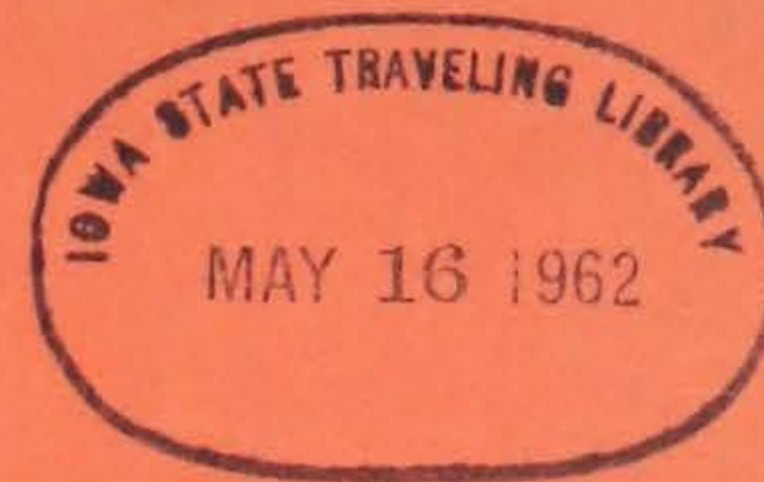


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# IOWA FALLS, IOWA

## Survey of Municipal Government and Administration

### Trade Area Survey

Institute of Public Affairs  
and Bureau of Business and Economic Research  
State University of Iowa

Iowa  
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Iowa City: 1962



**IOWA FALLS, IOWA**

**Survey of Municipal Government  
and Administration**

**Trade Area Survey**

**Institute of Public Affairs  
and Bureau of Business and Economic Research  
State University of Iowa  
Iowa City: 1962**

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JOHN F. KILLIP

Department of Agricultural Economics  
and Administration

Trade Area Survey

Institute of Public Affairs  
and Bureau of Business and Economic Research  
The University of Iowa  
Iowa City, Iowa

## FOREWORD

It is with a real sense of satisfaction that we present to the citizens of Iowa Falls this report concerning the administrative organization and procedures of their city government and the characteristics of their trade territory. The first part has been the responsibility of the Institute of Public Affairs and the second part, of the Bureau of Business and Economic Research. While each agency has had considerable experience in the making of surveys and the preparation of reports, it is the first time that they have had a chance to work together in the same community. We, their directors, are not only pleased to have had this chance for cooperation, but we feel that as a consequence our findings are the more valuable.

Many people in Iowa Falls contributed to this venture. One person in particular deserves mention. It was the vision and efforts of Mr. Carl Hamilton, now of Iowa State University, who got this venture launched.

We commend this report to the thoughtful consideration of those citizens of Iowa Falls who are interested in its orderly and intelligent development. If it is used in this fashion, it will be worth much more than it has cost.

Dean Zenor, Director  
Institute of Public Affairs

C. Woody Thompson, Director  
Bureau of Business and Economic Research

February 16, 1962

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Part I

SURVEY OF MUNICIPAL ORGANIZATION AND  
ADMINISTRATION: IOWA FALLS, IOWA

by

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# I

## INTRODUCTION

The city of Iowa Falls is located on the banks of the Iowa River in Hardin County, near the geographical center of the state. It is primarily a retail trade center for the surrounding rural area, but some industrial development has taken place; the Ralston Purina plant is the chief example of this. The population of the city, according to the 1960 census, is 5,565 and the land area is 4.7 square miles.

Iowa Falls was the second municipality in Iowa to choose the council-manager form of government. The manager plan was adopted by ordinance in 1914 and has continued under the same authorization since that time. The present city manager is the eighth person to serve in this position. Twenty-eight persons are currently employed full time by the city. The annual budget for the current fiscal year is \$689,749.

City offices are located in a modern brick building erected in 1941. This building also houses the council chamber, police and fire departments, public restrooms, a community meeting room, the municipal jail, and the assistant fire chief's apartment.

### The Council

The city council consists of five members elected for four-year overlapping terms on a nonpartisan basis. Regular open meetings are on the second Monday of each month. No business meetings are conducted prior to this meeting. In advance of meetings, council members receive an agenda prepared by the city manager. In addition to the regular meetings, special meetings may be called by the mayor or a majority of the council.

The council does not appoint any officers from its membership, nor are standing committees used. Three-member special committees are authorized but are seldom appointed. At present no such committees exist.

As the official governing body of the city, the council is responsible to the community for all municipal governmental activity. In this capacity it fixes tax levies, makes policy and adopts resolutions and ordinances, adopts the annual budget, and otherwise reviews and controls the policies, procedures, and services of the organization.

### The Mayor

The mayor serves as the official head of the city government and as the ceremonial head of the community. He is elected for a two-year term by popular vote on a non-partisan basis. His duties include issuance of procla-

mations for city elections, the signing of all city ordinances and resolutions, and the appointment of various boards and commission members and the city treasurer. He assists the city manager in formulating programs and policies to be presented to the council and gives administrative direction to the city in the absence of the city manager.

The mayor presides over all council meetings and appoints the mayor pro tem from the council's membership. He has no vote in council actions, and no regular administrative or supervisory duties.

## II

### GENERAL ADMINISTRATIVE ORGANIZATION

#### City Manager

Responsibility for the general administration of the city government of Iowa Falls rests with the city manager. He is appointed as manager-clerk by the council and serves at its pleasure. The manager's duties and responsibilities are defined in the city code as follows:

"The city manager shall perform any and all of the duties incumbent upon the city clerk and the city engineer. He shall, under the direction of the city council, superintend and inspect all work and improvements done and made upon the streets, alleys, sewers, waterworks system and public grounds, not including the duties incumbent upon the park commissioners. He shall have general supervision of all city departments, and shall employ labor in any and all of such departments. He shall perform such other acts and do such things as are needful and proper for the beneficial results from such departments, and for the good government of the city. The city manager shall have such other and further powers and perform such other and further duties as the city council may confer or impose upon him."

In addition to supervising the service departments as shown on the organizational chart, the manager handles directly the housekeeping or staff functions which are centralized in his office. These include personnel, purchasing, budgeting, and the various duties of the city clerk. The other staff services, provided by the attorney and treasurer, are not the manager's responsibility, though many of their services to the organization must be guided by him. Because of the size of the organization, the manager is in a position to supervise most municipal activity personally on a daily basis through direct contact with the personnel concerned. No departmental reports or other formal means of communications are used by the manager, and only seldom are departmental meetings called.

#### The Treasurer

The city treasurer is appointed annually by the mayor, with the approval of the council, and serves on a part-time basis. He is officially responsible for the collection, custody, and disbursement of all municipal funds. His duties and responsibilities include: recording and accounting of all city moneys and securities; disbursing of funds upon warrants drawn by the clerk and other authorized city officials; receiving all city money and providing receipts to payers; maintaining financial records of the city; and making periodic reports to the council on the conditions of all funds.

## The Clerk

In Iowa Falls the position of city clerk is filled by the city manager who is appointed as manager-clerk. He is responsible for the custody of all city documents; draws and signs all warrants; maintains records of warrants; assists the mayor in canvassing all city elections and receives and files all petitions for candidacy; records all ordinances; and prepares and submits all records and reports required by law. In addition, he is secretary to the city council, board of health, and the zoning board of adjustment. As secretary to the council he is responsible for taking all minutes and for publishing all proceedings and other required documents.

The personnel within the clerk's office include a deputy clerk, utility clerk, and receptionist. All three are full-time positions, and while each has generally defined duties, the work is similar and easily adjusted when the absence of one employee requires it. The deputy clerk handles all cash receipts, is secretary to the manager-clerk, and has overall supervisory responsibility of the office. The receptionist, among other duties, is responsible for recording all disbursements in the prescribed ledger and participates in other general office duties. The utility clerk is in charge of all utility billing, maintains all utility accounts, acts as secretary to the police judge and police department, and is the radio dispatcher for the police and other municipal radio communications equipment.

## The Attorney

The city council retains municipal legal services from a local firm on a part-time basis. Though appointed by the council, the attorney works at the direction of both the city manager and the council. His duties include: drawing contracts; taking appeals; drafting ordinances and reporting defects in ordinances to the council; providing legal opinions, prosecuting or defending all suits or other matters in which the city is a party; and acting as legal advisor to all city officers and departments.

In addition to a monthly retainer, the attorney is compensated whenever his services require an appearance in court. He does not handle the city bond sales or negotiate major contractual agreements for the city.

Although the city code specifically states that the city attorney "shall act as the legal advisor of all city officers, so far as their official duties are concerned. . ." there is no clear definition of policy in regard to the actual scope of his responsibilities, particularly in regard to the various boards and commissions. It is recommended that such a statement of policy be prepared, in accordance with the code, defining the extent to which the attorney may be required to serve the total organization. If such a policy is adopted to include the boards and commissions, it is further suggested that until the extent of these additional legal services can be gauged, the activities of the attorney should be coordinated by the city manager so that a record of the services rendered to each agency can be made. In this way, each agency can be instructed to budget for its share of the cost of the attorney's retainer.

## The Police Judge and Court

In accordance with section 376.1, Code of Iowa, 1958, the police court has jurisdiction as provided by state law and city ordinance. The judge of this court is appointed annually by the council and receives a monthly salary; in his absence the mayor presides. All records of the court are maintained by a clerk in the city clerk's office, who keeps the docket and other books, and prepares all required reports. All court costs and local ordinance fines go into the city's general fund and all State fines are paid into the school fund.

## Public Safety

The public safety is maintained in Iowa Falls by a seven man police force and a volunteer fire department. The police department is evaluated in a separate part of this report, and the fire department is briefly described below.

### Fire Department

The fire department is manned by a fire chief and twenty-three volunteer firemen. The fire station is a part of the city hall building and it houses the three fire engines owned by the city.

The fire chief is appointed by the council to a one-year term. Two assistant chiefs are appointed by the fire chief. A department secretary is selected by the members of the department. The fire chief is in charge of all fire-fighting apparatus and is responsible for the membership and services of the department. By virtue of his position, the fire chief is also fire inspector.

Applications for membership in the department are first reviewed by the fire chief and the secretary, and then are approved by the members of the department. Finally, council approval is obtained. Members may be expelled if a department officer prefers written charges. The chief must hear the case within ten days, and if the charges are sustained the member is expelled. A further appeal may be taken to the city council.

The fire department is largely a self-governing organization, making its own rules and by-laws. The department holds monthly meetings and drills. Members are expected to be able to work in any capacity required of them.

The fire chief is paid an annual salary, and members of the department receive compensation for attending fires and monthly meetings. One assistant chief is furnished an apartment in the city hall as compensation for maintaining the departmental equipment.

### III

#### BOARDS AND COMMISSIONS

Several municipal functions are under the jurisdiction of semi-independent boards and commissions. The public library, the municipal airport, the parks system, and the municipal hospital are governed in this manner. The municipal cemetery is operated by the Ladies Social Gathering Club, a private organization. The city council serves as the local board of health. The planning and zoning commission serves in an advisory capacity to the council, and the zoning board of adjustment hears appeals on the zoning ordinance.

##### Planning and Zoning Commission

The planning and zoning commission consists of fifteen members, appointed by the mayor, with council approval. Each member is appointed for a five-year term, and the commission works at the direction of the city council in an advisory capacity in matters pertaining to planning and zoning.

At its first regular annual meeting, the commission elects a chairman, vice chairman, and a secretary from its own membership and committee assignments are made. The commission is divided into five standing committees of three members each; these committees are: streets, alleys, and parking; educational and civic development; future development and zoning; river front parks and recreation; and public utilities. The executive committee consists of the officers and the chairmen of the standing committees.

The commission meets on the fourth Wednesday of each month except July and August. Special meetings may be called. The executive committee meets to discuss matters that do not require the consideration of the full commission.

The city code provides that the commission may obtain professional and staff assistance in the development of plans, surveys, studies, maps, etc. However, the commission has seldom obtained outside assistance and staff assistance is not provided. Most of the actual work has been done by the members of the commission and others without compensation. The commission operates with a limited budget, administered by the city manager, which is used to defray the costs of maps and other minor administrative expenses.

No present member of the commission is affiliated with any department of the city government, and the manager seldom attends the regular commission meetings. Because the activities of this commission affect other governmental activities, it is recommended that the city manager attend all its regular meetings. The manager thus could assist the commission in

formulating its plans in relation to the city's other needs and activities, particularly the public work functions of street construction, parking programs, sewers, and other areas of vital importance to comprehensive master planning. This also would put the manager in a better position to assist the council in its deliberation of the commission's recommendations.

Although the city has had a comprehensive zoning ordinance since 1949, it has never adopted a master plan designed for the orderly development of the entire city. The city code provides that "for the purpose of making a comprehensive plan for the physical development of the city, the planning and zoning commission shall make a study of the present conditions and future growth, with due regard to its relation to neighboring territory." This has been followed only to a limited extent. Much work has gone into the development of such a plan in past years, but little action has been taken and the commission has done little to bring the original plan up to date; a master plan has not been recommended to the council for quite some time.

It is recommended that the city council instruct the commission to develop a master plan and that funds be appropriated for this purpose. By taking advantage of existing federal and state assistance for city planning and the development of comprehensive master plans, this program could be accomplished at minimum expense to the city.

#### Zoning Board of Adjustment

The zoning board of adjustment consists of five members appointed by the mayor with council approval. Each member is appointed for a five-year term and serves without compensation. The city clerk acts as secretary to the board. The board elects its own chairman at the first meeting after April 1 of each year.

It is the duty of the board to hear and decide appeals concerning the zoning ordinance.

#### Board of Health

The board of health consists of the mayor, the health physician, and the city council. It meets to take action on specific matters when the need arises. The city clerk is clerk of the board of health and is required to keep a record of proceedings, issue notices of the board, file and keep all rules and regulations issued by the state board of health, and perform other duties required by the board.

#### Health Physician

The health physician is appointed by the mayor with council approval for a one-year term. His duties include investigating complaints regarding health hazards, examining persons detained by the police, and performing other duties requested by the council or the city manager. For these part time duties, he is paid an annual retainer as determined by the council.



### Union Cemetery

The city has an informal agreement with the Ladies Social Gathering Club for the management of the municipal cemetery. This private club receives an annual appropriation from the city government for maintenance of the cemetery property and the acquisition of new land.

### Airport Commission

The airport commission consists of three members appointed by the mayor, with council approval, for three-year overlapping terms. It directs the management and operation of the municipal airport including the determination of programs and improvements.

### Airport Manager

An airport manager is employed by the commission for general maintenance and administration of the airport. The current manager is a licensed aviator and has a contract with the commission which allows him to engage in certain private business operations at the airport.

### Board of Library Trustees

A seven-member board of library trustees is appointed by the mayor, with council approval, for six-year overlapping terms. The board determines all policies for the governing of the Ellsworth Library. The board organizes itself by selecting a chairman, secretary-treasurer, building committee, and book committee from its own membership. Members of the board receive no compensation.

### Librarian

A librarian is selected by the board to serve as general manager of the library. The present librarian holds a degree in library science and exercises broad authority in the administration of the library. She is assisted by one full-time and three part-time persons appointed by her.

### Board of Park Commissioners

A description of the Board of Park Commissioners and its duties and responsibilities is contained in the Parks and Recreation chapter herein. (See page 34.)

### Hospital Board of Trustees

The Ellsworth Municipal Hospital is governed by a three-member board of trustees elected for six-year terms. The hospital board selects a

chairman and a secretary from its membership. Members of the board receive no compensation.

The board determines the policies of the hospital, employs the necessary personnel, and is generally responsible for its operation.

### Hospital Administrator

A person with professional training in hospital administration is appointed by the hospital board of trustees to serve as a general administrator. He is responsible for the supervision of personnel, financial management, and general supervision of the hospital program.

### Evaluation and Recommendations

The park board, library board, airport commission, and hospital board are each responsible for governing a specialized activity. Each determines its own policies and programs, controls its own finances, selects its own personnel, is responsible for administering the activities under its jurisdiction, and is not subject to the administrative direction, coordination, and control of the city manager. In addition to the income from services it provides, each receives an annual appropriation from the city council, which is the chief source of centralized control over these agencies.

It is felt that the council should be informed of the activities and programs of these agencies through more extensive annual reports. At present, only certain of the boards and commissions submit such reports to the council. These are of limited usefulness, however, because they are confined mainly to financial summaries. It is recommended that each board and commission be required to submit a comprehensive annual report, and a budget containing detailed estimates of plans and fiscal requirements for the coming year and a general estimate of long range plans and fiscal needs. Both the report and budget should present the information in such a manner that it would be possible to relate services provided to money expended. With this type of information, the council would be better able to balance the fiscal needs of these agencies with those of other municipal functions.

### Union Cemetery

The Ladies Social Gathering Club serves in the capacity of a cemetery manager. Each year the council appropriates \$4,400 for cemetery maintenance; \$400 of this goes to the Catholic church for maintenance of their cemetery, and \$4,000 is appropriated to the Ladies Social Gathering Club. The activities of this group have been well within the \$4,000 limit during the past years, and since the unused part of their appropriation does not revert to the city at the close of the fiscal year, the club currently has a balance of over \$3,000.

It is recommended that the city manager investigate the feasibility of assigning the maintenance of the cemetery to a municipal department. For

example, from the money presently allocated for this purpose an additional employee could be hired for parks maintenance, who could be delegated responsibility for cemetery maintenance as well as other general duties within the department. Such an appointment would also be in the interests of the streets department in that at the present time street department employees must help out extensively in maintaining the parks system.

## IV

### ADMINISTRATIVE POLICIES AND PROCEDURES

Administrative policies and procedures designed for the control and operation of the total organization are centralized under the city manager. These include personnel policies, fiscal management, accounting, reporting, purchasing, and budgeting.

#### Personnel

Personnel services is a major item in any municipal budget, and the effectiveness of any organization depends largely upon its ability to obtain and keep competent employees. Iowa Falls has no formal personnel policies in regard to pay scales, duties and responsibilities, vacations, sick leave, training opportunities, working hours and conditions, or overtime and longevity pay. While this absence of established policies may not have created any personnel difficulties in Iowa Falls, in general people tend to feel more comfortable when they know what to expect and when they feel certain that they are being dealt with on an equal basis with other employees. Moreover, the lack of fixed personnel policies forces the manager and council to make decisions on an individual basis. It is difficult to be consistent from case to case without benefit of formal policy guidelines.

#### Classification and pay plan

Partially as a result of the varied duties of line departmental personnel, position classifications and pay plans have not been developed. It is recommended that the city manager review the various positions in all departments and activities, and prepare a standard position classification and pay plan. It appears that, as a result of the diversified requirements of various jobs, particularly in the public works activities, these positions could be classified in one or two basic categories. The positions in other departments and agencies would not be difficult to classify since the duties are more formal and established.

If a standard position classification plan is adopted, a pay plan could then be established that would allow the council to consider the duties of the position, rather than the personal qualities of the individual employee. A standard pay scale would eliminate the possibility of inconsistencies in the salaries of employees holding similar jobs. Such inconsistencies could lead to intensified bargaining by individuals, poor morale, and more unanticipated personnel expense and turnover. A pay plan would provide a means by which

the manager could anticipate budget requirements for salaries and wages and eliminate the necessity of making arbitrary pay adjustments.

It should be noted that an effective pay plan depends upon a classification plan that is equitable in terms of the work and the responsibilities of each job. A pay plan also must reflect the prevailing pay rates of nearby public and private employment, and contain a maximum rate as well as a sliding scale designed to afford the opportunity for periodic increases based on merit and length of service.

### Vacations

The vacation policy for city employees is established through informal agreement. This policy allows two weeks vacation for all employees with one or more years of service. After ten years service employees receive an additional week. This plan corresponds to the state employees vacation policy and appears to be well accepted by all concerned. It is suggested, however, that if a formal personnel policy is adopted by the council, the vacation policy should be included.

### Overtime

The administrative policy established to compensate employees for overtime work is to give them compensatory time off. It is suggested that all compensatory time be taken in the fiscal year in which it was earned or very soon thereafter if the time is earned late in the year. If compensatory time is allowed to accumulate beyond this period, it becomes difficult for the departments to stick to planned work schedules and may eventually deprive the employee of the time off. If, because of unanticipated work or other scheduling problems, the employee cannot take the compensatory time off within the fiscal year, provisions should be made in the overtime policy to pay employees for overtime.

### Sick leave

All sick leave is granted on the merits of the individual case. The city manager usually allows an employee to take sick leave as required and there have been no recent experiences of long or recurring illness of employees to test this informal policy. It is recommended that the city adopt a sick leave policy that would establish, by ordinance, the number of days leave allowed per year and the number of total days that could be accumulated.

### Payrolls and records

All regular employees are paid twice each month. The health physician and fire chief are paid twice a year; and the attorney, treasurer, judge, and mayor are paid once a month. The city council is compensated annually. All

payrolls are made up by the deputy city clerk, who maintains the payroll records and salary accounts. In cases of hourly paid employees the department head furnishes the clerk's office with the required payroll information.

All personnel records are maintained in the clerk's office and no records are kept at the departmental level. These are primarily payroll rather than personnel records; they do not contain information regarding positions, salary increases, training, disciplinary actions, or other personnel information. It is recommended that these records be maintained for every employee to reflect all personnel activity.

### Fiscal Management, Records, and Reports

The responsibility for the accounting and reporting of municipal receipts and expenditures rests with the clerk and treasurer. The clerk maintains disbursement and income accounts while the treasurer is charged with maintaining all revenue accounts, securities, and other fiscal and banking responsibilities. The accounting function is centralized in these offices and no duplicate records are maintained at the line department level with the exception of the various boards and commissions.

#### Income

Since the treasurer does not maintain an office in the city hall, the job of receiving the income has fallen to the clerk. The treasurer, however, is still responsible, and maintains his accounts from information provided by the clerk. When money is received, a receipt is given, which is prepared in duplicate. The second, or posting copy, is used to post the transaction to the receipts ledger in the clerk's office. This ledger is posted daily, recording the income by fund, type, amount, receipt number, payor and purpose.

After the receipts have been posted they are totaled and the cash drawer is checked. A deposit slip is then prepared, in triplicate, listing the totaled day's receipts by funds. One copy of this deposit slip is given to the treasurer to be used in posting the income to his fund accounts. The remaining two copies are kept on file in the clerk's office. All bank deposits are made by the clerk.

The receipts ledger is used to maintain all income accounts in detail on a functional fund cash basis. The fund totals are posted to the fund book, which contains a record of all actual and budgeted income and disbursements by functional and major activity accounts. This book is used by the clerk to keep a running cash and budgeted balance and is the only record kept on the condition of the budget. It contains the actual cash balance, the actual disbursements, the actual receipts, and the amount appropriated for each of the following funds: trust and agency, general, sanitation, streets, municipal enterprises, public safety, recreation, road use, IPERS, water consumers deposits, debt service, water revenue sinking account, curb and gutter special assessments, and sewer rental.

## Disbursements

The purchasing procedures, described in the following section, are generally followed for all city disbursements. The accounting and record keeping procedures are conducted in the clerk's office as follows:

All disbursements are made by warrants prepared and signed by the clerk. Bills are paid once each month after council approval. Warrants are prepared in triplicate. The first copy is the vendor's copy, the second is the posting copy, and the third copy is filed with the supporting bills and/or invoices. Prior to issuing the warrants, bills are checked against the vendor's file to insure against possible duplication or otherwise unauthorized payments. The vendor's file contains a card for each vendor conducting business with the city. It is posted upon issuance of a warrant by date and number of the warrant and the amount paid.

The warrants are posted in the disbursements ledger by functional fund (e. g. , street fund) and major activity fund (e. g. , street repairs) indicating the type of disbursement (payroll, capital outlay, and other), account number, amount, and payee. The posting copy of the warrant is then permanently filed numerically, by fund, on a monthly basis. The disbursement ledger is used to post the monthly disbursements to the fund book.

After the warrants are honored at the bank, they are presented to the treasurer for payment, and he reimburses the bank from the city's account. This is done on a daily basis. The warrants are then posted to the treasurer's records, which correspond to the accounts maintained in the clerk's fund book plus the hospital, library, park, and airport accounts. When these accounts are posted, the warrants are forwarded to the clerk's office for permanent filing by warrant number.

## Analysis and recommendations of income and disbursements

The primary purpose of any accounting system is to provide the required financial information for efficient management of city affairs, for informing the public, for establishing financial accountability, and for fiscal control through the budget process. The usefulness of the accounting and reporting system now used in Iowa Falls is limited because a meaningful and consistent method of classifying expenditures and receipts that conform to the budget document has not been developed. This limits the budget as a tool of financial control of municipal activity and makes it difficult to insure accurately that funds are being used for their intended purposes below the functional account level.

The main purpose for maintaining expenditure records is to provide a systematic control and accounting of disbursements in accordance with the budget and to provide comparative cost data. To provide this information in a meaningful way, the budget and accounting system must be coordinated with the functional organization of the government. The present system does not provide comparative information valuable in budget preparation, administration, and cost control because the accounts are not consistent from year to

year. If the city's accounts were classified, described, and numbered, the process of posting both income and expenditures would require only a single entry for each transaction, making the accounting procedures adaptable to a machine operation. It also would be easier to evaluate the information in terms of budget requirements. Such a system is needed to bring all the accounting, purchasing, and budgeting procedures together into a cohesive system of sound accounting and disbursement procedures and policies that could be understood by all concerned, while at the same time simplifying the actual work of keeping records.

It is recommended that a chart of accounts be established to include each functional fund and spending agency, classifying all income and expenditures within them by activity and object accounts. These classifications should be the same for each functional fund and spending agency. Under this type of accounting classifications, the accounts would not change from year to year, thus making previous years' experiences readily available, and also making the execution of the current budget more meaningful through synchronized accounting, review, and supervision and control of activity.

For example, if such an accounting system were used the expenses incurred for maintenance of machinery and equipment used in the street repair operation could be accounted for as follows:

Functional Account - Street Fund	- 02
Activity Account - Street Repair	- 102
Object Account - Maintenance of Machinery & Equipment	- 290

The account code for this budgeted expenditure would read 02-102-290.

This process of classifying accounts by income and expenditure will provide classes for budget estimates and furnish a means by which accounts can be controlled and by which agencies can be held accountable for their actions. The object classification provides a further detail for judging costs and budget control. Such object accounts should be described in terms of what is to be charged to them so that they can be used under all activity and functional accounts. The use of a standard classification of both income and expenditures from year to year would provide comparative information useful for both budget making and measuring performance.

The treasurer is not furnished copies of warrants as they are issued. It is recommended that copies of warrants, or a report of warrants written by the city clerk and other officers of the city, be forwarded to the treasurer as they are issued. Such information will provide a means by which the treasurer can check all warrants for an internal control against unauthorized issuance. This will allow him also to adjust his reports to include outstanding warrants, which would provide a more meaningful picture of the condition of all funds reported.

### Reports

The only financial report prepared for administrative review of the



condition of municipal activity is the treasurer's monthly report. This report, furnished to the manager and council, indicates the previous and current months' receipts, expenditures, and actual cash balance by functional and major activity accounts.

This reporting system does not provide all income and disbursement information necessary for effective financial review of municipal affairs. The only income and expenditure data shown is that of the current month reported and totals to date. There is no comparative information for the current year's estimates and the percentage of totals received or disbursed. To be of real significance, the monthly income and expenditures should be presented in such a manner that they can be compared with budgeted estimates. It is recommended that the monthly report include, in addition to the actual income and expenditures, the amounts budgeted so that the condition of the budget can be determined. Such information is important because the manager and the council must have a clear and accurate picture of the general condition of the financial structure of the city at all times.

It is further recommended that an additional report be prepared on a monthly basis showing not only the actual income, disbursements, and cash balance, but also the budgeted appropriations, the appropriations' balance, and the unencumbered cash balance (that is, the actual expenditures plus the outstanding warrants and encumbrances). This report should be prepared to reflect the condition of the budget by the various functional funds and activity accounts for both income and expenditures. For maximum value, the monthly financial report should contain the balance to date, monthly disbursements, amount encumbered, unencumbered cash balance, appropriations, and income estimates. This should be reported to show the administrative officials and the council the condition of the budget so that they can determine if it is being followed in terms of policy and services. With such information, the manager and council will know, at all times, the condition of the budget. In addition to other administrative advantages, the process of budgeting income and expenditures requirements would be simplified, eliminating much guesswork.

#### Boards and commissions

The library and hospital boards and airport and park commissions are authorized to expend their funds without council interference beyond budget approval. The treasurer is the authorized treasurer for these agencies, and warrants issued by them are handled in the same manner as other warrants. These expenditures are not recorded until the warrants have cleared the bank at which time they will appear on the treasurer's monthly report. This is the only report received by the manager and the council regarding the condition of the funds of these agencies. Thus, it is impossible to determine accurately the conditions of their budgets at any time during the fiscal year. It is therefore recommended that these boards and commissions be required to follow the budgeting, accounting, and reporting procedures recommended here if such procedures are adopted by the city. These agencies also should

furnish the treasurer copies or lists of all warrants issued so that his reports would reflect all expenditures including outstanding warrants. It is further recommended that these boards and commissions be required to submit to the council a monthly report on the condition of their budgets.

### Utilities accounting

The water, sewer rental, and garbage and refuse bills are handled on a quarterly basis by the clerk's office. All bills are combined on a single post card, which is addressed and posted by machine. All utility bill records are maintained on machine ledger cards. The post cards are addressed by an Addressograph machine and all collections are made through the regular cash receipts procedure.

### Banking practices

The banking practices of the city have been established in accordance with the accepted management practice of a single account system. The council has authorized the treasurer to deposit city funds in the two Iowa Falls banks, and single accounts are maintained in each, which contain all money belonging to the city with the exception of the hospital memorial fund, which is kept in a separate account.

The present policy of the city is to use the two authorized banks on an alternating basis for six months at a time. It is suggested that the banks be used for the full fiscal year. This should simplify the work of the treasurer, the annual audit, and the accounting of funds.

### Investment policy

The city has no established policy regarding investment of idle funds. At present, the only funds invested are the hospital memorial and water revenue sinking funds. It is suggested that the city consider the investment of other available funds, and that the city attorney be instructed to determine the feasibility of short term investment and recommend a policy to the council. The manager should project the financial requirements of the city to determine the amount of funds that could be invested.

### Bond debt

Iowa Falls is authorized to issue general obligation bonds in an amount not to exceed five per cent of the actual value of property within the city limits. The general obligation bond debt of the city as of January 1, 1961, was \$363,000. The city's debt limit based on the 1960 property valuation is \$732,674.

This city has a tradition of maintaining a general obligation bond debt total well below the legal limit and has restricted its bond issues to infrequent large amounts rather than frequent small issues. All bond sales are

handled by bond attorneys retained by the city for this specific purpose.

### Purchasing

The city manager is the purchasing agent and is responsible for all municipal purchasing, except purchases made by the various boards and commissions.

There is no formalized policy governing central purchasing and, consequently, most purchasing conducted by the departments and the manager is done informally, and all purchases do not go through his office. The only established requirement is that all purchases of \$5,000 or more must be approved by the council on the basis of bids as required by state law. However, the manager might discuss a major purchase in lesser amounts with the council in advance. The council must approve all warrants, but this review is conducted after the commitment and receipt of the item purchased.

#### Regular purchasing procedure

All regular purchases made by the manager are handled as follows: The department supervisor determines his purchase requirements and brings them to the attention of the manager. This is a verbal action and no purchase requisition forms are used. If the manager approves the purchase, and the cost is under the amount established for bid requirements, he contacts the vendors and the decision concerning where the item is to be purchased is made. All vendor contacts, including placing the order, is made by phone, personal contact, or letter, and no purchase order forms are used.

If the purchase requires a bid and council approval, the manager prepares the specifications, obtains the bids, and presents them to the council. The order is placed in the same manner as above.

#### Confirmation and emergency purchasing

This type of purchasing describes purchases made in advance of requesting the item through the regular procedure. The city maintains charge accounts with several local business establishments where departmental personnel are allowed to make purchases as needs arise. This system is used very frequently to obtain small supply and maintenance items that are not kept on hand. The employee making the purchase signs for the items obtained and the bills are forwarded to the manager. In some cases the manager is informed of these purchases by the department head but does not receive formal confirmation of all such purchases until the bills are received for the vendor.

#### Petty cash purchases

A petty cash fund is maintained in the clerk's office which is used by city employees in making purchases amounting to one dollar or less. This

petty cash may be obtained in advance of the purchases by signing a note for the money or after the purchases are made by turning in the sales slip. This fund is maintained to eliminate excessive accounting and records keeping. When petty cash disbursements reach an amount in excess of twenty dollars, the clerk's office prepares a warrant to reimburse the petty cash fund from the general fund. No record is maintained of the petty cash disbursements by functional account and all such purchases are paid out of the general fund.

This practice of using a petty cash fund for minor purchases is realistic, since it is designed to eliminate costly bookkeeping for minor disbursements. The internal control on this fund is closely maintained by the clerk's office and signatures are required for all transactions. The organization is small enough so that this fund can be maintained without loss of internal control. However, it is recommended that some procedure be established whereby the proper funds would be charged for the purchases rather than charging them all against the general fund.

### Analysis and recommendations

A purchase order procedure, if properly organized, serves to control purchasing and accounting by providing a system for expeditious and economical purchasing, and a built-in internal control of budgeted expenditures. The disbursement procedures described above appear expeditious in terms of purchasing but lack some of the basic management principles designed to promote effective internal control. Under the present informal procedures, no provisions are made for the pre-audit, encumbrance, or post-audit of funds; there is no formal method of insuring that items purchased have been received; there is no control of confirmation or emergency purchasing; and there is no means for maintaining accountability for all purchases.

It must be stressed that the present informal methods of purchasing are not improper or inadequate. However, they do put a considerable burden on the city manager to check up on purchases, to see that items were actually received, etc. A more formalized procedure would make it easier to keep track of all purchases, and would provide the manager and the council better control over operations and more information on which to base their decisions.

While the present procedures may work efficiently now, as the city continues to grow and the services provided by the city government continue to expand, and as personnel change, more formal procedures should prove to be more efficient and effective.

It should be noted that many of the shortcomings in present internal controls are not exclusively purchasing problems, but rather relate to the entire accounting and budgeting system. Any changes in the purchasing process designed to correct these situations must be made in conjunction with changes in other areas of financial administration as described in this report.

It is recommended that the purchasing procedure be revised to include stronger control over confirmation purchasing, the pre-auditing and encumbering of funds in advance of purchases, the post-auditing of invoices, and a

system of reporting items as they are received by the using department in advance of compensating the vendor for both regular and confirmation purchases.

If confirmation and emergency purchasing is continued, the departments should be required to provide the manager a sales slip or invoice, signed by the department head, immediately after the purchase is made. If this is done, the manager would be aware of all such purchases and could take necessary steps to insure control and availability of funds. It is further suggested that confirmation and emergency purchasing be minimized through advance planning so that the city can take advantage of quantity buying. In addition, the manager should establish a maximum sum for which such purchases could be made at the departmental level and only in emergency circumstances should this be exceeded and then only with the prior approval of the manager.

When a purchase is made, the manager should furnish the deputy clerk the information required to encumber the necessary funds. This would not only provide a means of post-audit of the purchase to insure that proper payments are made, but also would provide a means of maintaining actual unencumbered cash balances of funds which would make the pre-audit of future purchase requirements meaningful. If funds were encumbered in this manner the necessity of maintaining the vendors' ledger would be eliminated because the disbursement ledger could be used in conducting the post-audit. A pre-audit of funds should be conducted prior to making a purchase to insure the availability of funds.

No invoice should be paid without first determining if the item purchased has been received. To provide a positive system of control over deliveries, the using department should report the receipt of all purchases regardless of the method of purchase. As many purchases are received by the manager, this is not a difficult problem, but the policy should be formalized to insure that all purchases are accounted for.

The implementation of a purchasing procedure that conforms to the procedures outlined above will require formal policy to establish additional controls and accountability at all levels.

From the standpoint of good internal control one person should not be involved in all phases of the purchasing procedure, i. e., determining the need, placing orders, confirming receipt of purchases, checking invoices for payment, and signing the checks. At present in Iowa Falls, the city manager frequently performs all these functions. Although he should be held responsible for the overall administration of purchasing, he should not be required to assume personal responsibility for all phases of the operation.

Supply contracts--Agreements with vendors to furnish supplies for a given period of time for a specified price allows the city to obtain advantages in price, reduced paper work, and guaranteed deliveries. It is, in many cases, the most useful and often the most economical way to purchase items used on a continual basis in large quantities. This method of purchasing is used only for fuel for municipal vehicles at the present time. It is recommended that the manager review the needs of all departments to determine whether other items might be purchased in this manner.

Boards and commissions--The four semi-independent boards and commissions do all their purchasing independently of the city purchasing procedures described in this section. It is recommended that the library board, hospital board, airport commission, and the park commission coordinate their purchasing with the city. Many items might be obtained at a savings if orders were combined to allow the city to take advantage of quantity purchasing. This could be coordinated through the manager's office without interfering with the spending powers of these agencies.

Supply stores--The city does not maintain a central supply store containing stock items, such as office supplies, used by all departments. A supply of such items is kept in the clerk's office but seldom is used by other departments. It is recommended that all departments be encouraged to draw available supplies from this source. The accounting could be handled in the same manner as the recommended petty cash procedure, charging the items to the proper accounts. This would eliminate the necessity for every department to purchase such supplies individually.

Inventory control--At present there are no records maintained showing the complete inventory of equipment, other than vehicles, owned by the city. It is recommended that a system of inventory control be established and maintained. An inventory of all equipment, office and other, should be prepared describing the equipment, noting the serial number, original date of purchase, and cost to the city. A marking system could be employed and the equipment should be charged out against the using department. Once this inventory is prepared it can easily be maintained through an annual auditing at the departmental level using an actual physical count.

This type of inventory might not seem of great importance to a small organization where a loss might easily be detected. However, as personnel changes in a growing organization and the equipment becomes older, it becomes increasingly difficult to account for all equipment since no one person can be expected to know what the inventory is or should be.

## Budgeting

### Budget preparation and adoption

The city manager, as chief administrative officer, is responsible for the preparation and execution of the city's annual operating budget. The procedures for the preparation and adoption of this budget are basically as follows:

The boards and commissions are requested by the manager to prepare and submit their budgets to the council by a certain date. These are then reviewed by the council and manager prior to being incorporated into the city budget for further review and final adoption. The manager does not assist these agencies in the preparation of their budgets.

The remaining segments of the budget are prepared exclusively by the

manager. Department level personnel are not consulted in regard to their programs, problems, and/or requirements unless the manager feels that they might assist him in working out program schedules.

In preparing the budget, the manager estimates the income and expenses for the remaining months of the current fiscal year to determine the year end cash balance. This is usually done in June and/or July. The manager then estimates the next fiscal year's income from other than property tax sources, and the program expenditure requirements for all funds. The estimated income from other than tax sources and estimated cash balance is then subtracted from the total requirements in each functional fund to determine the property tax requirements.

The budget is presented to the council for initial review, adjustment, and approval. It is then published, according to state law, and a public hearing is held, at which time the budget is adopted by the council, certified to the county, and the tax levies are fixed. This must be done by August 15.

Analysis and recommendations--As the process of preparing the budget is concentrated in the manager's office, it is not extensive or complicated. The procedure is adequate to determine the tax requirements, but it lacks some of the basic requirements of sound fiscal planning and administration.

The budget should be considered more than a financial statement of revenues and expenditure estimates, or a plan for raising and spending money for the operation of the city government for a given period of time. Instead, it should represent the dollar values placed on programs designed to accomplish specific results by all segments of the organization financed from all sources of city revenues. In this respect the budget becomes a policy statement of what is to be done by the government during the fiscal year and what the community can expect to be accomplished. This is the policy foundation on which the administration of all municipal activity must rest. Therefore, it should provide a system of programming all activity in terms of finances, thus insuring that all needed expenditures will be met with available resources.

If properly utilized, the budget can be the most important and effective administrative tool available to the manager because it allows him to coordinate all activity into meaningful services to the community. It gives him an opportunity to recommend to the council programs, activities, and needs of the organization, in terms of available funds. Upon its adoption, the budget provides a means of insuring the effective operation of the organization. The council is given the opportunity to review the effectiveness of the administration.

Regardless of the size of the community there is a need for planning the activities of its government and for deciding what services are to be provided. The budget provides the primary means of measuring these requirements, and if properly prepared, it will outline fiscal conditions, bring all phases of activity together for review, and serve as an indicator of when changes in various activities are desirable.

In preparing the budget, all expenditures and income must be anticipated. The process of budgeting must be systematic, the responsibility for

each phase must be clearly defined, and the chief administrative officer must have effective control over the budget upon its adoption.

Providing a legal basis for the budget should be a municipal as well as a state responsibility. A local budget ordinance should be adopted, and administrative policies and procedures developed describing and outlining the process so that each municipal officer knows what is required of him. At present in Iowa Falls, no format is required for presenting budget data and no budget forms are used. The boards and commissions are given no instructions for preparing their requests; thus, little justification and supporting information is presented. The budget information presented by the manager is limited in many areas and the justifications for amounts requested in the various activity accounts is not complete in some cases. It has been the policy of the manager to supply much of this type of information verbally. The lack of a written record limits the usefulness of the budget document in the control, accountability, and administration of municipal activity after the budget has been adopted.

It is recommended that a comprehensive budget document for the entire organization be developed including uniform listings of revenues and expenditure requirements for all activities, with justifications for each as related to the programs to be provided. The budget should contain an accurate financial record of past and current fiscal years, an estimate for the coming fiscal year, and long range proposals for meeting future problems. This information is necessary in order to evaluate properly the condition of the governmental activities in terms of financial capabilities and requirements. All requested expenditures should be listed by object, activity, department, and functional accounts, with justification and supporting data explaining all requests in terms of the total program within the departmental requests. For maximum usefulness of comparative information, all past years' experiences should be shown in terms of actual expenditures rather than the budgeted amounts.

Under the existing accounting procedures there is no source of information providing comparable previous years' experience because the activity and object accounts are not clearly defined and are subject to change. It is recommended that the budget be designed and prepared in accordance with the previously recommended system of account classifications. If this is done the budget making process will become simplified, and prior years' experiences and supporting information will become more meaningful. If the budget expenditure requests are clearly defined, justified, and geared to the departmental programs through this type of accounting, the council and the community will know exactly how the money is to be expended.

It is further recommended that the boards and commissions be considered in the development of budget procedures, and be required to submit their budget requests in accordance with general city policy.

#### Budget execution and administration

Control over the execution of the budget is of major importance to sound financial administration. Under the present system of budgeting in



Iowa Falls, once the budget is adopted, its effectiveness in controlling municipal activity is limited. There is no budget control at any level within the organization below the functional funds, which is reviewed by the manager using the treasurer's monthly income and expenditure reports. No reports on the condition of the budget as adopted are provided, nor are there any income and disbursement records designed and maintained in accordance with the budget document, other than by functional and major activity accounts.

For proper execution of the budget, it is essential that the recommendations concerning financial administration, including encumbrance accounting, reporting, and the chart of accounts, be implemented, for they are the basic elements of any budget control system.

Also necessary for the proper execution of the budget are comprehensive records and reports that provide information pertaining to finance as well as work performed. Such information would be readily accessible if the budget were maintained in accordance with the previously recommended chart of accounts, if accounts were set up and reports prepared of all income and disbursements by department, activity, and object accounts as well as functional fund, and if a system of reporting work performed at the departmental level were instituted.

## PUBLIC WORKS, UTILITIES, AND INSPECTION

Public works, utilities, and inspection are closely related activities in Iowa Falls, and so they are grouped together for description and analysis. Public works services are performed by two operating agencies: the streets and sewers department, and the sanitation department. The municipal waterworks comprises the city's utility department. A city electrician-gas inspector is responsible for certain inspection duties and performs electrical work for the city.

The city manager, by virtue of his position, is also the city engineer, and is responsible for the management and direction of public works, utilities, and inspection. He appoints all department heads and they are directly responsible to him.

It is impossible to ascribe a detailed organizational pattern to each of these agencies since the scope of operations is such that personnel are used interchangeably for a wide variety of duties. There does exist, however, a basic organizational structure which adequately meets the requirements of the city.

The municipal code provides that the city manager shall carry out the duties of the city engineer. Examples of these duties, as listed in the code include: making surveys, estimates, and specifications for all public works projects, establishing grades for streets, and filing and preserving maps, surveys, reports, and other relevant data.

The city contracts with a private firm to perform these technical engineering services at the direction of the city manager. This company also does most of the public works construction in Iowa Falls. It is able to meet the requirements of the city's construction program, and public officials are satisfied with the services provided.

#### Streets and Sewers Department

The streets and sewers department has a staff of five persons including four laborers and the superintendent. Its main function is the maintenance and repair of the approximately forty miles of streets in Iowa Falls. This includes street cleaning and snow removal, patching, painting street markings, and weed cutting. Other responsibilities are the inspection of contract construction and street installation in new subdivisions. Some street construction is done by this department, and it maintains a mosquito spraying program.

The department is also responsible for the maintenance of the city's storm and sanitary sewer system. Duties in this capacity include sewer

rodding and other cleaning and cleaning and maintaining catch basins. The sewer system consists of approximately twenty-five miles of storm and sanitary sewers; the systems are not combined.

The department maintains and operates sixteen pieces of mechanized equipment. Equipment operators are selected by the superintendent; one person frequently is assigned to the same vehicle on a continuing basis. Operators are responsible for lubrication and minor repairs of the vehicles assigned to them. When more extensive repairs are needed, the vehicle is sent to a private garage at the direction of the superintendent.

#### Sanitation Department

It is the function of the sanitation department to collect the city's garbage and refuse. The staff of this department consists of a foreman and four laborers. The city operates a sanitary landfill for disposal of garbage and refuse. This is controlled by the city manager.

The department operates three trucks with Leach Packers. Lubrication and minor repairs of this equipment is done by the sanitation foreman, and if more extensive repairs are necessary the foreman directs the equipment to be sent to a private garage.

#### Waterworks Department

The municipal waterworks plant is operated by a staff of two persons: a superintendent and an assistant. The principal duties of this staff are reading and repairing water meters and maintaining the waterworks plant. They also maintain the water hydrants and supervise the laying of water mains. If a resident wishes to connect to the city's water system, the waterworks department makes the necessary tap, for which a fee is charged.

#### City Electrician - Gas Inspector

Recently the positions of city electrician and gas inspector were combined and one person performs the duties of both positions. As city electrician, this person does all the electrical work required by the various operating departments of the city. As gas inspector, he inspects all gas installations to insure conformance with regulations of the municipal code.

#### Sewage Treatment Plant

The city currently is engaged in providing for the construction of a sewage treatment plant. This will be a significant addition to the city's utilities department, and will provide a sanitary and efficient means of sewage disposal. When this plant becomes operational, it will be managed by a sewage disposal plant superintendent responsible to the city manager.

## Radio System

Approximately one and one-half years ago the city installed a two-way radio system for public works operations that has greatly enhanced the efficiency of the organization. Sets are located in the manager's office, the public works headquarters in the waterworks building, the manager's car, the streets superintendent's truck, and in three other mobile units.

## Analysis and Recommendations

Citizens of Iowa Falls enjoy extensive services from their public works agencies. Garbage and refuse are collected twice a week in residential areas and once daily in the business district. Streets in the business district are cleaned twice a week, and each time this is done one-third of the residential area is also cleaned. Thus, every householder is assured of getting the street in front of his house swept at least once every two weeks. Mechanized sweeping equipment is used for this function.

Snow removal operation calls for plowing the downtown area of the city first and then branching into the residential districts. The recent acquisition of a snow blower has assisted in speeding up this operation and eliminated the necessity of hiring additional men. Information obtained from a survey conducted by the Research Foundation of the American Public Works Association in 1959 indicates that the services provided in Iowa Falls compares favorably with other cities of this size.<sup>1</sup>

## Personnel

Since the size of the organization is not such that a person can be hired for one specific function, each employee must be expected to have several assignments. In general, work requirements appear to be well met through close working agreements among the street superintendent, the sanitation foreman, and the waterworks superintendent. Since many employees continually are required to perform a wide range of duties, they are quite familiar with the additional tasks required and are able to carry them out promptly and efficiently.

The city manager has delegated extensive authority to the superintendents and foreman and they organize the personnel as needed. Since there are relatively well defined schedules for many operations, personnel needs often can be anticipated well in advance.

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<sup>1</sup> American Public Works Association, Street Cleaning Practice, 2nd edition (Public Administration Service, 1313 E. 60th St. Chicago) 1959, p. 331-332.

At present, considerable overtime work is required for carrying out public works services. This may indicate that the department is undermanned, and the practicality of hiring additional personnel should be considered. Attention should be given to the possibility of hiring additional personnel on a part-time basis. Although this would present problems in familiarizing the additional personnel with the duties involved, perhaps the supervisors could organize their projects in such a manner that the extra employees would be assigned to tasks that are easily learned and supervised.

### Equipment

Twenty-two pieces of mechanized equipment are used for public works operations; only four vehicles are more than ten years old.

Storage space for vehicles is inadequate at present, and it is recommended that the city manager investigate various types of low-cost structures that could be used for this purpose. Additional space for servicing and repairing the equipment also should be considered.

### Inspection

The city's building and plumbing codes are scattered throughout the municipal code and are generally outdated. Although the municipal code provides for the offices of building and plumbing inspectors, currently these positions are not filled.

It is recommended that these codes be revised and grouped under one major heading in the municipal code. It is also recommended that the position of building and plumbing inspector be filled. This person should be directly responsible to the city manager.

VI

POLICE DEPARTMENT

The City of Iowa Falls currently employs seven police officers:

RANK	SALARY	AGE	YEARS OF POLICE EXPERIENCE
Chief	\$500	53	27
1 Asst. Chief	\$350	52	5
1 Sergeant	\$335	42	2
4 Patrolmen	\$330	58	4
		53	5
		49	8
		26	2

The 1960 population of Iowa Falls is 5,565. There are a number of indications that the city has continued to grow, and additional territory has been annexed since the 1960 census was taken.

It is difficult to say just how large any given police department should be. As a general rule, cities the size of Iowa Falls average between one and 1.25 police officers for each 1,000 population. The actual number needed depends greatly on local conditions. Using the average figures, Iowa Falls should have between six and eight police officers. However, several local factors must be considered. First, the police enforce and service parking meters. They make all repairs. As a result, approximately the full time of one man is devoted to meters rather than to regular police duties. Second, with the present seven men on a six-day-a-week schedule, only two men are available for police duty on any one shift. This does not allow for such loss from regular duty as vacations or sick leaves, special assignments, or testifying in court. Therefore, there are times when only one man is available for police duty. This is not adequate police coverage. While one officer can get help in a short time if he is in a position to get to the radio, this is not a safe or effective practice.

Therefore, it is recommended that the police force be increased by one patrolman.

The average age of the force is forty-eight. The national average is below forty. More important, the average length of police experience is only seven and one-half years in spite of this high average age. If the chief is left out of these calculations, because of his long police experience, the average length of police experience drops to four and one-half years while the average age drops only one year to forty-seven. Thus, we have a department

much older than average, yet with a relative brief police experience. It should be pointed out that most police departments in this country retire officers at fifty-five; several Iowa Falls officers are approaching or have passed the normal police retirement age.

One reason for this situation is that there is no civil service in cities under 8,000 in Iowa except where it has been adopted by ordinance. A second reason is that the present salaries are in the low range for many types of employment. Even cities under civil service and paying much better salaries for a shorter work week are having considerable trouble in hiring police officers, so Iowa Falls is not in an unusual position. This discussion should not be taken as a criticism of the present force; there is no evidence that the officers are not performing their jobs properly. At the same time, this would seem to be an example of the results of low wages and lack of job security.

The wage scale is generally in line with cities of similar size in Iowa. However, there is too short a range dividing the Assistant Chief and Sergeant from the patrolmen. Industry uses ten to fifteen per cent as the usual differential between supervisors and employees.

For these reasons, it is recommended that the city consider placing the police department under civil service by ordinance. As qualified applicants become available, younger men can be hired. Also, the salary of the Assistant Chief be increased to \$385 and that of the Sergeant to \$360.

#### Fringe Benefits

The fringe benefits in Iowa Falls follow a standard pattern. There is a two week vacation with pay. Sick leave is thirty days a year and may be accumulated, although this is done on the basis of individual cases rather than according to a fixed policy--this is not objectionable. The city furnishes uniforms and equipment, which is standard practice in most cities. The city pays half the cost of a hospitalization policy.

#### Overtime

Officers are not paid for hours worked overtime. Insofar as possible, the men are given compensatory time off. This cannot be done in all cases in a department of this size because there are not enough men to keep a minimum of two men on duty. An emergency of any duration could result in the men working many hours of overtime for which they would not be paid or given equal time off. On the other hand, if there is regular pay for overtime work, there is a tendency to stretch regular working hours to include overtime. Therefore, it is recommended that the men be paid at their regular rate for overtime in excess of eight hours per month and that they be given equal time off for lesser time.

#### Communications

The department has two-way radios on the standard police frequency

for communication to the police car and to the motorcycle, and a new receiver and transmitter on the point-to-point frequency for communication with the state police radio network. There are also two walkie-talkies of limited range on the citizens band. This equipment is maintained locally and is in adequate condition.

The station radio is operated by civilian employees who also perform other duties except for the 4 a. m. to 7 a. m. period when one of the two policemen on duty stays in the station to answer calls. This is not desirable because it leaves only one officer on the street. However, this is the period of least activity during the day so this is probably the most satisfactory practice at the present time.

### Housing

The department has two adjoining rooms on the first floor of the city hall. One room is used as a public room and a general office. The other room is a general purpose room and serves for records, fingerprinting, some supplies, and the Chief's office. There is a locker room in the basement. This space is not adequate. There is no place to interrogate witnesses or suspects properly because the room used for the Chief's office is on a corner of the building, near the street and adjoining the general room. It is not possible to have the quiet and privacy necessary for effective interrogation. While it would be desirable to have a room designed and used solely for interrogation, this is not practical with the space available, but it would be possible to design a small office for the Chief on the second floor that could be used for interrogation. Therefore, it is recommended: that a combination Chief's office and interrogation room be constructed on the second floor.

The jail is in two sections: a one room minimum security cell for women or juvenile prisoners and a large room containing two obsolete cells. The juvenile and women's cell is probably adequate but would not hold an active juvenile or adult who wished to escape. It would be highly desirable to strengthen this room so that adult prisoners could be separated by placing one in this cell and one in the other section of the jail. This also might be necessary in the case of crowded conditions. The antiquated jail cells are made of flat steel bars, probably built in the last century, and contain no plumbing facilities. There is a conventional toilet in the jail room outside the cells. This means that a prisoner cannot be left for long periods locked in a cell. The room itself is not safe since the windows are only a heavy grade industrial-type sash and would offer little resistance to escape. The use of standard plumbing is not recommended because prisoners can damage it. Therefore, it is recommended that the jail be rebuilt to a higher degree of security. With some ingenuity and help from a city welder, this can be done at a reasonable cost.

### Motor Equipment

The department has a 1960 car with 70,000 miles of service and a 1954 three-wheel motorcycle that was purchased used. Present plans are to



replace the car shortly. One automobile does not allow for adequate police coverage. If the car is being repaired or the radio serviced, there is no police car available. In a city the size of Iowa Falls, and with the adequate radio contact they have, it would be possible to use two one-man patrol cars most of the time. With proper planning and training this would be entirely safe. Therefore, it is recommended that a second police car be purchased and equipped. The possibility of this car being unmarked but with a magnetic red light that can be attached to the roof should be considered. Such a vehicle could be used for investigations and other duties where a marked police car might not be suitable.

### Equipment Carried in the Car

The police car carries a riot gun, small first aid kit, fire extinguisher, blanket, and fuses. This is adequate and good practice.

### Firearms Equipment

The department furnishes the officers pistols. These are marginally adequate but when replaced they should be replaced with top grade equipment; the cost is only a little more and more accurate and effective weapons are desirable. There are also three riot guns. These are all obsolete and should be replaced at once with modern weapons. Police riot guns are now available with rifle sights attached, allowing rifled slugs to be fired with enough accuracy so that a rifle would not be necessary. The present police rifle is obsolete.

The tear gas equipment is all past the date of safe usage. The nearest supply is at Highway Patrol Headquarters, Cedar Falls. This is too far away to be of much use in an emergency; therefore, the department should have a small supply of tear gas.

### Investigation Equipment

The department has some finger-print lifting equipment; there are no other aids to investigation. The finger-print equipment is minimal. The use of photography in police work has advanced rapidly and now, with Polaroid equipment, it is possible for small departments to have adequate photographic facilities with a minimum cost and relatively little training.

Movie equipment is now being used quite generally in police work. The major application is in photographing drunken drivers. This makes excellent evidence and results in much less police time spent in court. Again, the cost is low. The Chief is familiar with this sort of equipment and has used it. Because a modest expenditure for photographic equipment will allow better and faster investigations, it is recommended that Polaroid equipment, including close-up and copying devices, and a basic movie camera and projector be purchased for police use.

## Records

The records are adequate and above average for cities of this size. However, the forms are duplicated instead of printed and the filing space is barely adequate. The Chief has been improving the record system gradually and no recommendations are made here because of this progress.

## Auxiliary Police

Iowa Falls has an auxiliary police force of twelve men. This is an excellent idea. These men were selected by the Chief from young local business men. They are equipped with helmet, khakis, and badges. They do not carry guns. They have been given a regular program of training including such things as first-aid, law, and judo. This force is used for special events and foot patrol when occasion demands; they also ride in the police car with a regular officer when the force is short of men. This activity should be encouraged. There is no civil defense organization in Iowa Falls and these men can serve as an effective nucleus for a civil defense organization.

## Training

Training of new men is done by the Chief with some help from the older officers. While this on-the-job training is effective, the new men should have outside training. It has not been possible to do this because the force has been operating short handed continuously. However, if the recommendation for an additional man is followed, new officers should attend the Police Recruit School at the State University of Iowa and older officers should attend the traffic or command officers schools for specialized training or re-training. Police work is rapidly becoming more complex and it is essential that officers have all of the training possible.

## VII

### PARKS AND RECREATION

#### Administration

The board of park commissioners consists of three members elected for overlapping six-year terms. Officers of the board are selected by the board from its membership. The board has exclusive control of the city park system and may hire personnel, acquire land, improve facilities, and superintend the park and recreation programs of the city.

Only one employee, a park custodian, is employed on a year round basis. The board also appoints, for the summer season, a recreation superintendent who is responsible for management of the city's recreation program. He appoints lifeguards, cashiers, and basket girls for the swimming pool, and playground superintendents and their assistants. The park commission also maintains a concession stand and employs one person to manage this during the summer season.

#### Facilities and Programs

The parks under the jurisdiction of the Iowa Falls Park Board include Estes, Jones, Ellsworth, Foster, Oak, Rock Run, and Black Hawk. In addition, several small parkways also are maintained.

Estes Park, located in the downtown area, primarily serves as the focal point of outdoor cultural activities; it includes the community band shelter and stage, and seventy-two bleacher seats. The park also contains miscellaneous playground equipment, statues, benches, and a fishpond.

Foster Park most closely approximates a city-wide park; it is located on the eastern boundary of the city. Park developments include: a picnic area with two shelter houses complete with electricity and water, fireplaces and outdoor grills for cooking; a play area complete with children's playground equipment; fields and courts for a variety of sports, principally baseball, softball, volleyball, tetherball, and basketball; an area left in its natural beauty; and a small lighted marina.

Jones Park, the site of the municipal swimming pool, might be classified as a community park and play field; the facilities of the area have been designed to meet the needs of persons of all ages. The swimming pool and adjacent parking lot has reduced land available for other leisure pursuits, although there are some picnic and playground facilities.

Ellsworth and Oak parks are located on the south bank of the Iowa river, adjacent to each other and separated only by two sets of railroad tracks.

These parks, together, closely approximate the standard of land area necessary for a city-wide park of twenty or more acres.

When it was established, Oak Park apparently was intended primarily as an aesthetic area. However, it now includes a large fountain and fishpond, picnic facilities, play apparatus for children, and unimproved restroom facilities.

Ellsworth Park, formerly the city zoological park, is used primarily for picnicing and camping. The Park Board keeps approximately one-third of the area mowed for park use at the present time. This mowed area is adjacent to the non-lighted shelter house and unimproved restrooms.

Rock Run, once a developed park site, has been left to deteriorate and today is virtually a wilderness area without facilities.

Black Hawk Park, listed on the records as being under the jurisdiction of the Park Board, was not surveyed as its location is not marked on any available map.

### Analysis and Recommendations

The Olympic size swimming pool is one of the finest in the state of Iowa and exemplifies good planning in that it meets the standard for having the capacity to serve a minimum of three per cent of the population at any one time. Other special facilities, however, are not adequate according to nationally accepted standards. For example, there should be one tennis court for each two thousand population; Iowa Falls does not meet this requirement.

The last time land was acquired for park purposes in Iowa Falls was in 1936 when the present Foster Park site was acquired and developed. Although, according to incomplete acreage figures available, Iowa Falls does not meet the nationally accepted standard of gross park acreage, which is one acre of public park land for each 100 population, the community does have considerable area and facilities for the leisure pursuits of its citizens. Furthermore, the community park developments do not meet established standards in terms of total land area and its distribution throughout the city and the facilities required to meet widely varying recreation needs.

The existing areas and facilities administered by the Park Board are not being utilized fully. For example, in Rock Run Park, no funds have been expended for facilities or maintenance for some time, while only minimum improvements have been made in Ellsworth Park.

In spite of the Park Board's stated difficulty involving the railroad tracks, the Ellsworth Park area could be utilized for outdoor recreation, day camping as a part of the playground program, organized camping by such organizations as Boy Scouts, Girl Scouts, Camp Fire Girls, etc., trailer camping, and picnicing and outings.

It is evident that most community park and recreation activity is centered at Foster Park. This park, which is the city's principal outdoor area, has not been developed fully to accommodate the increasing number of citizens seeking use of its facilities. Recently a small portion of a wooded area, described by the Park Board as a natural wilderness, was cleared to enlarge

the picnic grounds. This action was opposed by some citizens who desired to keep a part of the park in its natural state. The remaining wooded area could be artistically landscaped for picnic use, keeping the beauty of the existing woods, but if natural conservation is desired, other locations should be acquired and developed.

Although this report is preliminary to the forthcoming comprehensive study of the park and recreation program of Iowa Falls, nevertheless, certain basic recommendations can be made. First, the Park Board should prepare a comprehensive master plan covering immediate and long range goals for area, facilities, leadership, and finances for parks and recreation. To insure its effectiveness such a plan should be made available to the community.

Recreation activities, identified as children's recreation in the Park Board budget, should be expanded to include all age groups, and adequate financial provisions should be made.

Such an expanded program of activity would require hiring qualified persons to administer the total park and recreation services in Iowa Falls. This could be done under the existing organizational structure or through the establishment, by referendum, of a tax supported public recreation authority under the provisions of existing Iowa laws. (See Code of Iowa, Ch. 300, 370, 371, 374, and 377).

The Park Board and School Board should have written agreements and policies concerning the joint use, operation, and maintenance of park and school lands, buildings, facilities, and equipment to promote maximum use. Furthermore, it is desirable that park and school officials consider the park-school concept in the development of neighborhood parks and playgrounds. It is desirable to provide parks adjacent to elementary and junior high schools which are located within walking distance of the homes they serve. This park-school concept represents an economy of land use and a saving of tax funds. Established recreation facility standards indicate there should be a neighborhood park, three acres being recommended, within a half mile of each home, or one such park for each 800 people. By this standard, Iowa Falls needs additional park space in the northwest section of the city; it is recommended that the Park Board consider land available in this area for a neighborhood park.

In conclusion, recreation activities require a variety of areas and facilities. Public provision of recreation facilities and park lands makes them comparatively inexpensive and provides the only practical means of making recreation opportunities available to all the people. A carefully planned and well managed park system beautifies the community and helps to protect and enhance property values. If a community's recreation program is to be adequate in content, with assurance of continuing effectiveness from year to year, certain elements have been found through experience to be essential. The elements are: (a) public park and recreation managing authorities established according to state law; (b) a board or commission of interested citizens, appointed or elected, to whom the provision of recreation is a primary concern; (c) competent, well-qualified, professional leadership and capable,

well-trained volunteers; (d) a dependable, continuous source of adequate funds to establish and operate program and services; (e) a suitable variety of outdoor and indoor facilities; (f) a master plan for intelligent and comprehensive planning procedures; (g) cooperative inter-agency working relationships established at the policy level in written agreements that are carried out in spirit as well as in letter by executive and leadership personnel.

## SUMMARY OF RECOMMENDATIONS

The various recommendations made throughout this report are summarized below. They are listed in order of occurrence in the report rather than by their relative importance.

1. The scope of the city attorney's responsibilities should be defined. (Page 4)
2. The city manager should attend all meetings of the planning and zoning commission. (Page 6)
3. A comprehensive master plan should be developed and adopted. (Page 7)
4. Boards and commissions should be required to submit comprehensive annual reports and detailed budget estimates to the city council. (Page 9)
5. The feasibility of assigning municipal cemetery maintenance to some municipal department should be investigated. (Page 9)
6. A standard position classification and pay plan should be prepared and adopted. (Page 11)
7. A sick leave policy should be prepared and adopted. (Page 12)
8. Comprehensive personnel records should be maintained. (Page 13)
9. A standard chart of accounts should be prepared and maintained. (Page 15)
10. The monthly financial report should be revised. (Page 16)
11. Boards and commissions should be required to use recommended budgeting and reporting procedures. (Page 16)
12. Boards and commissions should be required to present a monthly report on the status of their budget. (Page 17)
13. Petty cash purchases should be charged to the appropriate fund. (Page 19)

14. Purchasing policies and procedures should be revised. (Page 19)
15. Supply contracts for purchasing should be used. (Page 20)
16. Boards and commissions should coordinate their purchasing in conformance with city policies. (Page 21)
17. Supply stores should be used. (Page 21)
18. A system of inventory control should be established and maintained. (Page 21)
19. A budget ordinance should be adopted, and relevant administrative policies and procedures developed. (Page 23)
20. A comprehensive budget document should be developed. (Page 23)
21. Boards and commissions should be required to submit their budget requests in accordance with general city policy. (Page 23)
22. The feasibility of low-cost equipment storage structures should be investigated. (Page 28)
23. The city's building code should be revised. (Page 28)
24. The police force should be increased by one patrolman. (Page 29)
25. Policemen should be paid their regular rate for overtime in excess of eight hours per month and be given equal time off for lesser time. (Page 30)
26. A combination Chief's office and interrogation room should be constructed on the second floor of the City Hall. (Page 31)
27. The jail should be re-built to a higher degree of security. (Page 31)
28. Consideration should be given to placing the police department under civil service by city ordinance. (Page 30)
29. The purchase of a second police car should be considered. (Page 32)
30. Certain firearms equipment should be replaced with modern weapons. (Page 32)



31. A Polaroid camera and equipment, including close-up and copying devices, and a basic movie camera and projector should be purchased for police use. (Page 32)

32. If the recommendation concerning the addition of one man to the police force is followed, new officers should attend the Police Recruit School at the State University of Iowa and older officers should attend the traffic or command officers schools for specialized training or re-training. (Page 33)

33. The Park Board should prepare a comprehensive master plan covering immediate and long range goals for area, facilities, leadership, and finances for parks and recreation. (Page 36)

34. The children's recreation budget should be expanded to include all age groups, and adequate financial provisions should be made. (Page 36)

35. The Park Board and School Board should develop written agreements and policies concerning the joint use, operation, and maintenance of park and school lands. (Page 36)

36. The Park Board should consider the possibility of obtaining additional park space in the northwest section of the city. (Page 36)

Part II.

A TRADE AREA SURVEY  
IOWA FALLS, IOWA

by

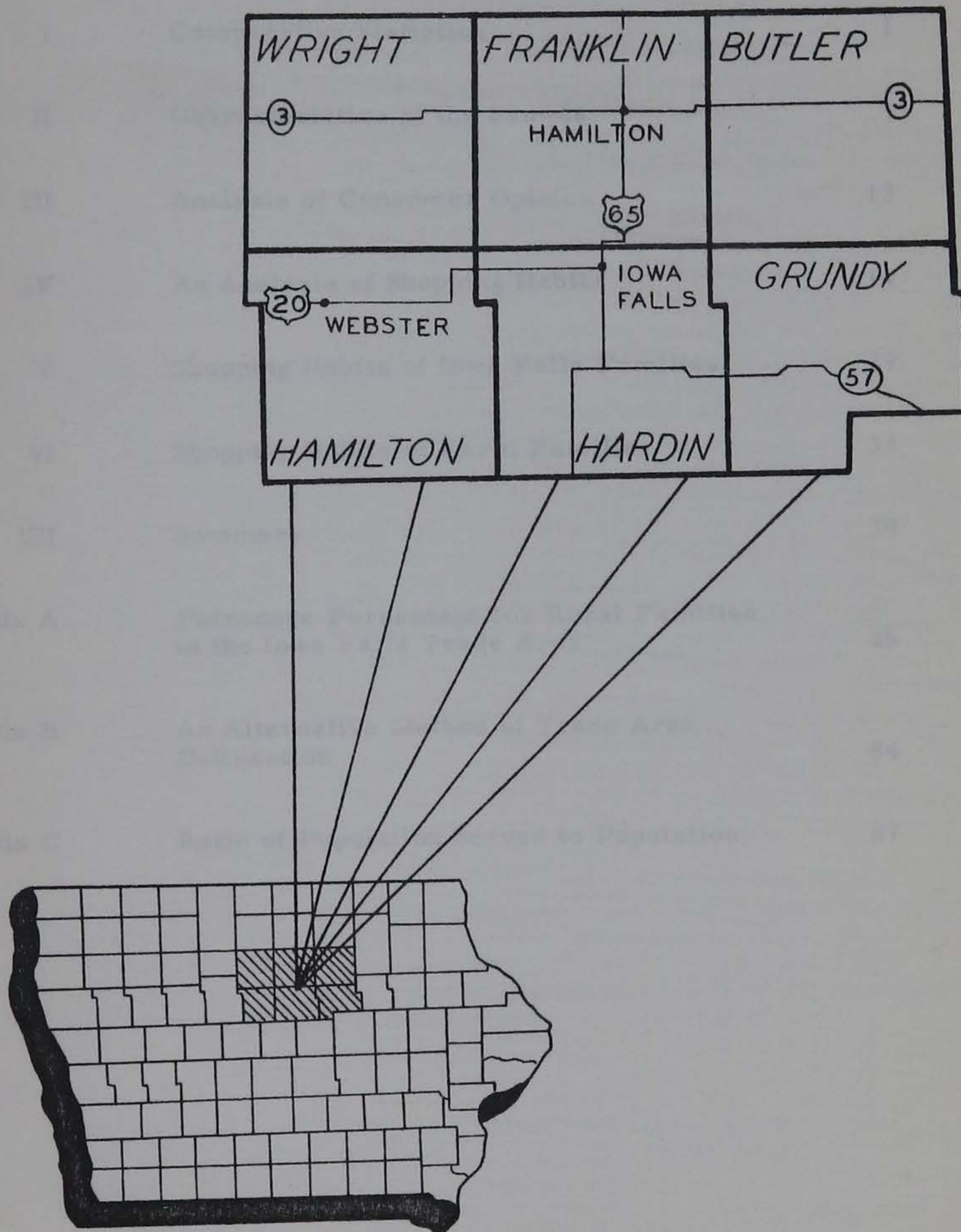
Conrad C. Stucky

Susan Brender



# SECTIONAL MAP OF NORTH CENTRAL IOWA

Scale: 1 inch = approximately 17 miles



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## INTRODUCTION

This is a report on the trading habits and opinions of a sample of residents of the Iowa Falls trade area as revealed in a survey conducted during 1961. The survey was conducted by mailing questionnaires to a random sample of households within an area considered to be the Iowa Falls trade area. Two samples were picked: 1) a ten per cent sample of Iowa Falls residents, hereafter referred to as the "city sample"; and 2) a ten per cent sample of farmers residing around Iowa Falls. This sample will be referred to as the "farm sample."

The purpose of the survey was threefold: 1) to determine the opinions of the sample on selected subjects of general interest; 2) to determine the percentage of the city sample that purchase each good or service from Iowa Falls merchants; and 3) to delimit the boundaries of the rural area served for selected goods and services.

When the present series of ten surveys is completed, a comparative report will be issued. At the present time, comparable trade area data exists for only two other cities, Anamosa and Perry. Therefore, this report will compare the performance of the Iowa Falls trading center to the performance of the trading centers of the above towns. Anamosa, a city with a population of 4,616, is the county seat of Jones county. Located in east-central Iowa, Anamosa must compete with Monticello, about ten miles to the north, and with Cedar Rapids, 25 miles to the west. Many residents from Anamosa and from the surrounding rural area are employed in Cedar Rapids. The influence of Cedar Rapids may affect adversely the level of performance by merchants in Anamosa.

Perry, a city of 6,442, has a favorable location relative to other towns. Its merchants serve the needs of residents of parts of four counties.

## COMPARATIVE STATISTICS

The sectional map on page i describes the location of Iowa Falls with respect to county and state political boundaries. The relative locations of other major towns in north-central Iowa also are shown. Because of the town's geographic location relative to county lines, Iowa Falls merchants serve the needs of residents of two counties - Franklin and Hardin.

Table 1 presents 1947 income estimates for the two counties. Agriculture is the predominant source of income in the area and generally produces a per capita income which is lower than the state average. The average two-county per capita income for 1947 was only 94.7 per cent of the state average.

Trade furnished a larger percentage of total income in Hardin County than it did in Franklin County. This can be explained, in part, by Iowa Falls' contiguous location to the Franklin county line. A major shopping town close to two county lines results in greater sales potential for the county in which the town is located.

Unfortunately, detailed county income estimates for later years are not yet available. Another source, Editor and Publisher Market Guide, publishes yearly estimates of average income per household. According to this publication, the per household income in the two-county area was 107.4 per cent of the state average for 1960.

One method of trade area delineation is presented in Chapter VI.<sup>1</sup> To be considered a part of Iowa Falls' trade area, this method requires that a respondent must have purchased 50 per cent of a selected list of goods and services there. This then is the market area which Iowa Falls merchants dominate. Approximately 9,792 people live within its boundaries.<sup>2</sup> However, this does not constitute the entire Iowa Falls market area. If we lower our intensity criterion, the number of people included in the area would be increased.

Population trends for the dominant market area are given in Table 2. The population of Iowa Falls grew at a rate three times the growth rate for the state. The population of the rural area declined by 9.7 per cent during the 20-year period. The most rapid rate of decline came during the years 1950 to 1960. This latter decline can be accounted for by an 11.3 per cent decrease in the number of farms in the area.

The large population growth in Iowa Falls accompanied by the decreasing farm population is somewhat atypical. Many Iowa towns in the five to six thousand size class are growing at a much slower rate. Our purpose is not to explain this growth; however, we can assume that non-agricultural employment has grown rapidly enough to absorb the agricultural workers released through farm consolidations.

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1. Appendix "B" employs an alternative method of trade area delineation, Reilly's Law. This method delimits a trade area which contains approximately 10,769 people.
  2. Fifty-seven per cent of the total reside in Iowa Falls. This compares to 55 per cent for Perry.

Table 1

## Iowa Income Payments by Type and Source for Selected Counties, 1947

County	Agriculture	Trade	Mining and Manufacturing	Utilities	Government	Property	Other	Total
Per cent of Total								
Franklin	53.2	13.1	3.2	4.8	4.7	9.2	11.8	100.0
Hardin	39.9	19.7	3.2	4.4	6.5	9.6	16.7	100.0

County	Net wages and salaries (\$000's)	Net income of proprietors (\$000's)	Property income (\$000's)	Other Income (\$000's)	Grand total (\$000's)	Population	Per capita income	Per cent of state average
Franklin	4,801.3	10,305.5	1,629.6	938.0	17,674.4	16,402	1,078	93.90
Hardin	7,593.6	12,990.7	2,330.8	1,486.8	24,401.9	22,262	1,096	95.47

Source: Robert H. Johnson, An Analysis of Iowa Income Payments by Counties, Bureau of Business and Economic Research, State University of Iowa, March, 1950.

Table 2

Population Trends, Iowa Falls Market Area  
1940-1960

	1940	1950	1960	Percentage Changes 1940-1960
<b>Franklin County</b>				
Grant Township	735	732	664	- 9.7
Lee Township	596	563	491	-17.6
Oakland Township (1/2)	302	259	214	-29.1
<b>Hardin County</b>				
Alden Township	716	803	777	+ 8.5
Buckeye Township	472	469	402	-14.8
Ellis Township	587	544	452	-23.0
Etna Township (1/4)	164	140	127	-22.6
IOWA FALLS	4,425	4,900	5,565	+25.8
Remainder of Hardin Township	958	1,065	980	+ 2.3
Jackson Township (1/4)	153	136	120	-21.6
Rural component	4,683	4,711	4,227	- 9.7
City component	4,425	4,900	5,565	+25.8
<b>Total</b>	<b>9,108</b>	<b>9,611</b>	<b>9,792</b>	<b>+ 7.5</b>
<b>State</b>	<b>2,538,268</b>	<b>2,621,073</b>	<b>2,757,537</b>	<b>+ 8.6</b>

Source: The Census of Population  
U. S. Bureau of the Census



Table 3

Trends in Retail, Wholesale, and Service Activity  
for Iowa Falls and Iowa  
1948-1958

	Retail Sales		1958	Sales (\$000's)	Per cent change in total sales 1948-58
	1948	No. of estab.			
<u>Food stores</u>					
Iowa	6,578	474,856	4,633	706,174	48.7
Iowa Falls	19	1,771	14	2,343	32.3
Per cent of state total		.37		.33	
<u>Eating and drinking places</u>					
Iowa	6,390	165,595	6,429	203,235	22.7
Iowa Falls	15	541	16	547	1.1
Per cent of state total		.32		.26	
<u>Automotive group</u>					
Iowa	2,275	425,004	1,803	546,150	28.5
Iowa Falls	15	2,735	10	3,561	30.2
Per cent of state total		.64		.65	
<u>Gasoline service stations</u>					
Iowa	4,557	153,022	4,447	272,067	77.8
Iowa Falls	10	335	8	623	86.0
Per cent of state total		.21		.23	
<u>Apparel, accessory stores</u>					
Iowa	1,681	137,427	1,819	171,556	24.8
Iowa Falls	10	571	9	545	- 4.6
Per cent of state total		.42		.32	

	1948		1958		Per cent change in total sales 1948-58
	No. of estab.	Sales (\$000's)	No. of estab.	Sales (\$000's)	
<u>General merchandise group</u>					
Iowa	1,270	262,281	1,360	293,814	12.0
Iowa Falls	5	659	5	760	15.3
Per cent of state total		.25		.26	
<u>Drug stores, proprietary stores</u>					
Iowa	1,092	66,040	976	99,244	50.3
Iowa Falls	3	190	4	292	53.7
Per cent of state total		.29		.29	
<u>Furniture, home furnishings, appliance dealers</u>					
Iowa	1,784	115,512	2,051	150,349	30.2
Iowa Falls	8	409	11	499	22.0
Per cent of state total		.35		.33	
<u>Lumber, bldg. matls., hardware, farm equip. dealers</u>					
Iowa	4,596	464,891	4,111	509,487	9.6
Iowa Falls	20	1,746	13	2,259	29.4
Per cent of state total		.38		.44	
<u>Other retail stores</u>					
Iowa	3,502	291,596	4,441	325,528	28.8
Iowa Falls	15	626	11	(D)	---
Per cent of state total		.21		---	

(D) Data withheld to avoid disclosure

	1948		1958		Per cent change in total sales 1948-58
	No. of estab.	Sales (\$000's)	No. of estab.	Sales (\$000's)	
<u>Total retail sales</u>					
Iowa	33,725	2,556,224	32,070	3,366,964 <sup>1</sup>	31.7
Iowa Falls	120	9,583	101	12,280 <sup>2</sup>	28.1
Per cent of state total		.37		.36	

#### Selected Services

	1954		1958		Per cent change in total receipts 1954-58
	No. of estab.	Receipts (\$000's)	No. of estab.	Receipts (\$000's)	
<u>Total</u>					
Iowa	14,079	231,821	15,057	300,923	29.8
Iowa Falls	38	480	53	1,224	155.0
Per cent of state total		.21		.41	
<u>Personal services</u>					
Iowa	5,855	73,199	6,160	89,294	22.0
Iowa Falls	22	247	23	376	52.2
Per cent of state total		.34		.42	
<u>Automotive repair services, garages</u>					
Iowa	2,018	29,862	2,263	53,145	78.0
Iowa Falls	6	67	10	449	570.1
Per cent of state total		.22		.84	
<u>All other selected services</u>					
Iowa	6,206	128,760	6,634	158,484	23.1
Iowa Falls	10	166	20	399	140.4
Per cent of state total		.13		.25	

1. Total includes sales for the category, non-store retailer

2. Total includes sales for the category, non-store retailer and other retail stores

Source: Census of Business, 1948, 1954, and 1958.

The population of the trade area increased from 9,109 in 1950, to 9,792 in 1960. This is an increase of 7.5 per cent compared to 8.6 per cent for the state. In 1950, the trade area population was .358 per cent of the state population. By 1960, its share had decreased to .355 per cent.

Iowa Falls' share of the state's retail sales took a significant increase from 1950 to 1960 according to the annual reports of the State Tax Commission. Sales tax collections increased by 60 per cent in Iowa Falls compared to an increase of only 45 per cent for the state.

According to another source, the Census of Business, retail sales in Iowa Falls increased by 28.1 per cent from 1948 to 1958 compared to an increase of 31.7 per cent in the state. During this period, Iowa Falls' share of the total state retail sales changed only slightly.

The Census of Business indicates that the following retail categories in Iowa Falls had sales increases greater than the state average: automotive group, gasoline service stations, general merchandise, drug stores, and lumber and building materials. Apparel and accessory sales in Iowa Falls declined by 4.6 per cent compared to an increase of 24.8 per cent for the state. Iowa Falls' eating and drinking places increased their sales by only 1.1 per cent while state sales in this category increased by 22.7 per cent.

Selected services has been one of the fastest growing sectors of the state's economy and offers opportunity for future growth. Receipts from this sector in Iowa Falls increased by 155 per cent from 1954 to 1958 compared to an increase of only 29.8 per cent in the state. Automotive service was Iowa Falls' fastest growing service category with an increase of 570 per cent.

Data collected from Iowa Falls businessmen indicate that sales and receipts were derived from the following sources:

Sold in Iowa Falls	34.7 per cent
Sold to farmers	27.8
Sold to others	25.4
Unallocated	12.1

This means farmers purchased 27.8 per cent of the total goods and services sold in Iowa Falls. Comparable figures for Anamosa and Perry are 54.1 per cent and 44.4 per cent.

### Summary

Iowa Falls merchants serve residents within a two-county area. Agriculture is the most important source of income in the area. Unfortunately, per capita income in agricultural areas is below per capita income in the state generally. There has been a reduction in rural population within the area which can be partially explained by a large reduction in the number of farms. The population loss in the rural area has been accompanied by an increase in the population of Iowa Falls. There also has been an increase in Iowa Falls' portion of the state's retail sales. This does not mean that an optimum performance level has been reached. The purpose of this survey is to determine the level of performance being achieved for various goods and services and to suggest which major categories offer the greatest hope for increased sales activity.

## CHARACTERISTICS OF THE SAMPLE

Questionnaires were mailed to a 20 per cent sample of city and rural families. The city sample was selected from the telephone directory. TAM<sup>1</sup> Service county directories were used to select a sample of farm families from an area designated by the Iowa Falls Chamber of Commerce. A random number was chosen as a starting point in the directories. Thereafter, every tenth family was included in the sample.

Because the returns from those sampled are used to describe the behavior of all people within the area surveyed, care must be taken in sample selection. The sample must contain, as closely as possible, the same characteristics as the entire population. However, some of these characteristics are indeterminable in advance; therefore, reliance must be placed on the laws of probability applicable to random sampling. The requirements of randomness are met when everyone is given an equal opportunity to be included in the sample.

There is, of course, a fallacy in assuming that our data represents statistics drawn from a random sample. The individual receiving the questionnaire makes the decision as to whether he is to be included in the sample, either by destroying the questionnaire or by completing it and returning it to us. This is one of the major shortcomings of sampling by mail. However, when consideration is given to our large percentage of returns, the physical and human limitations under which we must work, and the shortcomings of other sampling techniques, we feel that our method of sampling is the most reasonable alternative.

Questionnaires were not mailed to residents of other towns within the survey area. When reference is made to respondents within the composite area, residents of Buckeye and Owasa are not included.

Completed questionnaires were returned by 392 respondents. Social and economic characteristics of the sample are presented in Table 4.

- 
1. Township Maps - Locating roster  
    Alphabetical Locater  
    Mailing List  
    R. C. Booth Enterprises  
    Harlan, Iowa

Table 4

Characteristics of the Sample in the Iowa Falls  
Trade Area, 1961

Question asked	City sample	Farm sample
Do you feel that Iowa Falls is your shopping town?	Yes: 96.9% No: 3.1%	Yes: 67.2% No: 32.8%
What is the occupation of the head of the household?	<u>City %</u>	<u>Total farm %</u>
Retailer	12.5	0
Professional	6.7	1.5
Services	31.8	2.9
Farmer	1.6	86.9
Unemployed	.8	0
Retired	17.6	3.6
Laborer	22.0	3.6
No response	7.1	1.5
What is the age of the family head?		
Under 20	.4	0
20-29	9.8	7.3
30-39	19.6	24.8
40-49	22.4	21.2
50-59	17.2	27.7
60-69	16.9	13.9
70-79	7.8	2.9
80+	2.4	0
No response	3.5	2.2
How many years of schooling has the family head completed?		
1-6	1.6	.7
7-8	13.3	27.7
9-10	10.2	6.6
11-12	37.2	48.9
13+	30.6	13.9
No response	7.1	2.2
What is the age of the wife?		
10-19	.4	0
20-29	14.1	15.3
30-39	20.8	22.6
40-49	18.8	23.4
50-59	14.1	19.7
60-69	11.0	7.3
70-79	2.7	1.5
80+	.4	0
No response	17.6	5.8

Question asked	<u>City %</u>	<u>Total farm %</u>
How many years of schooling has the wife completed?		
1-6	1.2	0
7-8	6.3	8.8
9-10	3.9	3.6
11-12	38.0	51.8
13+	30.2	26.3
No response	20.4	9.5
How many family members reside at home?		
1	10.2	4.4
2	31.0	21.2
3	18.0	21.9
4	19.6	21.9
5	9.4	17.5
6-7	5.5	10.9
8-10	.8	1.5
10+	.4	0
No response	5.1	.7
Do you own or rent your home?		
Own	87.1	
Rent	11.4	
No response	1.5	
Is the head of the household a:		
Farm owner		57.7
Farm renter		38.0
Salaried farm worker		1.5
No response		2.9
In which of the following income groups did your gross income fall last year?		
\$2,000 or less	9.4	4.4
2,000 - 4,000	19.2	14.6
4,000 - 6,000	32.6	14.6
6,000 - 8,000	16.5	12.4
8,000 - 10,000	6.3	9.5
10,000 or over	8.6	27.0
No response	7.4	17.5

### III

## ANALYSIS OF CONSUMER OPINION

A general information section of the trade area questionnaire was designed to determine consumer opinions and general attitudes concerning matters of importance to the merchants and residents of Iowa Falls. Responses to questions have been analyzed for three groups: the city sample, the farm-yes sample, and the farm-no sample. The city sample refers to respondents who live within the city limits of Iowa Falls. The farm-yes sample is composed of farmers who consider Iowa Falls to be their shopping town; the farm-no sample, those who do not consider Iowa Falls to be their shopping town.

Table 5 is a summary of responses to questions 46-59 of the general information section. Generally, the farm-yes sample rated Iowa Falls facilities higher than did the city sample. Ratings of poor or fair were given the same facilities by more than 40 per cent of both samples (e.g., selection of merchandise, knowledge of product, parking, restaurants, and hospital facilities). Other facilities rated poor or fair by at least 25 per cent of both samples are store fronts and store interiors. Facilities receiving a large percentage rating in the excellent or good categories are window displays, courteousness and appearance of employees, and medical services. Over 90 per cent of each sample rated Iowa Falls as an excellent place to live and to work. Eighty-seven per cent rated the town as an excellent town in which to shop.

Responses to other general information questions are summarized on the following page. The majority of the responses are self-explanatory. However, we will comment briefly on the response to questions concerning shopping night preference.

When consideration is given to the preference for Saturday night shopping, one should remember that a majority of the respondents did not feel strongly enough over the issue to respond to the question. For instance, 37 per cent of the farmers indicated that they prefer to shop on Saturday night. However, 54 per cent of the farm sample failed to respond to the question. No other question elicited such a high percentage of no response. Surveys in other towns have produced a similar response pattern to this question. Undoubtedly, the majority of consumers do not have a shopping night preference.

Respondents were asked to give comprehensive answers to the following questions:

What would you suggest to improve the hospital facilities?

What would you suggest to improve the Iowa Falls schools?

What would you suggest to improve Ellsworth College?

What additional recreational facilities would you like to see in Iowa Falls?

What could Iowa Falls do to encourage you to shop in the town more often?

What improvements do you feel are most needed in Iowa Falls?

In business:

In services:

In community improvements:

Answers to the above questions have been printed in a supplement to this report.<sup>1</sup>

1. Copies of the supplemental report are on file in the office of the Iowa Falls Chamber of Commerce.



Table 5

## General Information

Do you consider Iowa Falls a desirable place in which:	City Sample					Farm-Yes Sample					Farm-No Sample					
	Yes	No	NR			Yes	No	NR			Yes	No	NR			
To live?	90.6	5.5	3.9			81.5	7.6	10.9			57.8	13.3	28.9			
To work?	80.4	8.6	11.0			72.8	8.7	18.5			62.2	4.4	33.4			
To shop?	79.6	13.3	7.1			91.2	4.4	4.4			62.2	22.2	15.6			
How do you rate Iowa Falls stores and shops with regard to physical factors?																
	Excel.	Good	Fair	Poor	NR	Excel.	Good	Fair	Poor	NR	Excel.	Good	Fair	Poor	NR	
Window displays	18.8	58.8	17.3	.8	4.3	20.6	66.3	9.8	1.1	2.2	13.3	55.5	15.6	0	15.6	
Store fronts	12.5	54.1	21.6	4.3	7.5	16.3	66.3	14.1	1.1	2.2	15.6	48.9	20.0	2.2	13.3	
Selection of merchandise	9.8	41.6	36.8	6.3	5.5	6.5	56.5	31.5	2.2	3.3	6.7	48.9	24.4	4.4	15.6	
Store interiors	9.0	60.4	22.0	2.7	5.9	9.8	67.3	17.4	2.2	3.3	8.9	48.9	26.6	0	15.6	
How do you rate store sales personnel?																
Courteousness	23.1	51.4	16.1	3.9	5.5	25.0	57.6	15.2	1.1	1.1	24.4	55.6	8.9	0	11.1	
Appearance	20.0	64.7	9.8	.4	5.1	25.0	64.1	8.7	0	2.2	20.0	62.2	6.7	0	11.1	
Knowledge of product	12.6	48.6	28.6	3.1	7.1	10.8	53.3	30.4	1.1	4.4	13.3	55.6	20.0	0	11.1	
How do you rate the following Iowa Falls facilities?																
Parking facilities	12.5	46.7	26.7	7.4	6.7	7.6	48.9	23.9	15.2	4.4	15.6	37.7	28.9	8.9	8.9	
Restaurant facilities	8.2	36.9	32.2	17.2	5.5	16.3	44.6	22.8	15.2	1.1	4.4	40.0	40.0	6.7	8.9	
Medical services	36.9	47.8	9.0	2.0	4.3	34.8	45.6	12.0	2.2	5.4	22.2	46.7	8.9	0	22.2	
Hospital facilities	7.4	37.7	35.3	12.5	7.1	9.8	40.2	25.0	14.1	10.9	13.3	37.8	15.6	8.9	24.4	

Other questions were answered as follows:

Do you consider the recreational facilities of Iowa Falls adequate:

		City %	Farm-yes %	Farm-no %
For adults ?	Yes	64.7	70.7	42.2
	No	22.8	13.0	8.9
	NR	12.5	16.3	48.9
For youth ?	Yes	43.9	52.2	42.2
	No	42.0	28.2	11.1
	NR	14.1	19.6	46.7

How do you rate the July 4th Aquarama as entertainment?

Excellent	43.5	39.1	17.8
Good	35.3	31.5	44.4
Fair	11.8	14.1	8.9
Poor	3.5	3.3	2.2
No response	5.9	12.0	26.7

Do you shop at night?

Yes	27.4	47.8	33.3
No	69.8	50.0	62.3
No response	2.8	2.0	4.4

If yes, which night do you prefer?

Monday	1.2	0	4.4
Tuesday	0	0	0
Wednesday	0	0	2.2
Thursday	.4	2.2	0
Friday	9.0	6.5	4.4
Saturday	13.7	37.0	20.0
No response	75.7	54.4	69.0

Do you consider the churches in Iowa Falls as:

Friendly	86.6	73.9	40.0
Unfriendly	7.1	1.1	2.2
No response	6.3	25.0	57.8

Do you consider the police and city officials of Iowa Falls as:

Friendly	73.7	72.8	55.6
Unfriendly	16.5	13.1	11.1
No response	9.8	14.1	33.3

Do you read the Times-Citizen?

Yes	96.5	91.3	40.0
No	2.7	8.7	57.8
No response	.8	0	2.2

	<u>City %</u>	<u>Farm-yes %</u>	<u>Farm-no %</u>
Do you read the <u>Iowa Falls</u> <u>Advertiser</u> ?			
Yes	93.3	90.2	64.5
No	5.5	9.8	33.3
No response	1.2	0	2.2
Is there an establishment in Iowa Falls with which you no longer trade because of discourteous treatment in the past?			
Yes	29.4	22.8	15.6
No	57.7	56.5	68.8
No response	12.9	20.7	15.6

IV

AN ANALYSIS OF SHOPPING HABITS

The questionnaire contained a block of questions which asked if respondents made shopping trips to "other towns," frequency of these shopping trips, and kinds of merchandise purchased.

The purpose of this section is to demonstrate that the total attraction of a community is dependent on the combined drawing power of all its business establishments. These data show that when a consumer is attracted to "another town" for a particular commodity, many Iowa Falls merchants are affected. For instance, 56.5 per cent of the city sample made shopping trips to Mason City. While there, one-half of them purchased other items that they would normally buy in Iowa Falls.

Each time a merchant fails to serve a customer's needs, that customer is a prospect for merchants in "other towns." More than half of all customers going to "other towns" for a particular item also spent money there for items they would normally have purchased in Iowa Falls. Therefore, multiple loss of sales potential can result from one merchant's failure to satisfy a customer.

These data demonstrate that the community's ability to serve its trade area depends on the ability of each firm to serve its individual customers.

Following are the questions asked and their responses:

Do you make occasional shopping trips to Mason City?

	<u>City sample</u>	<u>Farm sample</u>
Yes	56.5%	48.2%
No	40.0	50.3
No response	3.5	1.5

How often?

Weekly	.7%	0 %
Monthly	3.5	3.0
Three months	41.0	35.8
Yearly	52.8	61.2
No response	2.0	0

For what commodities do you make these trips and why?

<u>Commodity</u>	<u>Reason</u>				
Clothing	154	Poor quality in Iowa Falls	6	Selection	66
		Not available in Iowa Falls	11	Price	42
		Courteous personnel	1	Size	15
		Style	1	Habit	1
				Variety	42
				Brand	1
				Shopping center convenient for Saturday shopping	1

<u>Commodity</u>		<u>Reason</u>			
Hats	1	Poor quality in Iowa Falls	1		
Shoes	55	Variety	3	Price	13
		Size	18	Selection	29
		Poor quality in Iowa Falls	4	Brand	2
		Not available in Iowa Falls	4	Courteous personnel	1
Groceries	2	Shopping center convenient for Saturday shopping	1	Brand	1
Furniture	17	Variety	8	Styles	1
		Selection	4	Excellent stores	1
		Not available in Iowa Falls	4	Price	5
		Quality	1		
Drugs	1	Selection	1		
Appliances	6	Good value	1	Not available in Iowa Falls	1
		Selection	3	Price	1
		Trade-in Sale	1		
Christmas shopping	8	Price	4	Size	1
		Variety	6	Selection	5
		Brand	3		
Doctor	4	Quality	1	Family doctor	1
Eye specialist	3	Not available in Iowa Falls	2		
Glasses	2	Selection	1	Specialist	1
Gifts	4	Selection	4	Price	1
Jewelry	1	Selection	1		
Carpenter tools	1	Not available in Iowa Falls	1		
Hardware	3	Selection	2	Price	1
		Shopping center convenient	1		

<u>Commodity</u>		<u>Reason</u>			
Automobile service	2	Not available in Iowa Falls	1	Bought car there	1
Musical instruments and supplies	4	Not available in Iowa Falls	4		
Tires	3	Price Selection	2 1	Service	1
Machinery repairs	9	Price Wholesale dealer	3 3	Not available in Iowa Falls	4
		Variety	1		
Tractor parts	2	Wholesale dealer	2		
Motor parts	1				
Entertainment	1	Variety	1		
Baby chicks	1	Special breed	1		
Miscellaneous	29	Selection	1	Variety	7
		Stamp redemption center	9	Brand	1

While in Mason City buying the above items, do you buy other items that you would normally buy in Iowa Falls?

	City sample	Farm sample
Yes	50.0%	53.7%
No	47.9	46.3
No response	2.1	0

If yes, what?

Clothing	21.6%	Drugs	3.7%
Miscellaneous	14.2	Furniture	3.7
Variety items	10.4	Cosmetics	3.0
Groceries	9.0	Toys	3.0
Household items	9.0	Yard goods	2.2
Shoes	6.0	Sale items	1.5

Estimate how much you spent in Mason City last year on items that you normally buy in Iowa Falls.

City sample	\$4,192
Farm-yes sample	3,617

Do you make occasional shopping trips to Des Moines?

	City sample	Farm sample
Yes	39.2%	43.1%
No	47.9	50.4
No response	12.9	6.5

How often:

	City sample	Farm sample
Weekly	1.0%	3.3%
Monthly	5.9	0
Three months	36.6	25.0
Yearly	52.5	71.7
No response	4.0	0

For what commodities do you make these trips and why?

<u>Commodity</u>		<u>Reason</u>	
Clothing	106	Selection	60
		Variety	11
		Quality	7
		Size	15
		Brand	1
		Change of scenery	1
		Larger stores	3
		Wholesale dealer	1
		Husband has business there	1
		Sales	1
		Go there for other reasons	2
		Charge accounts available	1
		Uniforms	2
Hats and accessories	3	Sales	1
		Brand	1
Shoes	36	Variety	2
		Size	8
		Selection	20
		Sales	1
		Courteous personnel	1
		Brand	1
		Not available in Iowa Falls	1
		Price	24
		Newer merchandise	2
		Courteous personnel	1
		Not available in Iowa Falls	4
		Shopping center open at night	1
		Formerly lived there	1
		Not available in Hampton	1
		Like Younkers and Aldens	1
		Selection	1
		Variety	3
		Price	1
		Price	12
		Style	3
		Quality	4
		Wholesale dealer	1
		Corrective shoes	2

CommodityReason

Furniture	30	Selection	18	Price	4
		Formerly lived there	1	Wholesale dealer	1
		Bigger stores	2	Not available in Iowa Falls	2
Carpeting	2	Price	2		
Appliances	4	Selection	1	Price	1
		Formerly lived there	1	Purchased from relative	1
		Better displays	1		
Other household items	3	Price	1	Quality	1
		Selection	3		
Gifts	4	Wholesale dealer	1	Price	2
				Variety	3
Christmas shopping	12	Like Younkers and Aldens	1	Wholesale dealers	2
		Variety	2	Selection	7
		Price	1		
Business supplies	1	Not available in Iowa Falls	1		
Doctor	4	Skin specialist	1		
August sales	1	Price	1		
Entertainment	2	Variety	2		
Yard goods	2	Selection	2	Price	1
Notions	1	Selection	1		
Glasses	2	Family doctor	1	Selection	1
Hardware	2	Selection	1	Price	1
Antiques	1	Numerous shops in Des Moines	1		
Tires	2	Good sales and trade-ins	1	Selection	1
				Price	1



<u>Commodity</u>		<u>Reasons</u>			
Tractor and machinery repairs and supplies	3	Price	1	Selection	1
		Not available in Iowa Falls	1		
Miscellaneous	27	Good sales and bargains	2	Change of scenery	1
		Not available in Iowa Falls	6	Visiting in Des Moines	2
		Employed in Des Moines	1	Variety	4
				Selection	2

While in Des Moines buying the above items, do you buy other items that you would normally buy in Iowa Falls?

	City sample	Farm sample
Yes	56.4%	53.3%
No	43.6	40.0
No response	0	6.7

If yes, what?

	City sample	Other household items	Farm sample
Clothing	19.8%		
Miscellaneous	17.0		5.7
Groceries	11.3	Accessories	4.7
Variety items	9.4	Shoes	3.8
Gifts	6.6	Furniture	2.8
Appliances	1.9		

Estimate how much you spent in Des Moines last year on items that you normally buy in Iowa Falls.

City sample	\$4,780
Farm-yes sample	2,280

Do you make occasional shopping trips to other towns?

	City sample	Farm sample
Yes	48.3%	75.9%
No	33.7	8.8
No response	18.0	15.3

How often?

	City sample	Farm sample
Weekly	1.6	13.5
Monthly	4.9	19.2
Three months	43.1	36.5
Yearly	41.5	24.0
No response	8.9	6.8

Where ?	City sample	Farm sample
Hampton	0 %	5.8%
Eldora	.8	2.9
Webster City	22.0	31.7
Other small towns	4.1	8.7
Other large towns	68.3	49.0
No response	4.8	1.9

Where and for what commodities do you make these trips ?

Town	Commodity	Reason	Reason			
Waterloo	Clothing	72	Quality	3	Variety	15
			Price	24	Size	6
			Selection	25	Not available	
			Brand	1	in Iowa	4
			Style	1	Falls	
			Visiting there	1	Change of	
			In Waterloo for		scenery	1
			other reasons	5	Charge accounts	
					available	1
	Shoes	20	Selection	9	Quality	1
			Price	4	Size	7
			Not available in		Change of	
			Iowa Falls	1	scenery	1
	Yard goods	4	Variety	2	In Waterloo for	
					other	
					reasons	1
Notions	2	Quality	1	Selection	2	
		Price	1	In Waterloo for		
Doctor	2			other		
				reasons	1	
Ophthalmologist	1	Selection	1	Price	1	
Optometrist	1	Specialist	1			
Orthodontist	1					
Orthopedist	2					
Drugs	1	Price	1			
Christmas gifts	7	Variety	2	In Waterloo for		
		Price	3	other		
		Selection	2	reasons	1	

<u>Town</u>		<u>Commodity</u>		<u>Reason</u>			
Waterloo (cont.)		Furniture	10	Selection	7	Price	3
				Not available in Iowa Falls	1		
		Other household items	1	Charge accounts available	1		
		Beautician	1	Quality	1		
		Fancy foods	1	Not available in Iowa Falls	1		
		Business equipment and supplies	1	Not available in Iowa Falls	1		
		Farm supplies	2	Variety	1	Price	1
				In Waterloo for other reasons	1		
		Machinery parts	1	In Waterloo for other reasons	1		
		Miscellaneous	7	In Waterloo for other reasons	2	Selection	2
					Stamp redemp- tion center	2	
Webster City	91	Clothing	70	Selection	32	Quality	3
				Price	19	Habit	1
				In Webster City for other reasons	1	Variety	18
				Not available in Iowa Falls	2	Style	1
						Size	2
						Better stores	2
		Shoes	9	Price	6	Selection	7
				Quality	1	Size	1
		Furniture	11	Selection	5	Variety	3
				Price	3	Not available in Iowa Falls	2
	Other household items	3	Variety	1	Quality	1	
			Selection	2	Price	1	
	Groceries	8	Good store	1	Price	4	
			Selection	1	Closer to home	1	
			Habit	1			

<u>Town</u>	<u>Commodity</u>		<u>Reason</u>					
Webster City (cont.)	Appliances	2	Price	1	Selection	2		
	Gifts	3	Variety	1	Price	1		
			Selection	1				
	Drugs	1	Selection	1				
	Doctor	1						
	Orthodontist	1						
	Chiropodist	1	No good one in Iowa Falls	1				
	Glasses	1	Best results	1				
	Hardware	2	Closer to home	1	Brand	1		
	Banking	1	Good service	1				
	Machinery and repairs	7	Not available in Iowa Falls	1	Brand	2		
			Variety	4	Price	2		
	Sporting goods	1	Variety	1	Price	1		
Miscellaneous	16	Sales	1	Son employed in				
		Price	2	Webster				
		Selection	5	City	1			
		Change of scenery	1	Visiting there	1			
			1	Not available in Iowa Falls	1			
Fort Dodge	55	Clothing	38	Variety	10	Price	11	
				Better stores	1	Home town	1	
				Style	1	In Fort Dodge		
				Selection	14	for other		
				Brand	1	reasons	2	
			Not available in Iowa Falls	5	Visiting	1		
					Size	3		
	Shoes	15			Size	5	Selection	7
					Price	4	Quality	1
					Not available in Iowa Falls	3		
Furniture	10			Home town	1	Variety	1	
				Selection	6	Price	4	
				Not available in Iowa Falls	1			

<u>Town</u>	<u>Commodity</u>		<u>Reason</u>				
Fort Dodge (cont.)	Appliances	2	Variety	2	Price	1	
	Other household items	2	Selection Variety	1 1	Price	1	
	Drugs	1	Selection	1			
	Dentist	1					
	Business supplies and equipment	1	Not available in Iowa Falls	1			
	Auto supplies	1	Price	1			
	Tractor supplies	2	Price	1			
	Machinery and repairs	7	Price Available	1 1	Variety	4	
	Sporting goods	1	Variety	1	Price	1	
	Miscellaneous	12	Not available in Iowa Falls In Fort Dodge for other reasons	2 2	Stamp redemption center Selection Variety	1 4 2	
	Marshall- town	Clothing	49	Variety	11	Quality	2
				Price	15	In Marshall-	
Better stores				1	town for		
Size				2	other		
Style				1	reasons	1	
Selection				12			
Shoes		9	Variety	2	Price	3	
			Quality	1	Size	1	
			Brand	1	Selection	2	
			Not available in Iowa Falls	1			
Yard goods	1	Price	1	Quality	1		
Gifts	4	Variety	3	In Marshall-			
				town for			
				other			
				reasons	1		
Furniture	2	Selection	2	Price	1		
Appliances	1	Selection	1				

<u>Town</u>	<u>Commodity</u>		<u>Reason</u>	
Marshalltown (cont.)	Other household items	3	Price	2
			In Marshalltown for other reasons	1
			Variety	2
				2
	Optometrist	3	Special clinic	2
	Hardware	1	Selection	1
	Miscellaneous	13	Price	2
Variety			1	
Pleasure trip			1	
			Selection	2
			Dependable service	1

Other Towns

Commodities Purchased

Ames	Charles City	Clothing	Yard goods
Buckeye	Kansas City, Mo.	Gifts	Doctor
Hampton	Alden	Dentist	Optometrist
Clarion	Sioux Falls, S. D.	Shoes	Groceries
Eldora	Ottumwa	Appliances	Farm supplies
Hubbard	Oelwein	Hardware	Furniture
Radcliffe	Waverly	Drugs	Fuel
Shermans	Davenport	Truck and auto repair	Dry cleaning
Dows	Iowa City	Veterinarian	Machinery repair
Ackley	Cedar Rapids	Nursery stock	Banking
Sioux City	Milwaukee, Wisc.	Household items	Toys
Chicago, Ill.	Minneapolis, Minn.	Furs	Miscellaneous

While in these towns buying the above items do you buy other items that you would normally buy in Iowa Falls?

	City sample	Farm sample
Yes	53.7%	65.4%
No	42.3	28.8
No response	4.0	5.8

If yes, what?

Groceries	22.4%	Toys	2.7%
Clothing	18.6	Farm supplies	2.7
Miscellaneous	14.8	Cosmetics	2.2
Household items	7.7	Furniture	2.2
Variety items	6.6	Appliances	1.6
Shoes	3.8	Yard goods	1.6

Estimate how much you spent in these towns last year on items that you would normally buy in Iowa Falls?

City sample	\$ 6,191
Farm-yes sample	10,255

Total expenditures in all "other towns" for items normally purchased in Iowa Falls.

City sample	\$15,163
Farm-yes sample	16,152
	<u>\$31,315</u>

The above dollar figures represent expenditures by a 16 per cent sample of city residents and a five per cent sample of rural residents. Later chapters will present total expenditures in "other towns" by both samples.

It will be noted that trips to "other towns" were most frequently made to purchase clothing and furniture. This should be kept in mind when the performance level for these commodities is presented in Chapters V and VI.

Selection was the predominant reason given for out-of-town shopping center choices.

## SHOPPING HABITS OF IOWA FALLS FAMILIES

The population served by a trading center consists of town residents and farm families who reside in the surrounding countryside. Data collected from Iowa Falls businessmen indicates that in 1960, the residents of Iowa Falls purchased approximately 35 per cent of the total dollar sales of goods and services sold in Iowa Falls.

Table 6 shows trading center choices of city residents for all commodities included in the survey.<sup>1</sup> Two percentage figures for each commodity are given for Iowa Falls. The first figure represents the per cent of total respondents who shop in Iowa Falls. Some respondents do not purchase certain goods or services in any one year. Therefore, the per cent of purchasers choosing Iowa Falls as a shopping center would be higher if we correct for those who did not buy a particular item. For example, 20.8 per cent of the sample indicated that they did not purchase plumbing and heating supplies during 1960, while 70.2 per cent purchased these items in Iowa Falls. If the number who made purchases in Iowa Falls is compared to the total number of respondents who bought plumbing and heating supplies in 1960, we find that 97.8 per cent of plumbing and heating purchases were made in Iowa Falls.

A comparison of trading center choices by city residents for Anamosa, Perry, and Iowa Falls will be made in Chapter VII.

The respondents were asked to estimate the dollar amount spent in other towns for each commodity. Table 7 contains estimated expenditures for each item in other towns by the city sample (approximately 16 per cent of the residents of Iowa Falls).

It is impossible to establish meaningful relationships between Iowa Falls patronage percentages and the amount spent in other towns for a particular commodity. For instance, nearly 100 per cent of the city sample indicated that they purchased groceries in Iowa Falls. However, it will be noted that the city sample spent \$930 for groceries in "other towns." This is because most city respondents purchased the majority of their groceries in Iowa Falls, but while on shopping trips they also bought some groceries in "other towns."

Only two commodities, women's and girls' clothing and shoes, are being purchased in Iowa Falls by less than 80 per cent of the sample. This is an above-average performance relative to the other towns that have been surveyed. A comparative report for ten towns to be issued in the future will allow us to make better judgments on the performance level of Iowa Falls merchants. Of the total expenditures in "other towns" by the city sample, expenditures for ten items accounted for approximately 85 per cent of the total. (women's and girl's clothing and shoes, men's and boys' clothing, gasoline, oil and lubrication, medical services, legal fees, restaurant meals, automobiles, household appliances, and furniture).

Reasons for shopping center choice for all commodities will be presented in the supplement to this report.

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1. The table shows the response to the question, "In what towns did you purchase the following goods or services in 1960?"



Table 6

Composition of Trading Center Choices by Iowa Falls City Sample, 1961

Commodity	Total Response Percentage											Iowa Falls % of total buyers
	Iowa Falls	Hampton	Eldora	Webster City	Des Moines	Mason City	Other small towns	Other large towns	Mail order	Didn't buy	No response	
Women's and girls' clothing	63.1	0	.4	.8	6.7	6.7	.8	5.1	2.0	7.1	7.5	73.9
Women's and girls' shoes	54.9	.4	0	.8	7.1	10.6	1.2	5.9	2.0	9.4	7.8	66.4
Men's and boys' clothing	65.5	0	.4	.4	1.6	3.1	.8	3.5	1.2	15.7	7.8	85.6
Men's and boys' shoes	60.4	0	.4	.4	2.8	3.5	1.2	3.5	1.6	17.7	8.6	81.9
Children's clothing	29.0	0	0	0	.8	1.6	0	2.4	2.0	56.5	7.8	81.3
Children's shoes	29.0	0	0	0	.8	.4	0	2.4	1.2	58.8	7.5	86.1
Groceries	92.6	0	0	0	.4	0	.4	0	0	0	6.7	99.2
Meats	90.2	0	0	.4	0	0	1.2	0	0	1.6	6.7	98.3
Drugs	91.8	0	0	0	0	0	.4	0	0	1.2	6.7	99.6
Jewelry	63.1	0	0	0	0	.4	.4	0	0	29.8	6.3	98.8
Gasoline, oil, and lubrication	82.4	0	0	0	.4	.4	.4	0	0	9.4	7.1	98.6
Hardware	81.2	0	0	0	0	1.2	.4	0	.4	10.6	6.3	97.6
Barber service	76.1	0	0	0	0	0	1.6	0	0	16.1	6.3	98.0
Beautician	72.9	0	0	0	.4	.8	1.6	.4	0	17.7	6.3	95.9
Dry Cleaning	88.6	0	0	.4	0	.4	0	0	0	3.9	6.7	98.7

Commodity	Total Response Percentage											Iowa Falls % of total buyers
	Iowa Falls	Hampton	Eldora	Webster Cit	Des Moines	Mason City	Other small towns	Other large towns	Mail order	Didn't buy	No respons	
Doctor	84.3	0	.8	0	.8	.4	4.3	.4	0	2.4	6.7	92.7
Dentist	83.5	0	.4	.4	0	.4	.8	1.6	0	5.9	7.1	96.0
Optometrist	54.5	0	.4	1.2	.8	2.0	1.2	8.6	0	22.8	8.6	79.4
Chiropractor	31.4	.4	0	0	.4	0	.4	0	0	60.0	7.5	96.4
Lawyer	46.7	0	3.1	0	0	0	.8	0	0	42.4	7.1	92.3
Restaurant meals	58.0	.4	.4	0	1.2	2.0	3.1	1.2	0	23.5	10.2	88.6
Movies	59.6	0	0	0	.8	.4	0	.4	0	31.8	7.1	98.7
Automobiles	60.4	0	0	.4	.4	.8	1.2	.8	0	27.8	8.2	94.5
Tires	66.7	0	.8	0	.8	1.2	2.0	.4	0	20.8	7.5	92.9
Household appliances	67.1	0	.8	.8	.8	.8	.8	.8	0	20.4	7.8	93.4
Furniture	57.3	0	.4	2.8	3.5	1.6	2.0	2.8	0	21.6	8.2	81.6
Concrete materials	69.4	0	0	.4	.4	.4	.8	0	0	20.4	8.2	97.3
Plumbing and heating	70.2	0	0	.4	0	0	1.2	0	0	20.8	7.5	97.8
Appliance repair	71.0	0	0	.4	0	0	.4	0	0	21.2	7.1	98.9
Truck and auto repair	69.8	.4	0	0	.4	0	1.2	1.2	0	19.6	7.5	95.7
Checking account	69.0	1.2	.4	0	0	0	2.0	0	0	4.3	23.1	95.1
Savings deposit	44.7	.4	0	.4	.4	0	.4	2.0	0	28.6	23.1	92.7

Table 7

## Expenditures in Other Towns by the Iowa Falls City Sample, 1961

Women's and girls' clothing	\$15,135	Dry cleaning	\$ 82
Women's and girls' shoes	3,994	Doctor	4,993
Men's and boys' clothing	5,757	Dentist	1,005
Men's and boys' shoes	1,454	Optometrist	1,617
Children's clothing	1,650	Chiropractor	114
Groceries	930	Lawyer	3,330
Meats	938	Movies	276
Drugs	427	Automobiles	10,050
Jewelry	289	Tires	910
Gasoline, oil, and lubrication	4,530	Household appliances	5,223
Hardware	459	Furniture	13,310
Barber service	240	Concrete, lumber and building materials, and paint	1,240
Beautician	295	Plumbing and heating	133
Children's shoes	398	Appliance repair	190
		Truck and auto repair	645
		Restaurant meals	3,740
		Total	\$83,354

## SHOPPING HABITS OF FARM FAMILIES

Trade area maps may be used to study the shopping habits of farm families. The response of rural residents to the question, "Where did you purchase commodity X?" can be plotted on commodity maps. Plotting all responses for each commodity enables us to define the area that a trading center serves for various goods and services.

An average or composite trade area has been outlined by determining where each rural family purchased a majority of 18 selected goods and services.<sup>1</sup> Persons within the composite area are those who purchased more of the 18 items in Iowa Falls than in any other single place. Buyers divide into two groups--those who buy more than 50 per cent of the items in Iowa Falls; and those who, while still buying more of the list in Iowa Falls than in any other place, buy less than 50 per cent there.

Enclosing the area that Iowa Falls dominates in the sale of the 18 items offers an opportunity to compare visually the composite percentage to the percentage served for any other commodity. This is not to infer that the composite represents Iowa Falls' trade area. In fact, the area served tends to vary in size and shape for each item sold in the trading center. Therefore, Iowa Falls has a number of trade areas, and each of them will change over time. The composite trade area is only an average achievement.

There are two criteria of evaluation available when the composite is used. One is quantitative in terms of geographic spread. The other is qualitative in terms of patronage percentages. The criterion of geographic spread may be applied by a visual comparison of the pattern of responses for an individual item with the composite line that appears on each map. The qualitative criterion, patronage percentage, gives a numerical measure of the degree to which a given area is dominated by the various alternative trading centers for each line of goods or services for which analysis is being made.

Table 8 shows the percentage of the sample within the composite area that shop in Iowa Falls for each item. For instance, 82.8 per cent of the families within the enclosed area purchased drugs in Iowa Falls. The table contains two percentage figures for each item. One is the percentage of total respondents and the other is the percentage of total buyers.<sup>2</sup> Commodity maps are presented in Appendix A.

A comparison of the performance level achieved for each commodity by merchants of Anamosa, Iowa Falls, and Perry will be made in Chapter VII.

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1. The goods and services were selected on the basis that they are purchased by all farm families.
  2. See Chapter V, page 29 of this report for a more complete explanation.

Table 8

Patronage Percentage Rural Families  
Within the Iowa Falls Trade Area, 1961

Commodity	Per cent of total purchasers buying in Iowa Falls	Per cent of total respondents buying in Iowa Falls
Composite	91.8	89.7
Women's and girls' clothing	77.6	67.8
Women's and girls' shoes	75.0	65.5
Men's and boys' clothing	90.5	77.0
Men's and boys' shoes	82.4	64.4
Children's clothing	94.1	36.8
Children's shoes	84.9	32.2
Groceries	88.9	82.8
Meats	83.6	58.6
Drugs	92.3	82.8
Jewelry	89.4	48.3
Gasoline, oil, and lubrication	65.3	56.3
Hardware	78.1	65.5
Barber service	70.0	56.3
Beautician	53.7	33.3
Dry cleaning	93.7	85.1
Doctor	64.6	58.6
Dentist	94.5	79.3
Optometrist	56.7	39.1
Chiropractor	78.8	29.9
Lawyer	62.5	34.5
Restaurant meals	72.3	39.1
Movies	97.6	47.1
Automobiles	74.1	46.0
Tires	80.9	63.2
Household appliances	77.8	48.3
Furniture	62.0	35.6
Concrete materials, lumber and building materials, and paint	65.7	50.6
Plumbing and heating	52.8	32.2
Appliance repair	83.6	52.9
Truck and auto repair	68.3	49.4
Tractors	63.3	35.6

Commodity	Per cent of total purchasers buying in Iowa Falls	Per cent of total respondents buying in Iowa Falls
Other machinery	68.0	39.1
Machinery repair	61.3	43.7
Veterinarian	43.3	33.3
Tractor fuel	61.8	48.3
Heating fuel	59.1	44.8
Cattle feed	43.6	27.6
Hog feed	45.0	31.0
Fertilizer	46.2	34.5
Where did you maintain: a checking account	59.3	55.2
a savings deposit	63.4	29.9
Where did you sell: Hogs	54.4	42.5

The respondents were asked to estimate the dollar amount spent in other towns for each commodity. Table 9 contains estimated expenditures for each item in other towns by the farm-yes sample <sup>3</sup> (approximately five per cent of the families in the area).

The farm sample indicated that they spent several times as much in "other towns" than did the city sample. Fourteen items (largely farm inputs) accounted for approximately 85 per cent of the total expenditures by the farm sample.

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3. See Chapter V, page 29 of this report before attempting to relate patronage percentages and the amounts spent in "other towns" for a particular commodity.

Table 9

Expenditures in Other Towns by the Iowa Falls  
"Farm-Yes" Sample, 1961

Women's and girls' clothing	\$5,482	Restaurant meals	\$ 905
Women's and girls' shoes	1,371	Movies	137
Men's and boys' clothing	2,465	Automobiles	5,000
Men's and boys' shoes	785	Tires	1,178
Children's clothing	1,070	Household appliances	1,969
Children's shoes	424	Furniture	4,114
Groceries	8,466	Concrete, lumber, building materials, and paint	11,175
Meats	1,583	Plumbing and heating	3,425
Drugs	1,625	Appliance repair	415
Jewelry	500	Truck and auto repair	2,240
Gasoline, oil, lubrication	6,516	Tractors	13,500
Hardware	1,876	Other machinery	13,800
Barber service	523	Machinery repair	5,843
Dry cleaning	185	Veterinarian	4,659
Beautician	492	Tractor fuel	5,568
Doctor	3,828	Heating fuel	2,665
Dentist	727	Cattle feed	44,900
Chiropractor	310	Hog feed	29,425
		Fertilizer	20,448
		Optometrist	1,170
		Lawyer	865
		TOTAL	\$211,629



## VII

### SUMMARY

The purpose of this report has been threefold: 1) to analyze the opinions of residents of the city and the surrounding area on selected subjects of general interest; 2) to determine the percentage of Iowa Falls residents who purchased each item from Iowa Falls merchants; and 3) to delimit the boundaries of the rural area served for selected goods and services.

The analysis of consumer opinion was accomplished by asking residents of the area a series of questions. A summary of responses to the questions is contained in Chapter III. The most important findings in this phase of the survey are the low ratings given to the selection of merchandise in Iowa Falls stores, salespeople's knowledge of their product, restaurants' parking, and hospital facilities. The latter two are facilities which the community could seek to improve through collective action. Improvements in the remaining low-rated facilities must be achieved through individual effort by each businessman. The reader is referred to pages 14 and 16 for a summary of other consumer opinions.

We determined the shopping habits of Iowa Falls residents by asking members of the city sample where they purchased selected goods and services in 1960. A summary of shopping habits is contained in Chapter V. Generally, the percentage of the city sample served by Iowa Falls merchants was relatively high. The sample indicated that the greatest expenditure in "other towns" was for the following: apparel, gasoline, medical service, restaurant meals, automobiles, and furniture. Undoubtedly, opportunities exist for Iowa Falls merchants to increase their sales of some of the above items.

The delineation of the boundaries of the various trade areas was completed by asking rural families where they purchased selected goods and services in 1960. The appendix contains maps which show the location of purchase for 17 goods or services. A supplement to this survey contains a map for each additional good or service included in the survey.

The purchase of farm inputs constitutes the largest expenditure in "other towns" by the farm sample. A large amount of money also is being spent in that group of towns for apparel, groceries, gasoline, medical service, automobiles, furniture, and building materials. The total expenditures in "other towns" by both samples were as follows:

City sample	\$ 83,354
Farm-yes sample	211,629
	<u>\$294,983</u>

Both samples indicated that large expenditures were made in "other towns" for shopping goods<sup>1</sup> (e.g., apparel, furniture, etc.).

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1. Goods divide into two groups, shopping goods and convenience goods. The latter are usually purchased at the closest source of supply.

This type of merchandise often is purchased in a shopping center that offers more selection. Relative to Anamosa, Iowa Falls' merchants are serving a high percentage of the residents of the trade area for shopping goods. When we compare the performance of Iowa Falls merchants to merchants in Perry we find that a relatively low percentage of women's and girls' clothing and shoes is being purchased in Iowa Falls by the city sample. With the exception of these two commodities, perhaps little can be done to reduce the expenditures in "other towns" for shopping goods.

Table 10 presents a comparison of patronage percentages for Anamosa, Perry, and Iowa Falls. Iowa Falls leads Perry in the percentage of the city sample sold for eight items. Perry leads Iowa Falls on seven items. The two towns serve approximately the same percentage of their city samples for 14 items. Perry leads Iowa Falls on 20 items sold to the farm sample, while Iowa Falls leads Perry on 10 items. The two towns are approximately tied on the percentage served for eight items. Iowa Falls lags behind Perry in the sale, to both samples, of men's and boys' shoes, optometrist and lawyer services.

Appendix C contains a ratio of population served to population for every town for which sales tax data is available. The ratio was computed by dividing the total state sales tax collections by the state's population. This gives us average state per capita sales tax. The next step was to determine the number of people served by a town by dividing the sales tax collections for a particular town by the average state per capita tax. We then divided the population served by the town's population to get the ratio 'population served to population.'

A portion of the table contained in the appendix is reproduced here. Iowa Falls, with a ratio of 2.0<sup>2</sup> in both 1950 and 1960, leads all other towns in its size class. We can tentatively conclude that on the average, Iowa Falls merchants are performing adequately when compared to merchants of other cities of comparable size.

	1950			1960		
	Population	Population served	Ratio	Population	Population served	Ratio
Algona	5,415	10,570	1.95	5,702	10,049	1.80
Chariton	5,320	9,712	1.80	5,042	7,961	1.60
Clarinda	5,086	8,926	1.75	5,901	7,462	1.30
Independence	4,865	8,014	1.60	5,498	8,152	1.50
Iowa Falls	4,900	9,827	2.00	5,565	11,209	2.00
Maquoketa	4,307	8,765	2.00	5,909	10,580	1.80
Pella	4,427	6,558	1.50	5,198	6,743	1.30

2. This means that Iowa Falls merchants serve one resident from outside of the town for each resident living in the town.

## A Community Improvement Program

Iowa Falls.<sup>3</sup> Several suggestions could be made for improvements in Iowa Falls. However, we feel that suggestions should be made and implemented by residents of Iowa Falls. A committee should be appointed to study the attitudes and opinions here reported and to make recommendations which would lead to the improvement of the Iowa Falls shopping center.

The committee also should consider which commodities are most frequently purchased in "other towns." Perhaps a combination of the findings of this report and local knowledge will suggest types of business establishments that should be encouraged to locate in Iowa Falls. However, we cannot definitely say that Iowa Falls merchants should be doing a larger volume in the sale of any one good or service. Perhaps future research will indicate which retail categories offer the greatest hope for increased sales activity.

Chapter IV suggested that successful competition with other trading centers depends on a complete interaction of all merchants, each contributing to the total drawing power of the community. Every weak retail or service establishment forces some trade out of the trading center. The loss of trade is not confined to the lines that are deficient because, as we have seen, when people go to "other towns" to buy something not available in their own trading center they usually buy many other commodities too. Weaknesses in the array of goods and services have a multiplying effect upon the loss of trade by a trading center. Therefore, merchants should concentrate on working together to provide a full array of goods and services.

Again we say, order a complete study of this report. Work together in your campaign for improvement; make Iowa Falls the most attractive and complete shopping center in north-central Iowa.

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3. Copies of an evaluation of Iowa Falls are on file at the Iowa Falls Chamber of Commerce. The evaluation was made by a member of the staff of the Bureau of Business and Economic Research.

Table 10

## Comparison of Trading Center Choices

Iowa Falls, Perry, and Anamosa

Per Cent of Total Purchasers

	Anamosa city sample	Iowa Falls city sample	Perry city sample	Anamosa farm sample	Iowa Falls farm sample	Perry farm sample
Women's and girls' clothing	49.5	73.9	81.3	42.9	77.6	76.2
Women's and girls' shoes	60.4	66.4	80.7	73.7	75.0	75.6
Men's and boys' clothing	51.0	85.6	80.5	50.0	90.5	89.3
Men's and boys' shoes	72.0	81.9	84.6	80.0	82.4	89.0
Children's clothing	69.4	81.3	91.8	63.6	94.1	83.3
Children's shoes	69.1	86.1	87.2	100.0	84.9	83.3
Groceries	95.0	99.2	100.0	77.3	88.9	97.6
Meats	95.1	98.3	99.2	80.6	83.6	93.2
Drugs	92.9	99.6	98.4	87.8	92.3	91.4
Jewelry	81.8	98.8	84.2	81.3	89.4	77.8
Gasoline, oil, and lubrication	95.5	98.6	98.3	79.5	65.3	74.7
Hardware	95.3	97.6	97.8	85.7	78.1	94.1
Barber service	97.9	98.0	96.3	84.4	70.0	77.6
Beautician	90.1	95.9	96.3	65.2	53.7	75.4
Dry cleaning	87.6	98.7	97.6	81.6	93.7	86.7
Doctor	85.3	92.7	87.2	76.2	64.6	71.6
Dentist	75.8	96.0	92.5	63.2	94.5	83.3
Optometrist	79.5	79.4	82.2	66.7	56.7	75.4
Chiropractor	81.5	96.4	100.0	68.4	78.8	80.0
Lawyer	96.7	92.3	95.5	80.0	62.5	87.5
Restaurant meals	71.8	88.6	67.3	66.7	72.3	56.3
Movies	91.5	98.7	96.2	85.7	97.6	86.8
Automobiles	61.7	94.5	82.0	42.9	74.1	56.7
Tires	83.8	92.9	86.5	80.0	80.9	75.4
Household appliances	67.3	93.4	88.1	69.2	77.8	84.9
Furniture	68.9	81.6	82.1	64.3	62.0	60.7
Plumbing and heating	86.4	97.8	98.0	75.0	52.8	73.1
Appliance repairs	89.5	98.9	98.4	77.3	83.6	87.8

	Anamosa city sample	Iowa Falls city sample	Perry city sample	Anamosa farm sample	Iowa Falls farm sample	Perry farm sample
Truck and auto repair	76.6	95.7	96.1	67.6	68.3	71.2
Tractors				50.0	63.3	62.5
Other machinery				53.8	68.0	53.6
Machinery repair				72.0	61.3	74.1
Veterinarian				54.8	43.3	60.0
Tractor fuel				69.7	61.8	68.8
Heating fuel				59.4	59.1	52.2
Cattle feed				50.0	43.6	59.0
Hog feed				53.3	45.0	57.1
Fertilizer				67.9	46.2	60.9

Category	Sample 1	Sample 2	Sample 3	Sample 4	Sample 5	Sample 6	Sample 7	Sample 8	Sample 9	Sample 10
Truck and auto	5.15	6.3	5.5	5.8	5.2	6.1	5.9	6.0	5.7	6.2
Tractors	6.1	6.5	6.0	6.3	6.2	6.4	6.1	6.3	6.0	6.2
Other machinery	6.7	6.8	6.5	6.6	6.4	6.7	6.5	6.6	6.4	6.7
Electricity	7.1	7.2	7.0	7.1	6.9	7.1	7.0	7.1	6.9	7.1
Water	8.0	8.1	7.9	8.0	7.8	8.0	7.9	8.0	7.8	8.0
Factory fuel	8.3	8.4	8.2	8.3	8.1	8.3	8.2	8.3	8.1	8.3
Heating fuel	8.5	8.6	8.4	8.5	8.3	8.5	8.4	8.5	8.3	8.5
Cattle feed	8.9	9.0	8.8	8.9	8.7	8.9	8.8	8.9	8.7	8.9
Other feed	9.0	9.1	8.9	9.0	8.8	9.0	8.9	9.0	8.8	9.0
Transportation	9.1	9.2	9.0	9.1	8.9	9.1	9.0	9.1	8.9	9.1
Other	9.2	9.3	9.1	9.2	9.0	9.2	9.1	9.2	9.0	9.2
Government	9.3	9.4	9.2	9.3	9.1	9.3	9.2	9.3	9.1	9.3
Interest	9.4	9.5	9.3	9.4	9.2	9.4	9.3	9.4	9.2	9.4
Profit	9.5	9.6	9.4	9.5	9.3	9.5	9.4	9.5	9.3	9.5
Other	9.6	9.7	9.5	9.6	9.4	9.6	9.5	9.6	9.4	9.6
Other	9.7	9.8	9.6	9.7	9.5	9.7	9.6	9.7	9.5	9.7
Other	9.8	9.9	9.7	9.8	9.6	9.8	9.7	9.8	9.6	9.8
Other	9.9	10.0	9.8	9.9	9.7	9.9	9.8	9.9	9.7	9.9
Other	10.0	10.1	9.9	10.0	9.8	10.0	9.9	10.0	9.8	10.0

## APPENDIX A

### Patronage Percentage for Rural Families in the Iowa Falls Trade Area

The following pages contain maps of the composite survey area and two maps for each commodity included in the composite list of goods and services. The supplement to this report contains a map for all other goods and services included in the survey. For simplicity in preparation and interpretation, rural responses are shown on the maps by a numerical code. Thus, on "place of purchase" maps, number 1 indicates Iowa Falls is the shopping center choice; numbers 2, 3, 4, 5, 6, 7, 8, 9, 0, and — indicate Hampton, Eldora, Webster City, Des Moines, Mason City, other small towns, other large towns, mail order, didn't buy, and no response. On the "percentage of purchase" maps, number 1 indicates that the respondent made from 0 to 19 per cent of his purchases of the commodity in the town, numbers 2, 3, 4, 5, 6, 7, 8, 9, 0, and — indicate 20-29, 30-39, 40-49, 50-59, 60-69, 70-79, 80-89, 90-100, didn't buy, and no response.

The first map for every commodity indicates the town where each rural family buys the commodity. The second map indicates the percentage of their total purchase of the commodity that is bought there. For instance, map 1a indicates that rural respondent 2328 purchased women's and girls' clothing in Iowa Falls. Map 1b shows that in 1960 this respondent purchased 90 per cent of women's and girls' clothing in that town.

The legend on "place of purchase" maps indicates the percentage of the respondents who purchased goods and services in the various towns. Two percentage figures are given for Iowa Falls. Figure "a" indicates the per cent of the total respondents in the composite area (the area outlined by a broken line) who shop in Iowa Falls. However, some respondents do not purchase each commodity every year. Therefore, a second percentage (figure b) is computed to indicate the percentage of those families actually buying the item, who do so in Iowa Falls.

For instance, assume there are ten respondents to our questionnaire. Three indicate that they purchased an automobile in Iowa Falls, two in Hampton, and one in Eldora. Four respondents did not purchase an automobile. The following percentages would be computed:

	Iowa Falls	Hampton	Eldora	Didn't buy
"a"	30%	20%	10%	40%
"b"	50%			

Figure "a" under Iowa Falls indicates that 30 per cent of the total respondents purchased an automobile in Iowa Falls (three of the ten). However, four respondents didn't buy an automobile. Therefore, 50 per cent of those respondents who actually purchased a car did so in Iowa Falls (three of the six).

The maps show the response to the questions, "In what towns did you purchase the following goods or services in 1960?, and What percentage of your total purchases of the commodities was made in the town?"

A minus sign preceding the code number on the composite map identifies a respondent who purchased less than 50 per cent of the composite list of goods in the designated town.

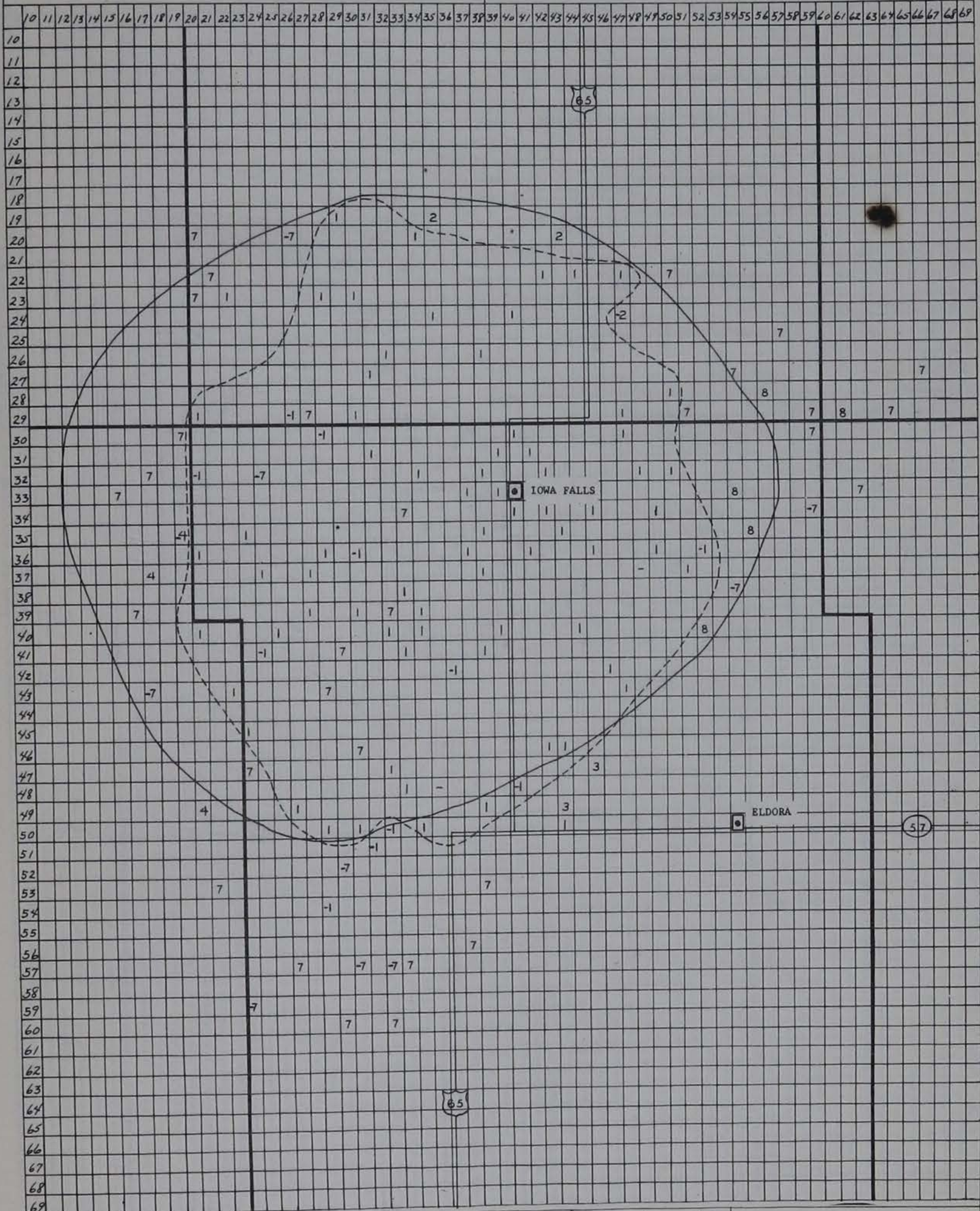
The composite map will show that some people outside the area indicated an Iowa Falls preference. However, they are isolated, and thus are surrounded by respondents who show non-Iowa Falls preferences. Conversely, a few families within the composite area show a non-Iowa Falls preference. They, too, are isolated in that they are surrounded by families who prefer Iowa Falls for a shopping center.

Two trade area outlines are printed on each map. The broken line represents the composite trade area as delimited by the trade area survey.<sup>1</sup> The solid line encloses the trade area that was delineated by Reilly's law.<sup>2</sup>

- 
1. See Chapter VI, page 33 for an explanation of the composite trade area.
  2. See Appendix B for an explanation of Reilly's Law.



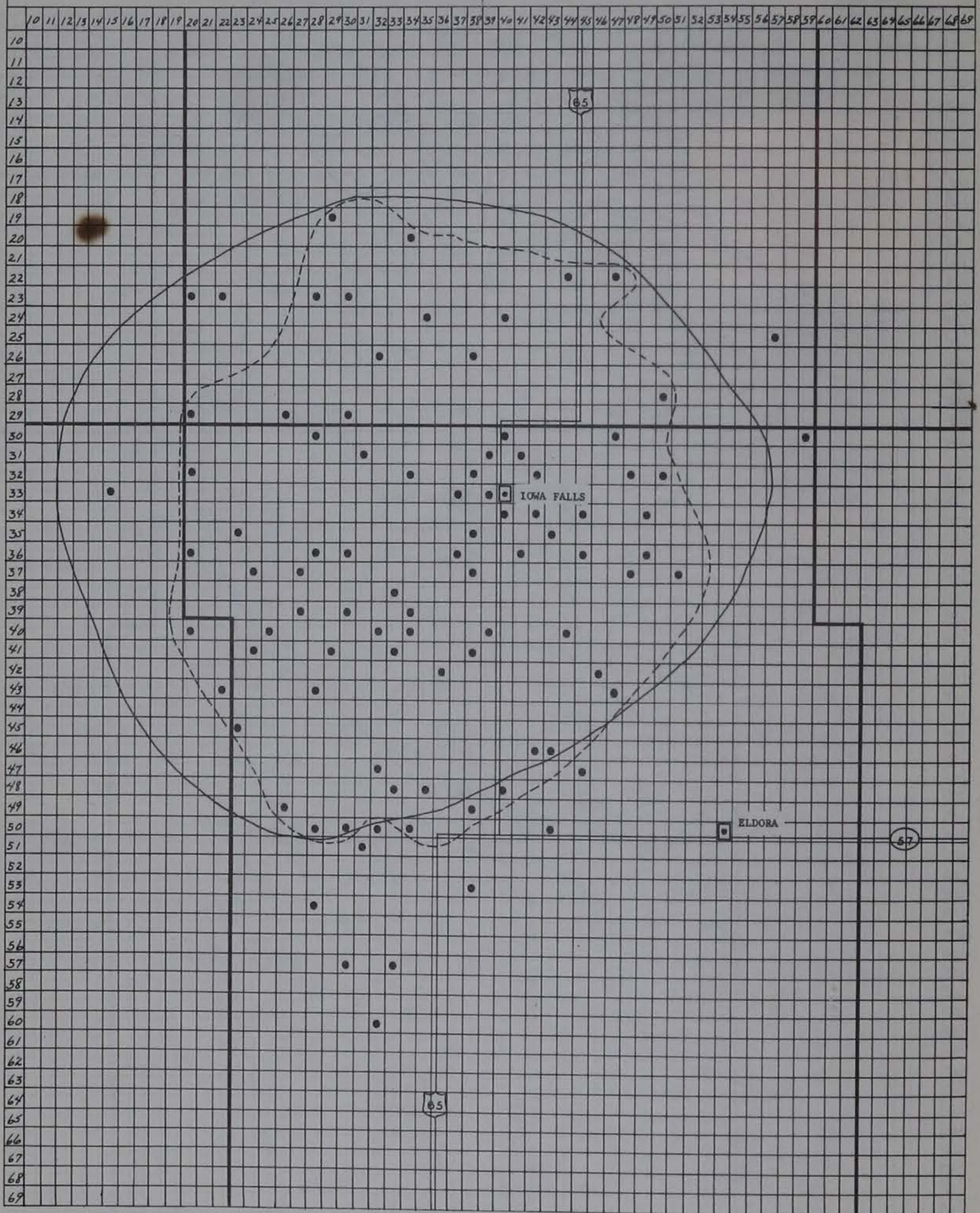
COMPOSITE



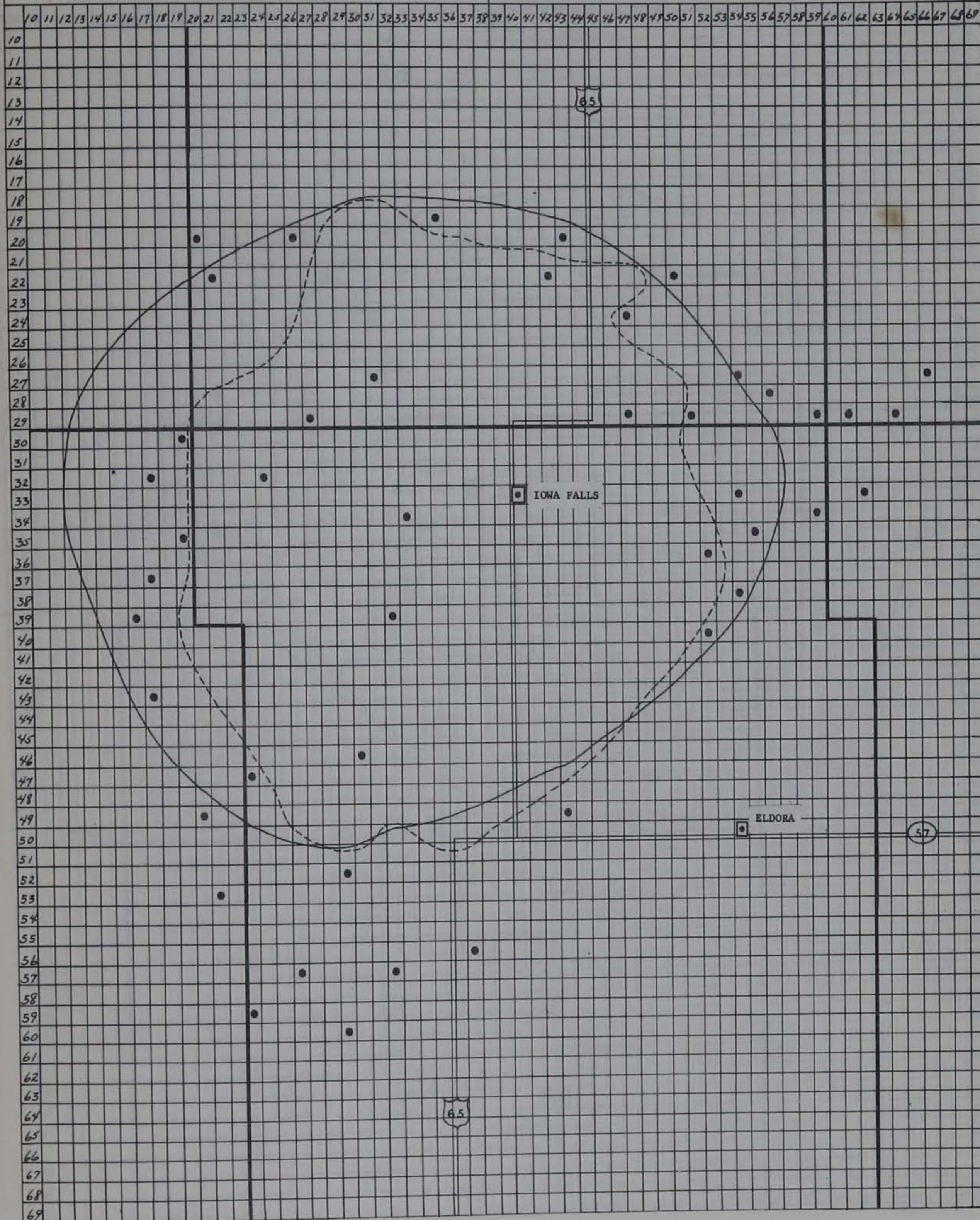
CODE	a % of total respondents		b % of total buyers		LEGEND
1 IOWA FALLS	89.7 <sup>a</sup>	4 WEBSTER CITY	0	8 OTHER LARGE TOWNS	0
	91.8 <sup>b</sup>	5 DES MOINES	0	9 MAIL ORDER	0
2 HAMPTON	0	6 MASON CITY	0	0 DIDN'T BUY	0
3 ELDORA	0	7 OTHER SMALL TOWNS	8.0	- NO RESPONSE	2.3

represents approximately 2/3 square mile  
 area in which interview was taken  
 — county lines — major roads  
 - - - boundary of composite area

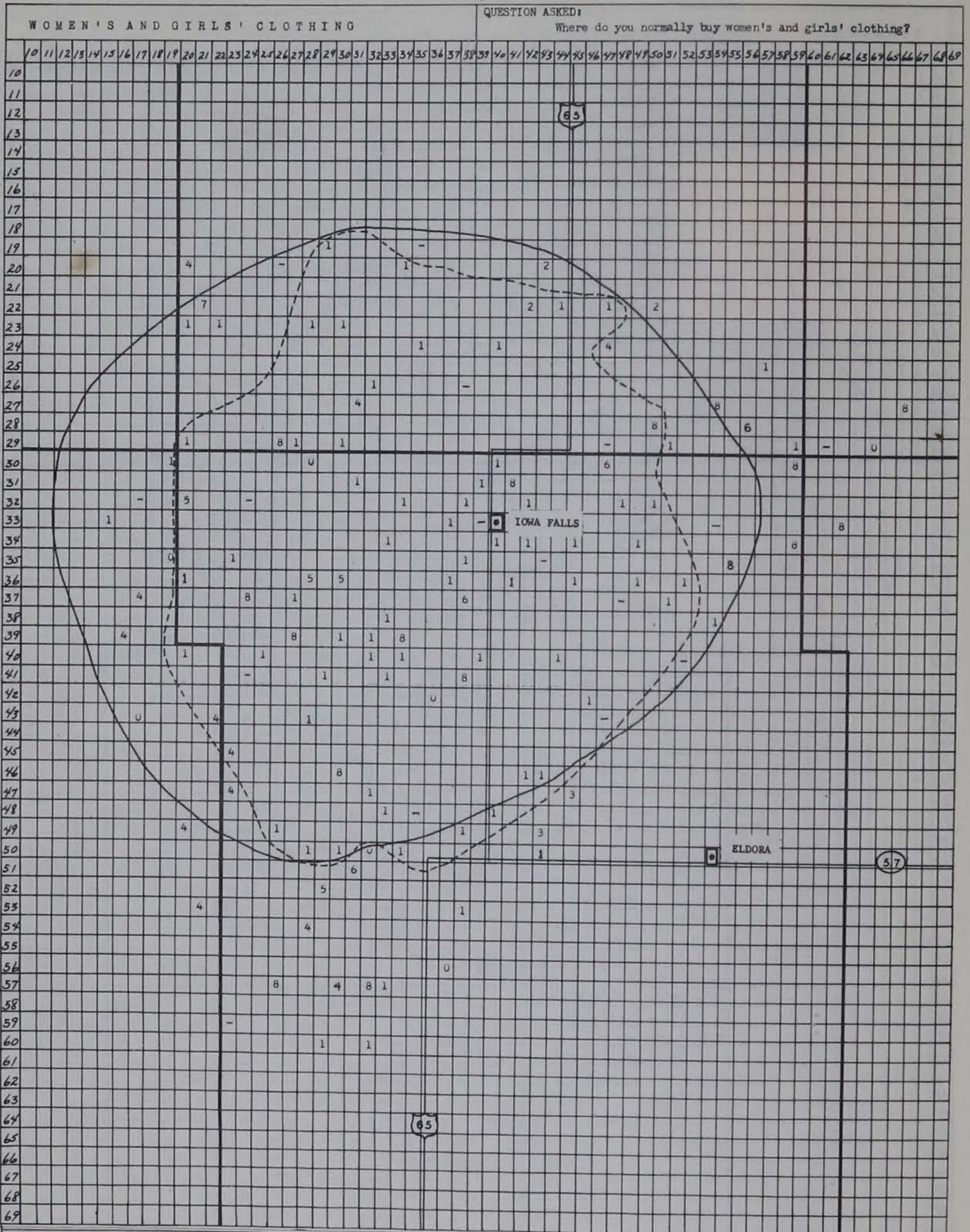
LOCATION OF FARM - YES RESPONDENTS



LOCATION OF FARM - NO RESPONDENTS

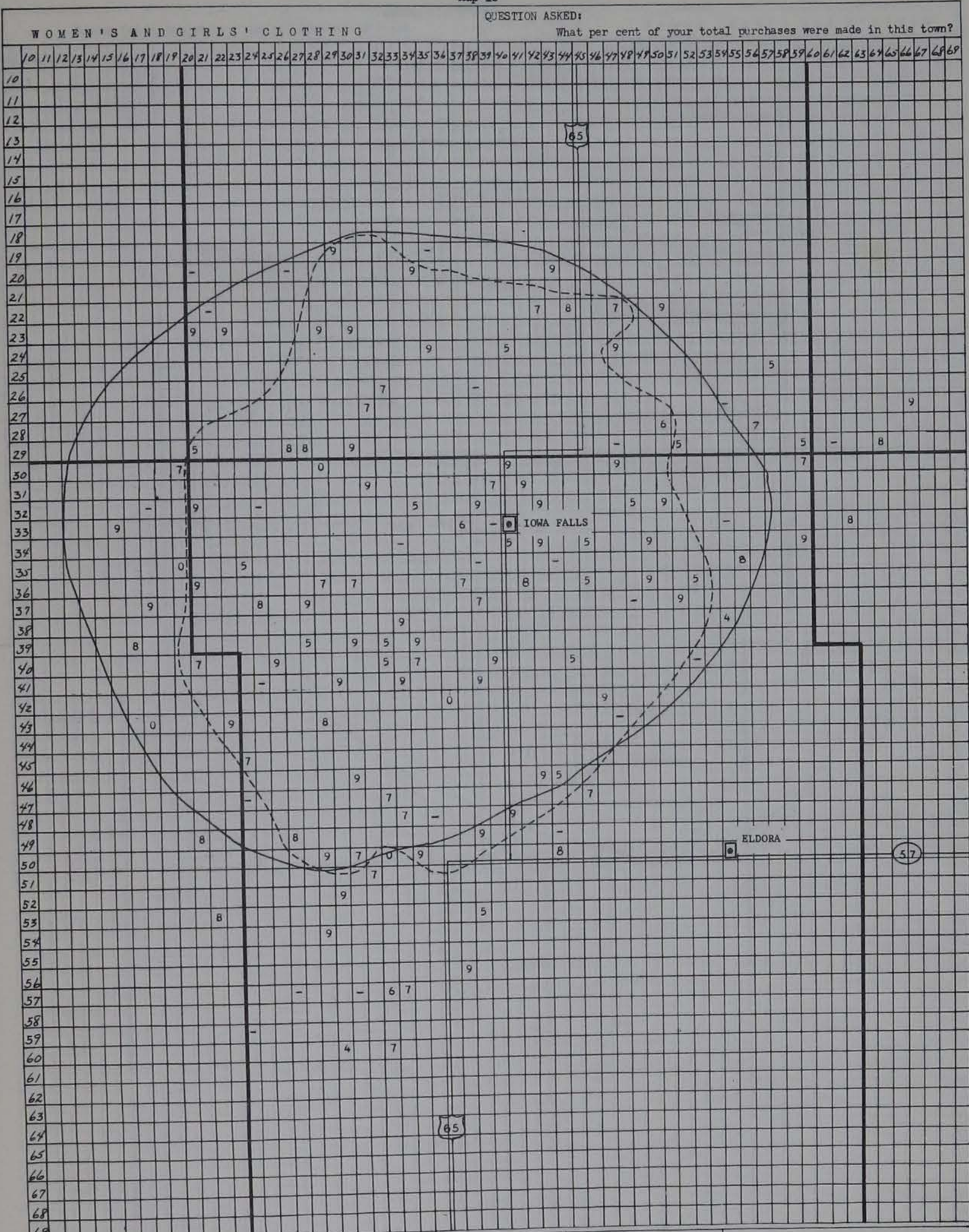


Map 1a



CODE	a % of total respondents		b % of total buyers		LEGEND
1 IOWA FALLS	67.8 <sup>a</sup>	4 WEBSTER CITY	3.4	8 OTHER LARGE TOWNS	9.2
	77.6 <sup>b</sup>	5 DES MOINES	3.4	9 MAIL ORDER	0
2 HAMPTON	1.1	6 MASON CITY	2.3	0 DIDN'T BUY	2.3
3 ELDORA	0	7 OTHER SMALL TOWNS	0	- NO RESPONSE	10.3

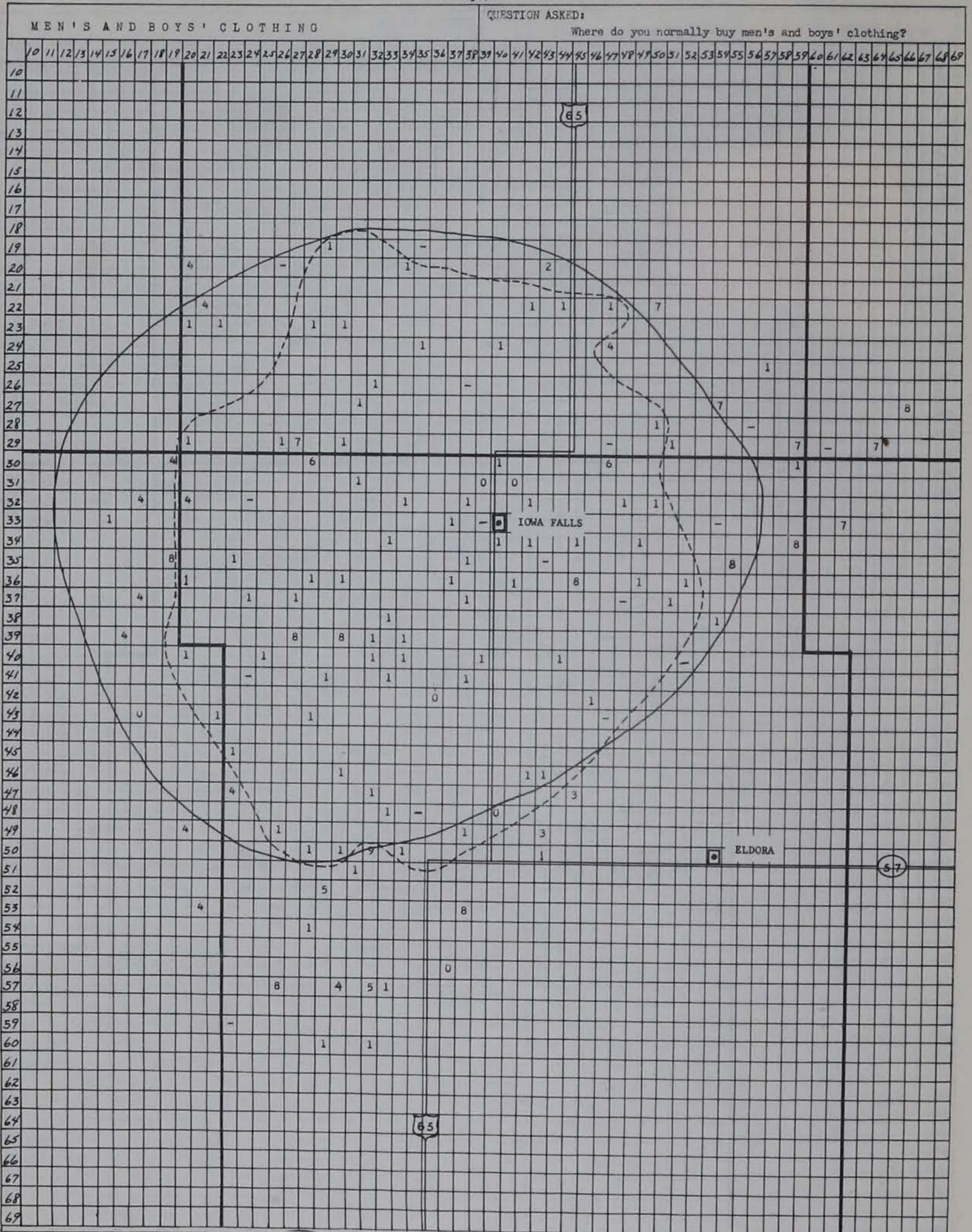
Map 1b



CODE				LEGEND	
0 - 19 per cent	1	50 - 59 per cent	5	90 - 100 per cent	9
20 - 29 per cent	2	60 - 69 per cent	6	DIDN'T BUY	0
30 - 39 per cent	3	70 - 79 per cent	7	NO RESPONSE	-
40 - 49 per cent	4	80 - 89 per cent	8		

<input type="checkbox"/>	represents approximately 2/3 square mile
<input type="checkbox"/>	area in which interview was taken
	county lines
	major roads
	boundary of composite area



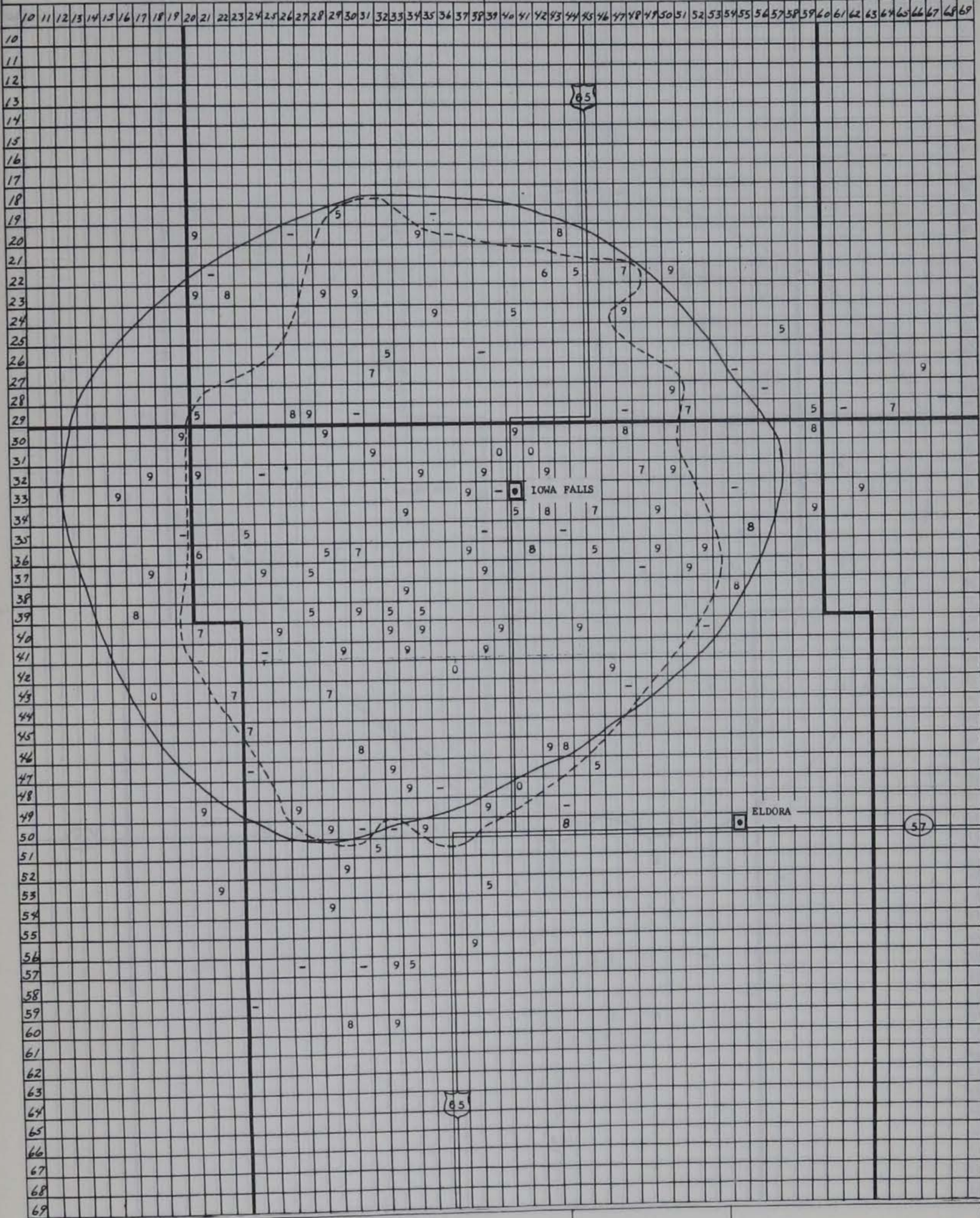
CODE	a % of total respondents		b % of total buyers		LEGEND
1 IOWA FALLS	77.0 <sup>a</sup>	4 WEBSTER CITY	1.1	8 OTHER LARGE TOWNS	3.4
	90.5 <sup>b</sup>	5 DES MOINES	0	9 MAIL ORDER	0
2 HAMPTON	0	6 MASON CITY	2.3	0 DIDN'T BUY	4.6
3 ELDORA	0	7 OTHER SMALL TOWNS	1.1	- NO RESPONSE	10.3

represents approximately 2/3 square mile  
 area in which interview was taken  
 --- county lines — major roads  
 - - - boundary of composite area

MEN'S AND BOYS' CLOTHING

QUESTION ASKED:

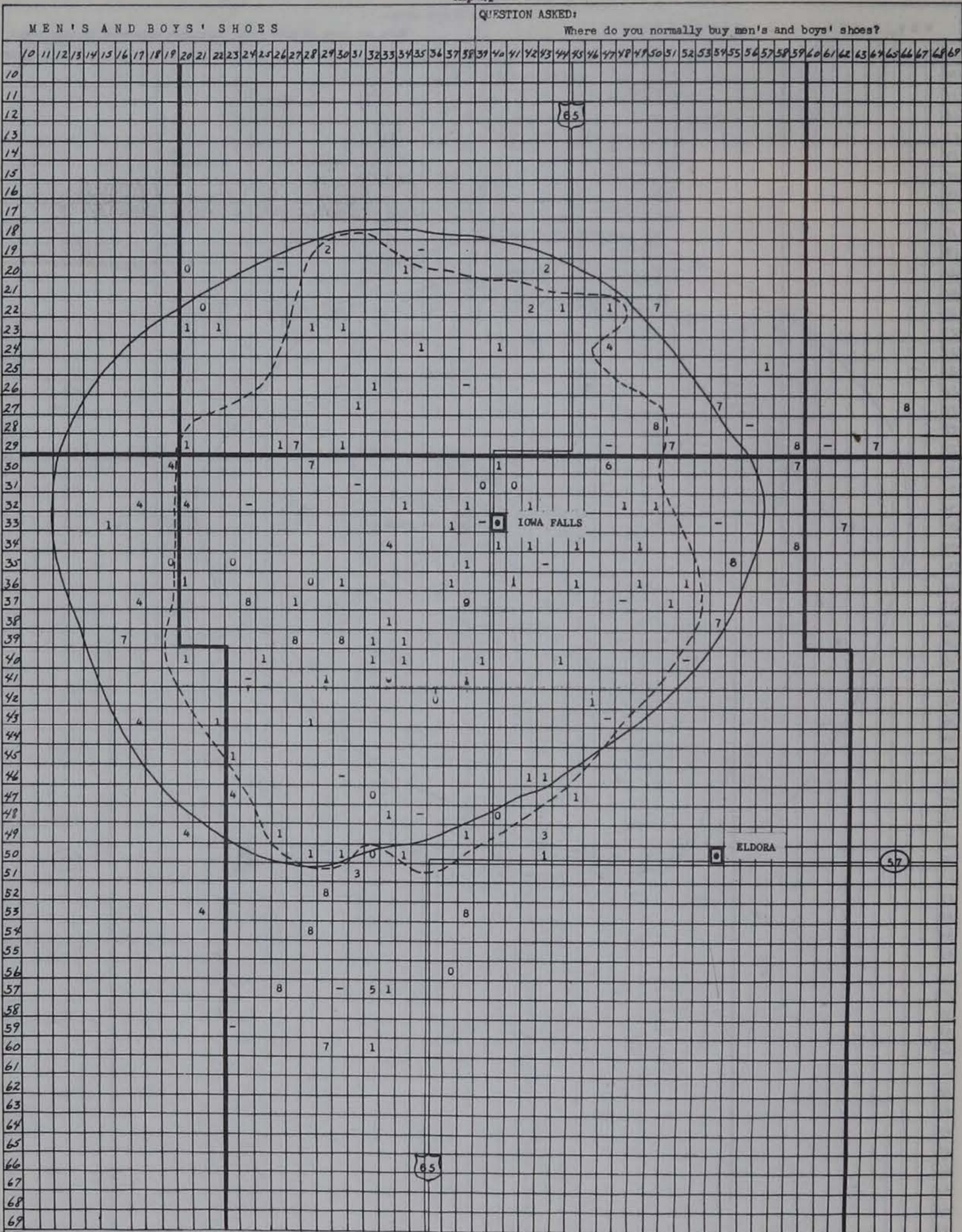
What per cent of your total purchases were made in this town?



CODE				LEGEND	
0 - 19 per cent	1	50 - 59 per cent	5	90 - 100 per cent	9
20 - 29 per cent	2	60 - 69 per cent	6	DIDN'T BUY	0
30 - 39 per cent	3	70 - 79 per cent	7	NO RESPONSE	-
40 - 49 per cent	4	80 - 89 per cent	8		

	represents approximately 2/3 square mile
	area in which interview was taken
	county lines
	major roads
	boundary of composite area



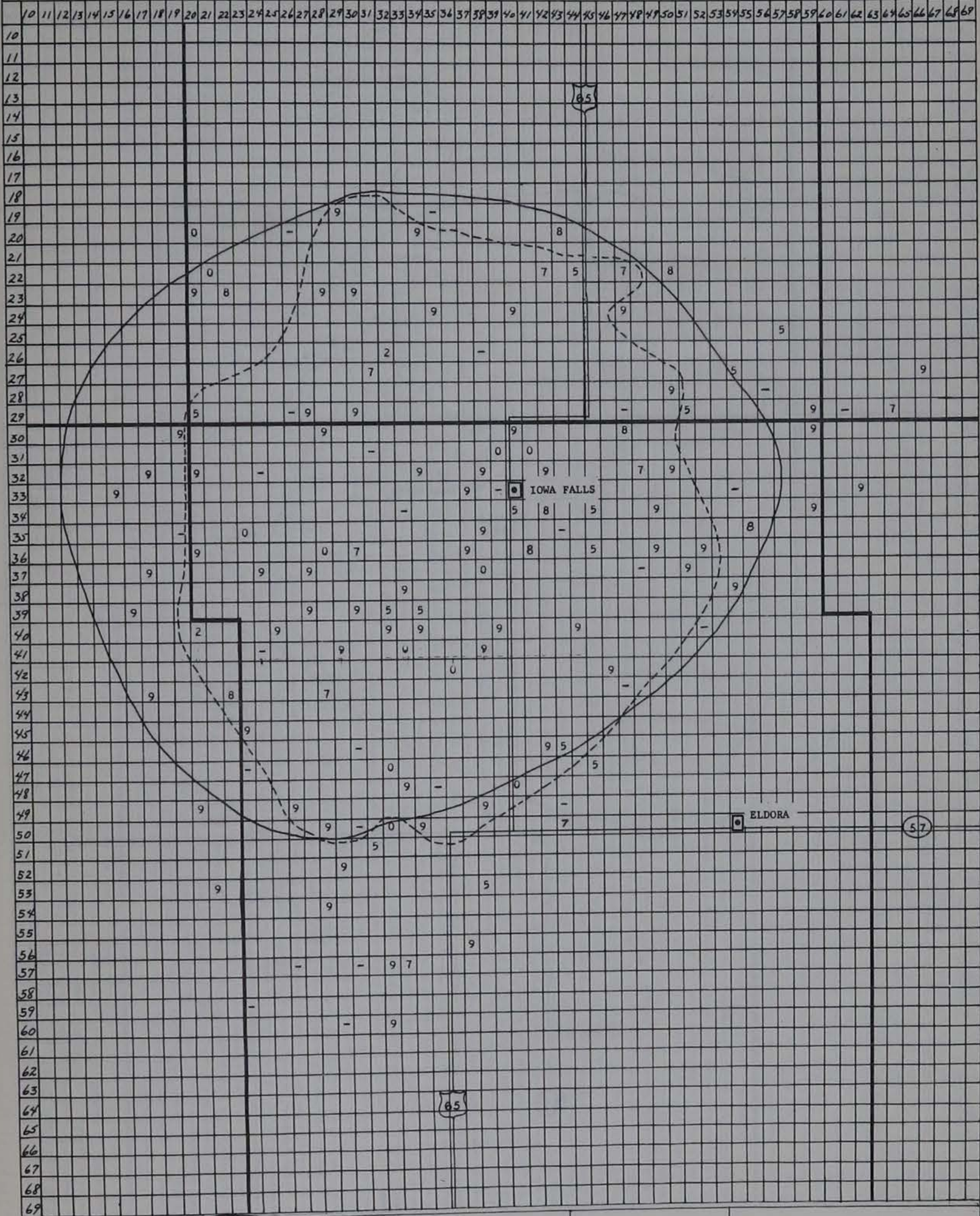
CODE	a % of total respondents		b % of total buyers		LEGEND
1 IOWA FALLS	64.4 <sup>a</sup>	4 WEBSTER CITY	2.3	8 OTHER LARGE TOWNS	4.6
	82.4 <sup>b</sup>	5 DES MOINES	0	9 MAIL ORDER	1.1
2 HAMPTON	2.3	6 MASON CITY	1.1	0 DIDN'T BUY	9.2
3 ELDORA	0	7 OTHER SMALL TOWNS	2.3	- NO RESPONSE	12.6



MEN'S AND BOYS' SHOES

QUESTION ASKED:

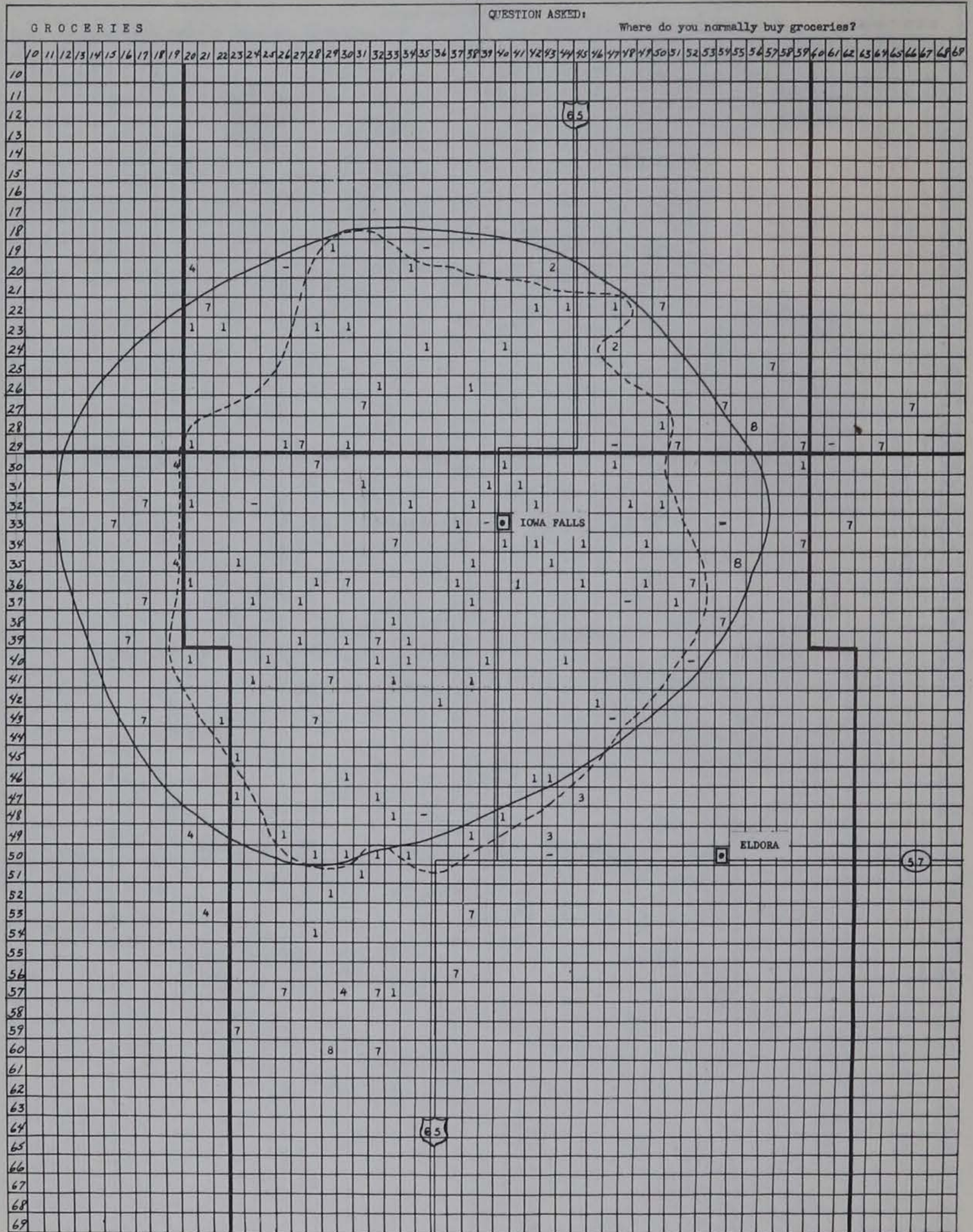
What per cent of your total purchases were made in this town?



CODE				LEGEND	
0 - 19 per cent	1	50 - 59 per cent	5	90 - 100 per cent	9
20 - 29 per cent	2	60 - 69 per cent	6	DIDN'T BUY	0
30 - 39 per cent	3	70 - 79 per cent	7	NO RESPONSE	-
40 - 49 per cent	4	80 - 89 per cent	8		

	represents approximately 2/3 square mile
	area in which interview was taken
	county lines — major roads
	boundary of composite area

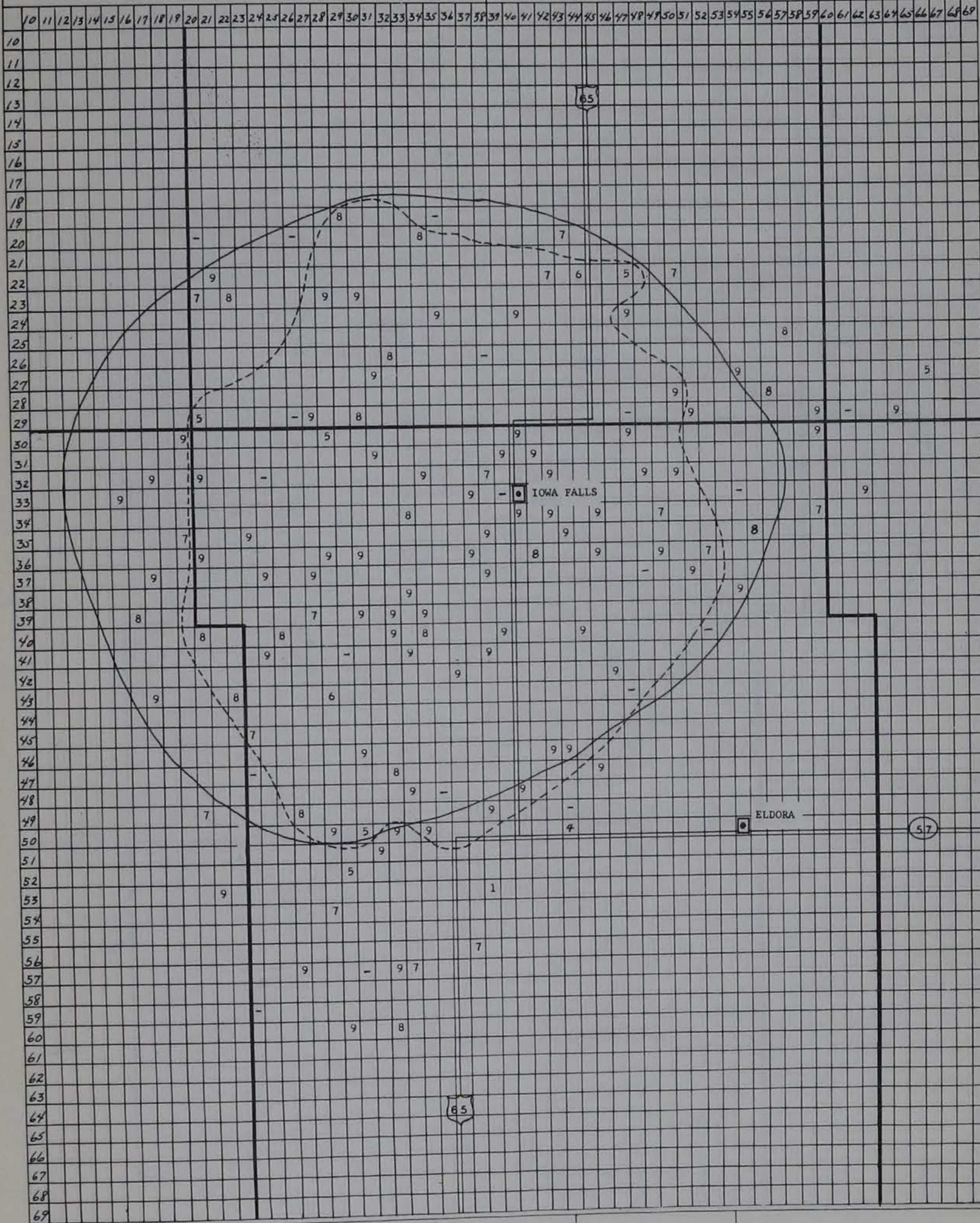


CODE	a % of total respondents		b % of total buyers		LEGEND
1 IOWA FALLS	82.8 <sup>a</sup>	4 WEBSTER CITY	0	8 OTHER LARGE TOWNS	0
	88.9 <sup>b</sup>	5 DES MOINES	0	9 MAIL ORDER	0
2 HAMPTON	0	6 MASON CITY	0	0 DIDN'T BUY	0
3 ELDORA	0	7 OTHER SMALL TOWNS	10.3	- NO RESPONSE	6.9

GROCERIES

QUESTION ASKED:

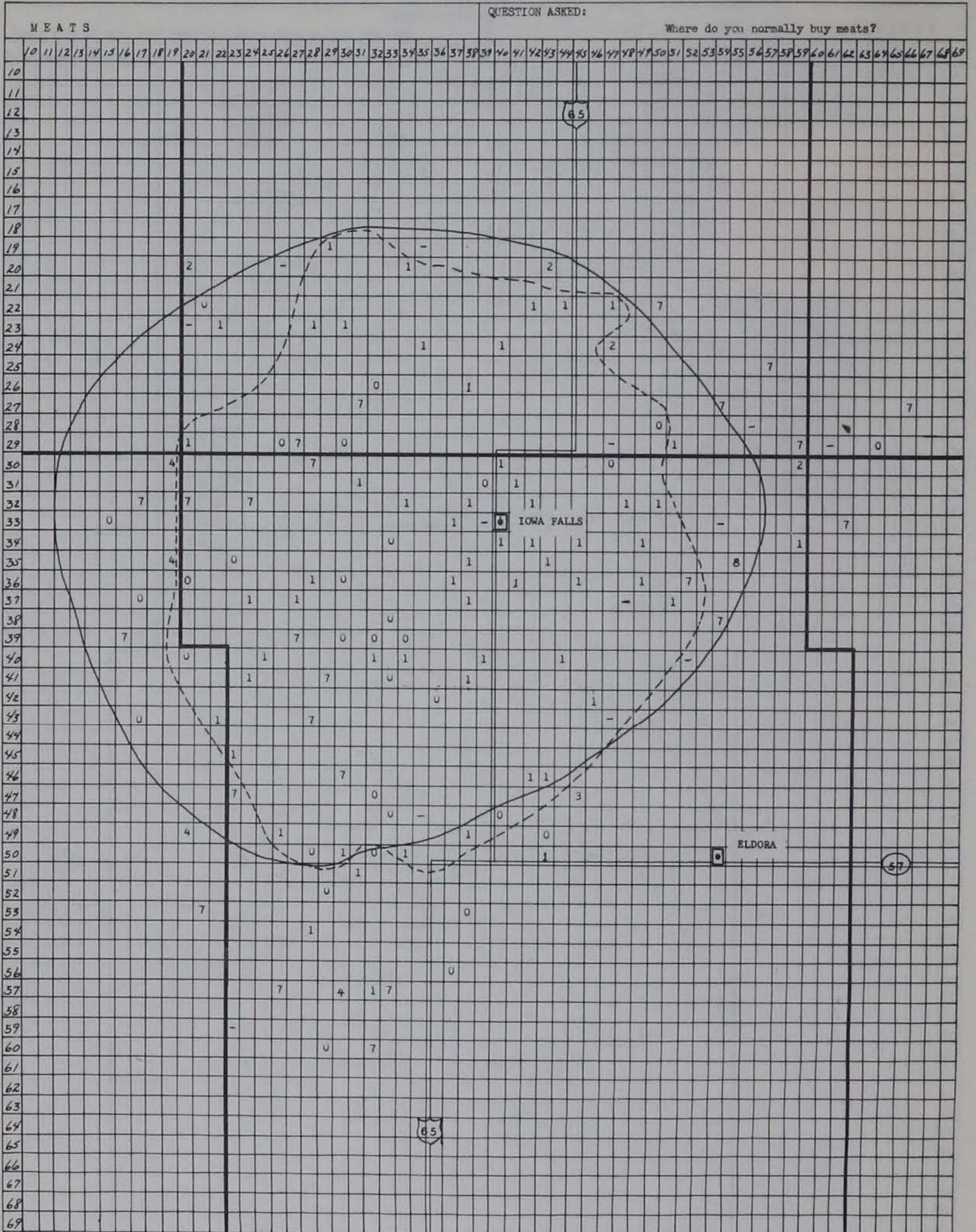
What per cent of your total purchases were made in this town?



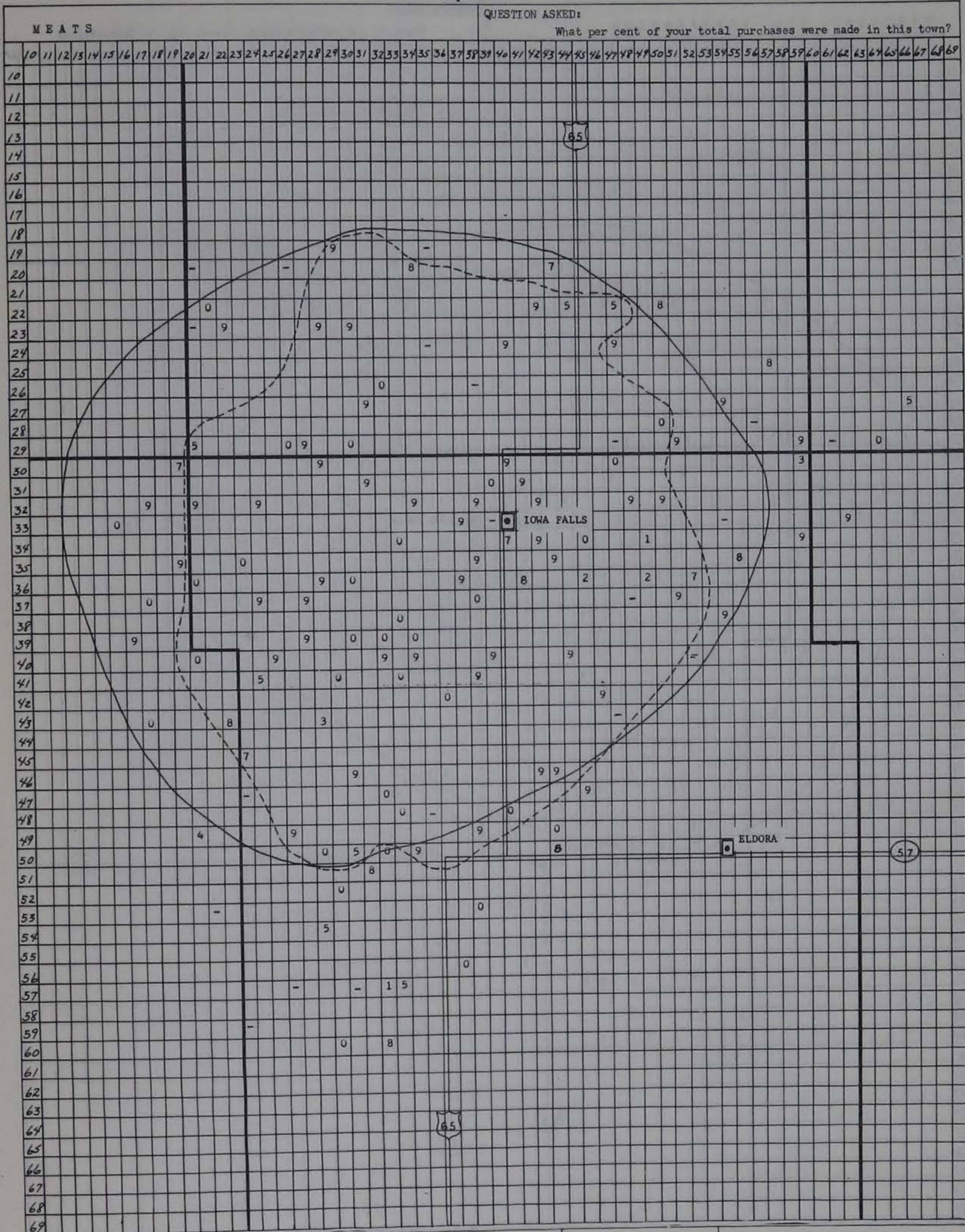
CODE				LEGEND	
0 - 19 per cent	1	50 - 59 per cent	5	90 - 100 per cent	9
20 - 29 per cent	2	60 - 69 per cent	6	DIDN'T BUY	0
30 - 39 per cent	3	70 - 79 per cent	7	NO RESPONSE	-
40 - 49 per cent	4	80 - 89 per cent	8		

<input type="checkbox"/>	represents approximately 2/3 square mile
<input type="checkbox"/>	area in which interview was taken
	county lines — major roads
	boundary of composite area



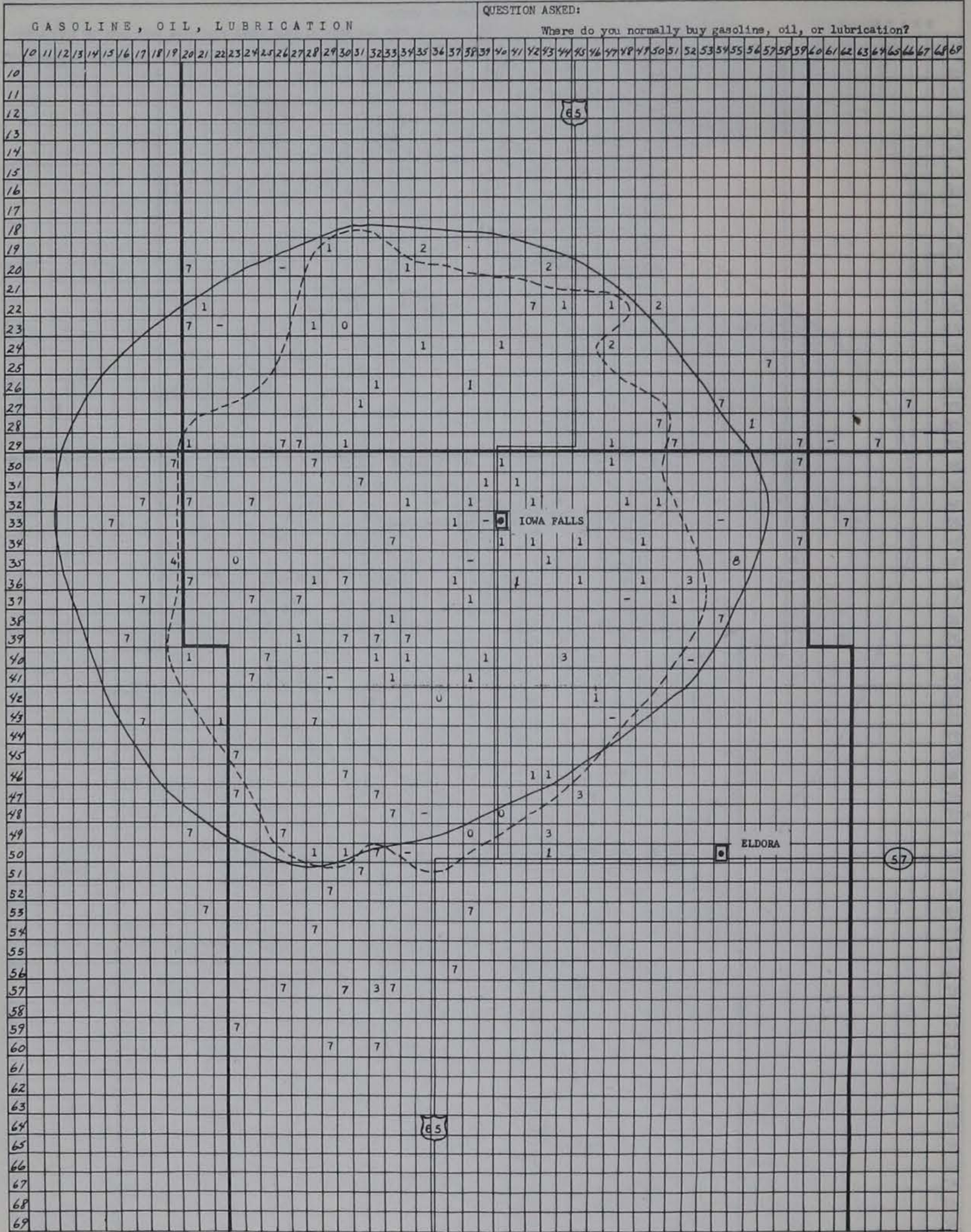
CODE	a % of total respondents				LEGEND
	b % of total buyers				
1 IOWA FALLS	58.6 <sup>a</sup>	4 WEBSTER CITY	0	8 OTHER LARGE TOWNS	0
	83.6 <sup>b</sup>	5 DES MOINES	0	9 MAIL ORDER	0
2 HAMPTON	0	6 MASON CITY	0	0 DIDN'T BUY	24.1
3 ELDORA	0	7 OTHER SMALL TOWNS	11.5	- NO RESPONSE	5.7



CODE				LEGEND	
0 - 19 per cent	1	50 - 59 per cent	5	90 - 100 per cent	9
20 - 29 per cent	2	60 - 69 per cent	6	DIDN'T BUY	0
30 - 39 per cent	3	70 - 79 per cent	7	NO RESPONSE	-
40 - 49 per cent	4	80 - 89 per cent	8		

represents approximately 2/3 square mile  
 area in which interview was taken  
 — county lines — major roads  
 - - - - boundary of composite area

Map 7a

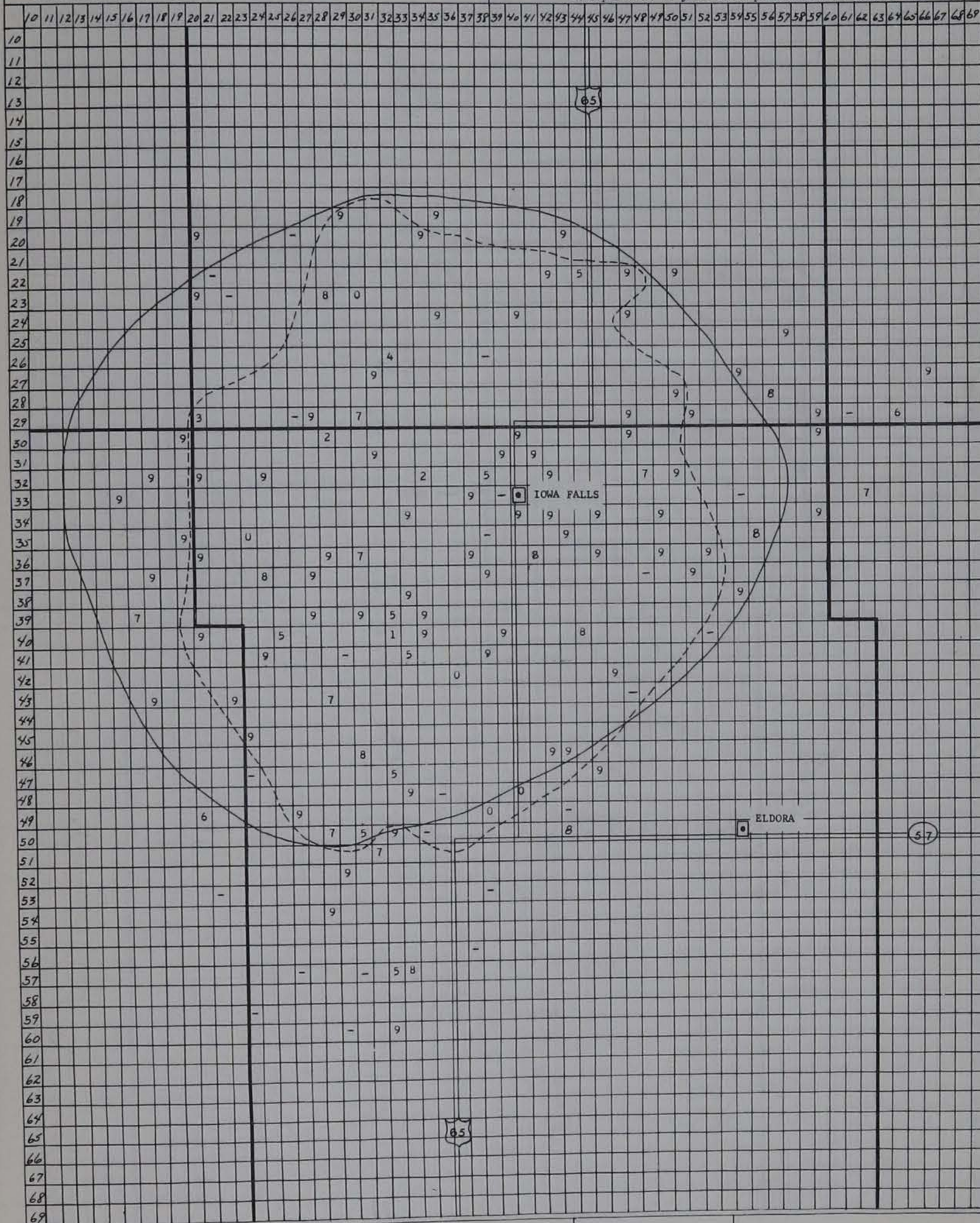


CODE	a % of total respondents		b % of total buyers		LEGEND
1 IOWA FALLS	56.3 <sup>a</sup>	4 WEBSTER CITY	0	8 OTHER LARGE TOWNS	0
	65.3 <sup>b</sup>	5 DES MOINES	0	9 MAIL ORDER	0
2 HAMPTON	0	6 MASON CITY	0	0 DIDN'T BUY	5.7
3 ELDORA	2.3	7 OTHER SMALL TOWNS	27.6	- NO RESPONSE	8.0

GASOLINE, OIL, LUBRICATION

QUESTION ASKED:

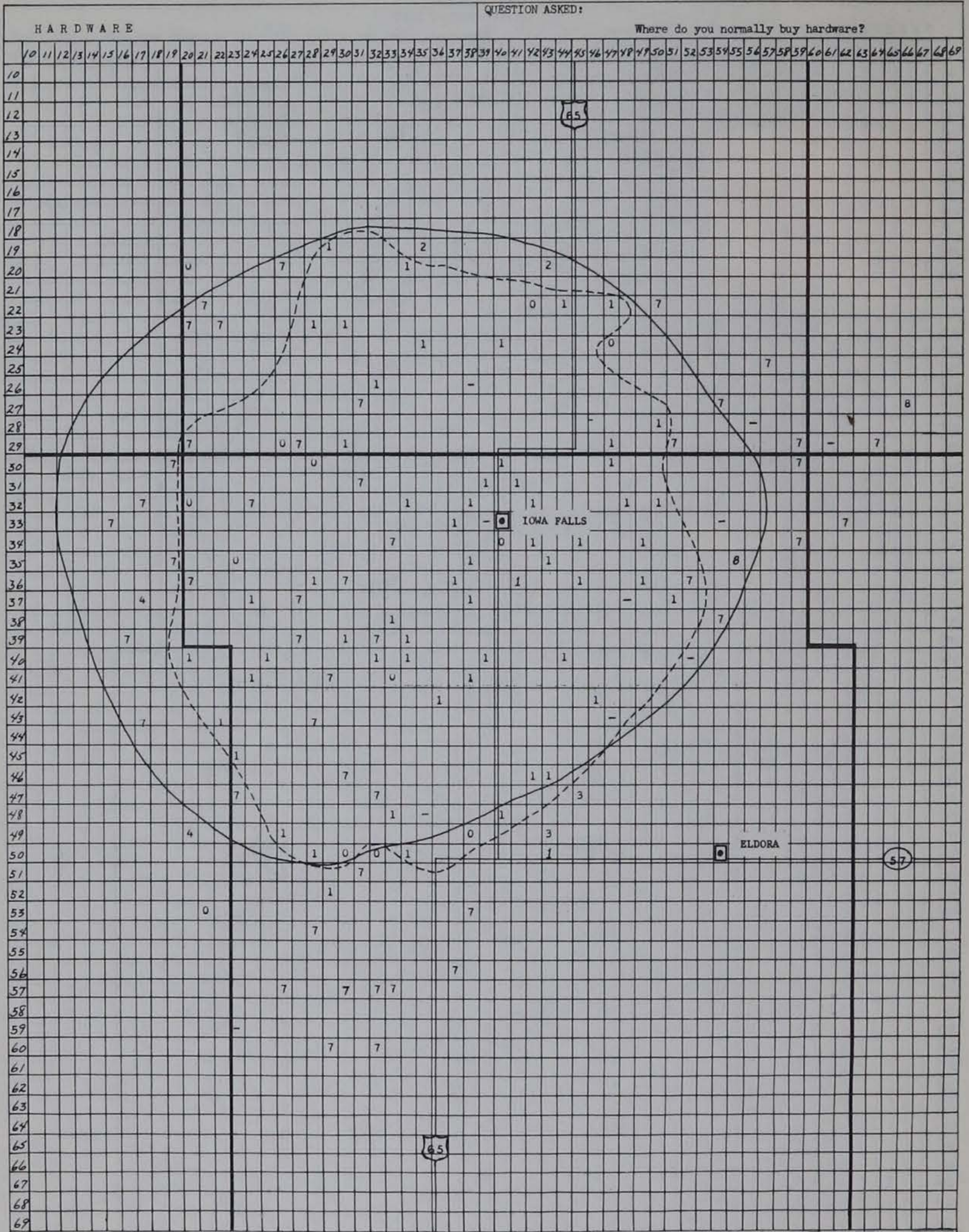
What per cent of your total purchases were made in this town?



CODE				LEGEND	
0 - 19 per cent	1	50 - 59 per cent	5	90 - 100 per cent	9
20 - 29 per cent	2	60 - 69 per cent	6	DIDN'T BUY	0
30 - 39 per cent	3	70 - 79 per cent	7	NO RESPONSE	-
40 - 49 per cent	4	80 - 89 per cent	8		

	represents approximately 2/3 square mile
	area in which interview was taken
	county lines—major roads
	boundary of composite area



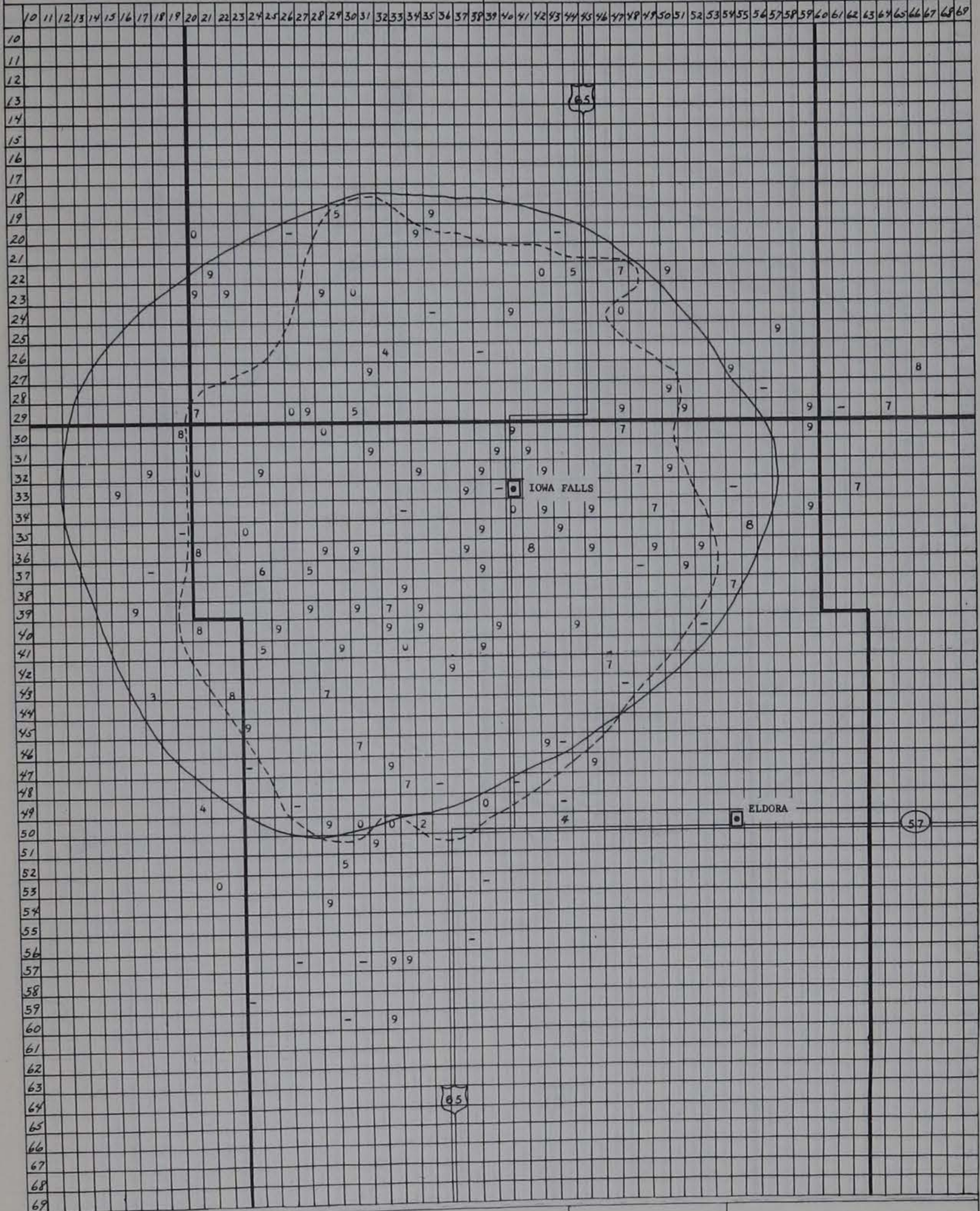
CODE	a % of total respondents		b % of total buyers		LEGEND
1 IOWA FALLS	65.5 <sup>a</sup>	4 WEBSTER CITY	0	8 OTHER LARGE TOWNS	0
	78.1 <sup>b</sup>	5 DES MOINES	0	9 MAIL ORDER	0
2 HAMPTON	0	6 MASON CITY	0	0 DIDN'T BUY	10.3
3 ELDORA	0	7 OTHER SMALL TOWNS	18.4	- NO RESPONSE	5.7



HARDWARE

QUESTION ASKED:

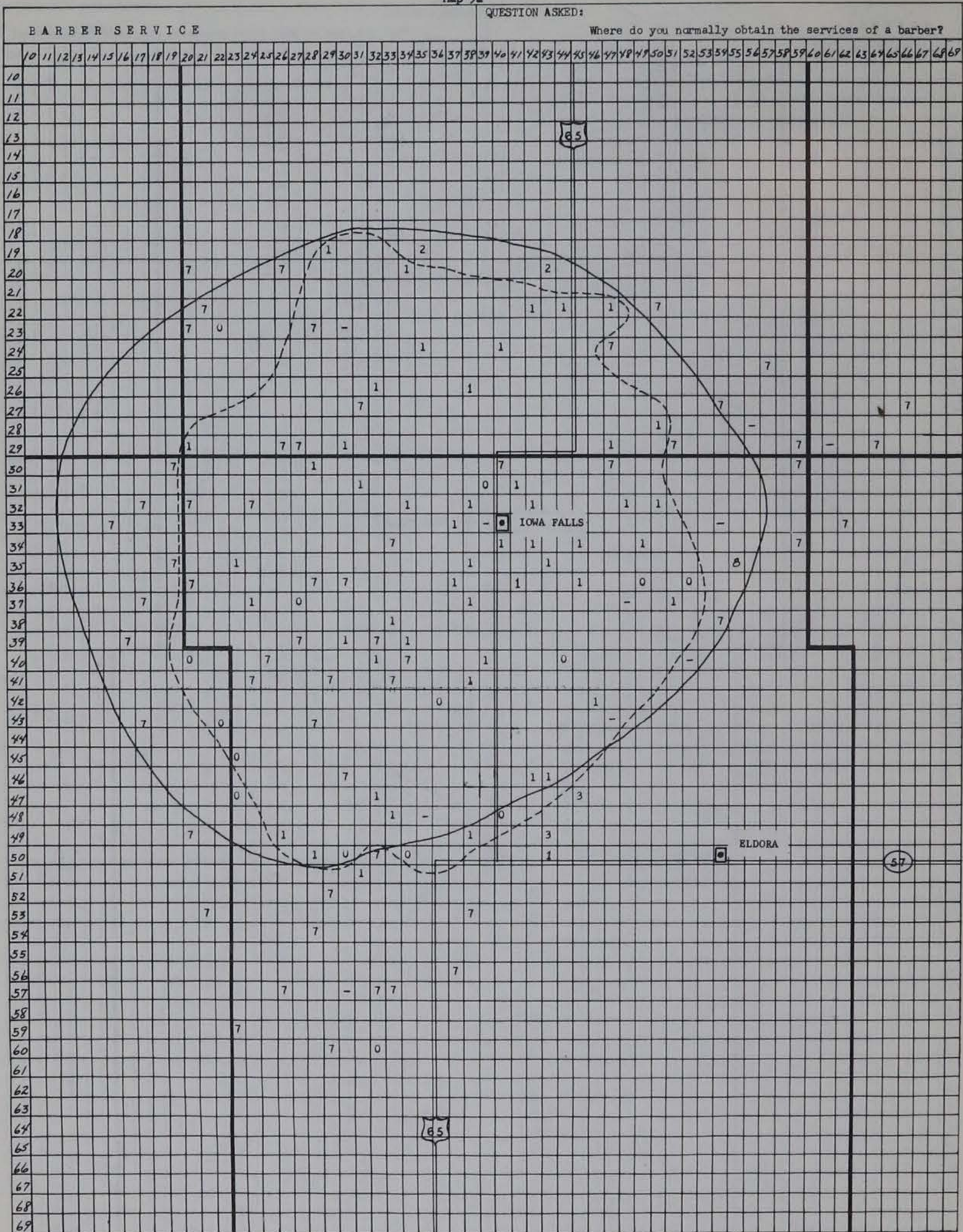
What per cent of your total purchases were made in this town?



CODE				LEGEND	
0 - 19 per cent	1	50 - 59 per cent	5	90 - 100 per cent	9
20 - 29 per cent	2	60 - 69 per cent	6	DIDN'T BUY	0
30 - 39 per cent	3	70 - 79 per cent	7	NO RESPONSE	-
40 - 49 per cent	4	80 - 89 per cent	8		

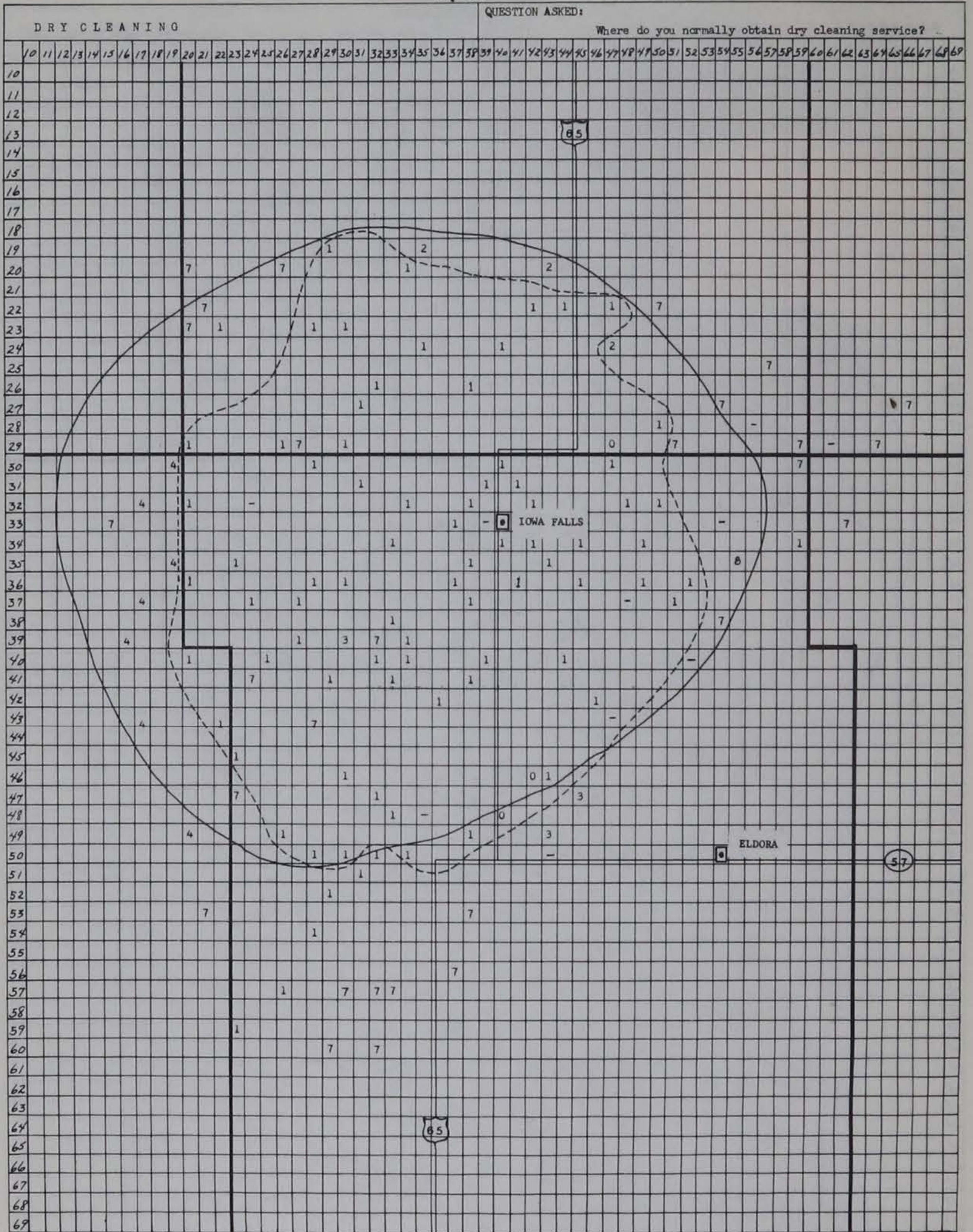
<input type="checkbox"/>	represents approximately 2/3 square mile
<input type="checkbox"/>	area in which interview was taken
	county lines — major roads
	boundary of composite area



CODE	a % of total respondents		b % of total buyers		LEGEND
1 IOWA FALLS	56.3 <sup>a</sup>	4 WEBSTER CITY	0	8 OTHER LARGE TOWNS	0
	70.0 <sup>b</sup>	5 DES MOINES	0	9 MAIL ORDER	0
2 HAMPTON	0	6 MASON CITY	0	0 DIDN'T BUY	13.8
3 ELDORA	0	7 OTHER SMALL TOWNS	24.1	- NO RESPONSE	5.7

represents approximately 2/3 square mile  
 area in which interview was taken  
 — county lines — major roads  
 - - - boundary of composite area





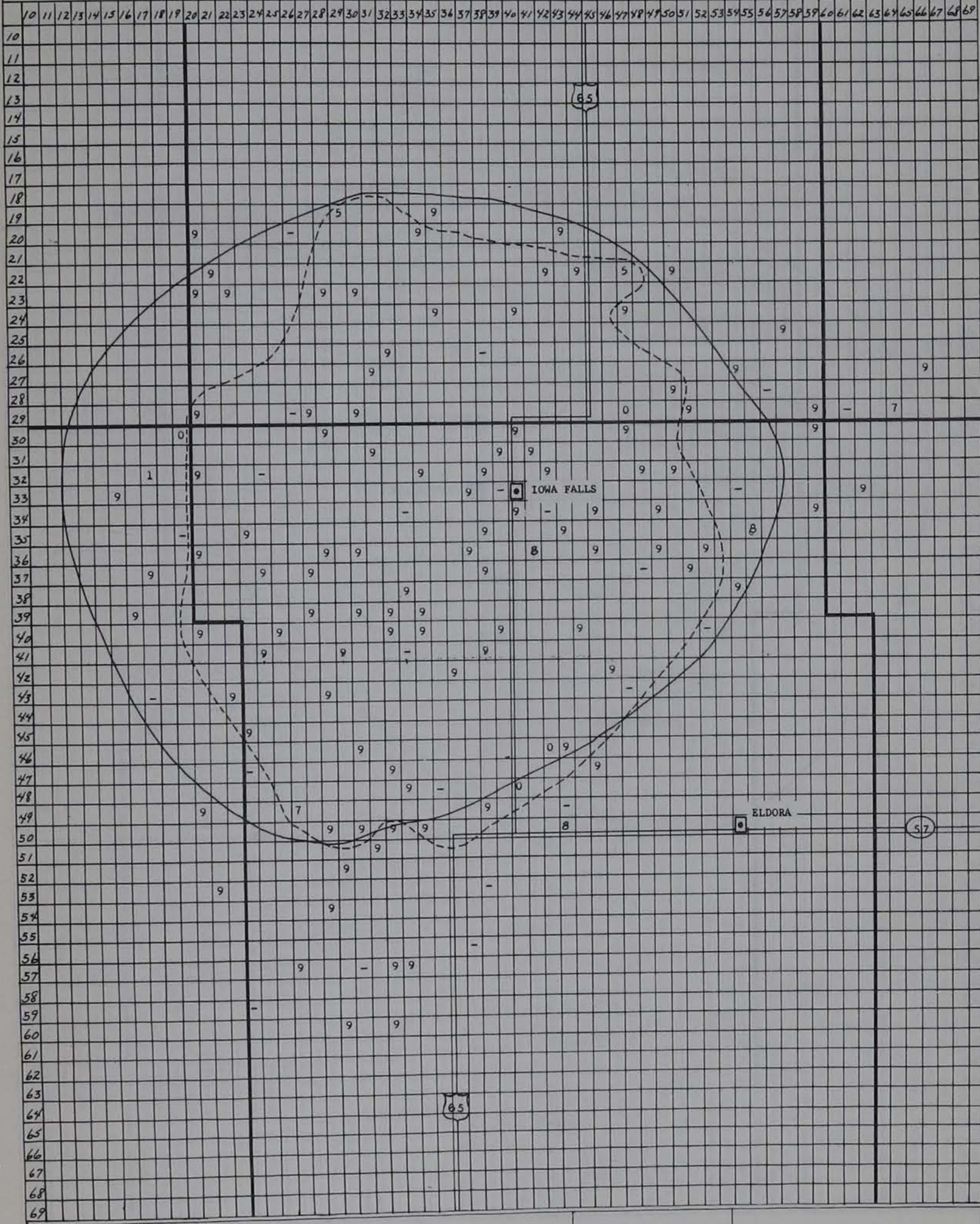
CODE	a % of total respondents		b % of total buyers		LEGEND
1 IOWA FALLS	85.1 <sup>a</sup>	4 WEBSTER CITY	0	8 OTHER LARGE TOWNS	0
	93.7 <sup>b</sup>	5 DES MOINES	0	9 MAIL ORDER	0
2 HAMPTON	0	6 MASON CITY	0	0 DIDN'T BUY	3.4
3 ELDORA	1.1	7 OTHER SMALL TOWNS	4.6	- NO RESPONSE	5.7

Map 10b

DRY CLEANING

QUESTION ASKED:

What per cent of your total purchases were made in this town?

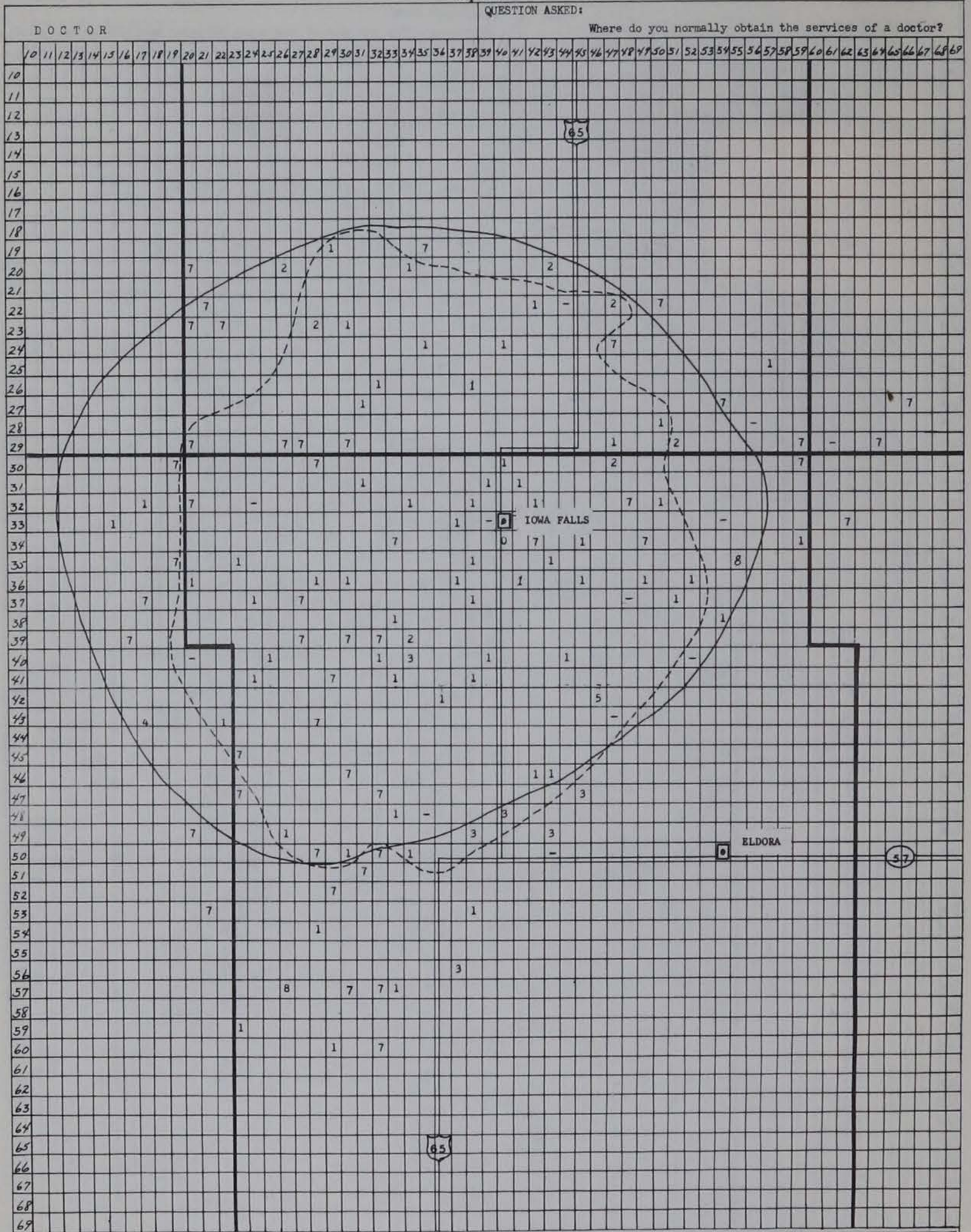


CODE				LEGEND	
0 - 19 per cent	1	50 - 59 per cent	5	90 - 100 per cent	9
20 - 29 per cent	2	60 - 69 per cent	6	DIDN'T BUY	0
30 - 39 per cent	3	70 - 79 per cent	7	NO RESPONSE	-
40 - 49 per cent	4	80 - 89 per cent	8		

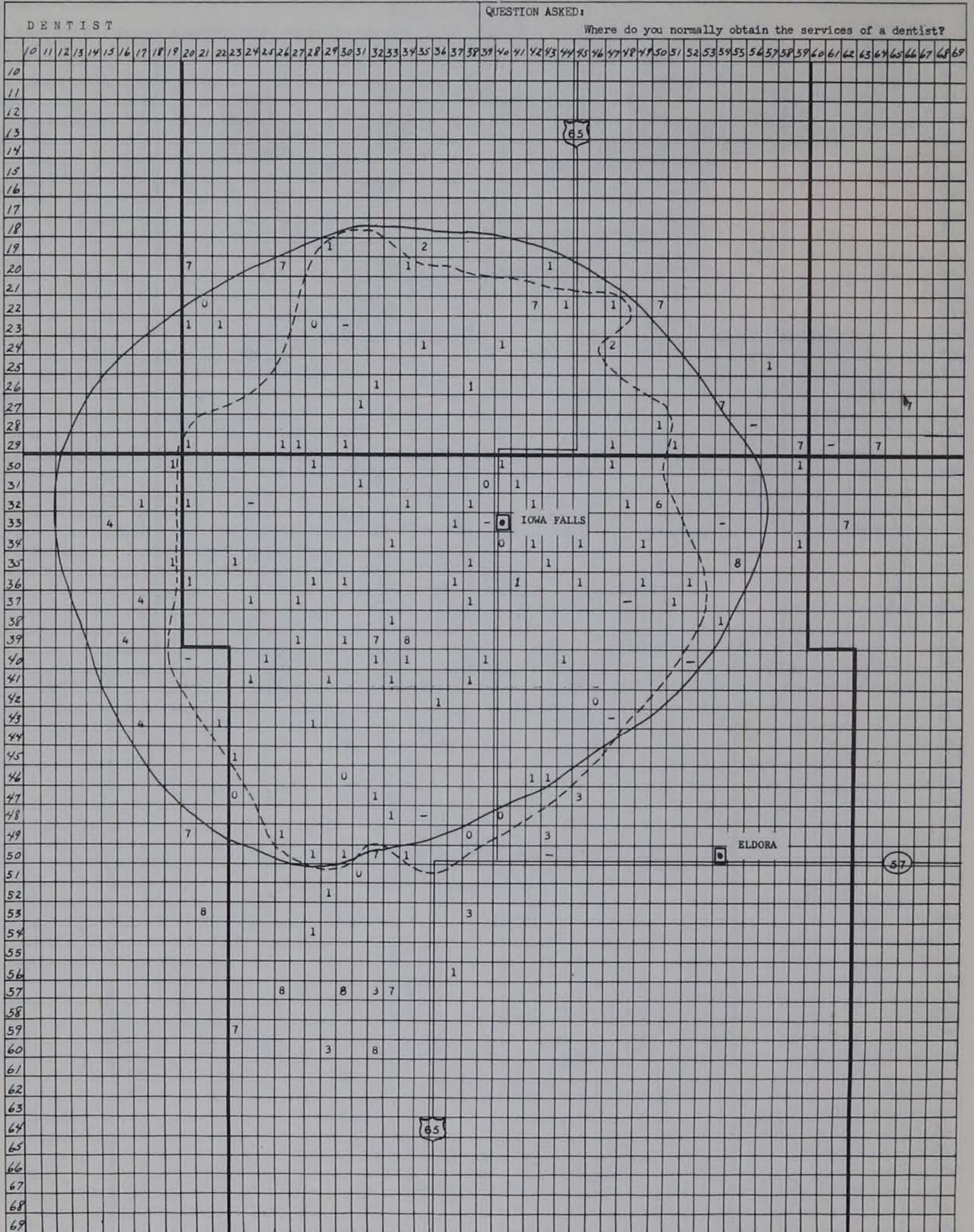
	represents approximately 2/3 square mile
	area in which interview was taken
	county lines — major roads
	boundary of composite area

Map 11a



CODE	a % of total respondents		b % of total buyers		LEGEND	
1 IOWA FALLS	58.6 <sup>a</sup>	4	WEBSTER CITY	0	8 OTHER LARGE TOWNS	0
	64.6 <sup>b</sup>	5	DES MOINES	1.1	9 MAIL ORDER	0
2 HAMPTON	4.6	6	MASON CITY	0	0 DIDN'T BUY	1.1
3 ELDORA	3.4	7	OTHER SMALL TOWNS	23.0	- NO RESPONSE	8.0





CODE	a % of total respondents		b % of total buyers		LEGEND
1 IOWA FALLS	79.3 <sup>a</sup>	4 WEBSTER CITY	0	8 OTHER LARGE TOWNS	1.1
	94.5 <sup>b</sup>	5 DES MOINES	0	9 MAIL ORDER	0
2 HAMPTON	0	6 MASON CITY	1.1	0 DIDN'T BUY	8.0
3 ELDORA	0	7 OTHER SMALL TOWNS	2.3	- NO RESPONSE	8.0

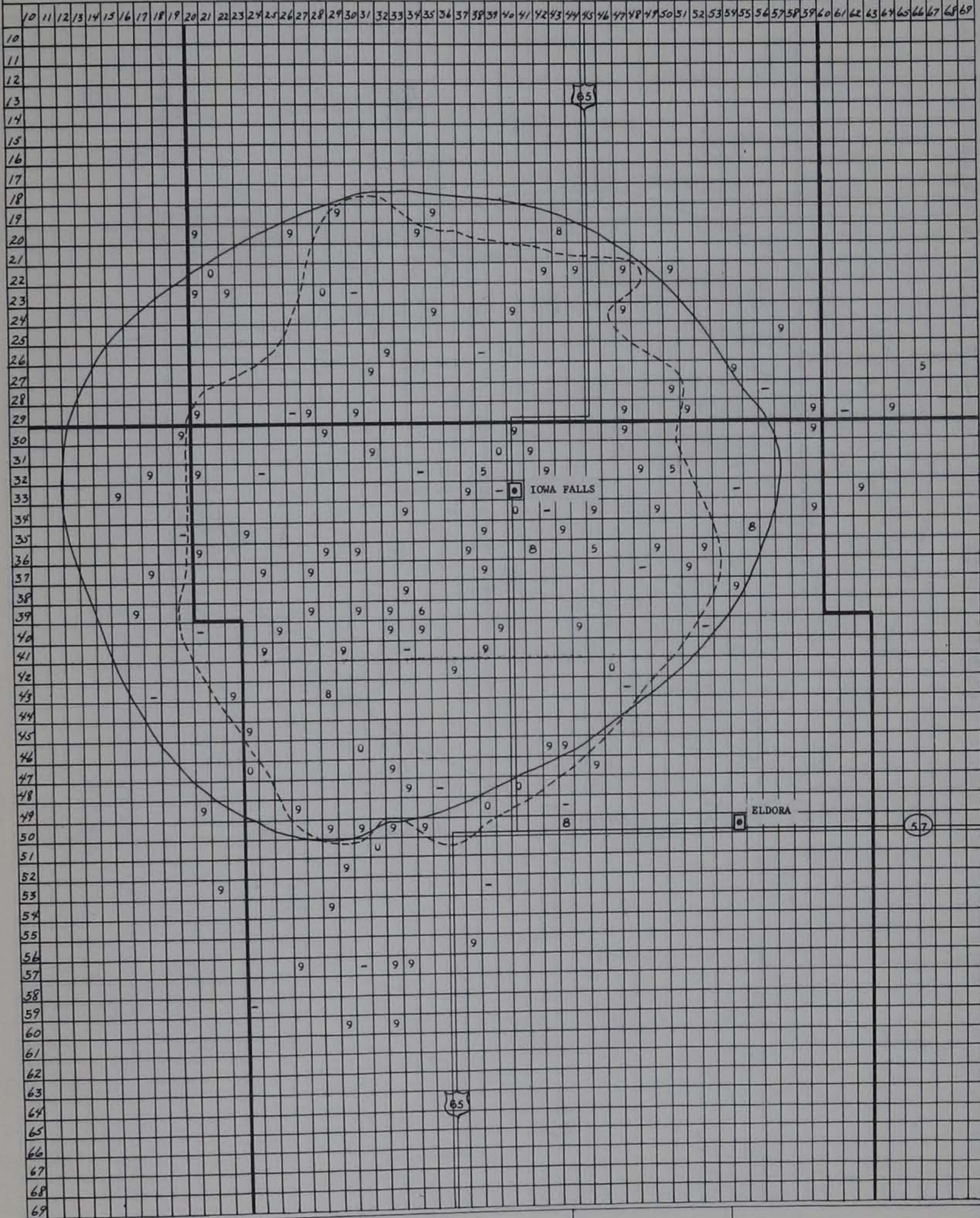
represents approximately 2/3 square mile  
 area in which interview was taken  
 — county lines — major roads  
 - - - - boundary of composite area



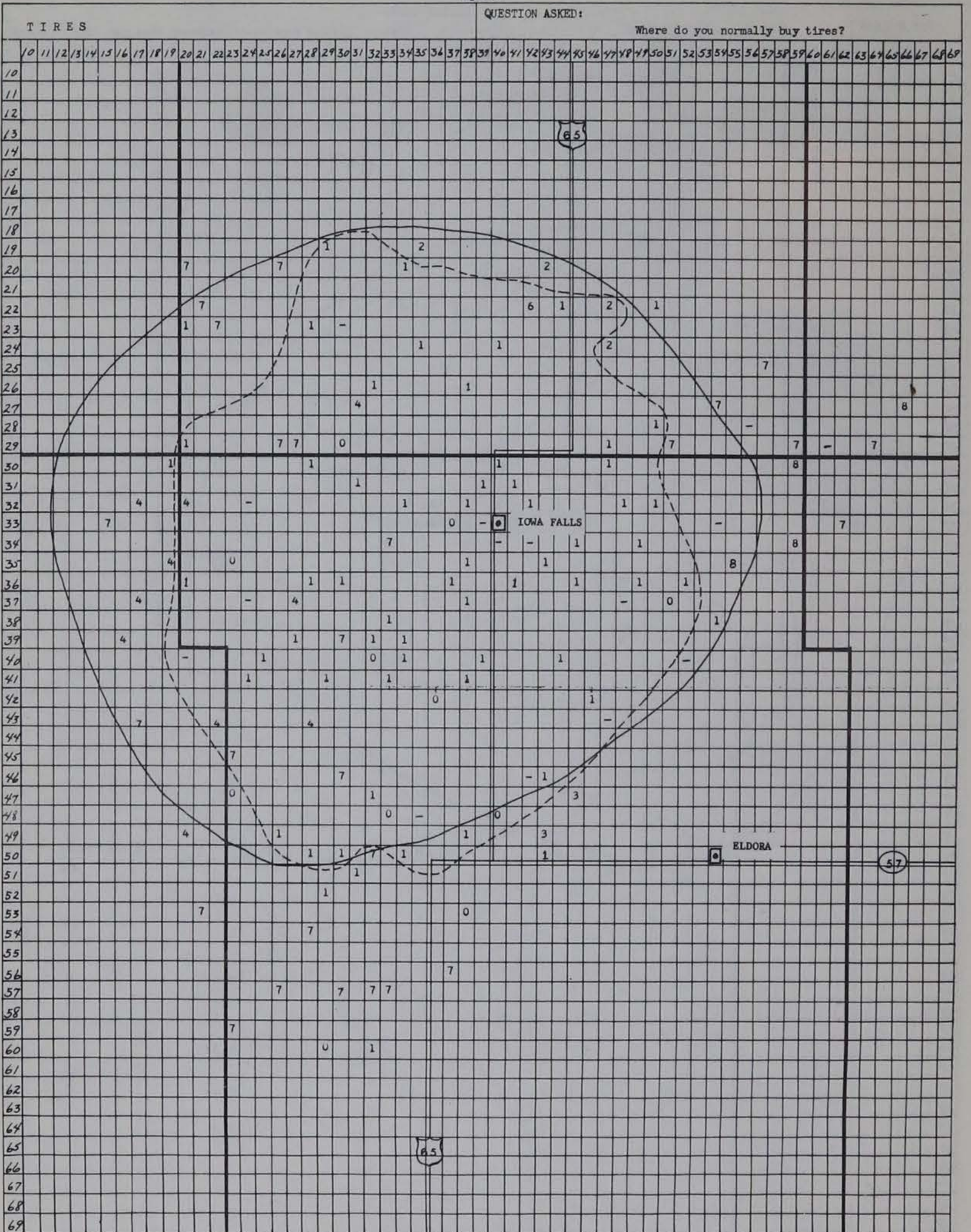
DENTIST

QUESTION ASKED:

What per cent of your total purchases were made in this town?



CODE					LEGEND	
0 - 19 per cent	1	50 - 59 per cent	5	90 - 100 per cent	9	□ represents approximately 2/3 square mile
20 - 29 per cent	2	60 - 69 per cent	6	DIDN'T BUY	0	□ area in which interview was taken
30 - 39 per cent	3	70 - 79 per cent	7	NO RESPONSE	-	— county lines — major roads
40 - 49 per cent	4	80 - 89 per cent	8			- - - boundary of composite area



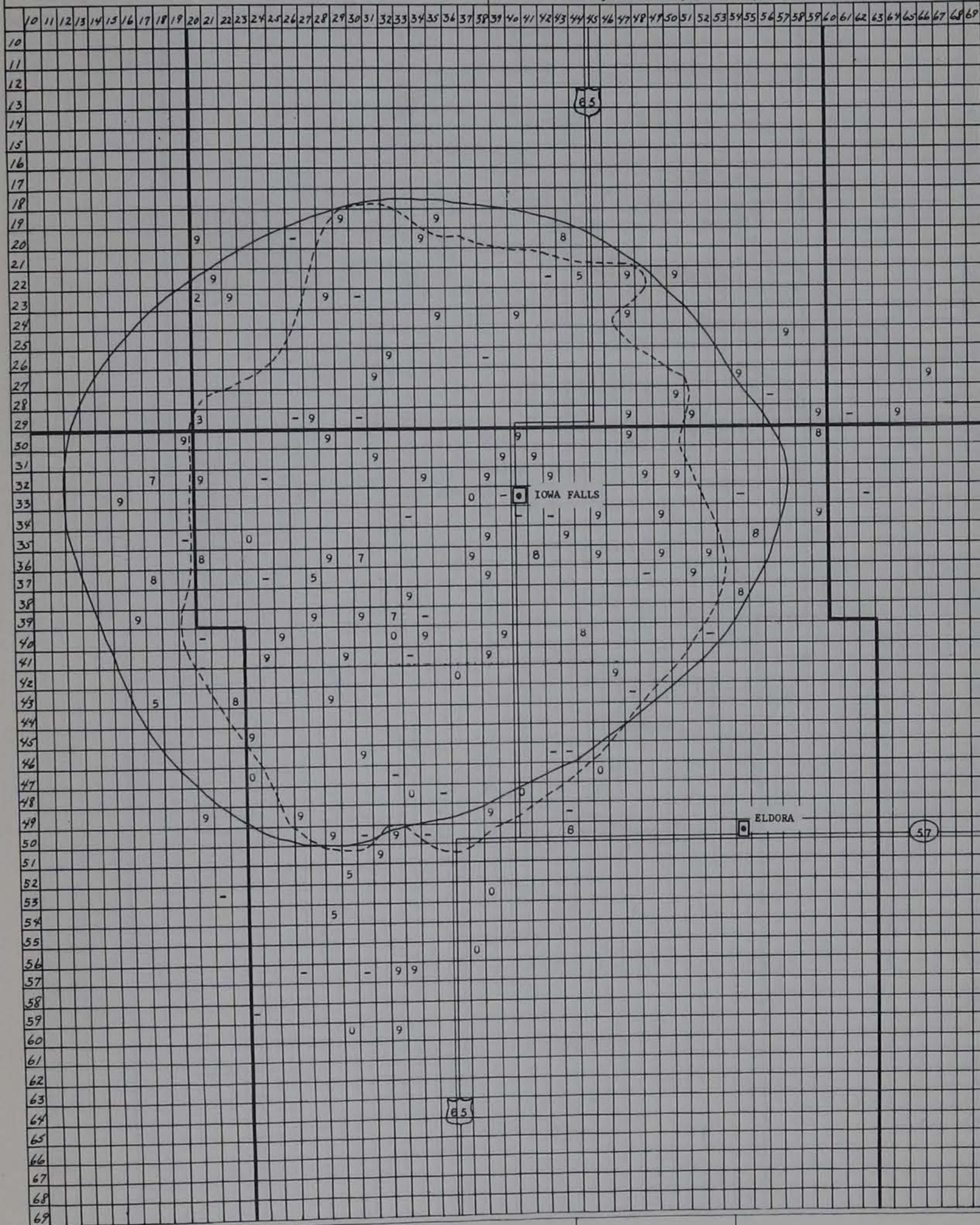
CODE	a % of total respondents		b % of total buyers		LEGEND
1 IOWA FALLS	63.2 <sup>a</sup>	4 WEBSTER CITY	5.7	8 OTHER LARGE TOWNS	0
	80.9 <sup>b</sup>	5 DES MOINES	0	9 MAIL ORDER	0
2 HAMPTON	1.1	6 MASON CITY	1.1	0 DIDN'T BUY	9.2
3 ELDORA	0	7 OTHER SMALL TOWNS	6.9	- NO RESPONSE	12.6

represents approximately 2/3 square mile  
 area in which interview was taken  
 — county lines — major roads  
 - - - - boundary of composite area

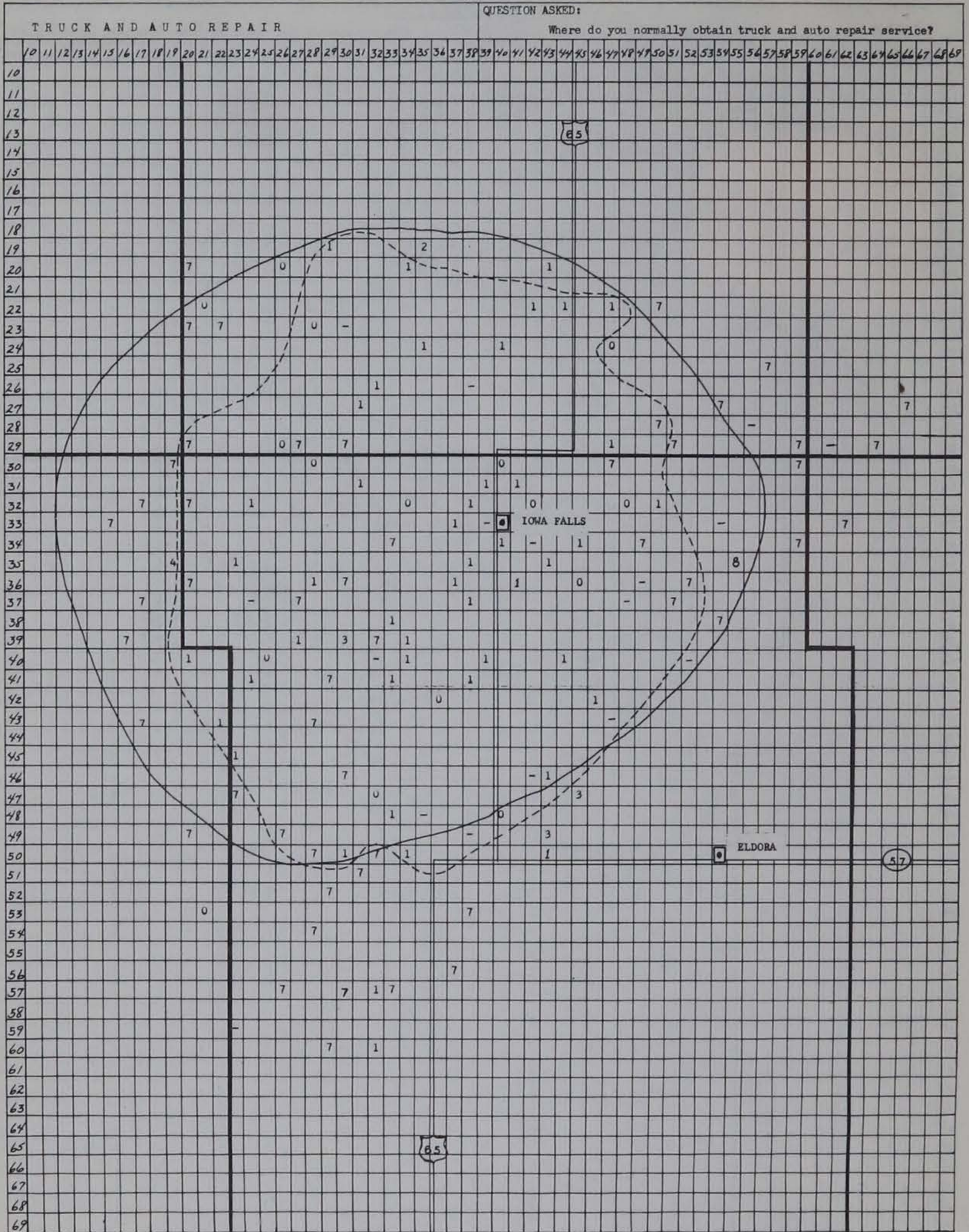
T I R E S

QUESTION ASKED:

What per cent of your total purchases were made in this town?



CODE					LEGEND	
0 - 19 per cent	1	50 - 59 per cent	5	90 - 100 per cent	9	□ represents approximately 2/3 square mile
20 - 29 per cent	2	60 - 69 per cent	6	DIDN'T BUY	0	Na area in which interview was taken
30 - 39 per cent	3	70 - 79 per cent	7	NO RESPONSE	-	— county lines — major roads
40 - 49 per cent	4	80 - 89 per cent	8			- - - boundary of composite area



CODE	a % of total respondents		b % of total buyers		LEGEND
1 IOWA FALLS	49.4 <sup>a</sup>	4 WEBSTER CITY	0	8 OTHER LARGE TOWNS	0
	68.3 <sup>b</sup>	5 DES MOINES	0	9 MAIL ORDER	0
2 HAMPTON	0	6 MASON CITY	0	0 DIDN'T BUY	13.8
3 ELDORA	1.1	7 OTHER SMALL TOWNS	21.8	- NO RESPONSE	13.8

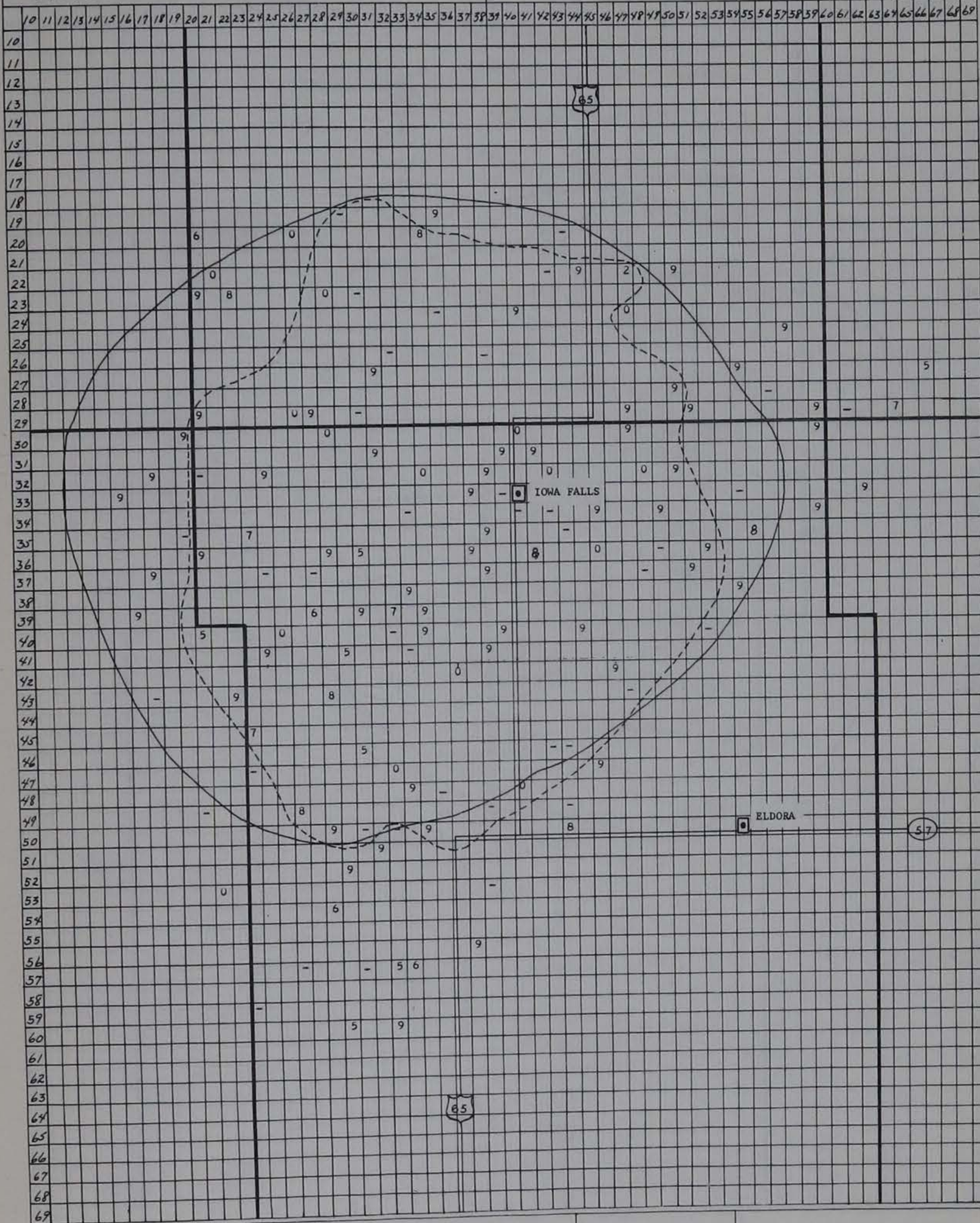
LEGEND

- represents approximately 2/3 square mile
- Na area in which interview was taken
- county lines — major roads
- - - - boundary of composite area

TRUCK AND AUTO REPAIR

QUESTION ASKED:

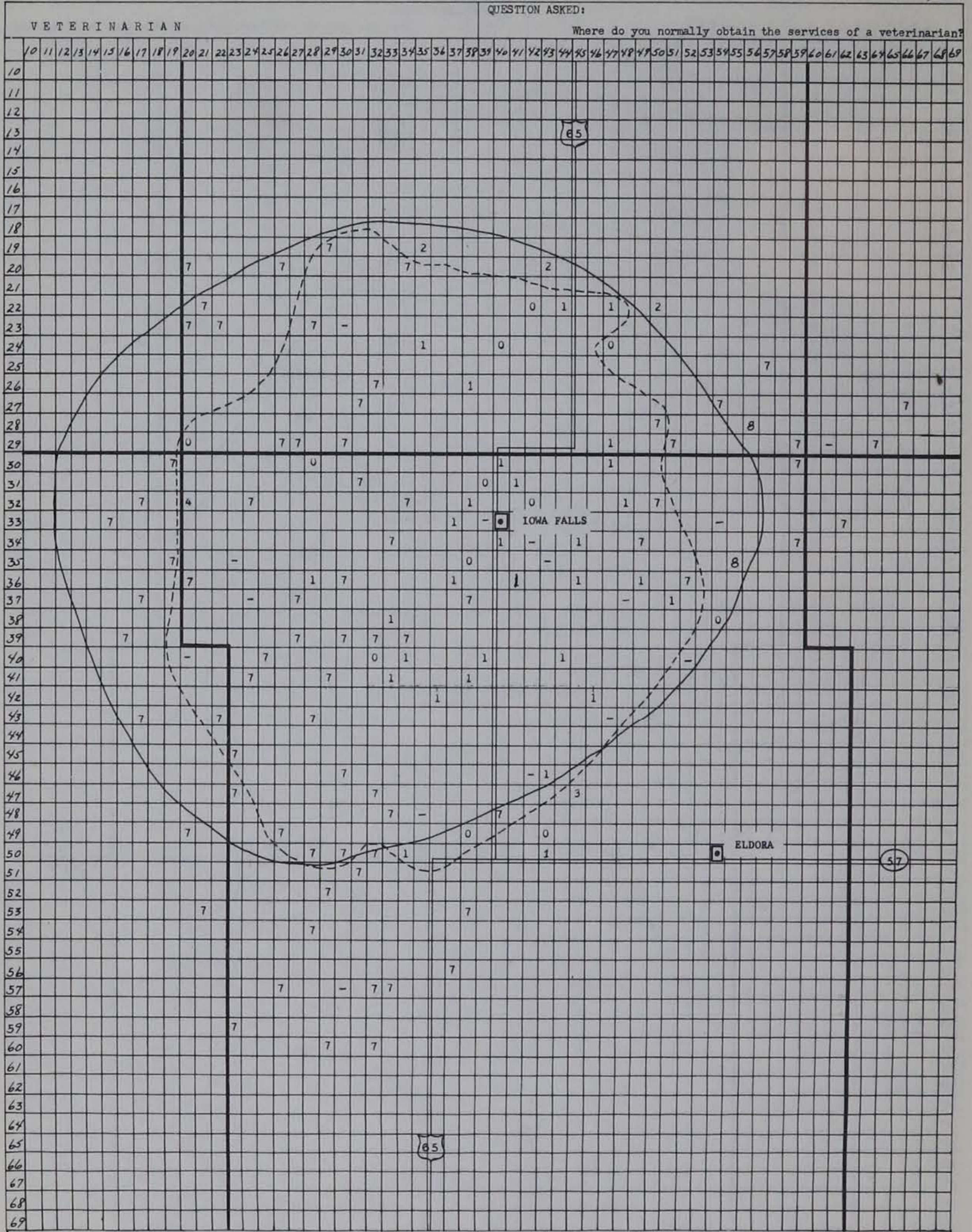
What per cent of your total purchases were made in this town?



CODE				LEGEND	
0 - 19 per cent	1	50 - 59 per cent	5	90 - 100 per cent	9
20 - 29 per cent	2	60 - 69 per cent	6	DIDN'T BUY	0
30 - 39 per cent	3	70 - 79 per cent	7	NO RESPONSE	-
40 - 49 per cent	4	80 - 89 per cent	8		

	represents approximately 2/3 square mile
	area in which interview was taken
	county lines — major roads
	boundary of composite area



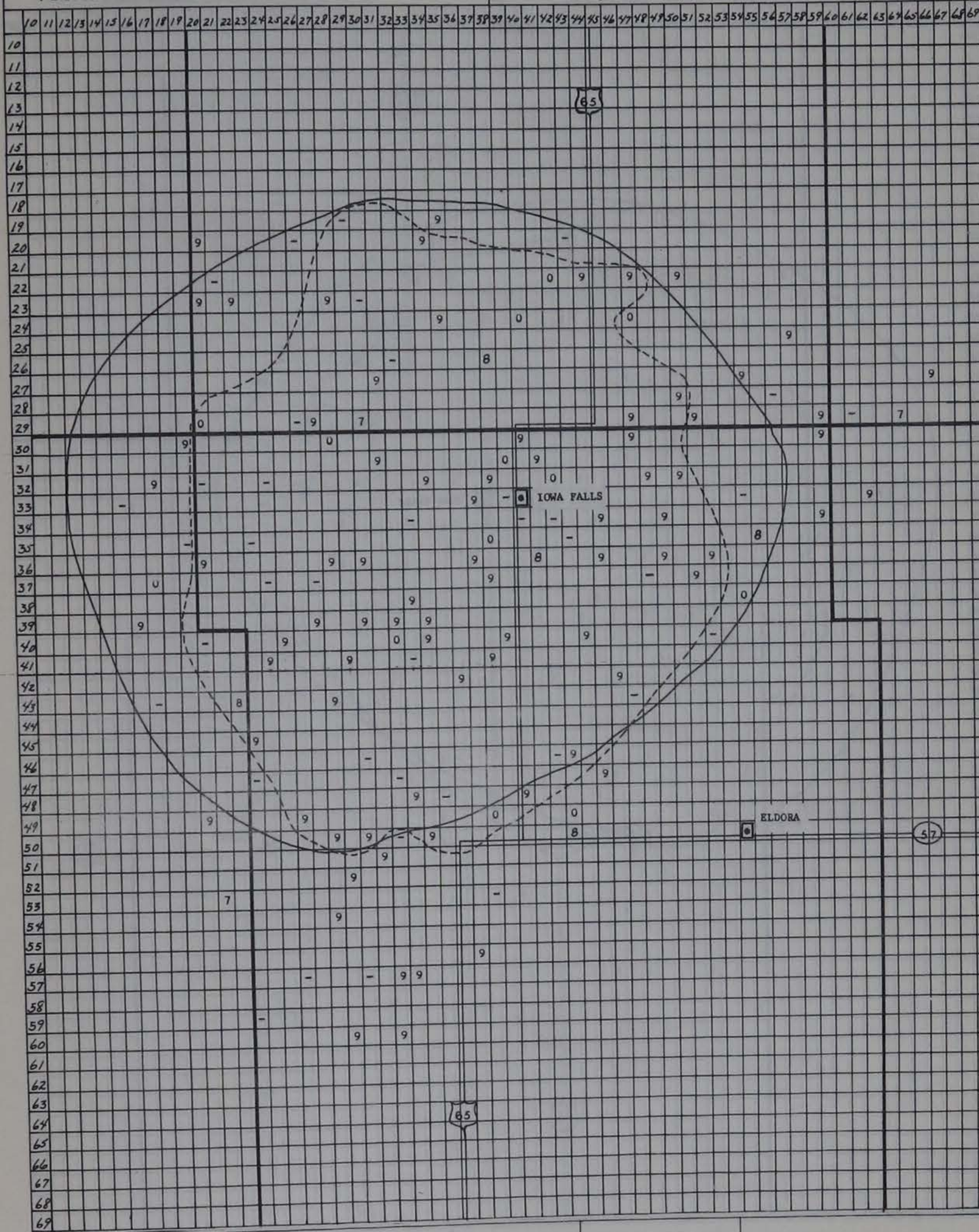
CODE	a % of total respondents		b % of total buyers		LEGEND
1 IOWA FALLS	33.3 <sup>a</sup>	4 WEBSTER CITY	1.1	8 OTHER LARGE TOWNS	0
	43.3 <sup>b</sup>	5 DES MOINES	0	9 MAIL ORDER	0
2 HAMPTON	0	6 MASON CITY	0	0 DIDN'T BUY	10.3
3 ELDORA	0	7 OTHER SMALL TOWNS	42.5	- NO RESPONSE	12.6

represents approximately 2/3 square mile  
 area in which interview was taken  
 — county lines — major roads  
 - - - - boundary of composite area

VETERINARIAN

QUESTION ASKED:

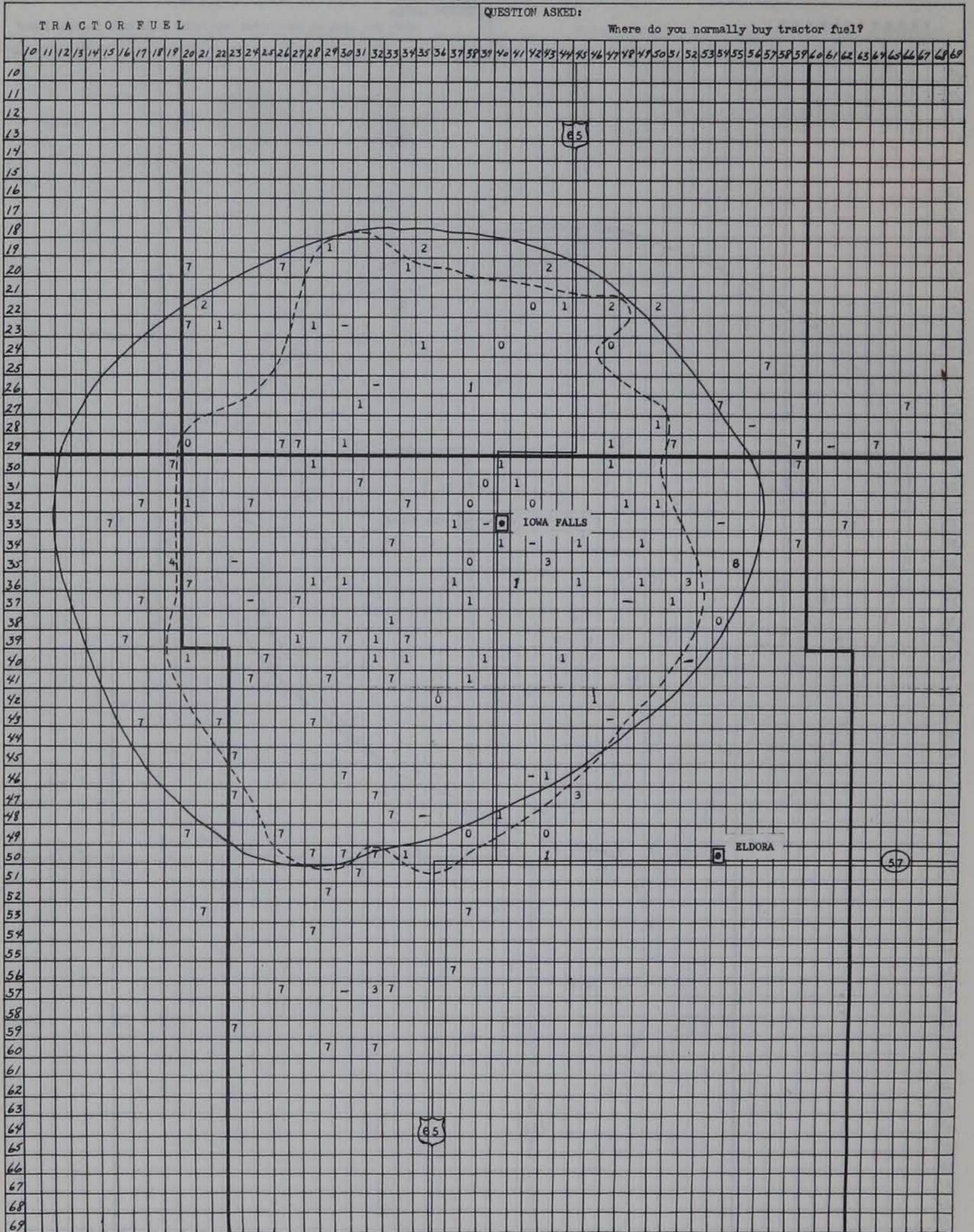
What per cent of your total purchases were made in this town?



CODE				LEGEND	
0 - 19 per cent	1	50 - 59 per cent	5	90 - 100 per cent	9
20 - 29 per cent	2	60 - 69 per cent	6	DIDN'T BUY	0
30 - 39 per cent	3	70 - 79 per cent	7	NO RESPONSE	-
40 - 49 per cent	4	80 - 89 per cent	8		

<input type="checkbox"/>	represents approximately 2/3 square mile
<input type="checkbox"/>	area in which interview was taken
<input type="checkbox"/>	county lines — major roads
<input type="checkbox"/>	boundary of composite area



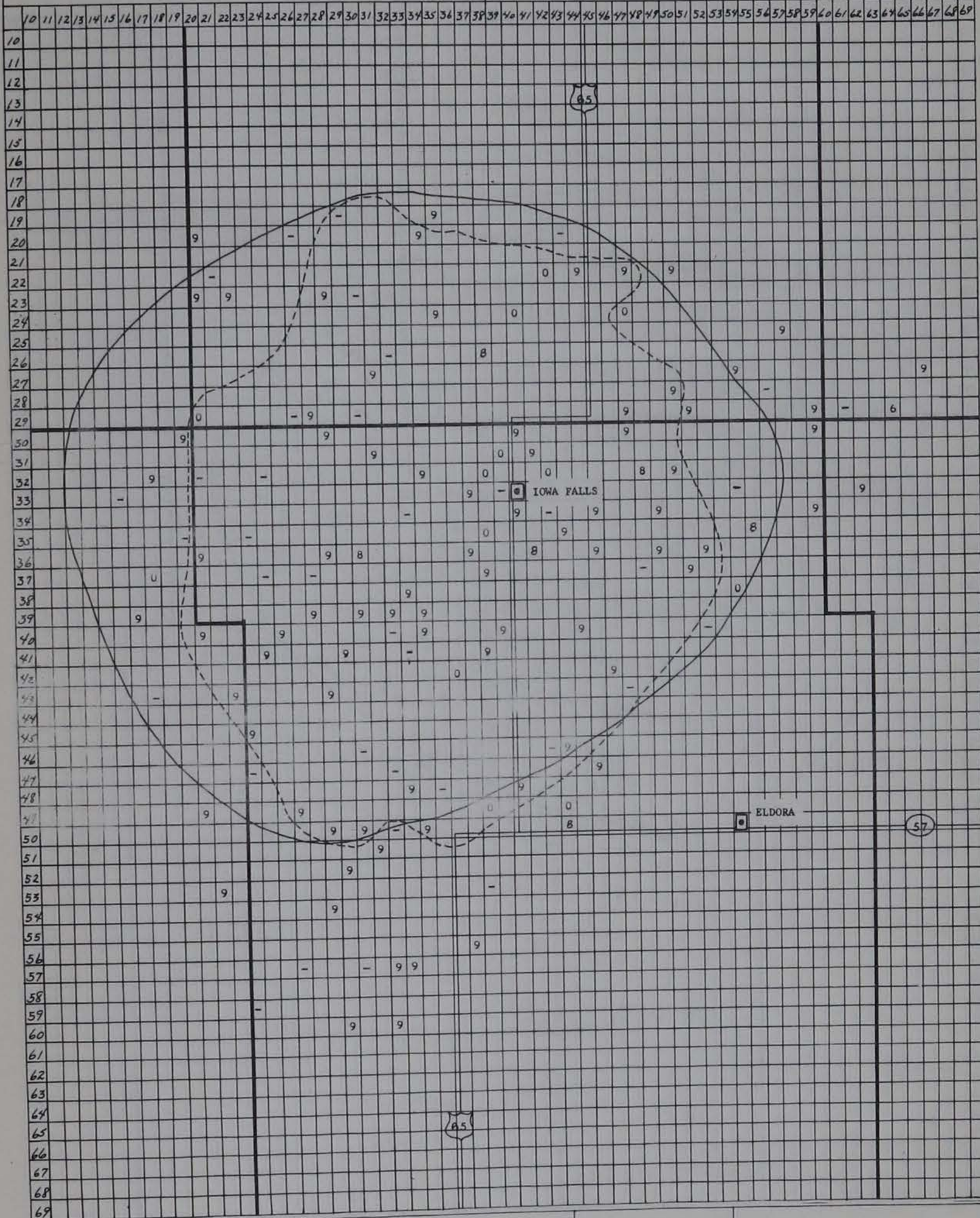
CODE	a % of total respondents		b % of total buyers		LEGEND
1 IOWA FALLS	48.3 <sup>a</sup>	4 WEBSTER CITY	0	8 OTHER LARGE TOWNS	0
	61.8 <sup>b</sup>	5 DES MOINES	0	9 MAIL ORDER	0
2 HAMPTON	1.1	6 MASON CITY	0	0 DIDN'T BUY	10.3
3 ELDORA	2.3	7 OTHER SMALL TOWNS	26.4	- NO RESPONSE	11.5



TRACTOR FUEL

QUESTION ASKED:

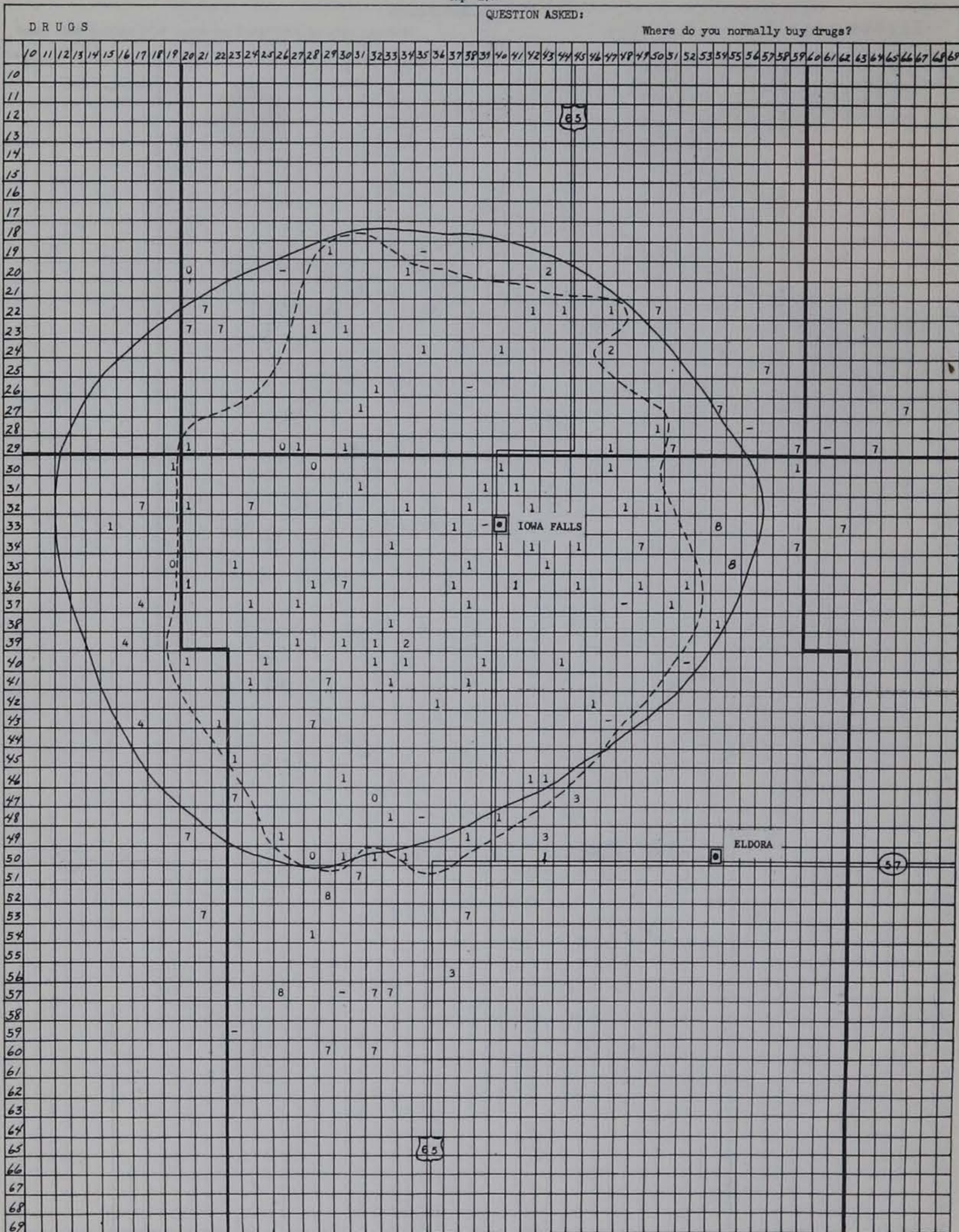
What per cent of your total purchases were made in this town?



CODE				LEGEND	
0 - 19 per cent	1	50 - 59 per cent	5	90 - 100 per cent	9
20 - 29 per cent	2	60 - 69 per cent	6	DIDN'T BUY	0
30 - 39 per cent	3	70 - 79 per cent	7	NO RESPONSE	-
40 - 49 per cent	4	80 - 89 per cent	8		

	represents approximately 2/3 square mile
	area in which interview was taken
	county lines — major roads
	boundary of composite area



CODE	a		b		LEGEND
	% of total respondents		% of total buyers		
1 IOWA FALLS	82.8 <sup>a</sup>	4 WEBSTER CITY	0	8 OTHER LARGE TOWNS	0
	92.3 <sup>b</sup>	5 DES MOINES	0	9 MAIL ORDER	0
2 HAMPTON	1.1	6 MASON CITY	0	0 DIDN'T BUY	4.6
3 ELDORA	0	7 OTHER SMALL TOWNS	5.7	- NO RESPONSE	5.7



## APPENDIX B

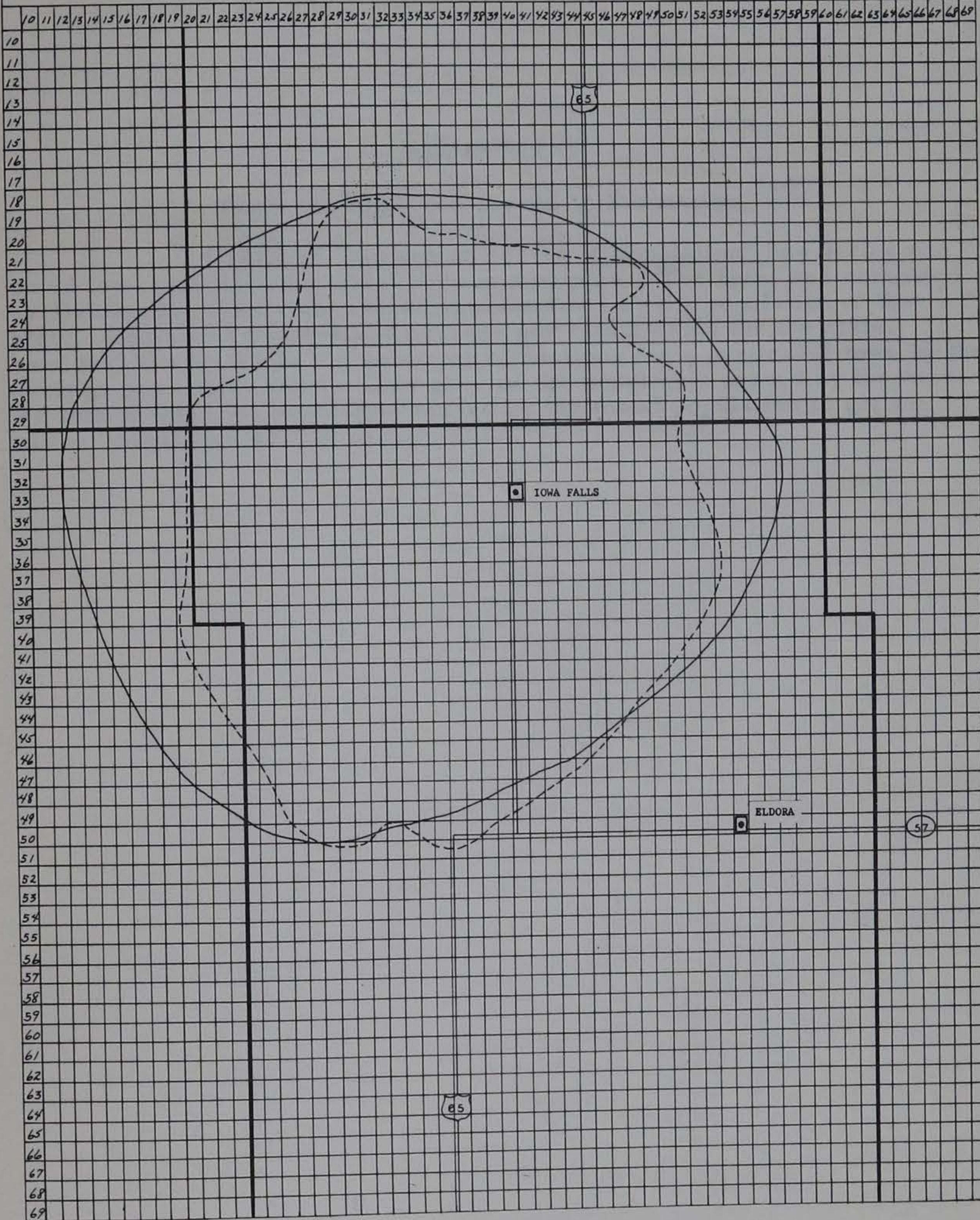
### An Alternative Method of Trade Area Delineation

The method of trade area delineation used in this report, was outlined in Chapter VI. The trade area that Iowa Falls dominates also was outlined using a second method, Reilly's Law.<sup>1</sup> Chart 1 presents a comparison of the theoretical trade area with the trade area as delineated by use of the mailed survey. The theoretical area is somewhat larger and has a population of approximately 10,769 people compared to 9,792 in the composite area.

The theoretical area extends farther east and west than the composite area. This is because the drawing power of small towns to the east and west of Iowa Falls was not considered in our formulations.

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1. Reilly's Law is a mathematical formula which is used to determine the breaking point between competing trading centers. Two factors are considered, the population of survey and competing town and the distance between the two towns. The breaking point is that point where Iowa Falls draws at least 50 per cent of the retail trade.

TRADE AREA DELINEATION, BY MAILED SURVEY AND REILLY'S LAW



## APPENDIX C<sup>1</sup>

### Ratio of Population Served to Population

A ratio of "population served to population" has been computed for every town for which data is available. The ratio was computed by dividing the total state sales tax collections by the population of the state. From this we obtained average per capita sales for the state. The next step was to divide the sales tax collections for a particular town by the average per capita sales. This gave us the population served by the town. We then divided the population served by the town's population to get the ratio, "population served to population."

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1. See Chapter VII, page 40 for an explanation of the "population served to population" ratio.

Table 12

A Ratio Population Served To Population  
For Selected Iowa Towns  
1950 and 1960

City	Population			Population		
	Population	Served 1950	Ratio	Population	Served 1960	Ratio
Ackley	1,608	2,753	1.7	1,731	2,443	1.4
Adel	1,799	3,235	1.8	2,060	4,013	2.0
Akron	1,251	2,657	2.1	1,351	1,920	1.4
Albia	4,838	6,265	1.3	4,582	6,202	1.4
Algona	5,415	10,570	1.9	5,702	10,049	1.8
Allison	771	1,907	2.5	952	2,338	2.5
Alta	1,348	1,824	1.3	1,393	1,630	1.2
Alton	1,038	1,349	1.3	1,048	1,300	1.2
Ames	22,898	23,660	1.0	27,003	27,652	1.0
Anamosa	3,910	5,601	1.4	4,616	6,350	1.4
Anita	1,112	1,923	1.7	1,233	1,816	1.5
Ankeny	1,229	8,675	7.0	2,964	3,552	1.2
Atlantic	6,480	13,529	2.1	6,890	12,898	1.9
Audubon	2,808	6,256	2.2	2,928	5,301	1.8
Avoca	1,595	3,041	1.9	1,540	2,777	1.8
Bedford	2,000	2,983	1.5	1,807	2,405	1.3
Belle Plaine	3,056	3,680	1.2	2,923	4,121	1.4
Bellevue	1,932	2,284	1.2	2,181	2,510	1.2
Belmond	2,169	3,473	1.6	2,506	4,315	1.7
Bettendorf	5,132	5,659	1.1	11,534	12,840	1.1
Bloomfield	2,688	4,271	1.6	2,771	4,743	1.7
Boone	12,164	18,546	1.5	12,468	16,044	1.3
Britt	1,908	3,683	1.9	2,042	3,282	1.6
Brooklyn	1,323	2,401	1.8	1,415	2,378	1.7
Burlington	30,613	40,160	1.3	32,430	43,551	1.3
Carroll	6,231	13,560	2.2	7,682	13,585	1.8
Cedar Falls	14,334	13,249	0.9	21,195	18,295	0.9
Cedar Rapids	72,296	120,856	1.7	92,035	155,434	1.7
Centerville	7,625	10,951	1.4	6,629	9,731	1.5
Chariton	5,320	9,712	1.8	5,042	7,961	1.6
Charles City	10,309	13,303	1.3	9,964	13,325	1.3
Cherokee	7,705	11,534	1.5	7,724	10,940	1.4
Clarinda	5,086	8,926	1.7	5,901	7,462	1.3
Clarion	3,150	5,668	1.8	3,232	5,406	1.7
Clarksville	1,210	1,361	1.1	1,328	1,355	1.0
Clear Lake	4,977	6,533	1.3	6,158	7,134	1.2
Clinton	30,379	37,254	1.2	33,589	42,322	1.3
Colfax	2,279	2,520	1.1	2,331	3,102	1.3
Coon Rapids	1,676	3,033	1.8	1,560	2,300	1.5
Corning	2,104	5,100	2.4	2,041	4,459	2.2
Correctionville	992	1,591	1.6	912	969	1.1
Corydon	1,870	2,776	1.5	1,687	2,892	1.7

City	Population	Population Served 1950	Ratio	Population	Population Served 1960	Ratio
Council Bluffs	45,429	45,645	1.0	55,641	52,681	0.9
Cresco	3,638	7,103	2.0	3,809	7,299	1.9
Creston	8,317	11,709	1.4	7,667	11,087	1.4
Dakota City	637	517	0.8	706	546	0.8
Davenport	74,549	107,646	1.4	88,981	126,256	1.4
Decorah	6,060	10,148	1.7	6,435	10,320	1.6
Denison	4,554	8,989	2.0	4,930	9,005	1.8
Des Moines	177,965	319,751	1.8	208,982	365,008	1.7
De Witt	2,644	4,961	1.9	3,224	5,802	1.8
Dubuque	49,671	65,003	1.3	56,606	70,433	1.2
Dunlap	1,409	2,386	1.7	1,254	1,912	1.5
Dyersville	2,416	5,143	2.1	2,818	5,787	2.1
Eagle Grove	4,176	5,911	1.4	4,381	5,180	1.2
Eldon	1,457	1,377	0.9	1,386	1,089	0.8
Eldora	3,107	5,611	1.8	3,225	4,862	1.5
Elkader	1,584	3,368	2.1	1,526	3,370	2.2
Emmetsburg	3,760	7,402	2.0	3,887	6,212	1.6
Estherville	6,719	11,273	1.7	7,927	10,613	1.3
Exira	1,129	2,217	1.9	1,111	1,771	1.6
Fairfield	7,299	11,360	1.6	8,054	11,270	1.4
Fayette	1,469	1,402	1.0	1,597	1,688	1.1
Fonda	1,120	1,934	1.7	1,026	1,323	1.3
Forest City	2,766	5,109	1.8	2,930	4,469	1.5
Fort Dodge	25,115	47,787	1.9	28,399	49,647	1.7
Fort Madison	14,954	14,907	1.0	15,247	16,162	1.1
Garner	1,696	3,867	2.3	1,990	3,895	2.0
George	1,210	2,107	1.7	1,200	1,698	1.4
Glenwood	4,664	3,725	0.8	4,783	3,871	0.8
Gowrie	1,052	2,036	1.9	1,127	1,348	1.2
Grand Junction	1,036	1,480	1.4	949	1,159	1.2
Greene	1,347	2,968	2.2	1,427	2,887	2.0
Greenfield	2,102	4,626	2.2	2,243	6,599	2.9
Grinnell	6,828	9,547	1.4	7,367	9,444	1.3
Griswold	1,149	2,081	1.8	1,207	2,214	1.8
Grundy Center	2,135	4,665	2.2	2,403	4,603	1.9
Guthrie Center	2,042	4,483	2.2	2,071	3,877	1.9
Guttenberg	1,912	2,472	1.3	2,087	2,515	1.2
Hamburg	2,086	2,577	1.2	1,647	2,200	1.3
Hampton	4,432	8,649	2.0	4,501	9,858	2.2
Harlan	3,915	7,972	2.0	4,350	7,712	1.8
Hartley	1,611	3,175	2.0	1,738	2,628	1.5
Hawarden	2,625	4,131	1.6	2,544	3,686	1.4
Holstein	1,336	3,216	2.4	1,413	2,173	1.5
Hull	1,127	1,960	1.7	1,289	1,588	1.2
Humboldt	3,219	7,445	2.3	4,031	7,781	1.9
Ida Grove	2,202	4,564	2.1	2,265	4,715	2.1
Independence	4,865	8,014	1.6	5,498	8,152	1.5
Indianola	5,145	6,660	1.3	7,062	8,089	1.1



	Population	Population Served 1950	Ratio	Population	Population Served 1960	Ratio
Iowa City	27,212	35,822	1.3	33,443	38,960	1.2
Iowa Falls	4,900	9,827	2.0	5,565	11,209	2.0
Jefferson	4,326	8,841	2.0	4,570	8,382	1.8
Jewell	973	2,319	2.4	1,113	1,913	1.7
Keokuk	16,144	17,985	1.1	16,316	18,473	1.1
Keosauqua	1,101	1,525	1.4	1,023	1,645	1.6
Keota	1,145	2,045	1.8	1,096	1,901	1.7
Kingsley	1,098	2,330	2.1	1,044	1,487	1.4
Knoxville	7,625	9,278	1.2	7,817	9,130	1.2
Lake City	2,308	3,431	1.5	2,114	2,873	1.4
Lake Mills	1,560	2,578	1.7	1,758	2,823	1.6
Lake View	1,158	1,491	1.3	1,165	1,590	1.4
Lamoni	2,196	2,103	1.0	2,173	1,719	0.8
Lansing	1,536	1,500	1.0	1,325	1,355	1.0
La Porte City	1,770	2,429	1.4	1,953	2,585	1.3
Laurens	1,556	3,280	2.1	1,799	3,023	1.7
Lehigh	881	652	0.7	846	621	0.7
Le Mars	5,844	10,688	1.8	6,767	10,598	1.6
Lenox	1,171	2,124	1.8	1,178	1,702	1.4
Leon	2,139	4,154	1.9	2,004	3,226	1.6
Logan	1,550	2,387	1.5	1,605	3,032	1.9
Madrid	1,829	2,505	1.4	2,286	2,360	1.0
Malvern	1,263	2,254	1.8	1,193	1,496	1.3
Manchester	3,987	7,603	1.9	4,402	7,823	1.8
Manilla	1,035	1,082	1.0	939	1,018	1.1
Manly	1,473	1,552	1.1	1,425	1,165	0.8
Manning	1,801	3,319	1.8	1,676	2,712	1.6
Manson	1,622	2,512	1.5	1,789	2,256	1.3
Mapleton	1,857	3,976	2.1	1,686	3,578	2.1
Maquoketa	4,307	8,765	2.0	5,909	10,580	1.8
Marcus	1,263	2,030	1.6	1,307	1,803	1.4
Marengo	2,151	3,950	1.8	2,264	4,103	1.8
Marion	5,916	6,440	1.1	10,882	11,871	1.1
Marshalltown	19,821	33,283	1.7	22,521	36,569	1.6
Mason City	27,980	55,211	2.0	30,642	50,009	1.6
McGregor	1,138	1,538	1.4	1,040	1,033	1.0
Melcher	898	710	0.8	867	576	0.7
Milford	1,375	2,360	1.7	1,476	2,161	1.5
Missouri Valley	3,546	5,273	1.5	3,567	4,839	1.4
Monona	1,346	2,119	1.6	1,346	1,839	1.4
Monroe	1,108	1,733	1.6	1,366	1,522	1.1
Montezuma	1,460	2,482	1.7	1,416	2,325	1.6
Montincello	2,888	5,025	1.7	3,190	6,201	1.9
Moulton	985	508	0.5	773	537	0.7
Mount Ayr	1,793	3,833	2.1	1,738	3,613	2.1
Mt. Pleasant	5,843	9,072	1.6	7,339	8,637	1.2
Mt. Vernon	2,320	1,715	0.7	2,593	2,751	1.1
Muscatine	19,041	22,684	1.2	20,997	24,201	1.2

City	Population	Population Served 1950	Ratio	Population	Population Served 1960	Ratio
Mystic	1,233	444	0.4	761	344	0.5
Nashua	1,609	1,990	1.2	1,737	1,928	1.1
Nevada	3,763	6,144	1.6	4,227	5,920	1.4
New Hampton	3,323	6,341	1.9	3,456	6,558	1.9
New London	1,510	1,604	1.1	1,694	1,679	1.0
New Sharon	1,089	1,476	1.4	1,063	1,387	1.3
Newton	11,723	17,104	1.5	15,381	19,863	1.3
Nora Springs	1,257	1,179	0.9	1,275	1,219	1.0
Northwood	1,767	2,756	1.6	1,768	3,228	1.8
Oakland	1,296	2,405	1.9	1,340	2,115	1.6
Odebolt	1,279	2,260	1.8	1,331	1,869	1.4
Oelwein	7,858	11,064	1.4	8,282	11,894	1.4
Ogden	1,486	1,959	1.3	1,525	2,075	1.4
Onawa	3,498	5,519	1.6	3,176	5,623	1.8
Orange City	2,166	3,516	1.6	2,707	3,353	1.2
Osage	3,436	6,595	1.9	3,753	7,369	2.0
Osceola	3,422	5,849	1.7	3,350	5,290	1.6
Oskaloosa	11,124	19,873	1.8	11,053	18,355	1.7
Ottumwa	33,631	41,781	1.2	33,871	42,199	1.2
Panora	1,062	1,231	1.2	1,019	1,074	1.1
Parkersburg	1,300	2,069	1.6	1,468	2,029	1.4
Paullina	1,289	2,680	2.1	1,329	2,097	1.6
Pella	4,427	6,558	1.5	5,198	6,743	1.3
Perry	6,174	10,398	1.7	6,442	10,277	1.6
Pocahontas	1,949	4,414	2.3	2,011	4,241	2.1
Postville	1,343	3,322	2.5	1,554	3,255	2.1
Primghar	1,152	2,176	1.9	1,131	1,657	1.5
Red Oak	6,526	11,671	1.8	6,421	10,568	1.6
Reinbeck	1,460	2,186	1.5	1,621	1,933	1.2
Remsen	1,280	2,958	2.3	1,338	2,560	1.9
Rockford	979	1,193	1.2	941	1,217	1.3
Rock Rapids	2,640	5,501	2.1	2,780	4,931	1.8
Rock Valley	1,581	3,345	2.1	1,693	3,022	1.8
Rockwell City	2,333	4,336	1.9	2,313	3,732	1.6
Rolfe	997	2,014	2.0	819	1,323	1.6
Sac City	3,170	6,525	2.1	3,354	5,462	1.6
Sanborn	1,337	1,523	1.1	1,323	1,621	1.2
Scranton	891	1,187	1.3	865	975	1.1
Seymour	1,223	1,055	0.9	1,117	927	0.8
Sheffield	1,163	1,606	1.4	1,156	1,550	1.3
Sheldon	4,001	8,324	2.1	4,251	7,294	1.7
Shenandoah	6,938	12,677	1.8	6,567	10,723	1.6
Sibley	2,559	5,288	2.1	2,852	5,006	1.8
Sidney	1,132	1,584	1.4	1,057	1,446	1.4
Sigourney	2,343	4,405	1.9	2,387	3,951	1.7
Sioux Center	1,860	3,414	1.8	2,275	3,493	1.5
Sioux City	83,991	124,817	1.5	89,159	124,272	1.4
Sioux Rapids	1,010	2,429	2.4	962	1,639	1.7

City	Population	Population Served 1950	Ratio	Population	Population Served 1960	Ratio
Spencer	7,446	18,535	2.5	8,864	17,147	1.9
Spirit Lake	2,467	5,663	2.3	2,685	4,740	1.8
State Center	1,040	1,980	1.9	1,142	1,702	1.5
Storm Lake	6,954	14,518	2.1	7,728	14,166	1.8
Story City	1,545	2,359	1.5	1,773	2,132	1.2
Strawberry Point	1,247	1,886	1.5	1,303	1,706	1.3
Stuart	1,500	1,999	1.3	1,486	2,022	1.4
Sumner	1,911	3,328	1.7	2,170	4,122	1.9
Tama	2,930	3,449	1.2	2,925	3,636	1.2
Tipton	2,633	5,128	1.9	2,862	5,338	1.9
Toledo	2,106	2,202	1.0	2,850	3,290	1.2
Traer	1,627	3,293	2.0	1,623	2,866	1.8
Tripoli	1,124	1,781	1.6	1,179	1,633	1.4
Urbandale	1,777	192	0.1	5,821	1,000	0.2
Villisca	1,838	3,006	1.6	1,690	2,473	1.5
Vinton	4,307	7,323	1.7	4,781	7,892	1.7
Wapello	1,755	2,612	1.5	1,745	2,034	1.2
Washington	5,902	11,048	1.9	6,037	11,003	1.8
Waterloo	65,198	98,471	1.5	71,755	107,751	1.5
Waukon	3,158	6,125	1.9	3,639	6,119	1.7
Waverly	5,124	8,230	1.6	6,357	8,893	1.4
Webster City	7,611	13,579	1.8	8,520	13,148	1.5
Wellman	1,071	1,984	1.9	1,085	1,966	1.8
W. Burlington	1,614	738	0.5	2,560	1,283	0.5
W. Des Moines	5,615	6,270	1.1	11,949	12,057	1.0
West Liberty	1,866	2,880	1.5	2,042	2,831	1.4
West Union	2,141	3,941	1.8	2,551	4,873	1.9
What Cheer	1,119	1,065	1.0	956	924	1.0
Williamsburg	1,183	2,746	2.3	1,342	2,629	2.0
Wilton Junction	1,446	2,120	1.5	1,750	3,520	2.0
Winterset	3,570	6,578	1.8	3,639	6,739	1.9
Woodbine	1,304	1,742	1.3	1,304	1,679	1.3

STATE LIBRARY OF IOWA



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