



Windsor
Heights
the heart of it all

TO: Mayor & City Council

From: Jeffrey A. Fiegenschuh, City Administrator

Re: Biweekly Update

Date: September 11, 2013

Below is a list of projects I have been working for the past month. Let me know if you have any questions

Website Updates-Production on the new website continues moving forward and staff is hopeful that the new site will be up and running by September 13th. I plan to do a demo of the new site at the upcoming council meeting.

Street Project-Included with my report is a proposed project timeline from Tionna. Staff plans to move forward with the process of issuing the GO Bonds this fall with a closing in early January 2014. Jason, Greg Roth and I will present our list of streets to you in October.

73rd & Hickman Project-I will be sending out weekly reports on the progress of this project every Friday. If you have any concerns however feel free to contact me. Again IDOT has 45 working days to complete this project.

Springsted Presentation-Last June I hired Springsted to complete a Credit Rating Comparison and Review and a Financial and Debt Management Analysis for the City Council. Bryan Kidney will be at the next council meeting to present on both projects. Both analyses give a positive insight into the City's overall financial position and credit worthiness. Our current bond rating through Moody's is Aa3, which is considered very strong creditworthiness and is great rating for a city our size.

ICMA CPM-Staff will be submitting our information to ICMA CPM at the end of the month. As a reminder we are focusing on three core areas: Police Services, Fire/EMS & Code Enforcement. This program will allow the City to benchmark itself against cities nationwide. The objective of the ICMA CPM is more than compiling comparisons of various aspects of local government service provision among jurisdictions. The program strives to assist member cities in making service provision more

effective and efficient. The comparative data (completed in the spring) are a means to achieving these objectives. The data encourages cities to strive for greater efficiencies in government service delivery.

Capital Cross Roads-Report on the Local Government Collaboration Pilot Project-Attached is a report highlighting the Local Government Collaboration Pilot Project. The project is a collaborative effort between the metro cities, DMACC and the Iowa Tax Payers Association. It first began when Marketa was still on staff and I only recently became aware of it. Last week I had coffee with Kim Didier the Executive Director of DMACC Business Resources. She gave me an overview of the project and how it is progressing. These types of collaborative efforts are vital to the success of our metro community and I fully plan to be engaged from this point on. Please read the attached synopsis and let me know your thoughts.

Other Meetings Attended:

- Saturday Meeting with Residents
- Staff meetings & 1:1 meetings with Department Heads
- Chamber board meeting
- Lunch meeting with Chamber President and ED
- Signage meeting with KWB
- Windsor Heights Young Professionals Meeting
- Central IA United Way Committee Meeting
- Webinars for Performance Measures
- Employee benefits meeting (all employees)
- Meeting with Des Moines Water Works
- Meeting with Attorney for WH/Urbandale Sanitary Sewer District

**City of Windsor Heights, Iowa
Proposed Schedule of Events
for
Series 2014A**

September							October							November							December							January						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
1	2	3	4	5	6	7			1	2	3	4	5						1	2	1	2	3	4	5	6	7				1	2	3	4
8	9	10	11	12	13	14	6	7	8	9	10	11	12	3	4	5	6	7	8	9	8	9	10	11	12	13	14	5	6	7	8	9	10	11
15	16	17	18	19	20	21	13	14	15	16	17	18	19	10	11	12	13	14	15	16	15	16	17	18	19	20	21	12	13	14	15	16	17	18
22	23	24	25	26	27	28	20	21	22	23	24	25	26	17	18	19	20	21	22	23	22	23	24	25	26	27	28	19	20	21	22	23	24	25
29	30						27	28	29	30	31			24	25	26	27	28	29	30	29	30	31					26	27	28	29	30	31	

Target Date	Required Task	Additional Details	Responsible Party
Sep-Jan	<ul style="list-style-type: none"> Issue Planning 	<ul style="list-style-type: none"> Sizing, sale details, disclosure preparation 	All
Oct 21	<ul style="list-style-type: none"> Council Meeting POS 	<ul style="list-style-type: none"> Set Hearing for Nov 4 Distribute draft to all parties 	WH, BC
Nov 4	<ul style="list-style-type: none"> Council Meeting 	<ul style="list-style-type: none"> Hold Hearing Council adopts POS Set Sale Date for Dec 2 	WH, BC
Nov 7-8	<ul style="list-style-type: none"> Rating Call 	<ul style="list-style-type: none"> Targeted Dates for Ratings Call 	WH, FA, RA
Nov 20	<ul style="list-style-type: none"> Ratings Released 	<ul style="list-style-type: none"> Receive Rating 	
Nov 22	<ul style="list-style-type: none"> Publish POS 	<ul style="list-style-type: none"> Distribute POS to potential buyers, PARITY 	FA
Dec 2	<ul style="list-style-type: none"> Bond Sale 11:00 AM Council Meeting 6:00 PM 	<ul style="list-style-type: none"> Verify Bids Accept winning bid 	WH, FA
Dec 16	<ul style="list-style-type: none"> Closing Preparation 	<ul style="list-style-type: none"> Adopt Authorizing Resolution 	WH, BC
Dec 17- Jan 5	<ul style="list-style-type: none"> Closing Preparation 	<ul style="list-style-type: none"> Finalize Documents 	WH, BC
Jan 6	<ul style="list-style-type: none"> Bond Closing 	<ul style="list-style-type: none"> Finalize documents Purchaser pays for the bonds 	BC, WH, FA, PA

Financing Team:

WH: Windsor Heights

BC: Ahlers

FA: Independent Public Advisors, LLC

PA: Bankers Trust Company

RA: Standard & Poor's

Capital Crossroads – Governance Capital

Report on the Local Government Collaboration Pilot Project

August, 2013

Background

The Local Government Collaboration Pilot Program continues to move forward. Initiated by the Capital Crossroads – Governance Capital in 2012, the pilot program is testing ways to increase the amount of formal collaboration between cities and counties in central Iowa and make local governments more efficient and effective.

Fifteen cities and three counties are partnering with the Taxpayers Association of Central Iowa and the Des Moines Area Community College's DMACC Business Resources (DBR) in the pilot program. The overall goal is to develop a system for convening key staff persons in cities and counties and finding solutions to common challenges and opportunities. If the pilot program is successful, it can be replicated in other areas of local government.

The measure of its success will be how sustainable formal collaboration is from year to year. Hopefully, there will be a shift over time from the efforts being part of a program to becoming new culture or "a way of doing business" for local governments.

With input from each of the involved groups, two functions of local government were selected for the pilot project – Public Works and Fire/Emergency Medical Services (EMS). Staff members of DBR wrote a several month facilitation plan that engages city managers/administrators, public works directors and fire chiefs to address each area. DBR's role is to facilitate the work of the five teams and deliver an implementation plan for the solutions of each team.

Meetings were held with the public works directors and the city managers/administrators in October of 2012 and with the city managers/administrators and fire chiefs in December of 2012. The purposes of the first meetings were to identify common interests, select two or three focus areas where new collaborative solutions would make better government, and identify persons interested in working on teams for each focus area. They used the criteria of what will have the greatest impact and what can be accomplished in one year for selecting the focus areas. The Public Works selected areas were Right-of-way Management (ROW) and Tree and Branch Debris Management. The Fire/EMS areas were Training, Equipment and Unified Fire Code.

Update meetings with the city managers were held in early May when each team presented the data collected and proposed best solution to further collaboration among the participating local government entities. Based on the feedback from the city managers group, the teams have begun work on implementation plans for the respective best solutions.

Team Updates

Below is an update report on the work of each team through July.

ROW Team— is working to create a comprehensive, consistent best practice for ROW management metro wide. To achieve this best practice approach, it has proposed a standardization of the Right Of Way permit application form to be used metro wide. This best solution was arrived at after the ROW team has collected and reviewed ROW policies, codes, and permit applications from 12 different communities in the metro area.

At the May meeting of city managers/administrators, feedback was provided to the team on information that should be included on a standard ROW application form. The team has made those modifications to the form. In June the modified form was sent out to the city managers and a request to have municipal legal counsel provide additional feedback on the form was made. The feedback from legal counsel will be reviewed by the team on August 14th. The team is also scheduled to present the form to the Utility Accommodation meeting on August 15 for additional feedback. The team will then use the feedback to finalize the form and develop an FAQ sheet for use with the form. The team is recommending that each participating entity would post the form and FAQ on their website as well as on the MPO website.

Requesting the same basic information across the metro will create efficiencies and benefit a number of groups including utility companies, private contractors, and municipalities. Once the standard form is filled out, those seeking ROW permits in other communities across the metro will not have to spend time collecting this information again but will have it readily available for future applications.

Debris Management Team –is working to create a uniform regional standard for handling tree debris caused by disasters. The team has engaged Polk County EMS and Metro Waste Authority to ensure that the proposed standard would be a part of the Polk County Comprehensive Emergency Plan and position the region for maximum FEMA benefits were a disaster designated as a federal disaster.

The team has drafted the language to be included in the Polk County Comprehensive Emergency Plan regarding the assessment of damage to trees and other vegetation. The team is proposing the following scalable program for debris removal:

- **MINOR Damage** – Debris removal will be the responsibility of the private property owner. Options are:
 - Place at curb meeting collection guidelines for normal yard waste collection (resident pays)
 - Solid waste contractors, tree service contractors and commercially owned yard waste drop off sites (resident pays)
- **MAJOR Damage** –
 - City will open debris management drop off sites where impacted private property owners can dispose of private vegetative debris at no cost. Commercial haulers will not be permitted at disposal sites. Proof of residency is required.
 - Property owners will also have the option of hiring a private contractor for removal and disposal (resident pays).

- DESTROYED Damage –
 - City will perform curbside collection and disposal at no cost for areas meeting the destroyed criteria
 - Debris management drop off sites may be opened

To facilitate the concept of designated debris drop off sites in the case of major damage, the Team has collected possible locations from several metropolitan communities. Metro Waste is now taking those sites and having baseline data compiled for the sites. A layout template for a debris site has been created and will be included in the Comprehensive Emergency Plan. In addition, job aids for those that would manage a debris site have been completed and will also be included in the plan which will be presented to the Polk County Emergency Management Commission in the fall.

The team is encouraging contractors to register on the national FEMA registry to facilitate access to contractors in the event of a disaster.

The team has set up a meeting with the Oklahoma City Public Works Director, Jim Lewell, to discuss how the area approached debris clean up after the recent devastating tornados in that area. This meeting will take place on September 12, 2013.

The benefits from the work of the Debris Management Team are many:

- Increased ability to restore public health and safety
 - City street grid or USNG for locating debris
 - Guidelines for damage assessment
 - Scalable program for debris removal
- Increased public confidence in community's ability to manage a disaster
 - Timely public service information
 - Expedited debris clean up
- Maximum potential for FEMA Reimbursement
 - Consistent adherence to debris management plan
 - Agencies may opt to implement their own plan but it is important that they understand the potential financial risk

Unified Code Team—is working to recommend a standard metro model fire code and code adoption process. The team has created a matrix of the differences and similarities between each municipality's fire codes after surveying the metro communities about their current use of IFC code and amendments to the IFC code. The team is proposing a standard fire code adoption process that could be used across the metro area. The proposed model process is similar to a process used in the metropolitan area of Clarke County, Nevada. The proposed process and timeline is as follows:

- Obtain support to establish a Metro Code Official Consortium (2013-2014)
- Establish consortium code review calendar for the 2015 International Codes

- 2015 Mar-Oct. Consortium discusses code changes
- 2015 Oct-Dec. Consortium drafts model code based on 2015 International Code
- 2016 Jan. Consortium presents draft model code for review
- 2016 Mar.-May Consortium schedules workshops and public hearings
- 2016 May-June Codes are presented to City Councils for adoption
- 2016 July 1 Codes become effective

The Team presented this concept to a number of municipal Building Officials at a team meeting in June to receive feedback. The team has now scheduled a conference call with Clarke County, Nevada officials later this month to discuss in more detail how the process has worked for Clarke County.

The possible benefits from the proposed metro model fire code and code adoption process include:

- Increased communication and collaboration with all key stakeholders impacted by the fire code(s) across the metro
- Consistency in adoption, interpretation, and enforcement of fire code(s) throughout the metro
- More efficient use of metro staff time in reviewing International Code changes
- Elimination of the perceived competitive disadvantage due to code differences across the metro

Fire/EMS Training Team—is working to improve resources for FIRE/EMS training without adding costs to individual departments. The team is proposing a competency based officer training model to align with SFO 15 outcomes from the IAFC Handbook. The model developed by the team is shown below:

Officer Development Career Pathway

Prerequisites:

- All NIMS-800, 700, 100, 200, 300, 800
- Firefighter II
- Microsoft Office Knowledge (PowerPoint, Word, Excel)

Front-Line Supervisor* (118 Contact Hours)	Mid-Level Officer*	Senior-Level Officer*
Strategy and Tactics (4)	Basic Accounting/Budgeting	Fire Officer 3
Fire Instructor 1	PIO/Media and Communications	Executive Development Electives (NFA)
Fire Officer 1	Fire Officer 2	NIMS 400
Leadership: 1 Company	Fiscal Management and Decision Making (NFA)	
Firefighter Safety/ Survival	Leadership: Personal	
	Leadership: Supervisory	

*Due to numerous variations of position titles, duties and responsibilities it shall be the responsibility of the Chief of each department to determine the application of this pathway to their department.

The team will be presenting the model to the metro Fire Chief's at their August 12th meeting to seek feedback.

With the adoption of this model metro wide, coordination of training opportunities to help fire personnel proceed through the career pathway would be completed.

The potential benefits from the proposed competency based officer training model are as follows:

- Structured training and pathway provided locally within the state of Iowa
- Collaboration between metro cities, DMACC, FSTB to provide needed training
- Increased clarity and direction for a fire service career in the metro area
- Improved applicant pool for metro fire departments

Fire/EMS Equipment Team—after much discussion and review, this team has recommended to place this project on hold until a later time.

Next Steps and Communication Plan

The following steps and communication plan for the work of the local government collaboration has been suggested:

- Presentation to the Metro Advisory Council on August 12th by Tim Moerman

- Each team to prepare presentation for City Managers meeting on Oct. 9thth.
- Conduct presentations on each team at city council work sessions prior to December.
- Go live with each solution in January 2014

A final report on the pilot project will be prepared and shared with elected officials and staff members. The report will include recommendations for improving the collaborative process and whether to continue the effort for another year with two more areas of local government.