



**AGENDA**  
**WORK SESSION MEETING OF THE**  
**WINDSOR HEIGHTS CITY COUNCIL**  
**Monday, November 2, 2020 -Immediately following the Regular**  
**Council Meeting**  
**VIA ZOOM**  
**Meeting ID: 882 5126 3290|Passcode: 084772|Phone: 1-312-626-6799**

Notice to the Public: If you would like the supporting documents and information, please call City Hall by noon the day of the meeting. Copies of City Council Agendas are free to the public. In consideration of all, if you have a cell phone, please turn it off or put it on silent ring. The use of obscene and vulgar language, hate speech, racial slurs, slanderous comments, and any other disruptive behavior during the Council meeting will not be tolerated and the offender may be barred by the presiding officer from further comment before the Council during the meeting and/or removed from the meeting.

1. **Call to Order/Roll Call**
2. **Strategic Goal Setting Session**
  - A. Review Council 2020 Goals and Objectives
3. **Adjourn**

The agenda was posted on the official bulletin boards, posted to [www.windsorheights.org](http://www.windsorheights.org), and city social media platforms in compliance with the requirements of city ordinances the open meetings law.



**STAFF REPORT**  
**CITY COUNCIL**  
November 2, 2020

TO: CITY COUNCIL  
FROM: Dennis Durham  
SUBJECT: Review Council 2020 Goals and Objectives

**GENERAL INFORMATION**

Goals and Objectives as revised from the last work session.

**SUMMARY**

**ATTACHMENTS**

1. Council 2021 Goals & Objectives - Revised



### Community Mission Statement

The mission of Windsor Heights is to provide our residents, businesses and visitors a safe environment and exceptional city services through a team-oriented and fiscally responsible approach in order to create a unique, sustainably vibrant community.

**Goal #1** – Focus City services, resources and cooperative partnerships on creating and maintaining a safe community for all residents, businesses and visitors.

Objective A: Recruit and train quality police and fire professionals.

Objective B: Implement policies and practices leading to clean air and protection of water resources – i.e. expanding anti-smoking initiatives and membership in Central Iowa Water Trails efforts.

Objective C: Replace aging vehicles and equipment.

Objective D: Prepare/update a comprehensive emergency response plan in the event of natural weather disasters.

Objective E: The City should work to become the employer of choice for our employees, and perspective employees, by ensuring alignment of wages, benefits and employee support to create a positive and engaging work environment

Objective F: Engage neighboring communities as partners in service delivery – i.e. WestCom, sewer maintenance, traffic signal management, cooperative fire services, Dart, MPO, Metropolitan Advisory Committee, Metro West Housing and Catch Des Moines, as examples.

**Goal #2** – Develop and implement processes to ensure delivery of exceptional City services.

Objective A: Pursue shared services with neighboring local municipalities on recreational programming, sewer system operation and maintenance, and traffic signal operation and maintenance.

Objective B: Revise the City's code of ordinances to address outdated regulations.

Objective C: Improve the City's enforcement of nuisance violations in an effort to cleanup of properties throughout the community.

Objective D: Add digital record storage capabilities to offer great record transparency and in-office efficiencies.

**Goal #3** – Protect the financial future of the City through reasonable and well-thought-out fiscal policies and adherence to generally accepted government finance practices.

Objective A: Update the Equipment Revolving Program (ERP) annually.

Objective B: Update the Capital Improvement Program (CIP) annually.

Objective C: Balance the continuation of basic municipal services with the addition of new program initiatives considering the availability of financial resources long-term.

Objective D: Establish a standard budgeting process that will institute continuity that will allow multi-year analysis and decision-making.

Objective E: Receive a clean fiscal year audit report.

Objective F: Investigate and pursue new revenue streams such as membership fees for dog park use.

**Goal #4** – Create and maintain a high-functioning City team of elected officials, professional staff and volunteer board members via regular and pertinent training and continuing education opportunities.

Objective A: Review and revise the employee handbook.

Objective B: Implement an all-electronic job application process.

Objective C: Identify and allocate resources to support ongoing employee training focused upon improving customer service.

Objective D: Develop a retention and succession plan to prepare for future employee turnover.

**Goal #5** – Build a unique and sustainably vibrant community that contributes to the overall character of the Greater Des Moines region.

Objective A: Invest in art and culture opportunities unique to the region in cooperation with Bravo.

Objective B: Launch a revised community concert series.

Objective C: Invest in community artwork.

Objective D: Begin implementation of the Parks Plan by creating a vision for Colby Park to include new and improved recreational opportunities; decide what to do with Lions Park.; and initiate discussion for establishing a new northeast park amenity.

**Goal #6** – Pursue a comprehensive economic development strategy that supports a healthy business sector and contributes to a better overall quality of life.

Objective A: Reconvene a new economic development committee.

Objective B: Conduct a community survey of what business sector additions would best serve Windsor Heights residents.

Objective C: Invest in a comprehensive marketing plan for business attraction.

Objective D: Build on the existing partnership with local development partners.

**Goal #7** – Plan and invest in City infrastructure to ensure the long-term viability of the community’s roadways, utilities, parks and public facilities.

Objective A: Establish a long-term funding plan for streets, sewers, parks, storm sewers, city facility improvements, and other large scale investments.

Objective B: Pursue recreational program partnerships with the schools.

Objective C: Complete a long-term public facilities plan.

**Goal #8** – Pursue initiatives aimed at growing Windsor Heights as a diverse and inclusive community.

Objective A: Identify new and emerging housing sector needs and develop strategies to pursue.

Objective B: Plan and hold new multi-cultural special events with the City’s Chamber and Catch DSM partners.

Objective C: *Maintain City’s commitment to unbiased policing and equal treatment of all residents regardless of age, race or sexual orientation. (Suggested by Mayor Pro-Tem Jones)*

Objective D: *Pursue grant opportunities to encourage the growth of minority-owned businesses. (Suggested by Mayor Pro-Tem Jones)*