will need to be installed, fire extinguishers mounted, and ceiling tiles repaired prior to renting out the facility. The Police Department has created an internal policy for Police Officers to conduct a final facility sweep of the public restroom area following events where the facilities were rented out.

Discussion: The event application policy will be amended as follows:
For events held in the Square, the applicant may rent the hallway bathrooms at 114 North Howard. A \$60 rental fee will be charged to the applicant and a \$50 security deposit. The security deposit is used to cover extra cleaning, lost keys, or other damages. Should the cleaning fees, damages, or replacement of lost keys exceed the deposit amount, the event organizer shall be responsible for the additional fees. The deposit may be refunded if the facility is left in an acceptable condition and the keys are returned to City Hall the first business day following the event.

Keys for the facility may be picked up during regular business hours at City Hall.

If the event is canceled within 24 hours, the fee and deposit shall be refunded to the applicant. If the event is canceled on the day of the event (for any reason except inclement weather), or if the applicant fails to pick up the key, the fee will not be refunded.

All refunds are issued as a check.

The event application and the fee schedule will be updated if the policy is approved.

Budget Impact: For upgrades to the hallway, the expenses are estimated to be \$2700 - \$2900. The City will be assessed a \$50 cleaning fee for each event; the remaining \$10 of the fee is to cover staff

time related to processing this request, organizing the cleaning, and issuing a refund of the security deposit. Expenses and revenues will be coded to Fund 340.

Recommendation: Staff recommends approval of the amended event application policy and authorization to update the application and fee schedule.

Attachments:

1. Res 2025- Approve Event Application Policy Amendments
2. Event Application Policy

City of Indianola
RESOLUTION 2025-

**RESOLUTION APPROVING AN AMENDMENT TO THE CITY COUNCIL POLICY FOLDER
REGARDING THE EVENT APPLICATION POLICY**

WHEREAS, the Indianola City Council has adopted certain policies relating to special events upon public property; and

WHEREAS, periodically policies are reviewed to see if certain amendments should be adopted; and

WHEREAS, the staff recommends the restrooms in the hallway of 114 North Howard be available for rent with events held on the Square; and

WHEREAS, a \$60 rental fee and \$50 security deposit shall be assessed to the applicant renting the hallway restrooms; and

WHEREAS, the staff recommends annual events be added to the list pre-approved by Council if the event has happened at least two times with no substantial changes; and

WHEREAS, the amended event policy is being presented for adoption by the City Council.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Indianola, Iowa that the amendments indicated in the amended Event Application Policy are hereby adopted.

BE IT FURTHER RESOLVED that staff are hereby directed to update the application and fee schedule as described in the adopted policy.

Passed and approved this 2nd day of September 2025.

Steve Richardson, Mayor

ATTEST:

Jackie Raffety, City Clerk

Event Application Policy

I. Purpose

The purpose of this policy is to allow events to take place upon public parks, trails, sidewalks, and streets and to maintain procedures for event organizers to hold a fun and successful event. The policy will allow others who are using the parks, trails, sidewalks, and streets to remain safe while the event is being held. A well-planned event translates to a successful activity that benefits both public and private interests.

II. Policy

An official City of Indianola “Special Event Application” and other required documents must be submitted for all events planning to use public parks, trails, sidewalks, or streets. Applications need to be received in a timely manner. The Clerk’s office reserves the right to reject any applications not submitted at least 60 days prior to the event.

Events held on City sidewalks or streets must be approved by the City Manager, Human Resources/Risk Manager, Public Works Director, Fire Chief and Police Chief. If the event also includes trails or a park, the Chief of Culture and Recreation must also approve the event.

Events held exclusively within City parks or trails must be approved by the Parks and Recreation Department in accordance with city park policies, rules, and regulations.

If the event is held on the Square, the Sheriff’s Department shall have complete and unobstructed access to the entrance of the Warren County Justice Center. The applicant shall have volunteers at barricades around the Square to let emergency personnel in and out of the Justice Center (this includes EMS).

All applications for events held on City sidewalks, streets or a combination of City sidewalks, streets, parks, and trails will be approved or denied by the Indianola City Council.

Applicants will receive communication after the request has been to the Council or approved by staff unless there are questions regarding the application.

For events held in the Square, the applicant may rent the hallway bathrooms at 114 North Howard. A \$60 rental fee will be charged to the applicant and a \$50 security deposit. The security deposit is used to cover extra cleaning, lost keys, or other damages. Should the cleaning fees, damages, or replacement of lost keys exceed the deposit amount, the event organizer shall be responsible for the additional fees. The deposit may be refunded if the facility is left in an acceptable condition and the keys are returned to City Hall the first business day following the event.

Keys for the facility may be picked up during regular business hours at City Hall.

If the event is canceled within 24 hours, the fee and deposit shall be refunded to the applicant. If the event is canceled on the day of the event (for any reason except inclement weather), or if the applicant fails to pick up the key, the fee will not be refunded.

All refunds are issued as a check.

Annual City Events:

The following annual city events are pre-approved by the City Council ~~and do not require an event application to be submitted~~, provided the event has not substantially changed from prior years. If, in the opinion of the City Clerk, the event, route, street closures, or location (including expanding the site) have substantially changed, a new event application will need to be completed and approved by the City Council.

1. Downtown Farmers Market
2. Memorial Day Parade
3. Suds on Salem
4. Library Summer Kickoff Event
5. Chamber Concert Series - Friday Night Live Street Party

6. Balloon Flyover Parade
7. Celebrate Warren County Parade
8. Summer Arts Festival
9. Log Cabin Day Parade
10. Public Safety Open House
11. Oktoberfest
12. Storm the Night
13. Indianola High School Homecoming Parade
14. Wine, Witches and Brews
15. Children's Halloween Costume Party
16. Library Trunk or Treat
17. Hillbilly Hike
18. Veterans Day Parade
19. Home for the Holidays

The event organizers of each event are required to submit to the City Clerk's office an annual event application no later than 60 days prior to the event, a certificate of insurance for the event, and are required to work with City Staff on assuring logistics of the event meet this policy.

If the event requires a noise permit, a noise permit application will still need to be submitted. If the applicant is requesting suspension of enforcement of Indianola Code 47.01(11) regarding the sale and consumption of alcohol upon City property, the City Council will need to approve this request by resolution prior to each event.

If an event has occurred two years in a row with no substantial changes, it may be added to the list of annual events.

III. Procedure

Completed applications must include the following information:

- The event name.

- The event sponsor(s) or organization hosting the event.
- The type of event. (For new applicants only)
- The date and time of the event, including setup and tear-down dates and times.
- The location of event, including a map showing the parks, trails, sidewalks, or streets to be used and indicating lane closures, locations of barricades/barriers, stages, platforms, events/activities, vendors, parking, etc. (For new applicants only)
 - If the event involves a moving route, indicate direction of travel.
 - For events on the Square, unobstructed access to the north sallyport entrance of the Warren County Justice Center shall be provided for emergency personnel.
- The anticipated attendance. (For new applicants only)
- A main point of contact, including name, address, cell phone number, and e-mail address.
- A full description of the event and requests. (For new applicants only)
 - Not all requests for barricades and signage will be approved. The applicant may have to provide their own barricades and/or signage and pay any related costs.

- A description of the safety plan, including crowd control for review by the Indianola Police and Fire Department. In reviewing the application, they will be looking at anticipated crowd size, demographics, entertainment, alcohol, prior history with this event or similar events and other relevant criteria. (For new applicants only)
- A description of the emergency/medical plan, including communication procedures. This should also include how emergency vehicles will be able to quickly access closed areas of the event. (For new applicants only)
- A description of how restroom facilities will be provided. (For new applicants only)
- A description of cleanup procedures and removal of recyclable goods and garbage during and after the event. (For new applicants only)

The application should be submitted with the following documents:

- An insurance certificate showing the City as an additional insured in the amount of \$1,000,000 or more.
- Map “A” showing the streets/trails/parks/lane closures, locations of barricades, stages, platforms, event/activities, moving route, vendors, parking, etc. The map should be as detailed as possible. (For new applicants only)
- Map “B” showing where vendors and event volunteers are expected to park their vehicles. (For new applicants only)
- Noise permit application, if applicable. The application is available on the City’s website under “How do I apply for noise permit.”
- Fee and deposit for bathroom rental, if applicable.

Adopted August 1, 2016; amended May 6, 2024; ~~amended September 2, 2025.~~



MEMORANDUM

To: Mayor and City Council
From: Jackie Raffety, City Clerk/Finance Director
Date: September 2, 2025
Subject: Receive and file the Fiscal Year 27 Budget Calendar.

Introduction: Staff recommends Council receive and file the Fiscal Year 27 Budget Calendar. Work on the FY27 budget will officially kick off in October.

Background: Once approved, the budget calendar is added to the Clerk/Finance website.

Discussion: This fall, departments will work on their capital improvement plans, meet with HR, Finance and IT to discuss personnel and technology needs and costs, and begin a fee analysis. After the valuation data is received from Warren County in January, a full initial budget will be developed. Once complete, there will be workshops and discussions with council. Two public hearings regarding the budget will be held in April. On April 20, the Council will adopt the final budget, the FY27 fee schedule and the capital improvement plan. State law requires the budget to be filed by April 30, 2026.

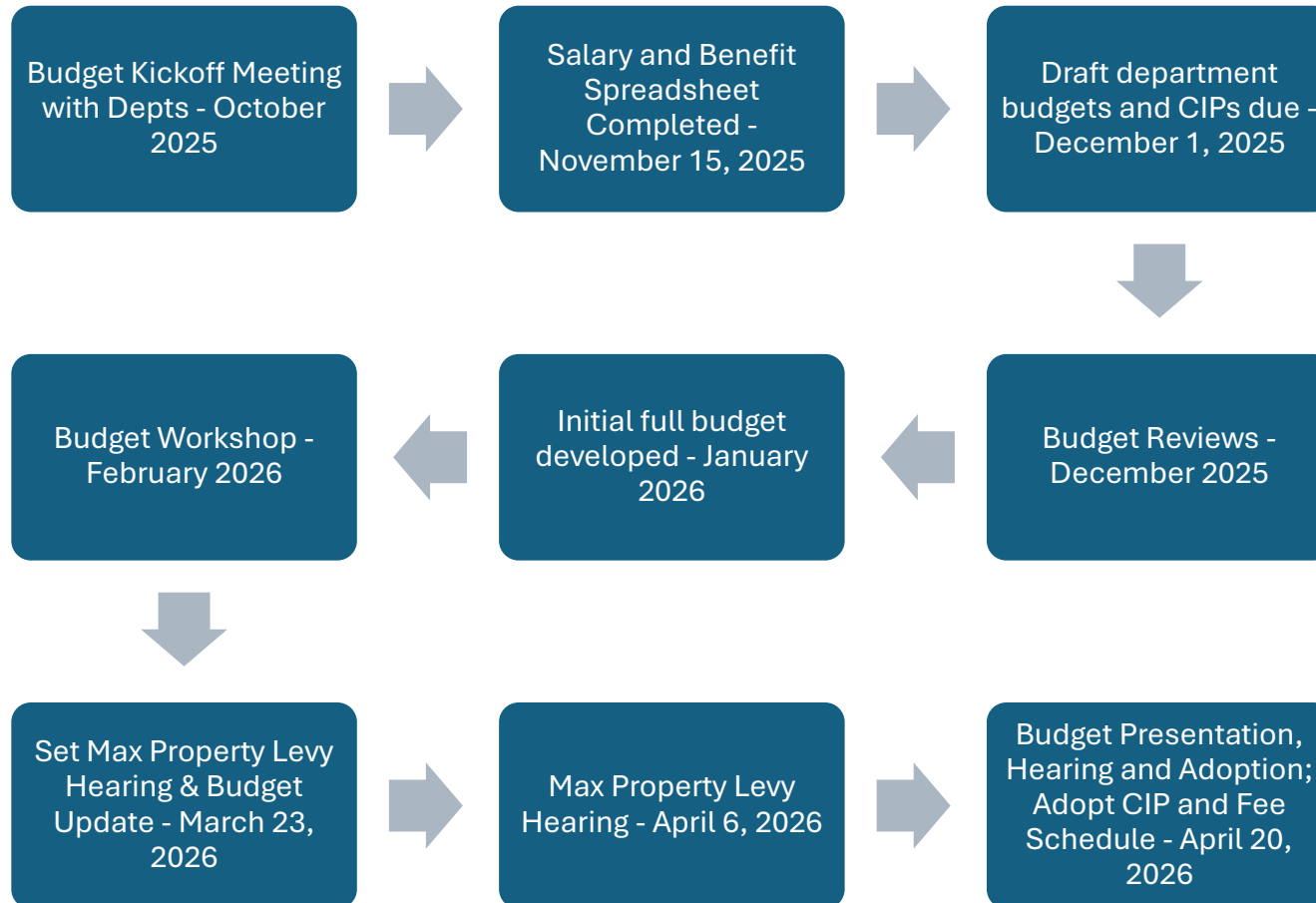
Following the adoption of the budget, staff will finalize budget documents to be placed on our website. These will be completed prior to the beginning of FY27 on July 1, 2026.

Budget Impact: There is no budget impact to receive and file the budget calendar.

Recommendation: Staff recommends council receive and file the Fiscal Year 27 Budget Calendar.

Attachments: 1. Budget Calendar for Council

Fiscal Year 27 Budget Calendar





MEMORANDUM

To: Mayor and City Council
From: Jackie Raffety, City Clerk/Finance Director
Date: September 2, 2025
Subject: Consideration of the approval of a Home Base Iowa Initiative Application from Gregory Jenkins and authorization of a handwritten warrant in the amount of \$1500.00.

Introduction: Council will need to consider the approval of the Home Base Iowa Initiative Application and a handwritten warrant in an amount of \$1,500.00. A Veteran who was discharged under honorable conditions according to Chapter 35.1 Code of Iowa and had Title 10 active service duty for 90 days is eligible for this benefit. The applicant must complete the application, provide proof of DD Form 214 or Certificate of Release or Discharge from Active Duty and proof of previous residency outside of Indianola.

Background: City Guidelines:

1. Veteran shall make an application in person. Vouchers will only be issued to a qualified Veteran in person.
2. Purchase a home in Indianola in the past six months at the time of application. Only new residents shall receive the \$1500 incentive.
3. Ownership title/deed must be transferred, or in the process of being transferred, to the individual requesting payment of incentive.
4. Complete the certification form (City application) and have it signed by the Warren County Auditor and Veteran's Affairs.
5. Allow two weeks for Auditor to process, sign, and return the form to the applicant.
6. Bring the completed form to City Hall, 110 N 1st St, Indianola, IA 50125.
7. The program will be administered through the City of Indianola and will be provided on a first come, first served basis, with up to ten incentives per fiscal year.
8. Payment must be used for closing costs or other similar expenses related to the purchase of a home.

Discussion: Gregory Jenkins purchased their home on July 31, 2025 and the application was received on August 13, 2025.

Budget Impact: This will be the first application which will be approved for this fiscal year. The applicant will be paid \$1500.00 if approved.

Recommendation: All paperwork is in order for approval.

Attachments: None



MEMORANDUM

To: Mayor and City Council
From: Jackie Raffety, City Clerk/Finance Director
Date: September 2, 2025
Subject: Resolution approving salaries.

Introduction: City policy states that increases in compensation throughout the year shall be approved by roll call of the City Council. Staff is recommending approval of the attached salary resolution, which includes new hires, promotions, and step increases. These salaries were included in the FY26 budget.

Recommendation: Staff recommends approval of the salary resolution.

Attachments: 1. Res 2025- Approving salaries 0902

City of Indianola
RESOLUTION NO. 2025-

RESOLUTION APPROVING SALARIES

This action sets salaries in accordance with the personnel management guide, union contract and seasonal salaries.

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF INDIANOLA, IOWA:

Wyatt Watkins, Full-time Operations Specialist to R21-4, \$69,920.18/year, effective August 10, 2025; and

Josephine Paugh to Seasonal Sports Complex Concession Worker, \$11.75/hour, effective August 21, 2025; and

Damien Moyo to Seasonal Sports Complex Concession Worker, \$11.25/hour, effective August 25, 2025; and

Lanae Coffee to Seasonal Sports Complex Concession Worker, \$11.75/hour, effective September 2, 2025; and

Susann Alvarez, Member Services to Full-time Member Services Coordinator, \$62,519.08/year, effective September 7, 2025; and

Lillian Ewing to Part-time Non-benefitted IWC Lifeguard, \$11.25/hour, effective September 7, 2025; and

Haylea Spencer to Part-time Non-benefitted IWC Non-certified Swim Lesson Instructor, \$11.50/hour, effective September 7, 2025.

Peyton Wilbur to Part-time Non-benefitted IWC Lifeguard, \$11.25/hour, effective September 7, 2025; and

Bryce Johnson to Director of Community and Economic Development, \$120,941.01/year, effective September 15, 2025; and

BE IT FURTHER RESOLVED that the city staff is hereby authorized to execute the resolution to issue payroll checks and make all required supporting payroll payments as required per the personnel manual or required by law.

Passed and approved this 2nd day of September 2025.

Steve Richardson, Mayor

ATTEST:

Jackie Raffety, City Clerk



MEMORANDUM

To: Mayor and City Council

From:

Date: September 2, 2025

Subject: Consideration of the reappointment of Carrie Woerdeman to the Planning and Zoning Commission for a term beginning July 1, 2025 and ending July 1, 2030.

Introduction: The Planning and Zoning Commission has nine members with one current vacancy. Carrie has previously served on the commission for a partial term beginning February 6, 2023 to July 1, 2025. If this appointment is approved the Planning and Zoning Commission will be filled.

Recommendation: Staff recommends council approve the appointment.

Attachments: 1. Carrie Woerdeman



City Clerk's Office

110 N 1st Street, Indianola, IA 50125 • www.indianolaiowa.gov

515-961-9410 phone

Volunteer Application Form to Serve on a City Board or Commission

There are numerous Boards and Commissions to advise the City Council. Terms for the Boards and Commissions vary and are established by Municipal Code. These boards and commissions are vital to the success of the community and are comprised of interested citizens. This form assists the City Council in evaluating the qualifications of applicants for appointment to a board, commission or committee. When terms have expired or vacancies occur, appointments are made during regular City Council meetings that take place on the first and third Monday. The applicant's qualifications may be discussed during the public meeting.

To be considered, individuals must complete and submit this form along with a resume and cover letter that includes a listing of work experience and civic involvement to the City Clerk's office via email to CityClerk@indianolaiowa.gov or by mail at 110 N 1st Street, Indianola, IA 50125.

*Citizens applying for a position must live within City limits unless applying for the IMU Board of Trustees, Human Relations Commission, Hometown Pride or Sustainability Committees.

Personal Information

Name: Carrie Woerdeman		Today's Date: 6/25/2025	
Street Address: 2307 N 9th Ct			
City, State, Zip: Indianola, IA 50125		Years Resided in Indianola: 2.5	
Email: acwoerdeman@msn.com			
Home Phone: 515-865-0615	Cell Phone: 515-865-0615	Work Phone: 515-650-2321	
Occupation: Executive Director			
Gender (Optional): Female	Age (Optional): 44	Race (Optional): Caucasian	
Have you previously volunteered on a City Board, here or elsewhere? Yes			
Board Name: Planning and Zoning	Years Served: 2	City: Indianola	
Application for (Name of Board/Commission or Committee): Planning and Zoning			
Why do you want to serve on this Board/Commission or Committee? I want to see Indianola continue to grow in a manner that aligns with the stated goals of the community and supports all current and future residents. I appreciate the opportunity to be a productive part of this process.			
What will you contribute to this Board/Commission or Committee? I have a variety of work experience that gives me perspective as a residential and commercial property manager, a developer, state employee, and now as a direct service provider and advocate in the affordable housing space. I have an understanding of the development process and how decisions made during the development process can impact a project in the future. I also understand the role of the Planning and Zoning Commission as an advisory board that provides a service to the residents, staff, and elected officials in the community, and I have a commitment to upholding the responsibilities of the role as such.			

Please attach additional pages if necessary.

Boards, Commissions and Committees

☐	Board of Adjustment/Appeals meets the first Wednesday of the Month at 6:00 p.m. in the City Hall Council Chambers. This Board reviews applications for variances (zoning setbacks, lot area, off street parking, etc.), rules on special uses and structures listed, and listens to/decides upon appeals or administrative decisions. The Board consists of five members who serve 5-year terms. The City Council appoint this Commission.
☐	Bravo is comprised of local governments to provide funding and leadership to the arts, culture and heritage community. One Indianola resident can serve on the Board of Directors of Bravo under the intergovernmental agreement between the City of Indianola and Bravo.
☐	Civil Service Commission meets on-call. The Commission administers the civil service procedure and is involved in the hiring process for the Fire and Police Department as specified by code. The Commission consists of three members that serve 4- year terms.
☐	Hometown Pride Committee meets once a month. The Committee's mission is to bring neighbors together to build a sense of community, create and improve public amenities, and celebrate what makes our hometown great. The board consists of 11 members who serve 2-year terms.
☐	Human Relations Commission fosters the use of the procedures and programs of the Iowa Civil Rights Commission and increases awareness, understanding and appreciation of diversity, equity and inclusion within the community. The Commission consists of 7 members who serve 3-year terms.
☐	IMU Board of Trustees meets the second and fourth Monday of the month at 5:30 p.m. in the City Hall Council Chambers. This Board manages and controls the city's waterworks, electric, light and power plant and also provides telecommunication services. The Board consists of five members serving 6-year terms.
☐	Indianola Public Arts Commission is comprised of 7 residents who shall encourage the cooperation and coordination of projects in the field of arts that will enhance the cultural level of the arts in the community. They meet on the 4 th Thursday of the month.
☐	Library Board of Trustees meets the second Tuesday of the month at 5:30 p.m. in the Library meeting room. This Board has charge, control and supervision of the Library, its appurtenances, fixtures, rooms, and personnel. The Board consists of seven members serving 6-year terms.
☐	Park and Recreation Commission meets the second Wednesday of the month at 6:00 p.m. at the Activity Center. This Commission advises City Council on the needed facilities to provide open spaces such as parks, playgrounds and community facilities for other forms of recreation. It oversees city programs and encourages other programs for the leisure time of the City residents of all ages. The Commission consist of six members serving 3-year terms.
☒	Planning and Zoning Commission meets the second and fourth Tuesday of the month at 6:00 p.m. in the City Hall Council Chambers. This Commission is qualified by knowledge or experience to act in matters pertaining to the development of the City Plan. The Commission consists of 9 members who serve 5-year terms. The City Council appoint this Commission.
☐	Sustainability Committee educates, informs, and encourages clean, renewable energy, conserving resources, reducing waste, encouraging recycling and promoting access to nature. The Committee meets the first Thursday of the month at 5:00 p.m.. The City Council appoints committee members.
☐	Veterans Memorial Aquatic Center Commission meets quarterly at 5:30 p.m. at the Activity Center. The Commission consists of honorably discharged soldiers, marines, airmen or coast guard members who manage and control the Veteran's Memorial Aquatic Center and establish rules and regulations for management. The Commission consists of five members serving 3-year terms.



MEMORANDUM

To: Mayor and City Council
From: Jackie Raffety, City Clerk/Finance Director
Date: September 2, 2025
Subject: Approval of the appointment of Andrea Carlson to the Library Board of Trustees to fill a vacant term until July 1, 2028.

Introduction: Teresa Swan Tuite has resigned from the Library Board of Trustees, creating one vacancy. Andrea Carlson applied to fill this vacancy until the term expiration date of July 1, 2028.

Recommendation: The Mayor is recommending her appointment.

Attachments: 1. Andrea Carlson Application



City Clerk's Office

110 N 1st Street, Indianola, IA 50125 • www.indianolaiowa.gov

515-961-9410 phone

Volunteer Application Form to Serve on a City Board or Commission

There are numerous Boards and Commissions to advise the City Council. Terms for the Boards and Commissions vary and are established by Municipal Code. These boards and commissions are vital to the success of the community and are comprised of interested citizens. This form assists the City Council in evaluating the qualifications of applicants for appointment to a board, commission or committee. When terms have expired or vacancies occur, appointments are made during regular City Council meetings that take place on the first and third Monday. The applicant's qualifications may be discussed during the public meeting.

To be considered, individuals must complete and submit this form along with a resume and cover letter that includes a listing of work experience and civic involvement to the City Clerk's office via email to CityClerk@indianolaiowa.gov or by mail at 110 N 1st Street, Indianola, IA 50125.

*Citizens applying for a position must live within City limits unless applying for the IMU Board of Trustees, Human Relations Commission, Hometown Pride or Sustainability Committees.

Personal Information

Name:	ANDREA CARLSON		Today's Date:	7/15/25	
Street Address:	807 N C Street				
City, State, Zip:	INDIANOLA IA 50125			Years Resided in Indianola:	18
Email:	carlson75@hotmail.com				
Home Phone:	Cell Phone:		Work Phone:		
		515 710 7471			
Occupation:	Family Support Supervisor				
Gender (Optional):	Female		Age (Optional):	49	
		Race (Optional):			
Have you previously volunteered on a City Board, here or elsewhere?					
Board Name:	Hometown Pride		Years Served:	2	
		City: Indianola			
Application for (Name of Board/Commission or Committee):					
Library Board of Trustees					
Why do you want to serve on this Board/Commission or Committee?					
I believe that public libraries are a vital part of our community hubs that promote literacy, lifelong learning & equitable access to information for all. Serving on the Indianola Library					
What will you contribute to this Board/Commission or Committee?					
I will bring a collaborative mind with a community-focused mindset. I'm committed to helping guide decisions that continue to make the library accessible					

and welcoming to all.

Please attach additional pages if necessary.

(1) Board of Trustees would allow me to actively contribute the and impact of a department that plays a big role in the lives of so many of our residents of all ages.

(2)

Boards, Commissions and Committees

- ☐ **Board of Adjustment/Appeals** meets the first Wednesday of the Month at 6:00 p.m. in the City Hall Council Chambers. This Board reviews applications for variances (zoning setbacks, lot area, off street parking, etc.), rules on special uses and structures listed, and listens to/decides upon appeals or administrative decisions. The Board consists of five members who serve 5-year terms. The City Council appoint this Commission.
- ☐ **Bravo** is comprised of local governments to provide funding and leadership to the arts, culture and heritage community. One Indianola resident can serve on the Board of Directors of Bravo under the intergovernmental agreement between the City of Indianola and Bravo.
- ☐ **Civil Service Commission** meets on-call. The Commission administers the civil service procedure and is involved in the hiring process for the Fire and Police Department as specified by code. The Commission consists of three members that serve 4- year terms.
- ☐ **Hometown Pride Committee** meets once a month. The Committee's mission is to bring neighbors together to build a sense of community, create and improve public amenities, and celebrate what makes our hometown great. The board consists of 11 members who serve 2-year terms.
- ☐ **Human Relations Commission** fosters the use of the procedures and programs of the Iowa Civil Rights Commission and increases awareness, understanding and appreciation of diversity, equity and inclusion within the community. The Commission consists of 7 members who serve 3-year terms.
- ☐ **IMU Board of Trustees** meets the second and fourth Monday of the month at 5:30 p.m. in the City Hall Council Chambers. This Board manages and controls the city's waterworks, electric, light and power plant and also provides telecommunication services. The Board consists of five members serving 6-year terms.
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- ☒ **Library Board of Trustees** meets the second Tuesday of the month at 5:30 p.m. in the Library meeting room. This Board has charge, control and supervision of the Library, its appurtenances, fixtures, rooms, and personnel. The Board consists of seven members serving 6-year terms.
- ☐ **Park and Recreation Commission** meets the second Wednesday of the month at 6:00 p.m. at the Activity Center. This Commission advises City Council on the needed facilities to provide open spaces such as parks, playgrounds and community facilities for other forms of recreation. It oversees city programs and encourages other programs for the leisure time of the City residents of all ages. The Commission consist of six members serving 3-year terms.
- ☐ **Planning and Zoning Commission** meets the second and fourth Tuesday of the month at 6:00 p.m. in the City Hall Council Chambers. This Commission is qualified by knowledge or experience to act in matters pertaining to the development of the City Plan. The Commission consists of 9 members who serve 5-year terms. The City Council appoint this Commission.
- ☐ **Sustainability Committee** educates, informs, and encourages clean, renewable energy, conserving resources, reducing waste, encouraging recycling and promoting access to nature. The Committee meets the first Thursday of the month at 5:00 p.m.. The City Council appoints committee members.
- ☐ **Veterans Memorial Aquatic Center Commission** meets quarterly at 5:30 p.m. at the Activity Center. The Commission consists of honorably discharged soldiers, marines, airmen or coast guard members who manage and control the Veteran's Memorial Aquatic Center and establish rules and regulations for management. The Commission consists of five members serving 3-year terms.

ANDREA CARLSON

(515)710-7471

carlson75@hotmail.com

807 N C Street, Indianola IA 50125

15th July 2025

REFERENCE: OPEN LIBRARY BOARD OF TRUSTEES POSITION

Dear Selection Committee,

I am writing to express my interest in serving on the open position for the Library Board of Trustees. With over 15 years of experience in nonprofit leadership, family support services, and community engagement, I bring a collaborative, mission-driven approach that aligns with their values.

In my current role as Family Support Supervisor at ASK Resource Center, I lead a team assisting families of children with disabilities, while building strong partnerships with schools and service agencies. I've also served in volunteer leadership roles with local PTOs, the Indianola Athletic Boosters, and the Hometown Pride Committee—developing a strong foundation in governance, fundraising, and community advocacy.

I would be honored to bring my perspective, experience, and dedication to your board. Thank you for your consideration.

Sincerely,

Andrea Carlson



ANDREA CARLSON

(515) 710-7471

807 N C Street, Indianola, IA 50125

carlson75@hotmail.com

SKILLS

- Nonprofit Experience
- Written and Verbal Communication
- Project Leadership
- Community Engagement
- Presentation Skills
- Collaborative Team Player

VOLUNTEER HISTORY

- Indianola Athletic Boosters
Board Member (June 2024 - present)
- Helping Hand of Warren County
Board President (August 2023 - present)
- Indianola High School PTO
Coordinator (August 2022 - present)
- Iowa Donor Network
Volunteer (May 2015 - present)
- Iowa Lions Eye Bank
Volunteer (May 2015 - present)
- Indianola Hometown Pride
Committee Member, (July 2022 - July 2024)

EDUCATION

1993
N-K HIGH SCHOOL

- Diploma

1994-1995
NIACC

- Liberal Arts

PROFILE SUMMARY

Experienced and compassionate nonprofit professional with a strong background in community outreach and administrative leadership. Proven ability to supervise teams, coordinate volunteer efforts, and develop meaningful community programs. Strong communication, project leadership, and collaboration skills with a passion for empowering families and improving my local community.

WORK EXPERIENCE

ASK Resource Center

PRESENT

Family Support Supervisor

- Lead staff training on special education, IEPs and advocacy.
- Collaborate with schools and agencies to strengthen family engagement.

Indianola Wellness Campus

2023-2025

Community Outreach Coordinator

- Enhanced community engagement by developing and implementing targeted outreach programs.
- Increasing public awareness of facility by organizing and promoting community events.

Indianola Area Dollars for Scholars

2021-2022

Executive Secretary

- Maintained strict confidentiality in all aspects of personal, financial and scholarship information.
- Responded to emails and other correspondence to facilitate communication and enhance business processes.

Indianola YMCA

2019-2023

Administrative Support Coordinator

- Enhanced team productivity by providing comprehensive administrative support to colleagues on various projects.
- Boosted office morale by organizing social events such as holiday parties or team lunches.

Stay at home parent

2007-2019

Carlson Family

- Demonstrated respect, friendliness and willingness to help wherever needed.
- Assisted with day to day operations, working efficiently and proficiently with all team members.



MEMORANDUM

To: Mayor and City Council
From: Jacob Meshke, City Manager
Date: September 2, 2025
Subject: Resolution authorizing the City of Indianola, Iowa to enter into a contract for independent contractor/professional services with the Center for Public Safety Management (CPSM), LLC.

Introduction: Staff recommends approval of the resolution authorizing comprehensive analysis of police, fire, and EMS services.

Background: The comprehensive analysis of Police, Fire, and EMS Services will be completed in partnership with the Center for Public Safety Management (CPSM), which is the exclusive provider of public safety technical assistance for the International City/County Management Association (ICMA). CPSM has conducted over 400 studies in 46 states and provinces, and more than 275 communities ranging in population from 269 to 4.1 million. CPSM has previous experience in Iowa with the City of West Des Moines in addition to Midwest cities.

The project will be led by a project manager, police team leader, fire team leader, data team leader, and supporting subject-matter experts with significant experience. The analysis would rely heavily on a data-driven approach focusing on efficiency, effectiveness, and safety of the community.

In parallel, MGT will conduct a separate organizational staffing assessment of non-public safety departments. Together, the MGT and CPSM studies will provide a comprehensive, organization-wide overview of staffing needs, operational efficiency, and strategic alignment—positioning Indianola to make informed, data-driven decisions that support long-term effectiveness and community impact.

Discussion: The city will undertake a comprehensive six-month evaluation of its Police, Fire, and EMS services in partnership with the Center for Public Safety Management (CPSM). This initiative is designed to deliver a data-rich, best-practice-informed assessment that supports strategic decision-making and long-term service sustainability.

The project will begin with extensive data collection and operational analysis, providing CPSM with a detailed understanding of departmental functions, staffing, and service delivery. Following data certification, a preliminary report will be developed and shared with department leadership for review and feedback. Subject matter experts will conduct on-site visits to engage directly with staff—participating in interviews, attending roll calls, and joining ride-alongs—to gather contextual insights and validate findings.

The final deliverable will be a comprehensive report that includes:

- Operational and workload analysis across stations, equipment, and personnel
- Staffing and deployment recommendations for all operational and support functions

- Community risk assessment and service demand evaluation
- Review of organizational structure, culture, and alignment with best practices
- Benchmarking against peer communities and national standards

This collaborative, data-focused approach will equip the city with actionable insights to balance service expectations with available resources, enhance operational efficiency, and align public safety functions with industry-leading practices.

Budget Impact: The fee to complete the comprehensive analysis of police, fire, and EMS services is \$101,361, which would be funded through operational savings and reserves.

Recommendation: Staff recommends approval of the resolution authorizing comprehensive analysis of police, fire, and EMS services.

Attachments:

1. Resolution
2. Contract
3. Proposal

City of Indianola
RESOLUTION NO. 2025-

**RESOLUTION AUTHORIZING THE CITY OF INDIANOLA, IOWA, TO ENTER INTO A
CONTRACT FOR INDEPENDENT CONTRACTOR/PROFESSIONAL SERVICES
WITH THE CENTER FOR PUBLIC SAFETY MANAGEMENT, LLC**

WHEREAS, the City of Indianola, Iowa, (the “City”) recognizes the importance of evaluating its current public safety staffing structure to ensure efficient and effective delivery of public services across its public safety departments; and

WHEREAS, the Center for Public Safety Management, LLC (CPSM) has submitted a proposal dated August 15, 2025, outlining a comprehensive organizational staffing assessment for dispatch, police, fire and EMS services, including data-driven analysis to identify workload of stations, equipment and personnel; identifying staffing and deployment levels; examining organizational structures and culture; and recommendations for management framework; and

WHEREAS, CPSM has demonstrated extensive experience in public sector consulting; and

WHEREAS, the proposed scope of work includes project initiation and data collection, citywide staffing analysis, targeted department-level reviews, and a final report with actionable recommendations, all to be completed remotely within approximately 135 days; and

WHEREAS, the total cost for the foundational staffing assessment shall not exceed \$91,361, exclusive of travel, and payment structured in three installments as follows: 40% upon contract signing, 40% upon delivery of the draft data analysis, and 20% with delivery of the draft final report.

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY
OF INDIANOLA, IOWA:**

1. The City Manager is hereby authorized to execute an agreement with CPSM for the provision of staffing assessment services in accordance with the proposal dated August 15, 2025.
2. The City shall designate a project coordinator to serve as the primary point of contact and facilitate communication and scheduling throughout the engagement.
3. The City shall provide all necessary documentation and support to enable CPSM to complete the assessment as outlined in the proposal.
4. Payment for services shall be made in accordance with the terms specified in the proposal, with the total cost not to exceed \$101,361.00 plus travel costs, unless

additional services are requested and approved.

Passed and approved this 2nd day of September 2025.

Steve Richardson, Mayor

ATTEST:

Jackie Raffety, City Clerk



Center for Public Safety Management, LLC

CONTRACT FOR INDEPENDENT CONTRACTOR/PROFESSIONAL SERVICES

This Contract is made as of the 2nd day of September, 2025 by and between City of Indianola, a municipal corporation of the State of Iowa, (hereinafter "the CITY"), and the Center for Public Safety Management, LLC (CPSM) the exclusive provider of public safety technical assistance for the International City/County Management Association, a Domestic Limited Liability Company, organized under the laws of the District of Columbia whose principal office is located at 475 K Street, NW, Suite 702, Washington, D.C. 20001, (hereinafter "the CONTRACTOR") and whose Federal I.D. number is 46-5366606.

WHEREAS the CITY desires to retain the CONTRACTOR, and the CONTRACTOR desires to be retained, pursuant to the proposal scope of services attached hereto as Exhibit "A" and incorporated herein in its entirety;

NOW, THEREFORE, in consideration of the mutual promises contained herein, the CITY and the CONTRACTOR agree as follows:

ARTICLE 1 - SERVICES

The services to be rendered by CONTRACTOR under this Contract are set forth in Exhibit "A" (proposal) attached hereto.

ARTICLE 2 - SCHEDULE

The schedule for services to be rendered by CONTRACTOR is set forth in Exhibit "A" (The Proposal) attached hereto. The Project Launch date as described in Exhibit A shall be five days after execution of this contract. The project and final deliverables shall be completed per the schedule in the attached proposals, Exhibit "A", which is approximately one hundred thirty-five (135) days after this Agreement is fully executed, subject to a mutually agreeable extension if necessary. The delivery of an "Operations" and "Data Analysis" draft report shall indicate conclusion of the work anticipated in the proposal. Following delivery of the draft reports, the CITY shall have 30 days to submit any changes it finds prudent or necessary. Sixty days from the delivery of the draft reports, the final report shall be produced and transmitted electronically. Both time periods shall be in addition to the time period for conducting the analysis and will not require extensions of the contract. The CITY may elect to engage optional language in the contract to request a final in-person presentation which shall be done outside of the time parameters of this contract.

ARTICLE 3 - PAYMENTS TO CONTRACTOR

Invoices shall be due and payable upon receipt. Payments received more than 30 days after invoice date will incur a 2% late fee. Payment by the CITY under this Contract shall be governed by Exhibit "A".

Payments by direct deposit (preferred method) shall be sent to:

Routing No.: 052000113

Account No.: 9856252680

Payments by check to the CONTRACTOR shall be sent to:

CPSM Accounts Receivable

338 Pleasant Valley Way

West Orange, New Jersey 07052

Invoices to the CITY should be sent to:

Name: City of Indianola c/o Jacob Meshke
Address: 110 N 1st St
PO Box 299
Indianola, IA 50125

Email: jmeshke@indianolaiowa.gov
Phone: 515-961-9410

ARTICLE 4 - TERMINATION

Unless the CONTRACTOR is in breach of the Contract, the CONTRACTOR shall be paid for services rendered to the CITY's satisfaction through the date of termination. This is a legal-binding contract and cannot be terminated without cause. After receipt of a termination notice and except as otherwise directed by the CITY, the CONTRACTOR shall:

- A. Stop work on the date and to the extent specified;
- B. Transfer all work in process, completed work, and other materials related to the terminated work to the CITY; and
- C. Continue and complete all parts of the work that have not been terminated.

ARTICLE 5 - PERSONNEL

The CONTRACTOR is, and shall be, in the performance of all work, services and activities under this Contract, an independent contractor, and not an employee, or agent of the CITY. All persons engaged in any of the work or services performed pursuant to this Contract shall always, and in all places, be subject to the CONTRACTOR's sole direction, supervision, and control. The CONTRACTOR shall exercise control over the means and way it and its employees perform the work, and in all respects the CONTRACTOR's relationship and the relationship of its employees to the CITY shall be that of an independent contractor and not as employees or agents of the CITY.

The CONTRACTOR represents that it has, or will secure at its own expense, all necessary personnel required to perform the services under this Contract. Such personnel shall not be employees of or have any contractual relationship with the CITY, nor shall such personnel be entitled to any benefits of the CITY including, but not limited to, pension, health and workers' compensation benefits.

The CONTRACTOR warrants that all services shall be performed by skilled and competent personnel consistent with applicable technical and professional standards in the field.

ARTICLE 6 - AVAILABILITY OF FUNDS

The CITY's elected body has appropriated sufficient funds in the operating budget(s) for which the work to be performed will occur and until the contract has been fully executed.

ARTICLE 7 - INSURANCE REQUIREMENTS

The CONTRACTOR will be required to provide certificates of insurance showing that it carries, or has in force, automobile liability insurance, general liability insurance and professional liability insurance. Limits of liability for automobile liability insurance shall be, at a minimum, \$1,000,000.00 combined single limit. Limits of liability for general liability insurance shall be, at a minimum, \$1,000,000.00 per occurrence, \$1,000,000.00 personal

and advertising injury, \$1,000,000.00 general aggregate, and \$1,000,000.00 products/completed operations aggregate. General liability insurance will include coverage for contractually assumed liability. Limits of liability for professional liability insurance shall be, at a minimum, \$1,000,000.00 per occurrence/claim and \$1,000,000.00 aggregate. If the general liability insurance coverage and/or the professional liability insurance coverage is on a claims-made basis, the CONTRACTOR will maintain coverage in force for a period of two (2) years following the termination of the contract at the limits specified in this paragraph. The CONTRACTOR is responsible for the payment of any deductibles or self-insured retentions.

The CITY will be named as additional insured under the CONTRACTOR's general liability insurance and automobile liability insurance policies.

The CONTRACTOR agrees to indemnify, hold harmless, and defend the CITY, its officials, representatives, agents, servants, and employees from and against any and all claims, actions, lawsuits, damages, judgments, liability and expense, including attorney's fees and litigation expenses, in whole or in part arising out of, connected with, or in any way associated with the activities of the CONTRACTOR, its employees, or its sub-contractors in connection with the work to be performed under this contract.

ARTICLE 8 - SUCCESSORS AND ASSIGNS

The CITY and the CONTRACTOR each binds itself and its partners, successors, executors, administrators and assigns to the other party and to the partners, successors, executors, administrators and assigns of such other party, in respect to all covenants of this Contract. Except as stated above, neither the CITY nor the CONTRACTOR shall assign, sublet, convey or transfer its interest in this Contract without the written consent of the other. Nothing herein shall be construed as giving any rights or benefits hereunder to anyone other than the CITY and the CONTRACTOR.

ARTICLE 9 – LAW GOVERNING THIS CONTRACT

The laws of the State of Iowa shall govern the Contract. All legal action necessary to enforce the Contract will be held in Warren County. No remedy herein conferred upon any party is intended to be exclusive of any other remedy, and each such remedy shall be cumulative and shall be in addition to every other remedy given hereunder or now or hereafter existing at law, in equity, by statute or otherwise. No single or partial exercise by any party of any right, power, or remedy hereunder shall preclude any other or further exercise thereof.

Dispute Resolution

In case of a dispute regarding the interpretation of any part of this Contract, the Parties shall use their best efforts to arrive at a mutually acceptable resolution. The CONTRACTOR shall proceed diligently with its performance of the work under this Contract pending the final resolution of any dispute arising or relating to this Contract. The Client shall continue to pay the CONTRACTOR for its performance under the Contract except for those items related to the dispute.

ARTICLE 10 - CONFLICT OF INTEREST

The CONTRACTOR represents that it has no interest and shall acquire no interest, either direct or indirect, which would conflict in any manner with the performance of services required.

CONTRACTOR employees, subject matter experts, or subcontractors may undertake outside professional activities provided such activity and involvement does not conflict or interfere with this Contract. In addition, employees, subject matter experts, or

subcontractors will not directly or indirectly, alone or with others, engage in or have any interest in any person, firm, or entity that engages in any business activity that is competitive with the business performed under this Contract.

ARTICLE 11 - EXCUSABLE DELAYS

The PARTIES shall not be considered in default by reason of any failure in performance if such failure arises out of causes reasonably beyond the control of the PARTIES and without their fault or negligence. Such causes include but are not limited to: acts of God; natural or public health emergencies; and abnormally severe and unusual weather conditions.

Upon either PARTY'S request, the other PARTY shall consider the facts and extent of any failure to perform the work and, if the PARTY'S failure to perform was without its fault or negligence, the Contract Schedule and/or any other affected provision of this Contract shall be revised accordingly to a newly agreed upon timeline. It shall be the responsibility of the PARTIES to notify the other PARTY promptly in writing whenever a delay is anticipated or experienced, and to inform the other PARTY of all facts and details related to the delay.

ARTICLE 12 - DISCLOSURE AND OWNERSHIP OF DOCUMENTS

All written and oral information not in the public domain or not previously known, and all information and data obtained, developed, or supplied by the CITY or at its expense will be kept confidential by the CONTRACTOR and will not be disclosed to any other party, directly or indirectly, without the CITY's prior written consent unless required by a lawful order. All drawings, maps, sketches, programs, data base, reports and other data developed, or purchased, under this Contract for or at the CITY's expense shall be and remain the CITY property and may be reproduced and reused at the discretion of the CITY.

All covenants, agreements, representations, and warranties made herein, or otherwise made in writing by any party pursuant hereto, including but not limited to any representations made herein relating to disclosure or ownership of documents, shall survive the execution and delivery of this Contract and the consummation of the transactions contemplated hereby.

ARTICLE 13 - NONDISCRIMINATION

The CONTRACTOR warrants and represents that all its employees are treated equally during employment without regard to race, color, religion, disability, sex, age, national origin, ancestry, marital status, and sexual orientation.

ARTICLE 14 - ENFORCEMENT COSTS

If any legal action or other proceeding is brought for the enforcement of this Contract, or because of an alleged dispute, breach, default or misrepresentation in connection with any provision of this Contract, the successful or prevailing party will be entitled to recover reasonable attorney's fees, court costs and all expenses (including taxes) even if not taxable as court costs (including, without limitation, all such fees, costs and expenses incident to appeals), incurred in that action or proceeding, in addition to any other relief to which such party may be entitled.

ARTICLE 15 - SEVERABILITY

If any term or provision of this Contract, or the application thereof to any person or circumstances shall, to any extent, be held invalid or unenforceable, the remainder of this Contract, or the application of such terms or provision, to persons or circumstances other than those as to which it is held invalid or unenforceable, shall not be affected, and every other

term and provision of this Contract shall be deemed valid and enforceable to the extent permitted by law.

ARTICLE 16 - ENTIRETY OF CONTRACTUAL AGREEMENT

The CITY and the CONTRACTOR agree that this Contract together with the Exhibits hereto, sets forth the entire agreement between the parties, and that there are no promises or understandings other than those stated herein. None of the provisions, terms and conditions contained in this Contract may be added to, modified, superseded, or otherwise altered, except by written instrument executed by the Parties hereto in accordance with Article 17 - Modification and Changes. In the event of any conflict or inconsistency between this Contract and the provisions in the incorporated Exhibits, the terms of this contract will supersede and prevail over the terms in the incorporated Exhibits.

ARTICLE 17 - MODIFICATIONS AND CHANGES

Only the **CITY's Contracting Officer** or his/her representative has authority to issue modifications to this Contract that materially change or modify any of the specifications, terms, or conditions of this Contract.

Only the **CITY's Contracting Officer** may, by written order, make changes within the scope of work of this contract including but not limited to any one or more of the following: (a) description of services to be performed; and (b) period of performance.

No change order shall be binding unless so issued by the **CITY's Contracting Officer** in writing and, until approved by the **CONTRACTOR'S** Contracting Administrator or their designated representative unless they are of an administrative matter.

ARTICLE 18 - NOTICE

All notices given under this Contract shall be sent by certified mail, return receipt requested, and if sent to the (name of client) shall be mailed to:

City of Indianola c/o Jacob Meshke
110 N 1st St
PO Box 299
Indianola, IA 50125

and if sent to the CONTRACTOR shall be mailed to:

Director of Research & Project Development
Center for Public Safety Management, LLC
475 K Street NW, Suite 702
Washington, DC 20001

IN WITNESS WHEREOF, the Parties hereto agreed to all that is written herein and included within Exhibit "A".

CITY OF INDIANOLA, STATE OF IOWA

SIGNED

ATTEST

BY: _____

BY: _____

Print Name: _____

Print Name: _____

Title: _____

Date: _____

Date: _____

CENTER FOR PUBLIC SAFETY MANAGEMENT, LLC (CPSM)

SIGNED

BY:



Print Name: Thomas J. Wieczorek

Title: Director

Date:

PROPOSAL FOR

COMPREHENSIVE ANALYSIS OF DISPATCH, POLICE, FIRE, EMS SERVICES

INDIANOLA, IOWA



CPSM[®]

CENTER FOR PUBLIC SAFETY MANAGEMENT, LLC
475 K STREET NW, SUITE 702 • WASHINGTON, DC 20001
WWW.CPSM.US • 616-813-3782

ICMA

Exclusive Provider of Public Safety Technical Services for
International City/County Management Association



Center for Public Safety Management, LLC

August 15, 2025

Jacob Meshke, City Manager
City of Indianola
101 N. 1st Street
P.O. Box 299
Indianola, IA 50125

Dear Mr. Meshke,

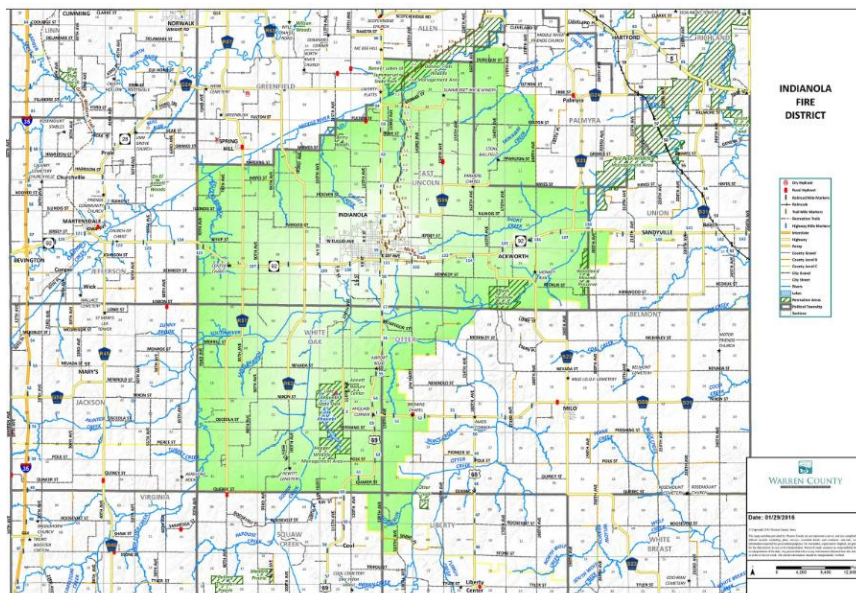
The *Center for Public Safety Management, LLC, (CPSM)* as the exclusive provider of public safety technical assistance for the International City/County Management Association, is pleased to submit this proposal to the City of Indianola, Iowa for an analysis of dispatch, police, fire, and First Responder EMS services. The CPSM approach is unique and more comprehensive than ordinary accreditation or competitor studies.

In general, our analysis involves the following major outcomes:

- Conduct a data-driven forensic analysis to identify actual workload of stations, equipment, and personnel for all the public safety disciplines. Our recommendations are data based which allows change to be measured to ensure that it has improved efficiency, effectiveness, and added to the safety of the community and responders.
- Identify and recommend appropriate staffing and deployment levels for every discrete operational and support function in the departments.
- Conduct a risk analysis of your community and for the fire/EMS department.
- Examine the department's organizational structure and culture.
- Perform gap analysis, comparing the "as is" state of the department to the industry's best practices.
- Recommend a management framework to ensure accountability, increased efficiency, enhanced safety for responders and the community, and improved performance.
- Determine staffing analysis using workload and performance for dispatch, police, fire, and EMS departments using research conducted by ICMA, CPSE, APCO, IAFC, NFPA, IPMA-HR, and CPSM.

The fire department deploys 12 full-time firefighter/paramedics as well as part-time paramedics to serve the 15,833 residents in the city plus additional stakeholders in the surrounding area. The department's service area is 125 square miles in the center of Warren County, which is approximately 19 miles from Des Moines, Iowa. The department provides BLS and ALS services in addition to firefighting.

The police department has a staff of 31 with 24 sworn staff as well as 7 non-sworn, of which six are clerical and one a community service officer. Both departments and the city are looking at the workloads and sufficient staffing to manage the risks in the community they serve.



One of the major components of this study will be a focus on balancing service demands and workloads with the local budget.

CPSM will look at how the budget of Indianola compares with peer communities that will be identified by the team with the city stakeholders. Indianola property taxes rank 21st lowest in Iowa based on size with a tax rate of \$13.46310 per \$1,000 of taxable value. As part of the financial piece, CPSM will

look at each discipline (police, fire, and EMS) to determine costs, how those costs align with local and national benchmarks, as well as delving deeper into the finances supporting each service.

As an example, CPSM will determine the unit hour utilization rates of EMS, the cost per run versus collection amounts, the costs charged and collected in Indianola versus peer communities and different states (as well as national averages) and will look at what percentages are being collected by the third-party vendor hired by Indianola with national averages and benchmarks.

EMS is facing significant funding challenges that are likely to be exacerbated with passage of the recent Federal Budget Bills that have focused on GEMT payments as well as charges. Texas has been audited, and several cities are facing the likelihood of claw backs; California's audit is underway; and Florida is just beginning. CPSM's EMS team has been following the GEMT process since 2022 when CMS (Centers for Medicaid and Medicare Services) issued warnings to communities about non-compliant charges. Idaho and Wisconsin were the last two states authorized for GEMT payments that came with strict new restrictions on what was eligible for reimbursement.

This proposal is specifically designed to provide the local government with a thorough and unbiased analysis of emergency services in your community. We have developed a unique approach by combining the experience of dozens of emergency services subject matter experts.

The team assigned to the project will have hundreds of years of practical experience managing emergency service agencies, a record of research, academic, teaching and training, and professional publications, and extensive consulting experience from hundreds of projects completed for municipalities nationwide. The team we assemble for you will be true "subject matter experts" with hands-on emergency services experience, not research assistants or interns.

CPSM has built upon nearly 40 years of research by ICMA and other academic researchers to develop the **CPSM Data Analytic Report™**.

While other firms conduct interviews, charettes, and other intelligence gathering, only CPSM combines those processes by forensically analyzing and reporting an agency's workload and performance using this method that also adds metrics for future analysis of deployment change. CPSM and ICMA developed the "60% rule" that was authored by one of our SME's that serves as

one more benchmark for staffing of police agencies. That report is currently being updated by the current CPSM team of researchers.

ICMA has provided direct services to local governments worldwide for almost 100 years, which has helped to improve the quality of life for millions of residents in the United States and abroad. My colleagues at CPSM and I greatly appreciate this opportunity and would be pleased to address any comments you may have. I can be reached at 616-813-3782 or via email at twieczorek@cpsm.us.

Sincerely,

A handwritten signature in blue ink, appearing to read "Thomas J. Wieczorek".

Thomas J. Wieczorek
Director
Center for Public Safety Management, LLC

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THE ASSOCIATION & THE COMPANY

International City/County Management Association (ICMA)

The [International City/County Management Association \(ICMA\)](#) is a 111-year-old, non-profit professional association of local government administrators and managers, with approximately 13,000 members located in 32 countries.

Since its inception in 1914, ICMA has been dedicated to assisting local governments and their managers in providing services to their citizens in an efficient and effective manner. ICMA advances the knowledge of local government best practices with its **website**, www.icma.org, publications, research, professional development, and membership.

Center for Public Safety Management (CPSM)

The ICMA [Center for Public Safety Management \(ICMA/CPSM\)](#) was launched by ICMA to provide support to local governments in the areas of police, fire, and Emergency Medical Services.

The Center also represents local governments at the federal level and has been involved in numerous projects with the Department of Justice and the Department of Homeland Security. In 2014 as part of a restructuring at ICMA, the Center for Public Safety Management (CPSM) spun out as a separate company and is now the exclusive provider of public safety technical assistance for ICMA. CPSM provides training and research for the Association's members and represents ICMA in its dealings with the federal government and other public safety professional associations such as [CALEA](#), [PERF](#), [IACP](#), [IFCA](#), [IPMA-HR](#), DOJ, BJA, COPS, NFPA, etc.

The Center for Public Safety Management, LLC maintains the same team of individuals performing the same level of service that it had for ICMA. CPSM's local government technical assistance experience includes workload and deployment analysis, using our unique methodology and subject matter experts to examine department organizational structure and culture, identify workload and staffing needs as well as industry best practices.

We have conducted over 400 such studies in 46 states and provinces and more than 275 communities ranging in population size from 269 (Bald Head Island, NC) to 4.1 million (Maricopa County, AZ).

MEET YOUR TEAM -- POLICE

For this project CPSM will assemble a premier team of experts from a variety of disciplines and from across the United States. The goal is to develop recommendations that will enable it to produce the outcomes necessary to provide critical emergency services consistent with the community's financial capabilities. The team will consist of a Project Manager, one Operations Leader and several senior public safety experts selected from our staff to meet the specific needs of the municipality.

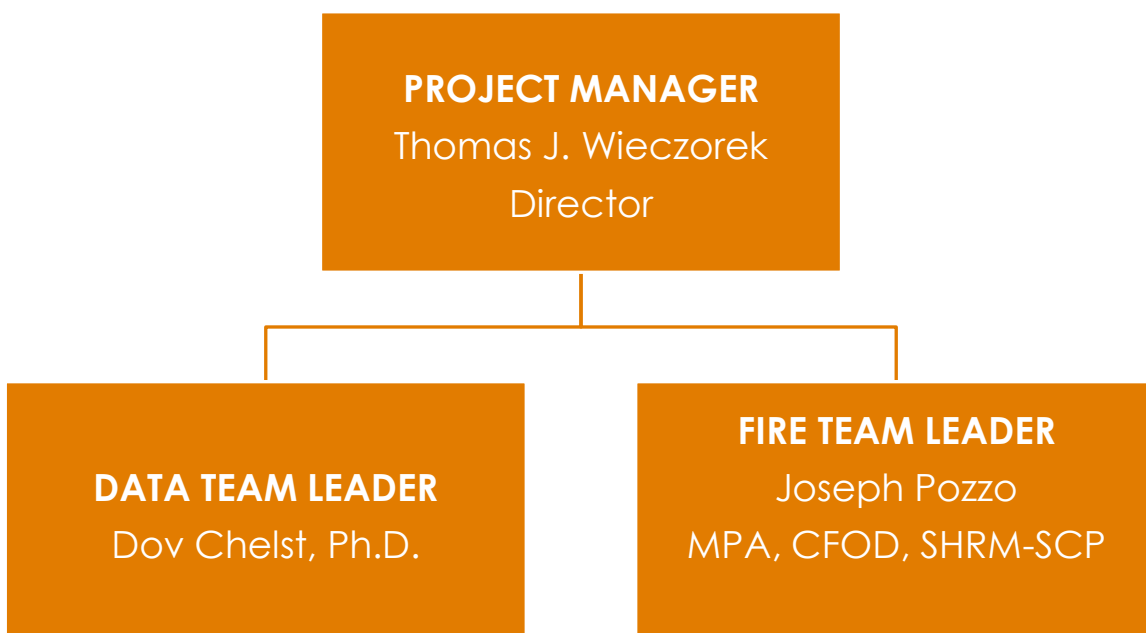
The management organizational chart for the project includes the following key team members:



MEET YOUR TEAM -- FIRE & EMS

For this project, CPSM will assemble a premier team of experts from a variety of disciplines from across the United States. The goal is to develop recommendations that will produce the outcomes necessary to provide critical emergency services consistent with the community's financial capabilities. The team will consist of a project manager, one Operations Leader and several senior public safety experts selected from our staff to meet the specific needs of the municipality.

The management organizational chart for the project includes the following key team members:



CORPORATE COMPLIANCE

PROJECT MANAGER

THOMAS WIECZOREK

Director, Center for Public Safety Management; retired City Manager Ionia, MI; former Executive Director Center for Public Safety Excellence



BACKGROUND

Thomas Wieczorek is an expert in fire and emergency medical services operations. He has served as a police officer, fire chief, director of public safety and city manager and is former Executive Director of the Center for Public Safety Excellence (formerly the Commission on Fire Accreditation International, Inc.).

He has taught numerous programs for the International City-County Management Association, Grand Valley State University, the National Highway Traffic Safety Administration (NHTSA), State of Michigan's Transportation Asset Management Council, and Grand Rapids

Community College.

He often testified for the Michigan Municipal League before the legislature and in several courts as an expert in police specialties and fire department management. He is the past president of the Michigan Local Government Manager's Association (MLGMA, now MME); served as the vice-chairperson of the Commission on Fire Officer Designation; served as ICMA's representative on the International Accreditation Service (IAS), a wholly owned subsidiary of the International Code Council (ICC); and currently serves on the NFPA 1710, 1730 and new 1750 committees.

He worked with the National League of Cities and the Department of Homeland Security to create and deliver a program on emergency management for local officials titled, "Crisis Leadership for Local Government Officials." It was presented in 43 states and assigned a course number by the DHS. He also worked with IBTS and FEMA to present courses on disaster recovery that focused on involving the private sector. He represents ICMA on the Emergency Management Assistance Compact (EMAC) Board, with BJA (Bureau of Justice) and other fire service participation areas. He is a member of GAPC, the Policy Committee of the "Big 7" Associations.

He worked with several groups through the U.S. Fire Administration that published a report in 2023 on "Recruitment and Retention of Volunteers" in the fire service. The three-year project focused on the issues driving lower numbers of volunteers and paid-on-call firefighters across the United States. He has also represented ICMA on several EMS committees producing white papers on best practices that include "no lights, no siren."

He received the Mark E. Keane "Award for Excellence" in 2000 from the ICMA, the Association's highest award and was honored as City Manager of the Year (1999) and Person of the Year (2003) by the Rural Water Association of Michigan, and distinguished service by the Michigan Municipal League in 2005.

FORENSIC DATA ANALYSIS TEAM

DATA ASSESSMENT TEAM – PROJECT LEADER

DOV CHELST, PH.D.

Director of Quantitative Analysis

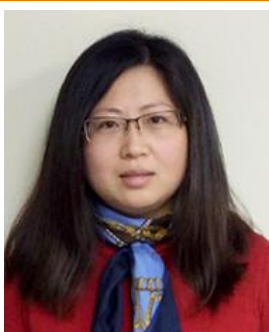


BACKGROUND

Dr. Chelst is an expert in analyzing public safety department's workload and deployment. He manages the analysis of all public safety data for the Center. He is involved in all phases of The Center's studies from initial data collection, on-site review, large-scale dataset processing, statistical analysis, and designing data reports. To date, he has managed over 140 data analysis projects for city and county agencies ranging in population size from 8,000 to 800,000.

Dr. Chelst has a Ph.D. Mathematics from Rutgers University and a B.A. Magna Cum Laude in Mathematics and Physics from Yeshiva University. He has taught mathematics, physics and statistics, at the university level for 9 years. He has conducted research in complex analysis, mathematical physics, and wireless communication networks and has presented his academic research at local, national and international conferences, and participated in workshops across the country.

PUBLIC SAFETY DATA ANALYST



SHAN ZHOU, PH.D.

BACKGROUND

Dr. Shan Zhou specializes in the analysis of police data. Shan brings extensive experience in scientific and clinical data analysis. Prior to CPSM, she worked as an associate scientist at Yale School of Medicine. Shan has an M.S. in Business Analytics and Project Management from the University of Connecticut and a PhD in Cell biology, Genetics and Development from the University of Minnesota.

PUBLIC SAFETY DATA ANALYST

XIANFENG LI, PH.D.



BACKGROUND

Dr. Xianfeng Li is a professional computational scientist and certified SAS programmer with a wealth of knowledge and research experience in Complex System Modeling, Data Analysis, and Statistical Physics. He is highly qualified in various coding programs and has earned numerous data science certifications. He previously worked as a Research Associate and Postdoctoral Fellow. Dr. Li earned his Ph.D. and master's degree in Polymer Science within the Institute of Chemistry from the Chinese Academy of Sciences in Beijing. He earned his bachelor's degree in chemistry at Jilin University in Changchun.

SENIOR PUBLIC SAFETY SUBJECT MATTER EXPERT -- GIS

DAVID MARTIN, PH.D.

Senior Researcher in the Center for Urban Studies, Wayne State University



BACKGROUND

Dr. Martin specializes in public policy analysis and program evaluation. He has worked with several police departments to develop crime mapping and statistical analysis tools. In these projects, he has developed automated crime analysis tools and real-time, dashboard-style performance indicator systems for police executive and command staff. Dr. Martin teaches statistics at Wayne State University. He is also the program evaluator for four Department of Justice Weed and Seed sites. He is an expert in the use of mapping technology to analyze calls for service workload and deployments.

PUBLIC SAFETY DATA ANALYST-GIS

Monicque Lee, MS, BS



BACKGROUND

Ms. Lee has extensive experience in the areas of data and geospatial analysis, hydrographic data processing, mapping platforms, and project management. She has worked as a GIS consultant, and with the U.S. Army Corps of Engineers where she received a U.S. Army commendation, and the United States Geological Survey, Grand Canyon Monitoring and Research Center. Ms. Lee has a Master of Science in Geographic Information Science & Technology.

POLICE OPERATIONS ASSESSMENT TEAM

POLICE PROJECT MANAGER

CHIEF JARROD BURGUAN, B.S., M.A.

Chief of Police, San Bernardino Police Department



BACKGROUND

Chief Burguan served 29 years in local law enforcement, with 10 years of that experience in senior management positions. He retired as the Chief of Police for the San Bernardino (Ca) Police Department in 2019.

During his career, Chief Burguan worked a variety of assignments in the patrol, traffic, investigative and administrative divisions of the department. He has the unique experience of managing a police department through a municipal bankruptcy while maintaining day to day operational effectiveness. He has been an invited speaker at conferences and training events throughout the country and

internationally on police response to active shooter events following both an elementary school active shooter in 2016 and the 2015 terrorist attack in San Bernardino.

Since retiring from the department in 2019, Chief Burguan has continued to work as a consultant for municipal government and media organizations and has served as an advisor for the Department of Justice – ICITAP program. He holds a bachelor's degree in business and a master's degree in management from the University of Redlands. He is also a graduate of the California Command College, the FBI's Law Enforcement Executive Development program and the Senior Management Institute for Police through the PERF.

SENIOR ASSOCIATE

DEPUTY CITY MANAGER HUGO MCPHEE (RET)

Retired Deputy City Manager of Burnsville, MN, retired Public Safety Director, and President of Minnesota Chiefs of Police Board.



BACKGROUND

Hugo recently retired as the Deputy City Manager in Burnsville MN-a second ring suburb of Minneapolis with a population just under 70,000.

Prior to coming to Burnsville, Hugo served as the Executive Director of the Minnesota Private Detective and Protective Services Licensing Board, which is the regulatory, credentialing and investigative arm for that industry.

Hugo retired from law enforcement and public safety responsibilities after a 32-year career that spanned WI and MN- the last 16 serving as Director of Public Safety for Three Rivers Park District, a niche policing agency spanning six counties in the greater Minneapolis and St Paul metro area. Hugo maintains an active peace officer license in MN.

Hugo was elected to the MN Chiefs of Police Board and served as Association President where a prime focus was mentoring new chiefs, enhancing diversity in the profession and creating innovative pathways for diverse candidates to enter the profession.

Hugo served as a community faculty at two local colleges and was a core instructor for senior level management at the Bureau of Criminal Apprehension senior management certificate program.

Hugo travelled to Mogadishu, Somali to provide leadership training and proper IED investigations to Somali National Police leadership. He also created an online curriculum for Indiana University's Eppley Institute.

Hugo holds a variety of leadership credentials and earned a master's degree in management with human resources emphasis.

Hugo has a passion for helping public safety agencies adapt to changing societal times and evolving expectations using a Constitution based perspective and community collaboration and partnerships.

SENIOR ASSOCIATE

CHIEF JOHN E. PEREZ, B.S., M.S., PH.D.

Chief of Police, City of Pasadena Police Department

BACKGROUND



John E. Perez has served as the Chief of Police for the City of Pasadena (CA) since 2018 and has been with the Department since 1985. His 35 years of public safety experience includes an array of specialized assignments in enforcement, special tactics, administration, and community initiatives. He served as the Counter-Terrorism Intelligence Officer immediately after the 9/11 terrorist attack in developing security/safety measures for Pasadena's Tournament of Roses Parade, Rose Bowl, and special events. After serving as the Special Enforcement Section Sergeant and developing policing initiatives in lowering gang violence while improving community trust and confidence, he was appointed by California's Commission on Peace Officer Standards and Training to provide best practices on developing statewide initiatives.

He is the recipient of the Mayor's Special Service Award for his work in developing community initiatives and has been twice awarded with the Police Chief's Excellence in Policing merit award. Chief Perez has served in the various ranks of the Department to include Deputy Chief of Police from 2016-2018.

Chief Perez led the development of several internal initiatives that decreased the use of force by 50% through immersive training and self-improvement from use of Body-Worn Camera (BWC), as well other initiatives to increase community awareness of policing challenges through programs such as "Policing 101" and "Community Conversations" – each intended to develop and educate community members, youth, and the media on policing topics as well as learning from the community.

Chief Perez serves on the Pasadena Educational Foundation, Patron Saints Foundation, and is a graduate of the California Peace Officers and Standards Executive Management School as well

as holding a POST executive certificate. Chief Perez possesses a bachelor's degree in criminal justice, a master's degree in Behavior Science, and a PhD in Public Administration. He serves on the board of the California Police Chiefs Association and the National Police Foundation.

SENIOR ASSOCIATE

DEPUTY CHIEF WAYNE HILTZ (RET)

Former Interim Chief of Police at Pasadena and Irwindale Police Departments

BACKGROUND



Wayne has 33 years of experience in municipal law enforcement. This includes a broad range of experience in nearly every facet of policing from patrol, gang enforcement, and undercover narcotics to internal affairs investigations and community relations. The last 13 years were spent at command and executive levels. In his capacity as Deputy Police Chief, he served as the chief operating officer of the Pasadena Police Department, responsible for all day-to-day operations including internal audits and inspections. As well, he was responsible for operations related to the Tournament of Roses Parade and Rose Bowl events to include World Cup Soccer and BCS Championship games. For a period of nearly two years, he served in the capacity of Interim Chief of Police at both the Pasadena and

Irwindale Police Departments.

He has extensive experience in managing budgets and has served as a budget instructor for the California Commission on Peace Officer Standards and Training. He was selected by the Los Angeles County Police Chiefs Association to represent the 45 member agencies in negotiations for Homeland Security Grants for a three-year period. He also served as President of the San Gabriel Peace Officers Association. He has served on the boards of community-based organizations with a focus on addressing homeless issues, substance abuse, and juvenile violence. Wayne holds a Bachelor of Science degree in Police Science and Administration from California State University at Los Angeles. Executive training includes the FBI Southwest Command College and the Senior Management Institute for Police.

SENIOR ASSOCIATE

VICTOR LAURIA

Retired Assistant Police Chief, Novi Police Department



BACKGROUND

Victor Lauria retired as an Assistant Chief of Police with the Novi Police Department after serving the community for nearly 28 years. Over the course of his career, he has served in a wide variety of positions which include police officer, K-9 handler, detective, undercover narcotics detective, crisis negotiator and numerous supervisory positions. In 2009, the City of Novi combined their police and fire administrations into a Public Safety Administration. Victor was responsible for various supervisory roles within the Police and Fire Departments.

Victor earned a Bachelor of Science degree from Northern Michigan University, a Master of Science, with a concentration in Emergency Management, from Eastern Michigan University and he holds a graduate certificate from the University of Virginia. He also attended the 250th Session of the Federal Bureau of Investigations

National Academy in Quantico, Virginia. He is also certified as Firefighter I and Firefighter II by the State of Michigan.

Mr. Lauria is currently employed as a faculty member at Madonna University. He is the Interim Chairperson of the Criminal Justice Department and the Program Director for the Emergency Management, Fire Science and Occupational Safety and Health programs. He instructs a wide variety of undergraduate and graduate courses. He is a regular guest lecturer at Eastern Michigan University's Police Staff and Command Executive Leadership Program.

SENIOR ASSOCIATE

CHIEF ROBERT HANDY, M.S.

Chief of Police, Huntington Beach Police Department, San Bernardino Police Department



BACKGROUND

Chief Robert Handy is a 30-year law enforcement professional who has served in a wide variety of assignments from Patrol Officer to Police Chief. Handy served in three separate jurisdictions: Huntington Beach, California; San Bernardino, California; and Phoenix, Arizona.

Chief Handy worked on a wide variety of assignments from officer/detective through leadership positions in all divisions of a police agency and has been involved in training and teaching for decades. His broad base of experience includes firearms instructor, arrest tactics/use of force instructor, academy instructor, in-service instructor, and veteran university teacher. Chief Handy has obtained a

bachelor's and master's degree in public administration and is a graduate of the FBI National Academy.

Chief Handy has taught and developed police officers and police leaders from agencies across the Country. His diverse experiences from three jurisdictions, combined with years of academic research and teaching, has provided Handy with vast knowledge and expertise in police practices, training, and every other aspect of contemporary policing.

SENIOR ASSOCIATE

CHIEF CRAIG JUNGINGER (RET), BS, MPA

Retired Chief of Police, Gresham, Oregon, former Huntington Beach Police Captain



BACKGROUND

Chief Junginger had over 38 years' experience as a law enforcement professional. He served as the Chief of the Gresham, Oregon Police from December 2008 until his retirement in June 2016. Gresham is a community with a population of 110,000 just to the east of Portland. He led a department of 130 sworn officers and 47 civilian employees, with a budget of \$31 million. He also served on the board of the Oregon Police Chief's Association.

Chief Junginger began his career at the Bell-Cudahy Police department in 1979. He worked as a K-9 Officer, Detective, and Patrol Officer. In 1985 he transferred to the Huntington Beach Police

Department where he remained until his retirement in November 2008. While at Huntington Beach, he was a Patrol Officer, Beach Detail Officer, Field Training Officer, SWAT Officer, Traffic

Motor Officers, Community Policing Officer, and Narcotics Detective. In 1999 he was promoted to Sergeant where he worked Patrol, Downtown Foot Beat, Support Services, Vice and Intelligence and Internal Affairs. He was promoted to Lieutenant in 2003 and worked as the Community Policing Commander responsible for all major event planning, Watch Commander and as the Chief's Executive Officer. In 2007 he was promoted to the rank of Captain and was assigned to Administrative Operations consisting of Communications, Budget, Personnel, and Property and Evidence.

He holds a master's degree from California State University, Long Beach, a bachelor's degree from University of La Verne and an associate degree from Rio Hondo Community College.

He attended the FBI National Academy Class 224 in Quantico Virginia, California Post Command College, West Point Leadership Program, POST Executive Development Program and the POST Supervisory Leadership Institute. While in Command College he was published for his article "How will we train police recruits of the millennial generation in the year 2012," and as the Chief of Gresham he was published for an article he authored on leadership.

He was awarded the Medal of Valor in 1989 for his encounter with an armed bank robber.

SENIOR ASSOCIATE

DEPUTY CHIEF MARTIN BAEZA, B.A., M.A.

Retired Deputy Chief, Los Angeles Police Department



BACKGROUND

Deputy Chief Baeza served with the Los Angeles Police Department for thirty-two years and spent the last fourteen years in senior management positions. His depth of experience includes a variety of assignments in Patrol Operations, Detective, Specialized Divisions and Administrative Offices.

He retired from the Los Angeles Police Department as the Commanding Officer of the Personnel and Training Bureau overseeing Human Resources and training for all sworn and non-sworn employees of the Department.

He led various Operational Commands and the Police Academy. He restructured crime reduction strategies, implemented smart policing concepts and community engagement programs. He was recognized for his creative community policing incentives and was a two-time recipient of the Excellence in Leadership Award for Community Policing.

Chief Baeza was invited to participate as a Los Angeles Police Department International Delegate in Abu Dhabi, United Arab Emirates. He presented on best practices in community engagement and training development. Deputy Chief Baeza held a variety of leadership positions throughout the Department and has been involved in training police officers at all levels. He served as the Los Angeles Police Academy Director and oversaw the successful re-certification. His experience includes instructing in the Field Training Officer Program, Police Leadership, Supervisor, and the Executive Command Development Courses. He has been an invited speaker on various topics in leadership.

Deputy Chief Baeza led recruitment, hiring and the deployment of all human resources of the organization which encompassed 13,000 employees. He established a Traffic Group to oversee traffic commands and evaluate traffic policies and procedures. Additionally, his responsibilities included oversight of fleet, information technology and Behavioral Science Services. He was a standing member of the categorical use of force board and was integral in the assessment of policy, use of force tactics, procedural justice, and best practices.

Deputy Chief Baeza possesses a Bachelor of Science degree in Applied Business and Management and a Master of Arts in Organizational Management from Azusa Pacific University. He is also a graduate of the West Point Leadership Program, Senior Management Institute for Policing and the University of Southern California, Sol Price School of Public Policy, Executive Leadership Program.

SENIOR ASSOCIATE



CHIEF DAVID SWING

Chief of Police, Pleasanton

BACKGROUND

Chief David Swing is a 28-year law enforcement professional having served in a wide variety of assignments from Reserve Officer to Police Chief. Swing served most of his professional career in Morgan Hill, California starting as a Reserve Officer and rising to the rank of Chief for nine years. Swing is currently serving as the Chief of Police in Pleasanton, California.

Chief Swing is active in the law enforcement profession as a Past President and current board member of the California Police Chiefs Association. Swing developed an understanding of stop data demographics while representing California Police Chiefs for nearly four years on the Racial and Identity Profiling Act board including the Stop Data and Evidence Based Practices sub-committee.

Chief Swing worked a wide variety of assignments to include FTO and SWAT Operator, Detective Sergeant through all leadership positions of a small police agency. Chief Swing is passionate about enhancing the organization's response to domestic violence and has been involved in the topic for decades. His broad base of experience also includes Police Management instructor for budgeting and strategic and succession planning. Chief Swing earned a bachelor's degree in public relations and master's degree in public administration and is a graduate of POST Command College.

Swing brings a strategic focus to his work having developed multiple strategic plans aligning the work and budget of the Department to community expectations and Council goals.

SENIOR ASSOCIATE



CHIEF GENE ELLIS

Chief of Police, Belton, TX

BACKGROUND

A native of Houston, Texas, Chief Gene Ellis started his law enforcement career in the Houston area where he worked for the second largest city in Southeast Texas, Pasadena.

Chief Ellis has served as a Police Chief for over 20 years, including several years in the State of Iowa before returning to Texas in 2009 when he was appointed Chief of Police in Belton. Chief Ellis is a graduate of the University of Houston and St. Ambrose University.

He holds both Bachelor of Science and Master of Science Degrees in Criminal Justice. He is a graduate of the FBI National Academy, a law enforcement management program. He is a graduate of the Certified Public Manager Program through Texas State University. Chief Ellis is a member of the board of officers of the Texas Police Chiefs Association where he serves as a past president and liaison to the Texas Municipal League Board of Directors. Chief Ellis is a Past President of the Iowa Police Chiefs Association. He is a Life Member of the International Association of Chiefs of Police (IACP).

Gene Ellis also serves as Belton's Assistant City Manager, which is a dual role with his police chief duties. In this role he is responsible for other City departments including Code Compliance, Public (Communications), Information, Information Technology, and the library in addition to the Police Department. Gene leads the City of Belton's Excellence in Customer Service initiative and was instrumental in the creation of "Belton 101," an orientation program for new employees.

Gene enjoys travelling, cheering for the Houston Astros and the Green Bay Packers as a shareholder in the team, and spending time with family.

SENIOR ASSOCIATE



DEPUTY CHIEF JASON CLAWSON, M.S.

Retired Deputy Chief, Pasadena

Jason is a veteran of the U.S. Navy and has 31 years of experience in municipal law enforcement operations, serving the citizens of Pasadena, California.

Jason has worked in many ranks across various divisions to include Patrol Operations, a gang suppression team, Vice/Narcotics, S.W.A.T. and Detectives. Jason is an expert handling neighborhood quality of life issues by focusing on premise liability, prevention, intervention and enforcement methods. He led a Safe Streets Task Force while assigned as a Task Force Supervisor with the Federal Bureau of Investigation, focusing on the transnational gang problem stemming from Central America.

He has coordinated jurisdictional Mutual Aid, Critical Incident Response Team operations, and focused on problem locations through Community Policing efforts in high crime zones. Jason has served as the Press Information Officer where he directed and coordinated the activities within the Office of the Police Chief; audits and inspections; and the on-going review of policy and procedures. He served as the Project Director of a \$2.5 million dollar grant from the Bureau of State and Community Corrections focusing on reintegration efforts of previously incarcerated community members.

Jason has participated in the development of goals, objectives, and key performance indicators for assigned divisional functions as well developing and administering divisional budgets, to include developing a Homeless Initiative to combat Mental Health and Homelessness.

For the last 8 months of 2022, Jason served as the Interim Police Chief for the City of Pasadena where he drafted and presented the department's \$97,000,000 budget, conducted Administrative Reviews, worked out salary resolutions, oversaw the implementation of a new Computer Aided Dispatch / Records Management System, and navigated the installment of a police oversight commission and independent police auditor, until his retirement from service in January 2023.

Jason received his master's degree in organizational leadership from Union Institute & University in Los Angeles, California. He was also the recipient of the Police Chief's Special Award for Excellence in 2006, the Freemason's United States Constitutional Observance Award in 2010, and was the Pasadena Police Foundation's Officer of the year in 2021. He is a lifetime member of the California Narcotic Officer's Association and sits on the executive board of the Flintridge Center's Vision 20/20 Advisory Council.

SENIOR ASSOCIATE

CHIEF JAMES J. HELLMOLD

Retired Chief of Operations, Los Angeles County Sheriff's Department



James Hellmold serves on contract as a Senior Advisor for the USDOJ, in support of the International Criminal Investigation Assistance Program (ICITAP), US Embassy, Philippines.

James Hellmold accepted this position shortly after his retirement from a 33-year career with the Los Angeles County Sheriff's Department. His final assignment was Chief of Special Operations, with oversight of all Emergency Operations, SWAT/K9, Arson/Explosives HAZMAT, Aero Bureau, Metrolink, and Transit Services throughout Los Angeles County.

Chief Hellmold also served on numerous regional homeland security and counter-terrorism boards, including the Los Angeles Area Joint Regional Intelligence Center (LA-JRIC), and Central California Area Maritime Security Committee (CCAMSC).

Early in his career, James Hellmold worked a variety of front line and supervisory assignments in custody operations, patrol, SWAT, administration and strategic planning. When James Hellmold served as the commanding officer of Century Sheriff's Station, the city of Lynwood received "All-American City" honors for historic crime reductions, community development, and the lowest number of homicides in nearly 50 years.

As a commander, he was selected to closely inspect jail operations following allegations of corruption and worked with the Citizens Commission on Jail Violence to implement reforms. James Hellmold later served as the Assistant Sheriff of all Sheriff's patrol and detective operations throughout Los Angeles County, and as Chief of Countywide Services he worked closely with the Office of Diversion and Recovery to develop new law enforcement diversion and homelessness programs. This strategy of guiding non-violent offenders to rehabilitation and services in lieu of arrest allows law enforcement to focus resources on serious and violent crime to make communities safer.

Chief Hellmold holds a bachelor's degree from California State University, Fullerton, and completed the Executive Leadership Program at Cornell University. He has participated in numerous countywide sub-committees and called upon him as a subject matter expert in law enforcement tactics, emergency management, and community policing strategies to address the homelessness crisis.

FIRE/EMS OPERATIONS ASSESSMENT TEAM

SENIOR MANAGER: FIRE AND EMS

Retired Fire Chief, JOSEPH E. POZZO, MPA, CFOD, SHRM-SCP

Former Director of Public Protection for Volusia County, Florida; Former Assistant Director of Human Resources, Volusia County, FL; Former Deputy Director, Volusia County Department of Public Protection; former Director and Fire Chief, Volusia County, Florida, former Fire Chief, Loudon County, Virginia, former Fire Chief Portsmouth, Virginia.



BACKGROUND

Joe has a forty (40) year career in public service, and most recently served as the Director of Public Protection for Volusia County, Florida where he provided executive leadership to the Fire, EMS, Emergency Management, Corrections, Animal Control, and Beach Safety divisions. The Public Protection Department is the largest department in Volusia County and includes 945+ employees, an EMS Division that handles over 50,000 transports per year and utilizes Florida's first ever Nurse Triage system in the 911 Center, an all-hazards Emergency Management Division that specializes in coastal storm preparation and response, and a Fire Division that responds to 23,000 calls/year utilizing ALS staffed apparatus.

From March 2015 to September of 2018, Joe served as the Assistant Director of Human Resources for Volusia County, Florida (3,200 employees), where he managed the employee relations, benefits administration, and occupational health services functions and teams, as well as assist in the management and negotiation of six collective bargaining agreements/units. Joe was also involved in developing and implementing the County's Diversity and Inclusion initiative.

Joe has also served as the Deputy Director of the Department of Public Protection Volusia County, Florida, where he was responsible for the day-to-day operations of Fire, EMS, Emergency Management, Medical Examiner, Beach Safety, Corrections, and Animal Services. He was formerly Fire Chief of Volusia County Fire Services, where he developed and implemented a service model designed to introduce EMS transport into the agency, incorporate fleet efficiencies, and enhance the wild land/urban interface efforts.

Prior to Chief Pozzo's appointment in Volusia County in 2010, he served as the Chief of the Loudoun County Department of Fire and Rescue. This agency is a combination fire and rescue system providing fire, rescue, and emergency management services in one of the fastest growing counties in the nation. The fire and rescue system during Chief Pozzo's tenure provided these services to over 275,000 permanent residents living in 520 square miles of diverse suburban and rural area located within the National Capital Region. Services were executed through 450+ career staff 1400+ volunteer members operating out of 19 stations.

Prior to his appointment with Loudoun County, Chief Pozzo served as Chief of the Portsmouth Fire, Rescue and Emergency Services Department. This agency is one of the oldest professional departments on the eastern seaboard and served over 100,000 residents during Chief Pozzo's tenure. Chief Pozzo also served in the City of Virginia Beach, Va. Fire Department for 19 years, reaching the level of Deputy Fire Marshal and then Battalion Chief prior to embarking on his career as a Fire Chief/Director.

Joe holds a Master of Public Administration degree from Troy University, a B.A. in Public Administration from Saint Leo University, and numerous public safety technical certifications. He

holds the **Chief Fire Officer Designation** from the Center for Public Safety Excellence and is a **Senior Certified Professional in Human Resources** through the Society of Human Resource Management (SHRM).

SENIOR ASSOCIATE: FIRE SERVICES

CHIEF JOHN (JACK) BROWN, B.A., M.S., EFO

Director of Arlington County Office of Emergency Management
Retired Assistant Chief Fairfax County Fire & Rescue Department



BACKGROUND

Jack Brown's 40-year public safety career includes 29 years with the Fairfax County, Virginia Fire & Rescue Department, where he retired as Assistant Fire Chief of Operations.

He served in several operational and staff positions, including the Office of the Fire Marshal where he attained NFPA certification as a Fire Inspector II and Fire Investigator. As an investigator, he conducted post fire and post blast investigations, assisting in the prosecution of offences involving arson and illegal explosives.

He served as a Planning Section Chief and Task Force Leader for the Fairfax County Urban Search and Rescue Task Force (VA TF-1). He deployed to Nairobi, Kenya as Plans Chief in response to the 1998 embassy bombing and as Task Force Leader on a deployment to Taiwan in response to an earthquake in 1999.

Upon his retirement from Fairfax County in 2000, he became the Assistant Chief for the Loudoun County Department of Fire, Rescue and Emergency Management, where he led a team of firefighters to the Pentagon on 9/11 and assisted the Arlington County Fire Department as the initial Planning Section Chief for the incident. Jack served as Planning Section Chief on a Northern Virginia multi-jurisdictional emergency management task force that reestablished the New Orleans Emergency Operations Center just after Hurricane Katrina. He retired from Loudoun County in 2006 to pursue a career in emergency management.

Brown retired from the Coast Guard Reserve as a Chief Warrant Officer 4, specializing in port safety and security, with 33 years of combined Army and Coast Guard Reserve service. After 9/11, he served on active duty for 47 months, including 15 months in the Middle East. He received the Bronze Star Medal for actions in Baghdad, Iraq while supporting combat operations during Operation Iraqi Freedom.

Brown holds a bachelor's degree in Fire Science Administration from the University of Maryland and a master's degree in quality systems management from the National Graduate School, Falmouth, Massachusetts. He is a 1997 graduate of the National Fire Academy's Executive Fire Officer Program at the National Emergency Training Center, Emmitsburg, Maryland. He has been an adjunct professor at the Northern Virginia Community College and the University of the District of Columbia in the Fire Science curriculums. He is a graduate of the Executive Leadership Program in the Center for Homeland Defense and Security at the Naval Postgraduate School, Monterey, California.

SENIOR ASSOCIATE: FIRE SERVICES

CHIEF RONDALL L. EARLY, MPA, EFO, NREMT-P

Fire Chief, Town of Wake Forest, North Carolina



BACKGROUND

Chief Early has more than 30 years of fire and EMS experience as a practitioner, middle manager, and Chief Officer in the planning, organizing, leading, and administration of Fire and EMS department operations. Since 2008, Chief Early has commanded the Town of Wake Forest, NC Fire Department.

The Town of Wake Forest fire department is a combination fire department that provides fire suppression, basic life support emergency medical services first response, hazardous material response, fire prevention, emergency management oversight, and fire and emergency medical services training programs. The department serves the Town of Wake Forest and a surrounding unincorporated fire district.

Prior to his appointment in Wake Forest, Chief Early served the Portsmouth, VA Fire and EMS Department for twenty years. In Portsmouth, Chief Early rose through the ranks from firefighter to Chief Officer, working in all areas of this department as a practitioner, company officer, and middle manager assigned to engine and ladder companies, EMS transport, and professional development. Chief Early's final assignment in Portsmouth prior to leaving for Wake Forest was as the Division Commander for Emergency Medical Services, where he oversaw the department's EMS transport operation, EMS billing, training, and administration of this departmental division.

Chief Early holds a Master of Public Administration degree from Troy University, is a 2011 graduate of the National Fire Academy's Executive Fire Officer Program, holds the certification of Nationally Registered Emergency Medical Technician-Paramedic, and holds the rank of 2nd Lieutenant with the North Carolina Civil Air Patrol in charge of Emergency Services.

SENIOR ASSOCIATE: FIRE SERVICES

CHIEF MIKE IACONA, MPA

Retired Fire Chief/Director Flagstaff Fire Department, Flagstaff Arizona

Retired Director and Fire Chief, Orange County, Florida



BACKGROUND

Chief Iacona has 38 years of fire service experience, with the last 17 years as Fire Chief. He currently serves as fire chief for the City of Flagstaff, Arizona and has held this position since 2002.

Prior to this, he was the Director of Orange County Fire Rescue, Florida, which included oversight of the County's emergency management functions. In addition to duties associated with fire chief, he has served in various capacities, rising through the ranks from fire fighter/paramedic to chief fire officer. Mike has led a fire training division, was the Chief of Operations, served as Emergency Manager in EOC Operations, was

Chief Negotiator in multiple IAFF Contract deliberations.

He has supervised the development of several fire master plans, was a volunteer fire fighter coordinator, led multiple fire code adoption processes, oversaw personnel and payroll functions, and implemented fire impact fees. He also has wildland fire experience, supervising a fuel management program, the adoption of a Wildland Interface Code, and the adoption of a Community Wildfire Protection Plan (CWPP).

Chief Iacona holds a master's degree in public administration and did his undergraduate work in Urban Planning at Florida Atlantic University, in Boca Raton, FL. He is a graduate of the National Fire Academy's Executive Fire Officer Program and attended The Program for Senior Executives in State and Local Government at the Harvard Kennedy School.

SENIOR ASSOCIATE: FIRE SERVICES

DEPUTY CHIEF JAMES L. MAUNEY

Former Deputy Fire Chief, Volusia County, Florida

Former Deputy Operations Supervisor, Volusia County Emergency Management

Former Fire Chief, Lake County Fire & Rescue, Former Director of the Emergency Services Institute

Volusia County Fire Services



BACKGROUND

Jim has a thirty (30) year career in public safety, beginning as a State Trooper with the Florida Highway Patrol. Since his retirement from Volusia County, Jim has embarked on a post-retirement career where he develops and conducts specialized training that includes incident command and management; wild land/urban interface suppression and defensible communities; design, development, implementation, and evaluation of emergency response exercises; firefighter principles and practices; fire company officer leadership, continuity of operations planning, and hazardous materials.

Jim is certified in the Homeland Security Exercise Evaluator Program (HSEEP), and conducts training supported by the Department of Justice, State of Florida, National Wildfire Coordinating Group, FEMA, NIMS.

As an Assistant Chief with Volusia County, FL, Jim trained Florida's first wildland fire crew in 1994; the Volusia County Fire Service Firewalkers. These 30 certified firefighters were trained in wildland firefighting tactics, Florida fuels topography, and weather. In 1998 the team was instrumental in saving lives, businesses, and homes in Volusia County during what is still recognized as "the most complex fire in America's history". During this incident, Jim served as the Area Commander for 6 weeks, managing resources for 968 individual wildland fires totaling 147,000 acres.

Jim is a subject matter expert in the concepts for determining the risks associated with the wild land/urban interface and Firewise Community development. Jim also has extensive experience in the principles and practices of Emergency Management. During Jim's career in Emergency Management, he coordinated operations with sixteen (16) municipalities to incidents within the County during fifty (50) plus federally declared disasters. Jim maintains his Florida Department of Law Enforcement certifications and serves as a law enforcement Reserve Sergeant in Lake Helen, Florida.

Jim has completed coursework at the National Emergency Training Center in Emmitsburg, MD, and holds numerous technical and instructor certifications in fire, emergency medical services,

law enforcement, emergency management, incident command, Homeland Security, and firearms.

SENIOR ASSOCIATE: FIRE SERVICES

CHIEF PETER J. FINLEY, JR. (RET.), BA, EFO

Retired Chief of Department City of Vineland Fire Department and Winslow Township Fire Department. Past President NJ Career Fire Chiefs Association.



BACKGROUND

Pete Finley's 36-year career in the fire and emergency services includes 28 in a career capacity with several different fire departments. He has served as Chief of Department for two New Jersey Fire Departments, most recently the Winslow Township Fire Department where, significant among other accomplishments, he was responsible for the planning, establishment, and initial deployment of the career component of the department as it transitioned from fully volunteer to combination status. Prior to that he served for more than 20 years with the City of Vineland Fire Department holding every operational rank (Firefighter, Fire Prevention Specialist, Captain, Deputy Chief, Fire Chief) including 4 ½ years as Chief of Department.

In this position he initiated significant changes within the department including implementing numerous improved operational and safety initiatives, updating and modernizing equipment, providing the department's first ever formal officer training and development program, and significantly increasing the capabilities of the regional hazardous materials and special operations response team. During his tenure, the department received more than one million dollars in various grants. He formerly commanded the Vineland Rescue Squad gaining significant EMS operations and command experience and completing a complete overhaul of that organization's operations.

Chief Finley currently serves as an Adjunct Professor in the Fire Science Program at Camden County College. In addition, since his retirement, he has been involved in conducting numerous fire department operational readiness and organizational evaluations including several under the auspices of the United State Coast Guard related to domestic port security assessments. He has also been involved in the development and administration of several fire service promotional examinations and assessment processes.

Chief Finley received his associate in applied science degree from Atlantic Community College in New Jersey and earned his Bachelor of Science degree in Fire Science/ Administration from the University of Maryland. He is a 2003 graduate of the National Fire Academy's Executive Fire Officer Program earning an Outstanding Research Award for his 2002 paper titled, "Residential Fire Alarm Systems: The Verification and Response Dilemma". He has earned more than two dozen state and national fire service certifications, most of them the highest level attainable. Chief Finley has been a member of several fire service organizations and served on numerous committees throughout his career. In 2008 and 2009 he served as President of the New Jersey Career Fire Chiefs Association, a professional association that represents and advocates for the interests of the state's full-time professional fire chiefs and the fire service in general. From 2003–2005 he was a member of the Training and Education Committee of the Governor's Fire Service and Safety Task Force.

SENIOR ASSOCIATE: FIRE SERVICES

Chief Mark I. Piland, MPH, EFO

Fire Chief, City of Frisco, Texas



BACKGROUND

Mark I. Piland is the Fire Chief for the City of Frisco, Texas, one of the fastest growing cities in the United States. Previously, Piland served as the Fire Chief for Volusia County Fire Services in Volusia County, Florida and as Shift Commander in Operations for the Virginia Beach Fire Department in Virginia Beach, VA. He also served on Virginia Task Force 2, a FEMA Urban Search and Rescue Team as Task Force Leader, East Coast Task Force Leader Representative, and Incident Support Team Leader with deployments to the Pentagon, Katrina, and Haiti.

Piland also served as a Principal Member on NFPA Technical Committee 1981 *Standard on Open Circuit Self Contained Breathing Apparatus* for seven years. Piland was recently selected to represent the International Association of Fire Chiefs (IAFC) at the NFPA Forum, a think tank of fire service leaders brought together to discuss and make recommendations for the protection of the fire service as well as the life and safety protection needs of society.

Piland possess a Master of Public Health from Eastern Virginia Medical School, and a Bachelor of Psychology from Old Dominion University and is a graduate of the National Fire Academy's Executive Fire Officer Program, The Executive Leaders Program at the Post Naval Graduate School, Center for Homeland Defense, and Senior Executives in State and Local Government from The Kennedy School at Harvard.

ASSOCIATE: FIRE SERVICES

Retired Deputy Fire Chief, Matt Gustafson

Former Deputy Chief for Sonoma County Fire District; Former Battalion Chief and Fire Marshal for Central Fire Authority of Sonoma County (Windsor and Rincon Valley Fire Districts); Former Acting Assistant Fire Chief for Central Fire Authority of Sonoma County; Former Battalion Chief and Fire Marshal for Windsor Fire Protection District; Former Assistant Chief and Director of Security for Lucasfilm LTD / Skywalker Ranch Fire Brigade. Currently serving as adjunct fire technology instructor at the Santa Rosa Jr. College.



BACKGROUND

Matt has a forty-year career in public and private fire service, and most recently retired as a Deputy Chief with the Sonoma County, CA Fire District. Deputy Chief Matt Gustafson started his career as a volunteer Firefighter for the City of Larkspur (CA). Matt was later hired at Lucasfilm LTD to help create a new fire, safety, and security division for the Skywalker Ranch / Lucasfilm complexes. Matt gained extraordinary experience and education in private emergency services as well as motion-picture film and TV entertainment safety. Matt worked his way up to Assistant Fire Chief and Head of

Safety/Security for the Skywalker Ranch complex.

In 1998, Matt was hired with Windsor Fire Protection District as a Battalion Chief / Fire Marshal. As Battalion Chief, Matt managed fire station crews, administrative staff and respond to greater alarm incidents ultimately for two fire districts under a Joint Powers Agreement (JPA). Matt managed employee performance and relations, facilities, and policy development. During this time, Matt founded the Sonoma County Fire Chief Operation section which led to more

common county-wide tactics and strategies, strike team and county-wide resource management. As Fire Marshal, Matt performed plan review and fire and life safety inspections for new building projects and events for a rapidly growing community. Matt managed fire investigations, public relations, and community risk reduction programs. Matt worked closely effectively with the public, building officials, planners, developers, other fire officials, city officials, and elected officials. Matt served as president of the Sonoma County Fire Prevention Officers and facilitated the "single-code" (one fire code for the entire county) project. Matt also served as acting assistant fire chief for several years and routinely filled in for the fire chief. Matt managed a LEED/Green certified new fire station project, added staffing, built employee relations, created strategic plans, team building programs, fee schedules, mitigation revenues, and a career succession program.

In most recent years, Matt has helped manage complex annexations and mergers resulting in five struggling agencies to become one cohesive agency and increasing services from BLS to ALS. Matt has also spent a great deal of time helping the district and the community regain footing after four back-to-back large incidents, namely the Tubbs (2018), Kincade (2019), Walbridge, Glass, Lightening Complex (2020) fires.

In August 2021, Matt retired as the district continued to blossom with a solid budget, high employee morale, very good public relations, robust loss-prevention program and with the district overall poised for additional expansions. Matt is currently an adjunct fire officer instructor and oversees firefighter and EMT internships for the Santa Rosa Jr. College.

Matt has an associate degree in Fire Science Technology, a Bachelor of Science degree in Fire Administration and Prevention (Magna Cum Laude), Fire Officer Certification, and is a Master Instructor within the California State Fire Service Training and Education System.

ASSOCIATE: FIRE SERVICES

Director of Public Safety-Fire Chief, SCOTT V. HECHLER, MBA, CFO

Current Director of Public Safety – Fire Chief for Hernando County, Florida; Former Interim Director of Human Resources for Hernando County, Florida; Former Assistant County Administrator for Hernando County Florida, Former Deputy Fire Chief for Spotsylvania County, Virginia, Former Interim Fire Chief for Spotsylvania County, Virginia; Former Director of Public Safety & Emergency Management for Campbell County, Virginia; Former Fire, EMS, and Emergency Management contract subject-matter-expert for the U.S. Navy CNIC HQ N37, Washington Navy Yard; Former Chief Deputy Executive Director for the Virginia Department of Fire Programs.



BACKGROUND

Chief Scott Hechler has a nearly forty (40) year career in public service, and currently serves as the Director of Public Safety – Fire Chief for Hernando County, Florida since June 2014. As the Chief of Hernando County Fire and Emergency Services (HCFES), he leads an all-hazards department that provides fire protection, advanced life support (ALS) first responder EMS services, ALS emergency transport services, ALS inter-facility transport services, ARFF, HAZ-Mat, and Technical Rescue Teams, and emergency management services that specializes in both coastal preparedness and inland river related community risks.

HCFES' 292 members responded to nearly 38,000 emergency incidents in 2021 protecting 195,000 citizens and thousands of tourists from around the world. Scott led the

newly merged countywide fire department to develop its first strategic plan, standards of response coverage, and guiding principles documents. He co-founded the Nature Coast Fire Chiefs Association. While still responsible for the county's largest department, Scott also provided executive leadership to mosquito control, animal services, facilities maintenance, facilities custodial services, fleet management, building official's office, parks & recreation, human resources, and risk management.

From June 2012 to his retirement in June 2014, Scott served as the Deputy Fire Chief for Spotsylvania County, Virginia. He was responsible for the operations, EMS, and emergency management divisions. He was appointed Interim Fire Chief for six months and assembled the department's first strategic planning executive committee consisting of all ranks, civilian staff, and volunteer fire and rescue officers. Scott helped lead the transition of the career staff from weekday staffing to twenty-four (24) shifts. He also led emergency management staff in preparations for weather related emergencies and events such as large-scale civil war re-enactments. He also mentored a chief officer to aspire to become the county Fire Chief. Prior to his appointment in Spotsylvania County, he served as the Director of Public Safety and Emergency Management for Campbell County, Virginia.

He was responsible for the career fire, EMS, and emergency management divisions. He also led animal services and 911 Communications Center as well as served as the county risk manager. Scott united the career fire/EMS staff and the fourteen-volunteer fire and rescue departments into one County Department of Public Safety that preserved organizational independence. He led the development of the first countywide fire EMS strategic plan. He also led the emergency preparedness plan for a two-day Regional Air Show that included the U.S. Navy Blue Angels. He also mentored his Deputy Director to become the first female Director of Public Safety for Campbell County.

Prior to his appointment in Campbell County, Scott was recruited by Battelle Memorial Institute, where he served as a fire and emergency services subject matter expert assigned to the U.S. Navy CNIC HQ N37 Director of Naval Fire & Emergency Services. He worked in a full-time and part-time capacity from August 2007 to March 2013. He analyzed Naval Installation fire/EMS program assessments, apparatus specifications and procurement, Congressional inquiries, and special projects. He served on CNIC HQ Emergency Management Naval Installation Emergency Response Team assessment project team. He improved DoD firefighter safety worldwide as project manager for an interactive web-based firefighter safety and injury risk-reduction training course. He also developed an International Association of Continuing Education and Training (IACET) recognized NIMS Compliance and Instructional Program in collaboration with the U.S. Department of Homeland Security, National Fire Academy, FEMA Emergency Management Institute, and AFCESA / DoD Certification Program staff.

Prior to his recruitment by Battelle, Scott was appointed in March 2004 by Governor Warner of Virginia to join his executive leadership team as the Chief Deputy Executive Director of the Virginia Department of Fire Programs. He directed VDFP's statewide accreditation, certification, training and response programs for all firefighters within the Commonwealth of Virginia. He provided leadership along with Executive Director for reciprocity agreement between VDFP and Virginia's community colleges. He served as a liaison to the Governor's Office, Secretary of Public Safety, General Assembly, local governments, organizations, and federal entities. He partnered with the Executive Director and senior division staff to gain Pro Board accreditation for numerous VDFP firefighter NFPA certifications.

Prior to his appointment by the Governor, Scott began his fire EMS career with Chesterfield County, Virginia in October of 1982. He soon became the youngest lieutenant in the department's history and rose through the ranks as an assistant fire marshal (fire investigator & fire inspector), captain, administrative officer, and interim battalion chief. He led the creation

and implementation of a firefighter health & fitness program. He also was a State Certified Adjunct Fire Instructor III since 1988 and a Virginia Fire Marshal Academy Instructor since 1996. Scott holds a Master of Business Administration degree from Liberty University, a dual major B.A. in Labor Safety & Health / Labor Studies from the National Labor College. He has completed the VCU Center for Public Policy Virginia Executive Institute, the UVA Weldon Cooper Center for Public Service LEADs program, and the John Tyler Community Center Total Quality Management Institute program. He has been a member of numerous emergency preparedness, public safety, NIMS, and community readiness workgroups at the regional, state, national levels. He also holds the **Chief Fire Officer Designation** from the Center for Public Safety Excellence.

ASSOCIATE: FIRE SERVICES

Retired Fire Chief, Fort Rucker fire and EMS Services, Alabama, DONALD S. COLLINS



Steve has a forty-five (45) year career with federal and municipal fire services, retiring with 34 years of federal civil service with the U.S. Army.

Since his retirement he has remained active in the emergency services arena, most recently with Booz, Allen and Hamilton as a Senior Consultant under two different contracts. First as a Mission Assurance Fire Protection Analyst where he provided professional services for the U.S. Army Installation Management Command conducting Army installation protection program assessments, specifically assessing department management, fire and Haz-Mat response capabilities, E-911 and fire prevention services. Next, Steve was assigned to a U.S. Air Force contract where he assisted in the review/update of the automated Fire Emergency Services Information Management System.

From July 2012 to September 2014, Steve served as the E-911 Systems Coordinator for the City of Dothan/Houston County (AL) Communications District Board with responsibility for the management and administration of the E-911 communication system. Steve served as liaison between the Board and the County Volunteer Firefighters Association representing 14 VFDs. During his tenure Steve was tasked with developing a plan for a joint City/County Emergency Communications Center encompassing two PSAPs and the County EMA office.

At the time of his retirement from civil service, Steve served as Chief of the Fort Rucker, AL Fire and Emergency Services, (F&ES). He also served as Deputy Chief of the department prior to his promotion to Fire Chief. Fort Rucker is the Home of Army Aviation providing all helicopter pilot training for the U.S. Army. Fort Rucker F&ES provides fire suppression, EMS, aircraft rescue firefighting, Haz-Mat, confined space rescue and fire prevention services to the Fort Rucker community. The department is the largest in the U.S. Army with a staff of 233 personnel operating from 21 stations.

As Fire Chief he developed a program to expand EMS from 7 Paramedics operating from the headquarters fire station to the EMT certification of over 200 personnel serving all 21 stations. In addition, Chief Collins secured multi-year funding to replace an aging fleet of ARFF crash trucks at 15 fire stations with smaller twin-agent rapid intervention vehicles designed for the stage-field response environment.

Prior to his move to Fort Rucker F&ES Steve served as the Fire Protection Specialist for the U.S. Army Training and Doctrine Command (TRADOC) at Fort Monroe, VA. In this capacity he served

as technical advisor and provided guidance in all areas of fire protection and prevention to the TRADOC command staff. Steve was responsible for conducting fire protection program evaluations against DoD and Army core competencies across 15 Army installations.

Steve has served as Fire Chief at Fort Story Fire Department in Virginia Beach, VA, Assistant Chief, Operations at Fort Lee, VA and Fire Chief at Sierra Army Depot, CA.

Steve is a U.S. Air Force veteran having served as a structural and aircraft rescue firefighter. Steve has a Bachelor of Science degree in Fire Science/Administration from the University of Maryland University College and an associate's degree in Fire Science from Thomas Nelson Community College.

EMERGENCY MANAGEMENT

ASSOCIATE: FIRE SERVICES AND EMERGENCY MANAGEMENT

DEPUTY CHIEF JAMES L. MAUNEY, (RET.)

Former Deputy Fire Chief, Volusia County, Florida; Former Deputy Operations Supervisor, Volusia County Emergency Management; Former Fire Chief, Lake County Fire & Rescue, Former Director of the Emergency Services Institute; Volusia County Fire Services.



BACKGROUND

Jim has a thirty (30) year career in public safety, beginning as a State Trooper with the Florida Highway Patrol. Since his retirement from Volusia County, Jim has embarked on a post-retirement career where he develops and conducts specialized training that includes incident command and management; wild land/urban interface suppression and defensible communities; design, development, implementation, and evaluation of emergency response exercises; firefighter principles and practices; fire company officer leadership, continuity of operations planning, and hazardous materials. Jim is certified in the Homeland Security Exercise Evaluator Program (HSEEP), and conducts training

supported by the Department of Justice, State of Florida, National Wildfire Coordinating Group, FEMA, NIMS.

As an Assistant Chief with Volusia County, FL, Jim trained Florida's first wildland fire crew in 1994; the Volusia County Fire Service Firewalkers. These 30 certified firefighters were trained in wildland firefighting tactics, Florida fuels topography, and weather. In 1998 the team was instrumental in saving lives, businesses, and homes in Volusia County during what is still recognized as *"the most complex fire in America's history"*. During this incident, Jim served as the Area Commander for 6 weeks, managing resources for 968 individual wildland fires totaling 147,000 acres.

Jim is a subject matter expert in the concepts for determining the risks associated with the wild land/urban interface and Firewise Community development. Jim also has extensive experience in the principles and practices of Emergency Management. During Jim's career in Emergency Management, he coordinated operations with sixteen (16) municipalities to incidents within the County during fifty (50) plus federally declared disasters. Jim maintains his Florida Department of Law Enforcement certifications and serves as a law enforcement Reserve Sergeant in Lake Helen, Florida.

Jim has completed coursework at the National Emergency Training Center in Emmitsburg, MD, and holds numerous technical and instructor certifications in fire, emergency medical services, law enforcement, emergency management, incident command, Homeland Security, and firearms.

EMS TEAM

SENIOR ASSOCIATE-EMERGENCY MEDICAL SERVICES

Matt Zavadsky, MS, BA

PWW Advisory Group EMS/Mobile Healthcare Consultant



BACKGROUND

Matt Zavadsky is an EMS and Mobile Healthcare consultant supporting local communities, EMS agencies, fire departments, hospitals, and healthcare organizations in evaluating and enhancing their EMS and mobile healthcare systems to ensure long-term success and sustainability.

With over 40 years of experience in both private and governmental sectors, Matt is nationally recognized as a thought leader in advancing mobile healthcare.

As the Chief Transformation Officer at MedStar Mobile Healthcare, he led efforts in strategic initiatives, healthcare system integration, agency relations, and media engagement. Through PWW | AG's association management agreement, Matt also serves as the Executive Director and Education committee Chair for the Academy of International Mobile Healthcare integration (AIMHI).

He has held numerous leadership roles at the local, state, and national levels, including past president of the National Association of Emergency Medical Technicians (NAEMT), and currently serves on its Economics Committee. Matt is an active member of the NFPA's national committee on EMS and MIH standards and has contributed to national healthcare policy development through his involvement with the Institute of Medicine and the NHTSA's "Model EMS System of the Future" initiative. Matt also has experience in Wisconsin; prior to joining MedStar, he was the director for Gunderson/Tri-State Ambulance in La Crosse.

ASSOCIATE: EMERGENCY MEDICAL SERVICES

Executive Director, JASON BRADY, MBA, MICP, NRP, CCEMT-P, CSSBB

Executive Director, Emergency Medical Services for University Hospital – Newark, NJ; Former Director of EMS for Volusia County, Florida; Former Director of Emergency Medical Services, Macon, GA; Former Special Operations Paramedic Grady EMS, Atlanta GA; Former Deputy Fire Chief, Lawrenceville, VA; Former Senior Paramedic, Brunswick County, VA; Former Chief Flight Paramedic West Chicago, IL; Former Director of Operations, RMT Schaumburg, IL.



BACKGROUND

Director Brady has a thirty (30) year career in public service, and currently serves as the Executive Director of EMS for University Hospital – Newark, NJ where he provides executive leadership to ground ALS / BLS 911 operations, NJ State Police Medivac program (JEMSTAR), FBI-Newark SWAT Blue Team – medical coordination unit, New Jersey Task Force Operations, EMS Urban Heavy & Technical Rescue Operations, New Jersey Port Authority Operations for both Liberty International Airport and the Newark Seaport. Additionally, Director Brady oversees

The Northern New Jersey Medical Coordinating Center (MCC) which involves medical surveillance activities for over 35 hospitals, and lastly Director Brady oversees the UHEMS Special Operations Group (SOG) with special emphasis on preparedness, emergency operational strike teams that are multidisciplinary. The city of Newark is 26 square miles with a population of approximately 300K residents and is Home to Rutgers University & The New Jersey Institute of Technology. University Hospital EMS has approximately 300 Full-Time Staff Members, forty-five (45) Ambulances, and answers over 110K calls for service annually.

From July of 2019 through July of 2021 Director Brady served as the Director of EMS for Volusia County Florida. In this roll Director Brady modernized fleet operations, championed for advanced equipment, training and employee engagement. Director Brady's time made a lasting impact with significant innovative practices to allow Volusia County EMS to reach both operational and clinical high performance that meets best practices nationally. Volusia County's service area includes 1200 Square Miles with both Urban, Rural and Wildland interfaces. Volusia County operates approximately 55 ambulances, has nearly 250 uniformed personnel and responses to approximately 75K calls for service annually.

Prior to Director Brady's appointment in Volusia County in 2019, he served as the EMS Director of Navicent Health (formerly known as The Medical Center of Central Georgia). This agency is a hospital Based 911 EMS agency. Navicent Health is the second largest Hospital in Georgia and is a primary tertiary center with Level 1 Trauma Center. Navicent EMS provided coverage to an area of just over 1200 square miles that encompassed four (4) counties. Navicent Health EMS answers approximately 80K calls for service a year with a fleet size of 37 ambulances including three Neonatal Specialty Transport ambulances in support of Navicent's Children's Hospital which responded to calls for service for twenty-Six counties across Central and South GA. During his Seven Years as Director of EMS Director Brady working in collaboration with the Mercer University School of Medicine championed Telemedicine for Rural Counties with little access to direct primary care that resulted in state legislation to allow Ambulances within the State to be considered a presentation cite for the purpose of state Medicaid reimbursement.

Prior to his appointment with Navicent Health, Director Brady served as Deputy Chief of the Lawrenceville Fire Department & Senior Paramedic for Brunswick County EMS. This agency is over 100 years old and has a rich history in Southern Virginia. During Chief Brady's time he helped to elevate and modernize the first responder program and served as a senior Paramedic for Brunswick County Residents.

Prior to his appointment in Brunswick County Director Brady served as a Critical Care Flight Paramedic, eventually being promoted to Chief Flight Medic, and overseeing his own HEMS base of operations in Eastern and Central Illinois.

ASSOCIATE: FIRE AND EMS

CHIEF RONDALL L. EARLY, MPA, EFO, NREMT-P

Fire Chief, Wake Forest, North Carolina



BACKGROUND

Chief Early has more than 30 years of fire and EMS experience as a practitioner, middle manager, and Chief Officer in the planning, organizing, leading, and administration of Fire and EMS department operations. Since 2008, Chief Early has commanded the Town of Wake Forest, NC Fire Department. The Town of Wake Forest fire department is a combination fire department that provides fire suppression, basic life support emergency medical services first response, hazardous material response, fire prevention, emergency management oversight, and fire and emergency medical services training programs. The department

serves the Town of Wake Forest and a surrounding unincorporated fire district.

Prior to his appointment in Wake Forest, Chief Early served the Portsmouth, VA Fire and EMS Department for twenty years. In Portsmouth, Chief Early rose through the ranks from firefighter to Chief Officer, working in all areas of this department as a practitioner, company officer, and middle manager assigned to engine and ladder companies, EMS transport, and professional development. Chief Early's final assignment in Portsmouth prior to leaving for Wake Forest was as the Division Commander for Emergency Medical Services, where he oversaw the department's EMS transport operation, EMS billing, training, and administration of this departmental division.

Chief Early holds a Master of Public Administration degree from Troy University, is a 2011 graduate of the National Fire Academy's Executive Fire Officer Program, holds the certification of Nationally Registered Emergency Medical Technician-Paramedic, and holds the rank of 2nd Lieutenant with the North Carolina Civil Air Patrol in charge of Emergency Services.

PROJECT SCHEDULE

Milestone 1 – Full execution of the agreement

Agreement will identify Project Launch date.

Milestone 2 – Project Launch

We will conduct an interactive telephone conference with local government contacts. Our project leads will launch the project by clarifying and confirming expectations, detailing study parameters, identifying agency point of contacts and commencing information gathering.

Milestone 3a – Information Gathering and Data Extraction – 30 Days

Immediately following project launch, the operations leads will deliver an information request to the department. This is an extensive request which provides us with a detailed understanding of the department's operations. Our experience is that it typically takes an agency several weeks to accumulate and digitize the information. We will provide instructions concerning uploading materials to our website. When necessary, the lead will hold a telephone conference to discuss items contained in the request. The team lead will review this material prior to an on-site visit.

Milestone 3b – Data Extraction and Analysis – 14 Days

Also, immediately following the project launch the Data Lead will submit a preliminary data request, which will evaluate the quality of the Computer Aided Dispatch (CAD) system data. This will be followed by a comprehensive request for data from the CAD system to conduct the response and workload analysis. This request requires a concerted effort and focused response from your department to ensure the timely production of required for analysis. Delays in this process will likely extend the entire project and impact the delivery of final report. The data team will extract one year's worth of Calls for Service (CFS) from the CAD system. Once the Data Team is confident the data are accurate, they will certify that they have all the data necessary to complete the analysis.

Milestone 3c – Data Certification – 14 days

Milestone 4a – Data Analysis and Delivery of Draft Data Report – 30 days

Within thirty days of data certification, the analysis will be completed and a draft, unedited data report will be delivered to the department for review and comment. After the data draft report is delivered, an on-site visit by the operations team will be scheduled.

Milestone 4b – Departmental Review of Draft Data Report – 14 days

The department will have 10 days to review and comment on the draft unedited data analysis. During this time, our Data team will be available to discuss the draft report. The Department must specify all concerns with the draft report at one time.

Milestone 4c – Final Data Report – 10 days

After receipt of the department's comments, the data report will be finalized within 10 days.

Milestone 5 – Conduct On-Site Visit – 30 days

Subject matter experts will perform a site visit within 30 days of the delivery of the draft data report.

Milestone 6 – Draft Operations Report – 30 days

Within 30 days of the last on-site visit, the operations team will provide a draft operations report to the department point of contact. Again, the department will have 10 days to review and comment.

Milestone 7 – Final Report 15 days

Once the department's comments and concerns are received by CPSM the combined final report will be delivered to the city within 15 days.

TOTAL ELAPSED TIME: 130 – 180 days

THE CPSM APPROACH – DISPATCH IS THE STARTING POINT

The CPSM team developed a standardized approach to conducting analyses of public safety agencies that begins with the dispatch center.

Dispatch is critical to the success of public safety because it is where the call for service normally originates (unless patrol generated). Dispatch is critical to implementing changes in call processing such as priority medical and fire dispatch; critical to call screenings for all public safety disciplines; and critical to setting the public expectation for response.

Time is a major factor for police only in responding to personal accidents, crimes in progress, and serious violent victimization: rape/sexual assault, personal robbery, or aggravated assault. It also includes attempted and completed crimes.

For fire and EMS, time is a critical element. Fires grow exponentially with each passing minute. Sudden Cardiac Arrest victims as well as the three “B’s”: beating, breathing, and bleeding normally have 10 minutes or less to initiate some type of intervention for successful outcomes.

National standards have been developed by NFPA (the National Fire Protection Association), NENA (National Emergency Numbering Agency) and APCO. Priority fire and medical dispatch protocols rely on dispatch performance that falls within accepted elements of time.

Along with information from the public safety calls for service, we request documents, worksheets, assignment schedules, and attendance rosters.

Next, we extract raw data on calls for service from an agency's computer-aided dispatch system. The data are sorted and analyzed to identify performance indicators (i.e., response times, workload by time, multiple unit dispatching, etc.) for comparison to industry benchmarks. Performance indicators are valuable measures of agency efficiency and effectiveness. The findings are shown in tabular as well as graphic form and follow a standard format for



presentation of the analyzed data.

While the format will be similar from community to community, the data reported are unique to the specific agency.

Data....why data?

CPSM has found that there are tremendous amounts of data collected on a daily, even hourly basis for

public safety. The challenge is how to access that data; how to clean that data; how to quantify that data; and how to present the product so that everyone understands.

CPSM does not use hypotheticals. We don't use “national averages” upon which to base our client team's individual recommendations and findings. We begin analyzing your data to establish your performance and paint a complete picture of how you are deploying with the accompanying results.

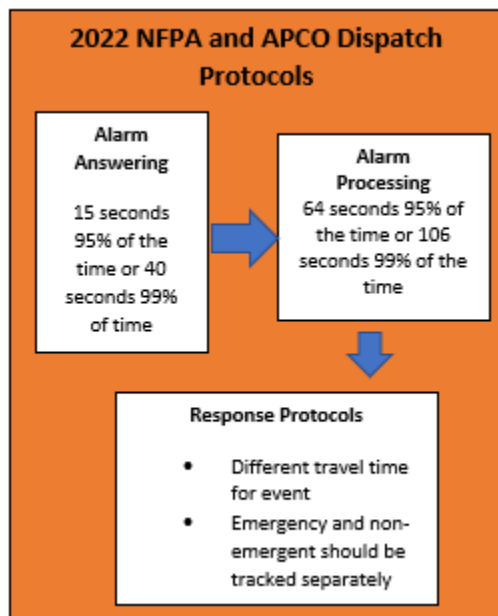
It is critical to have data and one of the biggest challenges for departments because rarely do they have the depth of our analytical team and its decades of research and trademarked processes. If we are going to recommend change and if our client team is going to make change – they need data to measure how it impacted their outcomes. It's not good enough to

say, “this is what happens wherever.” We need to provide you with the tools and launch point so that you can measure and report to your stakeholders – citizens, elected officials, appointed officials, and staff – how those changes affected the outcome.

The raw Computer Aided Dispatch data and our process is like a financial audit. No city, county or community ever imagines just skipping the annual audit. It's usually a mandate in the charter or state law. Yet we find few communities are willing to extend the same effort to delve into the operations of their largest emergency response departments whose actions can literally be life and death.

Our process is the same for each community so that we can build national data reporting tables and compare you to demographics, but we create our recommendations and findings based on your individual performance. The CAD system is also the official record of public safety services for communities. Like minute books for the city clerk, it is the record of times and actions taken by your response community. The information at dispatch needs to be collected; it needs to be correct; and it should be a resource to assist with decision making daily.

CPSM ensures this information and system is working and correct before we proceed to other facets of our work.



For that reason, it is important that two things occur at dispatch:

1. Caller expectations be established. In other words, if the dispatcher tells the caller that police will be “right there,” the expectation is immediate response. Instead, dispatch centers should advise callers that police are tied up on other calls and establish expectations for service delivery.
2. Calls should be categorized, monitored, and reported using multiple response time metrics. Crimes in progress and serious felonies should have established and monitored times. Outliers should be examined daily, and a report produced on why there may be extended time periods. For non-criminal and non-emergent calls, different metrics should exist with an explanation of why there were extended times.

Dispatch Metrics

CPSM will look at the dispatch center to determine how often calls remain in the queue, trends on when lengthy queues develop, and whether the dispatch center is evaluating their operations on a regular basis to determine if they are meeting national standards and benchmarks.

The time that a fire, police or EMS call occurs and for an alarm to be raised can vary from community to community. In urban, rural, and remote areas, it can be lengthy periods of time before a situation is noticed and the alert raised. In commuter communities, larcenies and break-ins may not be noticed until morning or people return home from work. These types of calls should be tracked independent of true emergencies to not corrupt the ongoing analysis of response times.

TABLE 9-31: Reported Billings, Montana, and National Crime Rates, by Year

Year	Billings				Montana				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2010	104,170	273	4,822	5,095	1,055,270	255	2,381	2,636	314,170,775	393	2,833	3,225
2011	105,095	299	4,467	4,766	1,064,639	256	2,220	2,476	317,186,963	376	2,800	3,176
2012	106,371	358	4,527	4,885	1,071,788	259	2,411	2,670	319,697,368	377	2,758	3,135
2013	107,802	395	5,208	5,603	1,078,577	264	2,379	2,642	321,947,240	362	2,627	2,989
2014	110,245	381	4,500	4,881	1,087,522	298	2,302	2,601	324,699,246	357	2,464	2,821
2015	109,997	442	4,730	5,172	1,099,717	327	2,452	2,779	327,455,769	368	2,376	2,744
2016	111,447	463	4,689	5,152	1,101,927	352	2,547	2,899	329,308,297	383	2,353	2,736
2017	111,317	493	5,458	5,951	1,050,493	377	2,592	2,969	325,719,178	383	2,362	2,745
2018	110,397	542	4,779	5,321	1,062,305	374	2,496	2,870	327,167,434	369	2,200	2,568
2019	110,198	610	4,083	4,693	1,068,778	405	2,193	2,598	328,239,523	379	2,010	2,489

TABLE 9-32: Reported Billings, Montana, and National Crime Clearance Rates

Crime	Billings			Montana			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances*	Rate
Murder Manslaughter	3	2	67%	35	20	57%	14,325	8,796	61%
Rape	75	10	13%	614	72	12%	124,817	41,065	33%
Robbery	98	38	39%	210	82	39%	239,643	73,091	31%
Aggravated Assault	499	285	57%	2,601	1,486	57%	726,778	380,105	52%
Burglary	608	58	10%	2,688	357	13%	981,264	138,358	14%
Larceny	3,266	835	26%	19,152	3,923	20%	4,533,178	834,105	18%
Vehicle Theft	625	76	12%	2,234	400	18%	655,778	90,497	14%

Note: *National clearance counts were calculated from crimes and clearance rates, as these numbers are not directly available from the FBI.

For call answering, we will benchmark your time against the latest editions of NFPA and APCO standards. In 2022, that time process changed. If your dispatch is not performing at these levels – or if they are not using metrics to constantly evaluate performance (particularly in emergencies requiring rapid response), your team needs to be able to intervene. CPSM finds many communities and dispatch centers do not regularly look at this critical step on the successful outcome matrix.

By establishing different metrics for evaluating emergency and non-emergency travel times, unrealistic expectations and demands will be removed from the patrol force. Every call is not the same and does not require the same response.

The travel time which will be reviewed by our expert Geographic Information and Data division.

Our data team will also begin to produce analytics that look at statistical information reported and compiled by a wide variety of agencies. Crime rate comparisons, clearance rates, crime trends analysis, and other information will be integrated with our client team information that they will be uploading to a secure site for our subject matter experts' review.

Armed with the dispatch data, CPSM also assembles data and metrics on financial performance, comparative data, and information from the divisions within police, fire, and EMS while looking at opportunities for communities to transition services with the ability to fund such transformational demands.

THE CPSM APPROACH – POLICE

Following the data compilation and forensic analysis, our operations team will come on-site for an operational review. Here the performance indicators serve as the basis for the operational reviews.

Prior to any on-site review, agencies are asked to compile several key operational documents (i.e., policies and procedures, assets lists, etc.). Most on-site reviews consist of interviews with management and supervisors, as well as rank and file officers; attendance at roll calls and ride-alongs with officers. We review case files with investigators and observe dispatch operations to assess compliance with the provided written documentation.

As a result of on-site visits and data assessments, our subject matter experts produce a SWOT analysis (strengths, weaknesses, opportunities, and threats) of the department. We have found that this standardized approach ensures that we measure and observe all the critical components of agencies.

Additionally, this methodology can be integrated with ongoing support customized to the unique needs of your community. Strategic planning, risk assessment, and training services are also available to assist with the implementation of CPSM recommendations and developing new processes and programs that may arise as implementation evolves.

The following information describes the CPSM approach to studying, understanding, evaluating, and reporting on police departments around the country.

Although no two police departments are the same, a standardized approach to department evaluation ensures a rigorous and methodological process that permits benchmarking, comparing, and assessing within the context of the best practices of American law enforcement. However, each locality has unique characteristics that present policing challenges. Integrating a standardized approach within the context of local variability permits an accurate assessment of the organization in its political environment and further permits CPSM to offer recommendations that comport with the best practices in policing yet customized for the client community.

Armed with information, our Operations Team will work with the client team to evaluate the following major areas of operations:

I. Benchmark the Community

It is essential to understand the service levels, protection needs, community dynamics, and overall environment within which the police department operates.

The CPSM study may involve interviews directed at stakeholders in the community, which could include elected officials and employee labor representatives who would be contacted to solicit their opinions about the department, the public safety needs of their constituency, and the perceived gaps in service levels currently provided. CPSM may work with the agency to identify community members that can provide this important information. Additionally, the department will be compared to organizations of similar size with respect to crime, demographics, and cost-efficiency.



CPSM reviews Census Information that may flag key demographics to be studied further: are there minority populations and are there disparities in service? In actions? In communication?

II. Patrol Operations

Police agencies routinely speak about “recommended officers per 1,000 population” or a “National Standard” for staffing or comparisons to other municipalities.

There are no such standards, nor are there “recommended numbers of “officer per thousand”. The International Association of Chiefs of Police (IACP) states; “Ready-made, universally applicable patrol staffing standards do not exist. Ratios, such as officers-per-thousand population, are totally inappropriate as a basis for staffing decisions.”

Staffing decisions, particularly in patrol, must be made based upon actual workload and very few police agencies have the capability of conducting that analysis. Once an analysis of the actual workload is made, then a determination can be made as to the amount of discretionary patrol time that should exist, consistent with the local government's ability to fund.

CPSM's team of doctoral level experts in Operations Research in Public Safety have created The **CPSM Patrol Workload & Deployment Analysis System®** with the ability to produce detailed information on workload even in those agencies without sophisticated management information systems.

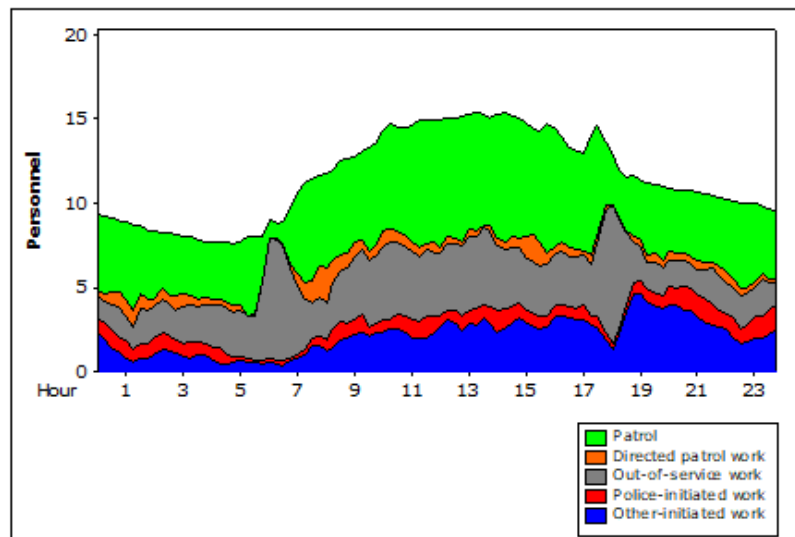
Using the raw data extracted from the police department's CAD system our team converts calls for service into police services workload and then effectively graphs workload reflecting seasonally, weekday / weekend and time of day variables. Using this information, the police department can contrast actual workload with deployment and identify the amount of discretionary patrol time available (as well as time commitments to other police activities.

Police service workload differentiates from calls for service in that calls for service are a number reflecting the incidents recorded. Workload is a time measurement recording the actual amount of police time required to handle calls for service from inception to completion. Various types of police service calls require differing amounts of time (and thus affect staffing requirements). As such, call volume (number of calls) as a percentage of total number of calls could be significantly different than workload in a specific area as a percentage of total workload. The graph below demonstrates this difference in units.

CPSM has found that the most effective way to manage operations, including policing, is to make decisions based upon the interpretation and analysis of data and information.

To achieve this, a data analysis of police department workload, staffing and deployment will be conducted. By objectively looking at the availability of deployed hours and comparing those to the hours necessary to conduct operations, staffing expansion and/or reductions can be determined and projected. Additionally, the time necessary to conduct proactive police activities (such as team-led enforcement, directed patrol, community policing and selected traffic enforcement) will be reviewed to provide the city with a meaningful methodology to determine appropriate costing allocation models.

Figure 7: Deployment and Main Workload, Weekdays, Summer



Workload vs. deployment analysis sample

This is one of the ways we show the amount of available, non-committed patrol time compared to workload. As you can see, we break out the various activities, convert them to time and then compare to available manpower. The deployment is based upon actual hours worked.

So, in this example, at noon there are approximately 9 hours

of work (including citizen-initiated and officer-initiated calls for services, including traffic) and administrative activities (meals, vehicle, reports, etc.). There are approximately 15 man-hours of available resources meaning that at that hour, on average, of the 15 officers on duty 9 are busy on activities.

The area shown in green and brown is uncommitted time. This is the area where staffing decisions impact – it becomes a policy issue as to how much uncommitted time a city wants and is willing to pay for.

CPSM White Paper on Staffing

CPSM and ICMA conducted research on staffing for police departments that led to a white paper released in 2013. More than 50 departments' data was analyzed for staffing, workload, and patrol trends across 24/7 and 365 days a year.

The subsequent white paper has been regularly used and quoted by the International Chiefs of Police, the Commission Accreditation of Law Enforcement Agencies, the Police Executive Research Forum and most consultants.

The white paper found that a best practice for evaluating departments would position 60 percent of the sworn resources into patrol activities. In addition, no more than 60% of their total available time would be encumbered with calls for service.

The research showed that when the 60% encumbered level was exceeded, officers moved from proactive into reactive mode. In other words, officers expected additional calls for service, understood there were no free resources, and thus disengaged and awaited dispatch to the next call in the queue at dispatch.

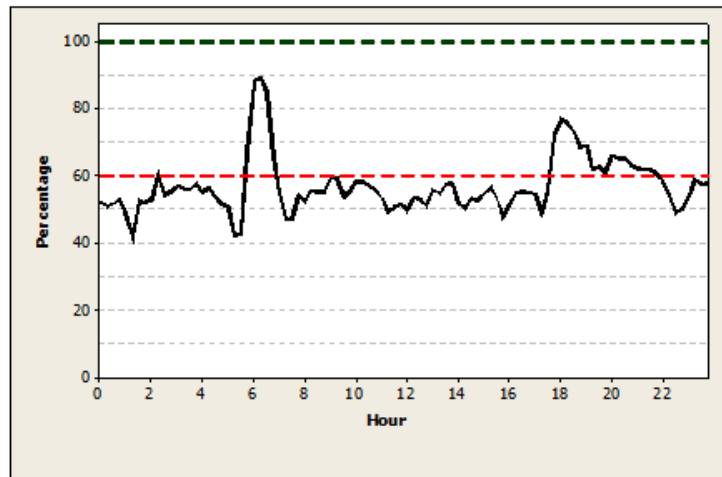
CPSM assembles the information on how much “time” is available, what various demands require against that time, and calculates a Saturation Index along with when the 60% is exceeded.

Using this data-driven approach, communities can determine how much un-encumbered time they desire and where they would like that time dedicated. It also allows communities to determine if additional staffing is needed, when, and how much.

The CPSM study will result in the calculation of service demands placed on the department, workload levels, service times for calls for service, and response times. The product of this analysis is the variance between service demands and available personnel, and appropriate recommendations made for staffing levels and an optimal deployment schedule to meet these service demands. This permits exploration of the following questions:

- What are the service demands made by the public as measured through the CAD system?
- Based on workload is the alignment of Districts and Divisions appropriate?
- Based on the workload is the shift schedule aligned appropriately and what alternatives to the current shift plan are most efficient?
- How many police officers and supervisors are needed to staff the patrol function in order to meet the workload demands placed on the agency?
- How long does it take to respond to calls for service (both response time and total time) and what ways are there to reduce these times?
- How many officers are assigned to each call and what are the ways to minimize these assignments?
- What categories of call, and in what frequency, does the agency handle and what measures can be adopted to minimize unnecessary responses?
- How much time is spent on administrative duties?
- How much time is spent on directed patrol activities and specialized enforcement?

Figure 8: Workload Percentage by Hour, Weekdays, Summer

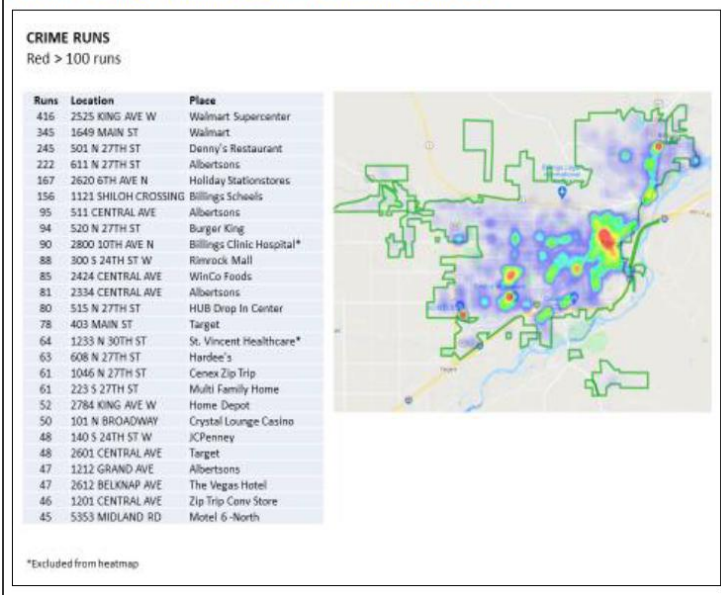


Workload vs. Deployment – Weekdays, Summer

Avg. Workload:	6.5 officers per hour
Avg. % Deployed (SI):	57 percent
Peak SI:	89 percent
Peak SI Time:	6:15 a.m.

In addition to the analysis of patrol operations from the CAD system and workload, the CPSM

FIGURE 4-3: High-volume Locations for Crime Calls, 2019



study will focus on the qualitative aspects of patrol. The study will observe officers on patrol through ride-alongs, interviews, and general observations. We will amass all available documents, plans, and data available to understand the patrol approach in the department. We will observe the special operations teams, the problem/nuisance unit, etc. to evaluate their role within the overall mission of the department and patrol operations. We will evaluate the performance of the units, identify improvement opportunities, and justify and recommend appropriate staffing levels

Our GIS team will use the analyzed data sets to identify high crime

locations, high accident locations, and "repeat calls for service" locations.

The CPSM study will also evaluate the implementation of technology on patrol, weapons available, and equipment used with opportunities for improvement.

CPSM advocates community policing as its operational philosophy. The CPSM study would evaluate the implementation of community policing, in quantifiable and anecdotal terms, and identify improvement opportunities where appropriate.

Similarly, the CPSM study would evaluate the relationship of patrol operations with the rest of the department. To what extent does this bureau work, coordinate, and communicate with the other operational and support functions of the department? How should it? What are the strategic, management, and planning functions of the department with regards to the patrol function and how does patrol operations respond to the mission of the organization? How are crime, traffic, disorder, and quality of life problems handled?

III. Investigations

The CPSM study will assess investigations – both reactive and proactive. The CPSM team will explore the following questions:

- Staffing – Are there enough investigators available to handle the workload?
- Workload – What is the workload; how many cases do investigators handle; is the specialization appropriate?
- Case management – Is there an effective case management system in place?
- Effectiveness & Efficiency – How much time does it take to investigate cases? Are victims kept informed? Are cases cleared and offenders held accountable? How much overtime is spent?
- Intelligence – How is intelligence gathered and disseminated (inside and outside the department)? Does the investigations' function make use of intelligence?
- Civilianization opportunities – What are the potential areas for civilianization?
- Technological opportunities – Is technology being leveraged to improve investigations?
- Crime scene – Are crime scenes being processed efficiently, and are appropriate follow-up investigations being conducted?
- Proactive Investigations – the same approach and inquires found in sections above are applied to each specialized investigative unit in the department.
 - Narcotics

- Violent Offenders
- Warrants and Fugitives
- Bombings and Arson
- Fraud/Cyber crimes
- All other specialized investigations units

CPSM will essentially evaluate each investigative unit operating in the agency. This evaluation will assess the performance of the unit, how the unit operates within the overall mission of the department, compare operations to best practices in law enforcement, identify improvement opportunities, and identify appropriate staffing levels.

IV. Administration and Support

Once again, CPSM will evaluate every administrative and support unit in the police department. This evaluation will involve:

- Staffing.
- Workload.
- Civilianization possibilities.
- Cost saving opportunities.
- Outsourcing opportunities.
- Best practice comparisons and opportunities for improvement.

Position	Proposed Authorized	Proposed Added Positions
Sworn		
Captain	1	
Lieutenant	3	
Sergeant	13	1*
Patrol Officer	78	
K9	4**	
Billings Clinic	2	
STEP – Traffic (No K9s)	4***	
DBA	2	
Parks	1	
Total Sworn	108	1
Civilian		
Police Service Officer***	6	6
Total Civilian	6	
Total Authorized Personnel	114	7

Departments across the country are struggling with recruitment, retention, and attracting candidates for sworn positions. We will look at opportunities that the department can use non-sworn personnel for non-criminal activities and keep sworn officers available for calls for service requiring certified officers.

The CPSM team has subject matter experts in police management and administration and will explore administration and support activities in the area of professional standards (Internal investigations, hiring and recruitment, disciplinary system,

promotional system), training (both academy and in-service), records management, evaluating the critical, frequent, and high liability policies, facility, fleet, equipment, information technology, property management system, laboratory, planning and research, sick-time management, overtime, communications and dispatch, etc.

In general, we look at every unit identified as a discrete operational/support entity for the following:

- Describe the functions of the unit.
- Evaluate the performance of the unit. In most cases this is a quantitative evaluation, but in units not appropriate for quantification, a qualitative evaluation is provided
- Identification of improvement opportunities
- An evaluation and justification, and recommendation for appropriate staffing levels.

V. Operation of Evidence and Property

CPSM will conduct a review of the evidence room and evidential processes of the department. We will determine if there is adequate staffing and a technology system for managing property and evidence.

CPSM starts by looking at the intake process: When officers seize property or evidence what occurs next? How are items transported to the evidence facility and what are the next steps?

We will look to create totals for the workload of not only the evidence and property but other component functions of the department.

This data should be a performance benchmark, as it reflects an effective operation.

Evidence & Property Inventory, Intake, and Release, 2019

	Number of Items
Items in inventory	69,448
Items received	18,202
Items released/disposed	19,807
Items awaiting disposition	647

VI. Duty to Intercede and Report, De-escalation Provisions

In recent years, law enforcement agencies nationwide have begun to include duty to intercede and report provisions in their use of force policies. Duty to intercede requires an officer to intercede if they witness a department member using force that is clearly beyond that which is necessary, as determined by an

objectively reasonable officer under the circumstances. A duty to report policy requires any officer who observes a law enforcement officer or an employee use force that potentially exceeds what the officer reasonably believes to be necessary to report such observation to a supervisor.

Sample Duty to Intercede and Report policy from Lexipol states:

Any officer present and observing another law enforcement officer or an employee using force that is clearly beyond that which is necessary, as determined by an objectively reasonable officer under the circumstances, shall, when in a position to do so, intercede to prevent the use of unreasonable force. Any officer who observes a law enforcement officer or an employee use force that potentially exceeds what the officer reasonably believes to be necessary shall promptly report these observations to a supervisor as soon as feasible.

In addition, de-escalation requirements have been incorporated into use of force policies. This policy requires officers to utilize de-escalation techniques, crisis intervention tactics, and other alternatives to force when feasible. "Feasible" has been defined for policy purposes in some jurisdictions as, "Reasonably capable of being done or carried out under the circumstances to successfully achieve the arrest or lawful objective without increasing risk to the officer or another person."

Review of Use of Force Incidents

CPSM will review policies that authorize deadly force when an officer is justified and what actions were taken in monitoring, documenting, and investigating police use of force.

Use of Force Incidents, 2017–2019

Year	Incidents	Policy Violations
2017	78	0
2018	90	1
2019	131	2
Total	299	3

VII. Organizational Culture

During the operational evaluation described above, organizational “themes” emerge. What does the department “think” about providing police service to the community and how does this thinking align with the stated mission and department policies? How does the department interact with the community and internally with its own members? In general, what is the culture of the organization?

The culture of a police organization reflects its members and the community it serves. Through focus groups, interviews, and observations, the CPSM team will evaluate operational readiness and need. This part of the CPSM study is critical to the overall success of the project as it provides a better understanding of the police department and how the workload, staffing, and community dynamics shape the mission, goals, operations, and needs of the organization. In addition, as an option, every member of the department can be given the opportunity to participate in an anonymous survey. This survey is designed to understand the culture of the department, assess internal and external communications, and determine what it “thinks” about various elements of organizational life.

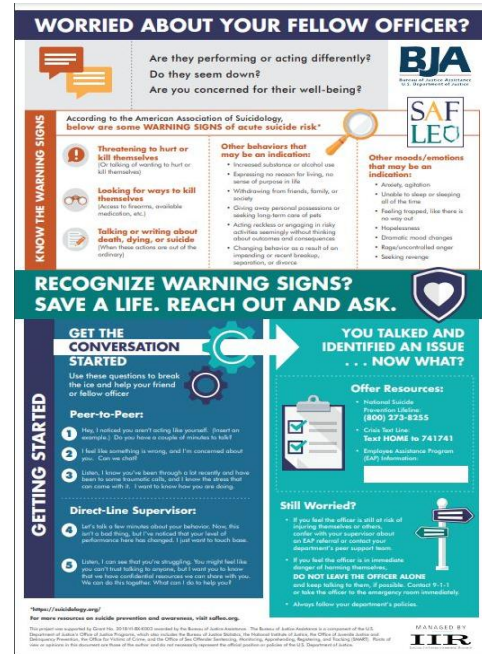
VIII. Health and Safety

Officer health and mental health are extremely important. In 2022, more officers died from suicide than in other line-of-duty incidents.

CPSM will review what programs the department has in place and during interviews, charrettes, and focus groups will seek to determine how those programs are being received.

IX. Performance Management

The overarching philosophy of the CPSM approach is to evaluate the police department in terms of performance management. Identifying workload, staffing, and best practices is just the beginning. It is also important to assess the organization's ability to carry out its mission. Essentially, does the police department know its goals, and how does it know they are being met. It is very difficult for an organization to succeed at any given level of staffing unless it has a clear picture of success. How does the department “think” about its mission, how does it identify and measure what's important to the community, how does it communicate internally and externally, how does it hold managers accountable, and how does it know the job is getting done? The CPSM team will evaluate the department and make recommendations to assist with improving capacity in this area, if necessary.



RECENT POLICE PROJECTS

2024 Projects

Billings, MT
Bluffton, SC
Bonner Springs, KS
Kent County, MI Sheriff
Minot, ND
Ocean City, MD
Olympia, WA

2023 Projects

Delaware OH
Powell OH
Norristown PA
West Des Moines IA
Kalispell MT
Roanoke VA
Cocoa Beach FL
Alpharetta GA
Celina TX
Maricopa County AZ
Kent County MI
Minot ND
Olympia WA
Plymouth MA
Chattanooga TN
Pulaski County AR
Battle Creek MI

2022 Projects

Brookings
El Mirage
Little Rock
Medford
Myrtle Beach
National City
New Braunfels (NBPD in the
file name)
Pembroke Park
Petaluma
Santa Rosa
Sugar Land
Sylvester
Upper Arlington
Yuma

2021 Projects

Darien, CT
Jones Mayer
Wauwatosa, WI
Reno, NV
Sylvester, GA
Oakland, CA
El Mirage, AZ
Medford, OR
Wauwatosa, WI
New Braunfels, TX

DuPage County Forest
District
Allen, TX
Little Rock, AR
Petaluma, CA
Upper Providence
Township, PA
Culver City, CA
Santa Rosa, CA
National City, CA
Lake Wales, FL
Redwood City, CA
Brookings, SD
Billings, MT
Edmonds, WA
Danville, KY
Barancik Foundation, FL
Myrtle Beach, SC
Yuma, AZ
Brownsville, TX
Pinal County, AZ
Palm Coast, FL
Stearns County, MN
Torrance CA

THE CPSM APPROACH - FIRE AND EMS

CPSM has used decades of research drawn from around the world to approach fire and EMS studies that engage our client team to deploy using standards and data, not tradition and collective memory.

Following a project commitment, the CPSM team will conduct a project launch with our client team members via Zoom. The purpose of this launch is to clarify expectations, identify key players, and begin the process of data collection and quantification. We will look at the dispatch or department personnel that can provide access to the raw Computer Aided Dispatch (CAD) data that underpins many of our findings and recommendations. We will look toward our client team to upload policies, procedures, past plans, standards of cover, risk assessments, and other relevant information.

CPSM will also establish when and how often regular contacts will be made with our client team and who should be involved. We want to make sure your expectations and our work product blend. Along the way, if situations change, we can use the data we begin gathering on the first day to drill down and perhaps identify problems before they negatively impact the department.

Time critical

Armed with the data and information we gather; we start your project at the dispatch center. Benchmarks have been established for dispatch centers across the country in National Fire Protection Association Standards (NFPA 1220, NFPA 1221, NFPA 1710, NFPA 1720, etc.). Many of those same benchmarks and standards have also been adopted by the Association of Public-Safety Communications Officials-International (APCO).

The dispatch protocols are continually being studied, particularly with the adoption of Priority Fire, Medical, and Police dispatch. The systems look at collecting what is happening, where, and alerting the right response to the right location for a positive outcome.

Time is critical when it comes to fire and EMS emergencies. Research has continued to show that most of the fire and EMS responses do not require lights and sirens. However, the information gathering component is the same whether it is a "Code" Emergency run or a non-emergency response. The alert must be answered, the information processed, and then the correct response mode determined using data gathering that has begun in the dispatch center.



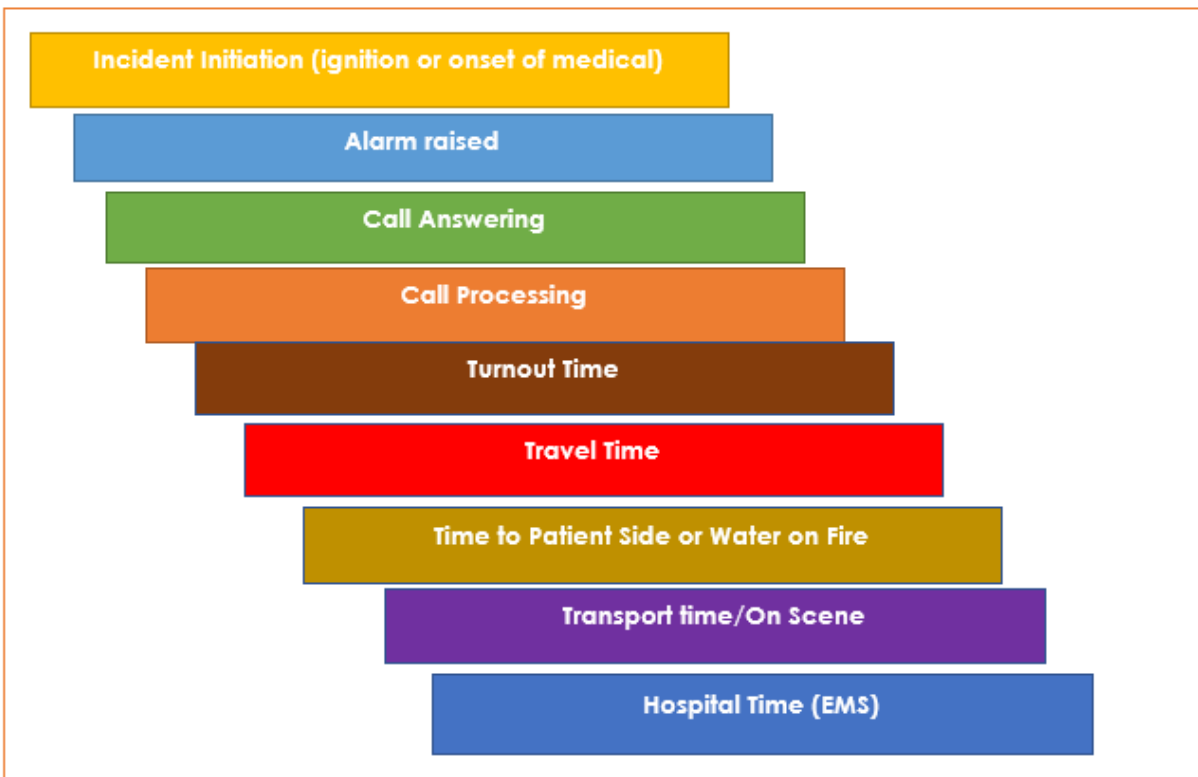
Adult Out-Of-Hospital Chain of Survival

The American Heart Association has looked at survival processes for Sudden Cardiac Arrest and quantified "beating, breathing, and bleeding" survival analytics. For each minute that passes after the onset of Sudden Cardiac Arrest (SCA), the chance of survival decreases for each minute that passes without intervention.

That is why we will look at your community training, your prevention in EMS and first response, how long the dispatch takes to process the call, how long it takes for turnout, and how long it takes for response. The key for SCA and emergency EMS responses is to arrive at the patient side or begin intervention via the dispatch center to the caller who has identified the onset of the medical issue within 10 minutes.

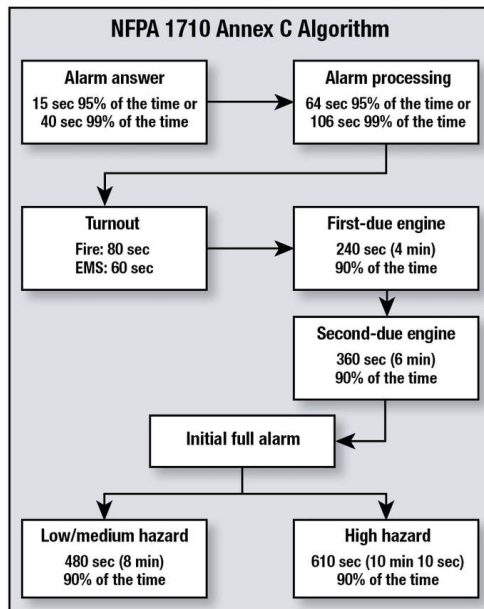
With fire response, “flashover” or the rapid combustion of all contents in a room of origin as they ignite – often producing explosive power – occurs within 8 to 10 minutes of ignition. Obviously, many factors can increase that time – particularly sprinkler ordinances, code inspection, code enforcement, use of non-combustible materials – and we will look at all of those. We will quantify how severe is the fire problem, how often is the fire confined to point, room, building, or area of origin and make recommendations on how deployment and equipment might improve the outcomes.

Research has found, particularly with the pandemic, that businesses impacted by fire or disasters fail to survive and return to business in more than 30% of the incidents. If damage is severe or closure is prolonged, those numbers move towards 70, 90, and 100%. For that reason – NOT HAVING FIRES – is the best goal for a fire department. How a department achieves that goal is directly related to inspections, code enforcement, plan review, adherence to codes, sprinkler systems, and community engagement.



The time for a fire (or EMS) call to occur and for an alarm to be raised can vary from community to community. In urban, rural, and remote areas, it can be lengthy periods of time before a fire is noticed or a patient discovered. That time may significantly impact the outcome. So what could be done? This is where we will look at sprinklers, alarm systems, home alert devices and other tools as well as how they might be integrated into your system.

For call answering, we will benchmark your time against the latest editions of NFPA and APCO standards. In 2022, that time process changed. If your dispatch is not performing at these levels –



or if they are not using metrics to constantly evaluate performance (particularly in emergencies requiring rapid response), your team needs to be able to intervene. CPSM finds many communities and dispatch centers do not regularly look at this critical step on the successful outcome matrix.

Our data team will next look at turnout time – is it excessive and then report to our operations team so that they can delve into the “whys.” The same goes for travel time which will be reviewed by our expert Geographic Information and Data division. Are your stations properly located? How might changes or new stations impact time? Why are key performance goals not being achieved and are there ways to positively improve deployment and response?

Dispatch and data – they establish the basic platform from which our other work and team members will engage.

Operations Review

Our operations team will be receiving the data report as will our client team. We want to ensure we have the information correct; the unit designation and other specifics in language understood and used by our client team; and that everyone is agreed on the interpretations of CAD factual performance.

Our operations SME's will be reviewing the information you upload while the data team performs its work. We will review your contracts, your agreements for mutual and automatic aid, your building codes, your enforcement reports, your standard of cover, risk assessment, and other documented policies.

Policy, procedure, Standard Operating Policies, and Standard Operating Guidelines direct the staffing and deployment of fire and EMS departments. However, many departments find it difficult to keep up with changes and demands while balancing calls for service and other tasks assigned to the department. Is your department keeping up with key personnel issues and are you conducting the necessary mandatory training required for emergency responders in fire and EMS?

Using information analyzed by the data team, an operational assessment by CPSM technical experts will be conducted to evaluate the deployment of emergency resources. We will quantify the workload – which is different from calls for service. Workload is the TIME it takes for all responders to manage a call for service. A call is simply an aggregate number that often lacks the detail to determine what demand it placed on an agency. We will quantify workload by station, by unit, by time of day, and by season.

The CPSM team will evaluate equipment, maintenance, records, policies, procedures, mapping, implemented technology and innovations, facilities, training, and staff to create recommendations for future service delivery.

The team may meet with elected and appointed officials as well as identified community leaders to determine the outcome they are seeking from deployment of resources.

Risk Assessment

Many agencies express a desire to benchmark and meet NFPA standards like 1710 and 1720. However, what they fail to conduct are all-hazard, all risk analysis. Both standards base deployment of resources on a linear approach to deployment of emergency resources.

A department needs to conduct an all-hazard, all risk assessment to locate stations, assemble the proper and necessary number of responders, and equip those responders with the proper tools to manage each hazard and risk.

The Operations team will look at the Community Risk Reduction (CRR) program that should be identifying and seeking solutions for all the emergencies for which a department has a high probability for a response. While the possibilities for emergency response by a department may be limitless, engaging in true Community Risk Reduction activities can “narrow” those possibilities to a more manageable list of probabilities.

Knowing and understanding those probable risks for your community is the key to a successful CRR program. What are the types of calls for service that have the greatest potential for causing harm in your community? That harm could be deaths or injuries or sickness for large groups of individuals, e.g., large apartment complexes or nursing homes or assisted living communities or entire communities. It could have an adverse economic impact such as a devastating fire involving the primary employer for the community.

Increasingly, we're seeing the harm that comes to communities from a wide variety of sources such as flooding, wildfires, hazardous material accidents, earthquakes, severe weather events, and mass shooting events.



Where should your department be placing its Community Risk Reduction emphasis? Preventing fires is certainly a component of Community Risk Reduction, but it's not the only threat of harm to your community and it's not the only type of emergency to which your department will respond.

CPSM has worked with fire officials in the United Kingdom who have been researching the impact of CRR and change to “Standards of Response Coverage” (SOC) since 2000. The data shows that a robust CRR prevents fire (and EMS) incidents from occurring thereby improving the efficiency, effectiveness, and safety to the community as well as for responders.

Risk Assessments and Bonding

At a recent policy meeting of the “Big 7” National Associations in Washington, the Government Finance Officers’ Association reported that lenders have taken a keen interest in whether communities have conducted a comprehensive all-hazard risk assessment for their communities. Lenders want to understand what risks are present in the community and what populations may be affected that could affect the ability of a community to repay borrowing or bonds.

Projects that are in high-risk areas may be affected by this posturing by lenders.

Obviously, a fire department cannot continue to add tasks to its workload without additional resources, e.g., time, money, and people. So, it's imperative that a department's Community Risk Reduction is focused on reducing the risk of harm for the greatest number of those probable situations for your community.

Best Practices

The CPSM Operations team review will incorporate best practices and analysis on each of the following for your department:

- **Review each division and functional area of the department to include Fire Operations, Training, Community Risk Reduction, Emergency Management, EMS, fleet services, facilities, and provide planning recommendations based on NFPA and CPSE consensus standards.**
- **Analysis of each division and functional area of the department with a focus on the overall performance of the functional area and the management framework will include the following analysis areas:**
 - Governance and Administration
 - Analyze Organizational Structure/Leadership Model
 - Analyze Organizational Guidelines, Policies and Procedures
 - Analyze Operational Staffing and Deployment
 - Analyze Programmatic Staffing and Deployment
 - Planning and Management Processes
 - Analyze Department Strategic Planning Process
 - Analyze performance measurements/goals.
 - Analyze Department Programs that support/link to Fire and EMS operations (to include administrative services, training and education, community risk reduction, emergency management, mutual aid, and other service delivery programs).
- **Conduct a comprehensive review of the city's current Insurance Services Office, Public Protection Classification rating classification and accompanying Fire Suppression Rating Schedule.**
- **Analyze the current functional and operational service delivery model for fire and EMS services, contracted services, and provide planning recommendations on the fire and EMS service delivery model based on NFPA and CPSE consensus standards.**
- **Analyze current operational deployment of resources, the current operational staffing deployment model and provide recommendations based on NFPA and CPSE consensus standards.**
- **Conduct a Community Risk Assessment utilizing NFPA benchmarking and the 3-Axis Risk Calculation that links to the staffing and deployment of resources. If the department has current OVAP building scores, we will include those in the assessment.**
- **Evaluate the department's health and safety programs. Covid has shown the importance of comprehensive programs and a recent report by ICMA and the Center for Public Safety Excellence, Inc. (CPSE, Inc) showed this was significant to responders.**
- **As part of our GIS and call review, CPSM will provide station location analysis as well as review of the current facilities and identify where they may not meet NFPA and other Standards for protection of responders.**
- **CPSM will look at the current fleet/apparatus deployed by the department and provide comments as well as recommendations for future changes.**

Summary

The operations team will conduct an analysis of the Fire and EMS operational functions and guidelines of the department, the Fire and EMS operational service delivery model, review of

contracted services in the unincorporate areas, and all internal and external factors influencing service delivery.

The internal information gathering process (work conducted during CPSM review of information provided through the document request, meetings, and the on-site visit) will include:

- Examination and analysis of the factors that enhance/impact the department's current service delivery model
- Examination and analysis of operational guidelines and their connection to the current service delivery model
- Discussion of the organization's strengths, weaknesses, opportunities, and threats as it relates to deployment of resources and response times
- Analysis of Fire Management Zones
- Analysis all-hazards that will lead to the completion of a Community Risk Assessment
- Analysis of Standard of Cover Concepts
- Exploration and analysis of various mission driven specialty fire protection and other response duties such as EMS ground transport, emergency management operations, and technical rescue

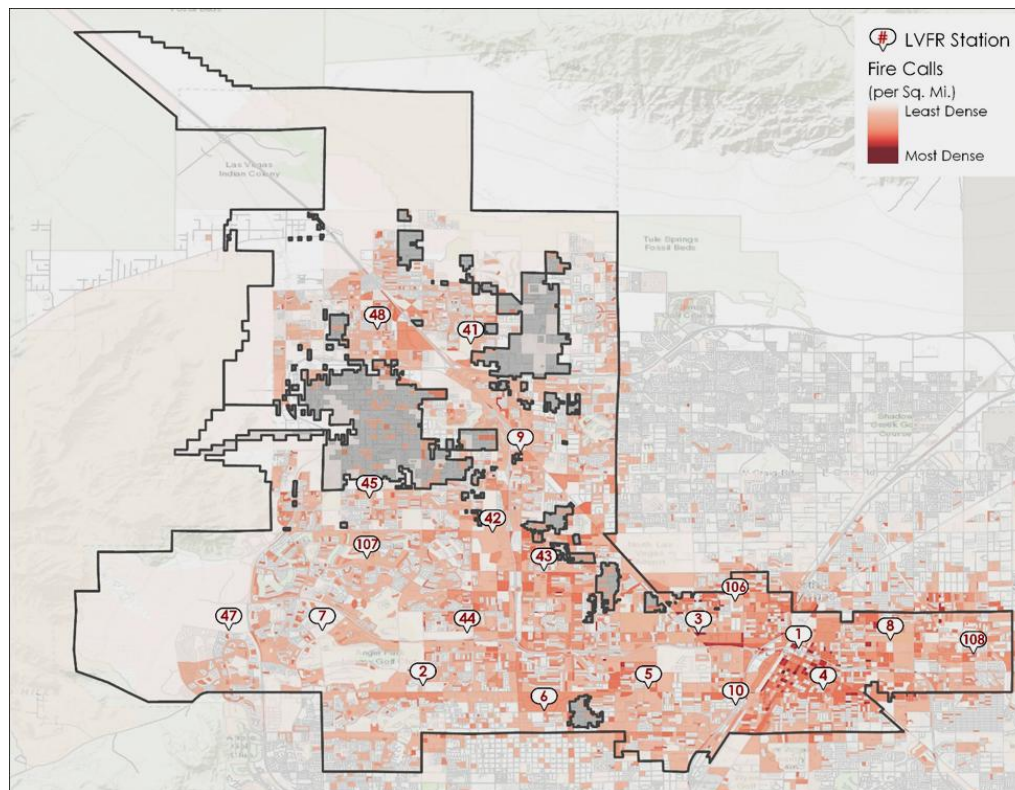
Presentation of Data and GIS Mapping

CPSM will present the data analysis in a series of tables and charts depicting the outcomes of the analysis. Using GIS we will conduct an analysis on call demand concentration of fire, EMS, and non-emergency calls. The results of the GIS analysis are presented in GIS mapping illustrations. Examples are identified in the following Tables and Figures:

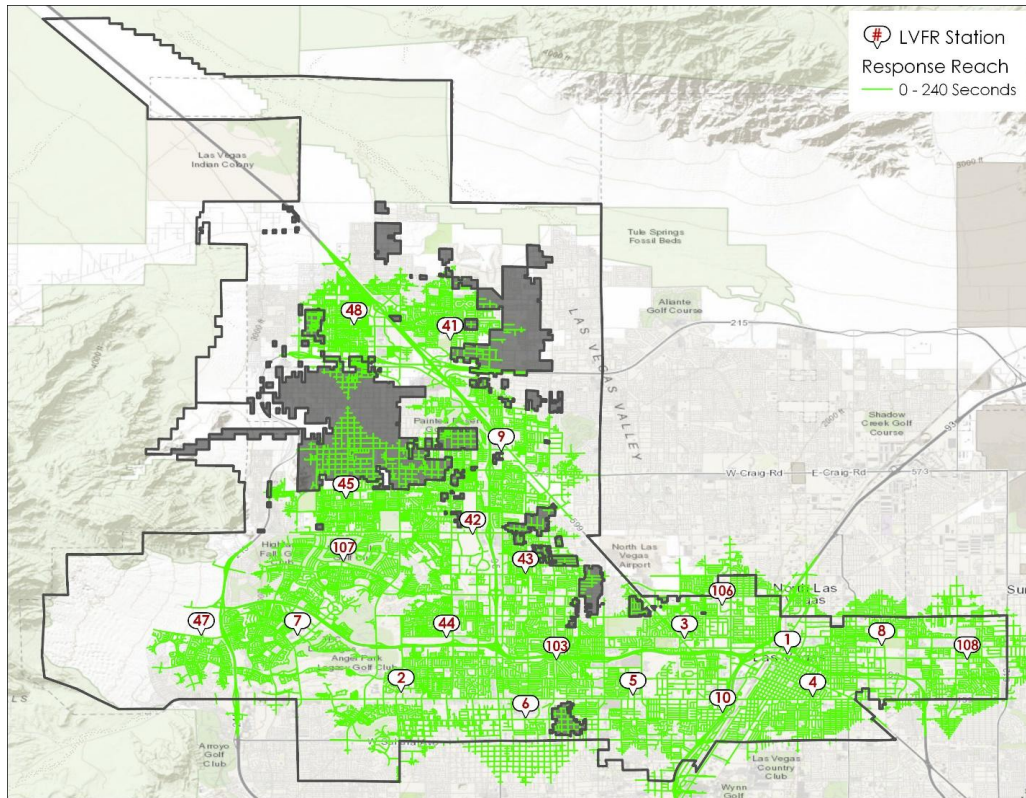
Call Types

Call Type	Number of Calls	Calls per Day	Call Percentage
Breathing difficulty	9,366	25.7	8.7
Cardiac and stroke	13,665	37.4	12.7
Fall and injury	14,747	40.4	13.7
Illness and other	29,426	80.6	27.3
MVA	7,280	19.9	6.7
Overdose and psychiatric	5,146	14.1	4.8
Seizure and unconsciousness	11,070	30.3	10.3
EMS Total	90,700	248.5	84.1
False alarm	1,646	4.5	1.5
Good intent	526	1.4	0.5
Hazard	893	2.4	0.8
Outside fire	2,101	5.8	1.9
Public service	1,815	5.0	1.7
Structure fire	993	2.7	0.9
Fire Total	7,974	21.8	7.4
Canceled	9,235	25.3	8.6
Total	107,909	295.6	100.0

Density of Fire and EMS Calls



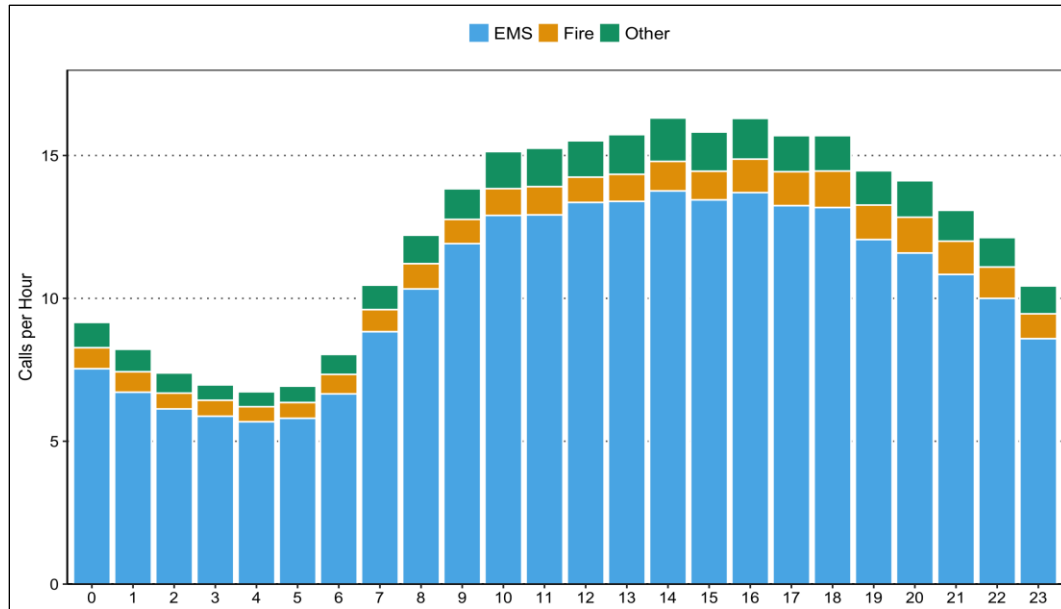
240-Second Travel Time Bleed Map, City-wide Analysis



90th Percentile Response Time of First Arriving Unit, by Call Type (Minutes)

Call Type	Dispatch	Turnout	Travel	Total	Number of Calls
Breathing difficulty	2.4	2.0	7.3	10.6	8,053
Cardiac and stroke	2.8	1.9	7.3	10.9	11,685
Fall and injury	3.3	2.0	9.0	13.0	12,304
Illness and other	3.1	2.0	9.2	12.8	23,551
MVA	2.2	1.7	7.1	10.1	6,116
Overdose and psychiatric	10.2	2.0	8.5	18.2	3,701
Seizure and unconsciousness	3.0	1.9	7.9	11.6	9,840
EMS Total	3.1	1.9	8.4	12.2	75,250
False alarm	2.7	1.9	9.8	13.2	1,495
Good intent	3.0	1.8	9.8	12.7	410
Hazard	3.1	1.8	9.8	14.1	630
Outside fire	2.3	1.6	7.4	10.4	1,723
Public service	3.0	1.9	9.1	12.7	1,044
Structure fire	2.9	1.6	6.0	9.2	639
Fire Total	2.8	1.8	8.9	12.2	5,941
Total	3.0	1.9	8.4	12.2	81,191

Call Demand by Hour of Day



EMS Transport Analysis

Call Type	Number of Calls			Conversion Rate
	Non-transport	Transport	Total	
EMS response	756	3,582	4,338	82.6
MVA	131	167	298	56.0
EMS Total	887	3,749	4,636	80.9
Fire & Other Total	1,504	197	1,701	11.6
Total	2,391	3,946	6,337	62.3

Call Type	Average Time Spent per Run				Number of Runs
	On Scene	Traveling to Hospital	At Hospital	Deployed	
EMS response	11.2	11.7	21.8	51.3	3,584
MVA	12.1	16.1	27.0	62.9	185
EMS Total	11.3	11.9	22.0	51.8	3,769
Fire & Other Total	12.4	18.1	29.5	71.7	201
Total	11.3	12.2	22.4	52.8	3,970

EMS

Emergency Medical Services

EMS agencies across the country are being stressed to the limit. Staffing shortages, skyrocketing expenses, rising response volumes - many for low-acuity responses - supply chain disruptions and economic models that only reimburse for ambulance transport are converging to cause failures for EMS systems in many communities.

CPSM's EMS subject matter experts are rising to these challenges since many are actively working through these issues every day! Some are internationally recognized for their approach to rationale, data-driven, and patient-centered approaches to effective and efficient service delivery.

We start each project with a detailed analysis of EMS call data to provide a comprehensive review of emergency medical services including a detailed analysis of workloads and response times. The analysis of the workload begins with an in-depth study of the types of calls handled and their severity. The goal is to identify the fundamental nature of the emergency medical challenge faced by the community and the EMS agency. We pay special attention to the most critical emergencies such as heart attacks and serious vehicular accidents. We also look at the clinical, operational, financial, and patient experiential performance of the EMS agency, whether it's fire-based, 3rd service governmental, hospital-based, or contracted. We provide and evaluate the options and impacts of providing EMS care at the EMT, Intermediate or Paramedic levels.

For each EMS call type, we determine the time spent on-scene and the number of personnel who worked the scene. The data is aggregated to determine an overall average total time spent on EMS calls. We also determine how much EMS calls contribute to the workload of first response and transport resources. We illustrate any dramatic variations by time of day and day of week, as well as seasonal variations.

While data related to responses, response times and clinical performance are important, in today's environment, they are not the only things to be considered for the delivery of EMS. Alternate delivery models such as community paramedicine, treat and non-transport programs, transport to alternate destinations, and resourceful economic models are solutions that CPSM's SME's have helped implement in many communities as mitigation factors to improve EMS delivery and effectiveness.

Our operations team for EMS will go beyond simply looking at the TIME your service took to respond and drill down to determine cost analytics. We would note that most requests for proposals do not include this step, but it may be important to conduct a full 360-degree review of your EMS services. Examples of those are:

Total Annual Cost

Cost per Unit Hour

Total costs ÷ **Produced** or **Scheduled** Unit Hours

Cost per Response

Total costs ÷ Responses

Cost per Transport

Total costs ÷ Transports

Cost per Capita

Total costs ÷ Population Served

Fixed vs. Variable Cost Categorization

Cost to manage the service | Stair step costs | Cost to run a call

Creating a clinical report card

Santa Cruz County First Responder Report Card				
Criterion	2016	Goal	Weighted Value	Score
Cardiac Arrest				
End-tidal CO2 monitored	38.9%	90.0%	4.0%	1.73
Complete documentation (see System QI P&P)	90.0%	90.0%	4.0%	4.00
Respiratory Distress				
Mental Status assessed/documented	90.9%	90.0%	4.0%	4.00
bronchodilator administration for wheezing within 10 minutes	72.0%	85.0%	4.0%	3.39
Airway Management				
End-tidal CO2 performed on any successful ET intubation	38.8%	90.0%	4.0%	1.72
Other confirmation techniques (e.g., visualize chords, chest rise, auscultation)	90.0%	90.0%	4.0%	4.00
Complete documentation (see System QI P&P)	90.0%	90.0%	4.0%	4.00
STEMI				
ASA administration within 5 minutes	56.7%	90.0%	4.0%	2.52
SpO2 recorded	98.3%	95.0%	4.0%	4.00
12 LEAD EKG acquired within 5 minutes	35.0%	80.0%	4.0%	1.75
Complete documentation (see System QI P&P)	90.0%	90.0%	4.0%	4.00
Stroke				
Time last seen normal	0.0%	90.0%	4.0%	-
Use of a prehospital BEFAST stroke scale	58.9%	90.0%	4.0%	2.62
Complete documentation (see System QI P&P)	90.0%	90.0%	4.0%	4.00
Trauma				
PAM scale recorded	60.8%	90.0%	4.0%	2.70
Complete documentation (see System QI P&P)	90.0%	90.0%	4.0%	4.00
Safety				
Protocol compliance rate per chart review (high acuity, AMA/RAS, & random)	90.0%	90.0%	10.0%	10.00
Patient Satisfaction (use standardized questions to allow inter-agency comparison)				
Degree to which the firefighters took your problem seriously	96.0%	94.0%	4.0%	4.00
How well the firefighters explained things in a way you could understand	95.5%	95.4%	4.0%	4.00
Skill of the firefighters	94.3%	94.1%	4.0%	4.00
Extent to which the firefighters cared for you as a person	96.0%	94.1%	4.0%	4.00
Professionalism of the firefighters	95.0%	94.1%	4.0%	4.00
ePCR Submission Compliance				
Transfer of Care (TOC) critical ePCR elements completed within 10 minutes of patient departure from scene	80.0%	90.0%	3.0%	2.67
Full ePCR completed within 24 hours	100.0%	100.0%	3.0%	3.00
Total Standards			100.0%	84.10
Green: Meet/Exceed Goal				
Orange: 0-20% Below Goal				
Red: >20% Below Goal				
Criteria				
1) Measurable				
2) Must be improvable				
3) Reflect value to the patient				

EMS is an expensive and challenging component of service delivery for communities. Like fire, finding employees is becoming more and more difficult. We will look at recruitment, retention, training, human resources, pay scales, and other information that may be impacting your team.

EMS is also about managing using key performance indicators (KPI's). As we identified in this section, just looking at response time fails to provide a complete picture of how your service is responding, how it will respond, and what investments need to occur to enable it to achieve a high performing status. Included in our review is a look at your payer mix, your collection process, and what are your costs for service.

FIRE/EMS ANALYSIS OF RESOURCE EXHAUSTION

Fire departments often speak of the “worst case scenario” or “resource exhaustion” when developing staffing and deployment plans. A comprehensive all-hazard Standard of Response Coverage plan requires resource exhaustion to be addressed. An agency can never staff for the worst-case scenario because whatever situation can be envisioned, there can always be a more serious event that can be planned.

What is needed to make staffing and apparatus decisions is a clear understanding of what levels of demand can reasonably be expected over specific periods of time in a specific jurisdiction. For example, what are the busiest calls for service times over a one-year period and what levels of staffing and apparatus were needed to handle this workload?

To answer this question requires a detailed analysis of calls for service, broken down minute by minute, identifying which units were busy and how many units remained available to respond to a new call for service. More sophisticated analysis can take into consideration available mutual aid resources.

There is significant variability in the number of calls from hour to hour and the frequency of simultaneous or overlapping calls. One special concern relates to the fire resources available for the highest workload hours. We tabulate the data for each of 8760 hours in the year. We identify how often the fire department will respond to more than a specified number of calls in an hour. In studying call totals, it is important to remember that an EMS run typically lasts, on average, a different amount of time than a fire category call and this will vary depending upon whether EMS transport is provided.

Example of “Resource Exhaustion Analysis”

What follows is an example of a CPSM study of a fire department with 17 units staffed all the time. For most of these high-volume hours, the total workload of all units combined is equivalent to 3 or fewer units busy the entire hour. For the ten highest volume hours, 0.1% of the hours, the total workload exceeded 3 hours. These high-volume hours occurred between 10 a.m. and 9 p.m.

The hour with the most work was between 1000 and 1100 on September 12, 2009. The 21 calls involved 34 runs (a “call” is an incident and a “run” is a unit response). The combined workload was 417 minutes. This is equivalent to 7 firefighting units being busy the entire hour. However, in the city there are 17 units staffed all the time. During the worst portion of the hour, there were always at least 5 units still available to respond immediately. Only 5 of the 17 units were busy more than 30 minutes during this hour.

The hour with the most calls was between 1400 and 1500 on October 13, 2009. The 23 calls involved 28 runs. The combined workload was 379 minutes. This is equivalent to between 6 and 7 firefighting units being busy the entire hour. However, in the city there are 17 units staffed all the time. During the worst portion of the hour, there were always at least 7 units still available to respond immediately. Only 3 of the 17 units were deployed more than 30 minutes during this hour.

Frequency Distribution of the Number of Calls

Number of Calls in an Hour	Frequency
0-5	6397
6-10	2263
11-15	98
16 or more	2

Observations:

- A total of 6,397 hours (73%) in a year have received 0-5 calls.
- A total of 2,263 hours (25.8%) in a year have received 6-10 calls.
- A total of 100 hours (1.2%) in a year have received 11 or more calls.

Top Ten Hours with the Most Calls Received

HOURS	Number of Calls	Number of Runs	Total Busy Deployed
13-Oct-2009 1400	23	28	379
12-Sep-2009 1000	21	34	417
20-Jun-2009 2000	15	16	252
02-Feb-2009 1900	15	16	213
10-Jul-2009 1000	14	15	226
15-Feb-2009 1900	14	20	317
29-Jul-2009 1700	14	18	274
23-Feb-2009 1100	14	15	180
17-Mar-2009 1500	14	17	193
01-Mar-2009 1800	13	14	185

Deployed Minutes by Unit for the Hour between 10 a.m. and 11 a.m. on 12-Sep-2009

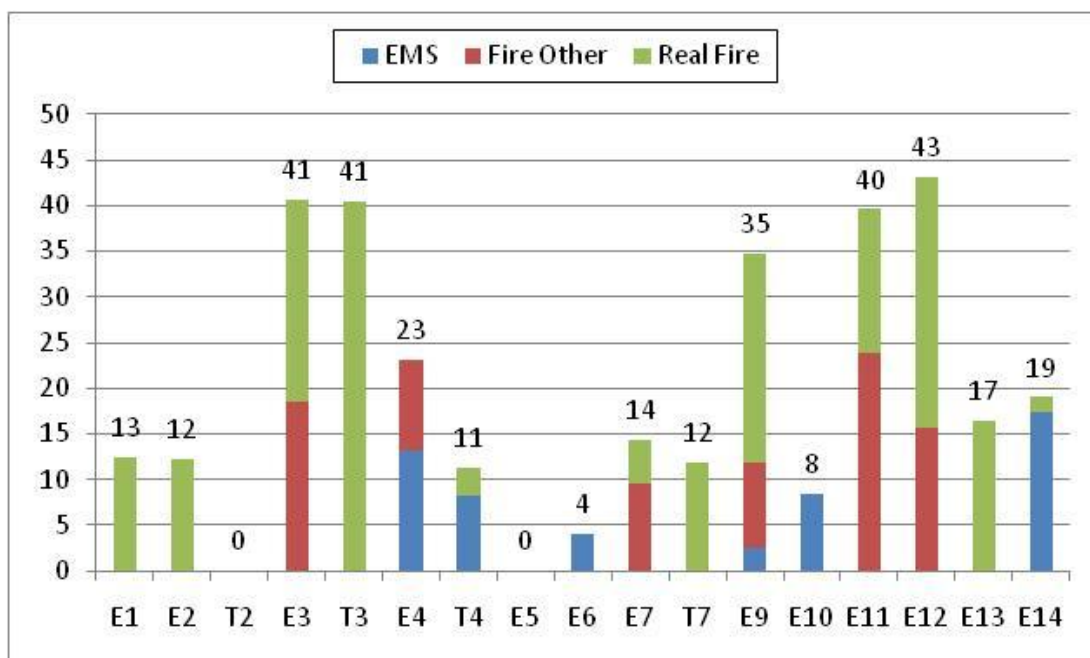
Station	1	2		3		4		5	6	7		9	10	11	12	13	14	Number of Units	
Unit	E1	E2	T2	E3	T3	E4	T4	E5	E6	E7	T7	E9	E10	E11	E12	E13	E14	Busy	Free
0-5																	3.3	1	16
5-10		1.9		0.7													5	3	14
10-15	3.1	5		5								3.7		0.6	4.8		5	7	10
15-20	5	4.3		5	0.5							5		5	4.4		4	8	9
20-25	4.4	1.1		4.4	5							3.8		5	5			7	10
25-30				5	5							5		5	5			5	12
30-35				4.6	5							5		5	2.7			5	12
35-40				5	5	3.1						5		5	1.3			6	11
40-45				5	5	5				1.2		0.7	0.7	4.9	5	1.6		9	8
45-50				5	5	5	1.8			5	1.8		1.9	1.6	5	4.9	1.7	11	6
50-55				0.9	5	5	4.5		3.3	5	5	2.5	0.8	2.5	5	5		12	5
55-60					5	5	5		0.8	3.1	5	4.1	5	5	5	5		11	6
Total	12.5	12.3	0.0	40.6	40.5	23.1	11.3	0.0	4.1	14.3	11.8	34.8	8.4	39.6	43.2	16.5	19.0		

Note: The numbers in the cells are the deployed minutes within the 5-minute block. The cell values greater than 2.5 are coded as red.

Observations:

- Between 10 a.m. and 11 a.m. on September 12, 2009, the fire department responded to 21 calls and dispatched 34 units to these calls.
- In the city, there are 17 units staffed all the time. During the worst portion of this hour, there were always at least 5 units still available to respond immediately. Only 5 of the 17 units were deployed more than 30 minutes during this hour.

Workload by Unit and Call Type for the Hour between 10 a.m. and 11 a.m. on 12-Sep-2009



Observations:

- Engine companies E3, E11 and E12 were deployed more than 40 minutes during this hour.
- Truck T3 was deployed more than 40 minutes during this hour.
- Eleven units were deployed less than 20 minutes. Two units responded to no calls.

Overlapped Call Analysis

Scenario	Frequency	Percent
No Overlapped Call	1,536	48.5
Overlapped with another call	1,113	35.2
Overlapped with two calls	388	12.3
Overlapped with three calls	102	3.2
Overlapped with four or more calls	26	0.8

Observations:

- 48.5 percent of emergency incidents had no overlapped call.
- 35.2 percent of emergency incidents overlapped with another call.
- 12.3 percent of emergency incidents overlapped with two calls.
- 4.0 percent of emergency incidents overlapped with three or more calls.

OUR WORK IN FIRE AND EMS



For consistency, our EMS analysis project approach and analysis methodology includes a comprehensive response time, workload, and resiliency data analysis that includes 3-year trends, community risk assessment, demographics and growth analysis, and critical tasking and effective response force analysis. These and other Standards of Cover analysis components are staples in EMS operational analysis projects and will link directly to operational staffing, apparatus

deployment, and station locations (current and future).

Additionally, these concepts will draw CPSM into a critical analysis of administrative and technical program staffing that includes community risk reduction, training, logistics, and IT. Through this methodology, CPSM will identify the strengths as well as the weaknesses, issues and challenges faced by the organization, and opportunities that can create greater effectiveness of internal and external service deliverables, and then ultimately to the citizens.

CPSM has worked meticulously to develop public safety consulting services that are non-biased, fact-based, and measured against national standards and best practices.

The following outlines the wide range of Fire and EMS analyses and services we have completed or are engaged with in the most recent three-year period.

- City of Baraboo, WI
- Springfield, IL
- El Mirage, AZ
- Tooele City, UT
- Tooele County, UT
- National City, CA
- Brownsville, TX
- Roswell, GA
- Kalispell, MT
- Minot, ND
- Cocoa Beach, FL
- Celina, TX:
- Mt. Pleasant, MI
- Rialto, CA
- Sterling Heights, MI
- McGregor, TX
- Petaluma, CA
- Plymouth, MA
- Darien, CT
- Upper Arlington, OH
- Haverhill, MA
- Battle Creek, MI
- Biddeford, ME
- Garland, TX
- Haverford, PA
- Pelham, AL
- Jupiter, FL
- Northville-Plymouth, MI
- Fair Oaks Ranch, TX
- Richardson, TX
- Prince George's County, MD
- Chatham County, GA

The project team selected for the Ocean County project offers years of practitioner, first line supervisory, middle management, and senior leadership experience in the EMS discipline; a record of research, academic, teaching and training; and a firm that has extensive consulting experience completing over 200 Fire and EMS studies nationwide.

PROPOSED FEES

The quotation of fees and compensation shall remain firm for a period of 90 days from this proposal submission.

CPSM will conduct the analysis of the dispatch, police, and fire/EMS department for \$91,361 exclusive of travel. The project would be billed in three installments: 40% upon contract signing; 40% with delivery of the draft fire data analysis; and the remaining 20% with delivery of the draft final report. The pricing includes an in-person presentation to stakeholders for the fire and police.

The prices reflect a 10% discount for being an active member of ICMA.

Following delivery of the draft reports, the community will have 30 days to provide comments as to accuracy and a final report will be delivered within 30 days of the comment period.

Because of the possibility of Covid restrictions, CPSM will bill travel expenses at actual cost with no overhead or administrative fees applied. Should travel be restricted, CPSM has found work can be done using web-based platforms if necessary, but that charrettes and focus groups lose some of the robust participation developed through in-person interaction.

For budgeting purposes, CPSM would establish a not-to-exceed budget of \$10,000 for all travel.

Additional presentations are provided below.

Deliverables

Draft reports will be provided for department review in electronic format.

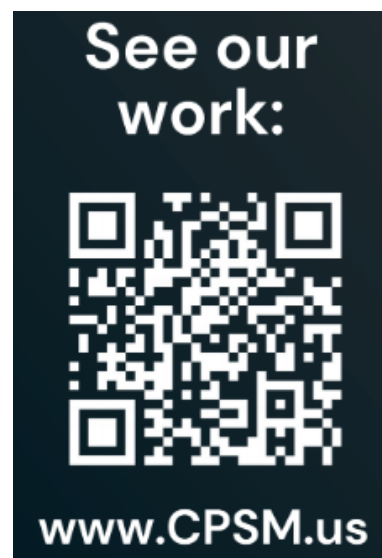
To be ecologically friendly, CPSM will deliver the final report in computer readable material either by email, CD or both. The final reports will incorporate the operational findings as well as data analysis. Should the municipality desire additional copies of the report, CPSM will produce and deliver whatever number of copies is requested, which will be invoiced at cost.

Should the local government desire additional support or in-person presentation of findings, CPSM will assign staff for such meetings at a cost of \$2,500 per day/per person plus travel expenses.

CONCLUSION

Part of ICMA's mission is to assist local governments in achieving excellence through information and assistance. Following this mission, Center for Public Safety Management, LLC acts as a trusted advisor, assisting local governments in an objective manner. CPSM's experience in dealing with public safety issues combined with its background in performance measurement, achievement of efficiencies, and genuine community engagement, makes CPSM a unique and beneficial partner in dealing with issues such as those being presented in this proposal. We look forward to working with you further.

For copies of reports (as released by clients) and testimonials of our work, please visit the QR code that will take you to our webpage at www.cpsm.us





MEMORANDUM

To: Mayor and City Council
From: Jacob Meshke, City Manager
Date: September 2, 2025
Subject: Resolution authorizing the City of Indianola, Iowa to enter into an engagement with MGT Impact Solutions, LLC for an organizational staffing assessment.

Introduction: Staff recommends approval of the resolution authorizing the organizational staffing assessment.

Background: The organizational staffing assessment would be completed in partnership with MGT, a nationally recognized leader in public sector management consulting. With over 50 years of experience, a team of more than 900 professionals, and a portfolio exceeding 30,000 completed projects, MGT brings unparalleled expertise in evaluating municipal operations. Their prior work with the City of Indianola offers a distinct advantage—having already gathered much of the internal data necessary to accelerate and deepen the assessment process.

The project would be led by a senior consultant with more than 30 years of experience in local government and human resources, ensuring a nuanced understanding of municipal dynamics and workforce strategy. This partnership positions Indianola to make informed, data-driven decisions that strengthen operational efficiency, benchmark performance against peer communities, and support long-term organizational effectiveness.

In parallel, the Center for Public Safety Management (CPSM) will conduct a separate assessment of the City's Police, Fire, and EMS. Together, the MGT and CPSM studies will provide a comprehensive, organization-wide overview of staffing needs, operational efficiency, and strategic alignment—positioning Indianola to make informed, data-driven decisions that support long-term effectiveness and community impact.

Discussion: The organizational staffing assessment is anticipated to span approximately two months and will deliver a comprehensive, data-informed evaluation of the City's non-public safety departments. The study will begin with a citywide staffing snapshot, capturing full-time positions by department and function using existing staffing rosters and organizational charts. To ensure meaningful analysis, employee counts will be normalized based on population.

Staffing levels will be benchmarked against six peer communities, selected through a structured scoring methodology that considered key indicators such as population size, median household income, total assessed valuation, property tax revenue, overall expenditures, and geographic proximity to Indianola. Where applicable, national benchmarks and industry standards will be incorporated to provide additional context and validation.

In addition to the citywide review, MGT will conduct a focused, department-level analysis for two selected departments. This deeper dive will include department-specific data and direct engagement

with staff and leadership. MGT will dedicate up to five hours per department for interviews or focus groups to gather qualitative insights and operational perspectives.

The final deliverable will be a single, integrated report summarizing key findings and actionable recommendations. It will include:

- Staffing data tables and visualizations
- Comparative analysis with peer communities
- Department-specific observations
- Contextual input from staff and leadership

Budget Impact: The fee to complete the organizational staffing assessment is \$12,544, which would be funded through operational savings and reserves.

Recommendation: Staff recommends approval of the resolution authorizing the organizational staffing assessment.

Attachments:

1. Resolution
2. Proposal

City of Indianola
RESOLUTION NO. 2025-

**RESOLUTION AUTHORIZING THE CITY OF INDIANOLA, IOWA, TO ENTER INTO AN
ENGAGEMENT WITH MGT IMPACT SOLUTIONS, LLC (MGT)
FOR AN ORGANIZATIONAL STAFFING ASSESSMENT**

WHEREAS, the City of Indianola, Iowa, (the “City”) recognizes the importance of evaluating its current staffing structure to ensure efficient and effective delivery of public services across all non-public safety departments; and

WHEREAS, MGT has submitted a proposal dated August 8, 2025, outlining a comprehensive organizational staffing assessment, including a citywide staffing snapshot, peer community comparisons, and department-level reviews; and

WHEREAS, MGT has demonstrated extensive experience in public sector consulting and has previously worked with the City; and

WHEREAS, the proposed scope of work includes project initiation and data collection, citywide staffing analysis, targeted department-level reviews, and a final report with actionable recommendations, all to be completed remotely within approximately seven weeks; and

WHEREAS, the total cost for the foundational staffing assessment shall not exceed \$12,544, with optional services available at an hourly rate of \$224, and payment structured in two installments upon contract award and final report submission.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF INDIANOLA, IOWA:

1. The City Manager is hereby authorized to execute an agreement with MGT for the provision of staffing assessment services in accordance with the proposal dated August 8, 2025.
2. The City shall designate a project coordinator to serve as the primary point of contact and facilitate communication and scheduling throughout the engagement.
3. The City shall provide all necessary documentation and support to enable MGT to complete the assessment as outlined in the proposal.
4. Payment for services shall be made in accordance with the terms specified in the proposal, with the total cost not to exceed \$12,544, unless additional services are requested and approved.

Passed and approved this 2nd day of September 2025.

Steve Richardson, Mayor

ATTEST:

Jackie Raffety, City Clerk



Proposal

AUGUST 8, 2025

Organizational Staffing Assessment

Indianola, IA

Submitted by:

MARY JACOBS
DIRECTOR

790 FRONTAGE ROAD
SUITE 213
NORTHFIELD, IL 60093

847.380.3198
MJACOBS@MGT.US

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Cover Letter

August 8, 2025
Jacob Meshke, City Manager
City of Indianola
110 N 1st Street
Indianola, IA 50125



RE: PROPOSAL FOR ORGANIZATIONAL STAFFING ASSESSMENT

Dear Mr. Meshke:

Thank you for the opportunity to provide you with a proposal for a staffing assessment for the City of Indianola. We offer a personalized approach to the City’s consulting needs and can adapt to your specific requirements for each task. MGT Impact Solutions, LLC (MGT) is a nationally respected leader in public sector management consulting and technology services with a long track record of supporting state and local government, and education clients. Our consultants have extensive experience in city/county management, parks and recreation, communication, human resources, public safety, finance, public works, and utilities, making MGT a proven leader in public-sector consulting.

MGT takes the next step in offering integrated solutions that can accelerate our most important goal: dramatically improving lives by **advancing and lifting up the communities we serve**.

- Our team has deep expertise in local government operations, including prior work with the City of Indianola, allowing us to build on recent data and bring immediate value to this engagement.
- We apply a practical, phased approach to organizational assessments that support both immediate insights and longer-term planning based on fiscal realities.
- We are committed to working collaboratively with City leadership to understand department-level needs, highlight areas of opportunity, and support informed staffing decisions.
- We believe in building strong partnerships with our clients. We will work closely with the City to understand your needs, align our efforts, and achieve shared goals.

MGT CONTACT INFORMATION

MGT HEADQUARTERS	MGT Impact Solutions, LLC 4320 West Kennedy Boulevard Tampa, Florida 33609 P: 813.327.4717 www.mgt.us FEIN: 81-0890071
PROPOSAL CONTACT	Mary Jacobs, Director 790 Frontage Road, Suite 213 Northfield, IL 60093 847.380.3240 ext. 117 mjacobs@mgt.us

Thank you for the opportunity to submit a proposal to the City. Should you have questions on any aspect of this proposal, please contact **Mary Jacobs** using the above contact information.

Regards,

Patrick J. Dyer, Vice President. *Authorized to bind the firm.*



Firm Profile

Impacting communities for good.

MGT brings **50 years** of experience driving positive social change and performance in education, government, nonprofits, and critical infrastructure/private industries through **assisting clients to strengthen their foundation, change systematically, and enable resiliencies for long-lasting change**. Since inception, MGT has significantly grown in size and capacity – working with state and local governments and education partners. Today, we bring a team of over **900 professionals** who offer in-depth market knowledge and understanding so we can hit the ground running.

MGT is a privately held, employee-owned and financially stable limited liability company with a deep roster of staff and a commitment to serving the public. Our clients care about addressing the world's most pressing problems, and so do we. Their “why” is our why.

What sets us apart is our ability to customize and offer individualized support and the resources of a larger infrastructure to enable flexibility in impacting to scale. Throughout our history, MGT has successfully delivered more than **30,000 projects** through a thoughtful balance of balancing the “immediate” needs while changing systems to plan for future resilience and success.

Our Commitment

MGT embraces the most complex challenges on the leadership agenda with deep commitment, agility, and local expertise to make a measurable and profound impact. Simply stated, **We are impacting communities for good.**

MGT | FIRST LOOK

Name: MGT Impact Solutions, LLC (MGT)

Locations: Headquarters in Tampa, FL; branch offices nationwide.

Cooperative Contracts:

ASC 20-7359, 24-7484

OMNIA LS4612

TIPS 220601, 220802, 230105

TXShare 2024-019

Structure: Privately held, employee-owned, client-driven Limited Liability Company.

Lines of Business: Strategy and Implementation, Performance and Operations, IT Infrastructure, and Cyber Security and Resilience for public sector and commercial companies.



50
years

900
consultants

30,000
projects

A Social Impact Commitment

DEFINED BY IMPACT

The City of Indianola relies on well-aligned staffing and service delivery to meet community needs across all non-public safety departments. A focused assessment of current staffing levels, functional responsibilities, and available resources will help the City ensure that its workforce is positioned to deliver efficient and effective public services. This analysis will support responsible stewardship of public funds while advancing the City's commitment to responsive local government.

MGT's Expertise

Our firm includes more than **900 professionals**, structured into the following primary groups, along with various internal infrastructure groups to support our operations and growth.



Strategy & Implementation

Working alongside an organization's C-suite, we help leaders co-create strategy through organizational reviews and data analytics to create actionable roadmaps for success.



IT Infrastructure & Digital

We provide engineering expertise to modernize IT infrastructure and ensure your technology implementation is properly designed, integrated, modernized, and maintained.



Cyber Security & Resilience

From real-time, 24/7 monitoring to proactive threat detection and rapid incident response, we can give you the tools to heighten your network's security posture and keep it there.



Performance & Operations

Bridging the gap between strategy and enduring change, we support efficient revenue allocation, promote economic development, and create fairness in hiring and contracting systems.



Our MGT Vision

To achieve our mission of being the social impact and performance leader in our industry, we are continuously improving to earn the privilege of being selected as our client's partner of choice in the mission-critical domains we impact. By elevating education systems, managing and securing critical networks, solving complex human capital and fiscal problems, and advancing equity as a performance imperative, we can impact communities for good through client partnership.

We deliver these solutions through our "three-point stance" of technology, education, and performance offerings. With our long-term vision of creating profound social impact through client performance, we seek out the "best of the best" to join us in our work supporting clients' top priorities.

Markets we serve:

- Higher Education
- Prek-12
- Government
- Nonprofits
- Commercial Industries

PEOPLE



We believe in the power of connecting people and ideas which solve mission-critical, complex challenges to foster a trusted connection with our clients...for life.

PURPOSE



We are led by a transformative movement, fueled by people, innovation, and solutions designed to provide enduring opportunities for prosperity and well-being.

PERFORMANCE



We partner with clients to advance learning outcomes, reduce operational costs, recover revenue, improve workflows, and provide resilient and hardened technology networks and infrastructure.



Our Team

The success of a consulting engagement is founded on the qualifications of the project team and the way in which it is structured and managed.

One of the most important decisions for each project is who will lead our team. To ensure successful completion of the project, we select senior staff members with experience working on similar projects. With the City's needs in mind, we have assigned highly knowledgeable and experienced consultants. Consultant Ann Everhart will act as your lead consultant and primary point of contact for this project. Director Mary Jacobs will also participate as a member of the project team and provide oversight and strategic consultation. Additional subject matter experts will be utilized for review and consultation on department-specific findings. Biographies of our consultants are attached in **Appendix A**.

Lead Consultant



ANN EVERHART

MGT Authorized Independent Consultant
847-380-3240
AEverhart@mgt.us

Proposal Inquiries, Executive Consultant, and Strategic Advisor



MARY JACOBS

Director – Human Capital Solutions
847.380.3240
MJacobs@mgt.us

Why Choose MGT?

- ✓ **Unparalleled Expertise and Level of Service.** With clients in 44 states and in communities ranging in population from 1,000 to 3,000,000, we are a leader in providing management consulting and executive recruitment services to local governments. Our consultants have extensive experience in all aspects of local government and bring with them knowledge and approaches that are tried and true. More than 40% of our clients are repeat clients, and 94% of surveys show our overall

OUR TEAM

performance rating as **Outstanding** – indicating a plan to use our services and/or highly recommend us in the future.

- ✓ **Delivering the Best.** We believe that our services embody the very principles of good government: collaboration, communication, transparency, and excellence. We ensure our clients are well-informed during the process, producing quality deliverables that exceed expectations.
- ✓ **A Partner from Start to Finish.** We are your partners in this important engagement. We work closely with your leadership team to ensure we fully understand your expectations and strive to conduct an effective assessment that will guide your organization into the future. Our goal is your **complete satisfaction**. We can strategize with you during the process to pivot where it makes sense to deliver the quality product you seek.
- ✓ **Services for Any Budget and Any Search.** We strive to meet the specific needs of our clients by offering the opportunity to meet with you and modify our approach based on available resources. In the following proposal, we have provided the scope we believe **best fits your needs**.

Success Stories

"We were very impressed by how efficient they worked, their methodology, their insight, and their professionalism.

I would highly recommend MGT and hope to do business with them again for our next study."





Project Approach & Methodology

A detailed plan specifically designed for you.

Project Understanding

The City of Indianola is seeking a clearer understanding of how its current staffing structure supports operational needs across non-public safety departments. This assessment is designed as a first step in evaluating how resources are distributed and whether functional responsibilities appear aligned with service delivery expectations.

The foundational review will focus on staffing levels, basic organizational structure, and general alignment of responsibilities within and across departments. This analysis is not about what services the community may want in the future, but rather about how existing staff capacity aligns with current operational responsibilities. The City is looking for practical, actionable insights to guide future investments and decision-making, particularly in light of a limited budget and increasing service demands.

MGT will use a combination of internal staffing data, previously collected position information, focused department leadership input, and peer comparison data to deliver a high-level staffing snapshot along with a targeted review of selected functions. This initial analysis is intended to inform future planning by identifying broad patterns and potential areas of concern. In addition to this initial analysis, we offer clearly defined options for further assessment that can be added based on the City's evolving priorities, organizational goals, and available resources.



Success Stories

"What I liked most about working with MGT staff is their creative approach in providing solutions to each project. The County has implemented MGT's recommendations...."

Proposed Methodology and Deliverables

MGT's focus is to help public agencies deliver their services efficiently and responsibly. The work plan for the analysis is organized around the Project Understanding section.

Foundational Staffing Assessment

This phase of work serves as a practical first step in understanding the City's current staffing landscape. It focuses on developing a citywide snapshot of how resources are allocated across non-public safety departments and identifying where staffing appears aligned, stretched, or potentially in need of adjustment. The approach is built around available data, brief input from department leadership, and staffing comparisons with peer communities. While limited in scope, this foundational analysis is intended to provide valuable context for prioritizing future investments and can also serve as a baseline for more detailed assessments at a later stage.

TASK 1.0: PROJECT INITIATION AND DATA COLLECTION

This initial task will confirm project objectives, establish communication protocols, and ensure that all necessary background materials are gathered at the outset. MGT will hold a virtual kickoff meeting with City leadership to review the scope, identify priority departments for further analysis, and clarify expectations around deliverables and timelines.

Consultants will request current organizational charts and staffing rosters for all non-public safety departments to support the staffing snapshot and peer comparison. We will also request current job descriptions for all relevant positions, as well as any available workload or operational data that departments may already track. Consultants will review, as needed, completed Job Description Questionnaires (JDQs) from MGT's 2022 classification and compensation study to provide additional context during department-level analysis.

Activities

- Virtual kickoff meeting with City Manager and designated project lead
- Confirm selection of departments for additional analysis
- Review project timeline, deliverables, and points of contact
- Request current org charts and staffing rosters for all non-public safety departments
- Request current job descriptions and any existing workload or operational data

TASK 2.0: CITYWIDE STAFFING SNAPSHOT AND PEER COMPARISON

This task will develop a high-level view of how staff resources are currently distributed across all non-public safety departments. Using staffing rosters and organizational charts provided by the City, MGT will compile full-time equivalent (FTE) counts by department and function, and normalize those figures based on population to enable meaningful comparison.

Staffing levels will be compared to six peer communities identified in partnership with the City during the 2022 classification and compensation study: Altoona, Pella, Newton, Pleasant Hill, Grimes, and Norwalk. These peers were selected through a structured scoring process that considered population, median household income, total assessed valuation, property tax revenue, total expenditures, salaries paid, and proximity to Indianola. This approach ensures a balanced and relevant set of comparisons for the City's current staffing context.

MGT will use publicly available information where possible to compile staffing data from these jurisdictions. If needed, we will develop a brief information request or survey that the City can send to appropriate contacts in each peer community to request supplemental information. Where publicly available, national staffing benchmarks or industry standards will also be incorporated, particularly for functions such as parks and recreation, streets, and general administration. The result will be a staffing snapshot that allows the City to see where current staffing levels are generally aligned with, above, or below those of similar jurisdictions.

Activities

- Compile FTE counts across all non-public safety departments
- Normalize staffing by population to support comparability

- Compare staffing levels by function to six peer communities
- Use publicly available information and support the City in collecting any additional peer data
- Supplement comparisons with national benchmarks where available
- Create summary charts and tables illustrating staffing distribution and relative positioning
- Identify key patterns or discrepancies to inform further review

TASK 3.0: DEPARTMENT-LEVEL STAFFING REVIEW

In addition to the citywide staffing snapshot, MGT will conduct a position-level review of two departments selected by the City. These may include departments with capacity concerns, recent changes, or areas where additional insight is needed beyond what peer comparisons can provide. The purpose of this review is to better understand how work is structured and distributed within each department and whether staffing appears appropriate given current operational demands.

Building on the staffing rosters and job descriptions gathered in earlier tasks, this review will incorporate department-specific workload data, available employee survey feedback (if applicable), and targeted input from both department leaders and staff. MGT will facilitate up to five employee interviews or a combination of leadership interviews and employee focus group(s) up to 5 hours in each department (10 hours total) to gain direct insight into workload challenges, role clarity, and operational constraints. These conversations, combined with leadership input and document review, will help assess the alignment of staffing levels with service delivery expectations and identify potential gaps, redundancies, or organizational challenges.

This task is not intended to serve as a full workflow or performance audit but will provide deeper qualitative insight to complement the quantitative staffing analysis.

Activities

- Confirm department selection and review department priorities with leadership
- Review department workload metrics, structure, and available survey data
- Conduct up to 10 hours of interviews and focus groups
- Conduct brief planning and follow-up discussions with department directors
- Analyze how staffing levels support or constrain service delivery
- Identify role clarity issues, pressure points, and potential resource needs
- Summarize insights for inclusion in final deliverables

TASK 4.0: DOCUMENT FINDINGS AND SUBMIT FINAL REPORT

MGT will compile the results of the citywide staffing snapshot, peer comparison, and department-level reviews into a single report that summarizes key findings and provides actionable insights. The report will include staffing data tables and visuals, comparisons to peer

communities, summaries of department-specific observations, and relevant context gathered through leadership and staff input.

Based on the findings, MGT will offer high-level recommendations related to staffing levels, resource allocation, and areas that may benefit from further analysis or organizational attention. These recommendations will be grounded in the data collected through this engagement and informed by our experience in organizational assessment, while remaining appropriately scoped to reflect the limited depth of operational review.

A draft report will be submitted to the City for review and feedback. Following a review period, MGT will make any requested adjustments and deliver a final report. If desired, the team is available to attend a virtual meeting to walk through the findings and respond to questions..

Activities:

- Summarize staffing snapshot and peer comparison results
- Integrate findings from position-level review of two departments
- Identify and outline high-level recommendations
- Submit draft report for City review
- Incorporate feedback and finalize the report
- Participate in one virtual meeting to present findings (if requested)

Optional Service Enhancements

The following services are not included in the foundational scope of work but may be added at the City's request. MGT charges hourly for all optional services and has included estimated ranges for each option. Upon finalizing the City's preferred areas of focus, we will develop a refined task description and corresponding fee estimate.

1. Position-Level Review of Additional Departments

Using the same approach outlined in Task 3, MGT can complete a structured staffing and workload review for additional non-public safety departments. This includes review of organizational structure, role clarity, and operational constraints, supported by up to five hours of employee and leadership interviews per department.

Estimated time per department: 15-20 hours

2. Expanded Employee Input

MGT can conduct additional employee interviews or virtual focus groups across the organization to better understand workload, capacity issues, and staff experience. This service may be appropriate for departments not selected for position-level review or where additional insight is desired.

Estimated time: 6–10 hours depending on scope

3. Organizational Structure and Span of Control Analysis

We can assess supervisory spans and organizational layering across departments to evaluate whether reporting relationships are well aligned, managerial capacity is appropriately distributed, and whether structural changes could enhance efficiency or accountability.

Estimated time: 18-22 hours, depending on breadth of scope

4. Staffing Priorities and Phasing Plan

Based on the results of the foundational assessment, MGT can develop a summary plan that identifies the most critical staffing needs within selected departments and offers a phased approach to addressing them. This may include identifying where additional positions may be warranted, where responsibilities could be better aligned, or how changes might be sequenced over time based on service impact and available funding. This optional service is intended to support practical, near- and mid-term decision-making rather than detailed operational or fiscal planning.

Estimated time: 10–14 hours

Project Timeline

Based on our experience conducting similar projects, we anticipate the proposed project can be completed in approximately 7 weeks of project initiation, as illustrated in the graph below, **based on mutual scheduling cooperation and timely receipt of requested documents**. Every effort will be made to accelerate the timeframe where feasible.

It is assumed all work and interviews will be conducted remotely.

Exhibit 1. Proposed Schedule

WORK PLAN TASKS	WEEK						
	1	2	3	4	5	6	7
Task 1: Project Initiation and Data Collection							
Task 2: Citywide Snapshot and Peer Comparison							
Task 3: Department Level Staffing Review							
Task 4: Document Findings & Final Report							

Roles, Responsibilities, and Project Management

MGT will manage all aspects of the engagement and serve as the primary point of contact throughout the project. Our consultants will coordinate directly with the City's designated project lead to maintain communication, ensure efficient scheduling, and keep the work plan on track.

The City of Indianola will be responsible for:

- Designating a project coordinator who will serve as the primary point of contact for MGT and facilitate communication within the organization as desired.
- Coordinating calendars to identify mutually agreeable times for virtual meetings, interviews, or data discussions the City team.
- Assisting with scheduling interviews or small-group discussions.
- Providing current organizational charts and job descriptions for all departments included in the study. Facilitating access to any existing workload data, staffing records, or strategic documents that may inform the assessment.
- Reviewing the draft report and consolidating any feedback from the City into a single response via redlines for incorporation into the final deliverable.



*MGT has reviewed the RFP in detail and is **committed and able** to ensure the timely delivery of quality products to meet your schedule.*

References

A leader in local government consulting.

More than one-third of the organizations served by MGT have contracted for multiple projects; we feel repeat business is the greatest testament to our commitment to customer service and client satisfaction. We encourage you to contact any of our references to learn of our professionalism, ability to meet timelines, and the expertise of our staff.

ONslow COUNTY, NC – HUMAN RESOURCES DEPARTMENT ORGANIZATIONAL ASSESSMENT & POLICIES AND PROCEDURES REVIEW

Thomas Sherwood, Human Resources Director
234 NW Corridor Boulevard | Jacksonville, NC 28540
Thomas_Sherwood@onslowcountync.gov | 910-989-3000

WYANDOTTE KANSAS CITY, KS UNIFIED GOVERNMENT – HUMAN RESOURCES DEPARTMENT ORGANIZATIONAL ASSESSMENT

Bridgette Cobbins, Assistant County Administrator
701 N 7th Street | Kansas City, KS 66101
BCobbins@wycokck.org | 913-673-5030

CITY OF HILLSBORO, OR – ORGANIZATIONAL ASSESSMENT AND WORKPLACE CLIMATE ASSESSMENT

Lisa Colling, Human Resources Director
150 E Main Street | Hillsboro, OR 97123
Lisa.Colling@Hillsboro-Oregon.Gov | 503-681-6470

VILLAGE OF NORTHFIELD, IL – POLICE DEPARTMENT ORGANIZATIONAL ASSESSMENT

Michael Hutensky, Chief of Police
350 Walnut Street | Northfield, IL 60093
mhutensky@northfieldil.org | 847-784-3502



Cost Proposal

*Defined by Impact. Driven by People.
Dedicated to the Community.*

We take pride in customizing our client's needs — and we will work with you to ensure our fees are aligned with your expectations and budget.

Summary of Costs	Price (\$)
Organizational Consulting Fee	12,544
TOTAL NOT TO EXCEED:	12,544

It is assumed all work performed by the consultants will be conducted remotely.

Any additional services requested by the City will be billed at \$224/hour. Any requested travel will be billed at actual cost.

Payment for Fees & Services

- **1st Invoice:** Contract Award (40% of the Consulting Fee).
- **Final Invoice:** Submittal of Final Report (60% of the Consulting Fee).

Payment of invoices is due within thirty (30) days of receipt.



Appendix A. Consultant Biographies

The biographies of our proposed consultants are provided on the following pages.



Ann Everhart

MGT Approved Independent Executive Consultant

Ann Everhart has more than 30 years of experience working in and with local governments, serving as both a Human Resources Director and partner. Ann's focus in this role has been on the employee experience at all levels of the organization. She excels at assisting organizations with complex HR issues, including employee relations, policy review and updates, organizational analysis, and recruitment/retention strategies.

A lifelong learner, Ann has dedicated her efforts to excellence in training, opportunities for employee development and growth, and an environment of engagement and open communication. In her 32 years that spanned four different municipalities, Ann's attention to strong and lasting interpersonal relationships have positioned her as a respected leader and mentor to other HR professionals.

Ann is passionate in her commitment to advancing young professionals in local government and developing the next generation of leaders at all levels within the organization. Mentorship was a key component of her own growth as a young professional and she is committed to paying that forward through supporting, advocating for, and mentoring others in their journey to achieve their goals.

Areas of Expertise

- Human Resources Management in Local Government
- Employee Experience Enhancement Strategies
- Staffing and Organizational Analysis
- Training and Development Program Design and Implementation
- Mentorship and Leadership Development Initiatives

Education

- M.A., Communications, Northern Illinois University
- B.A., Political Science, North Central College
- Foreign Policy Studies, American University

Professional Development & Speaking Engagements

Human Resources and Legal Topics:

- Legacy Project Seasonal training and Annual Conference
- Illinois Public Employer Labor Relations Association (IPELRA) training programs, workshops, and annual conferences
- National Public Employer Labor Relations Association (National PELRA) training programs and annual conference
- Illinois Public Service Institute (IPSI) annual training

Memberships & Affiliations

- Senior Professional in Human Resources, HRCI
- Senior Certified Professional, SHRM
- Labor Relations Professional, National Public Employer Labor Relations Association
- Diversity, Equity, and Inclusion in the Workplace, University of South Florida

Professional Experience

- MGT Impact Solutions, LLC, Approved Independent Executive Recruiter, 2023-Present
- Village of Schaumburg, IL, Director of Human Resources, 2015-2022
- City of Crystal Lake, IL, Director of Human Resources, 2004-2015
- City of Longmont, CO, Director of Human Resources, 1999-2003
- City of Naperville, IL, Director of Human Resources, 1996-1999
- City of Naperville, IL, Human Resources Generalist and Management Analyst, 1992-1996
- Naper Settlement, Director of Administration, 1990-1992



Mary Jacobs

Director



Mary Jacobs is a Director at MGT, where she leads with a focus on strategic planning, organizational assessments, and succession planning. With nearly 30 years of leadership experience in local government, she has served in various high-profile roles, including Town Manager of Oro Valley, Arizona, and Assistant City Manager of Sierra Vista, Arizona. Mary is renowned for her strategic advisory skills and her ability to develop and implement comprehensive economic development strategies, foster community partnerships, and drive process improvement initiatives.

Areas of Expertise

- Strategic Planning
- Organizational Assessments
- Succession Planning
- Economic Development Strategies
- Process Improvement and Innovation
- Community Partnership Development
- Financial and Capital Planning
- Leadership and Team Development
- Training and Facilitation
- Public Administration
- Municipal Services Negotiation
- Employee Engagement and Development

Education

- M.P.A., University of Arizona
- Senior Executive Program, State and Local Government, Harvard Kennedy School
- B.A., Political Science, University of Arizona

Training & Instruction

- Presenter various conference and training sessions for ICMA, ACMA, Arizona League of Cities and Towns, Arizona Women Leading Government, state associations, and community groups
- Regular guest lecturer at the University of Arizona MPA classes

Throughout her career, Mary has demonstrated a commitment to supporting women and young professionals in the field, earning her a reputation as a respected executive. She has a robust network of professional connections across the U.S. and internationally, bolstered by her involvement with the International City/County Management Association and other professional organizations. Mary is also a trained facilitator and skilled communicator, adept at leading both government and non-profit organizations in developing strategic plans and organizational strategies.

Mary is a trained facilitator, excellent communicator, and skilled at leading both government and non-profit organizations in developing short- and long-term strategic plans, organizational strategies, and financial and capital plans.

Memberships and Affiliations

International City/County Management Association (ICMA), Current Member and Past Regional Vice President/Board Member.

Arizona City/County Management Association (ACMA), Past President and Board Member, ACMA coach/mentor, and recipient of the Catherine F. Connelly Outstanding Assistant City Manager Award in 2008

Campus Research Corporation, Current Chair and Board Member.

Wildland Fire Executive Council, Member. Appointed by the U.S. Secretaries of Interior and Agriculture to serve as the National League of Cities' representative.

Work Experience

MGT Impact Solutions, LLC, Director, 2023-Present

Town of Oro Valley, Town Manager, 2017-2022

City of Sierra Vista, Assistant City Manager, 2000-2017

Town of Barnstable, Assistant Town Manager, 1994-2000

Maricopa County Manager's Office, Administrative Support Manager, 1991-1993

Maricopa County Office of Organizational Development, Management Analyst, 1989-1991



MEMORANDUM

To: Mayor and City Council
From: Doug Bylund, Chief of Culture and Recreation
Date: September 2, 2025
Subject: Discussion and direction regarding the Indianola Wellness Campus Group Exercise Instructor and Personal Trainer positions.

Introduction: The IWC Leadership Team would like to post to hire additional Group Exercise Instructors and Personal Trainers.

Background: Staff recommends adding to the IWC Group Exercise Instructor team. We are looking for additional instructors who can offer some new options to the schedule to be more appealing to families and new younger members. In a recent survey to the members, it was identified that newer, more unique classes would be a great addition and add more variety.

Currently, we have 2 Personal Trainers and having the ability to add more options would be beneficial to the IWC users. It would open up more available time slots and add a broader knowledge base to better suit our members. The additional trainers would also offer more opportunities for paid small group training.

Discussion: Adding these positions is another step to meet an IWC strategic goal of adding 8% more family memberships.

Budget Impact: These positions and their hours are currently included in the IWC Operating Budget and the additional class opportunities will increase revenues and possibly increase membership revenue.

Recommendation: Staff recommends approving the posting of these positions. With approval, IWC staff will begin the application and recruiting process.

Attachments: None