CITY OF WEST DES MOINES, IOWA

Invites your interest in the position of:

CITY MANAGER

ABOUT WEST DES MOINES

Located at the crossroads of Interstates 80 and 35, West Des Moines, Iowa, has established a well-deserved reputation as a rapidly growing community with a vibrant economic base and quality of life. With a current population estimated at 58,000, West Des Moines has grown by approximately 70 percent in the last two decades and is projected to grow by another 44 percent in the next two decades. The community currently consists of 46.6 square miles located in four counties--Polk, Dallas, Warren, and Madison. The City recently completed a 4,600-acre annexation.

The community has a highly educated workforce as the number of residents with bachelor's degrees is 82 percent greater than the national average. In addition, West Des Moines' median household income is 37 percent greater than the national average.

HISTORY

West Des Moines was incorporated in 1893 as Valley Junction, a railroad town with a population of 500. The decline of the railroad industry and the Great Depression convinced community leaders to rename the city in 1938 to West Des Moines to help spur progress and give the city a suburban image.

West Des Moines has garnered national and regional recognition for its accomplishments including:

- Business Week named West Des Moines in its "Top Ten Most Affordable Suburbs" in 2009;
- In November 2009, Forbes.com named Des Moines-West Des Moines in its Top 5 "Best Bang for the Buck" cities;
- Business Week in 2009 named West Des Moines one of the "Best Places to Raise Your Kids";
- The Des Moines Business Record has named West Des Moines "The Best City Government Conducive to Business" each year for the last twelve years; and
- In October 2009, Business Week named Des Moines-West Des Moines as the 17th strongest metropolitan economy in the country.

More About West Des Moines

ECONOMY

While West Des Moines' population growth has been impressive, its job growth has been even more impressive. In the last decade, the community added more than 20,000 jobs for a growth rate of 69 percent.

West Des Moines is the ninth largest city in Iowa but ranks fourth in retail sales, property valuation, and hotel/motel tax collections. Its largest employers such as Aviva, Wells Fargo Mortgage, Wells Fargo Card Services, and Farm Bureau Insurance and Financial are in the finance and insurance sectors. The community's growth is due not only to its prime location in Central Iowa but also to quality planning that ensures a balanced mix of land uses and adequate infrastructure to accommodate growth.

West Des Moines has experienced more than $2 billion worth of development in the last ten years. The community is a major employment center for Central Iowa with a daytime population of 119,000. Some of the major recent developments include:

- Jordan Creek Town Center, a 200-acre upscale retain and entertainment complex;
- Wells Fargo Home Mortgage's 1 million square-foot North American corporate headquarters that houses more than 3,800 employees; and
- Aviva's the world's fifth largest insurance company, 396,000 square-foot United States headquarters.
- Mercy West Lakes Hospital , a 239,000 square foot facility with 146 beds; AND Methodist West Hospital a 222,500 square foot facility with 95 beds.

Two new development projects will be completed in the near future: 1) Microsoft's North American Data Center; and 2) Trader Joe's.

While West Des Moines has focused much attention in recent years on new development, it has not neglected its original roots, Valley Junction. Through public-private cooperation, Valley Junction has been restored and revitalized into a dynamic commercial, residential, and tourist area. Valley Junction includes 150 independent, locally owned businesses with unique dining venues and turn-of-the-century architecture.

Valley Junction has been part of the Main Street Program for 23 years and will host the closing event at the 2011 National Main Street Conference where attendance in excess of 2,000 is expected. The City has facilitated the investment of $50+ million of public (federal, state, and local) funds for streetscape, street and utility infrastructure, housing rehabilitation, and redevelopment in Valley Junction during the past 20 years. One of the most creative projects is the current construction of the first phase of a fire sprinkler mainline system for commercial buildings. The City is using a federal grant and TIF funds to construct a fire sprinkler mainline system. Without this project, it is cost-prohibitive for these historic structures to be renovated because doing so requires compliance with current codes including fire sprinkling. This is the only project of its kind in the country and will enable Valley Junction businesses to grow by reducing their investment in fire sprinklers to 10-20 percent of the total cost.

Also, the City will be using $1.2 million of federal and state grants and TIF funds to renovate its original, 100-year old City Hall into office space to be occupied by the Historic Valley Junction Foundation which operates the community's Main Street Program. This will be a demonstration green project for its use of energy-efficiency features in the remodeling of an historic structure.

West Des Moines' Business Climate

Mark Oman, Senior Executive Vice President of Wells Fargo Home and Consumer Finance Group commented, "The City ensures compliance with its land use plan, and it sets high standards for development so it can provide residents with planned and orderly growth. West Des Moines is also a great place for our team members to live."

Aviva USA CEO Chris Littlefield stated, "West Des Moines is a great community that's on the move and understands economic development. The City offers a wealth of amenities for both its residents and businesses. I can't say enough good things about West Des Moines."

In order to ensure the continued effectiveness of its private sector development organizations, the West Des Moines Chamber of Commerce and West Des Moines Development Corporation were recently merged into one organization, the West Des Moines Development Connection.

TRANSPORTATION

The Des Moines metropolitan area with a population in excess of 400,000 is centrally located within the Midwest with good transportation access to major markets. One-day truck and rail service from the Des Moines area is available to markets such as Chicago, Kansas City, Omaha, Milwaukee, and Minneapolis. Also, the Des Moines International Airport offers air travel to both the East and West Coasts in less than five hours.

Regional bus service is available in West Des Moines through the Des Moines Area Regional Transit Authority (DART) which also provides paratransit handicapped bus service. In addition, the West Des Moines Human Services Department provides free transportation in wheel-chair accessible buses and a van to medical appointments and congregate meals for residents who are elderly, disabled, or low-income.

RECREATION AND LEISURE

The West Des Moines Parks and Recreation Department offers many recreational programs and activities year-round for all ages. There are more than 1200 acres of parkland and open space with parks ranging in size from the half-acre Kiwanis Park to the 632-acre Raccoon River Park which offers picnicking, swimming, fishing, and other activities. The City also has two aquatic centers, a softball complex, and nature lodge. West Des Moines also has a 45-mile trail system that connects to the Des Moines trail system.

The City has a 52,000 square-foot Library which is located on its municipal campus. The Library is open every day of the week for a total of 68 hours and offers resources to people of all ages to develop and sustain a lifelong appreciation for the rewards of self-directed reading and learning.

West Des Moines hosts many regional events including the Principal Charity Golf Classic which is part of the PGA Champions Tour and the Hy-Vee Triathlon which is one of the premier triathlon events in the world.

EDUCATION

Iowa is known for its emphasis on education and routinely has some of the highest performing school districts in the country. West Des Moines is no exception offering a variety of excellent K-12 educational opportunities including two public school districts (West Des Moines Community Schools and Waukee Community School District) and four private schools (Dowling High School, Iowa Christian Academy, Sacred Heart School, and St. Francis of Assisi School). The largest high school in West Des Moines, Valley High School averages ten National Merit Scholarship Finalists annually, has an average ACT score of 24.6, and has a certified staff-to-student ratio of 1 to 15. West Des Moines also has many nearby post-secondary education opportunities including Drake University, Iowa State University, Grandview College, and the Des Moines Area Community College.

Additional information about West Des Moines is available at www.wdm-ia.com.

West Des Moines' Quality of Life

"I moved to West Des Moines just over a month ago and I have been impressed with it every day since. The layout of the city is crisp and well designed. The landscaping is well groomed and the architecture is alluring. Having moved here from a bigger city, I'm amazed that there is so much green land even in the middle of the bustling shopping areas. West Des Moines provides an appealing duality between country living and the convenience of city life. I have only good things to say about my experience thus far."

Natalie Palmer, Resident

"We are a company of strong values, and we feel like we are located in a community that mirrors those values."

Ric Jurgens, Chairman, CEO and President of Hy-Vee, Inc., in *WDM Difference*

TOP 100
PLACES TO LIVE
www.RelocateAmerica.com
2009

The City Government

The City of West Des Moines has operated under the council-manager form of government since 1964 and has had four City Managers during that time period. The City Council consists of the Mayor and five Council Members elected on a nonpartisan basis to four-year overlapping terms. Three Council Members are elected by wards, and two are elected at-large. The Mayor is elected at-large and does not vote on Council agenda items but is the official representative of the City, presiding officer of the Council, and its policy spokesperson. At the next election in November 2011, only two Council seats will be filled as the Mayor and other three Council Members' terms do not end until January 2014.

The Council appoints the City Manager, City Attorney, and City Clerk. The Library Board appoints the Library Director, and the Water Works Board appoints the Water Works Manager. All other personnel decisions are made by the City Manager or those to whom the Manager delegates the responsibility.

The City Council has five Council Committees which assist the City in policy deliberation and make recommendations to the full Council. The Mayor makes Committee appointments, and each Council Member chairs one Committee and serves on one other Committee. The Committees are: Finance and Administration; Public Safety; Public Works; Code Enforcement; and Planning and Development.

West Des Moines is a full-service municipal government providing a wide array of City services (including the only municipal Human Services Department in Iowa) as shown in the accompanying organizational chart.

The City is on a July-June fiscal year and has a total budget of $107 million including a $19 million Capital Improvement Program (CIP) and 360 FTE's. The City has a policy of maintaining a General Fund balance of at least 25 percent of General Fund expenditures. The current General Fund balance is 29 percent. The City has not experienced any layoffs and has established an internal Position Review Team that evaluates vacant positions to determine whether they should be filled.

The City conducts collective bargaining with the following four units: 1) Police; 2) Dispatch; 3) Fire; and 4) Public Works/Parks Maintenance. All of the bargaining units except Police currently have staggered multi-year agreements. The Police agreement is presently in arbitration and therefore according to state law will be a one-year agreement. In addition, EMS employees will be voting on bargaining unit representation.

The City conducts comprehensive strategic planning which has led to the development of a Balanced Scorecard system for measuring organizational effectiveness. The strategic planning process has included development of the following City Value Statement:

"We, the employees of the City of West Des Moines, through TEAMWORK and COOPERATION, are COMMITTED to provide the highest QUALITY OF SERVICE with HONESTY and INTEGRITY to the community we serve. We take pride in providing

A Sound Economy

West Des Moines has ***more than double the average per capita assessed valuation*** of Iowa's ten largest cities.

The City has a AAA bond rating from Standard and Poor's, an Aaa rating from Moody's Investor Services and has received the Government Finance Officer's Association (GFOA) Distinguished Budget Presentation Award for the past 9 years and its Certificate of Achievement for Excellence in Financial Reporting for the past 14 years.

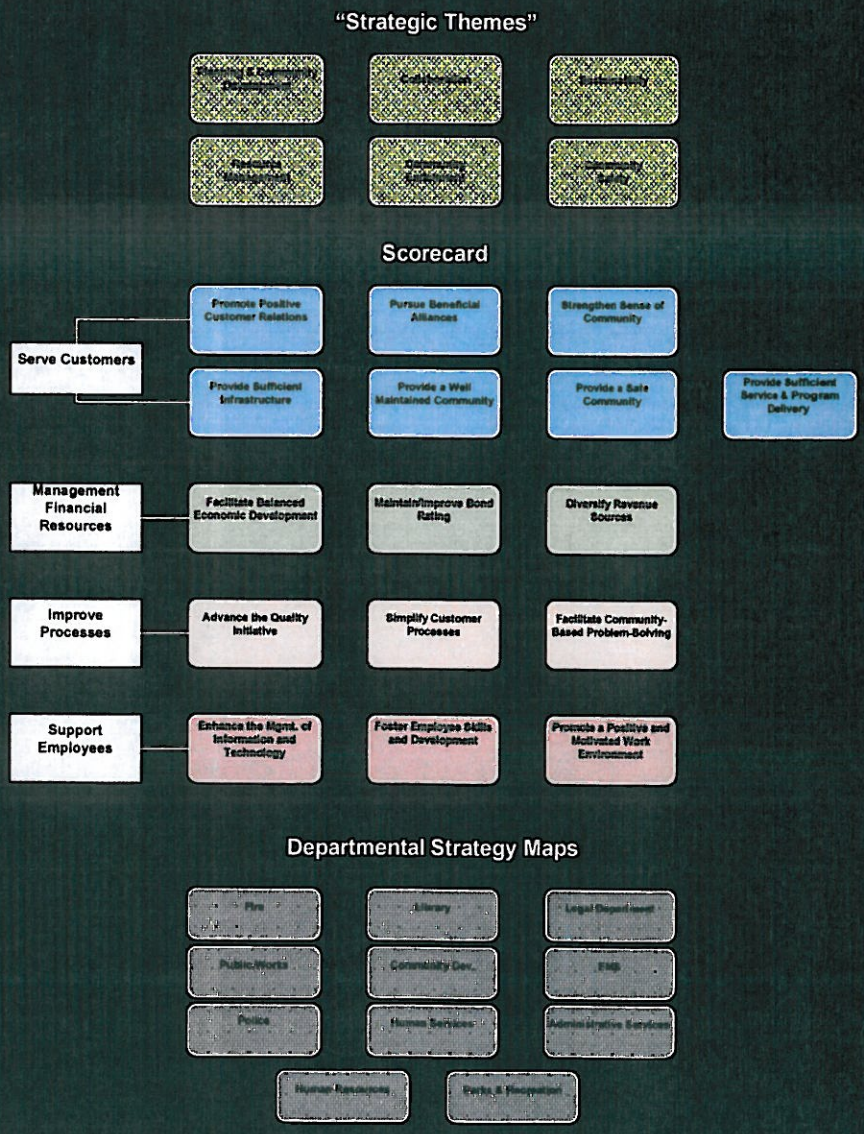
EFFECTIVE, DEPENDABLE services while striving to achieve EXCELLENCE through VISION and INNOVATION."

The City initiated a comprehensive quality management initiative ten years ago that is still very active today. Each department has a quality team that involves employees at all levels of the department in finding ways of delivering services more efficiently and effectively. Each department has both management and non-management representatives that serve on the City Wide Quality Team that evaluates City-wide processes to streamline them and make them more efficient.

The City prides itself on its ability to deliver a high level of services to its citizens. The City contracts with the ETC Institute to measure citizen satisfaction with City services every two years. The ETC Institute benchmarks West Des Moines' citizen satisfaction ratings against 20 other similar-sized cities across the country in 29 categories. In the most recent survey conducted in 2008, the City of West Des Moines ranked in the top 25 percent of its benchmark cities in all 29 service categories and received the highest ranking in 15, or 52 percent, of the 29 categories. Most impressively, West Des Moines' Overall Satisfaction Index has increased by 8 points since 2002 while the average of its benchmark cities has decreased by 2 points.

West Des Moines is one of only five cities in the nation to have all three public safety departments accredited. Emergency Medical Services received accreditation from the Commission on Accreditation of Ambulance Services. The Police Department has been accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA) for 14 years and is considered a "Flagship Agency" by CALEA for providing "an extraordinary example of excellence". The Fire Department received accreditation from The Commission on Fire Accreditation International. Also, the Insurance Services Office (ISO) has given the community a rating of 2 on a 1-10 scale, 1 being the best rating available. A 2 rating has been achieved by less than five percent of communities nationwide.

City of West Des Moines Strategy Map



Issues and Opportunities

The following is a summary of the issues and opportunities to be managed by West Des Moines' next City Manager.

Economic Development—there is clear consensus among the City Council and widespread community support for the City to continue to make economic development its highest priority. The City has reaped the rewards of its economic development efforts that have resulted in:

- an increased property tax base that supports quality services and facilities while maintaining a stable tax rate;
- creation of a major employment center that provides jobs for its residents and others in Central Iowa; and
- upscale shopping, dining, and entertainment venues that have enhanced the community's aesthetic appeal and quality of life.
- Clearly the City wants to sustain this momentum and has annexed the land necessary to do so. The City also understands that success in this area will require continued nurturing of its relationship with the private sector including appropriate partnering for infrastructure development. The City also desires to continue to attract young professionals (the Creative Class) to West Des Moines by offering additional quality of life and cultural amenities.
- *Valley Junction Revitalization*—the City desires to continue the public-private partnership that has revitalized Valley Junction. Future partnership opportunities include facilitating a low-interest loan program for commercial building renovation with emphasis on making more productive use of second floor space, constructing additional phases of the fire sprinkler system, additional housing rehabilitation, and additional infrastructure upgrades.
- *Reorganization*—the City Manager currently has 18 direct reports making it difficult to provide sufficient attention and direction to internal needs. Therefore there is an opportunity to reorganize and consolidate the City's organizational structure.
- *Succession Planning*— as with most employers, the City will be losing many baby-boomer employees especially among senior management to retirement over the next several years. Therefore, the next City Manager will likely have the opportunity to hire several high-level staff members over the next few years.
- *Non-Bargaining Unit Pay Plan Study*—the City has just initiated a pay plan study of its non-bargaining unit employees. The intent of this study is to ensure that the City is paying appropriate and competitive salaries and benefits to these employees.
- *Centralized IT Functions*—the City has been making strides over the last several years to centralize its information technology (IT) functions into the Information Technology Services Department. However, IT functions are still a mix of centralized and decentralized ones, and the next City Manager will want to work with the City's management team to determine the best overall strategic direction for the City's IT functions.

Job Requirements

The minimum job requirements are: 1) Bachelor's Degree in Public Administration or related field; Masters Degree preferred; 2) successful experience as a local government chief executive or full assistant in an organization of comparable size and complexity with experience in a growth community strongly preferred and a stable and progressive career pattern preferred. Equivalent experience may be substituted for all or part of formal education requirements at the discretion of the City.

Desired Professional and Personal Attributes

The following are the desired professional and personal attributes of West Des Moines' next City Manager:

- Aggressive, calculated risk-taking salesperson who will facilitate continuation of West Des Moines' high quality economic development;
- Outgoing, energetic, and personable;
- Approachable with good listening and communication skills;
- Communicates effectively and frequently with Mayor and Council Members;
- Visionary who partners with Mayor, Council, and City staff on policy initiatives and encourages best thinking of staff and makes it available to Council;
- Creative, innovative, and "thinks outside the box";
- Ability to work with highly qualified management team providing them with needed direction without micro-managing them;
- Continue City's quality initiative and employee recognition programs and work to foster understanding of policy and management decision impacts on employee relations climate;
- Continue City's high service levels and customer service, "can-do" attitude both personally and within City workforce;
- Strong intergovernmental relations skills with ability to work effectively with federal, state, county, regional, and area municipal officials;
- Effective negotiator with developers, government agencies, and others; and
- Be active in the community as a visible City official personally taking part in civic and community activities and events.

Compensation

The compensation for the City Manager job is highly competitive including an excellent fringe benefit package. The starting salary is dependent on the selected individual's qualifications and match with the desired attributes being sought by the City. The City will pay reasonable and customary moving expenses for the next City Manager who is required to live within the city limits.

To Apply

In order to be considered for this position, please send your resume and cover letter with current salary by **September 24, 2010** to :

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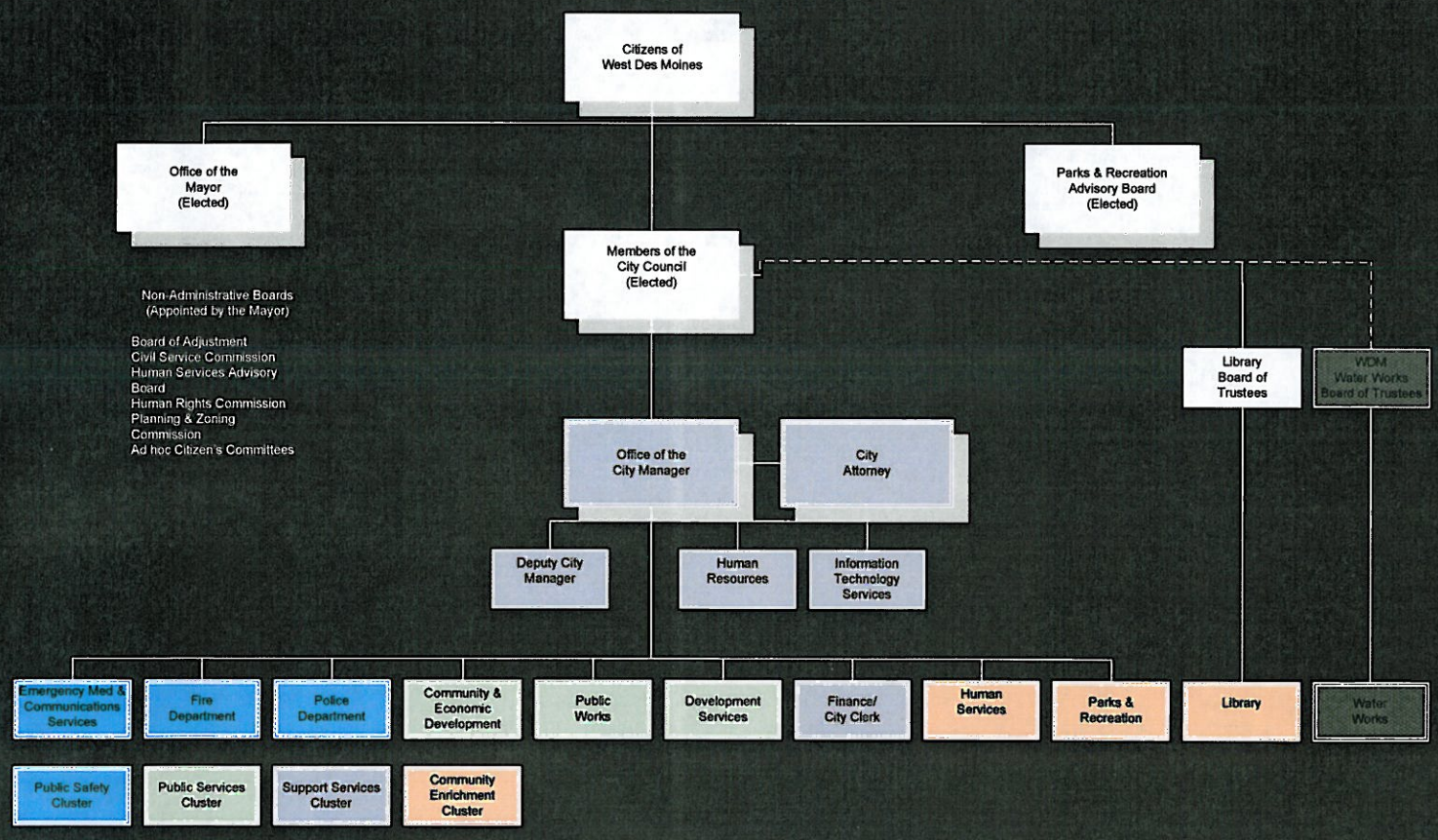
City of West Des Moines Organizational Chart