

Council/Staff Planning Session

1. Meeting Date And Time

- 1.1. January 5, 2026, Following Regular Mtg At 6:00 P.m. City Council, Mayor, And City Staff Will Be Attending In Person In The Zastrow Room At The Public Library. The Public Can Attend In Person Or Via Zoom.com: Meeting ID 787 065 8066. Phone Number To Call To Participate Via Telephone: 312-626-6799.

2. Call To Order

3. Mayor's Comments

4. Discussion On Utility Rates

Documents:

[AIS - UTILITY RATES.PDF](#)

5. Discussion On Ambulance Services

Documents:

[AIS - AMBULANCE SERVICES.PDF](#)

6. Discussion On Updates To TIF Matrix

Documents:

[AIS - UPDATES TO TIF MATRIX.PDF](#)

7. Discussion On Plan For Future Engineering Services

Documents:

[AIS - PLAN FOR FUTURE ENGINEERING SERVICES.PDF](#)

8. Discussion On Organizational Structure

Documents:

[AIS - ORGANIZATIONAL STRUCTURE.PDF](#)

9. Adjourn

MEETING DATE: 01/05/26

AGENDA ITEM SUMMARY

Subject: Utility Rates

Background Summary: Trout

The City of Charles City's water, sewer, and stormwater utilities rely on user rates and fees to fund operations, maintain infrastructure, and meet long-term financial obligations. Over time, changes in costs, usage patterns, and regulatory requirements can cause existing rate structures to no longer reflect the true cost of service.

The water utility utilizes a declining block rate structure, where the cost per 1,000 gallons decreases as usage increases. While this structure can support economic development and provide predictability for large-volume users, it results in significantly lower per-unit rates for high-volume customers. Because a relatively small number of users account for a large share of total consumption, discounted rates at higher usage levels can approach or fall below the actual cost of service.

Across all utility systems, operating costs continue to increase due to inflation, regulatory requirements, and infrastructure needs. When rates paid by higher-volume users approach or fall below the cost to serve, the utility's ability to fund operations, maintenance, and capital reinvestment is impacted.

In addition, the City must comply with State Revolving Fund (SRF) loan requirements, including maintaining a minimum debt service coverage ratio of 1.10. This ensures net revenues exceed annual debt payments and is necessary for continued financial compliance and access to future funding.

Recent state legislation requires the City to reduce its base property tax rate, which may result in declining General Fund revenues. As a result, certain expenses associated with operating and supporting the City's utilities that were previously funded through the General Fund will need to be shifted to their respective utility funds.

A formal utility rate assessment would allow the City to evaluate whether existing water, sewer, and stormwater rate and fee structures equitably distribute costs among users, reflect the true cost of service, and generate sufficient revenue to meet operational needs and long-term financial obligations. This assessment is an important step in protecting the financial stability of the City's utilities and ensuring reliable service for current and future users.

CHARLES CITY WATER RATES

WATER UTILITY RATE ASSESSMENT & RECOMMENDATIONS



GOAL:

TO ESTABLISH A RATE STRUCTURE THAT COVERS OPERATIONAL COSTS WHILE MAINTAINING COMPETITIVE PRICING FOR BOTH RESIDENTS AND COMMERCIAL USERS.

DEFINING "IDEAL" RATES



RESIDENTIAL

Goal: Affordability and Conservation.

Ideal rates should cover the “cost-to-serve” plus a reserve for depreciation.



COMMERCIAL

Goal: Predictability.

Rates should be slightly higher than residential to account for higher peak-demand infrastructure requirements.

The background is a gradient of blue, transitioning from a lighter shade at the top to a darker shade at the bottom. In the four corners, there are decorative white line-art patterns resembling circuit traces or neural network connections, with small circles at the end of the lines.

HOW DO OUR RATES STACK UP?

2025 TOP USERS

TOP 3 USERS



#1 – 40% OF ALL WATER
\$3.60/1000 GALLONS
399,691,000 GALLONS



#2
AVG. \$2.95/1000 GALLONS
81,939,000 GALLONS



#3
AVG. \$2.95/1000 GALLONS
41,441,096 GALLONS



ADDITIONAL USERS & HISTORY



#4 & 2024 COMPARISON
AVG. \$3.62/1000 GALLONS
4,427,000 GALLONS



2024- #4: AVG. \$2.57/1000 GALLONS
9,979,000 GALLONS



#5
AVG. \$4.10/1000 GALLONS
2,127,000 GALLONS



CURRENT RATE STRUCTURE:

-DECLINING BLOCK RATE-

3.5% annual increase per ordinance.

Gallons Used	Fee
First 2,000 gallons	\$4.76/ 1000 GALLONS
Next 48,000 gallons	\$4.38/ 1000 GALLONS
Next 450,000 gallons	\$3.64/ 1000 GALLONS

5/8-inch meter	\$21.99
3/4-inch meter	\$24.19
1-inch meter	\$30.78
1 1/2-inch meter	\$39.58
2-inch meter	\$63.74
3-inch meter	\$241.82
4-inch meter	\$307.78
6-inch meter	\$458.90
8-inch meter	\$637.57
10-inch meter	\$828.89
12-inch meter	\$1,076.83

WATER RATE STRUCTURES COMPARISON

DECLINING (CHARLES CITY)



Primary Goal:
Economic Development

Best For:
Manufacturing Hubs

Revenue Stability:
High (Industry keeps it steady)

Consumer Message:
"Use more, save more"

INCLINING (DES MOINES)



Primary Goal:
Water Conservation

Best For:
Water-Scarce Areas

Revenue Stability:
Low (Fluctuates with habits)

Consumer Message:
"Save more, pay less"

UNIFORM (TYPICAL)



Primary Goal:
Administrative Simplicity

Best For:
Stable, Small Communities

Revenue Stability:
Moderate

Consumer Message:
"Pay for what you use"

RESIDENTIAL USERS

OTHER	0 gallons	City / Type	1,496 gallons	City / Type	2,244 gallons	City / Type	2,392 gallons	City / Type	4,488 gallons
Cive dsm	\$0.70	Coraville (Residential)	\$9.20	Coraville (Residential)	\$10.43	Coraville (Residential)	\$12.57	Coraville (Residential)	\$16.85
West Des Moines	\$4.78	Carnil (Residential)	\$10.16	Waterloo	\$11.29	Waterloo	\$13.57	Waterloo	\$18.13
Carnil (Residential)	\$5.06	Waterloo	\$11.29	Carnil (Residential)	\$12.68	Carnil (Residential)	\$15.18	Carnil (Residential)	\$20.22
Urbandale dsm	\$5.23	Newton	\$11.45	Newton	\$14.32	Council Bluffs	\$16.12	Coraville (Commercial)	\$22.76
Des Moines dsm (Residential)	\$6.08	Waverly	\$12.27	Council Bluffs	\$14.43	Newton	\$17.19	Newton	\$22.93
Osakaosa	\$7.00	Iowa City	\$12.87	Waverly	\$15.03	Coraville (Commercial)	\$18.48	Marion	\$23.85
Coraville (Residential)	\$8.29	Cive dsm §	\$13.06	Cive dsm §	\$15.99	Marion	\$19.67	Council Bluffs	\$24.24
Iowa City	\$8.78	Sioux City (Residential)	\$13.48	Coraville (Commercial)	\$16.34	Iowa City	\$19.89	Le Mars	\$27.16
Des Moines dsm (Commercial)	\$9.74	Coraville (Commercial)	\$14.20	Iowa City	\$16.34	Waverly	\$20.04	Iowa City	\$27.23
Johnston dsm	\$10.58	Council Bluffs	\$14.43	Marion	\$17.59	Sioux City (Residential)	\$21.72	Cedar Falls (Residential)	\$27.90
Grimes dsm	\$10.98	West Des Moines	\$14.57	Sioux City (Residential)	\$17.80	Le Mars	\$21.77	Kokuk	\$28.40
Fort Madison	\$11.24	Des Moines dsm (Commercial)	\$14.81	Le Mars	\$19.08	Kokuk	\$22.64	Norwalk dsm	\$28.67
Waterloo	\$11.29	Des Moines dsm (Residential)	\$15.32	Des Moines dsm (Commercial)	\$19.48	Norwalk dsm	\$22.93	Des Moines dsm (Commercial)	\$29.22
Newton	\$11.45	Marion	\$15.50	West Des Moines	\$19.50	Cedar Falls (Residential)	\$24.10	Cedar Falls (Commercial)	\$29.70
Norwalk dsm	\$11.45	Urbandale dsm	\$15.61	Kokuk	\$19.76	Des Moines dsm (Commercial)	\$24.25	Sioux City (Residential)	\$29.96
Indianola (Commercial)	\$12.00	Indianola (Commercial)	\$15.84	Des Moines dsm (Residential)	\$19.98	West Des Moines	\$24.42	Waverly	\$30.06
Indianola (Residential)	\$12.00	Indianola (Residential)	\$15.97	Norwalk dsm	\$20.06	North Liberty	\$24.45	Marshalltown (Commercial)	\$30.78
Waverly	\$12.27	Altona (Commercial)	\$16.45	Mason City	\$20.50	Des Moines dsm (Residential)	\$24.64	Ames	\$30.88
Marshalltown (Residential)	\$12.36	Altona (Residential)	\$16.45	Urbandale dsm	\$20.80	Marshalltown (Commercial)	\$24.64	Marshalltown (Residential)	\$32.64
Marshalltown (Commercial)	\$12.36	Norwalk dsm	\$17.19	Storm Lake (Residential)	\$21.36	Mason City	\$25.00	Storm Lake (Residential)	\$33.10
Ankney dsm	\$12.73	North Liberty	\$17.44	Marshalltown (Commercial)	\$21.57	Fort Dodge Δ	\$25.06	Boone (Residential)	\$33.91
Boone (Commercial)	\$12.73	Storm Lake (Residential)	\$17.47	Indianola (Commercial)	\$21.64	Storm Lake (Residential)	\$25.27	Boone (Commercial)	\$33.91
Boone (Residential)	\$12.73	Grimes dsm	\$18.06	Altona (Commercial)	\$21.93	Cedar Falls (Commercial)	\$25.30	Des Moines dsm (Residential)	\$33.96
Altona (Commercial)	\$12.82	Le Mars	\$18.20	Altona (Residential)	\$21.93	Ames	\$25.32	Mason City	\$34.00
Altona (Residential)	\$12.82	Mason City	\$18.21	Indianola (Residential)	\$21.95	Marshalltown (Residential)	\$25.86	West Des Moines	\$34.26
Sioux City (Residential)	\$13.48	Waukeae dsm	\$18.46	Cedar Falls (Residential)	\$22.20	Urbandale dsm	\$26.00	Cedar Rapids	\$35.82
Waukeae dsm	\$13.81	Marshalltown (Commercial)	\$18.50	Marshalltown (Residential)	\$22.50	Cive dsm §	\$26.12	Urbandale dsm	\$36.38
American Water Co.† (Residential)	\$14.06	Kokuk	\$18.82	Ames	\$22.54	Boone (Residential)	\$26.85	Burlington	\$36.90
Coraville (Commercial)	\$14.20	Marshalltown (Residential)	\$19.12	Cedar Falls (Commercial)	\$23.10	Boone (Commercial)	\$26.85	Fort Dodge Δ	\$37.84
Ames	\$14.20	Osakaosa	\$19.54	Boone (Commercial)	\$23.32	Altona (Commercial)	\$27.40	Altona (Commercial)	\$38.35
Council Bluffs	\$14.43	Muscataine (Residential)	\$19.64	Boone (Residential)	\$23.32	Altona (Residential)	\$27.40	Altona (Residential)	\$38.35
Marion	\$15.50	Ames	\$19.76	North Liberty	\$24.45	North Liberty	\$27.44	North Liberty	\$38.47
Muscataine (Residential)	\$16.40	Boone (Residential)	\$19.79	Muscataine (Residential)	\$24.40	Indianola (Residential)	\$27.94	Indianola (Commercial)	\$39.03
Cedar Falls (Residential)	\$16.50	Boone (Commercial)	\$19.79	Fort Dodge Δ	\$25.06	Cedar Rapids	\$29.78	Muscataine (Commercial)	\$39.07
Cedar Falls (Commercial)	\$16.50	Cedar Falls (Residential)	\$20.30	Ankney dsm	\$25.48	Ankney dsm	\$30.57	Cive dsm §	\$39.18
Ottumwa	\$16.84	Ankney dsm	\$20.35	Waukeae dsm	\$25.48	Muscataine (Residential)	\$30.97	Indianola (Residential)	\$39.81
North Liberty	\$17.44	Cedar Falls (Commercial)	\$20.90	Osakaosa	\$25.81	Fort Madison	\$31.20	Muscataine (Residential)	\$40.68
Storm Lake (Residential)	\$17.47	Fort Madison	\$21.22	Fort Madison	\$26.21	Pella	\$31.69	Ankney dsm	\$40.78
Cedar Rapids	\$17.70	Johnston dsm	\$22.30	Grimes dsm	\$26.28	Okaloosa	\$32.07	Fort Madison	\$41.18
Le Mars	\$18.20	Cedar Rapids	\$23.74	Cedar Rapids	\$26.76	Waukeae dsm	\$32.50	Pella	\$42.01
Mason City	\$18.21	Fort Dodge Δ	\$25.06	Johnston dsm	\$28.18	Muscataine (Commercial)	\$33.35	Pella	\$42.01
Kokuk	\$18.82	American Water Co.† (Residential)	\$25.95	Muscataine (Commercial)	\$29.48	Johnston dsm	\$34.05	Johnston dsm	\$44.61
Pella	\$21.37	Ottumwa	\$26.40	Ottumwa	\$30.85	Grimes dsm	\$34.50	Ottumwa	\$44.86
CHERRIES CITY	\$21.98	Pella	\$26.51	Pella	\$31.69	Ottumwa	\$35.52	Johnston dsm	\$45.79
Muscataine (Commercial)	\$24.58	Muscataine (Commercial)	\$26.54	Muscataine (Commercial)	\$31.89	American Water Co.† (Residential)	\$34.17	Waukeae dsm	\$46.53
Fort Dodge Δ	\$25.06	CHERRIES CITY	\$26.91	CHERRIES CITY	\$32.38	Burlington	\$36.90	American Water Co.† (Residential)	\$46.72
Pleasant Hill dsm	\$28.00	Pleasant Hill dsm	\$34.60	Burlington	\$36.90	American Water Co.† (Residential)	\$37.84	Grimes dsm	\$50.95
Spencer	\$28.00	Burlington	\$36.90	Spencer	\$41.47	Spencer	\$45.95	Spencer	\$54.93
Burlington	\$36.90	Spencer	\$36.90	Pleasant Hill dsm	\$42.70	Pleasant Hill dsm	\$50.15	Pleasant Hill dsm	\$75.59

LIME SOFTENING PLANTS
UNKNOWN TREATMENT

COMMERCIAL USERS

City / Type	10,000,000 gallons	City / Type	50,000,000 gallons	City / Type	75,000,000 gallons	City / Type	100,000,000 gallons	City / Type	\$75,000,000 gallons					
Muscataine (Commercial)	\$11,466.00	\$1.15	Muscataine (Commercial)	\$57,132.00	\$1.14	Muscataine (Commercial)	\$85,873.00	\$1.14	Muscataine (Commercial)	\$114,213.00	\$1.14	Muscataine (Commercial)	\$428,163.00	\$1.14
La Mars	\$23,902.00	\$2.38	La Mars	\$119,083.00	\$2.38	La Mars	\$178,571.00	\$2.38	La Mars	\$226,099.00	\$2.38	La Mars	\$892,427.00	\$2.38
Cedar Falls (Commercial)	\$24,036.00	\$2.40	Cedar Falls (Commercial)	\$120,074.00	\$2.40	Cedar Falls (Commercial)	\$180,097.00	\$2.40	Cedar Falls (Commercial)	\$240,120.00	\$2.40	Cedar Falls (Commercial)	\$900,370.00	\$2.40
Burlington	\$25,694.00	\$2.56	Burlington	\$127,994.00	\$2.56	Burlington	\$191,950.00	\$2.56	Burlington	\$255,907.00	\$2.56	Burlington	\$959,715.00	\$2.56
Waterloo	\$26,247.00	\$2.62	Waterloo	\$131,053.00	\$2.62	Waterloo	\$196,557.00	\$2.62	Waterloo	\$262,061.00	\$2.62	Waterloo	\$982,601.00	\$2.62
Cedar Falls (Residential)	\$26,578.00	\$2.66	Cedar Falls (Residential)	\$132,774.00	\$2.66	Cedar Falls (Residential)	\$199,147.00	\$2.66	Cedar Falls (Residential)	\$265,519.00	\$2.66	Cedar Falls (Residential)	\$995,618.00	\$2.66
Johnsburg City	\$27,198.77	\$2.80	Johnsburg City	\$137,028.77	\$2.76	Johnsburg City	\$205,538.77	\$2.76	Johnsburg City	\$271,498.77	\$2.75	Johnsburg City	\$1,013,790.77	\$2.75
Coraville (Residential)	\$28,612.00	\$2.86	Coraville (Residential)	\$143,043.00	\$2.86	Coraville (Residential)	\$214,562.00	\$2.86	Coraville (Residential)	\$286,081.00	\$2.86	Coraville (Residential)	\$1,072,793.00	\$2.86
Coraville (Commercial)	\$28,616.00	\$2.86	Coraville (Commercial)	\$143,049.00	\$2.86	Coraville (Commercial)	\$214,568.00	\$2.86	Coraville (Commercial)	\$286,087.00	\$2.86	Coraville (Commercial)	\$1,072,799.00	\$2.86
Carroll (Residential)	\$31,557.00	\$3.16	Carroll (Residential)	\$157,751.00	\$3.15	Carroll (Residential)	\$236,623.00	\$3.15	Carroll (Residential)	\$315,495.00	\$3.15	Carroll (Residential)	\$1,183,084.00	\$3.15
Council Bluffs	\$32,251.00	\$3.23	Council Bluffs	\$160,836.00	\$3.22	Council Bluffs	\$241,250.00	\$3.22	Council Bluffs	\$321,654.00	\$3.22	Council Bluffs	\$1,206,854.00	\$3.22
Kooku	\$32,389.00	\$3.24	Kooku	\$161,939.00	\$3.24	Kooku	\$242,900.00	\$3.24	Kooku	\$323,861.00	\$3.24	Kooku	\$1,214,442.00	\$3.24
Fort Dodge Δ	\$33,068.00	\$3.31	Fort Dodge Δ	\$164,289.00	\$3.29	Fort Dodge Δ	\$246,303.00	\$3.28	Fort Dodge Δ	\$328,316.00	\$3.28	Fort Dodge Δ	\$1,230,462.00	\$3.28
Cedar Rapids	\$33,969.00	\$3.40	Cedar Rapids	\$169,720.00	\$3.39	Cedar Rapids	\$254,557.00	\$3.39	Cedar Rapids	\$339,393.00	\$3.39	Cedar Rapids	\$1,273,088.00	\$3.39
Waverly	\$34,305.00	\$3.43	Sioux City (Residential)	\$170,968.00	\$3.42	Sioux City (Residential)	\$256,323.00	\$3.42	Sioux City (Residential)	\$341,678.00	\$3.42	Sioux City (Residential)	\$1,280,586.00	\$3.41
Sioux City (Residential)	\$34,399.00	\$3.44	Sioux City (Commercial)	\$170,968.00	\$3.42	Sioux City (Commercial)	\$256,323.00	\$3.42	Sioux City (Commercial)	\$341,678.00	\$3.42	Sioux City (Commercial)	\$1,280,586.00	\$3.41
Sioux City (Commercial)	\$34,399.00	\$3.44	Waverly	\$170,980.00	\$3.42	Waverly	\$256,402.00	\$3.42	Waverly	\$341,824.00	\$3.42	Waverly	\$1,281,467.00	\$3.42
Mason City	\$34,647.00	\$3.46	Mason City	\$173,033.00	\$3.46	Mason City	\$259,525.00	\$3.46	Mason City	\$346,016.00	\$3.46	Mason City	\$1,297,423.00	\$3.46
Marion	\$38,846.00	\$3.88	Marion	\$194,130.00	\$3.88	Marion	\$291,182.00	\$3.88	Marion	\$388,234.00	\$3.88	Marion	\$1,455,810.00	\$3.88
Newton	\$38,971.00	\$3.90	Newton	\$194,842.00	\$3.90	Newton	\$292,341.00	\$3.90	Newton	\$389,840.00	\$3.90	Newton	\$1,461,844.00	\$3.90
Norwalk dsm	\$39,139.00	\$3.91	Norwalk dsm	\$195,689.00	\$3.91	Norwalk dsm	\$293,529.00	\$3.91	Norwalk dsm	\$391,370.00	\$3.91	Norwalk dsm	\$1,467,613.00	\$3.91
Iowa City	\$41,452.00	\$4.15	Iowa City	\$207,267.00	\$4.15	Iowa City	\$310,916.00	\$4.15	Iowa City	\$414,565.00	\$4.15	Iowa City	\$1,554,673.00	\$4.15
Marshalltown (Commercial)	\$42,650.00	\$4.27	Marshalltown (Commercial)	\$213,222.00	\$4.26	Marshalltown (Commercial)	\$319,800.00	\$4.26	Marshalltown (Commercial)	\$426,378.00	\$4.26	Marshalltown (Commercial)	\$1,554,673.00	\$4.26
Muscataine (Residential)	\$42,682.00	\$4.27	Muscataine (Residential)	\$215,719.00	\$4.31	American Water Co.† (Residential)	\$323,851.00	\$4.32	American Water Co.† (Residential)	\$431,732.00	\$4.32	Marshalltown (Commercial)	\$1,598,905.00	\$4.32
American Water Co.† (Residential)	\$43,362.00	\$4.34	American Water Co.† (Residential)	\$215,971.00	\$4.32	Muscataine (Residential)	\$323,867.00	\$4.32	Muscataine (Residential)	\$432,014.00	\$4.32	American Water Co.† (Residential)	\$1,618,417.00	\$4.32
Fort Madison	\$43,449.00	\$4.34	Fort Madison	\$217,236.00	\$4.34	Fort Madison	\$325,849.00	\$4.34	Fort Madison	\$434,462.00	\$4.34	Muscataine (Residential)	\$1,621,641.00	\$4.32
Marshalltown (Residential)	\$46,789.00	\$4.68	Marshalltown (Residential)	\$233,944.00	\$4.68	Marshalltown (Residential)	\$350,919.00	\$4.68	Marshalltown (Residential)	\$467,894.00	\$4.68	Fort Madison	\$1,629,200.00	\$4.34
Ames	\$47,532.00	\$4.75	Ames	\$237,651.00	\$4.75	Ames	\$356,403.00	\$4.75	Ames	\$475,154.00	\$4.75	Marshalltown (Residential)	\$1,754,606.00	\$4.68
Boone (Commercial)	\$48,493.00	\$4.85	Boone (Commercial)	\$242,488.00	\$4.85	Boone (Commercial)	\$363,733.00	\$4.85	Boone (Commercial)	\$484,978.00	\$4.85	Ames	\$1,781,811.00	\$4.75
Des Moines dsm (Residential)	\$51,362.00	\$5.14	Des Moines dsm (Residential)	\$256,793.00	\$5.14	Des Moines dsm (Residential)	\$385,257.00	\$5.14	Des Moines dsm (Residential)	\$513,721.00	\$5.14	Boone (Commercial)	\$1,818,655.00	\$4.85
Des Moines dsm (Commercial)	\$52,157.00	\$5.22	Des Moines dsm (Commercial)	\$260,782.00	\$5.22	Des Moines dsm (Commercial)	\$391,154.00	\$5.22	Des Moines dsm (Commercial)	\$521,526.00	\$5.22	Des Moines dsm (Residential)	\$1,926,626.00	\$5.14
Storm Lake (Residential)	\$53,428.00	\$5.34	Storm Lake (Residential)	\$267,138.00	\$5.34	Storm Lake (Residential)	\$400,772.00	\$5.34	Storm Lake (Residential)	\$534,406.00	\$5.34	Des Moines dsm (Commercial)	\$1,955,687.00	\$5.22
Spencer	\$61,530.00	\$6.15	Spencer	\$307,845.00	\$6.15	Spencer	\$481,424.00	\$6.15	Spencer	\$615,202.00	\$6.15	Storm Lake (Residential)	\$2,004,158.00	\$5.34
Pella	\$64,972.00	\$6.50	Pella	\$324,845.00	\$6.50	Pella	\$487,208.00	\$6.50	Pella	\$649,571.00	\$6.50	Spencer	\$2,307,314.00	\$6.15
West Des Moines	\$67,264.00	\$6.73	West Des Moines	\$336,339.00	\$6.73	West Des Moines	\$504,505.00	\$6.73	West Des Moines	\$672,670.00	\$6.73	Pella	\$2,435,893.00	\$6.50
North Liberty	\$70,112.00	\$7.01	North Liberty	\$350,621.00	\$7.01	North Liberty	\$525,777.00	\$7.01	North Liberty	\$701,033.00	\$7.01	West Des Moines	\$2,522,571.00	\$6.73
Urbandale dsm	\$71,643.00	\$7.16	Urbandale dsm	\$358,187.00	\$7.16	Urbandale dsm	\$537,276.00	\$7.16	Urbandale dsm	\$716,365.00	\$7.16	North Liberty	\$2,628,845.00	\$7.01
Altoona (Commercial)	\$74,834.00	\$7.48	Altoona (Commercial)	\$374,166.00	\$7.48	Altoona (Commercial)	\$561,257.00	\$7.48	Altoona (Commercial)	\$748,348.00	\$7.48	Urbandale dsm	\$2,686,227.00	\$7.16
Altoona (Residential)	\$75,073.00	\$7.51	Altoona (Residential)	\$375,356.00	\$7.51	Altoona (Residential)	\$563,059.00	\$7.51	Altoona (Residential)	\$750,761.00	\$7.51	Altoona (Commercial)	\$2,806,250.00	\$7.48
Boone (Residential)	\$78,375.00	\$7.84	Boone (Residential)	\$391,852.00	\$7.84	Boone (Residential)	\$587,707.00	\$7.84	Boone (Residential)	\$783,562.00	\$7.84	Altoona (Residential)	\$2,815,702.00	\$7.51
Indianola (Commercial)	\$79,516.00	\$7.95	Indianola (Commercial)	\$397,583.00	\$7.95	Indianola (Commercial)	\$596,478.00	\$7.95	Indianola (Commercial)	\$795,373.00	\$7.95	Boone (Residential)	\$2,938,321.00	\$7.84
Johnston dsm	\$80,100.00	\$8.01	Johnston dsm	\$400,457.00	\$8.01	Johnston dsm	\$600,681.00	\$8.01	Johnston dsm	\$800,904.00	\$8.01	Indianola (Commercial)	\$2,942,543.00	\$7.95
Indianola (Residential)	\$81,930.00	\$8.19	Indianola (Residential)	\$409,634.00	\$8.19	Indianola (Residential)	\$614,484.00	\$8.19	Indianola (Residential)	\$819,335.00	\$8.19	Johnston dsm	\$3,003,342.00	\$8.01
Okauchosa	\$86,170.00	\$8.62	Okauchosa	\$430,836.00	\$8.62	Okauchosa	\$646,263.00	\$8.62	Okauchosa	\$861,691.00	\$8.62	Indianola (Residential)	\$3,072,442.00	\$8.19
Clive dsm §	\$88,761.00	\$8.88	Clive dsm §	\$443,792.00	\$8.88	Clive dsm §	\$665,654.00	\$8.88	Clive dsm §	\$887,516.00	\$8.88	Johnston dsm	\$3,082,533.00	\$8.01
Pleasant Hill dsm	\$95,391.00	\$9.54	Pleasant Hill dsm	\$476,957.00	\$9.54	Pleasant Hill dsm	\$715,420.00	\$9.54	Pleasant Hill dsm	\$953,883.00	\$9.54	Okauchosa	\$3,231,392.00	\$8.62
Waukeo dsm	\$96,134.00	\$9.61	Waukeo dsm	\$480,696.00	\$9.61	Waukeo dsm	\$721,029.00	\$9.61	Waukeo dsm	\$961,361.00	\$9.61	Clive dsm §	\$3,328,521.00	\$8.88
Ankeny dsm	\$99,343.00	\$9.93	Ankeny dsm	\$496,700.00	\$9.93	Ankeny dsm	\$745,043.00	\$9.93	Ankeny dsm	\$993,386.00	\$9.93	Pleasant Hill dsm	\$3,577,466.00	\$9.54
Ottumwa	\$111,805.00	\$11.18	Ottumwa	\$559,010.00	\$11.18	Ottumwa	\$838,516.00	\$11.18	Ottumwa	\$1,118,021.00	\$11.18	Ankeny dsm	\$3,605,093.00	\$9.61
Grimes dsm	\$112,080.00	\$11.21	Grimes dsm	\$560,382.00	\$11.01	Grimes dsm	\$840,580.00	\$11.21	Grimes dsm	\$1,120,768.00	\$11.21	Ottumwa	\$3,725,270.00	\$9.93
												Grimes dsm	\$4,192,574.00	\$11.18
													\$4,203,066.00	\$11.21

LIME SOFTENING PLANTS

UNKNOWN TREATMENT

WATER PUMPED VS. EXPENSES:

 YEAR	 GALLONS PUMPED	 GALLONS SOLD	 TOTAL EXPENSES	 PRICE PER 1000 GALLONS
2016	718,936,000	643,920,000	\$1,538,971.27	\$2.39
2017	827,611,000	761,885,000	\$2,326,514.32	\$3.05
2018	887,179,000	768,412,200	\$2,310,411.43	\$3.00
2019	796,008,000	713,898,000	\$1,693,931.36	\$2.37
2020	757,445,000	660,760,006,	\$2,274,141.69	\$3.00
2021	789,817,000	721,109,001	\$2,726,228.56	\$3.59
2022	759,579,100	720,080,700	\$2,271,566.48	\$3.09
2023	809,492,000	785,969,000	\$3,388,232.80	\$4.19
2024	920,477,000	816,365,000	\$3,758,816.62	\$4.08



If the “discounted” rate falls below our **costs** (the **actual cost** of chemicals, electricity, along with all other expenses for each 1000 gallons), we are essentially paying these companies to use our water.

rate

costs



SRF LOANS - 1.10 REQUIREMENTS



THE 1.10 REQUIREMENT:

Requires Net Revenues to be at least 110% of your total annual debt payments.

In simpler terms: for every \$1.00 you owe in debt payments each year, you must have at least \$1.10 in cash left over after paying your daily operating expenses.

HOW IT'S CALCULATED:

$$\text{DSC Ratio} = \frac{\{\text{Operating Revenues}\} - \{\text{Operating Expenses (excluding depreciation)}\}}{\text{Annual Debt Service (Principal + Interest)}}$$



Operating Revenues:
Money collected from water/sewer bills and fees.



Operating Expenses:
The cost to run the plant (power, chemicals, labor).



Debt Service:
The total amount of SRF loan payments (and any other debt due in fiscal year).

RECOMMENDATION:



CONDUCT A FORMAL RATE STUDY

ENSURE THE LONG-TERM HEALTH OF THE CITY'S UTILITIES.



FAIR & EQUITABLE COST DISTRIBUTION

NOT ALL USERS PLACE THE SAME STRAIN ON THE SYSTEM. A FORMAL STUDY WILL ENSURE THAT ALL USERS ARE PAYING THEIR "FAIR SHARE."



FUTURE-PROOFING THE SYSTEM

BUILD A RATE SCHEDULE THAT GUARANTEES THE CITY STAYS ABOVE THE 1.10 THRESHOLD FOR THE LIFE OF ALL OUR CURRENT AND UPCOMING SRF LOANS.

MEETING DATE: 01/05/26

AGENDA ITEM SUMMARY

Subject: Ambulance Services

Background Summary: Trout

The City of Charles City currently contracts with American Medical Response (AMR) to provide ambulance services. The existing services agreement is scheduled to expire on July 1, 2026, creating an opportunity to evaluate options for the continued provision of ambulance services.

Emergency Medical Solutions LLC has submitted a proposal to conduct an Ambulance Service Feasibility Study to provide an objective evaluation of the City's current and future ambulance service needs and potential service delivery models.

The scope of the feasibility study would include analysis of historical and projected EMS call and transport data; evaluation of viable service options, including City-operated, fire-based, third-service, and private contracting models; and assessment of 9-1-1 ambulance services and the feasibility and demand for interfacility transfer (IFT) services within the region.

The study would also evaluate start-up and ongoing operating costs associated with transitioning to a City-operated ambulance service, provide high-level projections of potential ambulance transport billing revenue, and identify comparable communities and organizational models for reference, including staffing structures and pay scales.

Discussion of this item is intended to determine whether the City Council wishes to proceed with the feasibility study and to provide direction to staff on next steps related to ambulance service planning.

PROPOSAL



AMBULANCE SERVICE FEASIBILITY STUDY

2025.12.16

Charles City, IA

Tyler Trout, City Manager
cityadmin@cityofcharlescity.org



EMERGENCY MEDICAL SOLUTIONS llc

TIM NOWAK | Founder & CEO
920.621.9838 | emslcwi@gmail.com
www.linkedin.com/company/emslc

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Following in this document, EMERGENCY MEDICAL SOLUTIONS llc may be abbreviated as EMSllc for brevity purposes.



▼ COVER LETTER

December 16, 2025

Tyler Trout, City Manager
Charles City, IA

Mr. Trout:

I am pleased to present to you with my proposal to conduct a comprehensive **Ambulance Service Feasibility Study** for Charles City, and I welcome the opportunity to share my experience and ambitions with you and your stakeholder team.

As you will find in this proposal, I have extensive consulting experience for projects similar to what I am proposing for your community. Rural Iowa shares many of the same characteristics to what I am used to having personally worked in as a Paramedic in Wisconsin and Minnesota, and your community's local dynamic shares many characteristics to consulting projects that I have led in Michigan and Indiana.

My approach toward completing such studies is one that focuses on transparency and informed decision making. Your community and its stakeholders are investing in an impartial resource to come in and evaluate your needs and capabilities, so my responsibility is to inform you as clearly as possible of what those are.

Thank you for considering my proposal, and I look forward to hearing from you soon. Please do not hesitate to reach out with any questions you may have.

Respectfully,



Tim Nowak

TIM NOWAK | Founder & CEO
EMERGENCY MEDICAL SOLUTIONS llc



920.621.9838 | emsllcwi@gmail.com

1. PROJECT PLAN

1.1. SCOPE OF WORK & DELIVERABLES

Outlined below is our proposed project title, its scope of work elements, and its offered deliverables for this engagement.

▼ PROPOSED TITLE:	Ambulance Service Feasibility Study
▼ SCOPE OF WORK:	<ul style="list-style-type: none">▼ Provide an analysis of experienced and/or projected incident/call data related to EMS incidents and ambulance transports.▼ Assess and identify viable options for City public ambulance service operations, including fire-based, 3rd service, and private contracting.▼ Assess considerations related to 9-1-1 ambulance services and the feasibility/demand of interfacility transfer (IFT) ambulance services within the region.▼ Project start-up and annual budgeting expenses for transitioning to a City-operated ambulance service, and include basic projections on anticipated ambulance transport billing revenue.▼ Identify potential comparison models/agencies for stakeholders to reference, including position pay scales and organizational structures.
▼ DELIVERABLES:	<ul style="list-style-type: none">▼ Conduct 1 on-site visit to view emergency service resources, meet with key stakeholders, and gather insights related to the City's landscape and demographics (1 business day).▼ Conduct up to 10 virtual stakeholder interviews relevant to the study.▼ Provide a comprehensive report (electronic) with a virtual presentation of findings/observations, comparisons, and professional insights/recommendations (if requested, and offered after the proposed project timeline).

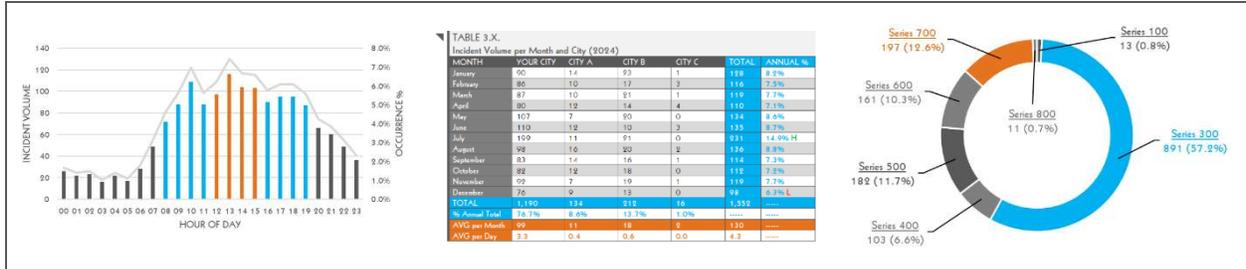
1.2. PROJECT METHODOLOGY & APPROACH

Our methodology toward analyzing data, gathering **INSIGHTS** and developing **SOLUTIONS** is **simple, transparent, and impactful**. If you're looking for a consulting firm to offer you cookie-cutter recommendations based on a copy & paste approach – or even worse, utilizing artificial intelligence to create artificial recommendations – we're simply not the right fit for you. Instead, we are original and professional in our work – 100%.

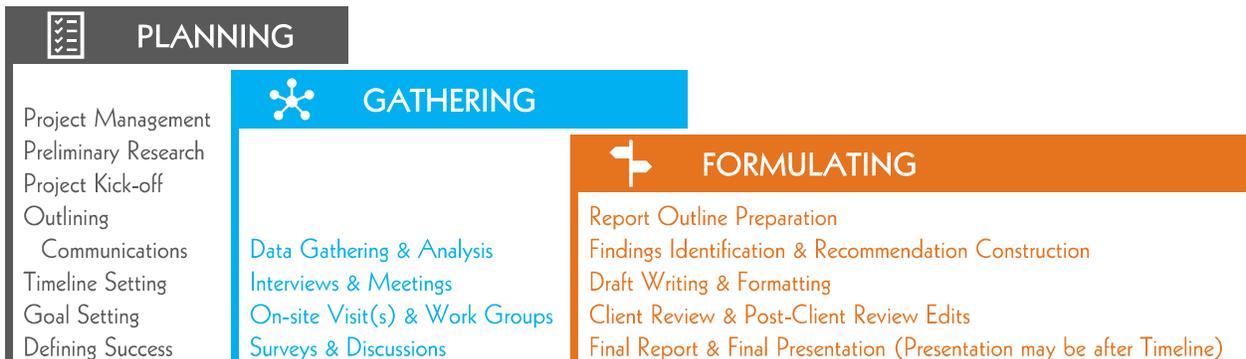
	TRANSPARENT TEAM	Your entire project team is listed in this proposal – even if it only consists of one member. We do not bait-and-switch you with large teams (on paper) that involve only a few members doing the actual work. You will have access to all of <u>your</u> team and have their direct attention. If we make any team updates, we'll notify you in advance.
	NO AFFILIATIONS OR AGENDAS	Some consulting firms have direct affiliations, allegiances, and ties to national associations and organizations that support their own missions, visions, and agendas. <i>We</i> , however, do not. We are unbiased, independent, and open-minded toward developing customized SOLUTIONS that are built just for you.
	CONVERSATIONAL & CONSUMABLE	Our reports and presentations are conversational & consumable in design, allowing your stakeholders to make informed decisions based on concise, actionable, and easy-to-follow content . We don't fill our reports with doctorate-level research, complex data, or industry jargon.
	UNIQUE EXPERIENCE	We don't claim to have "written the book" on any given topic – that's a bold and potentially treacherous statement to make! After all, some books are outdated, fiction, or outright inaccurate. Instead, we bring decades of unique industry experience to each project at the responder through administrator level.
	DEDICATED PROJECT MANAGER	We provide a dedicated project manager and single point-of-contact resource for you to maintain a simplified working relationship with us, allowing for streamlined communications and actionable decision making.
	DATA-SUPPORTING ANALYSIS	Early in our engagement timeline, we'll provide you with a data request list to afford you the most time possible to gather necessary resources, datasets, and documents so that when our project formally starts, we're ready to hit the ground running. From there, our analysis will focus not only on the objective elements of your data story , but also your subjective context that provides further justification and clarification to support your actions, reactions, and trends.
	FLEXIBLE VIRTUAL INTERVIEWS	Our flexible virtual interview process will allow us to connect with you and your stakeholders at times that best fit your schedules . These interviews promote confidentiality and transparency , and are designed to supplement any in-person engagements.
	HIGH-IMPACT ON-SITE ENGAGEMENTS	Whenever we engage with clients in-person, on-site, we promote an informal atmosphere that is conversational in nature, yet still high in impact . We recognize that our time together is limited, so engaging in difficult conversations , approaching cause/effect scenarios , and by observing your organization's physical assets and cultural attributes are key toward cutting straight to the root cause elements at hand.
	NO ARTIFICIAL INTELLIGENCE	NO Artificial Intelligence (AI) is utilized in the formulation of our work ... none ... 0%. We simply don't support its use in the development of content or in the crafting of consulting SOLUTIONS . Instead, all of our work is original and tailored to your project's specific needs. We also maintain a NO stock photo use policy in all of our work – especially the use of misrepresented European fire/EMS apparatus and personnel to depict your organization. Unfortunately, not all consulting firms take the same approach. <i>We</i> encourage you to look at their prior reports for proof.
	NO-SURPRISES ENGAGEMENT	We'll keep you updated regularly as our project progresses, including keeping you informed of any key or unanticipated findings that come about throughout our engagement together. In short, the first time you learn about something key won't be when our report is handed over to you – it will be long before then so that you can begin to prepare for it and mitigate any challenges that might have already risen.
	BUILDING <u>YOUR</u> REPORT	We don't support cookie-cutter reporting ; nor do we support copy & paste recommendations. Throughout the construction, finalization, and presentation of your final report, your SOLUTIONS will be exactly that – yours! Within our reports, we will be concise, yet thorough ... consumable, yet technical ... and clean, yet visually appealing . We customize our work to meet your needs; we don't simply [insert organization's name here] in what we do – you're not paying us to do that!

Below is a brief example highlighting some of the customizations and visual cleanliness that we bring to our reporting tables & figures.

Example Tables & Figures



Our general approach toward completing most projects involves **three phases** that incorporate various project-specific tasks under each element (as displayed below) with a corresponding timeline.



1.3. TIMELINE

Considering the identified scope of work elements and deliverables for this project, EMSIIc proposes the forthcoming project timeline/duration to complete all identified deliverables and conclude this engagement.



▼ 2. COST PROPOSAL

We are pleased to offer a flat-rate, all-inclusive fee for this project of **\$34,750**, which includes the following elements:

- ▼ 5-month project timeline.
- ▼ Includes all travel, lodging, and meal expenses for a 1-day, on-site engagement.
- ▼ Includes up to 10 stakeholder (virtual) interviews.
- ▼ Includes an electronic final report with a virtual presentation option (1 virtual presentation may follow for up to 3 months after project completion).

Separate – or additional – scope of work elements, deliverables, stakeholder interviews, on-site visits, or entire projects may be negotiated as a continuation of this proposal with additional expenses accrued. Payment for projects is negotiable but is generally requested to follow a 20% (kick-off), 30% (midway), and 50% (completion) schedule.

This offer is valid for 60 calendar days.

▼ 3. COMPANY OVERVIEW

▼ 3.1. EMSLLC – TODAY

EMERGENCY MEDICAL SOLUTIONS llc (EMSllc) is a specialty consulting firm that focuses on promoting operational optimization and organizational sustainability for emergency services. We serve EMS agencies, fire departments, municipalities, and districts/boards by focusing our efforts on creating productive **CONTENT**, promoting professional **DEVELOPMENT**, and crafting achievable **SOLUTIONS** that address root causes to challenges so that constructive actions can be pursued.



EMERGENCY MEDICAL SOLUTIONS llc (EMSllc) is a Wisconsin-registered limited liability company (LLC) that was formed in 2010 by Tim Nowak, who remains as its sole member to date.



CONTENT

- Blog, Article, Exam, and Item Writing
- Conference & Workshop Presentation
- Target Audience LinkedIn Posting
- Whitepaper and Report Creation



DEVELOPMENT

- Candidate Interview & Selection Assistance
- Strategic Planning & Discussion Facilitation
- Quality Assurance Program Enhancement
- Professional Development Workshops



SOLUTIONS

- Operational/Organizational Assessments & Analysis
- Agency/System Optimization Recommendations
- Feasibility, Consolidation, and Merger Studies
- Technical Advisory & Retainer Services
- Low-Demand, High-Impact Options

▼ 3.2. EMSLLC – THE PAST

EMSllc was founded by Tim Nowak in 2010 in Wisconsin as a training solution to support an emerging market of EMS agencies that no longer wanted to be narrowed in their continued education opportunities by the traditional system. Sparked by an opportunity to change this, EMSllc was formed and began providing individual agency- and medical director-supported continued education and quality assurance services for EMS agencies throughout Northeast Wisconsin – and later throughout the state. With these services, EMSllc began *Changing the Paradigm of EMS Training™* in Wisconsin (which was the company's original motto).

Over the years, EMSllc has evolved with Tim's career path and made expansions into the development of two reference product lines (which are no longer operational); the creation of an association sponsored and subscription driven printed magazine (which has now transitioned into a professional development brand – EMSDIRECTOR™); and the **content**, **development**, and **solutions** driven professional services that are offered today – including LinkedIn target audience content marketing, conference presentations, professional development & strategic planning services, and technical advisory & consulting services.

▼ 4. PROFESSIONAL EXPERIENCE

▼ 4.1. BACKGROUND & CREDENTIALS



DEDICATED RESOURCE

EMSIIc is represented by **Chief Tim Nowak**, who brings over 20 years of emergency service experience to the company as its Founder & CEO. He is an experienced **Lead Consultant** and **Project Manager** for similar projects ranging in scope, size, and budget. He will serve as the dedicated resource to your project's team throughout this engagement, affording you a single point of contact for all project needs. His working experience spans throughout four states, his consulting experience extends to over a dozen states, and his influence within the industry reaches tens of thousands of connections nationwide.



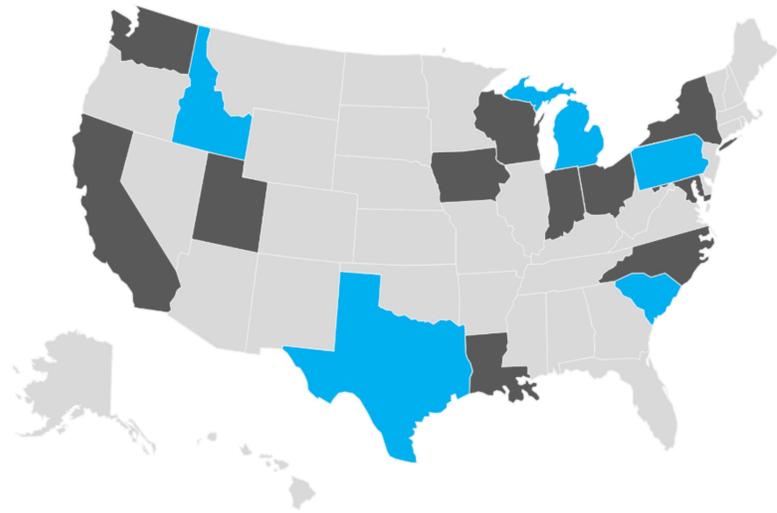
EXPANDED NETWORK

Just because EMSIIc is represented by a solo, dedicated resource does not mean that our company is alone ... we have an expanded network of subject matter experts (SMEs) available to us to address any niche needs. This network includes city managers, EMS billers/auditors, GIS/data analysts, and other topic-focused SMEs that we can call upon to address any scope of work elements that require further advisory services – and at no added cost to you. Rather than adding a lengthy list of “associates” to our proposal as a bait-and-switch tactic, we’d rather be transparent with you regarding the level of dedication that you’ll receive by engaging with EMSIIc.

Chief Tim Nowak – Founder & CEO of EMSIIc – will serve as the **Lead Consultant** and **Project Manager** for this engagement. He has over 20 years of emergency service industry experience within rural, suburban, and urban landscapes; four different states; prehospital/field and hospital environments; and fire/EMS organizations with combined and separated disciplines. He holds credentials as a Nationally Registered Paramedic, firefighter and fire officer, certified ambulance documentation specialist, various former EMS instructor credentials and supervisory/managing paramedic officer certifications, critical care paramedic credentials, an associate's degree as a fire protection technician, a bachelor's degree in fire science, and an undergraduate certificate in human resource management. His career pathway has included roles such as paid-on-call EMT in a rural setting, career firefighter/paramedic and acting company officer, hospital-based paramedic, career EMS Educator with training development/delivery and quality assurance responsibilities, Assistant EMS Chief of a county-based EMS agency responding to over 50,000 incidents per year, Director of Training and Content Development for a SaaS fire/EMS records management system company, and as a professional Consultant within the fire/EMS industry. Chief Nowak has overseen divisions and disciplines including special operations, community paramedicine/mobile integrated health & community risk reduction, logistics & supply chain management, emergency preparedness, quality assurance, education/training, and standards development & accreditation. Tim is an industry thought leader having published over 200 articles and professional works through various online and print mediums, has served as the brand developer and editor-in-chief of a professional development magazine and content creation product line, produced over 100 hours of online webinar and continued education content, has been a guest to multiple podcasts and presented at statewide/regional and national conferences, and is an active social media discussion leader with tens of thousands of emergency service industry connections. As a consultant, Chief Nowak is a bold, data- and context-focused analyst that strives to uncover root cause **INSIGHTS** that lead to productive, progressive, and actionable **SOLUTIONS** for each of his unique clients – never taking an artificial or copy-and-paste approach toward his professional work.

4.2. PROJECTS & CREDITS

Chief Tim Nowak brings over a decade of progressive administrative and consulting experience to his projects on behalf of EMSIc, in addition to over three years of career fire & EMS consulting and project management experience as a full-time employee of a national consulting firm with a reputable presence.



- EMSIc Projects & Credits
- Projects & Credits Under Other Affiliations

Projects & Credits Under the EMSIc Brand

County Fire & EMS Operational Assessment	Lead Consultant, Project Manager	Operational Study	Hampton County, SC (2025)
Annual Report Planning and Advisory Services	Lead Advisor	Advisory Services	PA Client (2025)
Fire & EMS Assessment and Advisory Services	Lead Consultant, Project Manager	Operational Study, Advisory Services	City of Garland & Garland Fire Department, TX (2025)
Comprehensive Emergency Services Feasibility & Needs Assessment and Strategic Direction Planning	Lead Consultant, Project Manager	Operational Study, Feasibility Study, Strategic Direction Planning	Selkirk Fire Rescue & EMS, ID (2025-2026)
Fire Department and Emergency Medical Service Organizational and Operational Study	Lead Consultant, Project Manager	Organizational Study, Operational Study	West University Place Fire Department, TX (2025)
EMS Training Program Optimization Assessment	Lead Consultant, Project Manager	Operational Study	PA Client (2025)
EMS Tiered-Response Research Project	Lead SME	Research Project	TX Client (2024)
"An Abstract of Challenges Facing Michigan's Rural EMS Agencies"	Lead SME, Content Creator	Whitepaper	Michigan Rural EMS Network (2021)
City/County Dispatch Equity and Operational Efficiency Study	Contracted SME	Operational Study	TX Client (2021)

Projects & Credits Under Other Affiliations

City EMS Feasibility Study OH Client (2024)	Statewide EMS Resource Assessment ID Client (2023)
Fire Department Workforce Survey TX Client (2024)	County EMS Agency Analysis IN Client (2023)
City/Fire Department EMS Feasibility Study IA Client (2024)	Fire Service Response to Civil Unrest Report National Client (2023)
County EMS System Assessment WA Client (2024)	EMS Agency Annual Report/Community Focus Report PA Client (2023)
Fire Department Study UT Client (2024)	County Ambulance Service Feasibility Study PA Client (2023)
Statewide Rural EMS Health Professional Shortage Area Study MI Client (2024)	Fire & EMS Non-Profit to Municipal Transition of Services Technical Assistance WI Client (2022)
CAAS Accreditation Technical Assistance TX Client (2024)	County EMS System Analysis NC Client (2022)
EMS System Feasibility Study MI Client (2024)	EMS Agency Organizational Model Study NY Client (2022)
Countywide EMS and Hospital Base Station Assessment CA Client (2024)	Fire Department Strategic Plan TX Client (2022)
EMS Agency Annual Report PA Client (2024)	Fire Department Dispatch Optimization and Feasibility Study TX Client (2021)
County EMS Agency Analysis SC Client (2024)	County EMS Agency Feasibility Study LA Client (2021)
Paramedic Staffing Study MD Client (2024)	

MEETING DATE: 01/05/26

AGENDA ITEM SUMMARY

Subject: Updates to TIF Matrix

Background Summary: Trout

Recent changes enacted by the State Legislature are expected to reduce revenues generated from property taxes. In response to these changes, staff and the City's Economic Development Committee have reviewed the City's financial policies related to commercial and industrial development agreements that utilize tax increment financing (TIF).

Given the likelihood of reduced availability of property tax revenue, both staff and the committee agree that it is financially prudent to update the City's TIF Matrix to better align incentive policies with current fiscal conditions while continuing to support economic development.

Proposed updates to the TIF Matrix include a reduction in the number of available rebate tranches, the implementation of a sliding scale for annual rebate percentages based on an applicant's score, and a reduction in the maximum length of agreements from ten years to nine years. In addition, proposed changes would require TIF recipients to maintain a minimum assessed property value, to be established on a case-by-case basis, for the full duration of the applicable urban renewal area.

These updates are intended to provide greater financial predictability for the City, ensure responsible use of TIF incentives, and allow developments to begin generating property tax revenue sooner than under the current structure, while maintaining a structured and transparent framework for evaluating development proposals.

A rebate calculator has been developed to illustrate how the proposed TIF Matrix changes would be applied to development projects. The calculator can be accessed at:

<https://charles-city-rebate-calculator.lovable.app>

MEETING DATE: 01/05/26

AGENDA ITEM SUMMARY

Subject: Plan for Future Engineering Services

Background Summary: Trout

Due to the upcoming retirement of the City Engineer, the City of Charles City must establish a plan for the continuation of engineering services to ensure minimal disruption to ongoing operations, capital projects, and regulatory compliance. The City Engineer position has historically provided day-to-day engineering support, project oversight, and professional guidance across multiple departments.

To address this transition, staff has evaluated alternatives for maintaining consistent access to engineering expertise. Staff recommends contracting with a private engineering firm on a retainer basis to provide general engineering services. Under this model, the firm would serve as the City's primary engineering resource, offering a level of service comparable to that historically provided by a City Engineer while allowing flexibility in staffing and expertise.

This approach would provide the City with a reliable and consistent engineering provider, reduce the risk of service interruptions during the transition, and allow projects and routine engineering needs to continue without delay. Retainer-based engineering services are a common practice among similarly situated communities.

Attached for reference is an example of a comparable engineering services agreement currently used by the City of Waverly, which illustrates how such an arrangement may be structured.

Resolution 24-34

A Resolution approving a General Engineering Services Contract with Bolton & Menk, Inc.

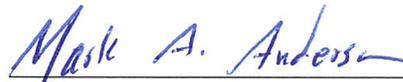
WHEREAS, the City of Waverly will need General Engineering Services going forward; and

WHEREAS, Bolton & Menk, Inc. will provide engineering services as needed for a reduced hourly rate of \$100 per hour up to 40 hours per month. Any hours above the 40 hours per month will be charged at their regular hourly rate; and

WHEREAS, up to \$48,000 per year will be billed hourly as needed (40 hours per month) and will be paid for from the Water Fund, Sewer Fund, and General Fund.

NOW THEREFORE BE IT RESOLVED that the City Council of the City of Waverly, Iowa does hereby approve a General Engineering Services Contract with Bolton & Menk, Inc. of Cedar Rapids, Iowa who will provide will provide engineering services as needed for a reduced hourly rate of \$100 per hour up to 40 hours per month. Any hours above the 40 hours per month will be charged at their regular hourly rate. Up to \$48,000 per year will be billed hourly as needed (40 hours per month) and will be paid for from the Water Fund, Sewer Fund, and General Fund.

PASSED AND ADOPTED this 19th day of February, 2024.



Mark A. Anderson, Mayor

ATTEST:



Carla Guyer, City Clerk



AGENDA MEMORANDUM

City Council Meeting

February 19, 2024

SUBJECT: General Engineering Services contract with Bolton and Menk, Inc.

Prepared By: James W. Bronner, City Administrator

Recommended City Council Action: Approve the General Engineering Services contract with Bolton & Menk, Inc..

Summary Statement: The City of Waverly will need general engineering services going forward. After discussion with a few different firms, Bolton & Menk, Inc had the best presentation and most reasonable fee. They will provide engineering services as needed for a reduced hourly rate of \$100 per hour, up to 40 hours per month. After that, the rate would be at their normal rate schedule.

Expenditure Required: Up to \$48,000 per year billed hourly as needed (40 hours a month)

Funding Source: Water Fund, Sewer Fund and General Fund

Alternative(s): Do not approve the contract or search for another firm to provide the services.

Respectfully submitted,

James W. Bronner
City Administrator

AGREEMENT FOR PROFESSIONAL SERVICES

GENERAL ENGINEERING SERVICES

CITY OF WAVERLY, IOWA

This Agreement, made this 19th day of February 2024, by and between City of Waverly, 200 1st St NE, Waverly, IA 50677, hereinafter referred to as CLIENT, and BOLTON & MENK, INC., 401 1st Street SE, Suite 201, Cedar Rapids, IA 52401, hereinafter referred to as CONSULTANT.

WITNESS, whereas the CLIENT requires professional General Engineering Services in conjunction with various City projects and whereas the CONSULTANT agrees to furnish the various professional services required by the CLIENT.

NOW, THEREFORE, in consideration of the mutual covenants and promises between the parties hereto, it is agreed:

SECTION I - CONSULTANT'S SERVICES

- A. The CONSULTANT agrees to perform General Engineering Services requested by the CLIENT as described in Section III-A of this Agreement.
- B. Upon mutual agreement of the parties hereto, Additional Project Engineering Services may be authorized by separate work order as outlined in Section III – B of this Agreement.

SECTION II - THE CLIENT'S RESPONSIBILITIES

- A. The CLIENT shall promptly compensate the CONSULTANT in accordance with Section III of this Agreement.
- B. The CLIENT shall place any and all previously acquired information in its custody at the disposal of the CONSULTANT for its use. Such information shall include but shall not be limited boundary surveys, topographic surveys, preliminary sketch plan layouts, building plans, soil surveys, drainage reports, abstracts, deed descriptions, tile maps and layouts, aerial photos, utility agreements, environmental reviews, and zoning limitations. The CONSULTANT may rely upon the accuracy and sufficiency of all such information in performing services unless otherwise instructed, in writing, by CLIENT.
- C. The CLIENT will guarantee access to and make all provisions for entry upon both public and private portions of the project and pertinent adjoining properties.
- D. The CLIENT will give prompt notice to the CONSULTANT whenever the CLIENT observes or otherwise becomes aware of any defect in the proposed project.

- E. The CLIENT shall designate a liaison person to act as the CLIENT'S representative with respect to services to be rendered under this Agreement. Said representative shall have the authority to transmit instructions, receive instructions, receive information, interpret and define the CLIENT'S policies with respect to the project and CONSULTANT'S services.

City of Waverly James Bronner City Administrator
City of Waverly 200 1st St NE Waverly, IA 50677 Phone: (319) 848-4103

- F. The CLIENT shall provide such legal, accounting, independent cost estimating and insurance counseling services as may be required for completion of the consultant services described in this agreement.
- G. The CLIENT will obtain any and all regulatory permits required for the proper and legal execution of the project.
- H. The CLIENT will hire, when requested by the CONSULTANT, an independent test company to perform laboratory and material testing services, and soil investigation that can be justified for the proper design and construction of the project. The CONSULTANT shall assist the CLIENT in selecting a testing company. Payment for testing services shall be made directly to the testing company by the CLIENT and is not part of this Agreement.

SECTION III - COMPENSATION FOR SERVICES

- A. **Basic Services.** Bolton & Menk, Inc. proposes to serve the City of Waverly on an hourly basis. Therefore, to assist the City in handling day-to-day general engineering items not associated with a particular project it is proposed to perform these tasks at reduced rate of \$100/hour for the Consultant City Engineer and other professional engineers for non-project related services up to 40 hours per month.

As this applies to non-project related items, the savings are generally related to expenditures from the general fund budget of the City. In addition, there is only a one (1) hour charge to the City for attendance at City Council Meetings, if attendance is requested by the Client.

For work requested in excess of 40 hours per month, standard hourly billing rates shall apply.

- B. **Project Engineering Services.** When requested by the Client, Bolton & Menk will develop, by Work Order, a scope of services and estimate of hours to complete each project phase. This information

will be the basis for developing a not-to-exceed fee for projects.

Billings are based on hours spent at rates in effect for the individuals performing the work. The hourly rates for Principals, Senior Associates, Associates and members of the staff vary according to skill and experience. These rates shall apply for projects for the period through December 31, 2023, and may be adjusted annually thereafter to account for changed labor costs, inflation or changed overhead conditions.

Hourly rates include labor, general business and other normal and customary expenses associated with operating a professional business. Unless otherwise agreed, the above rates include vehicle and personal expenses, mileage, telephone, survey stakes and routine expendable supplies; and no separate charges will be made for these activities and materials. Expenses beyond the agreed scope of services and non-routine expenses, such as large quantities of prints, extra report copies, out-sourced graphics and photographic reproductions, document recording fees, outside professional and technical assistance and other items of this general nature, will be invoiced separately, upon client approval. Rates and charges do not include sales tax, if applicable.

The CLIENT will compensate the CONSULTANT in accordance with the attached schedule of fees effective through December 31, 2023, for the time spent on performance of Agreement services.

IV - GENERAL

- A. **Standard of Care.** Professional services provided under this Agreement will be conducted in a manner consistent with that level of care and skill ordinarily exercised by members of the Consultant's profession currently practicing under similar conditions. No warranty, express or implied, is made.
- B. **Change in Project Scope.** In the event the CLIENT changes or is required to change the scope of the project from that described in Section I and/or the applicable addendum, and such changes require Additional Services by the CONSULTANT, the CONSULTANT shall be entitled to additional compensation at the applicable hourly rates. The CONSULTANT shall give notice to the CLIENT of any Additional Services, prior to furnishing such additional services. The CLIENT may request an estimate of additional cost from the CONSULTANT, and upon receipt of the request, the CONSULTANT shall furnish such, prior to authorization of the changed scope of work.
- C. **Limitation of Liability.** CONSULTANT shall indemnify, defend, and hold harmless CLIENT and its officials, agents and employees from any loss, claim, liability, and expense (including reasonable attorneys' fees and expenses of litigation) arising from, or based in the whole, or in any part, on any negligent act or omission by CONSULTANT'S employees, agents, or subconsultants. In no event shall CLIENT be liable to CONSULTANT for consequential, incidental, indirect, special, or punitive damages.

CLIENT shall indemnify, defend, and hold harmless CONSULTANT and its employees from any loss, claim, liability, and expense (including reasonable attorneys' fees and expenses of litigation) arising from, or based in the whole, or in any part, on any negligent act or omission by CLIENT'S employees,

agents, or consultants. In no event shall CONSULTANT be liable to CLIENT for consequential, incidental, indirect, special, or punitive damages.

Nothing contained in this Agreement shall create a contractual relationship with or a cause of action in favor of a third party against either the CLIENT or the CONSULTANT. The CONSULTANT'S services under this Agreement are being performed solely for the CLIENT'S benefit, and no other entity shall have any claim against the CONSULTANT because of this Agreement or the performance or nonperformance of services provided hereunder. The CLIENT agrees to include a provision in all contracts with contractors and other entities involved in this project to carry out the intent of the paragraph.

- D. **Insurance.** The CONSULTANT agrees to maintain, at the CONSULTANT'S expense, statutory worker's compensation coverage.

The CONSULTANT also agrees to maintain, at CONSULTANT'S expense, general liability insurance coverage insuring CONSULTANT against claims for bodily injury, death or property damage arising out of CONSULTANT'S general business activities (including automobile use). The liability insurance policy shall provide coverage for each occurrence in the minimum amount of \$1,000,000.

During the period of design and construction of the project, the CONSULTANT also agrees to maintain, at CONSULTANT'S expense, Professional Liability Insurance coverage insuring CONSULTANT against damages for legal liability arising from an error, omission or negligent act in the performance of professional services required by this agreement, providing that such coverage is reasonably available at commercially affordable premiums. For purposes of this agreement, "reasonably available" and "commercially affordable" shall mean that more than half of the design professionals practicing in this state in CONSULTANT'S discipline are able to obtain coverage. The professional liability insurance policy shall provide coverage for each occurrence in the amount of \$1,000,000 and annual aggregate of \$1,000,000 on a claims-made basis.

Upon request of CLIENT, CONSULTANT shall provide CLIENT with certificates of insurance, showing evidence of required coverages.

- E. **Opinions or Estimates of Construction Cost.** Where provided by the CONSULTANT as part of Exhibit I or otherwise, opinions or estimates of construction cost will generally be based upon public construction cost information. Since the CONSULTANT has no control over the cost of labor, materials, competitive bidding process, weather conditions and other factors affecting the cost of construction, all cost estimates are opinions for general information of the CLIENT and the CONSULTANT does not warrant or guarantee the accuracy of construction cost opinions or estimates. The CLIENT acknowledges that costs for project financing should be based upon contracted construction costs with appropriate contingencies.
- F. **Construction Services.** It is agreed that the CONSULTANT and its representatives shall not be responsible for the means, methods, techniques, schedules or procedures of construction selected by the contractor or the safety precautions or programs incident to the work of the contractor.
- G. **Use of Electronic/Digital Data.** Because of the potential instability of electronic/digital data and susceptibility to unauthorized changes, copies of documents that may be relied upon by CLIENT are

limited to the printed copies (also known as hard copies) that are signed or sealed by CONSULTANT. Except for electronic/digital data which is specifically identified as a project deliverable by this AGREEMENT or except as otherwise explicitly provided in this AGREEMENT, all electronic/digital data developed by the CONSULTANT as part of the PROJECT is acknowledged to be an internal working document for the CONSULTANT'S purposes solely and any such information provided to the CLIENT shall be on an "AS IS" basis strictly for the convenience of the CLIENT without any warranties of any kind. As such, the CLIENT is advised and acknowledges that use of such information may require substantial modification and independent verification by the CLIENT (or its designees). Provision of electronic/digital data, whether required by this Agreement or provided as a convenience to the Client, does not include any license of software or other systems necessary to read, use or reproduce the information. It is the responsibility of the CLIENT to verify compatibility with its system and long-term stability of media. CLIENT shall indemnify and hold harmless CONSULTANT and its Subconsultants from all claims, damages, losses, and expenses, including attorneys' fees arising out of or resulting from third party use or any adaptation or distribution of electronic/digital data provided under this AGREEMENT, unless such third party use and adaptation or distribution is explicitly authorized by this AGREEMENT.

- H. **Reuse of Documents.** Drawings and Specifications and all other documents (including electronic and digital versions of any documents) prepared or furnished by CONSULTANT pursuant to this AGREEMENT are instruments of service in respect to the Project and CONSULTANT shall retain an ownership interest therein. Upon payment of all fees owed to the CONSULTANT, the CLIENT shall acquire an ownership interest in all identified deliverables, including Plans and Specifications, for any reasonable use relative to the Project and the general operations of the CLIENT. CLIENT may make and disseminate copies for information and reference in connection with the use and maintenance of the Project by the CLIENT. However, such documents are not intended or represented to be suitable for reuse by CLIENT or others on extensions of the Project or on any other project and any reuse other than that specifically intended by this AGREEMENT will be at CLIENT'S sole risk and without liability or legal exposure to CONSULTANT.
- I. **Confidentiality.** CONSULTANT agrees to keep confidential and not to disclose to any person or entity, other than CONSULTANT'S employees and subconsultants any information obtained from CLIENT not previously in the public domain or not otherwise previously known to or generated by CONSULTANT. These provisions shall not apply to information in whatever form that comes into the public domain through no fault of CONSULTANT; or is furnished to CONSULTANT by a third party who is under no obligation to keep such information confidential; or is information for which the CONSULTANT is required to provide by law or authority with proper jurisdiction; or is information upon which the CONSULTANT must rely for defense of any claim or legal action.
- J. **Period of Agreement.** This Agreement will remain in effect for a period of five years or such other explicitly identified completion period, after which time the Agreement may be extended upon mutual agreement of both parties.
- K. **Payments.** If CLIENT fails to make any payment due CONSULTANT for services and expenses within thirty days after date of the CONSULTANT'S invoice, a service charge of one and one-half percent (1.5%) per month or the maximum rate permitted by law, whichever is less, may be charged on any unpaid balance. In addition, after giving seven days' written notice to CLIENT, CONSULTANT may, without waiving any claim or right against the CLIENT and without incurring liability whatsoever to

the CLIENT, suspend services and withhold project deliverables due under this Agreement until CONSULTANT has been paid in full all amounts due for services, expenses and charges.

- L. **Termination.** This Agreement may be terminated by either party for any reason or for convenience by either party upon seven (7) days written notice.

In the event of termination, the CLIENT shall be obligated to the CONSULTANT for payment of amounts due and owing including payment for services performed or furnished to the date and time of termination, computed in accordance with Section III of this Agreement.

- M. **Contingent Fee.** The CONSULTANT warrants that it has not employed or retained any company or person, other than a bona fide employee working solely for the CONSULTANT to solicit or secure this Contract, and that it has not paid or agreed to pay any company or person, other than a bona fide employee, any fee, commission, percentage, brokerage fee, gift or any other consideration, contingent upon or resulting from award or making of this Agreement.
- N. **Non-Discrimination.** The provisions of any applicable law or ordinance relating to civil rights and discrimination shall be considered part of this Agreement as if fully set forth herein.

The CONSULTANT is an Equal Opportunity Employer and it is the policy of the CONSULTANT that all employees, persons seeking employment, subcontractors, subconsultants and vendors are treated without regard to their race, religion, sex, color, national origin, disability, age, sexual orientation, marital status, public assistance status or any other characteristic protected by federal, state or local law.

- O. **Controlling Law.** This Agreement is to be governed by the law of the State of Iowa.
- P. **Dispute Resolution.** CLIENT and CONSULTANT agree to negotiate all disputes between them in good faith for a period of 30 days from the date of notice of dispute prior to proceeding to formal dispute resolution or exercising their rights under law. Any claims or disputes unresolved after good faith negotiations shall first be submitted to mediation, using a mutually acceptable Neutral Third Party and mutually agreeable mediation process. If the mediation is unsuccessful in resolving the dispute, the parties may mutually agree to submit to another method of dispute resolution or submit the dispute to a court of competent jurisdiction.
- Q. **Survival.** All obligations, representations and provisions made in or given in Section IV of this Agreement will survive the completion of all services of the CONSULTANT under this Agreement or the termination of this Agreement for any reason.
- R. **Severability.** Any provision or part of the Agreement held to be void or unenforceable under any law or regulation shall be deemed stricken, and all remaining provisions shall continue to be valid and binding upon CLIENT and CONSULTANT, who agree that the Agreement shall be reformed to replace such stricken provision or part thereof with a valid and enforceable provision that comes as close as possible to expressing the intention of the stricken provision.

SECTION V - SIGNATURES

THIS INSTRUMENT embodies the whole agreement of the parties, there being no promises, terms, conditions or obligation referring to the subject matter other than contained herein. This Agreement may only be amended, supplemented, modified or canceled by a duly executed written instrument signed by both parties.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed in their behalf.

CLIENT: City of Waverly, Iowa

CONSULTANT: Bolton & Menk, Inc.



Mark A. Anderson, Mayor

Mathew Ferrier, P.E.
Principal Engineer



Attest: City Clerk, Carla Guyer

Date

February 19, 2024
Date

MEETING DATE: 01/05/26

AGENDA ITEM SUMMARY

Subject: Organizational Structure

Background Summary: Trout

The upcoming retirement of the City Engineer presents an opportunity to reassess the City of Charles City's organizational structure to better align departmental responsibilities, improve operational efficiency, and ensure appropriate management focus across City functions.

Historically, the City Engineer position has provided engineering expertise as well as support for community development, planning, and zoning functions. In addition, there is consistent operational overlap between these functions and code enforcement activities, which are currently managed within the Public Safety Department. Code enforcement responsibilities account for a significant portion of the Public Safety Director's time that could otherwise be dedicated to police and fire oversight.

To address these overlapping responsibilities, staff proposes the formation of a new Development Services Department. This department would consolidate community development, planning and zoning, development review, building inspections, engineering coordination, and code enforcement functions under a single department.

The proposed department would be managed by a Development Services Director reporting directly to the City Administrator. The Director would be responsible for overseeing planning and zoning activities, development review and permitting, building inspections, code enforcement, floodplain management, and related regulatory programs. The position would also provide professional guidance to City Council, boards and commissions, serve as staff liaison to the Planning and Zoning Commission and Board of Adjustment, and advise on short- and long-range planning efforts, including the Comprehensive Plan and Capital Improvement Program.

Establishing a Development Services Department would better align related functions, improve coordination and accountability, reduce operational strain on the Public Safety Department, and ensure consistent management of development, planning, and regulatory responsibilities. Similar department structures are utilized by many comparable cities to coordinate planning, development, engineering, and regulatory functions under a single administrative framework.

Attached for reference is a draft job description for the Development Services Director and a table illustrating the shift in duties between the current organizational structure and the proposed changes.

City of Charles City

Development Services Director

Department: Development Services

FLSA Status: Exempt

Reports To: City Administrator

Union: No

Civil Service: No

Class Summary

Performs a variety of supervisory, administrative, and professional work in the development, coordination, and implementation of community development, planning, zoning, development review, building code administration, engineering, code enforcement programs and services for the City of Charles City.

Essential Duties

1. Plans, organizes, and supervises development review, building, housing, plan check, inspection, and code compliance activities. Administers and enforces construction, zoning, housing, safety, floodplain, and maintenance codes and ordinances; oversees inspections, contractor licensing, and permitting activities; and ensures compliance with approved plans and conditions.
2. Plans, organizes, supervises, and evaluates the functions and activities of Planning and Zoning, Building Inspections, Code Enforcement, and related development services functions.
3. Directs, hires, supervises, evaluates, trains, and disciplines assigned staff; establishes work priorities and performance expectations; and fosters a professional, customer-service-oriented work environment.
4. Provides leadership and direction in the development, implementation, and maintenance of short- and long-range plans and projects, including, but not limited to, the Comprehensive Plan, zoning and subdivision regulations, annexation studies, land use plans, transportation studies, stormwater management planning, downtown redevelopment initiatives, and Capital Improvement Program coordination.
5. Supervises the evaluation of land use and development proposals for conformity with applicable City, State, and Federal laws, regulations, and adopted plans; evaluates development impacts and prepares recommendations for City Council, Planning and Zoning Commission, and other boards or commissions.
6. Serves as the primary staff liaison to the Planning and Zoning Commission, Board of Adjustment, and other assigned boards or commissions. Coordinates meeting agendas

and materials, attends meetings, and provides professional staff support and recommendations.

7. Provides professional planning, development, and regulatory advice to City Council, boards, commissions, and City staff. Prepares and presents studies, reports, and recommendations; delivers public and private presentations; and supports informed decision-making.
 8. Responds to inquiries from residents, developers, contractors, and other stakeholders regarding planning, zoning, development regulations, and City policies. Resolves complex development-related issues and disputes while maintaining positive public relations.
 9. Maintains effective working relationships with City departments, consulting engineers, contractors, County, State, and Federal agencies, and professional organizations. Serves as the City's designated administrator for the Community Rating System (CRS) and floodplain management program; ensures compliance with FEMA, NFIP, and state floodplain regulations; coordinates required documentation, audits, and reporting; and oversees ADA sidewalk compliance and related regulatory programs.
 10. Oversees the development, maintenance, and accuracy of planning, zoning, and community development records, databases, maps, plats, permits, and related documentation. Coordinates the maintenance and updating of the City's Geographic Information System (GIS).
 11. Prepares and administers the department's annual operating budget; ensures activities are performed within budget; and promotes effective and efficient use of personnel, funds, materials, facilities, and time.
 12. Negotiates, coordinates, and manages professional service and consulting contracts related to development and engineering related services activities.
 13. Attends work regularly at the designated time and place and follows applicable safety rules and regulations.
 14. Performs other duties as assigned.
-

Minimum Qualifications

Education and Experience

- Graduation from high school or GED.
- Graduation from an accredited four-year college or university with a bachelor's degree in urban planning, land use planning, public administration, civil engineering, construction management, or a closely related field.
- Five (5) years of progressively responsible experience in municipal planning, community development, construction, or a related field, including supervisory or management experience.
- A master's degree in a related field may be substituted for a portion of the required experience.
- Equivalent combinations of education and experience may be considered.
- Valid driver's license or ability to obtain one prior to appointment

Certifications and Licenses (Preferred)

- Certification from the American Institute of Certified Planners (AICP)
 - Ability to obtain:
 - Lead Safe Renovator-Iowa Dept of Inspect & Appeals
 - Property Maintenance & Housing Inspector (64) ICC
 - Residential Building Inspector (B1) ICC
 - Residential Electrical Inspector (EI) ICC
-

Knowledge, Skills, and Abilities

- Thorough knowledge of municipal planning, zoning, land use, development review processes and construction contract administration
 - Working knowledge of building, zoning, housing, floodplain, municipal infrastructure, and related regulatory codes
 - Ability to interpret and apply Federal, State, and local laws and regulations
 - Ability to plan, organize, and supervise the work of professional, technical, and administrative staff
 - Ability to communicate complex technical and regulatory information clearly and effectively, both orally and in writing
 - Ability to establish and maintain effective working relationships with elected officials, staff, consultants, developers, contractors, and the public
 - Proficiency in standard office software, permitting systems, and GIS applications
 - Ability to maintain confidentiality and exercise sound professional judgment
-

Tools and Equipment Used

Standard office equipment, personal computer and software applications, GIS systems, permitting software, telephone, and motor vehicle.

Physical Demands

Work is primarily performed in an office environment with occasional site visits to construction and development locations. Duties may include sitting, standing, walking, bending, and lifting light objects. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Work Environment

The work environment includes standard office conditions with occasional exposure to outdoor weather conditions during site inspections. Noise levels are typically quiet in the office and moderate in the field.

Disclaimer

The duties listed are intended to describe the general nature and level of work being performed and are not intended to be an exhaustive list. The City of Charles City reserves the right to modify this job description at any time to meet organizational needs.

DRAFT

COMMUNITY SERVICES OPERATIONS - CURRENT		
DUTIES	ENGINEER	PUBLIC SAFETY DIRECTOR
Review private project development plans for compliance with codes, regulations and standards, adequacy of applications for permits and compliance with approved plans.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Coordinates the preparation of, or develops, engineering plans and specifications, coordinates required advertising for bids, reviews construction bids and makes necessary recommendations based on lowest and best bids, competency of vendors and consultants, and the selection criteria.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Provides project management of, or develops, reviews and updates the sanitary sewer, water, storm drainage and street system maps, data base and comprehensive plans.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Maintains the engineering library, infrastructure records, and local FEMA map repository	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Draw engineering plans and specifications for minor city projects	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Responds to public and internal inquiries relative to engineering policies and procedures on specific projects and other information. Evaluates issues and options regarding municipal public works and makes recommendations.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Reviews utility permits, street use permits, franchise utility permits, etc.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Maintains regular contact with consulting engineers, construction project engineers, City, County, State and Federal agencies, professional and technical groups and the general public regarding division activities and services.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Assists in the evaluation of transportation and traffic impacts of development proposals, permits, rezones, plats, etc. Prepares traffic, utility and other studies and reports.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Provides input towards intersection signal and channelization design. Develops and maintains a pavement management system.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Coordinates sidewalk inspection, maintenance and enforcement programs including American Disabilities Act (ADA) Compliance.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Coordinates Community Rating System (CRS) and Flood Plain Management Program	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Monitors inter-governmental actions affecting public works.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Assists applicants with preparing documentation for Planning and Zoning approval	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Attends P&Z and BOA meetings and acts as the primary point of contact for the boards	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Updates the GIS System	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Oversees code enforcement operations and officers	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Responds to greviances and inquiries from the public regarding code enforcement activities	<input type="checkbox"/>	<input checked="" type="checkbox"/>
TOTAL	16	2

COMMUNITY SERVICES OPERATIONS - PROPOSED			
DUTIES	ENGINEER	PUBLIC SAFETY DIRECTOR	DEV. SERV. DIRECTOR
Review private project development plans for compliance with codes, regulations and standards, adequacy of applications for permits and compliance with approved plans.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Coordinates the preparation of, or develops, engineering plans and specifications, coordinates required advertising for bids, reviews construction bids and makes necessary recommendations based on lowest and best bids, competency of vendors and consultants, and the selection criteria.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Provides project management of, or develops, reviews and updates the sanitary sewer, water, storm drainage and street system maps, data base and comprehensive plans.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintains the engineering library, infrastructure records, and local FEMA map repository	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Draw engineering plans and specifications for minor city projects	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Responds to public and internal inquiries relative to engineering policies and procedures on specific projects and other information. Evaluates issues and options regarding municipal public works and makes recommendations.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Reviews utility permits, street use permits, franchise utility permits, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Maintains regular contact with consulting engineers, construction project engineers, City, County, State and Federal agencies, professional and technical groups and the general public regarding division activities and services.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Assists in the evaluation of transportation and traffic impacts of development proposals, permits, rezones, plats, etc. Prepares traffic, utility and other studies and reports.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides input towards intersection signal and channelization design. Develops and maintains a pavement management system.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Coordinates sidewalk inspection, maintenance and enforcement programs including American Disabilities Act (ADA) Compliance.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Coordinates Community Rating System (CRS) and Flood Plain Management Program	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Monitors inter-governmental actions affecting public works.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Assists applicants with preparing documentation for Planning and Zoning approval	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Attends P&Z and BOA meetings and acts as the primary point of contact for the boards	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Updates the GIS System	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Oversees code enforcement operations and officers	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Responds to grievances and inquiries from the public regarding code enforcement activities	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
TOTAL	4	0	14