



Windsor
Heights
the heart of it all

TO: Mayor & City Council

From: Jeffrey A. Fiegenschuh, City Administrator

Re: Monthly Report

Date: May 19, 2014

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

Street Project-Bids for the project came in very favorable; approximately \$500,000 lower than original estimates. If bids are approved at this meeting, staff hopes the project will begin in early June with targeted completion date set for sometime this fall. Jason and I will keep you apprised of the project as it moves forward.

New Building-Now that the City owns our portion of the new building remodeling can begin. First on our agenda is to trench fiber to the building and replace the HVAC unit. The building committee will be working with a contractor to prepare plans for the remodel, which will be presented to the council for final review sometime this summer. The projected move in date is sometime in October. I hope to have an open house for the public at that time.

We also need to discuss the current public safety building and future remodeling work along with moving the current council chambers to the Community and Events Center. This topic is one of many topics we will be discussing at the strategic planning session in June.

TIF Seminar and State of the City Address-Mayor Willits and I are working with our attorneys to conduct a community TIF seminar. This will be similar to one the City hosted in 2010. We are also working on a State of the City address, which she can give at any future community meetings. This will be similar to the budget presentation I included in the budget workshop in March.

Community Survey-I met with staff from Quester last week. They are reviewing the final survey and will forward any suggestions within the next week. The goal is to have the completed survey ready in early June. The survey will be distributed electronically and through the City's website. Residents will be able

to log into a special account to take the survey, thus ensuring we do not have any duplications, which will render the survey invalid. Survey results will be completed by the end of the summer.

Strategic Planning- Don't forget the strategic planning session is set for Monday June 9th from 5:00pm-9:00pm at the 3E Conference Center. Dave Unmacht will be contacting each of you individually to discuss the process and determine priorities you want to discuss. This is going to be a great planning session this year.

Streetscape Committee-Sheena and I met with the Development Committee to solicit volunteers to serve on the streetscape planning committee. This committee will work with Confluence to oversee the planning stages for Phase I of the streetscape project on Hickman (63rd to Budget Storage). The final plan must be completed by early Oct to secure final grant funds for the actual project. Staff would like one or two council members to serve on the committee. Let either of us know if you are interested.

CA Evaluation-Please complete my evaluation if you have not done so. We will be going over the results at the first meeting in June.

United Way Funding Campaign-Again this year I am serving as a co-chair for the government section of the United Way of Central Iowa fundraising campaign.

Other Meetings Attended:

- Meetings with Residents
- Staff meetings & 1:1 meetings with Department Heads
- Chamber board meeting
- Young Professionals Meeting
- Coffee with council members
- Drake CPM Course
- Partnership Trip to DC
- Meetings with Mayor & Colby Interests to discuss future development projects
- Do Business in Windsor Heights Meeting
- GenYP meeting in Urbandale
- Monthly meeting with Chamber Director
- Iowa Employment Law and Wellness Conference
- Iowa League of Cities Municipal Leadership Institute
- United Way fundraising Committee

Saturday, April 26, 2014

8:00 a.m. Continental Breakfast – *Des Moines Room*

8:30 a.m. Leading the Way: Is Your City Ready for Economic Development?

Leadership is consistently identified as a critical factor in any city's economic development success. Learn how cities take the lead on economic development activities and how leaders truly make opportunities happen. Presented by: Tim Moerman, City Administrator, City of Waukee

9:15 a.m. The Fine Art of Negotiations

Whether we recognize it or not, city officials spend much of their time in negotiations on various issues. It may not always be obvious, but we are negotiating when dealing with conflicts, disagreements, mistakes and problems that require resolution. Learn how to improve at the art of negotiating when working through items such as union contracts, franchise renewals, controversial ordinances and 28E agreements. Presented by: Patrick Callahan, Municipal Consultant, Callahan Municipal Consultants, LLC

10:15 a.m. Break

10:30 a.m. Teamwork and Effective Governance

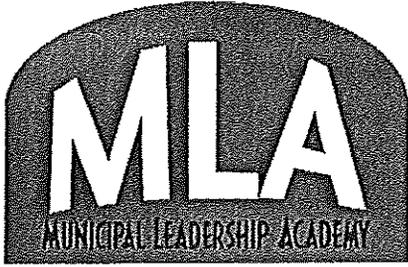
City officials that work together and respect different opinions are more likely to accomplish shared goals and govern more effectively. This session will provide ways to encourage cooperation while offering suggestions to reduce or eliminate the impact of barriers to building effective teams. Presented by: Jeff Schott, Program Director, Institute of Public Affairs

11:30 a.m. Leading By Example: Nuisance Abatement

Nuisance abatement can be very contentious and time consuming for both staff and elected leaders. Learn tips that can make the process consistent, fair and ultimately more successful. Presented by: Alan Kemp, Executive Director, Iowa League of Cities

12:15 p.m. Summit Adjourns

Thank you for attending the 2014 Leadership Summit. For additional information on the Municipal Leadership Academy contact Mark Tomb at marktomb@iowaleague.org or (515) 244-7282.



Leadership Summit

Municipal Leadership Academy Part Four

Friday, April 25, 2014

All events will occur in the Des Moines Room at the Holiday Inn Downtown-Mercy Campus Hotel unless otherwise noted.

12:00 p.m. Registration - *Hotel Lobby Outside the Des Moines Room*

1:00 p.m. Welcome and Introductions- Mayor Buck Clark, City of Waterloo and President of the Iowa League of Cities

1:15 p.m. Keynote Address

Mayor Ted Ellis, Mayor of Bluffton, IN and former President of the National League of Cities will provide attendees with a stimulating and thought provoking illustration of leadership at the local level.

2:15 p.m. Strategic Planning Simplified for Practical Use

A presentation on the importance of strategic planning and how to make your strategic planning efforts more successful. With nearly unlimited ideas but limited resources, how do cities develop priorities? Presented by: David Unmacht, Senior Vice President and Director of Organizational Management & Human Resources, Springsted Incorporated; Bryan Kidney, Vice President, Springsted Incorporated; and Tom Kaleko, Senior Vice President, Springsted Incorporated

3:30 p.m. Break

3:45 p.m. Leadership, Ethics and Lessons Learned

The local government landscape is likely more challenging today than ever before and not likely to get any easier. Learn ways to strengthen organizations and its leaders. Presented by: Tom Padgett former Sioux City Council Member

5:00 p.m. Break

6:00 p.m. Dinner and Social Event

An opportunity to get to know the other attendees of the Leadership Summit. Enjoy dinner while experiencing one of the best views of downtown Des Moines. *Top of the Tower, Holiday Inn Downtown- Mercy Campus Hotel*

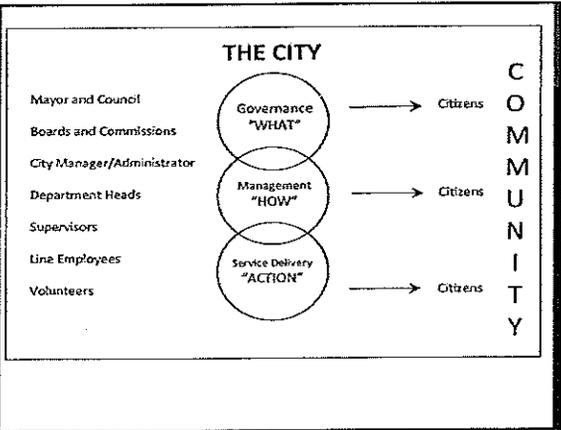
TEAMWORK IN A CITY SETTING

IOWA LEAGUE OF CITIES LEADERSHIP SUMMIT
APRIL 26, 2014

THE TEAM CONCEPT IN A CITY SETTING

Teamwork = functioning cohesively as a group

The goal: elected officials and staff working together to achieve common objectives



BENEFITS OF EFFECTIVE TEAMWORK

- Greater commitment to the task
- Improved problem solving – blending individual talents enhances quality and quantity of results
- Scope of task is greater than one person or group can complete

BENEFITS OF EFFECTIVE TEAMWORK

- More productive meetings
- Limited \$, staff, time > focus energy on critical issues
- Better communication

EFFECTIVE POLICY DEVELOPMENT AND IMPLEMENTATION REQUIRE TEAMWORK

KEY ELEMENTS OF EFFECTIVE TEAMWORK

- A shared direction and set of goals
- Clear roles and responsibilities
- Effective processes and methods
- Agreement to the basic rules of the game
- Open communications

**PERSONAL ATTRIBUTES -
EFFECTIVE TEAMWORK**

- Mutual respect and trust
- Professionalism
- Civility
- Ability to de-personalize issues
- Valuing differences

**BARRIERS TO
EFFECTIVE TEAMWORK**

Loss of focus – goals and directions
Focus on the trivial
Role confusion/conflicts
Commitments but no follow-through

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"Bad" processes or lack thereof
Lack of open communication/
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Micromanaging issues and programs

BARRIERS TO EFFECTIVE TEAMWORK

Personal Attributes/Experience:

- Past Experiences
- Style Differences
- Unresolved Conflicts
- Personalization of Issues
- Stereotyping
- "Gotcha"

KEY TEAM ELEMENTS

Element 1: Team Goals and Direction

Goals are what the city team is striving for.

TEAM GOALS

Build commitment of team members towards a future direction

Assist in mobilizing people and resources to achieve a clearly defined desired end

Define program direction and service levels

TEAM GOALS

Provide a foundation for accountability and performance

Leads to the understanding that neither the elected officials nor the staff can achieve the goals by themselves

STRATEGIES TO ENHANCE TEAMWORK

Develop and approve goals and priorities

- Council goal setting (short-term)
- Strategic planning (mid-term)
- Comp Plan (long-term)

Communicate goals and priorities:

- Staff
- Boards and Commissions
- Public
- Stakeholders, other local govts

STRATEGIES TO ENHANCE TEAMWORK

Connect goals and priorities with policy-making, decision-making:

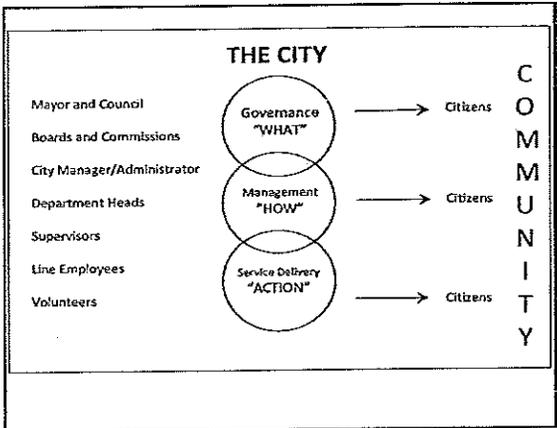
- Budget
- CIP
- Annual Work Programs
- Performance evaluations

Periodically review and monitor

KEY TEAM ELEMENTS

Element 2: Team Member Roles and Responsibilities

For effective teamwork, roles and responsibilities need to be distributed and understood among team members.



TEAM MEMBER ROLES AND RESPONSIBILITIES

- Mayor
- City Council
- City Manager
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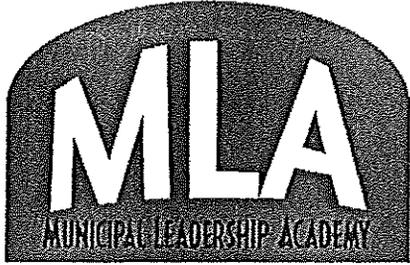
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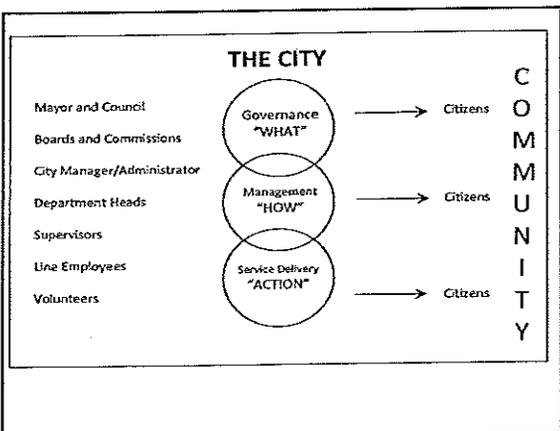
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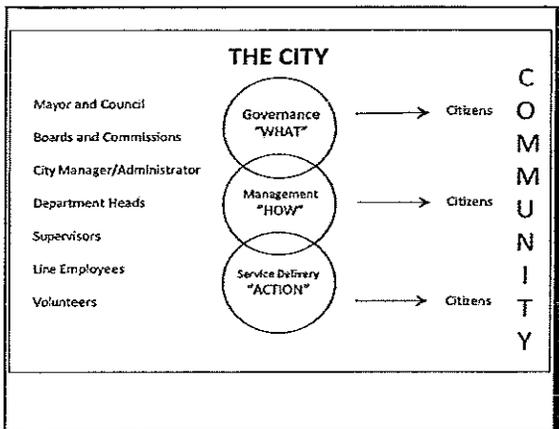
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TEAM MEMBER ROLES AND RESPONSIBILITIES

- Mayor
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ROLES AND RESPONSIBILITIES

All team members:

Understand and make clear the relationship between the Mayor – Council – City Manager– Staff – Boards & Commissions

Act in accordance with defined roles

KEY TEAM ELEMENTS

Element 3: Develop and use effective processes for handling common issues

PROCESSES

Agenda development and meeting packets

Information flow

Role of committees, boards, commissions

Goal and policy implementation review

PROCESSES

Program, project and financial monitoring and reports
Complaint handling
Performance reviews
Intergovernmental relations
Negotiations

KEY TEAM ELEMENTS

Element 4: Understand and follow team norms/"rules of the game"

TEAM NORMS/ RULES OF THE GAME

Insistence on civility
Participate with commitment
Equal information to all members
Support decisions unanimously – regardless of your own views.

TEAM NORMS/ RULES OF THE GAME

Honor confidentiality
Chain-of-command
Orientation – new members

ORIENTATION

Council mtg procedures
Processes
Key laws
Organizational structure
Budget & Finance

ORIENTATION

Significant current issues:
Current city goals and priorities
Status of major projects & initiatives
Intergovernmental relationships/issues

TEAM NORMS/ RULES OF THE GAME

Periodically discuss and review:

- Roles and responsibilities of key team members
- Processes
- Team norms – “rules of the game”

KEY TEAM ELEMENTS

Element 5: Open two-way communications

BARRIERS TO EFFECTIVE COMMUNICATIONS

- Style differences
- Past experiences
- Not knowing each other
- Stereotyping
- Personalization of issues
- Withholding information
- “Gotcha”

**EXPECTATIONS/
PROCESSES**

Agree on the way decisions are made
Share information
Council questions – try to ask for information before the meeting
Role of staff

STAFF ROLE

Frame the issues; provide background
Be factual, objective
Craft alternative recommendations
Facilitate the process

**OTHER STRATEGIES TO
ENHANCE TEAMWORK**

Accountability for actions
Reduce surprises
Celebrate success and accomplishments

**INSTITUTE OF PUBLIC
AFFAIRS**

319-335-4520

319-335-7586

jeff-schott@uiowa.edu

www.ipa-uiowa.org

Iowa League of Cities Leadership Summit

Leading the Way:
Is your City Ready of
Economic Development?

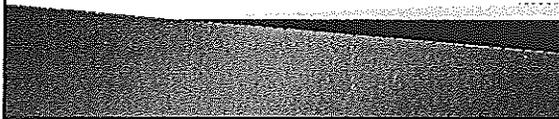
Cities and Economic Development

1. Cities have the greatest interest in community economic success
2. Cities have an important role in economic development
3. City Leaders have an obligation to prepare their community for economic success

Two Models in Iowa

- › Private Economic Development Corporation
- › City Operation

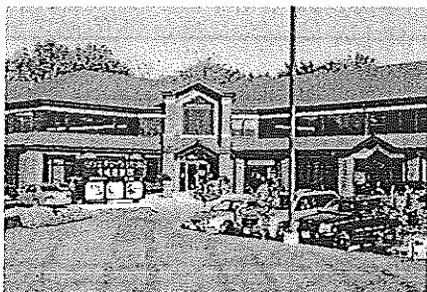
1. Cities have the greatest interest in community economic success



Property tax revenues for services



Career opportunities for residents



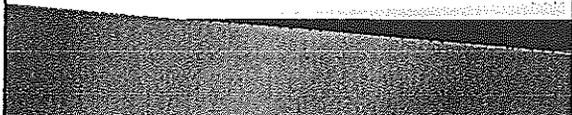
Maintain or increase property values



Strong utility customer base



2. Cities have an important role in economic development



Mayor and City Council Leadership

- › Where do you want to end up?
- › What does success look like?
- › Who is responsible for leading the effort?

What does success look like in your community?

3. City Leaders have an obligation to prepare their community for economic success

Each City's Strategies are Different

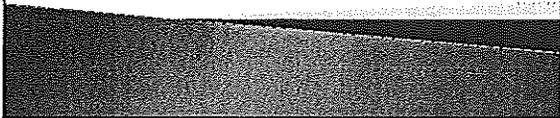
- › Dubuque
- › Mason City
- › Ankeny

What are your communities' strategies?

Economic Development Action Plan

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graph TD; Strategy[Strategy] --- Goal1[Goal]; Strategy --- Goal2[Goal]; Goal1 --- Action1[Action]; Goal1 --- Action2[Action]; Goal2 --- Action3[Action]; Goal2 --- Action4[Action];
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Economic Development Advisory Council



Waukee's Strategies

1. Raise Waukee's profile among business decision makers
2. Retain existing businesses
3. Provide development options in the community
4. Build relationships with business decision makers



Waukee's Strategies

1. Provide Useful Information to decision makers
2. Offer beneficial financial incentives
3. Market Waukee's assets



Waukee's Goals – Examples

- › Increase commercial real estate brokers knowledge of development opportunities in Waukee
- › Assist existing businesses in their plans to grow in Waukee
- › Identify areas for new business parks
- › Engage residents with business backgrounds in guiding the actions of the department

Waukee's Goals – Examples

- › Gather and disseminate information that is useful to developers
- › Offer financial assistance to businesses that want to grow in Waukee
- › Actively recruit retail and secondary businesses

Strategy, Goal and Actions –

- › Strategy 1 – Raise Waukee's profile among business decision makers
- › Goal 1 – Increase commercial real estate brokers knowledge of development opportunities in Waukee

Strategy, Goal and Actions –

- › Active involvement in the brokers association
- › Meet with individual brokerage firms with regular updates on development activities
- › Participate in the annual commercial brokers expo
- › Send a bi-monthly electronic newsletter to commercial brokers

Cities and Economic Development

1. Cities have the greatest interest in community economic success
2. Cities have an important role in economic development
3. City Leaders have an obligation to prepare their community for economic success

Questions?

Cities have an important role in economic development

1. Represent the community interest
2. Take the lead role
3. Establish economic development policies
4. Guide long-term community planning
5. Increase development options
6. Plan for capital improvements
7. Existing business relationships
8. Offer financial assistance
9. Conduct business negotiations
10. Market development options and community assets

