



2020 STRATEGIC PLAN

indianola



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A photograph of a modern, single-story building with a glass facade, illuminated from within at dusk. The building is surrounded by trees and landscaping. The sky is a deep blue. The text is overlaid in white, sans-serif font.

High-quality education.
A thriving business economy.
Enriching amenities.
Small-town character.

Forward

Indianola is a city on the rise! We have set our sights on higher ground and it shows in the number of new building permits, population growth, and total value of capital improvement projects.

As part of our mission statement, *our goal is to make each and every citizen proud to be a part of the City of Indianola and to have those who visit, want to be part of it.*

We are honored to serve our great community. It is a humbling responsibility to bring the expectations and opportunities of our city to fruition.

Our strength is our community. Indianola is growing at a pace that fits our public dynamic. A vibrant, prideful city within minutes of the Des Moines Metro - Indianola offers a small-town feel with big city vibes.

Good city planning proactively manages growth by preparing for the future and anticipating the needs of established businesses and residents. The 2020 Indianola Strategic Plan reflects the input of engaged citizens, community and business partners, elected officials, and city staff.

The City's mission, vision, and values provided the foundation for the strategic plan and together, we developed new policies, actions, and initiatives. The result is an innovative plan that is committed to providing exceptional municipal services and city resources that balance the diverse needs of our community.

A plan is just the beginning. Our promise is that we will use this plan as our playbook; a transparent and trackable guide with an emphasis on partnership, accountability, responsive budgeting, and innovation.

We are extremely grateful for the tremendous effort put into this plan. With this plan as our guidebook, together we will advance Indianola to extraordinary heights.

Kelly Shaw - Mayor
John Parker, Jr. - City Council - Ward 1
Heather Hulén - City Council - At - Large
Dave Button - Police Chief
Alex Fowler - IT Director
Akhilesh Pal - Public Works Director
Bob Kling - City Council - Ward 2
Greg Marchant - City Council - At - Large
Doug Bylund - Parks & Recreation Director
Rick Graves - Water Pollution Control Superintendent
Gwen Schroder - City Council - Ward 3
Greg Chia - Fire Chief
Andrew Lent - CFO/City Clerk
Michele Patrick - Library Director
Greta Southall - City Council - Ward 4
Ryan J. Waller - City Manager
Charlie Dissell - Community & Economic Development Director
Melissa McCoy - HR Manager

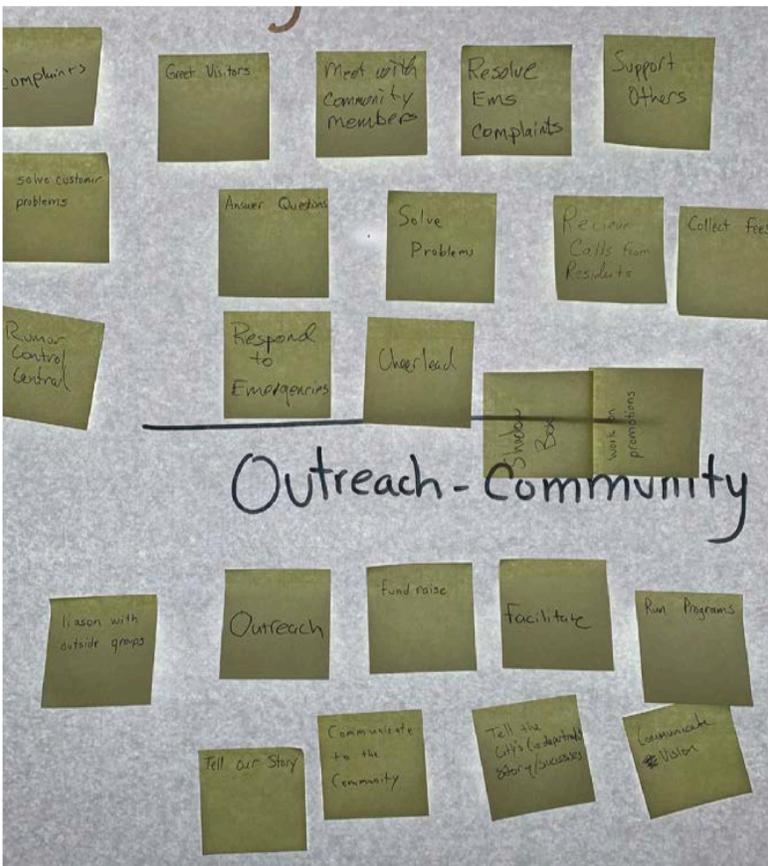


A collection of handwritten signatures in black ink, arranged in three columns. The signatures are: John Parker, Jr., Akhilesh Pal, Bob Kling, Greg Marchant, Doug Bylund, Rick Graves, Gwen Schroder, Greg Chia, Andrew Lent, Michele Patrick, Greta Southall, Ryan J. Waller, Charlie Dissell, Melissa McCoy, Mulu Patel, Heather Hulén, Dave Button, Alex Fowler, Akhilesh Pal, Bob Kling, Greg Marchant, Doug Bylund, Rick Graves, Gwen Schroder, Greg Chia, Andrew Lent, Michele Patrick, Greta Southall, Ryan J. Waller, Charlie Dissell, Melissa McCoy, Greg Marchant, Heather Hulén, Dave Button, Alex Fowler, Akhilesh Pal, Bob Kling, Greg Marchant, Doug Bylund, Rick Graves, Gwen Schroder, Greg Chia, Andrew Lent, Michele Patrick, Greta Southall, Ryan J. Waller, Charlie Dissell, Melissa McCoy, Kelly B. Shaw.





PART I: THE GAME PLAN

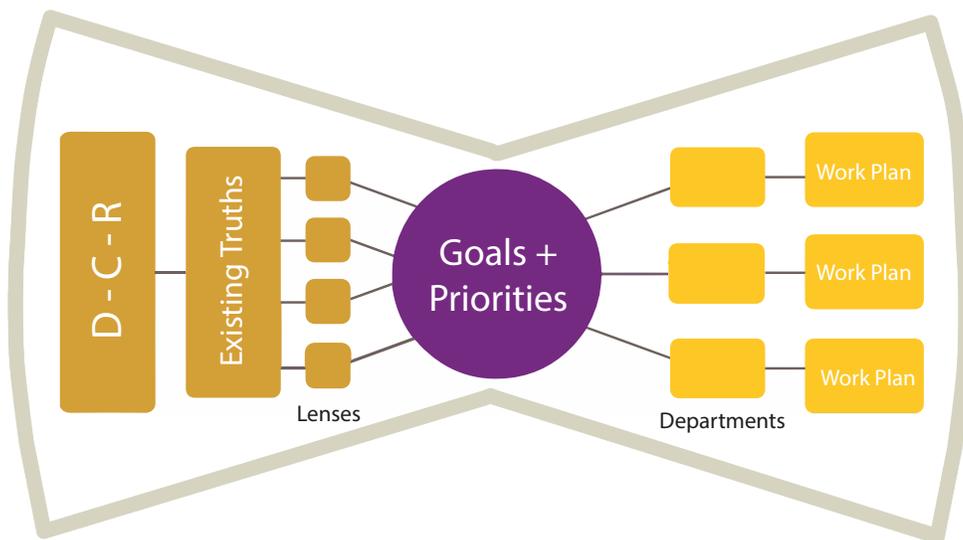


PART I: THE GAME PLAN

Process

On January 30, 2020, all department heads participated in a half-day workshop. During this workshop, participants discussed what Indianola has been doing well, where there is room for improvement and what things stand in the way of continued improvement. Additionally, they were asked to provide their perspective on trends that will impact the community in the coming years and how well they believe the City is prepared to respond to those trends. The results of this workshop were summarized and provided to the City Council, along with a summary of the previously developed Departmental Mission Statements, for review in preparation for a joint work session.

On February 15, 2020, a half-day workshop was conducted that included the Mayor, City Council members and several of the City's department heads. This work session was open to the public with one member of the local news media in attendance. Department heads were present to provide insight and information to the elected officials when needed. The Mayor and City Council members were asked to provide their input on topics similar to those previously discussed by department heads, defining a purpose statement and core values to guide all future decision making, and ultimately identifying a concise set of priorities for 2020.



PERSONNEL
ACTION
FORMS

Prepare

Create
Forms

FILL OUT
FORMS

Educate
Teach

Remove Snow



PART I: THE GAME PLAN

Purpose

Indianola City officials have made great strides in recent years working together for the collective prosperity of the community. This is leading to new opportunities in economic development, infrastructure improvements and expanded quality of life amenities, all priorities identified in the 2019 Citizen Metroquest Survey. In order to continue this success, the City engaged Confluence to facilitate a series of workshops with leadership to identify the Key Initiatives that will guide decision-making and investment during the next 2 to 3 years. Additionally, Elected Officials defined the set of core values that drive the City's leaders and employees to act in the best interests of the community members of Indianola.

Clarity

The purpose of this strategic planning process is to create clarity among the decision makers, with the support of staff leaders, regarding the priorities for 2020 and the following 1-2 years.



PART I: THE GAME PLAN

Why Do We Exist?

Through thoughtful decision-making and equitable investment of resources, the City provides the foundation for Indianola residents to enjoy a great quality of life.

How Do We Do This?

Act with integrity and transparency to thoughtfully utilize our resources for the best interest of the Indianola community.





"As stewards of public resources, we act with integrity and transparency, driven by a persistent commitment to provide equitable solutions that lead to long-term community success."



Our Core Values

Core values are those values that define you as an individual or organization. They are what make you who you are. While aspirational values may change over time, core values should not. They are the values that you are willing to struggle for and to maintain at all costs.

These values surfaced and were quickly endorsed by the Mayor and the City Council. This is likely attributable to the fact that the leaders of Indianola are more similar than dissimilar and, are called to servant leadership for a common purpose and carry these same values as individuals.

Integrity

Our actions are honest and consistent, whether or not anyone is watching, and we maintain high moral character.

Equitable

Community investment is made in the interest of the common good and based on need and long-term impact. We do not choose favorites.

Stewardship

We thoughtfully care for the assets with which we are entrusted for the long-term benefit of the community.

Transparent

We engage each other and the community with open and honest dialog.

Persistent

Our long-term growth takes continuous effort and a commitment to always strive for collective success.

Strategic Lenses

For successful long-term growth and viability, critical decisions that the City of Indianola makes should consider all the following categories or “Strategic Lenses” of governance.



PART I: THE GAME PLAN



Customer Service & Outreach

The City is in the business of providing service to its residents. Both internal and external services are directly impacted by the decisions of the City Council. Regular and timely communication is important to instilling trust and building support for key initiatives.



Future Planning

In every decision that is made, leaders must consider the City's long-term plans and the effects of today's actions on tomorrow's goals.



Staffing / Human Capital

Providing quality services and programs requires personnel that are technically skilled and community minded. As the community grows and services expand, so too must the staff to manage that growth.



Facilities & Equipment

Facilities and equipment needs, parks and open space, roads and infrastructure require ongoing attention and planned investment to keep up with space needs and to minimize major failures in service due to deferred maintenance.



Budget & Finance

All staffing resources, capital assets, services, and long-term success require thoughtful investment of public funds. Thus, honest and accurate budgeting is imperative and interrelated across all strategic lenses.



2020 Priorities

Trying to prioritize too many items within any given period can lead to confusion of purpose among those charged with implementation. When too many things are deemed “top priority” staff struggles with how best to take action and can find themselves at odds with each other and with leadership - trying to maintain progress on too many fronts while not successfully completing any. Many groups struggle with this and it stems from a lack of clarity and trying to prioritize too many things or not prioritizing anything. Indianola leadership has already made great strides in building clear direction among staff, which was reinforced during the strategic planning process.

While there are many important things that will need attention in the coming months and years, the City Council has committed to focusing on four Main Priorities in 2020, all of which are further expanded upon later in this document.

City Code Updates

Update the City's Zoning, Subdivision, Building and Rental Inspection Codes

Public Facilities Study

Complete a facility study for City Hall, the Library and Public Safety

Infrastructure

- Study (i.e. the Paving and Stormwater master planning)
- Repave Hillcrest Avenue (engineering and bidding to commence in FY21)
- Pave (from a gravel road to a concrete road) of South K Street
- Construct the Water Resource Recovery Facility (WRRF)

Downtown Streetscape Improvements

Complete the downtown streetscape improvement plan

What's Next?

The hardest part of implementing any strategic plan is knowing what to do first – how to take that first step. The most important thing to do is “something”.

Work Plan

Achieving the priorities identified by City Council will take continued thoughtful and collaborative effort among the elected officials, city staff, city advisory committees, and even volunteer groups. In a coordinated effort led by the City Manager, Department Leaders are working with their teams and with each other to develop their departmental work plans.

The recently developed Team Charters form the foundation for these work plans by identifying general team goals and objectives. With these in place, department leaders will be able to quickly outline staffing and capital needs as well as realistic timelines to deliver the priorities outlined in the Game Plan.

Plans should:

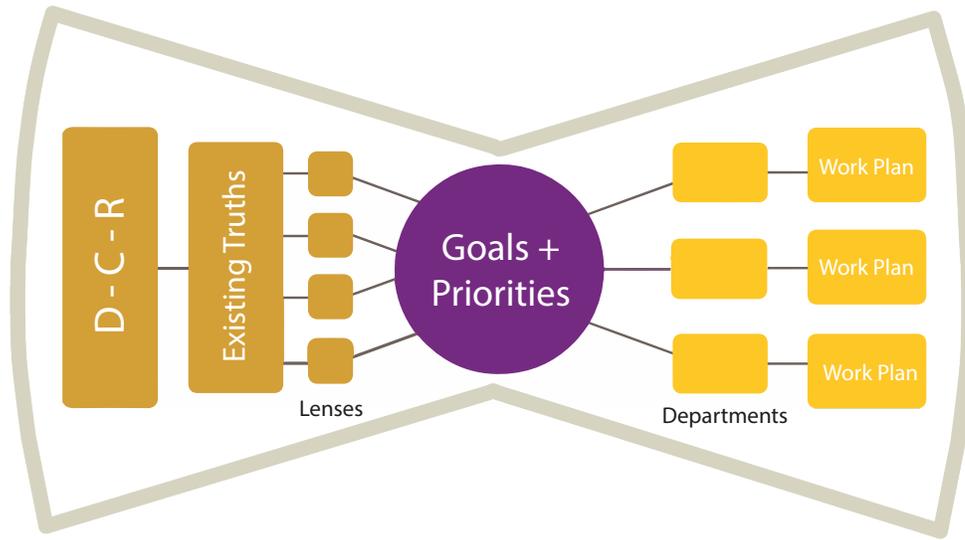
- Identify budgetary requirements,
- Account for staff and equipment resources,
- Outline realistic timelines,
- Identify any conflicts or potential roadblocks and possible solutions, and
- Clearly identify roles and accountability.

The consolidated work plans will become the basis for Capital Improvement Planning and budget/funding strategy and will aid in coordinating scheduling of various initiatives. They are not a static tool and should be reviewed regularly and updated on an as needed basis to keep pace with progress on the various activities.

Transparency

Department Leaders have engaged their teams in development of work plans and they should continue to share these plans with their team members periodically so that they understand how their daily/weekly activities support the big picture. When employees can connect their daily routine to a common goal or higher purpose, they tend to approach their job with more purpose.

PART I: THE GAME PLAN



Department Work Plans



Open Facilities

SIT NEAR
SPACE HEATER
OR
FAN (SEASONAL)

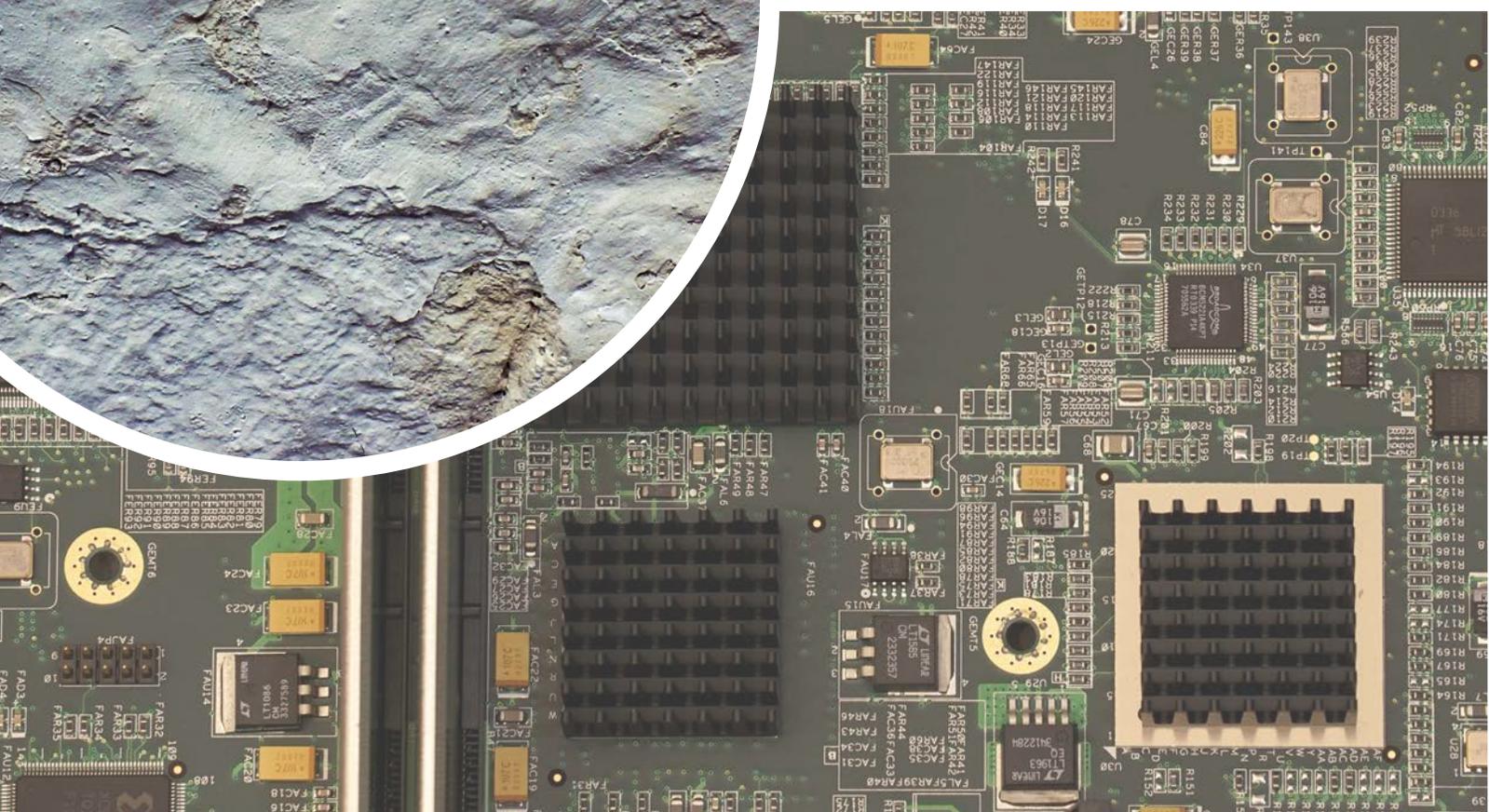
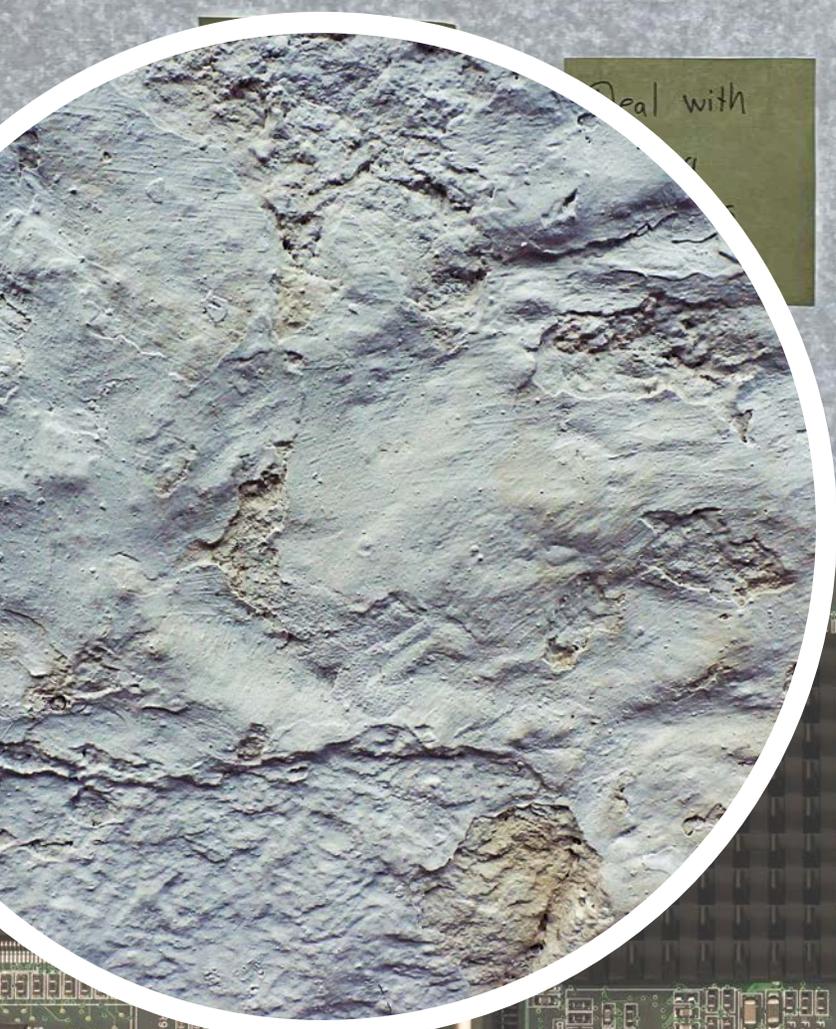
Repair Equipment

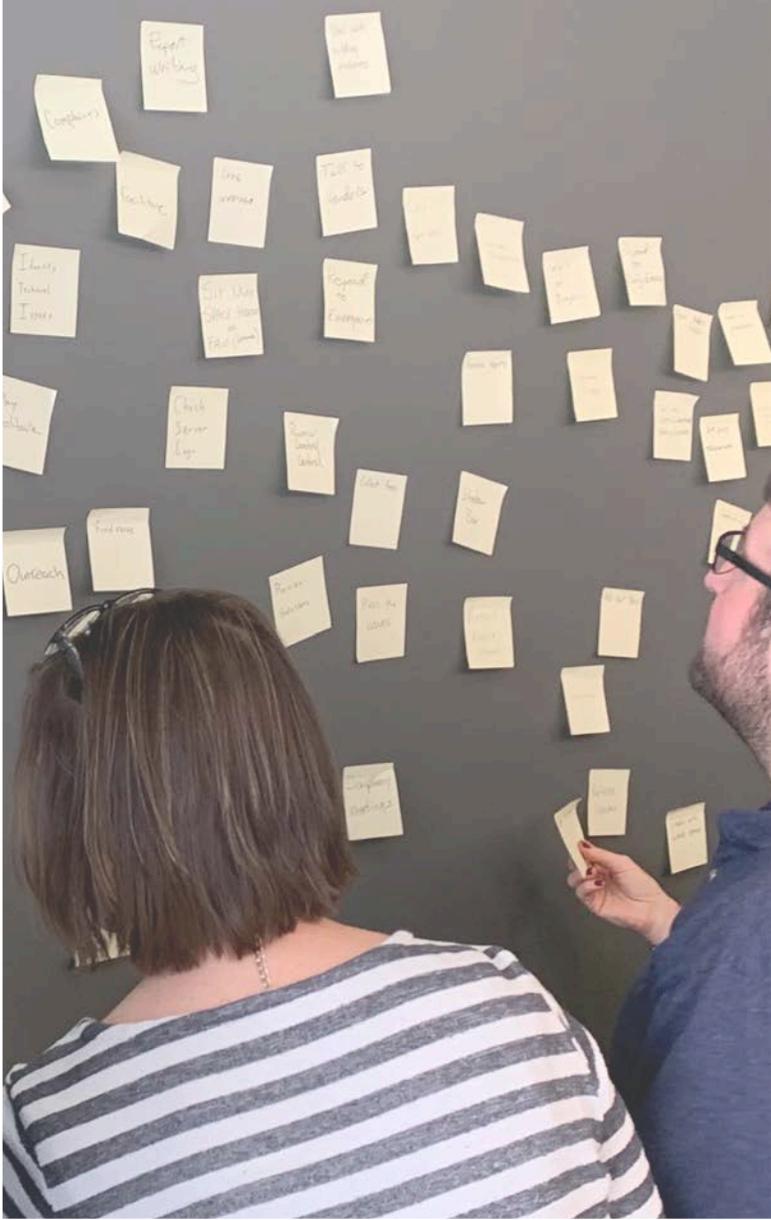
Prepare Athletic
Fields

Deal with

Clean Facilities

Mow





PART II: BACKGROUND



DIAMONDS

1/3

- DOWNTOWN STREETSCAPE
- * □ TEACHING IMPORT. OF PLANNING
- BUILDING THE TEAM (TEAMWORK)*
- PUBLIC COMMUNICATION (ELECTRONIC IN/OUT)
- ... HEADS WITH COMMON VISION
- ... FAMILY EVENTS
- ... RES & CONDITIONS



PART II: BACKGROUND

The following is a summary of the information shared during the Indianola Department Leaders Workshop on January 30, 2020. The honest input provided by participants during this series of brainstorm discussions is intended to provide background and help to guide the development of priorities and key initiatives for 2020 by the Mayor and City Council.

Diamonds

List all the great things about the community and the government of Indianola:

- Downtown streetscape
- Teaching importance of planning
- Teamwork / Collaboration
- Public communication (electronic in/out)
- Great department heads with common vision
- Internal Department Communication
 - o Now have a new employee engagement committee (1-yr progress) to address customer service to citizens and employees
 - o Currently implementing recommendations from engagement committee)
- Community-wide family events
- Equipment upgrades and conditions
- Staff dedication to the job
- Success with limited resources / older equipment / (Doing more with less)
- Transparent communication to employees
- Positive small-town character in City Hall (Everyone is treated special)
- Fact / data-based decisions in Planning/Administration
- Professionalism
- Systems infrastructure updates / evaluation
- Quick response to resident questions / concerns
- Affordable living / opportunities
- Defined structure / org. chart respect for roles of staff and Council
- Availability of programming for all ages (i.e. Library and Parks & Rec)
- Community is interested in progress, not anti-growth/progress
- Following policy & procedures
- Council providing staff the tools to do job
- Support / resources to train and perform duties
- Positive, supportive City Council
- Positive public opinion of departments especially Police & Fire Dept.
- Passion of staff



ABILITY OF APPLICANTS
LEVELS

ADAPT/ACCEPT CHANGE
CHANGING MINDSET/OLD IDEAS

DEPT. COMMUNICATION → 1-4YR (PROGRESS)
- NOW HAVE A NEW COMMITTEE TO ADDRESS

□ BUILDING NEW WHILE TRYING TO MAINTAIN EXISTING
INFRASTRUCTURE

□ THINKING...

PART II: BACKGROUND

Coal

List things that, with more attention/work, could become diamonds:

- Public becoming informed about city (a lot of misinformation gets shared by others)
- Staffing
 - Need more funding
 - Availability of applicants
 - Pay levels
- Helping employees adapt / accept change
 - Changing mindset / old ideas
- Internal Department Communication
- Building new while trying to maintain existing infrastructure
- Dealing with negative social media posts / don't get caught up in negative dialog (stay above the fray)
- Citizen appreciation for the value of what city services they are getting despite the artificially low charges for service
- Facility maintenance / deferred
- Lack of optimism of library staff
 - Been neglected for years
 - Feel beat down
- Staffing supply vs. demand
 - Resources
- New department employees working together, feeling integrated into "team"
- Some recent employee turnover
 - Some agreed that change can create turnover and that isn't always a bad thing.
- Improve pay / compensation (comp/ pay study in process)
- Relationship with some of the unions
- Accounting software program is new and still trying to get used to it
 - Should be a good thing in the long run
- Outdated City Facilities

ROADBLOCKS

1/2

- COMMUNICATION & NIMBY FOR NEW TREATMENT PLAN
 - ↳ BUT GOOD EXAMPLE
 - WORKED W/ OUTSIDE RESIDENTS
 - SITE DESIGN/RESTRICTIONS
 - ↳ EARLY COMM
- NIMBY & CITIZEN ENGAGEMENT FOR CITY PROJECTS → COMMUNICATION

...TION FOR NEGATIVE SMALL GROUP

→ BUT HAVE COMPETITIVE



Roadblocks

What roadblocks exist or (may occur in the future) that could delay or prohibit successfully “turning coal into diamonds”?

- Communication & NIMBY for new wastewater treatment plant (even with early and often communication)
 - o NIMBY & citizen engagement for city projects (communication)
 - o Good example of how, even with good communication, can't make everyone happy
- Staffing – attracting talented staff
 - o Creative benefits (have competitive benefits compared to other similar metro communities)
 - Flex time?
 - Childcare options?
 - Other emotional benefits?
 - o Internal training programs
- Old school community mindset vs. more progressive resident sentiment
- Not enough time / workload (staffing)
- Unfunded state / fed mandates
- County dispatch service
 - o City's communication system, as state mandated, is too modern to work with County system and County likely won't update anytime soon
- Big projects that require multi-year commitment can bridge multiple City Councils that may not have continuity of vision and priorities
 - o Communication / outreach / trust / staff support
- Software bugs – vendor issues
 - o Continuing to stay up to date with current technology but not “too modern” to create issue communicating with other agency/ vendor platforms
- Changing / increasing regulations
 - o This is ongoing and something that staff must stay abreast of
- Mindset & direction of outside organizations may not be keeping pace with where City is headed. City is more trusted in some ways and has a positive/growth-oriented attitude. Noted that communication is as good as ever with school district.
 - o County
 - o School – doing good
 - o Water
 - o IMU



Why Do We Exist?

Indianola's Vision Statement:

"Indianola will be known for high-quality education, a thriving business economy, enriching amenities, and small-town character"

Parks & Recreation: Offer a variety of experiences that enhance and preserve quality of life in Indianola.

Fire Department: As emergency responders to fires, medical emergencies and disasters natural or man-made the Indianola Fire Department protects the lives and property of residents and visitors. The Department promotes public safety through its fire prevention, investigation and education programs. The delivery of the department's services enhances the lifestyle of this community and makes significant contributions to the safety of Indianola, Iowa.

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

Streets: The Indianola Streets Department ensures the city's transportation system and all citizens are safe in addition to being helpful and responsive to other departments as needed. We are relied upon for immediate response in critical/emergency situations.

Library: The Indianola Public Library connects individuals to each other, the community, and the world through access to information and activities.

Internal Services: Inspiring and empowering by consistently communicating, ensuring useful resources and supporting professional growth, in a timely manner, all for the betterment of our community.



What Do We Do?

Indianola's Mission Statement:

The mission of the City of Indianola is to provide its citizens with quality and ample services at a fair and affordable price.

We strive to improve the livability in our community through personal dedication, integrity, accountability, innovation and sensitivity to the needs of our citizens whom we serve. Livability will be improved through the provision of first-rate public safety and public utilities, education and leisure programs and administrative services.

Our goal is to make each and every citizen proud to be a part of the City of Indianola and to have those who visit want to be a part of it.

Parks & Recreation: By prioritizing funding allocations with input from team we work to meet community expectations and the calendar. We strive to have open communication between the two departments, share ideas and recognize opportunities that promote the department/team.

Fire Department: Identify strengths and weaknesses and train as a team open to on-going learning, leveraging all resources available and provided; seeing the best in, supporting and trusting each other; leading from where you are and being experts in what we do; with great attention to exhibiting a high-level of conduct on-the-job and in the community.

Police Department: Members of the Indianola Police Department are committed to ongoing education, learning from each other and supporting every team member in their pursuit of professional goals and success. We recognize the challenge of our role and the high-level of trust and commitment we must maintain in order to protect ourselves, our teammates and the community. Every person adds value to our team and offers service in their own unique way, supporting our approach to the work of being empowered and tackling every challenge with the best intentions.

Library: By communicating openly, working together and continually improving, we will not settle for "good enough" but will meet all challenges, exceed patron expectations every day, and wow our community.

Community Development: We contribute to public safety and community vitality by ensuring safe, quality structures compliant with code, providing excellent customer service in a timely manner, being consistent and open to feedback and change. We are sensitive to meeting community need, treating everyone fairly and equitably, creating balance of development and hometown feel resulting in our customers being proud to be part of the city.

Water Pollution Control: Our work starts with each individual property working for our citizens to oversee construction, identify issues and inspect quality, provide maintenance on the system, clean and televise lines, ensuring compliance with standards and regulations.

As a team, we help each other by working together, keeping each other safe, being willing to learn from and ask questions of each other and being open to new ideas. We are knowledgeable, enjoy problem solving, helping our customer, working with our team, helping other departments as needed and are committed to each other. We are proud of the progress we have made and the advances to the system. We make sure everyone is on the same page, we trust each other and take our jobs seriously.



Place Photo Here

What Are Our Core Values?

Consider the answers provided by department leaders (* mentioned by multiple people):

- Safe
- Friendly
- Family-oriented
- Small town
- Education
- Competitive with DM metro
- Facilities
- Town pride
- Growth
- Improvement
- Communication
- Transparency
- Helpful
- Local – have it all in town
- Close knit community
- Good old boys club?
- Cliques
- Growing pains
- Big events
- Silos between groups
- Community of Arts – opera, etc.
- Pride of not being DM metro
- Crowds
- Traffic
- Crime
- Traditional – events, etc.

Outreach - Comm

liason with
outside groups

Outreach

Fund raise

Facilitate

Our Story

Communicate
to the
Community

Tell the
City's (ie departments)
Story/successes



Customer Service
& Outreach



PART II: BACKGROUND

Strategic Lenses

Department Leaders were tasked with writing out anything and everything they do on a daily basis, activities that their staff engage in, any factors that impact their day-to-day activities, etc. onto sticky notes to create a mind-map on the wall. They were then asked to sort these items into common topics or themes in order to avoid the ideas being divided by department or individual. All of the notes found their way into categories that were further analyzed and re-sorted by the planning team to create the “Strategic Lenses” through which decisions should be viewed. Although not identified by the participants, while sorting the topics, it became clear that some of the topics in various categories should be reorganized into a “Future Planning” category.

Customer Service & Outreach

- liaison with outside groups
- Outreach
- Fundraise
- Facilitate
- Run programs
- Tell our story
- Communicate to the community
- Tell the City's (i.e. departments) story / successes
- Communicate vision
- Shadow box
- Work on promotions
- Complaints
- Greet visitors
- Meet with community members
- Resolve EMS complaints
- Support others
- Solve customer problems
- Answer questions
- Solve problems
- Receive calls from residents
- Collect fees
- Rumor control central
- Respond to emergencies
- Cheerlead



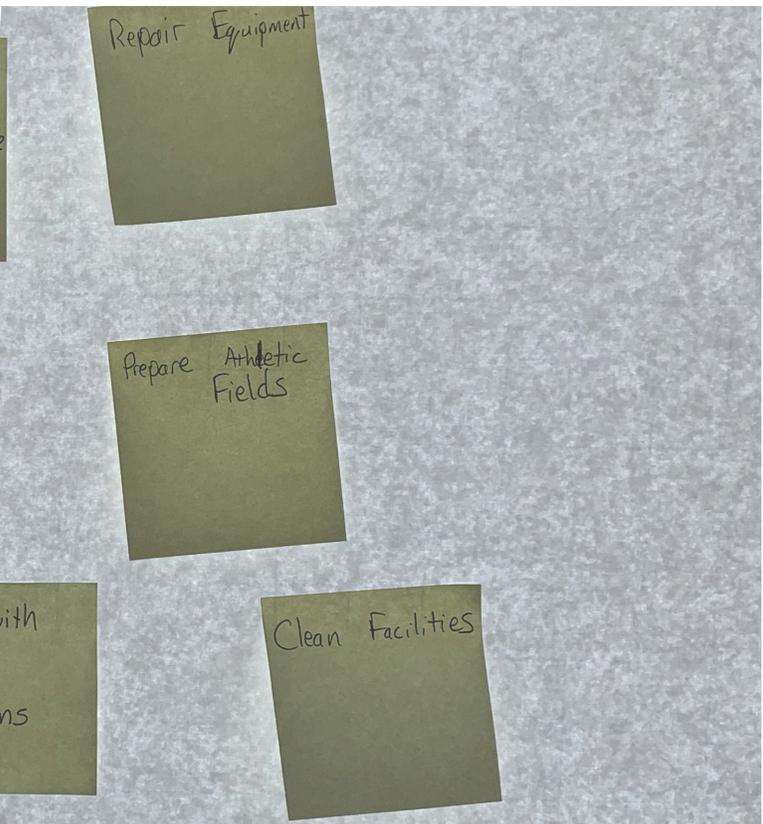
Staffing /
Human Capital



PART II: BACKGROUND

Staffing / Human Capital

- Talk with staff
- Review schedules
- Help employees
- Employee relations
- New hire orientation
 - Paperwork
- Work with other department directors
- Manage relationships
- Lead daily staff meeting
- Recruitment
- Coaching
- Compensation
- Direct staff
- Safety program
- Labor relations
- Training
- Prepare
- Attend training
- Meeting with LT
- Employee engagement
- Assign daily projects
- Risk management
- Benefits
 - Renewal
 - Questions
- Counsel
- Educate / teach
- Disciplinary meetings
- Meet with captain
- Assign tasks
- Staff visits
- Referee disputes
- Talk to vendors
- Follow DNR regs
- Compliance
 - Laws
 - Policy / Procedure
- Treat wastewater
- Sign personnel action forms
- Report writing



PART II: BACKGROUND

Facilities & Equipment

- Open facilities
- Sit near space heater or fan (seasonal)
- Repair equipment
- Prepare athletic fields
- Open up facilities
- Deal with building problems
- Clean facilities
- Protect river and streams
- Remove snow
- Mow



Budget & Finance

REVIEW
CLAIMS

REVIEW
CAPITAL
PROJECTS
SPENDING

Manage budget

ORGANIZE
BUDGET
TRANSFERS

ORDER
NEW
CREDIT
CARDS

MONITOR
CITY
BUDGET

PART II: BACKGROUND

Budget Finance

- Review credit card approvals
- Compile annual budget
- Review claims
- Review capital projects spending
- Manage budget
- Organize budget transfers
- Order new credit cards
- Monitor city budget
- Code invoices
- Manage budget
- How do we pay for it?
- Monitor annual budget
- Pay invoices
- Identify technical issues



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