



Welcome to the City of Indianola

City Manager Position Open - Apply by October 21, 2015



Population: 15,305

Midwestern values. Friendly people. Excellent schools. Safe. Near a major city. Great City Council and staff! A city with tremendous potential that is seeking a city manager! Those are but a few words that describe this outstanding opportunity.

Indianola is an undiscovered treasure. It is a smaller city with a historic downtown. It is also the county seat for Warren County and the County Courthouse sits in the middle of a square surrounded by an eclectic array of local businesses, shops and restaurants. The sundries store with a classic soda fountain sits on the corner.

It is a place that offers both culture and adventure. The Des Moines Metropolitan Opera (DMMO) calls Indianola home and is the state's largest performing arts organization annually producing over 100 performances throughout the region.

Its summer season features performances in Indianola. Other significant attractions include Simpson College's Farnham Gallery, the U.S. Hot Air Balloon Museum, and the U.S. Ballooning Hall of Fame.

The City prides itself on its events. Late July/early August brings the nine day National Balloon Classic and approximately 100 hot air balloons in both classic and unusual shapes from all over the world. The Classic is second only to the annual hot air balloon festival in Albuquerque, NM. The third Friday of every month from April through September brings "Bike Down to I Town" where the City closes its downtown to regular traffic and 5,000 to 6,000 motorcyclists converge on the downtown square. Indianola is probably the only smaller city in America where one can purchase motorcycles made by nine of the eleven manufacturers. The City also hosts regional baseball and softball tournaments virtually every weekend.

Indianola is known for its excellent access to outdoor activities. A nice trail system, five major parks and two golf courses (one public and one private) lie within the City's boundaries. The City's Parks and Recreation Department is first rate and offers extensive organized programs for all ages. It also has a huge, new YMCA and a foundation (started by former major league baseball star Casey Blake) has donated one million dollars to the school district to build athletic, academic and fine arts programs. Nearby Lake Ahquabi State Park features a 115 acre reservoir for swimmers, anglers, boaters, kayakers and paddle boarders. Covering 770 acres, the park also offers 141 camp sites and an adjoining shooting range. Public and private hunting and fishing sites are common in the area.

Iowa's thriving state capital, Des Moines, is 25 minutes away and has much to offer. For someone who likes to travel, Indianola is ideal. It is located in the center of the Midwest. It is two



hours to Omaha, three to Kansas City, four to Minneapolis, five to Chicago and a bit further to St. Louis. Des Moines International Airport is 15 to 20 minutes away and offers easy access to anywhere in the world.

Indianola Community Schools is a community-based district dedicated to providing every child with a safe, educationally enhanced learning experience. It offers modern learning facilities in its four elementary schools, a middle school and a high school. All provide a first class education. When students graduate, they do not need to travel far. Highly regarded Simpson College lies just west of downtown and has been ranked by U.S. News and World Report as one of the nation's best comprehensive colleges. The Great Value Colleges website ranked it seventh in providing the best value in the Midwest. Founded in 1860, it offers a wide variety of majors to approximately 1,400 students. Its most famous graduate is George Washington Carver.

Local medical care is very good. Three major medical providers maintain clinics in Indianola and much more extensive care can be obtained in Des Moines. Housing is relatively inexpensive with a typical value of \$155,000 and the City's cost of living is about 9% lower than the U.S. average. The City has four excellent facilities for senior housing.

All in all, Indianola is a great place for you and your family. Outdoors or indoors, action or art, the spectator and participant alike will find this region of almost 600,000 people to be alive with everything you want nearby. So dust off your resume and forward it to us.

History

Inhabited by the Sac and Fox Indians, the lands of Iowa were ceded to the U.S. Government by treaty following the Louisiana Purchase of 1803. The Iowa territory was admitted as a state in 1846 and divided into counties following the Virginia form of organization. In 1849 it was decided each county seat should be located in the center of the county and on April 1, 1864 the City of Indianola was officially incorporated and became the county seat of Warren County. Around 1887 the Rock Island Railroad

came to the City and shortly after Indianola became one of the first cities to have a municipal electric plant.

Indianola has grown slowly but steadily (see Table I) since the Civil War. For most of its life, it has been the hub of a prosperous farming community. Lately, however, its location has led it to become a city of choice for those who commute to Des Moines. In fact, 64% of the resident workforce drives to Des Moines for their jobs.

Table I: Indianola Population Growth

Census	Population
1860	836
1890	2,254
1900	3,261
1920	3,628
1940	4,123
1960	7,062
1980	10,843
2000	12,998
2015	15,305

Source: U.S. Census Bureau

Demographics

Indianola's 2010 population of 14,782 was comprised of 39% age 25 and younger while 18% are from ages 25 to 40, 23% 40 to 60 and 20% age 60 and over. The median age is 34, a little lower than that national median age of 36.8. 97% of the population is classified as Caucasian, 0.5% African American, 0.2% American Indian and 0.7% Asian. 1.5% self-identifies as Hispanic or Latino of any race. Owner-occupied housing units make up 67% of the housing. The average household size is 2.42 persons and the average family size is 2.98 persons. Of those persons 25 and older 96% have a high school diploma and 29% have a Bachelor's degree or higher. The average family income is \$65,703 with 9.4% of all families falling below the poverty level.

Table II: Climate Data for Indianola

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Average High °F	31	36	48	63	73	82	87	85	77	66	49	36
Average Low °F	12	16	27	40	50	60	64	62	54	42	29	17
Precipitation Inches	1.1	1.2	2.0	3.3	4.4	4.8	3.7	3.8	3.7	2.4	1.8	1.3

Source: Weatherbase

Climate

Indianola’s climate has four truly enjoyable seasons. Summers are warm to hot (often humid) while winters are mild to cold. Precipitation totals 33.5 inches per year with the summer months being the heaviest. Snowfall is more frequent than rain in the winter. See Table II.

Geography

Indianola covers 11.25 square miles. It is close to the geographic center of Iowa. It sits on gently rolling terrain in the shallow valley of the Des Moines River surrounded by corn and soybean fields. Its northern boundary is only six miles from Des Moines.

Commerce

Primary employment in Indianola is concentrated in education, healthcare and services. Principal employers include Harvest Innovation (grain processing), Cemen Tech (concrete mixers), Herschel Corporation (tractor parts), Simpson College, Indianola Schools and Mercy Clinics.

The Government

Indianola utilizes the Mayor/Council form of government with an elected legislative body and an appointed City Manager. The Mayor and two Council Members are elected at large while the other four represent the four quadrants of the city. All are elected to staggered four year terms. The Mayor presides over meetings but can only vote in the case of a tie in budgetary and a few other limited areas. The elected officials are collegial and respectful of one another. They generally agree on matters but when they do not, they will debate the matter, vote on it and move on to the next

item. They do not revisit prior decisions. The staff is very strong and led by very capable department heads. The City Council recognizes that fact. It holds the staff members in very high regard and respects their abilities.

The City Manager is appointed by the Council and oversees the City’s daily operations. The Council also appoints a Treasurer and City Clerk. The City offers the following functions: community development, fire, parks and recreation, police, public works and sewer/wastewater treatment. Indianola Municipal Utilities provides water, electric and telecommunications services. It operates under a Council appointed Board of Trustees.

The total city budget including utilities is \$34.1 million and the General Fund \$2.4 million. Approximately 44% of the general fund budget is supported by the property tax. The City has approximately 92 FTEs. The City’s Police and Clerical, Parks, Sewer and Streets workers are represented by two separate units of the Municipal Laborers Local #353.

The City is emphasizing business and residential growth in its strategic plan. Among its primary goals are the addition of high-end single family homes, increasing the medical presence in the community, and growing its restaurant and retail sector. The City envisions a growing and prosperous community that values education, cultural diversity and a healthy lifestyle. At the same time, it recognizes the vital importance of protecting its current small town character.

The Challenges and Opportunities

The first and foremost challenge/opportunity is to bring high quality economic development to the City. Historically, the Des Moines area’s growth has been to the north and west. With its proximity, however, Indianola is



ideally situated to absorb some of the region's future growth. Importantly, managed growth has the support of both the City's leadership and the residents. As noted above, at the same time, residents want to protect the character of their community. In the long run, the key will be balancing the two. In the short run, the challenge is to initiate high quality, residential development in the City. That will require making developers fully aware of the opportunity that exists in Indianola.

Another task will be to work with landowners to encourage them to make the land available. Finally, electricity is expensive in Indianola. Hence, working with Indianola Municipal Utilities will be critical. Some bright spots are that the City has both a residential and a commercial TIF. A new hotel and a fifth senior living facility are coming to the City. Further, the medical facilities at the north end of the City are ripe for expansion.

Over the past few years, the City has made a great deal of progress. Financially, resources are tight but adequate. Two years ago, 63% of the budget went to paying off debt. Prior councils had been aggressive in providing new facilities and services and, with a limited tax base, balancing the budget reserves and bonds. The election in 2013 brought a different philosophy and the City has lived within its income ever since. The adjustment was not easy but the staff has rallied around the Council's mandate and together they have brought expenditures in line with revenues. Fortunately, the longest bond term was 10 years so within a few years, the debt will be more manageable. Still money will need to be managed carefully.

The third challenge is the City's infrastructure and the most significant item is constructing a new wastewater treatment plant. 35 years old and with growth on the horizon, the current plant needs to be replaced. The



new facility's cost will be just under \$28 million and the Council is working diligently to determine a strategy to finance the new plant. With design and permitting yet to be completed, it is felt that some of the funding will likely come from bonds. Another portion will come from a one cent increase in the form of a local option sales tax. That proposal will be put before the voters in March 2016. Getting it passed is a related issue. Other infrastructure items will be addressed in the longer term and likely be necessitated by growth. These include a new public safety building and the renovation of city hall once public safety leaves.

Finally, Indianola works with a number of other entities and coordination can be a challenge. For example, several agencies in the area support economic development but their efforts are not always well coordinated. Then there are the other governmental units, including the County and State. Further, Simpson College is key player in the community and working together could produce significant benefits for both parties.

The Ideal Candidate

The City is seeking a strong, dynamic leader and manager to partner with the Council to continue Indianola's momentum toward becoming one of Iowa's premier cities. Much has been accomplished but much remains to be done. The Council has a vision and will provide the road map. The manager will "build the road" while providing options and strategies for the elected officials to consider. He/she should expect considered debate and to contribute as appropriate. Once the decision is made, the individual will rally the staff to execute that decision.

The ideal candidate will be intelligent and energetic. The individual will also be patient – it can take time to work through issues and process – but also have a sense of urgency. In other words, he/she will take the time necessary to build relationships, get the permits, and fulfill the requirements of the law but will do so as expeditiously as possible. With much to be done, he/she will not dilly dally.

Quality of life is very important in Indianola and the

manager must understand all the elements that contribute to it. The individual will support with these elements (including recreational, cultural and leisure activities) and the role they play in creating a great community.

The next manager will be a person who enjoys people and will spend time in the community. Many of the issues will require public support and the manager will be constantly seeking ways and venues to inform the public. The opportunity to speak to a community organization will be one the manager seizes. With outstanding communications skills, he/she will work diligently to be sure the City's message is heard. The individual will be a master at translating technical information into something the average person can understand and be equally comfortable speaking to university professors and laborers. At the same time, he/she will realize that key to effective communication is listening. The individual will also recognize the importance of having a sense of humor.

The manager will be open minded and respectful of others and their opinions. Customer service will be important to the next manager. Indianola has a tradition of responsiveness and quality in serving the public and the manager will encourage its continuation. The individual will be analytical and progressive, constantly seeking ways to make the operation more efficient and effective. He/she will encourage automation and improved information systems that enhance productivity and the information available to the staff, the elected officials and the public.

The individual will be a "we" person and a team builder. Consensus will be important to the manager but he/she will also be comfortable making a tough decision when time is limited. The ideal candidate will be strategic, have a plan and carry out the plan. He/she will set high (but realistic) expectations for staff, provide the necessary resources and support but then step back and allow them to do their jobs. The city staff is very capable and the next manager will take advantage of that fact to move the City forward. While he/she will recognize the importance of the details and of being informed, the individual will not be a micromanager. Rather the manager will expect results and hold people accountable. He/she will hire good people, be a mentor and encourage staff development.



The manager will be a cheerleader for the City and passionate about promoting it. As such, the individual will be comfortable in a public relations role. The ideal candidate will work diligently to bring new development to Indianola in a managed, sensible way. He/she will have a track record of building partnerships with local businesses and landowners and in bringing homes to his/her community. At the same time, he/she will value Indianola's charm and character and recognize the need to protect it. In other words, the City wants the right growth, not any and all growth. Knowledge of tax increment financing and its application will be important.

The ideal candidate will have at least a Bachelor's Degree in business or public administration or an area related to city management. A Master's Degree is preferred. The individual will also have at least five years of experience as a city manager or assistant and expertise in local government finance.

The selected candidate will view this position as a destination and not a stepping stone. The City hopes the next manager will stay at least seven years so he/she can provide stability and a steady hand in guiding it to its future. Being fiscally conservative with expertise in finance and budgeting is important. Skill in intergovernmental relations is critical. The individual will need to work with the Schools, College, the County, the State and the Utility if he/she is to be truly effective. Experience in a similar community, ideally in Iowa, and knowledge of Iowa law are pluses.

Compensation

The salary range is \$110,000 to \$150,000 and the salary will depend on qualifications and experience. Benefits are excellent. The City Manager will be part of the Iowa Public Employees Retirement System unless he/she chooses to opt out.

The Most Recent City Manager

The most recent City Manager left after three years with the City for a position near St. Louis. We do not anticipate any internal candidates.



Residency

Residency within the City limits is required within 30 days of becoming the City Manager.

How to Apply

E-mail your resume to Recruit24@cb-asso.com by October 21st. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger at (561) 707-3537 or David Collier at (772) 260-1858.

The Process

Applications will be screened between October 22nd and November 23rd. Finalists will be selected on November 24th. A reception and interviews will be held on December 4th and 5th. A selection will be made shortly thereafter.

Other Important Information

The City of Indianola is an Equal Opportunity Employer and encourages women, minorities and veterans to apply.

Additional Information

For additional information about Indianola visit: <http://www.indianolaiowa.gov/>

COLIN BAENZIGER  ASSOCIATES
EXECUTIVE RECRUITING

