

NOTICE AND CALL OF PUBLIC MEETING-WORK SESSION

Governmental Body:	City Council
Date of Meeting:	May 8, 2023
Time of Meeting:	5:30 p.m.
Place of Meeting:	Fuller Hall Sampson Room

PUBLIC NOTICE IS HEREBY GIVEN that the above mentioned governmental body will meet at the date, time and place above set out. The tentative agenda for said meeting is as follows:

- 1. Roll Call
- 2. Approval of Agenda
- 3. Pledge of Allegiance
- 4. Council Goal Setting Session conducted by Patrick Callahan, Callahan Municipal Consultants, LLC

and any other matters that may come before the Council.

5. Adjourn

This notice is given at the direction of the City Council pursuant to Chapter 21 Code of Iowa and the local rules of the City of Webster City, Iowa.

Signature: Karyl K. Bonjour Title: City Clerk CITY OF WEBSTER CITY

NOTE: The Council may act by motion, resolution or ordinance on items listed on the Agenda.



MEMORANDUM

то:	Mayor and City Council
FROM:	Daniel Ortiz-Hernandez, City Manager
DATE:	May 8, 2023
RE:	Webster City Council 2023 Goal Setting Packet, Table of Contents

The following is the table of contents for this year's City Council Goal Setting session. Pat Callahan, from Callahan Municipal Consultants, LLC, will be facilitating the goal setting session. The contents listed below are intended to provide background information, insight, and foster discussion during the goal setting session.

- 1. City Council Agenda
- 2. Table of Contents
- 3. Cover letter and Goal Setting Session Agenda By Callahan Municipal Consultants
 - Exhibit A: Major Accomplishments Mayor & Council Members' Responses
 - Exhibit B: Major Accomplishments Department Heads' Responses
 - Exhibit C: Issues and Concerns Mayor and City Council member Responses
 - Exhibit D: Issues and Concerns Department Heads' Responses
 - Exhibit E: Significant Initiatives, Programs, & Policies Mayor and City Council Members' Responses
 - Exhibit F: Significant Initiatives, Programs, & Policies Department Heads' Responses
 - Exhibit G: Budget Modifications Mayor and Council Members' Responses
 - Exhibit H: Budget Modifications Department Heads' Responses
 - Exhibit I: Teamwork Suggestions Mayor and Council Members' Responses
 - Exhibit J: Teamwork Suggestions Department Heads' Responses
- 4. Ten Habits of Highly Effective City Councils By Callan Municipal Consultants
- 5. Civility in the Workplace By Callahan Municipal Consultants
- 6. Webster City Fiscal Year 2023 2024 Budget Summary
- 7. Webster City General Fund Approved Fiscal Year 2023 2024
- 8. Webster City General Fund Operating Summary Fiscal Year 2023 2024

- 9. Webster City CIP/CEP Final FY 2023 2024
- 10. Webster City Local Option Sales Tax (LOST) Past Funded Projects
- 11. Webster City Organization Chart
- 12. Webster City Positions and Budget Allocations
- GFOA Sessions Slides Perspective from a Tough Job Market; % change (decline) in applications per job
- 14. Article Accountant Shortage Leaves Some U.S. Cities Without Credit Ratings
- 15. Article Overcoming worker shortage in public sector



May 1, 2023

To: Mayor, City Council Members, & City Department Heads Webster City, Iowa

From: Patrick Callahan

Re: Goal Setting Session - 2023

We are looking forward to the Mayor & City Council Goal Setting Session that is scheduled for Monday, May 8th at 5:30 p.m. at City Hall in Webster City. The agenda for the meeting is enclosed for your review. The Department Heads will meet at 2:00 p.m.

We would like to thank the Mayor, City Council Members, and City Department Heads for taking the time to complete our advance questionnaire for the upcoming goal setting session. We have enclosed for your review summaries of the responses from the questionnaire. The responses have been divided into two groups – elected officials and city department heads. We have tried to eliminate any duplication of comments. The individual responses are not listed in any particular order.

Review of the Summary of Responses

As you review the summaries prior to the meeting on May 8th, please consider the following suggestions:

- 1. Compare the enclosed summaries to your personal responses and let us know if we missed any of your comments.
- 2. Consider new wording to clarify or modify the comments to make them more understandable and relevant.
- 3. If any items have been overlooked or missed, let us know and we can add these items to the exhibits in the final report.
- 4. As you review the list of programs & initiatives and the list of budget modifications, please give some consideration as to which of the suggestions that you think should be given the "top priority" ranking. You will be asked to rank the programs and capital projects on Exhibits E, F, G and H.

Major Accomplishments – Exhibits A & B

Both the Elected Officials and the City Department Heads provided a list of major accomplishments that have been completed in Webster City in recent years. Please let us know if we need to include any additional items to the list of accomplishments.

Issues and Concerns – Exhibits C & D

There is a list of issues and concerns. As we review this list, we may need to identify programs, initiatives or projects that will help to resolve or address these issues and

concerns. We may have a few additional suggestions during the meeting that the City Council may want to consider in order to resolve or reduce the impact of a particular issue or concern.

Significant Initiatives and Programs – Exhibits E & F

Both the Elected Officials and the Department Heads identified potential programs or initiatives. Some of the suggestions would be relatively easy to accomplish, but other ideas will require much time and effort. After this list has been reviewed, modified, and combined, the Mayor and City Council Members and Department Heads will be asked to rank and prioritize these programs and initiatives.

Budget Modifications – Exhibits G & H

Both Elected Officials and Department Heads were asked to identify potential modifications to the City Budget, particularly those services paid for with revenues from the General Fund and property taxes. There were two parts to this question – potential budget reductions and possible enhancements or increases to revenues. After these suggestions have been reviewed, modified, and combined, the City Department Heads and City Council Members will be asked to rank and prioritize these possible modifications to the City Budget in the future.

Teamwork Suggestions – Exhibits I & J

This exhibit summarizes the suggestions that were submitted regarding things that could be done to enhance communications and teamwork. We will review, modify, and possibly add items to this list of suggestions. As you will note, some of the comments are merely observations and not necessarily a goal or action item. We will urge the Mayor and City Council to formulate specific goals or objectives that will enhance teamwork among the City's Elected Officials and with the City Department Heads. We will seek a consensus from the Mayor and City Council regarding the items on Exhibits I & J.

Callahan's Extra Handouts

We usually provide various handouts of items we have written or collected over our many years of doing goal setting sessions. Many of these handouts are from workshops that we have done for the Iowa League of Cities. We will make these handouts available at the end of the session.

Final Comments

We will give you some advance notice of two questions that we will ask at the start of the goal setting session. We will ask you to complete these two sentences:

If you have any questions, please feel free to contact us at 563-599-3708 or callahan.cmc@gmail.com.

CITY OF WEBSTER CITY, IOWA CITY DEPARTMENT HEADS GOAL SETTING SESSION – 2023

Monday, May 8th, 2023 2:00 PM Webster City - City Hall

AGENDA

- 1. Introduction and Opening Comments
- 2. General Overview of the Meeting and the Goal Setting Report
- 3. Brief Review of City Accomplishments Past Two Years Exhibits A & B
- 4. Brief Review of Issues, Concerns and Trends Exhibits C & D
- 5. Review and Ranking of Programs, Policies, and Initiatives Exhibits E & F A. Review of Proposed Initiatives
 - B. Clarification of Items
 - C. Revisions, Additions, Deletions and Combinations of Items
 - D. Ranking of Items Placing of the "Dots"
 - E. Review List of "Givens" or Ongoing Programs and Policies
- 6. Review and Ranking of Possible Budget Modifications Exhibits G & H A. Review of proposed changes and additions
 - B. Clarification of items
 - C. Revisions, Additions, Deletions and Combinations of Proposed Changes
 - D. Ranking of Items Completing Your "Ballots"
 - E. Review List of "Givens" or Ongoing Modifications
- 7. Review/Evaluate "Team Work Objectives" Exhibits I & J
- 8. Final Report to the Mayor and City Council 2023 Goal Setting Process
- 9. Questions, Comments, and Suggestions
- 10. Adjourn

CITY OF WEBSTER CITY, IOWA MAYOR & CITY COUNCIL GOAL SETTING SESSION – 2023

Monday, May 8th, 2023 5:30 PM Webster City - City Hall

AGENDA

- 1. Introduction and Opening Comments
- 2. General Overview of the Meeting and the Goal Setting Report
- 3. Brief Review of City Accomplishments Past Two Years Exhibits A & B
- 4. Brief Review of Issues, Concerns and Trends Exhibits C & D
- 5. Review and Ranking of Programs, Policies, and Initiatives Exhibits E & F A. Review of Proposed Initiatives
 - B. Clarification of Items
 - C. Revisions, Additions, Deletions and Combinations of Items
 - D. Ranking of Items Placing of the "Dots"
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- 6. Review and Ranking of Possible Budget Modifications Exhibits G & H
 - A. Review of proposed changes and additions
 - B. Clarification of items
 - C. Revisions, Additions, Deletions and Combinations of Proposed Changes
 - D. Ranking of Items Completing Your "Ballots"
 - E. Review List of "Givens" or Ongoing Modifications
- 7. Review/Evaluate "Team Work Objectives" Exhibits I & J
- 8. Final Report to the Mayor and City Council 2023 Goal Setting Process
- 9. Questions, Comments, and Suggestions
- 10. Adjourn

EXHIBIT A CITY OF WEBSTER CITY, IOWA GOAL SETTING SESSION 2023-24

Major Accomplishments – Mayor & Council Members Responses

- 1. AMI metering approved and moving forward
- 2. Moving forward with Splash Pad project
- 3. Continued Park & Rec improvements: Pickle ball court, mini soccer pitch
- 4. Grant received for backup generator for sewer lift stations
- 5. Contract for automated traffic speed cameras
- 6. Continued abandoned property acquisition and city cleanup
- 7. New Equipment and Soccer Addition to East Twin Park
- 8. New Playground to Nakomis Park
- 9. New businesses coming to town
- 10. Getting Platinum Connect to our area
- 11. Hiring Daniel & Biri having consistent & competent management
- 12. Changing Halloween to consistent Saturday
- 13. Making needed steps to move forward with Wastewater Treatment Plant Improvement Project
- 14. Making Steps toward filling City leadership positions lost due to retirement etc.
- 15. More murals
- 16. K-9 Drug Dog in Police Department
- 17. Completion of Second Street

EXHIBIT B CITY OF WEBSTER CITY, IOWA GOAL SETTING SESSION 2023-24

Major Accomplishments – Department Heads' Responses

- 1. Continued road rehabilitation projects 2021 HMA and 2021 2nd Street
- 2. Continued updates to East Twin Park and West Trin Park
- 3. Securing financing for WWTP construction and entering the design phase
- 4. Re-established collaborative relationship with the Chamber of Commerce
- 5. Addition of K9 to Police Department
- 6. Integration of technology to streamline processes Advanced Metering Infrastructure (AMI), building permits, code enforcement, fleet management, and water fill station.
- 7. Repaired and refurbished pool slide structure
- 8. Water Treatment Plant Upgrades
- 9. Park renovations pickle ball courts, mini pitch, sitting area and renovation of Brewer Creek Park shelter
- 10. Building updates/upgrades Cemetery update buildings inside, fire department new paint, trim, new shelter West Twin Park.
- 11. Grants to assist with paying for needed items, roads, parks, etc.
- 12. New digital radio equipment for Police and Fire Departments.
- 13. New occupancies in town Karls Chevrolet, Wild Cat Distilling, Scooters, Food Trucks.
- 14. Underground electric project continuing
- 15. Second Street project
- 16. Hiring of engineers to assist in planning
- 17. Fleet Maintenance Software
- 18. FEMA grant for emergency backup power for lift stations
- 19. Cybersecurity for the City's network.

- 20. Increase in nuisance and abandoned property disposal.
- 21. Updated purchasing and credit card policies.
- 22. Hiring of Community Development Director.
- 23. Adoption of the latest building code version (2021 IBC)
- 24. Reveiz Annexation
- 25. Updated Comprehensive Plan in 2021
- 26. While we have worked through a few retirements, there are more on the horizon. We have been able to fill some positions and training is going well.
- 27. Leadership training, we completed a week long training in October of 2022 and will have a refresher course for those that went through that session and then another week long session for more staff.
- 28. Completion of Southfield Heights underground construction.

29. Progress towards all LED street lighting

30. Electric System Comprehensive Study

EXHIBIT C CITY OF WEBSTER CITY, IOWA GOAL SETTING SESSION 2023-24

Issues and Concerns – Mayor & City Council Member Responses

- 1. Large capital project expenses on multiple projects
- 2. Ability to cover expenses with General Fund
- 3. Rate increases needed to cover new Wastewater Treatment Plant, and future Water Treatment Plant replacement.
- 4. Succession planning : Several retirements in last year and multiple other possible in the next 2-4 years.
- 5. Pinhole leak resolution/litigation
- 6. Concrete spalling issue with 2nd Street and Broadway
- 7. Opportunity downtown revitalization
- 8. Opportunity Working with the County on the Wilson Brewer Park (28E, elected board, large cash donation to continue improvements and operations.)
- 9. Willson Brewer Park
- 10. Water Complaints/Issues
- 11. More Communication between council
- 12. Financials
- 13. Council that is dominated and influenced and bullied by long time members
- 14. Relationships with Council & City Staff
- 15. Trust that Citizens have in City in rates needed to fund projects....the effect that has on fixed incomes
- 16. Wilson Brewer Park Board
- 17. City management that wants to leave already due to council behavior

EXHIBIT D CITY OF WEBSTER CITY, IOWA GOAL SETTING SESSION 2023-24

Issues and Concerns – Department Heads' Responses

- 1. Health of the Water and General Fund
- 2. Integration of diverse population relocating to Webster City
- 3. Environmental regulations that will push towards more stringent EPA & DNR regulations associated with water, stormwater, wastewater and electrification.
- 4. City's aging housing stock and dilapidated building conditions in Downtown District.
- 5. Aging small business owners with no succession plans.
- 6. Relationship with School District
- 7. Public perception of government increasing distrust of government
- 8. Livability of community with increased need to raise utility rates
- 9. Affordable housing
- 10. High cost of living in Webster City
- 11. Possible loss of State revenues
- 12. General fund budget maintaining a balanced budget
- 13. Attracting young adults/families to move to the community
- 14. Attracting commercial businesses/restaurants to our community
- 15. Legislation with General Fund possible restriction on dollar increase per year
- 16. Legislation with LOSST possible restructuring (unknown on how that will look)
- 17. Utility rates need to raise for projects, but can the average citizen afford them
- 18. Retirements
- 19. Aging population
- 20. Transparency

- 21. Continue the Cybersecurity training provided through KnowBe4.com
- 22. No storm sewer fund
- 23. Lead Service Line Replacement Program
- 24. Aging Water Distribution System (4 inch water mains)
- 25. Deteriorating of street surfaces
- 26. Fuller Hall being land locked
- 27. Overabundance of wood ships
- 28. Aging outdoor pool
- 29. Job market is difficult, recruiting is challenging. It is getting more and more difficult to be competitive for positions, specifically some of our top positions.
- 30. Long term fund forecasts and steps that need to be taken now to insure the City manages for the future.
- 31. Lack of incentives to attract new businesses to town
- 32. Appearance of lack of support for city employees and their abilities.
- 33. Lack of communication between administrators, administrators between department heads, as well as department heads between department heads.
- 34. No communication or interaction between Council members and department heads.
- 35. Opportunity building partnerships to create new programs that will benefit the City, Schools, Employers. and Community as a whole.
- 36. Long lead time on crucial electrical components
- 37. Rising cost of electrical and construction materials
- 38. Need to dedicate one city employee to the abandoned properties
- 39. Need for enough resources for growing Hispanic population

EXHIBIT E CITY OF WEBSTER CITY, IOWA GOAL SETTING SESSION 2023-24

Significant Initiatives, Programs & Policies – Mayor & City Council Members' Responses

- 1. Ongoing review of utility rates
- 2. Review options available for downtown revitalization (grants, etc.)
- 3. Make the Council Agenda public on social media to share
- 4. Check into ways to support downtown growth, especially grant opportunities & improve high risk buildings with structural issues.
- 5. Restrooms at East Twin Park

EXHIBIT F CITY OF WEBSTER CITY, IOWA GOAL SETTING SESSION 2023-24

Significant Initiatives, Programs & Policies – Department Heads' Responses

- 1. Develop strategic plan for use of LMI Funds to improve housing stock condition
- 2. Develop a stormwater utility to help offset costs associated with upgrades needed for stormwater infrastructure.
- 3. Perform a stream erosion assessment to identify a strategic approach to erosion control and preservation of trails along waterways.
- 4. Establish relationships with service groups to support community needs
- 5. Develop community outreach program for emergency services police and fire
- 6. Identify long term solution for green waste site organic stock
- 7. Review and update water rates to ensure adequate funding for the water utility
- 8. Programs that inform all residents of the City and Community assistance available in multi languages
- 9. New City Handbook
- 10. ADA Compliance Plan survey
- 11. Vacant Building Registry Program
- 12. Rental Inspection Program
- 13. Food Truck Ordinance
- 14. Downtown Façade/Rehabilitation Program/Downtown Design Standards
- 15. Homes for Iowa Home being placed in the community
- 16. Upper Story Housing Loan/Grant Program
- 17. Neighborhood Rehab Program
- 18. Career Readiness Program In partnership with the schools and employers
- 19. Succession planning for future retirements

- 20. Work with Chamber of Commerce to help downtown businesses marketing, business management
- 21. Open houses at departments for better understanding of what city does
- 22. Reorganization of city government to include restructuring departments and duties.
- 23. Incentives to City employees for residing within the city limits.
- 24. Review comparable communities to ensure employees are paid adequately.
- 25. Develop employee retention programs to ensure we aren't losing our staff to other places.
- 26. Industrial pretreatment agreements
- 27. FOG program to protect city sanitary sewers
- 28. Better communication to the public
- 29. Text Alerts for Community Events, Notices, & Emergencies
- 30. See Click Fix Technology/Communication between residents and local government.
- 31. Inspection & Enforcement Program for rental properties
- 32. Pay out 50% of accumulated sick leave after 20 years of service with the City.
- 33. Increase fees at Dump Site to contractors for disposal of wood

EXHIBIT G CITY OF WEBSTER CITY, IOWA GOAL SETTING SESSION 2023-24

Budget Modifications – Mayor and Council Member Responses

A. Budget Reductions

- 1. Park & Rec: Consider rolling new splash pad into existing swimming pool space rather than in addition to pool. Keep Fuller Hall open year round for lap swimming.
- 2. Maybe get rid of EBS
- Consideration of decreasing pool hours. Would like to see numbers of what would actually be saved.
- 4. Combine city positions, if possible.
- 5. Cut spending at WBHP
- 6. Don't hire a Public Works director, we already have one
- 7. City Manager's Office already has 3 more full time positions than before we seem to be finding jobs for people. Do we really need a full time IT person at 100+ k a year?
- 8. Stop having Engineers hired for every job. The cost of engineering and Attorneys has increased dramatically in the past few years. Maybe you don't have to have cover your ass syndrome council has your back.
- 9. Have one fire truck that does multiple jobs tanker and pumper have a smaller UHP fire truck 1/3 price twice the impact.
- 10. Go back to 12 police officers have code enforcement back in City manager's office doing code enforcement and rental inspections and other duties. It has not been any improvement having an officer doing code enforcement.
- 11. Have less Police vehicles.

B. Revenue Enhancements

1. Use more Hotel Motel tax internally

EXHIBIT H CITY OF WEBSTER CITY, IOWA GOAL SETTING SESSION 2023-24

Budget Modifications – Department Heads' Responses

A. Budget Reductions

- 1. Reduce hours at pool or Fuller Hall
- 2. Increase water rates
- 3. Assess cost to homeowners for street projects
- 4. Increase fees for permits, fines, non-essential services but it should be carefully reviewed.
- 5. Police issuing more traffic tickets.
- 6. Increase the rentals fees for park rentals/Fuller Hall rentals.
- 7. Vacant building Registry Fee bi-annual fee that is paid by property owners that are utilizing their building as storage in an area that is not zoned for this and/or that are sitting vacant. This fee will be bi-annually and at 6 months it requires an inspection by the building department in partnership with the Fire Department.
- Rental Registration and Inspection This would be a new program that requires that rental properties to register with the City and complete an inspection, either annually or every 3 years depending on their inspection rating.
- 9. Increase the fee for plan review. We are currently at 35% of the permit fee, whereas other communities are up to 65%.
- 10. Reduce the number of street lights in the City.

B. Revenue Enhancements

- 1. Conversion of street and facility lights to LED
- 2. Review and update personnel policy as it relates to overtime and comp time
- Revisit pool and concessions stand prices to ensure adequate cost recovery or shorten pool season.
- 4. Aggressively pursue grant opportunities.
- 5. Remove a selection of capital improvement & capital equipment requests.
- 6. Re-evaluate the number of employees within Utility and Manager's Offices.

- 7. Consider moving the Fire Department to a Volunteer only department.
- 8. Combine services for efficiency (ex. Public Safety Department, Code Enforcement and Inspection, etc.)).
- 9. Re-evaluate needs based on essential services (need vs. want and mission critical needs).
- 10. Essential services should be a priority.
- 11. Develop a stormwater utility to help pay for costs associated with stormwater infrastructure maintenance.
- 12. On an annual basis, revisit master fee schedule and increase fees to ensure cost recovery.
- 13. Hire or contract out grant writing work to pursue available state and federal dollars to help offset costs associated with major projects.
- 14. Develop a strategic plan to reinvest in commercial and residential building stock to increase tax base.
- 15. Increase Contractor Fee at Tree Disposal Site

EXHIBIT I CITY OF WEBSTER CITY, IOWA GOAL SETTING SESSION 2023-24

Teamwork Suggestions – Mayor & City Council Members Responses

- 1. Talk more to each other calmly
- 2. I experience that any decision that was made prior to my appointment that is being revisited, I am told "well we committed to this before you so it's done" this is regardless of our actual ability to commit to it. This behavior cuts out the ability to make changes needed to grow & change. It also makes new people on council not want to stay!
- 3. Council packet needs to be out earlier to allow for more time for council to look into issues.
- Have all employees reporting on issues around town. Garbage tree limbs, furniture out front of houses for weeks. We should be more proactive not reactive. Police don't think it is their job. It should be if you see it report it. Same with street and line departments.
- 5. Department heads being at city functions and fund raisers. A lot of residents money goes in your pockets you can at least be seen to give back.
- 6. The them and us between city employees and council is coming back. This needs to change all employees and council should be able to talk freely. When I came on council department heads were not allowed to talk to anyone or have an opinion. This had changed and we have been working well with input from all. Why the change.
- 7. We currently have the procurement process in silos.
- 8. Have the City's fleet managed by one person one type of vehicle or equipment to save on parts and services.

EXHIBIT J CITY OF WEBSTER CITY, IOWA GOAL SETTING SESSION 2023-24

Teamwork Suggestions – Department Heads Responses

- 1. Attend conferences held by League of Cities and share knowledge obtained with others who were able to attend.
- Believe council members have good teamwork will possibly have new members next year 2 terms expire end of year.
- 3. Physically spend time with each city department to understand their roles and needs.
- 4. Ask questions and do less "rubber stamping" of projects, requests, etc.
- 5. Roundtable meetings to promote communication, brainstorming and discussion on how to improve the community.
- 6. Mayor & Council set periodic meetings with City Manager to discuss concerns/issues.
- 7. Invite Mayor and Council to interact with staff on job sites for better understanding.
- 8. Quarterly meetings with department heads/directors on current goals and objectives/progress report.
- 9. Check in on goals that they have designated, if they have decided to add something not on that list or make significant changes to one of the designated goals, then discussion needs to be had on how that changes the established list and what their expectations are. While things change and adding or changing goals will happen I feel like mayor and council can lose sight of the staff time and financial aspects of these changes.

The Ten Habits of Highly Effective City Councils

East Central Intergovernmental Association (ECIA) Tuesday, April 14, 2022

Patrick Callahan, Municipal Consultant Callahan Municipal Consultants, LLC

THE TEN HABITS OF HIGHLY EFFECTIVE CITY COUNCILS

East Central Intergovernmental Association (ECIA)

Thursday, April 14, 2022

Patrick Callahan, Municipal Consultant Callahan Municipal Consultants, LLC

Reasons For This Topic

- After 48 years in City Government 23 years as city manager & 25 years as a municipal consultant.....
- Why are some cities so successful?
- Why do some cities struggle and fight?
- Observation of "cycles of success & failure" in cities

Disclaimer & Comments

- Not every successful city adopts all ten habits
- Cities that struggle may follow some of these habits
- General rule.....Adopt these habits and the probability of success will increase
- Added bonus Your job maybe more enjoyable

Quotes to Ponder

- "If you don't know where you want to go, any road will get you there." Lewis Carroll, English Author – "Alice in Wonderland"
- If you don't know what you want to be, then you have no control over what you will end up becoming." Author Unknown Perhaps Ear Nightingale (1921-1989)

General Overview of Session

- Review Ten Habits 5 minutes each
- Offer your suggestions Name of your city
- The legacy question
- Send us your examples or model documents

1. Start with the Basics

- Brief & concise mission statement
- Develop a vision statement for the City's future
- Develop long range goals & objectives
- New Council Members' Orientation Another workshop

2. Understand the Elements of Teamwork

- Council Collection of diverse people
- Only Power Act as one entity
- Working together to accomplish a specific purpose
- Key trust, openness, & mutual respect

3. Master Small Group Decision Making

- Ability to work with others
- Knowledge to do the job
- Ability to deal with issues rationally
- Remember the "dignity of the office."

4. Clearly Define Roles and Relationships

- Mayor, Council, and Staff Roles job descriptions
- Know the functions specific responsibilities
- Expected performance behavior of the person in the role
- City Council Code of Conduct

5. Establish and Abide by a Good Council – Staff Partnership

- Council establish the vision, goals, policies, and empowerment
- Council define the needs to be met and outcomes to be achieved
- Staff -- carryout directives, complete the tasks, and provide feedback
- Key trust, communication, & evaluation

6. Systematic Evaluation of Policy Implementation

- Periodic feedback on policy results
- Reports, staff memos, & newsletters
- Policy amendments as needed
- Work sessions to review results

7. Allocate Council Time and Energy Appropriately

- Goal setting annual or bi-annual retreats
- Study or work sessions analysis of issues as needed
- Community relations interaction with citizens and agencies
- Prepare a capital improvements plan (CIP) Handout

8. Set Clear Rules and Procedures for Council Meetings

- Conduct effective and productive meetings Handout
- Adopt rules and procedures
- Conduct business orderly, disciplined and productive manner
- Avoid political partisanship

• Meetings are the city council's "image to the world"

9. Seek Assessment of the Public Concerns & Evaluation of Performance

- Seek feedback surveys, questionnaires, public hearings, etc.
- Information on City website
- Use of social media
- Make adjustments, as needed

10. Practice Continuous Learning & Development

- Read the Mayor & Council Policy Leaders' Handbook
- Attend League conferences & workshops
- Read CityScape magazine & League reports
- Networking with other cities
- Staff training and education too!

For copies of publications of the Iowa League of Cities that were referenced..... Go to

www.iowa league.org

- Go to Page marked Resources
- Go to the category Administration
- Summary of additional handouts

For copies of other publications or models referenced during this presentation - Contact:

Patrick Callahan, Municipal Consultant Callahan Municipal Consultants, LLC <u>callahan.cmc@gmail.com</u> 563-599-3708

Note: Send your city's "model documents" to the speaker to distribute.

ANNUAL CONFERENCE & EXHIBIT FOCUS



The Ten Habits of Highly Effective Councils

There are cities that really "have their act together" and accomplish some amazing projects. Other cities that struggle to get things done, other than constantly "putting out fires." While it may seem that this first group of cities is just plain lucky, the reasons for their success are most likely due to careful planning, good leadership skills and hard work.

Those cities that have been successful in improving the quality of life in their communities often have outstanding leaders on the city council. These council members set a positive tone for the community and lay the foundation for great things to happen through the cooperation and assistance of many citizens.

This success is demonstrated through conducting professional council meetings that allow for civil debate and transparent decision-making while typically free of name-calling and counterproductive behavior. It can also be seen through a shared understanding of each other's roles, gained by educating new council members and city staff in their early days and ensuring all city officials have ample opportunity to receive training throughout their tenure. Ultimately, it results in an efficient municipal government that is responsive to citizen needs.

"Local government junkies," who have observed numerous cities in Iowa over a span of many years, will often point to some of the ten habits of highly effective city councils as the reasons for the success of the more dynamic cities. While this article will not go into detail on all ten habits, here are just a few ideas and suggestions:



- Development of a mission statement or vision statement that sets an overall tone.
- Understanding that the elements of teamwork have to include a common purpose, trust, openness and mutual respect.
- Ability to make a rational decision in small group settings.
- Clear understanding and acceptance of the roles of all parties and participants in the process.
- Development of good city council-city staff relationships that are built on trust, respect and communication.
- Systematic evaluation and review of policies and the results with a willingness to make changes as needed.
- Allocation of city council time for goal setting, work sessions and community relations.

ANNUAL CONFERENCE & EXHIBIT FOCUS



The Ten Habits of Highly Effective Councils

DATE: Friday September 17, 2021 TIME: 8 - 9 a.m. Location: Salon C

-CAMP-CORALVILLE

CORALVILLE | SEPTEMBER 15-17, 2021

- Effective and productive council meetings conducted in a professional, disciplined and orderly manner.
- Seeking the feedback and response from local citizens and the willingness to include this information in future planning sessions.
- Proactive and continual learning by council members through the reading of city publications and attending Iowa League of Cities workshops and conferences.

While each of these topics could be an article or workshop by itself, we will have a discussion on all of these ideas at the upcoming Iowa League of Cities Annual Conference & Exhibit, September 15-17 in Coralville. It will be a great opportunity to share what has worked in your city and to learn how your city can accomplish great things and do more than "just put

out fires."

Patrick Callahan is a municipal consultant with Callahan Municipal Consultants and can be reached at callahan.cmc@gmail.com.

ADMINISTRATION FOCUS

What's in Your Code of Conduct?

Does your city need a code of ethics or code of conduct for the mayor, city council members and city employees? Regardless of how you might answer this question, perhaps it is a question that deserves further discussion and consideration in "good times" or "bad times."

Written City Policy

A code of conduct is a written policy designed to describe the manner in which the mayor, council members, and city employees should treat one another, city staff, citizens, constituents and others

when representing the city. The constant and consistent theme in the guidelines of any code of conduct is "respect."

Elected officials and city employees experience significant

workloads and tremendous stress in making decisions and providing services. Despite these pressures, elected officials and city employees are called upon to exhibit appropriate behavior at all times. The demonstration of respect and civility for each individual through words and actions is the cornerstone that will help guide the mayor, council members and city employees to "do the right thing" in even the most difficult situations.

Advantages of the Code of Conduct

The reasons or advantages of a code of conduct can vary from one city to the next, but here are a few:

- Preserve and enhance the positive image of the city.
- Ensure city council meetings are productive, civil and orderly.
- Improve the overall morale and productivity of city employees.
- Increase the level of confidence and trust that citizens have in their city government.
- Enhance the city's ability to recruit and retain qualified city employees.
- Improve the city's ability to attract businesses, industries and residents to the community.

The Content

The content of a code of conduct policy is something that will require much discussion and review. After reviewing examples from cities in Iowa that have

The constant and consistent theme in the guidelines of any code of conduct is "respect." adopted a code of conduct or code of ethics, the following can be used to start the discussion. There is no need for your city to start from scratch on this process. The content of a code

of conduct could include:

- · Clarification of all roles and duties.
- Compliance with state laws on such things as the open meetings law.
- Professional conduct at public meetings.
- Conflicts of interest.
- Gifts and favors.
- Handling of confidential information.
- Proper use of public resources.
- Positive work environment.
- · Civility and mutual respect.
- Adhering to the chain of command.

Compliance and Enforcement

The actual preparation of a code of conduct could be the easy part, but the more challenging task may be the enforcement of it. The enforcement of the provisions of a code of conduct could be included in the city's employee handbook or personnel policies. City employees will be motivated to comply with the code of conduct in order to remain in good standing with their supervisors.

ADMINISTRATION FOCUS

The more difficult task may be how to motivate the mayor and city council members to comply with the code of conduct. The code of conduct will need a section on compliance and enforcement, which could refer to an orientation process for newly elected officials. It could also include a signed statement acknowledging receipt of the code of conduct and a willingness to adhere to it.

The code may also need a process for enforcement and a review of the consequences for noncompliance. While it would hopefully never be required, flagrant violations of the code of conduct by elected officials could be addressed through a process of public censure and notice to their supervisors (the voters) that the offender be "called to task" and possibly not reelected to another term.

Best Time to Adopt

Some people may reason that their city has no issues at this time and that there is no need for a code of conduct. However, the best time to adopt a code of conduct is during those times when there are no major controversies or conflicts. The adoption of a code of conduct can then be completed in a calm, civil and orderly environment. When the need or urgency to adopt such a code is during turbulent times, it could be a more controversial and emotionally charged task. Hopefully, all the players in your city will

conclude that there is no time like the present to adopt a code of conduct or code of ethics for your city.

Patrick Callahan is a municipal consultant for Callahan Municipal Consultants, LCC and can be reached at callahan.cmc@gmail.com.



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CRITERIA FOR AN EFFECTIVE MEETING

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

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

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

By Theresa Kline Jossey-Base Pfeiffer - 1966

Council Teamwork and Effectiveness

Updated on October 14, 2021 | Posted on December 14, 2016 Iowa League of Cities

Administration

The city council is the policy arm of the municipal government and is responsible for determining the direction of the city. The council performs this role by adopting legislation, approving plans and programs, and establishing city policies. But the city council can only exercise its powers when acting as a group in an official meeting and a majority vote is needed to accomplish anything. Council decision-making is, therefore, a group activity and as such requires a team approach to be effective. The team concept has many important benefits in achieving council effectiveness:

- Blending individual talents can produce better problem-solving and enhance the quality and quantity of results.
- The scope and magnitude of the issues and tasks confronting the city are complex and greater than any one person can handle.
- A team approach can focus the energy of the group on critical issues and maximize benefits within the constraints of limited resources and time.
- The team concept can yield more productive meetings and enhance communications between the team members.

Teamwork has been defined as an organization functioning effectively as a group. Here are a few methods by which city councils can become effective teams.

Mutual Respect

Show respect to all team members at all times. Recognize the value and importance of individual contributions. Trust each other's abilities and listen carefully to what is being said. Put aside personal differences and consider without prejudice the particular issue or situation. Remember, city staff is also an important part of the team and should be treated respectfully. Staff members are valuable assets and essential to accomplish the council's goals.

City Council Goal-Setting

By establishing a shared sense of direction and determining goals and priorities, the city council as a team identifies what it wants to accomplish within a specific time period. Council goal-setting provides a clear message as to what the council wants to accomplish as a group, as well as to the staff, other governmental jurisdictions and the public. It also provides valuable direction for developing the annual budget and capital improvements program, allocating staff resources, evaluating performance and other important city functions.

Clear Roles and Responsibilities

A major impediment to effective teamwork can be role confusion or conflicts among team members as to the appropriate roles and expectations of various team members. It is, therefore, essential that the roles and responsibilities of the team members are well understood by all. The team, including elected officials and key staff members, should periodically review and discuss the various roles and responsibilities of all the team members. It is especially important that roles and responsibilities are clearly defined and understood when new members become part of the team.

Rules of the Game

Developing and agreeing to rules can help policy leaders work together and avoid unnecessary conflict. For those cities that have previously developed council rules of procedure, those policies should be reviewed and discussed with the team. Compliance with these rules should become a routine part of council operations – not just reserved for "special occasions" when a particularly contentious issue is on the agenda. Some important areas that should be part of council rules of conduct are:

- Insistence on civility
- Meeting management practices and roles
- Setting the agenda
- Parliamentary rules of order
- Use of consent calendar
- Use of work sessions
- Conflicts-of-interest
- Confidentiality
- Guidelines for representing the council
- Guidelines for citizen input

Processes and Methods

Governance and teamwork are achieved through processes. It is important for all team members to understand those processes, to respect them and to improve them when necessary. Policy leadership requires the capacity to effectively use the processes that support the team's efforts and achieve the desired outcomes. Some key city processes include:

- Agenda development
- Information flow
- Program, project and financial monitoring and reporting
- Complaint handling

- Making requests of and giving directions to staff members
- Goal and policy implementation review
- Personnel policies and performance reviews
- Boards and commissions contact and information
- Intergovernmental relations

Agree on the Decision-Making Process

For difficult, complex, or controversial issues, work together to agree on the process the council will use for decision-making. Frame the issue and determine what information is needed for the council to make an informed decision. Determine the process for citizen input. Give yourself adequate time to make a decision. Consider alternative actions, including the "do nothing" option. Work toward consensus and try to find areas of commonality. Recognize the need for compromise and the importance of reaching an agreement. Most importantly, respect the process and support the decision unanimously regardless of your own views.

Council Orientation

An effective and timely orientation program can help provide newly elected officials with the kind of information they need to be knowledgeable and effective members of the team. Items to include in the orientation are city organizational structure, review of significant city issues, goals and priorities, major city projects and initiatives, finance and budget, complaint process, council meeting processes and procedures, providing important city documents, and a tour of city facilities. All members of the team should take advantage of additional training opportunities through the Iowa League of Cities, regional leagues, councils of governments, etc.

Please visit the <u>newly elected</u> officials <u>page</u> to see more information on city council orientation programs.

Personal Attributes

Every team member should commit to striving to achieve the following attributes:

- Mutual respect and trust
- Civility
- Ability to de-personalize issues or conflict ability to see the other side of the issue
- Valuing differences
- Flexibility
- Professionalism
- Bear in mind the admonition of the late Tim Shields, former long-time Director of the Institute of Public Affairs: "It takes an "I" to get elected, but it requires a 'we' to govern and lead."

Establishing Effective Working Relationships with Boards

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

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

Effective Elected Officials

Updated on October 26, 2021 | Posted on December 14, 2016 Iowa League of Cities

Administration

Those elected to serve on a public body have a tremendous responsibility to help resolve issues and improve their community. City council members and mayors have the ability to shape the future of their city. Having a good understanding of their role in the process can lead to an effective term.

Leadership

- Lead by example. Be honest, consistent and flexible. Don't play games.
- Use common sense.
- Don't be stampeded into action by the strong demands of special interest groups. Your job is to find the long-term public interest of the entire community.
- Sometimes we underestimate the potential impact of an elected official's leadership. Use the dignity of your office to help the community get past contentious issues.
- There is a tremendous amount of discomfort in making very public decisions. It's easy to fear the political consequences, but it is important to take a long-term approach, weigh everything and reach good decisions.
- You won't be able to satisfy all people, and you have to know that. Listen fairly, listen thoughtfully and then do what is right.

The Team Concept

- Policy-making is a team activity. An individual council member only has power when the council gathers together as a group at an official council meeting. Each council member sees issues differently and has his/her own concerns. A majority vote is needed to accomplish anything.
- City government is complicated. No city, however small, is so simplistic that one person can master every phase. Individual council members have no choice but to look to their colleagues for counsel and support. Teamwork is a natural and necessary part of serving on the council.
- Teamwork does not mean that all council members need to agree on every issue or that they like each other on a personal basis. It does mean they must respect each other's opinions and learn to deal with each other on the basis of mutual honesty. Don't act rashly and assume that only you know the best way to accomplish things.
- City staff members are an important part of the team. Get to know the staff and what they do.
 Treat them with respect they are a valuable asset and can assist you in accomplishing your goals. They can have some valuable historical perspectives and help "fill in the gaps" for a new

council member. Likewise, take advantage of your city attorney – the city attorney can help you avoid pitfalls that could end up being extremely detrimental to the city.

Goal Setting

- Effective planning is essential to smooth operations in city government. The mayor and city council should take time to think about the future direction of the city.
- The goal setting process establishes a basic framework for action. By setting goals and deciding
 which are most important, the council can define what the city will try to achieve over a given
 period of time. Without priorities the council is likely to find itself drifting from issue to issue,
 crisis to crisis.
- Council goal setting is valuable for staff members. Council goals and priorities can provide direction to staff as to what the council is trying to accomplish. Without clearly defined goals, staff may get conflicting signals and not meet the council's expectations.
- Goal setting is essential to other important functions. Effective goal setting should be integrated into the city's processes for developing the annual budget, capital improvements program and implementation of the comprehensive plan.
- Goal setting can provide a useful evaluation tool. Once goals have been established, the city
 council will have a framework for determining how well the staff is doing in achieving priorities.

Stay Informed

- Familiarize yourself on the issues and trends affecting municipal government. Some of the best training and education can be secured at programs offered by the Iowa League of Cities and its affiliated regional leagues and organizations.
- Ask for help when you need it. Don't be afraid to use outside resources (your city attorney, the League, Iowa State University Extension, a neighboring city).
- Find an experienced mentor in city government. Ask for advice when you need help. You'll get empathy and a clearer vision from someone who has been there.
- Use information from the League and have staff conduct research through their professional organizations.
- Network with others. You will find that most city officials are very willing to share information and expertise. There are formal and informal networks among mayors, council members and staff. These networks can provide support and new ideas.

Other Suggestions from Veteran Elected Officials

- Listen to everyone. Listen until your ears fall off. Soak it up. After six months in office, you will round out the picture of the complexities of city government and your role.
- Don't be afraid to ask questions. You are not expected to know all the answers immediately.
- Don't be afraid to say, "I don't know."
- Don't make promises you can't deliver. Most major decisions and actions require approval of the city council.
- Gear your mind to process a tremendous amount of seemingly conflicting information.
- Don't enter office with an unmovable set agenda. Learn as much as you can before taking on a major program or effort.
- Don't be strangled by campaign promises that were made without sufficient information.
- Acknowledge legal restrictions. Keep in mind that your city's adopted ordinances must be followed until the council takes action to amend them. And that's just the beginning – the number of federal and state laws and regulations that also govern your actions can be mindboggling. If you are unsure of your responsibilities or authority in certain areas, be sure to seek clarification from your city attorney.
- Take it slow. Resist the urge to recommend drastic changes in the organization before you know how it really works. While some methods may appear to need an immediate overhaul, it pays to observe before trying new methods. Give yourself at least six months to learn the fundamentals of city operations.

Newly Elected Officials

Updated on October 26, 2021 Dested on December 14, 2016

Following municipal elections, a city council often sees new members taking a seat. With varying levels of understanding of how a city government functions, it is important that new members learn about the different operations of the city, the legal requirements they must work under and the key issues facing the city. Getting new council members educated and aware of the responsibilities of their new position will help ensure they have a successful term in office.

Prior to Taking Office

- Take the oath of office.
- Obtain your "Certificate of Election" from the county auditor.
- Learn about Iowa's open meetings laws (Chapter 21 of the Code of Iowa).
- Become familiar with Iowa's ethics laws for elected officials.
- Check with the city clerk about being covered by a bond.
- If elected mayor, appoint a mayor pro-tem.
- File a campaign disclosure report in accordance with *Code of lowa* Chapter 68A (if you accepted and spent funds during your election).
- Request that the city clerk send to you the same packet of information that is sent to the current city council.
- Request a copy of a detailed map of your city.
- Request and review a current copy of the city budget.
- The First 60 Days in Office
 - Obtain and review key documents, including:
 - Current city budget
 - Capital improvements plan, equipment replacement schedule or other long-term projects lists if they exist

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- Most recent city audit and annual financial report
- City code
- City organizational chart
- Staff roster and phone/email directory
- Comprehensive plan and other important planning documents
- Goals and priorities of your city (if they exist)
- Council rules and meeting procedures
- Calendar of important events
- Review the city ordinance or resolution that establishes your city council's committee system.
- Review city council meeting minutes from the previous three to six months.
- Request and review a list of city boards and commissions that shows who serves, their duties, the city code sections that establish them, and the term length of the members.
- Check to ensure that you are covered by the city's "errors and omissions" insurance policy.
- While adhering to open meetings laws, meet with the other elected officials and appropriate city staff members to review and discuss key policies, procedures and processes that your city has used, such as goal setting and strategic planning.
- Talk with your fellow policy leaders and key staff members about the processes and methods used to effectively work together.
- Schedule a tour of all city buildings and facilities, such as the city hall, police station, fire station, library, parks, water wells, wastewater facility, lift stations, etc.
- Determine whether you will be covered through the Iowa Public Employees' Retirement System (IPERS). Although elected positions are IPERS-covered, the law allows elected officials to opt out of coverage.

The First 90 Days in Office

- Review the job descriptions that are on file for city employees.
- Review the city's 28E agreements and written contacts.
- Review the city's policy manuals and employment contracts.
- Request a copy of the city's zoning district map for your reference.
- Consider scheduling a meeting with other city councils in your county to discuss common issues, problems and trends, or to just get acquainted.
- Review your city's civil defense plan and/or disaster preparedness and emergency response plan.

- Read your city's most recent water and wastewater inspection reports.
- Review your city's urban renewal plans or urban renewal district plans, if any exist.
- Review your city's comprehensive plan, if one exists.
- Review your city's insurance policies that shows the type of coverage, company's name, expiration date and annual premium.

Orientation Programs

An effective and timely orientation program can help provide newly elected officials with the kind of information they need to be knowledgeable and effective members of the city council. While these programs are often designed with a new council member in mind, they can also serve as a good refresher course for veteran officials. Here are 10 ideas to consider for your orientation program:

- Encourage attendance at the Municipal Leadership Academy The Iowa League of Cities' Municipal Leadership Academy (MLA) is a great opportunity to learn about council roles, municipal finance and budgeting, legal responsibilities, meeting procedures, council effectiveness and many other important issues.
- 2. Provide a copy of the Iowa Municipal Policy Leaders Handbook The Handbook describes the functions and services of cities as well as the laws governing municipal activities. It helps city officials understand what is expected and required of them by explaining both the details and the big picture involved in being a municipal policy leader. It also contains tips and lists of resources useful to city officials. (Participants of MLA receive a copy of the Handbook as part of their registration)
- 3. Be prepared, and be timely The orientation activities may take several sessions and a fair amount of time. Put together an agenda to make the best use of the available time. Prioritize the important points to be presented and have the right people at the sessions who can best explain the various issues.
- 4. Provide an organizational overview The mayor, city manager, city clerk and/or key staff should provide important information about the overall organization and key city issues. Items that should be covered include the organizational structure, budget and finances, emergency preparedness, citizen complaint process, and current city issues.
- 5. Review council meeting processes and procedures Set up a meeting with the mayor, city manager, city attorney and/or city clerk and the new council members to review and discuss important council meeting processes and procedures.
- 6. Provide important city documents Provide documents such as the city budget, a detailed city map, staff directory, council goals and priorities, strategic plan, comprehensive plan, and calendar of council meetings and other city events.
- 7. Tour city facilities A tour of city buildings and operations can be very informative and useful to 40 of 232

newly elected officials. They can observe city operations and ask questions about different aspects of city activities. Tours can also provide the opportunity for new council members to meet many of your city employees in an informal setting.

- 8. Start providing new members with council materials right away Even though their terms may not start until January, provide new members with complete council information packets right away. Inform them about new developments and issues. Many cities hold goal setting or budget planning sessions in November or December – be sure the new members are invited to participate.
- 9. Continue orientation and training opportunities No matter how comprehensive the orientation program, it is not possible to provide a complete briefing on all facets of city issues, activities and programs. Take advantage of additional training opportunities from the Iowa League of Cities, regional leagues, councils of governments, etc. Encourage new members to ask questions they cannot be expected to know all the answers immediately.
- 10. Treat all new members equally and maintain neutrality when providing information about city operations.

Jeff Schott, Program Director for the Institute of Public Affairs at the University of Iowa, provided information for this page

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Keeping Political Partisanship Out of Local Government

Sometimes inaction is appropriate

By Michael Williams, PhD, ICMA-CM | Aug 01, 2021 | PM MAGAZINE

Political polarization and incivility are intensifying in society today, which has included a desire by some advocates to demonstrate that elected officials, as opinion leaders, favor their opinion. As a result, city councils, county boards, and individual elected officials have been asked to adopt positions on a variety of political and divisive issues that do not directly pertain to city or county services.

Understandably, elected officials have strong opinions and are prone to action to solve problems and Improve their communities. This article suggests that sometimes restraint from action can be the wiser choice.

Political polarization is feeding on

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itself. For example, there is substantial literature that demonstrates that partisanship is correlated with migration, to the point that it impacts decisions about where and with whom one will live. In addition, today's technology supports the creation of like-minded "communities" within our personal digital world. We can easily choose to read and view only information that supports our own opinions. The increased polarization within these "echochambers" can foster dehumanizing language, increased incivility, and extreme ideals.

Partisan polarization combined with incivility and gridlock contributes to the low trust in the federal government. The Pew Research Center finds that not only is the public's confidence in the federal government low, but partisan animosity has increased substantially and trust among individuals is shrinking. Seventy-five percent of adults believe that American's trust in the federal government is declining and 64 percent believe that trust in each other is shrinking. Over 85 percent of people feel that those that voted for the other candidate in the 2020 presidential election do not understand "people like me." Many intense partisans even believe the opposing party's policies are "<u>so</u> <u>misguided that they, threaten the nation's well-being</u>"!

In short, when considering partisan issues, we have become so divided that we do not trust one another. Thankfully, local government remains nonpartisan. We even know, from studies by Richard Florida, that "<u>Democratic and Republican residents see very little difference</u> on local issues." People that might very well be divided on national issues are not necessarily divided on local issues. Thus, trust in local government remains high. Further, that high level of trust is critical to social capital, compromise, collaboration, and relationships—critical components to solving local problems.

Recently, local governing bodies have been requested to enter the political fray about issues such as the Second Amendment and gun control, school choice, immigration and refugee policy, COVID-19 business closures and mask mandates, and other topics that do not directly pertain to city/county services. These types of issues are incompatible with the regular duties of local government for at least five reasons.

- 1. Local governments rely on relationships, collaboration, and compromise to solve problems and provide services. Injecting the partisan divide into local decisions may very well degrade the crucial relationships and trust required to solve local issues. In local government, our relationships are much more important than party and ideology.
- 2. Local issues are almost exclusively nonpartisan. Residents' attitudes about local issues are not shaped by partisan politics or party loyalty.
- 3. Local government officials typically use their roles to build community trust and healthy relationships rather than contribute to disagreement and bickering.
- 4. Often, the public is unaware of the limitations of the authority of city and county governments. Proposed resolutions may not have the impact desired or anticipated by its supporters.

5. When governing bodies, individual elected officials, or local government managers meander from their proper roles, things will get these factors for the second second

What we do in local government is not partisan or overtly political. Local governments do not decide everything with a vote but, rather, operate much more with consensus on community issues. This makes sense because, as Richard Florida found, there is very little difference between the attitudes of Democrats and Republicans on local issues.

No doubt, a single elected official's political base might agree with a position on a non-city/county issue; and the entire elected body might agree with a position on a non-city/county issue. But why would the body act on an empty proclamation or resolution that will be the cause of any divide in the community? It does not make sense politically or for the common good.

County boards and city councils have responsibilities in numerous policy areas—many of them statutory or mandated—that need not intersect with controversial, partisan issues. To differentiate and define such boundaries, several county boards in Minnesota have adopted policies or guidelines that describe when a county will (or will not) consider a resolution or proclamation. To use cliché, these boards are formalizing the concept of "staying in their lane" and working within their defined role as county commissions.

An Important reason for formalizing this type of policy is to not only be fair with every constituency, but also with one another. To be successful, all elected members must adhere to a policy to prohibit action on issues that are Irrelevant to city or county government.

Being nonpartisan will not prevent a local government from confronting controversy or partis an disagreement. But freedom from partisan controversy and the partisan atmosphere enhances a local government's trust within the community and increases its ability to solve local issues. A local government's effectiveness is enhanced by its nonpartisan nature. Let's keep it that way.



MICHAEL WILLIAMS, PhD, ICMA-CM, is county administrator of Stearns County, Minnesota.

MAYOR & CITY COUNCIL GOAL SETTING

COMMUNICATING THE GOALS TO CITIZENS

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

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CIVILITY IN THE WORKPLACE

Iowa League of Cities Annual Conference

September 17, 2020

Additional Handouts for Workshop

Presented by Patrick Callahan, Municipal Consultant 563-599-3708 callahan.cmc@gmail.com

CIVILITY IN THE WORKPLACE IOWA LEAGUE OF CITIES ANNUAL CONFERENCE Patrick Callahan, Municipal Consultant September 17, 2020 – 3:00 PM

- 1. Introduction Patrick Callahan
 - City Experience 23 years
 - Consulting Experience 23 years
 - Personal Observations on Civility
- 2. Decline of Civility?
 - Recent trend in city government
 - National politics early history
 - National and state current political scene
 - Is it getting worse?
- 3. Examples of Lack of Civility
 - Council meetings "shouting matches"
 - Personal attacks public meetings
 - Angry outbursts city hall
 - Vicious social media posts
- 4. Causes of Decline in Civility
 - Come to expect it
 - More common all parts of life
 - Best way to "get your way"?
 - Some people have no "fear"
 - Lack of consequences
 - Best way to intimidate your "enemies"
- 5. Impact on City Government
 - Council meetings are a "nightmare"
 - Relationships are damaged or destroyed
 - Employee morale declines
 - City's image is "tarnished"

- 6. Consequences Lack of Civility
 - Loss of good employees
 - Difficulty recruiting employees
 - Impact on finding volunteers for boards and commissions
 - Public perception of city declines
 - Distrust of city officials
 - Recruiting future council members "hard sell"
 - "Citizen morale" declines
 - Impact on economic development efforts
 - Long term decline of property values
- 7. Three Suggestions to Reverse the Trend
 - 1. Set a good "personal example"
 - 2. Adopt council meeting procedures and rules
 - 3. Develop and adopt a code of conduct
- 8. Good Personal Example
 - Self-Evaluation job, home, & city
 - Consider actions, words, & tone
 - Conduct at city council meetings
 - Social media posts
- 9. Council Meetings Procedures & Rules
 - Discuss the need and advantages
 - Review the purpose and intent
 - Seek examples other cities
- **10.** Content Council Meeting Procedures & Rules
 - Set the tone for the meeting
 - Agenda preparation
 - Meeting basics date, time, etc.
 - Role of the mayor
 - Rules of debate
 - Order of business
 - Decorum during the meeting
 - Addressing the Council Citizens
 - Council actions and votes

- Public hearings format
- Rules of parliamentary procedure
- Miscellaneous provisions

11. Examples or Models

- Institute of Public Affairs Model
- Cities Washington, Nevada, Strawberry Point, & Adel
- League Website Resources Administration

12. City Code of Conduct

- Written policy
- Consistent theme "respect" & "civility"
- Mayor, council, & employees

13. Advantages of the Code

- Enhance the city's image
- Council meetings productive & orderly
- Improve employee morale
- Increase citizen trust
- Enhance ability to recruit employees
- Economic development impact

14. Content of Code of Conduct

- Clarification of all roles and duties
- Compliance with state laws open meetings law
- Professional conduct at public meetings
- Conflicts of interest
- Gifts and favors
- Handling of confidential information
- Proper use of public resources
- Positive work environment
- Civility and mutual respect
- Adhering to the chain of command

15. Compliance & Enforcement

- The more "challenging task."
- City employees' compliance

- Mayor and Council Members' compliance
- Clearly defined process
- Orientation new members
- Violations public censure
- 16. When to Adopt?
 - Controversy Tough time?
 - Calm Time Best time?
 - "No time like the present!"
- **17. Examples or Models**
 - Asbury
 - North Liberty
 - Sergeant Bluff
 - West Branch

18. Getting Started on the Adoption

- Initial discussions Work session
- Council Goal Setting Team building portion
- Consult the city attorney
- Start with another city's model
- **19. Resources and Publications**
 - League's Website Resources Administration Section
 - Municipal Policy Leaders' Handbook Chapters 3, 4, & 5
 - Callahan's memo to One City Council
- 20. Callahan's Resources
 - Cityscape Article "What's in Your Code of Conduct"
 - Ten Habits of Highly Effective Councils
 - The Ten Commandments for City Councils

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ADMINISTRATION FOCUS

What's in Your Code of Conduct?

Does your city need a code of ethics or code of conduct for the mayor, city council members and city employees? Regardless of how you might answer this question, perhaps it is a question that deserves further discussion and consideration in "good times" or "bad times."

Written City Policy

A code of conduct is a written policy designed to describe the manner in which the mayor, council members, and city employees should treat one another, city staff, citizens, constituents and others

when representing the city. The constant and consistent theme in the guidelines of any code of conduct is "respect."

Elected of ficials and city employees experience significant

workloads and tremendous stress in making decisions and providing services. Despite these pressures, elected officials and city employees are called upon to exhibit appropriate behavior at all times. The demonstration of respect and civility for each individual through words and actions is the cornerstone that will help guide the mayor, council members and city employees to "do the right thing" in even the most difficult situations.

Advantages of the Code of Conduct

The reasons or advantages of a code of conduct can vary from one city to the next, but here are a few:

- Preserve and enhance the positive image of the city.
- Ensure city council meetings are productive, civil and orderly.
- Improve the overall morale and productivity of city employees.
- Increase the level of confidence and trust that citizens have in their city government.
- Enhance the city's ability to recruit and retain qualified city employees.
- Improve the city's ability to attract businesses, industries and residents to the community.

The Content

The content of a code of conduct policy is something that will require much discussion and review. After reviewing examples from cities in Iowa that have

The constant and consistent theme in the guidelines of any code of conduct is "respect." adopted a code of conduct or code of ethics, the following can be used to start the discussion. There'is no need for your city to start from scratch on this process. The content of a code

of conduct could include:

- Clarification of all roles and duties.
- Compliance with state laws on such things as the open meetings law.
- Professional conduct at public meetings.
- Conflicts of interest.
- Gifts and favors.
- Handling of confidential information.
- Proper use of public resources.
- Positive work environment.
- · Civility and mutual respect.
- · Adhering to the chain of command.

Compliance and Enforcement

The actual preparation of a code of conduct could be the easy part, but the more challenging task may be the enforcement of it. The enforcement of the provisions of a code of conduct could be included in the city's employee handbook or personnel policies. City employees will be motivated to comply with the code of conduct in order to remain in good standing with their supervisors.

ADMINISTRATION FOCUS

The more difficult task may be how to motivate the mayor and city council members to comply with the code of conduct. The code of conduct will need a section on compliance and enforcement, which could refer to an orientation process for newly elected officials. It could also include a signed statement acknowledging receipt of the code of conduct and a willingness to adhere to it.

The code may also need a process for enforcement and a review of the consequences for noncompliance. While it would hopefully never be required, flagrant violations of the code of conduct by elected officials could be addressed through a process of public censure and notice to their supervisors (the voters) that the offender be "called to task" and possibly not reelected to another term.

Best Time to Adopt

Some people may reason that their city has no issues at this time and that there is no need for a code of conduct. However, the best time to adopt a code of conduct is during those times when there are no major controversies or conflicts. The adoption of a code of conduct can then be completed in a calm, civil and orderly environment. When the need or urgency to adopt such a code is during turbulent times, it could be a more controversial and emotionally charged task. Hopefully, all the players in your city will

conclude that there is no time like the present to adopt a code of conduct or code of ethics for your city.

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SUMMARY 10 HABITS OF HIGHLY EFFECTIVE COUNCILS

1. Think and Act Strategically

- * Determine & achieve citizen desires
- * Strategic leadership and develop a vision for the City's future
- * Development of long range goals

2. Understand and demonstrate the elements of teams and teamwork

- * Council Collection of diverse people
- * Only Power Act as one entity
- * Working together to accomplish specific purpose
- * Synergy ability to achieve an effect as a team
- * Trust, openness, & mutual respect.

3. Master Small Group Decision Making

- * Ability to Work with others
- * Knowledge to do the job
- * Ability to deal with issues rationally

4. Clearly Define Roles and Relationships

- * Mayor and Council Roles
- * City staff roles
- * Know the Function specific responsibilities
- * Expected Performance Behavior of the person in the role

5.

Establish and Abide by a Council – Staff Partnership

- *. Council establish the vision, goals, policies, and empowerment.
- * Council defines the needs to be met and outcomes to be achieved
- Staff carryout directives, complete the tasks, and provide feedback.
- * Trust, communication, & evaluation

6. Systematic Evaluation of Policy Implementation

- * Periodic feedbacks on Policy Results
- * Reports, Staff memos, & newsletter
- * Policy amendments as needed

7. Allocate Council time and Energy Appropriately

- * Goal setting annual retreat
- * Study sessions monthly analysis of issues
- * Council meeting legislation & actions
- * Community relations interaction with citizens and agencies

8.

Set Clear Rules and Procedures for Council Meetings

* Conduct effective and productive meetings

- * Adopt rules and procedures (Newton example)
- * Conduct business orderly, disciplined and productive manner.
- * Council's image to the world.
- 9. Get a Valid Assessment of the Public's Concerns and an Evaluation of Council's Performance.

* Seek feedback -- Random Surveys, City-wide questionnaires, and ongoing efforts -- (Marion example)

* Include in next strategic planning session

10. Practice Continuous Personal Learning and Development as a Leader.

* Read – Policy Leaders Handbook

* Attend workshops & ILC Conferences.

* Forums to enhance skills to lead and govern.

The Ten Commandments for City Councils

- 1) Thou shalt represent and to the best of your ability, fulfill the expectations of your constituencies.
- 2) Thou shalt represent the citizens to create policies on long-term and broad based items. Directing the aim and goals of the city.
- 3) Thou shalt set targets and outcomes. Council determines what the goals are, when the goals are to be achieved and how much money will be allocated to achieve each goal.
- 4) Thou shalt delegate the work to the employees you have hired to do the job. Good guidance and empowerment will give well trained, professional employees a clear understanding of expectations and the ability to achieve the Council's goals.
- 5) Thou shalt monitor progress of achieving goals through assessing performance. This should be done on a regular basis to make minor adjustments before major crises occur.
- 6) Thou shalt practice discipline. Good governance needs to be practiced. It is easy for individual council to get caught up in the situation, or try to solve something quickly without considering other consequences; however, only the council as a whole can govern.
- 7) Thou shalt support the decisions of the organization. Individual opinions are important but city council are elected to work for the good of the community.
- 8) Thou shalt abide by the Constitution of the United States, the State of Iowa and the ordinances and rules of the city. Get to know those rules and regulations that can be used to guide your decisions.
- 9) Thou shalt act in a manner of respect and professionalism. Most conflict can be resolved when dealing in a professional and respectful manner. Be open to new ideas and communicate with respect.

Administration

Council Meeting Procedures

Web Exclusive December 2016

Downloads/Links

Iowa Attorney General 'Sunshine' Laws Advisories

Closed Sessions

Open Meetings

Public Hearings

Iowa Public Information Board

Running efficient and successful city council meetings requires a lot of preparation and knowledge of proper procedures. The roles of the mayor, council members and city staff are different and each are important. Understanding these roles and having a plan in place can lead to well-run city council meetings.

Open Meetings Law

In lowa, city councils, as well as their advisory bodies, are required to comply with the open meetings law (*Code of Iowa*, Chapter 21). The law requires that meetings of governmental bodies are open to the public. A meeting is a gathering of a majority of members (or quorum) discussing city business. The city must give public notice of its council meetings and must include the time, date and place of each meeting and the tentative agenda. The city needs to advise the media which have filed a request for notice and post the notice on a bulletin board or other prominent place easily accessible to the public at the city's principal office. If there is no city hall, the notice should be posted at the building where the meeting will be held. Notice must be provided at least 24 hours prior to the meeting.

For a full explanation of lowa's open meetings law please visit the <u>Open Meetings section</u>.

Setting the Agenda

Each city council has the authority to decide how their meeting agenda will be set. *Code of Iowa* Section 372.14 specifies the mayor as being "the chief executive officer of the city and the presiding officer of the council." As such, in many cities the responsibility for establishing the agenda for the city council meeting falls to the mayor and key city staff, such as the city manager or city clerk. In some cases, this may be established by city ordinance.

On the other hand, *Code of Iowa* Section 372.13 (5) states that "the council shall determine its own rules and maintain records of its proceedings." This law allows councils to set rules, such as how the agenda will be set, for their council meetings. In some cities, the council has determined that each member of the council, as well as the mayor, have the right to place items on the agenda.

With several options available to cities, it's important that clear rules of procedure are adopted by the city council. Rules of procedure are guidelines established by the council outlining the manner in which the council will conduct its business, including rules for creating the council agenda.

Discussion and Public Hearings

During a meeting the city council will address various items related to city business. Among other actions, they will approve minutes, license applications, new city regulations, bills and budgets. Council members and the mayor will often discuss items before taking a vote to ensure there is understanding of the proposed action. State law requires that city councils hold public hearings before taking action on certain items. Public hearings are intended to provide the public in general and those particularly affected by a proposed municipal action the opportunity to provide input regarding the policy options available to the city council. Supporters of a proposal can explain why they believe a particular course of action is necessary or helpful, and those opposed to the proposed policy can explain why they believe such action is unnecessary or detrimental.

For a detailed explanation and list of when public hearings are required please visit the Public Hearings section.

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Public Participation

While the open meetings law gives the public the right to attend meetings of governmental bodies, the law does not require cities to allow public input at council meetings. The council may permit an audience member to speak at its meetings, but is not required to do so. Without an invitation to speak, everyone is simply an observer listening and watching the deliberations.

However, public officials are elected by citizens to represent them and most city officials find it advantageous to allow citizens to address the council. To help prevent a public comment period from becoming prolonged and unproductive, cities find it useful to establish rules for public comments. For example, limitations can be placed on the time and manner of public participation to help maintain efficiency. Those wishing to address the council can be asked to identify themselves by name and address and avoid repeating what already has been said.

Many cities place an item on the agenda such as "Public Comments" where audience members are allowed to address the council. It may be helpful to reserve such time at the beginning or end of the meeting to give people the opportunity to speak before or after the council takes action on any business. Additionally, the council may allow the public to address any issue or restrict them to agenda or non-agenda items only. Some cities invite the public to provide input at the time each individual agenda item is discussed. Other cities may take a more formal approach and require advance notice to get on the agenda.

Motions, Resolutions and Ordinances

To conduct business, the city council takes one of three actions: motions, resolutions or ordinances. Motions are used to handle routine business of the city at council meetings and are recorded in the minutes. Actions typically addressed by a motion include approval of the minutes, claims, licenses, permits and giving direction to city staff on a particular issue.

A resolution is a statement of policy. Examples include setting council rules and procedures, setting wages and salaries and establishing investment and other financial policies. In certain cases the passage of a resolution is required by Iowa law.

An ordinance is a city law of a general or permanent nature. Ordinances cover all areas of municipal authority from setting speed limits on city streets to establishing water and sewer rates.

Voting Regulations

Motions require a majority vote of the quorum at the meeting to pass. For resolutions, ordinances and amendments to such, a majority of the total number of seats on the council must vote affirmatively for passage. All council members is defined to include any vacancy and any council member who is absent, but does not include the seat of a council member who does not vote due to a conflict of interest. Resolutions can be passed with a majority of votes at one meeting. Ordinances and amendments to ordinances must be passed by the majority at three council meetings before becoming final. However, city councils can waive the requirement to have three votes to approve an ordinance or amendment by approval of at least three-fourths of the council.

In most cities, the mayor has no authority to vote on city council business. The mayor-council form of government is the most common form of government in Iowa. Under this form of government, the mayor is not a member of the council and cannot vote, with one exception. Section 372.4 of the *Code of Iowa* authorizes mayors in cities with an even number of council members to break a tie on motions not involving ordinances, resolutions or appointments made by the council alone. A vacancy on a five member council does not make the council have an even number – the number of seats is still five.

In special charter cities operating with ten council members, the mayor may vote to break a tie on all measures. Under the commission, council-manager-at-large and council-manager-ward forms of government, the mayor is a member of the council and can vote on all matters before the council.

Role of the Mayor

The majority of cities in Iowa operate under the mayor-council form of government with an odd number of council

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members. Under this form of government, the mayor never votes, not even to break a tie. The mayor has no veto authority over a motion, but the mayor can veto a resolution, ordinance or amendment to an ordinance within 14 days after the council passes it. The mayor must give the council a written explanation of the reasons for the veto at the time of the veto. Within 30 days after the veto, the council may re-pass the resolution, ordinance or amendment with a two-thirds vote of the council.

The mayor is also the presiding officer of the council as described in Section 372.14 and is often tasked with leading city council meetings and enforcing any rules and procedures adopted by the council.

Effective Dates

A motion requires no action by the mayor and is effective immediately. A resolution becomes effective after the mayor signs it. Ordinances and amendments take effect after they have been signed by the mayor and have been published, unless a subsequent effective date is provided. If the mayor does not sign or does not veto a resolution, ordinance or amendment, a resolution becomes effective 14 days after passage. An ordinance or amendment becomes effective after 14 days and publication, unless a subsequent effective date is provided.

Closed Sessions

Government bodies are authorized to "close" a meeting, or deny public access, for certain reasons listed in *Code of Iowa* Section 21.5. The list is short and includes reasons such as to discuss litigation with their attorney, to discuss real estate transactions and for certain personnel situations within certain parameters. The following are steps to hold a closed meeting:

- Add potential closed session to council meeting agenda (citing allowed purpose pursuant to Code of Iowa Section 21.5)
- Begin in open session
- Two-thirds vote to go into closed session (must state reason under Code of lowa 21.5 that permits a closed session)
- Detailed minutes and audio tape must be taken of the closed session
- Motion and vote to end closed session and return to open session

The minutes and recordings from the closed session are confidential; they are required to be sealed and kept for at least one year and can only be opened by court order. Legislation approved in 2015 by the state legislature allows the State Ombudsman to access the minutes and audio recordingss of a closed session without obtaining a court order when such examination is relevant to an investigation under *Code* Chapter 2C and the information sought is not available through other reasonable means. For more information please visit the **Closed Sessions** page.

Administration

Council Teamwork And Effectiveness

Web Exclusive December 2016

Downloads/Links_

Newly Elected Officials

Effective Elected Officials

The city council is the policy arm of municipal government and is responsible for determining the direction of the city. The council performs this role by adopting legislation, approving plans and programs, and establishing city policies. But the city council can only exercise its powers when acting as a group in an official meeting and a majority vote is needed to accomplish anything. Council decision-making is, therefore, a group activity and as such requires a team approach to be effective. The team concept has many important benefits in achieving council effectiveness:

- Blending individual talents can produce better problem-solving and enhance the quality and quantity of results.
- The scope and magnitude of the issues and tasks confronting the city are complex and greater than any one person can handle.
- A team approach can focus the energy of the group on critical issues and maximize benefits within the constraints of limited resources and time.
- The team concept can yield more productive meetings and enhance communications between the team members.

Teamwork has been defined as an organization functioning effectively as a group. Here are a few methods by which city councils can become effective teams:

Mutual Respect

Show respect to all team members at all times. Recognize the value and importance of individual contributions. Trust each other's abilities and listen carefully to what is being said. Put aside personal differences and consider without prejudice the particular issue or situation. Remember, city staff is also an important part of the team and should be treated respectfully. Staff members are a valuable asset and essential to accomplishing the council's goals.

City Council Goal-Setting

By establishing a shared sense of direction and determining goals and priorities, the city council as a team identifies what it wants to accomplish within a specific time period. Council goal-setting provides a clear message as to what the council wants to accomplish as a group, as well as to the staff, other governmental jurisdictions and the public. It also provides valuable direction for developing the annual budget and capital improvements program, allocating staff resources, evaluating performance and other important city functions.

Clear Roles and Responsibilities

A major impediment to effective teamwork can be role confusion or conflicts among team members as to the appropriate roles and expectations of various team members. It is, therefore, essential that the roles and responsibilities of the team members are well understood by all. The team, including elected officials and key staff members, should periodically review and discuss the various roles and responsibilities of all the team members. It is especially important that roles and responsibilities are clearly defined and understood when new members become part of the team.

Rules of the Game

Developing and agreeing to rules can help policy leaders work together and avoid unnecessary conflict. For those cities that have previously developed council rules of procedure, those policies should be reviewed and discussed with the team. Compliance with these rules should become a routine part of council operations – not just reserved for "special occasions" when a particularly contentious issue is on the agenda. Some important areas that should be part of council rules of conduct are:

- Insistence on civility
- Meeting management practices and roles
- Setting the agenda
- Parliamentary rules of order

- Use of consent calendar
- Use of work sessions
- Conflicts-of-interest
- Confidentiality
- Guidelines for representing the council
- Guidelines for citizen input

Processes and Methods

Governance and teamwork are achieved through processes. It is important for all team members to understand those processes, to respect them and to improve them when necessary. Policy leadership requires the capacity to effectively use the processes that support the team's efforts and achieve the desired outcome's. Some key city processes include:

- Agenda development
- Information flow
- Program, project and financial monitoring and reporting
- Complaint handling
- Making requests of and giving directions to staff members
- Goal and policy implementation review
- Personnel policies and performance reviews
- Boards and commissions contact and information
- Intergovernmental relations

Agree on the Decision-Making Process

For difficult, complex, or controversial issues, work together to agree on the process the council will use for decisionmaking. Frame the issue and determine what information is needed for the council to make an informed decision. Determine the process for citizen input. Give yourself adequate time to make a decision. Consider alternative actions, including the "do nothing" option. Work toward consensus and try to find areas of commonality. Recognize the need for compromise and the importance of reaching agreement. Most importantly, respect the process and support the decision unanimously regardless of your own views.

Council Orientation

An effective and timely orientation program can help provide newly elected officials with the kind of information they need to be knowledgeable and effective members of the team. Items to include in the orientation are: city organizational structure, review of significant city issues, goals and priorities, major city projects and initiatives, finance and budget, complaint process, council meeting processes and procedures, providing important city documents, and a tour of city facilities. All members of the team should take advantage of additional training opportunities through the Iowa League of Cities, regional leagues, councils of governments, etc.

Please visit the <u>Newly Elected Officials</u> page to see more information on city council orientation programs.

Personal Attributes

Every team member should commit to striving to achieve the following attributes:

- Mutual respect and trust
- Civility
- Ability to de-personalize issues or conflict
- Ability to see the other side of the issue
- Valuing differences
- Flexibility
- Professionalism

Bear in mind the admonition of the late Tim Shields, former long-time Director of the Institute of Public Affairs: "It takes an "I" to get elected, but it requires a 'we' to govern and lead."

Information provided by Jeff Schott, Former Program Director for the Institute of Public Affairs at the University of Iowa.

Administration

Effective Elected Officials

Web Exclusive December 2016

Downloads/Links_

Council Teamwork and Effectiveness

Newly Elected Officials

Those elected to serve on a public body have a tremendous responsibility to help resolve issues and improve their community. City council members and mayors have the ability to shape the future of their city. Having a good understanding of their role in the process can lead to an effective term.

Leadership

- Lead by example. Be honest, consistent and flexible. Don't play games.
- Use common sense.
- Don't be stampeded into action by the strong demands of special interest groups. Your job is to find the long-term public interest of the entire community.
- Sometimes we underestimate the potential impact of an elected official's leadership. Use the dignity of your office to help the community get past contentious issues.
- There is a tremendous amount of discomfort in making very public decisions. It's easy to fear the political consequences, but it is important to take a long-term approach, weigh everything and reach good decisions.
- You won't be able to satisfy all people, and you have to know that. Listen fairly, listen thoughtfully and then do what is right.

The Team Concept

- Policy-making is a team activity. An individual council member only has power when the council gathers together as a group at an official council meeting. Each council member sees issues differently and has his/her own concerns. A majority vote is needed to accomplish anything.
- City government is complicated. No city, however small, is so simplistic that one person can master every phase. Individual council members have no choice but to look to their colleagues for counsel and support.
- Teamwork is a natural and necessary part of serving on the council. Teamwork does not mean that all council
 members need to agree on every issue or that they like each other on a personal basis. It does mean they must
 respect each other's opinions and learn to deal with each other on the basis of mutual honesty. Don't act rashly
 and assume that only you know the best way to accomplish things.
- City staff members are an important part of the team. Get to know the staff and what they do. Treat them with
 respect they are a valuable asset and can assist you in accomplishing your goals. They can have some valuable
 historical perspectives and help "fill in the gaps" for a new council member. Likewise, take advantage of your city
 attorney the city attorney can help you avoid pitfalls that could end up being extremely detrimental to the city.

Goal Setting

- Effective planning is essential to smooth operations in city government. The mayor and city council should take time to think about the future direction of the city.
- The goal setting process establishes a basic framework for action. By setting goals and deciding which are most important, the council can define what the city will try to achieve over a given period of time. Without priorities the council is likely to find itself drifting from issue to issue, crisis to crisis.
- Council goal setting is valuable for staff members. Council goals and priorities can provide direction to staff as to what the council is trying to accomplish. Without clearly defined goals, staff may get conflicting signals and not meet the council's expectations.
- Goal setting is essential to other important functions. Effective goal setting should be integrated into the city's
 processes for developing the annual budget, capital improvements program and implementation of the
 comprehensive plan.

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• Goal setting can provide a useful evaluation tool. Once goals have been established, the city council will have a framework for determining how well the staff is doing in achieving priorities.

Stay Informed

- Familiarize yourself on the issues and trends affecting municipal government. Some of the best training and education can be secured at programs offered by the Iowa League of Cities and its affiliated regional leagues and organizations.
- Ask for help when you need it. Don't be afraid to use outside resources (your city attorney, the League, Iowa State University Extension, a neighboring city).
- Find an experienced mentor in city government. Ask for advice when you need help. You'll get empathy and a clearer vision from someone who has been there.
- Use information from the League and have staff conduct research through their professional organizations.
- Network with others. You will find that most city officials are very willing to share information and expertise. There
 are formal and informal networks among mayors, council members and staff. These networks can provide support
 and new ideas.

Other Suggestions from Veteran Elected Officials

- Listen to everyone. Listen until your ears fall off. Soak it up. After six months in office, you will round out the picture
 of the complexities of city government and your role.
- Don't be afraid to ask questions. You are not expected to know all the answers immediately.
- Don't be afraid to say, "I don't know."
- Don't make promises you can't deliver. Most major decisions and actions require approval of the city council.
- Gear your mind to process a tremendous amount of seemingly conflicting information.
- Don't enter office with an unmovable set agenda. Learn as much as you can before taking on a major program or effort. Don't be strangled by campaign promises that were made without sufficient information.
- Acknowledge legal restrictions. Keep in mind that your city's adopted ordinances must be followed until the council takes action to amend them. And that's just the beginning the number of federal and state laws and regulations that also govern your actions can be mind-boggling. If you are unsure of your responsibilities or authority in certain areas, be sure to seek clarification from your city attorney.
- Take it slow. Resist the urge to recommend drastic changes in the organization before you know how it really works. While some methods may appear to need an immediate overhaul, it pays to observe before trying new methods. Give yourself at least six months to learn the fundamentals of city operations.

Human Resources

Working With Angry Viewpoints

May 2016

Downloads/Links_

City of Portland, OR: Outreach and Involvement Handbook

Harvard Law School Program on Negotiation: Dealing with Difficult People

Anger and complaints from local citizens may be a challenge to address, but learning the source of the issue and providing information can be helpful. When staff listens and responds calmly and informatively, many times anger can be diffused. Oftentimes, the citizen simply wants to air their opinion and wants acknowledgment that they have been heard. Surely they would like things to go their way, but at the most basic level they want to offer their viewpoint or encourage an alternative. Of course, if the anger escalates to violence or more than registering a complaint, staff should contact law enforcement, follow emergency procedures and use their best common sense given the circumstances.

Recalling that citizens are "customers" of governance, city staff tries to provide excellent customer service to citizens every day. At times, often due to the complexity inherent in local decision-making, some of these citizens, as customers, will be unhappy with local decisions. The city of Portland, OR's *Outreach and Involvement Handbook* reminds us that even the angriest complainer has chosen to be involved. They have chosen to engage the city about an issue, expressing their passion or concern. If the citizen is ill-informed on the issue, perhaps this is a time to listen, and then clarify the city's position and provide factual information. It is their expectation that government will respond in a professional manner, even if the resolution does not incorporate their preference.

There are many avenues through which conflict may appear in local issues. Angry citizens may appear in person, they may be vocal at local meetings, and nowadays social media outlets have become another source of citizen opinion. Understanding roles, responsibilities and expectations may be the start of handling issues in a professional manner. Creating opportunities to gather information and feedback early in the process is key to opening doors of communication before issues escalate. Fostering an environment where issues and alternative views can be heard and considered, and solutions are well-explained, will help expand on the city's vision. Taking the opportunity to talk about your city's story so citizens and other stakeholders understand both progress and setbacks or potential controversy is important. Talking about and acknowledging difficult decisions and how they were made can help. Ultimately, keeping many communication channels open from the beginning, and throughout local projects is critical.

SUMMARY OF MAJOR FUNDS FY24 BUDGET

	100 General	100B Econ Dev	100C P&R Impr	204 Road Use	205 Airport	500 LOSST	601 Electric	602 Water	603 Sewer
Estimated Beginning Cash Balance at 7-1-23	2,288,559	1,058,834	-	1,734,034	654,034	4,235,391	8,116,611	(584,233)	5,364,300
REVENUES	3,350,372 220 800	5,000		1,012,000	124,730	1,040,000	14,000,063	2,574,203	3,828,005
GRANTS	450,000	-	37,410	-	795,000	-	-	1,146,990	100,000
INTERNAL LOAN PAYBACK		600,000		-	-	-	-	-	-
TRANSFERS IN	964,448	-	532,640	-	-	-	1,663,834	-	-
	4,985,620	605,000	570,050	1,077,000	919,730	1,040,000	15,663,897	3,721,193	11,428,005
OPERATION EXPENSES	3,372,796			839,785	118,030		11,838,298	2,718,834	2,158,632
IMPROVEMENTS	795,000		570,050	367,500	925,000	2,627,000	5,933,000	5,583,000	8,495,000
CAPITAL EQUIPMENT EXPENSES	786,775			627,750	-		362,745	197,195	693,985
DEBT PAYMENT							1,074,352	319,063	
TRANSFERS OUT	532,640	1,663,834	-	240,000	-	-	710,404	121,003	721,003
	5,487,211	1,663,834	570,050	2,075,035	1,043,030	2,627,000	19,918,799	8,939,095	12,068,620
EXCESS (DIFICIENCY) OF REV VS EXPENSES	(501,591)	(1,058,834)	-	(998,035)	(123,300)	(1,587,000)	(4,254,902)	(5,217,902)	(640,615)
ENDING CASH BALANCE AT 6-30-24	1,786,968	-	-	735,999	530,734	2,648,391	3,861,709	(5,802,135)	4,723,685

CITY OF WEBSTER CITY 100 - GENERAL FUND OPERATIONS & EQUIPMENT FY24 - FY28 BUDGET PROJECTION

	2020-2021	2021-2022	2022-2023	2023-2024 Proposed	2024-2025 Proposed	2025-2026 Proposed	2026-2027 Proposed	2027-2028 Proposed
	Actual	Actual	Budget	Budget	Budget	Budget	Budget	Budget
OPERATIONS	2,324,515							
EQUIPMENT	308,009							
BEGINNING BALANCE	2,632,524	2,929,620	2,906,529	2,288,559	1,786,968	1,411,903	320,194	(1,039,055)
REVENUES								
Property Taxes on Certification Page	2,268,356	2,235,278	2,267,331	2,258,649	2,258,649	2,258,649	2,258,649	2,258,649
Mobile Home Taxes not on cert page	2,865	2,831	2,065	2,085	2,085	2,085	2,085	2,085
Licenses & Permits	195,277	221,119	123,830	172,330	122,330	122,330	122,330	122,330
Intergovernmental	103,880	122,936	82,723	78,643	71,100	65,359	58,716	52,073
Charges for Services	420,963	477,296	441,050	440,950	446,950	446,950	446,950	446,950
Fines & Forfeits	11,313	8,163	25,000	41,000	41,000	41,000	41,000	41,000
Contributions	6,934	5,625	2,500	2,500	2,500	2,500	2,500	2,500
Refunds & Reimbursements	45,195	4,467	12,000	5,000	5,000	5,000	5,000	5,000
Miscellaneous	49,158	106,608	24,472	35,250	28,000	28,250	28,500	28,750
Use of Money & Property	174,396	182,915	180,526	182,465	182,965	186,024	189,145	192,327
Interest on Investments	58,546	39,243	57,000	131,500	131,500	131,500	131,500	131,500
	3,336,883	3,406,481	3,218,497	3,350,372	3,292,079	3,289,647	3,286,375	3,283,164
OTHER REVENUE								
Loan Proceeds	960,708			220,800				
Grants				450,000				
Sale of Land Proceeds	22,911	92,791	-	-	-	-	-	-
	983,619	92,791	-	670,800	-	-	-	-
EXPENDITURES								
Public Safety	1,751,680	1,753,438	1,896,635	2,001,113	2,139,503	2,220,377	2,307,066	2,371,508
Tornado Siren		10,645	12,000	18,500				
OH Door Motors & Openers			11,044	11,500				
Police Dispatch Console				25,000				
Public Works	678,020	513,077	516,777	558,017	554,644	558,585	566,249	568,729
Health & Social Services	36,245	16,487	26,044	48,049	48,205	48,367	48,536	48,711

CITY OF WEBSTER CITY 100 - GENERAL FUND OPERATIONS & EQUIPMENT FY24 - FY28 BUDGET PROJECTION

	2020-2021	2021-2022	2022-2023	2023-2024 Proposed	2024-2025 Proposed	2025-2026 Proposed	2026-2027 Proposed	2027-2028 Proposed
	Actual	Actual	Budget	Budget	Budget	Budget	Budget	Budget
EXPENDITURES CONTINUED								
Culture & Recreation	884,237	982,926	1,037,063	1,043,055	1,071,741	1,108,050	1,131,536	1,138,232
Depot-HVAC	4,059							
Sr Center-Tuckpoint		20,000						
Cemetery-OH Door	4,625							
Cemetery-HVAC	6,522							
Cemetery-GIS	7,340		20,000					
Cemetery-Tiling			60,000					
Cemetery-Asphalt Roads				25,000		25,000		25,000
Cemetery-Bandstand Tuckpoint					8,000			
Community & Econ Develop	174,515	163,522	203,704	194,600	172,007	176,642	181,398	186,308
Re-Wrap Billboard Sign				15,000				
General Government	186,153	179,286	229,421	227,962	303,134	307,551	316,208	301,728
City Hall-Carpet	3,032							
City Hall-Tuckpoint	9,800							
City Hall-Basement	3,518							
City Wide ADA Plan (20%)			22,200					
City Hall-HVAC	-	-	-	700,000	-	-	-	-
TOTAL EXP INCLUDING IMPR	3,749,746	3,639,381	4,012,688	4,167,796	4,297,234	4,444,572	4,550,993	4,640,216

CITY OF WEBSTER CITY 100 - GENERAL FUND OPERATIONS & EQUIPMENT

FY24 - FY28 BUDGET PROJECTION

	2020-2021 Actual	2021-2022 Actual	2022-2023 Budget	2023-2024 Proposed Budget	2024-2025 Proposed Budget	2025-2026 Proposed Budget	2026-2027 Proposed Budget	2027-2028 Proposed Budget
TRANSFERS IN								
From Electric	633.570	620.688	693.411	709.952	717.051	724.222	731.464	738.779
From Water	92,870	90,462	114,254	128,496	162,767	163,833	167,110	170,452
From Sewer	99,209	91,807	114,721	114,000	114,432	116,721	119,055	122,627
From Road Use (for Equip)	125,000	125,000	200,000	-	-	-	-	-
From Lease Proceeds	-	11,734	65 of 2	12,000	12,000	12,000	12,000	12,000

	950,649	939,691	1,122,386	964,448	1,006,250	1,016,776	1,029,629	1,043,858
TRANSFERS OUT								
To Annual Str Mtc-Parking Lots	212,150	210,244	1,423					
To E Twin-reconcile fund		90,147						
To W Twin-reconcile fund		1,340						
To Boone River Trail-reconcile		2,165						
To Park & Rec Improve-reconcile		131,830	205,345	532,640	45,000	370,000	295,000	450,000
To Annual Str Mtc-remaining bond funds		-	317,322	-				-
	212,150	435,726	524,090	532,640	45,000	370,000	295,000	450,000
Reclassification		777						
Accrual Adjustments	(1,035,922)	(353,949)	-	-	-	-	-	-

CITY OF WEBSTER CITY 100 - GENERAL FUND OPERATIONS & EQUIPMENT FY24 - FY28 BUDGET PROJECTION

	2020-2021 Actual	2021-2022 Actual	2022-2023 Budget	2023-2024 Proposed Budget	2024-2025 Proposed Budget	2025-2026 Proposed Budget	2026-2027 Proposed Budget	2027-2028 Proposed Budget
CAPITAL EQUIPMENT DISBURSEMENTS								
п		3,968	5,244					
Aruba Switch (x2) (Fuller Hall & Fire)				975				
Aruba Switch (x2) (Street & Waste Water)					975			
Aruba Switch (x2) (Cemetery & Water)						975		
Aruba Switch (x2) (PD & City Hall)							975	
Update PD & Primary CISD Server				6,000	3,000			
Toughbooks					1,785	1,785	1,785	1,785
Uninterruptible Power Supply (UPS) Replace				750		1,800		750
City Manager		766						
Police	90,135	221,348	65,000					
Police Ammunition				6,500	6,500		6,500	
Police Radar Speed Trailer						8,500		
Police Shotguns					6,000	6,000		
Police Tasers			66 of	2 <mark>32 8,000</mark>	8,000	8,000		

Police Vehicle Loan				64,400	64,400			
Police Car				65,000			65,000	65,000
Police Vehicle In-Car Cameras				20,000	20,000	25,000		
Toughbooks				11,900				
Fire	22,825	50,890	101,861					
A36- WILDLAND 4x4 w/ Pump						105,000		
Battery Operated PPV fan				7,000				
Battery Operated R.A.M. & Cutter					10,000		15,000	
Digital Pager				10,000	10,000	10,000		
Heavy Struts					25,000			
Hydraulic Tool Set					30,000			
Mobile (cb) Radio				<u>6,000</u>	6,000	6,000		
Portable Radio				10,500	10,500	10,500		
PPE Wash Machine				8,000				
Pumper Truck			_				650,000	
Tanker Truck				450,000				
Turnout Gear				18,500	19,000	19,500	20,000	21,000
Street	140,457	25,656	186,645					
PAINT MACHINE #43				10,000				
PAINT TRAILER					10,000			
STREET SWEEPER						310,000		
GIS	2,943	1,584	2,500					
GPS Device for Utility Locating and Mapping				2,500	2,500	2,500	2,500	2,500
Recreation & Public Grounds	50,117	75,369	59,200					
10' Rotary Cutter								37,500
J.D. Terrain Cut Mower					62,000		55,000	
Mini Tractor						40,000		
Parallel Arm Rotary Cutter								40,000
Pickup				38,000				42,000
Skid Loader Auger Attach.				6,500				
Slit Seeder						12,000		
Snow Pusher Attachment					10,000			
Stand on Aerator				15,000				
Trailer				20,000				
Zero Turn Mowers			67 of 23	32	25,500	16,000	12,500	

Public Works	-	2,004	1,625		-	-	-	-
Mass Notification System			-	1,250	-			-
TOTAL CAPITAL EQUIP DISBURSEMENTS	306,477	381,585	422,075	786,775	331,160	583,560	829,260	210,535
CAPITAL EQUIP RECEIPTS/ADJUSTMENT	330,240	347,810	-	-	-	-	-	-
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	297,096	(23,091)	(617,970)	(501,591)	(375,065)	(1,091,709)	(1,359,249)	(973,729)
BALANCE-OPERATIONS & EQUIP	2,929,620	2,906,529	2,288,559	1,786,968	1,411,903	320,194	(1,039,055)	(2,012,784)

CITY OF WEBSTER CITY 100 - GENERAL FUND ECONOMIC DEVELOPMENT SUB-FUND FY24 - FY28 BUDGET PROJECTION

	2020-2021 Actual	2021-2022 Actual	2022-2023 Budget	2023-2024 Proposed Budget	2024-2025 Proposed Budget	2025-2026 Proposed Budget	2026-2027 Proposed Budget	2027-2028 Proposed Budget
BEGINNING BALANCE	1,139,134	1,057,160	1,053,834	1,058,834				
RECEIPTS Interest Earned	11,041	8,161	5,000	5,000				
EXPENSES WC Daycare - Childcare Coalition WC Daycare - Bridge Grant 605 2nd Street (Demolition, Utilities, Deed, Engineering)	12,500 - <u>80,515</u> 93,015	- 10,000 <u>1,487</u> 11,487						
TRANSFERS IN From Sewer Improvement Reserve Payback Internal Loan				600,000				
TRANSFERS OUT To Electric Improvement Reserve			68 of	2321,663,834				

CITY OF WEBSTER CITY PARK & REC IMPROVEMENTS FY24 - FY28 BUDGET PROJECTION

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2	2020-2021 Actual	2021-2022 Actual	2022-2023 Budget	2023-2024 Proposed Budget	2024-2025 Proposed Budget	2025-2026 Proposed Budget	2026-2027 Proposed Budget	2027-2028 Proposed Budget
Beginning Cash/Investment Balance			-	-	-			
IMPROVEMENT PROJECTS								
Senior Center - Tuckpointing								
W Twin Park Shelter								
Brewer Creek Park Shelter Improvements								
Wehrheim Basketball Court								
Outdoor Pool Mechanical Room			20,000					
Outdoor Pool Slide Repair			80,000					
KY Park N Shelter Repair				75,000				
Outdoor Pool Roof Replacement				25,000				
Outdoor Pool Pipe Replacement				20,000	20,000	20,000	20,000	20,000
Splashpad				450,050				
KY Park Tuckpoint/Repair/Clean Shelters					10,000			
Nokomis Park-Building Exterior Replacemer	nt				40,000			
Boone River Trail Concrete Replacement						50,000		
Outdoor Pool Filter Replacement						300,000		
KYP Property Fence						25,000		
Lions Park Basketball Renovation							20,000	
Lions Park Shelter							30,000	
Wilson Brewer Trail Connection to Boone Ri	ver Trail						250,000	
KYP Girl Scout Lodge Building Improvement								80,000
Outdoor Pool Motor/Pump Reconditioning								50,000
Outdoor Pool Slide Replacement			69 of	- 232 -		-		325,000

	100,000	570,050	70,000	395,000	320,000	475,000
TRANSFERS IN						
FR Hotel/Motel	37,410	37,410	25,000	25,000	25,000	25,000
FR General Fund	62,590	532,640	45,000	370,000	295,000	450,000
	100,000	570,050	70,000	395,000	320,000	475,000
ENDING BALANCE - PARK & REC IMPROVEMENT FUND	-	-	-	-	-	-

Fiscal Year 2021-2022 General Fund: Actuals

	General	Spec Rev	Road Use	Electric	Water	Waste		
	100	Benefits Levy	204	601	602	603	Dept/Ops Total	Per Day
City Attorney/Legal	16,785.00			46,039.00	10,454.00	10,454.00	83,732.00	229.40
City Coursell	2 5 4 4 00	177.00		5 044 00	1 200 00	57.00	0.005.00	27.00
	2,544.00	177.00		5,841.00	1,266.00	57.00	9,885.00	27.08
City Hall Building	11 779 00	3 465 00		35 374 00	22 249 00	27 777 00	130 644 00	357 03
CH Improve	41,826.00	3,403.00		26,907,00	22,245.00	27,404.00	117.541.00	357.55
	12,020100			20,507.00	22,101100	27,101100		
City Manager's Office	70,943.00	29,168.00	37,332.00	251,575.00	93,520.00	23,662.00	506,200.00	1,386.85
Mgr Equipment	766.00			2,058.00	1,992.00	1,992.00	6,808.00	18.65
Economic Develop	21,894.00	448.00		64,382.00			86,724.00	237.60
Finance	61,759.00	12,529.00		398,583.00	93,807.00	68,800.00	635,478.00	1,741.04
Fire	426,974.00	244,214.00					671,188.00	1,838.87
Fire Equip	50,890.00						50,890.00	139.42
GIS (Operations only)	1 564 00			1 906 00	1 564 00	1 564 00	6 509 00	19.09
GIS Equip	1,504.00			1,900.00	1,504.00	1,504.00	6 336 00	17.36
	1,384.00			1,584.00	1,564.00	1,584.00	0,330.00	17.50
Inspection	65.459.00	30.559.00					96.018.00	263.06
	,							
IT	27,254.00		707.00	122,110.00	33,394.00	33,389.00	216,854.00	594.12
IT Equipment	3,968.00	5,840.00		7,646.00	1,992.00	1,992.00	21,438.00	58.73
Meter Reading				72,049.00	31,859.00	28,997.00	132,905.00	364.12
Meter Equip				1,509.00	1,509.00		3,018.00	8.27
Planning/Zoning	98,061.00	20,540.00					118,601.00	324.93
Improvements	2,375.00						2,375.00	6.51
Police Dont								
Police Operations	1 032 414 00	513 551 00		4 205 00	7 957 00	1 459 00	1 559 586 00	4 272 84
Dispatchers	289,920,00	126,224,00		53,396,00	10,512,00	13,793.00	493.845.00	1,353.00
Equipment	221.348.00	120,224.00		33,330.00	10,512.00	13,7 53.00	221.348.00	606.43
Animal Control	4,997.00						4,997.00	13.69
	-							
Public Grounds								
Cemetery	173,954.00	49,947.00					223,901.00	613.43
Depot	61,332.00	6,284.00					67,616.00	185.25
Fuller Hall	300,657.00	50,238.00					350,895.00	961.36
Outdoor Pool	163,089.00	19,109.00					182,198.00	499.17
Parks	196,869.00	61,539.00					258,408.00	707.97
Equipment	/5,369.00						75,369.00	206.49
Improvements Recreation	111,834.00	4 084 00					111,834.00	306.39
Senior Center	25,525.00	4,984.00					42 359 00	116.05
Sr Ctr Improve	20,000,00	3,354.00					20.000.00	54.79
Special Events	339.00						339.00	0.93
Public Works Admin	42,323.00	21,165.00	26,171.00	7,723.00	7,709.00	7,709.00	112,800.00	309.04
PW Equip	2,004.00						2,004.00	5.49
Safety/Mapping	22,395.00	8,594.00		269,489.00	26,489.00	26,487.00	353,454.00	968.37
								ļ
Street								<u> </u>
Mosquito Control	4,881.00	50.004.00	502 462 62				4,881.00	13.37
Roads, Bridges, Sidewalks		58,394.00	502,460.00				560,854.00	1,536.59
Dept Pymi-New Diag		162 725 00	∠40,630.00				240,630.00	059.26
Fauinment	25 656 00	102,723.00					25 656 00	445.62 70.20
Snow Removal	23,030.00	45 573 00	107 768 00				153 341 00	/0.29 //20.11
Storm Sewer		33.088.00	109.046.00				142.134.00	389.41
Street Cleaning	39,414.00	17,458.00	,				56,872.00	155.81
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Traffic Control		66,693.00	16,594.00					83,287.0	D	228.18
Miscellaneous								-		-
Street Lighting		123,340.00						123,340.0	D	337.92
	FUND TOTAL	\$ 3,979,541.00	\$ 1,546,001.00	\$ 1,024,114.00	\$ 1,372,376.00	\$ 369,261.00	\$ 277,120.	00 \$ 8,568,413.0	D\$	23,153.07
	% of Dept Total	46%	18%	5 12%	16%	49	%	3% 100	%	
City of Webster City CEP/CIP FY 2023

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Digger Derrick Replacement	EL-22
Skid Loader Replacement	EL-23
Dump Trailer Replacement	EL-24
Electrician Service Truck Replacement	EL-25
Fire Department	FD-1 to FD-15
Tornado Siren	FD-1
Overhead Door Motors & Openers	FD-2
Digital Pagers	FD-3
Battery Operated Positive Pressure Fan	FD-4
Digital Mobile Radio Replacement	FD-5
Digital Portable Radio Replacement	FD-6
Pumper/Tanker	FD-7-8
Turnout Gear	FD-9
Turnout Gear Washing Machine	FD-10
Battery Operated Ram & Cutter	FD-11
Hydraulic Operated Tool Set	FD-12
Heavy Strut Vehicle Stabilization System	FD-13
Wildland Apparatus	FD-14
Pumper Firetruck	FD-15
IT Department	IT-1 to IT-5
Police Department CISD Server Update	IT-1
UPS Replacements	IT-2
Network Switches	IT-3
Toughbook Replacement	IT-4
GPS Device	IT-5
Police Department	PD-1 to PD-7
Dispatch Console Desk	PD-1
Ammunition	PD-2
Shotguns	PD-3

In-Car Camera Systems	PD-4
Officer Vehicle Replacement	PD-5
Radar Equipped Speed Trailer	PD-6
Taser Devices	PD-7
Recreation & Public Grounds Department	PG-1 to PG-26
Graceland Cemetery Asphalt Roads	PG-1
Graceland Cemetery Tuckpointing of Bandstand	PG-2
Kendall Young Park Shelter, Building & Fencing Improvements	PG-3
Lions Park Improvements	PG-4
Splash Pad	PG-5
Nokomis Park Building Improvements	PG-6
Outdoor Pool Pipe Repair & Replacement	PG-7
Outdoor Pool Buildings Roof Replacement	PG-8
Outdoor Pool Filter Replacements	PG-9
Outdoor Pool Equipment Reconditioning & Replacement	PG-10
Outdoor Pool Slide Replacement	PG-11
Boone River Trail Concrete Replacement & Repair	PG-12
Wilson Brewer Trail Connection to Boone River Trail	PG-13
Stream Erosion Assessment	PG-14
Auger Attachment	PG-15
Stand On Aerator	PG-16
Trailer Replacement	PG-17
Vehicle Replacement	PG-18-19
Commercial Mower Replacement	PG-20
Zero Turn Mower Replacement	PG-21
Snow Pusher Attachment	PG-22
Slit Seeder Attachment	
Mini Tractor Replacement	PG-24
Batwing Rotary Mower Attachment	
Parallel Arm Rotary Mower Attachment	PG-26
Street Department	ST-1 to ST-30
Fair Meadow Dr Reconstruction – Des Moines St to Superior St	ST-1
Lincoln Dr Road Reconstruction – Hillcrest to Dead End	ST-2
HMA Road Project – 600 Block Elm St, 500 Block Webster St	ST-3
2 nd Street Tree Installation	ST-4

	Stormwater System Study	ST-5
	Concrete Panel Replacement Program	ST-6
	Superior St Concrete Panel Replacement	ST-7
	Brewer St & Willson Ave Rd Rehabilitation	ST-8
	Fair Meadow Dr – Des Moines St to Rodlyn Rd	ST-9
	Hillcrest Dr Road Rehabilitation – Lynndale Dr to N Des Moines St	ST-10
	HMA Project – 1300 – 1700 Blk Union St, 900 Blk Boone St, 1400 Blk Locust St, Kantor	ST-11
	White Fox Rd & 1300-1500 Block of Bank St Road Rehabilitation	ST-12
	Citywide Pavement Preservation	ST-13
	Storm Sewer Rehabilitation	ST-14
	Storm Sewer Outflow Pipe Rehabilitation	ST-15
	Tandem Dump Truck	ST-16
	Paint Machine Replacement	ST-17
	Snow Blower Replacement	ST-18
	Wheel Loader Replacement	ST-19
	Crack Sealing Machine	ST-20
	Paint Trailer	ST-21
	Snow Plow Replacement	ST-22
	Street Sweeper Replacement	ST-23
	Cold Planer	ST-24
	Durapatcher	ST-25
	PB Loader Asphalt Patcher	ST-26
	Service Truck Replacement	ST-27
	Roader Grader Replacement	ST-28
	Shoring Box Replacement	ST-29
	Skid Loader Replacement	ST-30
W	Vastewater Department WW-1 to	WW-8
	New Wastewater Treatment Facility	WW-1
	Back Up Generators for Lift Stations	WW-2
	Upgrade North Lift Station	WW-3
	Combination Sewer Cleaner/Jet Truck	WW-4
	Rotating Biological Contactor Replacement	WW-5
	Sanitary Sewer Rehabilitation	WW-6
	Replace Broken Methane Boiler	WW-7

Operator Radios	WW-8
Water Department	WT-1 to WT-9
Water Treatment Plant Upgrade	WT-1
Water Treatment Plant SCADA System Upgrade	WT-2
Water System Study	WT-3
Water Treatment Plant Aerator	WT-4
New 10-Inch Valve for Clarifier	WT-5
Vehicle Replacement	WT-6 to WT-7
Lead Service Line Inventory	WT-8
Water Main Valve & Hydrant Replacement	WT-9

AIRPORT TAXIWAY AND RUNWAY LIGHTING

Project Summary: Complete taxiway and runway lighting project

Total Project Cost: \$ 800,000

Justification: The Federal Aviation Administration will allow 90% reimbursement for a taxiway and runway lighting project if the same contractor is the low bidder on both projects.

Goal and Policy Links: Replacement of Aging Infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase					
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total
Study							-
Environmental Review							-
Land Acquisition							-
Site Preparation							-
Design		50,000					50,000
Construction		715,000					715,000
Construction Management		35,000					35,000
Equipment Acquisition							-
Total	-	800,000	-	-	-	-	800,000

Project Funding Sources

		Project Funding Sources					
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total
General/Airport		80,000					80,000
Grant/Federal		720,000					720,000
							-
Total	-	800,000	-	-	-	-	800,000

Project Effect on the Operating Budget: Ongoing operation and maintenance costs associated with keeping lighting system working properly.



AIRPORT SECONDARY ACCESS PAVING

Project Summary: Pave secondary access at the airport

Total Project Cost: \$ 125,000

Justification: The Airport Commission has talked about the possibility of paving a secondary access to the airport. This is not eligible for federal funding, but could be built with a State grant. The consulting engineer will explore grant options to complete this project.



Project Costs and Funding Sources:



	Project	Costs	by	Phase
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		Project Costs by Phase					
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total
Study							-
Environmental Review							-
Land Acquisition							-
Site Preparation							-
Design		10,000					10,000
Construction		110,000					110,000
Construction Management		5,000					5,000
Equipment Acquisition							-
Total	-	125,000	-	-	-	-	125,000

Project Funding Sources

		Project Funding Sources					
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total
General/Airport		50,000					50,000
Grant/State		75,000					75,000
							-
Total	-	125,000	-	-	-	-	125,000

Project Effect on the Operating Budget: Installation of pavement will reduce maintenance of gravel associated with unpaved drive approach.

AIRPORT AUTOMATED WEATHER OBSERVING SYSTEM REPLACEMENT

Project Summary: Replacement of Automated Weather Observance System

Total Project Cost: \$ 345,000

Justification: Many airports are installing Automated Weather Observing Systems (AWOS) to enhance the safety and economic prosperity of their airport as well as filling in gaps on the national weather map.

Goal and Policy Links: Replacement of Aging Infrastructure

Project Costs and Funding Sources:



		Project Costs by Phase					
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total
Study							-
Environmental Review							_
Land Acquisition							_
Site Preparation							_
Design			49,500				49,500
Construction			256,000				256,000
Construction Management			39,500				39,500
Equipment Acquisition							-
Total	-	-	345,000	-	-	-	345,000

Project Costs by Phase

Project Funding Sources

		Project Funding Sources					
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total
General/Airport			35,000				35,000
Grant/State			310,000				310,000
							-
Total	-	-	345,000	-	-	-	345,000

Project Effect on the Operating Budget: Ongoing maintenance and repair costs associated with upkeep of AWOS system.

AIRPORT LAYOUT PLAN UPDATE

Project Summary: Update Airport Layout Plan (ALP)

Total Project Cost: \$ 167,000

Justification: ALP is a scaled, graphical presentation of the existing and future airport facilities, their location on the airport campus, and pertinent clearance and dimensional information. This plan serves as a critical planning tool for the airport to depict both existing facilities and planned improvements. It represents an understanding between the airport owner and the FAA regarding current and future improvements and operations of the airport. To be eligible for FAA grants, airports are required to maintain an updated ALP. All expenses will be incurred by the City in FY 25-26 with no reimbursement until FY 26-27. At this point, a federal grant will provide 90% reimbursement of the total cost associated with updating the plan.



Goal and Policy Links: Replacement of Aging Infrastructure

Project Costs and Funding Sources:

			Proje	ect Costs by I	Phase		
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total
Study				167,000			167,000
Environmental Review							-
Land Acquisition							-
Site Preparation							-
Design							-
Construction							-
Construction Management							-
Equipment Acquisition							-
Total	-	-	-	167,000		-	167,000

Project Costs by Phase

Project Funding Sources

	Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
General/Airport				167,000			167,000		
							-		
							-		
Total	-	-	-	167,000	-	-	167,000		

FHWA #12340 – LYONS CREEK & PARK AVENUE BRIDGE REPAIRS

Project Summary: Repair steel girder bridge located at Lyons Creek & Park Avenue

Total Project Cost: \$ 75,000

Justification: The City is required to inspect bridges every two years. The bridge at Lyons Creek & Park Avenue requires Class A deck repairs, a deck overlay, rip rap at the south abutment and wing, and repair of three piles at the south abutment. It is recommended this work be done over the span of two years.



Goal and Policy Links: Continuation of Street Infrastructure Improvements

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
Study							-			
Environmental Review							-			
Land Acquisition							-			
Site Preparation							-			
Design							-			
Construction		30,000	45,000				75,000			
Construction Management							-			
Equipment Acquisition							-			
Total	-	30,000	45,000	-	-	-	75,000			

Project Funding Sources

	Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Road Use		30,000	45,000				75,000		
							-		
							-		
Total	-	30,000	45,000	-	-	-	75,000		

FHWA #12300 – DES MOINES STREET & BOONE RIVER BRIDGE REPAIRS

Project Summary: Repair steel girder bridge located at Des Moines Street & Boone River

Total Project Cost: \$ 12,500

Justification: The City is required to inspect bridges every two years. The bridge at Des Moines Street & Boone River requires repair and installation of new steel extrusion and joint membranes, concrete repairs, a new cover plate, rip rap installation and expansion joint cleaning.



Goal and Policy Links: Continuation of Street Infrastructure Improvements

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction		12,500					12,500		
Construction Management							-		
Equipment Acquisition							-		
Total	-	12,500	-	-	-	-	12,500		

Project Funding Sources

	Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Road Use		12,500					12,500		
							-		
							-		
Total	-	12,500	-	-	-	-	12,500		

FHWA #26370 – 2nd STREET & BOONE RIVER BRIDGE REPAIRS

Project Summary: Repair steel girder bridge located at 2nd Street & Boone River

Total Project Cost: \$ 120,000

Justification: The City is required to inspect bridges every two years. The bridge at 2nd Street & Boone River is experiencing exterior channel corrosion that is worsening and recommended to be cleaned, repaired and painted. In addition to this, vegetation needs to be removed.



Goal and Policy Links: Continuation of Street Infrastructure Improvements

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction			120,000				120,000		
Construction Management							-		
Equipment Acquisition							-		
Total	-	-	120,000	-	-	-	120,000		

Project Funding Sources

	Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Road Use			120,000				120,000		
							-		
							-		
Total	-	-	120,000	-	-	-	120,000		

FHWA #26350 – OVERPASS DRIVE BRIDGE REPAIRS

Project Summary: Repair steel girder bridge located at Overpass Drive

Total Project Cost: \$ 120,000

Justification: The City is required to inspect bridges every two years. The bridge at Overpass Drive is experiencing some areas of rust that require repairs. It is recommended that riprap be installed at the southwest corner abutment and the areas of rust and section loss on girders and bearings be removed, cleaned, repaired and painted.



Goal and Policy Links: Continuation of Street Infrastructure Improvements

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction				120,000			120,000		
Construction Management							-		
Equipment Acquisition							-		
Total	-	-	-	120,000	-	-	120,000		

Project Funding Sources

	Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Road Use				120,000			120,000		
							-		
							-		
Total	-	-	-	120,000	-	-	120,000		

FHWA #12270 – DUBUQUE STREET & BOONE RIVER BRIDGE REPAIRS

Project Summary: Repair steel girder bridge located at Dubuque Street & Boone River

Total Project Cost: \$ 130,000

Justification: The City is required to inspect bridges every two years. The bridge at Dubuque Street & Boone River is experiencing cracking and spauling on the top of the deck. It is recommended that the bridge have expansion joints cleaned and a deck overlay to repair the deck condition.



Goal and Policy Links: Continuation of Street Infrastructure Improvements

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction					130,000		130,000		
Construction Management							-		
Equipment Acquisition							-		
Total	-	_	-	-	130,000	-	130,000		

Project Funding Sources

		Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Road Use					130,000		130,000		
							-		
							-		
Total	-	-	-	-	130,000	-	130,000		

MASS NOTIFICATION SYSTEM

Project Summary: Subscribe to a mass notification system

Total Project Cost: \$ 5,000

Justification: The City currently relies on the social media account, its website and press releases to distribute information to the public. These methods do not reach all of the population. By subscribing to a mass notification system for the City, staff will be able to communicate to a larger group of residents and have data and statistics on the number of individuals reached. This will prove most useful during inclement weather events, snow emergencies, and invitation to community meetings.



Goal and Policy Links: Ensure all emergency services are being met within community

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction							-		
Construction Management							-		
Equipment Acquisition		5,000					5,000		
Total	-	5,000	-	-	-	-	5,000		

Project Funding Sources

		Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
General Fund		1,250					1,250		
Electric Fund		1,250					1,250		
Water Fund		1,250					1,250		
Sewer Fund		1,250					1,250		
Total	-	5,000	-	-	-	-	5,000		

Project Effect on the Operating Budget: Ongoing subscription fees associated with software.

GEOTHERMAL HEATING & COOLING SYSTEM REPLACEMENT AT CITY HALL

Project Summary: Replace aged geothermal heating and cooling system at City Hall

Total Project Cost: \$ 2,000,000

Justification: The current HVAC system is in need of replacement. The current boiler was built in 1985, there are 38 units throughout the building that have been replaced or repaired as needed. We are experiencing many repairs on the current system and DNR regulation requirement regarding discharge into the storm sewer will have to be addressed. Currently waiting on completion of study and report from Brewer Engineering Consultants, PLC to review options.



Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
Study							-			
Environmental Review							-			
Land Acquisition							-			
Site Preparation							-			
Design							-			
Construction		2,000,000					2,000,000			
Construction Management							-			
Equipment Acquisition							-			
Total	-	2,000,000	-	-	-	-	2,000,000			

Project Funding Sources

	Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
General Fund		700,000					700,000		
Electric Fund		500,000					500,000		
Water Fund		400,000					400,000		
Sewer Fund		400,000					400,000		
Total	-	2,000,000	-	-	-	-	2,000,000		

Project Effect on the Operating Budget: Ongoing maintenance costs associated with preventative maintenance of new system.



NEW BILLBOARD SIGN WRAP

Project Summary: Replace wrap for billboard located on Highway 20 near the city water tower advertising residential and industrial lots

Total Project Cost: \$ 15,000

Justification: The current billboard advertises industrial lots with all utilities. We currently only have one industrial lot available for sale. Staff would like to replace the existing wrap to incorporate advertisement of residential lots available with all utilities in Brewer Creek Estates.



Goal and Policy Links: Promote infill development that promotes investment in established areas with existing infrastructure and neighborhood amenities

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction		15,000					15,000		
Construction Management							-		
Equipment Acquisition							-		
Total	-	15,000	-	-	-	-	15,000		

Project Funding Sources

		Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
General Fund		15,000					15,000			
							-			
							-			
							-			
Total	-	15,000	-	-	-	-	15,000			

2022 UNDERGROUND ELECTRICAL CONVERSION PROJECT

Project Summary: Complete a portion of the 25-year plan to convert overhead electrical lines to underground on the east side of Webster City

Total Project Cost: \$ 2,320,000

Justification: The City has been working on converting overhead electric lines to underground throughout the City. Having underground electrical services provides additional safety, reliability, and lower maintenance costs. Underground electrical is protected from high winds, ice and other damaging elements that tend to cause outages with being overhead.

Goal and Policy Links: Replacement of aging infrastructure

Project Costs and Funding Sources:



		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction		500,000	930,000				1,430,000		
Construction Management	80,000	50,000	20,000				150,000		
Material Acquisition	340,000	400,000					740,000		
Total	420,000	950,000	950,000	-	-	-	2,320,000		

Project Funding Sources

	Project Funding Sources									
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
Electric	420,000	950,000	950,000				2,320,000			
							-			
							-			
Total	420,000	950,000	950,000	-	-	-	2,320,000			

Project Effect on the Operating Budget: Underground electrical services should lower the number of outages and maintenance required with overhead electrical.



ADVANCED METERING INFRASTRUCTURE

Project Summary: Install advanced metering infrastructure and associated replacement of water and electric meters to have remote reading capabilities

Total Project Cost: \$ 4,000,000

Justification: Advanced Metering Infrastructure (AMI) is an integrated system of smart meters, communication networks, and data management systems for utilities to remotely collect customer water and electric usage data in near real time. It has multiple potential benefits including more informed customers who would



have the ability to monitor their water and electric use in near real time, increased operational efficiency, and the ability to make better data-driven decisions. The electric department will be able to identify power outage locations.

Goal and Policy Links: Replacement of aging infrastructure

Project Costs and Funding Sources:

		Project Costs by Phase								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
Study							-			
Environmental Review							-			
Land Acquisition							-			
Site Preparation							-			
Design							-			
Construction		1,000,000	500,000				1,500,000			
Construction Management		400,000	100,000				500,000			
Equipment Acquisition		1,500,000	500,000				2,000,000			
Total	-	2,900,000	1,100,000	-	-	-	4,000,000			

Project Costs by Phase

Project Funding Sources

	Project Funding Sources									
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
SLFRF/ARPA		1,146,990					1,146,990			
Water		853,010					853,010			
Electric		900,000	1,100,000				2,000,000			
Total	-	2,900,000	1,100,000	-	-	-	4,000,000			

Project Effect on the Operating Budget: Costs associated with meter reading are anticipated to decrease as no vehicle will be required.

ELECTRIC FUSE COORDINATION STUDY

Project Summary: Complete fuse coordination study

Total Project Cost: \$ 120,000

Justification: A coordination study should be completed to determine correct fuse sizes for coordination of equipment throughout the system. After the new fuse sizes are implemented, the system will perform better at isolating faults to smaller areas and provide better protection to equipment. We have never had a fuse study completed.

Goal and Policy Links: Develop a strategic plan to replace aging infrastructure



Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction		20,000					20,000		
Construction Management							-		
Equipment Acquisition							-		
Total	-	20,000	-	I	-	-	20,000		

Project Funding Sources

		Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
Electric Fund		20,000					20,000			
							-			
							-			
Total	-	20,000	-	-	-	-	20,000			

REISNER SUBSTATION

Project Summary: Build a new electric substation and decommission Passwaters substation

Total Project Cost: \$ 6,670,000

Justification: Upon completion of electrical engineering inspections, Passwaters substation was identified to have several key components that have exceeded their expected life span. There is a need for a new substation and the location of the Passwaters substation falls in line with running a sewer force main from the current wastewater treatment plant to the new wastewater treatment plant in the industrial park area. Reisner substation is the new substation that will be developed in the industrial park area. This



substation will serve customers currently served by Passwaters substation and will accommodate loads of the new wastewater treatment plant. Passwaters substation will be decommissioned and demolished.

Goal and Policy Links: Replacement of aging infrastructure

Project Costs and Funding Sources:

Project	Costs	by	Phase	

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design	40,000	400,000	285,000				725,000		
Construction		2,000,000	2,100,000				4,100,000		
Construction Management		30,000	35,000				65,000		
Equipment Acquisition		1,000,000	780,000				1,780,000		
Total	40,000	3,430,000	3,200,000	-	-	-	6,670,000		

Project Funding Sources

		Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
Electric Fund	40,000	3,430,000	3,200,000				6,670,000			
							-			
							-			
Total	40,000	3,430,000	3,200,000	-	-	-	6,670,000			

WOOLSTOCK CAPACITOR BANK REPLACEMENT

Project Summary: Replace capacitor bank

Total Project Cost: \$ 20,000

Justification: A new capacitor is needed to maintain proper voltage on the electric lines. The current capacitor was hit by lightning and has caused some low voltage issues when demand is high. (ex. air conditioning & drying corn) Electric department staff will complete this changeout.

Goal and Policy Links: Replacement of aging infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Study							-	
Environmental Review							-	
Land Acquisition							-	
Site Preparation							-	
Design							-	
Construction							-	
Construction Management							-	
Equipment Acquisition		20,000					20,000	
Total	-	20,000	-	-	-	-	20,000	

Project Funding Sources

		Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Electric Fund		20,000					20,000		
							-		
							-		
Total	-	20,000	-	-	-	-	20,000		



TRAFFIC SIGNAL REPLACEMENT

Project Summary: Replace traffic signals

Total Project Cost: \$40,000

Justification: The current sensors in our traffic signals located on Superior Street at Bank Street and Ohio Street continue to go bad and create issues. This project would eliminate the need for sensors being placed in the travel portions of the pavement. This project would be completed by City staff.



Goal and Policy Links: Replacement of aging infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Study							-	
Environmental Review							-	
Land Acquisition							-	
Site Preparation							-	
Design							-	
Construction							-	
Construction Management							-	
Equipment Acquisition		40,000					40,000	
Total	-	40,000	-	-	-	-	40,000	

Project Funding Sources

	Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Electric Fund		40,000					40,000	
							-	
							-	
Total	-	40,000	-	-	-	-	40,000	

NEW 69 kV TRANSMISSION LINES

Project Summary: Build and add transmission lines to the new substation and a new line to the Bowman substation

Total Project Cost: \$ 2,100,000

Justification: Webster City's Municipal Utility (WCMU) internal transmission system is comprised of a 69 kV backbone that provides service to all three (3) of WCMU's substations, including radial service to one (1) of WCMU's substations. WCMU owned transmission connects to the area transmission system at three (3) points from our three (3) different substations. The 69 kV lines are need to bring electricity to the individual substations where the voltage is stepped down to distribution voltage.



Goal and Policy Links: Replacement of aging infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Study							-	
Environmental Review							-	
Land Acquisition							-	
Site Preparation							-	
Design		60,000			150,000		210,000	
Construction		515,000			1,250,000		1,765,000	
Construction Management		25,000			100,000		125,000	
Equipment Acquisition							-	
Total	-	600,000	-	-	1,500,000	-	2,100,000	

Project Funding Sources

		Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
Electric Fund		600,000			1,500,000		2,100,000			
							-			
							-			
Total	-	600,000	-	-	1,500,000	-	2,100,000			

ARC FLASH STUDY

Project Summary: Update existing arc flash study

Total Project Cost: \$ 40,000

Justification: The existing arc-flash study should be updated to align with recent code and industry changes, and the proposed facilities should be added. This is an OSHA required update every 5 years. Our last update was December 2015.

Goal and Policy Links: Develop strategic plan to replace aging infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Study			40,000				40,000	
Environmental Review							-	
Land Acquisition							-	
Site Preparation							-	
Design							-	
Construction							-	
Construction Management							-	
Equipment Acquisition							-	
Total	-	-	40,000	-	-	-	40,000	

Project Funding Sources

	Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Electric Fund			40,000				40,000		
							-		
							-		
Total	-	-	40,000	-	-	-	40,000		



2026 UNDERGROUND ELECTRICAL CONVERSION PROJECT

Project Summary: Complete a portion of the 25-year plan to convert overhead electrical lines to underground on the east side of Webster City

Total Project Cost: \$2,500,000

Justification: The City has been working on converting overhead electric lines to underground throughout the City. Having underground electrical services provides additional safety, reliability, and lower



maintenance costs. Underground electrical is protected from high winds, ice and other damaging elements that tend to cause outages with being overhead. This conversion would convert overhead lines between Beach St to Prospect St and Boone St to Water St. The overhead lines in this area are all located in residential backyards, making repairs a challenge due to accessibility.

Goal and Policy Links: Replacement of aging infrastructure

Project Costs and Funding Sources:

		Project Costs by Phase								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
Study							-			
Environmental Review							-			
Land Acquisition			25,000				25,000			
Site Preparation							-			
Design			175,000	200,000			375,000			
Construction			200,000	1,300,000			1,500,000			
Construction Management							-			
Material Acquisition			600,000				600,000			
Total	-	-	1,000,000	1,500,000	-	-	2,500,000			

Project Costs by Phase

Project Funding Sources

	Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Electric			1,000,000	1,500,000			2,500,000		
							-		
							-		
Total	-	-	1,000,000	1,500,000	-	-	2,500,000		

Project Effect on the Operating Budget: Underground electrical services should lower the number of outages and maintenance required with overhead electrical.

NEW SWITCHES, CAPACITORS & VOLTAGE REGULATORS

Project Summary: Changeout dated switches, capacitors and voltage regulators

Total Project Cost: \$ 175,000

Justification: The current electric system has switches, capacitors and voltage regulators that are dated causing a high number of customers to be affected by power outages. Adding additional switches will minimize the number of customers affected during an outage. This project will increase system reliability.

Goal and Policy Links: Replacement of aging infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Study							-	
Environmental Review							-	
Land Acquisition							-	
Site Preparation							-	
Design							-	
Construction							-	
Construction Management							-	
Material Acquisition			175,000				175,000	
Total	-	-	175,000	-	-	-	175,000	

Project Funding Sources

		Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
Electric Fund			175,000				175,000			
							-			
							-			
Total	-	-	175,000	-	-	-	175,000			



SWEAZEY SUBSTATION UPGRADES

Project Summary: Make necessary improvements tied to Sweazey substation

Total Project Cost: \$ 510,000

Justification: This project would eliminate the platform with step-down transformers. The voltage updates would eliminate the need for different voltage transformers. This would also allow us to changeout outdated underground wire feeding the trailer park. The project also involves installation of a new single phase overhead line to the rural portion of Sweazey substation feeder 4 to help eliminate voltage deficiencies in the area by better balancing the load.



Goal and Policy Links: Replacement of aging infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction			510,000				510,000		
Construction Management							-		
Equipment Acquisition							-		
Total	-	-	510,000	-	-	-	510,000		

Project Funding Sources

		Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Electric Fund			510,000				510,000		
							-		
							-		
Total	-	-	510,000	-	-	-	510,000		

BOWMAN SUBSTATION UPGRADES

Project Summary: Make necessary improvements tied to Bowman Substation

Total Project Cost: \$ 5,500,000

Justification: Bowman Substation was built in 1989. Much of the equipment at the Bowman Substation is nearing or at the end of its useful life and should be replaced as recommended by our electrical engineers. The items they noted are: 69 kV Switch, 69 kV Lightning Arresters, 69 kV Circuit Switcher, 67-13.2 kV Power Transformer. FY27, new 69kV transmission line to Bowman Substation.

Goal and Policy Links: Replacement of aging infrastructure

Project Costs and Funding Sources:



Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design			200,000	300,000			500,000		
Construction				3,400,000	1,500,000		4,900,000		
Construction Management				100,000			100,000		
Equipment Acquisition							-		
Total	-	-	200,000	3,800,000	1,500,000	-	5,500,000		

Project Funding Sources

		Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
Electric Fund			200,000	3,800,000	1,500,000		5,500,000			
							-			
							-			
Total	-	-	200,000	3,800,000	1,500,000	-	5,500,000			

2028 UNDERGROUND ELECTRICAL CONVERSION PROJECT

Project Summary: Complete a portion of the 25-year plan to convert overhead electrical lines to underground on the east side of Webster City

Total Project Cost: \$2,500,000

Justification: The City has been working on converting overhead electric lines to underground throughout the City. Having underground electrical services provides additional safety, reliability, and lower maintenance costs. Underground electrical is protected from high winds, ice and other damaging elements that tend to cause outages with being overhead. This

conversion would convert overhead lines along Des Moines St between Ohio St and Boone St east to River St. The overhead lines in this area are all located in residential backyards, making repairs a challenge due to accessibility.

Goal and Policy Links: Replacement of aging infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

			Proje	ect Costs by I	Phase		
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total
Study							-
Environmental Review							-
Land Acquisition					25,000		25,000
Site Preparation							-
Design					175,000	200,000	375,000
Construction					200,000	1,300,000	1,500,000
Construction Management							-
Material Acquisition					600,000		600,000
Total	-	-	-	-	1,000,000	1,500,000	2,500,000

Project Funding Sources

	Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Electric					1,000,000	1,500,000	2,500,000		
							-		
							-		
Total	-	-	-	-	1,000,000	1,500,000	2,500,000		

Project Effect on the Operating Budget: Underground electrical services should lower the number of outages and maintenance required with overhead electrical.

POWER FACTOR STUDY

Project Summary: Complete power factor study

Total Project Cost: \$ 20,000

Justification: A power factor study is a key to properly determining a system's power factor correction requirements. A study determines capacitor size and location as well as the number of steps and incremental sizes to be switched.



Goal and Policy Links: Develop strategic plan to replace aging infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Study						20,000	20,000	
Environmental Review							-	
Land Acquisition							-	
Site Preparation							-	
Design							-	
Construction							-	
Construction Management							-	
Equipment Acquisition							-	
Total	-	-	-	-	-	20,000	20,000	

Project Funding Sources

		Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Electric Fund						20,000	20,000		
							-		
							-		
Total	-	-	-	-	-	20,000	20,000		

ELECTRIC DEPARTMENT BUCKET TRUCK REPLACEMENT

Project Summary: Replace bucket truck #5 in the Electric department

Total Project Cost: \$ 275,000

Justification: The City has been changing all of the bucket trucks out at 10 years with the heavy use they receive it becomes a reliability and safety issue. With the excessive lead times on equipment, we asked Council's permission to place an order for this truck and it is anticipated to be delivered sometime in FY 24. These trucks are



exposed to elements that cause the chassis to rust which is a concern as well as the hydraulics often needing to be replaced.

Goal and Policy Links: Replacement of aging infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction							-		
Construction Management							-		
Equipment Acquisition		275,000					275,000		
Total	-	275,000	-	-	-	-	275,000		

Project Funding Sources

	Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Electric Fund		275,000					275,000		
							-		
							-		
Total	-	275,000	-	-	-	-	275,000		

ELECTRIC DEPARTMENT UTILITY TRUCK REPLACEMENT

Project Summary: Replace utility truck #3 and #2 in the Electric department

Total Project Cost: \$ 105,500

Justification: This truck is used to travel to job sites and pulls the heavy wire trailers, vac unit, boring unit, etc. It is also being driven in and out of ditches, farms, at times fields. We had experienced problems with the $\frac{3}{4}$ ton trucks in the past and have started purchasing 1-ton trucks to help with the pulling capability.

Goal and Policy Links: Replacement of aging infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

	Project Costs by Phase								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction							-		
Construction Management							-		
Equipment Acquisition		50,500			55,000		105,500		
Total	-	50,500	-	-	55,000	-	105,500		

Project Funding Sources

		Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Electric Fund		50,500			55,000		105,500		
							-		
							-		
Total	-	50,500	-	-	55,000	-	105,500		



ELECTRIC DEPARTMENT UNDERGROUND UTILITY LOCATOR

Project Summary: Replace underground utility locator

Total Project Cost: \$ 8,000

Justification: The current underground locator is in need of replacement. The locator is used to locate buried utilities and find faults on secondary wire.

Goal and Policy Links: Replacement of aging infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

	Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Study							-	
Environmental Review							-	
Land Acquisition							-	
Site Preparation							-	
Design							-	
Construction							-	
Construction Management							-	
Equipment Acquisition		8,000					8,000	
Total	-	8,000	_	-	-	-	8,000	

Project Funding Sources

		Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Electric Fund		8,000					8,000		
							-		
							-		
Total	-	8,000	-	-	-	-	8,000		



ELECTRIC DEPARTMENT BORING RODS AND BOX ASSEMBLY

Project Summary: Purchase a new boring rods and box assembly

Total Project Cost: \$ 20,000

Justification: In order to improve efficiency in the Line department, a boring rods and box assembly is being requested. The rack is prebuilt to hold 400' of boring rods. The rack would be lifted onto the boring machine enabling to bore further distances.

Goal and Policy Links: Replacement of aging infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

	Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Study							-	
Environmental Review							-	
Land Acquisition							-	
Site Preparation							-	
Design							-	
Construction							-	
Construction Management							-	
Equipment Acquisition			20,000				20,000	
Total	-	-	20,000	-	-	-	20,000	

Project Funding Sources

		Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
Electric Fund			20,000				20,000			
							-			
							-			
Total	-	-	20,000	-	-	-	20,000			



ELECTRIC DEPARTMENT VACUUM EXCAVATOR

Project Summary: Replace the Electric department's vacuum excavator

Total Project Cost: \$ 165,000

Justification: This is used to expose underground utilities in order to do directional boring. This can also be used to clean out water shut off valves and storm water intakes. This could also be used as a portable power washer. Our current unit is 6 years old. The vendor is giving us an estimated trade in value of \$65,000, but that could change as time approaches. The budgeted amount is the price for the entire unit.

Goal and Policy Links: Replacement of aging infrastructure



Project Costs and Funding Sources:

Project Costs by Phase

	Project Costs by Phase								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction							-		
Construction Management							-		
Equipment Acquisition			165,000				165,000		
Total	-	_	165,000	-	-	-	165,000		

Project Funding Sources

	Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Electric Fund			165,000				165,000		
							-		
							-		
Total	-	-	165,000	-	-	-	165,000		
ELECTRIC DEPARTMENT BRUSH CHIPPER

Project Summary: Replace brush chipper in the Electric department

Total Project Cost: \$ 75,000

Justification: The brush chipper is used to chip all brush from trees in right-of-way, line clearances, and city parks. The life span of this type of equipment is approximately 8-10 years. The unit is a 2015 and is due for replacement.

Goal and Policy Links: Replacement of aging infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

	Project Costs by Phase						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total
Study							-
Environmental Review							-
Land Acquisition							-
Site Preparation							-
Design							-
Construction							-
Construction Management							-
Equipment Acquisition				75,000			75,000
Total	-	-	-	75,000	-	-	75,000

Project Funding Sources

		Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Electric Fund				75,000			75,000		
							-		
							-		
Total	-	-	-	75,000	-	-	75,000		

ELECTRIC DEPARTMENT WIRE REEL TRAILER REPLACEMENT

Project Summary: Replace the wire reel trailer in the Electric department

Total Project Cost: \$ 25,000

Justification: A wire reel trailer is used to haul various bulk supplies such as underground conductors, capillary tubing, inner duct, and many other types of reel mounted material. The Line Department currently has two single wire reel trailers, a 2008 and a 2014. The new trailer would replace the 2008 trailer.

Goal and Policy Links: Replacement of aging infrastructure



Project Costs and Funding Sources:

Project C	Costs by	Phase
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		Project Costs by Phase						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Study							-	
Environmental Review							-	
Land Acquisition							-	
Site Preparation							-	
Design							-	
Construction							-	
Construction Management							-	
Equipment Acquisition				25,000			25,000	
Total	-	-	-	25,000	-	-	25,000	

Project Funding Sources

	Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Electric Fund				25,000			25,000	
							-	
							-	
Total	-	-	-	25,000	-	-	25,000	

ELECTRIC DEPARTMENT DIGGER DERRICK REPLACEMENT

Project Summary: Replace digger derrick in the Electric department

Total Project Cost: \$ 350,000

Justification: The Electric department digger derrick is a 1995 Simontelent on an International chassis. It is showing signs of fatigue and rust. It lacks lifting capabilities. Because of longer lead times, it is likely that this truck will need to be ordered in FY 26 with an anticipated delivery in FY 27.

Goal and Policy Links: Replacement of aging infrastructure

Project Costs and Funding Sources:



		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction							-		
Construction Management							-		
Equipment Acquisition					350,000		350,000		
Total	-	-	-	-	350,000	-	350,000		

Project Costs by Phase

Project Funding Sources

		Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Electric Fund					350,000		350,000		
							-		
							-		
Total	-	-	-	-	350,000	-	350,000		

ELECTRIC DEPARTMENT SKID LOADER REPLACEMENT

Project Summary: Replace skid loader in the Electric department

Total Project Cost: \$ 65,000

Justification: The skid loader is used to unload freight, move transformers, haul and level dirt at job sites and push snow from the parking lot. The skid loader also assists staff with loading brush and will be compatible with the new grapple bucket. The current skid loader used by the Electric department is a 2013 and in need of replacement in the next five years.



Goal and Policy Links: Replacement of aging infrastructure

Project Costs and Funding Sources:

Project	Costs	by	Phase

	Project Costs by Phase						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total
Study							-
Environmental Review							-
Land Acquisition							-
Site Preparation							-
Design							-
Construction							-
Construction Management							-
Equipment Acquisition					65,000		65,000
Total	-	-	-	-	65,000	-	65,000

Project Funding Sources

	Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Electric Fund					65,000		65,000	
							-	
							-	
Total	-	-	-	-	65,000	-	65,000	

ELECTRIC DEPARTMENT DUMP TRAILER REPLACEMENT

Project Summary: Replace the dump trailer in the Electric department

Total Project Cost: \$ 25,000

Justification: The dump trailer is used to haul rock and dirt to set poles, haul tree limbs and also used to haul equipment to job sites. The current dump trailer is a 2012 Versadump dump trailer. The average lifespan of dump trailers is approximately 15 years. It is due for replacement in the next five years.

Goal and Policy Links: Replacement of aging infrastructure

Project Costs and Funding Sources:



Project Costs by Phase

		Project Costs by Phase						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Study							-	
Environmental Review							-	
Land Acquisition							-	
Site Preparation							-	
Design							-	
Construction							-	
Construction Management							-	
Equipment Acquisition				25,000			25,000	
Total	-	-	-	25,000	-	-	25,000	

Project Funding Sources

		Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Electric Fund				25,000			25,000		
							-		
							-		
Total	-	-	-	25,000	-	-	25,000		

ELECTRICIAN SERVICE TRUCK

Project Summary: Replace the electrician cargo van with a truck

Total Project Cost: \$ 65,000

Justification: The city electricians currently drive cargo vans to perform service calls. The department is requesting to move away from the cargo vans and purchase electrician service trucks with an enclosed utility box. The enclosed utility box will hold most of the material and equipment and the truck will permit electricians to drive on terrain impacted by various weather conditions.



Goal and Policy Links: Replacement of aging infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction							-		
Construction Management							-		
Equipment Acquisition						65,000	65,000		
Total	-	-	I	-	-	65,000	65,000		

Project Funding Sources

		Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
Electric Fund						65,000	65,000			
							-			
							-			
Total	-	-	-	-	-	65,000	65,000			

TORNADO SIREN

Project Summary: Replace outdoor tornado siren

Total Project Cost: \$ 18,500

Justification: The city has 9 tornado sirens throughout the community. The existing tornado sirens are 30 years old or more. The tornado sirens are tested regularly and the budgeted funds will be used to replace tornado sirens found to be inoperable. Five of the nine have been replaced.



Goal and Policy Links: Ensure all emergency services are being met within the community

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction		18,500					18,500		
Construction Management							-		
Equipment Acquisition							-		
Total	-	18,500	-	-	-	-	18,500		

Project Funding Sources

		Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
General Fund		18,500					18,500			
							-			
							-			
Total	-	18,500	-	-	-	-	18,500			

FIRE DEPARTMENT OVERHEAD DOOR MOTORS & OPENERS

Project Summary: Replace aging overhead door motors and openers at the Fire Station

Total Project Cost: \$ 11,500

Justification: There are currently eight overhead door motors and openers at the fire station that are approximately 25 years old. As they become inoperable, these will be replaced.

Goal and Policy Links: Continuation of Street Infrastructure Improvements



Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction							-		
Construction Management							-		
Equipment Acquisition		11,500					11,500		
Total	-	11,500	-	-	-	-	11,500		

Project Funding Sources

		Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
General Fund		11,500					11,500			
							-			
							-			
Total	-	11,500	-	-	-	-	11,500			



FIRE DEPARTMENT DIGITAL PAGERS

Project Summary: Replace analog pagers with digital pagers

Total Project Cost: \$ 30,000

Justification: The Webster City Fire Department uses analog pagers to notify members if there is an emergency call. In 2025 Hamilton County dispatch will no longer page on analog communication devices. With 36 members, we will be purchasing 12 pagers each of the next three years to ensure our members know when there is a need to respond.

Goal and Policy Links: Ensure all emergency services are being met within the community



Project Costs by Phase

		Project Costs by Phase								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
Study							-			
Environmental Review							-			
Land Acquisition							-			
Site Preparation							-			
Design							-			
Construction							-			
Construction Management							-			
Equipment Acquisition		10,000	10,000	10,000			30,000			
Total	-	10,000	10,000	10,000	-	-	30,000			

Project Funding Sources

		Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
General Fund		10,000	10,000	10,000			30,000			
							-			
							-			
Total	-	10,000	10,000	10,000	-	-	30,000			



FIRE DEPARTMENT BATTERY OPERATED POSITIVE PRESSURE FAN

Project Summary: Replace old battery-operated positive pressure fans

Total Project Cost: \$ 7,000

Justification: During firefighting operations, either during or after the fire, the building needs to be ventilated of smoke. The current fans are 20 years old, gas powered and have been repaired multiple times, but are continuously having operating problems due to fuel issues. The use of a battery-operated fan allows ease of operation, and flexibility. It is lighter so can be accomplished with one person, verses two. Also, battery operated fan allows firefighters to ventilate a cooking fire out of a house without emitting carbon monoxide and other contaminants into the house.



Total

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7,000

7,000

Goal and Policy Links: Continuation of Street Infrastructure Improvements

Project Costs and Funding Sources:

· · ·			Proje	ct Costs by P	hase		
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	
Study							
Environmental Review							
Land Acquisition							
Site Preparation							
Design							
Construction							
Construction Management							
Equipment Acquisition		7,000					
Total	-	7,000	-	-	-	_	

Pro

Project Funding Sources

		Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
General Fund		7,000					7,000			
							-			
							-			
Total	-	7,000	-	-	-	-	7,000			

FIRE DEPARTMENT DIGITAL MOBILE RADIO REPLACEMENT

Project Summary: Purchase digital mobile radios

Total Project Cost: \$ 18,000

Justification: While responding to calls for service, and during firefighting operations, and rescue operations, good clear communications with dispatch, incident command and other interior operating members are essential to firefighter safety and mitigation of emergencies. One digital pager will be purchased for rescue 35 to be able to communicate with dispatch on the digital channels. In 2025 Hamilton County dispatch will no longer page on analog communication devices.



Goal and Policy Links: Ensure all emergency services are being met within the community

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction							-		
Construction Management							-		
Equipment Acquisition		6,000	6,000	6,000			18,000		
Total	-	6,000	6,000	6,000	-	-	18,000		

Project Funding Sources

		Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
General Fund		6,000	6,000	6,000			18,000			
							-			
							-			
Total	-	6,000	6,000	6,000	-	-	18,000			

FIRE DEPARTMENT DIGITAL PORTABLE RADIO REPLACEMENT

Project Summary: Purchase digital portable radios

Total Project Cost: \$ 31,500

Justification: While responding to calls for service, and during firefighting operations, and rescue operations, good clear communications with dispatch, incident command and other interior operating members are essential to firefighter safety and mitigation of emergencies. Good communication can reduce manpower needs or apparatus responses by keeping only what is necessary to respond to calls on the road. Good communication creates a safer fireground operation and can reduce costly injuries and equipment failures, thus reducing costs. In 2025 Hamilton County dispatch will no longer page on analog communication devices.

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Goal and Policy Links: Ensure all emergency services are being met within the community

Project Costs and Funding Sources:

	Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Study							-	
Environmental Review							-	
Land Acquisition							-	
Site Preparation							-	
Design							-	
Construction							-	
Construction Management							-	
Equipment Acquisition		10,500	10,500	10,500			31,500	
Total	-	10,500	10,500	10,500	-	-	31,500	

Project Costs by Phase

Project Funding Sources

	Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
General Fund		10,500	10,500	10,500			31,500	
							-	
							-	
Total	-	10,500	10,500	10,500	-	-	31,500	

FIRE DEPARTMENT PUMPER/TANKER

Project Summary: Replace approximately 40 year old pumper/tanker with a new pumper tanker

Total Project Cost: \$450,000

Justification: The Webster City Fire Department covers just under 9sq. mi. within the city limits, and up to 578sq. mi. within Hamilton County for mutual aid requests. In addition to these, Webster City Fire Department is contracted with 4 townships, Freedom, Cass, Webster, and Independence to service all fire suppression needs. The apparatus that covers these areas is over 40 years old and needs to be replaced.



The City collects approximately \$35,000 per year combined from the 4 townships it provides fire protection for. The amount is insufficient to support the resources, equipment, and personnel costs to provide fire protection services, thus resulting in the City's subsidizing said service when considering the primary intended use of this apparatus is for serving the townships outside the city limits. This does not include the other fire department apparatus and equipment that respond in the event of a fire.

Current NFPA standards states at 15 years to move apparatus to reserve status, then at 20 to remove from service. City will be applying to FEMA's Assistance to Firefighters Grants (AFG) program to fund this purchase.

Goal and Policy Links: Ensure all emergency services are being met within the community

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Study							-	
Environmental Review							-	
Land Acquisition							-	
Site Preparation							-	
Design							-	
Construction							-	
Construction Management							-	
Equipment Acquisition		450,000					450,000	
Total	-	450,000	-	-	-	-	450,000	

Project Funding Sources

		Project Funding Sources						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
General Fund		450,000					450,000	
							-	
							-	
Total	-	450,000	-	-	-	-	450,000	

Project Effect on the Operating Budget: Reduction in operation and maintenance costs associated with repairing existing pumper/tanker.

FIRE DEPARTMENT TURNOUT GEAR

Project Summary: Purchase new turnout gear for firefighters

Total Project Cost: \$ 98,000

Justification: During firefighting operations, firefighters experience several dangerous factors that can affect their body and personal wellbeing. Heat, smoke, sharp objects, hazardous materials, working on knees, objects falling on top on them, and exhaustion, are just a few of the dangers that good turnout gear protects them from. National Fire Protection Association along with national standards encourages changing out turnout gear within 6 years, or sooner if upon inspection appears to be unsafe. Each year the fire department purchases five sets of turnout gear.

Goal and Policy Links: Ensure all emergency services are being met within the community



Project Costs and Funding Sources:

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction							-		
Construction Management							-		
Equipment Acquisition		18,500	19,000	19,500	20,000	21,000	98,000		
Total	-	18,500	19,000	19,500	20,000	21,000	98,000		

Project Costs by Phase

Project Funding Sources

	Project Funding Sources						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total
General Fund		18,500	19,000	19,500	20,000	21,000	98,000
							-
							-
Total	-	18,500	19,000	19,500	20,000	21,000	98,000

Project Effect on the Operating Budget: Reduction in operation and maintenance costs associated with repairing existing pumper/tanker.

FIREFIGHTER TURNOUT GEAR WASHING MACHINE

Project Summary: Replace domestic washing machines with firefighter turnout gear washing machine

Total Project Cost: \$ 8,000

Justification: The current washing machines are domestic and not really intended to be used to properly clean turnout gear. By using an extractor, it can remove hazardous materials, and cancerous debris from gear, keeping our members less likely to get cancer.

Goal and Policy Links: Ensure all emergency services are being met within the community



Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Study							-	
Environmental Review							-	
Land Acquisition							-	
Site Preparation							-	
Design							-	
Construction							-	
Construction Management							-	
Equipment Acquisition		8,000					8,000	
Total	_	8,000	-	-	-	-	8,000	

Project Funding Sources

		Project Funding Sources						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
General Fund		8,000					8,000	
							-	
							-	
Total	-	8,000	-	-	-	-	8,000	

FIRE DEPARTMENT BATTERY OPERATED RAM & CUTTER

Project Summary: Purchase a battery-operated ram tool and cutter

Total Project Cost: \$ 25,000

Justification: The Webster City Fire Department currently works on vehicle accidents that occur within the city as well as along Highway 20, with multiple times each year that the department is called upon for extricating patients. When a life is at stake, the amount of time it takes to extricate a person is crucial. The fire department has battery powered hydraulic tools to increase the speed of extrication of patients. With a battery powered ram tool and cutter, there is no set up time and a firefighter can immediately begin extrication efforts. The two tools will be purchased in separate years. Battery replacement is anticipated every six years.



Goal and Policy Links: Ensure all emergency services are being met within the community

Project Costs and Funding Sources:

		Project Costs by Phase						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Study							-	
Environmental Review							-	
Land Acquisition							-	
Site Preparation							-	
Design							-	
Construction							-	
Construction Management							-	
Equipment Acquisition			10,000		15,000		25,000	
Total	-	_	10,000	-	15,000	-	25,000	

Project Costs by Phase

Project Funding Sources

	Project Funding Sources						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total
General Fund			10,000		15,000		25,000
							-
							-
Total	-	-	10,000	-	15,000	-	25,000

Project Effect on the Operating Budget: Anticipated reduction in annual maintenance costs of hydraulic tools with replacement to use battery operated ram.

FIRE DEPARTMENT HYDRAULIC OPERATED TOOL SET

Project Summary: Purchase hydraulic operated tool set

Total Project Cost: \$ 30,000

Justification: The Webster City Fire Department currently works on vehicle accidents that occur within the city as well as along Highway 20, with multiple times each year that the department is called upon for extricating patients. When a life is at stake, the amount of time it takes to extricate a person is crucial. The fire department has hydraulic powered tools to increase the speed of extrication of patients. With a high pressure hydraulic powered tool set, a firefighter can handle all types of extrication efforts.



Goal and Policy Links: Ensure all emergency services are being met within the community

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Study							-	
Environmental Review							-	
Land Acquisition							-	
Site Preparation							-	
Design							-	
Construction							-	
Construction Management							-	
Equipment Acquisition			30,000				30,000	
Total	-	-	30,000	-	-	-	30,000	

Project Funding Sources

		Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
General Fund			30,000				30,000			
							-			
							-			
Total	-	-	30,000	-	-	-	30,000			

FIRE DEPARTMENT HEAVY STRUT VEHICLE STABILIZATION SYSTEM

Project Summary: Purchase one complete set of heavy interstate vehicle stabilization strut kit

Total Project Cost: \$ 25,000

Justification: As the new Hwy 20 continues to get more heavy truck traffic, the likelihood of large semi-truck accidents will also increase. Purchasing heavy interstate stabilization units allows the department to stabilize and lift large semi-trucks. With the recent truck traffic increase due to large plants in our region, the need to have the capability to lift and stabilize large trucks has never been greater.

Goal and Policy Links: Ensure all emergency services are being met within the community



Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction							-		
Construction Management							-		
Equipment Acquisition			25,000				25,000		
Total	-	-	25,000	-	-	-	25,000		

Project Funding Sources

		Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
General Fund			25,000				25,000			
							-			
							-			
Total	-	-	25,000	-	-	-	25,000			

FIRE DEPARTMENT WILDLAND APPARATUS

Project Summary: Purchase a wildland apparatus with pump and roll capability

Total Project Cost: \$ 105,000

Justification: A wildland fire vehicle is driven to all types of grass/ agricultural fires and wildland fire calls. It is used for personnel going to a call or pulling the boat to a rescue as well. As the department continues to respond to field fires and difficult areas to get into, the Attack #36 apparatus is needed to gain access and keep firefighting personnel safe.



Goal and Policy Links: Ensure all emergency services are being met within the community

Project Costs and Funding Sources:

Project	Costs	by	Phase
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		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction							-		
Construction Management							-		
Equipment Acquisition				105,000			105,000		
Total	-	-	-	105,000	-	-	105,000		

Project Funding Sources

		Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
General Fund				105,000			105,000		
							-		
							-		
Total	-	-	-	105,000	-	-	105,000		

Project Effect on the Operating Budget: Anticipate reduction in maintenance costs associated with existing apparatus being replaced.

FIRE DEPARTMENT PUMPER FIRETRUCK

Project Summary: Purchase a 1,000 gallon tank, 1,500 gpm pumper firetruck

Total Project Cost: \$ 650,000

Justification: A pumper truck is driven to all fire calls. It is used to haul personnel, equipment, water, and other needed items to mitigate fires. As this pumper continues to age, maintenance and safety features wane. National Fire Protection Association encourages apparatus to be put in reserve status at 15 years and replaced at 20 years. Webster City Fire Department's strategic plan is for replacement of fire apparatus at 30 years old. Current pumper is 31 years old.



Goal and Policy Links: Ensure all emergency services are being met within the community

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction							-		
Construction Management							-		
Equipment Acquisition					650,000		650,000		
Total	-	-	-	-	650,000	-	650,000		

Project Funding Sources

		Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
General Fund					650,000		650,000			
							-			
							-			
Total	-	-	-	-	650,000	-	650,000			

Project Effect on the Operating Budget: Preventative maintenance associated with purchase.

NEW DISPATCH CONSOLE DESK

Project Summary: Replace the current dispatch console desk with a more efficient, purpose made console

Total Project Cost: \$ 25,000

Justification: The current dispatch console desk is over twenty years old. During that time, it has been modified to fit equipment as technology has changed. The current dispatch console has outlived its useful life and needs to be replaced to improve efficiency for the dispatchers as well as to better meet the needs of the community. This console will be purpose built



around our current radio system that was recently purchased. The new dispatch console is expected to last twenty years.

Goal and Policy Links: Ensure all emergency services are being met within the community

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Study							-	
Environmental Review							-	
Land Acquisition							-	
Site Preparation							-	
Design							-	
Construction							-	
Construction Management							-	
Equipment Acquisition		25,000					25,000	
Total	-	25,000	-	-	-	-	25,000	

Project Funding Sources

		Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
General Fund		25,000					25,000			
							-			
							-			
Total	-	25,000	-	-	-	-	25,000			

POLICE OFFICER AMMUNITION

Project Summary: Purchase duty and practice ammunition for police handguns, rifles and shotguns

Total Project Cost: \$ 19,500

Justification: By law, Iowa Peace Officers are required to qualify with firearms on a schedule as prescribed by the Iowa Law Enforcement Academy. This qualification results in several hundreds of rounds being used per officer, per year. A significant amount of ammunition for each type of firearms used



is needed to ensure police officers are current on their requirement training. The State of Iowa uses a bid process to ensure the lowest cost is made available to agencies within the State of Iowa.

Goal and Policy Links: Ensure all emergency services are being met within the community

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Study							-	
Environmental Review							-	
Land Acquisition							-	
Site Preparation							-	
Design							-	
Construction							-	
Construction Management							-	
Equipment Acquisition		6,500	6,500		6,500		19,500	
Total	-	6,500	6,500	_	6,500	-	19,500	

Project Funding Sources

		Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
General Fund		6,500	6,500		6,500		19,500		
							-		
							-		
Total	-	6,500	6,500	-	6,500	-	19,500		

REPLACE POLICE OFFICER SHOTGUNS

Project Summary: Replace outdated and discontinued police officer shotguns

Total Project Cost: \$ 12,000

Justification: The current police officer shotguns are approximately fifteen years old. The make and model are no longer manufactured and replacement parts are no longer available. Currently the officers have had to add used pump action shotguns to the deployment to ensure all police vehicles have a functional shotgun as required by the Iowa Law



Enforcement Academy. The purchase of new semi-automatic shotguns will ensure all officers have the same make and model of weapon which will simplify training and ensure whatever vehicle the officer accesses will have a similar shotgun available.

Goal and Policy Links: Ensure all emergency services are being met within the community

Project Costs and Funding Sources:

		Project Costs by Phase						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Study							-	
Environmental Review							-	
Land Acquisition							-	
Site Preparation							-	
Design							-	
Construction							-	
Construction Management							-	
Equipment Acquisition			6,000	6,000			12,000	
Total	-		6,000	6,000	_	_	12,000	

Project Costs by Phase

Project Funding Sources

		Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
General Fund			6,000	6,000			12,000		
							-		
							-		
Total	-	-	6,000	6,000	-	-	12,000		

POLICE VEHICLE IN-CAR CAMERA SYSTEMS

Project Summary: Replace outdated and obsolete police vehicle in-car camera systems

Total Project Cost: \$ 65,000

Justification: The current Watchguard 4RE in-car camera systems are over eight years old and are no longer supported. Parts are getting difficult to source and the city has been forced to rely on eBay and other used options for parts. Watchguard was purchased by Motorola. The Motorola M-500 system is



compatible with the hardware and infrastructure the city currently has in place. The replacement will take place over three years.

Goal and Policy Links: Ensure all emergency services are being met within the community

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Study							-	
Environmental Review							-	
Land Acquisition							-	
Site Preparation							-	
Design							-	
Construction							-	
Construction Management							-	
Equipment Acquisition		20,000	20,000	25,000			65,000	
Total	-	20,000	20,000	25,000	-	-	65,000	

Project Funding Sources

		Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
General Fund		20,000	20,000	25,000			65,000		
							-		
							-		
Total	-	20,000	20,000	25,000	-	-	65,000		

Project Effect on the Operating Budget: Service agreement costs associated with the new in-camera systems will be an ongoing expense.

POLICE OFFICER VEHICLE REPLACEMENT

Project Summary: Replacement of police officer vehicles

Total Project Cost: \$ 380,446

Justification: The City Council previously approved financing for three new police vehicles. The cost of the vehicles and upfit was \$170,000 spread over three years. The yearly amount will be budgeted over the first three years. In addition to the vehicles already purchased, the 2013 Chevrolet Tahoe assigned as the K9



unit has to be put out of service as it is no longer dependable. One of the three Rams previously purchased will be transferred from Patrol to K9 resulting in the Patrol Division being short a

vehicle; therefore, one additional vehicle is requested for fiscal year 2023-24. Additional vehicles will also need to be replaced in future years to keep the police department fleet dependable and safe.

Goal and Policy Links: Ensure all emergency services are being met within the community

Project Costs and Funding Sources:

Project Costs by Phase

			Proje	ect Costs by I	Phase		
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total
Study							-
Environmental Review							-
Land Acquisition							-
Site Preparation							-
Design							-
Construction							-
Construction Management							-
Equipment Acquisition	56,666	129,400	64,400		65,000	65,000	380,466
Total	56,666	129,400	64,400	-	65,000	65,000	380,466

Project Funding Sources

	Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
General Fund	56,666	129,400	64,400		65,000	65,000	380,466	
							-	
							-	
Total	56,666	129,400	64,400	-	65,000	65,000	380,466	

Project Effect on the Operating Budget: Ongoing costs associated with preventative maintenance.

RADAR EQUIPPED SPEED TRAILER

Project Summary: Purchase a radar equipped speed trailer

Total Project Cost: \$ 8,500

Justification: The police department receives complaints associated with speed about various locations. The purchase of a radar equipped speed trailer will allow the police department to address traffic complaints throughout the city. Previously the police department utilized speed trailers with positive results. Due to the cost associated with repair, they were previously taken out of service in 2014.

Goal and Policy Links: Ensure all emergency services are being met within the community



Project Costs and Funding Sources:

Project Costs by Phase

			Proje	ct Costs by	Phase		
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total
Study							-
Environmental Review							-
Land Acquisition							-
Site Preparation							-
Design							-
Construction							-
Construction Management							-
Equipment Acquisition				8,500			8,500
Total	-	_	-	8,500	-	-	8,500

Project Funding Sources

	Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
General Fund				8,500			8,500	
							-	
							-	
Total	-	-	-	8,500	-	-	8,500	

POLICE OFFICER TASER DEVICES

Project Summary: Replace outdated and obsolete police officer taser devices

Total Project Cost: \$ 24,000

Justification: The police department taser devices are over ten years old and experiencing failures of the electrical displays. It is necessary to replace the taser devices to ensure that officers are equipped with working and safe devices to protect themselves and others from an attack. Taser devices provide a less than lethal force option to police officers.



Goal and Policy Links: Ensure all emergency services are being met within the community

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Study							-	
Environmental Review							-	
Land Acquisition							-	
Site Preparation							-	
Design							-	
Construction							-	
Construction Management							-	
Equipment Acquisition		8,000	8,000	8,000			24,000	
Total	-	8,000	8,000	8,000	-	-	24,000	

Project Funding Sources

	Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
General Fund		8,000	8,000	8,000			24,000		
							-		
							-		
Total	-	8,000	8,000	8,000	-	-	24,000		

GRACELAND CEMETERY ASPHALT ROADS

Project Summary: Lay asphalt on unpaved road areas of the Graceland Cemetery

Total Project Cost: \$ 75,000

Justification: Graceland Cemetery has approximately 5 miles of roads within the cemetery. The cemetery has been asphalting the gravel roads over an extended period of time. By asphalting the gravel roads, it will assist with reducing road maintenance and providing a solid, smooth surface for residents to utilize when walking, running or biking through the cemetery. These projects are tied in with street hot mix asphalt project bid requests.



Goal and Policy Links: Continuation of Street Infrastructure Improvements

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction		25,000		25,000		25,000	75,000		
Construction Management							-		
Equipment Acquisition							-		
Total	-	25,000	-	25,000	-	25,000	75,000		

Project Funding Sources

	Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
General Fund		25,000		25,000		25,000	75,000	
							-	
							-	
Total	-	25,000	-	25,000	-	25,000	75,000	

Project Effect on the Operating Budget: Anticipate reduction in labor and maintenance associated with unpaved roads.

GRACELAND CEMETERY TUCKPOINTING OF BANDSTAND

Project Summary: Repair and tuckpoint Graceland Cemetery bandstand

Total Project Cost: \$ 8,000

Justification: The Graceland Cemetery Bandstand is in need of power washing, repair and tuck pointing. The bandstand was built in 1940 and has no recorded repair since the structure was built. The American Legion performs a program at the bandstand every year on Memorial Day.

Goal and Policy Links: Replacement of aging infrastructure



Proiect Costs by Phase

Project Costs and Funding Sources:

		Project Costs by Phase								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
Study							-			
Environmental Review							-			
Land Acquisition							-			
Site Preparation							-			
Design							-			
Construction			8,000				8,000			
Construction Management							-			
Equipment Acquisition							-			
Total	-	-	8,000	-	-	_	8,000			

Project Funding Sources

	Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
General Fund			8,000				8,000	
							-	
							-	
Total	-	-	8,000	-	-	-	8,000	

KENDALL YOUNG PARK SHELTER, BUILDING & FENCING IMPROVEMENTS

Project Summary: Repair exterior structure of north shelter, tuck point north and prairie stone shelters, repair and clean Girl Scout Lodge and replace exterior perimeter fence

Total Project Cost: \$ 190,000

Justification: The east side of the north shelter is beginning to deteriorate/rot, allowing rodents and bats to access the inside of the shelter. Repair of the north shelter will also include cleaning and disinfection of the shelter from the exposure of bat feces. Cost also includes new access door for the north shelter. This is planned in FY



24. Both the north and prairie stone shelter will be power washed and tuck pointed in FY 25. The exterior perimeter fence around the park is deteriorating and requires replacement. Staff will be repurposing utility poles as posts and using two chains as railings in FY 26. The Girl Scout Lodge is also in need of cleaning and repair. The Girl Scout Lodge was constructed as part of the WPA Work Relief Project of the President Roosevelt Administration in 1937. Since then, it has been the responsibility of the city to maintain the lodge. In 2006-2007 the interior of the cabin was renovated and in 2017 a new roof was installed. The items in need of repair/replacement are the windows, doors, interior cleaning and maintenance, exterior siding and bat feces removal. This is planned in FY 28.

Goal and Policy Links: Replacement of aging infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction		75,000	10,000	25,000		80,000	190,000		
Construction Management							-		
Equipment Acquisition							-		
Total	-	75,000	10,000	25,000	-	80,000	190,000		

Project Funding Sources

	Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
General Fund		75,000	10,000	25,000		80,000	190,000	
Total	-	75,000	10,000	25,000	-	80,000	190,000	

LIONS PARK IMPROVEMENTS

Project Summary: Resurface the Lions park basketball court and install a new park shelter

Total Project Cost: \$ 50,000

Justification: Currently, Lions Park has a miniature basketball court that needs renovated. The asphalt surface will be overlayed with new asphalt and installation of new goal setter basketball posts, backboards and rims. Revitalizing the basketball court will hopefully attract individuals of all ages to utilize the park. The park does not have a shelter or picnic area. As part of this project,



a Morton building type shelter will be installed to provide shade for residents using the park. The shelter will not have restrooms or water access.

Goal and Policy Links: Replacement of aging infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Study							-	
Environmental Review							-	
Land Acquisition							-	
Site Preparation							-	
Design							-	
Construction					50,000		50,000	
Construction Management							-	
Equipment Acquisition							-	
Total	-	-	-	-	50,000	-	50,000	

Project Funding Sources

	Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
General Fund					50,000		50,000	
							-	
							-	
Total	-	-	-	-	50,000	-	50,000	

NEW SPLASH PAD

Project Summary: Installation of splash pad to provide a zerodepth water facility to the community

Total Project Cost: \$ 450,000

Justification: The proposed installation of the splashpad is anticipated to be at East Twin Park. The splashpad will provide a zero-depth water attraction to the community while providing physical, social and interactive play. The different bays located



within the splashpad will attract users of all ages and accessibility. There are two main types of splashpads: pass through and recirculation.

Goal and Policy Links: Installation of splash pad

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation	2,500						2,500		
Design	15,000	5,000					20,000		
Construction		415,000					415,000		
Construction Management		12,500					12,500		
Equipment Acquisition							-		
Total	17,500	432,500	-	-	-	-	450,000		

Project Funding Sources

	Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
General Fund	17,500	432,500					450,000		
							-		
							-		
Total	17,500	432,500	_	-	_	_	450,000		

Project Effect on the Operating Budget: Anticipated increase in operating budget associated with installation of splash pad.

NOKOMIS PARK BUILDING IMPROVEMENTS

Project Summary: Replace the Nokomis park building metal exterior, windows, doors and garage doors

Total Project Cost: \$ 40,000

Justification: The existing metal siding on the Nokomis Park building is rusting and deteriorating producing large holes within the structure allowing water and rodents access to the inside of the building. Requesting replacement of the building metal exterior, windows, entry doors and overhead door. Currently



this building serves as the warming house for the ice-skating rink and the storage facility for adult and children's recreational programs.

Goal and Policy Links: Replacement of aging infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction			40,000				40,000		
Construction Management							-		
Equipment Acquisition							-		
Total	-	_	40,000	-	-	_	40,000		

Project Funding Sources

	Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
General Fund			40,000				40,000		
							-		
							-		
Total	-	-	40,000	-	-	-	40,000		

OUTDOOR POOL PIPE REPAIR & REPLACEMENT

Project Summary: Repair and replace existing outdoor pool piping and valves

Total Project Cost: \$ 120,000

Justification: The Outdoor Pool was built in 1990. The water pipes and valves are 33 years old and becoming corroded and are deteriorating on the interior and exterior of the pipe due to the corrosive environment. Staff would like to begin replacing sections of the 8" pipe or valves every year to extend the lifetime of the pool and prevent leaking or breaking from occurring during the operational months.

Goal and Policy Links: Replacement of aging infrastructure

Project Costs and Funding Sources:

Project Costs by Phase Project Costs by Phase Prior Years 2023-24 2024-25 2025-26 2026-27 2027-28 Total Study -Environmental Review Land Acquisition _ Site Preparation _ Design 20.000 20,000 20,000 20,000 20,000 100,000 Construction Construction Management _ Equipment Acquisition _ 20.000 20.000 20.000 Total 20.000 20.000 100.000

Project Funding Sources

	Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
General Fund		20,000	20,000	20,000	20,000	20,000	100,000		
							-		
							-		
Total	-	20,000	20,000	20,000	20,000	20,000	100,000		



OUTDOOR POOL BUILDINGS ROOF REPLACEMENT

Project Summary: Remove and replace the existing roof at the outdoor pool main building and pump house

Total Project Cost: \$ 25,000

Justification: The Outdoor Pool Main Building and Pump House roofs are currently 33 years old and are beginning to leak into the facility causing water damage to the roofing underlayment and inside the facility. The installation of a new shingle roof should last for 25-30 years.

Goal and Policy Links: Replacement of aging infrastructure

Project Costs and Funding Sources:



Project Costs by Phase

		Project Costs by Phase						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Study							-	
Environmental Review							-	
Land Acquisition							-	
Site Preparation							-	
Design							-	
Construction		25,000					25,000	
Construction Management							-	
Equipment Acquisition							-	
Total	-	25,000	-	-	-	-	25,000	

Project Funding Sources

	Project Funding Sources						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total
General Fund		25,000					25,000
							-
							-
Total	-	25,000	-	-	-	-	25,000
OUTDOOR POOL FILTER REPLACEMENTS

Project Summary: Replace the existing outdoor pool filter system

Total Project Cost: \$ 300,000

Justification: The Outdoor Pool filtration system was installed in 2004. This filtration system is a sand filtration system that catches organics from the pool water within the sand. To clean the filters, we perform a backwashing process that removes the organics from the sand and sends them to the sewer system. Currently, there have been no signs of deterioration or disrepair to the filters but on average sand filters lifespan are 20-30 years.

Goal and Policy Links: Replacement of aging infrastructure





Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction				300,000			300,000		
Construction Management							-		
Equipment Acquisition							-		
Total	-	-	-	300,000	-	-	300,000		

Project Funding Sources

	Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
General Fund				300,000			300,000	
							-	
							-	
Total	-	-	-	300,000	-	-	300,000	

OUTDOOR POOL EQUIPMENT RECONDITIONING AND REPLACEMENT

Project Summary: Recondition outdoor pool motor and pumps and replace the outdoor pool heater

Total Project Cost: \$ 50,000

Justification: The Outdoor Pool motor/pumps were originally installed in 1990. Every 7-8 years the motor/pumps are reconditioned for their health and efficiency. The impeller, bearings, shaft coupler joints and main motor are evaluated and reconditioned. The key indicators for this need are:



running loud, irregular motor noise or equipment is beginning to vibrate. Reconditioning the motor/pumps decreases annual maintenance costs and the prevention from having to purchase and install new pumps. The Outdoor Pool heater was originally installed in 2017. This is the 3rd heater installed for the outdoor pool. The outdoor pool was installed in 1990. It is a gas fired heater and has an approximate lifespan of 10-15 years.

Goal and Policy Links: Replacement of aging infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction						50,000	50,000		
Construction Management							-		
Equipment Acquisition							-		
Total	-	-	-	-	-	50,000	50,000		

Project Funding Sources

	Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
General Fund						50,000	50,000	
							-	
							-	
Total	-	-	-	-	-	50,000	50,000	

OUTDOOR POOL SLIDE REPLACEMENT

Project Summary: Recondition outdoor pool motor and pumps and replace the outdoor pool heater

Total Project Cost: \$ 325,000

Justification: The Outdoor Pool slide was installed in 2012. The average lifespan of an outdoor pool slide is 20-25 years. In the fall of 2022, the outdoor pool slide structure was sandblasted, primed and top coat painted due to high rust pack. The slide flume was also dismantled and new gaskets were



installed at each joint that was supported by an arm/bracket. This work is supposed to increase the lifespan of the slide by 7-10 years; however, pending on the condition of the support structure this may be modified.

Goal and Policy Links: Replacement of aging infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction						325,000	325,000		
Construction Management							-		
Equipment Acquisition							-		
Total	-	-	-	-	-	325,000	325,000		

Project Funding Sources

	Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
General Fund						325,000	325,000		
							-		
							-		
Total	-	-	-	-	-	325,000	325,000		

BOONE RIVER TRAIL CONCRETE REPLACEMENT & REPAIR

Project Summary: Replace and repair concrete on Boone River Trail in locations where concrete has cracked and crumbled due to heavy equipment on the trail for bank stabilization.

Total Project Cost: \$ 50,000

Justification: The Boone River Trail has many areas that are in need of repair due to heavy equipment been driven on the trail to assist with bank stabilization. The Boone River Trail begins at Nokomis Park and travels



throughout the city and ends at Briggs Woods Park. The trail is currently 5.7 miles in length and is widely used by residents for biking, walking and running. Maintaining the condition of the concrete is crucial for residents to remain safe and prevent tripping and fall accidents.

Goal and Policy Links: Replacement of aging infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							_		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction				50,000			50,000		
Construction Management							-		
Equipment Acquisition							-		
Total	-	_	_	50,000	-	_	50,000		

Project Funding Sources

	Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
General Fund				50,000			50,000	
							-	
							-	
Total	-	-	-	50,000	-	-	50,000	

WILSON BREWER TRAIL CONNECTION TO BOONE RIVER TRAIL

Project Summary: Installation of trail connecting Wilson Brewer Park and Boone River Trail along River Street

Total Project Cost: \$ 250,000

Justification: Installation of trail to connect Wilson Brewer Park Trail to the Boone River Trail at Riverside Park. The trail will run along the grass area on the east side of River Street, cross Bank Street and connect to the existing sidewalk crossing the railroad tracks and then proceed to cut through



Riverside Park to the Boone River Trail. This trail installation will connect two existing trails in the community and provide a crossing of the railroad. Trails are important to community recreation by allowing residents to bike and exercise outside in a safe environment. Staff will apply for multiple grants: FRT and SRT grants, REAP City Parks and Open Spaces Grant, Land and Water Conservation Fund and the Wellmark Foundation Grant.

Goal and Policy Links: Replacement of aging infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design					25,000		25,000		
Construction					215,000		215,000		
Construction Management					10,000		10,000		
Equipment Acquisition							-		
Total	-	-	-	-	250,000	-	250,000		

Project Funding Sources

	Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
General Fund					250,000		250,000	
							-	
							-	
Total	-	-	-	-	250,000	-	250,000	

STREAM EROSION ASSESSMENT

Project Summary: Complete a stream erosion assessment of the Boone River, Brewer Creek and White Fox Creek

Total Project Cost: \$40,000

Justification: The waterways in the City have historically had impacts on City trails. In efforts to identify areas of high erosion potential and plan to prevent further erosion, it is recommended environmental engineers perform an overall assessment of the Boone River, Brewer Creek and White Fox Creek. The assessment will review erosion hot spots in more detail, identify



bank areas with high potential for erosion, critical infrastructure threatened by erosion and develop a list of priority areas for future stabilization along with a cost estimates for each location. City staff plans to use this assessment to pursue grants to assist with waterway erosion stabilization.

Goal and Policy Links: Replacement of aging infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

			Proje	ect Costs by l	Phase		
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total
Study							-
Environmental Review		40,000					40,000
Land Acquisition							-
Site Preparation							-
Design							-
Construction							-
Construction Management							-
Equipment Acquisition							-
Total	-	40,000	-	-	-	-	40,000

Project Funding Sources

		Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
General Fund		40,000					40,000		
							-		
							-		
Total	-	40,000	-	-	-	-	40,000		

RECREATION & PUBLIC GROUNDS AUGER ATTACHMENT

Project Summary: Purchase Auger Attachment for Skid Loader

Total Project Cost: \$ 6,500

Justification: The Recreation and Public Grounds Department is currently in need of an auger attachment for a skid loader to assist in drilling cremation interment graves and tree planting. The Public Grounds Department will borrow the Line or Street Department skid loaders when needed. This piece of equipment will replace the existing 3-point auger attachment for the Ford 1920 tractor.

Goal and Policy Links: Replacement of aging infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase					
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total
Study							-
Environmental Review							-
Land Acquisition							-
Site Preparation							-
Design							-
Construction							-
Construction Management							-
Equipment Acquisition		6,500					6,500
Total	-	6,500	-	-	-	-	6,500

Project Funding Sources

		Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
General Fund		6,500					6,500		
							-		
							-		
Total	-	6,500	-	-	-	-	6,500		



RECREATION & PUBLIC GROUNDS STAND ON AERATOR

Project Summary: Purchase stand on aerator

Total Project Cost: \$ 15,000

Justification: The Recreation and Public Grounds Department is currently in need of a stand on aerator to assist with lawn care in Graceland Cemetery (65 acres), 11 parks (49 acre) and the Boone River and Brewer Creek Recreational Trails. The current aerator attachment does not supply enough down pressure to the ground resulting in poorly pulled plugs. Aerating our lawn areas relieves soil compaction and enhances root growth.



Goal and Policy Links: Replacement of aging infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Study							-	
Environmental Review							-	
Land Acquisition							-	
Site Preparation							-	
Design							-	
Construction							-	
Construction Management							-	
Equipment Acquisition		15,000					15,000	
Total	-	15,000	-	-	-	-	15,000	

Project Funding Sources

	Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
General Fund		15,000					15,000		
							-		
							-		
Total	-	15,000	-	-	-	-	15,000		

RECREATION & PUBLIC GROUNDS TRAILER REPLACEMENT

Project Summary: Purchase and replace aging trailer

Total Project Cost: \$ 20,000

Justification: The Recreation and Public Grounds Department is currently composed of 1 hauling trailer. The department needs call for a new trailer. The existing trailer is classified as a snowmobile trailer and is 25 years old and deteriorating. The department will replace the existing trailer with a trailer that is capable of hauling multiple mowers, picnic tables and a skid loader.

Goal and Policy Links: Replacement of aging infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase					
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total
Study							-
Environmental Review							-
Land Acquisition							-
Site Preparation							-
Design							-
Construction							-
Construction Management							-
Equipment Acquisition		20,000					20,000
Total	-	20,000	-	-	-	-	20,000

Project Funding Sources

	Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
General Fund		20,000					20,000		
							-		
							-		
Total	-	20,000	-	-	-	-	20,000		



RECREATION & PUBLIC GROUNDS VEHICLE REPLACEMENT

Project Summary: Purchase and replace aging vehicles

Total Project Cost: \$ 80,000

Justification: The Recreation and Public Grounds Department is currently composed of 5 work trucks. The department needs call for a new work truck. Two of the trucks are 28 years old and two of the trucks are 25 years old. All 4 trucks cannot leave city limits due to unreliability.

Currently, only the Ram 1500 is available from the State's Vehicle Contract Catalog (1/12/2023). The Ram 1500 Regular Cab: 8' Box Length; 4X4, V-6 Engine, 6,600 GVWR, 1,710 payload, 4,550 towing cap is starts at \$35,460.50

Truck #66: Ford 1995 Total Miles: 38,172 Total Hours: 3,570

- 1. Has 2 fuel tanks 1 tank does not work
- 2. Transmission front seal leaks
- 3. Truck will not start if outside in the winter
- 4. Cannot pull loaded trailer (1/2-ton truck)
- 5. Holds gas and diesel tanks; diesel leaked on truck bed it throughout the years

Truck #69: Ford 1995 Total Miles: 78,728

Total Hours: 4,965

- 1. Rear engine seal leak
- 2. Front end is becoming loose and difficult to control steering wheel
- 3. Seat belt will not latch
- 4. All 4 tires need replaced
- 5. Truck will not start if outside in the winter
- 6. Severe rust issues
- 7. Cannot pull loaded trailer (1/2-ton truck)

Truck # 35: Chevrolet – 1998

Total Miles: 115,021

Total Hours: 1,185

- 1. Doors do not close properly
- 2. Frame of the truck has been welded on/repaired
- 3. Bed is rusted out
- 4. See the ground through the floor of the truck on driver's side
- 5. Starting issue randomly occurs (cannot figure out the issue)
- 6. Latch on tailgate jams/broken











Truck #64: Chevrolet – 1998

1. Front end vibration when hit higher speeds



Goal and Policy Links: Replacement of aging infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Study							-	
Environmental Review							-	
Land Acquisition							-	
Site Preparation							-	
Design							-	
Construction							-	
Construction Management							-	
Equipment Acquisition		38,000				42,000	80,000	
Total	-	38,000	-	-	-	42,000	80,000	

Project Funding Sources

	Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
General Fund		38,000				42,000	80,000	
							-	
							-	
Total	-	38,000	-	-	-	42,000	80,000	

RECREATION & PUBLIC GROUNDS COMMERCIAL MOWER REPLACEMENT

Project Summary: Purchase and replace aging 72" commercial mowers

Total Project Cost: \$ 117,000

Justification: The Recreation and Public Grounds Department is in need of a new 72" commercial mower with a snow blower and broom attachments and a new 72" commercial mower with a snow blade attachment. The department currently has a 72" Kubota Commercial Mowers (2016, 1,650 hours as of November 2022) and a 72" Kubota Commercial Mower (2020,



761 hours as of November 2022) that will be traded in. The mowers will be utilized for mowing parks, trails and city owned green spaces; along with brooming the recreational trails; and snow removal on all city owned sidewalks, trails and parking lots.

Goal and Policy Links: Replacement of aging infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Study							-	
Environmental Review							-	
Land Acquisition							-	
Site Preparation							-	
Design							-	
Construction							-	
Construction Management							-	
Equipment Acquisition			62,000		55,000		117,000	
Total	-	-	62,000	-	55,000	-	117,000	

Project Funding Sources

	Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
General Fund			62,000		55,000		117,000		
							-		
							-		
Total	-	-	62,000	-	55,000	-	117,000		

RECREATION & PUBLIC GROUNDS ZERO TURN MOWER REPLACEMENT

Project Summary: Purchase and replace aging 52" and 72" zero turn mowers

Total Project Cost: \$ 54,000

Justification: The Recreation and Public Grounds Department is currently in need of replacing existing park and cemetery 52" and 72" zero turn mowers over the next five years. These mowers are primarily utilized in Graceland Cemetery to mow hillsides and open grass areas. Graceland Cemetery is approximately 65 acres. The park mowers are used in publicly owned green



spaces, parks and recreational trails. The Public Grounds Department cares for approximately 49 acres of park green space.

Goal and Policy Links: Replacement of aging infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Study							-	
Environmental Review							-	
Land Acquisition							-	
Site Preparation							-	
Design							-	
Construction							-	
Construction Management							-	
Equipment Acquisition			25,500	16,000	12,500		54,000	
Total	-	-				-	54,000	

Project Funding Sources

	Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
General Fund			25,500	16,000	12,500		54,000		
							-		
							-		
Total	-	-	25,500	16,000	12,500	-	54,000		

RECREATION & PUBLIC GROUNDS SNOW PUSHER ATTACHMENT

Project Summary: Purchase snow pusher attachment

Total Project Cost: \$ 10,000

Justification: The Recreation and Public Grounds Department is currently in need of a snow pusher attachment for our John Deere 540M tractor to assist with snow removal in the public parking areas. This attachment will increase our efficiency with snow removal and decrease labor cost by reducing the time for moving snow.



Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Study							-	
Environmental Review							-	
Land Acquisition							-	
Site Preparation							-	
Design							-	
Construction							-	
Construction Management							-	
Equipment Acquisition			10,000				10,000	
Total	-	-	10,000	-	-	-	10,000	

Project Funding Sources

	Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
General Fund			10,000				10,000		
							-		
							-		
Total	-	-	10,000	-	-	-	10,000		

RECREATION & PUBLIC GROUNDS SLIT SEEDER ATTACHMENT

Project Summary: Purchase slit seeder attachment

Total Project Cost: \$ 12,000

Justification: The Recreation and Public Grounds Department is currently in need of a slit seeder attachment for our mini tractor to assist with grass seed installation in our parks, trails, cemetery and public building green spaces. This attachment will improve seed germination while allowing moisture and fertilizer to mix with the soil. The seed to soil contact will increase the successfulness of establishing or revitalizing a lawn area.



Goal and Policy Links: Replacement of aging infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction							-		
Construction Management							-		
Equipment Acquisition				12,000			12,000		
Total	-	-				-	12,000		

Project Funding Sources

	Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
General Fund				12,000			12,000		
							-		
							-		
Total	-	-	-	12,000	-	-	12,000		

RECREATION & PUBLIC GROUNDS MINI TRACTOR REPLACEMENT

Project Summary: Purchase and replace mini tractor

Total Project Cost: \$ 40,000

Justification: The Recreation and Public Grounds Department is currently in need of replacing our 1991 Ford 1920 tractor with a mini tractor. The mini tractor may be used for assisting with drilling cremation interments, grading gravel roads in the cemetery and parks, lawn herbicide application, slit seeder and broadcast seeder applications and mowing with the flex mower.



Goal and Policy Links: Replacement of aging infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction							-		
Construction Management							-		
Equipment Acquisition				40,000			40,000		
Total	-	-	-	40,000	-	-	40,000		

Project Funding Sources

		Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
General Fund				40,000			40,000		
							-		
							-		
Total	-	-	-	40,000	_	-	40,000		

RECREATION & PUBLIC GROUNDS BATWING ROTARY MOWER ATTACHMENT

Project Summary: Purchase and replace 10' batwing rotary mower attachment

Total Project Cost: \$ 37,500

Justification: The Recreation & Public Grounds Department is in need of replacing their current batwing mower attachment. This piece of equipment will be used for mowing roadside ditches and rough terrain.



This piece of equipment would promote safety for the operator as they would be able to stay on the roadside and not have to access steep inclines.

Goal and Policy Links: Replacement of aging infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Study							-	
Environmental Review							-	
Land Acquisition							-	
Site Preparation							-	
Design							-	
Construction							-	
Construction Management							-	
Equipment Acquisition						37,500	37,500	
Total	-	-				37,500	37,500	

Project Funding Sources

	Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
General Fund						37,500	37,500	
							-	
							-	
Total	-	-	-	-	-	37,500	37,500	

RECREATION & PUBLIC GROUNDS PARALLEL ARM ROTARY MOWER ATTACHMENT

Project Summary: Purchase parallel arm rotary mower attachment

Total Project Cost: \$ 40,000

Justification: The Recreation & Public Grounds Department currently has one finish mower and one batwing mower attachment. The parallel arm rotary mower would allow staff to reach an additional 10 feet into roadside ditches or difficult slopes (Please see attached pictures for examples of slopes). This piece of equipment would promote safety for the operator as they would be able to stay on the roadside and not have to access the steep incline. Our goal is to mow further into the roadside ditches to assist with driving visibility, animal visibility and community aesthetic appearance.



Goal and Policy Links: Replacement of aging infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Study							-	
Environmental Review							-	
Land Acquisition							-	
Site Preparation							-	
Design							-	
Construction							-	
Construction Management							-	
Equipment Acquisition						40,000	40,000	
Total	-	-				40,000	40,000	

Project Funding Sources

		Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
General Fund						40,000	40,000		
							-		
							-		
Total	-	-	-	-	-	40,000	40,000		

UPDATE POLICE DEPARTMENT CISD SERVER

Project Summary: Purchase new CISD server for the police department

Total Project Cost: \$ 60,000



Justification: The current Police Department CISD and the

Primary Host Server are 6 years old. It is past time to replace it with newer, faster, larger, and more energyefficient servers. After these expenditures for 3 servers and with the DNS server replaced in 2022-23 there should not be a need for any servers until 2028-29.

Goal and Policy Links: Ensure all emergency services are being met within the community

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Study							-	
Environmental Review							-	
Land Acquisition							-	
Site Preparation							-	
Design							-	
Construction							-	
Construction Management							-	
Equipment Acquisition		40,000	20,000				60,000	
Total	-	40,000	20,000	-	-	-	60,000	

Project Funding Sources

		Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
General		6,000	3,000				9,000			
Electric Fund		22,000	11,000				33,000			
Water Fund		6,000	3,000				9,000			
Sewer Fund		6,000	3,000				9,000			
Total	-	40,000	20,000	-	-	-	60,000			

UNINTERRUPTABLE POWER SUPPLY (UPS) REPLACEMENTS

Project Summary: Replace two UPS that are at the end of their life span

Total Project Cost: \$ 22,000

Justification: Every City department employee now gets authenticated through the Domain Controller server located in the City Hall Server room. They also may open different files and save files to the File Server. All payroll and Utility billing is on the SOL server. All of these servers are located in the server



rack powered by the APC Smart UPS 3000VAs located in the Server Room. The UPS for the server rack cost is approximately \$5,000 and will need to be replaced in 2027-28. The PD Radio Room UPS will need to be replaced in 2024-25 for an estimated cost of \$12,000.

Goal and Policy Links: Ensure all emergency services are being met within the community

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Study							-	
Environmental Review							-	
Land Acquisition							-	
Site Preparation							-	
Design							-	
Construction							-	
Construction Management							-	
Equipment Acquisition		5,000		12,000		5,000	22,000	
Total	-	5,000	-	12,000	-	5,000	22,000	

Project Funding Sources

		Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
General		700		1,700		700	3,100		
Electric Fund		2,900		6,900		2,900	12,700		
Water Fund		700		1,700		700	3,100		
Sewer Fund		700		1,700		700	3,100		
Total	-	5,000	-	12,000	1	5,000	22,000		

UPDATE NETWORK SWITCHES - CITYWIDE

Project Summary: Replace network switches citywide

Total Project Cost: \$ 26,000

Justification: The current switches are limited to 1Gb connectivity to the City-Wide Fiber network. These new switches will be able to provide 10Gb connectivity for the Fire Department and Fuller Hall to City Hall and the City servers.



For the next four years, we will be upgrading two switches each year. Each year approximately \$6,500 will be spent to purchase two switches. Every City department employee gets authenticated through the server located in the City Hall Server area by the City-Wide Fiber network. City employees each have a Webster City email address, each department can use the Online GIS, or retrieve/ save documents on the City-Wide file server. All of the City Hall servers are backed up nightly to a cloud backup service. The different departments can share data and information. With updating the switches, the different videos and large GIS files will open much quicker which will save time and money.

Goal and Policy Links: Ensure all emergency services are being met within the community

Project Costs and Funding Sources:

		Project Costs by Phase					
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total
Study							-
Environmental Review							-
Land Acquisition							-
Site Preparation							-
Design							-
Construction							-
Construction Management							-
Equipment Acquisition		6,500	6,500	6,500	6,500		26,000
Total	-	6,500	6,500	6,500	6,500	-	26,000

Project Costs by Phase

Project Funding Sources

		Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
General		1,000	1,000	1,000	1,000		4,000		
Electric Fund		3,500	3,500	3,500	3,500		14,000		
Water Fund		1,000	1,000	1,000	1,000		4,000		
Sewer Fund		1,000	1,000	1,000	1,000		4,000		
Total	-	6,500	6,500	6,500	6,500	-	26,000		

POLICE DEPARTMENT TOUGHBOOK REPLACEMENT

Project Summary: Replace outdated tough books in police department vehicles

Total Project Cost: \$ 59,500

Justification: The current Toughbooks in the PD cars are outdated and getting old with intermittent issues. Not included in the quote but is included in the ask is Microsoft Office licenses for each Toughbook. Toughbooks in two vehicles a year will be replaced with new GETAC rugged laptops to ensure our Police Officers have the equipment required to perform their duties for



the City of Webster City. These GETAC B360 Rugged Laptops allow officers access to data and allow the department to comply with State of Iowa Rules and Regulations. This access is required for traffic tickets, State reports, etc. These Rugged Laptops that are being replaced are 5 yrs. old and past End of Life and are not upgradeable. By purchasing two Toughbooks each year helps ensure the PD stays current with technology which helps maintain a viable force.

Goal and Policy Links: Ensure all emergency services are being met within the community

Project Costs and Funding Sources:

		Project Costs by Phase						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Study							-	
Environmental Review							-	
Land Acquisition							-	
Site Preparation							-	
Design							-	
Construction							-	
Construction Management							-	
Equipment Acquisition		11,900	11,900	11,900	11,900	11,900	59,500	
Total	-	11,900	11,900	11,900	11,900	11,900	59,500	

Project Costs by Phase

Project Funding Sources

		Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
General		1,800	1,800	1,800	1,800	1,800	9,000		
Electric Fund		6,500	6,500	6,500	6,500	6,500	32,500		
Water Fund		1,800	1,800	1,800	1,800	1,800	9,000		
Sewer Fund		1,800	1,800	1,800	1,800	1,800	9,000		
Total	-	11,900	11,900	11,900	11,900	11,900	59,500		

GPS DEVICES

Project Summary: Replace GPS devices as needed

Total Project Cost: \$ 50,000

Justification: We currently have 4 GPS devices. The manufacturer currently states that we should expect a lifespan of 5-7 years per device. We budget for a new device yearly as some devices last longer than others

Goal and Policy Links: Replacement of Aging Infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction							-		
Construction Management							-		
Equipment Acquisition		10,000	10,000	10,000	10,000	10,000	50,000		
Total	-	10,000	10,000	10,000	10,000	10,000	50,000		

Project Funding Sources

		Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
General		2,500	2,500	2,500	2,500	2,500	12,500		
Electric Fund		2,500	2,500	2,500	2,500	2,500	12,500		
Water Fund		2,500	2,500	2,500	2,500	2,500	12,500		
Sewer Fund		2,500	2,500	2,500	2,500	2,500	12,500		
Total	-	10,000	10,000	10,000	10,000	10,000	50,000		



FAIR MEADOW DR ROAD RECONSTRUCTION - DES MOINES ST TO SUPERIOR ST

Project Summary: Rehabilitation of Fair Meadow Dr. from Des Moines St to Superior St., drive aprons at City Hall and Freeman Journal parking lots, curb and gutter on 1st St between Superior St and Seneca St, and hot mix asphalt of some of the cemetery roads that are unpaved.

Total Project Cost: \$ 1,775,000

Justification: Fair Meadow Drive between Superior St. and Des Moines St. has seen an increase in truck/semi traffic as well as residential traffic causing a need to widen and add a turning lane



Goal and Policy Links: Continuation of Street Infrastructure Improvements

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Study							-	
Environmental Review							-	
Land Acquisition	43,000						43,000	
Site Preparation							-	
Design	145,000						145,000	
Construction		1,481,900					1,481,900	
Construction Management		105,100					105,100	
Equipment Acquisition							-	
Total	188,000	1,587,000	-	-	-	-	1,775,000	

Project Funding Sources

		Project Funding Sources						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
LOSST	77,000	1,102,000					1,179,000	
Road Use	32,000	140,000					172,000	
Sewer Fund		15,000					15,000	
Water Fund	79,000	330,000					409,000	
Total	188,000	1,587,000	-	-	-	-	1,775,000	



LINCOLN DR ROAD RECONSTRUCTION - HILLCREST TO DEAD END

Project Summary: Rehabilitation of Lincoln Dr from Hillcrest Dr to dead end

Total Project Cost: \$ 1,660,000

Justification: Lincoln Dr reconstruction includes water main, storm and sanitary sewer improvements and full reconstruction of the road. This project was awarded in FY 22-23 and will carry over into FY 23-24. The PCI for this road is poor to very poor and requires improvement.



Goal and Policy Links: Continuation of Street Infrastructure Improvements

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design	104,000						104,000		
Construction	571,000	890,000					1,461,000		
Construction Management	25,000	70,000					95,000		
Equipment Acquisition							-		
Total	700,000	960,000	_	-	-	-	1,660,000		

Project Funding Sources

		Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
LOSST	300,000	600,000					900,000		
Road Use	100,000	155,000					255,000		
Sewer Fund	100,000	110,000					210,000		
Water Fund	200,000	95,000					295,000		
Total	700,000	960,000	-	-	-	-	1,660,000		

HMA ROAD PROJECT - CORE STREETS

Project Summary: Rehabilitate core streets within the city, 600 block of Elm Street, and 500 block of Webster Street

Total Project Cost: \$ 675,000

Justification: The rehabilitation and maintenance of various local roads is critical to ensuring a healthy circulation of vehicles throughout the City. Local roads serve as transportation modes for multiple types of vehicles to move throughout the City. The 600 block of Elm St. is a highly traveled road that residents use to access the Kendall Young Library, St. Thomas Aquinas



School, and the Webster City Middle School. This road was rated in poor condition according the PCI report. The 500 block of Webster St. was rated as very poor (0-20) according to our most recent Pavement Condition Index (PCI). These are roads will be milled and filled with hot mix asphalt.

Goal and Policy Links: Continuation of Street Infrastructure Improvements

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design		80,000					80,000		
Construction			560,000				560,000		
Construction Management			35,000				35,000		
Equipment Acquisition							-		
Total	-	80,000	595,000	-	-	-	675,000		

Project Funding Sources

		Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
LOSST		80,000	595,000				675,000		
							-		
							-		
Total	-	80,000	595,000	-	-	-	675,000		

2ND STREET TREE INSTALLATION

Project Summary: Install Street trees on 2nd Street from Beach St to Overpass Drive

Total Project Cost: \$ 50,000

Justification: This project would add street trees to the City right of way on 2nd Street from Beach St to Overpass Drive. This item is an add on to the 2nd Street project. There are remaining bond proceeds that will cover the cost of this project.



Goal and Policy Links: Continuation of Street Infrastructure Improvements

Project Costs and Funding Sources:

Project Costs by Phase

	Project Costs by Phase						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total
Study							-
Environmental Review							-
Land Acquisition							-
Site Preparation							-
Design							-
Construction		45,000					45,000
Construction Management		5,000					5,000
Equipment Acquisition							-
Total	-	50,000	-	-	-	-	50,000

Project Funding Sources

		Project Funding Sources						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
General		50,000					50,000	
							-	
							-	
							-	
Total	-	50,000	-	-	-	-	50,000	

STORMWATER SYSTEM STUDY – HYDRAULIC MODEL

Project Summary: Develop hydraulic model of the City's stormwater conveyance system

Total Project Cost: \$ 215,000

Justification: This project will develop a comprehensive hydraulic model of the City's stormwater collection and conveyance system for the minor storm event to identify areas where the system does not have adequate capacity to meet current design standards or where the system has additional capacity to



receive flows from future development. An overland flow analysis of the major storm event will be completed to identify problem areas associated with overland flow and flooding. The results shall be summarized in a written report. This is an essential tool to have in order for the City to understand its existing capacity to serve existing and new residential, commercial and industrial developments. It will also aid staff in making informed decisions regarding necessary infrastructure upgrades needed throughout the system.

Goal and Policy Links: Develop a Strategic Plan on How to Address Replacement of Aging Infrastructure

Project Costs and Funding Sources:

Project	Costs	by	Phase	

		Project Costs by Phase						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Study		215,000					215,000	
Environmental Review							-	
Land Acquisition							-	
Site Preparation							-	
Design							-	
Construction							-	
Construction Management							-	
Equipment Acquisition							-	
Total	-	215,000	-	-	-	-	215,000	

Project Funding Sources

		Project Funding Sources					
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total
Road Use		215,000					215,000
							-
							-
Total	-	215,000	-	-	-	-	215,000

CONCRETE PANEL REPLACEMENT PROGRAM - CITYWIDE

Project Summary: Replacement of concrete panels that are cracking, heaving, potholing in the street throughout the city

Total Project Cost: \$ 500,000

Justification: Concrete panel replacement of various local streets is critical to ensuring a healthy circulation of vehicles throughout the City. Local roads serve as transportation for truck, bus, car, and farm traffic to move throughout the City. This project will consist of Street Department removing existing concrete, adding 6" modified subbase with compaction, and Contractor pour back the concrete.



Goal and Policy Links: Continuation of Street Infrastructure Improvements

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Study							-	
Environmental Review							-	
Land Acquisition							-	
Site Preparation							-	
Design							-	
Construction		100,000	100,000	100,000	100,000	100,000	500,000	
Construction Management							-	
Equipment Acquisition							-	
Total	-	100,000	100,000	100,000	100,000	100,000	500,000	

Project Funding Sources

	Project Funding Sources						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total
LOSST		100,000	100,000	100,000	100,000	100,000	500,000
							-
							-
Total	-	100,000	100,000	100,000	100,000	100,000	500,000

SUPERIOR STREET CONCRETE PANEL REPLACEMENT

Project Summary: Rehabilitate Superior Street from 3rd Street to Fair Meadow Drive by replacing concrete panels that are cracked, heaved, and potholing

Total Project Cost: \$ 300,000

Justification: Superior Street, from Fair Meadow Drive to 3rd Street is a four-lane major arterial roadway that allows traffic to flow north and south. This four-lane roadway see's roughly 14,000 vehicles a day due to its heavy truck traffic that connects to interstate 20 on the south end visitors traveling north to visit



our wonderful downtown businesses. Currently, much of this road is in good condition but is in need of isolated panel replacement due to continuous heavy truck traffic and high traffic counts. It has potholes that have to be patched regularly, along with heaving, and cracking that are creating a rough lane of traffic on all four lanes of traffic. This project will incorporate the removal and replacement of concrete panels from Fair Meadow drive to 3rd Street. It is anticipated that \$300,000 will take care of half of the deteriorated panels along the route.

Goal and Policy Links: Continuation of Street Infrastructure Improvements

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Study							-	
Environmental Review							-	
Land Acquisition							-	
Site Preparation							-	
Design							-	
Construction		300,000					300,000	
Construction Management							-	
Equipment Acquisition							-	
Total	-	300,000	-	-	-	-	300,000	

Project Funding Sources

		Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
LOSST		300,000					300,000		
							-		
							-		
Total	-	300,000	-	-	-	-	300,000		

BREWER ST & WILLSON AVE ROAD REHABILITATION

Project Summary: Rehabilitate Brewer St. and Willson Ave. from Des Moines St. to Ohio St.

Total Project Cost: \$ 900,000

Justification: Brewer St. and Willson Ave. serves as the primary drop off and pick up for all students attending Pleasant View Elementary School. Our Pavement Condition Index (PCI) indicates these two local roads are in poor condition (21-40). This has resulted in numerous potholes that have to be patched regularly, along with alligator cracking, creating an uneven



driving surface. This project will rehabilitate the existing roadway from Ohio St. to Des Moines St. while installing curb and gutter and new storm sewer intakes on the south side of the bridge to Brewer St. A new 8" water main will replace the current 3" community service line feeding all homes on Brewer St. This project will address all Street repairs, Water main upgrades, and Storm Sewer upgrades.

Goal and Policy Links: Continuation of Street Infrastructure Improvements

Project Costs and Funding Sources:

Project	Costs	by	Phase
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		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design			90,000				90,000		
Construction			750,000				750,000		
Construction Management			60,000				60,000		
Equipment Acquisition							-		
Total	-	-	900,000	-	-	-	900,000		

Project Funding Sources

		Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
LOSST			660,000				660,000			
Road Use			100,000				100,000			
Water Fund			140,000				140,000			
Total	-	-	900,000	-	-	-	900,000			

FAIR MEADOW DR ROAD REHABILITATION – DES MOINES ST TO RODLYN RD

Project Summary: Rehabilitate Fair Meadow Dr from Des Moines St to Rodlyn Rd

Total Project Cost: \$ 1,900,000

Justification: The Pavement Condition Index (PCI) report classifies this road as fair and poor condition. These poor conditions require constant pothole patching and yearly durapatching and this is temporary. With lots available in Brewer Creek 5 & 6 addition, this roadway will only get busier as more



homes start to be built. Throughout this stretch of road, infrastructure will also be addressed including water, sanitary, and storm sewer. All Sanitary Sewer mainline/manholes will be slip lined (CIPP), all Storm Sewer intakes will be replaced with the addition of new inlets and sub-drain, and Water Main will be replaced and upsized. Sump pump water will be discharged in the new sub-drain to prevent water sitting on the roadway.

Goal and Policy Links: Continuation of Street Infrastructure Improvements

Project Costs and Funding Sources:

Project	Costs	by Phase	

		Project Costs by Phase								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
Study							-			
Environmental Review							-			
Land Acquisition							-			
Site Preparation							-			
Design			130,000	50,000			180,000			
Construction				1,620,000			1,620,000			
Construction Management				100,000			100,000			
Equipment Acquisition							-			
Total	-	-	130,000	1,770,000	-	-	1,900,000			

Project Funding Sources

			Proje	ct Funding S	ources		
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total
LOSST			73,450	150,000			223,450
Road Use			13,000	177,000			190,000
State Transportation Block Gran	t			850,000			850,000
Sewer Fund			8,450	115,050			123,500
Water Fund			35,100	477,950			513,050
Total	-	-	130,000	1,770,000	-	-	1,900,000

HILLCREST DR ROAD REHABILITATION - LYNNDALE DR TO N DES MOINES ST

Project Summary: Rehabilitate Hillcrest Drive from Lynndale Dr. to North Des Moines St.

Total Project Cost: \$ 1,260,000

Justification: After receiving the City's Pavement Condition Index (PCI) report in 2021, Hillcrest Dr. was classified as being in poor and very poor condition. These poor conditions require constant pothole patching and yearly dura-patching creating an uneven and rough driving surface. The infrastructure underneath this roadway is also in need of repairs and replacement. The



current 6" water main that has had 10 water main breaks. The watermain will be upsized to an 8" using C900 (PVC) water main pipe. The sanitary sewer mains/manholes will be CIPP lined and one spot repair will be addressed. All storm sewer intakes will be replaced and storm sewer main lines will be upsized.

Goal and Policy Links: Continuation of Street Infrastructure Improvements

Project Costs and Funding Sources:

		Project Costs by Phase									
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total				
Study							-				
Environmental Review							-				
Land Acquisition							-				
Site Preparation							-				
Design			70,000	20,000			90,000				
Construction				1,100,000			1,100,000				
Construction Management				70,000			70,000				
Equipment Acquisition							-				
Total	-	-	70,000	1,190,000	-	-	1,260,000				

Project Costs by Phase

Project Funding Sources

		Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
LOSST			35,350	625,000			660,350			
Road Use			15,750	250,000			265,750			
Sewer Fund			7,000	115,000			122,000			
Water Fund			11,900	200,000			211,900			
Total	-	-	70,000	1,190,000	-	-	1,260,000			

HMA PROJECT – 1300-1700 BLOCK UNION ST, 900 BLOCK BOONE ST, 1400 BLOCK LOCUST ST, KANTOR AVE

Project Summary: Rehabilitate the road in the 1300-1700 block of Union St, 900 block of Boone St, Locust St and Kantor Ave

Total Project Cost: \$ 600,000

Justification: The rehabilitation and maintenance of various local roads is critical to ensuring a healthy circulation of vehicles throughout the City. Local roads serve as transportation modes for multiple types of vehicles to move throughout the City. The 1300-1700 block of Union St., 900 block of Boone St., 1400



block of Locust St., and Kantor Ave are all classified as poor and very poor according to the Pavement Condition Index. These streets will be repaired using a mill and fill asphalt process as well as removal of concrete surface and installing new asphalt.

Goal and Policy Links: Continuation of Street Infrastructure Improvements

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
Study							-			
Environmental Review							-			
Land Acquisition							-			
Site Preparation							-			
Design				55,000			55,000			
Construction					510,000		510,000			
Construction Management					35,000		35,000			
Equipment Acquisition							-			
Total	-	-	-	55,000	545,000	-	600,000			

Project Funding Sources

		Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
LOSST				55,000	545,000		600,000			
Road Use							-			
Sewer Fund							-			
Water Fund							-			
Total	-	-	-	55,000	545,000	-	600,000			

WHITE FOX RD & 1300-1500 BLOCK OF BANK ST ROAD REHABILITATION

Project Summary: Rehabilitate White Fox Rd from 2nd St to the city limit line and 1300-1500 block of Bank St

Total Project Cost: \$ 1,670,000

Justification: The rehabilitation and maintenance of local roads is critical to ensuring a healthy circulation of vehicles throughout the City. Traffic on White Fox Rd. varies from heavy truck/semi traffic to residential car/truck traffic. According to the DOT annual traffic count map (2019), White Fox Road see's roughly



Total

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1,340 vehicles a day. This project will include a 3" mill and fill asphalt from 2nd St. to railroad tracks and 3" overlay from railroad tracks to corporate limits. The 1300-1500 blk of Bank St. is a highly traveled roadway that is mainly used by daily traffic coming and going from the Webster City High School. Water main infrastructure along this roadway has seen the most water main breaks throughout the City. Water main pressure and volume will be addressed in the area by upsizing the pipe to a 12" water main. This project will include minor storm and sanitary sewer infrastructure repairs, upsize water main infrastructure, and HMA 2" mill with 3" HMA overlay.

Goal and Policy Links: Continuation of Street Infrastructure Improvements

Project Costs and Funding Sources:

Project Costs by Phase Prior Years 2023-24 2024-25 2025-26 2026-27 2027-28 Study Environmental Review Land Acquisition Site Preparation 175,000 Design 175,000 Construction 1,385,000 1.385.000 110,000 Construction Management 110,000 Equipment Acquisition Total 175,000 1,495,000 1,670,000

Project Costs by Phase

Project Funding Sources

		Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
LOSST					105,250	909,250	1,014,500			
Road Use					1,000	9,000	10,000			
Sewer Fund					7,500	63,000	70,500			
Water Fund					61,250	513,750	575,000			
Total	_	-	-	-	175,000	1,495,000	1,670,000			

CITYWIDE PAVEMENT PRESERVATION

Project Summary: Perform various preventative maintenance measures of streets that would benefit

Total Project Cost: \$ 750,000

Justification: The City must perform various treatments of pavement to ensure it achieves its useful life. These pavement treatments include crack sealing, fog seal, slurry seal, chip seal, thin overlays, scrub seal, and cap seal.

Goal and Policy Links: Continuation of Street Infrastructure Improvements



Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
Study							-			
Environmental Review							-			
Land Acquisition							-			
Site Preparation							-			
Design							-			
Construction		150,000	150,000	150,000	150,000	150,000	750,000			
Construction Management							-			
Equipment Acquisition							-			
Total	-	150,000	150,000	150,000	150,000	150,000	750,000			

Project Funding Sources

		Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
LOSST		150,000	150,000	150,000	150,000	150,000	750,000			
							-			
							-			
Total	-	150,000	150,000	150,000	150,000	150,000	750,000			
STORM SEWER REHABILITATION - CITYWIDE

Project Summary: Rehabilitate storm sewer inlets, outflows, collection lines, swales and manhole structures throughout the city

Total Project Cost: \$ 300,000

Justification: The main purpose of our storm sewer infrastructure is to divert rainwater and melted snow off our City streets, into a catch basin, and into a natural body of water. In order for all this to work we must continue maintaining and replacing deteriorating catch basins, broken main line pipe, and outflow bunkers/pipe. We have 1097 inlets, 499 manholes, 40 culverts, and 95 storm sewer outlets that need continues maintenance and rehab work on a yearly basis.



Goal and Policy Links: Continuation of Street Infrastructure Improvements

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction		60,000	60,000	60,000	60,000	60,000	300,000		
Construction Management							-		
Equipment Acquisition							-		
Total	-	60,000	60,000	60,000	60,000	60,000	300,000		

Project Funding Sources

	Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Road Use		60,000	60,000	60,000	60,000	60,000	300,000		
							-		
							-		
Total	-	60,000	60,000	60,000	60,000	60,000	300,000		

STORM SEWER OUTFLOW PIPE REHABILITATION

Project Summary: Rehabilitate the storm sewer outflow pipe/headwall where stormwater outflows into the Boone River

Total Project Cost: \$ 50,000

Justification: The main purpose of our storm sewer infrastructure is to divert rainwater and melted snow off our City streets, into a catch basin, and into a natural body of water. At the location where the storm water dumps in the Boone River, there is a concrete structure called a headwall. This headwall is made of very thick concrete that surrounds the 24-inch storm sewer pipe. The purpose of the headwall



is to reduce erosion, retain the fill material, and eliminate scouring from river flooding. Our current headwall has been pulled away from its storm sewer pipe and pushed 50 ft downstream by flooding water levels. Without this headwall erosion will occur at a rapid pace and compromise our storm sewer infrastructure and eventually our city trail.

Goal and Policy Links: Replace aging infrastructure

Project Costs and Funding Sources:

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							_		
Land Acquisition							-		
Site Preparation							-		
Design		5,000					5,000		
Construction		42,000					42,000		
Construction Management		3,000					3,000		
Equipment Acquisition							-		
Total	-	50,000	-	-	-	-	50,000		

Project Costs by Phase

Project Funding Sources

		Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
Road Use		50,000					50,000			
							-			
							-			
Total	-	50,000	-	-	-	-	50,000			

STREET DEPARTMENT TANDEM DUMP TRUCK

Project Summary: Replacement of street department tandem dump truck

Total Project Cost: \$ 185,000

Justification: Replacing 1999 International 4700 Dump Truck and 1997 C7500 Chevy Dump Truck with 1 truck and transferring another to the Line Department. Both trades are 25+ years old. This dump truck was ordered in FY 22-23.

Goal and Policy Links: Continuation of Street Infrastructure Improvements



Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction							-		
Construction Management							-		
Equipment Acquisition		185,000					185,000		
Total	-	185,000	-	-	-	-	185,000		

Project Funding Sources

	Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Road Use		127,650					127,650		
Water		38,850					38,850		
Sewer		18,500					18,500		
Total	-	185,000	-	-	-	-	185,000		

STREET PAINT MACHINE REPLACEMENT

Project Summary: Replacement of the street department paint machine used for line striping

Total Project Cost: \$ 10,000

Justification: Our current walk behind paint machine is a 2008 Greco line striper. This paint machine has been a great machine for us over they year's however recently it's been breaking down costing us valuable time and money. Every summer this machine paints valuable pavement markings throughout Webster City eight hours a day for two months straight. The new walk behind paint machine provides two paint guns



allowing staff to paint double lines and wider lines in one pass unlike our current machine. This will allow crews to paint more efficiently and provide the public with nice crisp lines.

Goal and Policy Links: Continuation of Street Infrastructure Improvements

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Study							-	
Environmental Review							-	
Land Acquisition							-	
Site Preparation							-	
Design							-	
Construction							-	
Construction Management							-	
Equipment Acquisition		10,000					10,000	
Total	-	10,000	-	-	-	-	10,000	

Project Funding Sources

	Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
General		10,000					10,000		
							-		
							-		
Total	-	10,000	-	-	-	-	10,000		

SNOW BLOWER REPLACEMENT

Project Summary: Replacement of 1987 snow blower

Total Project Cost: \$ 225,000

Justification: Our current diesel-powered snow blower is a 1987 Snowgo with 1,252 hours on it. This machine will be 36 years old next year. This specific machine is used to snow-blow all wind-row areas in the downtown business district into dump trucks and haul to the street department. In these areas property owners have no option but to push all snow into the street, there is no ROW for snow to be placed. Last year our mechanic spent three weeks grinding down all the welds on the exterior frame and rewelding with gusset's. We are looking to replace with a similar unit that lasted 35 years.



Goal and Policy Links: Continuation of Street Infrastructure Improvements

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction							-		
Construction Management							-		
Equipment Acquisition		225,000					225,000		
Total	-	225,000	-	-	-	-	225,000		

Project Funding Sources

	Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Road Use		225,000					225,000		
							-		
							-		
Total	-	225,000	-	-	-	-	225,000		

STREET DEPARTMENT WHEEL LOADER REPLACEMENT

Project Summary: Replacement of Street department wheel loader

Total Project Cost: \$ 290,000

Justification: The current wheel loader is a 2007 John Deere 624J with 2,037 miles and 8,343 hours on it. This wheel loader will be 16 years old next year. This wheel loader is the one of the most highly used pieces of equipment we use out of all the equipment we have. Some of its uses include; snow removal, grass and tree site maintenance, filling dump trucks with rock, loading and unloading equipment and materials for multiple



departments, hauling material to and from job sites, debris cleanup, and stacking concrete and asphalt piles and much more. The average lifespan of a wheel loader is 10 years or 7,000-12,000 hours. The current wheel loader is having issues with the ride control (hydraulic valves are failing), pins on the loader arm are needing replaced, new tires are needed, and injectors will need replaced in 2-3 years. We have spent \$93,000 on this machine over the past 16 years. Ziegler (CAT) gave us an estimated cost of \$283,295 with a \$50,000 trade in for the 2007 John Deere 624J.

Goal and Policy Links: Continuation of Street Infrastructure Improvements

Project Costs and Funding Sources:

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction							-		
Construction Management							-		
Equipment Acquisition		290,000					290,000		
Total	-	290,000	-	-	-	-	290,000		

Project Costs by Phase

Project Funding Sources

	Project Funding Sources									
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
Road Use		200,100					200,100			
Water		60,900					60,900			
Sewer		29,000					29,000			
Total	-	290,000	-	-	-	-	290,000			

CRACK SEALING MACHINE

Project Summary: Purchase a crack sealing machine

Total Project Cost: \$ 65,000

Justification: This crack sealer will place rubber adhesive into cracks on asphalt and concrete streets. This prevents moisture from getting under the pavement and compromising the stability of the streets. Once crack sealing has been applied it can last anywhere from 3-5 years before needing sealed again. Right now, we contract this service out every year for \$50,000.



Owning this machine would allow city staff to cover more lane miles in turn prolonging the lifespan of our streets.

Goal and Policy Links: Continuation of Street Infrastructure Improvements

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction							-		
Construction Management							-		
Equipment Acquisition		65,000					65,000		
Total	-	65,000	-	-	-	-	65,000		

Project Funding Sources

	Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Road Use		65,000					65,000		
							-		
							-		
Total	-	65,000	-	-	-	-	65,000		

STREET DEPARTMENT PAINT TRAILER

Project Summary: Replace existing paint trailer

Total Project Cost: \$ 65,000

Justification: The current trailer we use is a 2004 Aluminum LTD that is 4 ft wide by 8 ft long. This 18-year-old trailer has been a great trailer for us however we are out growing it for what we want to do. Our current trailer is able to carry 2-4 buckets of paint, one bucket of beads, paint machine, and one



stencil clamped to the rear ramp. The bed of the truck is then completely full of orange cones. With this new trailer staff could carry more buckets of paint and beads, multiple stencils at one time, cones could be stacked in the trailer, and a work bench for storing parts/equipment. This would also allow staff to be more organized and efficient while line striping and painting stencils.

Goal and Policy Links: Continuation of Street Infrastructure Improvements

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction							-		
Construction Management							-		
Equipment Acquisition			10,000				10,000		
Total	-	-	10,000	-	-	-	10,000		

Project Funding Sources

		Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
General			10,000				10,000			
							-			
							-			
Total	-	-	10,000	-	-	-	10,000			

STREET DEPARTMENT SNOW PLOW REPLACEMENT

Project Summary: Replacement of Street department snow plow

Total Project Cost: \$ 300,000

Justification: The existing dump truck with plow that will be replaced is a 2005 GMC with 35,000 miles and 3,000 hours. This truck has low hours and miles however the frame has major rust issues from 18 years of spreading salt. This truck being a GMC is also unique due to the fact it is very hard to find replacement parts when failures occur. Purchasing this dump truck with plow and tailgate spreader will benefit us in snow removal



operations. Implementing a side wing will eliminate the need for a second plow truck saving on equipment cost, fuel, and overtime. Utilizing a tailgate spreader will also allow staff to quickly remove the spreader within 15 minutes and use the truck to haul snow eliminating hiring out contractors. This truck would intern be multidimensional during the winter months instead of salt and plow use only. This truck will also be used for hauling spoils (excavation material), dirt, rock, sand, concrete, asphalt, wood chips, and tree trimmings. Housby (Mack) gave us an estimated cost of \$19,000 trade in for the 2005 GMC dump truck.

Goal and Policy Links: Continuation of Street Infrastructure Improvements

Project Costs and Funding Sources:

Project	Costs	by Phase	

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction							-		
Construction Management							-		
Equipment Acquisition			300,000				300,000		
Total	-	-	300,000	-	-	-	300,000		

Project Funding Sources

		Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
Road Use			207,000				207,000			
Water			63,000				63,000			
Sewer			30,000				30,000			
Total	-	-	300,000	-	-	-	300,000			

STREET SWEEPER REPLACEMENT

Project Summary: Replace street sweeper

Total Project Cost: \$ 310,000

Justification: Our current Street Sweeper is a 2011 Elgin Crosswind with 333 miles and 444 hours on it. Within the last two years we have spent over \$10,000 on this machine in repairs due to overall use in corrosive conditions. The average life span of a street sweeper is 15 years. Street sweeper's main



purpose is to keep the streets safe and free of gravel, sand, dirt, glass, leaves, and any other debris found in the curb line. These machines also play a vital role in keeping our storm sewers free of debris and preventing a backup causing flooding. Keeping unwanted material from reaching the storm sewer also prevents water pollution in our rivers and creeks. Most importantly it keeps our streets and community looking clean. Macqueen Equipment gave us an estimated cost of \$310,000. The existing street sweeper will be traded in.

Goal and Policy Links: Continuation of Street Infrastructure Improvements

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction							-		
Construction Management							-		
Equipment Acquisition				310,000			310,000		
Total	-	-	-	310,000	-	-	310,000		

Project Funding Sources

		Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
GENERAL				310,000			310,000			
							-			
							-			
Total	-	-	-	310,000	-	-	310,000			

STREET DEPARTMENT COLD PLANER

Project Summary: Purchase a cold planer

Total Project Cost: \$ 40,000

Justification: A cold planer is a skid loader attachment that chews up concrete and asphalt. Cold planing is the removal of the surface of existing pavement to the desired depth to restore the pavement surface. This machine can smooth out any un-even or rough traveled lane of traffic, remove road striping, remove asphalt with a crisp edge to make repairs to street surface, taper road edges, and cut drainage into parking lots or roadways. Currently when equipment like this is needed, staff has to budget for it and rent it for the time needed.



Goal and Policy Links: Continuation of Street Infrastructure Improvements

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction							-		
Construction Management							-		
Equipment Acquisition					40,000		40,000		
Total	-	-	-	-	40,000	-	40,000		

Project Funding Sources

	Project Funding Sources									
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
Road Use					40,000		40,000			
							-			
							-			
Total	-	-	-	-	40,000	-	40,000			

STREET DEPARTMENT DURAPATCHER

Project Summary: Purchase a DuraPatcher

Total Project Cost: \$ 110,000

Justification: A DuraPatcher is a piece of equipment that repairs flaws in the pavement, potholes, large cracks, un-even surfaces, raveling, and rutting. DuraPatching is a very cost-effective method for road repairs and will last several years until a more permanent repair method is performed. This machine cleans the pothole area, applies a tack coat, sprays



emulsion/aggregate mix onto the pothole with force to compact the material and follows with dry aggregate to prevent lifting. Currently we spend \$20-\$25,000 a year out of our operations budget to a contractor that provides this service.

Goal and Policy Links: Continuation of Street Infrastructure Improvements

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction							-		
Construction Management							-		
Equipment Acquisition				110,000			110,000		
Total	-	-	-	110,000	-	-	110,000		

Project Funding Sources

		Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Road Use				110,000			110,000		
							-		
							-		
Total	-	-	-	110,000	-	-	110,000		

STREET DEPARTMENT PB LOADER ASPHALT PATCHER

Project Summary: Purchase an asphalt patcher slide in

Total Project Cost: \$ 115,000

Justification: This dump body slip in asphalt patcher is a self-contained unit used to repair potholes, small asphalt patches, and utility cuts from infrastructure repairs. The best way to make a permanent patch is to remove the old material, create a firm base, tack the edges, add asphalt mix, compact the material, and seal the patch. Hot patches are more durable and last longer than any other patching method and this piece of equipment



provides us with all of that. This patcher provides heat to the asphalt hopper, tack to prep the surface, roller to compact the new hot asphalt and multiple other options.

Goal and Policy Links: Continuation of Street Infrastructure Improvements

Project Costs and Funding Sources:

Project Costs by Phase

	Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Study							-	
Environmental Review							-	
Land Acquisition							-	
Site Preparation							-	
Design							-	
Construction							-	
Construction Management							-	
Equipment Acquisition			115,000				115,000	
Total	-	-	115,000	-	-	-	115,000	

Project Funding Sources

		Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Road Use			115,000				115,000		
							-		
							-		
Total	-	-	115,000	-	-	-	115,000		

STREET DEPARTMENT SERVICE TRUCK

Project Summary: Replace aging service truck in the Street department

Total Project Cost: \$ 60,000

Justification: The Street Department will be replacing a 2011 Ford Super Duty 3500 pickup with 60,000 miles on it. This truck will have a service body installed to store tools and equipment for daily use. This truck is used for numerous job duties including: water main breaks, fire hydrant and valve replacement, storm and sanitary sewer repairs and maintenance, cold mix, mosquito spraying, locates, sign maintenance, concrete repair, and



everyday use. At time of trade this truck will be 16 years old with roughly 70,000 miles on it with an estimated trade in value of \$5,000-\$8,000.

Goal and Policy Links: Continuation of Street Infrastructure Improvements

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction							-		
Construction Management							-		
Equipment Acquisition					60,000		60,000		
Total	-	-	-	-	60,000	-	60,000		

Project Funding Sources

		Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Road Use					41,400		41,400		
Water					12,600		12,600		
Sewer					6,000		6,000		
Total	-	-	-	-	60,000	-	60,000		

STREET DEPARTMENT ROAD GRADER REPLACEMENT

Project Summary: Replace Street department road grader

Total Project Cost: \$ 60,000

Justification: We currently have two road graders at the street department, one is a John Deere 770D 2005 with 2,500 hours and a Caterpillar 140H 1999 with 4,000 hours on it. Both grades play a huge part of our snow removal procedures. These graders plow the entire center section of town and are used to peel ice. During the summer months the CAT grader is used



to grade alleys and assist with cutting grade on projects. Our plan is to trade in both graders and replace it with one. Ziegler (CAT) gave us an estimated cost of \$150,00-\$175,000 trade in for our John Deere 770D and CAT 140H. We feel at the time of trade, both graders will have the right amount of hours on them while still getting a good trade in value.

Goal and Policy Links: Continuation of Street Infrastructure Improvements

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction							-		
Construction Management							-		
Equipment Acquisition						400,000	400,000		
Total	-	-	-	-	-	400,000	400,000		

Project Funding Sources

		Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Road Use						276,000	276,000		
Water						84,000	84,000		
Sewer						40,000	40,000		
Total	-	-	-	_	-	400,000	400,000		

STREET DEPARTMENT SHORING BOX REPLACEMENT

Project Summary: Replace Street department shoring box

Total Project Cost: \$ 15,000

Justification: The city currently owns a 2002 aluminum shoring box that can be hydraulically pumped in and out to create more space for staff when necessary. The shoring box is used whenever we are maintaining or replacing infrastructure 5 ft or deeper and sloping the excavation work zone is not feasible. Shoring boxes are designed to protect workers from the pressure and weight of soil in the event of cavein. Working inside the aluminum box allows staff to make repairs and stay safe. The city must comply with trenching and excavation requirements of 29 CFR 1926.651 and 1926.652 or comparable OSHA-approved state plan requirements.



Goal and Policy Links: Replacement of Aging Infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction							-		
Construction Management							-		
Equipment Acquisition						15,000	15,000		
Total	-	-	-	-	-	15,000	15,000		

Project Funding Sources

		Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Water Fund						12,500	12,500		
Sewer Fund						2,500	2,500		
							-		
Total	-	-	-	-	-	15,000	15,000		

STREET DEPARTMENT SKID LOADER REPLACEMENT

Project Summary: Replace Street department skid loader

Total Project Cost: \$ 100,000

Justification: Our current skid loader is a 2006 CAT 242 B with 868 hours on it. At the time of trade this machine will be 22 years old with roughly 1200 hours on it. This skid loader is used for various tasks including loading dump trucks, loading and unloading freight, loading cold mix, dirt work, snow removal, and many other duties. Unfortunately, our operations



and duties have out grown its size and effectiveness. When renting equipment for various jobs we are being forced to rent a skid loader due to its size and hydraulic flow capacity. Purchasing a dozer blade creates versatility, increases the range of applications of the skid loader, increases operator control, and ultimately saves time. It's a skid loader and bulldozer in one machine. Ziegler (CAT) gave us an estimated cost of \$15,000 trade in for the 2006 CAT 242 B.

Goal and Policy Links: Continuation of Street Infrastructure Improvements

Project Costs and Funding Sources:

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction							-		
Construction Management							-		
Equipment Acquisition						100,000	100,000		
Total	-	-	-	-	-	100,000	100,000		

Project Costs by Phase

Project Funding Sources

		Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Road Use						69,000	69,000		
Water Fund						21,000	21,000		
Sewer Fund						10,000	10,000		
Total	-	-	-	-	-	100,000	100,000		

NEW WASTEWATER TREATMENT FACILITY

Project Summary: Construct a new wastewater treatment plant

Total Project Cost: \$ 78,000,000

Justification: The original wastewater treatment plant was built in 1939 with some modifications and upgrades during the past 78 years. The Wastewater Treatment Plant is at the end of its useful life and cannot be upgraded at the existing sight due to proximity to the floodplain and residential properties. The City is also under a mandate to comply with the Iowa Nutrient Reduction Strategy. The new plant will be built with enough capacity to accommodate future growth and regulations.



Goal and Policy Links: Replace aging infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

	Project Costs by Phase								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review	50,000						50,000		
Land Acquisition	1,000,000						1,000,000		
Site Preparation		400,000					400,000		
Design	1,450,000	600,000					2,050,000		
Construction		6,000,000	29,000,000	30,000,000	6,500,000		71,500,000		
Construction Management		500,000	1,000,000	1,000,000	500,000		3,000,000		
Equipment Acquisition							-		
Total	2,500,000	7,500,000	30,000,000	31,000,000	7,000,000	-	78,000,000		

Project Funding Sources

		Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
Sewer Fund	2,500,000	7,500,000	30,000,000	31,000,000	7,000,000		78,000,000			
							-			
							-			
Total	2,500,000	7,500,000	30,000,000	31,000,000	7,000,000	-	78,000,000			

Project Effect on the Operating Budget: Ongoing maintenance associated with new wastewater treatment plant.

BACK UP GENERATORS FOR LIFT STATIONS

Project Summary: Purchase and install three new generators for existing sewer lift stations

Total Project Cost: \$ 100,000

Justification: The City currently has three sewer lift stations. These do not currently have back up generators to continue operating during extended power outages. Installation of a generator at each of the three lift stations will keep the lift stations running during power outages to prevent sewer back ups in homes, manholes, storm sewer and untreated sewage into any creek or river. Installation of generators will make the City compliant with emergency operations requirements for all lift stations as noted in Section 13.11 of the Iowa Wastewater Facilities Design Standards.



Goal and Policy Links: Ensure all emergency services are being met within the community.

Project Costs and Funding Sources:

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction		100,000					100,000		
Construction Management							-		
Equipment Acquisition							-		
Total	-	100,000	-	-	-	-	100,000		

Project Costs by Phase

Project Funding Sources

		Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
FEMA Hazard Mitigation Grant			100,000				100,000			
							-			
							-			
Total	-	-	100,000	-	-	-	100,000			

Project Effect on the Operating Budget: Ongoing maintenance associated with preventative maintenance and testing of generators.

UPGRADE NORTH LIFT STATION

Project Summary: Upgrade north sanitary sewer lift station

Total Project Cost: \$ 730,000

Justification: The existing structure was built in 1973. The cement wet well could not meet structural standards. The lift station pumps have been rebuilt several times. The dry wet well unit isn't safe for people to climb down and work safely on pumps. The upgrade would correct structural standard needs and make the dry wet well safe for



Goal and Policy Links: Replace aging infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase									
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total				
Study							-				
Environmental Review							-				
Land Acquisition							-				
Site Preparation							-				
Design				45,000			45,000				
Construction				675,000			675,000				
Construction Management				10,000			10,000				
Equipment Acquisition							-				
Total	-	-	-	730,000	-	-	730,000				

Project Funding Sources

		Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
Sewer Fund				730,000			730,000			
							-			
							-			
Total	-	-	-	730,000	-	-	730,000			

Project Effect on the Operating Budget: Ongoing maintenance associated with preventative maintenance.

COMBINATION SEWER CLEANER/JET TRUCK

Project Summary: Purchase a combination sewer cleaner/jet truck

Total Project Cost: \$ 650,000

Justification: The City currently budgets \$134,000 a year for sanitary and storm sewer televising and cleaning. The purchase of a combination sewer cleaner/jet truck will permit the City to better maintain sanitary and storm sewer lines. It will also permit for better routine maintenance of the wastewater treatment plant headworks and lift stations. The routine maintenance will reduce the likelihood of major backups and sewer system overflows.



Goal and Policy Links: Maintain aging infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction							-		
Construction Management							-		
Equipment Acquisition		650,000					650,000		
Total	-	650,000	-	-	-	-	650,000		

Project Funding Sources

	Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Road Use Fund		50,000					50,000		
Water Fund							-		
Sewer Fund		600,000					600,000		
Total	-	650,000	-	-	-	-	650,000		

Project Effect on the Operating Budget: Ongoing maintenance associated with preventative maintenance of the truck as well as additional staffing needed to perform routine maintenance work of cleaning storm and sanitary sewers, lift stations and wastewater treatment plant headworks.

ROTATING BIOLOGICAL CONTACTOR REPLACEMENT

Project Summary: Replace or repair rotating biological contactor (RBC) unit

Total Project Cost: \$ 50,000

Justification: The City is currently working on replacing the existing wastewater treatment plant; however, the existing plant has aging RBC units that may require replacement. This item is in the budget in the event that there is a breakdown of an RBC and a new purchase is required. This will help maintain compliance with NPDES permit. There are currently 7 RBC units down. In FY 22-23, three gear assemblies and motors were ordered to replace three of the seven that are currently down.



Goal and Policy Links: Replacement of aging infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Study							-	
Environmental Review							-	
Land Acquisition							-	
Site Preparation							-	
Design							-	
Construction							-	
Construction Management							-	
Equipment Acquisition		50,000					50,000	
Total	-	50,000	-	-	-	-	50,000	

Project Funding Sources

	Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Sewer Fund		50,000					50,000	
							-	
							-	
Total	-	50,000	-	-	-	-	50,000	

SANITARY SEWER REHABILITATION

Project Summary: Rehabilitate Sanitary Sewer Collection Pipe and Manhole Structures

Total Project Cost: \$ 1,900,000

Justification: The City's aging sanitary sewer collection system transfers sewage from homes, businesses and industries to the wastewater treatment plant where it is cleaned and returned back to the environment. The City currently has 931 sanitary sewer manholes and approximately 241,000 feet of sanitary sewer pipe. Cured in Place Pipe is a method that provides additional life to the pipe. The monies will be used for CIPP lining projects, mainline spot repairs, and manhole rehabilitation to ansure the collection system run.



and manhole rehabilitation to ensure the collection system runs effectively.

Goal and Policy Links: Replacement of aging infrastructure

Project Costs and Funding Sources:

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction	650,000	250,000	250,000	250,000	250,000	250,000	1,900,000		
Construction Management							-		
Equipment Acquisition							-		
Total	650,000	250,000	250,000	250,000	250,000	250,000	1,900,000		

Project Costs by Phase

Project Funding Sources

	Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Sewer Fund	650,000	250,000	250,000	250,000	250,000	250,000	1,900,000		
							-		
							-		
Total	650,000	250,000	250,000	250,000	250,000	250,000	1,900,000		

REPLACE BROKEN METHANE BOILER

Project Summary: Replace broken methane boiler

Total Project Cost: \$ 60,000

Justification: The current methane boiler at the Wastewater Treatment Plant is broken and needs replacement. The City is currently using the natural gas boiler that is costing more to run. The replacement of the boiler system would pay for itself in four years from the cost saving associated with the natural gas bill. This would also give the City a backup boiler.

Goal and Policy Links: Replacement of aging infrastructure

Project Costs and Funding Sources:



Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction		60,000					60,000		
Construction Management							-		
Equipment Acquisition							-		
Total	-	60,000	-	-	-	-	60,000		

Project Funding Sources

	Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Sewer Fund		60,000					60,000	
							-	
							-	
Total	-	60,000	-	-	-	-	60,000	

Project Effect on the Operating Budget: Reduction in costs associated with natural gas.

WATER AND WASTEWATER OPERATOR RADIOS

Project Summary: Purchase new radios for water treatment and wastewater treatment operators

Total Project Cost: \$ 20,000

Justification: Water and wastewater treatment operators do not currently have radios for operations. Eight radios will be purchased for operations.

Goal and Policy Links: Ensure all emergency services are being met within the community.

Project Costs and Funding Sources:

Project Costs by Phase



Project Funding Sources

	Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Water Fund		10,000					10,000	
Sewer Fund		10,000					10,000	
							-	
Total	-	20,000	-	_	_	-	20,000	



WATER TREATMENT PLANT UPGRADE

Project Summary: Upgrade existing water treatment plant

Total Project Cost: \$15,000,000

Justification: The existing water treatment plant was built in 1979 and is currently land locked and abuts the Boone River floodplain. Due to the lack of redundancy in the plant's design, each year the water treatment plant must cease softening for several weeks in order to perform routine maintenance. The City is assessing the ability to expand or develop a new plant that



utilizes reverse osmosis or other treatment technologies in order to enhance the quality of treated water and plan for future constituents. The EPA has signaled that it will likely regulate and require the treatment of contaminants such as per- and polyfluoroalkyl substances (PFAS).

Goal and Policy Links: Replacement of Aging Infrastructure

Project Costs and Funding Sources:

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition	600,000						600,000		
Site Preparation							-		
Design		500,000					500,000		
Construction		2,100,000	11,500,000				13,600,000		
Construction Management		50,000	250,000				300,000		
Equipment Acquisition							-		
Total	600,000	2,650,000	11,750,000	-	-	_	15,000,000		

Project Costs by Phase

Project Funding Sources

	Project Funding Sources									
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
Water	600,000	2,650,000	11,750,000				15,000,000			
							-			
							-			
Total	600,000	2,650,000	11,750,000	-	-	-	15,000,000			

Project Effect on the Operating Budget: Ongoing operation and maintenance associated with upkeep of upgraded water treatment plant.

WATER TREATMENT PLANT SCADA SYSTEM UPGRADE

Project Summary: Upgrade Supervisory control and data acquisition (SCADA) system at the Water Treatment Plant

Total Project Cost: \$ 60,000

Justification: The existing SCADA computer's operating system is Windows 7 and no longer supported. Additionally, Windows 7 carries an abundance of very serious security vulnerabilities if access is added to the internet for remote access. The software and hardware will be upgraded for compatibility with the new Microsoft Windows 11 Operating System. Touchscreen Operator Interface will add extra redundancy to the SCADA if the computer needs repaired.



Goal and Policy Links: Replacement of Aging Infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction		60,000					60,000		
Construction Management							-		
Equipment Acquisition							-		
Total	-	60,000	-	-	-	-	60,000		

Project Funding Sources

		Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Water		60,000					60,000		
							-		
							-		
Total	-	60,000	-	-	-	-	60,000		

WATER SYSTEM STUDY – HYDRAULIC MODEL

Project Summary: Develop hydraulic model of City water distribution system

Total Project Cost: \$ 60,000

Justification: This project will develop a hydraulic model and evaluate the City's water distribution system network for existing demand conditions and future demands for a 20-year planning horizon. The hydraulic model will be utilized to evaluate potential connections to the water system in the future as development interest occurs. The system components to be modeled include water mains, storage facilities, and pumps. The results shall be provided in a



written report and the model will be a live model that can be utilized to understand the impact of development as the City receives inquiries. This is an essential tool to have in order for the City to understand its existing capacity to serve existing and new residential, commercial and industrial developments. It will also aid staff in making informed decisions regarding upsizing required in the system to eliminate or remove bottlenecks.

Goal and Policy Links: Develop a Strategic Plan on How to Address Replacement of Aging Infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study		50,500					50,500		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction							-		
Construction Management							-		
Equipment Acquisition							-		
Total	-	50,500	-	-	-	-	50,500		

Project Funding Sources

		Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total			
Water		50,500					50,500			
							-			
							-			
Total	-	50,500	-	-	-	-	50,500			

Project Effect on the Operating Budget: The ongoing maintenance costs associated with the water modeling software will be incurred by the engineering firm. City will pay hourly rate for any updates to model.

WATER TREATMENT PLANT AERATOR

Project Summary: Replace aged aerator equipment

Total Project Cost: \$ 320,000

Justification: The existing water treatment plant was built in 1979. An upgrade is planned for the Water Treatment Plant. The existing aerator structure requires some equipment upgrades to help continue with removal of iron, hydrogen sulfide, and volatile organic chemicals (VOCs).

Goal and Policy Links: Replacement of Aging Infrastructure

Project Costs and Funding Sources:



Project	Costs	by	Phase	

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction			320,000				320,000		
Construction Management							-		
Equipment Acquisition							-		
Total	-	-	320,000	-	-	-	320,000		

Project Funding Sources

	Project Funding Sources								
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Water			320,000				320,000		
							-		
							-		
Total	-	-	320,000	-	-	-	320,000		

NEW 10-INCH VALVE FOR CLARIFIER AT WATER TREATMENT PLANT

Project Summary: Install new 10-inch valve for clarifier at Water Treatment Plant

Total Project Cost: \$ 6,500

Justification: The water treatment plant operators have one way to isolate the clarifier from the sludge thickener. If this air valve fails or gets debris stuck in the valve, the clarifier must be drained. In order to avoid unnecessary draining of the clarifier and to ensure efficient operations, a 10-inch valve would need to be installed to ensure lime softening continues until the air valve is fixed.



Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Study							-		
Environmental Review							-		
Land Acquisition							-		
Site Preparation							-		
Design							-		
Construction							-		
Construction Management							-		
Equipment Acquisition		6,500					6,500		
Total	-	6,500	-	-	-	_	6,500		

Project Funding Sources

	Project Funding Sources						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total
Water		6,500					6,500
							-
							-
Total	-	6,500	-	-	-	-	6,500

WATER DEPARTMENT VEHICLE REPLACEMENT

Project Summary: Replace aging fleet

Total Project Cost: \$ 45,000

Justification: The Water Department currently has a 2002 Chevy Truck and a 2013 Ford Truck. The 2002 Chevy Truck is over 20 years old and requires replacement. The goal is to replace the 2002 Chevy Truck to ensure adequate vehicles to maintain a healthy level of service in the water department. Staff is also evaluating the feasibility of the Water Department to assist or to assume responsibility of water main breaks. This would require the Water Department to have a full service truck available.



Goal and Policy Links: Replacement of Aging Infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase					
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total
Study							-
Environmental Review							-
Land Acquisition							-
Site Preparation							-
Design							-
Construction							-
Construction Management							-
Equipment Acquisition		45,000					45,000
Total	-	45,000	-	-	-	-	45,000

Project Funding Sources

	Project Funding Sources						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total
Water		45,000					45,000
							-
							-
Total	-	45,000	-	-	-	-	45,000

Project Effect on the Operating Budget: Ongoing operation and maintenance associated with upkeep of new truck.

METER DEPARTMENT VEHICLE REPLACEMENT

Project Summary: Replace aging fleet

Total Project Cost: \$45,000

Justification: The Meter Department currently has a 2011 Chevrolet Colorado that is used to complete meter reading, service orders, service calls, delivering of slips and shut offs. A 4-



wheel drive vehicle allows the meter reader better access to all meters and equipment during the spring and winter months when the road conditions can be unfavorable.

Goal and Policy Links: Replacement of Aging Infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

	Project Costs by Phase						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total
Study							-
Environmental Review							-
Land Acquisition							-
Site Preparation							-
Design							-
Construction							-
Construction Management							-
Equipment Acquisition		45,000					45,000
Total	-	45,000	-	-	-	-	45,000

Project Funding Sources

	Project Funding Sources						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total
Water		22,500					22,500
Electric		22,500					22,500
							-
Total	-	45,000	-	-	-	-	45,000

Project Effect on the Operating Budget: Ongoing operation and maintenance associated with upkeep of new truck.

LEAD SERVICE LINE INVENTORY

Project Summary: Complete mandatory lead service line inventory as required by the Iowa Department of Natural Resources (IDNR) and Environmental Protection Agency (EPA)

Total Project Cost: \$ 50,000

Justification: The Lead and Copper Rule update recently made by the EPA includes a requirement for cities to provide and complete lead service line inventories in their communities and provide the information to the IDNR by October 16, 2024. As part of this



regulation, the City will also be required to identify a replacement plan once the inventory has been completed. Predictive modeling with continuous validation is a form of completing the lead service line inventory.

Goal and Policy Links: Replacement of Aging Infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase					
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total
Study		50,000					50,000
Environmental Review							-
Land Acquisition							-
Site Preparation							-
Design							-
Construction							-
Construction Management							-
Equipment Acquisition							-
Total	-	50,000	-	-	-	-	50,000

Project Funding Sources

		Project Funding Sources						
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total	
Water		50,000					50,000	
							-	
							-	
Total	-	50,000	-	-	-	-	50,000	

Project Effect on the Operating Budget: Ongoing operation and maintenance associated with continuous validation.

WATER MAIN VALVE & FIRE HYDRANT REPLACEMENT

Project Summary: Replacement of broken water main valves and fire hydrants

Total Project Cost: \$ 666,000

Justification: Some fire hydrants located in the City requiring replacement were installed in the 1960's and 70's. Replacement parts for fire hydrants of this age are obsolete. Water main valves are a vital asset to our water distribution system. Isolating a water main (via turning valves) to repair a water main break or repair/replacement infrastructure is at the upmost importance to those working on the project and those homeowners have their water shut off. Some of these



valves are 30-50 years old. We have over 1350 valves throughout the distribution system and we maintain these valves by exercising 250 a year. On an average year, 5-6 valves will break when operating. Repair kits are not available for older water main valves and replacement is the only option.

Goal and Policy Links: Replacement of Aging Infrastructure

Project Costs and Funding Sources:

Project Costs by Phase

		Project Costs by Phase					
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total
Study							-
Environmental Review							-
Land Acquisition							-
Site Preparation							-
Design		8,000	8,000				16,000
Construction	250,000		200,000	200,000			650,000
Construction Management							-
Equipment Acquisition							-
Total	250,000	8,000	208,000	200,000	-	-	666,000

Project Funding Sources

		Project Funding Sources							
	Prior Years	2023-24	2024-25	2025-26	2026-27	2027-28	Total		
Water	250,000	8,000	208,000	200,000			666,000		
							-		
							-		
Total	250,000	8,000	208,000	200,000	-	-	666,000		

Local Option Sales Taxes (LOST): Uses since 2007

23 TUXES (2001). 0323 SINCE 2007	
2007 Resurfacing Project	680,581
Bank-asphalt resurface	
First-asphalt resurface	
Division-asphalt resurface	
Elm-asphalt resurface	
Willson-asphalt resurface	
Des Moines - asphalt resurface	
Ohio-asphalt resurface	
2008 Resurfacing Project	726,701
Des Moines-asphalt-2nd to RR	
Bank-asphalt-Superior to River	
Prospect-asphalt Elm to Ohio	
Water-asphalt-Des Moines to Willson	
Walnut-asphalt-Beach to Superior	
Fairmeadow-small patch @ Des Moienes	
2009 Infrastructure Improvement	116,473
Sanitary replacement-Wauneta Court	
Water valves/hydrants-various locations	
2009 Resurfacing Project	556,691
Wauneta-asphalt resurface	
Webster 600 & 700 - asphalt	
Cedar 700 - asphalt	
E 2nd from White Fox to Lyons Creek	
Watermain patches	
Superior/Fairmeadow - 1st project	450,012
Handicap sidewalks	17,631
2010 Street Improvement Project	
Bicentennial Court-concrete replacement	258,935
Grand Street - concrete replacement	
2011 Street Improvement Project	E21 402
2011 Street improvement Project	551,495
200 Dubuque-asphalt	
200-300 Wallut-aspliait 200 Codar asphalt	
200 Ceudi-aspirate	
2000 Sru-aspirate	
2012 Street Improvement Project	611 QQ <i>I</i>
Boone & Sunset-sanitary water & str resurfac	011,304 ۵
boone a bander bannary, water a bit resultat	~

2013 Street Improvement Project Sunset-Nancy to Ohio-watermain & street	581,520
Seneca & Pleasant-rebuild street	
Cedar-800 & 900 blks - slurry coat	
,	
2014 Street Improvement Project	55,130
Project bid over budget (engr & notice)	
2015 Street Improvement Project	1,046,258
Nancy Lane improvements	
Cedar Street improvements	
Webster Street improvements	
2016 Street Improvement Project	458,590
Oak Park-street rehab	
Hillcrest-street rehab	
Lyndale-street rehab	
2017 Studiet Immunovement Ducidet	F22 7C2
2017 Street Improvement Project	522,703
Des Moines-1200-1600 concrete parlel	
2rd 400 C00 concrete panel	
Srd-400-600 concrete panel	
Crestview 2500-concrete panel	
Buxton Drive Chip & Seal Engineering	4,905
Union 700-1100 - fill & mill	229,127
Superior/Fairmeadow Intersection Project	588,739
Beach Street Resurface	54,516
2019 Street Improvement Project	657,618
Water-1000 & 1100-resurface & spot gutter	
Broadway-resurface & spot gutter	
John-resurface & spot gutter	
William-resurface & spot gutter	
Makinlay Kantor/Des Moines (w/county)	169,096
2020 Street Improvement Project	538,491
Edgewood-HMA Project	
Lynx-HMA Project	
E 2nd-HMA Project	
2021 Street Improvement Project	594,278
Betsy Lane - street reconstruct/storm Seneca - street reconstruct/storm

Misc - RR Crossing Fund 1,000

9,452,532



<u>City of Webster City - Positions and Budget Allocation</u>

		-		Fund Allocation %					
	Position	<u># of</u>	<u>General</u>	Road Use	Electric	Water	Waste		
		Employees		<u>Tax</u>			<u>water</u>		
1	Admin. Asst./Payroll Specialist	1	20.00		55.00	12.50	12.50		
2	Administrative Services Director	1	20.00		55.00	12.50	12.50		
3	AP Coord./Budget Asst.	1	9.00		65.00	13.00	13.00		
4	Asst. City Manager	1	5.00	15.00	20.00	30.00	30.00		
5	Building Inspector	1	100.00						
6	City Clerk	1	19.00		55.00	13.00	13.00		
7	City Council	5	20.00		55.00	12.50	12.50		
8	City Manager	1	9.00	19.50	45.50	13.00	13.00		
9	Community Development Director	1	100.00						
10	Community Vitality Director *(Vacant)	1	50.00		50.00				
11	Customer Service Specialist	2	9.00		65.00	13.00	13.00		
12	Deputy City Clerk	1	20.00		55.00	12.50	12.50		
13	Dispatchers	6	85.00		10.00	2.50	2.50		
14	Electrician	1			100.00				
15	Env/Safety/GIS	1	25.00		25.00	25.00	25.00		
16	Facilities Maintenance Tech	1	82.75		5.75	5.75	5.75		
17	Finance Director	1	9.00		65.00	13.00	13.00		
18	Finance Officer Manager	1	5.00		65.00	15.00	15.00		
19	Fire Captains	3	100.00						
20	Fire Chief	1	100.00						
21	IT Director	1	15.00		55.00	15.00	15.00		
22	Line Foreman	1			100.00				
23	Mechanic	1	38.29	45.11		6.91	9.69		
24	Parks & Rec. Director	1	100.00						
25	PG /Cemetery Seasonal (approximately)	8	100.00						
26	PG Tech	2	100.00						
27	Police Chief	1	95.00		3.00	1.00	1.00		
28	Police Comm. Supervisor	1	85.00		10.00	2.50	2.50		
29	Police Officers	12	100.00						
30	PT PW Tech - Street	1	38.29	45.11		6.91	9.69		
31	PT/Seasonal Recreation (approximately)	50	100.00	_					
32	Public Works Director *(Vacant)	1	20.00	20.00	20.00	20.00	20.00		
33	PW Management Assistant	1	25.00		25.00	25.00	25.00		
34	PW Tech - Street	5	38.29	45.11		6.91	9.69		
35	PW Tech - Water	4	00.20			100.00	0.00		
36	PW Tech - WW	3					100.00		
37	Bec. Tech	1	100.00				200100		
38	Recreation PT Administrative	2	100.00						
39	Relief/On call PT Fire	<u>ک</u>	100.00						
40	BOW/Construction Coordinator	1	20.00	20.00	20.00	20.00	20.00		
то Д1	Street Asst Supervisor	1	20.00	<u>20.00</u> <u>45 11</u>	20.00	£ 0.00	20.00 9 60		
тт		<u> </u>	50.25	+J.11		0.51	5.05		

42	Street Supervisor	1	38.29	45.11		6.91	9.69
43	UT Tech - Line	5			100.00		
44	UT Tech - Meter Readers	2			56.00	22.00	22.00
45	UT Tech - Substation	1			100.00		
46	Volunteer Fire	25	100.00				
47	W/WW Supervisor	1				50.00	50.00

Total Employees (Full-time, part-time, seasonal, volunteers): 169



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The Hunter and the Hunted-Perspectives from a Tough Job Market

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HOW BAD IS IT?

In just one year (2021 vs Jan 2022), the number of applications per job has changed by

Based on 2022 applicants from 67,000 applications.

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JOBS, APPLICATIONS, AND APPS/JOBS CHANGE 2016 - JAN 2022



Business

Accountant Shortage Leaves Some US Cities Without Credit Ratings

- S&P withdrew ratings on 64 local governments, utility systems
- Missing ratings are worrisome with economic headwinds ahead

By <u>Nic Querolo</u> April 21, 2023 at 10:12 AM CDT

The municipality of Marion had planned to finance a new \$10 million firehouse with a bond deal later this year, but that project and others are on pause because the city north of Columbus, Ohio, doesn't have a credit rating.

It was among the 64 local governments and utility systems that <u>S&P Global Ratings</u> withdrew ratings for this month for failing to file financial information on time. In March, the company <u>put</u> Marion and 148 other entities on a negative credit watch.

The withdrawal is "catastrophic," said Miranda Meginness, Marion's auditor. "It's hard for us to figure out how to go forward."

A growing shortage of accountants has exacerbated issues for Marion and plagued dozens of cities and counties across the US. Marion saw its general obligation debt rating downgraded two notches in June and has struggled to file its financials on time. Other municipalities have recently seen their bond ratings deteriorate or disappear, threatening their ability to finance projects and borrow at affordable interest rates.

Investors are reliant on ratings and need up-to-date information on their holdings. During times of economic uncertainty, investors pay even more attention to underlying credit because any issues can drive bond performance, said Jonathan Mondillo, head of North American fixed income at investment company abrdn.

Downgrade Risks

S&P sees "notable increase" in negative rating actions due to lack of information

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Accountant Shortage Leaves Some US Cities Without Credit Ratings - Bloomberg





Even high-quality municipalities had their ratings dropped. Dellwood, Missouri, a city north of St. Louis with a population of 5,000 and a full-time municipal staff of 11, lost its A-rating from S&P. City Administrator Terry Wilson said the cause was a backlog of work due to staffing issues at the city's external auditing firm.

Fortunately for Dellwood, it doesn't have immediate borrowing plans and expects to have its rating reinstated after its next audit in about six months, Wilson said, adding that the city is searching for a new auditor.

"We are facing a talent shortage – there is no doubt about that," said Emily Brock, director of the Government Finance Officers Association's Federal Liaison Center, pointing to a lack of staff in local governments as well as external accounting and audit firms.

'Can't Find People'

Knuckols, Duvall & Hallum, the auditor for the Texas city of Hallsville, only recently filled two positions that were open since the pandemic began, according to Mike Hallum, a CPA at the firm.

"Most of the accounting firms I talk to down here in the South are in the same deal – they can't find people," he said, adding that there are fewer graduates who want to go into public accounting.

Hallum's firm is still working on Hallsville's disclosures. The city, east of Dallas, was among the issuers that lost its S&P rating.

"We are trying to get in compliance and do what we can to fix them up. It's not something we're happy about, it's just part of the times," Hallum said.

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Accountant Shortage Leaves Some US Cities Without Credit Ratings - Bloomberg

"We're sound financially, it's just the paperwork," said Faron Cain, finance director of Hallsville.

A 2021 trend report from the American Institute of CPAs shows a shortage of certified public accountants with fewer students graduating with accounting degrees. The dearth of state and local government finance workers has grown since 2019, according to a separate report published in September by the GFOA. Worker demand in 2022, measured by online job postings, was up compared to 2019, and nearly a third of incumbent workers will be retirement age within 10 years.

Alexandria, Virginia, is seeing that firsthand. The city wasn't among the municipalities that had its rating withdrawn, but its Director of Finance Kendel Taylor said the average age of her 110-person department is 48, and she anticipates challenges replacing staff when they retire. She currently has 16 vacancies, some of which could be open for years.

The issue is a profession faced with a stagnant pipeline and responsibilities that are growing in complexity as government accounting standards are updated, Taylor said.

Accounting "has a nerdy reputation – that you are in a room, staring at a spreadsheet – but in truth, you are behind the scenes of everything a government does," she said.



Conference: March 27-30, 2023 Exhibits: March 29-30, 2023 Las Vegas, NV



ADMINISTRATION (https://www.americancityandcounty.com/type/administration/)

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HIGHLIGHTS

FROM THE

Learn more

Overcoming worker shortages in public sector amidst growing demand

Written by Maggie Koziol 27th March 2023

While the private sector has more than made up the jobs it lost immediately after the advent of the pandemic, the public sector is still struggling. Since February 2020, the private sector recovered all its job losses, and filled nearly 900,000 new jobs, while the public sector is still at a net loss of 650,000 positions during that same timeframe.

Across the country, local governments are dealing with varying degrees of workforce shortages. And while the current teacher shortage in public education is no secret, the extent of the issue reaches beyond the classroom. In Maryland, staffing is down 14 percent in public safety, 10 percent in transportation and one in four nursing positions is vacant. In Richland County, S.C., the government faces a 25 percent vacancy rate, a significant increase from 13 percent prior to the pandemic. In Colorado, one county's bridge and road department can't fill 36 of its 190 positions.



Government News, Issues & Trends

Public sector agencies and leaders are looking for new ways to expand their workforces, find the right incentives to attract and retain employees, and employ creative concepts to not only fill the current gaps but to ensure adequately skilled staffing in the future. Arriving at the answers will require innovation, an embrace of untraditional methods and a clear focus on action.

What's driving worker shortages?

Compensation, benefits and inflation: Private sector salaries have grown faster than state and local government workers' pay. Since 2020, private sector wages have grown 5.5 percent, outpacing the public sector's 3.4 percent wage growth. Employers in all sectors are struggling to hire and retain talent, and many have had to increase wages and benefits to do so. The rising cost of fuel, food and other consumer goods and recent interest rate hikes are exacerbating the problem.

The Great Resignation, a term coined to capture the widespread movement out of current jobs for a variety of reasons—retirement, better working conditions, entrepreneurship—is likely a long-term trend, enhanced by the impacts of the pandemic. While this wave of resignations occurred across industries and sectors, private employers generally fared better as they offered premium pay rates and increased flexibility, in many cases luring away public sector workers.

Education requirements: Two-thirds of Americans over the age of 25 do not have a bachelor's degree or higher. That may present a challenge for employers who still require a four-year degree or other certification for certain job openings.

A major opportunity for the public sector is a trend toward skill-based qualifications and away from degree-based job requirements. This has been catching on in the private sector, where IBM, Dell Technologies and Bank of America are among many private employers who have waived the college degree requirement for certain roles. By doing so, they're able to improve diversity and access an untapped pool of talent during a particularly tight labor market.

The Silver Tsunami: Nearly 50 percent of Baby Boomers employed by municipalities are set to retire over the next five years. Overall, 25 percent of U.S. workers are aged 55 and over, and the mass migration is being acutely felt in the public sector.

Historical challenges with hiring: State and local governments were understaffed at the start of the pandemic, so shortages today are being felt even more acutely.

Actions public sector organizations can take immediately

As the world emerges from the COVID-19 pandemic, public sector agencies and leaders have opportunities to take critically needed actions to secure the future of the public sector workforce and prepare government for a continuity of services essential to the needs of citizens.

Align education and skills-attainment with employer and industry needs

First, higher education—both four-year degree institutions and community colleges—should align curriculum and learning with the needs of local industries and employers, creating both a larger demand for education and critical, specialized-skill attainment as well as a well-defined talent pathway from institution to employer.

State and local education systems serve as a natural pipeline into the workforce. Redesigning or redeploying learning, training, and upskilling programs can engage diverse populations who have been historically excluded from higher education opportunities. This also ensures graduates of these programs are prepared for high-need jobs.

• Remove barriers to entry and embrace workforce transformation and innovation

Public sector organizations are in steep competition with the private sector for the best workers. It is critical to meet the expectations and needs of potential employees including flexible hours, competitive salaries and benefits, a good work/life balance and development opportunities. Moving away from the status quo and embracing incremental innovation is key to preparing the public sector workforce and agencies for the future.

• Open the aperture on eligible talent

Part of that transformation is expanding opportunities to workers who might face employment barriers, such as the formerly incarcerated, people with disabilities, immigrants, or refugees. These often-overlooked workers can help fill vacancies in crucial areas within public sector.

Flexible education requirements

To compete with the private sector, there are opportunities for public sector organizations to attract more candidates by removing four-year degree requirements and moving to skills-based hiring in some jobs and roles.

Recent examples of this include Maryland, Pennsylvania, Utah, and Alaska all of which waived four-year degree hiring requirements in order to be more attractive to candidates into public sector roles. Instead of a degree??

training for public sector roles, citing a need to expand employment opportunities for their state's citizens.

Enable apprenticeships

Public sector apprenticeships are a powerful but underutilized tool to fill vacancies and engage employees who otherwise would not qualify for a position. In the federal government alone, there are more than 40 apprenticeshipsemploying more than 120,000 workers across multiple sectors. They can lead to high retention at a lower cost as apprentices learn on the job, earn credentials and contribute constructively while getting paid. Additionally, apprenticeships have proven to be bridges to long-term employment. Ninety-three percent of workers who completed an apprenticeship were employed six months later with an average salary of \$77,000.

Create efficiencies in systems and hiring

To transform the workforce, consolidation of and within state agencies can help streamline decision making and better identify hiring needs, eliminating redundancies and breaking down silos.

• Wages and benefits

Today's workers demand not only higher wages, but also increases in flexibility and benefits. Public sector agencies and leaders should look to areas that can create efficiencies and reduce costs, while concurrently allowing for improving wages and benefits of workers. Today's employees look for benefits that fit their needs and lifestyles, leaving one-size-fits-all benefits in the past. However, there are some perks that many workers look for, including insurance and resources for both physical and mental health, increased paid time off for vacations and parental leave, and flexible environments with opportunities for remote or hybrid work.

Change is possible

Despite chronic worker shortages, exacerbated by the impact of the pandemic, public sector leaders have real opportunities to close the gap and design for a public sector workforce of the future. It starts with a realistic assessment of the organization to identify inefficiencies and opportunities. Once organizations understand their challenges, creative solutions paired with intentional planning can be used to begin to overcome their specific hurdles.

Change should by design be incremental, but with the right plan in place, the worker shortage can improve, and services won't miss a beat.

Maggie Koziol is a senior director with Alvarez and Marsal Public Sector Services in Washington, D.C. She brings more than 19 years of experience in analysis, management and strategy for critical workforce development and education initiatives and specializes in supporting clients in public and private sectors locally, nationally and globally.



City and county officials can find sustainable solutions at their feet

(https://www.americancityandcounty.com/2023/05/03/cityand-county-officials-can-find-sustainable-solutions-at-theirfeet/)



Report: Nearly half of land use legislative boards are 95% white; almost all require home ownership

(https://www.americancityandcounty.com/2023/05/01/reportnearly-half-of-land-use-legislative-boards-are-95-white-nearlyall-require-home-ownership/)



Special Briefing by Volcker Alliance and Penn IUR highlights that comes with growth

(https://www.americancityandcounty.com/2023/04/28/specialbriefing-by-volcker-alliance-and-penn-iur-highlights-challengeschallenges, opportunity opportunity-that-comes-with-growth/)



Digital government transformation needs to start with citizens

(https://www.americancityandcounty.com/2023/04/28/digitalgovernment-transformation-needs-to-start-with-citizens/)

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(https://www.americancityandcounty.com/2006/02/01/readyfor-retirement/)

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