



CITY ADMINISTRATOR

CITY OF WINDSOR HEIGHTS, IA

POPULATION 5,200

Background

About the Position

The City of Windsor Heights is looking for a highly-skilled City Administrator to maintain a small, metropolitan local government.

5-MEMBER City Council, \$34,500,000 assets + operating budget managed and 50 FTEs.

Services: Police, Fire, Ambulance, Building, Culture / Recreation, Planning, Economic Development, Public Works, Administration.

IDEAL CANDIDATE ATTRIBUTES

- *Effective in exercising independent judgment.*
- *Exceptional leadership and managerial traits.*
- *Outstanding analytical & problem-solving skills.*
- *Ability to execute the short and long-term vision for the City.*
- *Demonstrate strong interpersonal communication skills, written and verbal.*
- *Positive ambassador & collaborator with residents, businesses, external agencies, staff and elected officials.*



The City of Windsor Heights is nestled along Walnut Creek, located within the Des Moines Metropolitan Area. The City's 5,200 local residents live among 700,000 others within the metro area, only 3 hours drive to Kansas City and 5 hours drive to Chicago & St. Louis.

RESUME & LETTER OF INTEREST BY FEBRUARY 24TH



Local Coal Mine 1925

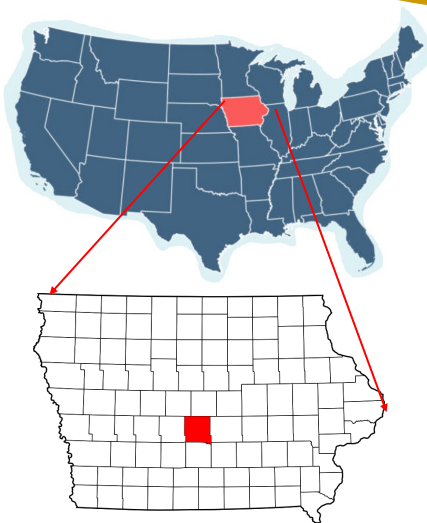


Mixed-use Development

State of Iowa - Bordered by the Mississippi River to the east and the Missouri River to the west, Iowa became the **29th** state in **1846**. Explored by the French in the 17th century, it was once home to 17 different Native peoples including the **Sauk, Fox, Ioway** and **Sioux**. Railroad expansion in the later half of the 19th century brought immigrants from the British Isles, Germany, the Netherlands and Norway. Coal mining was a predominant industry of the State until the **1940s** and now the State's economy relies on production of corn, soybeans and pork, as well as **Des Moines** serving as a **global insurance hub**.

City of Windsor Heights— Between 1908 and 1942, the **Urbandale Coal Company, Gibson Coal Mining Company, the Keystone Coal Company, and the Des Moines Ice and Fuel Company West Side** all operated mines in various stages in the area that is now known as Windsor Heights. Coal miners and their families helped to settle the area. In lieu of being annexed by Des Moines, residents voted to incorporate on **July 19th, 1941**. The city takes its name from early settler **Henry Clay Windsor**, whose family donated land for the elementary school. Today, Windsor Heights is home to 5,200 people and 150+ businesses.

Geography



Windsor Heights is located in **Polk County, Central Iowa**, in the Des Moines Metro area. The City is surrounded by: *Clive* to the west, *Urbandale* to the north, *West Des Moines* to the south, and *Des Moines* to the east.

Windsor Heights is divided into two **school districts**. West Des Moines and Des Moines.

The incorporated area of the City is **1.41 square miles**. *Residents: 5,252.*

Driving Distances (minutes/hours): **Omaha** (2 hrs.) **Kansas City, MO** (3 hrs.)
Minneapolis (4 hrs.) **Sioux Falls** (4 hrs.) **Chicago** (5 hrs.) **Saint Louis** (5.5 hrs.)
Dallas (11 hrs.)



DEMOGRAPHICS

TRANSPORT

International Airport

The Des Moines International Airport is located 20 minutes southeast from Windsor Heights. Major carriers include **Delta, Allegiant, American, Frontier, Southwest & United** with direct access to +200 US & international cities.



Des Moines International Airport

POPULATION

The 2020 US Census reports 5,252 local residents in Windsor Heights. The City has a total area of 1.41 square miles (3.65km²), with an estimated 2,137 households, 2.43 persons per household, and 76.2% owner-occupied housing units.

AGE DISTRIBUTION

The median age in Windsor Heights in 2020 was 42 years. The largest segments of the local population are ages 55-64 (17.8% of residents), ages 25-34 (12% of residents), ages 65-74 (13% of residents), and ages 35-44 and (11.5% of residents).

Source: www.USCensus.gov

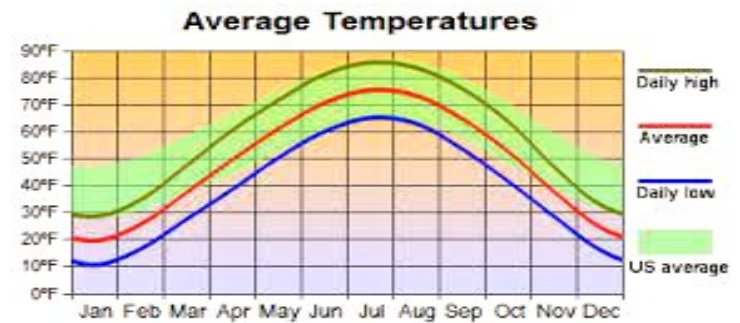
2020 POPULATION by AGE	
AGE	PERCENT
<5	11%
5-14	8.1%
15-24	7.8%
25-34	12.4%
35-44	11.5%
45-54	9.7%
55-64	17.8%
65-74	12.6%
75+	8%

ETHNIC COMPOSITION & EDUCATION

In 2020, the racial makeup of Windsor Heights is 83.8% *White (not Hispanic)*, 8.3% *Hispanic*, 5.9% *Asian*, 4.8% *African American*. Of residents +25, 96.7% obtained a High School Diploma 43.4% have a college degree.

CLIMATE

Windsor Heights has a humid continental climate with hot, humid summers and cold, dry winters. The temperature in the summer is often above 80 degrees with most precipitation coming in the warmest months. Temperatures in the winter can be cold to bitterly cold, with the average temperature in January being around 22 degrees.



MEDIAN INCOME

Windsor Heights median household income of \$79,073 is 20.85% higher than the State average of \$61,691.

COST OF LIVING & PROPERTY

Windsor Heights cost of living index of 85.5 is higher than the State of Iowa's 80, but 14% below the US 100. Windsor Heights / Polk County has some of the most affordable real estate in Iowa. In 2020, the **Median Home Price in Windsor Heights was \$202,200 - 1% above the Iowa avg. of \$200,200**. **Rents** range from \$800 for a 1-BR apartment to \$900 for a 2-BR. **Homeowner vacancy** in 2020 was 3.2%.

REGIONAL ECONOMY

The Des Moines Metro experienced an 18.6% population growth between 2010 to 2021.

More regional business data and statistics at:



[Greater Des Moines Partnership \(link\)](#)

REGIONAL COMMERCE

The largest sectors of the greater Des Moines regional economy are *Agriculture, Health Care, Financial Services, Distribution / Logistics, and Manufacturing*. The region is home to several corporate headquarters: **Wells Fargo** (Home Mortgages), **Principal** and **Nationwide** (Insurance), **John Deere** (Financial & ISG Group), and **Pella Corp.** (Windows and Doors).

Windsor Heights has a distinctive niche as a quality small community within the state's major metropolitan area. Its unmatched strategic location is convenient to all of the metropolitan and suburban amenities, offering affordable housing and business opportunities. The City works hard to help local businesses grow and enhance community quality of life. The City sponsors local business and community events including the annual 4th of July Celebration, Fall Festival, Windsor Wonderland, and promotes collaboration among regional agencies like the [Greater Des Moines Partnership](#) (link).

Top 10 Employers in the Des Moines Metropolitan Area

Rank	Company Name	FTEs
1	Wells Fargo (Financial)	13,500
2	Hy-Vee (Grocery)	6,800
3	Principal (Insurance)	6,500
4	MercyOne (Health Care)	5,843
5	UnityPoint (Health Care)	5,580
6	Amazon (Distribution)	3,500
7	Nationwide (Insurance)	3,300
8	John Deere (Ag Technology)	3,280
9	Vermeer (Ag, Mining, Manuf)	2,900
10	Corteva (Agri-science)	2,500

Sources: [Greater Des Moines Partnership](#)

CITY GOVERNANCE

Form of Government / Governing Body

The City operates under a **Home Rule** charter and **Mayor-Council form of government**. The Mayor is the Chief Executive Officer of the City. All 5 City Council Members (CM) and the Mayor are elected at large in staggered 4-year terms. The Council serves as governing body of the City setting policies that protect the health, safety, welfare and quality of life of residents & visitors. Key functions include the adoption of the City's long-range strategic vision, and the Annual Operating Budget, and serving on committees: *Communications, Public Works, Economic Development, Personnel & Finance, and Public Safety*.

Mayor Mike Jones: Elected to council Nov '17; Mayor Nov '20. J.D. Criminal defense attorney by profession. Resident since 2012. Term expires Jan '26.

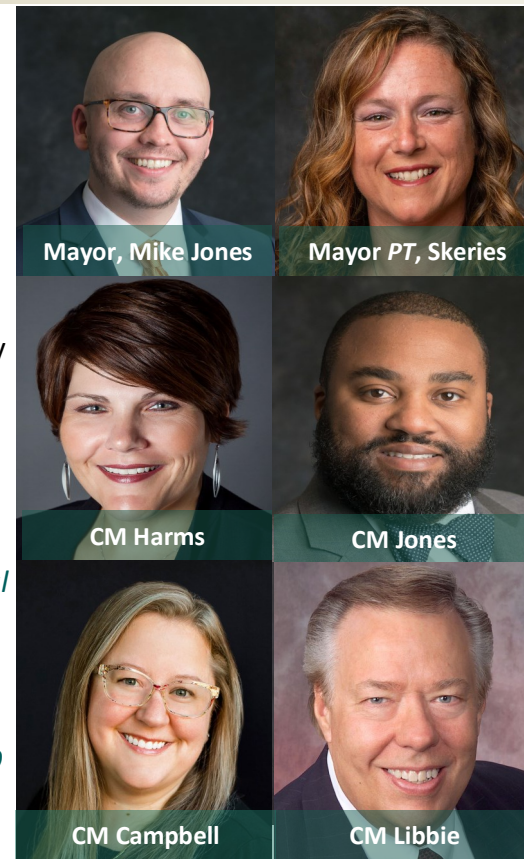
Mayor Pro Tem Susan Skeries: Elected in '19. Event organizer, fmr. law enforcement/crim. justice. Co-owner of Windsor Mower. Term expires Jan '24.

CM Threase Harms: Elected Jan '14. MPA. State & national public policy. CEO of Advocacy Strategies, LLC. Lobbyist. Term expires Jan '24.

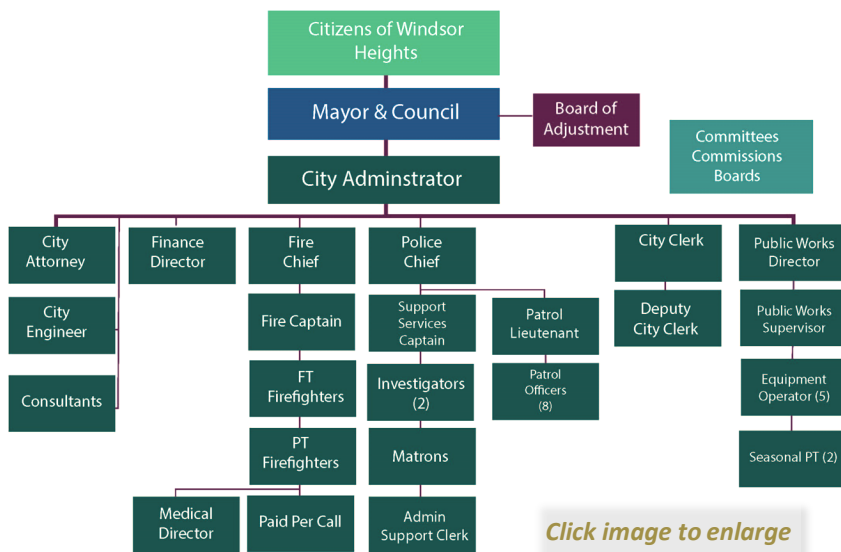
CM Joseph Jones: Elected in '17. MPA/PhD. Faculty at the US Chamber of Commerce, former Executive Director of the Harkin Institute of Public Policy and Citizen Engagement. Term expires Jan '26.

CM Lauren Campbell: Elected '21. Career in human resources, training and leadership development. Owns a local photography studio. Term expires Jan '26.

CM Michael Libbie: Elected in '21. Expert in advertising, marketing and communications. Broadcaster, writer, motivational speaker and business owner. Term expires Jan '26.



[Click on photos for details.](#)



Click image to enlarge

◇ **City Clerk** with the City for 4.5 years, his efforts support Council, Boards, the City Administrator, Elections, Customer Service, Public Notices, Public Records, Code Updates, Business Licenses, Payroll, and Human Resources.

◇ **City Attorneys** (Brick Gentry Law Firm) have served the City for 15+years, as special counsel, providing legal advice, drafting ordinances & resolutions, and prosecuting violations of city ordinances and traffic laws.

◇ **Director of Finance** with the City for 3 years. Very strong financial management and communication skills. Is responsible for managing AR/AP, Budgeting, Risk Management, Treasury, Bond Payments, Asset Management, Forecasting, and the City's Investment Portfolio.

◇ **Director of Public Safety*** was with the City for 5 years, manages Animal Control, Fire/EMS, Police, Emergency Management and some IT.

◆ **Police:** 14 sworn officers / staff; Administration, Patrol, Records and Investigations;

◆ **Fire:** 7 full-time, 20 part-time. Administration, Fire Services, Inspection and Emergency Medical.

*Splitting to separate Police Chief and Fire Chief positions in January 2023.

◇ **Public Works Director** was with the City for 4 years. New Director began January 9, 2023, Manages a team of 6 employees who handle Parks, Refuse / Recycling, Street Maintenance, Building Maintenance, Vehicle Maintenance; Community Center.

◇ **Community Development**, currently supported by the Deputy City Clerk. Duties include: Code Enforcement, Building Permits, Planning, and Zoning. Supported by City Engineers.

◇ **Other:** Solid Waste Management / Recycling by regional consortium; Service Contracts: Building Inspection, Attorney, Engineering, and IT.

CITY MANAGEMENT

City Administrator

The City Council appoints the **City Administrator** to manage daily municipal operations, implement policy, supervise city employees, preparation of the annual budget, make personnel recommendations and advise the Mayor and Council on the financial condition of the City. Windsor Heights is nearly a full-service city with a FY2023 General Fund revenue of almost \$13 million, and general Ad Valorem tax rate of \$8.10 per \$1000 assessed valuation.

The Management Team

The City Administrator has five (5) direct reports in his / her Senior Management Team: *Fire Chief, Police Chief, Finance, City Clerk & Public Works*. Previous administrations have worked hard to assemble a dedicated Management Team leading 50 employees.

Departments include:

- ◇ **City Engineer** (Bolton & Menk, Inc.) has been with the City for 6 years. They are responsible for civil engineering, parks planning (bidding & design), street improvements, traffic counts, planning / zoning, site plan review and rewriting Zoning Code.



Comprehensive Plan Workshop 2017

OPPORTUNITIES, CHALLENGES & PRIORITIES

The new City Administrator is expected to be 'at the heart' of the City's future. Opportunities and challenges include:

Vision, Goals, Evaluation & Reporting

The City is currently undergoing a Strategic Visioning process which will help guide the City into the future. Once completed (March 2023), the Council and Staff will benefit from the leadership of the new City Administrator to help set clear, measurable goals, plan, implement, monitor, evaluate performance, and report progress to the community. [Destination Windsor Heights](#) - the City's **2017 Comprehensive Plan** needs to be fully implemented. A local economic inventory could be helpful.

Organizational Excellence

Current Council is highly professional and very effective working together. Previous administrations missed out on opportunities for more effective communication between staff, the City Administrator and the City Council. The new City Administrator has the opportunity to improve open, professional, and regular communication and to raise the performance and effectiveness of all public servants.

Communication, Visibility & Transparency

An effective communication strategy and tools are needed to improve community relations, public perception, and illuminate the success of Council and Staff. Transparency to and educating the taxpaying public on the services of local government is an important priority for residents.

Strategic Planning, Innovation & Growth

The City needs to grow and renew commercially and economically. Foresight, innovativeness, strategic planning, collaboration and re-development experience is a priority for business attraction and expansion.

Infrastructure, Assets & Maintenance

Aging infrastructure (streets & buildings) needs assessing, planning, and planned maintenance funding with some external agency assistance. The City does have a Capital Improvements Program, Asset Management, and Vehicle Maintenance in some departments, however a more comprehensive deferred maintenance strategy will be needed. The City does not provide or maintain Water infrastructure. Cost reduction and risk mitigation are priorities.

Coaching, Mentoring, Team-building

The need to 'harmonize' and create a high-performance culture w/in City Hall can be realized with a new City Administrator who can serve as coach, advisor, mentor, and strategist - someone who values the time, inputs, and efforts of others will be welcomed and successful.



Community Event

The Ideal Candidate

Excellence in Communication

- ◇ the development and use of effective **modern (mass communication) technology** to strengthen the City's image and inform the public;
- ◇ ability to enhance **mediums of communication** to residents and businesses;
- ◇ ability to **effectively communicate** with elected officials, department heads, employees, citizens and in the public forum;
- ◇ listen to and understand opposing viewpoints and successfully mitigate disputes;
- ◇ understands and explains potential **operational / fiscal impacts** of policies or visions;

Steady, Proven Leadership & Continuity

- ◇ ability to **balance competing priorities** of elected officials & aid in committee effectiveness;
- ◇ ability to **identify & mitigate risks** to the City;
- ◇ ability to **balance needs** of all departments and differing funding resources & service levels;
- ◇ ability to effectively **delegate authority** and responsibility; maintain employee **accountability and performance measurement**;
- ◇ ability to effectively **attract & retain employees** to build an effective public service team who love to work within the City and don't want to leave;



Improving the City's image as a Regionally Engaged, Highly Professional organization

- ◇ a strong technical aptitude in **re-development, revitalization & private investment**;
- ◇ **Intergovernmental relations** locally, regionally and state-wide;
- ◇ developing a **stronger regional presence** among public and private organizations
- ◇ developing **collaboration** with neighboring cities;

Collaborator, Team Builder & Influencer

- ◇ ability to build a strong **customer service** culture;
- ◇ a positive, infectious attitude and is willing to mentor staff and **inspire others** to follow;
- ◇ the ability to **instill passion** with the employees;
- ◇ the ability to **harmonize people** with technical and non-technical skills;
- ◇ **values all genders**, and orientations in the workplace;

Understands 'Small-community' dynamics

- ◇ will support and **attend local events**; will be seen throughout and **engage** with the community;
- ◇ provides a more **transparent, responsive** local government;
- ◇ can clarify City Codes and Policies to residents (i.e. code enforcement);
- ◇ honest, enthusiastic, and transparent

Qualifications

Education

- ◆ **Bachelor's Degree** in Public Administration, Finance, Engineering or related field. Equivalent combination of education and experience will also be considered.
- ◆ **Masters Degree** in Public Administration or related field is *preferred* but not required.


Experience

- ◆ **Five (5) or more years** in Senior Management developing and administering capital budgets, economic development, and human resource management.
- ◆ Management of a **small community** within a large **metropolitan** area desirable.

Certifications & Licenses

- ◆ An **ICMA-credentialed City Manager** is welcome, but *not required*. Professional credentials from fields listed above are also welcome.

REGIONAL & LOCAL AMENITIES



Greenbelt Trail in Windsor Heights

Enjoy small-town living within a modern metropolitan area. Get out and walk or bike the 750 miles of trails throughout the Des Moines metro area. Visit and experience:

- ♦ the **Blank Park Zoo**, **Iowa State Capitol**, **Botanical Gardens**, or **Des Moines Art Center's** 4,800 works of art.
- ♦ the **Downtown Farmers Market** in Des Moines - considered one of the best in the country.
- ♦ the **Windsor Heights Fall Festival**, live **Music and Movies in the Park**, and College or Professional sports.





Windsor Heights Community Events Center

Salary & Benefits

The City offers a competitive salary of **\$125,000 - \$150,000+/-**(DOQ) with performance incentives. Relocation expenses, professional dues, retirement and attractive benefits program:

[2023 Benefits Packet](#) & [Benefits Summary](#) (links)
[FY22 Annual Financial Report](#) & [2022 Audit](#) (links)
[2017 Comprehensive Plan](#)

Past City Administrators

4 *permanent* City Administrators in 10 years.

Residency

Residency in the Windsor Heights is not required. Living within 30 minutes is highly encouraged.

Equal Opportunity

Windsor Heights values equal opportunity and diversity and in the workplace. Veterans, persons with disabilities, all genders and ethnicities who meet the qualifications are encouraged to apply.

This recruitment actively managed by:



www.MunicipalSolutions.org

HOW TO APPLY

RESUME & LETTER OF INTEREST TO...

WindsorHtsAdmin@municipalsolutions.org

(submittals are confidential until finalist selection)

TIMELINE & SELECTION

TIMELINE & SELECTION PROCESS

Feb 24	Deadline to Express interest
Feb 1-Mar 19	Screening & Evaluation
Mar 21	Finalists Selected
Mar 28	Interviews, CM selected



RESUME & LETTER OF INTEREST BY FEBRUARY 24TH