

City of Windsor Heights, Iowa  
Work Plan for Facilitation of a City Council Work Session  
February 19, 2014

## Introduction

Springsted is one of the most established independent public sector advisory firms in the United States. For nearly 60 years, we have continually grown in the range of our local government relationships, the comprehensiveness of our services and our prominence within the industry. Our managed growth is focused on providing local governments with a balance of national perspective and local expertise.

Springsted is a women-owned business and is certified as a Women's Business Enterprise ("WBE") by the City of Saint Paul, Minnesota. Three employee-owners lead Springsted and our 65 staff members. Our headquarters are located in Saint Paul, Minnesota, with additional offices located close to our clients throughout the Midwest and Mid-Atlantic states. Specifically, our regional offices include Milwaukee, Wisconsin; Des Moines, Iowa; Kansas City, Missouri; Richmond, Virginia; Denver, Colorado and Los Angeles, California.

### Contact Information and Brief Bio

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#### Springsted Incorporated

**Mr. David Unmacht**, *Senior Vice President*

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Mr. David Unmacht is Director of Springsted's Organizational Management/Human Resources group. He is a long time local government professional with more than 15 years of county administration experience, having worked for Scott and Dakota counties, Minnesota. He has also worked as City Manager in Prior Lake and City Administrator in Belle Plaine, Minnesota. He works closely with city and county governments in many different fields including executive searches, organizational assessments, intergovernmental collaborations, facilitation services, goal setting and strategic planning. He has a master's in Public Administration from Drake University in Iowa and a bachelor's degree in Business Administration and Political Science from Wartburg College in Iowa.

Mr. Unmacht was the recipient of the Minnesota Association of County Administrators (MACA) Joe Ries Excellence in County Management Award in 2000 and the Minnesota City/County Management Association (MCMA) Award for Management Excellence in 2006. Mr. Unmacht is also a Credentialed Manager with the International City/County Management Association (ICMA) and a community faculty member with Metropolitan State University in Saint Paul, Minnesota.

## Approach

Mr. Unmacht brings extensive experience in working with elected officials and staff in many different settings and situations. Within the past four years he has been the lead facilitator on dozens of work sessions with elected officials and staff. His work includes a wide range of local governments ranging from small, medium and large-sized organizations. He is noted for high energy, engaging and informative presentations and discussions. He has a crisp and clean writing style and easily grasps different concepts and offers ideas and experiences in support of the City's goals and objectives. He brings a seasoned, experienced and practical approach to his facilitation work.

Mr. Unmacht was involved in the City Administrator search process and has a solid base of knowledge on the City of Windsor Heights. To support the process and outcomes, prior to the work session he will contact each member of the City Council to discuss their ideas, thoughts and desired outcomes. In addition, he will partner with the City Administrator to obtain staff input as well. Once all pre-session input is obtained, he will work with the City Administrator to finalize the actual agenda and organize the details and logistics of the work session. He will also work with the City Administrator to identify the format for the report that will result from the work session.

It is important to be open and flexible and to learn more about the specific goals and objectives before finalizing the facilitation methods to be used in the actual work session. As a matter of preference Mr. Unmacht will keep the group together and unless otherwise directed, will not use any small group breakout sessions during the meeting(s).

## Outcomes

The outcome of the work session is a consensus around goals and direction for the City. This consensus will be developed into a working plan for the City. It is anticipated that the plan will accomplish, at minimum, the following:

- Provide a *written road map* to move the City forward
- Improve ability to focus on most important strategies and goals
- Provide direction on where to allocate limited resources
- Improve accountability and capacity to measure performance and outcomes
- Create partners and advocates within the city and community

As part of the outcomes an implementation strategy will be incorporated into the final work product.

## Philosophy and Qualities

Mr. Unmacht will bring a genuine passion and interest in working with the City. He approaches the experience with an underlying philosophy and professional qualities articulated as follows.

### Philosophy

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Establishing goals is a deliberate and intentional decision to understand where the City has been, where you are today and where you want to go in the future. These experiences are effective tools for city officials in four distinct ways:

- **Decision-Making** — to assist you in making choices about your City
- **Leadership** — to assist you in identifying and establishing goals and strategies

- **Management** — to operationalize your plans and accountabilities
- **Communication** — to inform others about your plans and priorities

### Professional Qualities

We believe you will find each of these qualities in Mr. Unmacht’s work with the City of Windsor Heights.

- Organized and effective meeting management
- Extensive knowledge of city government
- Flexible process to adapt to the City’s goals and objectives
- Value added contributions to the work sessions and discussions
- Fair, objective and impartial to all participants
- Stimulate and encourage open discussion and creative ideas
- A focus on implementation and next steps after the work session is completed

### References

The following references are available for you to contact. Feel free to contact any one of the individuals. If you would like additional references, please let me know.

#### City of Adel, Iowa (2012)

Population: 3,900

Mr. Brett Klein, *City Administrator*

515-993-4525

#### City of Big Lake, Minnesota (2012 and 2014)

Population: 10,200

Mr. Todd Bodem, *City Administrator*

763-263-2107

#### City of St. Anthony Village, Minnesota (2011-2012-2013-2014)

Population: 8,200

Mr. Mark Casey, *City Administrator*

612-782-3311

#### City of Waconia, Minnesota (2013)

Population: 10,800

Mr. Shane Fineran, *Assistant City Administrator*

952-442-3103

#### City of Carver, Minnesota (2012-2013)

Population: 3,790

Mr. Brent Mareck, *City Administrator*

952-448-5353

#### City of Melrose, Minnesota (2012)

Population: 3,200

Mr. Mike Brethorst, *City Administrator*

320-256-4278

### Fee

The cost for a one-half day (up to five hours) work session is \$2,500. The cost for two one-half days or a full-day (eight hours) work session is \$3,500. The only miscellaneous expenses associated with the facilitation will be for travel and transportation. All efforts will be made to keep these costs to a minimum. This fee includes all preparation; pre-session meetings and planning, facilitation and working with the City Administrator on the summary and follow-up document after the session is completed.

A second option for you to consider is to engage in a short series of work sessions which results in a more comprehensive process and work product. (Re: City of Adel, Iowa.) For example the City may

want to consider a three-part series, which includes an opening “brainstorming” session, a follow-up more focused discussion on information developed from the first meeting and then a final presentation/discussion on the draft document prepared based on the results from the previous meetings. Each meeting could be scheduled in two to four hour increments. The cost for a series of meetings comparable to this framework is \$6,000 not including miscellaneous travel and transportation expenses.



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