



CITY OF INDIANOLA COUNCIL MEETING

June 1, 2026

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. Setting dates for future public hearings
 1. Resolution setting a public hearing for June 15, 2026 at 6 PM on the City of Indianola Capital Improvement Plan, Fiscal Years 2027 through 2036.
 - E. Approval of Applications
 1. Consideration of the issuance of a new liquor license for the Des Moines Metro Opera doing business as Blank Performing Arts Center.
 2. Consideration of the approval of a liquor license renewal for Casey's #1908 located at 507 S Jefferson Way.
 3. Consideration of the approval of a liquor license renewal for Casey's #1623 located at 607 N Jefferson Way, contingent upon staff approval.
 4. Consideration of the approval of a liquor license amendment for Sodexo Management Inc.
 - F. Third consideration and adoption of an ordinance amending Chapter 99, sewer service charges.
 - G. Second consideration of an ordinance amending the municipal code of the City of Indianola, Iowa for change of zoning district boundaries from the A-1 Agricultural/Open Space district to the R-1 Single-Family Residential Detached zoning district (Well Built Homes Property).
 - H. First consideration of an ordinance amendment to Chapter 122, Peddlers, Solicitors and Transient Merchants.

- I. Resolution authorizing an agreement between Vector Solutions and the Indianola Fire Department.
- J. Resolution approving a Traffic Impact Study Policy.
- K. Resolution in support of a workforce housing tax credit benefit application to be submitted to the Iowa Economic Development Authority by Hubbell Homes for a Housing Project located near the south-east corner of E. Iowa Avenue and N. 15th Street, Indianola, Iowa.
- L. Resolution approving salaries.

6. Council Reports

- A. Council Committee Reports
- B. CPSM Presentation regarding the Police Department
- C. Police Department Annual Report
- D. Consideration of the appointment of Thomas Selgrade II to the Planning and Zoning Commission for a term beginning July 1, 2026 and ending July 1, 2031.

7. Mayor Pro Tem's Report

- A. Community Update

8. Public Consideration

- A. Old Business
 - 1. Public hearing regarding a rezoning application for Kentucky Ridge Commercial Plat 1 - Cancelled
 - 2. Resolution approving an amendment to the Board and Commission Policy of the City of Indianola.

9. Other Business

- A. City Manager's Report - Jacob Meshke
- B. Discussion and direction regarding a special meeting for end-of-year claims.
- C. Discussion and action regarding future agenda items.
- D. 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:
Date: June 1, 2026
Subject: Approval of Claims

Introduction: The claims report for Council approval is \$151,108.53.

Recommendation: Staff recommends approval of all claims.

Attachments: 1. Vendor Expense Approval 6012026 - pkt



Expense Approval Report

By Purchased From Vendor

Post Dates 3/24/2026 - 6/1/2026

APPROVAL OF BILLS - CITY

Josh Rabe, City Council

Ron Dalby, City Council

Steve Armstrong, City Council

Tiffany Davis, City Council

Mellisa Sones, City Council

Bob Lane, City Council

Vendor Name	Description (Item)	Payable Date	Amount
Purchased From Vendor: ACCO UNLIMITED CORP.			
Fund: 680 - Wellness Campus Fund			
Department: 8700 - Wellness Campus			
ACCO UNLIMITED CORP.	CHLORINE, ACID, BICARB	05/13/2026	2,682.60
Department 8700 - Wellness Campus Total:			2,682.60
Fund 680 - Wellness Campus Fund Total:			2,682.60
Purchased From Vendor ACCO UNLIMITED CORP. Total:			2,682.60
Purchased From Vendor: ACE HARDWARE			
Fund: 001 - General			
Department: 4300 - Parks			
ACE HARDWARE	MISC FASTNERS	05/14/2026	3.40
ACE HARDWARE	COUPLE INSERT	05/14/2026	7.95
ACE HARDWARE	TIE DOWN STRAP	05/18/2026	38.99
ACE HARDWARE	DECK SCREWS	05/18/2026	36.99
ACE HARDWARE	MENDER HOSES	05/18/2026	5.98
ACE HARDWARE	FASTNERS	05/20/2026	0.45
ACE HARDWARE	AUTO THREADLOCKER, HOSE, FASTNERS	05/21/2026	65.54
Department 4300 - Parks Total:			159.30
Department: 6220 - Facilities			
ACE HARDWARE	VALVE BALL, NIPPLE, CAULK	05/14/2026	32.56
ACE HARDWARE	REPAIR PARTS	05/20/2026	57.17
ACE HARDWARE	WORK GLOVES	05/21/2026	36.98
Department 6220 - Facilities Total:			126.71
Fund 001 - General Total:			286.01

Expense Approval Report

Post Dates: 3/24/2026 - 6/1/2026

Vendor Name	Description (Item)	Payable Date	Amount
Fund: 110 - Road Use Tax Fund			
Department: 2100 - Streets and Debt Service Fund			
ACE HARDWARE	SOCKET SET	05/20/2026	15.99
Department 2100 - Streets and Debt Service Fund Total:			15.99
Fund 110 - Road Use Tax Fund Total:			15.99
Purchased From Vendor ACE HARDWARE Total:			302.00
Purchased From Vendor: ACME TOOLS			
Fund: 001 - General			
Department: 6220 - Facilities			
ACME TOOLS	BLOWER & CAULK GUN	05/21/2026	478.00
ACME TOOLS	SAFETY STEP STOOL	05/21/2026	199.94
Department 6220 - Facilities Total:			677.94
Fund 001 - General Total:			677.94
Purchased From Vendor ACME TOOLS Total:			677.94
Purchased From Vendor: AGRILAND FS INC			
Fund: 001 - General			
Department: 4300 - Parks			
AGRILAND FS INC	SNAPSHOT HERBICIDE	05/18/2026	244.00
Department 4300 - Parks Total:			244.00
Fund 001 - General Total:			244.00
Purchased From Vendor AGRILAND FS INC Total:			244.00
Purchased From Vendor: AGSOURCE COOPERATIVE SERVICES			
Fund: 680 - Wellness Campus Fund			
Department: 8700 - Wellness Campus			
AGSOURCE COOPERATIVE SERVICES	INSPECTIONS/TESTING POOLS	05/19/2026	44.50
Department 8700 - Wellness Campus Total:			44.50
Fund 680 - Wellness Campus Fund Total:			44.50
Purchased From Vendor AGSOURCE COOPERATIVE SERVICES Total:			44.50
Purchased From Vendor: AHLERS & COONEY P.C.			
Fund: 001 - General			
Department: 5200 - Economic Development			
AHLERS & COONEY P.C.	AMEND NO 1 TO KENTUCKY RIDGE URP	05/19/2026	144.00
AHLERS & COONEY P.C.	A&R IDG 3, LLC DA	05/19/2026	864.00
AHLERS & COONEY P.C.	FIRST AMEND TO SUNSTONE INVESTMENTS DA	05/19/2026	210.00
AHLERS & COONEY P.C.	DEER RUN PARTNERS, L.L.C. DA	05/19/2026	1,492.50
Department 5200 - Economic Development Total:			2,710.50
Fund 001 - General Total:			2,710.50
Purchased From Vendor AHLERS & COONEY P.C. Total:			2,710.50
Purchased From Vendor: AL COFFMAN CONSTRUCTION			
Fund: 001 - General			
Department: 4300 - Parks			
AL COFFMAN CONSTRUCTION	MOATS SHED - DOOR REPAIR	05/18/2026	2,320.00
Department 4300 - Parks Total:			2,320.00
Fund 001 - General Total:			2,320.00
Purchased From Vendor AL COFFMAN CONSTRUCTION Total:			2,320.00
Purchased From Vendor: AMAZON CAPITAL SERVICES			
Fund: 001 - General			
Department: 4500 - Pool (Memorial)			
AMAZON CAPITAL SERVICES	VMAC WALKIE TALKIES	05/18/2026	169.95
AMAZON CAPITAL SERVICES	REFRIGERATOR	05/18/2026	26.35
	THERMOMETER - VMAC CONCESSIONS		

Expense Approval Report

Post Dates: 3/24/2026 - 6/1/2026

Vendor Name	Description (Item)	Payable Date	Amount
AMAZON CAPITAL SERVICES	ALCOHOL WIPES VMAC	05/19/2026	9.89
AMAZON CAPITAL SERVICES	SAFETY WHISTLES & LANYARDS	05/21/2026	59.33
AMAZON CAPITAL SERVICES	ALL PURPOSE ADHESIVE	05/21/2026	26.00
Department 4500 - Pool (Memorial) Total:			291.52
Fund 001 - General Total:			291.52
Purchased From Vendor AMAZON CAPITAL SERVICES Total:			291.52

Purchased From Vendor: ASCENDANCE TRUCK CENTERS

Fund: 110 - Road Use Tax Fund

Department: 2100 - Streets and Debt Service Fund

ASCENDANCE TRUCK CENTERS	REPLACE DPF - 2014 INTERNATIONAL Unit 23	05/23/2026	6,869.36
ASCENDANCE TRUCK CENTERS	REPLACE DOWNPIPE®EN- 2014 INTERNATIONAL Unit 24	05/23/2026	3,600.26
Department 2100 - Streets and Debt Service Fund Total:			10,469.62
Fund 110 - Road Use Tax Fund Total:			10,469.62
Purchased From Vendor ASCENDANCE TRUCK CENTERS Total:			10,469.62

Purchased From Vendor: BEEBE'S CAMERA AND CLEAN LLC

Fund: 001 - General

Department: 1500 - Fire

BEEBE'S CAMERA AND CLEAN LLC	FLOOR DRAIN SNAKED	05/18/2026	175.00
Department 1500 - Fire Total:			175.00
Fund 001 - General Total:			175.00
Purchased From Vendor BEEBE'S CAMERA AND CLEAN LLC Total:			175.00

Purchased From Vendor: BIG STATE INDUSTRIAL SUPPLY INC

Fund: 110 - Road Use Tax Fund

Department: 2100 - Streets and Debt Service Fund

BIG STATE INDUSTRIAL SUPPLY INC	DRIVERS GLOVES	05/07/2026	323.64
Department 2100 - Streets and Debt Service Fund Total:			323.64
Fund 110 - Road Use Tax Fund Total:			323.64
Purchased From Vendor BIG STATE INDUSTRIAL SUPPLY INC Total:			323.64

Purchased From Vendor: BOB'S CUSTOM TROPHIES

Fund: 001 - General

Department: 1100 - Police

BOB'S CUSTOM TROPHIES	PLAQUE - MARSH	05/13/2026	109.00
BOB'S CUSTOM TROPHIES	NAME PLATE - PAIGE MILLER	05/18/2026	9.50
Department 1100 - Police Total:			118.50
Fund 001 - General Total:			118.50
Purchased From Vendor BOB'S CUSTOM TROPHIES Total:			118.50

Purchased From Vendor: BOEGE, LISA

Fund: 001 - General

Department: 4200 - Park & Rec Administration

BOEGE, LISA	OFFICIAL - 4TH-6TH YTH SB	05/15/2026	140.00
BOEGE, LISA	OFFICIAL - 4TH-6TH YTH SB	05/22/2026	140.00
Department 4200 - Park & Rec Administration Total:			280.00
Fund 001 - General Total:			280.00
Purchased From Vendor BOEGE, LISA Total:			280.00

Purchased From Vendor: BOUND TREE MEDICAL LLC

Fund: 001 - General

Department: 1600 - Ambulance

BOUND TREE MEDICAL LLC	AMBULANCE SUPPLIES - SANI CLOTH WIPES	05/13/2026	236.76
BOUND TREE MEDICAL LLC	GLOVES	05/18/2026	182.90

Expense Approval Report

Post Dates: 3/24/2026 - 6/1/2026

Vendor Name	Description (Item)	Payable Date	Amount
BOUND TREE MEDICAL LLC	AMBULANCE SUPPLIES	05/18/2026	4,392.18
Department 1600 - Ambulance Total:			4,811.84
Fund 001 - General Total:			4,811.84
Purchased From Vendor BOUND TREE MEDICAL LLC Total:			4,811.84
Purchased From Vendor: BROADCAST MUSIC INC			
Fund: 001 - General			
Department: 6500 - General Govt and Buildings			
BROADCAST MUSIC INC	MUSIC PERMIT	05/02/2026	459.00
Department 6500 - General Govt and Buildings Total:			459.00
Fund 001 - General Total:			459.00
Purchased From Vendor BROADCAST MUSIC INC Total:			459.00
Purchased From Vendor: CENTRAL IOWA FASTENERS			
Fund: 001 - General			
Department: 4200 - Park & Rec Administration			
CENTRAL IOWA FASTENERS	SKIN CLEANER, TOILET PAPER	05/21/2026	413.68
Department 4200 - Park & Rec Administration Total:			413.68
Fund 001 - General Total:			413.68
Purchased From Vendor CENTRAL IOWA FASTENERS Total:			413.68
Purchased From Vendor: COMPLETE CARPET CARE INC			
Fund: 680 - Wellness Campus Fund			
Department: 8700 - Wellness Campus			
COMPLETE CARPET CARE INC	CLEAN CARPET-LEARN & PLAY	05/16/2026	135.00
Department 8700 - Wellness Campus Total:			135.00
Fund 680 - Wellness Campus Fund Total:			135.00
Purchased From Vendor COMPLETE CARPET CARE INC Total:			135.00
Purchased From Vendor: CONCRETE POLYFIX INC			
Fund: 001 - General			
Department: 4300 - Parks			
CONCRETE POLYFIX INC	REPAIR BARKER PARK SOUTH SIDEWALK	05/20/2026	2,500.00
Department 4300 - Parks Total:			2,500.00
Fund 001 - General Total:			2,500.00
Purchased From Vendor CONCRETE POLYFIX INC Total:			2,500.00
Purchased From Vendor: CORE-MARK MIDCONTINENT INC			
Fund: 001 - General			
Department: 4200 - Park & Rec Administration			
CORE-MARK MIDCONTINENT INC	CONCESSIONS - PICKARD	05/19/2026	592.66
Department 4200 - Park & Rec Administration Total:			592.66
Fund 001 - General Total:			592.66
Purchased From Vendor CORE-MARK MIDCONTINENT INC Total:			592.66
Purchased From Vendor: DUST PROS JANITORIAL			
Fund: 001 - General			
Department: 6210 - Info & Tech			
DUST PROS JANITORIAL	JANITORIAL - BUXTON	05/15/2026	500.00
Department 6210 - Info & Tech Total:			500.00
Department: 6500 - General Govt and Buildings			
DUST PROS JANITORIAL	JANITORIAL SERVICES - CITY HALL	05/15/2026	4,225.00
Department 6500 - General Govt and Buildings Total:			4,225.00
Fund 001 - General Total:			4,725.00

Expense Approval Report

Post Dates: 3/24/2026 - 6/1/2026

Vendor Name	Description (Item)	Payable Date	Amount
Fund: 110 - Road Use Tax Fund			
Department: 2100 - Streets and Debt Service Fund			
DUST PROS JANITORIAL	JANITORIAL SERVICES - STREETS	05/15/2026	500.00
Department 2100 - Streets and Debt Service Fund Total:			500.00
Fund 110 - Road Use Tax Fund Total:			500.00
Fund: 610 - Sewer Fund			
Department: 8350 - Sewer Plant			
DUST PROS JANITORIAL	JANITORIAL SERVICES - WRRF	05/15/2026	675.00
Department 8350 - Sewer Plant Total:			675.00
Fund 610 - Sewer Fund Total:			675.00
Purchased From Vendor DUST PROS JANITORIAL Total:			5,900.00
Purchased From Vendor: EQUIPMENT MANAGEMENT COMPANY			
Fund: 001 - General			
Department: 1500 - Fire			
EQUIPMENT MANAGEMENT COMPANY	WHIP HOSE ASSEMBLY, O-RINGS	05/01/2026	1,179.70
Department 1500 - Fire Total:			1,179.70
Fund 001 - General Total:			1,179.70
Purchased From Vendor EQUIPMENT MANAGEMENT COMPANY Total:			1,179.70
Purchased From Vendor: FRIENDS OF IWC			
Fund: 680 - Wellness Campus Fund			
Department: 8700 - Wellness Campus			
FRIENDS OF IWC	ZUMBA FUNDRAISER	05/18/2026	154.84
Department 8700 - Wellness Campus Total:			154.84
Fund 680 - Wellness Campus Fund Total:			154.84
Purchased From Vendor FRIENDS OF IWC Total:			154.84
Purchased From Vendor: GRAINGER INC			
Fund: 001 - General			
Department: 6220 - Facilities			
GRAINGER INC	PITCH V-BELT PULLEY, ELAWSTOMER, SHUT OFF, TSTAT	05/18/2026	231.12
GRAINGER INC	PITCH V-BELT PULLEY	05/20/2026	32.33
Department 6220 - Facilities Total:			263.45
Fund 001 - General Total:			263.45
Purchased From Vendor GRAINGER INC Total:			263.45
Purchased From Vendor: HAUS ROOFING & CONST SRVS			
Fund: 680 - Wellness Campus Fund			
Department: 8700 - Wellness Campus			
HAUS ROOFING & CONST SRVS	IWC ROOF REPAIRS	05/20/2026	2,410.00
Department 8700 - Wellness Campus Total:			2,410.00
Fund 680 - Wellness Campus Fund Total:			2,410.00
Purchased From Vendor HAUS ROOFING & CONST SRVS Total:			2,410.00
Purchased From Vendor: INDEPENDENT ADVOCATE			
Fund: 001 - General			
Department: 6500 - General Govt and Buildings			
INDEPENDENT ADVOCATE	PH NOTICE - FREEMAN REZONING	05/12/2026	36.54
INDEPENDENT ADVOCATE	20260504 CC MINUTES	05/12/2026	477.54
Department 6500 - General Govt and Buildings Total:			514.08
Fund 001 - General Total:			514.08
Purchased From Vendor INDEPENDENT ADVOCATE Total:			514.08

Expense Approval Report

Post Dates: 3/24/2026 - 6/1/2026

Vendor Name	Description (Item)	Payable Date	Amount
Purchased From Vendor: INDIANOLA FIREFIGHTERS ASSOC			
Fund: 001 - General			
Department: 1600 - Ambulance			
INDIANOLA FIREFIGHTERS ASSOC	MATCHING CONTRIBUTION - AIRWAY MGMT & CPR TRAINING	05/12/2026	1,916.00
Department 1600 - Ambulance Total:			1,916.00
Fund 001 - General Total:			1,916.00
Purchased From Vendor INDIANOLA FIREFIGHTERS ASSOC Total:			1,916.00
Purchased From Vendor: INDIANOLA MUNICIPAL UTILITIES			
Fund: 001 - General			
Department: 6500 - General Govt and Buildings			
INDIANOLA MUNICIPAL UTILITIES	FIRE SERVICE FEES CITY HALL	05/01/2026	81.57
Department 6500 - General Govt and Buildings Total:			81.57
Fund 001 - General Total:			81.57
Fund: 680 - Wellness Campus Fund			
Department: 8700 - Wellness Campus			
INDIANOLA MUNICIPAL UTILITIES	FIRE SERVICE FEES - IWC	05/01/2026	333.68
Department 8700 - Wellness Campus Total:			333.68
Fund 680 - Wellness Campus Fund Total:			333.68
Purchased From Vendor INDIANOLA MUNICIPAL UTILITIES Total:			415.25
Purchased From Vendor: INDIANOLA SCHOOLS FOOD SERVICE			
Fund: 001 - General			
Department: 4200 - Park & Rec Administration			
INDIANOLA SCHOOLS FOOD SERVICE	ZONE SNACKS 9/11/25-3/05/26	05/04/2026	1,253.82
Department 4200 - Park & Rec Administration Total:			1,253.82
Fund 001 - General Total:			1,253.82
Purchased From Vendor INDIANOLA SCHOOLS FOOD SERVICE Total:			1,253.82
Purchased From Vendor: INFOMAX OFFICE SYSTEMS INC.			
Fund: 001 - General			
Department: 1700 - Community Development			
INFOMAX OFFICE SYSTEMS INC.	BLACK INK CARTRIDGE	05/09/2026	111.90
Department 1700 - Community Development Total:			111.90
Department: 6210 - Info & Tech			
INFOMAX OFFICE SYSTEMS INC.	PRINTER CONTRACT	05/13/2026	4,648.41
Department 6210 - Info & Tech Total:			4,648.41
Fund 001 - General Total:			4,760.31
Purchased From Vendor INFOMAX OFFICE SYSTEMS INC. Total:			4,760.31
Purchased From Vendor: IOWA DEPT OF INSPECTIONS, APPEALS & LICENSING			
Fund: 680 - Wellness Campus Fund			
Department: 8700 - Wellness Campus			
IOWA DEPT OF INSPECTIONS, APPEALS & LICENSING	ELEVATOR PERMIT & INSPECTION	05/11/2026	175.00
Department 8700 - Wellness Campus Total:			175.00
Fund 680 - Wellness Campus Fund Total:			175.00
Purchased From Vendor IOWA DEPT OF INSPECTIONS, APPEALS & LICENSING Total:			175.00

Expense Approval Report

Post Dates: 3/24/2026 - 6/1/2026

Vendor Name	Description (Item)	Payable Date	Amount
Purchased From Vendor: IOWA PRISON INDUSTRIES			
Fund: 110 - Road Use Tax Fund			
Department: 2100 - Streets and Debt Service Fund			
IOWA PRISON INDUSTRIES	SIGN - NO TRUCKS SYMBOL	05/19/2026	118.50
Department 2100 - Streets and Debt Service Fund Total:			118.50
Fund 110 - Road Use Tax Fund Total:			118.50
Purchased From Vendor IOWA PRISON INDUSTRIES Total:			118.50
Purchased From Vendor: IOWA-DES MOINES SUPPLY INC.			
Fund: 680 - Wellness Campus Fund			
Department: 8700 - Wellness Campus			
IOWA-DES MOINES SUPPLY INC.	MATERIALS/SUPPLIES	05/13/2026	918.18
IOWA-DES MOINES SUPPLY INC.	MEMBERSHIP	05/13/2026	142.56
IOWA-DES MOINES SUPPLY INC.	PAPER TOWELS	05/13/2026	36.70
IOWA-DES MOINES SUPPLY INC.	LINERS	05/13/2026	-241.20
IOWA-DES MOINES SUPPLY INC.	RETURN - WRONG PAPER TOWELS	05/14/2026	
Department 8700 - Wellness Campus Total:			856.24
Fund 680 - Wellness Campus Fund Total:			856.24
Purchased From Vendor IOWA-DES MOINES SUPPLY INC. Total:			856.24
Purchased From Vendor: JAMES OIL COMPANY LLC			
Fund: 001 - General			
Department: 6500 - General Govt and Buildings			
JAMES OIL COMPANY LLC	CITY HALL GENERATOR FUEL	05/21/2026	694.32
Department 6500 - General Govt and Buildings Total:			694.32
Fund 001 - General Total:			694.32
Purchased From Vendor JAMES OIL COMPANY LLC Total:			694.32
Purchased From Vendor: JERRY'S HOMES INC			
Fund: 001 - General			
Department: 1700 - Community Development			
JERRY'S HOMES INC	ELECTRIC FEES CHARGES - NOT OUR TERRITORY	05/14/2026	1,000.00
Department 1700 - Community Development Total:			1,000.00
Fund 001 - General Total:			1,000.00
Purchased From Vendor JERRY'S HOMES INC Total:			1,000.00
Purchased From Vendor: JV TRUCKING LLC			
Fund: 110 - Road Use Tax Fund			
Department: 2100 - Streets and Debt Service Fund			
JV TRUCKING LLC	DELIVER & SPREAD	05/21/2026	469.44
JV TRUCKING LLC	ROADSTONE SOUTH G ST	05/21/2026	462.60
JV TRUCKING LLC	ROADSTONE SOUTH 1ST ST	05/21/2026	446.76
JV TRUCKING LLC	ROADSTONE SOUTH Y ST	05/21/2026	463.56
JV TRUCKING LLC	ROADSTONE COUNTRY CLUB RD	05/21/2026	2,193.24
JV TRUCKING LLC	ROADSTONE WEST 17TH AVE	05/21/2026	1,697.88
JV TRUCKING LLC	ROADSTONE TO IOWA ST	05/21/2026	1,837.56
JV TRUCKING LLC	ROADSTONE TO PLAINVIEW AVE	05/21/2026	1,732.44
JV TRUCKING LLC	ROADSTONE ON KENNEDY ST	05/21/2026	
Department 2100 - Streets and Debt Service Fund Total:			9,303.48

Expense Approval Report

Post Dates: 3/24/2026 - 6/1/2026

Vendor Name	Description (Item)	Payable Date	Amount
Department: 2500 - Snow Removal			
JV TRUCKING LLC	ICE CONTROL SAND - SHOP BINS	05/20/2026	2,111.98
Department 2500 - Snow Removal Total:			2,111.98
Fund 110 - Road Use Tax Fund Total:			11,415.46
Purchased From Vendor JV TRUCKING LLC Total:			11,415.46
Purchased From Vendor: KELLY, JACOB			
Fund: 001 - General			
Department: 4200 - Park & Rec Administration			
KELLY, JACOB	OFFICIAL - COED ASB	05/22/2026	108.00
Department 4200 - Park & Rec Administration Total:			108.00
Fund 001 - General Total:			108.00
Purchased From Vendor KELLY, JACOB Total:			108.00
Purchased From Vendor: LEAGUE OF NEBRASKA MUNICIPALITIES			
Fund: 110 - Road Use Tax Fund			
Department: 2100 - Streets and Debt Service Fund			
LEAGUE OF NEBRASKA MUNICIPALITIES	PUBLIC WORKS DIRECTOR RECRUITMENT	05/14/2026	78.75
Department 2100 - Streets and Debt Service Fund Total:			78.75
Fund 110 - Road Use Tax Fund Total:			78.75
Fund: 610 - Sewer Fund			
Department: 8300 - Sewer			
LEAGUE OF NEBRASKA MUNICIPALITIES	PUBLIC WORKS DIRECTOR RECRUITMENT	05/14/2026	78.75
Department 8300 - Sewer Total:			78.75
Fund 610 - Sewer Fund Total:			78.75
Purchased From Vendor LEAGUE OF NEBRASKA MUNICIPALITIES Total:			157.50
Purchased From Vendor: LOGAN CONTRACTORS SUPPLY INC.			
Fund: 110 - Road Use Tax Fund			
Department: 2100 - Streets and Debt Service Fund			
LOGAN CONTRACTORS SUPPLY INC.	BATTERY, SNAP HDLE, FINISH BROOM, ETC	05/15/2026	1,754.67
Department 2100 - Streets and Debt Service Fund Total:			1,754.67
Fund 110 - Road Use Tax Fund Total:			1,754.67
Purchased From Vendor LOGAN CONTRACTORS SUPPLY INC. Total:			1,754.67
Purchased From Vendor: MAJCO LLC			
Fund: 001 - General			
Department: 1100 - Police			
MAJCO LLC	INVOICE BALANCE - NEW TIRES UNIT 213	05/20/2026	71.43
Department 1100 - Police Total:			71.43
Department: 1600 - Ambulance			
MAJCO LLC	TIRES - 2018 RAM 4500	05/22/2026	782.48
Department 1600 - Ambulance Total:			782.48
Department: 4300 - Parks			
MAJCO LLC	TIRE TUBE	05/12/2026	15.75
Department 4300 - Parks Total:			15.75
Fund 001 - General Total:			869.66
Purchased From Vendor MAJCO LLC Total:			869.66
Purchased From Vendor: MARTIN MARIETTA MATERIALS			
Fund: 110 - Road Use Tax Fund			
Department: 2100 - Streets and Debt Service Fund			
MARTIN MARIETTA MATERIALS	ROADSTONE - COUNTRY CLUB	05/15/2026	851.79

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Vendor Name	Description (Item)	Payable Date	Amount
MARTIN MARIETTA MATERIALS	ROADSTONE - PLAINVIEW	05/15/2026	1,675.36
Department 2100 - Streets and Debt Service Fund Total:			2,527.15
Fund 110 - Road Use Tax Fund Total:			2,527.15
Purchased From Vendor MARTIN MARIETTA MATERIALS Total:			2,527.15
Purchased From Vendor: MCINTYRE, CRAIG			
Fund: 001 - General			
Department: 4200 - Park & Rec Administration			
MCINTYRE, CRAIG	OFFICIAL COED & CHURC ASB	05/15/2026	144.00
Department 4200 - Park & Rec Administration Total:			144.00
Fund 001 - General Total:			144.00
Purchased From Vendor MCINTYRE, CRAIG Total:			144.00
Purchased From Vendor: MEDIMPACT HEALTHCARE SYSTEMS INC			
Fund: 001 - General			
Department: 1100 - Police			
MEDIMPACT HEALTHCARE SYSTEMS INC	411 Rx	05/16/2026	62.64
Department 1100 - Police Total:			62.64
Fund 001 - General Total:			62.64
Purchased From Vendor MEDIMPACT HEALTHCARE SYSTEMS INC Total:			62.64
Purchased From Vendor: MID AMERICAN ENERGY CO.			
Fund: 001 - General			
Department: 6500 - General Govt and Buildings			
MID AMERICAN ENERGY CO.	ELECTRIC - ENTRANCE SIGN	05/14/2026	11.22
Department 6500 - General Govt and Buildings Total:			11.22
Fund 001 - General Total:			11.22
Fund: 110 - Road Use Tax Fund			
Department: 2300 - Street Lighting			
MID AMERICAN ENERGY CO.	STREET LIGHTING	05/14/2026	463.47
Department 2300 - Street Lighting Total:			463.47
Fund 110 - Road Use Tax Fund Total:			463.47
Fund: 610 - Sewer Fund			
Department: 8350 - Sewer Plant			
MID AMERICAN ENERGY CO.	WRRF ELECTRIC/GAS	05/14/2026	10,027.70
Department 8350 - Sewer Plant Total:			10,027.70
Fund 610 - Sewer Fund Total:			10,027.70
Purchased From Vendor MID AMERICAN ENERGY CO. Total:			10,502.39
Purchased From Vendor: MUTUAL OF OMAHA			
Fund: 001 - General			
Department: 0000 - Non-Departmental			
MUTUAL OF OMAHA	LIFE, AD&D,LTD, STD	04/06/2026	1,408.21
Department 0000 - Non-Departmental Total:			1,408.21
Department: 1100 - Police			
MUTUAL OF OMAHA	LIFE, AD&D,LTD, STD	04/06/2026	1,869.60
Department 1100 - Police Total:			1,869.60
Department: 1500 - Fire			
MUTUAL OF OMAHA	LIFE, AD&D,LTD, STD	04/06/2026	231.25
Department 1500 - Fire Total:			231.25
Department: 1600 - Ambulance			
MUTUAL OF OMAHA	LIFE, AD&D,LTD, STD	04/06/2026	1,310.41
Department 1600 - Ambulance Total:			1,310.41
Department: 1700 - Community Development			
MUTUAL OF OMAHA	LIFE, AD&D,LTD, STD	04/06/2026	399.80
Department 1700 - Community Development Total:			399.80

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Vendor Name	Description (Item)	Payable Date	Amount
Department: 4100 - Library			
MUTUAL OF OMAHA	LIFE, AD&D,LTD, STD	04/06/2026	380.89
Department 4100 - Library Total:			380.89
Department: 4200 - Park & Rec Administration			
MUTUAL OF OMAHA	LIFE, AD&D,LTD, STD	04/06/2026	311.26
Department 4200 - Park & Rec Administration Total:			311.26
Department: 4300 - Parks			
MUTUAL OF OMAHA	LIFE, AD&D,LTD, STD	04/06/2026	279.34
Department 4300 - Parks Total:			279.34
Department: 6150 - City Manager			
MUTUAL OF OMAHA	LIFE, AD&D,LTD, STD	04/06/2026	94.00
Department 6150 - City Manager Total:			94.00
Department: 6200 - Clerk/Finance			
MUTUAL OF OMAHA	LIFE, AD&D,LTD, STD	04/06/2026	238.30
Department 6200 - Clerk/Finance Total:			238.30
Department: 6210 - Info & Tech			
MUTUAL OF OMAHA	LIFE, AD&D,LTD, STD	04/06/2026	406.02
Department 6210 - Info & Tech Total:			406.02
Department: 6250 - Human Resources			
MUTUAL OF OMAHA	LIFE, AD&D,LTD, STD	04/06/2026	173.55
Department 6250 - Human Resources Total:			173.55
Fund 001 - General Total:			7,102.63
Fund: 110 - Road Use Tax Fund			
Department: 2100 - Streets and Debt Service Fund			
MUTUAL OF OMAHA	LIFE, AD&D,LTD, STD	04/06/2026	562.41
Department 2100 - Streets and Debt Service Fund Total:			562.41
Fund 110 - Road Use Tax Fund Total:			562.41
Fund: 610 - Sewer Fund			
Department: 8300 - Sewer			
MUTUAL OF OMAHA	LIFE, AD&D,LTD, STD	04/06/2026	377.67
Department 8300 - Sewer Total:			377.67
Fund 610 - Sewer Fund Total:			377.67
Fund: 680 - Wellness Campus Fund			
Department: 8700 - Wellness Campus			
MUTUAL OF OMAHA	LIFE, AD&D,LTD, STD	04/06/2026	177.98
Department 8700 - Wellness Campus Total:			177.98
Fund 680 - Wellness Campus Fund Total:			177.98
Purchased From Vendor MUTUAL OF OMAHA Total:			8,220.69
Purchased From Vendor: NAPA AUTO PARTS			
Fund: 001 - General			
Department: 6220 - Facilities			
NAPA AUTO PARTS	DRILL BIT	05/14/2026	34.10
Department 6220 - Facilities Total:			34.10
Fund 001 - General Total:			34.10
Purchased From Vendor NAPA AUTO PARTS Total:			34.10
Purchased From Vendor: NIEMEYER, KRISTY			
Fund: 001 - General			
Department: 5100 - Community Betterment			
NIEMEYER, KRISTY	REFUND - 2026 ART FEST - CHANGE ENTRY FEE	05/22/2026	25.00
Department 5100 - Community Betterment Total:			25.00
Fund 001 - General Total:			25.00
Purchased From Vendor NIEMEYER, KRISTY Total:			25.00

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Vendor Name	Description (Item)	Payable Date	Amount
Purchased From Vendor: NIPPON SANZO MATHESON, INC.			
Fund: 001 - General			
Department: 1600 - Ambulance			
NIPPON SANZO MATHESON, INC.	AMBULANCE SUPPLIES - OXYGEN EXCHANGE	05/19/2026	280.60
NIPPON SANZO MATHESON, INC.	AMBULANCE SUPPLIES - OXYGEN	05/21/2026	185.68
Department 1600 - Ambulance Total:			466.28
Fund 001 - General Total:			466.28
Purchased From Vendor NIPPON SANZO MATHESON, INC. Total:			466.28
Purchased From Vendor: NIXON, TREYTON			
Fund: 001 - General			
Department: 1100 - Police			
NIXON, TREYTON	ROOM & MEALS - K9 CERTIFICATION	05/12/2026	451.28
Department 1100 - Police Total:			451.28
Fund 001 - General Total:			451.28
Purchased From Vendor NIXON, TREYTON Total:			451.28
Purchased From Vendor: NORWALK READY-MIXED CONCRETE INC			
Fund: 110 - Road Use Tax Fund			
Department: 2100 - Streets and Debt Service Fund			
NORWALK READY-MIXED CONCRETE INC	LIMESTONE 1101 W IOWA	05/11/2026	3,069.00
NORWALK READY-MIXED CONCRETE INC	LIMESTONE 1101 W IOWA	05/12/2026	1,888.50
NORWALK READY-MIXED CONCRETE INC	LIMESTONE - 1101 W IOWA	05/13/2026	1,888.50
NORWALK READY-MIXED CONCRETE INC	LIMESTONE NO ASH - 1101 W IOWA ST	05/14/2026	3,225.00
Department 2100 - Streets and Debt Service Fund Total:			10,071.00
Fund 110 - Road Use Tax Fund Total:			10,071.00
Fund: 650 - Stormwater Utility Fund			
Department: 9000 - Stormwater			
NORWALK READY-MIXED CONCRETE INC	LS NO ASH - 501 N 7TH ST	05/04/2026	360.00
NORWALK READY-MIXED CONCRETE INC	LS NO ASH - 501 N 7TH	05/05/2026	225.00
NORWALK READY-MIXED CONCRETE INC	LS NO ASH - 608 S G ST	05/06/2026	453.13
NORWALK READY-MIXED CONCRETE INC	LS NO ASH - 608 S G ST	05/07/2026	407.50
Department 9000 - Stormwater Total:			1,445.63
Fund 650 - Stormwater Utility Fund Total:			1,445.63
Purchased From Vendor NORWALK READY-MIXED CONCRETE INC Total:			11,516.63
Purchased From Vendor: O'REILLY AUTO PARTS			
Fund: 001 - General			
Department: 1100 - Police			
O'REILLY AUTO PARTS	CAR WASH	04/22/2026	17.98
Department 1100 - Police Total:			17.98
Department: 4300 - Parks			
O'REILLY AUTO PARTS	OIL & FILTERS	05/20/2026	86.62
Department 4300 - Parks Total:			86.62
Fund 001 - General Total:			104.60
Fund: 110 - Road Use Tax Fund			
Department: 2100 - Streets and Debt Service Fund			
O'REILLY AUTO PARTS	CABIN FILTER	04/02/2026	15.98
O'REILLY AUTO PARTS	WASHER PUMP	04/03/2026	25.34

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Vendor Name	Description (Item)	Payable Date	Amount
O'REILLY AUTO PARTS	RETURN ADAPTER SET & RADIATOR CAP KIT	04/03/2026	-208.98
O'REILLY AUTO PARTS	PULLER	04/24/2026	47.99
O'REILLY AUTO PARTS	RETURN PULLER	04/24/2026	-47.99
O'REILLY AUTO PARTS	HAND THROTL & SPARK PLUGS	04/30/2026	32.73
O'REILLY AUTO PARTS	RETURN HAND THROTL	05/01/2026	-23.87
O'REILLY AUTO PARTS	FUEL & AIR FILTERS Unit 26	05/22/2026	309.69
Department 2100 - Streets and Debt Service Fund Total:			150.89
Fund 110 - Road Use Tax Fund Total:			150.89
Fund: 610 - Sewer Fund			
Department: 8300 - Sewer			
O'REILLY AUTO PARTS	O'REILLY DEF	04/01/2026	22.90
O'REILLY AUTO PARTS	OIL & FILTER	04/14/2026	64.84
O'REILLY AUTO PARTS	ADAPTER	04/24/2026	21.89
O'REILLY AUTO PARTS	HYD HOSE & MEGACRIMP	05/20/2026	55.80
Department 8300 - Sewer Total:			165.43
Fund 610 - Sewer Fund Total:			165.43
Purchased From Vendor O'REILLY AUTO PARTS Total:			420.92
Purchased From Vendor: OXFORD TREE SERVICE			
Fund: 001 - General			
Department: 4300 - Parks			
OXFORD TREE SERVICE	REMOVE DEAD TREES - PICKARD	05/18/2026	1,295.00
Department 4300 - Parks Total:			1,295.00
Fund 001 - General Total:			1,295.00
Purchased From Vendor OXFORD TREE SERVICE Total:			1,295.00
Purchased From Vendor: PEPSICO BEVERAGE SALES LLC			
Fund: 001 - General			
Department: 4200 - Park & Rec Administration			
PEPSICO BEVERAGE SALES LLC	CONCESSIONS - PICKARD	05/20/2026	768.84
Department 4200 - Park & Rec Administration Total:			768.84
Fund 001 - General Total:			768.84
Purchased From Vendor PEPSICO BEVERAGE SALES LLC Total:			768.84
Purchased From Vendor: PERFECTION PEST MANAGEMENT			
Fund: 110 - Road Use Tax Fund			
Department: 2100 - Streets and Debt Service Fund			
PERFECTION PEST MANAGEMENT	PEST CONTROL	05/15/2026	53.50
Department 2100 - Streets and Debt Service Fund Total:			53.50
Fund 110 - Road Use Tax Fund Total:			53.50
Purchased From Vendor PERFECTION PEST MANAGEMENT Total:			53.50
Purchased From Vendor: PIERCE BROTHERS REPAIR			
Fund: 001 - General			
Department: 4200 - Park & Rec Administration			
PIERCE BROTHERS REPAIR	WELD SIGN POST - STORY WALK	05/20/2026	18.00
Department 4200 - Park & Rec Administration Total:			18.00
Department: 4300 - Parks			
PIERCE BROTHERS REPAIR	RELOCATE HANDLE	05/21/2026	112.00
Department 4300 - Parks Total:			112.00
Fund 001 - General Total:			130.00
Purchased From Vendor PIERCE BROTHERS REPAIR Total:			130.00

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Vendor Name	Description (Item)	Payable Date	Amount
Purchased From Vendor: PROIMAGE SIGN & LIGHTING			
Fund: 680 - Wellness Campus Fund			
Department: 8700 - Wellness Campus			
PROIMAGE SIGN & LIGHTING	Front Desk Signs	05/20/2026	25.00
Department 8700 - Wellness Campus Total:			25.00
Fund 680 - Wellness Campus Fund Total:			25.00
Purchased From Vendor PROIMAGE SIGN & LIGHTING Total:			25.00
Purchased From Vendor: PROSCREENING LLC			
Fund: 001 - General			
Department: 1600 - Ambulance			
PROSCREENING LLC	PRE EMPLOYMENT - HUTCHISON	05/15/2026	34.00
Department 1600 - Ambulance Total:			34.00
Department: 4100 - Library			
PROSCREENING LLC	PRE EMPLOYMENT - HUMMEL	05/15/2026	34.00
Department 4100 - Library Total:			34.00
Fund 001 - General Total:			68.00
Purchased From Vendor PROSCREENING LLC Total:			68.00
Purchased From Vendor: PURCHASE POWER			
Fund: 001 - General			
Department: 6500 - General Govt and Buildings			
PURCHASE POWER	POSTAGE OVERAGE	05/20/2026	2.25
PURCHASE POWER	POSTAGE - 5/26 REFILL	05/26/2026	500.00
Department 6500 - General Govt and Buildings Total:			502.25
Fund 001 - General Total:			502.25
Purchased From Vendor PURCHASE POWER Total:			502.25
Purchased From Vendor: RELIANT FIRE APPARATUS			
Fund: 001 - General			
Department: 1500 - Fire			
RELIANT FIRE APPARATUS	PUMP TEST #333	05/21/2026	751.00
RELIANT FIRE APPARATUS	PUMP TEST #334	05/21/2026	467.50
RELIANT FIRE APPARATUS	PUMP TEST #332	05/21/2026	467.50
Department 1500 - Fire Total:			1,686.00
Fund 001 - General Total:			1,686.00
Purchased From Vendor RELIANT FIRE APPARATUS Total:			1,686.00
Purchased From Vendor: RENEW BIOMEDICAL			
Fund: 001 - General			
Department: 1600 - Ambulance			
RENEW BIOMEDICAL	MAINTENANCE CONTRACT	03/24/2026	3,120.00
Department 1600 - Ambulance Total:			3,120.00
Fund 001 - General Total:			3,120.00
Purchased From Vendor RENEW BIOMEDICAL Total:			3,120.00
Purchased From Vendor: RT'S LAWN & LANDSCAPE LLC			
Fund: 001 - General			
Department: 1700 - Community Development			
RT'S LAWN & LANDSCAPE LLC	MOWING - 400 E BOSTON - ABATEMENT	05/14/2026	290.00
RT'S LAWN & LANDSCAPE LLC	MOWING - 403 W CLINTON	05/14/2026	145.00
RT'S LAWN & LANDSCAPE LLC	MOWING - 710 W 1ST AVE - ABATEMENT	05/14/2026	290.00
RT'S LAWN & LANDSCAPE LLC	MOWING - 207 S H ST - ABATEMENT	05/21/2026	145.00
RT'S LAWN & LANDSCAPE LLC	MOWING - 509 W 2ND AVE - ABATEMENT	05/21/2026	290.00
RT'S LAWN & LANDSCAPE LLC	MOWING - 500 W MADISON PL - ABATEMENT	05/21/2026	290.00

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Vendor Name	Description (Item)	Payable Date	Amount
RT'S LAWN & LANDSCAPE LLC	MOWING - PARCEL #49024340228 - ABATEMENT	05/21/2026	290.00
Department 1700 - Community Development Total:			1,740.00
Fund 001 - General Total:			1,740.00
Purchased From Vendor RT'S LAWN & LANDSCAPE LLC Total:			1,740.00
Purchased From Vendor: SHERWIN-WILLIAMS			
Fund: 110 - Road Use Tax Fund			
Department: 2100 - Streets and Debt Service Fund			
SHERWIN-WILLIAMS	STREET PAINT	05/13/2026	2,227.65
Department 2100 - Streets and Debt Service Fund Total:			2,227.65
Fund 110 - Road Use Tax Fund Total:			2,227.65
Purchased From Vendor SHERWIN-WILLIAMS Total:			2,227.65
Purchased From Vendor: SHULL, DOUG			
Fund: 001 - General			
Department: 6500 - General Govt and Buildings			
SHULL, DOUG	MONTHLY CONTRACTED SERVICES	05/27/2026	83.33
Department 6500 - General Govt and Buildings Total:			83.33
Fund 001 - General Total:			83.33
Purchased From Vendor SHULL, DOUG Total:			83.33
Purchased From Vendor: SPRINGER PROFESSIONAL HOME SERVICES			
Fund: 001 - General			
Department: 4200 - Park & Rec Administration			
SPRINGER PROFESSIONAL HOME SERVICES	PEST CONTROL - ACTIVITY CENTER	05/07/2026	70.40
Department 4200 - Park & Rec Administration Total:			70.40
Fund 001 - General Total:			70.40
Purchased From Vendor SPRINGER PROFESSIONAL HOME SERVICES Total:			70.40
Purchased From Vendor: STERNQUIST CONST. INC.			
Fund: 110 - Road Use Tax Fund			
Department: 2100 - Streets and Debt Service Fund			
STERNQUIST CONST. INC.	ASPHALT - RECYCLED MATERIALS	05/20/2026	692.20
STERNQUIST CONST. INC.	CRUSHED CONCRETE - FUEL ISLAND	05/22/2026	2,700.47
STERNQUIST CONST. INC.	CRUSHED CONCRETE - STOCKPILE	05/22/2026	3,105.92
Department 2100 - Streets and Debt Service Fund Total:			6,498.59
Fund 110 - Road Use Tax Fund Total:			6,498.59
Purchased From Vendor STERNQUIST CONST. INC. Total:			6,498.59
Purchased From Vendor: T.R.M. DISPOSAL LLC			
Fund: 001 - General			
Department: 4500 - Pool (Memorial)			
T.R.M. DISPOSAL LLC	VMAC LARGE ITEM DISPOSAL	05/20/2026	20.00
Department 4500 - Pool (Memorial) Total:			20.00
Fund 001 - General Total:			20.00
Fund: 680 - Wellness Campus Fund			
Department: 8700 - Wellness Campus			
T.R.M. DISPOSAL LLC	IWC FRIDGE DISPOSAL	05/20/2026	30.00
Department 8700 - Wellness Campus Total:			30.00
Fund 680 - Wellness Campus Fund Total:			30.00
Purchased From Vendor T.R.M. DISPOSAL LLC Total:			50.00

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Vendor Name	Description (Item)	Payable Date	Amount
Purchased From Vendor: TAYLOR, PERRIN			
Fund: 001 - General			
Department: 4200 - Park & Rec Administration			
TAYLOR, PERRIN	OFFICIAL - CHURCH & COED ASB	05/15/2026	144.00
TAYLOR, PERRIN	OFFICIAL -COED ASB	05/22/2026	108.00
Department 4200 - Park & Rec Administration Total:			252.00
Fund 001 - General Total:			252.00
Purchased From Vendor TAYLOR, PERRIN Total:			252.00
Purchased From Vendor: THEISEN'S			
Fund: 110 - Road Use Tax Fund			
Department: 2100 - Streets and Debt Service Fund			
JOHN DEERE FINANCIAL	IMPACT WRENCH	05/20/2026	239.00
Department 2100 - Streets and Debt Service Fund Total:			239.00
Fund 110 - Road Use Tax Fund Total:			239.00
Fund: 610 - Sewer Fund			
Department: 8325 - Sewer Collection/Distribution			
JOHN DEERE FINANCIAL	TRIMMER LINE	05/15/2026	10.99
JOHN DEERE FINANCIAL	OIL	05/18/2026	15.98
JOHN DEERE FINANCIAL	WIRE ROPE CLIP	05/20/2026	11.37
Department 8325 - Sewer Collection/Distribution Total:			38.34
Department: 8350 - Sewer Plant			
JOHN DEERE FINANCIAL	LIME	05/19/2026	119.70
Department 8350 - Sewer Plant Total:			119.70
Fund 610 - Sewer Fund Total:			158.04
Purchased From Vendor THEISEN'S Total:			397.04
Purchased From Vendor: TRUENORTH COMPANIES LC			
Fund: 001 - General			
Department: 1100 - Police			
TRUENORTH COMPANIES LC	SAFETY MEETING MAY 2026	05/20/2026	34.61
Department 1100 - Police Total:			34.61
Department: 1500 - Fire			
TRUENORTH COMPANIES LC	SAFETY MEETING MAY 2026	05/20/2026	34.61
Department 1500 - Fire Total:			34.61
Department: 1700 - Community Development			
TRUENORTH COMPANIES LC	SAFETY MEETING MAY 2026	05/20/2026	34.61
Department 1700 - Community Development Total:			34.61
Department: 4100 - Library			
TRUENORTH COMPANIES LC	SAFETY MEETING MAY 2026	05/20/2026	34.61
Department 4100 - Library Total:			34.61
Department: 4200 - Park & Rec Administration			
TRUENORTH COMPANIES LC	SAFETY MEETING MAY 2026	05/20/2026	34.61
Department 4200 - Park & Rec Administration Total:			34.61
Department: 6500 - General Govt and Buildings			
TRUENORTH COMPANIES LC	SAFETY MEETING MAY 2026	05/20/2026	34.65
Department 6500 - General Govt and Buildings Total:			34.65
Fund 001 - General Total:			207.70
Fund: 110 - Road Use Tax Fund			
Department: 2100 - Streets and Debt Service Fund			
TRUENORTH COMPANIES LC	SAFETY MEETING MAY 2026	05/20/2026	34.61
Department 2100 - Streets and Debt Service Fund Total:			34.61
Fund 110 - Road Use Tax Fund Total:			34.61

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Vendor Name	Description (Item)	Payable Date	Amount
Fund: 610 - Sewer Fund			
Department: 8300 - Sewer			
TRUENORTH COMPANIES LC	SAFETY MEETING MAY 2026	05/20/2026	34.61
Department 8300 - Sewer Total:			34.61
Fund 610 - Sewer Fund Total:			34.61
Fund: 680 - Wellness Campus Fund			
Department: 8700 - Wellness Campus			
TRUENORTH COMPANIES LC	SAFETY MEETING MAY 2026	05/20/2026	34.61
Department 8700 - Wellness Campus Total:			34.61
Fund 680 - Wellness Campus Fund Total:			34.61
Purchased From Vendor TRUENORTH COMPANIES LC Total:			311.53
Purchased From Vendor: VANNONI, STACEY			
Fund: 001 - General			
Department: 6250 - Human Resources			
VANNONI, STACEY	MARCH, APRIL, MAY WELLNESS PROGRAM	05/19/2026	75.00
VANNONI, STACEY	MILEAGE & PARKING - TRUENORTH CONFERENCE	05/22/2026	114.58
Department 6250 - Human Resources Total:			189.58
Fund 001 - General Total:			189.58
Purchased From Vendor VANNONI, STACEY Total:			189.58
Purchased From Vendor: WALTERS GARDENS INC.			
Fund: 001 - General			
Department: 4300 - Parks			
WALTERS GARDENS INC.	PARK PLANTS	04/02/2026	392.89
Department 4300 - Parks Total:			392.89
Fund 001 - General Total:			392.89
Purchased From Vendor WALTERS GARDENS INC. Total:			392.89
Purchased From Vendor: WATERLOO TENT & TARP			
Fund: 001 - General			
Department: 4500 - Pool (Memorial)			
WATERLOO TENT & TARP	PERMABRELLA PARTS - VMAC	05/05/2026	786.93
Department 4500 - Pool (Memorial) Total:			786.93
Fund 001 - General Total:			786.93
Purchased From Vendor WATERLOO TENT & TARP Total:			786.93
Purchased From Vendor: WELLS FARGO CCER			
Fund: 001 - General			
Department: 1100 - Police			
WELLS FARGO CCER	notary for Tammy Brucela Secretary Of State	04/27/2026	30.00
WELLS FARGO CCER	Field Training Course payment Clayton DalePaypal	04/27/2026	375.00
WELLS FARGO CCER	advertisement for police hiringCna Classifieds	04/27/2026	300.00
WELLS FARGO CCER	Advertising for police officer positionCna Classif	04/27/2026	300.00
WELLS FARGO CCER	Hiring of new police officerCna Classifieds	04/27/2026	600.00
WELLS FARGO CCER	Batteries for AEDs Need to have sales tax removedW	04/27/2026	69.94
WELLS FARGO CCER	Adult AED Pads for the AED machines in police vehi	04/27/2026	711.00
Department 1100 - Police Total:			2,385.94

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Vendor Name	Description (Item)	Payable Date	Amount
Department: 1500 - Fire			
WELLS FARGO CCER	lens insert for SCBA Mask *FrostOptometric Associa	04/27/2026	80.00
Department 1500 - Fire Total:			80.00
Department: 1600 - Ambulance			
WELLS FARGO CCER	repair items for training manikinsCardio Partners	04/27/2026	156.49
WELLS FARGO CCER	1/2 Binders x4, Replacement coffee potWal-Mart #14	04/27/2026	19.88
Department 1600 - Ambulance Total:			176.37
Department: 1700 - Community Development			
WELLS FARGO CCER	Indianola Independent Adv	04/27/2026	60.00
WELLS FARGO CCER	Nuisance Abatement Conf - Visser, la League of Cit	04/27/2026	80.00
Department 1700 - Community Development Total:			140.00
Department: 4100 - Library			
WELLS FARGO CCER	Library marketing educationLibrary Marketing Conf	04/27/2026	99.00
WELLS FARGO CCER	Library marketing educationAmerican Library Associ	04/27/2026	89.00
WELLS FARGO CCER	Marketing software - monthly feeFlodesk.Com	04/27/2026	38.00
WELLS FARGO CCER	64090- Cleaning suppliesWalmart.Com	04/27/2026	71.88
WELLS FARGO CCER	65070- DVD cleaner suppliesSp Elm Usa	04/27/2026	56.95
WELLS FARGO CCER	65070- DVD cleaning suppliesSp Elm Usa	04/27/2026	56.95
WELLS FARGO CCER	Fam-kids programHy-Vee Indianola 1271	04/27/2026	19.98
WELLS FARGO CCER	Staff training eventHy-Vee Indianola 1271	04/27/2026	31.97
WELLS FARGO CCER	Kids Programming - Yoga CertificationYogi Beans	04/27/2026	197.00
WELLS FARGO CCER	Adult Program - BingoWalmart.Com 8009256278	04/27/2026	126.10
WELLS FARGO CCER	Teen Hangout EventWalmart.Com	04/27/2026	42.38
WELLS FARGO CCER	Teen Hangout EventWm Supercenter #1491	04/27/2026	47.80
WELLS FARGO CCER	Teen Hangout EventWalmart.Com 8009256278	04/27/2026	51.38
WELLS FARGO CCER	Programming tax reimbursement World Market Ecomm	05/31/2026	-2.93
Department 4100 - Library Total:			925.46
Department: 4500 - Pool (Memorial)			
WELLS FARGO CCER	VMAC Tools, Shower Curtains, SuppliesWm Supercente	04/27/2026	114.42
WELLS FARGO CCER	VMAC Spine BoardSp The Lifeguard Store	04/27/2026	633.00
WELLS FARGO CCER	Lifeguard whistles, lanyards, hip packsSp The Life	04/27/2026	433.50
Department 4500 - Pool (Memorial) Total:			1,180.92
Department: 6210 - Info & Tech			
WELLS FARGO CCER	SIP StationSangoma US Inc	04/27/2026	62.91
WELLS FARGO CCER	Network and Software purchaseMsft * E0600z59f6	04/27/2026	69.24

Expense Approval Report

Post Dates: 3/24/2026 - 6/1/2026

Vendor Name	Description (Item)	Payable Date	Amount
WELLS FARGO CCER	Cloud SecurityCloudflare	04/27/2026	10.00
WELLS FARGO CCER	Public bulk email subscriptionMailchimp	04/27/2026	135.00
WELLS FARGO CCER	Cloud SecurityUbiquiti Inc.	04/27/2026	99.00
Department 6210 - Info & Tech Total:			376.15
Fund 001 - General Total:			5,264.84
Fund: 141 - Library Special Revenue			
Department: 4100 - Library			
WELLS FARGO CCER	Bulk glue for kids programsDollar Tree, Inc.	04/27/2026	45.00
WELLS FARGO CCER	Summer Reading Decorations & SuppliesWalmart.Com	04/27/2026	44.95
WELLS FARGO CCER	Adult Summer Reading PrizePageturners Bookstore LI	04/27/2026	41.58
WELLS FARGO CCER	Supplies for children's summer programsWm Supercen	04/27/2026	36.57
WELLS FARGO CCER	Summer Reading Decorations & SuppliesWalmart.Com	04/27/2026	262.37
WELLS FARGO CCER	Friends of the Library Board & volunteer shirtsPy	04/27/2026	447.25
WELLS FARGO CCER	To Be Read serviceWm Supercenter #1491	04/27/2026	12.94
WELLS FARGO CCER	To Be Read serviceWal-Mart #1491	04/27/2026	124.93
WELLS FARGO CCER	Promotional StickersVistaprint	04/27/2026	168.73
WELLS FARGO CCER	Memorial plaque - ChumleyBobs Custom Trophies	04/27/2026	304.00
Department 4100 - Library Total:			1,488.32
Fund 141 - Library Special Revenue Total:			1,488.32
Fund: 610 - Sewer Fund			
Department: 8300 - Sewer			
WELLS FARGO CCER	Online Job Advertising - Water Resource Recovery S	04/27/2026	252.00
Department 8300 - Sewer Total:			252.00
Fund 610 - Sewer Fund Total:			252.00
Fund: 680 - Wellness Campus Fund			
Department: 8700 - Wellness Campus			
WELLS FARGO CCER	Group Ex Subscription April 2026Les Mills United S	04/27/2026	647.00
WELLS FARGO CCER	IWC AED Battery; credited back the tax on 4/30/26.	04/27/2026	294.12
WELLS FARGO CCER	Replacement bulbs for high areas IWC, 1000bulbs.co	04/27/2026	609.54
Department 8700 - Wellness Campus Total:			1,550.66
Fund 680 - Wellness Campus Fund Total:			1,550.66
Fund: 890 - Vehicle and Equipment			
Department: 9300 - Vehicle Reserve and Internal Service			
WELLS FARGO CCER	Security CIPWwww.Ui.Com	04/27/2026	2,090.36
WELLS FARGO CCER	Network and SecurityWwww.Ui.Com	04/27/2026	6,625.70
WELLS FARGO CCER	NETWORK VPNWwww.Ui.Com	04/27/2026	165.00
Department 9300 - Vehicle Reserve and Internal Service Total:			8,881.06
Fund 890 - Vehicle and Equipment Total:			8,881.06
Purchased From Vendor WELLS FARGO CCER Total:			17,436.88

Expense Approval Report

Post Dates: 3/24/2026 - 6/1/2026

Vendor Name	Description (Item)	Payable Date	Amount
Purchased From Vendor: WILSON, LISA			
Fund: 001 - General			
Department: 6200 - Clerk/Finance			
WILSON, LISA	MILEAGE - TYLER TRAINING	05/26/2026	103.24
Department 6200 - Clerk/Finance Total:			103.24
Fund 001 - General Total:			103.24
Purchased From Vendor WILSON, LISA Total:			103.24
Purchased From Vendor: WOOSLEY LANDSCAPING & MOWING LLC			
Fund: 001 - General			
Department: 4100 - Library			
WOOSLEY LANDSCAPING & MOWING LLC	MOWING - LIBRARY	05/26/2026	200.00
Department 4100 - Library Total:			200.00
Department: 4300 - Parks			
WOOSLEY LANDSCAPING & MOWING LLC	MOWING - PARKS	05/26/2026	11,300.00
Department 4300 - Parks Total:			11,300.00
Department: 4500 - Pool (Memorial)			
WOOSLEY LANDSCAPING & MOWING LLC	MOWING - MAC	05/26/2026	780.00
Department 4500 - Pool (Memorial) Total:			780.00
Fund 001 - General Total:			12,280.00
Fund: 680 - Wellness Campus Fund			
Department: 8700 - Wellness Campus			
WOOSLEY LANDSCAPING & MOWING LLC	MOWING - IWC	05/26/2026	800.00
Department 8700 - Wellness Campus Total:			800.00
Fund 680 - Wellness Campus Fund Total:			800.00
Purchased From Vendor WOOSLEY LANDSCAPING & MOWING LLC Total:			13,080.00
Grand Total:			151,108.53

Report Summary

Fund Summary

Fund	Expense Amount
001 - General	70,609.31
110 - Road Use Tax Fund	47,504.90
141 - Library Special Revenue	1,488.32
610 - Sewer Fund	11,769.20
650 - Stormwater Utility Fund	1,445.63
680 - Wellness Campus Fund	9,410.11
890 - Vehicle and Equipment	8,881.06
Grand Total:	151,108.53

Account Summary

Account Number	Account Name	Expense Amount
001-0000-21206	LIFE INS PAYABLE	1,408.21
001-1100-61550	Life Insurance/ADD/LTD...	1,869.60
001-1100-62100	Membership Dues/Subsc...	30.00
001-1100-62300	Education/Training	826.28
001-1100-63320	Repair/Maint--Vehicle	89.41
001-1100-64020	Advertising & Legal Noti...	1,200.00
001-1100-64120	Medical/Physical/Immun...	62.64
001-1100-64990	Misc Contractual	34.61
001-1100-65060	Office Supplies	69.94
001-1100-65070	Materials/Supplies	118.50
001-1100-67245	Specialized Equipment	711.00
001-1500-61550	Life Insurance/ADD/LTD...	231.25
001-1500-63100	Repair/Maint	175.00
001-1500-64990	Misc Contractual	34.61
001-1500-65051	Equipment/Vehicle Parts	2,865.70
001-1500-65500	Personal Protective Equi...	80.00
001-1600-61550	Life Insurance/ADD/LTD...	1,310.41
001-1600-62300	Education/Training	2,072.49
001-1600-63410	Repair/Maint--Equipment	3,120.00
001-1600-64120	Medical/Physicals/Immu...	34.00
001-1600-65051	Equipment/Vehicle Parts	782.48
001-1600-65060	Office Supplies	19.88
001-1600-65070	Materials/Supplies	5,278.12
001-1700-61550	Life Insurance/ADD/LTD...	399.80
001-1700-62100	Membership Dues/Subsc...	60.00
001-1700-62300	Education/Training	80.00
001-1700-64111	Property Maintenance E...	1,740.00
001-1700-64990	Misc Contractual	34.61
001-1700-65060	Office Supplies	111.90
001-1700-66990	Refund/Reimbursement	1,000.00
001-4100-61550	Life Insurance/ADD/LTD...	380.89
001-4100-62300	Education/Training	188.00
001-4100-63100	Repair/Maint	200.00
001-4100-64020	Advertising & Legal Noti...	38.00
001-4100-64090	Janitorial Services	71.88
001-4100-64990	Misc Contractual	34.61
001-4100-65070	Materials/Supplies	113.90
001-4100-65079	Materials/Supplies--Prog...	513.68
001-4100-65990	Miscellaneous	34.00
001-4200-61550	Life Insurance/ADD/LTD...	311.26
001-4200-63100	Repair/Maint	18.00
001-4200-64090	Janitorial Services	70.40
001-4200-64250	Officials	784.00
001-4200-64990	Misc Contractual	34.61
001-4200-65070	Materials/Supplies	3,029.00
001-4300-61550	Life Insurance/ADD/LTD...	279.34

Account Summary

Account Number	Account Name	Expense Amount
001-4300-63100	Repair/Maint	4,820.00
001-4300-63320	Repair/Maint--Vehicle	86.62
001-4300-63410	Repair/Maint--Equipment	112.00
001-4300-64870	Tree Trimming & Remov...	1,295.00
001-4300-64990	Misc Contractual	11,300.00
001-4300-65050	Vehicle Operating Suppli...	15.75
001-4300-65070	Materials/Supplies	403.30
001-4300-65200	Landscaping/Horticultur...	392.89
001-4500-63100	Repair/Maint	786.93
001-4500-64090	Janitorial Services	20.00
001-4500-64990	Misc Contractual	780.00
001-4500-65070	Materials/Supplies	1,446.44
001-4500-65072	Materials/Supplies-Main...	26.00
001-5100-64410	Public Arts Commission	25.00
001-5200-64110	Legal Service Fees	2,710.50
001-6150-61550	Life Insurance/ADD/LTD...	94.00
001-6200-61550	Life Insurance/ADD/LTD...	238.30
001-6200-62700	Mileage	103.24
001-6210-61550	Life Insurance/ADD/LTD...	406.02
001-6210-63730	Telephone/Cellphone	62.91
001-6210-64990	Misc Contractual	500.00
001-6210-67240	Computer Hardware/Sof...	69.24
001-6210-67244	Annual Licensing/Support	244.00
001-6210-67250	Office Equipment	4,648.41
001-6220-63100	Repair/Maint	998.56
001-6220-65070	Materials/Supplies	66.66
001-6220-65500	Personal Protective Equi...	36.98
001-6250-61440	Wellness Program	75.00
001-6250-61550	Life Insurance/ADD/LTD...	173.55
001-6250-62700	Mileage	114.58
001-6500-63100	Repair/Maint	81.57
001-6500-63710	Utilities	11.22
001-6500-64020	Advertising & Legal Noti...	514.08
001-6500-64090	Janitorial Services	4,225.00
001-6500-64990	Misc Contractual	576.98
001-6500-65080	Postage	502.25
001-6500-65990	Miscellaneous	694.32
110-2100-61550	Life Insurance/ADD/LTD...	562.41
110-2100-63100	Repair/Maint	53.50
110-2100-63320	Repair/Maint--Vehicle	10,620.51
110-2100-64020	Advertising & Legal Noti...	78.75
110-2100-64090	Janitorial Services	500.00
110-2100-64990	Misc Contractual	9,338.09
110-2100-65076	Materials/Supplies--Shop	254.99
110-2100-65083	Materials/Supplies- Sto...	20,851.41
110-2100-65088	Materials/Supplies--Traff...	2,346.15
110-2100-65500	Personal Protective Equi...	323.64
110-2300-63780	Street Lighting	463.47
110-2500-65070	Materials/Supplies	2,111.98
141-4100-65023	Summer Reading Progr...	430.47
141-4100-65024	Friends of the Library Ex...	753.85
141-4100-67809	Friends of the Library M...	304.00
610-8300-61550	Life Insurance/ADD/LTD...	377.67
610-8300-64020	Advertising & Legal Noti...	330.75
610-8300-64990	Misc Contractual	34.61
610-8300-65050	Vehicle Operating Suppli...	87.74
610-8300-65051	Equipment/Vehicle Parts	55.80
610-8300-65070	Materials/Supplies	21.89

Account Summary

Account Number	Account Name	Expense Amount
610-8325-63410	Repair/Maint--Equipment	11.37
610-8325-65072	Materials/Supplies-Main...	26.97
610-8350-63710	Utilities	10,027.70
610-8350-64090	Janitorial Services	675.00
610-8350-65010	Chemicals	119.70
650-9000-63452	Repair/Maint Storm Sew...	1,445.63
680-8700-61550	Life Insurance/ADD/LTD...	177.98
680-8700-62100	Membership Dues/Subsc...	647.00
680-8700-63100	Repair/Maint	2,410.00
680-8700-63710	Utilities	333.68
680-8700-64090	Janitorial Services	165.00
680-8700-64091	Grounds Maintenance	800.00
680-8700-64200	Inspections/Testing	219.50
680-8700-64990	Misc Contractual	34.61
680-8700-65070	Materials/Supplies	294.12
680-8700-65072	Materials/Supplies-Main...	609.54
680-8700-65073	Materials/Supplies--Pool	2,682.60
680-8700-65074	Materials/Supplies--Me...	881.24
680-8700-66990	Refund/Reimbursement	154.84
890-9300-67102	V&E-GENERAL	8,881.06
Grand Total:		151,108.53

Project Account Summary

Project Account Key	Expense Amount
None	151,108.53
Grand Total:	151,108.53



MEMORANDUM

To: Mayor and City Council
From:
Date: June 1, 2026
Subject: Approval of Minutes of the prior meetings

Introduction: Attached are the minutes of the May 18, 2026, council meeting for review and approval.

Recommendation: Staff recommends approval of the May 18, 2026, council meeting minutes.

Attachments: 1. 20260518 CC Minutes



CITY OF INDIANOLA COUNCIL MEETING

May 18, 2026

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 May 18, 2026, in the City Hall Council Chambers. Mayor Steve Richardson called the meeting to order and on roll call the following members were present: Ron Dalby, Steve Armstrong, Tiffany Davis, Mellisa Sones, Bob Lane. Absent: Josh Rabe.

EMS Commendation Awards

Fire Chief Aaron Hurt recommended a Life Saving Award for Captain Austin Van Wyk, Paramedic David McCurdy and EMT Jadra King. Mayor Richardson presented them with the award.

Public Comment

No public comments were offered.

Consent Agenda

The ordinance amending Chapter 99, sewer service charges, was pulled from the consent agenda. Council Member Lane moved to approve the Consent Agenda and Sones seconded it. On roll call, the vote was AYES: Dalby, Armstrong, Davis, 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
- Resolution 2026-086 setting a public hearing for June 1, 2026, at 6:00 PM, and referring a rezoning application for Kentucky Ridge Commercial Plat 1 to the Planning and Zoning Commission.
- Consideration of the approval of a liquor license renewal for Walgreens #05943.
- Consideration of the issuance of a refuse hauling permit renewal to Waste Connections of Iowa.
- Consideration of the approval of a temporary liquor license service area amendment for West Hill Brewing Company for special events in 2026.
- Approval of Urban Revitalization Designations
- Resolution 2026-087 approving salaries.

Council Member Davis moved to approve the second consideration of an ordinance amending Chapter 99, sewer service charges and Lane seconded it. On roll call, the vote was AYES: Dalby, Davis, Sones, Lane. NAYS: Armstrong. Whereas the Mayor declared the motion passed.

Council Reports

Council Member Lane reported on the Indianola Municipal Utilities meeting.

Council Member Sones moved to receive and file the April 2026 Treasurer's Report. Armstrong seconded it. On roll call, the vote was AYES: Dalby, Armstrong, Davis, Sones, Lane. NAYS: None.

Whereas the Mayor declared the motion carried unanimously.

Mayor's Report

Mayor Richardson provided a community update.

Mayor Richardson proclaimed May 17–23 as National Public Works Week and presented the proclamation to Street Superintendent Caleb Adams-Brown and Interim Sewer Superintendent Ty Herrick.

Old Business

Council Member Lane moved to open the public hearing regarding a rezoning application for Well Built Homes Property. Sones seconded it. On roll call, the vote was AYES: Dalby, Armstrong, Davis, Sones, Lane. NAYS: None. Whereas the Mayor declared the motion carried unanimously.

Senior Planner Bill Mettee presented the proposed rezoning for the property. There were no other public comments.

Council Member Dalby moved to close the public hearing and Davis seconded it. On roll call, the vote was AYES: Dalby, Armstrong, Davis, Sones, Lane. NAYS: None. Whereas the Mayor declared the motion carried unanimously.

Council Member Armstrong moved to approve the first consideration of an ordinance amending the municipal code of the City of Indianola, Iowa for change of zoning district boundaries from the A-1 Agricultural/Open Space district to the R-1 Single-Family Residential Detached zoning district (Well Built Homes Property). Lane seconded it. On roll call, the vote was AYES: Dalby, Armstrong, Davis, Sones, Lane. NAYS: None. Whereas the Mayor declared the motion carried unanimously.

Council Member Dalby moved to strike the public hearing for a complaint filed on D & M Liquor for tobacco sales permit violations and accept the acknowledgment/settlement agreement for cigarette civil penalty for violation of Iowa Code 453A.2. Sones seconded it. On roll call, the vote was AYES: Dalby, Armstrong, Davis, Sones, Lane. NAYS: None. Whereas the Mayor declared the motion carried unanimously.

Council Member Sones moved to strike the public hearing for a complaint filed on Casey's General Store #3512 (Trailridge) for tobacco sales permit violations and accept the acknowledgment/settlement agreement for cigarette civil penalty for violation of Iowa Code 453A.2. Lane seconded it. On roll call, the vote was AYES: Dalby, Armstrong, Davis, Sones, Lane. NAYS: None. Whereas the Mayor declared the motion carried unanimously.

New Business

Finance Director/Clerk Jackie Raffety presented amendments to Chapter 122, Peddlers, Solicitors and Transient Merchants. Council Member Davis moved to have staff bring forward the amendment for a vote. Lane seconded it. On roll call, the vote was AYES: Dalby, Armstrong, Davis, Sones, Lane. NAYS: None. Whereas the Mayor declared the motion carried unanimously.

City Manager Jacob Meshke presented a Traffic Impact Study Policy. Council Member Sones moved to have staff bring forward the policy for a vote. Davis seconded it. On roll call, the vote was AYES: Dalby, Armstrong, Davis, Sones, Lane. NAYS: None. Whereas the Mayor declared the motion carried unanimously.

Finance Director/Clerk Raffety discussed an amendment on appointments to City boards and commissions. Council directed staff to add language to the proposed amendment to send all applications to the council when they are sent to the board chairs and to clarify which appointments will be on an agenda. Council Member Lane moved to direct staff to bring forward a Council Policy on appointments to City boards and commissions for a vote, with changes. Sones seconded it. On roll call,

the vote was AYES: Dalby, Armstrong, Davis, Sones, Lane. NAYS: None. Whereas the Mayor declared the motion carried unanimously.

Other Business

Jacob Meshke City Manager Meshke gave department updates.

Council Member Davis moved to enter into closed session at 7:03 PM in accordance with Iowa Code Section 21.5 (1)(i) to evaluate the professional competency of an individual whose appointment, hiring, performance, or discharge is being considered when necessary to prevent needless and irreparable injury to that individual's reputation and that individual requests a closed session. Lane seconded it. On roll call, the vote was AYES: Dalby, Armstrong, Davis, Sones, Lane. NAYS: None. Whereas the Mayor declared the motion carried unanimously.

Council Member Lane moved to exit the closed session at 8:45 PM and Dalby seconded it. On roll call, the vote was AYES: Dalby, Armstrong, Davis, Sones, Lane. NAYS: None. Whereas the Mayor declared the motion carried unanimously.

Council Member Dalby moved to give the City Manager a cost-of-living adjustment of 2.8% and merit increase of 3.0%, effective the first pay after his anniversary date and Lane seconded it. On roll call, the vote was AYES: Dalby, Davis, Lane. NAYS: Armstrong, Sones. Whereas the Mayor declared the motion passed.

Adjourn

The meeting was adjourned at 8:51 PM on a motion by Armstrong and seconded by Davis. Question was called for and on voice vote the Mayor declared the motion carried unanimously.

Exempt Session

Council held an exempt session.

Steve Richardson, Mayor

ATTEST:

Jackie Raffety, City Clerk



MEMORANDUM

To: Mayor and City Council
From: Jackie Raffety, City Clerk/Finance Director
Date: June 1, 2026
Subject: Resolution setting a public hearing for June 15, 2026 at 6 PM on the City of Indianola Capital Improvement Plan, Fiscal Years 2027 through 2036.

Introduction: State law requires the Council to set a public hearing prior to adopting a Capital Improvement Plan.

Background: At the May 11, 2026, City Council Study Session, the Capital Improvement Plan for fiscal years 2027-2036 was presented to the Indianola City Council. At that meeting, Council asked that budgeting information be included and directed staff to move forward with adoption of the plan.

Discussion: Staff is recommending that a public hearing be held on June 15 and that the council adopt the plan after the hearing.

The CIP is a dynamic plan; it will be updated and adopted annually as part of the budget process.

Budget Impact: Publication fees for the public hearing notice are included in the budget.

Recommendation: Staff recommends approval.

Attachments:

1. Res 2026- Set PH CIP
2. Notice of Public Hearing on CIP
3. CIP_Final

City of Indianola
RESOLUTION NO. 2026-

**RESOLUTION SETTING A PUBLIC HEARING ON THE
CITY OF INDIANOLA CAPITAL IMPROVEMENT PLAN,
FISCAL YEARS 2027 THROUGH 2036**

WHEREAS, the City of Indianola, Iowa is a duly organized municipality with Warren County, State of Iowa; and

WHEREAS, the City Administrator and Finance Director have submitted a recommended Capital Improvement Plan (CIP) for Fiscal Years 2027-2036; and

WHEREAS, Code of Iowa 384.15(3) requires a public hearing on the recommended Capital Improvement Plan prior to the adoption.

NOW, THEREFORE, BE IT RESOLVED by the City Council of Indianola, Iowa that:

1. The public hearing on the proposed Capital Improvement Plan is hereby fixed and set for June 15, 2026, at 6:00 PM, at which time public comments shall be heard for or against the matter.
2. The City Clerk is hereby authorized and directed to publish notice of said hearing in accordance with Code of Iowa 362.3.

Approved this 1st day of June 2026.

Ron Dalby, Mayor Pro Tem

ATTEST:

Jackie Raffety, City Clerk

Notice of Public Hearing on the Proposed FY27-36 Capital Improvement Plan

Notice is hereby given that the City Council of the City of Indianola, Iowa will meet in the City Council Chambers, 110 N 1st St., Indianola, IA at 6 PM on the 15th day of June 2026, at which time and place the City Council will hold a public hearing on a proposed resolution approving the FY27-36 Capital Improvement Plan.

All interested persons may appear at the public hearing and at such time and place the Indianola City Council will consider any objections to the proposed resolution described above and give all interested persons an opportunity to be heard. This notice is given by order of the City Council of the City of Indianola, Iowa.

\sJackie Raffety, City Clerk

CITY OF INDIANOLA



CITY OF INDIANOLA

Capital Improvement Plan Fiscal Years 2027-2036

Capital Improvement Plan

A capital improvement plan serves as a strategic tool to identify capital equipment needs and long-term projects, along with potential funding sources to support prioritized investments.

The City of Indianola’s CIP organizes projects according to the following categories:

- Equipment: light equipment, equipment to outfit vehicles, and IT equipment
- Vehicles: heavy equipment, trucks, SUVs
- Facility Improvements: repair and replacement of current facility infrastructure
- Public Improvements: repair, replacement, or addition of public infrastructure

Projects are listed in order of the potential year in which the project may be undertaken. However, this is a dynamic plan and project schedules may change. Projects can be moved up or down the timeline, due to factors such as budgeting, safety, availability, and other priorities.

There are various funding sources for capital projects, vehicles and equipment.

Funding Source	Items
General property tax revenue	General fund – Police, Fire/EMS, Culture and Recreation (not IWC), Internal Services, Community Development
Debt Levy	Street, General Fund
Tax Increment Financing	Wellness Campus, road projects
Local Option Sales Tax	Public safety/public works/sewer facilities, Street and Sewer infrastructure
User Fees	Wellness Campus, Sewer, Stormwater
Road Use Tax	Streets Dept.

Staff apply for grant funding to supplement purchases when available and appropriate. We budget conservatively; grant funds are not included in the budgeting as the grant is competitive, and we should be prepared to pay for the full price of the capital item.

As a planning document, the CIP does not authorize spending on its own. Rather, implementation occurs through the annual budget process, the issuance of debt and/or the adoption of urban renewal plans and projects.

10-Year Capital Improvement Plan

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Public Safety										
Police Equipment	\$ 60,000.00	\$ 100,000.00	\$ 100,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Police Vehicles	\$ 147,600.00	\$ 157,600.00	\$ 163,000.00	\$ 253,050.00	\$ 174,600.00	\$ -	\$ -	\$ -	\$ -	\$ -
Police Facility	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fire Equipment	\$ 81,699.00	\$ 62,899.00	\$ 23,622.00	\$ -	\$ 432,685.00	\$ 262,488.00	\$ 310,290.00	\$ 287,212.00	\$ 431,168.00	\$ -
Fire Vehicles	\$ 1,274,900.00	\$ 918,225.00	\$ 190,900.00	\$ -	\$ -	\$ 635,098.00	\$ -	\$ 473,279.00	\$ -	\$ -
Fire Facility	\$ 40,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Public Safety	\$ 1,604,199.00	\$ 1,238,724.00	\$ 477,522.00	\$ 253,050.00	\$ 607,285.00	\$ 897,586.00	\$ 310,290.00	\$ 760,491.00	\$ 431,168.00	\$ -
Culture and Recreation										
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 31,000.00	\$ -	\$ -	\$ 79,000.00	\$ 81,000.00
Vehicles	\$ 60,000.00	\$ -	\$ -	\$ 65,000.00	\$ 58,000.00	\$ 40,000.00	\$ 42,000.00	\$ 50,000.00	\$ 42,000.00	\$ 52,000.00
Parks and Recreation	\$ -	\$ -	\$ -	\$ 465,000.00	\$ 722,000.00	\$ 845,000.00	\$ 171,000.00	\$ 305,000.00	\$ 205,000.00	\$ 160,000.00
IWC	\$ 671,800.00	\$ 57,000.00	\$ 59,000.00	\$ 61,000.00	\$ -	\$ 66,000.00	\$ 68,000.00	\$ 70,000.00	\$ 72,000.00	\$ -
VMAC	\$ 123,400.00	\$ 95,000.00	\$ -	\$ 320,000.00	\$ -	\$ -	\$ 19,000.00	\$ 19,700.00	\$ -	\$ 66,000.00
Total Culture and Recreation	\$ 855,200.00	\$ 152,000.00	\$ 59,000.00	\$ 911,000.00	\$ 780,000.00	\$ 982,000.00	\$ 300,000.00	\$ 444,700.00	\$ 398,000.00	\$ 359,000.00
Street Department										
Equipment	\$ 208,621.00	\$ 201,000.00	\$ 435,000.00	\$ 200,000.00	\$ 175,000.00	\$ -	\$ -	\$ 500,000.00	\$ -	\$ -
Vehicles	\$ 285,000.00	\$ 360,000.00	\$ 420,000.00	\$ 350,000.00	\$ 75,000.00	\$ 376,000.00	\$ -	\$ 547,000.00	\$ -	\$ 320,000.00
Street Projects	\$ -	\$ 3,450,000.00	\$ 3,180,000.00	\$ 2,750,000.00	\$ 2,750,000.00	\$ 2,750,000.00	\$ 2,750,000.00	\$ 2,750,000.00	\$ 2,750,000.00	\$ 2,750,000.00
Total Street	\$ 493,621.00	\$ 4,011,000.00	\$ 4,035,000.00	\$ 3,300,000.00	\$ 3,000,000.00	\$ 3,126,000.00	\$ 2,750,000.00	\$ 3,797,000.00	\$ 2,750,000.00	\$ 3,070,000.00
Sewer										
Equipment	\$ 35,000.00	\$ 40,000.00	\$ 30,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicles	\$ 100,000.00	\$ 50,000.00	\$ -	\$ -	\$ -	\$ -	\$ 600,000.00	\$ -	\$ -	\$ -
Sewer Projects	\$ 435,000.00	\$ 185,000.00	\$ 175,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Sewer	\$ 570,000.00	\$ 275,000.00	\$ 205,000.00	\$ -	\$ -	\$ -	\$ 600,000.00	\$ -	\$ -	\$ -
Internal Services										
Equipment	\$ 53,400.00	\$ 72,000.00	\$ 55,000.00	\$ 62,500.00	\$ 61,500.00	\$ 49,000.00	\$ 77,500.00	\$ 56,500.00	\$ 51,000.00	\$ 97,000.00
Total Internal Services	\$ 53,400.00	\$ 72,000.00	\$ 55,000.00	\$ 62,500.00	\$ 61,500.00	\$ 49,000.00	\$ 77,500.00	\$ 56,500.00	\$ 51,000.00	\$ 97,000.00
Community Development										
Vehicles	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000.00	\$ -	\$ -	\$ -	\$ -
Total Com Dev	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000.00	\$ -	\$ -	\$ -	\$ -
Total	\$ 3,576,420.00	\$ 5,748,724.00	\$ 4,831,522.00	\$ 4,526,550.00	\$ 4,448,785.00	\$ 5,104,586.00	\$ 4,037,790.00	\$ 5,058,691.00	\$ 3,630,168.00	\$ 3,526,000.00

POLICE

Project	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Equipment										
Axon in-car dash cameras	\$ 60,000.00									
Motorola Radio Replacement		\$ 100,000.00	\$ 100,000.00							
Equipment Subtotal	\$ 60,000.00	\$ 100,000.00	\$ 100,000.00							
Vehicles										
SUV 261	\$ 73,800.00									
SUV 262	\$ 73,800.00									
SUV 271		\$ 78,800.00								
SUV 272		\$ 78,800.00								
SUV 281			\$ 81,500.00							
SUV 282			\$ 81,500.00							
SUV 291				\$ 84,350.00						
SUV 292				\$ 84,350.00						
SUV 293				\$ 84,350.00						
SUV 301					\$ 87,300.00					
SUV 302					\$ 87,300.00					
Vehicles Subtotal	\$ 147,600.00	\$ 157,600.00	\$ 163,000.00	\$ 253,050.00	\$ 174,600.00	\$ -	\$ -	\$ -	\$ -	\$ -
Facility Improvements										
Facility Improvements Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Police Total	\$ 207,600.00	\$ 257,600.00	\$ 263,000.00	\$ 253,050.00	\$ 174,600.00	\$ -	\$ -	\$ -	\$ -	\$ -

FIRE

Project	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Equipment										
PPE Gear Washer Extractor	\$ 18,800.00									
Performance Load Cot System	\$ 62,899.00	\$ 62,899.00						\$ 79,588.00		
2017 Lucas Chest Compressor			\$ 23,622.00					\$ 57,480.00		
Lucas Chest Compression System					\$ 51,099.00					
Ambulance Extrication Tools									\$ 77,393.00	
Engine Extrication Tools								\$ 70,764.00		
Cardiac Monitors					\$ 282,373.00					
SCBA Systems						\$ 262,488.00	\$ 278,737.00			
Mobile Radios					\$ 99,213.00					
Portable Radios									\$ 353,775.00	
Fire Extinguisher Prop							\$ 31,553.00			
Cardiac Monitor								\$ 79,380.00		
Equipment Subtotal	\$ 81,699.00	\$ 62,899.00	\$ 23,622.00	\$ -	\$ 432,685.00	\$ 262,488.00	\$ 310,290.00	\$ 287,212.00	\$ 431,168.00	\$ -
Vehicles										
Fire Safety House			\$ 190,900.00							
Command Vehicle	\$ 82,000.00									
Ambulance 245	\$ 360,400.00									
331 Pumper Engine	\$ 832,500.00									
335 Water Tender		\$ 540,225.00								
Brush Truck						\$ 274,401.00				
Ambulance 248		\$ 378,000.00		\$ -						
Ambulance 246						\$ 360,697.00				
Ambulance 247								\$ 473,279.00		
Vehicles Subtotal	\$ 1,274,900.00	\$ 918,225.00	\$ 190,900.00	\$ -	\$ -	\$ 635,098.00	\$ -	\$ 473,279.00	\$ -	\$ -
Facility Improvements										
East Fire Parking Lot Repair and Resurface	\$ 40,000.00									
Facility Improvements Subtotal	\$ 40,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fire Total	\$ 1,396,599.00	\$ 981,124.00	\$ 214,522.00	\$ -	\$ 432,685.00	\$ 897,586.00	\$ 310,290.00	\$ 760,491.00	\$ 431,168.00	\$ -

CULTURE AND RECREATION

Project	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Equipment										
2019 John Deere 5090M Tractor & Loader										\$ 81,000.00
Ventrac 4500Y Power Unit						\$ 31,000.00				
Morbark M12RX Drum Brush Chipper										
2022 Toro Sand Pro 3040									\$ 32,000.00	
2020 Farmall 45C Tractor & Loader									\$ 47,000.00	
Equipment Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 31,000.00	\$ -	\$ -	\$ 79,000.00	\$ 81,000.00
Vehicles										
Van	\$ 60,000.00									
2014 Ford 4x4 with Blade					\$ 58,000.00					
2018 Ford F150						\$ 40,000.00				
2019 Ford F350 with Dump				\$ 65,000.00						
2019 Chevrolet Express 2500 Van							\$ 42,000.00			
2022 Dodge Ram 2500								\$ 50,000.00		
2023 Dodge Ram 1500 2WD									\$ 42,000.00	
2024 Dodge Ram 2500 2WD										\$ 52,000.00
Vehicles Subtotal	\$ 60,000.00	\$ -	\$ -	\$ 65,000.00	\$ 58,000.00	\$ 40,000.00	\$ 42,000.00	\$ 50,000.00	\$ 42,000.00	\$ 52,000.00

CULTURE AND RECREATION

Project	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Parks and Recreation										
McVay Trail Extension to Balloon Field - Engineering				\$ 220,000.00						
McVay Trail Extension to Balloon Field - Construction					\$ 402,000.00	\$ 680,000.00				
South Park Playground				\$ 159,000.00						
Memorial Park Playground					\$ 320,000.00					
Barker Park Playground						\$ 165,000.00				
Dayton Park Playground							\$ 171,000.00			
Moats Park Playground								\$ 305,000.00		
Easton Park Playground									\$ 205,000.00	
Pickard Park Playground - Main										\$ 160,000.00
Indianola Activity Center Painting/Caulking				\$ 51,000.00						
Buxton Park Light Poles				\$ 35,000.00						
Parks and Recreation Subtotal	\$ -	\$ -	\$ -	\$ 465,000.00	\$ 722,000.00	\$ 845,000.00	\$ 171,000.00	\$ 305,000.00	\$ 205,000.00	\$ 160,000.00

CULTURE AND RECREATION

Project	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Indianola Wellness Campus (IWC)										
IWC HVAC Automation Communications Migration	\$ 407,600.00									
IWC Competition Pool Rebuild	\$ 152,300.00									
IWC HP2, HP8, RTU2 Repair	\$ 6,600.00									
RTU11, RTU 6 Repair	\$ 6,300.00									
Innovent 1 Controller	\$ 8,100.00									
Pool Vestibule Mini Split	\$ 2,300.00									
WHP	\$ 6,600.00									
Innovent 2 Compressor	\$ 27,000.00									
Fitness Equipment	\$ 55,000.00					\$ 66,000.00				
Fitness Equipment		\$ 57,000.00					\$ 68,000.00			
Fitness Equipment			\$ 59,000.00					\$ 70,000.00		
Fitness Equipment				\$ 61,000.00					\$ 72,000.00	
IWC Subtotal	\$ 671,800.00	\$ 57,000.00	\$ 59,000.00	\$ 61,000.00	\$ -	\$ 66,000.00	\$ 68,000.00	\$ 70,000.00	\$ 72,000.00	\$ -

CULTURE AND RECREATION

Project	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Veterans Memorial Aquatics Center (VMAC)										
Yellow Slide Pump	\$ 16,800.00							\$ 19,700.00		
Shallow Water Features Restoration	\$ 32,600.00									
Gutter Replacement	\$ 59,000.00									
Blue Slide Pump 1		\$ 17,000.00								
Main Circulation Pump 2						\$ 19,000.00				
Feature Pump 3				\$ 17,500.00						\$ 20,500.00
Feature Pump 4				\$ 17,500.00						\$ 20,500.00
Replace Sand Filters				\$ 285,000.00						
Pool Parking Lot Lights		\$ 78,000.00								
Slide Refurbishment	\$ 15,000.00									\$ 25,000.00
VMAC Subtotal	\$ 123,400.00	\$ 95,000.00	\$ -	\$ 320,000.00	\$ -	\$ -	\$ 19,000.00	\$ 19,700.00	\$ -	\$ 66,000.00

Culture and Recreation										
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 31,000.00	\$ -	\$ -	\$ 79,000.00	\$ 81,000.00
Vehicles	\$ 60,000.00	\$ -	\$ -	\$ 65,000.00	\$ 58,000.00	\$ 40,000.00	\$ 42,000.00	\$ 50,000.00	\$ 42,000.00	\$ 52,000.00
Parks and Recreation	\$ -	\$ -	\$ -	\$ 465,000.00	\$ 722,000.00	\$ 845,000.00	\$ 171,000.00	\$ 305,000.00	\$ 205,000.00	\$ 160,000.00
IWC	\$ 671,800.00	\$ 57,000.00	\$ 59,000.00	\$ 61,000.00	\$ -	\$ 66,000.00	\$ 68,000.00	\$ 70,000.00	\$ 72,000.00	\$ -
VMAC	\$ 123,400.00	\$ 95,000.00	\$ -	\$ 320,000.00	\$ -	\$ -	\$ 19,000.00	\$ 19,700.00	\$ -	\$ 66,000.00
Total Culture and Recreation	\$ 855,200.00	\$ 152,000.00	\$ 59,000.00	\$ 911,000.00	\$ 780,000.00	\$ 982,000.00	\$ 300,000.00	\$ 444,700.00	\$ 398,000.00	\$ 359,000.00

STREET AND STORMWATER										
Project	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Equipment										
Retrofit dump trucks with wing plows	\$ 40,621.00	\$ 25,000.00	\$ 35,000.00							
2031 Caterpillar 908M					\$ 175,000.00					
2029 & 2034 Elgin Whirlwind			\$ 400,000.00					\$ 500,000.00		
2030 Larue Snow Blower				\$ 200,000.00						
John Deere 333P trackloader		\$ 140,000.00								
John Deere 50P mini excavator	\$ 100,000.00									
Cat Hyd. Snow Blower	\$ 18,000.00									
Concrete Saw Trailer		\$ 18,000.00								
12' Single Axle Utility Trailer		\$ 5,000.00								
Hotsy Pressure Washer		\$ 13,000.00								
Brine System	\$ 50,000.00									
Equipment Subtotal	\$ 208,621.00	\$ 201,000.00	\$ 435,000.00	\$ 200,000.00	\$ 175,000.00	\$ -	\$ -	\$ 500,000.00	\$ -	\$ -
Vehicles										
2025 Dodge Ram 3500 4x4		\$ 70,000.00								
2026 International HV-507 single	\$ 285,000.00									
2026 Dodge Ram 3500 4x4			\$ 75,000.00							
2027 International HV-507 single		\$ 290,000.00								
2029 International HV-507 tandem			\$ 345,000.00							
2030 International HV-507 tandem				\$ 350,000.00						
2031 Dodge Ram 3500 4x4					\$ 75,000.00					
2032 Dodge Ram 3500 4x4						\$ 76,000.00				
2032 International HV-507 single						\$ 300,000.00				
2034 Dodge Ram 3500 4x4								\$ 77,000.00		
2034 Dodge Ram 3500 4x4								\$ 80,000.00		
2034 Dodge Ram 3500 4x4								\$ 80,000.00		
2034 International HV-507 single								\$ 310,000.00		
2036 International HV-507 single										\$ 320,000.00
Vehicles Subtotal	\$ 285,000.00	\$ 360,000.00	\$ 420,000.00	\$ 350,000.00	\$ 75,000.00	\$ 376,000.00	\$ -	\$ 547,000.00	\$ -	\$ 320,000.00
Facility Improvements										
Facility Improvements Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Street Improvements										
W. Iowa Storm Improvements		\$ 700,000.00								
N. 14th St Storm Sewer Improvements (E Hillcrest			\$ 430,000.00							
Street Improvements	\$ -	\$ 2,750,000.00	\$ 2,750,000.00	\$ 2,750,000.00	\$ 2,750,000.00	\$ 2,750,000.00	\$ 2,750,000.00	\$ 2,750,000.00	\$ 2,750,000.00	\$ 2,750,000.00
Street Improvements Subtotal	\$ -	\$ 3,450,000.00	\$ 3,180,000.00	\$ 2,750,000.00	\$ 2,750,000.00	\$ 2,750,000.00	\$ 2,750,000.00	\$ 2,750,000.00	\$ 2,750,000.00	\$ 2,750,000.00
Street Total	\$ 493,621.00	\$ 4,011,000.00	\$ 4,035,000.00	\$ 3,300,000.00	\$ 3,000,000.00	\$ 3,126,000.00	\$ 2,750,000.00	\$ 3,797,000.00	\$ 2,750,000.00	\$ 3,070,000.00

SEWER										
Project	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Equipment										
Dump Trailer		\$ 10,000.00								
South Plant Replacement Pump	\$ 35,000.00									
Quail Meadows Replacement Pump		\$ 30,000.00								
65/69 Replacement Pump			\$ 30,000.00							
Equipment Subtotal	\$ 35,000.00	\$ 40,000.00	\$ 30,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicles										
15 F250 Pickup	\$ 50,000.00									
New Dodge Dump Truck	\$ 50,000.00									
18 F250 Pickup		\$ 50,000.00								
23 Jet/Vac Truck							\$ 600,000.00			
Vehicles Subtotal	\$ 100,000.00	\$ 50,000.00	\$ -	\$ -	\$ -	\$ -	\$ 600,000.00	\$ -	\$ -	\$ -
Sewer Projects										
W Iowa Ave Sewer Replacement Design Phase Engineering	\$ 175,000.00									
W Clinton Sewer addition between MH 25 to NW-204		\$ 135,000.00								
Pipe between MH 15 to NW-9			\$ 125,000.00							
Morlock Transformer Replacement	\$ 50,000.00									
McCord Transformer Replacement		\$ 50,000.00								
Plainview Transformer Replacement			\$ 50,000.00							
Manhole Repair	\$ 70,000.00									
Lining Repair Sewer Mains	\$ 140,000.00									
Sewer Projects Subtotal	\$ 435,000.00	\$ 185,000.00	\$ 175,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sewer Total	\$ 570,000.00	\$ 275,000.00	\$ 205,000.00	\$ -	\$ -	\$ -	\$ 600,000.00	\$ -	\$ -	\$ -

INTERNAL SERVICES										
Project	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Equipment										
Security Hardware	\$ 20,000.00			\$ 20,000.00			\$ 20,000.00			\$ 20,000.00
Firewall		\$ 5,000.00			\$ 5,000.00			\$ 5,000.00		
Switches Wireless Networking			\$ 5,000.00			\$ 5,000.00			\$ 7,500.00	
PD Mobile Terminals 9/year for 3 years	\$ 25,000.00	\$ 25,000.00			\$ 25,000.00	\$ 25,000.00	\$ 25,000.00			\$ 30,000.00
HyperV Servers (1)		\$ 10,000.00				\$ 10,000.00				
Computer Replacement PD (non-MDT)			\$ 7,000.00					\$ 7,500.00		\$ 15,000.00
Computer Replacement Fire (11)				\$ 13,500.00					\$ 14,000.00	
Computer Replacement Library (13)					\$ 15,000.00					\$ 15,000.00
Computer Replacement Library - Public					\$ 8,000.00					\$ 8,000.00
Computer Replacement Parks (3)		\$ 4,500.00					\$ 5,000.00			
Computer Replacement Activity Center			\$ 8,000.00					\$ 8,500.00		
Computer Replacement IWC (9)				\$ 11,000.00					\$ 11,000.00	
Computer Replacement Pool/Pickard (7)	\$ 8,400.00					\$ 9,000.00				
Computer Replacement Streets (5)		\$ 7,500.00					\$ 7,500.00			
Computer Replacement WRRF (6)			\$ 8,000.00					\$ 8,500.00		
Computer Replacement Com Dev (6)				\$ 8,000.00					\$ 8,500.00	
Computer Replacement Administration					\$ 8,500.00					\$ 9,000.00
Computer Replacement IT/Comm/Fac			\$ 15,000.00					\$ 15,000.00		
Communication Equipment			\$ 12,000.00					\$ 12,000.00		
Hardware Replacements				\$ 10,000.00					\$ 10,000.00	
Council AV Equipment		\$ 20,000.00					\$ 20,000.00			
Office Phone System and Phones										
Equipment Subtotal	\$ 53,400.00	\$ 72,000.00	\$ 55,000.00	\$ 62,500.00	\$ 61,500.00	\$ 49,000.00	\$ 77,500.00	\$ 56,500.00	\$ 51,000.00	\$ 97,000.00
Vehicles										
Vehicles Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Projects										
Projects Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Internal Services Total	\$ 53,400.00	\$ 72,000.00	\$ 55,000.00	\$ 62,500.00	\$ 61,500.00	\$ 49,000.00	\$ 77,500.00	\$ 56,500.00	\$ 51,000.00	\$ 97,000.00

COMMUNITY DEVELOPMENT

Project	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Ford Explorer 278 Replacement						\$ 25,000.00				
Ford Explorer 300 Replacement						\$ 25,000.00				
Vehicles Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000.00	\$ -	\$ -	\$ -	\$ -
Projects										
Community Development Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000.00	\$ -	\$ -	\$ -	\$ -





MEMORANDUM

To: Mayor and City Council
From: Cassandra Hofer, Deputy City Clerk
Date: June 1, 2026
Subject: Consideration of the issuance of a new liquor license for the Des Moines Metro Opera doing business as Blank Performing Arts Center.

Introduction: This is a consideration of a new liquor license for the Blank Performing Arts Center. They have applied for a Special Class C Retail Alcohol License.

Background: This permit would be valid for eight months.

Discussion: The Des Moines Metro Opera is a corporation located at 513 N D Street. The owners listed on the application are Michael Egel and Elaine Raleigh. Staff has reviewed the application and the inspection is scheduled for May 29, 2026.

Budget Impact: The State of Iowa sets the fee and disperses funds to the City after permit approval by both the local authority and the state.

Recommendation: Staff recommends approval.

Attachments: 1. DMMO

SPECIAL CLASS "C" RETAIL ALCOHOL LICENSE APPLICATION

Business Information

Name of Legal Entity: DES MOINES METRO OPERA INC

FEIN: XX-XXX9903

Business Type: Corporation

This business is not registered with the Secretary of State.

Premises Information

Premises DBA: BLANK PERFORMING ARTS CENTER

Premises Address: 513 NORTH D STREET INDIANOLA IA 50125

Premises Type: Museum/Arts Center

Number of Floors: 2

Control of Premises: Lease

Is your premises equipped with at least one adequate, conveniently located indoor or outdoor toilet facility for use by patrons?

Yes

Does your premises conform to all local and state health, fire and building laws and regulations?

Yes

Is your establishment equipped with tables and seats to accommodate a minimum of 25?

Yes

License Information

Effective Date: 15-Jun-2026

Length of License Requested: 8MONTH

Endorsements

Local Authority: City of Indianola

Dramshop Company: ILLINOIS CASUALTY CO

Ownership Information

Type	Name	ID Type	ID	DOB	Phone	Address	Percentage
Individual	EGEL, MICHAEL	SSN			51596162 21	305 W CLINTON AVE INDIANOLA IA 50125-1919	0.00
Individual	RALEIGH, ELAINE	SSN			51555646 41	1600 E VIRGINIA AVE DES MOINES IA 50320-1324	0.00

Criminal History Details

Has anyone listed on the Ownership page been charged or convicted of a felony offense in Iowa or any other state of the United States?

No

Has anyone listed on the Ownership page been convicted of any violation of any state, county, city, federal or foreign law? For traffic violations, only include those that are drug or alcohol related.

No

Criminal Violations

Contact Information

Contact Name: ELAINE RALEIGH

Phone Number: 5159616221 Extension: 108

Email Address: eraleigh@dmmo.org

Address: 106 W BOSTON AVE INDIANOLA IA 50125-1836

Attestation Information

Attestation Name: ELAINE RALEIGH

Attestation Date: 31-Mar-2026



MEMORANDUM

To: Mayor and City Council
From: Cassandra Hofer, Deputy City Clerk
Date: June 1, 2026
Subject: Consideration of the approval of a liquor license renewal for Casey's #1908 located at 507 S Jefferson Way.

Introduction: This is a renewal for Casey's #1908 Class E Retail Alcohol License.

Background: Their current permit expires on June 15, 2026.

Discussion: Casey's Marketing Company is a corporation located at 507 S Jefferson Way. The owners listed on the application are Scott Faber, Eric Larsen, Douglas Beech, Casey's General Stores Inc., Brian Johnson and Samuel James. Staff has reviewed the application and inspected the premises.

Budget Impact: The State of Iowa sets the fee and disperses funds to the City after permit approval by both the local authority and the State.

Recommendation: Staff recommends approval.

Attachments: 1. Casey's #1908

CLASS "E" RETAIL ALCOHOL LICENSE RENEWAL

Business Information

Name of Legal Entity: CASEYS MARKETING COMPANY

FEIN: XX-XXX5913

Business Type: Corporation

This business is registered with the Secretary of State.

Business Number of Secretary of State: 184278

Premises Information

Premises DBA: CASEY'S #1908

Premises Address: 507 S JEFFERSON WAY INDIANOLA IA 50125-3211

Premises Type: Convenience Store

Number of Floors: 1

Control of Premises: Own

The total square footage of the entire retail sales area plus any alcoholic beverage storage areas of the business. This includes areas of walk-in alcoholic beverage coolers that are accessible to the public.
1217

Does your premises conform to all local and state health, fire and building laws and regulations?
Yes

Does or will your licensed location wholesale alcoholic beverages to on-premises retail alcohol licensees?
No

Has the number of floors of the premises changed?
No

Have there been any changes to the premises in the last 12 months? This includes any changes that affect where alcohol is manufactured, stored, sold or consumed, such as adding, deleting, or changing permanent outdoor service areas.
No

Has there been a change in the control of property over the last 12 months? This includes a renewed/updated lease agreement, or changing from a deed to a lease, or a lease to a deed.
No

Has the square footage of the premises changed?
No

License Information

Effective Date: 15-Jun-2026

Length of License Requested: 12MONTH

Endorsements

Local Authority: City of Indianola

Ownership Information

Type	Name	ID Type	ID	DOB	Phone	Address	Percentage
Individual	FABER, SCOTT	SSN			(515) 963-3802	6749 CARDIFF CT JOHNSTON IA 50131-2783	0.00
Individual	LARSEN, ERIC	SSN			(515) 446-6803	4407 NW 5TH ST ANKENY IA 50023-8841	0.00
Individual	BEECH, DOUGLAS	SSN			(515) 446-6284	729 NE BROOK HAVEN DR ANKENY IA 50021-4529	0.00
Company	CASEY'S GENERAL STORES, INC.	FEIN			(515) 965-6100	1 SE CONVENIEN CE BLVD ANKENY IA 50021-9672	100.00
Individual	JOHNSON, BRIAN	SSN			(515) 446-6587	9129 NW 73RD CIR JOHNSTON IA 50131-4836	0.00
Individual	JAMES, SAMUEL	SSN			(515) 446-6506	3204 NE AVERY DR ANKENY IA 50021-6301	0.00

Criminal History Details

Has anyone listed on the Ownership page been charged or convicted of a felony offense in Iowa or any other state of the United States?

No

Has anyone listed on the Ownership page been convicted of any violation of any state, county, city, federal or foreign law? For traffic violations, only include those that are drug or alcohol related.

No

Criminal Violations

Contact Information

Contact Name: LICENSING DEPARTMENT

Phone Number: (515) 381-4090

Email Address: licensingteam@caseys.com

Address: 1 SE CONVENIENCE BLVD ANKENY IA 50021-9672

Bond

Do you want to add a bond for this permit?

No

Bond Policy Number: IA656469

Issued Date: 15-Jun-2020

Premises Hours

Is the premises open 24/7?

No

Store Hours Description:

Deliveries Hours

Are deliveries able to be received 24/7?

No

Delivery Hours Description:

Automatic Renewal Enrollment

Do you wish to enroll in the Automatic Renewal Program at this time?

Yes

Attestation Information

Attestation Name: SCOTT FABER

Attestation Date: 28-Apr-2026



MEMORANDUM

To: Mayor and City Council
From: Cassandra Hofer, Deputy City Clerk
Date: June 1, 2026
Subject: Consideration of the approval of a liquor license renewal for Casey's #1623 located at 607 N Jefferson Way, contingent upon staff approval.

Introduction: This is a renewal for Casey's #1623 Class E Retail Alcohol License.

Background: Their current permit expires on June 14, 2026.

Discussion: Casey's Marketing Company is a corporation located at 607 N Jefferson Way. The owners listed on the application are Scott Faber, Eric Larsen, Douglas Beech, Casey's General Stores Inc., Brian Johnson and Samuel James. This application was received on May 27, 2026. Staff will review the application and inspect the premises before the liquor license application is approved.

Budget Impact: The State of Iowa sets the fee and disperses funds to the City after permit approval by both the local authority and the state.

Recommendation: Staff recommends approval after staff have reviewed the application and inspected the premises.

Attachments: 1. Casey's #1623

CLASS "E" RETAIL ALCOHOL LICENSE RENEWAL

Business Information

Name of Legal Entity: CASEYS MARKETING COMPANY

FEIN: XX-XXX5913

Business Type: Corporation

This business is registered with the Secretary of State.

Business Number of Secretary of State: 184278

Premises Information

Premises DBA: CASEY'S #1623

Premises Address: 607 N JEFFERSON WAY INDIANOLA IA 50125-1417

Premises Type: Convenience Store

Number of Floors: 1

Control of Premises: Own

The total square footage of the entire retail sales area plus any alcoholic beverage storage areas of the business. This includes areas of walk-in alcoholic beverage coolers that are accessible to the public.
1220

Does your premises conform to all local and state health, fire and building laws and regulations?
Yes

Does or will your licensed location wholesale alcoholic beverages to on-premises retail alcohol licensees?
No

Has the number of floors of the premises changed?
No

Have there been any changes to the premises in the last 12 months? This includes any changes that affect where alcohol is manufactured, stored, sold or consumed, such as adding, deleting, or changing permanent outdoor service areas.
No

Has there been a change in the control of property over the last 12 months? This includes a renewed/updated lease agreement, or changing from a deed to a lease, or a lease to a deed.
No

Has the square footage of the premises changed?
No

License Information

Effective Date: 15-Jun-2026

Length of License Requested: 12MONTH

Endorsements

Local Authority: City of Indianola

Ownership Information

Type	Name	ID Type	ID	DOB	Phone	Address	Percentage
Individual	FABER, SCOTT	SSN			(515) 963-3802	6749 CARDIFF CT JOHNSTON IA 50131-2783	0.00
Individual	LARSEN, ERIC	SSN			(515) 446-6803	4407 NW 5TH ST ANKENY IA 50023-8841	0.00
Individual	BEECH, DOUGLAS	SSN			(515) 446-6284	729 NE BROOK HAVEN DR ANKENY IA 50021-4529	0.00
Company	CASEY'S GENERAL STORES, INC.	FEIN			(515) 965-6100	1 SE CONVENIEN CE BLVD ANKENY IA 50021-9672	100.00
Individual	JOHNSON, BRIAN	SSN			(515) 446-6587	9129 NW 73RD CIR JOHNSTON IA 50131-4836	0.00
Individual	JAMES, SAMUEL	SSN			(515) 446-6506	3204 NE AVERY DR ANKENY IA 50021-6301	0.00

Criminal History Details

Has anyone listed on the Ownership page been charged or convicted of a felony offense in Iowa or any other state of the United States?

No

Has anyone listed on the Ownership page been convicted of any violation of any state, county, city, federal or foreign law? For traffic violations, only include those that are drug or alcohol related.

No

Criminal Violations

Contact Information

Contact Name: LICENSING DEPARTMENT

Phone Number: (515) 381-4120

Email Address: licensingteam@caseys.com

Address: 1 SE CONVENIENCE BLVD ANKENY IA 50021-9672

Bond

Do you want to add a bond for this permit?

No

Bond Policy Number: IA656516

Issued Date: 15-Jun-2020

Premises Hours

Is the premises open 24/7?

No

Store Hours Description:

OPEN 5AM-11PM ALL DAYS

Deliveries Hours

Are deliveries able to be received 24/7?

No

Delivery Hours Description:

Automatic Renewal Enrollment

Do you wish to enroll in the Automatic Renewal Program at this time?

Yes

Attestation Information

Attestation Name: SCOTT FABER

Attestation Date: 27-May-2026



MEMORANDUM

To: Mayor and City Council
From: Cassandra Hofer, Deputy City Clerk
Date: June 1, 2026
Subject: Consideration of the approval of a liquor license amendment for Sodexo Management Inc.

Introduction: Sodexo Management Inc. has updated the owners on their liquor license. This amendment requires Council approval.

Background: Sodexo is located inside the Simpson College Kent Campus Center - Hubell Hall at 701 N C Street.

Discussion: The owners listed on the amended application are Katherine McCaffrey, Robyn Welter and Sodexo Operations LLC. Staff has reviewed this application.

Budget Impact: None.

Recommendation: Staff recommends approval.

Attachments: 1. Sodexo Amendment

< CITY OF INDIANOLA

Local Authority Review

CITY OF INDIANOLA
1900374901

>

Owners

Business Information

Customer Type
BUS

Business Sub-Type
Corporation

Business Designation

Legal Business Name
SODEXO MANAGEMENT INC

Old Ownership Information

Owner Type	Owner	Single Line Address	Ownership Percentage
 Owner	MISTRY, SAROSH	388 PINECREST DRIVE LAGUNA BEACH CA 9265	0.00
 Owner	RECTOR MCGLOCKTON, JOAN	7206 BELLS MILL ROAD BETHESDA MD 20817	0.00

Updated Ownership Information

Owner Type	Owner	Single Line Address	Ownership Percentage
 Owner	MCCAFFREY, KATHERINE	14 FOREST AVE ROCKVILLE MD 20850-1816	0.00
 Owner	WELTER, ROBYN	91 SYCAMORE LN IRVINGTON NY 10533-1933	0.00
 Company	SODEXO OPERATIONS LLC	915 MEETING ST STE 1500 NORTH BETHESDA ME	100.00

Impacted Active Licenses

Jurisdiction Code	Permit Type	License Number	Address
City of Indianola	Class "C" Retail Alcohol Licens	LC0042665	701 NORTH C STREET KENT CAMP

Criminal History

Has anyone listed on the Ownership page been charged or convicted of a felony offense in Iowa or any other state of the United States?
No

Has anyone listed on the Ownership page been convicted of any violation of any state, county, city, federal or foreign law? For traffic violations, only include those that are drug or alcohol related.
No

Local Authority Information

Local Authority Reviewing

City of Indianola

▼

Approved/Denied *

Required

▼

Local Authority Attestation Name *

Required

Local Authority Signature Date

📅

Local Authority Email *

Required

⋮

Local Authority Contact Phone Number *

Required

Comments



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- Website Policies



MEMORANDUM

To: Mayor and City Council
From: Jackie Raffety, City Clerk/Finance Director
Date: June 1, 2026
Subject: Third consideration and adoption of an ordinance amending Chapter 99, sewer service charges.

Introduction: Council is asked to approve the third reading of and adopt an ordinance amending sewer fees.

Background: Chapter 99, Sewer Services Charges, states in section 99.02(6) that user charges are the "portion of the total wastewater service charge which is levied in a proportional and adequate manner for the cost of operation and maintenance, replacement and retirement of sewer revenue bonds of the treatment works."

Discussion: Staff is recommending a 2.8% inflationary increase to the sewer user fees to keep the revenues in-line with the expenses.

The City is planning to work with a consulting engineer to refine a long-term revenue requirements plan accounting for post-WRRF project completion operating expenses and future capital needs. During this process, related cost-of-service and rate setting will be revisited.

Budget Impact: The projected revenue for FY26 is trending lower than budgeted. The revenues for FY27 were budgeted to remain flat, even with this small increase in revenue because of the trend.

Recommendation: Staff recommends approval.

Attachments: 1. Ord _ Increase Sanitary Sewer Fee, 2026

City of Indianola
ORDINANCE NO.

**AN ORDINANCE AMENDING CHAPTER 99, SEWER SERVICE CHARGES,
INDIANOLA CODE OF ORDINANCES**

BE IT ORDAINED BY THE MAYOR AND CITY COUNCIL OF THE CITY OF
INDIANOLA, IOWA:

SECTION 1. Section 99.05, User Charges, is hereby amended by deleting the
stricken language and inserting the underlined language as follows:

User Charges Effective July 1, 2026

1. Each contributor of normal domestic wastewater shall pay a user charge
rate for operation and maintenance, including replacement and sewer
revenue bond debt service, of \$26.75~~\$26.00~~ for the first one thousand (1,000)
gallons of water and \$12.85~~\$12.50~~ for each one thousand (1,000) gallons of
water thereafter as determined in Section 99.04. Regardless of the charge as
calculated, each contributor shall pay a minimum monthly charge of
\$26.75~~\$26.00~~.

2. Each contributor of wastewater, the strength of which is greater than normal
domestic wastewater, shall pay a user charge rate for operation and
maintenance, including replacement and sewer revenue bond debt service, of
\$26.75 ~~\$26.00~~ for the first one thousand (1,000) gallons of water and
\$16.06~~\$15.63~~ per one thousand (1,000) additional gallons of water as
determined in Section 99.04. The \$16.06~~\$15.63~~ per 1,000 gallon rate is the
normal domestic wastewater rate of \$12.85~~\$12.50~~ per 1,000 gallons multiplied
by a surcharge factor of 1.25. Regardless of the charge as calculated, each
contributor shall pay a minimum monthly charge of \$26.75~~\$26.00~~.

SECTION 2. Ordinances or parts of Ordinances in conflict with the provisions of
this Ordinance are hereby repealed.

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

SECTION 4. This Ordinance shall be in effect from May 1, 2025-July 1, 2026
after its final passage, approval and publication as provided by law.

PASSED and APPROVED by the Indianola City Council this _____ day
of _____, 2026.

Steve Richardson, Mayor

ATTEST:

Jackie Raffety, City Clerk

First Reading:
Second Reading:
Third Reading:
Published:



MEMORANDUM

To: Mayor and City Council

From: Bill Mettee, Senior Planner

Date: June 1, 2026

Subject: Second consideration of an ordinance amending the municipal code of the City of Indianola, Iowa for change of zoning district boundaries from the A-1 Agricultural/Open Space district to the R-1 Single-Family Residential Detached zoning district (Well Built Homes Property).

Introduction: City Council is being asked to consider a rezoning request for two parcels currently zoned A-1 [Agricultural / Open Space] that are proposed to be rezoned to R-1 [Single-Family Residential Detached] to accommodate for the construction of a single-family dwelling.

Background: The subject properties are located at the northeast corner of the intersection of South K Street and West 12th Avenue. The north parcel is approximately 5.61-acres, and the south parcel is 4.63-acres, totaling 10.24-acres. The applicant requests to rezone the properties from A-1 (Agricultural / Open Space) to R-1 (Single-Family Residential Detached District) to permit the construction of a single-family residence.

The minimum acreage in the A-1 district to permit single-family dwellings is 15-acres, and both of these parcels, even combined, fall below that threshold.

The north parcel was originally platted in 1979 as Lot 4 of Freeman Subdivision and the south parcel remains unplatted. Neither of the parcels underwent any subsequent platting and it does not appear that any plats of survey have been recorded for the two parcels.

Discussion: The current zoning ordinance requires that for a single-family dwelling to be built on land that is zoned A-1, the parcel must be 15-acres or more. These two parcels do not meet that threshold, even if combined. The surrounding parcels are a mix of undeveloped A-1 zoned properties and R-1 developed properties. The rezoning signs were placed on the properties by the required deadline and notification was mailed to surrounding property owners within 200-feet.

The Future Land Use Map identifies this area as Low Density Residential. As seen below, the designation of Low Density Residential supports what the applicant is proposing.

Low Density Residential is identified as:

- 2-5 dwelling units per gross acre
- Single-Family detached dwellings
- Accessory dwelling units

Budget Impact: None.

Recommendation: Staff recommends approval of the rezoning for Well Built Homes Property.

At their May 12, 2026 meeting, Planning Commission recommended approval of the rezoning to the City Council with a 5-0 vote.

Attachments:

1. ORD_Well Built Homes Property_Rezoning
2. CC_Staff Report_Well Built Homes RZ_051826
3. Rezoning Map

ORDINANCE NO. _____

AN ORDINANCE AMENDING THE MUNICIPAL CODE OF THE CITY OF INDIANOLA, IOWA, FOR CHANGE OF ZONING DISTRICT BOUNDARIES FROM THE A-1 AGRICULTURAL / OPEN SPACE ZONING DISTRICT TO THE R-1 SINGLE-FAMILY RESIDENTIAL DETACHED ZONING DISTRICT (WELL BUILT HOMES PROPERTY)

WHEREAS, the City Council of the City of Indianola, Iowa, deems it necessary and proper to amend the zoning from the A-1 Agricultural / Open Space Zoning District to the R-1 Single-Family Residential Detached Zoning District for real property legally described as

LOT 4 EXCEPT THE EAST 17.05 FEET OF THE NORTH 211 FEET OF FREEMAN SUBDIVISION, INDIANOLA, WARREN COUNTY, IOWA,

AND

BEGINNING ON THE SECTION LINE 640 FEET SOUTH OF THE NORTHWEST CORNER OF THE NORTHWEST QUARTER OF THE NORTHWEST QUARTER (NW 1/4 NW 1/4) OF SECTION 36, TOWNSHIP 76 NORTH, RANGE 24 WEST OF THE 5TH P.M. OF IOWA, THENCE EAST 80 RODS, THENCE SOUTH 20 RODS TO THE CENTER OF THE COUNTY ROAD, THENCE WEST ALONG THE CENTER OF SAID ROAD 80 RODS TO THE SECTION LINE, THENCE NORTH 20 RODS TO THE PLACE OF BEGINNING, EXCEPT THE EAST 725 FEET THEREOF,

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

Section 1: That the zoning is amended from the A-1 Agricultural / Open Space Zoning District to the R-1 Single-Family Residential Detached Zoning District for real property legally described as:

LOT 4 EXCEPT THE EAST 17.05 FEET OF THE NORTH 211 FEET OF FREEMAN SUBDIVISION, INDIANOLA, WARREN COUNTY, IOWA,

AND

BEGINNING ON THE SECTION LINE 640 FEET SOUTH OF THE NORTHWEST CORNER OF THE NORTHWEST QUARTER OF THE NORTHWEST QUARTER (NW 1/4 NW 1/4) OF SECTION 36, TOWNSHIP 76 NORTH, RANGE 24 WEST OF THE 5TH P.M. OF IOWA, THENCE EAST 80 RODS, THENCE SOUTH 20 RODS TO THE CENTER OF THE COUNTY ROAD, THENCE WEST ALONG THE CENTER OF SAID ROAD 80 RODS TO THE SECTION LINE, THENCE NORTH 20 RODS TO THE PLACE OF BEGINNING, EXCEPT THE EAST 725 FEET THEREOF,

Section 2: All ordinances or parts of ordinances in conflict with the provisions of this ordinance are hereby repealed.

Section 3: This ordinance shall be in full force and effect after its passage, approval and publication as provided by law.

PASSED AND APPROVED this _____ day of _____ 2026.

Steve Richardson, Mayor

ATTEST:

Jackie Raffety, City Clerk

First reading:

Second reading:

Third reading:

Publication Date:



CITY COUNCIL STAFF REPORT

PROJECT: Well Built Homes Property - Rezoning

PREPARED BY: Bill Mettee – Senior Planner

REPORT DATE: May 13, 2026

MEETING DATE: May 18, 2026

GENERAL INFORMATION

Applicant / Owner:

Well Built Homes, Inc. (Owner)

Owner's Representative:

Devin Prendergast (Applicant)

Request:

The applicant is requesting approval of a rezoning to permit single-family residential development.

Location and Size:

Properties are located at the northeast corner of the intersection of South K Street and West 12th Avenue, containing approximately 10.24-acres.

AREA MAP



ABOVE: Aerial of subject property (outlined in **RED**) in relation to the surrounding area.

LAND USES AND ZONING

Location	Existing Land Use	Comprehensive Plan	Current Zoning
Property in Question	Vacant / Undeveloped	Low-Density Residential	A-1 (Agricultural / Open Space)
North	Single-Family Residential / Church	Low-Density Residential / Neighborhood Mixed Use	A-1 (Agricultural / Open Space)
South	Vacant / Undeveloped	Low-Density Residential	A-1 (Agricultural / Open Space)
East	Single-Family Residential	Low-Density Residential	R-1 (Single-Family Residential Detached District)
West	Single-Family Residential	Low-Density Residential	R-1 (Single-Family Residential Detached District)

BACKGROUND AND PROJECT INFORMATION

The subject properties are located at the northeast corner of the intersection of South K Street and West 12th Avenue. The north parcel is approximately 5.61-acres, and the south parcel is 4.63-acres, totaling 10.24-acres. The applicant requests to rezone the properties from A-1 (Agricultural / Open Space) to R-1 (Single-Family Residential Detached District) to permit the construction of a single-family residence.

The minimum acreage in the A-1 district to permit single-family dwellings is 15-acres, and both of these parcels, even combined, fall below that threshold.

The north parcel was originally platted in 1979 as Lot 4 of Freeman Subdivision and the south parcel remains unplatted. Neither of the parcels underwent any subsequent platting and it does not appear that any plats of survey have been recorded for the two parcels.

Notification was mailed to adjacent property owners on April 22, 2026. The rezoning signs were placed on the property by the deadline. At the time this report was written, staff has received no correspondence for or against the request.

COMPREHENSIVE PLAN

The Future Land Use Map identifies this area as Low Density Residential. As seen below, the designation of Low Density Residential supports what the applicant is proposing.

Low Density Residential is identified as:

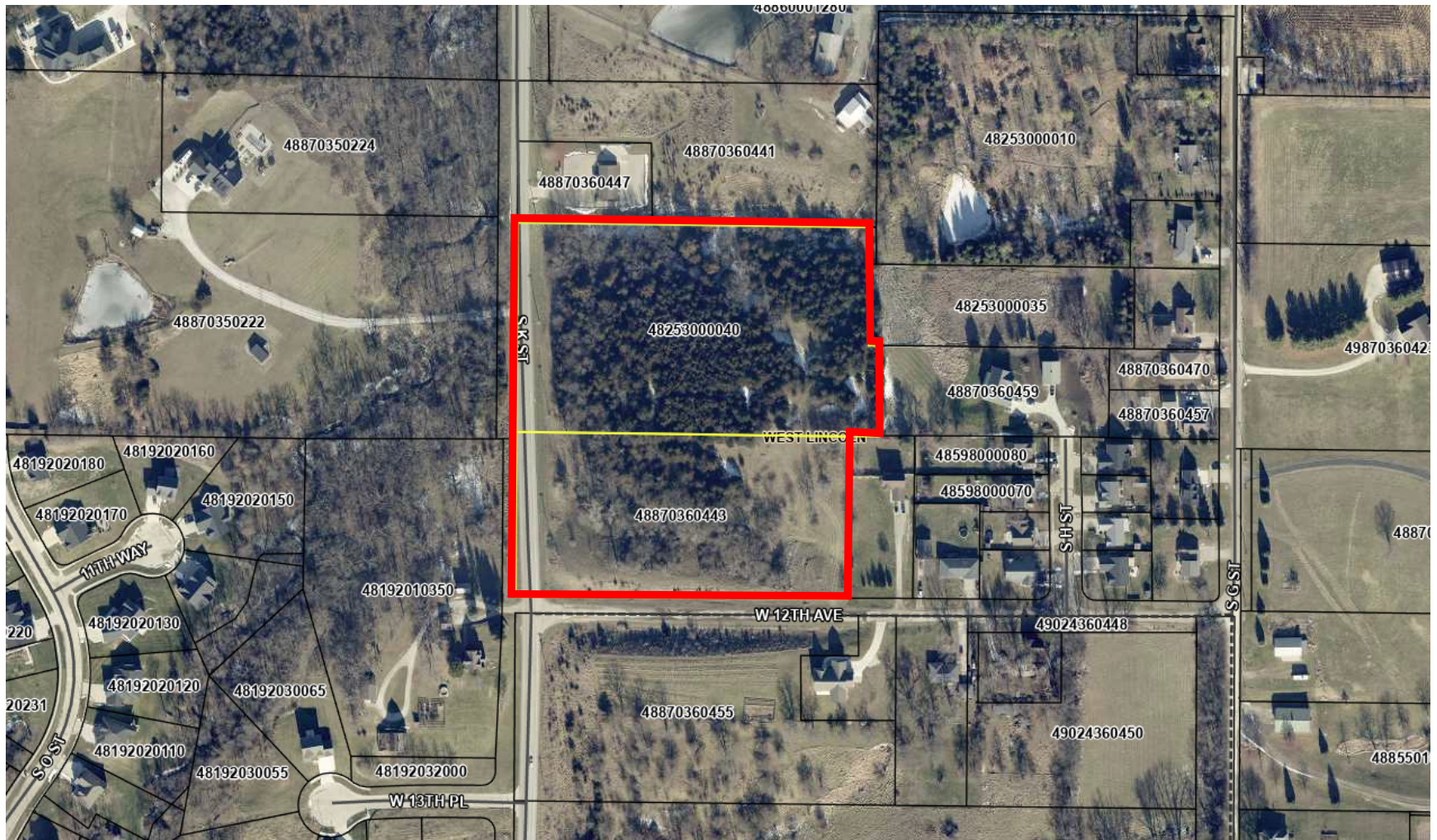
- 2-5 dwelling units per gross acre
- Single-Family detached dwellings
- Accessory dwelling units
- Innovative / non-traditional single-family forms may be allowed if compatibility standards are met
- Civic uses and places of worship may be allowed if compatibility standards are met through a special exception review
- Parks, open space, and trails

STAFF RECOMMENDATION

The proposed rezoning is generally consistent with the land uses identified in the Comprehensive Plan. Staff recommends approval of the rezoning for Well Built Homes Property.

PLANNING COMMISSION RECOMMENDATION

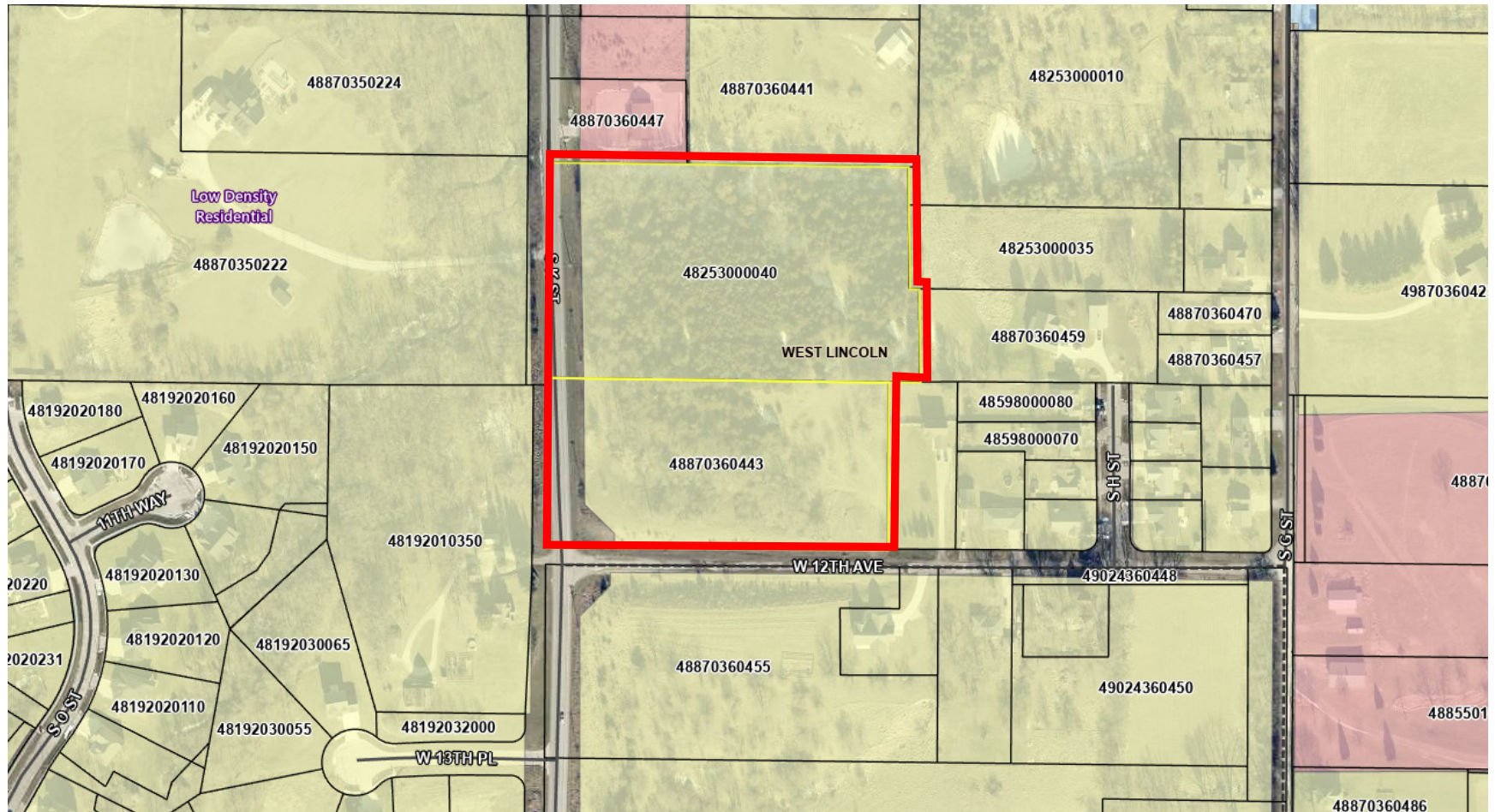
At their May 12, 2026 meeting, the Planning Commission voted 5-0 in favor of the rezoning and recommend the City Council approve the rezoning for Well Built Homes Property.



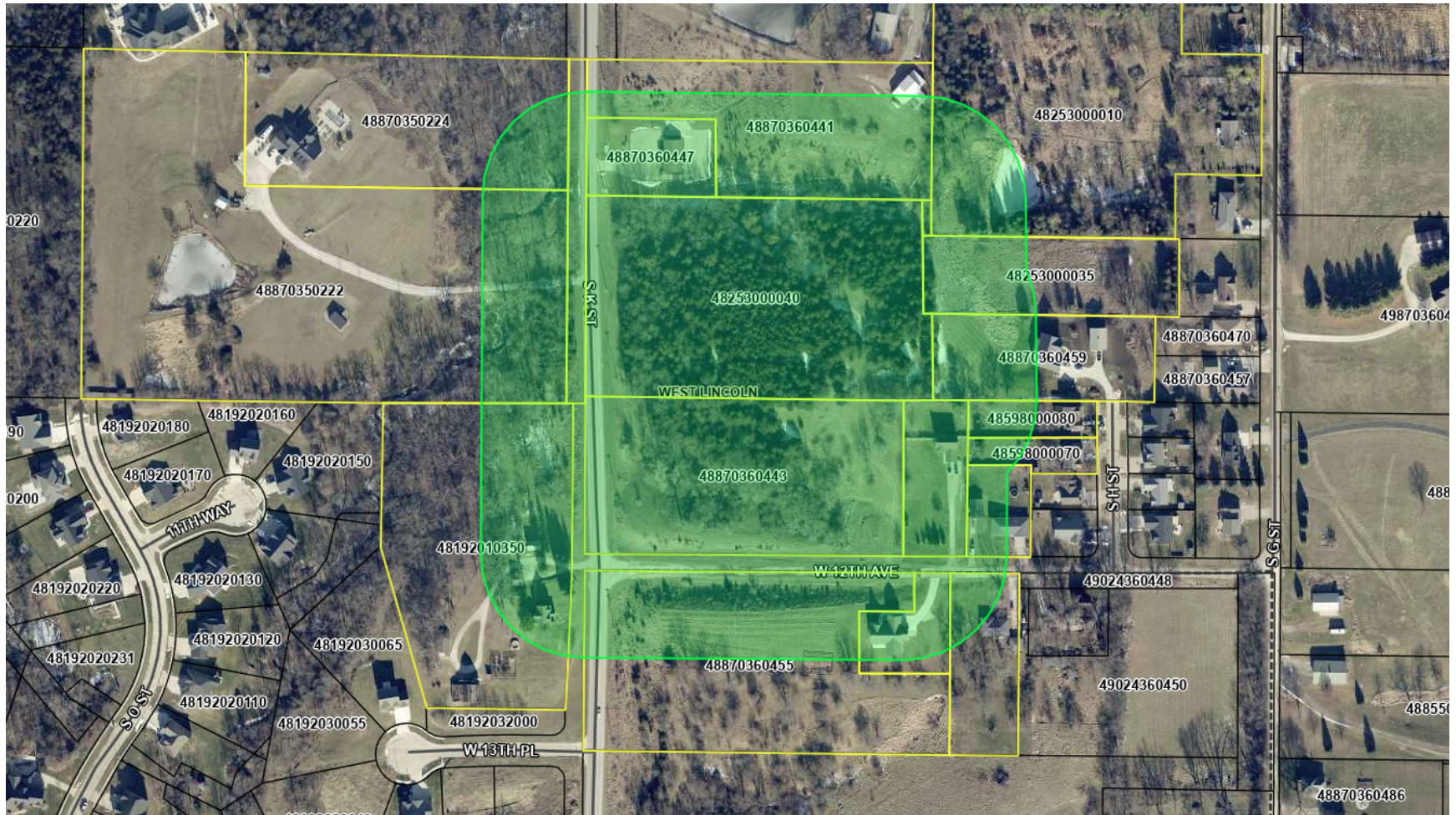
ABOVE: Aerial of subject property (outlined in **RED**) in relation to the surrounding area.



ABOVE: Aerial of subject property (outlined in **RED**) in relation to the surrounding area. Zoning Map identifies the properties as A-I Agricultural / Open Space.



ABOVE: Aerial of subject property (outlined in **RED**) in relation to the surrounding area. Future Land Use Map identifies properties as Low-Density Residential.



ABOVE: Aerial of subject property (outlined in **RED**) in relation to the surrounding area.



MEMORANDUM

To: Mayor and City Council
From: Jackie Raffety, City Clerk/Finance Director
Date: June 1, 2026
Subject: First consideration of an ordinance amendment to Chapter 122, Peddlers, Solicitors and Transient Merchants.

Introduction: Council is asked to approve amendments to the City's ordinance on peddlers, solicitors and transient merchants.

Background: The current ordinance allows a business to license multiple employees under one license, sets the fees, allows work until 8 PM seven days a week and does not define how a license can be denied.

Council reviewed the proposed changes at the May 18, 2026, meeting and directed staff to proceed with adoption of the ordinance amendments.

Discussion: The proposed changes are listed below.

1. Each person is licensed separately. This will ease the administrative burden of evaluating multiple individuals under one application.
2. The license application fee, license duration fee, and surety or cash bond amount are set by resolution in the fee schedule and not included in the ordinance. This will make updating the fees much easier and won't require that the changes be published in the newspaper like ordinances.
3. Adds a 90-day license for those working only over the summer.
4. Requires a copy of a photo driver's license or other photo ID. This allows staff to verify the person is who is listed on the application and that they have a valid license to drive in our city.
5. Lists requirements to obtain the license. These requirements prohibit someone from obtaining a license for certain criminal convictions.
6. Institutes a waiting period and a database. This allows staff time to review the application instead of being expected to issue a permit the same day the application is received. It also requires that staff maintain a list of active licenses on the City's website for the public.
7. Reasons to deny the license. Allows staff to deny the issuance of a license for specific reasons.
8. Time restrictions. Changes the hours the license is in effect to 10 AM - 7 PM Monday through Saturday, excluding national holidays. This addresses concerns from the community of people coming to their door later in the evening, on Sundays, and holidays.

Budget Impact: After looking at comparable city fees, staff is proposing an increase in the application fee and bond amount and changing the duration fees.

Application Fee: \$25.00 (Standard administrative fee; must be paid at time of application and is non-refundable) (Currently \$15.00)

Permit Duration Options: (Payable upon issuance of permit)

- **One Day:** \$20.00 (Currently \$50)
- **One Full Week:** \$75.00 (7 consecutive days) (Currently \$100)
- **90 Days:** \$150.00 (Not currently available)
- **Six Months:** \$200.00 (Up to 180 consecutive days)
- **One Year:** \$300.00

Surety Bond: All applicants must provide a **\$1,000.00 Surety Bond** (or cash bond) in favor of the City. This ensures protection for residents and compliance with city ordinances. Must be received prior to issuance of permit. (Currently \$200)

Recommendation: Staff recommends approval.

Attachments: 1. Ord_Chapter 122 Amendments

City of Indianola
ORDINANCE NO

**ORDINANCE AMENDING CHAPTER 122, PEDDLERS, SOLICITORS,
AND TRANSIENT MERCHANTS**

BE IT ORDAINED BY THE MAYOR AND CITY COUNCIL OF THE CITY OF INDIANOLA IOWA:

SECTION 1. Section 122.03 is hereby amended by deleting the stricken language and inserting the underlined language as follows:

2. ~~No license shall be issued until the applicant has delivered to the City Clerk a cash bond for no less than \$200.00 per license or \$1,000.00 for an employer employing a group of five or more license applicants.~~ No license shall be issued until the applicant has delivered to the City Clerk a surety or cash bond in the amount set in the fee schedule.

3. Peddlers, Solicitors, and Transient Merchants License shall be issued for the following duration of time:

A. One day

B. One week (6 consecutive days)

C. 90 days

D. Up to six consecutive months

E. Up to one year.

4. The amount of the license shall be determined in accordance with an established fee schedule, which fee schedule may be modified from time to time with approval of the council.

Section 2. Section 122.04 is hereby amended by deleting the stricken language and inserting the underlined language as follows:

1. An application in writing shall be filed with the Clerk for a license under this chapter. Such application shall be accompanied by ~~a \$15.00 application fee~~ an application fee established in the fee schedule and set forth the following information:
 - a. Applicant's name, e-mail address, ~~if any,~~ permanent and local address, and local phone number or cell phone number.
 - b. Business address, business e-mail address, ~~if any,~~ and business phone number; ~~if any.~~
 - d. The last three places of such business municipalities where the applicant carried on business as a peddler, solicitor, or transient merchant.
 - n. Copy of current photo driver's license or other photo ID if applicant will not be operating a vehicle.
3. F. The following are requirements for obtaining a peddlers, solicitors or transient merchant license:

1. Applicant must possess a valid driver's license, unless the applicant will not be utilizing a motor vehicle during the license period for any purpose.

2. The applicant has not been convicted of, pled guilty to or stipulated to the facts of any forcible felony, including any felony of child endangerment, assault, murder, sexual abuse, kidnapping, robbery, arson in the first degree or burglary in the first degree, or any sexually motivated crime in the past ten (10) years.

Section 3. Section 122.05, License Fees, is stricken in its entirety.

Section 4. Section 122.07 is hereby amended by deleting the stricken language and inserting the underlined language as follows:

122.07 License Issued or Denied

If the Clerk finds the application is completed in conformance with the requirements of this chapter, the facts stated therein are found to be correct and the license fee paid, a license shall be issued immediately. A waiting period of not less than five (5) business days from the date the application is received shall be in effect to provide sufficient time for the City Clerk's decision making process.

The City Clerk's office shall maintain a database of active licenses on the City's website.

The license shall be denied if the Clerk finds any of the following:

1. Applicant does not meet the requirements pursuant to Section 122.04.
2. Applicant falsified information on the application.
3. Applicant has been denied a license or has had a license revoked under this chapter within the last year, unless the applicant can show that the reasons for denial or revocation no longer exist.

Section 5. Section 122.10 is hereby amended by deleting the stricken language and inserting the underlined language as follows:

All peddler's and solicitor's licenses shall provide that said licenses are in force and effect only between the hours of 10:00 a.m. and ~~8:00 p.m.~~ 7:00 p.m., Monday through Saturday, excluding national holidays.

Section 6. Section 122.20 is hereby amended by deleting the stricken language and inserting the underlined language as follows:

4. No peddler shall conduct peddling between the hours of ~~9:00 p.m.~~ sunset and ~~9:00 a.m.~~ 10:00 a.m.

5. No peddler or solicitor shall do business or attempt to do business upon any property on which a notice is posted prohibiting peddling or soliciting.

6. No peddler, solicitor or transient merchant shall harass, intimidate, coerce, annoy, disrespect, alarm, or threaten any individual to induce a sale.

7. No peddler, solicitor or transient merchant shall falsely or fraudulently misrepresent the quality, character or quantity of any article, item or commodity offered for sale or sell any unwholesome or tainted food or foodstuffs.

8. No peddler, solicitor or transient merchant shall conduct business in such a manner as to endanger the public health, welfare, or safety.

9. No peddler, solicitor or transient merchant shall conduct business while under the influence of alcohol or any illegal narcotic or controlled substance.

Section 7. Ordinances or parts of Ordinances in conflict with the provisions of this Ordinance are hereby repealed.

Section 8. If any section, provision or part of this Ordinance shall be adjudged to be invalid or unconstitutional, such adjudication shall not affect the validity of the Ordinance as a whole or any section, provision or part thereof not adjudicated invalid or unconstitutional.

Section 9. This ordinance shall be in effect after is final passage, approval, and publication as provided by law.

Passed and approved by the Indianola City Council this _____ day of _____ 20____.

Steve Richardson, Mayor

ATTEST:

Jackie Raffety, City Clerk



MEMORANDUM

To: Mayor and City Council
From: Aaron Hurt, Fire Chief
Date: June 1, 2026
Subject: Resolution authorizing an agreement between Vector Solutions and the Indianola Fire Department.

Introduction:

The purpose of this memorandum is to request City Council approval to renew the annual agreement with Vector Solutions for the continued use of the department's Learning Management System (LMS). The platform is utilized by the Indianola Fire Department to provide, manage, document, and retain required fire, EMS, and OSHA-related training records for department personnel.

Background:

The Indianola Fire Department utilizes the Vector Solutions / Target Solutions platform as its centralized learning and training management system. The system provides online training delivery capabilities, maintains employee training records, tracks compliance requirements, and assists with documentation necessary for state and federal regulatory requirements.

The platform is used extensively to support annual OSHA compliance training, EMS continuing education requirements, fire service training documentation, credential tracking, and internal policy acknowledgment processes. The system also assists the department in maintaining organized records for accreditation, audits, liability reduction, and workforce accountability.

The proposed renewal includes continued access for 36 personnel memberships, annual maintenance and support services, and access to the Fire and EMS online course catalog.

Discussion:

The continued use of the Vector Solutions LMS provides several operational and administrative benefits to the department. The platform allows personnel to complete assigned training efficiently while enabling supervisory staff to monitor completion status, certifications, and recurring compliance requirements.

The system supports the department's ability to maintain compliance with mandatory training requirements associated with OSHA standards, Iowa EMS continuing education requirements, and fire service operational readiness.

The Fire Department has utilized the Vector Solutions platform successfully for several years and staff recommends continuation of the service due to its affordability, reliability, reporting capabilities, and integration into the department's daily training operations.

Budget Impact:

The proposed annual renewal cost is \$4,739.48. Funding for the agreement renewal is included within the Fire Department's FY2027 operating budget.

Recommendation:

Staff recommends approval.

- Attachments:**
1. Res 2026- Authorizing contract with Vector and IFD
 2. Renewal Notice Public Sector - Indianola Fire Department (IA) IA - Renewal Jul 2026

City of Indianola
RESOLUTION NO. 2026-

**RESOLUTION AUTHORIZING A CONTRACT BETWEEN VECTOR SOLUTIONS AND
THE INDIANOLA FIRE DEPARTMENT**

WHEREAS, a centralized learning and training management system is needed for the Fire Department; and

WHEREAS, Vector Solutions/Target Solutions can provide, manage, document and retain fire, EMS, and OSHA related training records for department personnel that are necessary for state and federal regulatory requirements; and

WHEREAS, the City Council of the City of Indianola, Iowa believes it to be in the best interest of the City of Indianola Fire Department to enter into an agreement with Vector Solutions for \$4,739.48.

NOW THEREFORE, IT IS HEREBY RESOLVED by the City Council of the City of Indianola, Iowa that the contract with Vector Solutions is hereby approved and the Mayor is authorized and directed to execute on behalf of the city the documents required to execute the contract.

Approved this 1st day of June 2026.

ATTEST:

Ron Dalby, Mayor Pro Tem

Jackie Raffety, City Clerk

This is not an Invoice

Date 05-02-2026

Contract Name	Renewal Contact	Billing Frequency	Renewal Start Date
Indianola Fire Department (IA)	Macey Stretch	Annual	07-01-2026

Quantity	Product Code	Product Name	Description	Unit Price	Total
36	TSPREMIER	Vector LMS, TargetSolutions Edition Premier Membership	Training management for public entities and professionals	\$120.68	\$4,344.48
1	TSMINTFEES	Vector LMS, TargetSolutions Edition - Maintenance Fee	Annual maintenance of Vector LMS, TargetSolutions Edition	\$395.00	\$395.00
36	TSF&ELIB	Fire and EMS Online Course Catalogs	Vector LMS, TargetSolutions Edition Fire and EMS course catalogs for professionals	\$0.00	\$0.00

Total: \$4,739.48



MEMORANDUM

To: Mayor and City Council
From: Jacob Meshke, City Manager
Date: June 1, 2026
Subject: Resolution approving a Traffic Impact Study Policy.

Introduction: A Traffic Impact Study (TIS) policy is being brought forward for City Council consideration.

Background: A Traffic Impact Study (TIS) is an analysis which shows how a new development (e.g. residential subdivision, mixed-use, commercial, industrial, etc.) will impact the surrounding transportation network. A TIS helps protect public safety, prevent congestion, support planning and growth management, and inform cost-sharing considerations. A TIS also recommends transportation infrastructure improvements that may be needed to mitigate identified congestion or safety concerns.

The City of Indianola has previously utilized TIS for certain developments; however, the proposed policy would establish a more consistent and standardized approach moving forward.

Discussion: The proposed policy establishes when a Traffic Impact Study (TIS) is required for new developments and outlines what those studies must evaluate. A TIS would be required for any project generating 100 or more peak-hour vehicle trips, for high-impact land uses, or when the Public Works Director determines a development may significantly affect traffic flow or safety. The policy sets clear expectations for analyzing existing traffic conditions, projected impacts, safety considerations, multimodal accommodations, and needed improvements. It also requires that all studies be completed by qualified traffic engineers, reviewed by the City, and paid for entirely by the developer. If a project affects Iowa DOT-regulated roadways, state requirements must also be met.

The City Attorney has reviewed the policy. The policy was shared with several local developers requesting their input.

Budget Impact: The policy provides that the developer will be responsible for the cost of a TIS.

Recommendation: Staff recommends approval.

Attachments:

1. Res 2026- approving traffic impact study policy
2. Policy

City of Indianola
RESOLUTION 2026-

RESOLUTION APPROVING A TRAFFIC IMPACT STUDY POLICY

WHEREAS, a Traffic Impact Study (TIS) is an analysis which shows how new developments will impact the surrounding transportation network; and

WHEREAS, a TIS helps protect public safety, prevent congestion, support planning and growth management; and

WHEREAS, the attached TIS Policy establishes guidelines for new developments and outlines what those studies must evaluate; and

WHEREAS, the policy will be added to the Council Policy Folder and shall be reviewed annually.

NOW BE IT THEREFORE RESOLVED that the City Council of Indianola approves and adopts the attached City of Indianola Traffic Study Policy.

Passed and adopted this 1st day of June 2026.

Ron Dalby, Mayor Pro Tem

ATTEST:

Jackie Raffety, City Clerk

Traffic Impact Study Requirement Policy for Proposed Developments – City of Indianola

1.) PURPOSE:

The purpose of the policy to require a Traffic Impact Study for proposed developments is to evaluate how the new development affects the surrounding transportation system while ensuring safety, efficiency, and adequate network capacity.

2.) POLICY:

A Traffic Impact Study (TIS) is required for proposed developments in the City of Indianola if the development is expected to generate 100 or more peak-hour vehicle trips in and out of the site during peak traffic hours. High impact developments (big box retail stores, fast food restaurants, gas stations, etc.) will automatically trigger the need to complete a traffic impact study. Additionally, the Public Works Director has the ability to require a traffic impact study if it is believed the proposed development could meaningfully impact traffic flow, safety of users, or the capacity of the traffic network.

3.) TRAFFIC IMPACT STUDY REQUIREMENTS:

In general, a Traffic Impact Study must include the following elements:

1. EXISTING CONDITIONS – Compile and review the needed information regarding the existing conditions, which generally includes:
 - a. Land usage/existing trip generation/distribution
 - b. Access locations and sizes
 - c. Aerial Image of the study location
 - d. Adjacent streets with the following information:
 - i. Functional Classification
 - ii. Roadway typical section (roadway width and number of lanes) and intersection configurations
 - iii. Posted speed limits
 - iv. On-street parking
 - v. Current and historic daily and hourly traffic volume counts.
 - e. Turning movement traffic counts and observe existing traffic operations of study roadways and intersections.
 - i. Weekday AM and PM peak hours
 - ii. Midday, weekend, school dismissal peak hours may be necessary
2. CRASH REVIEW – Provide tabulation and summary of the following information.
 - a. Review/analyze Iowa DOT's Iowa Crash Analysis Tool (ICAT) crashes in the past 5 year for the study limits.
 - b. Describe details of factors, circumstances, or conditions that resulted in injury crashes.
 - c. Note any recommended countermeasures, with reference to the relevant Crash Reduction Factor (CRF) from the Crash Modification Factors (CMF) Clearinghouse or other appropriate research.

3. PROPOSED SITE IMPROVEMENTS – Review the following information for the proposed development site.
 - a. Land usage, Proposed ITE trip generation/distribution
 - b. Proposed ITE Parking Generation
 - c. Access locations and size
 - d. Plan View drawing of improvements
 - e. Adjacent Streets
 - i. Identify proposed changes (i.e. on street parking)
 - ii. Future traffic volume forecasts
 - iii. Accommodate planning of public improvements
4. TRAFFIC MODELING –
 - a. Perform traffic capacity analysis. The preferred analysis tool is the latest edition of Synchro by Trafficware. The traffic capacity analysis should report delays using the Highway Capacity Manual (HCM) methodologies and queues for the following information.
 - i. Existing conditions
 - ii. Opening Day
 - iii. 20-year Projected No-Build
 - iv. 20-Year Projected w/ proposed development
 - b. Perform Traffic Control, Queuing, and Geometric Impact Analysis for study intersection.
 - c. Perform Warrant Analysis for proposed/recommended traffic control changes.
5. MULTIMODAL REVIEW –
 - a. Review Pedestrian, Bicyclist, and Transit Accommodations
 - i. Review site considerations
 - ii. Review connectivity to facilities near the study site.
6. REPORT –
 - a. Discuss any potential concerns or modifications to the following areas:
 - i. Roadway, intersection safety, or operations
 - ii. Traffic control, geometric impacts to the streets or intersections
 - iii. Pedestrian, bicyclist, and transit accommodations
 - b. Discuss any trends in crash data
 - c. Identify recommended improvements, if any, to the transportation system within or adjacent to the development.
7. DELIVERABLES –
 - a. A trip generation memo is required with the preliminary site plan submittal. The trip generation memo shall include a summary of the daily, AM, and PM peak hour trips generated.
 - b. Traffic Impact Study that summarizes existing conditions, traffic information developed, traffic analyses performed, and recommended transportation system

and/or access improvements. Provide an appendix with all supporting data and analysis results.

- c. The study shall be submitted concurrently with the preliminary site plan for the proposed development. The final plat won't be recorded until any required public improvements from the study are constructed and accepted by the City.

The traffic impact study shall be completed by an individual who is experienced in traffic and transportation engineering, analyzing traffic operations and mobility, and transportation design elements. The traffic impact study report must be sealed by a Professional Engineer license in the State of Iowa. A draft copy of the report shall be submitted to the City for review, and the report shall be finalized, based on the comments provided by the City. The developer shall be fully responsible for the entire cost of the traffic impact study and any work needed to complete the study.

If a proposed development will impact the primary highway system (i.e. US 65/69, IA 92, etc.) which is under the Iowa Department of Transportation (DOT) jurisdiction and oversight, the Iowa DOT's requirements and criteria for a traffic impact study will also need to be followed.



MEMORANDUM

To: Mayor and City Council

From: Bryce Johnson, Community and Economic Development Director

Date: June 1, 2026

Subject: Resolution in support of a workforce housing tax credit benefit application to be submitted to the Iowa Economic Development Authority by Hubbell Homes for a Housing Project located near the south-east corner of E. Iowa Avenue and N. 15th Street, Indianola, Iowa.

Introduction:

Background: Hubbell Realty Company is submitting an application to the Iowa Economic Development Authority (IEDA) Workforce Housing Tax Credit Program for the development of a 50-unit townhome project located at the southeast corner of E Iowa Avenue and N 15th Street.

Discussion: The proposed development would provide additional workforce housing opportunities within the community and help address ongoing housing demand in Indianola. The project represents a significant private investment and is intended to provide high-quality housing options for residents. The developer estimates the project being valued at approximately \$9,000,000.

As part of the IEDA application requirements, the City must provide a resolution indicating support for the project and the associated Workforce Housing Tax Credit application. The resolution outlines the City's support of the standard residential tax abatement program which is sufficient for IEDA's \$1,000 per unit local match requirement. The city is preparing to bring forth an amendment to the residential tax abatement program this summer to change the schedule from a five-year sliding scale to a three-year sliding scale. The three-year sliding scale tax abatement program is what the resolution of support is based on.

In 2023, Council approved a similar resolution of support for the construction of the Schoolyard Townhomes, which was also a requirement for that developer to be eligible for the workforce housing tax credit program.

The resolution was reviewed and approved by the city's legal counsel and confirmed to be accurate by the developer.

City staff confirmed with DA Davidson that the City's three-year residential property tax abatement projection satisfies the \$1,000 per unit local match requirement. The developer's deadline to submit an application to IEDA is June 10, 2026.

Budget Impact: Approval of the resolution does not obligate the City to provide direct funding beyond the incentives identified within the resolution but demonstrates the City's support for the proposed housing development and the developer's application for State assistance.

Recommendation: Staff recommends approval of the resolution of support

Attachments:

1. Res 2026- Support of Hubbell Homes IEDA App-BG_05-27-2026
2. Site Location Map

City of Indianola
RESOLUTION NO. 2026-

**RESOLUTION IN SUPPORT OF A WORKFORCE HOUSING TAX CREDIT BENEFIT
APPLICATION TO BE SUBMITTED TO THE IOWA ECONOMIC DEVELOPMENT
AUTHORITY BY HUBBELL REALTY COMPANY FOR A HOUSING PROJECT LOCATED AT
SOUTHEAST CORNER OF E. IOWA AND N. 15TH STREET, INDIANOLA, IOWA**

WHEREAS, Hubbell Realty Company (the ‘developer’) represented by Matt Weller, Officer, has requested City support for its application to the Iowa Economic Development Authority (IEDA) for State tax incentives under the Workforce Housing Tax Credit Program for a multi-family housing development consisting of 50 townhome units located at southeast corner of E Iowa Ave and N 15th Street (parcel 49043033000), Indianola, Iowa (the “property”); and,

WHEREAS, successful completion of the Project requires funding from a number of sources, including an award of Iowa Workforce Housing Tax Credit benefits in the estimated amount of \$1,000,000; and,

WHEREAS, the application requirements for the Workforce Housing Tax Credit Program include the submission of a resolution in support of the Project by the community where the Project will be located, which requirement is intended to be satisfied by this resolution; and,

WHEREAS, the City of Indianola will support the creation of fifty (50) housing units with a \$1,000 tax abatement per housing unit created; and,

WHEREAS, Hubbell Realty has committed a significant amount of private financing to the project to create a high-quality option for Indianola’s workforce; and,

NOW THEREFORE, BE IT RESOLVED, by the City Council of the City of Indianola, Iowa, as follows:

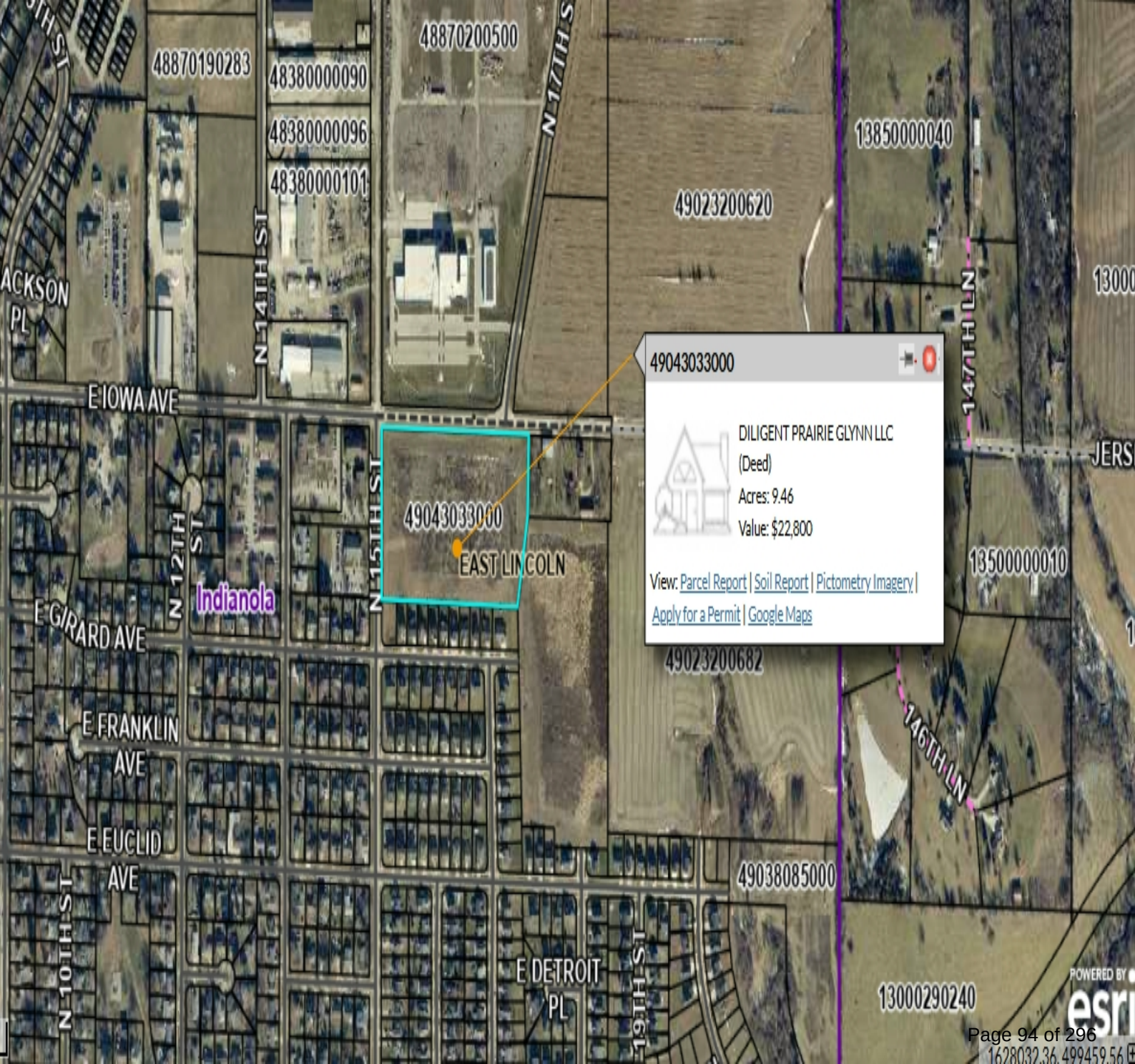
1. The City Council of the City of Indianola, Iowa does hereby express its support for the Hubbell Realty Company application to IEDA, seeking an award of Workforce Housing Tax Credit benefits in the amount of \$1,000,000.
2. The Mayor and the City Manager are hereby authorized and directed to sign any forms required by the Administrative Rules of the IEDA to evidence the City’s support for the application by Hubbell Realty Company as described above, upon approval of the same by the City Attorney.
3. The City Manager is directed to transmit a copy of this resolution to Hubbell Realty Company for submittal to the IEDA, and to conduct project compliance monitoring.

APPROVED this 1st day of June 2026.

Steve Richardson, Mayor

ATTEST:

Jackie Raffety, City Clerk



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DILIGENT PRAIRIE GLYNN LLC
(Deed)

Acres: 9.46

Value: \$22,800

View: [Parcel Report](#) | [Soil Report](#) | [Pictometry Imagery](#) |
[Apply for a Permit](#) | [Google Maps](#)

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MEMORANDUM

To: Mayor and City Council
From:
Date: June 1, 2026
Subject: Resolution approving salaries.

Introduction: Staff recommends the City Council approve the salary resolution to set salaries in accordance with the personnel management guide, union contracts, and seasonal salaries.

Recommendation: Staff recommends approval.

Attachments: 1. Res 2026- Approving salaries 20260601

City of Indianola
RESOLUTION NO. 2026-

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:

Jaydn Arnold, to Part-time Paramedic, 3-B, \$28.25/hour, effective May 7, 2026; and

Arin Hummel, to Part-time Library Assistant, I-A, \$17.74/hour, effective May 14, 2026; and

Isabelle Hutchison, to Part-time Paramedic, 3-B, \$28.25/hour, effective May 15, 2026; and

Tyrel Herrick, Full-time Water Resource Recovery Operator IV, R25+4, longevity increase to \$400/year, \$88,439.62/year, effective May 17, 2026; and

Tyrel Herrick, Full-time Water Resource Recovery Operator IV, R25+4, to interim Water Resource Recovery Superintendent, 5% increase due to additional duties in the absence of a Superintendent, which will be removed upon hire of Superintendent, \$92,841.60/year (including \$400 longevity), effective May 17, 2026; and

Natalie Webster, to Part-time non benefitted Non Certified Instructor, \$14.00/hour, effective May 26, 2026; and

Natasha Otto, to Part-time non-benefitted Learn and Play staff, \$12.25/hour, effective May 27, 2026; and

Garry Cunningham, Full-time Water Resource Recovery Operator III, R24+2, longevity increase to \$400.00/year, \$76,630.32/year, effective June 14, 2026.

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 1st day of June 2026.

Ron Dalby, Mayor Pro Tem

ATTEST:

Jackie Raffety, City Clerk



MEMORANDUM

To: Mayor and City Council
From:
Date: June 1, 2026
Subject: CPSM Presentation regarding the Police Department

Introduction: Presentation of findings and recommendations by the Center for Public Safety Management (CPSM) regarding the Indianola Police Department.

Background: The City entered an agreement with the Center for Public Safety Management (CPSM) to conduct a comprehensive analysis of Police, Fire, and Emergency Medical Services (EMS) in September 2025. CPSM is the exclusive provider of public safety technical assistance for the International City/County Management Association (ICMA) and has conducted over 400 studies in 46 states and provinces, and more than 275 communities.

Discussion: The comprehensive Police Operations and Data Report concludes that the Indianola Police Department is a highly professional organization with personnel committed to serving the community. CPSM has provided 34 recommendations that support the department's ongoing development and identify opportunities to enhance efficiency and effectiveness. Several of these recommendations have already been incorporated through the FY27 budget process or implemented as departmental initiatives.

This presentation will give the City Council an opportunity to review the study's findings and ask any questions they may have. The results will also inform the development of a departmental work plan focused on continuous improvement.

A final draft of the Fire and EMS Report has been received and will be reviewed over the next couple of weeks with a final presentation to City Council to follow.

Budget Impact: City Council approved the fee of \$101,361 to complete the comprehensive analysis of police, fire, and EMS services in September 2025.

Recommendation: Staff recommends City Council ask questions and provide feedback.

Attachments:

1. Indianola_CPSM_Presentation
2. Indianola_PD_Final_Report_13Apr2026

Police Operations and Data Report

- Indianola Police Department
- Indianola, Iowa



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Project Methodology



Data Analysis



Interviews



Focus Groups



Document Review



Operational
Observations

The Report

Comprehensive operational assessment

- Data-driven analysis

34 Recommendations include short- and long-term improvements

CPSM[®]

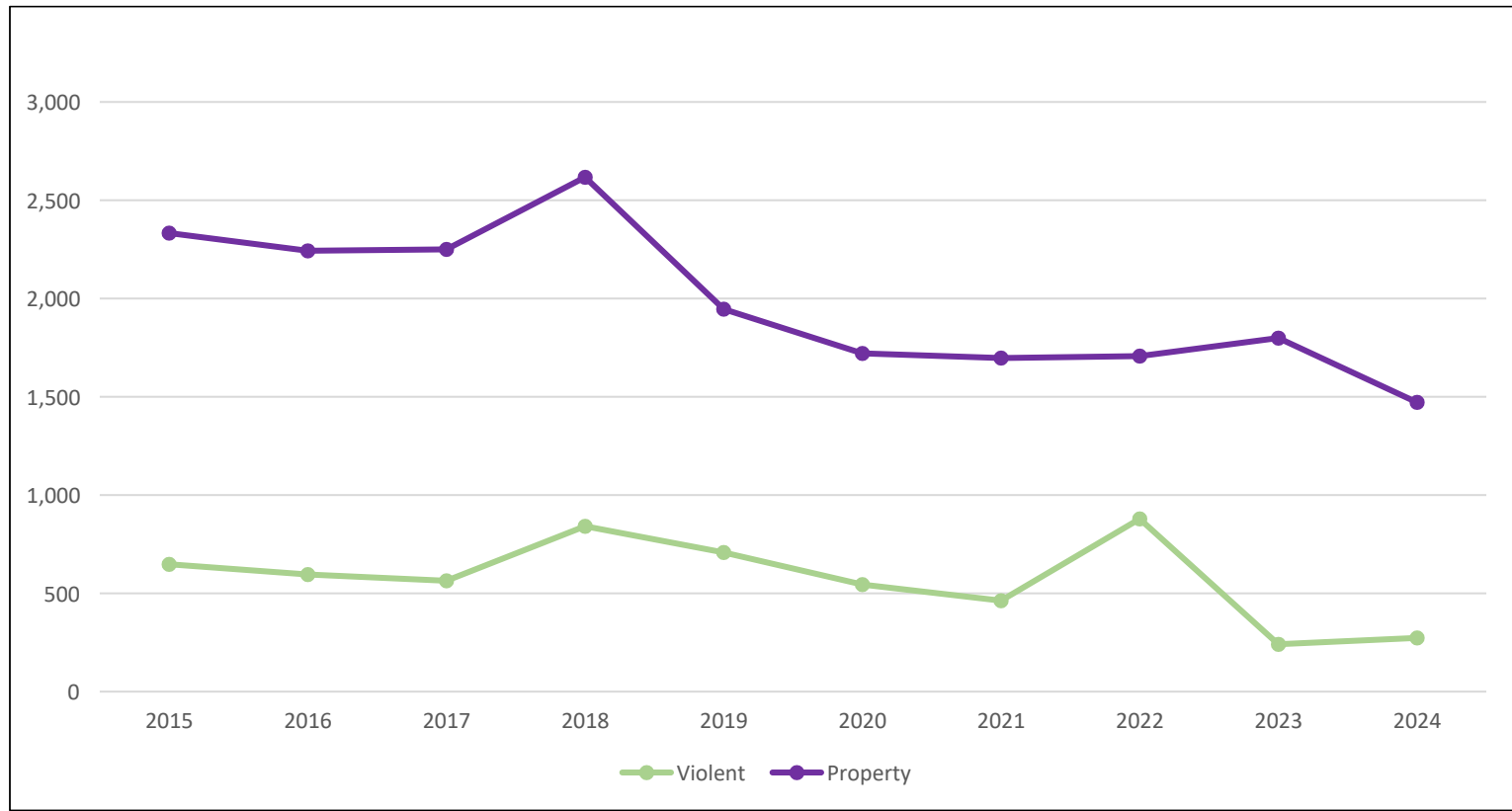
Crime Overview

TABLE 3-1: Reported Crime Rates in 2023 and 2024, by Municipality

Municipality	State	2023				2024			
		Population	Crime Rates			Population	Crime Rates		
			Violent	Property	Total		Violent	Property	Total
Altoona	IA	22,492	151	1,916	2,067	22,422	143	2,011	2,154
Clinton	IA	24,366	788	2,606	3,394	24,171	360	2,726	3,086
Clive	IA	19,038	252	1,282	1,534	19,124	209	1,166	1,375
Coralville	IA	23,534	140	2,307	2,448	24,033	133	2,064	2,197
Fort Madison	IA	10,043	339	2,191	2,529	9,964	281	1,706	1,987
Muscatine	IA	23,250	314	1,174	1,488	23,208	246	1,228	1,474
Newton	IA	15,659	326	1,296	1,622	15,611	384	1,390	1,774
Oskaloosa	IA	11,454	253	1,083	1,336	11,419	140	902	1,042
Spencer	IA	11,468	96	1,151	1,247	11,501	52	991	1,043
Indianola	IA	16,175	241	1,799	2,040	16,104	273	1,472	1,745
Iowa		3,207,004	280	1,441	1,721	3,241,488	238	1,277	1,515
National		336,806,231	380	1,934	2,314	340,110,988	359	1,760	2,119

All Crime Numbers are Indexed per 100,000 residents

Crime Trends - 10-Years



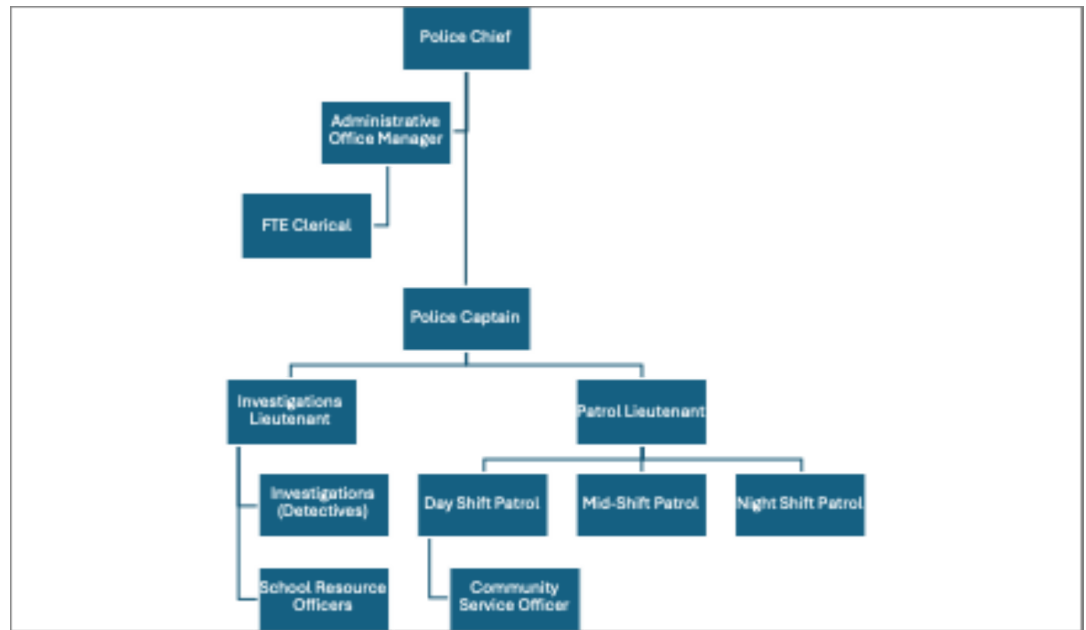
IPD

Department Overview

31 authorized
positions

24 sworn / 7
civilian

Full-service
policing agency



How is Patrol Workload Measured?

- RULE of 60:
 - Department Staffing at 67% (Rule 1)
 - Rule 2 – Workload under 60%
- Start with Call Data Analysis
 - 52% Police Initiated
 - 44% Community Initiated
 - 4% Zero On Scene
- BALANCED?

FIGURE 5-1: Percentage Events per Day, by Initiator

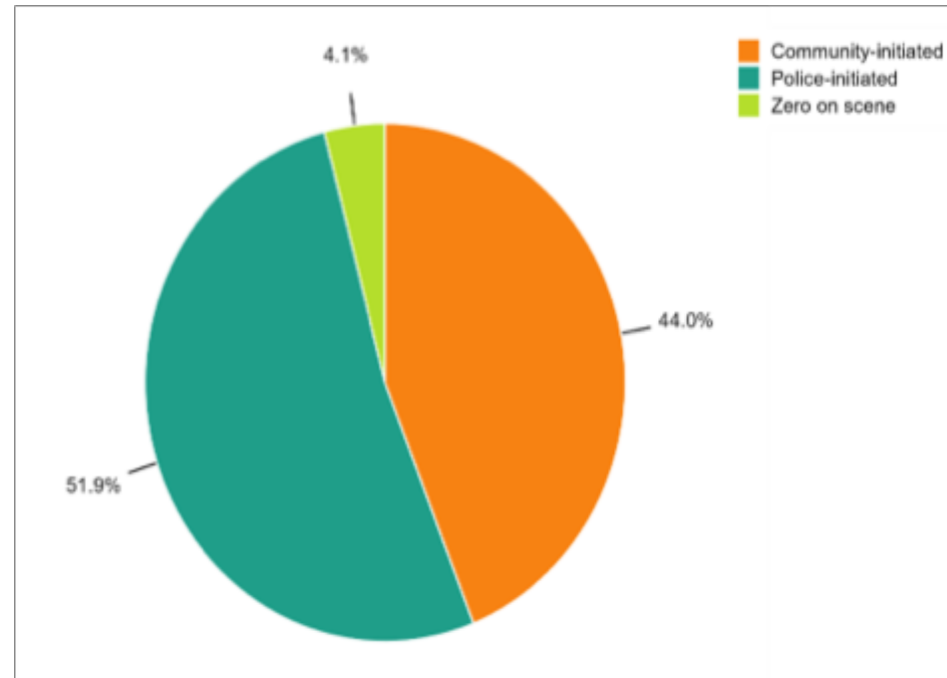
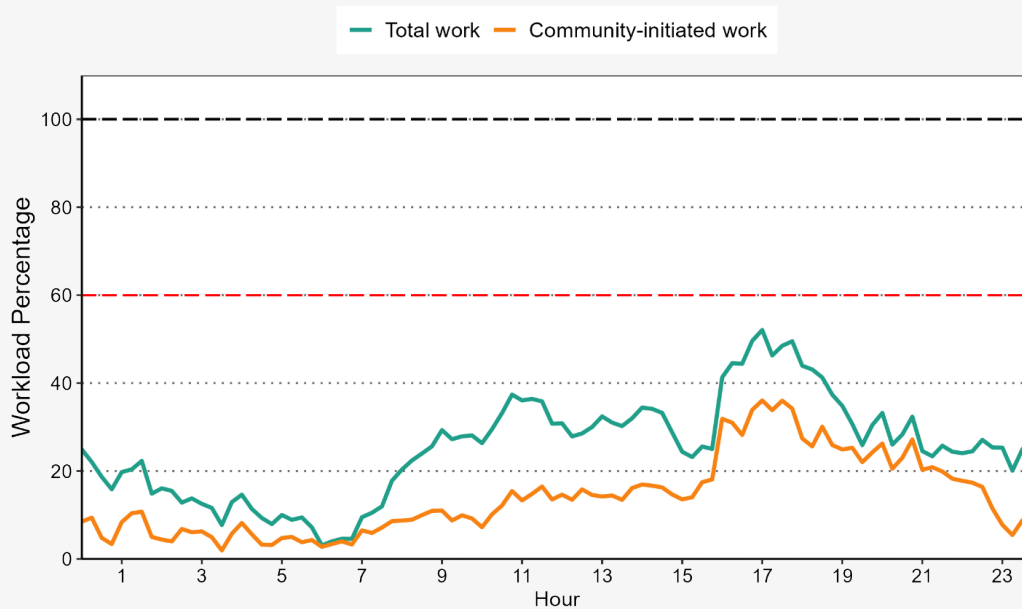


FIGURE 5-14: Percentage of Workload, Weekdays, Winter



Measuring Patrol Workload

- CFS Data (when, where (beat) and how long)
- Response Times
- Rule of 60 – 2nd Part



Patrol Recommendations

- Work with Warren County to establish a call priority matrix.
 - Existing response times are not problematic, but IPD should strive to isolate the response to emergency crimes in progress.
- Improve data collection by patrol resources
- Develop data driven traffic enforcement strategies.

Select Recommendations

- Convert the existing captain position to an administrative sergeant position
- Master Training Matrix and Succession Planning
- Select positions identified for reclassification for better job alignment.
- Establish a formal “off-duty employment” policy



Focused Improvement

- Overall space needs of the police department.
- SPECIFIC to the storage of evidence and property (including department inventory).
 - Needed inventory audit of the evidence room.
 - Formal training for evidence custodians
 - Establish secure storage and an inventory control system for department equipment.



Focused Improvement

- Policy Subscription
- Accreditation
- Citizen Complaint Process
- Clerical Staffing



Final Thoughts

Recommendations are not criticism

Implementation might take months/years

Indianola PD is a good organization

- All challenges are scalable

- IPD does a very good job at balancing policing demands with a small staff.





Questions?

CPSM[®]

POLICE OPERATIONS AND DATA REPORT

INDIANOLA POLICE DEPARTMENT INDIANOLA, IOWA

FINAL REPORT



CPSM[®]

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

THE ASSOCIATION & THE COMPANY

INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION (ICMA)

The International City/County Management Association (ICMA) is a 109-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, and identify industry best practices.

We have conducted more than 400 such studies in 46 states and provinces and more than 275 communities ranging in population size 3,300 (Lewes, DE) to 800,000 (Indianapolis, IN).

Thomas Wieczorek is the Director of the Center for Public Safety Management.
Dr. Dov Chelst is the Director of Quantitative Analysis.

CENTER FOR PUBLIC SAFETY MANAGEMENT PROJECT CONTRIBUTORS

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Shan Zhou, Data Analyst

Jarrold Burguan, Public Safety Consultant – Team Leader

Gene Ellis, Public Safety Consultant

Dennis Kouba, Senior Editor

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SECTION 1. EXECUTIVE SUMMARY

The Center for Public Safety Management, LLC (CPSM) was commissioned to review the operations of the Indianola Police Department (IPD). While our analysis covered all aspects of the department's operations, particular areas of focus of this study included identifying appropriate staffing of the department given the workload, community demographics, and crime levels; the effectiveness of the organizational structure; and efficiency and effectiveness of department processes.

We analyzed the department workload using operations research methodology and compared that workload to staffing and deployment levels. We reviewed other performance indicators that enabled us to understand the implications of the service demands on current staffing. Our study involved data collection, interviews with key operational and administrative personnel, focus groups with line-level department personnel, on-site observations of the job environment, data analysis, comparative analysis, the development of alternatives and recommendations, and engagement with key city stakeholders.

Based upon CPSM's detailed assessment of the Indianola Police Department, we conclude that the department is doing a very good job—considering the challenges of policing in today's environment—with a staff dedicated to the department's mission of providing quality police service. Throughout this report, we will strive to allow the reader to look inside the department to understand its strengths and challenges. We sincerely hope that all parties utilize the information and recommendations contained herein to improve the operations of the Indianola Police Department to provide an even higher level of service to the community.

As part of this Executive Summary, we offer general observations identifying some of the department's more significant issues. We also list key recommendations for consideration; we believe these recommendations will enhance organizational effectiveness. Often, these types of recommendations require a substantial financial commitment. It is important to note that this report will examine specific sections of the department and offer a discussion of our observations and recommendations for each.

Should the Indianola Police Department choose to implement any or all recommendations, it must be recognized that this process will not take just weeks or even months to complete but perhaps years. The recommendations are intended to form the basis of a long-term improvement plan for the city and department. Though lengthy, this list of recommendations is standard in our operational assessments of agencies nationwide and should not be interpreted as an indictment of the department. While all the recommendations are important, we suggest that the police department leadership, in conjunction with the city manager and community members, decide which recommendations should be prioritized for implementation.

#

GENERAL OBSERVATIONS

- The Indianola Police Department is a professional organization with personnel dedicated to serving the Indianola community. Officer morale appears good, and community support for the department was evident to our consultants during our site visit.
- Indianola is a safe community with relatively low crime. This results in a manageable workload for most officers in the organization. As such, we make minimal staffing recommendations in this report.
- IPD is a smaller agency that is still expected to be contemporary in all relevant aspects of policing. This requires the agency's limited staff to manage multiple areas of responsibility. This is normal in an agency the size of Indianola PD, but this model also increases the likelihood that certain parts of the agency's needs and responsibilities do not receive the appropriate attention. This is evident in areas such as professional standards and policy management. Recommendations to close these gaps are included in this report.
- The primary areas of concern noted by our consultants are facility and infrastructure-related. We are aware that Indianola is seeking space solutions to meet all city government needs, particularly for police and fire. Many of the issues noted in this report relate to the proper storage of evidence and equipment. We believe these concerns should be prioritized.
- Civilianization is an important aspect of modern police agencies, and IPD utilizes civilians in various administrative capacities. However, we observed inefficiencies in the use of civilians. This report recommends changes to the civilian workforce structure, including reclassifications and the elimination of certain positions.

#

KEY RECOMMENDATIONS

Section 4. IPD General Recommendations

(See pp. 11-25.)

1. Convert the existing captain position to an administrative sergeant position.
2. We recommend that IPD invest in a policy subscription service to replace its existing policy manual.
3. CPSM recommends that IPD develop a master training matrix or succession plan for key positions in the agency.
4. The Indianola Police Department (IPD) should explore pursuing accreditation through the Iowa Law Enforcement Accreditation Program (ILEAP). It is further recommended that the proposed Administrative sergeant position serve as the program manager for IPD's accreditation efforts to ensure effective coordination, compliance, and long-term sustainability of the program.
5. Develop a standardized citizen complaint form and make it available on the department's website, along with information on how to submit compliments for officers. Providing both complaint and commendation options in a clear, accessible format can improve public trust and transparency.
6. The proposed Administrative sergeant position should report directly to the Chief of Police and should assume responsibility for managing Professional Standards (Internal Affairs) investigations, conducting background investigations, and serving as the program manager should the department pursue accreditation through the Iowa Police Chiefs Association (IPCA).
7. Assign the Administrative sergeant responsibility for implementing and managing an electronic policy review and acknowledgment system to ensure consistent policy awareness and compliance.
8. The Administrative sergeant should attend formal Internal Affairs training to ensure investigative practices align with legal requirements and best practices.
9. Explore the implementation of a recruitment bonus or similar incentive to attract already-certified officers from other regions of the state.
10. Expand recruitment efforts statewide, emphasizing Indianola's high quality of life, community atmosphere, and proximity to the Des Moines metropolitan area as key selling points.
11. Enhance the formal partnership/internship program with Simpson College to create a pipeline for future officer recruitment while providing some special project or administrative assistance from the participating students at the same time.
12. Invest in professional development and leadership training for supervisors, command staff, and the Chief of Police. This should include regular participation in regional and statewide meetings for police leaders, attendance at state and national conferences, and enrollment in nationally recognized leadership programs such as FBI-LEEDA, the Northwestern School of Police Staff and Command, and the FBI National Academy.
13. Eliminate 24-hour clerical staffing and rely on the existing call box system to serve citizens after normal business hours.
14. Reclassify two clerical positions as Records Clerk positions to better align job titles with primary responsibilities.

15. Retain the Office Manager/Administrative Assistant position to continue supervising records clerks and providing administrative support to the chief of police and command-level personnel.
16. Eliminate three clerical positions and reclassify one of these full-time equivalent (FTE) positions to a Community Service Officer role to assume evidence and quartermaster duties, as discussed in the Property and Evidence and Quartermaster sections.
17. Identify and designate an alternative room within the building for evidence storage and which does not have plumbing running through it and that can be properly secured and ventilated. The new evidence room should include clearly separated areas for different types of evidence, particularly a dedicated, properly ventilated space for drug evidence.
18. Reimagine and reconfigure the existing police department space to maximize efficiency and functionality until such time that a new public safety facility can be constructed or the current building can be expanded. Priority areas for redesign should include evidence processing, briefing and training space, report writing areas, secure storage, and soundproof interview rooms.
19. We recommend that IPD involve “end users” (specifically, patrol officers and records staff) in the CAD-RMS Central Square transition.
20. It is recommended that IPD develop a formal off-duty employment policy in coordination with City management and in consultation with the City’s liability and workers’ compensation insurance carrier.

Section 5. Patrol Recommendations

(See pp. 26-55.)

21. CPSM recommends that IPD direct patrol officers to accurately capture all work time associated with calls handled in the CAD system to eliminate “zero-on-scene” calls to the greatest extent possible.
22. CPSM recommends that IPD institute practices that encourage an officer to capture all administrative work being performed (briefings, meal breaks, report writing, etc.).
23. CPSM recommends that IPD work with Warren County Communications to establish a call priority matrix for call responses.
24. CPSM recommends that IPD develop traffic enforcement strategies that are data driven.

Section 6. Operations Division Recommendations

(See pp. 56-63.)

25. Assign detectives primary responsibility for follow-up investigations involving subpoenas, search warrants, preservation letters, and other complex investigative tasks. Patrol officers should generally limit follow-up to lower-level misdemeanor cases. The current detective staffing level has sufficient capacity to absorb additional investigative workload.
26. Due to the size of IPD, transition toward a more generalized detective model in which all three detectives handle a broad range of case types and cases are more evenly distributed. Limited specialization in complex areas such as crimes against children, narcotics, and financial crimes is appropriate, provided that all detectives are cross-trained and capable of handling general investigative assignments.
27. Provide Cellebrite training to all detectives and the supervising lieutenant, as cellular phone data is a critical and increasingly common source of evidence in criminal investigations.

28. Conduct a complete and comprehensive inventory of the evidence room. If possible, IPD should utilize an independent outside group to ensure objectivity and accuracy. The International Association for Property and Evidence (IAPE) may be a valuable resource for identifying qualified individuals or organizations capable of assisting with this process.
29. Implement evidence cataloging and storage practices that align with IAPE best practices, including the use of standardized property numbers and designated shelf or location identifiers tied to each evidence item.
30. Require evidence custodians to attend formal property and evidence management training through IAPE or another recognized professional training organization to ensure consistency, accountability, and compliance with best practices.
31. As mentioned in the Evidence section of this report, establish a Community Service Officer (CSO) position—utilizing one of the clerical FTE positions—and assign this individual responsibility for quartermaster duties along with evidence custodian duties.
32. Centralize all department equipment and supplies into one or two designated storage rooms, implementing a formal inventory control system and securing these areas appropriately.
33. Ensure that equipment routinely needed by patrol personnel is stored in a secured supply room or closet near the patrol workspace. Supervisors should oversee equipment issuance, with regular audits conducted by the quartermaster.
34. The department should explore establishing a volunteer program using the development of a Citizens Police Academy program as a springboard.

#

SECTION 2. METHODOLOGY

Data Analysis

CPSM used numerous sources of data to support our conclusions and recommendations for the Indianola Police Department. Information was obtained from the FBI Uniform Crime Reporting (UCR) Program, Part I offenses, along with numerous internal information sources. UCR Part I crimes are defined as murder, rape, robbery, aggravated assault, burglary, larceny-theft, and larceny of a motor vehicle. Internal sources included data from the computer-aided dispatch (CAD) system for information on calls for service (CFS).

All data, analysis, and recommendations, especially for patrol operations, are based upon CPSM's examination of 13,101 CAD events during the period of October 1, 2024, to September 30, 2025, which are those calls handled by the department's patrol officers. Of those 13,101 calls noted, 5,764 were community-initiated calls requiring service, and 6,802 were calls initiated by Indianola police officers. There were an additional 535 events that we classified as "zero-on-scene." Zero-on-scene is a CPSM designation for CAD events that lasted fewer than thirty seconds. We will cover this in greater detail in this report

Additionally, CPSM provided a closer inspection on seasonal policing challenges during an eight-week period in Winter and an eight-week period in Summer. This is to account for potential variances in workload that occur seasonally.

Interviews

This study relied extensively on intensive interviews with personnel. Remote (Zoom meetings), on-site, and in-person interviews were conducted with people throughout the organization and the town.

Document Review

CPSM consultants were furnished with numerous reports and summary documents by the Indianola Police Department. Information on planning, personnel staffing, deployment, monthly reports, annual reports, operations manuals, evaluations, training records, and performance statistics were all reviewed by project team staff. Follow-up emails and phone calls were used to clarify information as needed.

Operational/Administrative Observations

Numerous observations were conducted over the course of the evaluation period. These included observations of general patrol operations, investigations, and administrative services. CPSM representatives engaged in all facets of department operations from a "participant observation" perspective.

Staffing Analysis

In virtually all CPSM studies, we are asked to identify appropriate staffing levels. That is the case in this study as well. This report will discuss workload, operational and safety conditions, and other factors to be considered in establishing appropriate staffing levels. Staffing recommendations are based on our comprehensive evaluation of all relevant factors.

SECTION 3. COMMUNITY OVERVIEW

Indianola, Iowa, is located just south of Des Moines and within the greater Des Moines metro area; the city blends small-town charm with easy access to larger city amenities. As the county seat of Warren County, Indianola serves as a regional hub for government, education, and local commerce. Tree-lined streets, historic homes, and a lively town square give the city a classic Midwestern feel, while steady growth has brought new neighborhoods, shops, and restaurants.

The city is best known as the home of Simpson College, a private liberal arts college that adds youthful energy and cultural life to the community. Simpson's presence supports arts performances, athletics, and public lectures that are open to residents, strengthening the town-gown connection. Indianola also hosts the National Balloon Classic each summer, a signature event that fills the skies with hot air balloons and draws visitors from across the region.

Outdoor recreation and quality of life are central to Indianola's identity. Residents enjoy an extensive park system, trails, and nearby Lake Ahquabi State Park for hiking, fishing, and camping. With strong schools, active civic organizations, and a friendly atmosphere, Indianola offers a balanced lifestyle that combines community pride, natural beauty, and convenient proximity to Iowa's capital city.

According to the 2020 United States Census, Indianola had a population of 15,833. The 2024 estimate has risen to 16,297 people. The community is predominantly white (approximately 93 percent), with a median household income of \$78,125 (above the Iowa median). Homeownership rate in the community sits at 69.5 percent.

As noted, Indianola is located in Warren County and is adjacent to the communities of Carlisle, Norwalk, and Des Moines. For law enforcement purposes, it receives regional support from each of those communities listed as well as the Iowa State Police and Warren County Sheriff's Office.

Located in Indianola are the Warren County Jail (Sheriff's headquarters) and the Courthouse. Dispatch services for IPD are provided on a regional level by Warren County. The region also uses a shared CAD system (Tac10) and is currently transitioning to a new vendor (Central Square), a project being managed by the county.

UNIFORM CRIME REPORTS

While communities differ in population, demographics, geography, and socioeconomic characteristics, comparisons with other jurisdictions can help illustrate how crime rates in Indianola compare with those of other Iowa communities and the nation overall.

The FBI's Uniform Crime Reporting (UCR) Program assembles data on crime from police departments across the United States; the reports are utilized to measure the extent, fluctuation, and distribution of crime. For reporting purposes, criminal offenses are divided into two categories: Part 1 offenses and Part 2 offenses. For Part 1 offenses, the most serious crimes, the UCR index is divided into two categories: violent and property crimes. Violent crimes include murder, rape, robbery, and aggravated assault. Property crimes include burglary, larceny, and motor vehicle theft. **Crime rates are expressed (indexed) as the number of incidents per 100,000 population to allow for comparison.**

The following tables and figures include the most recent information that is publicly available at the national level. This includes crime reports for 2015 through 2024 and clearance rates for 2023 and 2024.

It is important to note that crime rates may go up and down each year and can be influenced by several factors. They are not necessarily indicative of a police department's performance, nor are they always indicative of people's perception of safety on their community. The presentation of this data is offered as a backdrop of the community and not as a critique of department strategy or capabilities. We should also point out in community comparative data that the numbers presented are what is reported to the FBI annually. Although the majority of all departments report accurate data in accordance with FBI reporting requirements, we have not analyzed these communities and their reporting processes to guarantee accuracy within their processes.

In the following table we compare Indianola data with other Iowa jurisdictions. One can see that IPD reports a violent crime rate that was lower than the state and national rates in 2023, was slightly higher than the state rate in 2024 (still below the national average), and lower than many of the peer cities with similar populations on this list. Indianola's property crime rate for both years was slightly higher than the state rates but lower than the national rates.

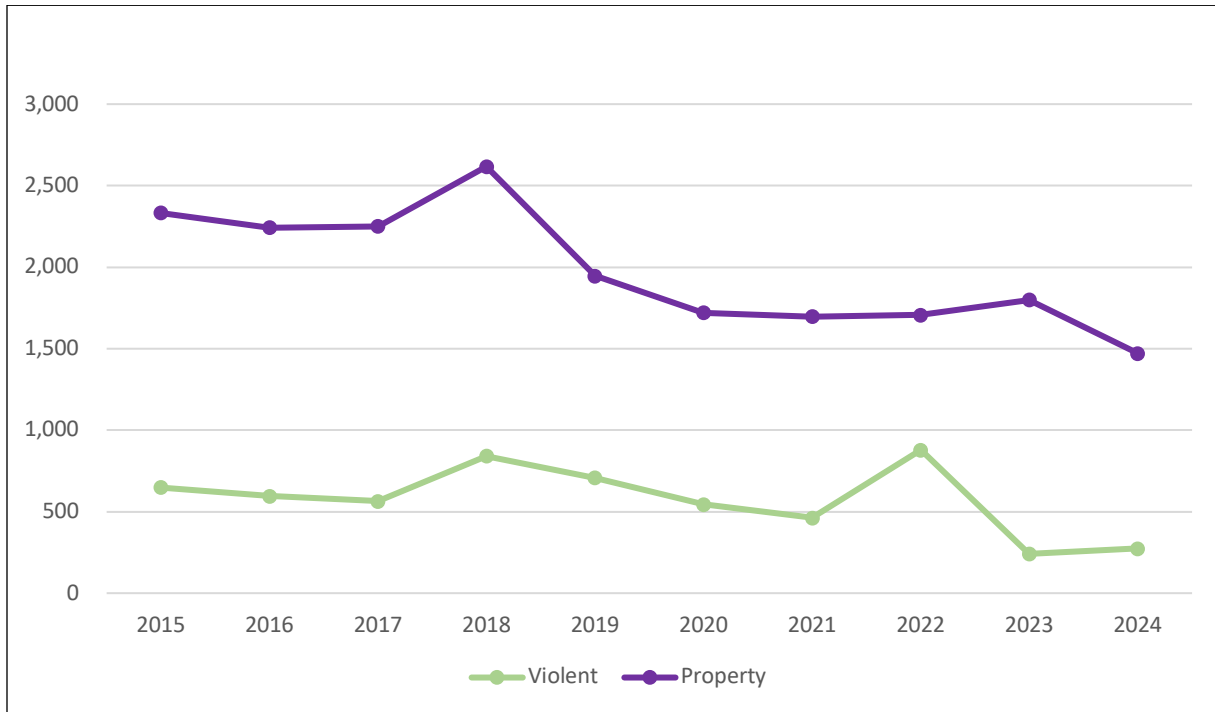
TABLE 3-1: Reported Crime Rates in 2023 and 2024, by Municipality

Municipality	State	2023				2024			
		Population	Crime Rates			Population	Crime Rates		
			Violent	Property	Total		Violent	Property	Total
Altoona	IA	22,492	151	1,916	2,067	22,422	143	2,011	2,154
Clinton	IA	24,366	788	2,606	3,394	24,171	360	2,726	3,086
Clive	IA	19,038	252	1,282	1,534	19,124	209	1,166	1,375
Coralville	IA	23,534	140	2,307	2,448	24,033	133	2,064	2,197
Fort Madison	IA	10,043	339	2,191	2,529	9,964	281	1,706	1,987
Muscatine	IA	23,250	314	1,174	1,488	23,208	246	1,228	1,474
Newton	IA	15,659	326	1,296	1,622	15,611	384	1,390	1,774
Oskaloosa	IA	11,454	253	1,083	1,336	11,419	140	902	1,042
Spencer	IA	11,468	96	1,151	1,247	11,501	52	991	1,043
Indianola	IA	16,175	241	1,799	2,040	16,104	273	1,472	1,745
Iowa		3,207,004	280	1,441	1,721	3,241,488	238	1,277	1,515
National		336,806,231	380	1,934	2,314	340,110,988	359	1,760	2,119

The following figure offers a 10-year trendline of the violent and property crime rates in Indianola. With the exception of a couple of years, both crime categories have trended downward and were lower in 2024 than in 2015.

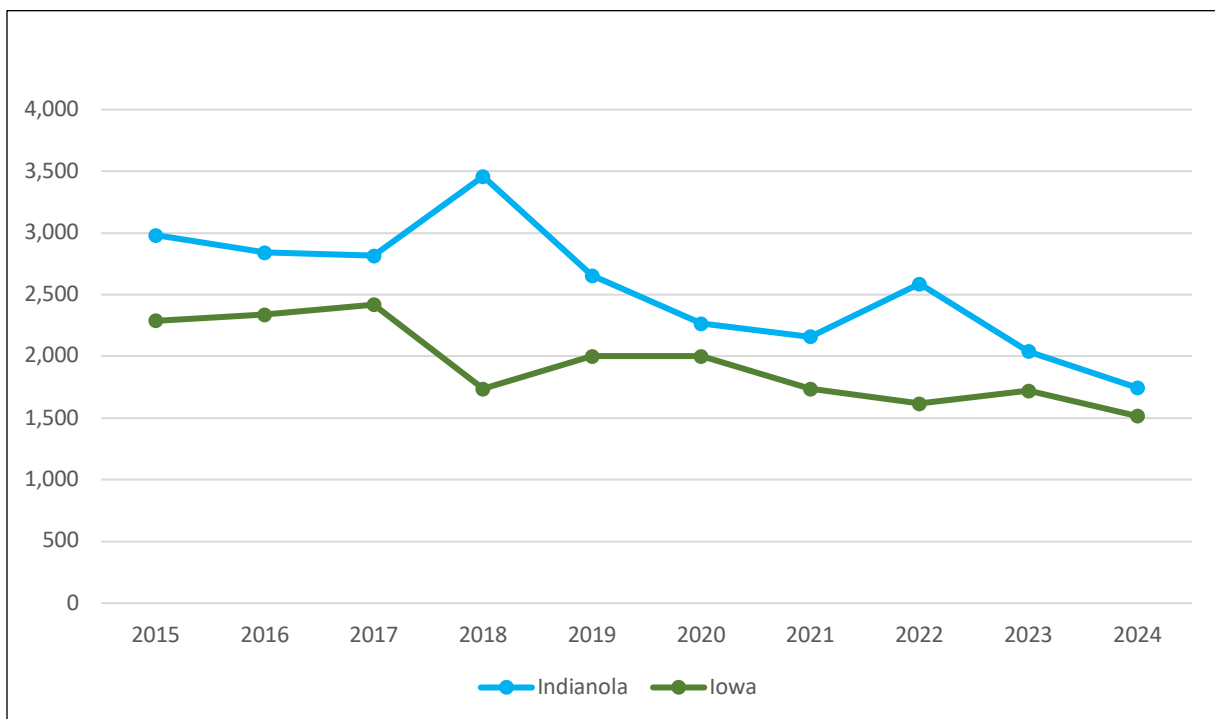
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FIGURE 3-1: Reported Indianola Violent and Property Crime Rates, by Year



The next figure displays the trend in the overall crime rate in Indianola measured against the overall crime rate in Iowa. Although the trendline deviates in some years, both are lower today than in 2015.

FIGURE 3-2: Reported Indianola and State Crime Rates, by Year



The Data Analysis Report (Section 7) of this report will have the year-over-year data for all categories of crime for the 2015 through 2024 period for Indianola, the State of Iowa, and the United States (Table 7-22).

The final two tables shown here list the reported clearance rates of the Indianola Police Department measured against the state and national averages. The Criminal Investigations section of this report will offer more information on overall clearance rates and investigative processes.

TABLE 3-2: Reported Indianola, State, and National Crime Clearance Rates, 2023

Crime	Indianola			Iowa			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	1	1	100%	77	73	95%	19,677	11,227	57%
Rape	21	5	24%	1,332	361	27%	131,033	35,147	27%
Robbery	1	0	0%	709	219	31%	220,158	61,660	28%
Aggravated Assault	18	10	56%	6,414	3,621	56%	873,773	405,532	46%
Burglary	27	7	26%	6,809	1,138	17%	819,784	119,125	15%
Larceny	249	77	31%	33,052	7,588	23%	4,394,394	661,446	15%
Vehicle Theft	17	5	29%	5,183	889	17%	1,055,283	88,502	8%

Note: Crime and clearance data are sourced from the FBI Crime Data Explorer (version last updated on October 15, 2025).

TABLE 3-3: Reported Indianola, State, and National Crime Clearance Rates, 2024

Crime	Indianola			Iowa			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	0	0	NA	73	64	88%	16,924	10,061	59%
Rape	10	4	40%	1,175	396	34%	125,354	33,690	27%
Robbery	0	0	NA	600	215	36%	201,294	61,373	30%
Aggravated Assault	27	14	52%	5,874	3,440	59%	842,290	413,538	49%
Burglary	33	8	24%	6,347	1,166	18%	759,043	115,617	15%
Larceny	191	60	31%	30,764	8,047	26%	4,146,760	713,595	17%
Vehicle Theft	13	4	31%	4,290	861	20%	846,233	78,384	9%

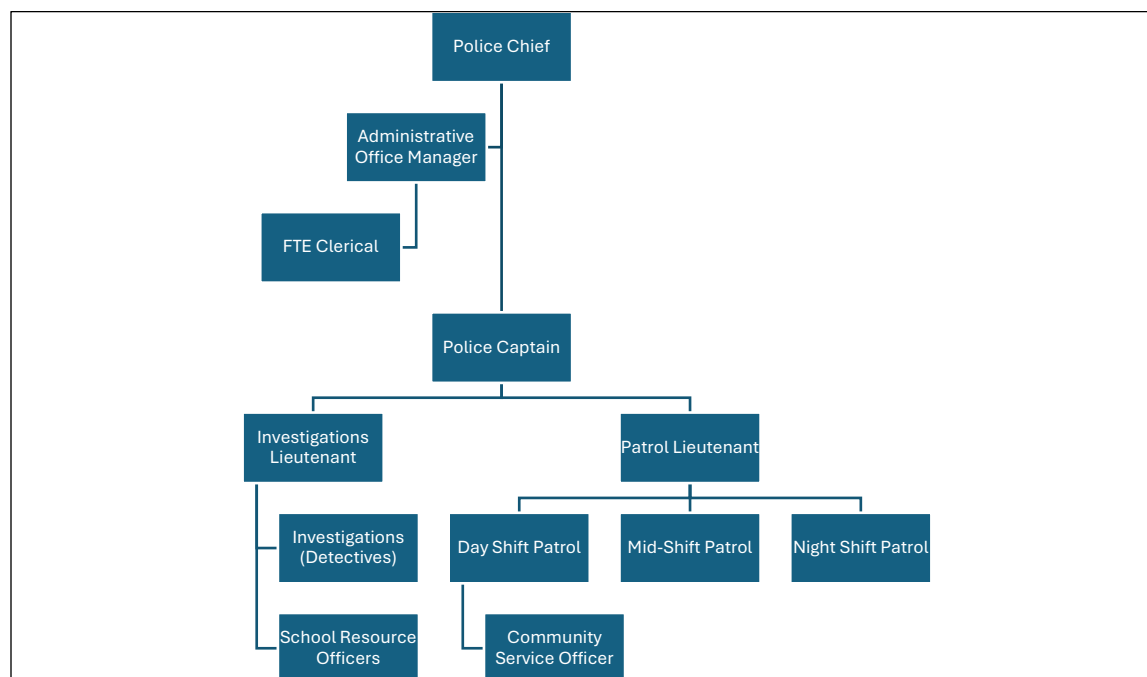
Note: Crime and clearance data are sourced from the FBI Crime Data Explorer (version last updated on October 15, 2025).

SECTION 4. INDIANOLA POLICE DEPARTMENT OVERVIEW

The Indianola Police Department is the primary law enforcement organization providing service to the City of Indianola, Iowa. The department is authorized for 31 FTE positions (24 sworn and 7 professional staff positions). At the time of this assessment, IPD had 28 of its 31 positions filled. A majority of police agencies within the United States fall into the category of being a small agency, IPD falls into this category. However, apart from some regional partnerships and the occasional mutual aid with neighboring agencies, IPD handles almost all the policing needs in the Indianola community.

The organizational make-up of IPD is shown in the following figure. The department is led by Police Chief Rob Hawkins. Chief Hawkins recently took over command of the agency following the recent retirement of the previous chief. Chief Hawkins had previously occupied the police captain position on the organizational chart; a position remains vacant as of the time of this report.

FIGURE 4-1: Indianola Police Department Organizational Chart



The organizational chart depicts an accurate representation of the IPD chain of command. It does not denote all the functions that exist within the department. IPD is in a size category where personnel from throughout the department will have a primary duty responsibility (such as patrol lieutenant) noted on the organizational chart, but the reality is that most of the positions listed have multiple areas of responsibility. Critical agency functions such as training, professional standards, and policy management are examples of duties not listed because these functions fall under the responsibility of another position on the chart. This is normal in an agency such as IPD. We highlight this to help the reader understand that what appears to be a simple

organizational structure actually has layers of complexity beneath the surface. Many of these additional responsibilities will be highlighted in this report.

One area that we will address in the police captain position. The captain position is an authorized position within the agency and currently sits vacant due to the promotion of the current police chief. We discussed the position with Chief Hawkins and learned that he was intentionally holding the position as he evaluated what he felt would be a prudent move for the agency moving forward. Chief Hawkins described his management style more “hands on” with the daily operations of the department than previous chiefs have been. As such, the captain position would take on less importance than its previous role of managing the day-to-day operation of the agency. There are select functions that we highlight in this report that require more direct attention such as professional standards and policy management. We believe it would be in the best interest of IPD to hold the current captain's positions and create a new “administrative sergeant” role to manage many of the gaps identified in this report.

We make this recommendation with some caution. IPD recently promoted from within for the police chief's position. It was likely a positive that the person promoted into the role also had the title of captain and agency second in command when he was being considered. This report will make recommendations concerning succession planning that are intended to form a basis for developing internal talent for agency leadership in the future. The skills required are not attached to a captain's title but rather the development of people through training, education, and exposure to the future of policing. If IPD enacts this recommendation, it is important that it works diligently to develop internal talent. It may choose to bring the captain's position back in the future. In the meantime, the creation of an administrative sergeant will assist in that succession planning while filling identified gaps in IPD operations.

Recommendation:

- Convert the existing captain position to an administrative sergeant position. (Recommendation No. 1.)

MISSION STATEMENT

The Mission Statement of the Indianola Police Department is as follows:

The Mission of the Indianola Police Department is to work in partnership with our community to protect life and property, and enhance the quality of life in our city through excellence in policing.

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BUDGET AND STAFFING

The following table provides an overview of IPD's budget over the last three budget cycles:

TABLE 4-1: IPD Budget, Fiscal years 2024–2026

	FY 2026	FY 2025	FY 2024
Original Approved Budget	\$4,145,762	\$4,011,200	\$3,887,298
Amended Budget	In Progress	\$3,887,298	\$3,926,800
Actual Year-End Usage	In Progress	\$3,881,395	\$3,994,983
Sworn Salaries	\$2,532,103	\$2,364,571	\$2,207,686
Civilian Salaries	\$349,533	\$335,655	\$333,996

CPSM frequently reviews departmental budgets during agency evaluations to assess fiscal responsibility. We specifically look for the department's approved overtime budget and expenditures. In Indianola's case, there is no specific line item in the budget for overtime usage. The department advised that all overtime is included in the budget's salaries and wages line item, but overtime is not separately tracked or reported as a line item.

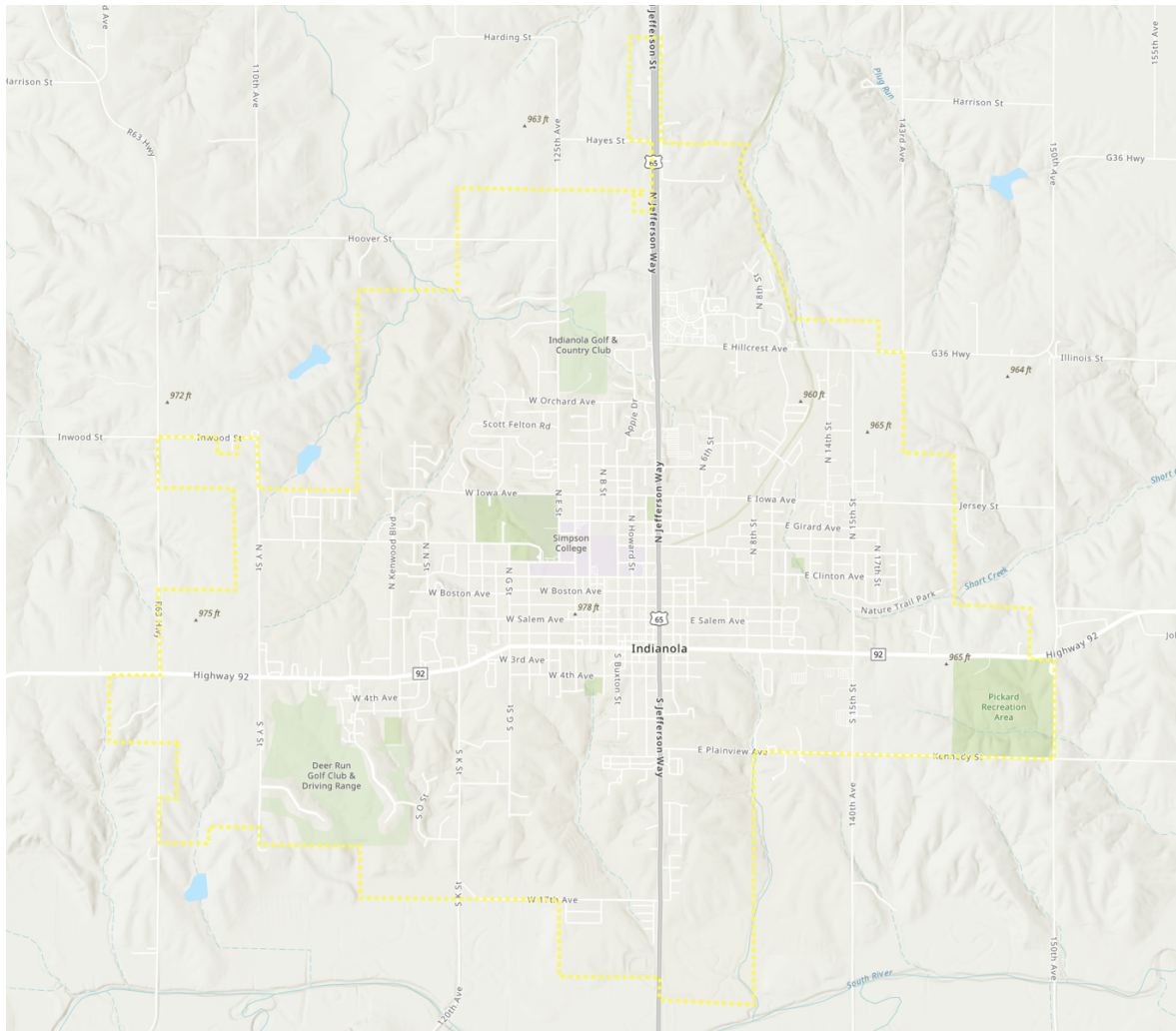
We will discuss succession planning in this report. Succession planning is a tool to ensure that the department has practices in place to prepare the next generation of leaders to lead the agency. The skill set in budget management is often overlooked, yet it is a very important element of leadership development. Ideally, overtime should be included as a line item and is generally broken down by division/unit, thereby giving various supervisors and managers a share of discretionary budget responsibility. Most of the agencies we assess include an overtime line item in their budgets. We will refrain from recommending that Indianola amend its citywide budget practice. However, we encourage the agency and the city to recognize the value of separating the overtime line item in the budget.

TABLE 4-2: Indianola Police Department Staffing

Position	Authorized	Actual
Chief of Police	1	1
Captain	1	0
Lieutenant	2	2
Sergeant	3	3
Detective	3	3
Police Officer	14	13
Sworn Totals	24	22
Community Service Officer	1	1
Office Manager	1	1
Clerical	5	5
Civilian Totals	7	7
Totals	31	28

Note: Effective December 2025

FIGURE 4-2: Indianola Boundary Map



POLICY

The IPD has an internally developed and managed policy manual. CPSM reviewed the manual and in general found important sections to be contemporary and likely meeting minimum standards for a police policy manual. IPD does regularly review policies for accuracy and timeliness. However, we made several observations summarized as follows:

- The current manual has many sections that are not necessarily found in most police policy manuals. Examples include but are not limited to the following. (These are just a few observations in the portions of the manual reviewed by the CPSM team.)
 - Positions/rank descriptions and job duties. These are typically HR documents.
 - “Troubleshooting” for computer problems.
 - Step-by-step instructions for using computers.
 - Internal pricing for public counter services.

- Some policies listed consequences/specific discipline while most did not.
- Only one specific, branded authorized ammunition (what if that brand is unavailable or out of stock?).
- Most policies are not dated. There is no way to determine when a policy was drafted and/or amended.
- Attestation is not properly recorded that all employees have received all policies, including any updates (not dated again).
- Policies appeared jumbled together and in no methodical order. For instance, there is a policy that contains use of force rules (B2 – “Response to Resistance”) but an entirely different policy that outlines ECD (E2 Electronic Control Device) use, which is also a use of force item.
- No indication that existing policies have been legally reviewed. Ultimately, legal professionals who may have to defend the agency and its policies should be involved in the policy approval process. This does not occur in Indianola.
- Processes to ensure the Police Chief has approved a policy are not clear.

The IPD policy manual is one area that we believe IPD should focus on improvement. Policy manuals should contain department policies that are properly organized and contain best practices. There should be a system whereby policies are legally vetted as defensible and are dated to ensure that the department knows what policy is relevant when a certain occurrence or violation occurs. There should be an attestation process that documents that an employee has received a policy and ideally demonstrates they understand the policy and its application to real-world examples.

All of these concerns could be mitigated if IPD were to transition to a policy subscription service such as Lexipol. These services offer state specific policies that are legally vetted and updated to reflect industry changes and legislative actions. These services also offer an attestation and testing process to ensure all employees have signed for and understand all policies and their subsequent updates.

Recommendation:

- CPSM recommends that IPD invest in a policy subscription service to replace its existing policy manual. (Recommendation No. 2.)

SUCCESSION PLANNING

For many smaller police departments such as Indianola PD, succession planning is difficult and often informal. Oftentimes, resources can be scarce, and it can be difficult to have key management personnel away for any length of time for professional development. Additionally, many smaller agencies find it difficult to outline specific and desired training and remain on task simply due to the dynamics of a smaller agency. In discussions with IPD we learned that no document currently exists that outlines all necessary and desired training for employees who reach certain milestones in their career. Additionally, the State of Iowa does not mandate that certified officers in management positions attend and complete certain courses for professional development.

Succession planning should not be confused with developing certain individuals for future leadership roles in the agency. Rather, it should be a process that develops all personnel within

the organization to succeed in their current roles and prepare them for future leadership roles. Many departments, either by policy or by state mandate, require supervisors to complete a specific police supervision course within one year of promotion to that position. Similar mandates exist for officers in certain specialized positions, such as investigators as well as managers.

IPD lacks an established succession-planning document outlining mandatory and desired professional development. Additionally, key management personnel have traditionally been limited to attending local training. We argue that exposure to ideas being discussed at the state and national levels regarding the future of policing is valuable for professional development and networking. We would encourage the agency and the city to commit to this process and to establish a succession plan (or a master training matrix) for all departmental positions.

Recommendation:

- CPSM recommends that IPD develop a master training matrix or succession plan for key positions in the agency. (Recommendation No. 3.)

ACCREDITATION

Accreditation is widely recognized as an effective approach for professional policing; achieving accreditation is a hallmark of a modern, well-managed police department. Accreditation programs are built on best practices and provide agencies with a structured framework for policy development, accountability, and continuous improvement. Many professions, including health care, accounting, and education, use accreditation processes to promote consistency, professionalism, and public confidence.

At the national level, the Commission on Accreditation for Law Enforcement Agencies (CALEA) serves as a recognized accrediting body for police agencies. CALEA accreditation can be a significant undertaking for many agencies due to the associated costs, extensive documentation requirements, and ongoing management demands. In response to these challenges, many states have established their own law enforcement accreditation programs, most commonly administered through state police chiefs' associations, to provide a more accessible and state-focused alternative.

Accreditation can assist law enforcement agencies in establishing and maintaining standards grounded in current professional best practices that are relevant to the state. Accreditation promotes increased effectiveness and efficiency in the delivery of law enforcement services while also reducing liability by ensuring that policies, procedures, and operations are aligned with recognized standards designed to minimize risk and exposure.

The Iowa Police Chiefs Association (IPCA), in partnership with the Iowa Sheriffs' and Deputies Association, has established the Iowa Law Enforcement Accreditation Program (ILEAP). The goals of ILEAP include recognizing professional excellence, formalizing essential management processes, improving service delivery, strengthening staff confidence, and building trust within the community. The IPCA received a Department of Justice grant to establish ILEAP and currently offers Iowa law enforcement agencies limited grant funding to assist in achieving accreditation.

Accreditation confirms that an agency operates under a comprehensive and standardized set of directives, has submitted to an external review and critique, has met professional development benchmarks, and is committed to ongoing evaluation and continuous

improvement of its policies and procedures. Participation in accreditation is voluntary, but it reflects an agency's commitment to professionalism, transparency, and accountability.

Recommendation:

- The Indianola Police Department (IPD) should explore pursuing accreditation through the Iowa Law Enforcement Accreditation Program (ILEAP). It is further recommended that the proposed administrative sergeant position serve as the program manager for IPD's accreditation efforts to ensure effective coordination, compliance, and long-term sustainability of the program. (Recommendation No. 4.)

PROFESSIONAL STANDARDS (INTERNAL AFFAIRS)

The Professional Standards (Internal Affairs) function at the Indianola Police Department (IPD) is structured to provide oversight and accountability for complaints and allegations of employee misconduct. The process is managed at the command level, with responsibility shared among the Chief of Police, captain, lieutenants, and sergeants, depending on the seriousness and complexity of the allegation.

When a complaint is received, the captain (currently a vacant position with the recent promotion of the previous Captain to Chief of Police) assigns an internal affairs control number and determines the appropriate level of investigation. Most internal investigations are assigned to a sergeant for completion. Complaints involving more serious allegations are handled by a lieutenant or by the captain. Several members of IPD's supervisory staff have attended internal affairs investigation training at the Iowa Law Enforcement Academy.

IPD does not currently utilize an internal investigation tracking software program. Instead, cases are tracked using an Excel spreadsheet. While this method provides basic tracking functionality, it lacks automated reminders, audit trails, and analytical capabilities commonly found in specialized IA software systems.

The department does not use a standardized citizen complaint form. Complainants are asked to complete a sworn statement form similar to those used in criminal investigations. While this approach ensures that complaints are formally documented, it may be perceived as intimidating or burdensome to members of the public. IPD does accept oral complaints and conducts at least a cursory review of anonymous complaints to determine whether further inquiry is warranted.

Any internal investigation that results in disciplinary action, regardless of severity, is forwarded to the city's Human Resources Department for review and inclusion in the employee's official personnel file. This process ensures consistency with city employment policies and provides an additional layer of administrative oversight.

Professional standards documents are stored securely in a locked file cabinet accessible only to the Chief of Police. Digital evidence and documentation related to IA investigations, including materials stored on USB drives, are also secured in the same locked cabinet under restricted access. This controlled access helps maintain confidentiality and protects sensitive personnel information.

Internal investigations processes are conducted in accordance with Iowa's Peace Officer Bill of Rights, which governs certain aspects of the complaint and investigative process, including employee rights, procedural safeguards, and timelines.

Complaint data from recent years indicates a relatively stable volume of internal affairs activity. In 2023, the department received 13 complaints, of which 8 were formally investigated. Two complaints were sustained and resulted in corrective actions in the form of counseling and training. In 2024, 16 complaints were received, with 8 investigated; four were sustained and resulted in corrective actions. In 2025, 16 complaints were filed, and 11 were investigated. None of the 2025 investigations resulted in discipline, with most complaints determined to be unfounded or resulting in officer exoneration.

Recommendations:

To enhance transparency, efficiency, and accountability in the Internal Affairs process, the following recommendations are offered:

- Develop a standardized citizen complaint form and make it available on the department's website, along with information on how to submit compliments for officers. Providing both complaint and commendation options in a clear, accessible format can improve public trust and transparency. (Recommendation No. 5.)
- The proposed administrative sergeant position. This position should report directly to the Chief of Police and assume responsibility for managing Professional Standards (Internal Affairs) investigations, conducting background investigations, and serving as the program manager should the department pursue accreditation through the Iowa Police Chiefs Association (IPCA). (Recommendation No. 6.)
- Assign the administrative sergeant responsibility for implementing and managing an electronic policy review and acknowledgment system to ensure consistent policy awareness and compliance. (Recommendation No. 7.)
- The administrative sergeant should attend formal Internal Affairs training to ensure investigative practices align with legal requirements and best practices. (Recommendation No. 8.)

TRAINING, RECRUITMENT, AND RETENTION

The Indianola Police Department (IPD) places a strong emphasis on training and professional readiness, with training responsibilities managed by the Patrol lieutenant. This approach allows for consistency in training standards, scheduling, and compliance with state-mandated requirements while also supporting the operational needs of the department.

All newly hired officers who are not already certified attend the Iowa Law Enforcement Academy (ILEA) basic police academy, a comprehensive 16-week program that provides foundational training for police officers. Upon completion of the academy, new officers participate in IPD's Field Training Officer (FTO) program, which also spans sixteen weeks. The department currently has four trained FTOs who guide recruits through structured, on-the-job training designed to reinforce academy instruction and ensure readiness for solo patrol.

The State of Iowa requires sworn officers to complete a minimum of twelve hours of continuing education annually, in addition to specific mandated training topics, including mental health response, de-escalation, firearms, cardiopulmonary resuscitation (CPR), bloodborne pathogens, and mandatory reporting of child abuse. IPD consistently exceeds these minimum requirements.

Firearms training and qualifications are conducted twice per year, with at least one session incorporating low-light conditions. The department primarily utilizes a state-operated outdoor

range located just north of the city limits, and occasionally supplements this training with indoor ranges operated by the Des Moines or Altoona Police Departments.

IPD conducts two department-wide in-service training sessions each year, typically lasting between five and eight hours depending on the topics in each. In addition to these sessions, the department benefits from an extensive cadre of trained in-house instructors. IPD personnel are certified to provide instruction in a wide array of specialized disciplines, including Taser, standardized field sobriety testing (SFST), riot control, patrol rifle, radar and LIDAR, less-lethal systems, firearms, active threat response, ALICE training, defensive tactics, chemical munitions, close combat, and other critical skills. This depth of internal expertise allows IPD to deliver high-quality training efficiently and cost-effectively.

Most continuing education for IPD officers is delivered either through the department's semi-annual in-service training or through courses offered by the Midwest Counterdrug Training Center (MCTC) at Camp Dodge in Johnston, Iowa. MCTC courses are typically provided at no cost but are primarily focused on drug interdiction and narcotics enforcement.

IPD is commended for the volume and quality of training it provides. The department consistently averages a high number of annual training hours per officer and demonstrates flexibility in accommodating training requests. However, scheduling training remains challenging due to the current patrol shift structure.

Training data from recent years illustrates the department's strong commitment to officer development:

- 2022: 1,581 total training hours; average of 72 hours per officer.
- 2023: 2,407 total training hours; average of 105 hours per officer.
- 2024: 2,322 total training hours; average of 97 hours per officer.

While IPD excels in technical and tactical training, there is comparatively little emphasis on professional development and leadership training for supervisors and command-level staff. In discussing this with IPD, they are confident that the workforce is well positioned for officer readiness, there is room for improvement with leadership development. Expanding leadership development opportunities would benefit the department and the city by introducing new ideas and best practices, strengthening organizational effectiveness, and supporting long-term succession planning.

IPD had three sworn officer vacancies while CPSM was onsite. Recruitment efforts are typically focused on a regional level. Despite offering a competitive salary, the department faces challenges in attracting qualified applicants due to its proximity to the Des Moines metropolitan area, where larger agencies often offer higher pay scales and more opportunities for specialized assignments. IPD does not currently offer recruitment bonuses or financial incentives for already-certified officers. However, the department has experienced success recruiting officers who are graduates of Simpson College.

Retention within IPD is generally strong. The department maintains a stable workforce and has relatively low turnover compared to many agencies. When officers do leave, it is most often to accept positions with the Des Moines Police Department or other metro-area agencies offering higher compensation or broader career opportunities.

Recommendations:

- Explore the implementation of a recruitment bonus or similar incentive to attract already-certified officers from other regions of the state. (Recommendation No. 9.)
- Expand recruitment efforts statewide, emphasizing Indianola's high quality of life, community atmosphere, and proximity to the Des Moines metropolitan area as key selling points. (Recommendation No. 10.)
- Enhance the internship and formal partnership program with Simpson College to create a pipeline for future officer recruitment while providing some special project or administrative assistance from the participating students at the same time. (Recommendation No. 11.)
- Invest in professional development and leadership training for supervisors, command staff, and the Chief of Police. This should include regular participation in regional and statewide meetings for police leaders, attendance at state and national conferences, and enrollment in nationally recognized leadership programs such as FBI-LEEDA, the Northwestern School of Police Staff and Command, and the FBI National Academy. (Recommendation No. 12.)

RECORDS / ADMINISTRATIVE / CLERICAL

The Indianola Police Department refers to its records and communications personnel collectively as "clerical staff." These civilian employees perform a broad range of administrative, records management, and limited communications-related functions that support patrol operations, investigations, and public service delivery. In addition to traditional police records responsibilities, clerical staff also provide non-emergency call-taking and front-desk customer service functions.

IPD does not operate its own primary public safety answering point (PSAP). Emergency communications services, including all 911 calls, are provided by the Warren County Sheriff's Office (Warren County Communications), which serves as the PSAP for most public safety agencies within the county. Warren County Communications is responsible for dispatching IPD officers. However, IPD clerical staff handle non-emergency calls that come directly to the department and are able to enter call information into the county computer-aided dispatch (CAD) system so that Warren County Communications can dispatch an officer.

The clerical unit currently consists of six civilian employees, including an office manager who serves as the supervisor. The office manager is scheduled to retire in January 2026. One of the existing clerical employees may transition into the office manager role in the future, which will result in one clerical position becoming vacant. Clerical coverage is provided 24 hours per day, seven days per week, which is not typical for a law enforcement agency of IPD's size. IPD appears to maintain a higher number of civilian clerical employees than most similarly sized agencies.

Clerical staff duties are extensive and include both customer-facing and internal support functions. Clerical team members handle walk-in complaints and citizen service requests, though they do not take formal police reports from the public. When a citizen arrives to file a report, an officer is dispatched to the police department to complete the report. In addition, clerical employees conduct research for officers, including accessing criminal history information, validating National Crime Information Center (NCIC) stolen articles and warrants, and entering case dispositions. Entries of wanted persons and stolen property into NCIC and the Iowa System are handled by Warren County rather than IPD clerical staff.

A significant portion of the clerical workload involves records management and quality control. Clerical staff review officer reports for grammar, punctuation, accuracy, and National Incident-Based Reporting System (NIBRS) compliance. Patrol supervisors are responsible for reviewing correct charge information and the narrative portions of reports. Clerical employees also prepare case files for submission to the County Attorney's Office and provide supplemental information needed for prosecution. Additionally, clerical staff handle public information and open records requests, manage vehicle impound logs, and report unclaimed impounded vehicles to the State.

Digital evidence management is another major responsibility. Clerical staff download, review, and redact digital evidence, including body-worn camera footage, in-car camera video, and still photographs. Due to this responsibility, clerical employees are routinely exposed to disturbing material. IPD provides clerical staff with access to the same peer support resources available to sworn officers to help deal with the impact of this exposure.

Other duties performed by clerical staff include fingerprinting members of the public for a fee, providing notary public services for the department, digitizing older records, and monitoring detained individuals in the holding cell. The clerical unit has only recently begun tracking the volume of citizen calls, walk-in requests, and other service activities. As a result, no historical data exists to evaluate workload trends over time.

Clerical staff members are not issued traditional uniforms. Instead, they wear polo-style shirts bearing the IPD logo. The clerical work area is secured behind a locked door requiring a numerical access code. Public interaction occurs through a customer service window with a thin glass barrier separating clerical employees from members of the public.

IPD has a call box located outside the police department for use during times when no clerical staff are on duty. The call box connects directly to the county PSAP, allowing a complainant to speak with Warren County Communications and request that an officer be dispatched to the police department.

Clerical staff have access to the county CAD system and, on occasion, make corrections to dispatch notes. While these edits are typically limited to spelling, grammar, or typographical errors, altering CAD entries is unusual, as it constitutes a change to an official police record.

Training for clerical staff includes instruction in the Iowa System, Criminal Justice Information Services (CJIS) requirements, and NIBRS reporting standards. Some clerical employees have also attended leadership training courses. IPD does not currently offer an online police reporting system.

The office manager position encompasses a wide range of responsibilities beyond direct supervision of clerical staff. The office manager handles onboarding and separation processes for police employees, provides administrative support to the Chief of Police and command staff, assists clerical personnel with daily operations, and orders and maintains some departmental supplies and equipment.

It is notable that several duties currently performed by clerical staff—particularly report review and approval functions—are commonly assigned to patrol supervisors in many agencies. This overlap suggests that IPD's clerical unit is performing functions beyond those typically expected for civilian records personnel.

Recommendations:

- Eliminate 24-hour clerical staffing and rely on the existing call box system to serve citizens after normal business hours. (Recommendation No. 13.)
- Reclassify two clerical positions as Records Clerk positions to better align job titles with primary responsibilities. (Recommendation No. 14.)
- Retain the Office Manager/Administrative Assistant position to continue supervising records clerks and providing administrative support to the Chief of Police and command-level personnel. (Recommendation No. 15.)
- Eliminate three clerical positions and reclassify one of these full-time equivalent (FTE) positions to a Community Service Officer role to assume evidence and quartermaster duties, as discussed in the Property and Evidence and Quartermaster sections. (Recommendation No. 16.)

POLICE FACILITY

The current police facility was originally constructed in 1986, with an addition completed in 1989. The building is a shared municipal facility that houses police, fire, and city hall functions. While the three entities occupy the same overall structure, each has its own designated entrance. The public entrance for the police department is located on the south side of the building, with a separate staff entrance for police personnel located on the west side. The west-side entrance also provides access to a single-car, climate-controlled garage bay.

Police vehicle operations are not fully integrated into the main police facility. Patrol vehicles are stored in a separate building located approximately one-half mile from the police station. Officers are required to report to this off-site location at the start of their shifts to retrieve their assigned patrol vehicles and then drive to the police station for roll call and shift briefing. This configuration is operationally inefficient and results in unnecessary travel time and logistical complexity at the beginning and end of shifts.

The interior of the police portion of the building is visibly dated and shows significant wear consistent with its age. Finishes, fixtures, and overall layout reflect design standards from the late 1980s and do not align with the needs of a modern police agency. There is evidence of ongoing water intrusion, including water leaks and visible water damage. In its current configuration, the police station is wholly inadequate for an agency the size and operational demands of IPD.



The evidence room presents the most significant concern within the facility. It is located in the basement along a corridor that is accessible to non-police personnel, which creates security and chain-of-custody vulnerabilities. The room does not provide separation between different types of evidence, as drugs and firearms are stored in the same area as general evidence. This practice does not align with best practices for evidence management or safety.

Additionally, the evidence room lacks proper ventilation, which is particularly problematic for the storage of controlled substances that may emit odors or hazardous fumes. Compounding this issue, plumbing pipes run across the ceiling of the evidence room, introducing a risk of water leaks that could damage or contaminate evidence. The combination of poor location, inadequate security controls, insufficient ventilation, and exposure to plumbing infrastructure represents a substantial operational and liability risk for the department.

Recommendations:

- Identify and designate an alternative room within the building for evidence storage and which does not have plumbing running through it and that can be properly secured and ventilated. The new evidence room should include clearly separated areas for different types of evidence, particularly a dedicated, properly ventilated space for drug evidence. (Recommendation No. 17.)
- Reimagine and reconfigure the existing police department space to maximize efficiency and functionality until such time that a new public safety facility can be constructed or the current building can be expanded. Priority areas for redesign should include evidence processing, briefing and training space, report writing areas, secure storage, and soundproof interview rooms. (Recommendation No. 18.)

Engaging an architect with specialized experience in police facility design is strongly recommended. Such expertise would assist the city and IPD in developing a layout that makes the best possible use of the existing square footage while addressing critical operational, safety, and compliance concerns.

FLEET

The Indianola Police Department has fifteen active police vehicles in their fleet. Thirteen of the vehicles are marked police cars with one having "ghost graphics," meaning the police graphics are muted to make the vehicle less obvious as a police car. Eight of the vehicles are 2018-2022 Ford Explorers, four are 2022-2024 Chevrolet Tahoes, one is a marked Chevrolet truck, and two are unmarked vehicles (a Ram truck and a Chevrolet Traverse).

IPD has limited parking available at its main police facility. To alleviate the lack of parking, IPD utilizes an indoor storage building located a few blocks away to park most of its fleet when not in use in the city. This model is beneficial in that police vehicles are protected from the elements thereby extending the potential service life and maintenance costs, but it is not ideal operationally. Employees park their personal vehicles at this offsite location, retrieve a patrol car and report to the station, and reverse this process at the end of their shift. Ideally, a police fleet would be available at the station and ready for immediate deployment. Although this is working for the agency, we believe it would benefit the department if future facility plans included on-site "secure" parking for the fleet. We will stop short of making this recommendation for the report as facility planning has been a challenge for city leadership, and it is well known that improvements need to be made.

Vehicle maintenance is a shared responsibility between the two lieutenants. The vehicles we observed and rode in during our time in the city appeared well-maintained and in good operational shape.

We made inquiries into the daily management of the fleet and how the agency ensures accountability for excessive wear and tear, and unreported damage found in the fleet. IPD uses an "assigned vehicle" model, meaning officers are assigned a shared unit with another officer on the opposing shift. Outside of the assigned unit being removed from service, those officers are supposed to use that car daily. The officers are responsible for ensuring maintenance issues are reported and they are responsible for the care of that car. IPD has logs where officers are required to report any excessive wear or damage and whenever new damage is noted it must be reported to a supervisor for documentation and if necessary an investigation.

IPD inquired through this study if we felt that the current police fleet was adequate to meet the department's needs. In our opinion, with the shared fleet model (cars shared among patrol members) then the current fleet is adequate. If IPD were to adopt a deployment model where permanently assigned take-home vehicles were to be implemented, then the current fleet would not meet those needs.

DISPATCH SERVICES (WARREN COUNTY)

IPD does not operate its own dispatch center. We believe this is appropriate given the size and workload associated with Indianola. The department utilizes the services of the Warren County Sheriff's Office Communications Center for police dispatching. The Warren County Sheriff's Office manages this service for all agencies in Warren County, which provides all agencies a more cost-effective arrangement. We note that we have observed agencies similar in size to IPD operate their own dispatch center and in almost all cases the challenges and expenses associated are rarely worth the operational benefits of being independent. In most of those cases the barriers to regionalizing the service are typically interagency friction/relationships and technology. We applaud IPD and Warren County for working within the confines of a regionalized partnership.

RADIO AND CAD SYSTEM

Being on a regionalized dispatch platform allows all agencies within Warren County to operate on a common set of radio channels. This enables all law enforcement around the county to hear critical radio traffic and the ability to communicate with one another when needed. Again, this is a benefit that comes with regionalization.

CAD systems are a major hinderance to regionalization in many areas. Different agencies on different technology/CAD platforms and often at different renewal/contract periods often cause agencies to say “no” to the concept of shared services. However, in Warren County the agencies all share the same systems. At the time of this report, all agencies are in the process of transitioning from the current TAC10 platform to new Central Square for CAD-RMS services. IPD advised that it is starting to engage in the transition process. Details of the transition process were unclear during our discussions with staff. In our experience, CAD-RMS transitions can be a period of high stress for agencies. Although new systems may have significantly greater capabilities, the change and unfamiliar processes can cause internal problems. One solution to these hurdles is to have end users involved in the system customization/build process and offer input to end-user interfaces. Most agencies have patrol officers that are exceptionally adept at technology use and can be a great benefit in these processes. We encourage IPD to inquire with Warren County where IPD’s end users may be involved in this transition process. This will give IPD a voice in simplifying the system for staff use, thereby minimizing some organizational stress.

Recommendation:

- We recommend that IPD involve “end users” (Specifically, patrol officers and records staff) in the CAD-RMS Central Square transition. (Recommendation No. 19.)

OFF-DUTY EMPLOYMENT

The IPD regularly receives requests for officers to provide security at a wide range of events and venues, both within and outside city limits. Some of these requests occur within the metropolitan Des Moines area, and for a large annual music festival located about 20 miles outside the city limits.

Many law enforcement agencies that previously permitted officers to accept secondary employment where the requesting organization (such as businesses, concerts, sporting events, or other venues) paid the officer directly have moved away from this practice. This shift is largely driven by concerns related to liability exposure, the use of city-owned assets, and compensation practices.

A widely recognized best practice is for the requesting organization to contract directly with the city, rather than with the individual officer. Under this model, the organization pays the city a flat fee established by the city that reflects the full cost of providing police services—typically covering the officer's overtime rate (or actual rate), as well as associated benefits and administrative costs. If a city police vehicle is used, the city should establish a separate rate and policy governing its use. The city then compensates the officer who works the assignment.

This structure helps ensure officers remain covered under the city's insurance in the event of injury and reinforces that officers working off-duty assignments must comply with all departmental policies, procedures, and professional standards, just as they would during regular

duty. It also addresses concerns related to private compensation being earned through the use of city-owned vehicles, equipment, and resources.

Recommendation:

- It is recommended that IPD develop a formal off-duty employment policy in coordination with city management and in consultation with the city's liability and workers' compensation insurance carrier. (Recommendation No. 20.)

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SECTION 5. PATROL OPERATIONS

Uniformed patrol is considered the backbone of American policing. Nearly every police department in the United States has a uniformed patrol function and most agencies are structured to support the patrol function to the greatest extent possible. This critically important function is usually the highest visibility component of any police department and typically commands the largest share of resources within any department (labor and budget).

The Indianola Police Department has a uniformed patrol component led by a police lieutenant and staffed with patrol sergeants and patrol officers. Staffing for Patrol Operations is shown in the following table.

TABLE 5-1: Authorized Patrol Operations Staffing

Position	Authorized
Police Lieutenant	1
Sergeant	3
Police Officer	12
Total Sworn	16

In addition to the above patrol staffing levels, IPD also has two school resource officers who will occasionally assist in patrol and there is one community service officer assigned to the patrol function.

Included in the patrol deployment positions is one FTE K-9 officer. That officer works basic patrol duties with his K-9 partner and is currently to an overnight shift.

Patrol Schedule

The Patrol Operations component of the department works 10-hour shifts with the following schedules:

- 6:00 a.m. to 4:00 p.m.
- 3:00 p.m. to 1:00 a.m.
- 9:00 p.m. to 7:00 a.m.

IPD has set minimum staffing level for patrol operations at two police officers, meaning that the department expects that at least two officers will be on duty at all times. This number has been established primarily as an officer safety component to ensure that uniformed officers always have a partner on calls for service when needed. Additionally, there are neighboring jurisdictions, including the Warren County Sheriff's Office, that also have limited officers/deputies on duty for mutual aid assistance in the event more resources are needed.

Shifts lengths in policing varies throughout the nation. Most modern police agencies are on some variation of 10 or 12-hour shifts, with just a small percentage still working 8-hour shifts. In this discussion, there is debate over the pros and cons of 10-hour shifts vs. 12-hour shifts.

Research on police shift length—especially the well-known **Shift Length Experiment conducted by the National Policing Institute**—consistently finds that **10-hour shifts strike the best balance**

between officer performance, wellness, and organizational efficiency. Officers working 10-hour schedules tend to get more sleep, experience less fatigue, and report higher levels of alertness while on duty compared to those working 12-hour shifts. The structure of a 4/10 schedule also allows for three days off per week, which appears to support better recovery without the extended fatigue associated with longer daily shifts.

In contrast, **12-hour shifts are associated with increased fatigue and lower alertness**, particularly toward the latter part of the shift. While officers on 12-hour schedules often appreciate having more full days off, research shows that the longer work periods can negatively affect cognitive functioning, decision-making, and overall well-being. Although studies have not found major differences in critical safety outcomes (such as reaction time or driving performance), the accumulated fatigue presents a higher risk for errors, burnout, and long-term health concerns.

From an organizational perspective, **10-hour shifts are also linked to greater efficiency**, including significantly lower use of overtime and improved job satisfaction among officers. While 12-hour shifts can offer scheduling simplicity and fewer shift transitions, these advantages are often offset by fatigue-related drawbacks and potential hidden costs. Overall, the research suggests that agencies seeking to optimize both officer wellness and operational effectiveness are generally better served by adopting 10-hour shift models rather than 12-hour schedules.

CALLS FOR SERVICE ANALYSIS

This report will outline the Patrol Operations workload as measured as a percentage of officers' on-duty time. However, before we report on those metrics, it is appropriate to understand the current calls for service experienced by the Indianola Police Department.

CPSM worked with IPD to obtain computer-aided dispatch (CAD) data to best understand what is occurring in the patrol environment. We divided these data sets up into separate categories. We analyzed a full twelve months of call data to determine how many calls for service IPD officers handled, the origin of those calls, and the type of those calls. We also used that full year of data to see how long those calls take to handle on average as well as how long IPD takes to respond to those calls. The twelve months of call data used was from the period of October 1, 2024, to September 30, 2025.

Later in this section we will then break down that data even further to explore seasonal variations in workload. Oftentimes, the patrol workload can vary between summer and winter as well as weekdays versus weekends. The seasonal periods examined were:

- Winter: January 4 – February 28, 2024.
- Summer: July 7 – August 28, 2025.

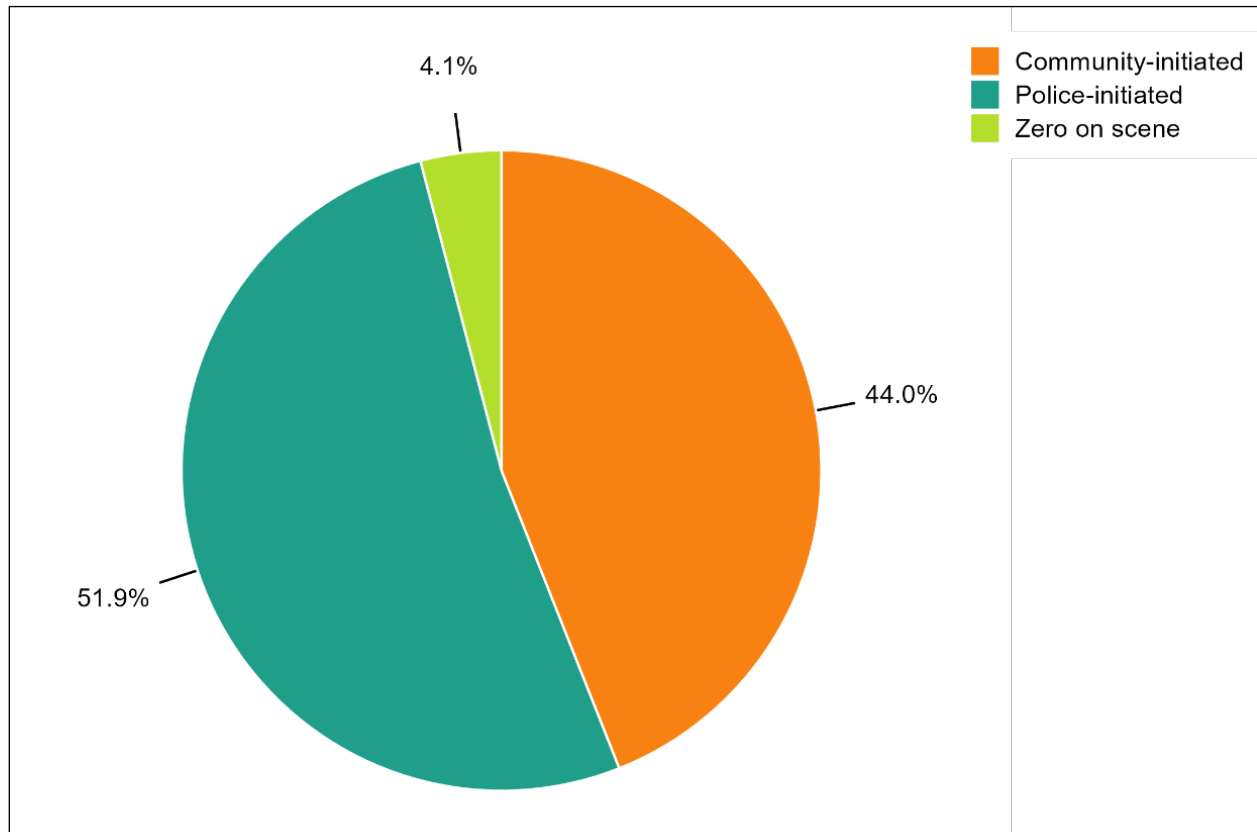
Both winter and summer periods are further separated by weekends and weekdays to determine actual officer workload.

The “Rule of 60” will be used to measure patrol workload later in this section of the report.

Event and Call Data

The following figure and table outline the total number of events that occurred and who initiated those events during the study period. We intentionally use events in this first set of figures as total events illustrates the volume of activity recorded in the CAD system.

FIGURE 5-1: Percentage Events per Day, by Initiator



Note: Percentages are based on a total of 13,101 events.

TABLE 5-2: Events per Day, by Initiator

Initiator	No. of Events	Events per Day
Community-initiated	5,764	15.8
Police-initiated	6,802	18.6
Zero on scene	535	1.5
Total	13,101	35.9

In total, there were 13,101 CAD events that were used in this analysis. Of that total, 5,764 were initiated by a member of the community that called IPD for a police-related matter; this represented 44 percent of all CAD events. IPD officers initiated 6,802 events. These are calls such as traffic stops, pedestrian stops, and proactive documented patrols, and represent almost 52 percent of all CAD events. Additionally, there were 535 events that were classified by CPSM as “zero-on-scene” events. These are CAD events that showed less than thirty seconds on scene before a call was closed. Although these zero-on-scene events do represent work we will intentionally omit them for the calls analysis as they may inaccurately impact actual worktime.

Zero-on-scene calls usually occur when an officer performs a type of work, be it self-initiated contacts, directed patrols, or even regular community-initiated calls, but fails to notify dispatch. In those cases, an officer could have invested several minutes doing the work but did not notify dispatch until they were finished. In that case a dispatcher will quickly record the officer being on scene and immediately clearing the call as there is no way to make a CAD system work in reverse to capture time that has already elapsed. Although this is found in every CFS analysis and is a normal observance in police work we encourage agencies to minimize this practice to the greatest extent possible.

Recommendation:

- CPSM recommends that IPD direct patrol officers to accurately capture all work time associated with calls handled in the CAD system to eliminate “zero-on-scene” calls to the greatest extent possible. (Recommendation No. 21.)

The following tables show the transition from events to calls. This is where we eliminate zero-on-scene events due to lack of time data for greater analysis of the work being performed by IPD officers. The reader will see that we also eliminated directed patrols as most of those calls appeared as zero-on-scene. The reader can also see the number of call totals that changed in each call category.

TABLE 5-3: Events per Day, by Category

Category	Total Events	Events per Day
Accident	388	1.1
Alarm	209	0.6
Animal call	237	0.6
Assist – medical & fire	234	0.6
Assist – other	831	2.3
Check	633	1.7
Civil problem	263	0.7
Crime against persons	421	1.2
Crime against property	880	2.4
Crime against society	266	0.7
Directed patrol	65	0.2
Disturbance	315	0.9
Investigation	1,104	3
Juvenile call	383	1
Mental health	193	0.5
Miscellaneous	452	1.2
Suspicious incident	392	1.1
Traffic enforcement	975	2.7
Traffic stop	4,767	13.1
Violation	93	0.3
Total	13,101	35.9

TABLE 5-4: Calls per Day, by Category

Category	Total Calls	Calls per Day
Accident	380	1
Alarm	201	0.6
Animal call	234	0.6
Assist – medical & fire	196	0.5
Assist – other	800	2.2
Check	568	1.6
Civil problem	260	0.7
Crime against persons	416	1.1
Crime against property	773	2.1
Crime against society	262	0.7
Disturbance	310	0.8
Investigation	1,037	2.8
Juvenile call	381	1
Mental health	187	0.5
Miscellaneous	338	0.9
Suspicious incident	385	1.1
Traffic enforcement	947	2.6
Traffic stop	4,744	13
Violation	92	0.3
Total	12,511	34.3

There is additional value in this data as we see the number of calls in each call type category that IPD officers are handling. Much of the work being done is traffic-related (accidents, traffic stops and enforcement). The next busiest category is crime-related (investigations, crimes against persons/property/society). The category of assist is prevalent in the data; these are cases where IPD assisted the fire department or another agency on a call.

The next figure and table shows the average calls per day, broken down by initiator and by month. Although the graph shows what appears to be a disparity, the reality is that average daily calls only vary by less than ten per day when comparing the busiest months to the least busy months. This demonstrates that the workload in Indianola is reasonably consistent throughout the year when considering that there are at least six to eight officers working each day.

FIGURE 5-2: Calls per Day, by Initiator and Month

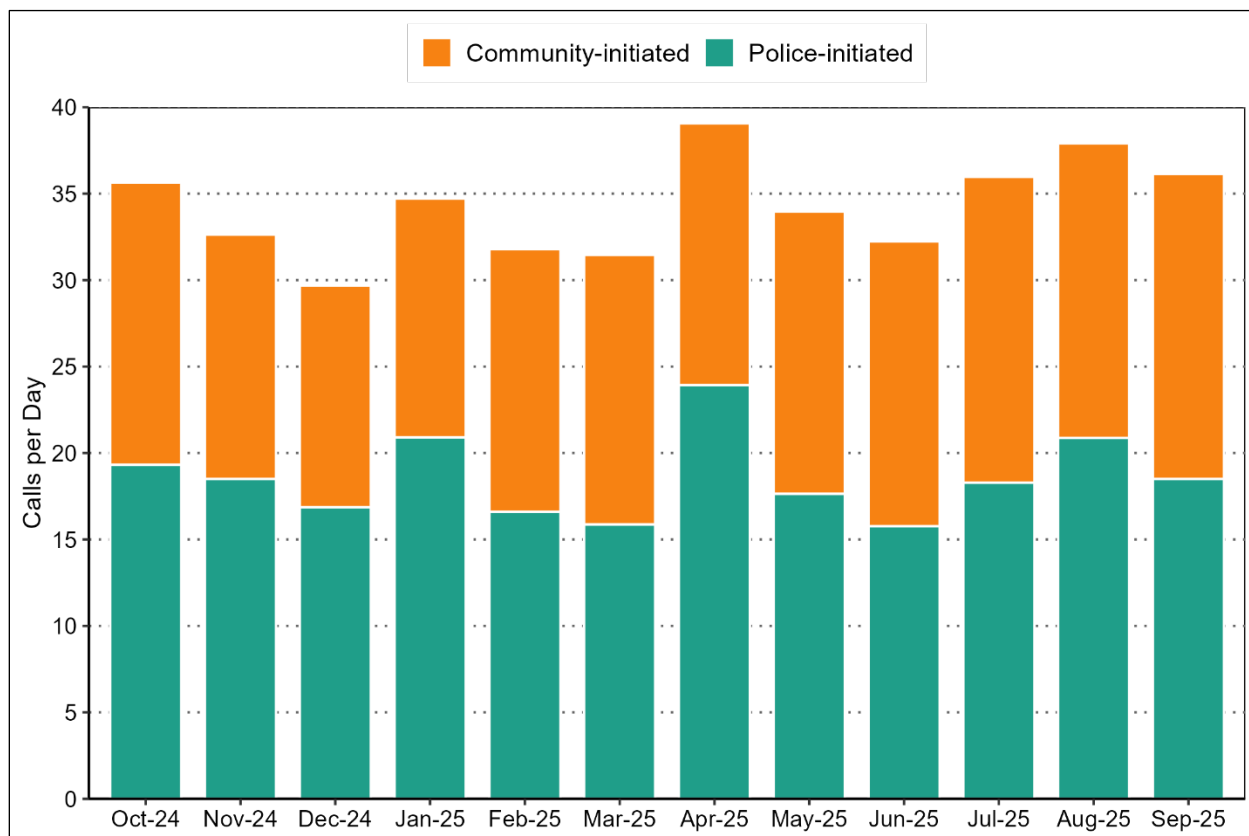


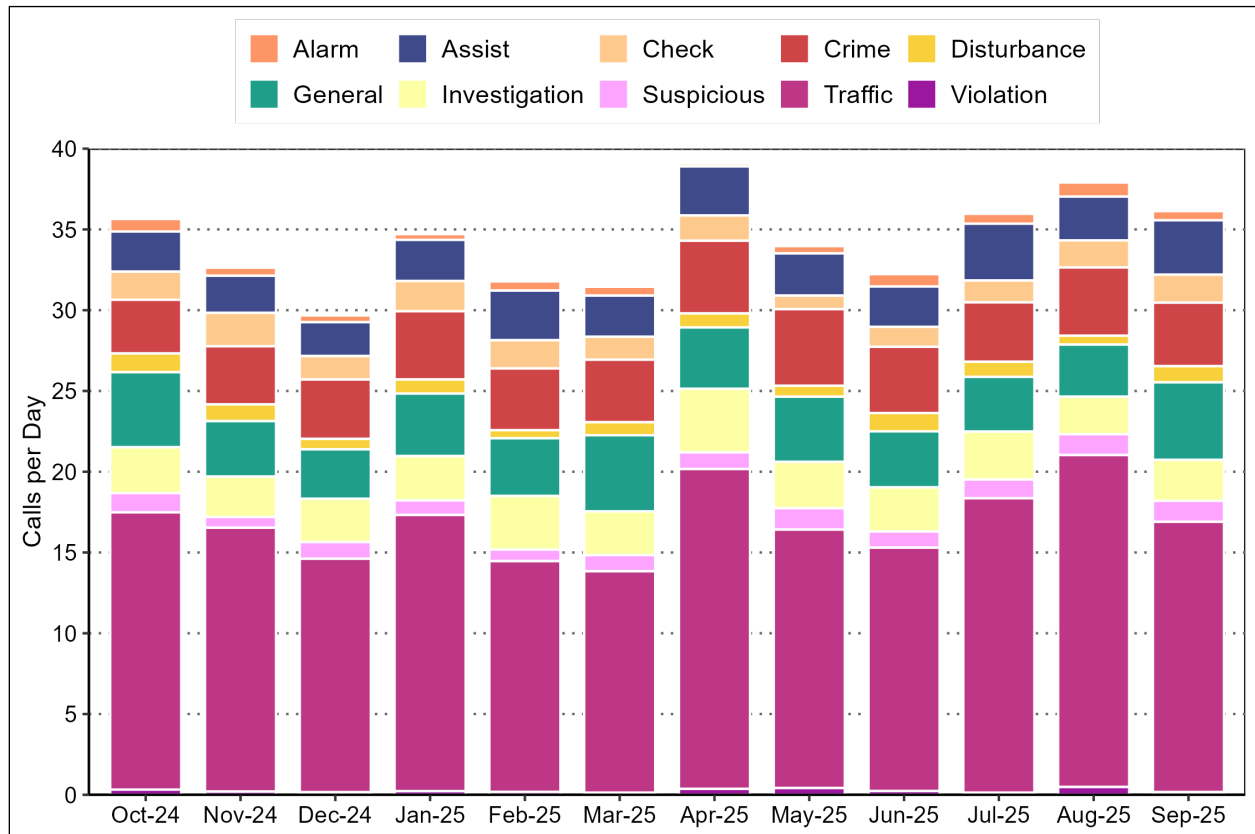
TABLE 5-5: Calls per Day, by Initiator and Month

Initiator	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Community	16.3	14.1	12.8	13.8	15.2	15.6	15.1	16.3	16.5	17.7	17.0	17.6
Police	19.3	18.5	16.9	20.9	16.6	15.9	23.9	17.6	15.8	18.3	20.9	18.5
Total	35.6	32.6	29.7	34.7	31.8	31.5	39.1	34.0	32.2	36.0	37.9	36.1

Another area of note is the balance between community-initiated calls and police-initiated calls for service. In most agencies we analyze, the community-initiated calls outweigh the police-initiated calls, often by a factor of two-to-one or three-to-one. In the case of IPD, there are more police-initiated calls than calls originating through 911. This indicates that IPD officers keep themselves active between calls from the public.

The next figure again demonstrates that the majority of work performed in the patrol setting is traffic-related. This visual shows that the traffic workload is nearly the same as, if not greater than, all the other workload categories combined.

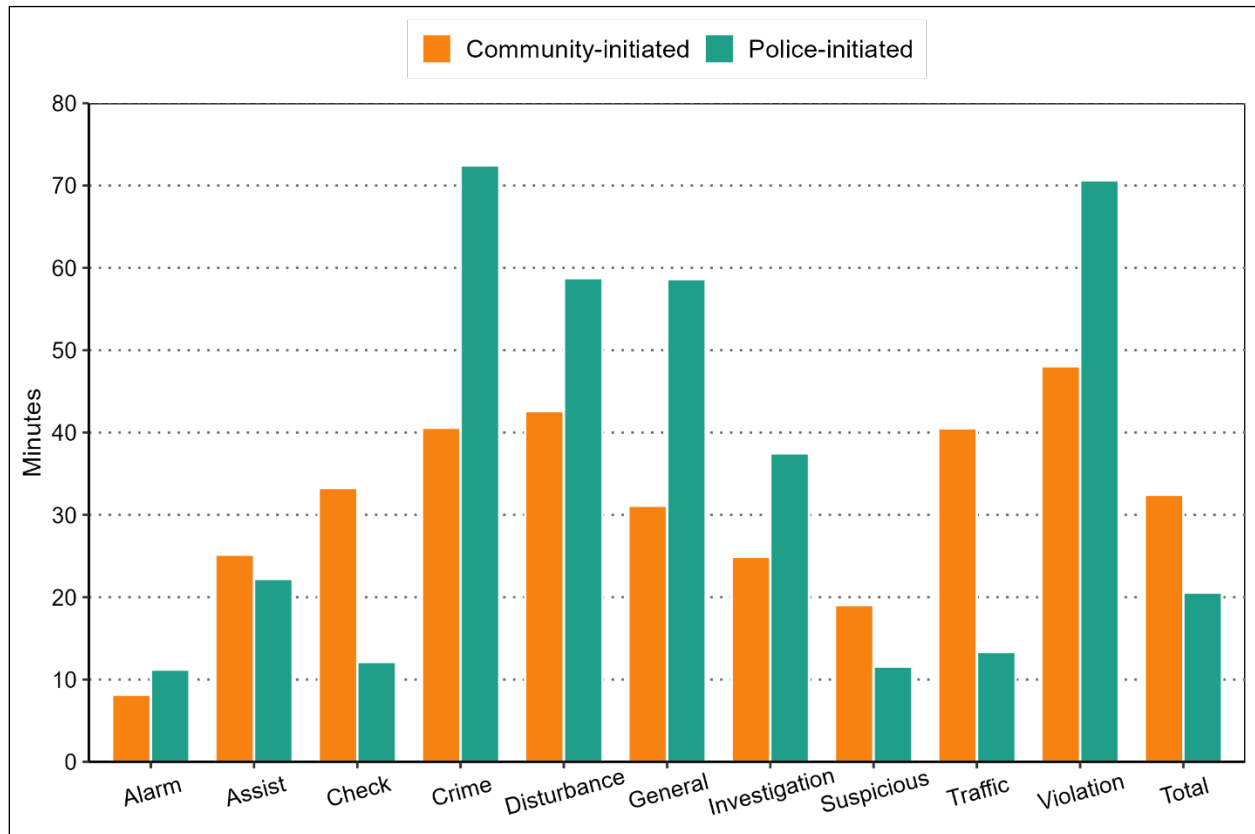
FIGURE 5-3: Calls per Day, by Category and Month



Time on Calls Data

The following data sets will transition to the number of calls in each category to the how long those calls take for IPD officers to manage. The following figure is a visual of how long on average each call type takes to handle, separated by initiator. Whereas traffic-related calls were the driver of workload in sheer numbers we now see that police-initiated traffic calls (i.e., traffic stops) take a minimal amount of time. Yet community-initiated traffic calls (i.e., accidents) take nearly forty minutes per incident on average. Crime calls take approximately forty minutes per incident when community-initiated while police-initiated calls in the crime category take more than seventy minutes per incident. Note: The time on calls data is measuring only the primary unit assigned to a call, it is not a culmination of all officer time on a call.

FIGURE 5-4: Primary Unit's Average Occupied Times, by Category and Initiator



The following table is the line-by-line data that was used to assemble the figure above. As well, this table also provides the additional data of how many calls were in each category. Again, police-initiated traffic calls make up the overwhelming single line category of calls at 4,737 separate incidents, but the average time on those calls (11.3 minutes) is among the lowest amount of time officers spend on any specific category.

The average time of all community-initiated calls was forty-one minutes while the average time for all police-initiated calls was seventy-two minutes (non-weighted). The weighted average is thirty-two minutes for community-initiated calls and twenty minutes for police-initiated calls, demonstrating how much the low-time calls (traffic stops) can reduce the overall number. This is the reason zero-on-scene calls are eliminated from this data.

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TABLE 5-6: Primary Unit's Average Occupied Times, by Category and Initiator

Category	Community-Initiated		Police-Initiated	
	Minutes	Calls	Minutes	Calls
Accident	59.9	356	41.0	24
Alarm	8.2	198	11.2	3
Animal call	24.8	210	13.3	24
Assist – medical & fire	30.3	193	16.1	3
Assist – other	23.8	718	22.4	82
Check	33.3	301	12.1	267
Civil problem	27.4	243	67.2	17
Crime against persons	47.6	364	121.1	52
Crime against property	34.2	609	34.0	164
Crime against society	50.1	138	102.9	124
Disturbance	42.6	291	58.8	19
Investigation	24.9	578	37.5	459
Juvenile call	32.3	164	64.5	217
Mental health	46.9	181	75.4	6
Miscellaneous	28.0	260	53.2	78
Suspicious incident	19.0	273	11.6	112
Traffic enforcement	28.7	567	37.3	380
Traffic stop	13.0	7	11.3	4,737
Violation	48.1	71	70.7	21
Weighted Average/Total Calls	32.4	5,722	20.6	6,789

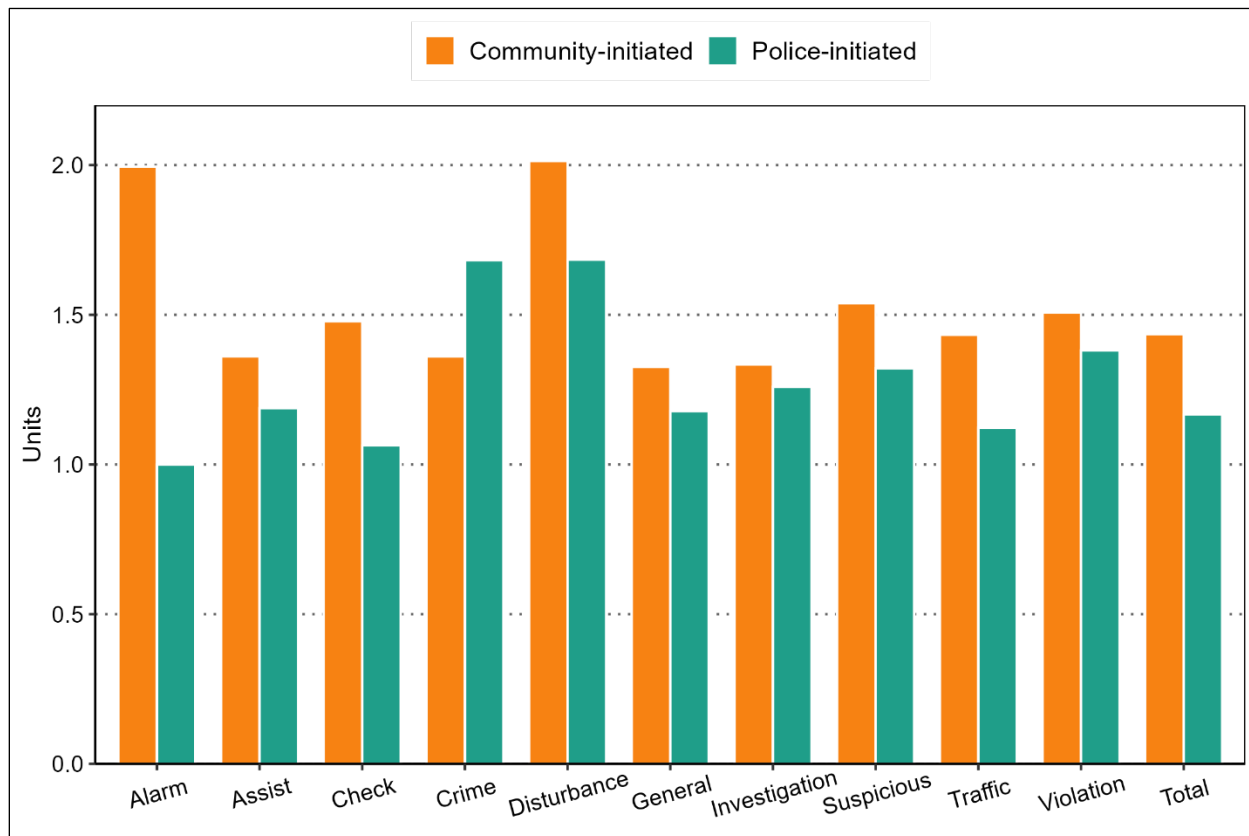
Note: The information in Figure 5-4 and Table 5-6 is limited to calls and excludes all events that show zero time on scene. A unit's occupied time is measured as the time from when the unit was dispatched until the unit becomes available again. The times shown are the average occupied minutes per call for the primary unit, rather than the total occupied minutes for all units assigned to a call.

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Number of Responding Units Data

We have seen the number of calls in each call category, and we have seen the average time IPD spends on each call type. We will now transition to how many units on average IPD uses per call.

FIGURE 5-5: Number of Responding Units, by Initiator and Category



The figure above and the table below show the data on how many units on average IPD assigns to each call type. Obviously, there are certain call types, depending on the circumstances or known risk, when IPD will send a heavier than average response and there are many times that a call type is managed by only one officer.

In general, we see that IPD uses fewer resources per call than most agencies with more patrol resources. There is a general guideline in law enforcement that most community-initiated calls have at least two officers dispatched for officer safety reasons. In IPD, with the exception of disturbances and alarms calls originating through 911, most calls are handled with fewer than two officers. This means that IPD handles a large percentage of its overall calls with just one officer.

It is important to note that there are some factors that may influence the data we are presenting here. IPD had a significant number of overall calls that were listed as “assists.” The calls on which a single IPD officer assisted another law enforcement agency (such as Warren County deputies) on a call there would only be one IPD officer listed, yet there were other deputies on that call with the IPD officer. The same circumstances may apply in reverse. If an IPD officer is dispatched to a 911 call in Indianola and he/she is backed by a Warren County deputy, the WCSO unit

would not appear in the Indianola data presented here. Nonetheless, overall averages for the number of IPD officers on a call is less than we see across the industry.

When accounting for all weighted averages in each call origination category, IPD uses an average of 1.4 units on community-initiated calls and 1.2 units on police-initiated calls.

TABLE 5-7: Average Number of Responding Units, by Initiator and Category

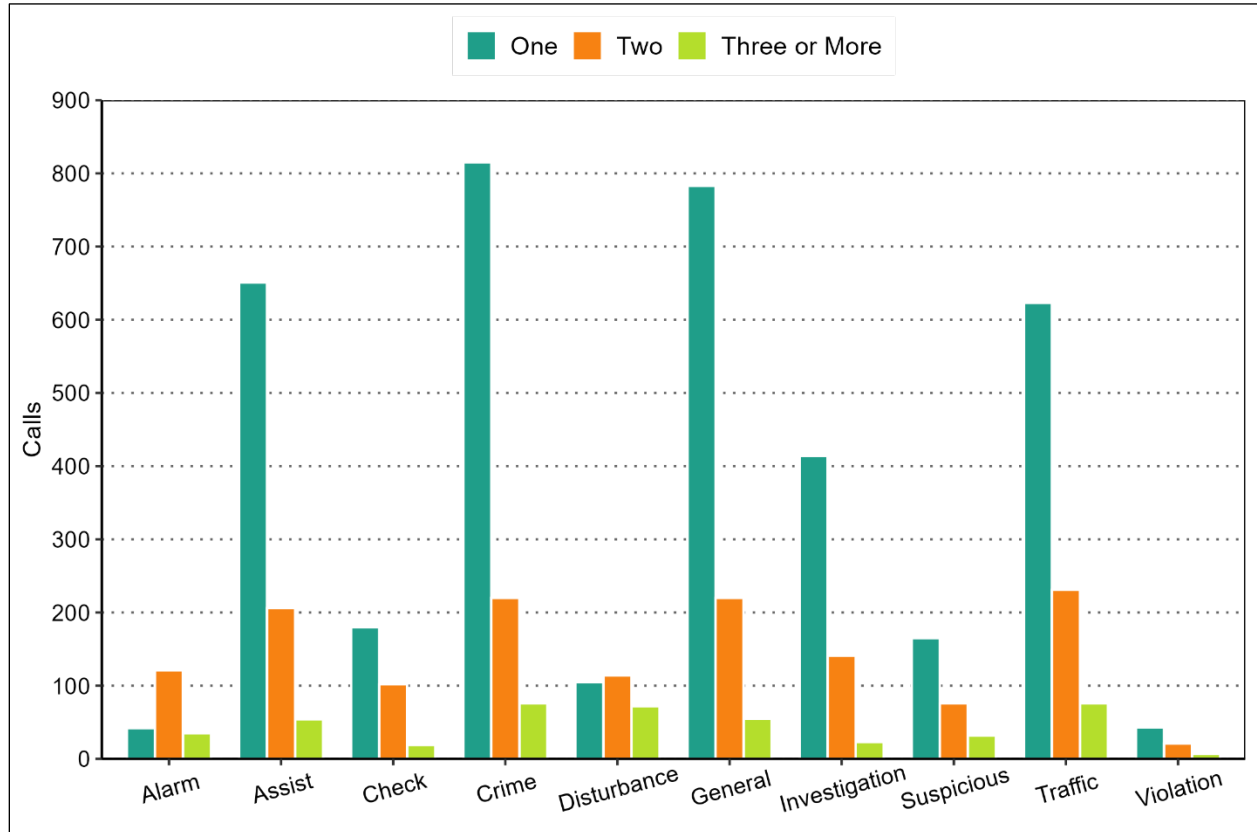
Category	Community-Initiated		Police-Initiated	
	No. of Units	Calls	No. of Units	Calls
Accident	1.5	356	1.5	24
Alarm	2.0	198	1.0	3
Animal call	1.2	210	1.2	24
Assist – medical & fire	1.9	193	1.0	3
Assist – other	1.2	718	1.2	82
Check	1.5	301	1.1	267
Civil problem	1.2	243	1.5	17
Crime against persons	1.3	364	1.3	52
Crime against property	1.3	609	1.4	164
Crime against society	1.6	138	2.3	124
Disturbance	2.0	291	1.7	19
Investigation	1.3	578	1.3	459
Juvenile call	1.4	164	1.1	217
Mental health	1.8	181	1.3	6
Miscellaneous	1.2	260	1.3	78
Suspicious incident	1.5	273	1.3	112
Traffic enforcement	1.4	567	1.3	380
Traffic stop	1.1	7	1.1	4,737
Violation	1.5	71	1.4	21
Weighted Average/Total Calls	1.4	5,722	1.2	6,789

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In this final figure on responding units, we see the disparity of how often IPD used one officer versus two units or three or more units.

IPD used one unit in 3,821 calls out of a total of 5,742 community-initiated calls.

FIGURE 5-6: Number of Responding Units, by Category, Community-initiated Calls



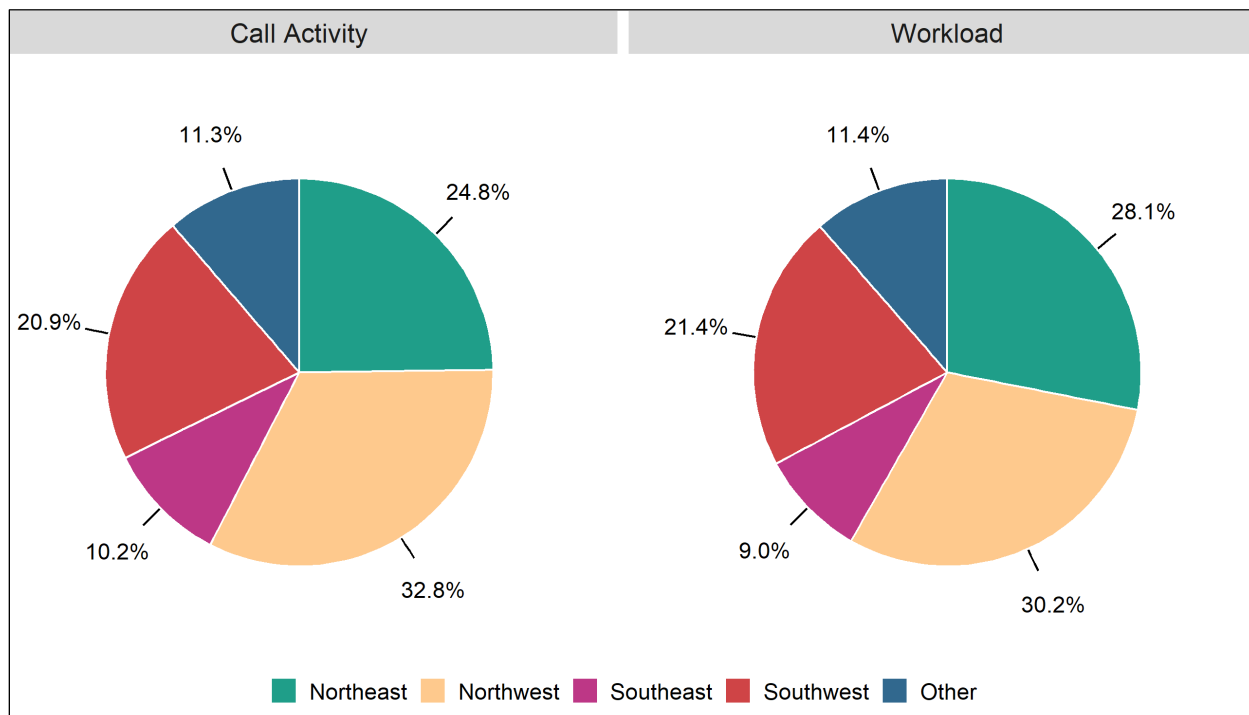
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Calls and Work Hours Per Zone

Indianola PD divides the community into four zones (or beats) for reporting coverage (Northwest, Northeast, Southwest, and Southeast).

The following figure and table break down the division of workload in each sector of the community.

FIGURE 5-7: Percentage Calls and Work Hours, by Zone



Note: The 'Other' category includes calls at headquarters and calls without recorded zones (inside and outside of Indianola and unknown).

The Northwest sector is the busiest area overall with 32 percent of all calls, occupying an average of 5.9 hours of officer labor each day (11.2 calls per day). This represents 30 percent of all IPD workload. The Northeast sector is the second busiest area with nearly 25 percent of all calls (8.5 per day) and 28 percent of all workload (5.5 hours).

The category of "other" is a culmination of calls outside the city and calls at police headquarters.

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TABLE 5-8: Calls and Work Hours by Zone, per Day

Zone	Per Day	
	Calls	Work Hours
Northeast	8.5	5.5
Northwest	11.2	5.9
Southeast	3.5	1.8
Southwest	7.2	4.2
Zone Subtotal	30.4	17.3
Headquarters	2.1	1.1
Indianola	0.3	0.2
Out of the city	0.8	0.5
Unknown	0.7	0.4
Other Subtotal	3.9	2.2
Total	34.3	19.6

Out-of-Service Activities

Up to this point in the report, we have evaluated the types of calls handled by IPD officers in the categories of community-initiated calls and police-initiated calls. In general, police agencies are good at capturing this type of field-related activity associated with providing police service. A third category that must be examined is all of the other work that is performed that does not fit into the community- or police-initiated categories. We often call this the administrative work that should be captured or in this case we title it “out-of-service” activities. The following table shows five categories of out-of-service activity captured in the IPD CAD data,

TABLE 5-9: Activities and Occupied Times by Description

Description	Occupied Time	Count
Busy	80.8	244
Court related	57.1	21
At jail	19.0	41
Out at office	33.8	102
Vehicle maintenance	30.2	31
Administrative – Weighted Average/Total Activities	59.4	439
Personal – Break (meal)	27.9	148
Weighted Average/Total Activities	51.4	587

This is an area that we believe is problematic for Indianola PD. It is common in law enforcement to see administrative tasks associated with performing their duties make up thirty percent of officers' work time. Everything from attending briefing, to report writing, to contractually given break times should be captured in CAD to gain an accurate perspective of IPD workload. The table above, showing what work is captured in CAD, is minimal at best and likely incomplete in showing all workload.

- IPD officers pick up a police car prior at the beginning of their shift and report to the police station for briefing. Briefings should be captured as an activity but are not listed. Multiplied by

every officer that works every day in patrol this is 2,500 to 3,500 incidents at twenty to thirty minutes per incident.

- By law, IPD officers are allotted meal breaks. Regardless of an officer using that meal break period to eat a sack lunch from home in their patrol car, go home for lunch, or go to a restaurant, the time should be captured in CAD. The above data only shows 148 meal breaks captured all year for all officers and patrol sergeants. The total should be closer to 2,000 to 3,000 incidents at thirty minutes per incident.
- Every police report or arrest requires report writing time. Report writing is not listed anywhere in the IPD CAD system. It is true that some of the activity above such as “busy” or “at the station” could include report writing and some report writing is captured in the calls themselves. However, based upon discussions with IPD personnel we believe this is underreported.

We discussed this with IPD officers and specifically asked if they called out all of the activities listed. The general consensus was that most of those activities occur while an officer remains in-service and available for a call, meaning the work is not captured.

Historically, this is a common practice in policing. The legacy of the profession trains officers to be available for a call as much as possible and to handle most administrative tasks during times they are waiting for a call. Although this promotes a good work ethic it works against agencies as the industry moves to data-driven deployment models. These practices will not work in IPDs favor when we discuss the Rule of 60 in the next few pages.

It will be our recommendation that IPD reset its cultural work patterns and begin capturing as much administrative work as possible in their CAD system. This can be done while still promoting the proper work ethic and can be done while having officers available for calls when needed. For instance, many agencies use a code for “writing reports but available for a call.” This captures the work time but allows the dispatcher to know that the officer can be pulled if needed for a call.

Recommendation:

- CPSM recommends that IPD institute practices that encourage an officer to capture all administrative work being performed (briefings, meal breaks, report writing, etc.). (Recommendation No. 22.)

This recommendation is especially relevant to field supervisors. Administrative workload for field sergeants is ever increasing with technology in police agencies and legislative mandates designed to increase officer accountability. We are finding sergeants are spending more time in the police station doing these tasks but failing to record their activity in CAD.

Response Times

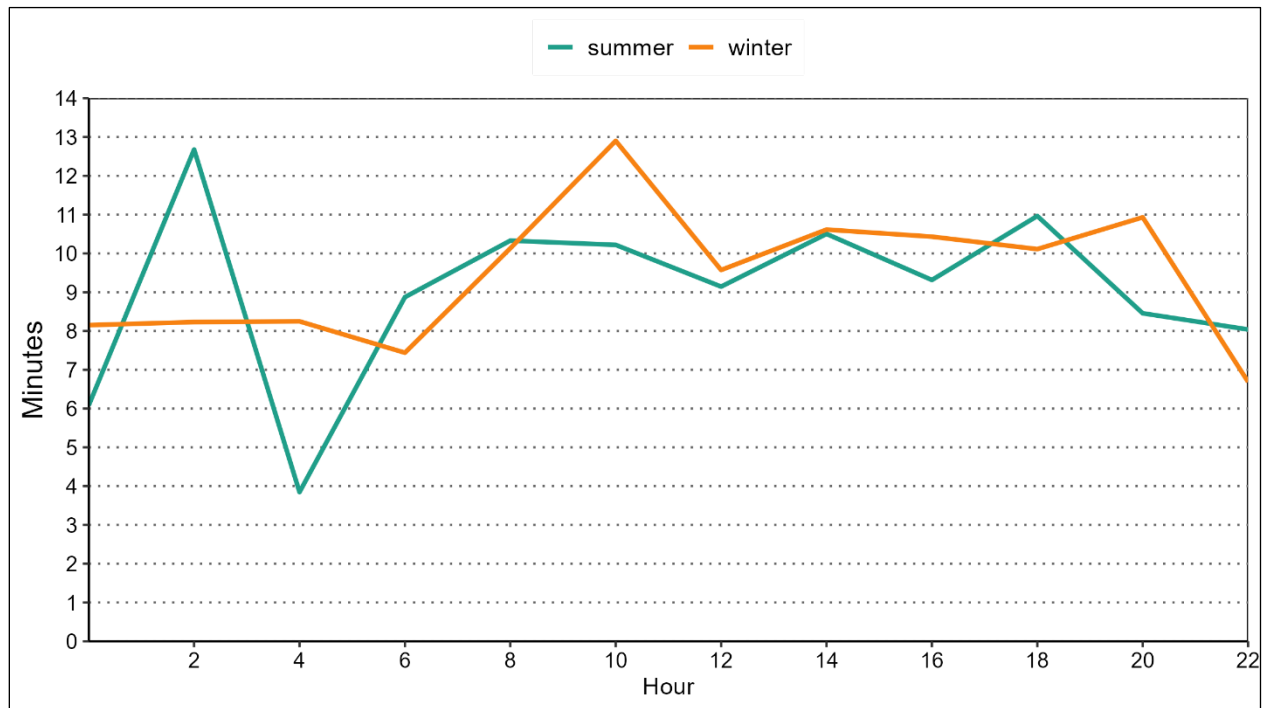
We will now move our attention to the response times for calls for service by the IPD. The ability of an agency to answer service calls in a quick and efficient manner is often the measuring stick that citizens will judge their police force. Slow response times will cause members of the public to complain about waiting too long. Even if officers do outstanding work on a call once on scene, if they take too long to arrive some citizens will simply not be happy.

Larger police agencies with high call loads have needed to create call prioritization matrixes to place calls into a queue for response. This ensures that the more urgent calls always get the faster response while routine-type calls can take a back seat. This enables police agencies to

ensure that critical calls such as threat to life or in-progress crime gets an immediate response. It becomes the high-priority calls that get measured in those cases.

Indianola has not established a call priority matrix. The call load is generally light enough that all calls get an immediate response when received by dispatch. The following data sets, for both workload and response times, will be isolated to the summer and winter eight-week periods discussed earlier. The first figure shows the average response times in both winter and summer throughout the day. The reader can see that both seasons have reasonably similar average response times, meaning that police response is similar throughout the year.

FIGURE 5-8: Average Response Time by Time of Day, Winter and Summer



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FIGURE 5-9: Average Response Time by Category, Winter

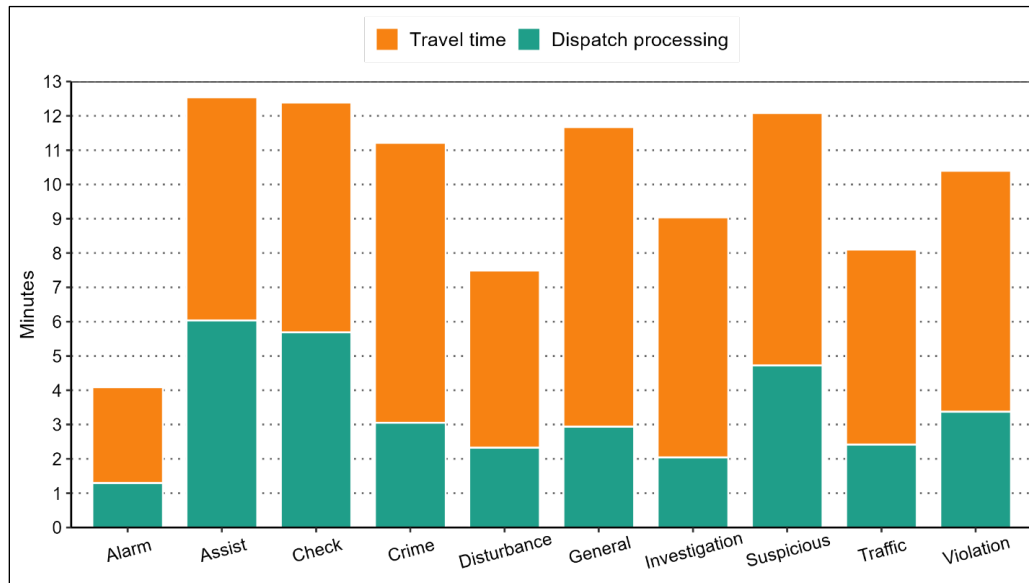
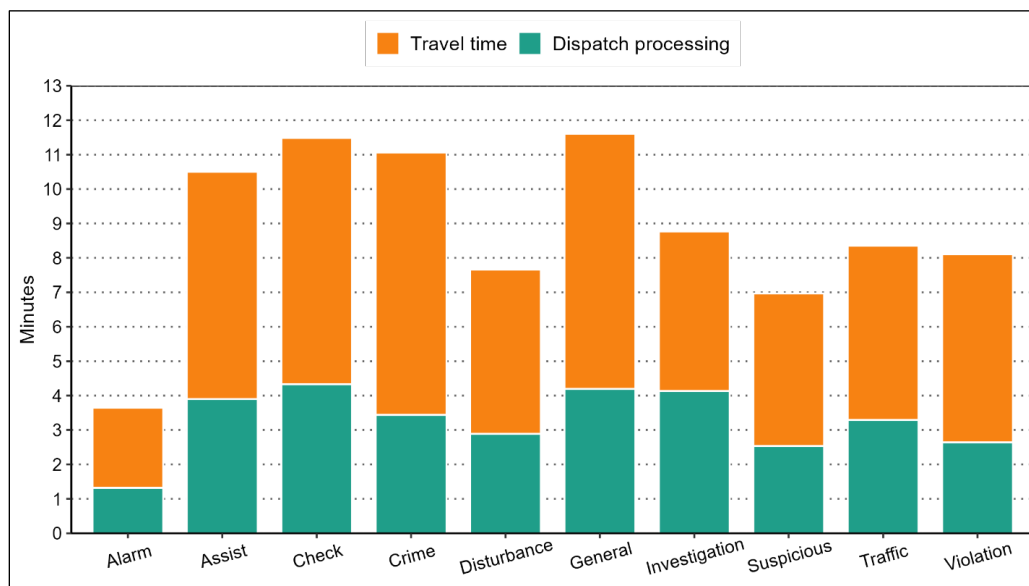


FIGURE 5-10: Average Response Time by Category, Summer



The preceding figures show average response times for select call categories in both winter and summer. Calls such as alarm responses are the fastest response in both seasons. Disturbance calls tend to be prioritized as well. The fact that we see some of these disparities suggests that although IPD does not have a formal prioritization system, there is an informal system in place as officers know when to “rush” their response versus when a response can be more routine.

The following figure and table shows the average response times in each zone in the city. Although there are differences that can be seen in the figure, the actual difference is just a couple of minutes, well within reason for a potentially longer travel time to the call.

FIGURE 5-11: Average Response Time Components, by Zone

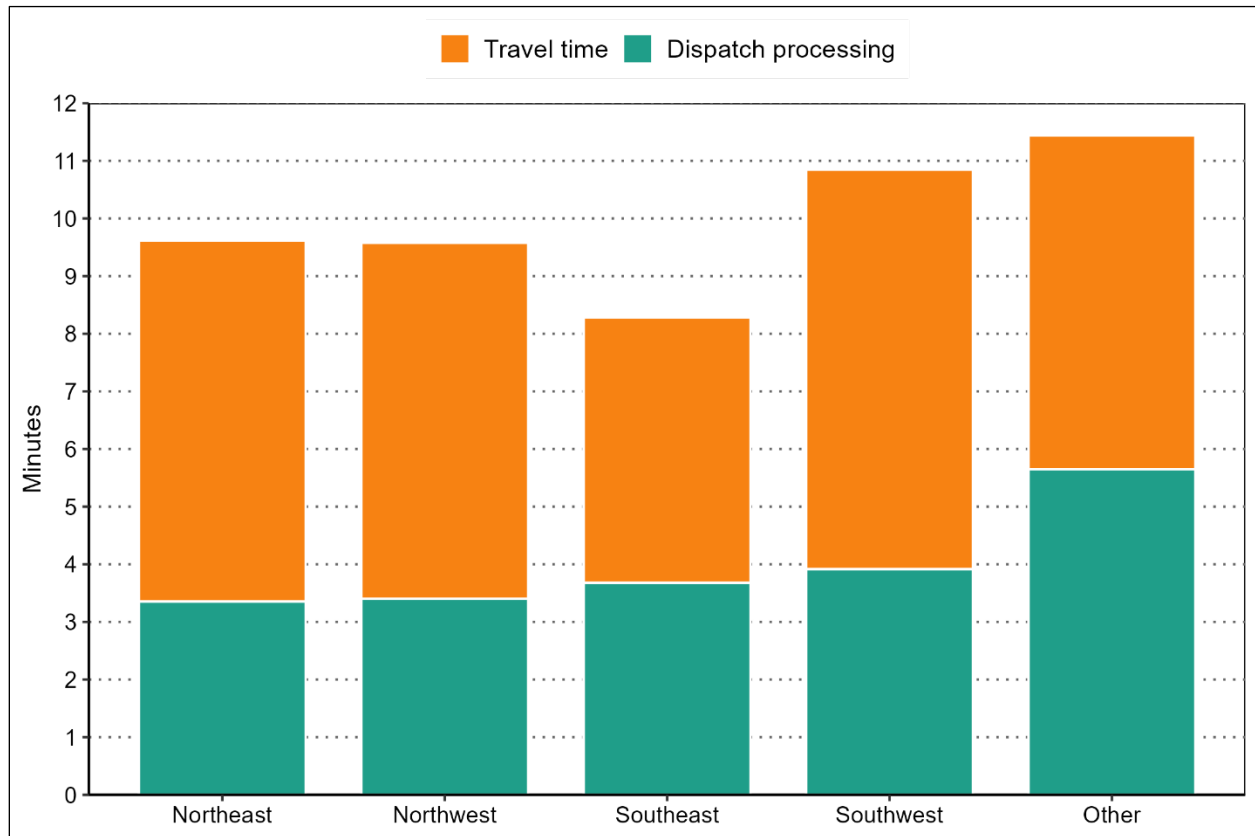


TABLE 5-10: Average Response Time Components, by Zone

Zone	Dispatch	Travel	Response	Calls
Northeast	3.4	6.3	9.6	707
Northwest	3.4	6.2	9.6	821
Southeast	3.7	4.6	8.3	135
Southwest	3.9	6.9	10.8	614
Indianola	6.3	7.4	13.6	19
Unknown	5.3	5.0	10.4	39
Total	3.6	6.3	9.9	2,335

An area of note in the table above is the separation of time categories. Dispatch time is calculated as the time that begins when a phone call is received, continues as the call details are entered into CAD, and ends with the dispatching of an available unit. Travel time is the time that officer takes to arrive at the call once dispatched. The overall response time is the aggregate of the two times.

In general, the overall response time for the IPD is reasonable for an agency that is not capturing this data by priority. The dispatch processing time is good across the spectrum of calls analyzed in this section of the report.

One area from which CPSM did attempt to pull priority response times was in injury accident response times. In virtually all departments, even those that regularly deal with violent crime as a routine matter, will prioritize the response to traffic accidents when people are reported to be injured. This category becomes a large enough sample size across all agencies to measure higher priority responses.

Ideally, agencies strive for an overall response time of around five minutes for high-priority/emergency responses. As the data in the following table shows, IPD response to injury accidents is about six minutes, which is well within the goal of most agencies.

TABLE 5-11: Average and 90th Percentile Response Times, Injury Accidents

Category	Minutes			Calls	90th Percentile Response Time, Minutes
	Dispatch	Travel	Response		
Injury Accident	2.9	3.3	6.2	23	10.1
Overall	3.6	6.3	9.9	2,335	18.9

CPSM has no concerns over IPD documented response times. We would encourage the agency to begin discussions with Warren County to start assigning priority levels to call types. If the region starts to become busier from a policing standpoint, having that data separated and reported to the community will be appreciated.

Recommendation:

- CPSM recommends that IPD work with Warren County Communications to establish a call priority matrix for call responses. (Recommendation No. 23.)

Rule of 60

Uniformed patrol is the most visible component of American policing. The Bureau of Justice Statistics indicates that nearly all police departments in the U.S. in the same size category as the Indianola Police Department provide uniformed patrol. Officers assigned to this critical function are the most visible members of the department and command the largest share of resources committed by the department. Proper allocation of these resources is critical to have officers available to respond to calls for service and provide law enforcement services to the public.

Staffing decisions, particularly for patrol, must be based on actual workload. Once the actual workload is determined, the amount of discretionary time is determined, and then staffing decisions can be made consistent with the department's policing philosophy and the community's ability to fund it. The IPD is a police department whose philosophy is to address essentially all requests for service in a community policing style. With this in mind, it is necessary to look at workload to understand the impact of this style of policing in the context of community demand.

In general, a "Rule of 60" can be applied to evaluate patrol staffing. This rule has two parts. The first part states that 60 percent of the sworn officers in a department should be dedicated to the patrol function (patrol staffing) and the second part states that no more than 60 percent of their time should be committed to calls for service, which includes all activities that occupy officers' time, including calls from the public, self-initiated work, and administrative tasks. This commitment of 60 percent of their time is referred to as the *Patrol Saturation Index*.

The Rule of 60 is not a hard-and-fast rule, but rather a starting point for discussion on patrol deployment. Resource allocation decisions must be made from a policy and/or managerial perspective through which costs and benefits of competing demands are considered. The patrol saturation index indicates the percentage of time police officers dedicate to public demands for service and administrative duties related to their jobs. Effective patrol deployment would exist at amounts where the saturation index is less than 60 percent.

This Rule of 60 for patrol deployment does not mean the remaining 40 percent of time is downtime or break time. It reflects the extent to which patrol officer time is saturated by calls for service. The time when police personnel are not responding to calls should be committed to management-directed operations. This is a more focused use of time and can include supervised allocation of patrol officer activities toward proactive enforcement, crime prevention, community policing, and citizen safety initiatives. It will also provide ready and available resources in the event of an emergency.

From an organizational standpoint, it is important to have uniformed patrol resources available to undertake activities such as proactive enforcement, community policing, and emergency response. Patrol is generally the most visible and available resource in policing, and the ability to harness this resource is critical for successful operations.

From an officer's standpoint, once a certain level of CFS activity is reached, the officer's focus shifts to a CFS-based reactionary mode. The patrol officer's mindset begins to shift from one that looks for ways to deal with crime and quality-of-life conditions in the community to one that continually prepares for the next call. After saturation is reached, officers cease proactive policing and engage in a reactionary style of policing. The outlook becomes "Why act proactively when my actions are only going to be interrupted by a call?" Any uncommitted time is spent waiting for the next call.

Rule of 60 – Part 1

According to the IPD's personnel data, patrol is authorized for 16 full-time sworn officers. These 16 of the 24 full-time sworn officers represent **67 percent** of the sworn officers in the Indianola Police Department.

This part of the "rule" is not hard-and-fast. Taken on its face, however, this part of the "rule" must be considered when examining the operational elements of the department when staffing recommendations are taken into consideration. The current staffing is meeting the guidelines set forth in the Rule of 60, Part 1.

We will note here that when this data assessment was done, IPD was operating with two vacancies that were carried at the patrol level.

Rule of 60 – Part 2

The second part of the "Rule of 60" examines workload and discretionary time and suggests that no more than 60 percent of deployed patrol time should be committed to calls for service and officer-initiated activity. In other words, CPSM suggests that no more than 60 percent of available patrol officers' time should be spent responding to the community's service demands. The remaining 40 percent of the time is the "discretionary time" for officers to address community problems and be available for serious emergencies.

CPSM contends that patrol staffing is optimally deployed when the saturation index (SI) is just below the 60 percent range. An SI greater than 60 percent indicates that the patrol manpower is largely reactive, and thus overburdened with CFS and workload demands. An SI of slightly less

than 60 percent indicates that patrol manpower is optimally staffed. However, SI levels much lower than 60 percent indicate underutilized patrol resources.

Departments must be cautious in interpreting the SI too narrowly. One should not conclude that SI can never exceed 60 percent at any time during the day, or that in any given hour no more than 60 percent of any officer's time be committed to CFS. The SI at 60 percent is intended to be a benchmark to evaluate overall service demands on patrol staffing. When SI levels exceed 60 percent for substantial periods of a given shift, or at specific times during the day, then decisions should be made to reallocate or realign personnel to reduce the SI to levels below 60 percent.

Resource allocation decisions must be made from a policy and/or managerial perspective through which costs and benefits of competing demands are considered. The patrol saturation index indicates the percentage of time police officers dedicate to public demands for service and administrative duties related to their jobs. Effective patrol deployment would exist at amounts where the saturation index was less than 60.

The earlier examination of calls and workload provided a rich overview of CFS. The analysis here looks specifically at patrol deployment and how to maximize the department's personnel resources to meet the demands of calls for service while also engaging in proactive policing to combat crime, disorder, and traffic issues in the community.

The following sets of figures depict staffing, workload, and the "saturation" of patrol resources in the Indianola Police Department during the two periods (seasons) on which we focused our workload analysis. The figures represent the manpower, service demands, and workload saturation during weekdays and weekends during the periods of Winter and Summer of 2025. Examination of these figures permits exploration of the second part of the Rule of 60.

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FIGURE 5-12: Deployed Units, Weekdays, Winter

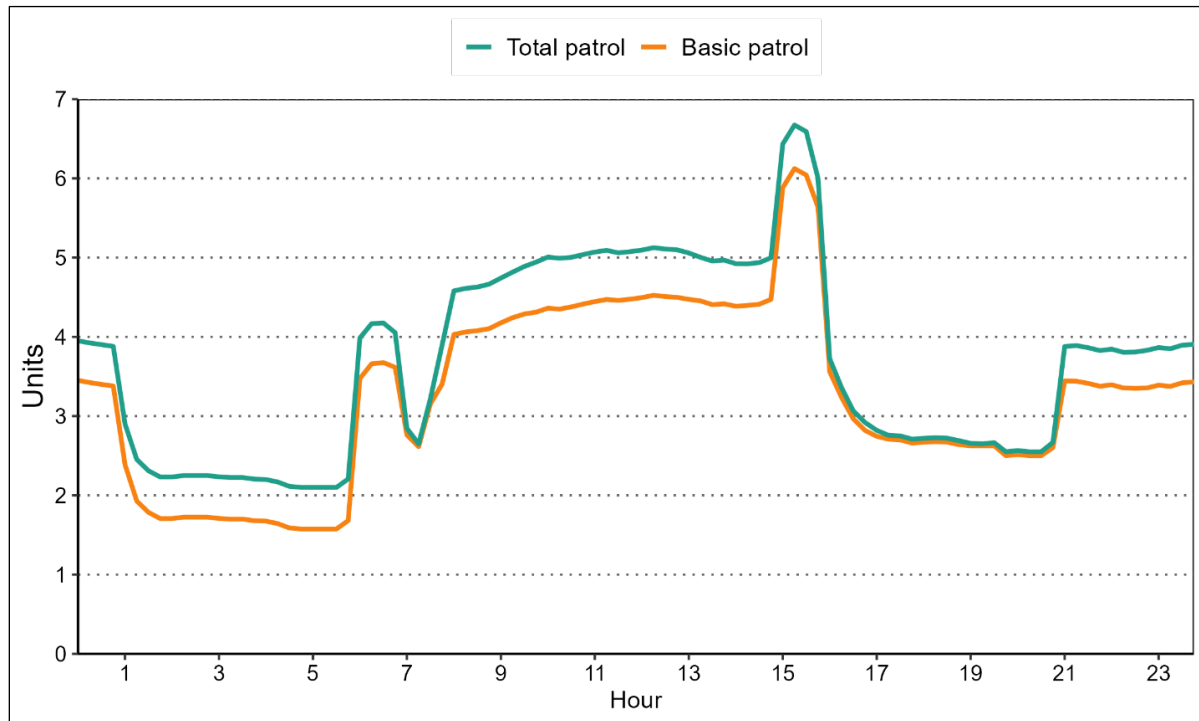


FIGURE 5-13: Deployment and All Workload, Weekdays, Winter

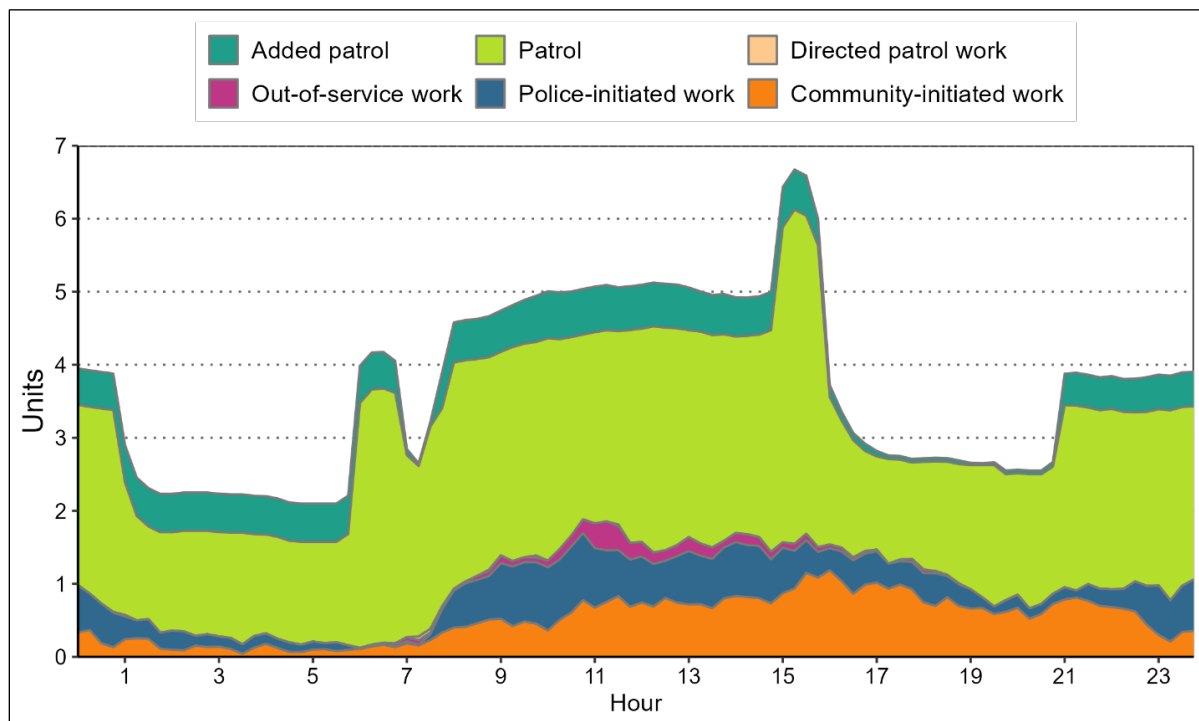
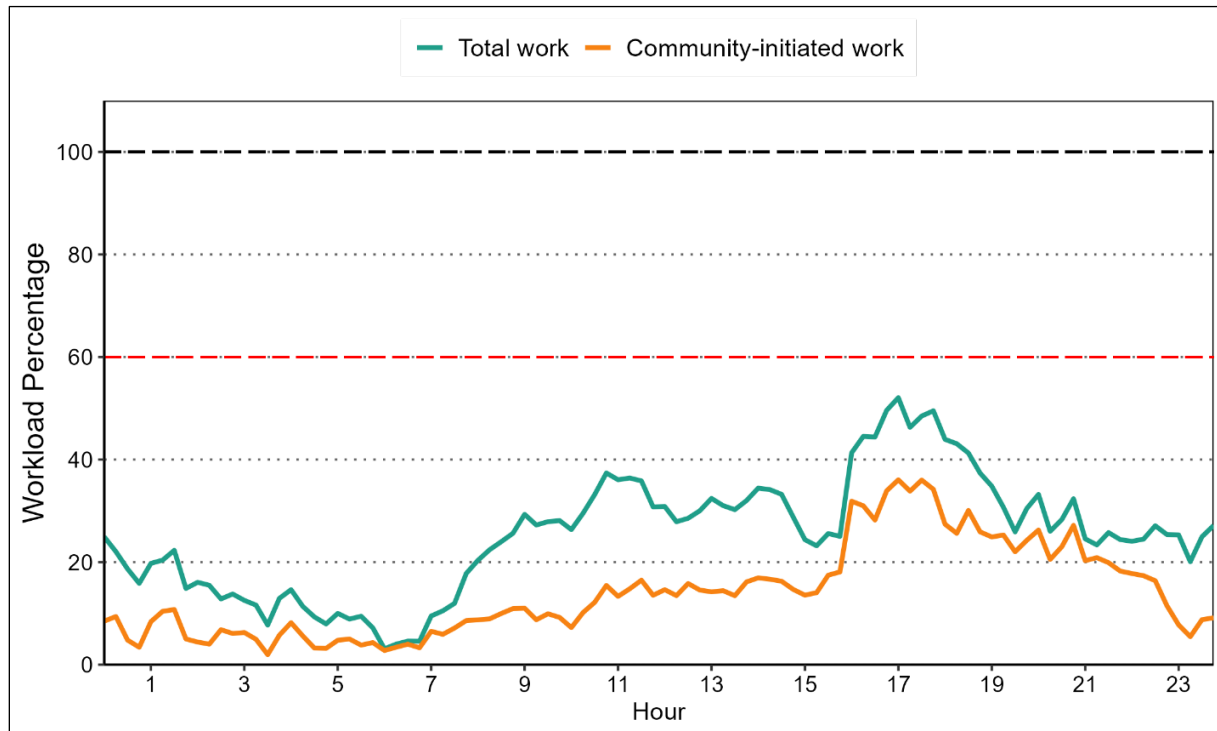


FIGURE 5-14: Percentage of Workload, Weekdays, Winter



The preceding three figures provide insight into the deployment and workload of IPD patrol officers and sergeants on weekdays in the winter period we examined. The first figure shows the average number of officers deployed (logged into the CAD system) throughout the day. The two lines are separated as basic patrol and total patrol. Basic patrol is only patrol officers and patrol sergeants. Total patrol adds K-9 officers and the SRO/DARE officers when on duty. For instance, at 11:00 a.m., there was an average of five officers, sergeants, and K-9/SRO officers on duty (on average).

The second figure, titled “Deployment and All Workload,” indicates the distribution of those officers to select categories of work. For instance, at 11:00 a.m., there was, on average, about two officers who showed occupied with either police-initiated work, a community-initiated call for service or out-of-service time. The remaining three positions reported being on patrol and available for a service call. To a small degree, directed patrols and out-of-service work are also captured.

The final figure shows the percentage of workload experienced by IPD officers; this is where workload against the rule of 60 is shown. Again, at 11:00 a.m., as shown by the orange line, community-initiated work (calls for service) occupied about 18 percent of all available labor or 18 percent of officers’ time. All work totaled about 38 percent of all available labor (green line) at 11:00 a.m.

For the period of winter weekdays, the average deployment was 3.7 officers, average workload was approximately or unit or 26 percent of hourly deployment, with maximum workload (saturation index) reaching 52 percent around 5:00 p.m.

Following is an examination of the other three periods.

FIGURE 5-15: Deployed Units, Weekends, Winter

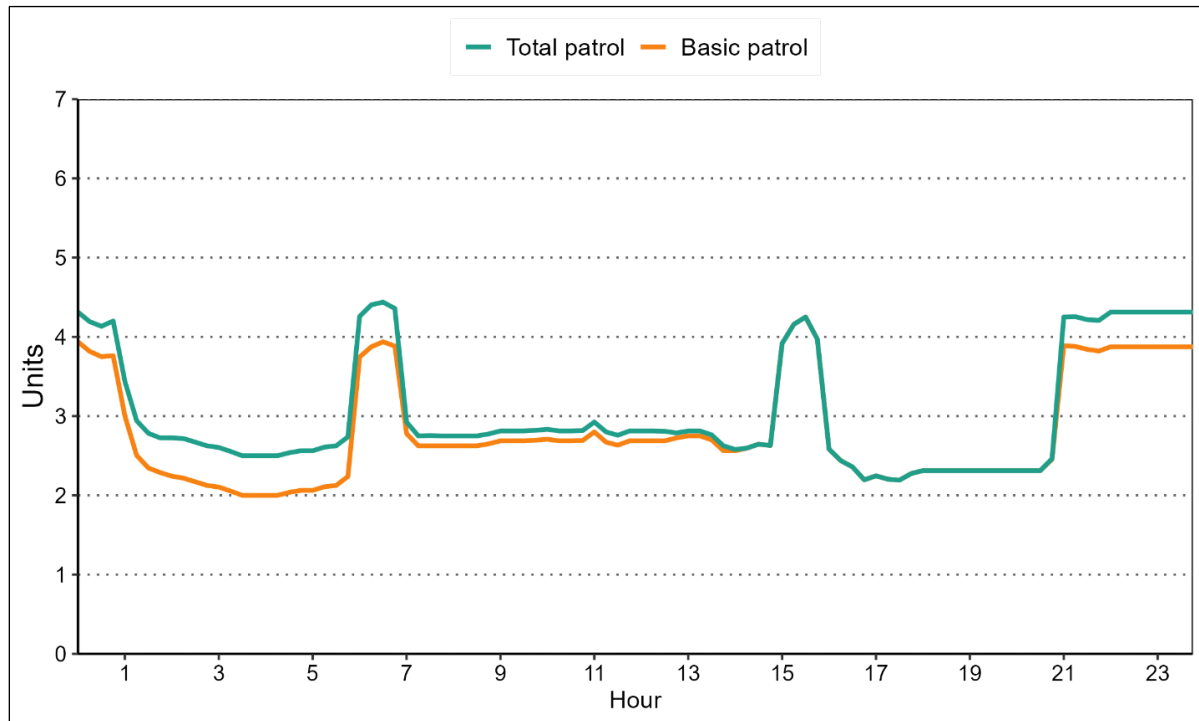


FIGURE 5-16: Deployment and All Workload, Weekends, Winter

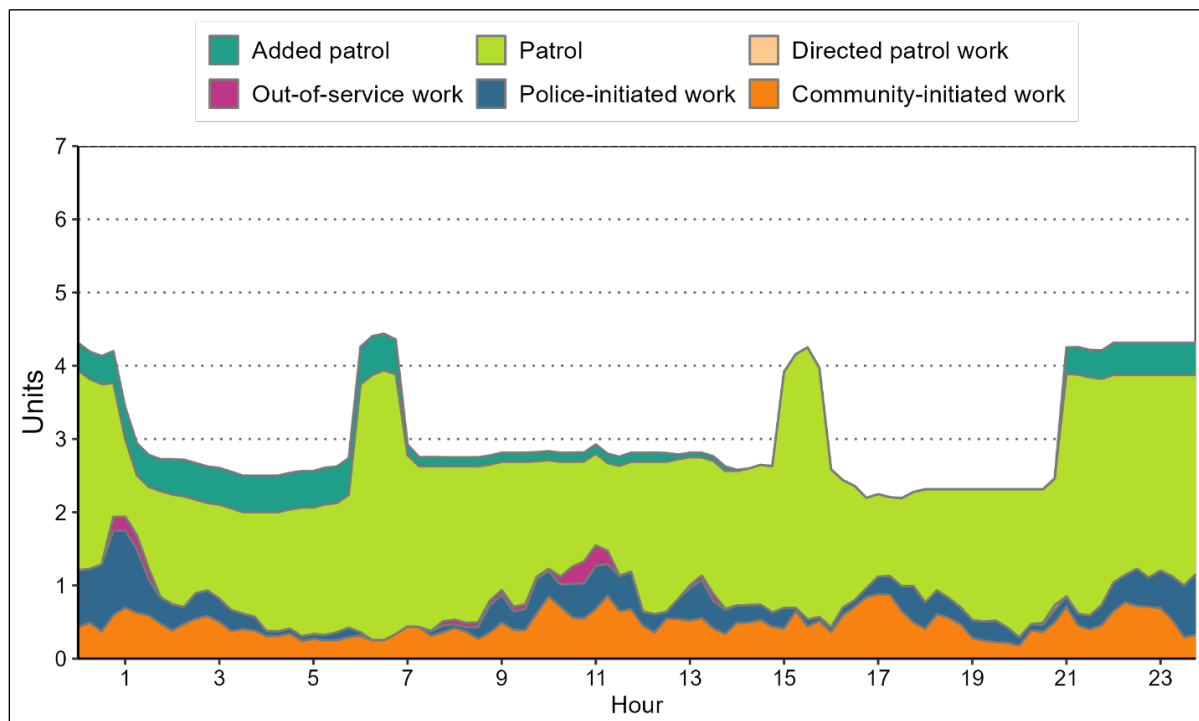
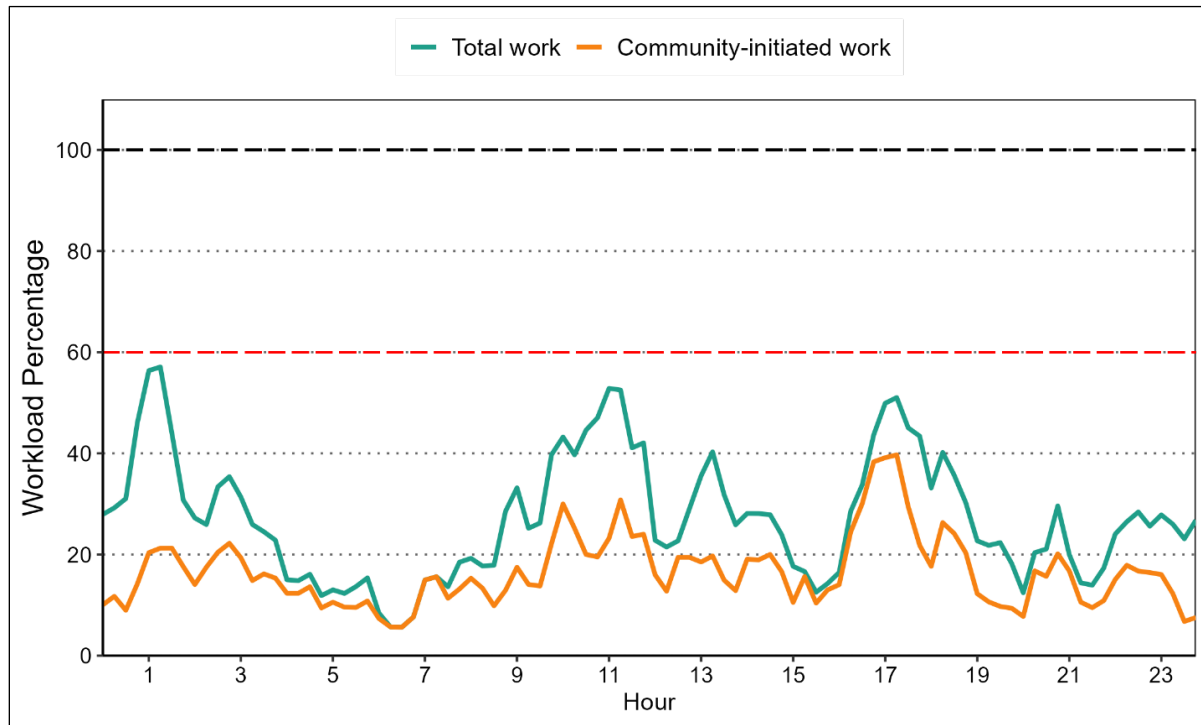


FIGURE 5-17: Percentage of Workload, Weekends, Winter



For winter weekends, the average deployment was 3.0 officers, average workload was approximately one unit or 26 percent of hourly deployment, with maximum workload (saturation index) reaching 57 percent around 1:15 a.m.

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FIGURE 5-18: Deployed Units, Weekdays, Summer

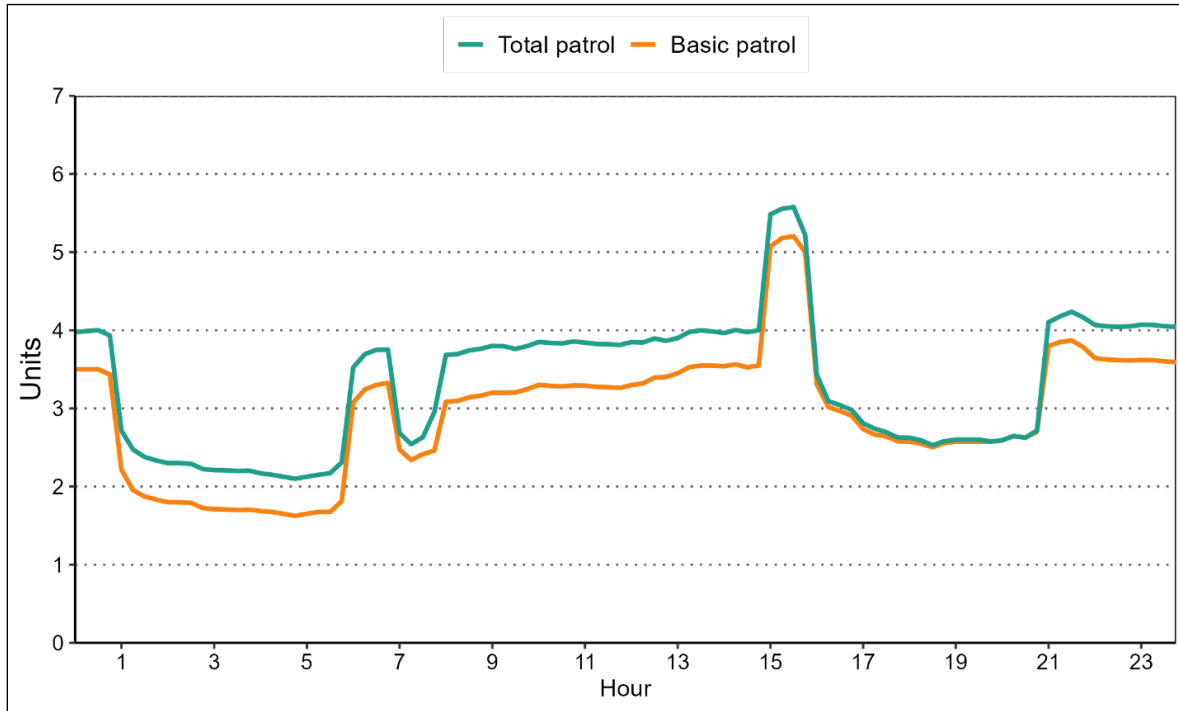


FIGURE 5-19: Deployment and All Workload, Weekdays, Summer

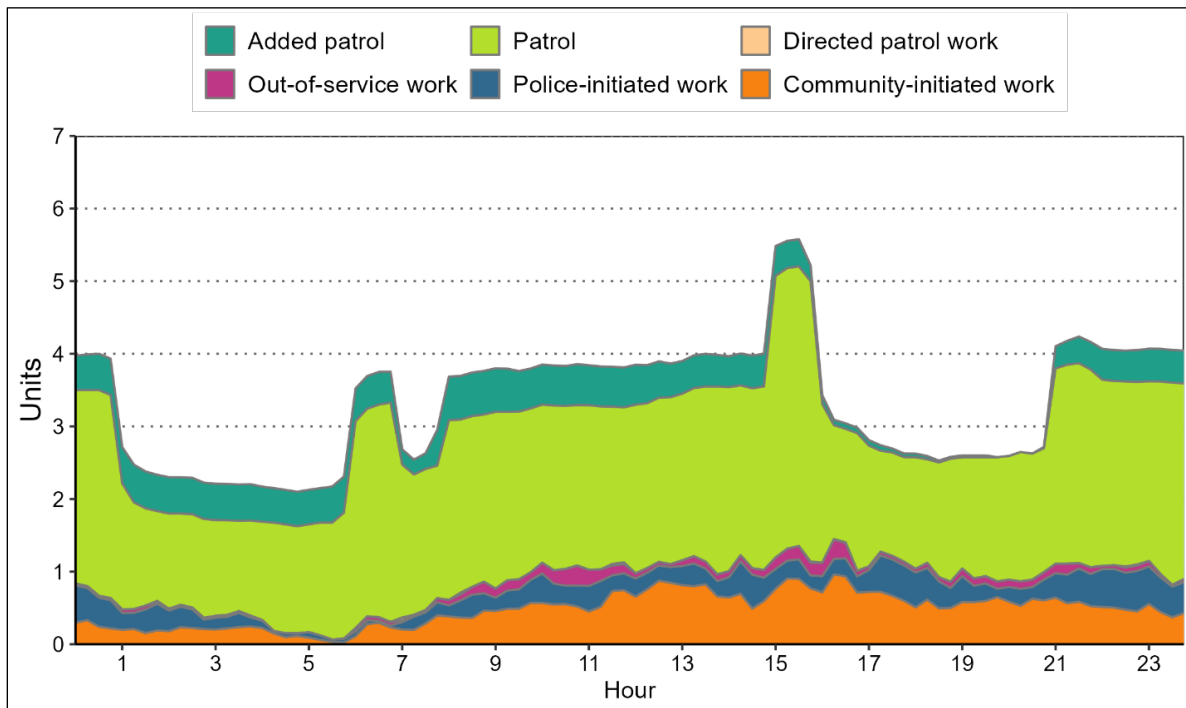
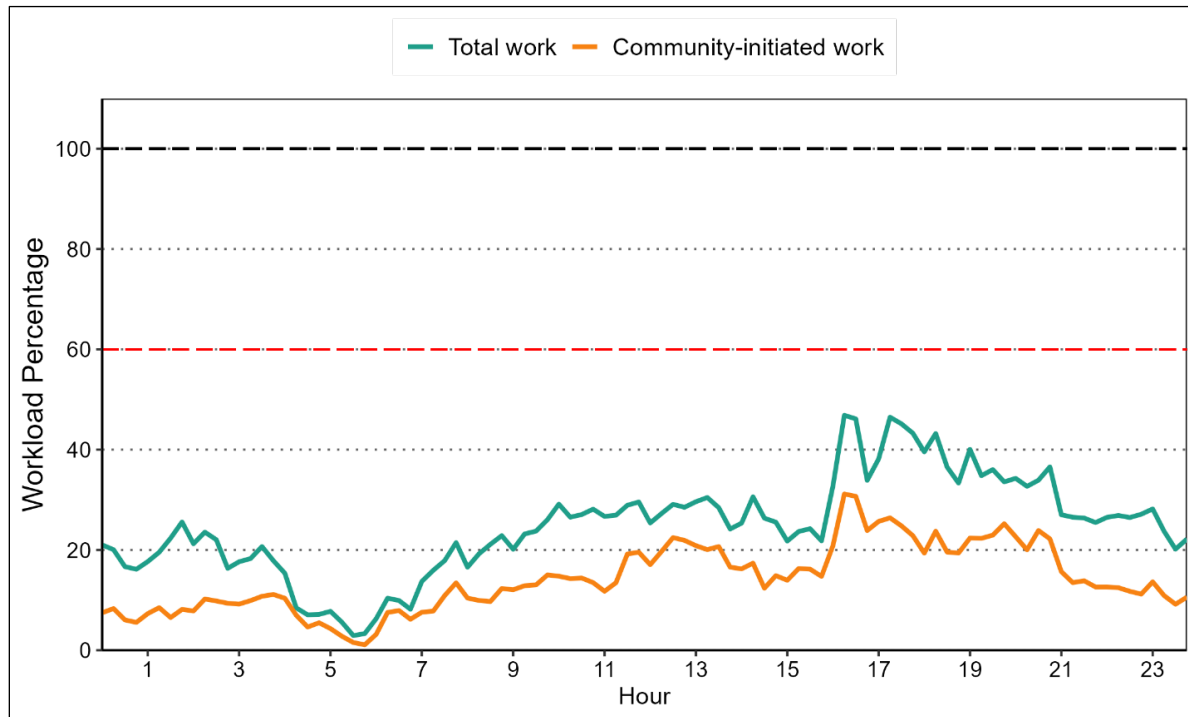


FIGURE 5-20: Percentage of Workload, Weekdays, Summer



For summer weekdays, the average deployment was 3.3 officers per hour, average workload was approximately 0.8 units or 25 percent of hourly deployment, with maximum workload (saturation index) reaching 54 percent around 4:15 p.m.

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FIGURE 5-21: Deployed Units, Weekends, Summer

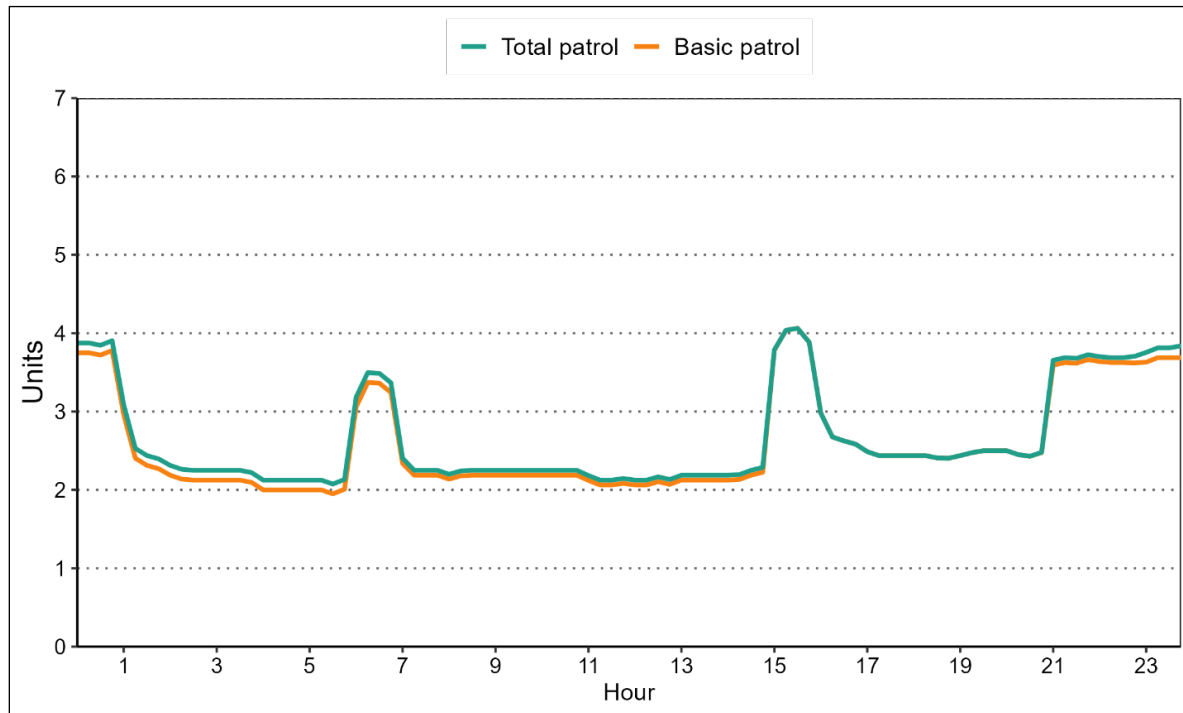


FIGURE 5-22: Deployment and All Workload, Weekends, Summer

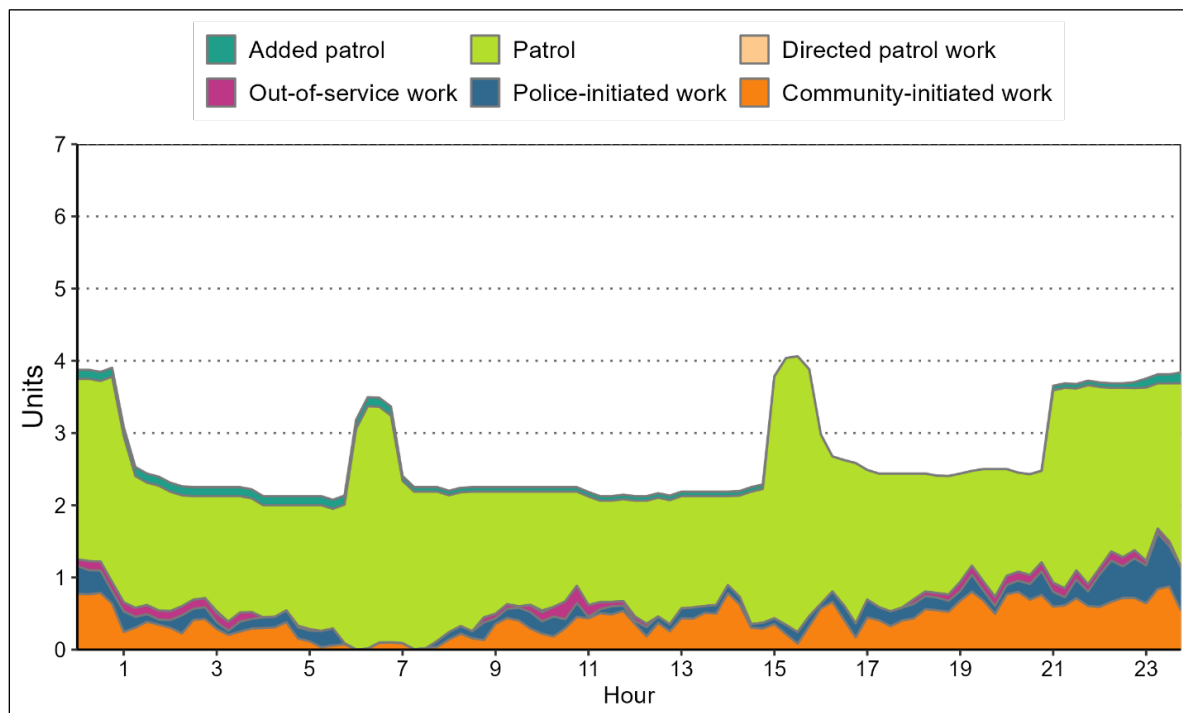
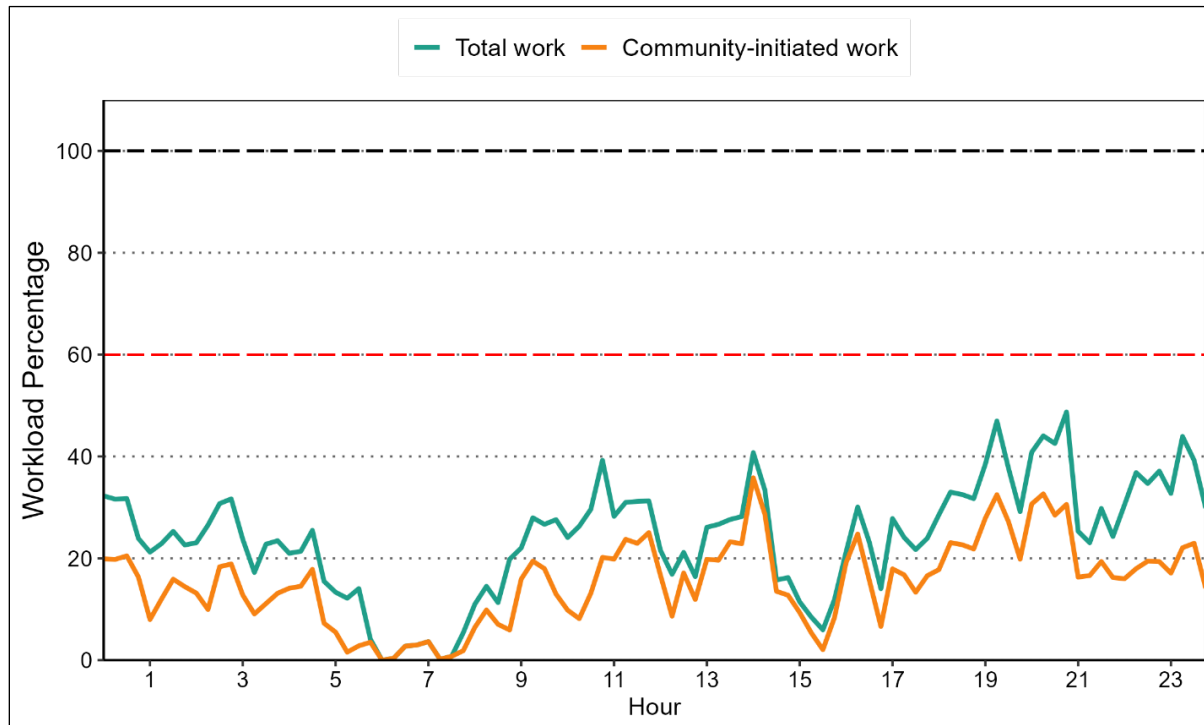


FIGURE 5-23: Percentage of Workload, Weekends, Summer



For the period of summer weekends, the average deployment was 2.7 officers per hour, average workload was approximately 0.6 units or 24 percent of hourly deployment, with maximum workload (saturation index) reaching 49 percent around 8:45 p.m.

TABLE 5-12: Summary of Deployment and Workload¹

Measure	Winter 2025		Summer 2025	
	Weekdays	Weekends	Weekdays	Weekends
Average Hourly Deployment	3.7	3.0	3.3	2.7
Avg. Community-Initiated Work	14%	16%	14%	15%
Avg. All Work	26%	26%	25%	24%
Peak Saturation Index	52%	57%	47%	49%
Peak Saturation Index Time	5:00 p.m.	1:15 a.m.	4:15 p.m.	8:45 p.m.

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¹ At the time of this assessment, IPD was operating with two vacancies in the patrol force.

PATROL STAFFING SUMMARY

The driving force behind many of the studies we conduct for agencies around the country is the agency's desire to determine appropriate patrol staffing. As such, CPSM has a well-developed data analytics approach to determine workload in patrol. Patrol is where most personnel are assigned within municipal police departments across the U.S., and this is the case in Indianola as well. The data as presented and available through IPD shows that patrol staffing is at the appropriate level. There are times when IPD drops to two officers on duty and existing workload may suggest that at times a full two officers may not be necessary for workload management. However, the need for officer safety would dictate that at least two officers need to be on duty at all times. Although IPD sets minimum staffing at two officers at all times we see that oftentimes there are additional resources available. It should be noted again that when this data was assembled, IPD was operating patrol staffing with two vacancies, and the workload still remained below the 60 percent threshold. As noted earlier in this report, IPD is meeting the first rule in the Rule of 60 with patrol staffing at 67%. The data presented above indicates that IPD is also well below the 60 percent threshold outlined in the second rule. In short, patrol staffing is adequate to meet the community's current workload needs.

Two primary issues should be managed in the future concerning patrol workload. One concern is that all work should be captured in CAD. We were asked if we thought the existing staffing may be inadequate if all of the work was accurately recorded. In our opinion, we do not believe that IPD would be understaffed even if the existing, true workload were captured. We have recommended some changes to assist the department in capturing all workload in the future. It would benefit IPD to closely monitor any shifts in workload to ensure that officer time and activity are necessary and meet the needs of the community. It is also necessary that IPD manage the use of CAD to capture workload. We have observed some agencies try to manipulate CAD data by spending excessive amounts of time on calls and administrative duties to make them appear busier than they actually are. CPSM has a database of average times across the nation and as they stand at this moment, IPD is not abusing any time concerns on calls.

The second concern is supervision related. It is common for IPD to not have a supervisor working in the field. Although there are sergeants assigned to patrol, the number of sergeants is minimal. Therefore, when sergeants are off-duty or busy with other assignments, patrol will only have officers in the field. IPD manages this by assuring that patrol officers always have a supervisor or manager available by phone even after hours. If something critical were to happen, there are management level personnel that could respond from home if necessary.

One question that arose from Indianola was if the corporal rank would help the organization manage supervision in a better way. The use of corporals as field supervisors is mixed among agencies across the country. Ultimately, the authority bestowed upon a position comes from the agency, not necessarily the rank. There is some truth that a sergeant is recognized across the industry as a supervisor level position more than a corporal; this can be beneficial in the event of a litigated incident and beneficial when managing on-scene incidents that involve officers from other agencies. But we would not object to IPD creating this position as an additional layer of authority within the patrol setting. It would not appear prudent to replace a sergeant rank on the organizational chart with corporal but adding them and strategically scheduling them to ensure either a sergeant or corporal were always on duty could be a solution for the agency. We have observed both models and both can work when managed appropriately and efficiently.

Another area in which IPD should stay alert for is what moves the agency should make if and when workload increases. Before adding additional sworn positions there should always be a

discussion about efficiency. Efficiency measures that are in place in agencies around the country include the following:

- Alarm Call Mitigation – Alarm calls can be a significant driver for calls for service in communities throughout the country. Data shows that most alarm calls are false activations, often through user error. Because of this, many agencies have moved the alarm response down the priority scale for response and have instituted alarm ordinances in their communities. Alarm ordinances often require homeowners to secure a permit for an alarm; agencies will limit a response or not respond at all to a permitted alarm once a certain number of false activations occur.
- Reconsideration of what calls to respond to – Many police calls can be considered matters that do not require police attention. For instance, some minor traffic collisions may not require a police investigation. In these cases (and others) police agencies have minimized their response.
- Alternative labor sources – This goes hand-in-hand with the decision to not respond to all calls. Many “legitimate” police calls do not require the response of a sworn officer. Simple reports where reporting parties just need or desire documentation or calls such as the need for traffic control can be handled by civilian employees who work hand-in-hand with the sworn workforce. IPD does have a community service officer assigned to the patrol function. The expanded use of these positions or the addition of CSOs can offset both the need and the cost of sworn officers.

We don’t believe IPD is at a workload threshold where significant changes are necessary to how it accomplishes its work. Nor are we implying that all the above points are a good fit for IPD. Indianola PD has the enviable position of providing a “high touch” level of service. This means that the agency has the capacity to put in the extra work to satisfy its community. We use the word “enviable” because many agencies across the country have been forced into a position of demanding more efficiency which often means a reduced level of service from what residents may be used to.

K-9 Unit

As noted previously, the Indianola Police Department currently has one K-9 officer assigned to patrol operations. The department’s canine is a 4.5-year-old Belgian Malinois that has been in service since 2023. The use and deployment of the K-9 unit are governed by IPD Policy G4.6.

Since being placed into service, the K-9’s deployment activity has been as follows: 29 deployments from April through December 2023, 47 deployments in 2024, and 29 deployments in 2025. These figures reflect consistent utilization of the unit as a patrol support resource.

The canine was acquired through a local Iowa-based working dog provider. The handler and canine team completed an initial basic K-9 training program with the vendor, along with a narcotics certification. In total, the team received approximately 200 hours of initial training. Since deployment, the team has maintained ongoing professional development and currently completes eight hours of training per month to ensure continued proficiency and operational readiness.

K-9 programs in local police departments can be incredibly beneficial. They are considered a vital tool for officer safety, as dogs can help make certain situations safe for police officers. K-9s are significantly better at performing searches than human officers, and they are a great public

relations tool. However, there are some drawbacks to a K-9 program. The K-9s themselves are a significant investment; they require specialized equipment (vehicle outfitting), significantly more training time, resulting in lost on-duty patrol time, and a high level of liability exposure. Agencies need to balance these drawbacks against the need. Based upon our assessment of IPD's K-9 deployment, we believe the current program is appropriately staffed with one K-9.

Traffic Enforcement

Indianola PD data shows that traffic matters are the largest driver of work being performed by IPD officers. Traffic stops is the single highest call type observed in the department data. Traffic accidents are reported about one time per day while traffic stops/enforcement happen about sixteen times per day. On the surface, this is not problematic as long as the motivation behind the traffic stops is traffic safety and education and not just an activity to keep officers busy.

To the greatest extent possible, IPD should be providing its officers data on where traffic accidents are occurring and what is causing those accidents and whether the department is receiving community complaints about traffic. Those metrics should be driving enforcement activity. This does not mean that random traffic enforcement work should not happen and officers should always address dangerous activity when observed. But to the extent possible that the agency can show that most enforcement work is strategy-driven the better; it is also a more defensible position for the department.

Recommendation:

- CPSM recommends that IPD develop traffic enforcement strategies that are data driven. (Recommendation No. 24.)

SECTION 6. OPERATIONS DIVISION

The Operations Division consists of School Resource Officers, Criminal Investigations, training, and the Special Response Team (SRT). It is under the command of an Operations lieutenant. The placement of Criminal Investigations and School Resource Officers under the Operations lieutenant represents a recent organizational change implemented by the newly appointed Chief of Police. Prior to this change, the lieutenant had no direct reports and was primarily responsible for fleet management, training, and IPD's participation in the regional Special Response Team (SRT). Assigning Criminal Investigations and School Resource Officers to this command role reflects a sound organizational decision and aligns with best practices for agencies of IPD's size.

SCHOOL RESOURCE OFFICERS

The Indianola Police Department assigns two sworn police officers to serve as School Resource Officers (SROs) within the City of Indianola. These two officers are responsible for providing safety, security, and law enforcement services to a total of six school campuses. There are also two private schools located within the city limits. The SRO program is funded through a cost-sharing agreement in which the school district pays 50 percent of the cost and the City of Indianola pays the remaining 50 percent. This is actually lower than the national trends for cost-sharing between police departments and school systems. Many SRO agreements are funded at 75-100% by the school district.

Both officers assigned to the SRO role have completed formal SRO training. Each has attended the National Association of School Resource Officers (NASRO) Basic SRO course, and one officer has completed Advanced NASRO training. Both officers have also received ALICE (Alert, Lockdown, Inform, Counter, Evacuate) active shooter response training, ensuring they are prepared to respond to critical incidents in a school environment.

In terms of assignment, one SRO is primarily stationed at the high school, while the other is assigned to the middle school. The two officers share responsibility for coverage at the elementary school with assistance from patrol officers. While the majority of their work hours are spent within the school buildings, the SROs occasionally assist with patrol-related calls for service and may fill in when patrol staffing levels are short. Regardless of assignment, SROs respond to all police incidents occurring on school campuses. Juvenile investigations, however, are handled by the department's detectives.

Both SROs have access to patrol rifles, which are secured in their assigned police vehicles. They wear standard police uniforms while working in the schools. The Operations lieutenant supervises the SROs.

The officers have participated in some collaborative training efforts with school staff, including tabletop exercises designed to review emergency response scenarios and coordination. However, there is currently no organized or regularly scheduled joint training program between SROs and school staff. All patrol officers within the department, including the SROs, have access to a grand-master key that allows entry into Indianola school buildings when needed for emergency purposes.

When an SRO is not on duty, the remaining on-duty SRO may also divide their time between multiple school buildings to ensure continued coverage. There are also four elementary schools in the community. Patrol officers are assigned to those schools.

In addition to their enforcement and safety responsibilities, the SROs are actively involved in prevention and education efforts. One of the SROs teaches the D.A.R.E. program using the revamped curriculum, which emphasizes risk reduction and focuses on helping students understand choices, consequences, and decision-making skills. The SROs also work athletic events held at the schools and adjust their schedules accordingly by flexing their work hours, often coming in later on days when they are assigned to evening games.

Overall, the SRO program in Indianola reflects a cooperative partnership between the school district and the city, with trained officers dedicated to maintaining school safety, fostering positive relationships with students and staff, and supporting both law enforcement and educational goals.

CRIMINAL INVESTIGATIONS (DETECTIVES)

The Criminal Investigations unit of the Indianola Police Department (IPD) consists of three detectives and operates under the command of the Operations lieutenant.

Detectives work a standard weekday schedule of Monday through Friday, from 8:00 a.m. to 4:00 p.m. They rotate on-call responsibilities on a weekly basis, with each detective serving as the on-call investigator every third week. In addition to their investigative duties, detectives periodically fill patrol shifts when patrol staffing levels are insufficient, which can temporarily reduce investigative capacity.

The detectives handle juvenile cases, with the exception of minor incidents occurring on school campuses that are managed by School Resource Officers. IPD detectives also participate in several multi-agency task forces and information-sharing partnerships. The department is an active participant in the Warren County Drug Task Force and the State of Iowa Internet Crimes Against Children (ICAC) Task Force. They are also members of the Mid-States Organized Crime Information Center (MOCIC). IPD provides one of the two full-time detectives assigned to the Warren County Drug Task Force, with the Warren County Sheriff's Office providing the second full-time position. Other county agencies contribute personnel on a part-time or as-needed basis. IPD also participates in the Law Enforcement Intelligence Network (LEIN).

Methamphetamine investigations comprise a significant portion of the task force's work. Task force operations include the use of confidential informants for controlled drug purchases and surveillance activities, with additional IPD personnel assisting as needed. Members of the regional Special Response Team are utilized to support the execution of search warrants. One IPD detective has primary responsibility for narcotics task force work, while also assisting with retail theft cases, which represent one of the department's highest-volume case types due to two large retailers located in the city.

The detectives have access to a wide range of investigative tools and resources, including LeadsOnline, Cellebrite for cellular device analysis, TLO (TruLookup), RISS (Regional Information Sharing System), and other commonly used investigative databases. The department also maintains several drones and has six trained drone pilots available to support investigative and operational needs.

Detectives are assigned to a small suite of offices located in the administrative wing of the police department. Two detectives share a single office, while the third detective occupies an office used primarily for ICAC investigations and cellular phone data extractions using the

Cellebrite system. Currently, only one detective is trained to operate the Cellebrite equipment, creating a potential bottleneck in investigations where digital evidence is critical.

The department has access to two interview rooms equipped with audio and video recording capabilities. However, as noted in the Facilities section of this report, these rooms are not soundproof. Noise from adjacent offices and common areas frequently bleeds into interviews, which can compromise interview quality and create challenges for evidentiary use in court.

Case assignment within the Criminal Investigations unit is not evenly distributed. One detective functions as a general assignment investigator, one is dedicated full time to the Warren County Drug Task Force, and one primarily handles sexual assault cases and ICAC investigations. This structure has created specialization, but it has also resulted in uneven caseloads and limited cross-training among detectives. Clerical staff assist detectives by adding photographs to case files and downloading video evidence. Department policy restricts the addition of photos to case files exclusively to clerical staff.

IPD has a newer four-year rotation policy for detectives, under which investigators return to patrol assignments after completing a four-year term in Criminal Investigations. While CPSM was onsite, one current detective was in the process of returning to patrol due to promotion to sergeant, which will create an opportunity for a patrol officer to be assigned to the division. We applaud IPD for making this change. Rotational policies are a best practice for agencies to ensure experience is spread throughout the department. Additionally, in our experience, four years is an adequate time period for the assignment as it allows for good experience to be gained that can be returned to patrol with the rotation. In fact, most specialized assignments in policing benefit from rotational policies designed to enhance the availability of opportunities to a workforce. For most assignments, 4 years is a good benchmark. One notable exception is the K-9 program in Indianola, where keeping a K-9 with an established handler for the dog's service life is preferable to establishing a new relationship between K-9 and handler.

Patrol officers initially recommend which cases should be assigned to detectives, with the Operations Lieutenant making the final determination as to whether a case remains with patrol for follow-up or is assigned to Criminal Investigations. CPSM team members were advised of an unwritten "one or two subpoena" rule, meaning cases requiring more than one or two subpoenas are typically assigned to detectives, while patrol officers handle all other cases requiring follow-up. This includes patrol officers sending preservation letters to social media companies, cellular providers, and other digital evidence custodians. The Investigations lieutenant reviews and approves detective reports.

Detectives are authorized to close cases independently, although there is an informal process for keeping their supervisor informed of case progress and status. IPD utilizes the TAC10 records management system, which includes a case management module for detectives. However, the system does not currently impose time limits or automated reminders for case review or closure, allowing investigations to remain open indefinitely without supervisory prompts.

The Iowa Division of Criminal Investigation (DCI) aids IPD in homicide investigations and other major or complex incidents, ensuring access to specialized expertise and resources when required.

Overall, the current detective caseload is moderate and well within acceptable standards. A caseload of 25 to 30 cases per month, per detective, is generally considered heavy. IPD detectives average well below this threshold, indicating adequate staffing and available capacity for growth with current staff. Case assignment data for recent years are as follows:

TABLE 6-1: Case Assignment Data, 2022–2024

	2022	2023	2024
Annual	122	73	143
Per Month Average	10	6	12
% Cleared by Arrest	47%	33%	34%

While these numbers reflect manageable workloads, detective caseloads may increase if additional follow-up responsibilities are shifted from patrol to Criminal Investigations, as recommended below.

Recommendations:

- Assign detectives primary responsibility for follow-up investigations involving subpoenas, search warrants, preservation letters, and other complex investigative tasks. Patrol officers should generally limit follow-up to lower-level misdemeanor cases. The current detective staffing level has sufficient capacity to absorb additional investigative workload. (Recommendation No. 25.)
- Due to the size of IPD, transition toward a more generalized detective model in which all three detectives handle a broad range of case types and cases are more evenly distributed. Limited specialization in complex areas such as crimes against children, narcotics, and financial crimes is appropriate, provided that all detectives are cross-trained and capable of handling general investigative assignments. (Recommendation No. 26.)
- Provide Cellebrite training to all detectives and the supervising lieutenant, as cellular phone data is a critical and increasingly common source of evidence in criminal investigations. (Recommendation No. 27.)

PROPERTY AND EVIDENCE MANAGEMENT

Property and evidence management within the Indianola Police Department (IPD) is significantly constrained by facility limitations and space deficiencies, as noted in the Facilities section of this report. The current evidence room is inadequate to meet the operational, security and compliance needs of the department; it presents ongoing challenges for maintaining proper chain of custody and adherence to best practices.

IPD utilizes temporary evidence lockers located in three separate areas on the main floor of the police building. These lockers are equipped with locking mechanisms; however, their dispersed locations do not provide a comprehensive or ideal solution for secure evidence storage.



Despite these limitations, IPD personnel demonstrate a clear effort to manage property and evidence functions to the best of their ability given the resources available. The evidence room, however, is cluttered and lacks an organized, standardized layout. Evidence that fits within plastic storage bins is generally cataloged and stored by the submitting officer and year, rather than by a consistent evidence control numbering system. Sexual assault kits are stored by case number, while firearms are stored in a variety of methods without a uniform approach. This inconsistent cataloging and storage methodology deviates from widely accepted best

practices, which typically require evidence to be logged using a standardized system that includes a unique property or evidence number tied to a specific shelf, bin, or location, and cross-referenced to the associated case number.

During the on-site assessment, a sexual assault report was taken, and it was noted during briefing that bedding collected as evidence was placed in the garage bay area rather than being secured in an evidence locker or properly controlled evidence storage location. This practice poses a significant risk to maintaining an unbroken chain of custody and increases the potential for contamination, loss, or challenges to evidence integrity.

According to IPD leadership and evidence room custodians, a complete inventory of the evidence room has not been conducted in recent history. The absence of a comprehensive, documented inventory increases the risk of misplaced, unaccounted-for, or improperly retained evidence.

The department also lacks adequate space for proper evidence processing. There is no dedicated area for the bagging, tagging, and initial processing of evidence. As a result, a workbench located in the garage bay is used for some evidence processing activities. This same workbench is also used for cleaning firearms and conducting other maintenance tasks. The shared use of this space creates a substantial risk of cross-contamination and is inconsistent with accepted evidence-handling standards.

Evidence custodians currently receive on-the-job training only and have not attended formal property and evidence management courses. While on-the-job training provides practical experience, the lack of standardized, formal instruction increases the likelihood of inconsistent practices and limits the department's ability to fully align with recognized professional standards.

Recommendations:

- Conduct a complete and comprehensive inventory of the evidence room. If possible, IPD should utilize an independent outside group to ensure objectivity and accuracy. The International Association for Property and Evidence (IAPE) may be a valuable resource for identifying qualified individuals or organizations capable of assisting with this process. (Recommendation No. 28.)
- Implement evidence cataloging and storage practices that align with IAPE best practices, including the use of standardized property numbers and designated shelf or location identifiers tied to each evidence item. (Recommendation No. 29.)
- Require evidence custodians to attend formal property and evidence management training through IAPE or another recognized professional training organization to ensure consistency, accountability, and compliance with best practices. (Recommendation No. 30.)

QUARTERMASTER (EQUIPMENT & SUPPLIES)

IPD currently faces significant challenges in managing and storing equipment and supplies due to limited and inefficient use of space. CPSM team members observed ammunition stored openly in multiple areas throughout the building, and patrol long guns were found in an unsecured closet with no locking mechanism. Additional department equipment and supplies were dispersed across various rooms, closets, common areas, and storage spaces.

There is no formal cataloging or inventory system for ammunition, firearms, less-lethal weapons, or other police equipment. Inventory control is effectively nonexistent. While the office manager

performs many tasks typically associated with a quartermaster, most equipment remains accessible to anyone with general access to police department work areas.

A large storage room located in the administrative office area was identified as a possible centralized storage location. With proper modular shelving and structured organization, this space could likely accommodate the department's full inventory.

Recommendations

- As mentioned in the Property & Evidence section of this report, establish a Community Service Officer (CSO) position—utilizing one of the clerical FTE positions—and assign this individual responsibility for quartermaster duties along with evidence custodian duties. (Recommendation No. 31.)
 - The CSO assigned to property and evidence should be the primary custodian of the evidence room. No more than two individuals should have access to the evidence room. A supervisor or other designated employee should serve as a backup evidence custodian to ensure continuity when the primary custodian is on leave or otherwise unavailable.
- Centralize all department equipment and supplies into one or two designated storage rooms, implementing a formal inventory control system and securing these areas appropriately. (Recommendation No. 32.)
- Ensure that equipment routinely needed by patrol personnel is stored in a secured supply room or closet near the patrol workspace. Supervisors should oversee equipment issuance, with regular audits conducted by the quartermaster. (Recommendation No. 33.)



SPECIAL RESPONSE TEAM

The IPD participates in a regional Special Response Team (SRT) which is a multi-agency tactical response unit serving jurisdictions throughout the Des Moines metropolitan area. IPD contributes 5 members to this 11 person team. The Warren County Sheriff's office and Carlisle Police

Department round out the remaining members of the team. IPD also receives services from Metro Star (The Des Moines PD managed tactical team with advanced capabilities).

According to the Metro Star mutual aid agreement, tactical response is a small portion of the vast capabilities of the unit. The agreement spells out that Metro STAR (Special Tactics and Response) Unit provides a Type II Weapons of Mass Destruction (WMD) and Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) tactical response capability, while the Des Moines Bomb Squad provides a Type I bomb mitigation response. In addition, the Des Moines Police Department supplies full-time personnel trained in evidence collection and preservation within hazardous (CBRNE) environments for contaminated crime scene processing. Beyond these guaranteed resources, the Des Moines Police Department may also provide additional specialized capabilities—such as incident command support, high-risk warrant service, crisis negotiation, dive team operations, tactical surveillance, polygraph examinations, and intelligence and investigative support—when requested, subject to personnel availability and departmental discretion.

IPD contributes one sworn officers to Metro STAR for tactical response. Officers are selected, trained, and equipped to respond to high-risk incidents that exceed the capabilities of routine patrol operations, such as high-risk warrant service, and other critical incidents. The team conducts training once per month to maintain tactical proficiency, ensure interoperability among participating agencies, and reinforce standardized response protocols.

IPD oversight of SRT participation is assigned to the Operations lieutenant, who is responsible for coordinating team assignments, monitoring training participation, and serving as the liaison between IPD and Metro STAR leadership. This structure ensures consistent communication, accountability, and alignment between IPD's operational priorities and regional tactical response capabilities.

Based on the description of what IPD officers provide to Metro Star, they operate within a larger Tier 2 team as defined by the National Tactical Officers Association (NTOA) but have more limited roles. The Warren County SRT team that IPD also participates in is a smaller Tier 3 team (tactical response only) per NTOA guidelines. Once-a-month training may fall short of the recommended fourteen to sixteen hours of training per month recommended by NTOA. However, IPD is following best practices by being part of a regional approach for tactical and special response capabilities.

COMMUNITY INVOLVEMENT

IPD actively engages in various community-oriented activities aimed at fostering positive relationships with residents. This includes Coffee with a Cop, outreach in the schools, and presence at community events. One of the key initiatives is the annual "Elves in Blue" event, a Christmas outreach program for children. This event not only provides holiday cheer but also strengthens the bond between IPD officers and community members. Additionally, the department plays a vital role in addressing basic needs by assisting in the distribution of Thanksgiving and Christmas meals to individuals and families facing hardship. There is also a partnership with the Indianola Ministerial Organization, and the department manages a voucher program to assist persons in need under certain circumstances.

IPD has a distinctive symbol of community engagement through the use of themed shoulder patches. These patches serve as visual representations of the department's involvement in various community events and seasonal celebrations. The department regularly updates its shoulder patches to reflect different occasions, such as the "Elves in Blue" initiative, the annual

balloon festival, and other significant community gatherings. This approach not only fosters a sense of unity and pride within the department but also enhances public relations by visibly demonstrating their active participation in community life. One of the key advantages of this initiative is its cost-effectiveness. Instead of sewing patches onto uniforms, IPD utilizes Velcro patches, allowing for quick and easy attachment and removal. This strategy of themed shoulder patches is an innovative way to strengthen community ties that is a great model for other departments to consider.

Despite their outstanding community outreach efforts, the department currently does not leverage volunteers to assist with police services. Across the nation, many police departments have recognized the value of volunteer programs in enhancing service delivery and operational efficiency. These programs typically involve community members volunteering in various capacities, such as administrative support within police stations, traffic management during public events, patrols in parks, and participation in community outreach initiatives. Implementing a volunteer program can help free officers from routine tasks, allowing them to focus on core policing responsibilities and emergency response.

Furthermore, establishing a Citizens Police Academy (CPA) can serve as an effective tool for community engagement and transparency. A CPA provides an educational platform wherein residents gain insight into police operations, fostering mutual understanding and trust. It offers a two-way learning experience: the police department demystifies its work by sharing operational insights, and community members communicate their concerns and expectations. Typically lasting from eight to twelve weeks, these programs meet once a week and include classroom instruction as well as hands-on experiences on various police functions. Many programs also feature ride-alongs, where participants accompany officers on patrol, gaining firsthand experience of law enforcement duties.

Recommendation:

- The department should explore establishing a volunteer program using the development of a Citizens Police Academy program as a springboard. (Recommendation No. 34.)

#

SECTION 7. SUMMARY

Overall, our assessment team had a very favorable opinion of the Indianola community and the Indianola Police Department. We believe it is a police department striving to be contemporary and to provide a high level of service that suits the needs of the community it serves.

We have made several recommendations in this report that we believe will enhance the operational effectiveness of the IPD. Some recommendations can be implemented with minimal effort, while others may require significant effort and investment. The fact that there are several recommendations is in no way an indictment of the department, as this is normal in all of our assessment reports. As noted, we have a high opinion of IPD; our general approach is to report on the “as-is” status of an agency and make recommendations that we believe will improve the department overall.

These reports are always intended to identify proper staffing. Although this report makes a few recommendations regarding staffing and positions, in general, we believe the department is appropriately staffed. At minimum, the workload and policing dynamics are manageable with the current staffing.

We further recognize that implementing many of the recommendations in this report, should the Indianola Police Department choose to do so, will take weeks, months, and in some cases years. We would encourage the city and department leadership to work together on identifying those recommendations that are most critical. Also, we would make ourselves available to consult as necessary and appropriate.

Additionally, a comprehensive data analysis report follows. While the more pertinent aspects of that analysis are embedded in the preceding Operational Assessment, readers are encouraged to review the data analysis report in its entirety as it does provide additional data points and context not included in the general assessment above.

#

SECTION 8. DATA ANALYSIS

This data analysis on the police patrol operations for the Indianola Police Department focuses on three main areas: workload, deployment, and response times. These three areas are related almost exclusively to the patrol division, which constitutes a significant portion of the police department's personnel and financial commitment.

All information in this analysis was developed using data extracted by the Indianola Police Department through its connection to the Warren County Communications Center's computer-aided dispatch (CAD) system.

CPSM collected data for a one-year period of October 1, 2024, to September 30, 2025. The majority of the first section of the report, concluding with Table 7-9, uses call data for one year. For the detailed workload analysis, we use two eight-week sample periods. The first period is from January 4 through February 28, 2025, or winter, and the second period is from July 7 through August 28, 2025, or summer.

WORKLOAD ANALYSIS

When CPSM analyzes a set of dispatch records, we go through a series of steps:

- We first process the data to improve accuracy. For example, we remove duplicate patrol units recorded on a single event, as well as records that do not indicate an actual activity. We also remove incomplete data, as found in situations where there is not enough time information to evaluate the record.
- At this point, we have a series of records that we call "events." We identify these events in three ways:
 - We distinguish between patrol and nonpatrol units.
 - We assign a category to each event based on its description.
 - We indicate whether the call is "zero time on scene" (i.e., patrol units spent less than thirty seconds on scene), "police-initiated," or "community-initiated."
- We then remove all records that do not involve a patrol unit to get the total number of patrol-related events.
- At important points during our analysis, we focus on a smaller group of events designed to represent actual calls for service. This excludes events with no unit time spent on scene and directed patrol activities.

In this way, we first identify a total number of records, then limit ourselves to patrol events, and finally focus on calls for service.

As with similar cases around the country, we encountered several issues when analyzing Indianola's dispatch data. We made assumptions and decisions to address these issues.

- 942 events (about 7 percent) involved patrol units spending zero time on scene.
- The computer-aided dispatch (CAD) system used approximately 155 different event descriptions, which we condensed into 20 categories for our tables and 11 categories for our

figures (shown in Chart 1). Table 7-20 in the appendix shows how each call description was categorized.

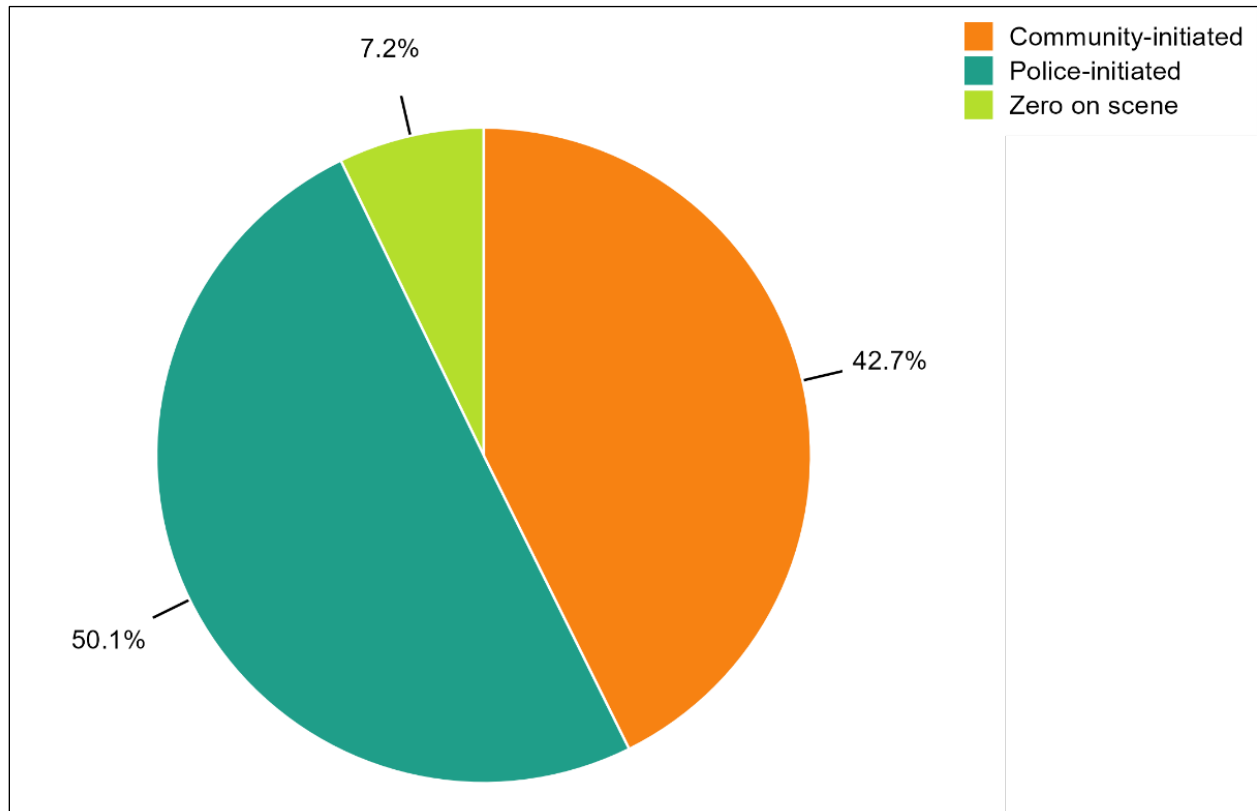
From October 1, 2024, to September 30, 2025, the Communications Center recorded 13,103 calls that were assigned call numbers with a responding patrol unit. When measured daily, the department was dispatched to an average of 36 patrol-related events per day, approximately 7 percent of which (three per day) had fewer than thirty seconds spent on the call.

In the following pages, we show two types of data: activity and workload. The activity levels are measured by the average number of calls per day, broken down by the type and origin of the calls, and categorized by the nature of the calls (crime, traffic, etc.). Workloads are measured in average work hours per day.

CHART 7-1: Event Descriptions for Tables and Figures

Table Category	Figure Category
Alarm	Alarm
Assist – medical & fire	Assist
Assist – other	
Check	Check
Crime against persons	Crime
Crime against property	
Crime against society	
Directed patrol	Directed patrol
Disturbance	Disturbance
Animal call	General noncriminal
Civil problem	
Juvenile call	
Mental health	
Miscellaneous	
Investigation	Investigation
Suspicious incident	Suspicious incident
Accident	Traffic
Traffic enforcement	
Traffic stop	
Violation	Violation

FIGURE 7-1: Percentage Events per Day, by Initiator



Note: Percentages are based on a total of 13,103 events.

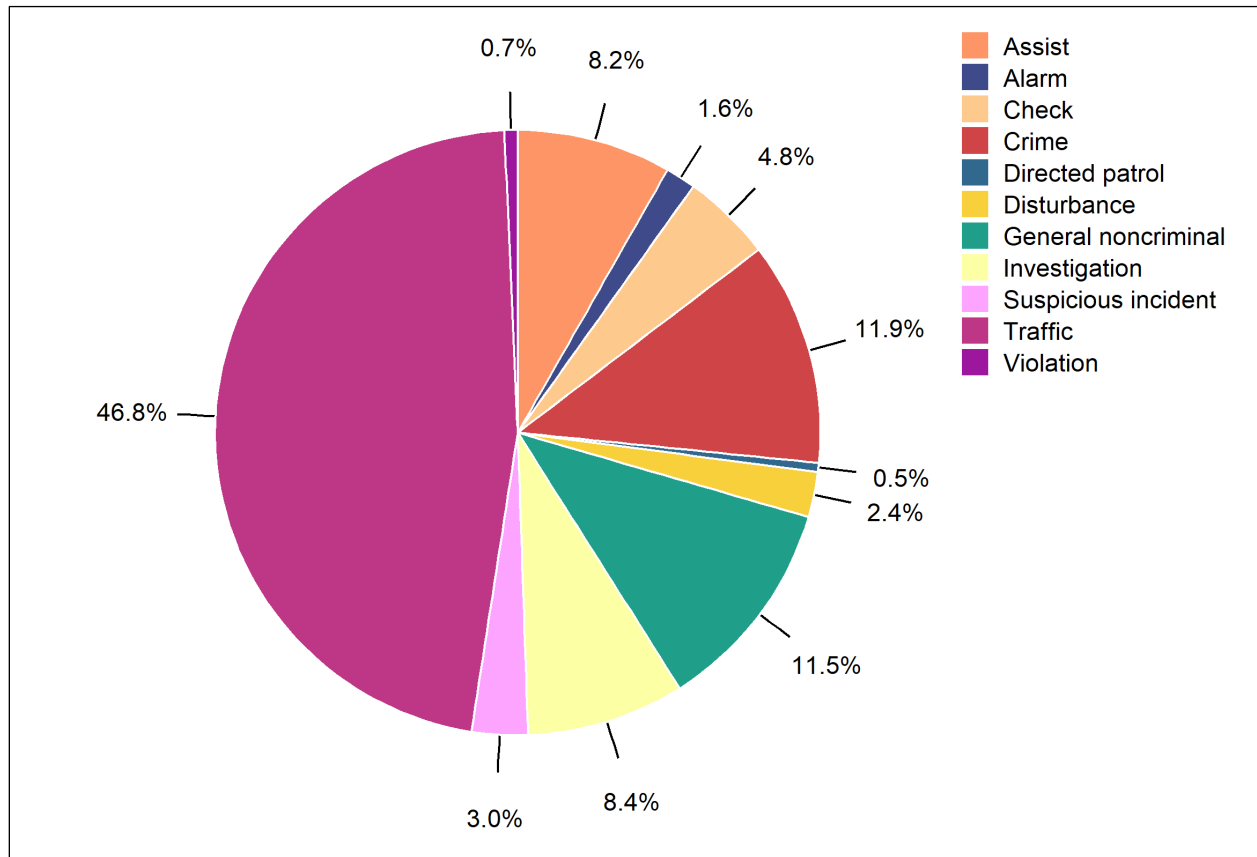
TABLE 7-1: Events per Day, by Initiator

Initiator	No. of Events	Events per Day
Community-initiated	5,591	15.3
Police-initiated	6,570	18.0
Zero on scene	942	2.6
Total	13,103	35.9

Observations:

- 7 percent of the events had zero time on scene.
 - The top three descriptions were "theft report," "assistance of any kind," and "traffic stop." These accounted for 37 percent of zero-on-scene events.
 - On average, the patrol units spent 0.2 minutes per zero-on-scene event. This means that these events accounted for 0.01 work hours per day.
- 50 percent of all events were police-initiated.
- 43 percent of all events were community-initiated.
- There was an average of 36 events per day, or 1.5 per hour.

FIGURE 7-2: Percentage Events per Day, by Category



Note: The figure combines categories in the following table according to the description in Chart 7-1.

TABLE 7-2: Events per Day, by Category

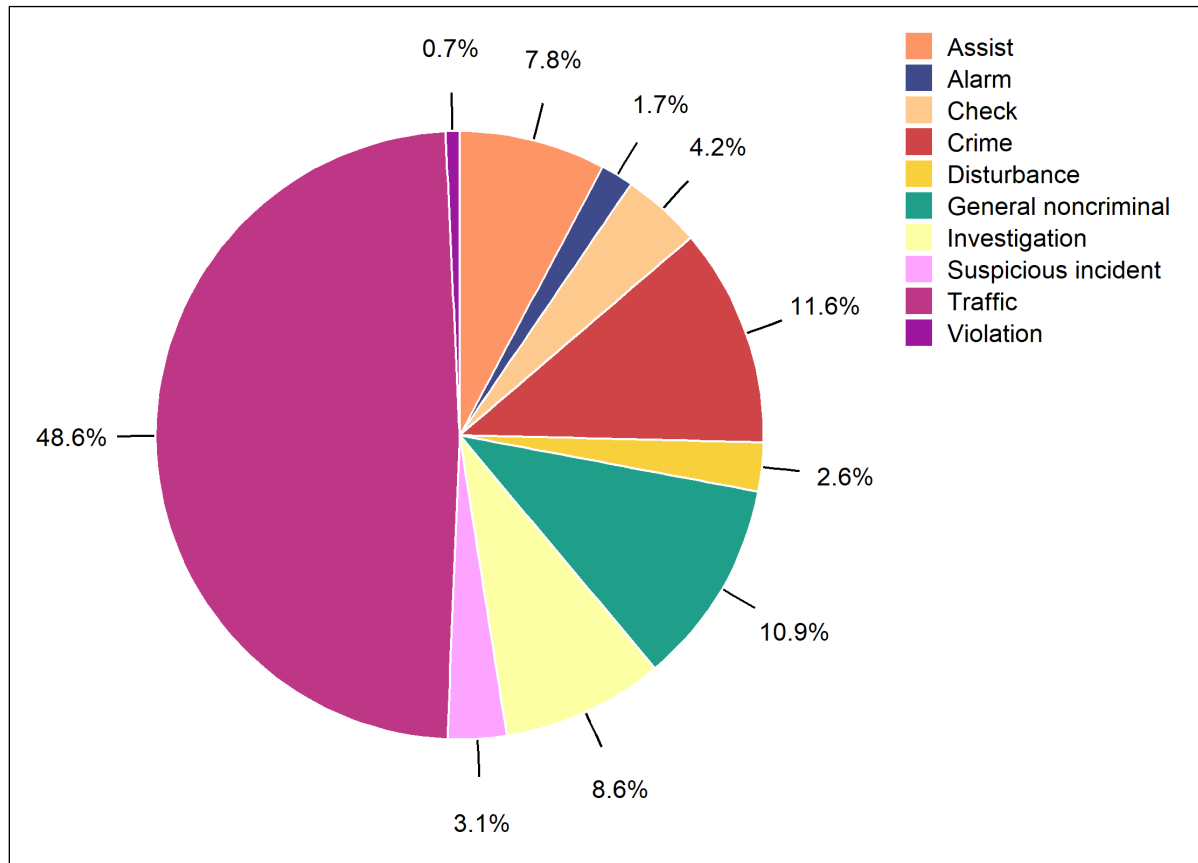
Category	Total Events	Events per Day
Accident	394	1.1
Alarm	212	0.6
Animal call	237	0.6
Assist – medical & fire	248	0.7
Assist – other	831	2.3
Check	630	1.7
Civil problem	269	0.7
Crime against persons	421	1.2
Crime against property	879	2.4
Crime against society	264	0.7
Directed patrol	64	0.2
Disturbance	316	0.9
Investigation	1,106	3.0
Juvenile call	383	1.0
Mental health	195	0.5
Miscellaneous	425	1.2
Suspicious incident	392	1.1
Traffic enforcement	975	2.7
Traffic stop	4,769	13.1
Violation	93	0.3
Total	13,103	35.9

Note: Observations below refer to events shown within the figure rather than the table.

Observations:

- The top three categories accounted for 70 percent of events:
 - 47 percent of events were traffic-related.
 - 12 percent of events were crimes.
 - 12 percent of events were general noncriminal incidents.

FIGURE 7-3: Percentage Calls per Day, by Category



Note: The figure combines categories in the following table according to the description in Chart 7-1.

TABLE 7-3: Calls per Day, by Category

Category	Total Calls	Calls per Day
Accident	391	1.1
Alarm	209	0.6
Animal call	209	0.6
Assist – medical & fire	245	0.7
Assist – other	701	1.9
Check	510	1.4
Civil problem	263	0.7
Crime against persons	409	1.1
Crime against property	742	2.0
Crime against society	259	0.7
Disturbance	314	0.9
Investigation	1,045	2.9
Juvenile call	347	1.0
Mental health	190	0.5
Miscellaneous	315	0.9
Suspicious incident	379	1.0
Traffic enforcement	834	2.3
Traffic stop	4,667	12.8
Violation	90	0.2
Total	12,119	33.2

Note: The focus here is on recorded calls rather than recorded events. We removed 942 events with zero time on scene and another 42 directed patrol activities.

Observations:

- There was an average of 33.2 calls per day, or 1.4 per hour.
- The top three categories accounted for 71 percent of calls:
 - 49 percent of calls were traffic-related.
 - 12 percent of calls were crimes.
 - 11 percent of calls were general noncriminal incidents.

FIGURE 7-4: Calls per Day, by Initiator and Month

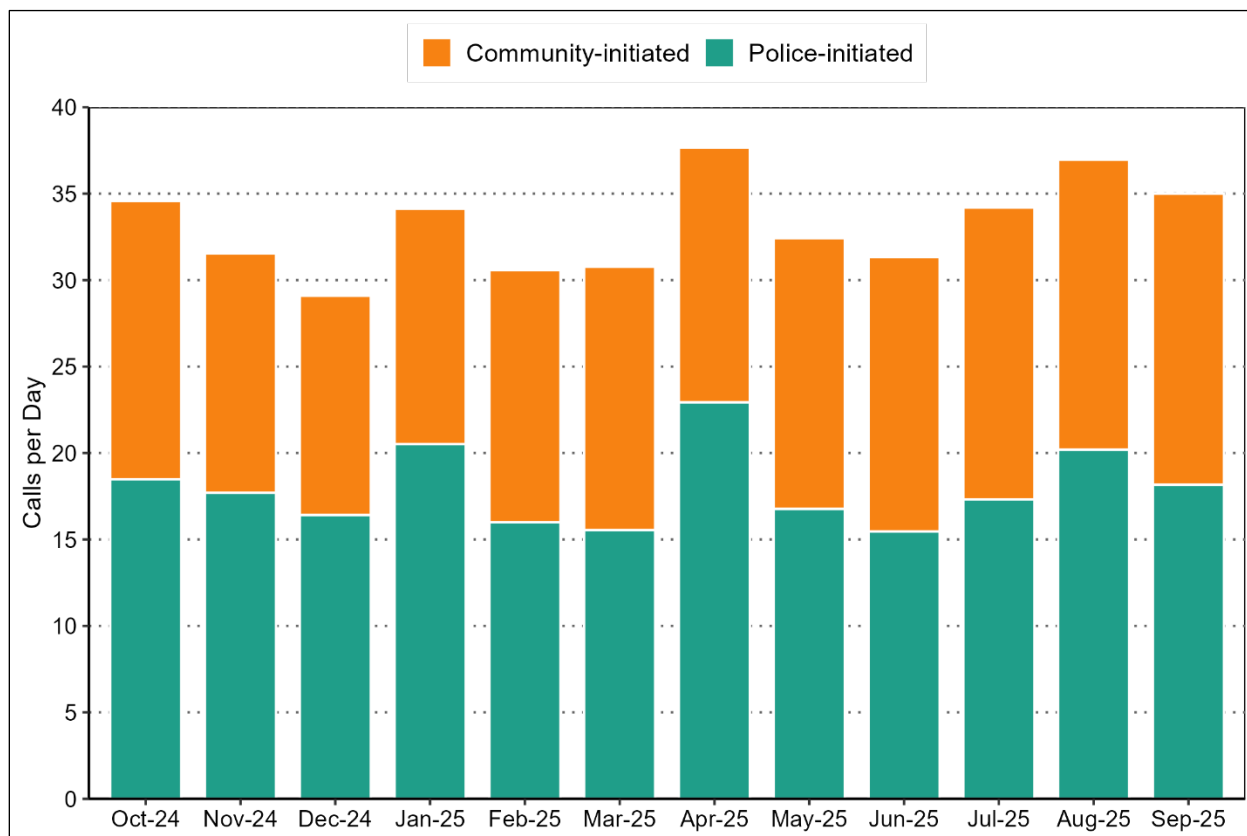


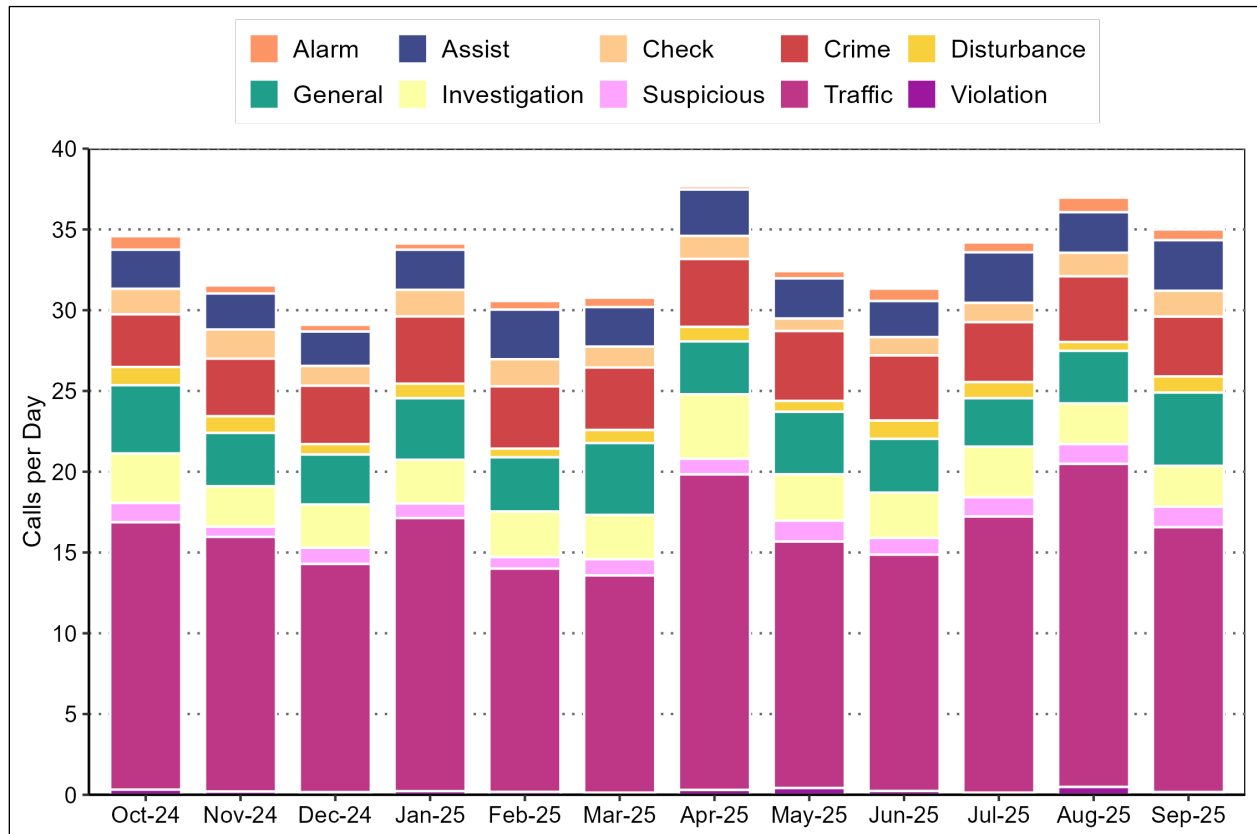
TABLE 7-4: Calls per Day, by Initiator and Month

Initiator	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Community	16.1	13.8	12.7	13.6	14.6	15.2	14.7	15.6	15.9	16.9	16.8	16.8
Police	18.5	17.7	16.4	20.5	16.0	15.5	22.9	16.8	15.5	17.3	20.2	18.2
Total	34.6	31.5	29.1	34.1	30.6	30.8	37.7	32.4	31.3	34.2	37.0	35.0

Observations:

- The number of calls per day was lowest in December.
- The number of calls per day was highest in April.
- The month with the most calls had 29 percent more calls than the month with the fewest calls.
- April had the most police-initiated calls, with 48 percent more than March and June, which had the fewest.
- July, August, and September had the most community-initiated calls, with 33 percent more than December, which had the fewest.

FIGURE 7-5: Calls per Day, by Category and Month



Note: The figure combines categories in the following table according to the description in Chart 7-1.

TABLE 7-5: Calls per Day, by Category and Month

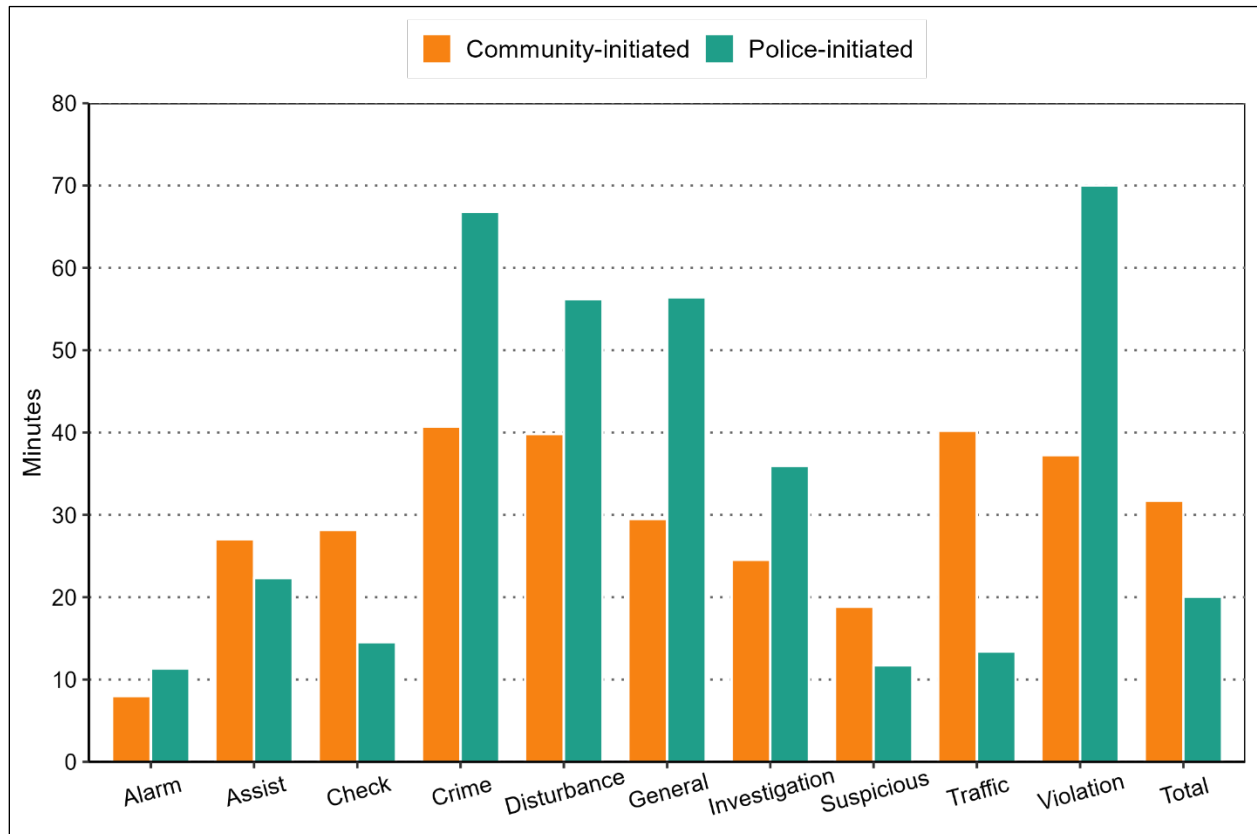
Category	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Accident	1.5	1.2	1.0	0.8	1.1	1.1	1.1	0.9	0.9	1.3	1.0	1.0
Alarm	0.8	0.5	0.4	0.4	0.5	0.6	0.2	0.5	0.8	0.6	0.9	0.7
Animal call	0.7	0.6	0.5	0.6	0.4	0.5	0.4	0.8	0.8	0.4	0.5	0.6
Assist – medical & fire	0.5	0.5	0.4	0.5	1.0	0.8	0.7	0.6	0.6	0.9	0.7	0.8
Assist – other	1.9	1.8	1.7	2.0	2.0	1.7	2.2	1.8	1.7	2.2	1.8	2.3
Check	1.6	1.8	1.2	1.6	1.7	1.3	1.4	0.8	1.1	1.2	1.5	1.6
Civil problem	0.6	0.4	0.5	0.8	0.6	0.9	0.6	0.9	0.7	0.8	0.8	1.0
Crime against persons	1.2	0.9	0.8	1.5	1.2	1.2	1.0	1.1	1.0	0.8	1.2	1.5
Crime against property	1.5	1.9	1.7	1.8	1.8	2.2	2.4	2.5	2.5	2.3	2.4	1.4
Crime against society	0.5	0.8	1.1	0.9	0.9	0.5	0.8	0.7	0.6	0.6	0.4	0.8
Disturbance	1.1	1.0	0.6	0.9	0.5	0.8	0.9	0.7	1.1	1.0	0.5	1.0
Investigation	3.1	2.5	2.7	2.7	2.8	2.7	4.0	2.9	2.8	3.1	2.5	2.5
Juvenile call	1.1	1.2	1.0	1.0	1.4	1.4	1.2	0.8	0.4	0.4	0.4	1.3
Mental health	0.5	0.5	0.4	0.3	0.4	0.6	0.3	0.6	0.5	0.8	0.4	0.7
Miscellaneous	1.2	0.6	0.6	1.1	0.6	1.1	0.7	0.7	0.8	0.6	1.2	1.0
Suspicious incident	1.2	0.6	1.0	0.9	0.7	1.0	1.0	1.3	1.0	1.2	1.2	1.3
Traffic enforcement	2.8	1.9	1.4	1.7	2.5	1.7	2.5	2.5	2.5	2.6	2.8	2.5
Traffic stop	12.3	12.6	11.7	14.4	10.2	10.7	16.0	11.8	11.2	13.2	16.2	12.9
Violation	0.3	0.2	0.2	0.2	0.2	0.1	0.3	0.4	0.2	0.1	0.5	0.2
Total	34.6	31.5	29.1	34.1	30.6	30.8	37.7	32.4	31.3	34.2	37.0	35.0

Note: Calculations were limited to calls rather than events.

Observations:

- The top three categories averaged between 69 and 74 percent of calls throughout the year:
 - Traffic calls averaged between 13.5 and 20.0 calls per day throughout the year.
 - Crime calls averaged between 3.3 and 4.3 calls per day throughout the year.
 - General noncriminal calls averaged between 3.0 and 4.5 calls per day throughout the year.
- Crime calls accounted for 9 to 13 percent of total calls.

FIGURE 7-6: Primary Unit's Average Occupied Times, by Category and Initiator



Note: The figure combines categories using weighted averages from the following table according to the description in Chart 7-1.

TABLE 7-6: Primary Unit's Average Occupied Times, by Category and Initiator

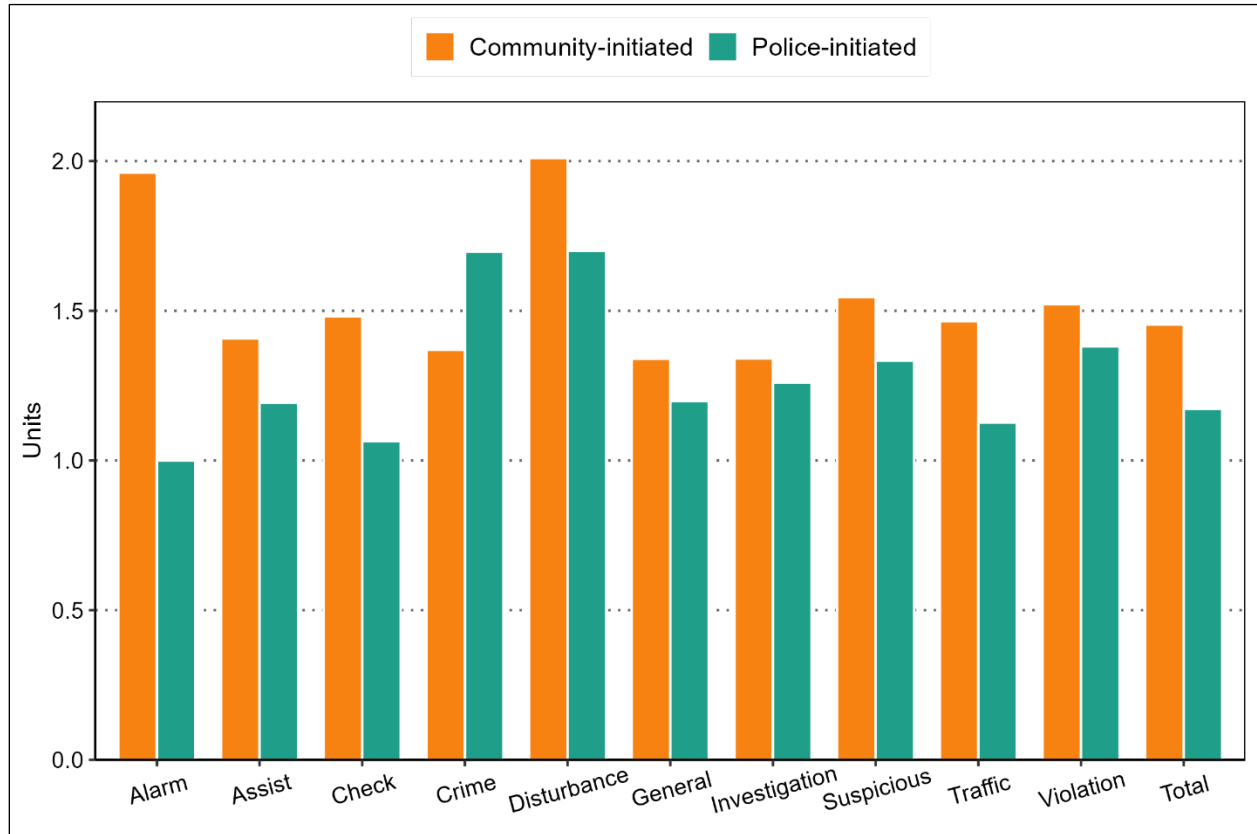
Category	Community-Initiated		Police-Initiated	
	Minutes	Calls	Minutes	Calls
Accident	58.9	363	36.9	28
Alarm	8.0	206	11.4	3
Animal call	23.3	192	14.4	17
Assist – medical & fire	32.3	242	16.2	3
Assist – other	25.0	621	22.6	80
Check	28.2	291	14.5	219
Civil problem	27.2	246	74.8	17
Crime against persons	47.4	360	123.8	49
Crime against property	34.4	585	35.1	157
Crime against society	49.9	138	84.9	121
Disturbance	39.8	294	56.2	20
Investigation	24.6	584	35.9	461
Juvenile call	31.5	162	62.5	185
Mental health	48.4	184	75.5	6
Miscellaneous	20.9	238	45.5	77
Suspicious incident	18.8	271	11.7	108
Traffic enforcement	27.2	508	41.3	326
Traffic stop	16.0	6	11.3	4,661
Violation	37.3	69	70.0	21
Weighted Average/Total Calls	31.7	5,560	20.1	6,559

Note: The information in Figure 7-6 and Table 7-6 is limited to calls and excludes all events that show zero time on scene. A unit's occupied time is measured as the time from when the unit was dispatched until the unit becomes available again. The times shown are the average occupied minutes per call for the primary unit, rather than the total occupied minutes for all units assigned to a call. Observations below refer to times shown within the figure rather than the table.

Observations:

- A unit's average time spent on a call ranged from 8 to 70 minutes overall.
- The longest average times were for police-initiated violation calls.
- The average time spent on crime calls was 41 minutes for community-initiated calls and 67 minutes for police-initiated calls.

FIGURE 7-7: Number of Responding Units, by Initiator and Category

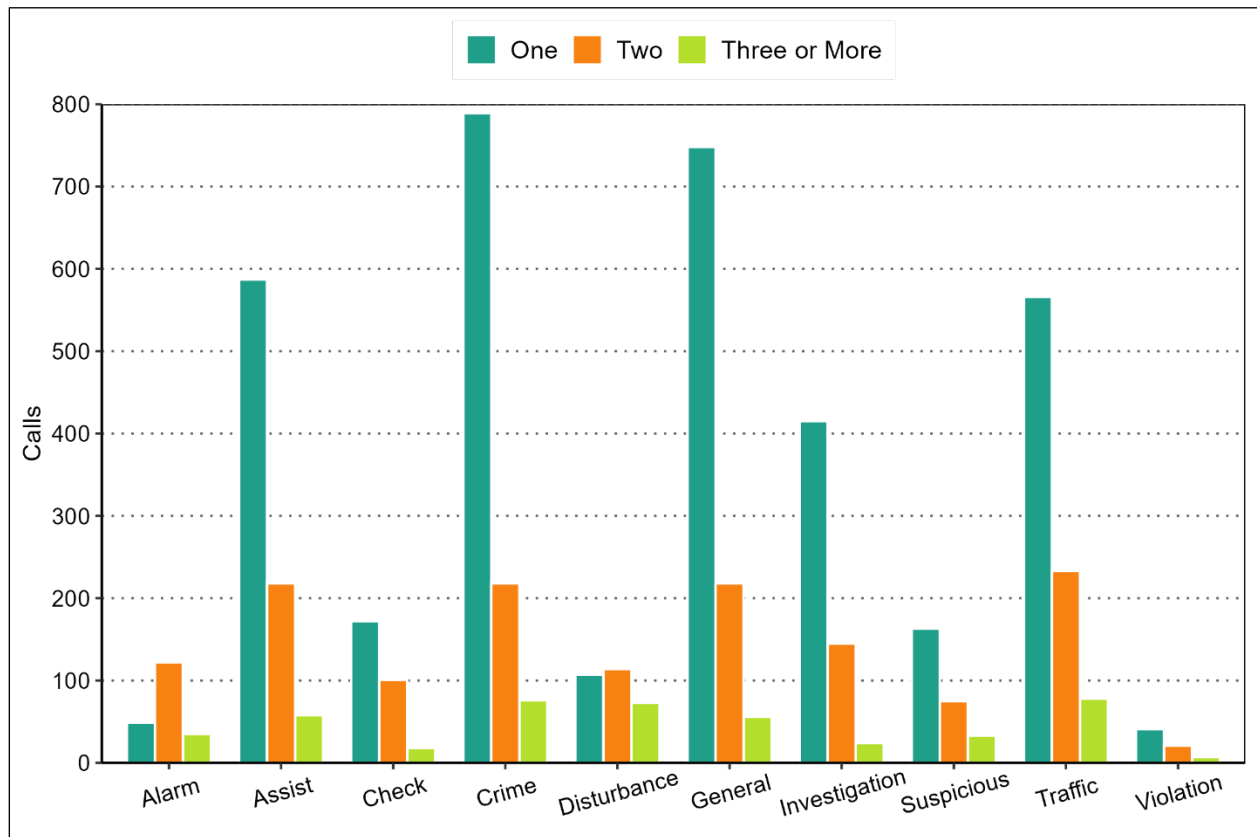


Note: The figure combines categories using weighted averages from the following table according to the description in Chart 7-1. The information in Figure 7-7 and Table 7-7 is limited to calls and excludes events with zero time on scene.

TABLE 7-7: Average Number of Responding Units, by Initiator and Category

Category	Community-Initiated		Police-Initiated	
	No. of Units	Calls	No. of Units	Calls
Accident	1.5	363	1.5	28
Alarm	2.0	206	1.0	3
Animal call	1.2	192	1.3	17
Assist – medical & fire	1.8	242	1.0	3
Assist – other	1.3	621	1.2	80
Check	1.5	291	1.1	219
Civil problem	1.2	246	1.5	17
Crime against persons	1.3	360	1.3	49
Crime against property	1.3	585	1.4	157
Crime against society	1.6	138	2.3	121
Disturbance	2.0	294	1.7	20
Investigation	1.3	584	1.3	461
Juvenile call	1.4	162	1.1	185
Mental health	1.8	184	1.3	6
Miscellaneous	1.2	238	1.3	77
Suspicious incident	1.5	271	1.3	108
Traffic enforcement	1.4	508	1.3	326
Traffic stop	1.3	6	1.1	4,661
Violation	1.5	69	1.4	21
Weighted Average/Total Calls	1.5	5,560	1.2	6,559

FIGURE 7-8: Number of Responding Units, by Category, Community-initiated Calls



Note: The figure combines categories using weighted averages from the following table according to the description in Chart 7-1.

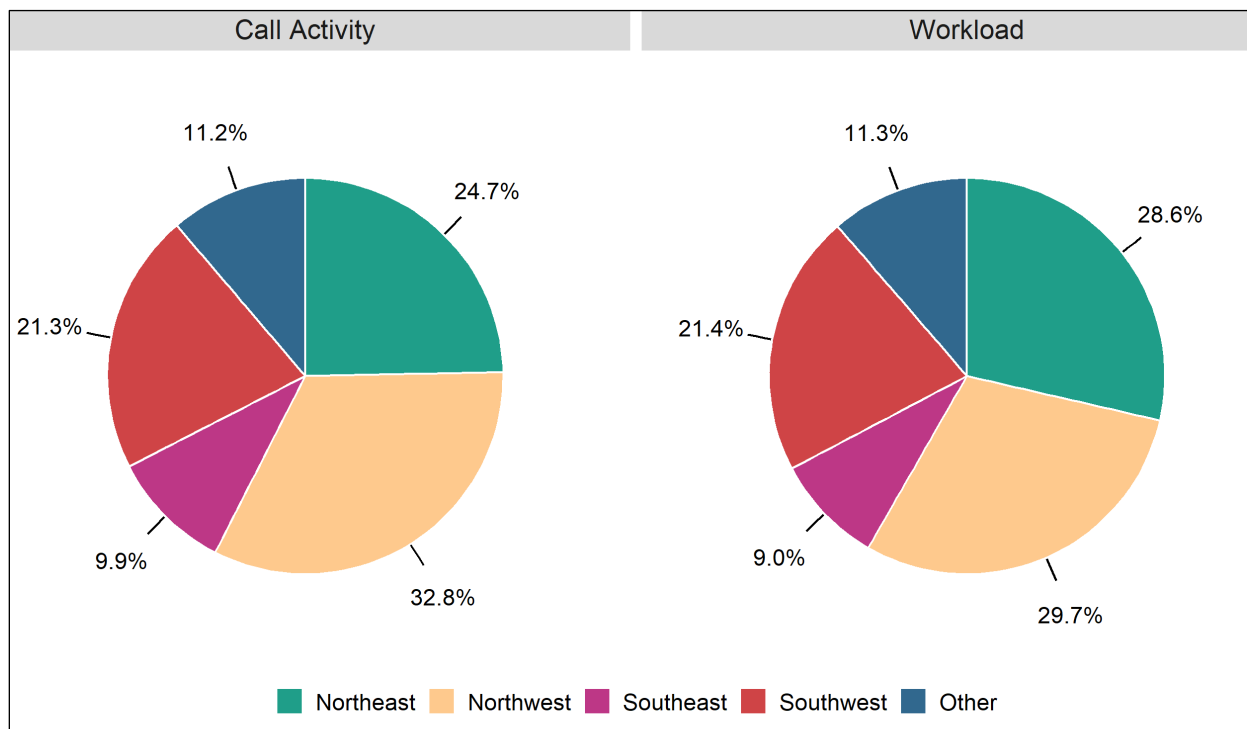
TABLE 7-8: Number of Responding Units, by Category, Community-initiated Calls

Category	Responding Units		
	One	Two	Three or More
Accident	229	100	34
Alarm	49	122	35
Animal call	148	43	1
Assist – medical & fire	104	98	40
Assist – other	483	120	18
Check	172	101	18
Civil problem	210	33	3
Crime against persons	274	63	23
Crime against property	437	114	34
Crime against society	78	41	19
Disturbance	107	114	73
Investigation	415	145	24
Juvenile call	106	43	13
Mental health	82	68	34
Miscellaneous	202	31	5
Suspicious incident	163	75	33
Traffic enforcement	333	131	44
Traffic stop	4	2	0
Violation	41	21	7
Total	3,637	1,465	458

Observations:

- The overall mean number of responding units was 1.2 for police-initiated calls and 1.5 for community-initiated calls.
- The mean number of responding units was as high as 2.0 for disturbance calls that were community-initiated.
- 65 percent of community-initiated calls involved one responding unit.
- 26 percent of community-initiated calls involved two responding units.
- 8 percent of community-initiated calls involved three or more responding units.
- The largest group of calls with three or more responding units involved traffic-related calls.

FIGURE 7-9: Percentage Calls and Work Hours, by Zone



Note: The 'Other' category includes calls at headquarters and calls without recorded zones (inside and outside of Indianola and unknown).

TABLE 7-9: Calls and Work Hours by Zone, per Day

Zone	Per Day	
	Calls	Work Hours
Northeast	8.2	5.4
Northwest	10.9	5.6
Southeast	3.3	1.7
Southwest	7.1	4.0
Zone Subtotal	29.5	16.7
Headquarters	1.9	1.0
Indianola	0.4	0.2
Out of the city	0.8	0.4
Unknown	0.7	0.5
Other Subtotal	3.7	2.1
Total	33.2	18.8

Observations:

- Northwest had the most calls at 33 percent of total calls.
- Northwest had the most workload at 30 percent of the total workload.

FIGURE 7-10: Percentage Calls and Work Hours, by Category, Winter

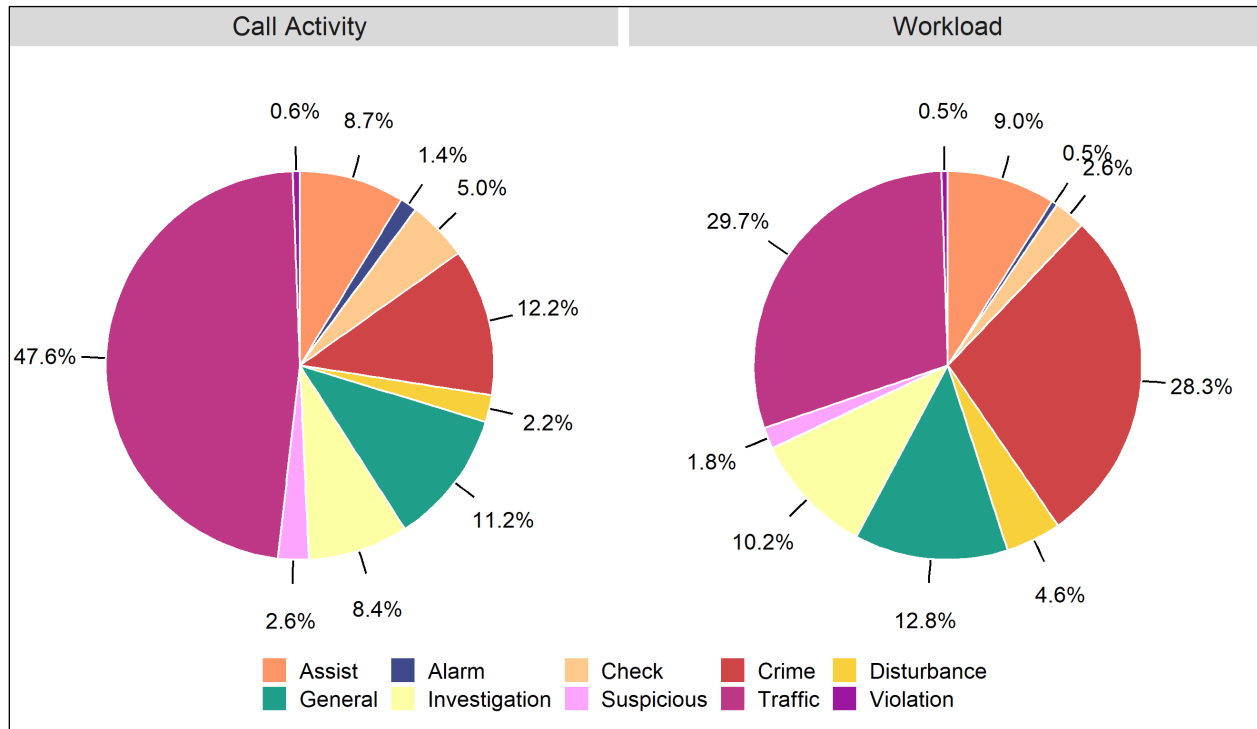


TABLE 7-10: Calls and Work Hours per Day, by Category, Winter

Category	Per Day	
	Calls	Work Hours
Accident	1.0	1.6
Alarm	0.5	0.1
Animal call	0.5	0.3
Assist – medical & fire	0.8	0.6
Assist – other	2.1	1.3
Check	1.6	0.6
Civil problem	0.7	0.3
Crime against persons	1.3	3.1
Crime against property	1.8	1.4
Crime against society	0.9	1.4
Disturbance	0.7	1.0
Investigation	2.7	2.1
Juvenile call	1.2	1.1
Mental health	0.4	0.5
Miscellaneous	0.9	0.5
Suspicious incident	0.8	0.4
Traffic enforcement	2.1	1.9
Traffic stop	12.5	2.7
Violation	0.2	0.1
Total	32.7	20.9

Note: Workload calculations focused on calls rather than events.

Observations, Winter:

- The average daily workload was higher in winter than in summer.
- Total calls averaged 33 per day, or 1.4 per hour.
- Total workload averaged 21 hours per day, meaning that on average, 0.9 units per hour were busy responding to calls.
- Traffic calls constituted 48 percent of calls and 30 percent of the workload.
- Crime calls constituted 12 percent of calls and 28 percent of the workload.
- General noncriminal calls constituted 11 percent of calls and 13 percent of the workload.
- These top three categories constituted 71 percent of calls and workload.

FIGURE 7-11: Percentage Calls and Work Hours, by Category, Summer

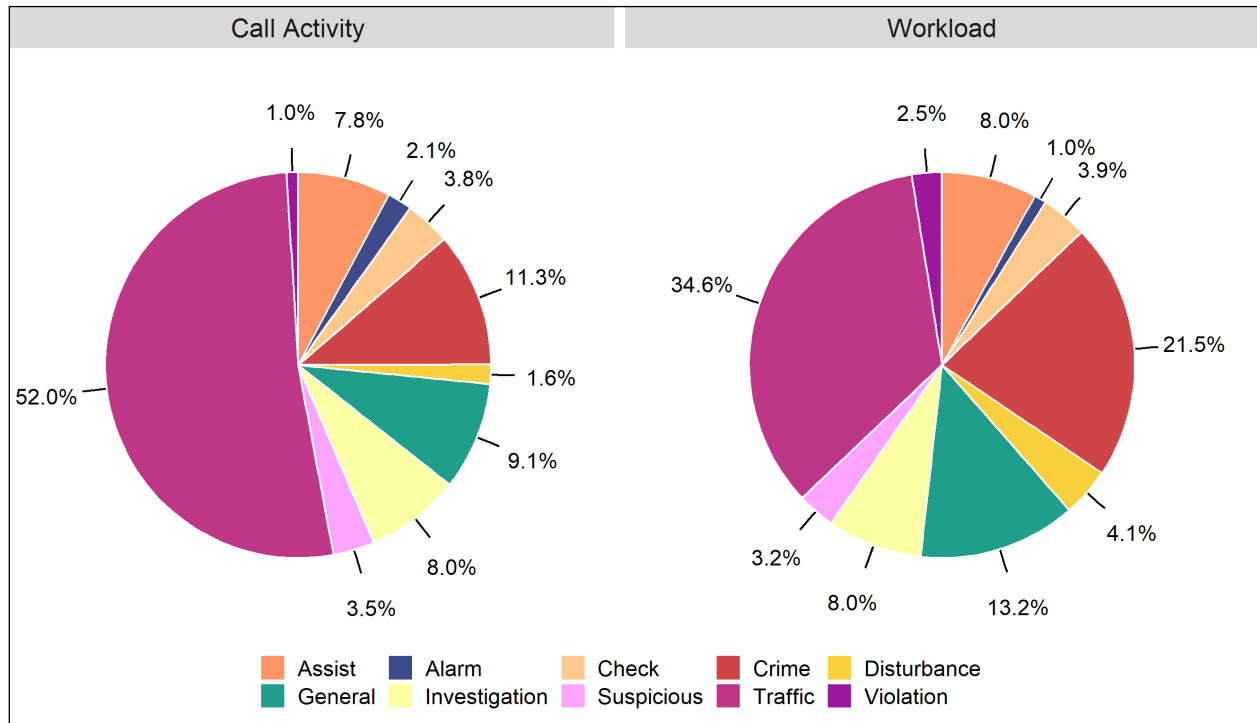


TABLE 7-11: Calls and Work Hours per Day, by Category, Summer

Category	Per Day	
	Calls	Work Hours
Accident	1.2	1.2
Alarm	0.7	0.2
Animal call	0.5	0.1
Assist – medical & fire	0.8	0.4
Assist – other	2.0	0.8
Check	1.4	0.6
Civil problem	0.9	0.4
Crime against persons	1.1	0.9
Crime against property	2.4	1.6
Crime against society	0.5	0.9
Disturbance	0.6	0.6
Investigation	2.8	1.3
Juvenile call	0.4	0.2
Mental health	0.5	0.9
Miscellaneous	0.9	0.4
Suspicious incident	1.2	0.5
Traffic enforcement	2.7	1.5
Traffic stop	14.6	2.8
Violation	0.3	0.4
Total	35.5	15.8

Note: Workload calculations focused on calls rather than events.

Observations, Summer:

- The average number of calls per day was higher in summer than in winter.
- Total calls averaged 35 per day, or 1.5 per hour.
- Total workload averaged 16 hours per day, meaning that on average, 0.7 units per hour were busy responding to calls.
- Traffic calls constituted 52 percent of calls and 35 percent of the workload.
- Crime calls constituted 11 percent of calls and 22 percent of the workload.
- General noncriminal calls constituted 9 percent of calls and 13 percent of the workload.
- These top three categories constituted 72 percent of calls and 69 percent of the workload.

OUT-OF-SERVICE ACTIVITIES

In the period of October 1, 2024, to September 30, 2025, the dispatch center recorded activities that were not assigned a call number. We focused on those activities that involved a patrol unit. We also limited our analysis to non-call activities that occurred during shifts where the same patrol unit was also responding to calls for service. Each record only indicates one unit per activity. There were a few problems with the data provided, and we made assumptions and decisions to address these issues:

- We excluded activities that lasted less than thirty seconds. These are irrelevant and contribute little to the overall workload.
- After these exclusions, 598 activities remained. These activities had an average duration of 55.0 minutes.

In this section, we report out-of-service activities and workload by description. In the next section, we include these activities in the overall workload when comparing the total workload against available personnel in winter and summer.

TABLE 7-12: Activities and Occupied Times by Description

Description	Occupied Time	Count
Busy	88.0	255
Court related	57.2	21
At jail	18.8	41
Out at office	33.8	102
Vehicle maintenance	30.2	31
Administrative – Weighted Average/Total Activities	64.0	450
Personal – Break (meal)	27.8	148
Weighted Average/Total Activities	55.0	598

Observations:

- The most common out-of-service activities were “busy.”
- The personal activities were for breaks and mostly for meal breaks.

FIGURE 7-12: Activities per Day, by Month

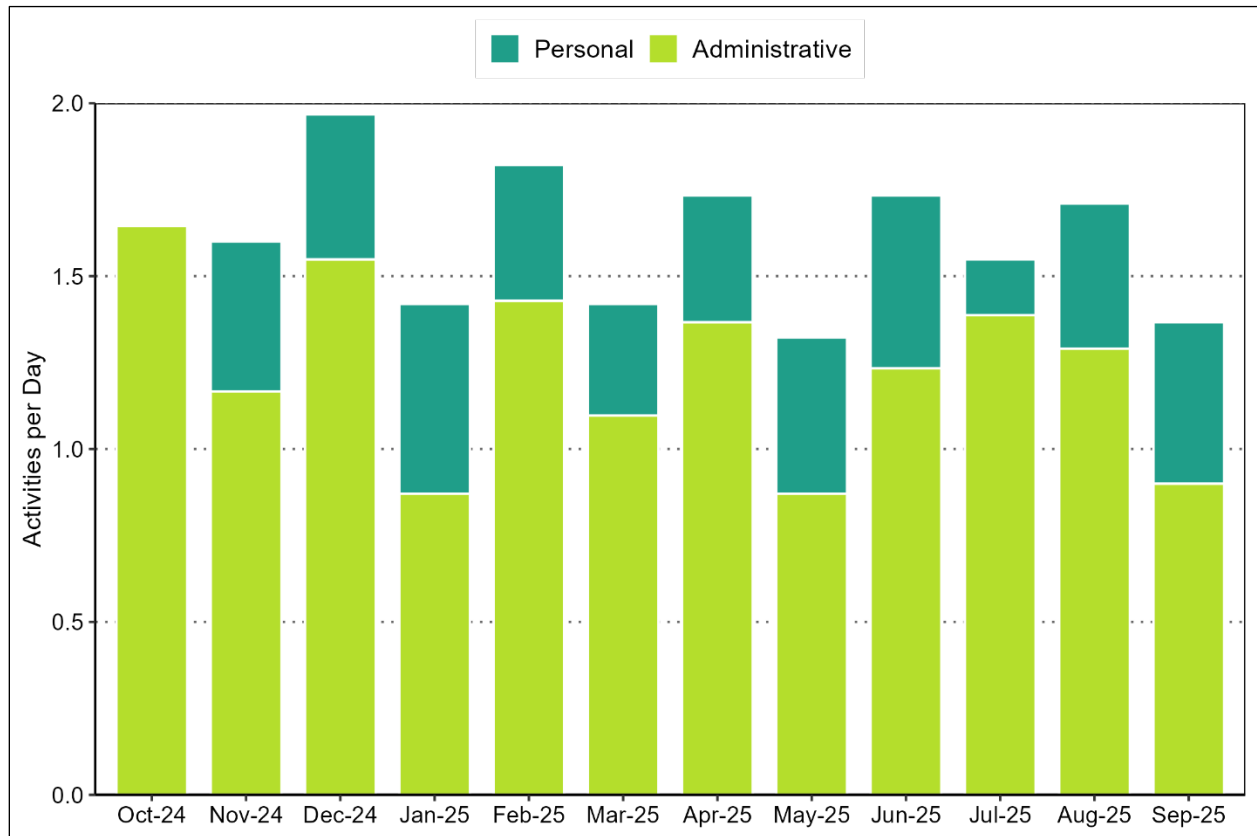


TABLE 7-13: Activities per Day, by Month

Month	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Administrative	1.6	1.2	1.5	0.9	1.4	1.1	1.4	0.9	1.2	1.4	1.3	0.9
Personal	0.4	0.4	0.4	0.5	0.4	0.3	0.4	0.5	0.5	0.2	0.4	0.5
Total	2.0	1.6	2.0	1.4	1.8	1.4	1.7	1.3	1.7	1.5	1.7	1.4

Observations:

- The number of activities per day was the lowest in May.
- The number of activities per day was highest in December.

FIGURE 7-13: Activities per Day, by Day of Week

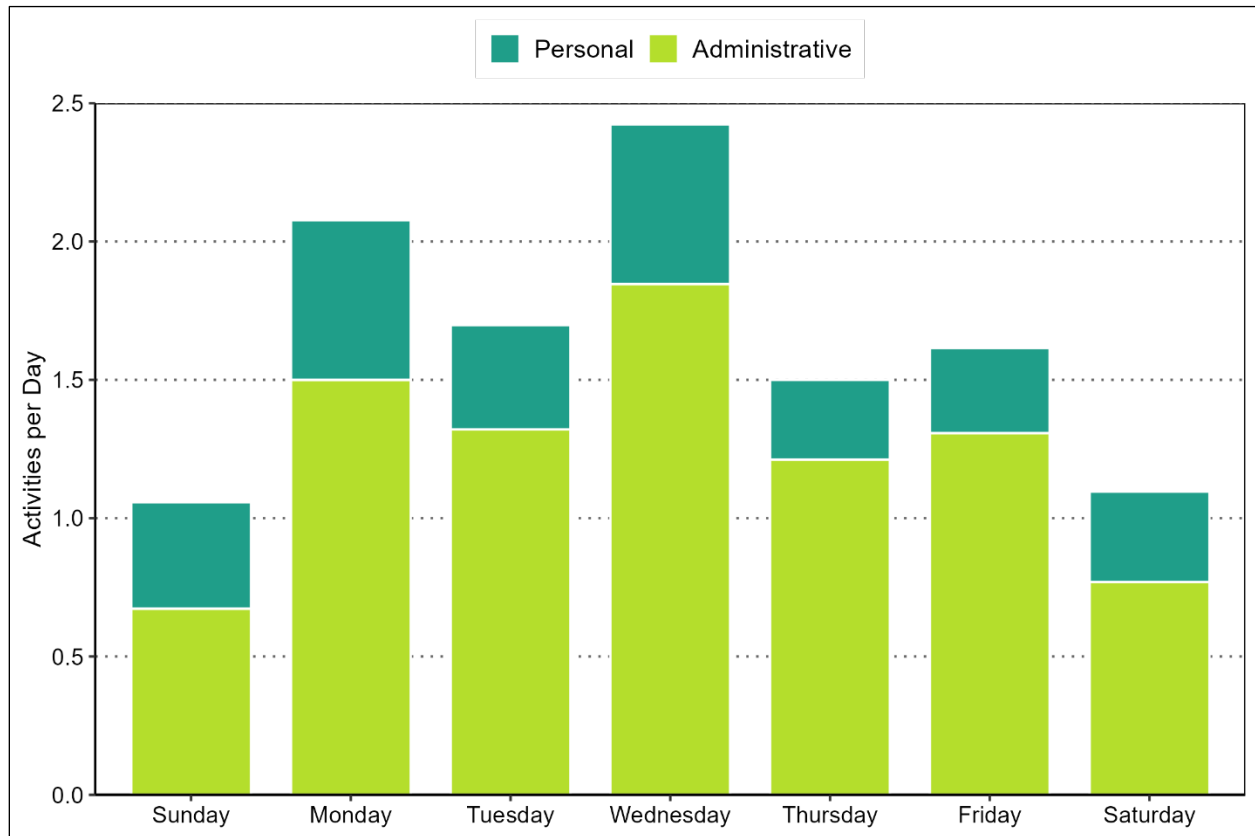


TABLE 7-14: Activities per Day, by Day of Week

Day of Week	Administrative	Personal	Total
Sunday	0.7	0.4	1.1
Monday	1.5	0.6	2.1
Tuesday	1.3	0.4	1.7
Wednesday	1.8	0.6	2.4
Thursday	1.2	0.3	1.5
Friday	1.3	0.3	1.6
Saturday	0.8	0.3	1.1
Weekly Average	1.2	0.4	1.6

Observations:

- The number of out-of-service activities per day was lowest on weekends.
- The number of out-of-service activities per day was highest on Wednesdays.

FIGURE 7-14: Activities per Day, by Hour of Day

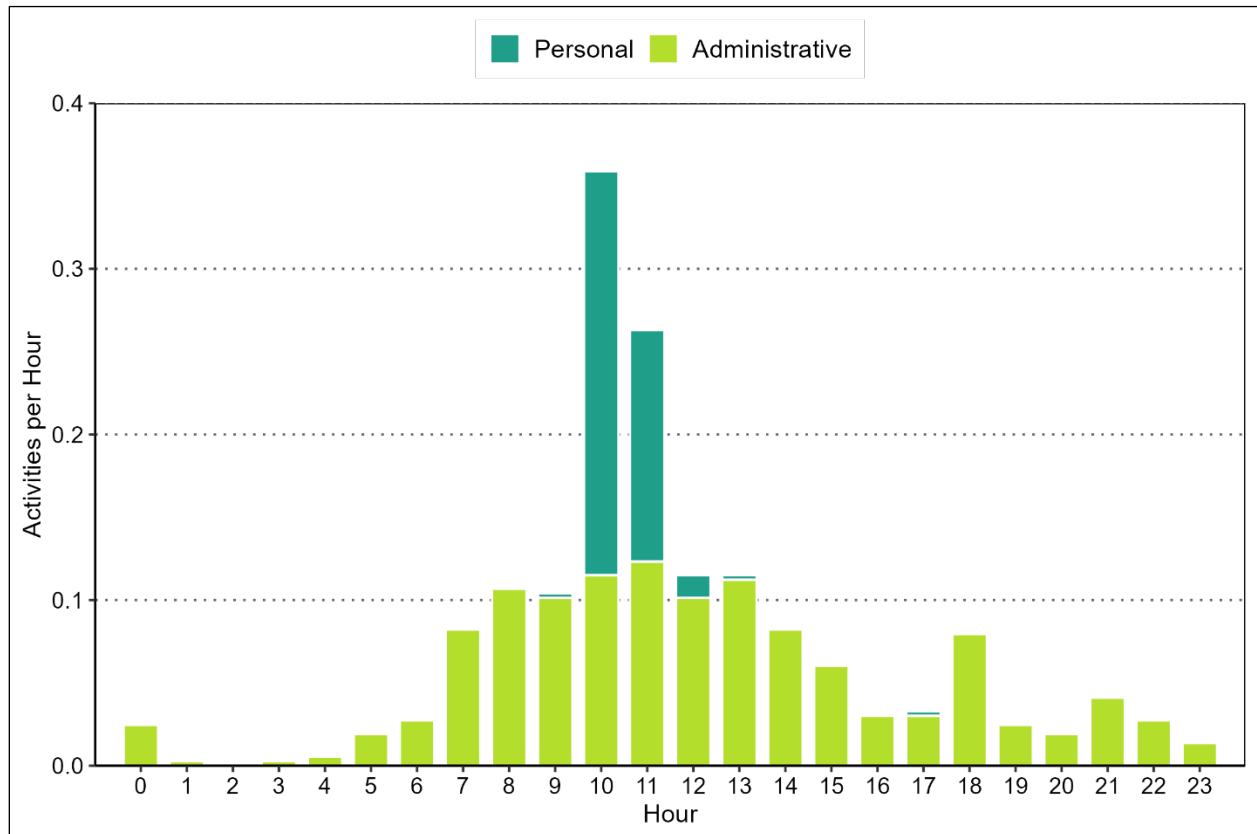


TABLE 7-15: Activities per Hour, by Hour of Day

Hour	Personal	Administrative	Total
0	0.00	0.02	0.02
1	0.00	0.00	0.00
2	0.00	0.00	0.00
3	0.00	0.01	0.01
4	0.00	0.02	0.02
5	0.00	0.03	0.03
6	0.00	0.08	0.08
7	0.00	0.11	0.11
8	0.00	0.10	0.10
9	0.24	0.12	0.36
10	0.14	0.12	0.26
11	0.01	0.10	0.12
12	0.00	0.11	0.12
13	0.00	0.08	0.08
14	0.00	0.06	0.06
15	0.00	0.03	0.03
16	0.00	0.03	0.03
17	0.00	0.08	0.08
18	0.00	0.02	0.02
19	0.00	0.02	0.02
20	0.00	0.04	0.04
21	0.00	0.03	0.03
22	0.00	0.01	0.01
23	0.02	0.05	0.07
Hourly Average	0.00	0.02	0.02

Observations:

- The number of activities per hour was lowest between 1:00 a.m. and 3:00 a.m.
- The number of activities per hour was highest between 10:00 a.m. and 11:00 a.m.

DEPLOYMENT

For this study, we examined deployment information for eight weeks in winter (January 4 through February 28, 2025) and eight weeks in summer (July 7 through August 28, 2025). The department's main patrol force consists of patrol officers and patrol sergeants, operating on 10-hour shifts starting at 6:00 a.m., 3:00 p.m., and 9:00 p.m. The police department's main patrol force deployed an average of 3.2 units per hour during the 24-hour day in winter and 2.9 units per hour in summer. When the DARE unit and K-9 units are included, the department averaged 3.6 units per hour during the 24-hour day in winter and 3.2 units per hour during the 24-hour day in summer.

In this section, we describe the deployment and workload in distinct steps, distinguishing between winter and summer and between weekdays (Monday through Friday) and weekends (Saturday and Sunday):

- First, we focus on patrol deployment alone.
- Next, we compare “all” workload, which includes community-initiated calls, police-initiated calls, directed patrol activities, and out-of-service activities.
- Finally, we compare the workload against deployment by percentage.

Comments follow each set of four figures, with separate discussions for the winter and summer.

#

FIGURE 7-15: Deployed Units, Weekdays, Winter

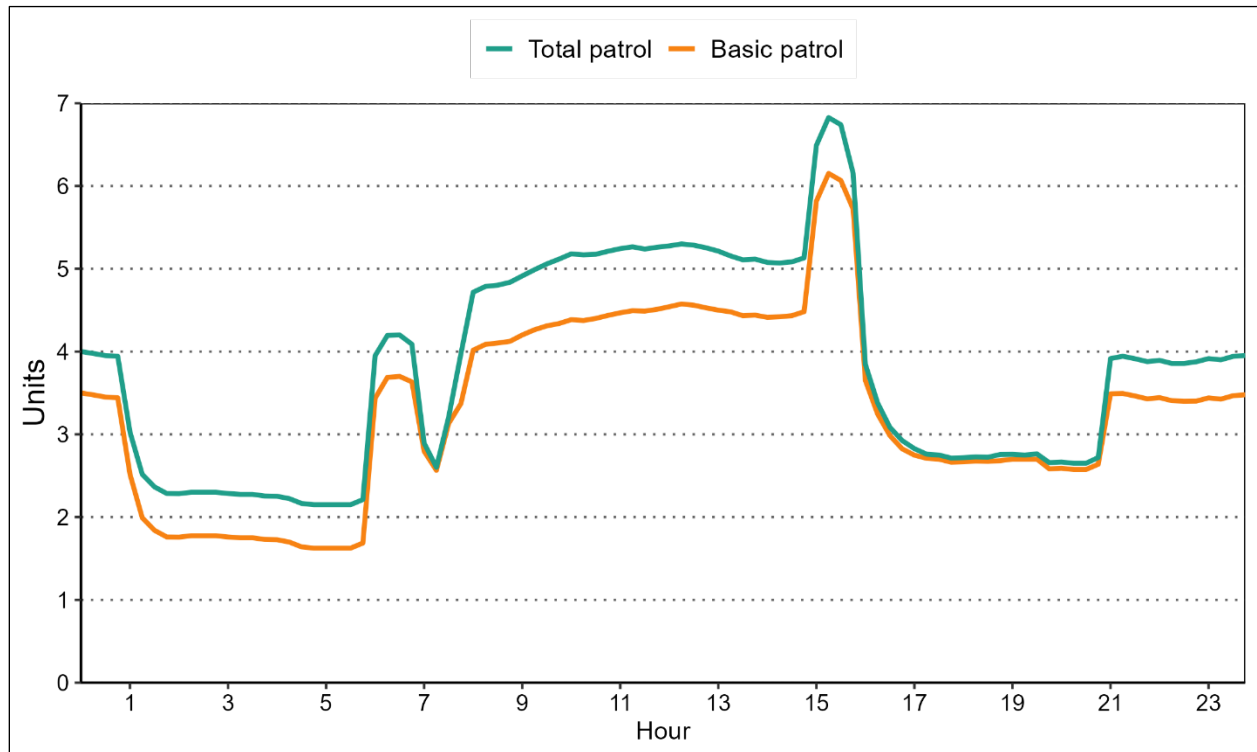


FIGURE 7-16: Deployed Units, Weekends, Winter

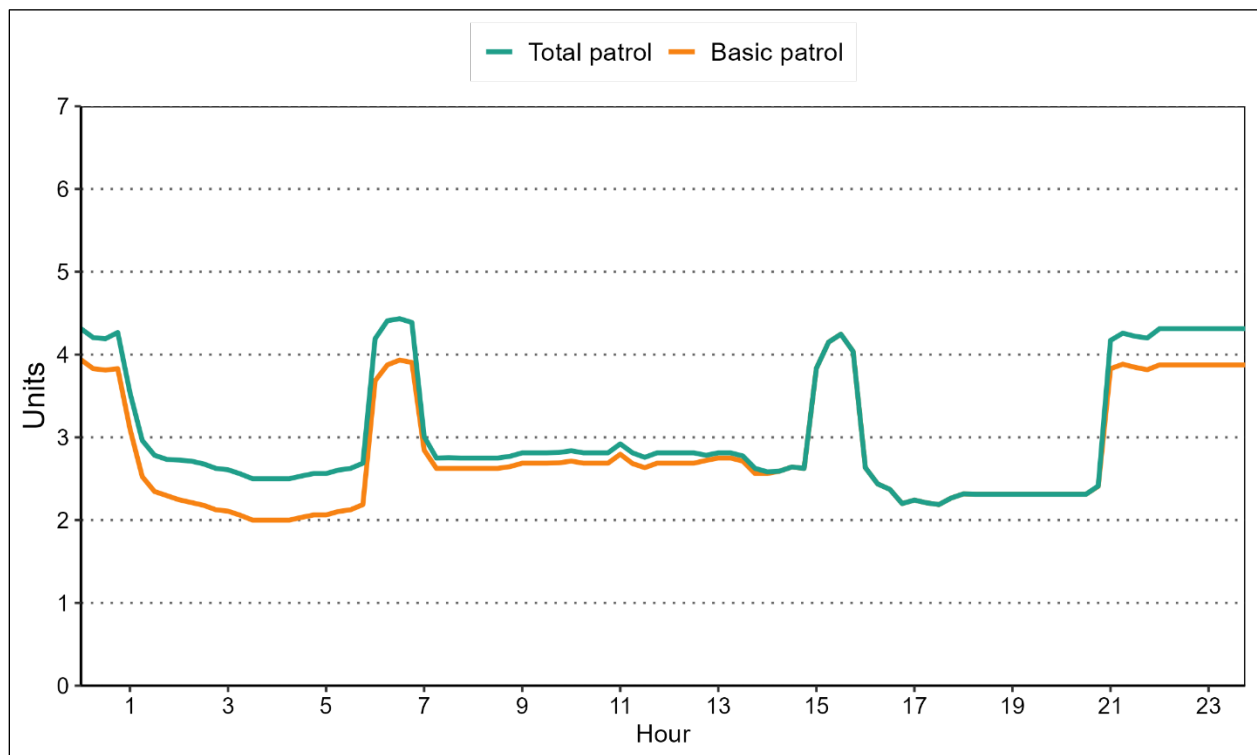


FIGURE 7-17: Deployed Units, Weekdays, Summer

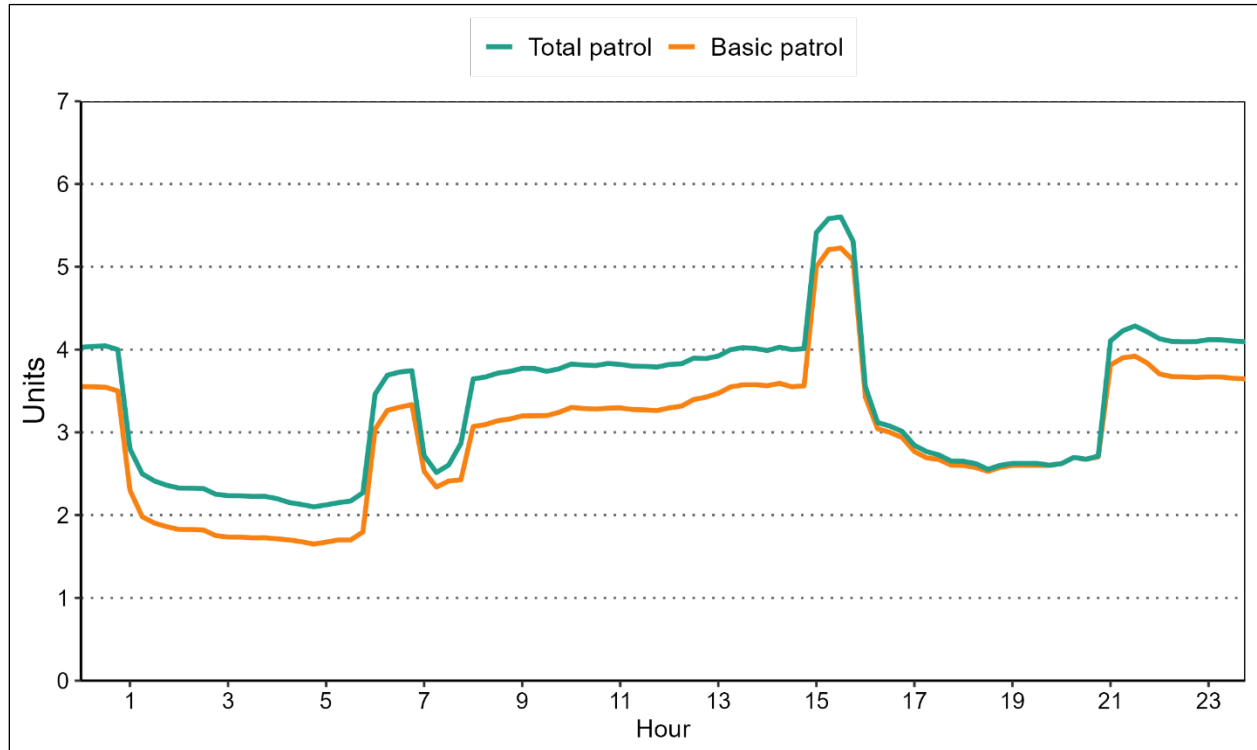
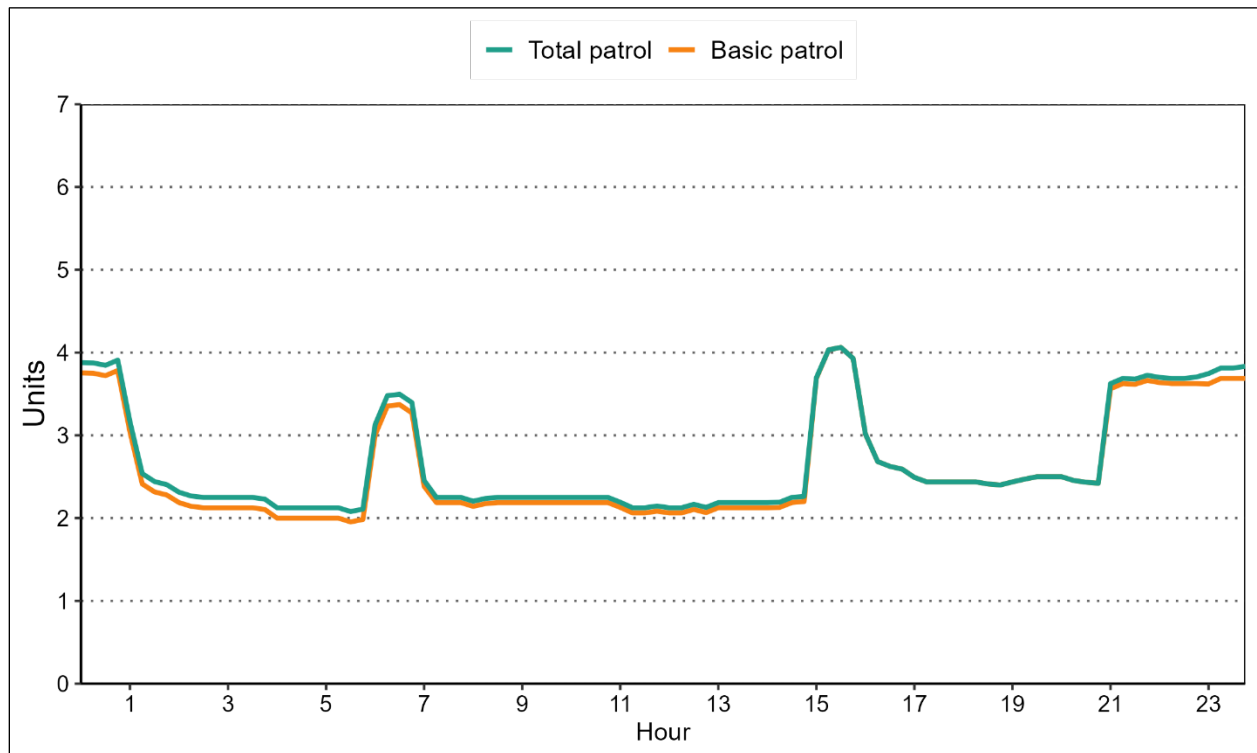


FIGURE 7-18: Deployed Units, Weekends, Summer



Observations:

- For Winter (January 4 through February 28, 2025):
 - The average deployment was 3.8 units per hour during the week and 3.0 units per hour on the weekend.
 - Average deployment varied from 2.1 to 6.8 units per hour on weekdays and 2.2 to 4.4 units per hour on weekends.
- For Summer (July 7 through August 28, 2025):
 - The average deployment was 3.4 units per hour during the week and 2.7 units per hour on the weekend.
 - Average deployment varied from 2.1 to 5.6 units per hour on weekdays and 2.1 to 4.1 units per hour on weekends.

FIGURE 7-19: Deployment and All Workload, Weekdays, Winter

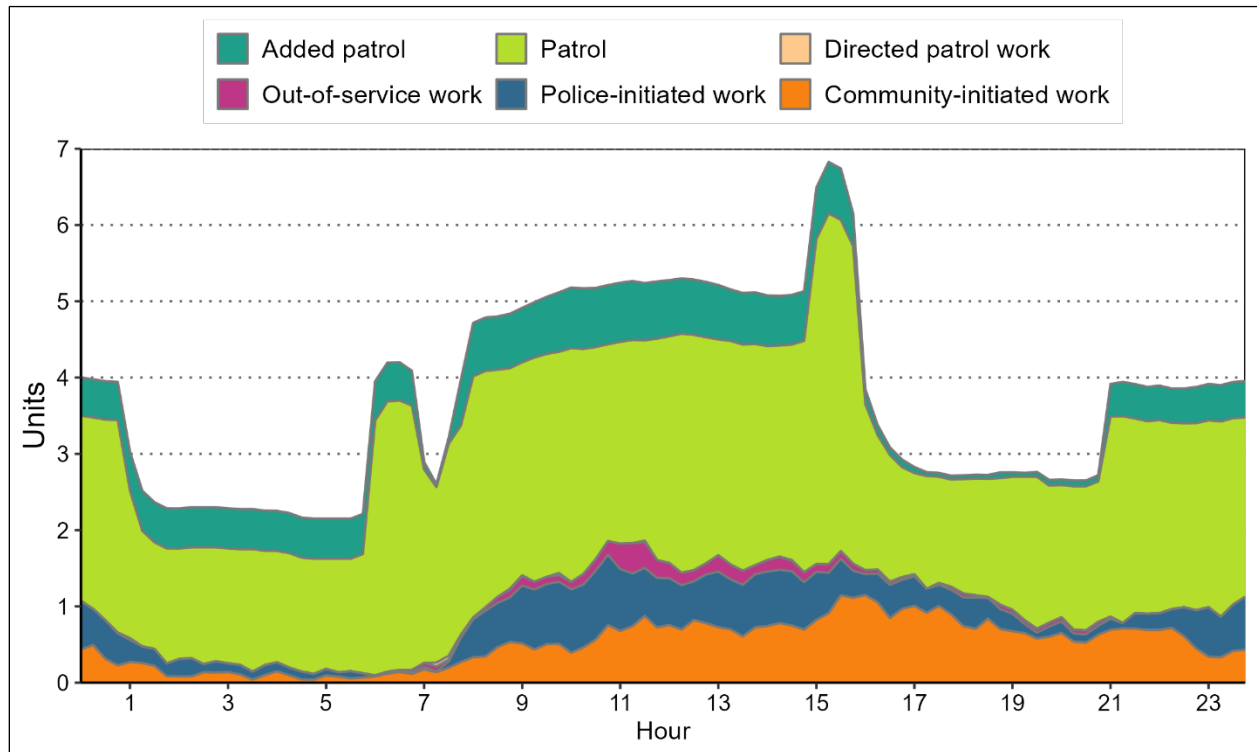


FIGURE 7-20: Deployment and All Workload, Weekends, Winter

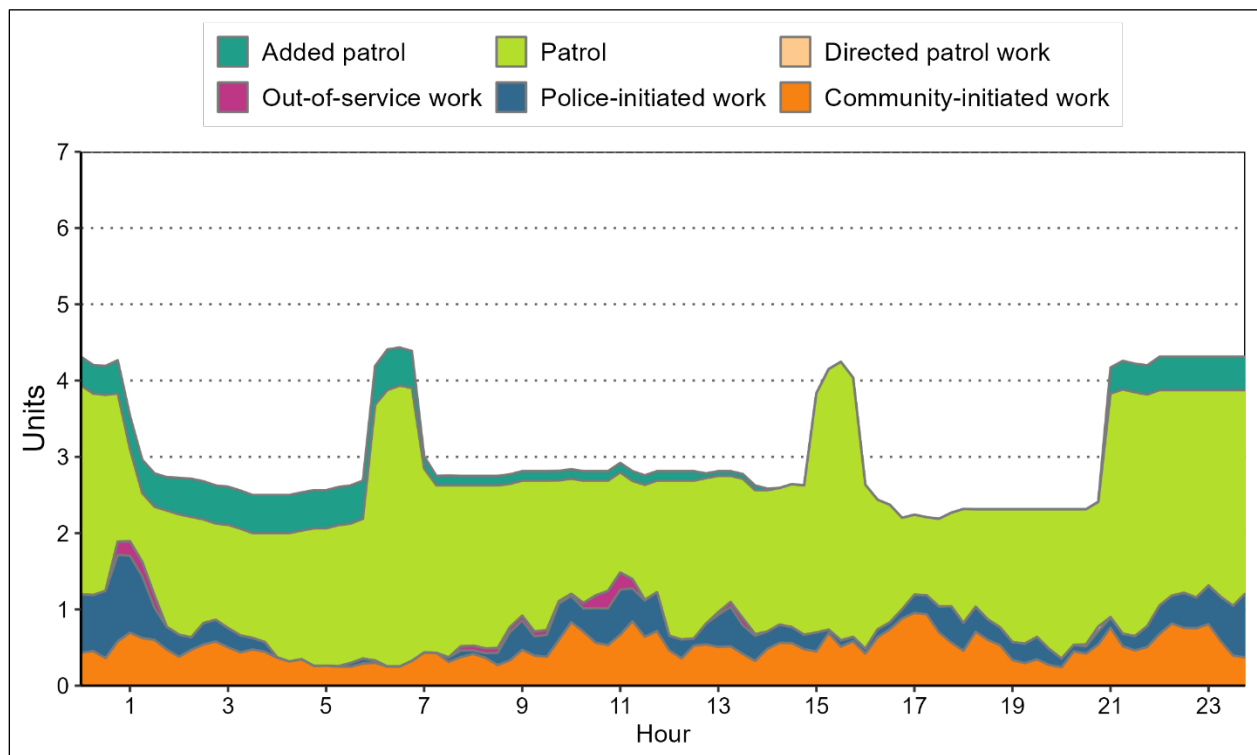


FIGURE 7-21: Deployment and All Workload, Weekdays, Summer

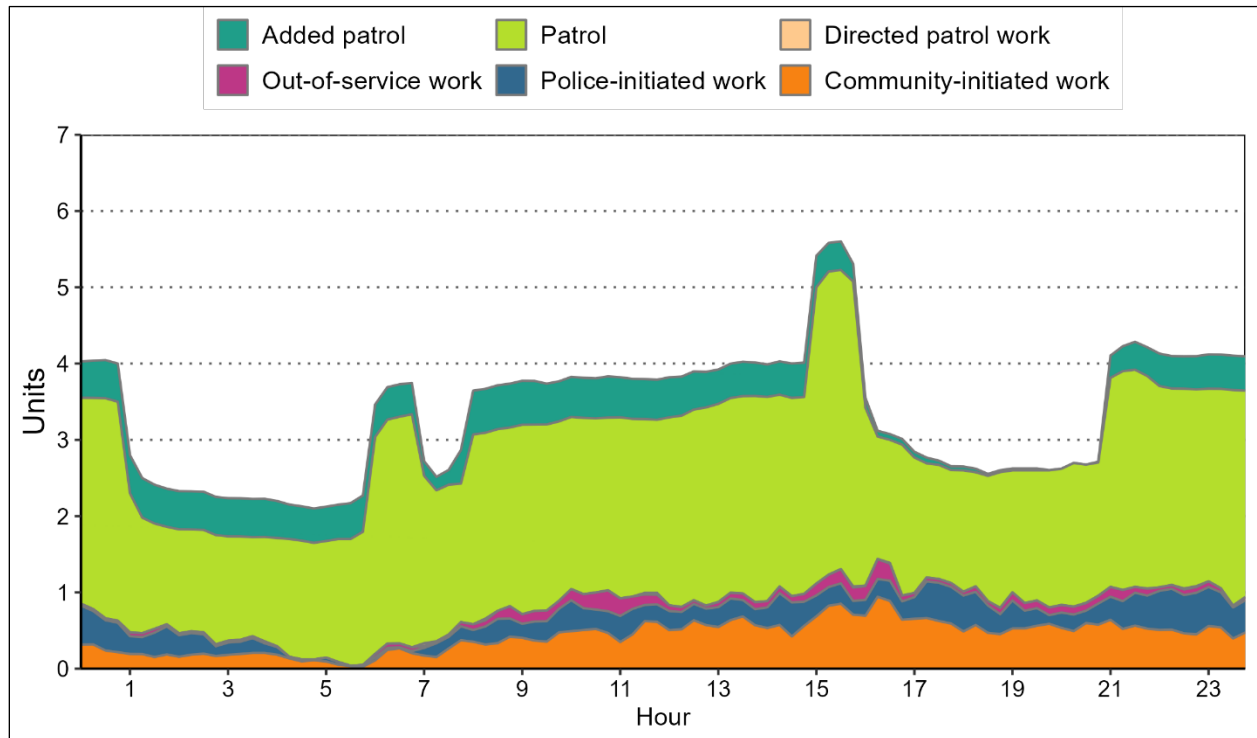
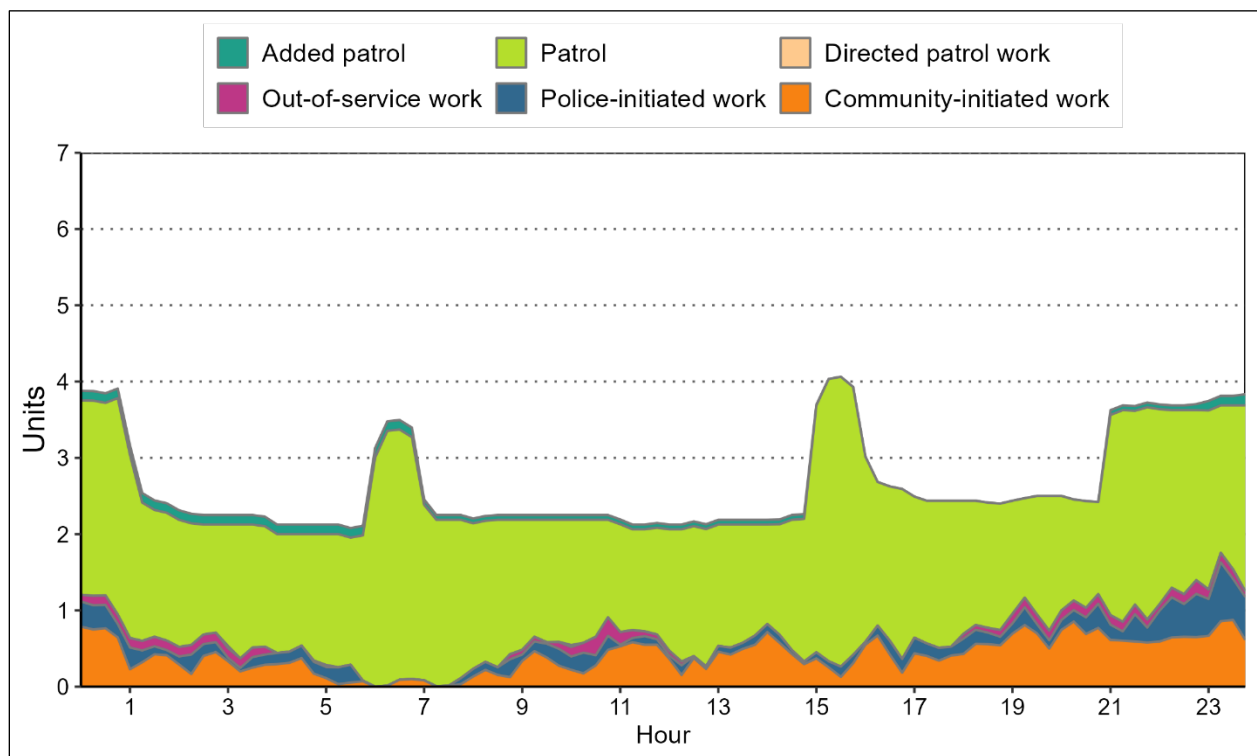


FIGURE 7-22: Deployment and All Workload, Weekends, Summer



Note: Figures 7-19 to 7-22 show deployment along with all workloads from community-initiated calls, police-initiated calls, directed patrol work, and out-of-service work.

Observations:

Winter:

- Community-initiated work:
 - Average community-initiated workload was 0.5 units per hour during the week and 0.5 units per hour on weekends.
 - This was approximately 14 percent of hourly deployment during the week and 17 percent of hourly deployment on weekends.
- All work:
 - Average workload was 1.0 units per hour during the week and 0.8 units per hour on weekends.
 - This was approximately 25 percent of hourly deployment during the week and 27 percent of hourly deployment on weekends.

Summer:

- Community-initiated work:
 - Average community-initiated workload was 0.4 units per hour during the week and 0.4 units per hour on weekends.
 - This was approximately 13 percent of hourly deployment during the week and 15 percent of hourly deployment on weekends.
- All work:
 - Average workload was 0.8 units per hour during the week and 0.6 units per hour on weekends.
 - This was approximately 23 percent of hourly deployment during the week and 24 percent of hourly deployment on weekends.

FIGURE 7-23: Percentage of Workload, Weekdays, Winter

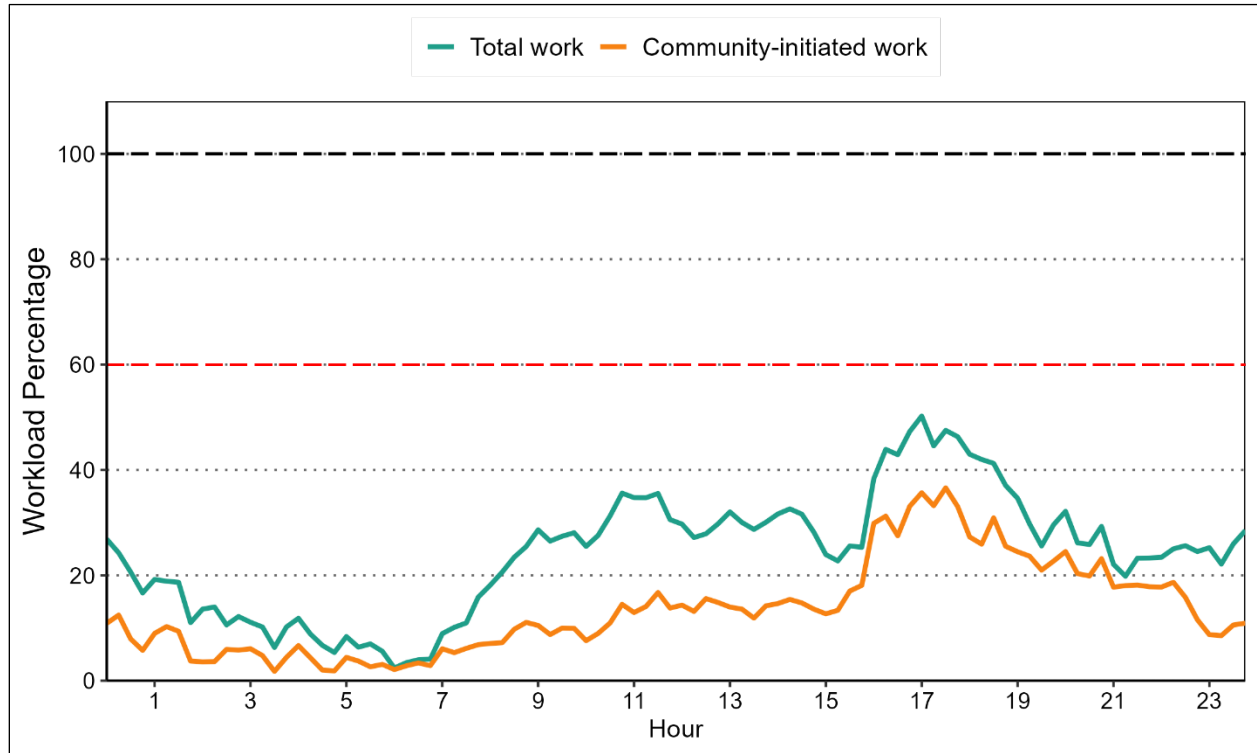


FIGURE 7-24: Percentage of Workload, Weekends, Winter

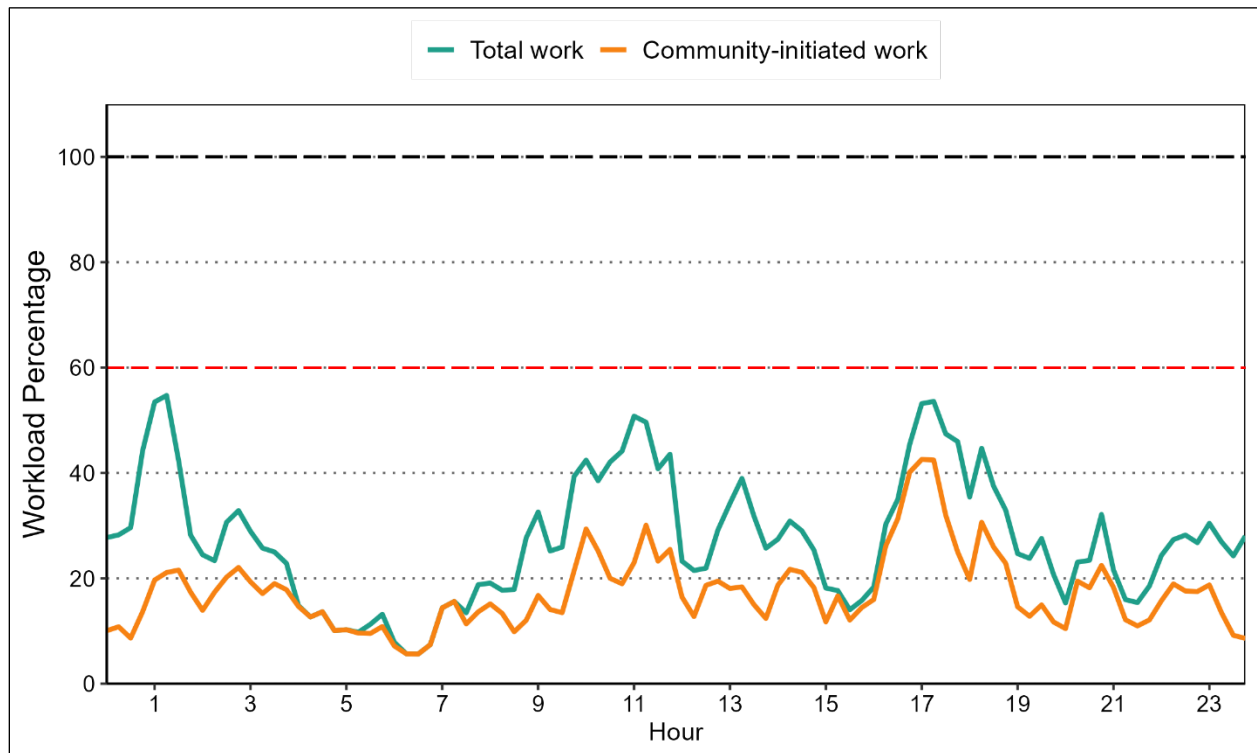


FIGURE 7-25: Percentage of Workload, Weekdays, Summer

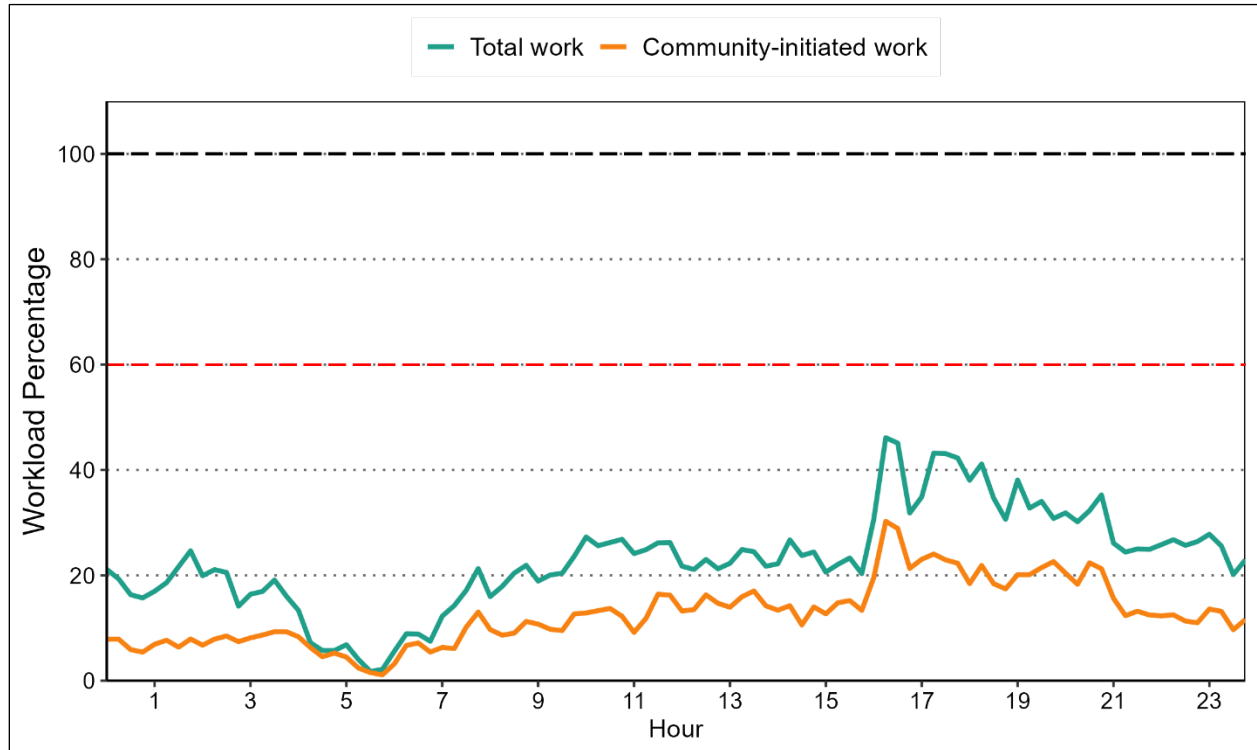
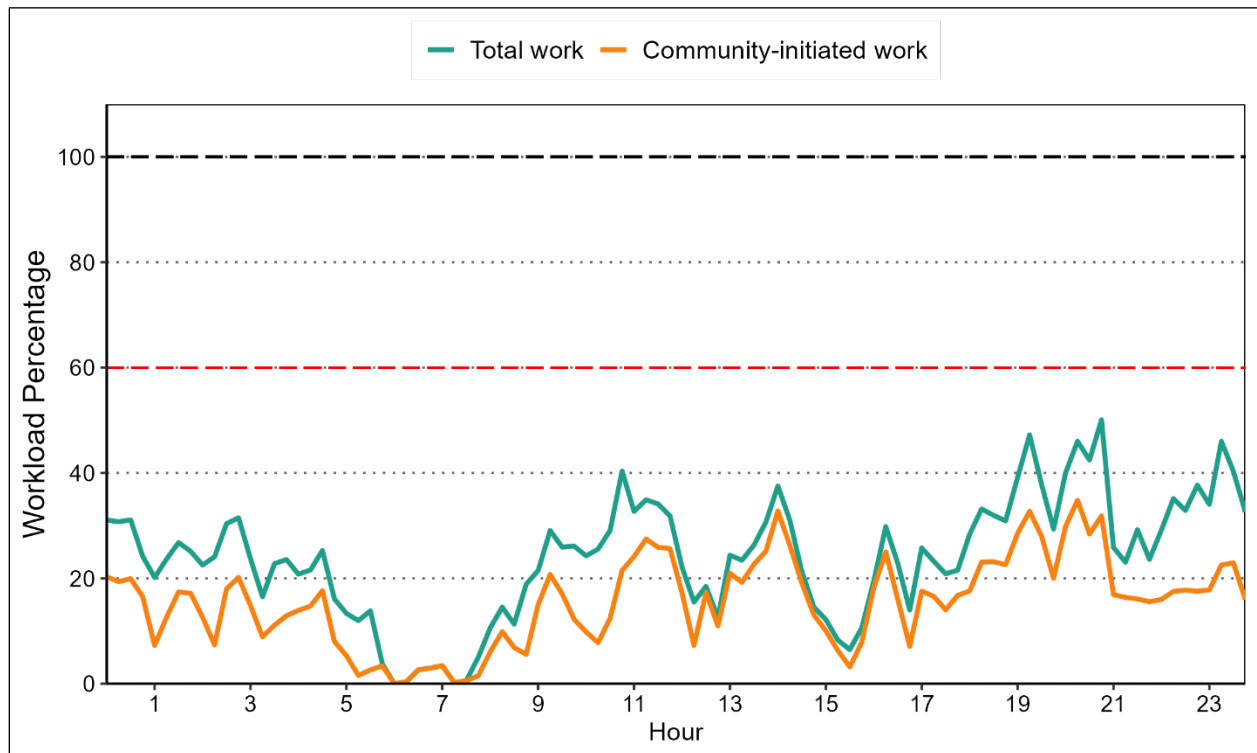


FIGURE 7-26: Percentage of Workload, Weekends, Summer



Observations:

Winter:

- Community-initiated work:
 - During the week, the workload reached a maximum of 37 percent of deployment between 5:30 p.m. and 5:45 p.m.
 - On weekends, the workload reached a maximum of 43 percent of deployment between 5:00 p.m. and 5:30 p.m.
- All work:
 - During the week, the workload reached a maximum of 50 percent of deployment between 5:00 p.m. and 5:15 p.m.
 - On weekends, the workload reached a maximum of 55 percent of deployment between 1:15 a.m. and 1:30 a.m.

Summer:

- Community-initiated work:
 - During the week, the workload reached a maximum of 30 percent of deployment between 4:15 p.m. and 4:30 p.m.
 - On weekends, the workload reached a maximum of 35 percent of deployment between 8:15 p.m. and 8:30 p.m.
- All work:
 - During the week, the workload reached a maximum of 46 percent of deployment between 4:15 p.m. and 4:30 p.m.
 - On weekends, the workload reached a maximum of 50 percent of deployment between 8:45 p.m. and 9:00 p.m.

RESPONSE TIMES

We analyzed the response times to various types of calls, separating the duration into dispatch delay and travel time, to determine whether response times varied by call type. Response time is measured as the difference between when a call is received and when the first unit arrives on scene. This is further divided into dispatch processing time and travel time. Dispatch processing time is the time between when a call is received and when the first unit is dispatched. Travel time is the remaining time until the first unit arrives on scene.

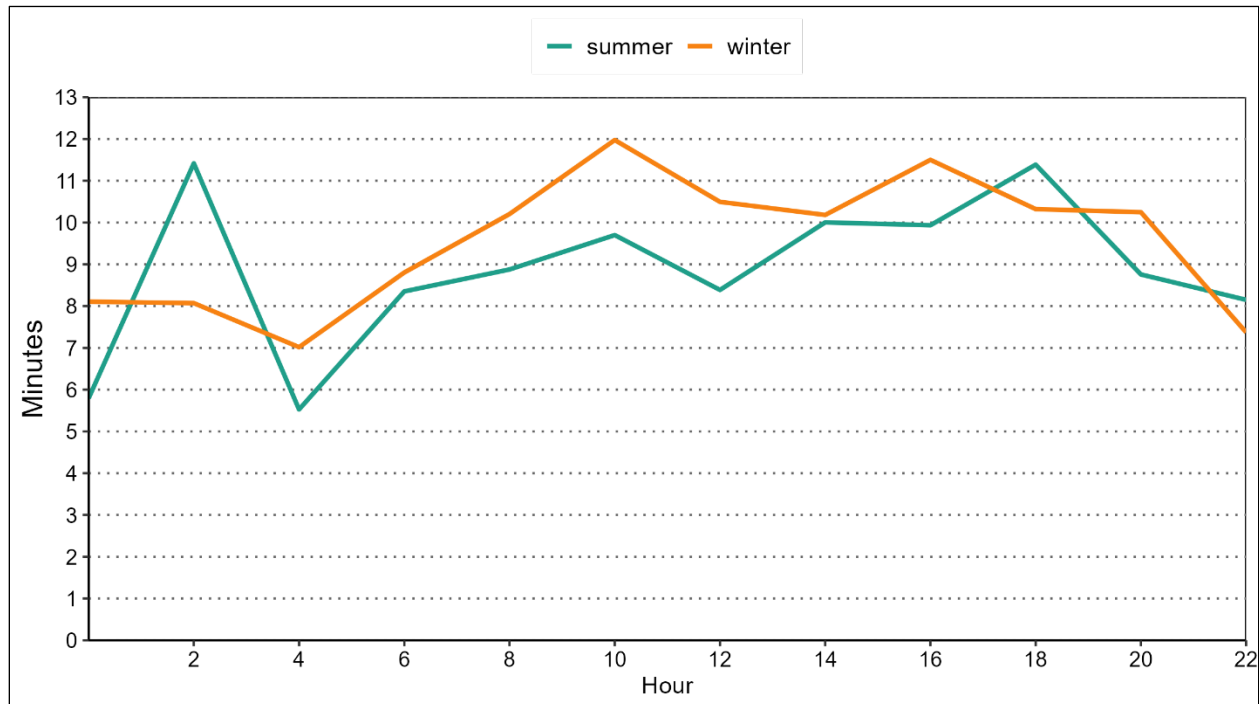
We begin the discussion with statistics that include all calls combined. We started with 1,829 calls for winter and 1,987 calls for summer. We limited our analysis to community-initiated calls, which amounted to 794 calls for winter and 938 calls for summer. Also, we removed calls lacking a recorded arriving unit, calls at headquarters, and calls outside Indianola. We were left with 376 calls in winter and 439 calls in summer for our analysis. For the entire year, we began with 12,119 calls and limited our analysis to 5,560 community-initiated calls. With similar exclusions, we were left with 2,673 calls (approximately 52 percent of 5,560 community-initiated calls lacked a recorded arrival time).

Our analysis examines the difference in response to all calls by time of day (in two-hour increments) and compares the winter and summer periods. We then present a brief analysis of response time for high-priority calls.

All Calls

This section looks at all calls in winter and summer. In addition to examining the differences in response times by both time of day and season, we show differences in response times by category.

FIGURE 7-27: Average Response Time by Time of Day, Winter and Summer



Note: The average response time is calculated every two hours based on a limited number of calls.

Observations:

- Average response times varied significantly by the hour of the day.
- In winter, the longest response times were between 1:00 p.m. and 2:00 p.m., with an average of 13.4 minutes.
- In winter, the shortest response times were between 5:00 a.m. and 6:00 a.m., with an average of 5.4 minutes.
- In summer, the longest response times were between 2:00 a.m. and 3:00 a.m., with an average of 12.2 minutes.
- In summer, the shortest response times were between 5:00 a.m. and 6:00 a.m., with an average of 4.2 minutes.

FIGURE 7-28: Average Response Time by Category, Winter

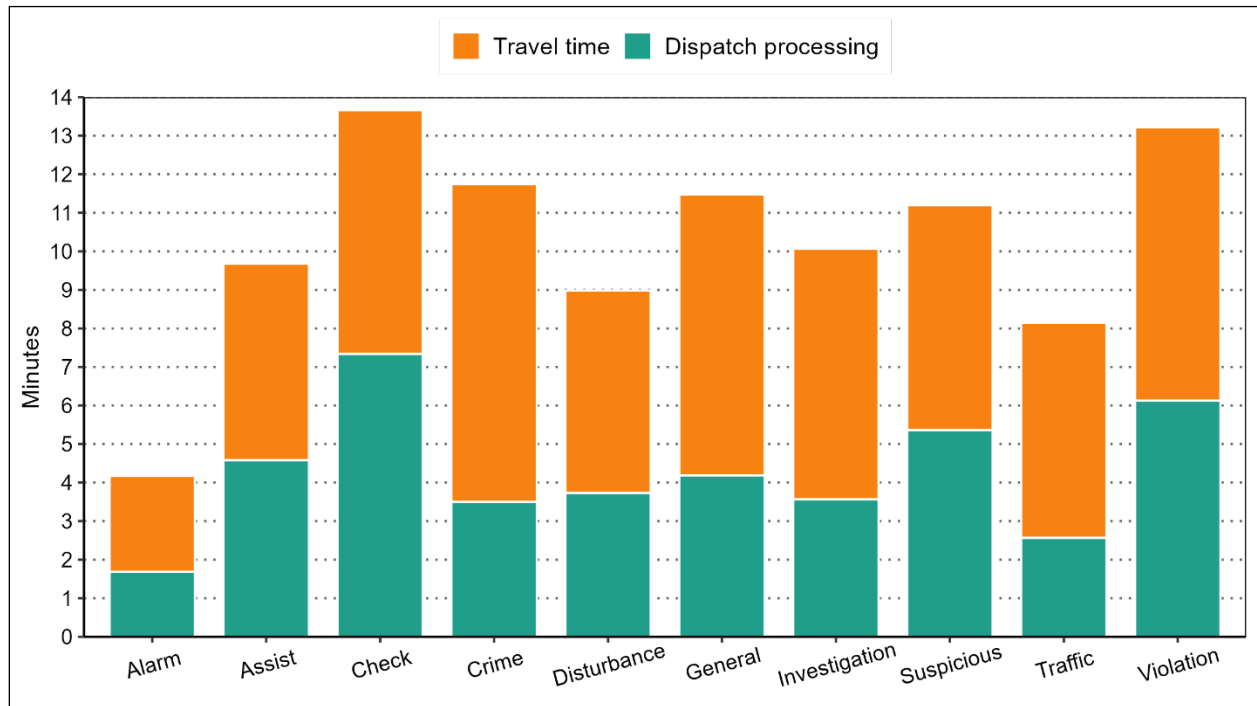


FIGURE 7-29: Average Response Time by Category, Summer

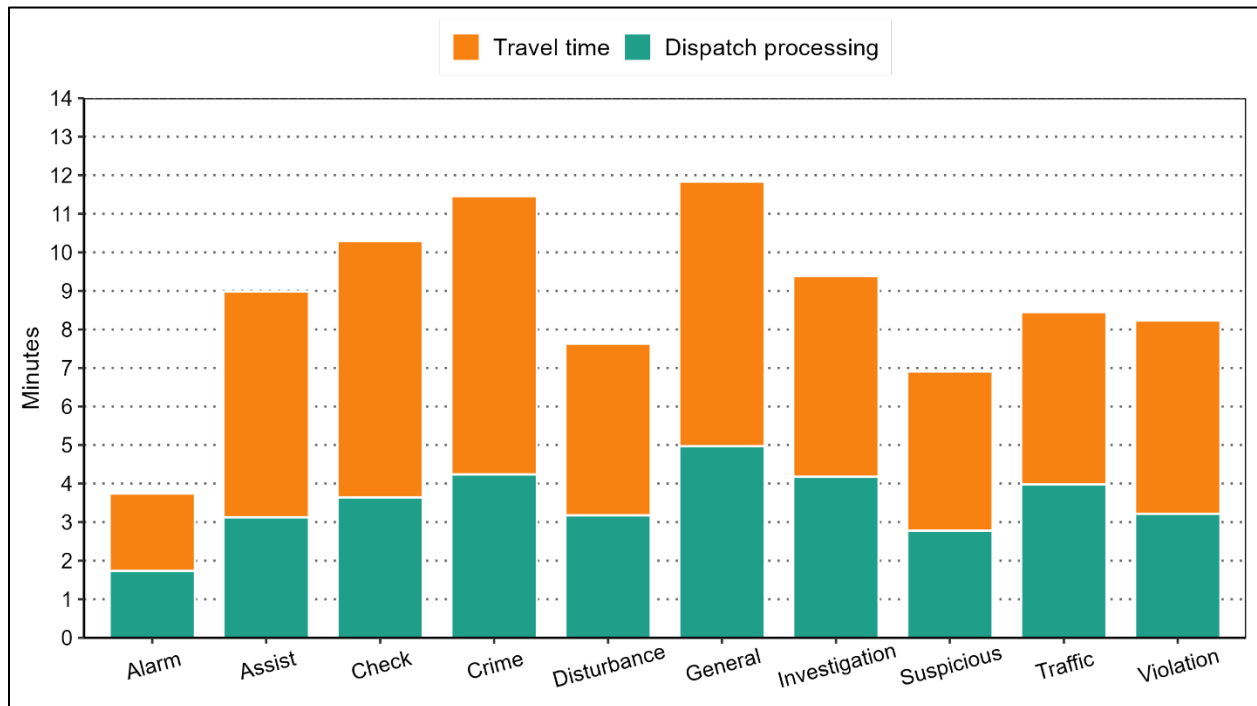


TABLE 7-16: Average Response Time Components, by Category

Category	Winter				Summer			
	Minutes			Count	Minutes			Count
	Dispatch	Travel	Response		Dispatch	Travel	Response	
Accident	2.5	4.4	6.9	31	3.3	4.4	7.7	52
Alarm	1.7	2.5	4.2	26	1.7	2.0	3.7	40
Animal call	4.2	6.7	10.8	7	6.3	8.8	15.1	11
Assist – medical & fire	1.8	4.7	6.5	43	1.3	4.8	6.1	40
Assist – other	7.6	5.5	13.1	40	5.0	6.9	12.0	38
Check	7.3	6.3	13.7	26	3.6	6.6	10.3	35
Civil problem	3.1	11.4	14.6	7	5.6	6.3	11.8	11
Crime against persons	2.8	8.1	10.9	26	5.6	6.9	12.5	26
Crime against property	3.4	8.5	11.9	38	3.5	7.2	10.7	49
Crime against society	5.0	7.9	12.8	13	4.1	8.4	12.4	10
Disturbance	3.7	5.3	9.0	30	3.2	4.5	7.6	18
Investigation	3.6	6.5	10.1	17	4.2	5.2	9.4	21
Juvenile call	4.4	5.3	9.7	7	2.4	5.8	8.1	4
Mental health	5.0	7.3	12.3	15	3.7	6.3	10.1	26
Miscellaneous	2.3	3.8	6.0	3	9.4	7.5	16.9	5
Suspicious incident	5.4	5.8	11.2	13	2.8	4.1	6.9	21
Traffic enforcement	2.6	6.9	9.5	27	5.6	4.7	10.2	24
Violation	6.1	7.1	13.2	7	3.2	5.0	8.2	7
Total Average	3.9	6.1	10.0	376	3.7	5.5	9.2	439

Note: The total average is weighted according to the number of calls per category.

Observations:

- In winter, the average response time was as short as 4 minutes (for alarm calls) and as long as 14 minutes (for check calls).
- In summer, the average response time was as short as 4 minutes (for alarm calls) and as long as 12 minutes (for general noncriminal calls).
- The average response time for crimes was 12 minutes in winter and 11 minutes in summer.

TABLE 7-17: 90th Percentiles for Response Time Components, by Category

Category	Minutes in Winter			Minutes in Summer		
	Dispatch	Travel	Response	Dispatch	Travel	Response
Accident	3.7	6.5	13.0	4.7	7.0	10.8
Alarm	2.2	4.2	5.8	2.6	3.3	5.2
Animal call	7.2	12.6	16.2	17.1	15.7	32.8
Assist – medical & fire	3.5	7.6	9.4	2.2	7.3	8.8
Assist – other	25.0	11.6	29.1	11.5	10.7	25.3
Check	22.6	9.6	33.8	5.6	11.4	16.6
Civil problem	4.2	18.6	21.1	12.3	15.6	22.3
Crime against persons	4.2	15.0	18.0	12.4	17.4	33.0
Crime against property	5.1	35.3	41.1	5.5	13.2	18.4
Crime against society	7.1	19.4	28.2	5.9	17.1	21.6
Disturbance	5.4	8.8	23.7	4.8	5.1	9.0
Investigation	4.1	10.7	19.5	11.4	7.8	16.1
Juvenile call	6.2	10.9	15.1	3.5	8.5	12.0
Mental health	9.5	13.7	22.2	5.6	12.6	16.3
Miscellaneous	2.6	4.7	6.9	25.3	13.7	33.4
Suspicious incident	12.4	14.1	24.9	3.9	7.9	10.9
Traffic enforcement	4.0	15.9	19.0	14.3	9.8	20.0
Violation	0.0	0.0	0.0	2.1	2.6	4.7
Total Average	14.1	13.8	27.3	5.4	6.7	10.3

Note: A 90th percentile value of 20.9 minutes means that 90 percent of all calls are responded to in fewer than 20.9 minutes. For this reason, the columns for dispatch delay and travel time may not be equal to the total response time.

Observations:

- In winter, the 90th percentile value for response time was as short as 6 minutes (for alarms) and as long as 34 minutes (for checks).
- In summer, the 90th percentile value for response time was as short as 5 minutes (for alarms) and as long as 23 minutes (for general noncriminal calls).

FIGURE 7-30: Average Response Time Components, by Zone

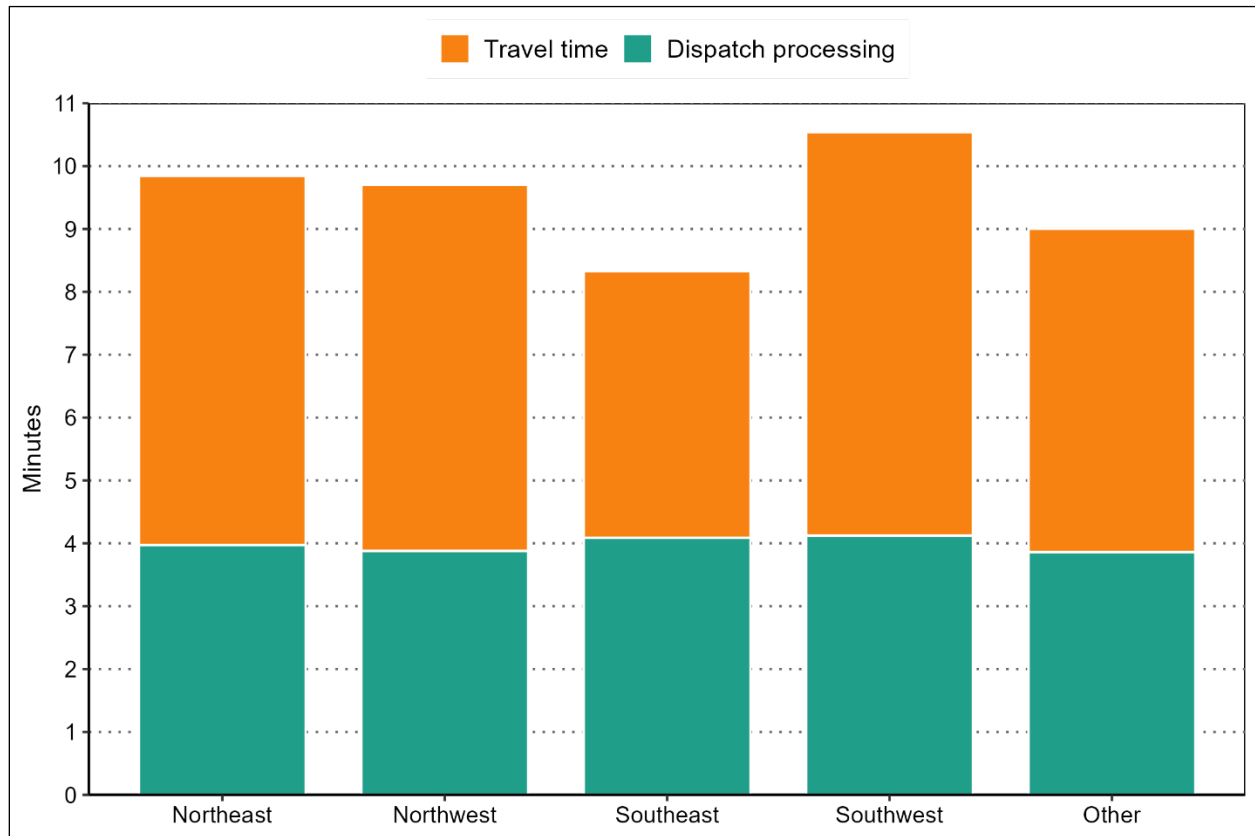


TABLE 7-18: Average Response Time Components, by Zone

Zone	Dispatch	Travel	Response	Calls
Northeast	4.0	5.9	9.8	787
Northwest	3.9	5.8	9.7	904
Southeast	4.1	4.2	8.3	157
Southwest	4.1	6.4	10.5	689
Indianola	7.4	6.1	13.5	30
Unknown	2.9	4.9	7.7	106
Total	4.0	5.9	9.8	2,673

Observations:

- Northwest had the shortest average dispatch time of 3.9 minutes.
- Southeast had the shortest average response time of 8.3 minutes.
- Southwest had the longest average response time of 10.5 minutes.

High-Priority Calls

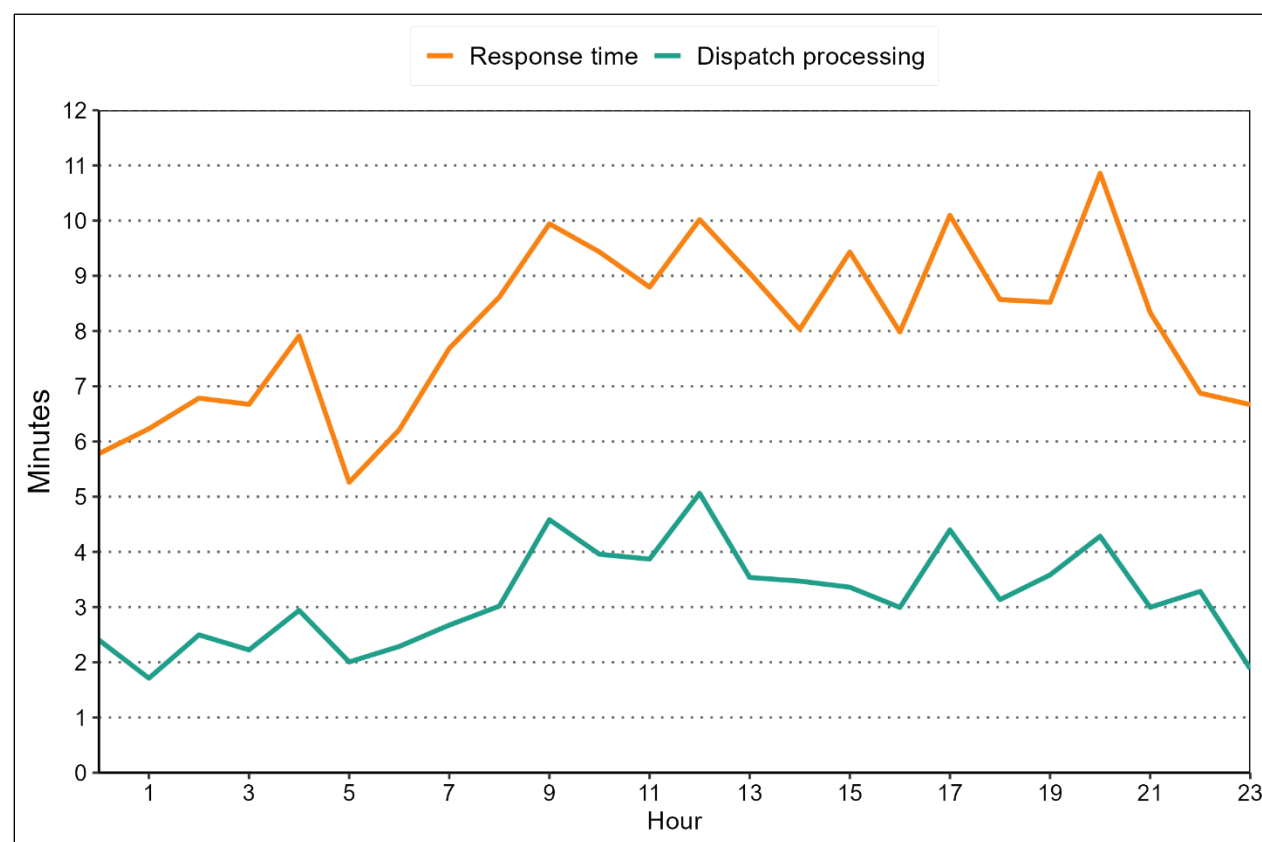
The department assigned priorities to calls, with priority 1 as the highest priority. The following table shows average response times by priority. In addition, we identified injury accidents based on the call description “accident personal injury” to see if these provided an alternate measure for emergency calls.

TABLE 7-19: Average and 90th Percentile Response Times, by Priority

Priority	Minutes			Calls	90th Percentile Response Time, Minutes
	Dispatch	Travel	Response		
1	3.4	5.1	8.4	1,320	15.4
2	4.4	6.3	10.7	769	20.8
3	4.8	7.1	11.9	584	25.9
Total	4.0	5.9	9.8	2,673	19.6
Injury Accident	1.8	3.4	5.1	29	8.5

Note: The total average is weighted according to the number of calls within each priority level.

FIGURE 7-31: Average Response Times and Dispatch Processing for High-priority Calls, by Hour



Observations:

- High-priority calls had an average response time of 8.4 minutes, lower than the overall average of 9.8 minutes for all calls.
- Average dispatch processing was 3.4 minutes for high-priority calls, compared to 4.0 minutes overall.
- For high-priority calls, the longest response times were between 8:00 p.m. and 9:00 p.m., with an average of 10.9 minutes.
- For high-priority calls, the shortest response times were between 5:00 a.m. and 6:00 a.m., with an average of 5.3 minutes.
- The overall average response time for injury accidents was 5.1 minutes, compared to 9.8 minutes average for all calls.
- The average dispatch time for injury accidents (1.8 minutes) was shorter than for all calls (4.0 minutes).

APPENDIX A: CALL TYPE CLASSIFICATION

Call descriptions for the department's calls for service from October 1, 2024, to September 30, 2025, were classified into the following categories.

TABLE 7-20: Call Descriptions by Category

Description	Table Category	Figure Category
ALARM BURGLARY	Alarm	Alarm
ALARM CO		
ALARM FIRE		
ABDOMINAL PROBLEMS	Assist – medical & fire	Assist
ALLERGIC REACTION		
BREATHING PROBLEMS		
CHANGE IN MENTAL STATUS		
CHEST PAIN		
CHOKING		
CPR IN PROGRESS		
DIABETIC		
ELECTRICAL ARCING		
FAINTING		
FALL		
FIRE OTHER		
FIRE STRUCTURE		
FIRE VEHICLE		
FIRE WILD LAND		
GAS LEAK NATURAL / PROPANE		
GASOLINE / HAZARDOUS MATERIAL/ CHEMICAL		
GUNSHOT WOUND		
HEART PROBLEMS		
HEAT EXPOSURE		
HEMORRHAGE		
LACERATION		
LIFT ASSIST		
OVERDOSE		
PENDANT PUSH		
POISONING		
PREGNANCY PROBLEMS		
SEIZURES		
SICK PERSON		
SMOKE INVESTIGATION / SMOKE REPORT		
STROKE		
TRAUMATIC INJURY		
UNCONSCIOUS PATIENT		
ASSISTANCE OF ANY KIND	Assist – other	

Description	Table Category	Figure Category
DEATH NOTIFICATION		
ESCORT		
VOUCHER		
BAR CHECK	Check	Check
BUILDING / PARK CHECK		
SCHOOL SECURITY CHECKS		
VACATION CHECK		
WELFARE CHK		
ABUSE ADULT	Crime against persons	
ABUSE ADULT/CHILD		
ABUSE CHILD		
ARMED (GUN, KNIFE, ETC)		
ASSAULT		
CHILD ENDANGERMENT		
EXTORTION		
HARASSMENT		
IDENTITY THEFT		
KIDNAPPING / FALSE IMPRISONMENT		
SEXUAL ABUSE		
THREATS IN PERSON		
BICYCLE RECOVERED OR STOLEN	Crime against property	Crime
BURGLARY		
BURN BAN VIOLATION/ILLEGAL BURN		
CRIMINAL MISCHIEF		
FRAUDULENT ACTIVITY		
INTERNET CRIMES		
THEFT REPORT		
WANTED PERSON / STOLEN		
DRUG	Crime against society	
FIGHT IN PROGRESS		
INDECENT EXPOSURE		
PORNOGRAPHY		
SEX REGISTRY VIOLATION		
VIOLATION NO CONTACT ORDER		
EXTRA PATROL	Directed patrol	Directed patrol
DISORDERLY CONDUCT	Disturbance	Disturbance
DISPUTE		
DISTURBING THE PEACE AND QUIET		
DOMESTIC DISTURBANCE		
FIREWORKS		
INTOXICATED PERSON		
LOITERING		

Description	Table Category	Figure Category
SOLICITING		
ANIMAL ALL BUT DOG	Animal call	General noncriminal
ANIMAL BITE		
ANIMAL DOG		
CIVIL ISSUE	Civil problem	
CIVIL PAPER SERVICE		
COURT ORDERED PROPERTY		
COURT ORDERED PROPERTY RETRIEVAL		
LANDLORD / TENANT		
PARKERS		
STANDBY	Juvenile call	
JUVENILE		
RUNAWAY	Mental health	
MENTAL SUBJECT		
SUICIDAL SUBJECT	Miscellaneous	
AT JAIL		
COMMUNITY TRAINING / OUTREACH		
EQUIPMENT		
INFORMATION		
K9 TRAINING		
MESSAGE FOR DELIVERY		
MISCELLANEOUS		
VEHICLE INSPECTION		
ABANDONED VEHICLE	Investigation	Investigation
ATTEMPT TO LOCATE		
CHILD IN NEED OF ASSISTANCE		
DECEASED PERSON		
FLOCK AGENCY ASSIST		
FLOCK ALERT		
FOLLOW UP		
FOUND PROPERTY		
INCOMPLETE 911		
K9 SEARCH (DRUGS, TRACKING, ETC)		
LITTERING / DUMPING		
LOST PROPERTY		
MISSING ADULT		
MISSING ADULT/CHILD		
MISSING CHILD		
PC SEARCH		
RECOVERED PROPERTY OR VEHICLE		
SEARCH WARRANT		
SUSPICIOUS CHEMICAL ODOR		

Description	Table Category	Figure Category
TOBACCO COMPLIANCE		
UAS MISSION-DRONE		
UNKNOWN PROBLEM		
CHEMICAL ODOR / SUSPICIOUS	Suspicious incident	Suspicious incident
EXPLOSION		
OPEN DOOR		
PROWLER		
SAFE & SOUND TIP		
SHOTS FIRED		
SUSPICIOUS		
ACCIDENT DEER	Accident	Traffic
ACCIDENT HIT AND RUN		
ACCIDENT PERSONAL INJURY		
ACCIDENT PROPERTY DAMAGE		
ACCIDENT UNKNOWN INJURIES		
BROKEN DOWN VEHICLE	Traffic enforcement	
CAR SEAT INSPECTION		
CHASE OF ANY KIND		
DRE		
IMPOUND		
INTOXICATED DRIVER		
LINES DOWN		
PARKING VIOLATION		
ROAD RAGE		
SCHOOL BUS VIOLATION		
SNOW ORDINANCE VIOLATIONS		
SPEED DISPLAY		
TRAFFIC		
TRAFFIC CONTROL		
FLOCK TRAFFIC STOP	Traffic stop	
TRAFFIC STOP		
CITY ORDINANCE VIOLATION	Violation	Violation
TOBACCO VIOLATION		
TRESPASSING		

APPENDIX B: UNIFORM CRIME REPORT INFORMATION

This section presents information obtained from Uniform Crime Reports (UCR) collected by the Federal Bureau of Investigation (FBI). The tables and figures include the most recent information that is publicly available at the national, state, and municipality levels. This includes crime reports for 2015 through 2024, along with clearance rates for 2023 and 2024. *Note: Crime rates are expressed as incidents per 100,000 population.*

TABLE 7-21: Reported Crime Rates in 2023 and 2024, by Municipality

Municipality	State	2023				2024			
		Population	Crime Rates			Population	Crime Rates		
			Violent	Property	Total		Violent	Property	Total
Altoona	IA	22,492	151	1,916	2,067	22,422	143	2,011	2,154
Clinton	IA	24,366	788	2,606	3,394	24,171	360	2,726	3,086
Clive	IA	19,038	252	1,282	1,534	19,124	209	1,166	1,375
Coralville	IA	23,534	140	2,307	2,448	24,033	133	2,064	2,197
Marshalltown	IA	27,366	464	1,981	2,445	27,576	297	1,773	2,071
Newton	IA	15,659	326	1,296	1,622	15,611	384	1,390	1,774
Norwalk	IA	14,852	47	417	465	15,588	109	180	289
Oskaloosa	IA	11,454	253	1,083	1,336	11,419	140	902	1,042
Pella	IA	10,887	83	845	928	10,940	110	951	1,060
Indianola	IA	16,175	241	1,799	2,040	16,104	273	1,472	1,745
Iowa		3,207,004	280	1,441	1,721	3,241,488	238	1,277	1,515
National		336,806,231	380	1,934	2,314	340,110,988	359	1,760	2,119

Note: State and national data are FBI estimates from the Summary Reporting System (SRS), with the dataset last modified on August 5, 2025. Municipality crime data are from Crime in the United States Annual Reports, Table 8.

FIGURE 7-32: Reported Indianola Violent and Property Crime Rates, by Year

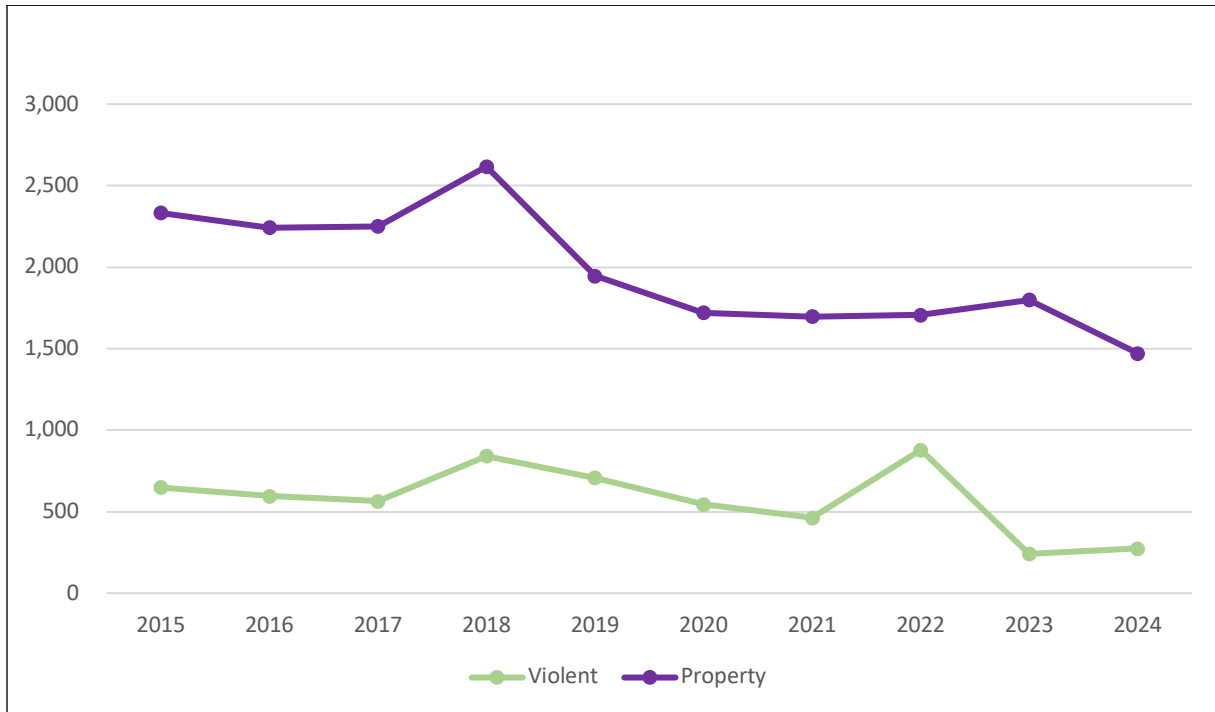


FIGURE 7-33: Reported Indianola and State Crime Rates, by Year

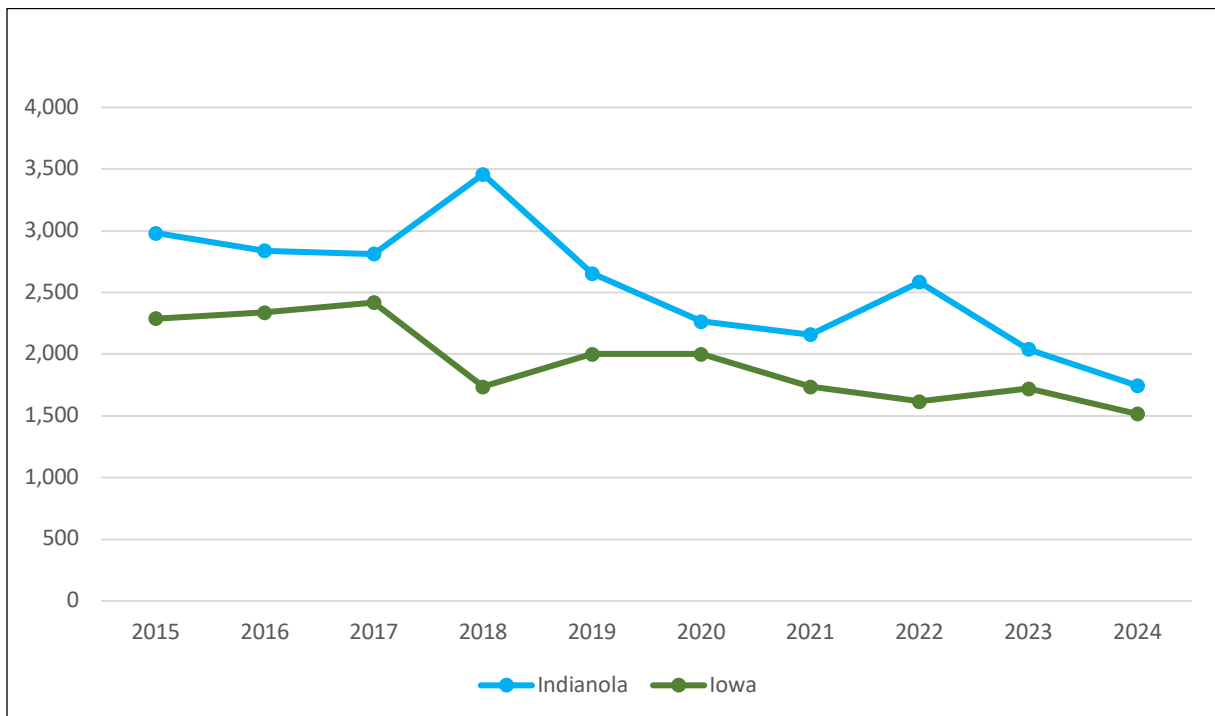


TABLE 7-22: Reported Indianola, Iowa, and National Crime Rates, by Year

Year	Indianola				Iowa				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2015	15,431	648	2,333	2,981	3,153,349	269	2,020	2,289	321,418,820	372	2,481	2,854
2016	15,601	596	2,243	2,840	3,165,023	285	2,054	2,339	323,127,513	387	2,459	2,846
2017	15,953	564	2,250	2,814	3,145,711	293	2,125	2,419	325,719,178	377	2,361	2,738
2018	16,163	841	2,617	3,459	3,148,618	223	1,513	1,736	327,167,434	371	2,245	2,616
2019	16,235	708	1,946	2,654	3,155,070	267	1,734	2,000	328,239,355	364	2,132	2,497
2020	16,154	545	1,721	2,266	3,163,561	303	1,698	2,002	329,484,123	386	1,967	2,353
2021	16,203	463	1,697	2,160	3,197,689	282	1,453	1,736	332,031,554	387	1,832	2,219
2022	15,817	879	1,707	2,586	3,200,517	287	1,331	1,618	333,287,557	389	1,974	2,362
2023	16,175	241	1,799	2,040	3,207,004	280	1,441	1,721	336,806,231	380	1,934	2,314
2024	16,104	273	1,472	1,745	3,241,488	238	1,277	1,515	340,110,988	359	1,760	2,119

Note: State and national data are FBI estimates from the Summary Reporting System (SRS), with the dataset last modified on August 5, 2025.

TABLE 7-23: Reported Indianola, Iowa, and National Crime Clearance Rates, 2023

Crime	Indianola			Iowa			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	1	1	100%	77	73	95%	19,677	11,227	57%
Rape	21	5	24%	1,332	361	27%	131,033	35,147	27%
Robbery	1	0	0%	709	219	31%	220,158	61,660	28%
Aggravated Assault	18	10	56%	6,414	3,621	56%	873,773	405,532	46%
Burglary	27	7	26%	6,809	1,138	17%	819,784	119,125	15%
Larceny	249	77	31%	33,052	7,588	23%	4,394,394	661,446	15%
Vehicle Theft	17	5	29%	5,183	889	17%	1,055,283	88,502	8%

Note: Crime and clearance data are sourced from the FBI Crime Data Explorer (version last updated on October 15, 2025).

TABLE 7-24: Reported Indianola, Iowa, and National Crime Clearance Rates, 2024

Crime	Indianola			Iowa			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	0	0	NA	73	64	88%	16,924	10,061	59%
Rape	10	4	40%	1,175	396	34%	125,354	33,690	27%
Robbery	0	0	NA	600	215	36%	201,294	61,373	30%
Aggravated Assault	27	14	52%	5,874	3,440	59%	842,290	413,538	49%
Burglary	33	8	24%	6,347	1,166	18%	759,043	115,617	15%
Larceny	191	60	31%	30,764	8,047	26%	4,146,760	713,595	17%
Vehicle Theft	13	4	31%	4,290	861	20%	846,233	78,384	9%

Note: Crime and clearance data are sourced from the FBI Crime Data Explorer (version last updated on October 15, 2025).

END

Indianola Police Department Annual report 2025



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A
Message
From
the
Chief

As we reflect on 2025, I am honored to share this annual report with the residents, businesses, and visitors of Indianola. In December 2025, following the retirement of Chief Brian Sher after 31 years, I was humbled to be appointed Chief of Police for the Indianola Police Department. I am grateful for the trust placed in me by the community, City leadership, and the Department. I am proud to serve alongside the dedicated professionals who make up this organization.

The year 2025 was one of significant transitions and progress for the department. We experienced meaningful administrative and personnel changes that strengthened our organizational structure and positioned us for long-term success. Our standards as a department are firmly rooted in Integrity, Dedication, and Professionalism. These values guide every decision we make and every interaction we have. The public should expect—and deserves—every member of the Indianola Police Department to know their job, do their job, and always conduct themselves professionally. This commitment is foundational to maintaining public trust and delivering high-quality police services.

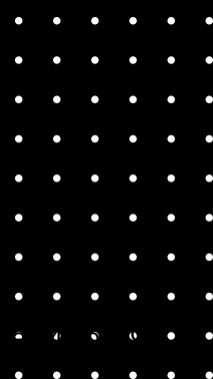
In 2025, we also made substantial investments in technology to enhance efficiency, officer effectiveness, and service delivery. The department began transitioning to updated Computer-Aided Dispatch (CAD) and records management software, along with improvements in mobile dispatching capabilities. These advancements will allow our officers and staff to access critical information more efficiently, improve reporting accuracy and better support real-time decision-making in the field, ultimately benefiting the community we serve.

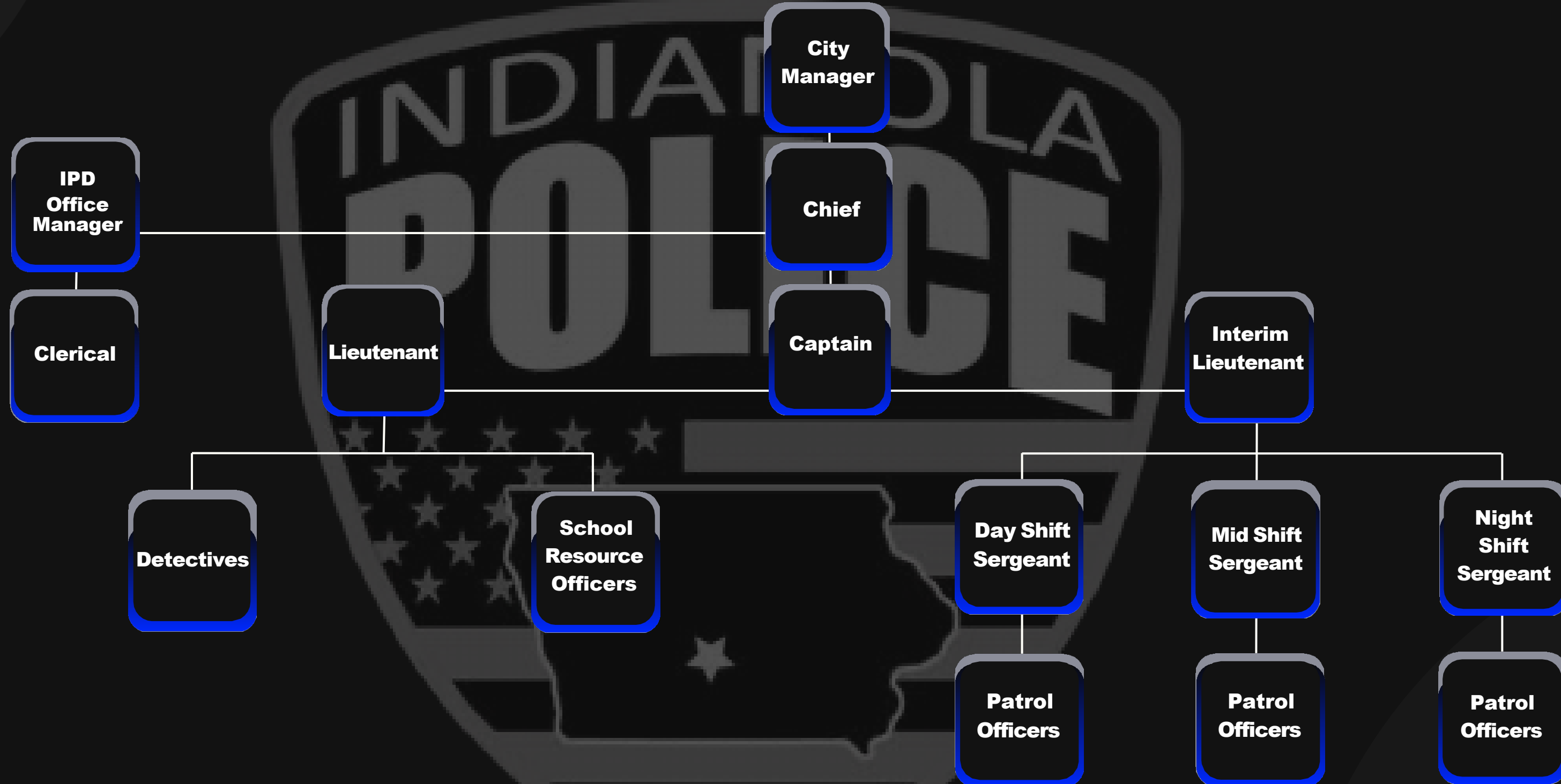
Staffing and resource planning remained a priority throughout the year. The department worked closely with City leadership through the CPSM staffing study to evaluate current and future needs, ensuring our staffing levels and deployment strategies align with community expectations and service demands. Additionally, careful budget preparation focused on responsible stewardship of taxpayer resources while maintaining our ability to recruit, train, and equip our personnel at a high standard.

All of these efforts—organizational change, technological advancements, thoughtful staffing and budgeting, —are driven by a single purpose: to provide exceptional police services while working collaboratively with our community. As we move forward, the Indianola Police Department remains committed to innovation, accountability, and service, ensuring Indianola continues to be a safe and welcoming place to live, work, and visit. Thank you for your continued support of the Indianola Police Department.

Respectfully,

Rob Hawkins Chief of Police





Integrity, Professionalism, Dedication.



Integrity, Professionalism, Dedication.



In Fall 2025, Lt. Largesse was placed in command of the Investigations Division. The Investigations Division is made up of two detectives working on general crimes and one detective assigned to work on narcotics cases. General crime detectives investigate cases to include crimes against persons, crimes against property, special victims' cases, and more. Det. Nicole Brown and Det. Josh Temple are assigned as general crimes detectives and Det. Michael Babcock is assigned to the Warren County Drug Task Force as a full-time investigator. He primarily focuses on narcotics investigations, but will assist the general crimes detectives as needed.

In addition to working general crimes, detectives also work on Internet Crimes against Children (ICAC) cases. In 2025, detectives worked on 20 ICAC cases along with investigating 230 general crime cases, which was a major increase from 2024. Case investigations can be complex and take more time than investigations that patrol officers can make and handle during a normal shift. Detectives are tasked with writing preservation letters, subpoenas and search warrants as needed to help bring a case to closure.

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Detectives are also responsible for all evidence held at the Police Department. They serve as subject matter experts for evidence collection and methods used. The detectives conduct forensic examinations of electronic devices and assist other agencies with their investigations when required. The workflow for cases referred to investigations for follow up is that it is forwarded to the Investigations supervisor for review. Once approved by the Investigations supervisor, the case is assigned to a detective to work or sent back to patrol as needed.



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The Patrol Division is currently made up of 13 officers and is the most visible part of the Indianola Police Department. Patrol officers enforce traffic laws, respond to crime and other calls for service, and proactively engage in activities designed to stop crime.

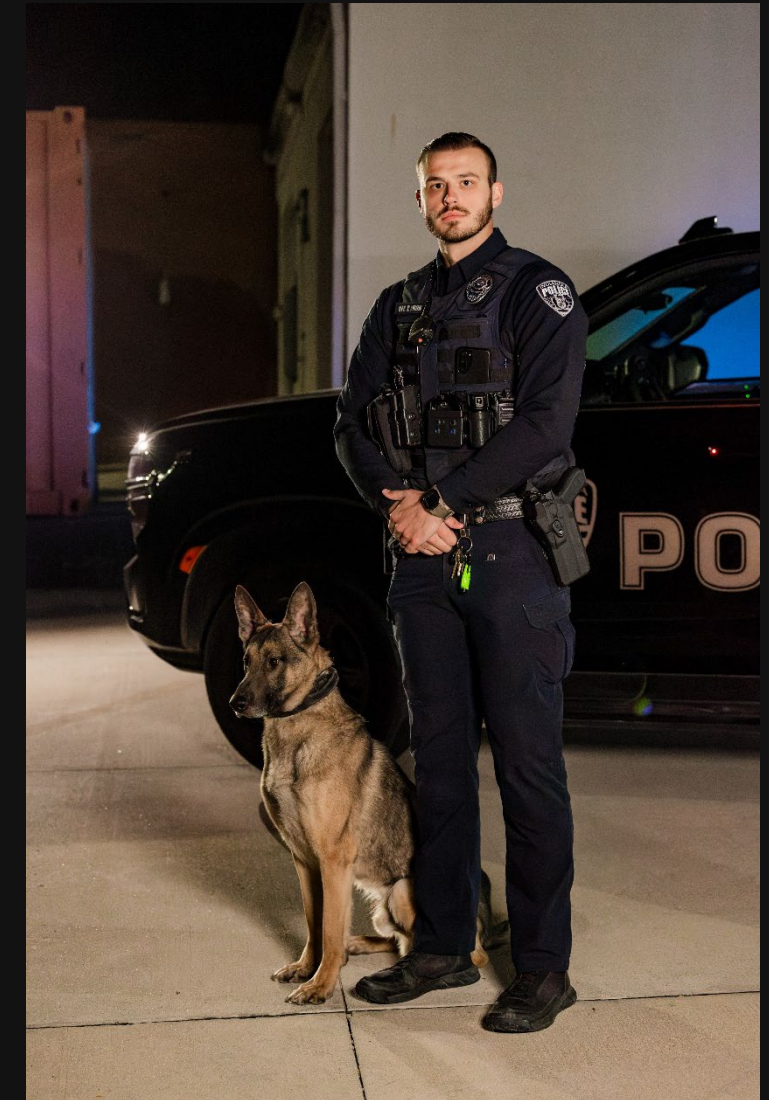
There are three (3) patrol shifts, each one assigned a patrol sergeant. Sgt. Tye Sparks is the day sergeant, Sgt. John Schumacher is the Mid sergeant, and Sgt. Devin Thomas serves as the Night sergeant. In addition to working patrol shifts, the sergeants have additional responsibilities to include checking officer's reports, officer evaluations, alcohol and tobacco compliance, instruction on use of force, and drug recognition/impaired driver recognition.



The day shift is from 6a–4p, the Mid-shift is 3p–1a, and the Nightshift is 9p–7a. Officers assigned to patrol work 5 days on, 4 days off schedule with 10-hour shifts. Officers conduct both self-initiated activities such as traffic stops and calls for service that are dispatched to them. In 2025, officers handled 13,360 calls for service. This number is slightly higher than 2024. OWI enforcement is a priority for the Patrol Division, and in 2025 officers made 85 OWI related arrests. It is noteworthy that our Patrol Division operated at less than full staffing for a majority of the year.



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Integrity, Professionalism, Dedication.



Integrity, Professionalism, Dedication.





During 2025, Indianola police officers conducted 2,306 hours of training. This was a decrease of 101 hours of training from 2,407 hours of training in 2024. This number includes both in-house training as well as external training events. Every current officer exceeded the State of Iowa mandatory minimum 12-hour training requirements, averaging 115 hours of training per officer.

Some of the internal in-service training that officers instructed on include firearms practical and firearm qualifications, defensive tactics training, baton use, OC spray training, and active threat response.

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K9 Kilo was born July 14th, 2021, in Krzucz, Poland. He is a half German Shephard and half Belgian Malinois. Kilo has a strong drive, and great temperament. Officer Trey Nixon is our K9 handler. When off duty, K9 Kilo lives with Ofc. Nixon.

Below are Officer Nixon and Kilo's statistics for 2025. They are a great team!

2025 K9 Enforcement Statistics

- Misdemeanors: 40
- Felonies: 18
- Firearms seized: 5
- Drug Related Charges As Team: 58
- Total Meth Seized: 32.1g (1.12 OZ)
- Total Marijuana Seized: 354.2.5g (12.42 OZ)
- Total Cocaine Seized: 2.0g
- Total Heroin/Fentanyl Seized: 2.0g
- Other Seized: Ecstasy, THC vapes
- 29 Traffic Stop Deployments: 23 Alerts

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In partnership with the Indianola School District, we have a School Resource Officer Program. The SRO program is in its 7th year. Officer Jay Hackett is in his seventh year and is assigned to the Indianola High School while Officer Ross Marshall is in his second year and is assigned to the Indianola Middle School.

Lt. Rick Largesse supervises the SRO program. SRO Hackett has completed the Basic SRO Course as well as advanced SRO training. In addition, Officer Hackett is an ALICE instructor (Alert, Lockdown, Inform, Counter, Evacuate), a state certified firearms and defensive tactics instructor.

SRO Marshall has completed the Basic SRO course and is slated for the advanced SRO course in June 2026. He is also a certified Drug Abuse Resistance Education (D.A.R.E) instructor and state certified driving instructor. He teaches the D.A.R.E. curriculum to 5th grade students at all 4 ICSD elementary buildings. The curriculum covers topics such as substance abuse, decision making, peer pressure, choices and consequences, bullying and more. Through teaching about these topics prior to students going to Middle School, it provides them with the knowledge, tools and awareness to make good choices!

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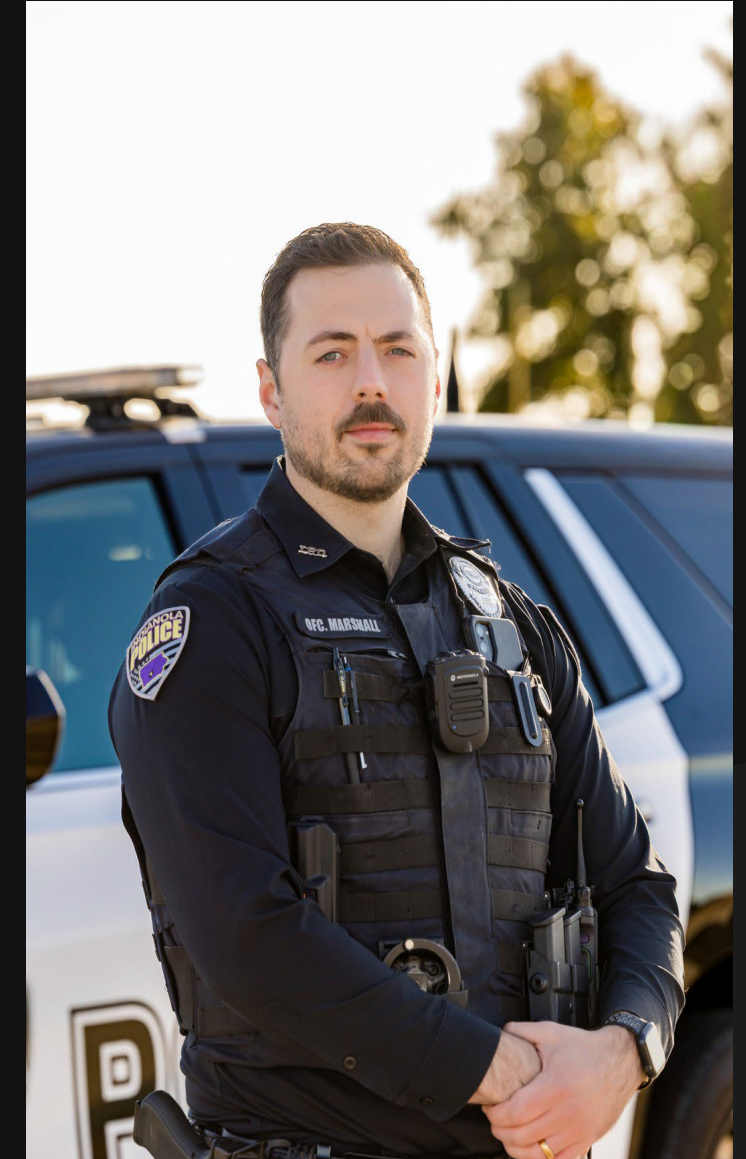




The Indianola Police Department's partnership with the Indianola Community Schools is strong and continues to evolve. The joint goal of the SRO program is to provide a safe learning environment for all ICSD students and staff. Our SRO program officers, along with ICSD staff, spend time planning for emergency events, as well providing guidance on a variety of issues related to safety. Almost every youth interaction leads off with a question about whether Officer Hackett or Officer Marshall is working!!

SROs Hackett and Marshall responded to 673 calls for service in 2025. Of the 673 calls SROs Hackett and Marshall responded to, there were only 24 criminal charges filed. Some of the types of calls the SROs handle include harassment, motor vehicle accidents, assaults, parking issues and more.

Most incidents are handled informally with students, parents, and school staff.



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Integrity, Professionalism, Dedication.



In March 2024, the City of Indianola hired a Community Service Officer. This position is a shared position between the Indianola Police Department and Indianola Community Development. Kevin Michels is our CSO and has many responsibilities on a daily basis. He responds to animal calls, animal bites, parking violations, vehicle unlocks, traffic control, serves as a fingerprint tech, and many other duties for the police department. His primary responsibility for Community Development is the enforcement of city code. In 2025, CSO Michels responded to 598 calls for service.

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Integrity, Professionalism, Dedication.



The Indianola Police Department has six (6) non-sworn civilian staff. The Clerical Division is supervised by Administrative Assistant/Office Manager Pat Allsup. In addition to her administrative duties, Pat supervises the Clerical staff and the day-to-day operations of the staff.

The Clerical Office is open 24 hours a day to assist residents and visitors, as well as the officers with administrative tasks. Our clerical staff is the first point of contact for citizens when they enter the Police Department and direct them to the appropriate resource(s) needed. Members of the Clerical Division also check Incident reports, Arrest reports for accuracy as well as transmit all applicable reports, paperwork, fingerprints, electronic evidence and more to the Warren County Attorney's Office, the Clerk of Court, Juvenile Court and other agencies as required.

The Clerical Division is also responsible for compliance with outside agencies such as the FBI, the Iowa DCI, the National Crime Information Center system, Iowa HHS and more. Reporting requirements and deadlines are an important component of the Criminal Justice System, and our Clerical Division plays a large role in that.

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In 2024, with the support of the Warren County Attorney's Office, the Special Response Team (SRT) was formed. The SRT is comprised of members from the Indianola Police Department, Warren County Sheriff's Office and the Carlisle Police Department.

Lieutenant Rick Largesse is the team leader of the SRT and is responsible for all the training schedules, operations and every other aspect of this team. Some members of SRT are also negotiators, who work on de-escalating situations. Other officers with part time roles on SRT include Sgt. Tye Sparks, Sgt. Devin Thomas, Det. Josh Temple, and Ofc. Tanner Ortlund.



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This team's responsibilities include search warrant entries, high-risk entries, barricaded subject stand-offs, active violence events and react teams for narcotics buys. SRT trains twice a month utilizing different locations, scenarios and tactics.

In 2025, the SRT participated in 18 training days with each officer assigned to the team receiving 120 hours of training.

The SRT was deployed for 5 different operational function callouts including Joint Agency search warrants, active warrant sweeps, and venue protection.



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Integrity, Professionalism, Dedication.





As part of our 28E with the Metro Advisory Council (MAC), we have one officer assigned to the Metro STAR (Special Tactics and Response) Team. The STAR Team operates in Des Moines, but their services are available to the City of Indianola.

This includes tactical operations, Weapons of Mass Destruction, EOD or bomb squad, K9 support, crisis negotiation members, and training. We pay \$14,000 annually but it serves as an insurance policy if we need specialized services that we can't grow locally. Our officer assigned to STAR trains monthly and is generally on call for one week a month.

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*Photos courtesy of Des Moines PD





IPD launched its Unmanned Aircraft System (UAS) program in June 2022. Since its inception, the UAS program has been useful in a variety of situations. Currently, the department has four drones. One is a DJI Matrice 30T with thermal capabilities, active track, laser range finder, cinematic video quality and 200x digital zoom. The Matrice has a top end speed of approximately 51mph.

In July 2023, IPD acquired a second drone. This drone is a DJI Mavic 3, which is smaller than the Matrice, but it still has thermal image capabilities, tracking, and high-quality video.



During 2025, IPD was awarded a Warren County Philanthropic Grant for two indoor drones to assist with situations requiring indoor flight. These types of missions include barricaded subjects, collapsed structures, active threat events, and others.



During training and real-world air missions, both outdoor drones have been able to be operated at once. This enables us to cover more area and give real-time assistance to officers on the ground quickly.

Our seven (7) FAA Part 107 certified pilots logged 845 minutes (14 hours) of actual flight time between training and real-world air missions. Almost all our UAS missions require some use of thermal imaging, and officers train on its use regularly. The drones can also be programmed to fly grid patterns to reduce the amount of actual piloting so that the pilot can focus on other tasks such as video review, thermal imaging and relaying information.



In 2025, Indianola Police Department pilots conducted 22 real world air missions, including attempts to locate missing subjects, wanted subjects, mental health subjects as well as conduct overwatch flights on SRT and Drug Task Force operations. We also located illegal campsites and aided the Warren County Attorney with site mapping. We were requested by outside agencies 3 times for various air missions



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In 2021, a program was implemented to internally recognize the achievements of officers and clerical staff that go above and beyond normal job performance.

What makes this program unique is that not only can administration nominate someone for a letter of commendation, but fellow officers and staff can do as well.



Several city employees, most with IPD as well others from different agencies, were recognized with a Letter of Commendation from the Chief. Pictured are some photographs of the staff that received letters of commendation for exceeding expectations.

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Integrity, Professionalism, Dedication.





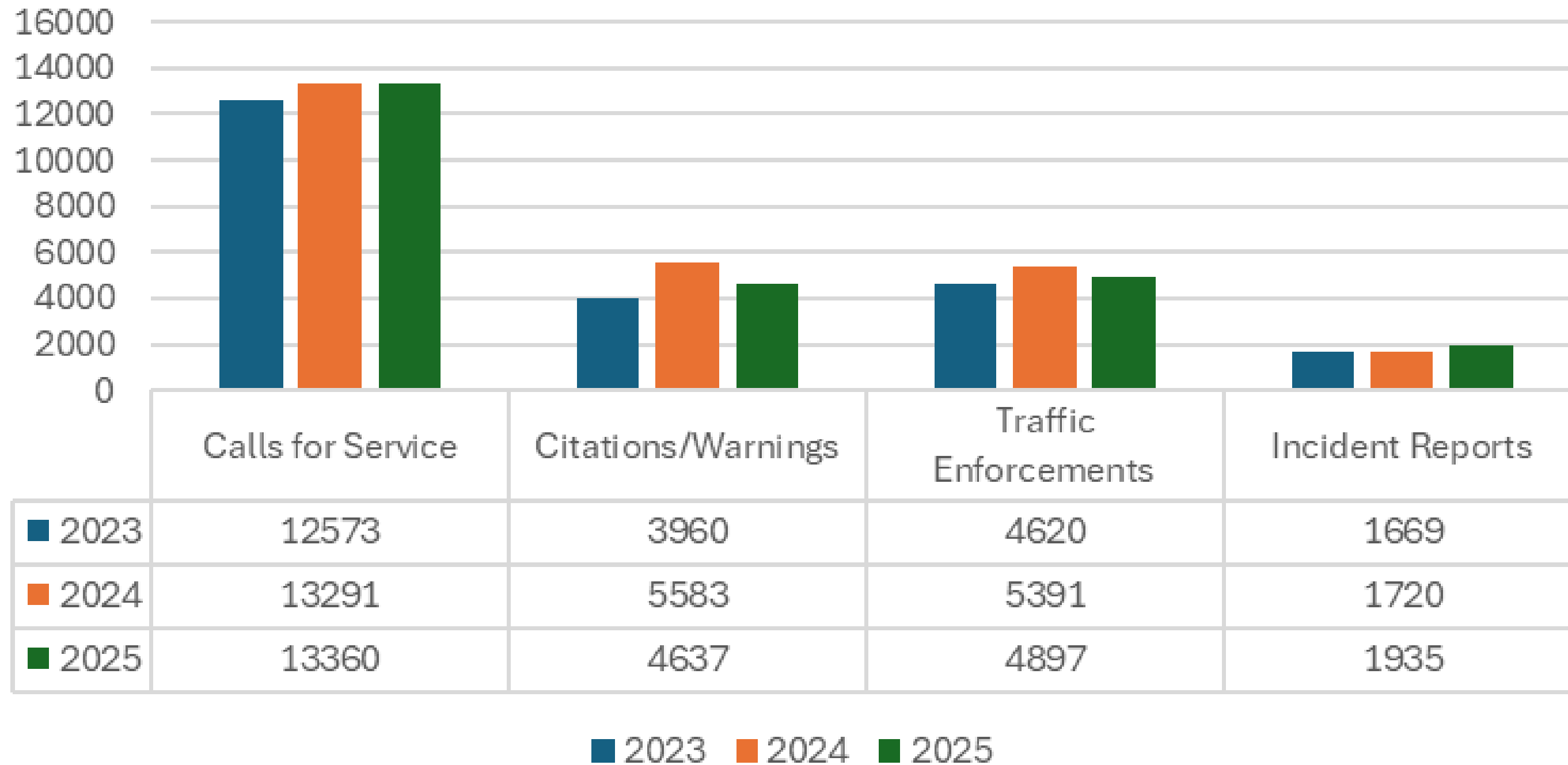
On the upcoming page, you will see IPD statistics comparing last year to the prior two years. I want to highlight some of the percentage differences between 2024 and 2025. As you will see, traffic enforcement decreased from 2024 to 2025 by 9.1%. Written traffic warnings and citations were down by 16.9%, as were OWI arrests by 34%. Despite being lower, all three of those categories were higher than in 2023. Prior to 2023, the department averaged between 50–60 OWI arrests each year. In the last two years, we have aggressively pursued impaired drivers' arrests, with 85 OWI arrests in 2025. We can attribute the lower traffic numbers in 2025 to not being fully staffed for the entire year, with two of the three patrol shifts running short.

Robberies, burglary, assault, criminal mischief, and trespass all decreased in 2025. Theft cases were up 105%, although the bulk of those cases were retail theft arrests arising from new reporting procedures. Controlled substance cases were down 2.8% in 2025, marking an improvement from last year. Having a full-time investigator on the Warren County Drug Task Force as well as K9 Kilo are helping to make a difference in our enforcement efforts related to narcotics.

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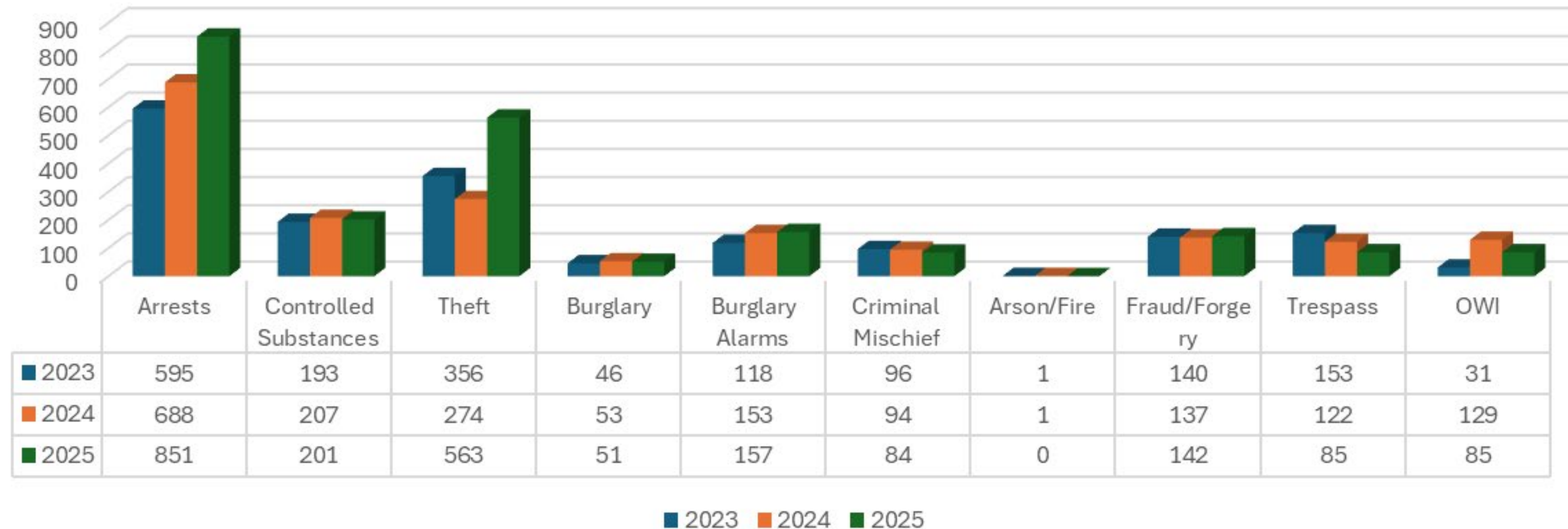
Overall Statistics



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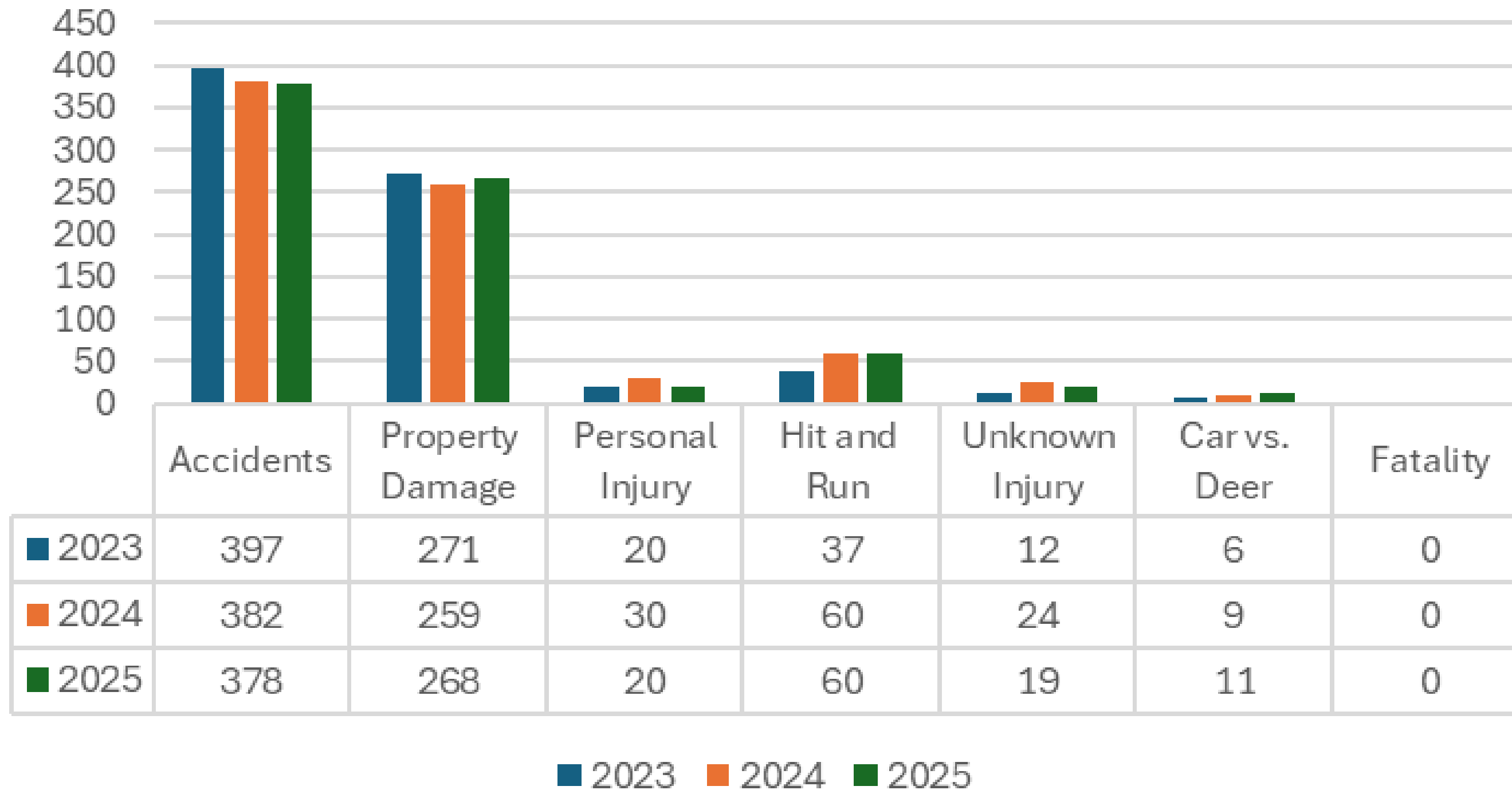
Arrests/Call Type Statistics



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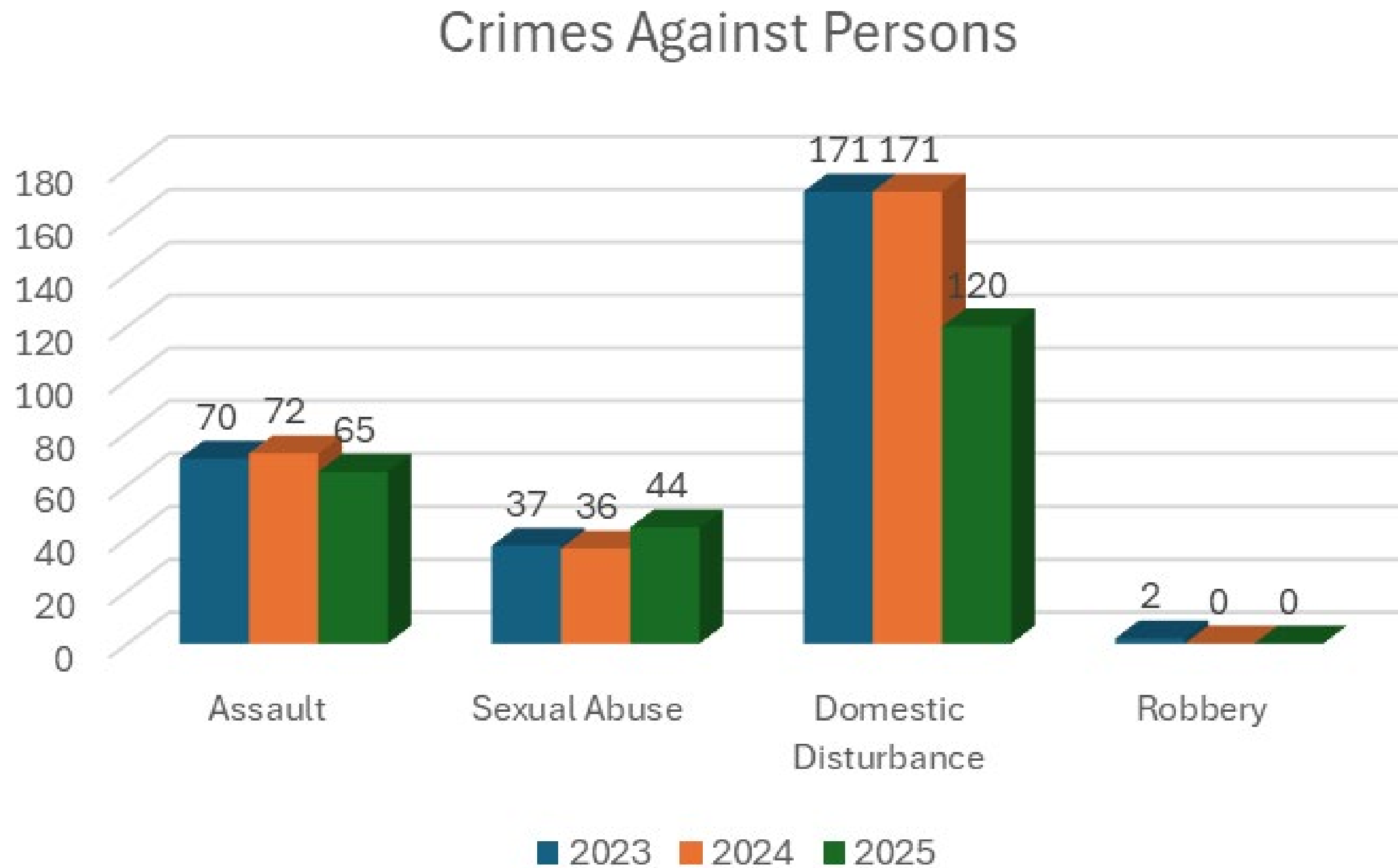


Accident Statistics



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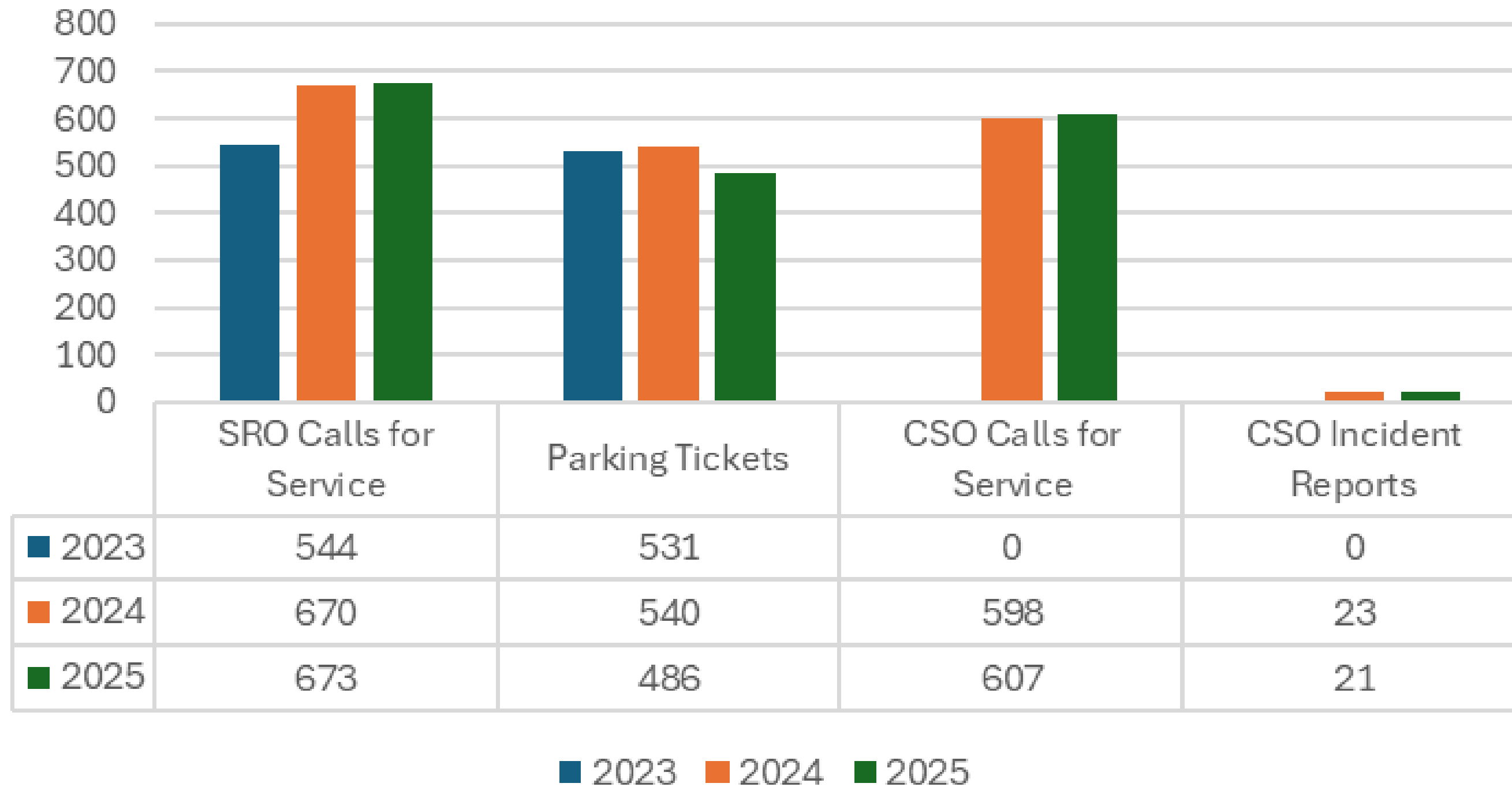




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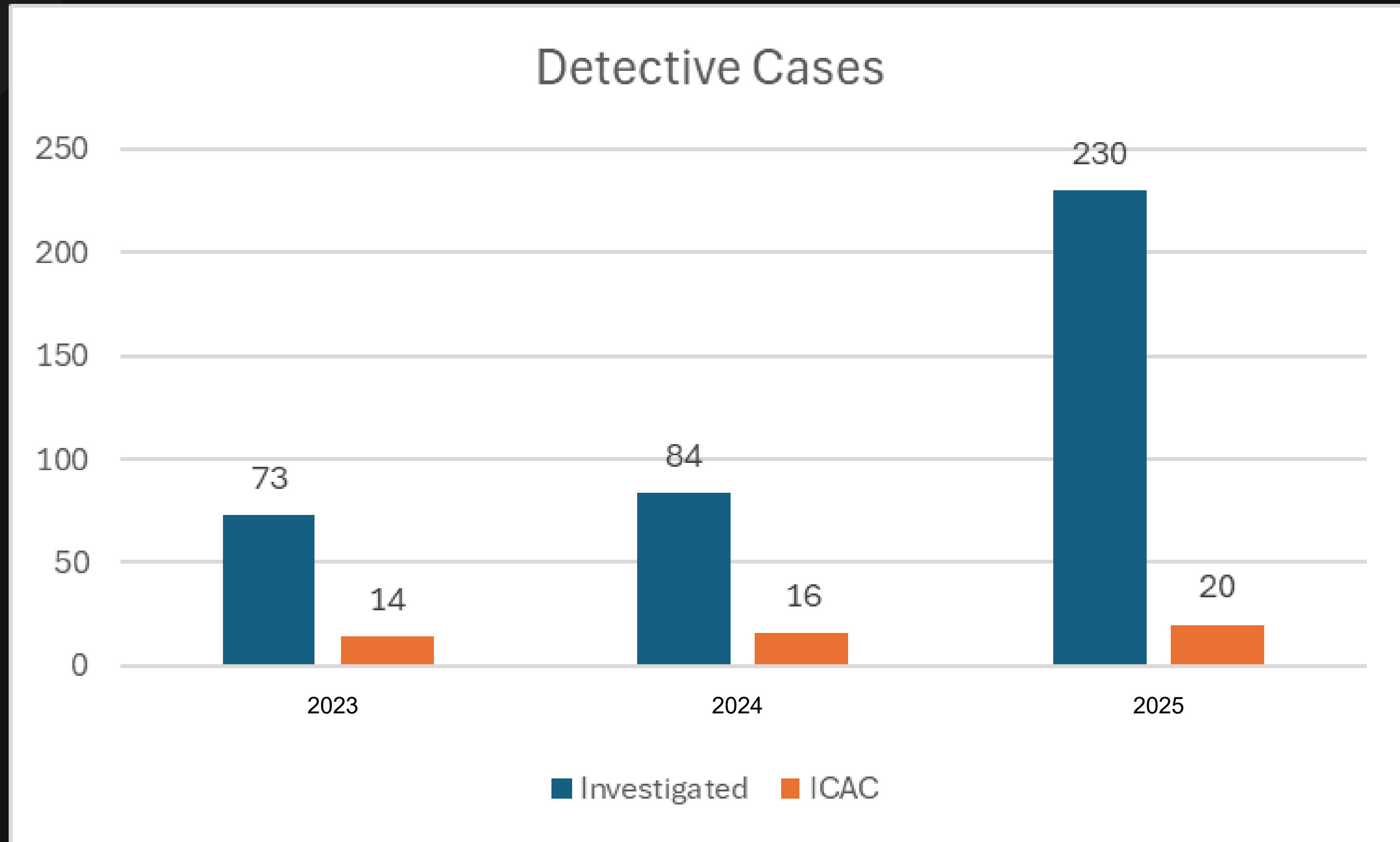


SRO/CSO and Parking Ticket Statistics



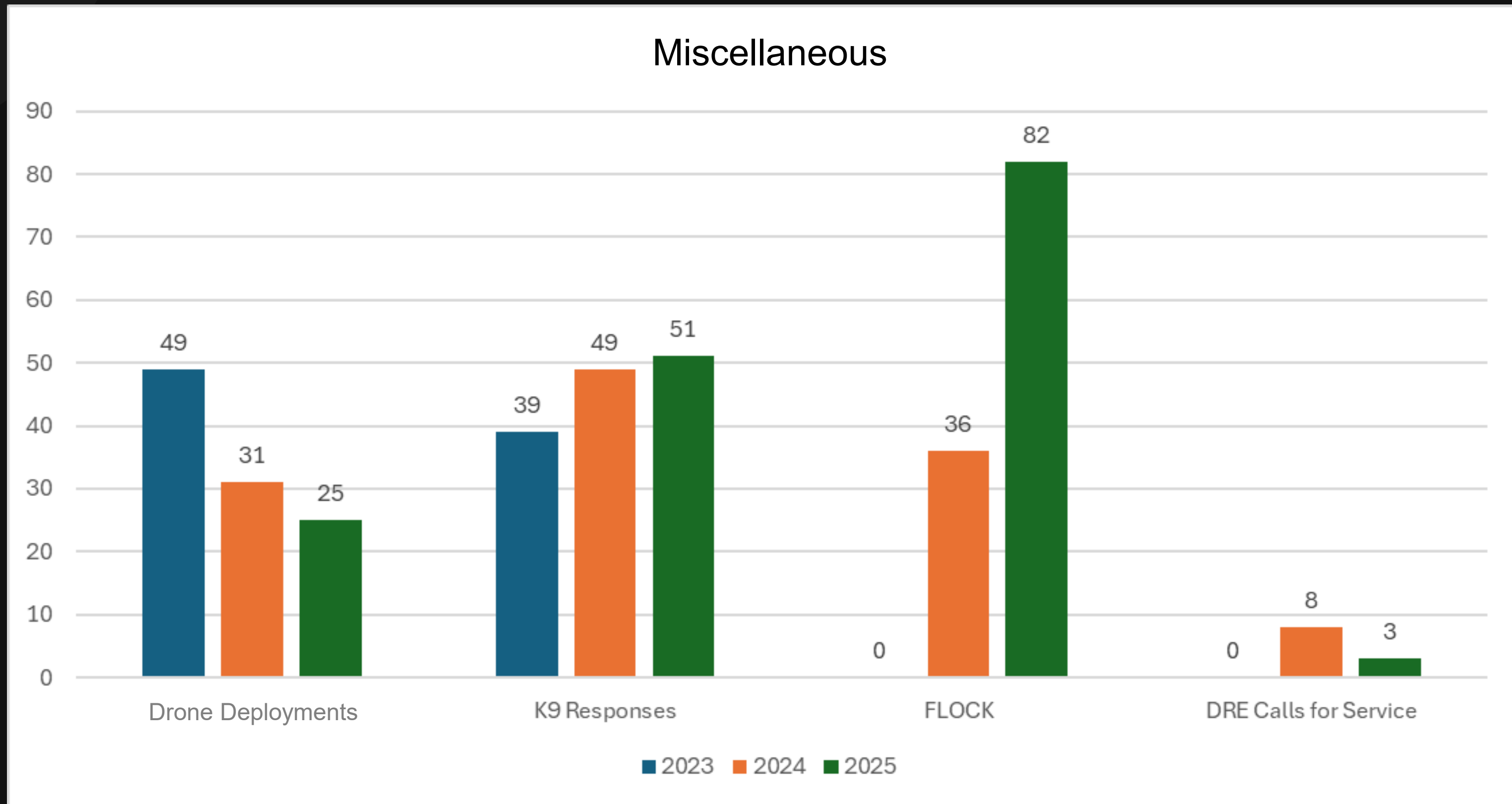
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Integrity, Professionalism, Dedication.





Integrity, Professionalism, Dedication.





As part of our community policing philosophy, IPD developed a non-profit, aptly named the Indianola Police Department Community Outreach Partnership (IPD COP) program. Through generous donations to this program as well as receiving grants, IPD is able to provide community events that help make an impact.



Some of the events we do throughout the year include sponsoring a biscuits and gravy breakfast at American Legion Post 165, with free will donations all going back to the Legion to support military veterans. We also provide holiday meals at Thanksgiving as well as Christmas for local families.

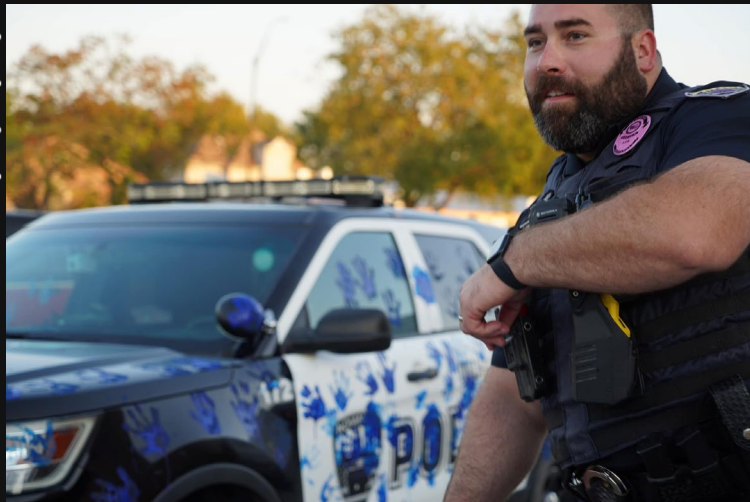


Our biggest event of the year and most attended event is our Elves in Blue event we hold in December. Officers and their families gather at Walmart here in Indianola, and we take local youth shopping for gifts for their families as well as themselves. The goal is to provide a wonderful Christmas season for the family and also to teach others it is better to give than receive!

We cannot thank those that contribute to the IPD COP program enough for all they do to help us make a difference through acts of service.



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Community policing comes in a variety of formats and is adaptive to each community it is directed towards. The needs and responses of Indianola help drive our approach. At IPD, we encourage our officers to lean into service to others, participate in collaborative efforts to solve problems, and to build trust that is meaningful and impactful on every interaction.



Whether it is attending community events such as the Warren County Fair or Simpson College activities, our school resource officers hosting/teaching events such as babysitting clinics and seat belt demonstrators, our community service officer helping someone install a new car seat, officers taking part in community meetings, or members of our SRT participating in the Miracle League in Des Moines, it is all done with intention.

Here are some pictures of officers engaging in some of our community outreach moments.



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Integrity, Professionalism, Dedication.



Departures

- Chief Brian Sher – retired
- Officer Drew Stever – Dallas County SO
- Lt. Justin Keller – retired

Additions

- At the end of 2025, we were conducting an officer hiring process but had not yet hired anyone.

Promotions

- Captain Rob Hawkins – Appointed Chief of Police
- Detective John Schumacher – Promoted to Sergeant



Integrity, Professionalism, Dedication.



MEMORANDUM

To: Mayor and City Council
From: Cassandra Hofer, Deputy City Clerk
Date: June 1, 2026
Subject: Consideration of the appointment of Thomas Selgrade II to the Planning and Zoning Commission for a term beginning July 1, 2026 and ending July 1, 2031.

Introduction: The Planning and Zoning Commission consists of nine members with two vacancies. Planning and Zoning Commission Members serve a five-year term per City Ordinance.

Background: Per City Code, the City Council appoints Planning and Zoning Commission members.

Discussion: Attached you will find a cover letter, resume, and application from Thomas Selgrade II.

Budget Impact: None.

Recommendation:

Attachments: 1. Thomas Selgrade II - 2026 Application

Cover Letter

Thomas Martin Selgrade II

Indianola, Iowa 50125

(515) 991-9543

www.selgradeconstruction.com

To the Members of the Indianola Planning & Zoning Commission Selection Committee:

I am writing to express my interest in serving on the Indianola Planning & Zoning Commission. As a lifelong resident of Indianola and a construction professional with more than two decades of experience in residential and commercial building, I believe I can contribute meaningfully to the responsible growth and long-term development of our community.

My background includes managing construction projects from initial planning through completion, interpreting building plans, coordinating subcontractors, and ensuring compliance with local codes and safety standards. As the owner of Selgrade Construction Inc, I work directly with homeowners, businesses, and contractors, giving me a practical understanding of how zoning decisions impact real projects and real people.

In addition to my construction experience, I have worked in the radon industry since 2006 and have held leadership roles within the Indoor Environments Association and CR3. These roles have strengthened my understanding of environmental health, building science, and the importance of thoughtful regulation.

I have lived in Indianola since 1985, raised my family here, and have been actively involved in community organizations including the Knights of Columbus, local youth programs, and various school and civic groups. I care deeply about the future of our city and would welcome the opportunity to help guide its development in a balanced, community-focused way.

Thank you for your consideration. I would be honored to serve and contribute my experience to the Planning & Zoning Commission.

Sincerely,

Thomas Martin Selgrade II

Thomas Martin Selgrade II

502 N 20th Street

Indianola, Iowa • (515) 991-9543

Selgrade Construction Inc

www.selgradeconstruction.com

SUMMARY

Construction business owner and lifelong Indianola resident with more than 20 years of experience in residential and commercial building, project management, and radon mitigation. Skilled in evaluating site conditions, coordinating contractors, interpreting building plans, and ensuring compliance with safety and environmental standards. Known for community leadership, service, and a strong commitment to responsible development within Indianola.

RELEVANT EXPERIENCE

Owner / General Contractor

Selgrade Construction Inc - Indianola, IA

2000-Present

- Manage and oversee residential and commercial construction projects from planning through completion.
- Interpret building plans, assess site feasibility, and ensure compliance with local codes and regulations.
- Coordinate subcontractors, schedules, materials, and inspections.
- Provide cost estimates, project timelines, and client guidance on development decisions.
- Lead small and mid-sized crews with a focus on safety, quality, and efficiency.

Radon Industry Professional

Midwestern Radon Supplies / Reliable Radon Products (d.b.a.)

2016-Present

- Support radon mitigation professionals with equipment, supplies, and technical guidance.
- Extensive experience with residential and commercial radon system design and installation.
- Advocate for public health and indoor environmental quality.

Vice President

Heartland Chapter, Indoor Environments Association (IEA)

2015-Present

- Support regional and national initiatives related to indoor air quality, environmental health, and building standards.
- Collaborate with industry professionals on best practices and regulatory awareness.

Founding Board Member

CR3 - Citizens for Radioactive Radon Reduction

2013-2025

- Helped establish a national nonprofit focused on radon awareness, education, and community outreach.

COMMUNITY & LEADERSHIP

- Knights of Columbus (Grand Knight, Deputy Grand Knight, Treasurer), 2008-Present
- Assistant Scoutmaster, Basilica of St. John, 2007-2010
- Administrator, Radon Awareness Facebook Page, 2013-Present
- Supporter of Indianola Music Boosters, Rugby Club, Youth Trap Team, CR3, and ALA
- Eagle Scout, 1997

EDUCATION

- Indianola High School, Class of 1998
- Hanover College, Hanover, IN (1998-1999)

PERSONAL

Indianola resident since 1985. Married 20 years with four children. Enjoys fishing, reading, small projects, and community involvement.



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 Human Relations Commission, Hometown Pride or Sustainability Committees. Citizens applying for the IMU Board of Trustees must have at least one IMU service.

Personal Information

Name: Thomas Selgrade II Today's Date: 4-23-26

Street Address: 502 N 20th St

City, State, Zip: Indianola IA 50125

Years Resided in Indianola: 40

Email: tgrades@hotmail.com

Home Phone: —

Cell Phone: 515-991-9543

Work Phone: same

Occupation: Radon Contractor

Gender (Optional): M

Age (Optional): 46

Race (Optional): W

Have you previously volunteered on a City Board, here or elsewhere? no

Board Name:

Years Served:

City:

Application for (Name of Board/Commission or Committee):

Why do you want to serve on this Board/Commission or Committee?

I have extensive background in construction and would like to work to help Indianola grow in a healthy way.

What will you contribute to this Board/Commission or Committee?

I will contribute my time, expertise and honest opinions. I will hopefully be able to bring another perspective.

Please attach additional pages if necessary.

Boards, Commissions and Committees

2.	☒	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 IMU Boardroom. 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.
1.	☒	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:

Date: June 1, 2026

Subject: Public hearing regarding a rezoning application for Kentucky Ridge Commercial Plat 1 - Cancelled

Introduction:

Background:

Discussion:

Budget Impact:

Recommendation:

Attachments: None



MEMORANDUM

To: Mayor and City Council
From: Jackie Raffety, City Clerk/Finance Director
Date: June 1, 2026
Subject: Resolution approving an amendment to the Board and Commission Policy of the City of Indianola.

Introduction: Council is asked to approve an updated policy on appointments to City boards and commissions.

Background: The following are the current procedures for appointing/reappointing a citizen:

- Boards and Commission openings will be listed six months in advance of a vacancy on the City's web site by the City Clerk. If a vacancy occurs during the term of office, the opening will be placed on the City's website as soon as possible.
- Interested citizens should complete a volunteer application form by the posted deadline. The City will keep applications on file until December 31st of each year.
- The names of the citizens who express interest in serving on the Boards and Commissions appointed by the Mayor will be forwarded by the City Clerk to the Mayor for his/her review. The Mayor will consider the information provided on the application and make his/her recommendation to the City Council for their consideration.
- The names of citizens who express interest in serving on a Board or Commission appointed by the City Council will be forwarded to the entire Council. Along with the application, the Clerk will include an overview of the current makeup of the board. Two council members will be randomly selected to review the application and make a recommendation to the City Clerk on placing the application on an agenda for consideration of the appointment.
- Applications will be reviewed to determine qualifications and other factors, listed below. During the review process, applicants may be contacted by council members to discuss their qualifications.
- Factors that may be considered when recommending appointments include:
 - The area of town in which a candidate resides, are all areas represented?
 - Are there too many members with similar occupations, should other occupations be represented?
 - Are there potential conflicts of interests if a certain candidate were chosen to serve?
 - What expertise and/or experience does the candidate bring to the Board/Commission?
 - Does the candidate serve on more than one board/commission?
 - How long has the person served on the board/commission?
 - If they are currently serving on a board/commission how effective have they been in serving on the board/commission?
 - If they are currently serving on a board/commission, has their attendance been acceptable?
 - Only one member of an immediate family i.e. husband, wife, father, mother, son, daughter, brother, sister, may be on the same board or commission at a time.

- City employees may serve as members on City boards and commissions that are established by ordinance. However, City employees shall not serve on boards/commissions that govern their respective departments. City employees will be subject to the normal selection procedure which provides mayoral appointment and council approval. The council reserves the right to approve all appointments and shall not approve City employees when potential conflicts of interest may be present.
- Attendance: Attendance is critical to the successful functioning of a board/commission. Staff shall monitor attendance to assure members are participating to an acceptable level. If attendance problems occur, staff shall inform the board/commission chair and/or the Mayor and City Council to consider action to assure the board/commission has active/participating members.

Discussion: Staff is recommending a change to this policy to define the internal process which precedes the formal appointment, from the receipt of applications, through the board's recommendation, to the appointing authority and the orientation process after appointment. The policy states that the activities of the volunteer boards will be coordinated by the City Manager or their designee and defines attendance requirements.

The new process will include the following steps:

1. Current members are notified that their term will expire in five months. Reappointment is considered.
2. Public communication is issued four months before the term expires to announce upcoming vacancies.
3. Applications are accepted 3–4 months before the terms expire.
4. Applications are reviewed, submitted to the boards, and interviews are held with the applicants two months before the term expires.
5. Board recommends appointments. No sooner than 45 days prior to the term, appointments will be made by the Mayor/Council.
6. Orientation is held, and then new members begin their terms.

Any vacancies during a term will follow the same steps.

The policy will allow board chairs and staff liaisons to determine if current members wanting to be reappointed are in good standing with the board, and will allow them to determine which applicants will best serve the needs of the board.

The Council reviewed this policy at the May 18 meeting. Procedures have been updated to include Council direction provided at the meeting.

- Ensure the Council sees all applications for Boards and Commissions openings. (Procedure A5i)
- The interview team ranks the top three applicants and justifies their choices. This is shared with the Council. (Procedure B4)
- The top applicant for each vacancy is placed on the agenda. Council has final authority over appointments. (Procedure C2 and C2i1)

Budget Impact: None.

Recommendation: Staff recommends approval.

Attachments:

1. Res 2026- Approve Boards and Commissions Policy Amendment
2. Updated B&C Policy

City of Indianola
RESOLUTION 2026-

**RESOLUTION APPROVING AN AMENDMENT
TO THE BOARD AND COMMISSION POLICY OF THE CITY OF INDIANOLA**

WHEREAS, the Indianola City Council has adopted certain policies relating to Boards and Commissions; and

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

WHEREAS, staff is recommending an amendment to the policy to define the internal process which precedes the formal appointment, from the receipt of applications, through the board's recommendation, to the appointing authority and the orientation process after appointment; and

WHEREAS, the amendment shown on the attached page is being presented for adoption by the Indianola City Council.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Indianola, Iowa that the amendment indicated on the attached page to the City of Indianola Boards and Commissions Policy is hereby adopted.

Passed and approved this 1st day of June 2026.

Ron Dalby, Mayor Pro Tem

ATTEST:

Jackie Raffety, City Clerk

City of Indianola, Iowa Policy And Procedures Boards and Commissions		Policy Number	Applicability Public
		Ordinance Ref	Iowa Code Reference
Effective Date	Related Policies	Responsibility	Authority

I. **Purpose**

The intent of this policy is to provide a standardized process for selecting citizens interested in serving on a City board and/or commission (“board”). The City of Indianola desires to have diverse representation on its boards to reflect the Indianola community. The policy governs the internal process which precedes the formal appointment, from the receipt of applications, through the board’s recommendation, to the appointing authority and the orientation process after appointment.

II. **Policy**

Qualifications and Restrictions

Applicants shall be residents of the City of Indianola, or for some boards, live within a 2-mile radius. No person shall serve on more than one board. Council members shall not serve on boards. City of Indianola and IMU employees shall not serve on a board that advises their department.

Applicants should disclose any conflict of interest to the board they are applying for. If an applicant wishes to apply for more than one board, they should indicate an order of preference.

Appointments

The Mayor makes the following appointments per Indianola Code 15.03 with the approval of the City Council.

- Civil Service Commission

- Human Relations Commission
- IMU Board of Trustees
- Library Board of Trustees
- Park and Recreation Commission
- Veteran's Memorial Aquatic Center Commission

The City Council makes the following appointments per Indianola Code 17.05

- Board of Adjustment
- Indianola Public Art Commission
- Planning and Zoning Commission
- Sustainability Committee

Board Activities

Unless otherwise directed by City Council, the activities of the volunteer boards will be coordinated by the City Manager or their designee.

Staff Liaison

City Board and Commissions should have a staff liaison, when possible, to help facilitate the relationship between the City staff, City Council, and volunteers.

Attendance

Attendance is critical to the successful functioning of a board. Staff shall monitor attendance to ensure members are participating to an acceptable level. Members are expected to attend 75% of board meetings and have no more than three (3) unexcused absences per calendar year. Members with less than 75% attendance will be considered in poor standing with the board. If attendance problems occur, staff shall inform the board chair and/or the Mayor and City Council to consider action to ensure the board has active and participating members. Action may include an informal reminder about board attendance, formal warning or notice, board removal, and/or ineligibility for reappointment.

Membership List

A listing of board members, including the expiration date of their appointments, shall be prepared and provided at the first annual Council meeting in July.

III. Procedure

A. Acceptance of Applications

1. All terms, except for the Civil Service Commission, expire July 1. The City Clerk shall send correspondence to all individuals whose terms will be

expiring within 5 months of expiration (February 1). This correspondence shall advise board members of their term's expiration date, as well as the process to officially indicate interest in continuing to serve.

- i. Civil Service Commission terms expire April 1, by State Code. Correspondence to those members shall occur by November 1.
 - ii. Board members shall be eligible for reappointment if allowed by code and/or the bylaws of the board on which they serve, and if they are in good standing with the board.
 - iii. If they qualify to serve another term, the person may be considered for reappointment by the Mayor/Council without advertising the position. The Mayor/Council shall consider and balance the value of institutional knowledge, experience and attendance, as well as the need for new and different perspectives and contributions to the board in the appointment/reappointment process.
2. The City Clerk shall post openings four months in advance of a vacancy on the City's website. If a vacancy occurs during the term of office, the opening will be placed on the City's website as soon as possible.
 - i. It is the responsibility of the staff liaison, or board chair if there is no liaison, to promptly report vacancies to the City Clerk to ensure that vacancies are posted and filled in a timely manner.
3. The City Clerk, in partnership with the Communications Manager, shall issue a public communication each March for upcoming vacancies in July. Public communication efforts shall consist of a website post on the City's website, social media posts on City-managed accounts, the City's Community Update e-newsletter, direct outreach to each board, and with local media partners as a press release.
 - i. The Civil Service Commission public communications shall be issued in December.
 - ii. Public communication efforts will be made for vacancies during a term as soon as possible and follow the same process outlined below.
4. Applications will be accepted for two weeks in the office of the City Clerk.
 - i. Applications shall include a completed application form and a brief cover letter.
5. Upon the closing of the application period, the City Clerk's office will screen the applications for residency and other requirements and then forward them to the designated staff liaison or board chair for each respective board.
 - i. All applications will be forwarded to the Mayor and Council for their information.

B. Review of Applications

1. Upon receiving the applications, the staff liaison shall forward them to the chair and vice chair of the board.
2. For Council appointments, the staff liaison, chair and vice chair (or their designees) shall review the applications collectively and determine which applicants to interview. For Mayoral appointments, the Mayor shall review the applications collectively with the staff liaison, chair and vice chair (or their designees) and determine which applicants to interview.
3. Within three weeks of receiving the applications, this group shall interview the applicants and create a ranked list of the top 3 applicants, with a brief written analysis justifying the top choice recommendations. Standardized interview questions are recommended.
 - i. Factors that may be considered when recommending appointments include:
 - The area of town in which a candidate resides so that all areas are represented
 - Expertise and/or experience the candidate brings
 - Potential conflicts of interest
 - Other volunteer experience and their effectiveness
 - Verification that the candidate is aware of the time commitment
4. The list and analysis shall be sent to the City Clerk upon conclusion of the interviews.

C. Appointment of Applicants

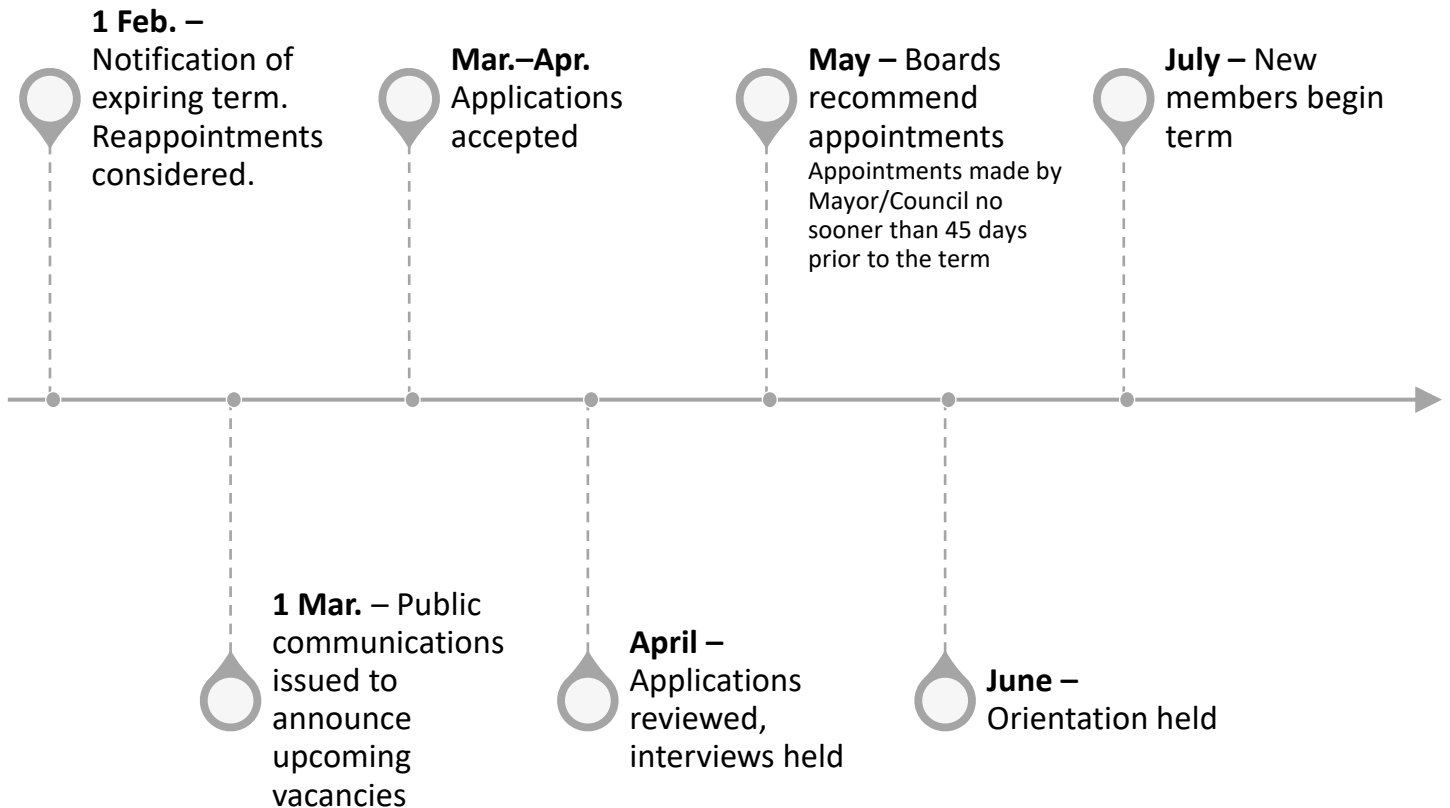
1. The City Clerk will send the list and analysis of all board recommendations to the Mayor and City Council for their review.
2. The top ranked applicant for each board will be placed on the next agenda for Council's approval of their appointment.
 - i. Appointments shall not be made more than 45 days prior to the beginning of the term. The appointments will be placed on the agenda for approval at the second meeting in May for July appointments and the second meeting in February for April appointments.
 1. The Council has the option of appointing the recommended applicant or another applicant of their choosing.
 - ii. Upon approval, standardized letters will be used to congratulate a new appointee, thank a member for their service at resignation, and inform applicants who are not selected for a board position. The letter shall be signed by the Mayor.

- iii. The City Clerk's office will notify staff liaisons or board chairs of the new appointments within a week of the appointment.

D. Orientation of New Members

1. The City Clerk's office will provide a high-level orientation to all new appointees prior to July 1 (or April 1), which includes information about the City, the purpose/responsibility of the board/commission, and open meeting training requirements.
2. The staff liaison or board chair will set up an orientation session with the new appointee to familiarize them with all aspects of the board.
3. The new appointees shall complete open meeting training requirements within the time set by State law, or they will be removed from their position.

Timeline





MEMORANDUM

To: Mayor and City Council
From: Jackie Raffety, City Clerk/Finance Director
Date: June 1, 2026
Subject: Discussion and direction regarding a special meeting for end-of-year claims.

Introduction: The Council is asked to set a meeting date and time at the end of June in order to approve final fiscal year claims. The proposed dates are June 25 or June 29; staff can be available during the day or evening for the meeting.

Recommendation: Determination of the date and time for a special meeting.

Attachments: None