



**PUBLIC NOTICE AND AGENDA OF THE WEST BRANCH CITY COUNCIL MEETING SCHEDULED TO CONVENE AT 7:00 P.M. MONDAY SEPTEMBER 21, 2020 IN THE CITY COUNCIL CHAMBERS, 110 NORTH POPLAR STREET, WEST BRANCH, IOWA.**

Mayor	Roger Laughlin	<a href="mailto:mayor@westbranchiowa.org">mayor@westbranchiowa.org</a>
Mayor Pro Tem	Colton Miller	<a href="mailto:mcolton@rocketmail.com">mcolton@rocketmail.com</a>
Council Member	Jodee Stoolman	<a href="mailto:j.stoolmanwbcc@yahoo.com">j.stoolmanwbcc@yahoo.com</a>
Council Member	Nick Goodweiler	<a href="mailto:nickgoodweilerwbcc@gmail.com">nickgoodweilerwbcc@gmail.com</a>
Council Member	Tom Dean	<a href="mailto:tdiowa@hotmail.com">tdiowa@hotmail.com</a>
Council Member	Jerry Sexton	<a href="mailto:jerrysextonwb@gmail.com">jerrysextonwb@gmail.com</a>
City Administrator	Redmond Jones II	<a href="mailto:rjonesii@westbranchiowa.org">rjonesii@westbranchiowa.org</a>
City Attorney	Kevin Olson	<a href="mailto:kevinolsonlaw@gmail.com">kevinolsonlaw@gmail.com</a>
Deputy City Clerk	Leslie Brick	<a href="mailto:leslie@westbranchiowa.org">leslie@westbranchiowa.org</a>

**Please note:** *Most written communications to or from government officials regarding government business are public records available to the public and media upon request. Your e-mail communications may therefore be subject to public disclosure. Electronic Meeting (Pursuant to Iowa Code section 21.8) An electronic meeting is being held because a meeting in person is impossible or impractical due to concerns for the health and safety of council members, staff and the public presented by COVID-19. You can watch and/or participate in the meeting at the following link <https://zoom.us/j/5322527574> or dial in phone number 1-312-626-6799 with Meeting ID 532 252 7574. A video of the meeting will also be made available September 25<sup>th</sup> on the City Website. For your safety and the safety of others please explore all available opportunities to participate by phone or computer. If you are unable to attend or participate by computer or phone, you may come to City Hall as an audience member. Access will be granted in accordance with the Social Distancing Order by the Governor of the State of Iowa.*

**AGENDA**

- A. Call to Order**
- B. Opening Ceremonies**
  - 1. Pledge of Allegiance
  - 2. Welcome
- C. Roll Call**
- D. Guest Speaker, Presentations and Proclamations.**
- E. Public Comment**

*Anyone wishing to address the City Council may come forward when invited; please state your name and address for the record. Public comments are typically limited to three minutes, and written comments may be submitted to the Deputy City Clerk.*
- F. Approve Agenda / Consent Agenda / Move to Action**

*"Turning Vision into Reality is our Business"*

*Routine items and items not anticipated to be controversial are placed on the Consent Agenda to expedite the meeting. If a Council member, staff member or member of the Public wishes to discuss any item on the Consent Agenda, they can request the item be removed from the Consent Agenda for discussion.*

1. **Motion to Approve** Meeting Minutes for City Council Meeting September 8, 2020.
2. **Motion to Approve** Meeting Minutes for Special City Council Meeting September 14, 2020.
3. **Motion to Approve** West Branch Fire Department Appointments.
4. **Motion to Approve** the Claims Report.

**G. Public Hearing / Non-Consent Agenda**

1. **Resolution 1935** – A Resolution Approving the of Amount of \$ \_\_\_\_\_ to be contributed to the West Branch School District over the next three years for the Construction of a Turn Lane Required for the High School Expansion Project.
2. **Resolution 1936** – A Resolution Revising Legal Descriptions for Resolution 1740 and 1743 to clarify the boundaries of the West Branch Urban Renewal Areas.
3. **Discussion Item:** Regarding the City Council’s Direction Regarding Maintaining 5 Full-time Police Officers, or Maintaining 4 Full-time Police Officers.
4. **Resolution 1937** – A Resolution Reaffirming the Amendment, Restatement and Continuance of the Existing Brownfields Coalition Memorandum of Agreement for the East Central Intergovernmental Association Region.

**H. Reports**

1. City Administrator’s Report
2. City Attorney Report
3. City Staff Hearsays

**I. Comments from Mayor and Council Members**

**J. Adjournment Regular Meeting**

*"Turning Vision into Reality is our Business"*

*(The following is a synopsis of the minutes of the West Branch City Council meeting. A video recording is available for inspection on the City of West Branch Website at [westbranchiowa.org/city-of-west-branch/mayor-city-council/meetings/](http://westbranchiowa.org/city-of-west-branch/mayor-city-council/meetings/). The minutes are not approved until the next regularly scheduled City Council meeting.)*

**West Branch, Iowa  
Council Chambers**

**City Council  
Regular Meeting**

**September 8, 2020  
7:00 p.m.**

*An Electronic Meeting (pursuant to Iowa Code Section 21.8) of the City Council of the City of West Branch, Cedar County, IA was held on Tuesday, September 8, 2020 at 7:00 p.m. because a meeting in person was impossible or impractical due to concerns for the health and safety of Council Members, Staff and the Public presented by COVID-19.*

*Until further notice, all of our Council Meetings will be held electronically. Persons may still attend, observe and participate in the meeting at the Council Chambers, City Office, 110 N. Poplar St, West Branch, Iowa. Social distancing practices shall be observed for any persons attending the meeting in person at City Hall.*

Mayor Roger Laughlin called the West Branch City Council meeting to order at 7:00 p.m. Roll call: Council members: Colton Miller, Nick Goodweiler, Jerry Sexton and Tom Dean were present. Jodee Stoolman was absent. City Staff: City Administrator Redmond Jones II, Deputy City Clerk Leslie Brick and Finance Officer Gordon Edgar were present. Attending via Zoom: Public Works Director Matt Goodale, Parks & Recreation Director Melissa Russell, Library/IT Director Nick Shimmin and Police Chief Mike Horihan.

#### **GUEST SPEAKER PRESENTATIONS**

Community Development Group (CDG), Executive Director Jessi Simon gave her first update since becoming the director. Simon stated the groups' mission and goals and gave an overview of the groups approach as a Main Street Iowa program. Simon explained the group has four main areas that they focus on; promotions, design, economic vitality and organization. Simon also highlighted some of the recent accomplishments the group has done including a resident survey regarding the impact of COVID-19 and how that affect our local economy with shopping and dining, the addition of two new businesses in downtown (White Pumpkin Studio and Corridor Home Design) and a potential Challenge Grant opportunity for the Opera Block building. Simon concluded her presentation with an update on Christmas Past planning and said the event is scheduled to be held as usual but with changes.

#### **PUBLIC COMMENT**

There were no public comments.

#### **CONSENT AGENDA**

Motion to Approve Minutes for City Council Meeting August 17, 2020.

Motion to Approve a Special Event Permit to Close Oliphant Street for 3 Varsity Football Games.

Motion to Approve the Appointment of Brian Pierce to the West Branch Parks and Recreation Commission.

Motion to Approve the Claims Report.

#### **September Claims**

EXPENDITURES	9/8/2020	
ALTORFER INC	MAINTENANCE SUPPLIES	82.33
AMAZON	BOOKS, PROGRAM SUPPLIES	667.70
ARSL	DUES-REBECCA KNOCHE	49.00
AT & T MOBILITY	WIRELESS SERVICE	389.03
BAKER & TAYLOR INC.	BOOKS	632.20
BALDRIDGE, TODD	BUILDING INCENTIVE PAYMENT	763.22
BANKERS ADVERTISING COMPANY	DECALS	176.26
CHERYL HOLLICH	BUILDING INCENTIVE PAYMENT #4	1,511.05
ECKERMAN, RAMONA	BUILDING INCENTIVE PAYMENT	363.51
HAWKINS INC	AZONE	838.01
HENNINGSEN DANIEL	BUILDING INCENTIVE PAYMENT #1	782.01
HI-LINE ELECTRIC COMPANY INC	MAINTENANCE SUPPLIES	100.62

HOFFMAN, MEGAN	CLEANING SERVICES	270.00
IMWCA	IMWCA	2,345.00
IOWA ONE CALL	UNDERGROUND LOCATION SERVICE	74.70
IOWA PARK AND RECREATION ASSOCIATION	ANNUAL DUES	170.00
IOWA RURAL WATER ASSOCIATION	CONFERENCE REGISTRATION	320.00
JOHNSON CONTROLS	FIRE ALARM INSPECTION CONTRACT	1,049.51
KANOPI	VIDEO RENTAL	7.00
LIBERTY COMMUNICATIONS	LIBERTY COMMUNICATIONS	1,594.12
LYNCH'S EXCAVATING INC	RESET PUMP SEWAGE LAGOON	95.00
MENARDS	SUPPLIES	85.04
MUNICIPAL SUPPLY INC	WATER METERS	8,828.50
OLSON, KEVIN D	LEGAL SERVICES-SEP 2020	1,500.00
OVERDRIVE INC	VIDEOBOOKS	785.96
PARKSIDE SERVICE	NEW TIRES	458.00
PORT 'O' JONNY INC.	SERVICE-CEMETERY	90.00
QUILL CORP	OFFICE SUPPLIES	125.35
RIVER PRODUCTS COMPANY INC	ROAD ROCK	576.51
SCHNOEBELEN INC	SAMASZ DISC MOWER	7,220.00
STATE HYGIENIC LAB	LAB ANALYSIS	151.00
STATE INDUSTRIAL PRODUCTS	CHEMICALS	244.00
STATE LIBRARY OF IOWA	FY21 BRIDGES FEES	62.00
THE HOME DEPOT PRO	SUPPLIES	83.56
USA BLUE BOOK	SUPPLIES	1,413.06
VEENSTRA & KIMM INC	LOT SITE PLAN REVIEW	271.50
VEENSTRA & KIMM INC	I-80 WIDENING COORDINATION	180.00
VEENSTRA & KIMM INC	323 I-80 WEST, WATER MAIN RELOCATION	1,267.00
VEENSTRA & KIMM INC	COLLEGE ST WATER MAIN 4TH TO 5TH	2,737.10
VEENSTRA & KIMM INC	GREENVIEW EXTENSION PRELIMINARY DESIGN	379.25
WALMART COMMUNITY/SYNCR	MAINTENANCE, PROGRAM SUPPLIES	87.25
WATER SOLUTIONS UNLIMITED	CHEMICALS	2,576.06
WEST BRANCH FORD	VEHICLE REPAIR	139.95
ZIPPY'S SALT BARN LLC	ROAD SALT	2,109.45
TOTAL		43,650.81
PAYROLL	9/4/2020	47,243.70
PAID BETWEEN MEETINGS		
AMAZON	BOOKS	988.03
DEWEY'S JACK & JILL	MAINTENANCE & CAMP SUPPLIES	33.40
DOROTHY DAVIS	REFUND	100.00
TRENT HANSEN	SOFTWARE	131.03
JULIA HIME	VIDEOGRAPHY SERVICE	150.00
HYVEE	CAMP SUPPLIES	24.04
MATT PARROTT/STOREY KENWORTHY	LASER CHECKS	345.95
PITNEY BOWES PURCHASE POWER	REPLENISH POSTAGE METER	500.00
TREETOP PRODUCTS	CUBBY PARK ENTRANCE SIGN	2,246.34
US BANK EQUIPMENT FINANCE	COPIER LEASE	106.25
WEX BANK	VEHICLE FUEL	1,619.43
CROELL INC	CONCRETE	172.00
MEGAN HOFFMAN	CLEANING SERVICE	252.00
VERIZON WIRELESS	WIRELESS SERVICE	330.16
MISCELLANEOUS VENDORS	UTILITY REFUNDS	95.42
JOHN DEERE FINANCIAL	MAINTENANCE SUPPLIES	200.78
MEDIACOM	CABLE SERVICE	41.90
US BANK CORPORATE CARD	CAMP SUPPLIES, CONFERENCE REGISTRATION	755.82
TOTAL		8,092.55
GRAND TOTAL EXPENDITURES		98,987.06
FUND TOTALS		
001 GENERAL FUND	32,840.81	
022 CIVIC CENTER	188.23	
031 LIBRARY	10,851.88	
036 TORT LIABILITY	2,164.30	
110 ROAD USE TAX	15,107.84	
112 TRUST AND AGENCY	5,259.08	
308 PARK IMP - PEDERSEN VALLEY	2,246.34	

323 I-80 WEST, WATER MAIN RELOCATION	1,267.00
600 WATER FUND	22,917.30
610 SEWER FUND	6144.28
GRAND TOTAL	98,987.06

**Motion by Goodweiler, second by Sexton approve agenda/consent agenda items. AYES: Goodweiler, Sexton, Miller, Dean. NAYS: None. Absent: Stoolman. Motion carried.**

## **PUBLIC HEARING / NON-CONSENT AGENDA**

Public Hearing: Approving the Budget and Plan for Funded Activities for the West Branch Food Pantry Project.

Laughlin opened the public hearing at 7:25 p.m. Jones explained the purpose of the grant and how the funds would be used within the community. Jones said the \$25,000 Community Development Block Grant funded through the Iowa Economic Authority and is a reimbursement type of grant in which the City would expend the dollars then seek reimbursement. There were no public comments. Laughlin closed the public hearing at 7:28 p.m.

Resolution 1926 – Approving the Budget and Plan for Funded Activities for the West Branch Food Pantry Project. /Move to action.

No discussion/comments.

**Motion by Miller, second by Dean to approve Resolution 1926. AYES: Miller, Dean, Goodweiler, Sexton. NAYS: None. Absent: Stoolman. Motion carried.**

Resolution 1927 – Approving Change Order # 8 in the amount of \$0.00 for the College Street Bridge Replacement Project. / Move to action.

Eric Gould of Veenstra & Kimm explained that the state required the zero dollar amount change order to close out the project. The council had no questions.

**Motion by Miller, second by Goodweiler to approve Resolution 1927. AYES: Miller, Goodweiler, Sexton, Dean. NAYS: None. Absent: Stoolman. Motion carried.**

Resolution 1928 – Approving Pay Estimate Number #11 in the Amount of (\$9.61) for the College Street Bridge Replacement Project. / Move to action.

Eric Gould of Veenstra & Kimm explained that a typo was found which resulted in an overpayment in the amount of \$9.61 on the project.

**Motion by Miller, second by Goodweiler to approve Resolution 1928. AYES: Miller, Goodweiler, Dean, Sexton. NAYS: None. Absent: Stoolman. Motion carried.**

Resolution 1929 – Accepting the Public Improvements Constructed and Completed for the College Street Bridge Replacement Project. / Move to action.

No discussion/comments.

**Motion by Goodweiler, second by Sexton to approve Resolution 1929. AYES: Goodweiler, Sexton, Miller, Dean. NAYS: None. Absent: Stoolman. Motion carried.**

Resolution 1930 – Approving Hiring Max Kobe for the Full-Time “Streets Maintenance Worker I” Position with the Department of Public Works. / Move to action.

Goodale said five qualified candidates were interviewed in late August and Kober was selected as the top choice. Goodale said that Kober, who works for Tipton Public Works will be a good fit. The Council approved of the recommendation.

**Motion by Sexton, second by Goodweiler to approve Resolution 1930. AYES: Sexton, Goodweiler, Dean, Miller. NAYS: None. Absent: Stoolman. Motion carried.**

Resolution 1931 – Approving an Agreement for Services to Conduct a Technology/Security Assessment with Marco Technologies in the Amount Not to Exceed \$3,500. / Move to action.

Laughlin recapped the purpose for the technology assessment that will identify any weaknesses in the city's technology infrastructure.

**Motion by Sexton, second by Dean to approve Resolution 1931. AYES: Sexton, Dean, Goodweiler, Miller. NAYS: None. Absent: Stoolman. Motion carried.**

Resolution 1932 – Approving Intent to Construct the “Wapsi Creek Widening at Beranek Park” Project and Approve the Acquisition of Property via Eminent Domain. / Move to action.

Jones explained that approval of this resolution will allow the city attorney to move forward with publishing the notice of public hearing set for October 19, 2020. Laughlin added that he was seeking a possible grant with the Lower Cedar Watershed Management Authority that would help with design work for the project.

**Motion by Goodweiler, second by Sexton to approve Resolution 1932. AYES: Goodweiler, Sexton, Miller, Dean. NAYS: None. Absent: Stoolman. Motion carried.**

Resolution 1933 – Authorizing a Request for Proposals (RFP) and Accepting the Lowest Responsible Bid for the Services of Brush Grinding Services. / Move to action.

Goodale said the RFP was required to solicit bidders for chipping the brush pile in order to get disaster relief reimbursement funds from the state due to the fallen trees from the August Derecho storm. Sexton suggested that the Council consider finding some land in the county to purchase or lease for the brush pile that can be burned instead of chipped. Sexton said the city would save thousands of dollars each year on chipping.

**Motion by Goodweiler, second by Sexton to approve Resolution 1933. AYES: Goodweiler, Sexton, Dean, Miller. NAYS: None. Absent: Stoolman. Motion carried.**

Resolution 1925 – Approving the City Street Finance Report for Fiscal Year 2020. / Move to action.

This an annual report due to the state each September 30<sup>th</sup>. The council had no questions on this year's report.

**Motion by Miller, second by Goodweiler to approve Resolution 1925. AYES: Miller, Goodweiler, Sexton, Dean. NAYS: None. Absent: Stoolman. Motion carried.**

### **CITY ADMINISTRATOR REPORT**

Jones reported that the two million dollar grant he had been working on with the Iowa Economic Development Authority had been denied for the wastewater treatment plant. He said he was informed that there was a similar grant that the city could seek and that ECIA has agreed to help pursue. Jones also advised the council that he had received some criticism that council members and other attendees were not wearing masks during the meetings which was especially concerning with the rise in COVID-19 cases. Jones mentioned that staff met regarding the recent issue of temporary certificates of occupancies being issued to builders. Jones said a policy that Iowa City uses was reviewed and revised slightly to conform to our practices. Jones said the letter will go out with all new building permits as well as current builders in West Branch.

### **CITY ATTORNEY REPORT**

Absent.

### **STAFF REPORTS**

Russell reported that Jeff Wrede's physical education class offered to help the city with storm clean-up and said the students swept the sidewalks and picked up trash in the downtown area as well as helped with additional cemetery clean-up. Russell said that the Eulenspiegel Puppet Theatre will perform a puppet show at Cubby Park on Saturday, September 12<sup>th</sup>. Online registration is required as there is limited parking for the free event. Russell said the Cubby Park sign has been delivered but waiting on Public Works to find time to place it.

Goodale said that a lift has been rented to clean-up city trees limbs the week of September 14<sup>th</sup>. Goodale said that the large piles of tree debris had been collected and that they would be resuming their normal work

activities and that yard waste would be collected on Monday's only unless they receive calls for special assistance. Goodale said the new ditch mower was recently used and works excellent.

**COMMENTS FROM MAYOR AND COUNCIL MEMBERS**

Sexton suggested that regular equipment purchases needed by individual departments not come to the Council if money is their budget for the expenditure for the purpose of saving time. Sexton said he had a discussion with Superintendent Jimmerson regarding the West Main Street turn lanes and said he preferred the cheaper route since this expenditure was not on the cities radar. Sexton said Jimmerson was open to whatever the Council decides and still offered to pay for the improvements and have the city reimburse over a three year period.

Laughlin said he spoke with the Johnson Country engineer and reported that Herbert Hoover Highway is still on schedule to be open in November. Construction would resume in the spring of 2021 to complete the road project to Cedar-Johnson Road. The road improvements include a four foot paved and four foot gravel shoulder. Laughlin said the council will need to make some decisions on where the road will intersect with Cedar-Johnson as the road will be straightened to align with West Main Street.

**ADJOURNMENT**

Motion to adjourn the meeting by Miller, second by Sexton. Motion carried on a voice vote. City Council meeting adjourned at 8:16 p.m.

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Roger Laughlin, Mayor

ATTEST: \_\_\_\_\_  
Leslie Brick, Deputy City Clerk

*(The following is a synopsis of the minutes of the West Branch City Council meeting. A video recording is available for inspection on the City of West Branch Website at [westbranchiowa.org/city-of-west-branch/mayor-city-council/meetings/](http://westbranchiowa.org/city-of-west-branch/mayor-city-council/meetings/). The minutes are not approved until the next regularly scheduled City Council meeting.)*

West Branch, Iowa  
Council Chambers

City Council  
Special Meeting

September 14, 2020  
7:00 p.m.

*An Electronic Meeting (pursuant to Iowa Code Section 21.8) of the City Council of the City of West Branch, Cedar County, IA was held on Monday, September 14, 2020 at 7:00 p.m. because a meeting in person was impossible or impractical due to concerns for the health and safety of Council Members, Staff and the Public presented by COVID-19.*

*Until further notice, all of our Council Meetings will be held electronically. Persons may still attend, observe and participate in the meeting at the Council Chambers, City Office, 110 N. Poplar St, West Branch, Iowa. Social distancing practices shall be observed for any persons attending the meeting in person at City Hall.*

Mayor Roger Laughlin called the West Branch City Council meeting to order at 7:02 p.m. Roll call: Council members present: Jodee Stoolman. Member via phone: Colton Miller and Jerry Sexton. Members via Zoom: Tom Dean. Absent: Nick Goodweiler. City Staff: City Administrator Redmond Jones II, Deputy City Clerk Leslie Brick and Finance Officer Gordon Edgar.

#### **PUBLIC HEARING / NON-CONSENT AGENDA**

Resolution 1934 – Requesting Reimbursement from the Iowa COVID-19 Government Relief Fund. / Move to action. Edgar explained that under the COVID-19 Government Relief Fund program, cities are eligible to receive twenty five (25) percent reimbursement for public safety salary expenditures for the time period March 1, 2020 to September 30, 2020. The program is intended to reimburse cities with police departments for time spent on COVID-19 mitigation. Edgar said the relief funds will go back to the general fund. Stoolman asked if any of the funds would go toward the fire department who also spent many hours on mitigation in addition to purchasing PPE. Edgar said that unfortunately, this only was intended for police hours.

**Motion by Miller, second by Sexton to approve Resolution 1934. AYES: Miller, Sexton, Stoolman, Dean. NAYS: None. Absent: Goodweiler. Motion carried.**

#### **COMMENTS FROM MAYOR AND COUNCIL MEMBERS**

No comments.

#### **ADJOURNMENT**

Motion to adjourn the meeting by Miller, second by Stoolman. Motion carried on a voice vote. City Council meeting adjourned at 7:08 p.m.

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Roger Laughlin, Mayor

ATTEST: \_\_\_\_\_  
Leslie Brick, Deputy City Clerk



**REQUEST FOR COUNCIL CONSIDERATION**

<b>MEETING DATE:</b>	September 21, 2020
<b>AGENDA ITEM:</b>	<b>Motion to Approve</b> West Branch Fire Department Appointments.
<b>CITY GOAL:</b>	Promote quality of life including public safety, community pride events, strong citizen involvement, parks and recreation opportunities and investment.
<b>PREPARED BY:</b>	Leslie Brick, Deputy City Clerk
<b>DATE:</b>	September 17, 2020

**BACKGROUND:**

Motion to approve the appointment(s) of **Clint McFarland** and **Branden Chiles** and the reappointment of **Ben Barrett** to the West Branch Fire Department as firefighters.

Approve by the WBFD on September 9, 2020.

<b>STAFF RECOMMENDATION:</b>	Approve the Motion – Move to Action
<b>REVIEWED BY CITY ADMINISTRATOR:</b>	
<b>COUNCIL ACTION:</b>	
<b>MOTION BY:</b>	
<b>SECOND BY:</b>	

*"Turning Vision into Reality is our Business"*



**REQUEST FOR COUNCIL CONSIDERATION**

<b>MEETING DATE:</b>	September 21, 2020
<b>AGENDA ITEM:</b>	<b>Motion to Approve</b> the Claims Report.
<b>CITY GOAL:</b>	Establish a sound and sustainable government supported by professionalism, progressive thinking and modernizing the organization.
<b>PREPARED BY:</b>	Gordon Edgar, Finance Director
<b>DATE:</b>	September 16, 2020

**BACKGROUND:**

These are routine expenditures that include such items as payroll, budget expenditures, and other financial items that relate to City Council approved items and/or other day to day operational disclosures.

<b>STAFF RECOMMENDATION:</b>	Approve Claims Report – Move to Action
<b>REVIEWED BY CITY ADMINISTRATOR:</b>	
<b>COUNCIL ACTION:</b>	
<b>MOTION BY:</b>	
<b>SECOND BY:</b>	

*"Turning Vision into Reality is our Business"*

## EXPENDITURES

9/21/2020

ALLIANT ENERGY	ALLIANT ENERGY	12,125.87
BAKER & TAYLOR INC.	BOOKS	635.36
BARNHART'S CUSTOM SERVICES	STORM CLEAN UP	12,647.50
BROWN'S WEST BRANCH	VEHICLE REPAIR	969.01
CEDAR COUNTY COOPERATIVE	FUEL - LIFT STATION GENERATOR	253.80
CSLP	SUMMER READING PROGRAM	341.00
DEMCO	OFFICE SUPPLIES	89.53
HANSEN, TRENT	COMPUTER REPAIR	330.00
HAWKINS INC	CHEMICALS	658.57
HD SUPPLY CONST AND INDUST	EQUIPMENT, SUPPLIES	2,834.49
HI-LINE ELECTRIC COMPANY INC	MAINTENANCE SUPPLIES	51.86
INTERSTATE POWER SYSTEMS INC	ANNUAL GENERATOR SERVICE	1,628.31
IOWA LEAGUE OF CITIES	MEMBERSHIP DUES	1,535.00
ISWEP	DUES	530.00
JACOB DARBY	BUILDING INCENTIVE PAYMENT	1,099.45
JOHNSON COUNTY REFUSE INC.	RECYCLE & TRASH - AUGUST 2020	15,469.00
KIESLER POLICE SUPPLY, INC	AMMUNITION	556.00
LENOCH & CILEK	REPAIR SUPPLIES	2.00
LINN COUNTY R.E.C.	STREET LIGHTS	180.10
MUNDELL, JENNIFER	BUILDING INCENTIVE PAYMENT	789.74
MUNICIPAL SUPPLY INC.	WATER METERS	3,888.00
PITNEY BOWES GLOBAL FINANCE	LEASE PAYMENT	102.39
PITNEY BOWES PURCHASE POWER	PITNEY BOWES PURCHASE POWER	500.00
PORT 'O' JONNY INC.	SERVICE - WAPSI PARK	103.00
QC ANALYTICAL SERVICES LLC	LAB ANALYSIS	759.00
QUILL CORP	OFFICE SUPPLIES	435.11
RACOM CORPORATION	CAMERA/MIC INSTALLATION	510.00
STATE HYGIENIC LAB	LAB ANALYSIS	26.00
SWIFT & SWIFT LLC	NUISANCE ABATEMENT	2,900.00
TAYLOR CONSTRUCTION INC	COLLEGE ST BRIDGE & COLLEGE ST & 2ND ST IMP	29,990.39
TRAFFIC LOGIX	EQUIPMENT REPAIR	90.94
UNUM LIFE INSURANCE COMPANY	OCTOBER ADJUSTMENTS	653.40
US BANK CORPORATE CARD	CAMP, OFFICE & PROGRAM SUPPLIES	371.86
US BANK EQUIPMENT FINANCE	COPIER LEASE PAYMENT	106.25
WALMART COMMUNITY/RFCSLLC	MAINTENANCE SUPPLIES	36.87
WELLMARK	OCT BILLING ADJUSTMENTS	16,052.67
WEST BRANCH ANIMAL CLINIC	TRAP/NEUTER CAT PROGRAM	55.00
WEST BRANCH COMMUNITY SCHOOL	GYM RENT-ADULT PICKLEBALL	1,515.00
WEST BRANCH REPAIRS	VEHICLE REPAIR	126.96
WEST BRANCH TIMES	LEGAL PUBLICATIONS	462.49
WEX BANK	VEHICLE FUEL	1,394.19

**TOTAL****112,806.11****PAYROLL****9/18/2020****60,272.05**

**PAID BETWEEN MEETINGS**

CEDAR COUNTY COOPERATIVE	VEHICLE FUEL	530.54
CEDAR COUNTY RECORDER	RECORDING FEES	35.00
CULLIGAN WATER TECHNOLOGIES	WATER SOFTENER SERVICE	23.20
EAGLE ENGRAVING INC	BADGES, NAME PLATES	348.48
HEIMAN FIRE EQUIPMENT	EQUIPMENT	315.30
JOHNSON COUNTY AMUBULANCE SERVICE	MEDICAL SUPPLIES	14.28
KIRKWOOD COMMUNITY COLLEGE	TRAINING	7.00
KUNDE OUTDOOR EQUIPMENT	EQUIPMENT REPAIR	595.22
RACOM CORPORATION	RADIO UPGRADE	25,080.00
MERCHANT SERVICES	CREDIT CARD FEES	167.25

**TOTAL** **27,116.27**

**GRAND TOTAL EXPENDITURES** **200,194.43**

**FUND TOTALS**

001 GENERAL FUND	84,614.63
022 CIVIC CENTER	676.08
031 LIBRARY	8,293.38
110 ROAD USE TAX	19,586.84
112 TRUST AND AGENCY	24,317.36
310 COLLEGE STREET BRIDGE	17,210.07
318 COLLEGE ST & 2ND ST IMPROVEMENTS	12,780.32
600 WATER FUND	18,153.15
610 SEWER FUND	14,032.60
740 STORM WATER UTILITY	530.00

**GRAND TOTAL** **200,194.43**

**REVENUE-FISCAL YEAR 2021**

**FUND**

**AUG**

001 GENERAL FUND	27,740.31
031 LIBRARY	6.06
110 ROAD USE TAX	24,570.49
112 TRUST & AGENCY	20,282.25
125 TIF	99.37
312 DOWNTOWN EAST REDEVELOPMENT	7,512.50
319-RELOCATION OF WATER & SEWER LINES	6,170.40
500 CEMETERY PERPETUAL FUND	719.44
502 KROUTH INTEREST FUND	0.03
600 WATER FUND	59,294.99
603 WATER SINKING FUND	
610 SEWER FUND	52,873.10
740 STORM WATER UTILITY	5,333.28
<b>TOTAL</b>	<b>204,602.22</b>

DEPARTMENT	FUND	VENDOR NAME	DESCRIPTION	AMOUNT	
NON-DEPARTMENTAL	GENERAL FUND	WELLMARK	DENTAL INSURANCE	86.60	
			DENTAL INSURANCE	86.60	
			HEALTH INSURANCE	947.44	
			HEALTH INSURANCE	947.44	
			TOTAL:	2,068.08	
POLICE OPERATION	GENERAL FUND	RACOM CORPORATION	CAMERA/MIC INSTALLATION	510.00	
			WEST BRANCH REPAIRS	VEHICLE REPAIR	126.96
			QUILL CORP	EQUIPMENT/OFFICE SUPPLIES	250.79
		WEX BANK	EQUIPMENT/OFFICE SUPPLIES	141.35	
			VEHICLE FUEL	877.20	
		US BANK CORPORATE CARD	CAMP, OFFICE & PROGRAM SUP	178.19	
		BROWN'S WEST BRANCH	VEHICLE REPAIR	969.01	
		HANSEN, TRENT	COMPUTER REPAIR	330.00	
		ALLIANT ENERGY	SERVICES	229.32	
		KIESLER POLICE SUPPLY, INC	SERVICES	21.13	
			AMMUNITION	556.00	
			TOTAL:	4,189.95	
		FIRE OPERATION	GENERAL FUND	WEX BANK	VEHICLE FUEL
ALLIANT ENERGY	SERVICES				687.95
TOTAL:	810.81				
STREET LIGHTING	GENERAL FUND	LINN COUNTY R.E.C.	STREET LIGHTS	180.10	
			ALLIANT ENERGY	SERVICES	2,272.63
		SERVICES	207.53		
		TOTAL:	2,660.26		
PARK & RECREATION	GENERAL FUND	WEST BRANCH COMMUNITY SCHOOLS	GYM RENT-ADULT PICKLEBALL	150.00	
			GYM RENT - WALKING	1,010.00	
			GYM RENT - ADULT VOLLEYBAL	280.00	
		PORT 'O' JONNY INC.	SERVICE - WAPSI PARK	103.00	
		US BANK CORPORATE CARD	CAMP, OFFICE & PROGRAM SUP	159.56-	
		ALLIANT ENERGY	SERVICES	308.21	
		TOTAL:	1,691.65		
CEMETERY	GENERAL FUND	WEX BANK	VEHICLE FUEL	22.63	
			TOTAL:	22.63	
COMM & CULTURAL DEVEL	GENERAL FUND	ALLIANT ENERGY	SERVICES	63.38	
TOTAL:	63.38				
ECONOMIC DEVELOPMENT	GENERAL FUND	MUNDELL, JENNIFER	BUILDING INCENTIVE PAYMENT	789.74	
			JACOB DARBY	BUILDING INCENTIVE PAYMENT	1,099.45
		TOTAL:	1,889.19		
CLERK & TREASURER	GENERAL FUND	IOWA LEAGUE OF CITIES	MEMBERSHIP DUES	1,535.00	
			QUILL CORP	OFFICE SUPPLIES	41.65
			OFFICE SUPPLIES	1.32	
		US BANK CORPORATE CARD	CAMP, OFFICE & PROGRAM SUP	11.55	
			CAMP, OFFICE & PROGRAM SUP	16.04	
			CAMP, OFFICE & PROGRAM SUP	81.43	
		PITNEY BOWES PURCHASE POWER	REPLENISH POSTAGE	166.00	
			ALLIANT ENERGY	SERVICES	389.75
		TOTAL:	2,242.74		

DEPARTMENT	FUND	VENDOR NAME	DESCRIPTION	AMOUNT
LEGAL SERVICES	GENERAL FUND	WEST BRANCH TIMES	LEGAL PUBLICATIONS	462.49
			TOTAL:	462.49
SOLID WASTE	GENERAL FUND	SWIFT & SWIFT LLC JOHNSON COUNTY REFUSE INC.	NUISANCE ABATEMENT	2,900.00
			RECYCLE & TRASH - AUGUST 2	15,469.00
			TOTAL:	18,369.00
LOCAL CABLE ACCESS	GENERAL FUND	US BANK CORPORATE CARD ALLIANT ENERGY	CAMP, OFFICE & PROGRAM SUP SERVICES	70.39 100.00
			TOTAL:	170.39
COMMISSION	GENERAL FUND	WEST BRANCH ANIMAL CLINIC LLC	TRAP/NEUTER CAT PROGRAM	55.00
			TOTAL:	55.00
TOWN HALL	CIVIC CENTER	ALLIANT ENERGY	SERVICES	676.08
			TOTAL:	676.08
LIBRARY	LIBRARY	LENOCH & CILEK WALMART COMMUNITY/RFCSELLC DEMCO WEST BRANCH COMMUNITY SCHOOLS BAKER & TAYLOR INC.  US BANK CORPORATE CARD  PITNEY BOWES GLOBAL FINANCIAL SERVICES ALLIANT ENERGY US BANK EQUIPMENT FINANCE CSLP	REPAIR SUPPLIES	2.00
			MAINTENANCE SUPPLIES	36.87
			OFFICE SUPPLIES	89.53
			ADVERTISING	75.00
			BOOKS	179.93
			BOOKS	345.96
			BOOKS	56.53
			BOOKS	52.94
			CAMP, OFFICE & PROGRAM SUP	10.05
			CAMP, OFFICE & PROGRAM SUP	40.04
			CAMP, OFFICE & PROGRAM SUP	123.73
			LEASE PAYMENT	102.39
			SERVICES	853.83
			COPIER LEASE PAYMENT	106.25
			SUMMER READING PROGRAM	341.00
			TOTAL:	2,416.05
			NON-DEPARTMENTAL	ROAD USE TAX
DENTAL INSURANCE	8.49			
HEALTH INSURANCE	115.54			
HEALTH INSURANCE	115.54			
TOTAL:	248.06			
ROADS & STREETS	ROAD USE TAX	BARNHART'S CUSTOM SERVICES LLC WEX BANK ALLIANT ENERGY HT-LINE ELECTRIC COMPANY INC HD SUPPLY CONST AND INDUSTRIAL  TRAFFIC LOGIX	STORM CLEAN UP	12,647.50
			VEHICLE FUEL	123.82
			SERVICES	39.22
			MAINTENANCE SUPPLIES	51.86
			EQUIPMENT, SUPPLIES	2,549.00
			EQUIPMENT, SUPPLIES	68.99
			EQUIPMENT, SUPPLIES	216.50
			EQUIPMENT REPAIR	90.94
			TOTAL:	15,787.83
POLICE OPERATIONS	TRUST AND AGENCY	WELLMARK  UNUM LIFE INSURANCE COMPANY OF AMERICA	HEALTH INSURANCE	4,467.76
			DENTAL INSURANCE	243.19
			OCT BILLING ADJUSTMENTS	1,000.46
			LIFE INSURANCE	70.91
			SHORT TERM DISABILITY	88.53
			LONG TERM DISABILITY	52.47

DEPARTMENT	FUND	VENDOR NAME	DESCRIPTION	AMOUNT
			TOTAL:	<u>5,923.32</u>
FIRE OPERATION	TRUST AND AGENCY	WELLMARK	OCT BILLING ADJUSTMENTS	<u>1,636.59</u>
			TOTAL:	<u>1,636.59</u>
ROADS & STREETS	TRUST AND AGENCY	WELLMARK	HEALTH INSURANCE	600.84
			DENTAL INSURANCE	48.07
		UNUM LIFE INSURANCE COMPANY OF AMERICA	LIFE INSURANCE	15.50
			SHORT TERM DISABILITY	20.06
			LONG TERM DISABILITY	<u>12.06</u>
			TOTAL:	<u>696.53</u>
LIBRARY	TRUST AND AGENCY	WELLMARK	HEALTH INSURANCE	616.25
			DENTAL INSURANCE	28.25
		UNUM LIFE INSURANCE COMPANY OF AMERICA	LIFE INSURANCE	40.77
			SHORT TERM DISABILITY	36.11
			LONG TERM DISABILITY	<u>21.40</u>
			TOTAL:	<u>742.78</u>
PARK & RECREATION	TRUST AND AGENCY	WELLMARK	HEALTH INSURANCE	616.25
			DENTAL INSURANCE	62.23
		UNUM LIFE INSURANCE COMPANY OF AMERICA	LIFE INSURANCE	15.25
			SHORT TERM DISABILITY	14.98
			LONG TERM DISABILITY	<u>8.87</u>
			TOTAL:	<u>717.58</u>
CEMETERY	TRUST AND AGENCY	WELLMARK	HEALTH INSURANCE	570.02
			DENTAL INSURANCE	38.44
		UNUM LIFE INSURANCE COMPANY OF AMERICA	LIFE INSURANCE	14.65
			SHORT TERM DISABILITY	18.68
			LONG TERM DISABILITY	<u>11.23</u>
			TOTAL:	<u>653.02</u>
CLERK & TREASURER	TRUST AND AGENCY	WELLMARK	HEALTH INSURANCE	323.53
			DENTAL INSURANCE	29.97
		UNUM LIFE INSURANCE COMPANY OF AMERICA	LIFE INSURANCE	10.68
			SHORT TERM DISABILITY	17.89
			LONG TERM DISABILITY	11.08
			OCTOBER ADJUSTMENTS	<u>0.01</u>
			TOTAL:	<u>393.14</u>
LOCAL CABLE ACCESS	TRUST AND AGENCY	UNUM LIFE INSURANCE COMPANY OF AMERICA	LIFE INSURANCE	4.98
			SHORT TERM DISABILITY	5.31
			LONG TERM DISABILITY	<u>3.14</u>
			TOTAL:	<u>13.43</u>
INVALID DEPARTMENT	COLLEGE STREET BRI	TAYLOR CONSTRUCTION INC	TAYLOR CONSTRUCTION INC	<u>17,210.07</u>
			TOTAL:	<u>17,210.07</u>
INVALID DEPARTMENT	COLLEGE ST & 2ND S	TAYLOR CONSTRUCTION INC	TAYLOR CONSTRUCTION INC	<u>12,780.32</u>
			TOTAL:	<u>12,780.32</u>
NON-DEPARTMENTAL	WATER FUND	WELLMARK	DENTAL INSURANCE	17.83
			DENTAL INSURANCE	17.83
			HEALTH INSURANCE	242.63
			HEALTH INSURANCE	242.63

DEPARTMENT	FUND	VENDOR NAME	DESCRIPTION	AMOUNT
			TOTAL:	520.92
WATER OPERATING	WATER FUND	MUNICIPAL SUPPLY INC.	WATER METERS	3,888.00
		STATE HYGIENIC LAB	LAB ANALYSIS	26.00
		WELLMARK	HEALTH INSURANCE	1,286.41
			DENTAL INSURANCE	83.71
		HAWKINS INC	CHEMICALS	658.57
		WEX BANK	VEHICLE FUEL	123.82
		PITNEY BOWES PURCHASE POWER	REPLENISH POSTAGE	167.00
		ALLIANT ENERGY	SERVICES	3,602.18
			SERVICES	107.27
		UNUM LIFE INSURANCE COMPANY OF AMERICA	LIFE INSURANCE	28.03
			SHORT TERM DISABILITY	34.64
			LONG TERM DISABILITY	20.93
			TOTAL:	10,026.56
NON-DEPARTMENTAL	SEWER FUND	WELLMARK	DENTAL INSURANCE	14.43
			DENTAL INSURANCE	14.43
			HEALTH INSURANCE	196.41
			HEALTH INSURANCE	196.41
			TOTAL:	421.68
SEWER OPERATING	SEWER FUND	WELLMARK	HEALTH INSURANCE	1,070.71
			DENTAL INSURANCE	71.25
		QC ANALYTICAL SERVICES LLC	LAB ANALYSIS	759.00
		CEDAR COUNTY COOPERATIVE	FUEL - LIFT STATION GENERA	253.80
		WEX BANK	VEHICLE FUEL	123.86
		PITNEY BOWES PURCHASE POWER	REPLENISH POSTAGE	167.00
		ALLIANT ENERGY	SERVICES	2,567.39
		INTERSTATE POWER SYSTEMS INC	ANNUAL GENERATOR SERVICE	1,628.31
		UNUM LIFE INSURANCE COMPANY OF AMERICA	LIFE INSURANCE	24.93
			SHORT TERM DISABILITY	31.36
			LONG TERM DISABILITY	18.97
			TOTAL:	6,716.58
STORM WATER UTILITY	STORM WATER UTILIT ISWEP		DUES	530.00
			TOTAL:	530.00

DEPARTMENT	FUND	VENDOR NAME	DESCRIPTION	AMOUNT
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===== FUND TOTALS =====
001 GENERAL FUND                34,695.57
022 CIVIC CENTER                 676.08
031 LIBRARY                      2,416.05
110 ROAD USE TAX                16,035.89
112 TRUST AND AGENCY            10,776.39
310 COLLEGE STREET BRIDGE       17,210.07
318 COLLEGE ST & 2ND ST IMPRO    12,780.32
600 WATER FUND                  10,547.48
610 SEWER FUND                   7,138.26
740 STORM WATER UTILITY          530.00
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GRAND TOTAL:                    112,806.11
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TOTAL PAGES: 5

SELECTION CRITERIA

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SELECTION OPTIONS

VENDOR SET: 01-City of West Branch  
VENDOR: All  
CLASSIFICATION: All  
BANK CODE: All  
ITEM DATE: 0/00/0000 THRU 99/99/9999  
ITEM AMOUNT: 99,999,999.00CR THRU 99,999,999.00  
GL POST DATE: 9/21/2020 THRU 9/21/2020  
CHECK DATE: 0/00/0000 THRU 99/99/9999

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PAYROLL SELECTION

PAYROLL EXPENSES: NO  
EXPENSE TYPE: N/A  
CHECK DATE: 0/00/0000 THRU 99/99/9999

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PRINT OPTIONS

PRINT DATE: None  
SEQUENCE: By Department  
DESCRIPTION: Distribution  
GL ACCTS: NO  
REPORT TITLE: C O U N C I L R E P O R T  
SIGNATURE LINES: 0

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PACKET OPTIONS

INCLUDE REFUNDS: YES  
INCLUDE OPEN ITEM:NO  
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**REQUEST FOR COUNCIL CONSIDERATION**

<b>MEETING DATE:</b>	September 21, 2020
<b>AGENDA ITEM:</b>	<b>Resolution 1935</b> – A Resolution Approving the of Amount of \$ _____ to be contributed to the West Branch School District over the next three years for the Construction of a Turn Lane Required for the High School Expansion Project.
<b>CITY GOAL:</b>	Develop, maintain and rebuild safe, clean, diverse, healthy, neighborhoods, including partnering with the school district.
<b>PREPARED BY:</b>	Roger Laughlin, Mayor
<b>DATE:</b>	September 16, 2020

**BACKGROUND:**

As the High and Middle School Project continues to move forward, certain topics need to be discussed and understandings reached regarding the question of turning lanes and/or other traffic calming measures, a crosswalk; and/or connecting road way on the adjacent high school property. The intent of this discussion is to get some mutual understanding and direction as to the viability of funding options or others strategies funding the infrastructure needs of the aforementioned project.

The closest proposal to gather any support has been the proposal to have the city contribute \$50,000 annually for the next three years. If this proposal is to proceed, the staff recommends funding annual contribution with the use of Tax Increment Financing. Besides avoiding cash flow issues this approach would provide a fairer distribution of tax exposure for this project among tax payers. It is also recommended that the agreement requires the school project to expend its project contingency funds before invoicing for the city’s commitment. Since, this project is required due to engineering standards and not arbitrary city requirements the turn lane is legitimately a contingency item. Therefore the contingency should be used or committed first before contribution funds are invoiced /requested of the city.

If an amount is approved, it should be a not-to-exceed amount that requires further approval in a 28e agreement.

<b>STAFF RECOMMENDATION:</b>	Staff has no Recommendation - Seek Direction from City Council
<b>REVIEWED BY CITY ADMINISTRATOR:</b>	
<b>COUNCIL ACTION:</b>	
<b>MOTION BY:</b>	
<b>SECOND BY:</b>	

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**RESOLUTION 1935**

**A RESOLUTION APPROVING THE OF AMOUNT OF \$ \_\_\_\_\_ TO BE CONTRIBUTED TO THE WEST BRANCH SCHOOL DISTRICT OVER THE NEXT THREE YEARS FOR THE CONSTRUCTION OF A TURN LANE REQUIRED FOR THE HIGH SCHOOL EXPANSION PROJECT.**

**WHEREAS**, The High School Expansion Project is important for the School District as well as for the West Branch Community; and

**WHEREAS**, this project based on Iowa Statewide Urban Design and Specifications SUDAS, engineering traffic counts, and other tested methods, a turn lane is required to be installed as a part of the High School Expansion Project; and

**WHEREAS**, the School district had not foreseen this expense when their initial project plan was proposed to the voters; and

**WHEREAS**, in the spirit of cooperation, the city will contribute \$ \_\_\_\_\_ toward the aforementioned project; and

**WHEREAS**, it is intended that the amount submitted will come before the city council in the form of a 28e agreement for the purposes of a final agreement; and

**NOW, THEREFORE, BE IT RESOLVED**, by the City Council of the City of West Branch, Iowa, that the aforementioned amount entered \$ \_\_\_\_\_ be used in constructing a 28e agreement which will be prepared by the City Attorney and the City Administrator and that will be presented to City Council for final Approval.

\* \* \* \*

**Passed and approved this 21st day of September, 2020.**

\_\_\_\_\_  
Roger Laughlin, Mayor

ATTEST:

\_\_\_\_\_  
Redmond Jones, City Administrator/Clerk



**REQUEST FOR COUNCIL CONSIDERATION**

<b>MEETING DATE:</b>	September 21, 2020
<b>AGENDA ITEM:</b>	<b>Resolution 1936</b> – A Resolution Revising Legal Descriptions for Resolution 1740 and 1743 to clarify the boundaries of the West Branch Urban Renewal Areas.
<b>CITY GOAL:</b>	Establish a sound and sustainable government supported by professionalism, progressive thinking and modernizing the organization.
<b>PREPARED BY:</b>	Kevin Olson, City Attorney
<b>DATE:</b>	September 16, 2020

**BACKGROUND:**

House Keeping Item – Legal Descriptions needed updating.

<b>STAFF RECOMMENDATION:</b>	Approve Resolution 1936 – Move to Action
<b>REVIEWED BY CITY ADMINISTRATOR:</b>	
<b>COUNCIL ACTION:</b>	
<b>MOTION BY:</b>	
<b>SECOND BY:</b>	

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Prepared by: Kevin D. Olson, 1400 5<sup>th</sup> Street, P.O. Box 5640, Coralville, Iowa 52241 (319) 351-2277  
Return to: West Branch City Clerk, 110 N. Poplar Street, West Branch, Iowa 52358

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## **RESOLUTION 1936**

### **RESOLUTION REVISING LEGAL DESCRIPTIONS FOR RESOLUTION 1740 TO CLARIFY THE BOUNDARIES OF THE WEST BRANCH URBAN RENEWAL AREAS.**

**WHEREAS**, the City Council of the City of West Branch previously passed Resolution Nos. 1740 and 1743 regarding the legal descriptions of Urban Renewal Areas; and

**WHEREAS**, the Cedar County Auditor has identified some discrepancies in said legal descriptions; and

**WHEREAS**, in order to ensure that the City and County records are identical, the City Attorney has recommended that the City pass this Resolution to correct said discrepancies.

**NOW, THEREFORE, BE IT RESOLVED**, by the City Council of the City of West Branch, Iowa, that the following changes are made to Resolution No. 1740:

1. That the legal description in Section A is hereby deleted in its entirety and replaced with the Retracement Survey completed by Veenstra & Kimm and recorded in Book K at Page 110, Records of the Cedar County Recorder's Office.
2. That the legal description in Section D of Resolution No. 1740 (which includes some property outside the corporate limits of West Branch) is hereby amended by deleting it in its entirety and replacing is with the following:  
  
Cedars Edge Addition, as shown on the plat thereof recorded in Book 1465 at Page 65, Records of the Cedar County Recorder's Office.
3. That the legal description in Section E is hereby amended to include the actual final plat of The Meadows, Part 4A, as shown on the plat thereof recorded in Book 1492 at Page 39, Records of the Cedar County Recorder.

**BE IT FURTHER RESOLVED**, that the City Clerk is hereby directed to file this Resolution in the Office of the Cedar County Recorder.

\* \* \* \* \*

Passed and approved this 21<sup>st</sup> day of September, 2020.

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Roger Laughlin, Mayor

ATTEST:

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Redmond Jones II, City Administrator/Clerk

## **RESOLUTION 1936**

### **RESOLUTION REVISING LEGAL DESCRIPTIONS FOR RESOLUTIONS 1740 AND 1743 TO CLARIFY THE BOUNDARIES OF THE WEST BRANCH URBAN RENEWAL AREAS.**

**WHEREAS**, the City Council of the City of West Branch previously passed Resolution Nos. 1740 and 1743 regarding the legal descriptions of Urban Renewal Areas; and

**WHEREAS**, the Cedar County Auditor has identified some discrepancies in said legal descriptions; and

**WHEREAS**, in order to ensure that the City and County records are identical, the City Attorney has recommended that the City pass this Resolution to correct said discrepancies.

**NOW, THEREFORE, BE IT RESOLVED**, by the City Council of the City of West Branch, Iowa, that the following changes are made to Resolution Nos. 1740 and 1743:

1. That the legal description in Section A is hereby deleted in its entirety and replaced with the Retracement Survey completed by Veenstra & Kimm and recorded in Book K at Page 110, Records of the Cedar County Recorder's Office.

2. That the legal description in Section D of Resolution No. 1740 (which includes some property outside the corporate limits of West Branch) is hereby amended by deleting it in its entirety and replacing is with the following:

Cedars Edge Addition, as shown on the plat thereof recorded in Book 1465 at Page 65, Records of the Cedar County Recorder's Office.

3. That the legal description in Section E is hereby amended to include the actual final plat of The Meadows, Part 4A, as shown on the plat thereof recorded in Book 1492 at Page 39, Records of the Cedar County Recorder and The Meadows, 4B, whose description is as follows:

**BEGINNING AT THE NORTHWEST CORNER OF LOT 17 OF THE MEADOWS SUBDIVISION PART 4A, AN OFFICIAL PLAT NOW IN THE CITY OF WEST BRANCH, THENCE ALONG THE EAST LINE OF OUTLOT B OF SAID PART 4A N40°55'59"W, 649.23 FEET; THENCE ALONG SAID EAST LINE N22°36'59"W, 125.00 FEET; THENCE ALONG SAID EAST LINE N03°13'30"W, 115.39 FEET TO THE NORTH LINE OF SAID OUTLOT B;**

THENCE ALONG SAID NORTH LINE S86°46'30"W, 40.00 FEET TO THE WEST LINE OF SAID OUTLOT B; THENCE ALONG SAID WEST LINE S03°13'30"E, 140.00 FEET; THENCE ALONG SAID WEST LINE S01°20'05"E, 222.06 FEET; THENCE S88°41'24"W, 172.00 FEET TO THE EAST RIGHT OF WAY LINE OF CEDAR-JOHNSON ROAD; THENCE ALONG SAID EAST RIGHT OF WAY LINE N01°18'36"W, 551.67 FEET TO THE NORTH LINE OF SAID PARCEL G; THENCE ALONG SAID NORTH LINE N86°46'49"E, 758.70 FEET; THENCE S03°13'30"E, 135.10 FEET; THENCE N86°46'30"E, 19.26 FEET; THENCE S03°13'30"E, 198.71 FEET; THENCE S86°46'30"W, 13.79 FEET; THENCE S18°57'41"E, 118.97 FEET TO THE WEST LINE OF THE MEADOWS SUBDIVISION PART 2 AND OFFICIAL PLAT NOW IN THE CITY OF WEST BRANCH; THENCE ALONG SAID WEST LINE S32°15'26"E, 293.07 FEET TO THE NORTH LINE OF SAID MEADOWS SUBDIVISION PART 4A; THENCE ALONG SAID NORTH LINE S49°04'01"W, 182.01 FEET; THENCE ALONG SAID NORTH LINE S44°53'11"W, 66.18 FEET; THENCE ALONG SAID NORTH LINE S49°04'01"W, 134.00 FEET TO THE POINT OF BEGINNING. (The Meadows, Part 4B)

**BE IT FURTHER RESOLVED**, that the legal description in Resolution No. 1743 is hereby amended to include the legal descriptions listed above for The Meadows, Part 4A and the Meadows, Part 4B.

**BE IT FURTHER RESOLVED**, that the City Clerk is hereby directed to file this Resolution in the Office of the Cedar County Recorder.

\* \* \* \* \*

Passed and approved this 21<sup>st</sup> day of September, 2020.

\_\_\_\_\_  
Roger Laughlin, Mayor

ATTEST:

\_\_\_\_\_  
Redmond Jones II, City Administrator/Clerk



**REQUEST FOR COUNCIL CONSIDERATION**

<b>MEETING DATE:</b>	September 21, 2020
<b>AGENDA ITEM:</b>	<b>Discussion Item:</b> Regarding the City Council’s Direction Regarding Maintaining 5 Full-time Police Officers, or Maintaining 4 Full-time Police Officers.
<b>CITY GOAL:</b>	Develop inviting high profile visual impact projects; including gateways, establishing destination, branding and other projects that reflect tax results.
<b>PREPARED BY:</b>	Redmond Jones, City Administrator / Eric Gould, V&K
<b>DATE:</b>	September 16, 2020

**BACKGROUND:**

Based on U.S. Department of Justice, Federal Bureau of Investigation, Criminal Justice, and the Information Services Division of the Federal Government. A total of 14,633 law enforcement agencies in city and county population groups provided data on the number of full-time law enforcement employees (sworn officers and civilian personnel) on staff in 2011.

The rate of sworn officers was 2.4 per 1,000 inhabitants in the nation in 2011. The rate of full-time law enforcement employees (civilian and sworn) per 1,000 inhabitants was 3.4.

Cities with fewer than 10,000 residents reported an average of 3.5 officers per 1,000 inhabitants, the largest officer-to-individual rate among city population groups. (See [Table 71.](#))

County agencies reported an average of 2.7 officers per 1,000 inhabitants. (See [Table 71.](#))

In 2011, sworn officers accounted for 69.7 percent of all law enforcement personnel in the United States.

**This item should be discussed and consensus gained before the Police Chief recruitment process begins.**

<b>STAFF RECOMMENDATION:</b>	Seek Direction
<b>REVIEWED BY CITY ADMINISTRATOR:</b>	
<b>COUNCIL ACTION:</b>	
<b>MOTION BY:</b>	
<b>SECOND BY:</b>	

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**Table 71**

**Full-time Law Enforcement Officers**

by Region and Geographic Division by Population Group

Number and Rate per 1,000 Inhabitants, 2011

Region/geographic division	Total (11,234 cities; population 197,246,457)	Group I (75 cities, 250,000 and over; population 56,398,148)	Group II (196 cities, 100,000 to 249,999; population 29,447,050)	Group III (428 cities, 50,000 to 99,999; population 29,634,590)	Group IV (828 cities, 25,000 to 49,999; population 28,652,012)	Group V (1,834 cities, 10,000 to 24,999; population 29,005,261)	Group VI (7,873 cities, under 10,000; population 24,109,396)	2011 estimated city population 197,246,457	County <sup>2</sup> agencies; population 95,812,483	Total city and county agencies 14,633	2011 estimated total agency population 293,058,940	Suburban Areas <sup>3</sup> (7,630 agencies; population 125,240,573)
<b>TOTAL</b>	442,931	153,550	51,553	49,229	49,876	54,462	84,261	11,234	255,529	14,633	293,058,940	306,562
Average number of officers per 1,000 inhabitants	2.2	2.7	1.8	1.7	1.7	1.9	3.5		2.7			2.4
<b>NORTHEAST</b>	116,256	46,034	7,838	12,872	15,008	16,328	18,156	2,592	44,795,747			
Average number of officers per 1,000 inhabitants	2.6	4.1	2.6	1.9	1.8	1.8	2.8					
Number of officers	28,101	2,156	3,833	5,107	5,485	6,056	5,464	803	12,963,908			
Average number of officers per 1,000 inhabitants	2.2	3.5	2.6	1.9	1.8	1.8	3.0					
Number of officers	88,155	43,878	4,025	7,765	9,523	10,272	12,692	1,789	31,831,839			
Average number of officers per 1,000 inhabitants	2.8	4.1	2.7	2.0	1.9	1.7	2.7					
<b>MIDWEST</b>	94,837	29,440	7,194	10,280	12,914	15,013	19,996	3,272	44,800,021			
Average number of officers per 1,000 inhabitants	2.1	3.1	1.7	1.5	1.6	1.7	2.7					
Number of officers	68,777	23,491	4,599	7,230	10,097	10,635	12,725	2,060	31,447,185			
Average number of officers per 1,000 inhabitants	2.2	3.4	1.7	1.6	1.6	1.7	2.7					
Number of officers	26,060	5,949	2,595	3,050	2,817	4,378	7,271	1,212	13,352,836			
Average number of officers per 1,000 inhabitants	2.0	2.4	1.6	1.4	1.5	1.7	2.8					
<b>SOUTH</b>	150,062	42,222	22,616	15,510	14,943	17,949	36,822	3,960	57,830,484			
Average number of officers per 1,000 inhabitants	2.6	2.5	2.1	2.0	2.1	2.3	4.8					
Number of officers	70,637	16,280	11,797	8,679	7,143	8,510	18,228	1,700	23,920,448			
Average number of officers per 1,000 inhabitants	3.0	3.2	2.2	2.3	2.3	2.6	5.9					
Number of officers	25,743	6,085	3,485	1,602	3,252	4,000	7,319	902	9,433,738			
Average number of officers per 1,000 inhabitants	2.7	2.5	2.5	2.3	2.2	2.5	4.1					
Number of officers	53,682	19,857	7,334	5,229	4,548	5,439	11,275	1,338	24,476,298			
Average number of officers per 1,000 inhabitants	2.2	2.2	1.8	1.7	1.8	2.0	4.0					
<b>WEST</b>	81,776	35,854	13,885	10,567	7,011	5,172	9,287	1,410	49,820,205			
Average number of officers per 1,000 inhabitants	1.6	1.9	1.2	1.2	1.3	1.6	3.8					
Number of officers	28,963	11,465	4,779	3,192	2,925	1,930	4,672	631	15,834,272			
Average number of officers per 1,000 inhabitants	1.8	1.9	1.5	1.5	1.5	1.8	3.7					
Number of officers	52,813	24,389	9,106	7,375	4,086	3,242	4,615	779	33,985,933			
Average number of officers per 1,000 inhabitants	1.6	1.9	1.1	1.1	1.3	1.4	3.8					

<sup>1</sup> The designation county is a combination of both metropolitan and nonmetropolitan counties.

<sup>2</sup> Suburban areas include law enforcement agencies in cities with less than 50,000 inhabitants and county law enforcement agencies that are within a Metropolitan Statistical Area (see Data Declaration). Suburban areas exclude all metropolitan agencies associated with a principal city. The agencies associated with suburban areas also appear in other groups within this table.

**An analysis of police department staffing:  
How many officers do you really need?**

**A Review of 62 Police Agencies Analyzed by the ICMA / CPSM**

**By  
Professor James McCabe, Ph.D.  
Senior Associate  
ICMA Center for Public Safety Management**

## **International City/County Management Association (ICMA)**

The International City/County Management Association (ICMA) is a 100 year old, non-profit professional association of local government administrators and managers, with approximately 9,000 members located in 32 countries.

Since its inception in 1914, ICMA has been dedicated to assisting local governments in providing services to its citizens in an efficient and effective manner. Our work spans all of the activities of local government – parks, libraries, recreation, public works, economic development, code enforcement, Brownfield's, public safety, etc.

ICMA advances the knowledge of local government best practices across a wide range of platforms including publications, research, training, and technical assistance. Our work includes both domestic and international activities in partnership with local, state and federal governments as well as private foundations. For example, we are involved in a major library research project funded by the Bill and Linda Gates Foundation and we are providing community policing training in Panama working with the U.S. State Department. We have personnel in Afghanistan assisting with building wastewater treatment plants and have teams in Central America providing training in disaster relief working with SOUTHCOM.

### **The ICMA Center for Public Safety Management (ICMA/CPSM)**

One of four Centers within the US Programs Division of ICMA it provide support to local governments in the areas of police, fire, EMS, Emergency Management and Homeland Security. In addition to providing technical assistance in these areas we also represent local governments at the federal level and are involved in numerous projects with the Department of Justice and the Department of Homeland Security.

ICMA/CPSM is also involved in police and fire chief selection; assisting local governments in identifying these critical managers thru original research we have conducted identifying the core competencies of police and fire managers and providing assessment center resources.

Our local government technical assistance includes workload and deployment analysis, using Operations Research techniques and credentialed experts to identify workload and staffing needs as well as best practices. We have conducted approximately 190 such studies in 32 states and 91 communities ranging in size from 8,000 population Boone, IA to 800,000 population Indianapolis, IN.

### **Ph.D. Professor James McCabe, Senior Associate, ICMA Center for Public Safety Management**

James E. McCabe, Ph.D. is an Associate Professor of Criminal Justice at Sacred Heart University. He is also the Chair of the Criminal Justice Department and Director of the Graduate Program. He is a 21-year veteran of the New York City Police Department. During his NYPD career, he held numerous assignments including the Commander of the Office of Labor Relations, the Commander of the Training Bureau and Police Academy, the 110<sup>th</sup> Precinct, as well as numerous other operational and managerial assignments. His research interests include police organizational behavior, police-community interactions and how the dynamics of quality-of-life enforcement affects crime levels and community safety.

### **Contact the ICMA Center for Public Safety Management**

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# Police Allocation and Deployment

## I. Introduction

It is the middle of the afternoon on an exceptionally busy day, and your attention is broken by the sound of a police siren from a patrol car passing by. You stop for a moment and wonder “Gee, I hope everything is alright,” and then your thoughts drift to more pragmatic issues, like “I wonder what kind of call that was; what was the need for a ‘Code-3’ response?”

A minute or two passes and you decide to call the Chief. Ordinarily, you resist making this type of call, but something tells you that you need to get to the bottom of this incident. He picks up on the first ring and you ask him about the “lights-and-sirens” response, and he is not aware of any emergencies in Town, but will check and get back to you. The Chief calls a few minutes later and informs you that there was a traffic accident reported up on Main Street. It turns out no one was injured, and there was just minor damage to both vehicles.

For months (if not years), the Chief has been a strong advocate for increasing the size of the department. He has made a fairly convincing argument that the department is short-staffed and that continued operation at the current personnel headcount is jeopardizing public safety. The population of the Town is growing and it seems there are more and more sirens heard every day. But you’re just not sure. You live and work in Town, and it just doesn’t seem unsafe. You’re not getting an inordinate number of complaints from the community or the Council about public safety, and the call for more resources in the police department does not seem to be at a critical stage.... yet, you hope. The Chief, after all, is the expert and you need to rely on his judgment.

With these thoughts rattling around your head, and the wail of police sirens still fresh in your ears, you start to ask more pointed questions. “Was there really a need to respond ‘Code-3’ to a reported traffic accident?” “Do we really even need to dispatch an officer to a traffic accident?” “What other types of calls are we dispatching officers to that might not be a police emergency?” “How many officers do we have working right now?” “Are there too many officers assigned to handle too many assignments that are not police emergencies?”

The Chief’s response is quick and convincing. He reassuringly advises that “Our community expects a rapid response to calls for service. We respond to all forms of emergencies and consider traffic accidents one type of emergency.” The Chief continues, “And while I don’t know specifically how many officers are working this very moment, I can assure you that we need more of them to provide the level of service our community expects.”

You end the conversation with the Chief in order to get back to your busy day, and thank him for his prompt response and patience in handling your bothersome call. You’re not convinced,

however, that the department needs more sworn officers. In your mind, there needs to be an objective and empirical way of understanding police staffing. Although you trust the Chief's judgment, his opinion, combined with accurate data, would give you the information you need to make this important, expensive, and irrevocable decision.

Fortunately, you are not alone. City and Town Managers/Administrators around the country wrestle with this very scenario on a daily basis. How many officers does my police department really need? Communities faced with difficult budgetary decisions often look at public safety agencies for potential cut-backs. To be sure, no one wants to cut public safety resources and risk harm to the community. On the other hand, some communities are growing at a rapid pace and are finding it difficult to provide sufficient services to the growing populace. And in the middle, there are numerous communities looking to make the "right" decisions in the interest of "good government." Collectively, the decisions to be made are critical ones, and providing the "right" level of police staffing is probably the most difficult and important one a City Manager can make.

With these issues in mind, you begin to ask the harder question: Is there an objective standard for making this determination? Should my Chief be using some form of performance metrics to make the request for additional staffing in addition to his or her professional opinion? And the answer is a resounding "YES!"

The size and style of a police department and the types of services that it provides are a reflection of the character and demands of that community. The challenge is to determine the appropriate allocation and deployment of officers to meet that demand. Once the personnel are allocated properly, the next questions focus on how they are "deployed." The analysis that is necessary should attempt to build upon this discussion and answer the "how many" and "how to deploy" questions that are the essence of police operational and personnel resource decisions.

## **II. Staffing Models**

Police staffing models in the U.S. are generally determined by one of five common methods. Departments traditionally have used crime trends, a per-capita approach, minimum-manning levels, authorized/budgeted levels, and least-commonly, workload-based models to make staffing decisions.

As the police professionalized in the early 20th century, the primary goal of police operations became crime reduction. Crime levels and trends became the benchmark for police staffing. The more crime, the more police officers hired to combat this crime. On face value this approach seems appropriate, but in actuality it is an inefficient approach to staffing. When the police are ineffective at combating crime, this approach calls for adding more police. When the police are

effective at combating crime, fewer officers are needed. Therefore, using this model essentially provides incentives for poor performance and disincentives for good performance. Additionally, crime rates are influenced by many other factors than just the response by the police. In fact, many criminologists discount the role of the police entirely when it comes to crime rates in a community. So, using crime rates to staff a police department is not the recommended approach. Fortunately, this model of staffing is rarely used anymore.

Another very popular approach to staffing is one based upon predetermined minimum-manning levels. Generally determined by past practice, policy, supervisory judgment, or a combination of the three, personnel staffing is set at a certain level. Typically, this approach is also used to determine the number of officers required to work each shift. Departments establish “hard” and “soft” minimums, wherein hard minimums cannot be breached without calling other officers in to work on overtime, and soft minimums occur where supervisors can use discretion to maintain staffing below a predetermined level. However, departments often memorialize these staffing levels in collective bargaining agreements and the staffing becomes part of the labor-management context and thus difficult to modify.

Equally popular is the per-capita approach to staffing. Departments across the country look to officer-to-population ratios as an easy method to determine appropriate staffing. Although the International Association of Chiefs of Police does not recommend this method, IACP nonetheless published a directorate on just this very topic. A recent IACP “Perspectives” article presents Bureau of Justice Statistics data on local police department officer-to-population ratios. The source is a 2003 BJS study that reports the average ratio of full time officers per 1,000 residents. Departments are categorized by size of population served, ranging from 250,000 or more, to communities of 1,000 to 2,499 residents. According to the article the ratio of full-time officers per 1,000 residents ranges from 2.6 per 1,000 to 1.8 per 1,000, with an average ratio of 2.5 full-time officers per 1,000 residents. Many communities rely on this model to make staffing decisions. As easy as it is to comprehend and apply, this model is equally inefficient and unreliable.

The authorized/budgeted approach to staffing is a variant of the minimum-manning model. In this approach the city or town predetermines a specific level of staffing that fits within the budget of the community. Essentially, this is a “What can I afford?” model as opposed to one that is based on actual community needs. Again, this is a fairly common approach to police staffing, and it places the determination of personnel levels on the community’s budgeting process. It is also a fairly simple approach wherein the previous year’s budget is examined in context with the current financial situation and staffing decisions are made. The danger here is that staffing decisions can become politicized or predicated on an artificial figure. The ability of a community to pay for services in previous years, or a change in political administrations, is not necessarily a sound foundation on which to make police staffing decisions.

Lastly, and least common, are staffing decisions made on actual workload. ICMA is a strong advocate of this approach, as it relies on actual levels of demand for police services and matches that demand with the supply of police resources. Typically, this approach relies on an examination of calls for service received by a department, and these calls are modeled to understand demand and supply. This approach also has shortcomings in that it relies almost exclusively on demand through 911 calls and ignores other elements of community demands placed on a department. In order to overcome these shortcomings, and consistent with the approach used by ICMA, workload demands should be modeled and then placed in context with other operational demands facing the department. The result is a comprehensive assessment of workload through both calls for service and other sustained operational commitments placed on the department. This approach, however, requires a complex data analysis that is beyond the capacity of many police departments, but it nonetheless offers the most accurate and reliable predictor of police staffing levels.

### **III. ICMA Research on Police Staffing**

Over the past five years, the ICMA Center for Public Safety Management (CPSM) has been engaged in providing consulting services to numerous communities across the country. Since 2008, ICMA has conducted police operational and data analyses in 61 cities and towns located in 26 states in all regions of the U.S.; populations of communities studied range from 8,000 to more than 800,000. These studies have allowed communities to understand the public demands placed upon the police and undoubtedly helped the communities make difficult staffing decisions. The data collected by CPSM also provides valuable insight into police operations around the country. Albeit a sample of convenience, the data derived from these 61 studies and discussed here provide interesting insight into staffing decisions made by the communities represented.

The ICMA data analysis<sup>1</sup> relies on information captured in a department's computer-aided dispatch (CAD) system. ICMA extracts one year's worth of CAD calls for service and dispatch data in order to explore demand for police services. The analysis focuses on three main areas: workload, deployment, and response times. These three areas are related almost exclusively to patrol operations, which constitute the most significant portion of nearly any police department's personnel and financial commitment.

For the detailed workload analysis, ICMA uses two four-week sample periods. Typically, the first period is August, or summer, and the second period is February, or winter. Each and every call dispatched through 911 is identified for these two periods. The calls are isolated and a total amount of time spent handling the call is calculated. Once these calculations are made, the data is converted into tables and charts that display the demand for police services in hourly increments

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<sup>1</sup> A comprehensive discussion on workload analysis is presented in Section IV of this paper. The presentation of the information here is simply to describe some of the variables used in the ICMA research on staffing.

across the 24-hour day for both weekdays and weekends. This gives us four distinct time periods to examine

In addition to the workload, ICMA collects information about the number of officers assigned to patrol during these four time periods. Instead of using the number of officers scheduled, ICMA relies on the “actual” number of officers present and working on any given shift/day.

This collection of information provides a more accurate and thorough picture of the actual demands placed on the workforce and allows ICMA to calculate “workload” as a percentage of available resources. During times when all available resources are committed to calls for service, workload would equal 100 percent. When there are no calls for service being handled in a given hour, workload would equal 0 percent.

The product of the workload analysis is essentially four graphic figures that display the workload (demand/available staffing) encountered by the police department across the average day during the four periods (weekdays and weekends in both summer and winter). We believe strongly that workload is the critical determinant of police staffing. Ensuring the proper amount of police resources available throughout the day is the goal of staffing a police department efficiently. When the workload is low, there is a surplus of personnel, and officers are underutilized. When workload is too high, there is a shortage of personnel, and officers are overtaxed and services suffer.

The statistics created by the ICMA-CPSM approach provide valuable tools to examine police staffing decisions. In addition to these data, the ICMA approach looks at population, crime, patrol staffing, total number of calls for service, response times, total service time for calls for service, and the 90th percentile response time for calls for service to evaluate department staffing decisions. Table 1 presents all the variables collected by ICMA for the 61 communities in the sample.

**Table 1: ICMA Police Staffing Data Analysis**

Variable Descriptives	Mean	Minimum	Maximum
Population	67,745.7	5,417.0	83,3024.0
Officers per 100,000 Population	201.2	35.3	465.1
<b>Patrol Percent</b>	<b>66.1</b>	<b>32.4</b>	<b>96.8</b>
Index Crime Rate, per 100,000	3,235.1	405.0	9,418.8
VCR (Violent crime rate, per 100,000)	349.3	12.5	1,415.4
PCR (Property crime rate, per 100,000)	2,885.9	379.7	8,111.6
CFS Rate	1,004.8	2.2	6,894.2
Avg. Service Time Police CFS	17.7	8.1	47.3
Avg. Service Time Public CFS	28.7	16.0	42.9
Avg. # of Responding Units Police CFS	1.2	1.0	1.6
Avg. # of Responding Units Public CFS	1.6	1.2	2.2
<b>Total Service Time Police CFS (officer min.)</b>	<b>22.1</b>	<b>9.7</b>	<b>75.7</b>
<b>Total Service Time Public CFS (officer-min.)</b>	<b>48.0</b>	<b>23.6</b>	<b>84.0</b>
<b>Workload Percent Weekdays Winter</b>	<b>26.6</b>	<b>5.0</b>	<b>48.0</b>
<b>Workload Percent Weekends Winter</b>	<b>28.4</b>	<b>4.0</b>	<b>52.0</b>
<b>Workload Percent Weekdays Summer</b>	<b>28.7</b>	<b>6.0</b>	<b>50.0</b>
<b>Workload Percent Weekends Summer</b>	<b>31.8</b>	<b>5.0</b>	<b>53.0</b>
Average Response Time Winter	11.0	3.1	26.9
Average Response Time Summer	11.2	2.4	26.0

While Table 1 provides a list of all the variables that might be examined by ICMA, different studies call for different data, and some data are not available in every community. Population is the first variable, which ranges from more than 800,000 to under 6,000, with a mean of 67,746. The staffing figures were transformed into number of officers per 100,000 population, and while not a useful tool for staffing decisions, it is a useful conversion for analysis. Population influences many variables in this data set; therefore, it is important to control for population size by transforming variables into rates to improve the analysis. For example, the table shows the number of officers per 100,000 and the percentage of offices on patrol compared to the total number of officers in the department.

Other variables used in the analysis are the FBI’s Uniform Crime Reporting (UCR) index crime rates, and the rate of 911 calls for service (CFS) per 1,000 population. Workload and CFS processing data are key elements as well. *Service time* represents the number of minutes required to handle the average CFS, *Responding units* is the average number of police units assigned to a CFS, and *Total Service Time* is the total number of officer-minutes needed to handle a CFS (number of officers multiplied by the number of minutes). These variables are categorized separately by CFS received directly from the public (labeled “public”), and CFS initiated by the

police themselves (labeled “police”). Additionally, the workload figures discussed earlier (winter-summer, weekday-weekend) are incorporated into the analysis, as well as the average response time to CFS.

The data presented above offer extremely useful—but unfortunately rarely used—pieces of information to understand police staffing and deployment.

### **Rule of 60 Guidelines**

As a general guideline, ICMA applies a “Rule of 60” to evaluate police department staffing allocation and deployment. This Rule of 60 applies to three critical variables:

1. There should be approximately 60 percent of the total number of sworn officers in a department assigned to the patrol function. According to the table the mean patrol percentage is 66.1 percent. In other words the average department in this study assigns about two-thirds of its officers to patrol.
2. The average workload for patrol staffing should not exceed 60 percent. The mean workloads presented above for winter weekdays and weekends and summer weekdays and weekends are 26.6 percent, 28.4 percent, 28.7 percent, and 31.8 percent, respectively. This indicates that less than one-third of the available patrol resources are committed to demands from the community in the average department.

The highest reported means in the sample of communities studied does not exceed the 60 percent threshold. In other words, the busiest communities in the ICMA analysis do not dedicate more than 60 percent of their patrol resources towards workload (which includes public initiated CFS, police-initiated CFS, administrative and out-of-service time, as well as directed patrol time).

3. The Total Service Time (officer-minutes) should not exceed a factor of 60. The mean service times presented above are 22.1 officer-minutes for a police initiated CFS, and 48.0 officer-minutes for a CFS received from the public through 911.

Collectively, these three “Rule of 60” calculations represent much more comprehensive and robust variables to use in making police staffing allocation and deployment decisions. These variables are the foundation of ICMA’s assessment of an agency’s staffing decisions and the starting point for evaluating the staffing model used by a particular organization. These items permit the exploration of the questions “Are there enough officers?” “Are they assigned in the right units?” “Are we responding to the demand from the community in an appropriate fashion?”

## Key Variables in Making Staffing Decisions

Armed with all the information developed in a typical study, a further examination of staffing is possible. With these data in mind, which variable, if any of them, are influential to a department in making staffing decisions? Table-2 presents the correlation coefficients that compare the number of officers per 100,000 in a police department with all of the variables included in Table 1.

**Table 2: Correlation Analysis – Officers per 100,000 Population**

	Officers per 100,000
Officers per 100,000 Population	1
Patrol Percent	0.049
Index Crime Rate	0.144
VCR	0.141
PCR	0.14
CFS Rate	.638**
Avg. Service Time Police CFS	-.279*
Avg. Service Time Public CFS	-.635**
Avg. # of Responding Units Police CFS	-0.155
Avg. # of Responding Units Public CFS	-0.008
Total Service Time Police CFS	-0.25
Total Service Time Public CFS	-.514**
Workload Percent Weekdays Winter	-0.255
Workload Percent Weekends Winter	-0.278
Workload Percent Weekdays Summer	-.316*
Workload Percent Weekends Summer	-.337*
Response Time Winter	-.630**
Response Time Summer	-.639**

\*Significant at the  $p < 0.05$  level

\*\*Significant at the  $p < 0.01$  level

As can be seen in Table 2, there are six variables from the initial analysis that are significantly correlated with the number of officers per 100,000 population in a department.

The CFS rate, or the number of calls through 911, is very strongly correlated with department staffing. With an  $r=0.638$ , police staffing is significantly correlated with 911 CFS rate. In other words, the more 911 calls in a community, the larger the police department. The other significantly correlated measures show an inverse relationship with overall staffing rate. Average service time for both police and public CFS is inversely correlated with staffing levels, which means as officer staffing increases, total service time decreases. This makes sense because the more officers a department has on staff the faster they will be able to handle CFS. Similarly,

summer workload and response time are also inversely correlated. The more officers a department has, the lower the workload in the summer, and the lower the response time the department will experience. Again, this finding is intuitively obvious. Workload (work/staffing) will decrease with a greater number of officers and more officers will be available to respond to CFS faster. Interestingly, however, is that winter workload and crime rate do not factor into staffing decisions.

In common-sense terms, these statistics indicate two important factors associate with police staffing decisions. The departments in the ICMA analyses increase staffing to meet 911 CFS volume. The more CFS a community accepts (controlling for population), the larger its police department will be. Also, it appears that departments make staffing decisions to accommodate peak workload demands.

ICMA selects weekends in the summer to understand peak CFS volume contrasted with the lowest available staffing. It is no secret that officers look to take days off during the summer, and particularly weekends in the summer, and this is usually when departments face staffing shortages. This analysis supports the conclusions that departments make staffing decisions with this in mind. According to these statistics, the number of officers in a department is predicted by weekend summer demand: the more officers, the lower the demand. Clearly, this must be considered one of the most important variables that factor into department staffing decisions.

There are many shortcomings with this analysis, and caution must be exercised interpreting these results too aggressively. However, there is ample information here to provide police executives and researchers to pause and think about the factors associated with police staffing decisions. It does appear, albeit from this limited sample, that crime is not a factor, response time is not a factor, and service demands are not a factor, but CFS rate and peak-demand staffing are factors. This finding presents a very important point for discussion for police chiefs and City/Town Managers about exactly what are they paying for when it comes to staffing a police department. CFS and summer vacations are manageable. Perhaps when it comes to increasing or decreasing the size of a police department, the managers responsible for these decisions should look first at the quantity and quality of CFS actually being handled by the department, as well as how the officers are allocated and deployed in order to meet peak service demands.

## **IV. The Preferred Approach to Determining Police Staffing**

Our discussion will now focus on a sample demand analysis conducted by the ICMA-CPSM. This is not a hypothetical example, but an actual case study in which the data from the department's CAD system were extracted to conduct the analysis. We'll call the department the "Victory" Police Department; the VPD is representative of many police departments in the U.S. and is perhaps the most representative department from the 61 departments that we have studied.

### **Patrol Staffing and Deployment**

Uniformed patrol is considered the backbone of policing. Bureau of Justice Statistics indicate that more than 95 percent of U. S. police departments roughly equal in size to the VPD provide uniformed patrol. Officers assigned to this important function are the most visible members of the department and command the largest share of departmental resources. Proper allocation of these resources is critical to having officers readily available to respond to calls for service and to provide law enforcement services to the public.

Understanding actual workload requires reviewing total reported events within the context of how the events originated, such as through directed patrol, administrative tasks, officer-initiated activities, and citizen-initiated activities. Performing this analysis allows the activities that are really "calls" to be differentiated from other types of activities. Understanding the difference between the various types of events and the resulting staffing implications are critical to determining deployment needs. In our sample department, we'll look at the total deployed hours of the police department with a comparison to the time being spent to currently provide services.

From an organizational standpoint, it is important to have uniformed patrol resources available at all times of the day to deal with issues such as proactive enforcement and community policing. Patrol is generally the most visible and most available resource in policing and the ability to harness this resource is critical for successful operations.

From an officer's standpoint, once a certain level of CFS activity is reached the officer's focus shifts to a CFS-based reactionary mode. Once a threshold, or saturation point, is reached, the patrol officer's mindset begins to shift from a proactive approach in which he or she looks for ways to deal with crime and quality-of-life conditions in the community to a mindset in which he or she continually prepares for the next CFS. After saturation, officers cease proactive policing and engage in a reactionary style of policing. Uncommitted time is spent waiting for the next call. The saturation threshold for patrol officers is believed to be 60 percent.

Earlier, we discussed the "Rule of 60," which can be applied to evaluate patrol staffing. The first part of the Rule of 60 maintains that 60 percent of the sworn officers in a department should be dedicated to the patrol function, and the second part maintains that no more than 60 percent of patrol time should be "saturated" by workload demands from the community.

### Rule of 60 – Part 1

The first part of the Rule of 60 is an assessment of the ratio of personnel between patrol and total sworn staffing. ICMA recommends that approximately 60 percent of all sworn officers should be assigned to patrol in a CFS response function. This benchmark will be different for different communities and will likely increase as the department (and community) gets larger. In general, however, this is a useful benchmark to evaluate the personnel allocation in the department. Departments with patrol allocations much greater than 60 percent might indicate an over-investment in patrol (or under-investment in other areas of the organization).

### Rule of 60 – Part 2

The second part of the Rule of 60 examines workload and discretionary time and suggests that no more than 60 percent of patrol time should be committed to calls for service. In other words, ICMA suggests that no more than 60 percent of available patrol officer time be spent responding to the service demands of the community. The remaining 40 percent of the time is discretionary time for officers to be available to address community problems and be available for serious emergencies. This Rule of 60 for patrol deployment does not mean the remaining 40 percent of time is downtime or break time. It is simply a reflection of the point at which patrol officer time is saturated by CFS.

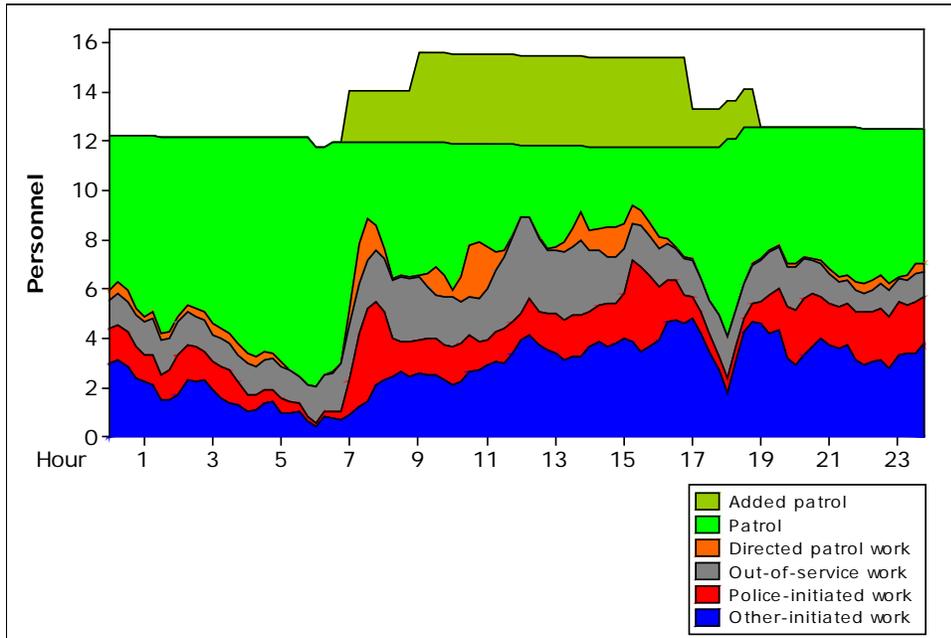
This ratio of dedicated time compared to discretionary time is referred to as the saturation index (SI). It is ICMA's contention that patrol staffing is optimally deployed when the SI is slightly less than 60 percent. An SI greater than 60 percent indicates that the patrol manpower is largely reactive, and overburdened with CFS and workload demands. An SI of somewhat less than 60 percent indicates that patrol manpower is optimally staffed. SI levels much lower than 60 percent, however, indicate patrol resources that are underutilized and signal an opportunity for a reduction in patrol resources or reallocation of police personnel.

Departments must be cautious in interpreting the SI too narrowly. For example, one should not conclude that SI can never exceed 60 percent at any time during the day, or that in any given hour no more than 60 percent of any officer's time be committed to CFS. The SI at 60 percent is intended to be a benchmark to evaluate service demands on patrol staffing. If SI levels are near or exceed 60 percent for substantial periods of a given shift, or at isolated and specific times during the day, decisions should be made to reallocate or realign personnel to reduce the SI to levels below 60. Lastly, this is not a hard-and-fast rule, but a benchmark to be used in evaluating staffing decisions.

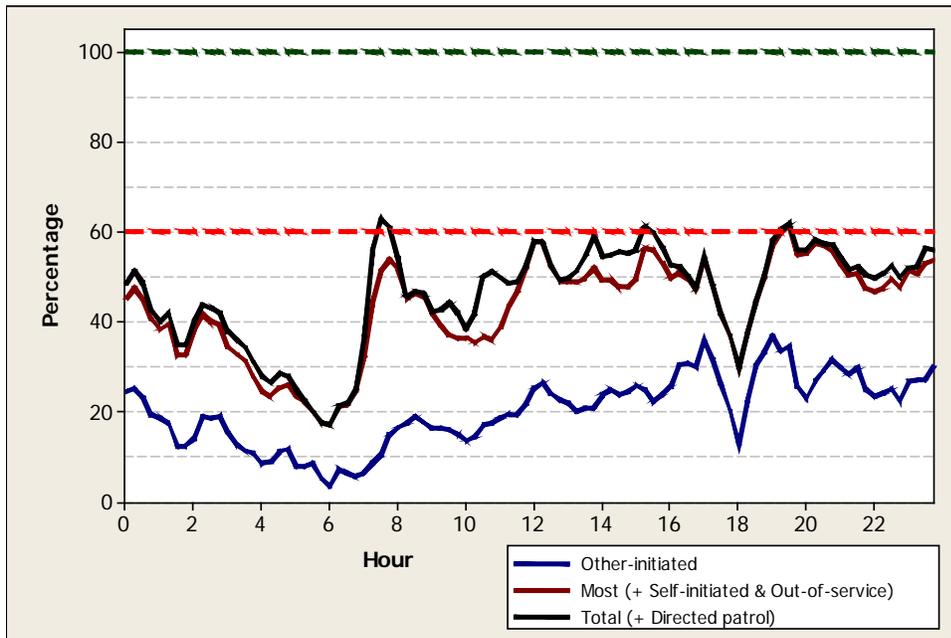
As noted earlier, a typical ICMA workload analysis involves the examination of weekdays and weekends (1800 Friday to 1800 Sunday) in the months of February and August. These

periods are representative of times of low and high demand. Figures 1 and 2 present the patrol workload demands and SI for weekdays in February 2012 for the Victory Police Department.

**Figure 1: VPD Deployment and Main Workload, Weekdays, February 2012**



**FIGURE 2: VPD Workload Percentage by Hour, Weekdays, February 2012**



**Workload vs. Deployment: Weekdays, February 2012**

Average workload:	6.3 officers per hour
Average % deployed (SI):	46 percent
Peak SI:	63 percent
Peak SI time:	7:30 p.m.

As these figures indicate, the SI in the VPD exceeds the 60 percent threshold several times during the day. The SI ranges from a low of approximately 18 percent at 6:00 a.m. to a high of 61 percent at 7:30 p.m., with a daily average of 43 percent.

Figures 1 and 2 indicate that patrol resources in the VPD during winter weekdays are under stress. From about 7:00 a.m. until after midnight, the patrol saturation index hovers just below the 60 percent threshold. This demonstrates that patrol resources in Victory are largely reactive. While there is a large body of traffic enforcement taking place, the overall saturation of patrol resources is very close to unacceptable levels. The 60 percent threshold is considered the point at which discretionary patrol time changes from potentially productive time that can be directed at community conditions, to unproductive time where patrol units wait for the next CFS to be dispatched. Essentially, for the bulk of the day in Victory, patrol resources operate very close to this “unproductive” threshold, and measures should be taken to support patrol staffing.

Reaching this level during any period under observation also has the adverse impact of tainting all other periods under observation. In other words, once officers experience high, and sustained, levels of patrol saturation, they are likely to conclude that patrol saturation is high always, or that they always need to be prepared to respond to high CFS demands. This effectively ends proactive police response. In the context of high violent and property crime rates in the community, this is a situation that needs to be reexamined. Victory’s best defense against high crime is an active and productive patrol force. The data from Figures 1 and 2 indicate that the VPD patrol staffing is almost entirely reactive and not positioned well to respond to crime occurrences in the community. Additional resources committed to patrol, in conjunction with focused and directed patrol aimed at crime, disorder, and quality-of-life issues, would be strongly recommended.

In our studies, this process is repeated for the other three time periods (winter weekends, summer weekdays and weekends) in order to fully explore workload, manpower, and the saturation index. The goal for a police department is to keep the saturation index below the 60 percent threshold, which we believe is the optimal deployment for patrol staffing.

Looking at the comparisons of the green, red, and black lines in the SI figures, and comparing workload to available staffing, the data indicate that more officers are required to properly staff the patrol function in Victory.

### **Workload and Staffing Example**

Drawing on the information from the data analysis it is possible to construct a patrol work schedule in Victory that meets the demand for police services. Table 3 shows the peak demand for police services in terms of total workload during weekends and weekdays in February and

August. These peak workload demands are listed in the left portion of the table and are presented for each hour of the day. For example, at midnight during the week in February, total workload demand for police service in the VPD was 4.17 police-hours. In other words, through citizen-initiated CFS, self-initiated activities by VPD officers, and out-of-service requirements, 4.17 hours of time were expended at that hour.

Inspection of the table indicates that demand for services, or total workload, decreases as the night progresses and hits a low point around 6:00 a.m. The workload then increases throughout the day. The second through fifth columns of the table represent workload demands for weekdays and weekends in February and weekdays and weekends in August, respectively. Workload patterns are slightly different on weekends in August, but the general peak load pattern appears in each column.

To staff appropriately, ICMA recommends that the peak workload at each individual hour during the day be considered. The column in Table 3 labeled "Peak Workload," represents the highest workload observed during that hour in any one of the four periods (weekends/weekdays in February/August). For example, looking at the 12:00 a.m. hour, the peak workload was 7.52 police-hours in weekends in August. The "Peak Workload" column, therefore, is constructed by selecting the highest workload figure from any of the four 24-hour time periods in the table.

**Table 3: Patrol Division: Peak Workload Staffing**

Time	Workload				Peak Work-Load	Required Staffing	
	February		August			60% SI	Staffing
	Weekday	Weekend	Weekday	Weekend			
12 AM	4.17	5.43	5.81	7.52	7.52	12.5	17
1 AM	3.94	4.33	4.60	7.12	7.12	11.9	16
2 AM	3.88	4.94	5.12	7.57	7.57	12.6	17
3 AM	3.24	3.88	4.21	5.67	5.67	9.5	13
4 AM	2.27	4.12	3.35	4.71	4.71	7.9	11
5 AM	1.99	2.76	2.56	4.82	4.82	8.0	11
6 AM	1.75	2.27	2.51	3.94	3.94	6.6	9
7 AM	3.79	2.49	7.59	4.03	7.59	12.7	17
8 AM	4.23	2.59	6.75	5.24	6.75	11.3	15
9 AM	4.34	2.57	6.65	6.29	6.65	11.1	15
10 AM	5.15	2.95	7.03	6.67	7.03	11.7	16
11 AM	4.86	3.58	7.75	7.10	7.75	12.9	18
12 PM	5.01	4.00	8.38	5.71	8.38	14.0	19
1 PM	5.46	3.93	8.28	6.50	8.28	13.8	19
2 PM	4.64	3.83	8.45	5.81	8.45	14.1	19
3 PM	4.75	3.75	8.97	5.79	8.97	15.0	20
4 PM	4.53	3.26	7.78	6.11	7.78	13.0	18
5 PM	4.42	3.12	6.02	5.45	6.02	10.0	14
6 PM	3.69	2.88	5.61	5.02	5.61	9.4	13
7 PM	4.69	3.74	7.40	6.43	7.40	12.3	17
8 PM	4.81	4.01	7.17	5.43	7.17	11.9	16
9 PM	5.06	4.72	6.52	6.07	6.52	10.9	15
10 PM	4.50	4.88	6.32	6.54	6.54	10.9	15
11 PM	5.01	4.83	6.76	6.59	6.76	11.3	15

The column labeled “60% SI” represents the number of police officers required to maintain staffing levels at the 60 percent saturation index for that given hour, based on the peak workload. Thus, with 7.52 hours of workload during the 12:00 a.m. hour, 12.5 police officers are required to meet that workload while maintaining the 60 percent saturation threshold ( $7.52/.60 = 12.5$ ). The same calculation is made for each hour of the 24-hour period and the result is the number of police officers that are required to be available to meet peak workload and maintain the 60 percent saturation threshold.

We then have to go one step further. Staffing patrol coverage is a challenging task. In order to have a certain number of officers available during any given hour, additional officers must be assigned. Training, sick time, court, vacations, and a myriad of other responsibilities take

personnel away from their primary patrol assignments. On a typical shift it is common that 25 percent of the officers assigned will be unavailable for patrol because of another competing responsibility.<sup>2</sup> Therefore, in order to ensure that 12.5 officers are available to meet peak workload demands and adhere to the 60 percent saturation index threshold, a staffing adjustment must be made so as to assign additional officers to work with the expectation that a certain complement will be unavailable because of other demands. The right-most column in Table 3 presents the number of officers that need to be assigned in order to meet appropriate levels of workload in Victory. At 12:00 a.m., in order to meet the peak workload demand of 7.52 officer-hours, the 60 percent threshold dictates that 12.5 officers need to be working. This means that 17 officers need to be scheduled for that time ( $12.5/.75 = 17$ , rounding up to the nearest whole number).

Inspection of the next row of Table 3 shows the workload and required staffing for the 1:00 a.m. hour. In this case the peak workload is 7.12 police-hours, and 16 officers must be scheduled to work in order for 11.9 of them to be available to meet that peak workload within the 60 percent threshold. Using the same calculation for each hour of the day results in a 24-hour staffing distribution. As shown in the table, required hourly staffing for peak workload ranges from a high of 20 officers at to a low of 9 officers. The table also shows that the staffing requirement is not uniform; it fluctuates throughout the day. During our study, patrol officers reported anecdotally of being very busy handling calls and managing the workload. Examination on Table 3 illustrates that peak staffing that is needed almost always is greater than the staffing levels currently deployed in the VPD. The ordinary staffing levels of 10 to 12 officers on each platoon explains why officers report being very busy, as the VPD's current staffing plan is inadequate to meet peak demand staffing.

The challenge of managing patrol operations is to ensure that sufficient resources are available to meet demand through appropriate staffing and scheduling. The VPD employs two 12-hour shifts with essentially fixed personnel assignments. The fixed nature of the staffing, combined with the variable nature of workload demands, will naturally create periods of personnel surplus and shortage throughout the day. The goal is to minimize these surpluses and shortages and create a work schedule that reduces the variance between demand and supply.

In an ideal world, the VPD would be able to carve out the right number of people working at the precise hour to meet both supply and demand. Unfortunately, the rigid nature of the deployment schedule makes this impossible. Thus, the perfect state can only be approximated by creating the "best fit" of patrol staffing and workload demand. The best fit occurs when the variation between workload demand and police officer supply is the lowest. This best fit is

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<sup>2</sup> The Police Executive Research Forum recognizes 75 percent as the appropriate factor for determining patrol availability staffing.

created by modeling or manipulating various combinations of officers and 12-hour blocks to reduce the variance between supply and demand to its lowest possible level.

Table 4 shows the culmination of these factors working together. The far-left column, labeled “Time,” is the hour of the day. The “Needed” columns represent the number of police officers needed in that given hour as defined in Table 3. The “Sample Schedule” column represents the optimal shift and personnel combination based upon the shift/demand modeling. The figures in the “Current” column show the current staffing on patrol in the VPD. Finally, the numbers in the “Deviation” columns represent the difference between the number of officers needed and the number of officers required. Where the deviation is negative, there are fewer officers assigned than needed to meet the 60 percent threshold; where the number is positive there are more officers assigned than required.

**Table 4: Staffing Deviation**

Time	Needed	Sample Schedule	Deviation	Needed	Current	Deviation
12 AM	17	15	-2	17	12	-5
1 AM	16	15	-1	16	12	-4
2 AM	17	15	-2	17	12	-5
3 AM	13	15	2	13	12	-1
4 AM	11	15	4	11	12	1
5 AM	11	15	4	11	12	1
6 AM	9	18	9	9	12	3
7 AM	17	18	1	17	12	-5
8 AM	15	18	3	15	12	-3
9 AM	15	18	3	15	12	-3
10 AM	16	18	2	16	12	-4
11 AM	18	18	0	18	12	-6
12 PM	19	18	-1	19	12	-7
1 PM	19	18	-1	19	12	-7
2 PM	19	18	-1	19	12	-7
3 PM	20	18	-2	20	12	-8
4 PM	18	18	0	18	12	-6
5 PM	14	18	4	14	12	-2
6 PM	13	15	2	13	12	-1
7 PM	17	15	-2	17	12	-5
8 PM	16	15	-1	16	12	-4
9 PM	15	15	0	15	12	-3
10 PM	15	15	0	15	12	-3
11 PM	15	15	0	15	12	-3
<b>Total Deviation</b>			<b>21</b>			<b>-87</b>
<b>Variance</b>			<b>7.1</b>			<b>7.7</b>

In a perfect system, the deviations would all be zeros, and demand would be met perfectly by appropriate staffing. Since this is impossible to achieve, best fit is the desired state. Adding up the deviations over the 24-hour day results in the surplus/deficit of staff on patrol. The term “variance” is simply a calculation that portrays the amount of variability in the deviation between demand and supply, or workload and staffing. The best fit seeks to minimize the variability to the greatest extent possible. Large differences between workload and available staff would indicate a poor fit and this would be captured by the level of variance.

Taking all these factors together permits a comparison of the current staffing with the proposed staffing of 33 officers assigned to two 12-hour shifts. The total number of deviations

(difference between demand and available staff) is -87, or -3.3 per hour. This indicates that over the course of the 24-hour period there are 87 officer/hours too few to meet peak demand within the 60 percent threshold. Similarly, the variance in the proposed model is lower than the current staffing model (7.1 compared to 7.7). This indicates that the proposed two 12-hour shift plan meets the workload demands better than the current staffing model because the variability between the workload and the staffing is lower.

#### Revisiting the Rule of 60

Based upon the above discussion it is necessary to revisit Rule of 60 to demonstrate the impact this staffing model will have on workload, and to determine the foundation for staffing the department.

Table 5 illustrates the analysis in reverse. Based upon a proposed the 66-officer, 15/18 shift distribution, with 6:00 a.m./6:00 p.m. start and end times, and the observed peak workload demands, we can calculate the expected saturation index. The column labeled “Assigned” represents the 15/18 shift assignments. With the assumption that only 75 percent of the officers assigned will be available for patrol (25 percent absent due to court, sick, training, vacation, etc.) the column “Assigned” is reduced by 25 percent to reach the “On-Duty” column, which provides an estimate of the number of officers who will actually be assigned to patrol. The peak demand is taken from Table 3; the far-right column is the saturation index based upon the peak demand data combined with the proposed staffing and schedule.

According to this analysis, the average peak saturation would be approximately 50.2 percent. During the 24-hour day, the 60 percent threshold is breached during four of the hourly periods. Furthermore, considering that these values represent peak demand, this appears to be an appropriate deployment plan to meet workload demands in Victory.

**Table 5: Projected Saturation Index at Peak Demand with 15/18 Shift Staffing**

Time	Assigned	On-Duty	Peak	SI
12 AM	15	12	7.52	62.7
1 AM	15	12	7.12	59.3
2 AM	15	12	7.57	63.1
3 AM	15	12	5.67	47.3
4 AM	15	12	4.71	39.3
5 AM	15	12	4.82	40.2
6 AM	18	14	3.94	28.1
7 AM	18	14	7.59	54.2
8 AM	18	14	6.75	48.2
9 AM	18	14	6.65	47.5
10 AM	18	14	7.03	50.2
11 AM	18	14	7.75	55.4
12 PM	18	14	8.38	59.9
1 PM	18	14	8.28	59.2
2 PM	18	14	8.45	60.3
3 PM	18	14	8.97	64.1
4 PM	18	14	7.78	55.6
5 PM	18	14	6.02	43.0
6 PM	15	15	5.61	37.4
7 PM	15	15	7.40	49.3
8 PM	15	15	7.17	47.8
9 PM	15	15	6.52	43.5
10 PM	15	15	6.54	43.6
11 PM	15	15	6.76	45.1
			Average	50.2

No schedule is perfect, and the sample schedule provided is no exception. Pulling all of these factors together, it is possible to reconfigure the patrol staffing for the patrol division. In this example, the patrol division in the VPD would be staffed with one captain, four lieutenants, eight sergeants, and sixty-six police officers (Table 6).

**Table 6: Recommended VPD Patrol Division Staffing**

Captain	Shift	Squad	Lieutenant	Sergeant	Patrol Officer
	Operations	NA	1		
	0600x1800	A	1	2	18
	0600x1800	B	1	2	18
	1800x0600	A	1	2	15
	1800x0600	B	1	2	15
1			5	8	66

This staffing example increases the number of officers assigned to patrol from 46 to 66, and maintains the same level of supervision. Additionally, this sample schedule adheres to steady shifts (without rotating day and night) with 18 officers on the day shift and 15 officers on the night shift. While the VPD had an interest in rotating officers from day shift to night shift, we strongly recommended that the three-set rotation be abandoned to one of greater duration. Departments of similar size with similar shift alignments rotate schedules at an annual or semiannual basis. We urged the VPD to consider a greater length of time between shift rotations to minimize the adverse impact such rotations have on officers.

The second part of the Rule of 60 suggests that 60 percent of the department should be in patrol operations. With one captain, four lieutenants, eight sergeants, and sixty-six police officers, the patrol division in the VPD would be staffed with 79 sworn officers. According to the Rule of 60, this should represent 60 percent of all sworn personnel in the department. Under these conditions, therefore, the appropriate staffing levels for sworn personnel in the VPD should be approximately 132 officers ( $79/.60=132$ ).

The end result of this analysis is that the VPD Patrol Division could be staffed with a minimum of 66 officers assigned to four 12-hour shifts under the model proposed. This would provide a better fit of coverage to meet service demands. Also, the proposed schedule calls for one lieutenant and two sergeants to supervise each platoon, which is consistent with the current model.

## **V. Conclusion**

Communities need to consider many important issues when determining appropriate police staffing levels. The data presented here are rarely used in contemporary police management, but are far better than the staffing allocation and deployment approaches currently in use. City, town, and department officials need to use reliable data to make these important staffing decisions. Relying on antiquated and unreliable methods to make one of the most financially important and critical decisions with respect to the quality of life and safety of a community is ill-advised.

Looking at other approaches is a good start. However, police departments must embrace the use of more sophisticated data analysis and must identify benchmarks to evaluate staffing decisions. The argument made here is that at least three benchmarks could be identified easily and then be used to evaluate staffing allocation and deployment. How many officers are assigned to patrol? What is the workload level of those officers on patrol? How much time is expended handling a CFS? Looking at these three measures will shed important light on how many officers a community needs and whether or not they are being deployed efficiently.



**REQUEST FOR COUNCIL CONSIDERATION**

<b>MEETING DATE:</b>	September 21, 2020
<b>AGENDA ITEM:</b>	<b>Resolution 1937</b> – A Resolution Reaffirming the Amendment, Restatement and Continuance of the Existing Brownfields Coalition Memorandum of Agreement for the East Central Intergovernmental Association Region.
<b>CITY GOAL:</b>	Develop inviting high profile visual impact projects; including gateways, establishing destination, branding and other projects that reflect tax results.
<b>PREPARED BY:</b>	Redmond Jones, City Administrator
<b>DATE:</b>	September 16, 2020

**BACKGROUND:**

The City of West Branch has been a member of the East Central Intergovernmental Association Brownfields Coalition is writing this letter in support of the East Central Intergovernmental Association (ECIA), a regional council of governments applying for and administering an U.S. Environmental Protection Agency Brownfields Revolving Loan Fund Grant.

The attached amendment, restatement and continuance of the existing memorandum of agreement for the ECIA region simply reaffirms the city’s commitment, roles, and responsibility ECIA’s Brownfield Coalition.

See:

- Old Agreement and Support Letter.
- MOU to be signed and accompanying resolution.

<b>STAFF RECOMMENDATION:</b>	Approve Resolution 1937 – Move to Action
<b>REVIEWED BY CITY ADMINISTRATOR:</b>	
<b>COUNCIL ACTION:</b>	
<b>MOTION BY:</b>	
<b>SECOND BY:</b>	

*"Turning Vision into Reality is our Business"*

*Old Agreement and Support Letter*

**BROWNFIELDS COALITION**  
**MEMORANDUM OF AGREEMENT**  
**FOR THE EAST CENTRAL INTERGOVERNMENTAL ASSOCIATION REGION**

This Memorandum of Agreement documents the roles and responsibilities of the various parties involved in the ECIA's Brownfields Coalition.

1. EPA has awarded the East Central Intergovernmental Association (ECIA) a brownfields' coalition assessment grant that runs from October 1, 2016 through September 30, 2019 and a brownfields revolving loan fund that runs from October 1, 2018 through September 30, 2021. ECIA is responsible to EPA for management of the cooperative agreements and compliance with the statutes, regulations, and terms and conditions of the award, and ensuring that all members of the coalition are in compliance with the terms and conditions.
2. It is the responsibility of ECIA to provide timely information to the Coalition Members regarding the management of the cooperative agreements and any changes that may be made to the cooperative agreement over the period of performances.
3. A listing of all the coalition members have been attached to this document.
4. Activities funded through the brownfields assessment cooperative agreement may include inventory preparation, site selection criteria development, assessments, planning (including cleanup planning) relating to brownfield sites, and outreach materials and implementation, and other eligible activities. ECIA has retained Impact7g under 40 CFR 30.36 to undertake various activities funded through this cooperative agreement.
5. ECIA will procure the consultant(s) for the Brownfields Revolving Loan Fund program, as it did for the Brownfields Coalition Assessment Grant, in compliance with 40 CFR 31.36 requirements. ECIA will issue the Request for Proposals/Request for Qualifications and will be the entity responsible for the receipt of the submitted proposals and selection and award of contracts. ECIA will ask for representation from each of ECIA's five counties to serve on a consultant selection committee to assist in the selections of consultants and contractors and negotiating terms of agreements.
6. ECIA, in consultation with the Coalition Members, has worked to develop a site selection process based on agreed upon factors for the Brownfields Coalition Assessment Grant and will ensure that a minimum of 15 sites are assessed over the life of the Brownfields Coalition Assessment Grant cooperative agreement. Selected sites will be submitted to EPA for prior approval to ensure eligibility.
7. ECIA, in consultation with the Coalition Members, will use a modified site selection process that meets the requirements of the Brownfields Revolving Loan Program and will ensure that a minimum of 2 loans and 1 subgrant are made over the life the Brownfields Revolving Loan Program cooperative agreement. Selected sites will be submitted to EPA for prior approval to ensure eligibility.

8. Upon designation of the specific sites, it will be the responsibility of ECIA to work with the coalition member in whose geographic area the site is located to finalize the scope of work for the consultant and/or contractor for both the Brownfields Coalition Assessment Grant and/or the Brownfields Revolving Loan Program. It will be the responsibility of the Coalition Member, where the site is located to obtain all required permits, easements, and/or access agreements as may be necessary to undertake the assessment at the selected site. The Coalition Member will help the redeveloper in obtaining all required permits, easements, etc. needed for the Revolving Loan Program site-cleanup. If this Coalition Member does not have the capacity to perform these activities ECIA may assist in securing the necessary site access agreement and permits.
9. ECIA is responsible for ensuring that other activities as negotiated in the Brownfields Coalition Assessment Grant workplan and/or the Brownfields Revolving Loan Program workplan, such as community outreach and involvement, are implemented in accordance with a schedule agreed upon by ECIA and the coalition, and the coalition member in whose geographic area the site to be assessed or assisted is located.
10. While a member of the ECIA Brownfields Coalition, members will not apply for EPA Brownfields Assessment or Revolving Loan Fund grants outside the coalition.



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Office of the Mayor

October 31, 2017

U.S. Environmental Protection Agency  
Brownfields Revolving Loan Fund Grant

To Whom It May Concern:

The City of West Branch, as a member of the East Central Intergovernmental Association Brownfields Coalition is writing this letter in support of the East Central Intergovernmental Association (ECIA), a regional council of governments applying for and administering an U.S. Environmental Protection Agency Brownfields Revolving Loan Fund Grant.

While addressing area brownfields as a coalition is a relatively new initiative for the region, it has become a valuable cause in addressing brownfield sites throughout ECIA's five county region. These funds will provide the region with necessary funding to continue this initiative. These clean-up funds are essential to begin the second phase of the initiative (clean-up) and address sites that were identified through the assessment process. Brownfields sites will vary just like each of the cities that are part of the coalition vary. Funds will be used to address large industrial sites abandoned over the years to vacant schools in the heart of small towns. The redevelopment plans of these sites will vary too, from large commercial developments, housing developments, to recreational areas. However, redevelopment of a site is critical to the community it is located in and could be the catalyst that starts great things in our region.

As a City within the ECIA region and a member of the East Central Intergovernmental Association Brownfields Coalition, please support the brownfields revolving loan fund grant being submitted by ECIA on behalf of the coalition.

Sincerely,

A handwritten signature in blue ink that reads "Roger Laughlin". The signature is written in a cursive, flowing style.

Roger Laughlin  
Mayor

*Amended MOU*

**BROWNFIELDS COALITION**

**AMENDMENT, RESTATEMENT AND CONTINUANCE OF EXISTING MEMORANDUM OF AGREEMENT  
FOR THE EAST CENTRAL INTERGOVERNMENTAL ASSOCIATION REGION**

This Memorandum of Agreement remains in full force and effect and is an amendment, restatement and continuance of the prior memorandum of agreement executed by the coalition member with only the terms being modified, amended and restated as indicated in this memorandum of agreement.

This Memorandum of Agreement documents the roles and responsibilities of the various parties involved in the ECIA's Brownfields Coalition.

1. EPA has awarded the East Central Intergovernmental Association (ECIA) a Brownfields Coalition Assessment Grant that runs from October 1, 2016 through September 30, 2019 extended to March 31, 2020 and a Brownfields Revolving Loan Fund Program (BRLF) that runs from October 1, 2018 through September 30, 2023. ECIA is responsible to EPA for management of the cooperative agreements and compliance with the statues, regulations, and terms and conditions of the award, and ensuring that all members of the coalition are in compliance with the terms and conditions.
2. It is the responsibility of ECIA to provide timely information to the Coalition Members regarding the management of the cooperative agreements and any changes that may be made to the cooperative agreement over the period of performances.
3. A listing of all the coalition members has been attached to this document.
4. Activities funded through the brownfields assessment cooperative agreement may include inventory preparation, site selection criteria development, assessments, planning (including cleanup planning) relating to brownfield sites, and outreach materials and implementation, and other eligible activities. ECIA has retained Impact7G under 40 CFR 30 & 31 to undertake various activities funded through this cooperative agreement.
5. ECIA will procure the consultant(s) for the Brownfields Revolving Loan Fund program, as it did for the Brownfields Coalition Assessment Grant, in compliance with 40 CFR 30 & 31 requirements. ECIA will issue the Request for Proposals/Request for Qualifications and will be the entity responsible for the receipt of the submitted proposals and selection and award of contracts. ECIA will ask for representation from each of ECIA's five counties to serve on a consultant selection committee to assist in the selections of consultants and contractors and negotiating terms of agreements.
6. ECIA, in consultation with the Coalition Members, has worked to develop a site selection process based on agreed upon factors for the Brownfields Coalition Assessment Grant and will ensure that a minimum of 15 sites are assessed over the life of the Brownfields Coalition Assessment Grant cooperative agreement. Selected sites will be submitted to EPA for prior approval to ensure eligibility.
7. ECIA, in consultation with the Coalition Members and/or the BRLF Advisory Committee, will use a modified site selection process that meets the requirements of the Brownfields Revolving Loan

Fund Program and will ensure that a minimum of 2 loans and 1 subgrant are made over the life of the Brownfields Revolving Loan Fund Program cooperative agreement. Selected sites will be submitted to EPA for prior approval to ensure eligibility.

8. Upon designation of the specific sites, it will be the responsibility of ECIA to work with the coalition member in whose geographic area the site is located to finalize the scope of work for the consultant and/or contractor for both the Brownfields Coalition Assessment Grant and/or the Brownfields Revolving Loan Fund Program. It will be the responsibility of the Coalition Member, where the site is located to obtain all required permits, easements, and/or access agreements as may be necessary to undertake the assessment at the selected site. The Coalition Member will help the redeveloper in obtaining all required permits, easements, etc. needed for the Brownfields Revolving Loan Fund Program site-cleanup. If this Coalition Member does not have the capacity to perform these activities ECIA may assist in securing the necessary site access agreement and permits.
9. ECIA is responsible for ensuring that other activities as negotiated in the Brownfields Coalition Assessment Grant workplan and/or the Brownfields Revolving Loan Fund Program workplan, such as community outreach and involvement, are implemented in accordance with a schedule agreed upon by ECIA and the coalition, and the coalition member in whose geographic area the site to be assessed or assisted is located.
10. As a member of the ECIA Brownfields Coalition, member states that it did not apply for an EPA Brownfields Assessment or Revolving Loan Fund grant outside the coalition during fiscal year 2016 or 2018 when these grants were awarded by EPA.

City of West Branch

Authorized Official: \_\_\_\_\_

Print Name, Title: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_\_

E-Mail Address: \_\_\_\_\_

**RESOLUTION 1937**

**A RESOLUTION REAFFIRMING THE AMENDMENT, RESTATEMENT AND CONTINUANCE OF THE EXISTING BROWNFIELDS COALITION MEMORANDUM OF AGREEMENT FOR THE EAST CENTRAL INTERGOVERNMENTAL ASSOCIATION REGION.**

**WHEREAS**, the City of West Branch has benefited from brownfield grants related to the phase 1 and phase 2 environmental studies for the Downtown Redevelopment site (Former Croell Site), and the East Central Intergovernmental (ECIA) assisted in these endeavors; and

**WHEREAS**, addressing area brownfields as a coalition has become a widely accepted approach when addressing brownfield sites throughout Iowa; and

**WHEREAS**, ECIA supplies the intellectual, technical, and administrative support for the East Central Intergovernmental Association Brownfield Coalition, who applies and administers an U.S. Environmental Protection Agency Brownfield Revolving Loan Fund Grant; and

**WHEREAS**, the City of West Branch wish to continue this relationship with the East Central Intergovernmental Brownfield Coalition; and

**WHEREAS**, it is now necessary to for the City Council to accept and approve this resolution.

**NOW, THEREFORE, BE IT RESOLVED**, by the City Council of West Branch, that this resolution reaffirming the amendment, restatement, and continuance of the existing brownfields coalition memorandum of agreement for the East Central Intergovernmental Association is hereby approved.

\* \* \* \* \*

**Passed and approved this 21<sup>st</sup> day of September, 2020.**

\_\_\_\_\_  
Roger Laughlin, Mayor

ATTEST:

\_\_\_\_\_  
Redmond Jones II, City Administrator / City Clerk