



**AGENDA**  
**WORK SESSION**  
**OF THE WINDSOR HEIGHTS CITY COUNCIL**  
**Monday, March 21, 2022 - Immediately Following the Regular**  
**Council Meeting**  
**WINDSOR HEIGHTS COUNCIL CHAMBERS - 1133 66th ST**

Notice to the Public: The Council may conduct workshop meetings or study sessions on matters which are expected to come before the Council for informal action at a regular meeting or otherwise need study by the Council. Items to be considered will be placed on an agenda as required by the open meetings statutes. Final action on items is not taken during workshop or study sessions. No formal vote of the Council in favor or against any workshop or study session item may be taken. Workshops and study sessions are not public hearings. The Presiding Officer may determine whether or not to allow public comment during a workshop or study session. No member or the public or interested party has the right to make a presentation or address the Council on an item under consideration in a workshop or study session.

1. **Call to Order/Roll Call**
2. **Strategic Vision Proposal Discussion**
  - A. Strategic Vision Proposal
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 and the open meetings law.



WINDSOR  
HEIGHTS  
the heart of it all

**PRESENTED IN PARTNERSHIP  
BY:**

**Drake** UNIVERSITY | The Robert D. and  
Billie Ray Center

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## **2 THE TOP**

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## Proposal Outline

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The City of Windsor Heights is uniquely positioned within the Des Moines metro. As a land-locked suburb the community must think creatively about how to attract and retain businesses, customers, and residents as growth options will be required to be innovative and likely grass-roots efforts. In-order to be proactive in learning and planning for the future, the city has a proposed a visioning and data collection process to assist with future planning.

In order to support the City Council and city staff with this effort, the following proposal has been prepared and submitted jointly from The Robert D. and Billie Ray Center at Drake University and 2 THE TOP, specifically with the professional expertise from J. Scott Raecker and Cassandra Halls.

### ABOUT THE FIRMS:



The Robert D. and  
Billie Ray Center

The Robert D. and Billie Ray Center at Drake University is dedicated to improving civility and developing ethical leaders throughout the world.

Built on the foundation of CHARACTER COUNTS!, The Ray Center helps create strong, vibrant communities that value positive, healthy relationships and respectful behavior. Through public awareness and programming grounded in research, The Ray Center provides character and leadership development strategies from early childhood to the corporate, community and public service arena.

Learn more at [www.drake.edu/raycenter](http://www.drake.edu/raycenter) or by calling: (515) 271-1910.



Cassandra Halls founded 2 THE TOP in 2007 offering a wide variety of business consulting services to corporate, non-profit, local, and state government, colleges, and universities. Areas of specialty include strategic planning, project management, research services, training facilitation, workforce development, succession planning and operations process improvements. Halls spent 10 years of her career in public administration in Iowa and has also served in the Vice President role in both non-profit and corporate operations. Halls utilizes her broad perspective to drive solutions to the challenges encountered in many work cultures and environments.

To learn more about 2 THE TOP visit: [www.2ttop.com](http://www.2ttop.com) or call (515) 473-4980.

## **SCOPE OF WORK:**

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### **Phase I: Identifying Outcomes, Expectations and Process Compact**

Leveraging a highly effective and proven approach to effective project planning and implementation, the Facilitation Team will work with the Mayor and City Council to develop a Compact for Excellence that will identify what it will take for the Mayor and City Council to do their best work and treat each other with care and respect in the process. The Compact will establish guidelines for engagement that will also capture the involvement of additional stakeholders in the process.

Action Steps will include:

1. Electronic survey (3 – 5 questions) for the Mayor and City Council
2. One-on-one follow-up interview with the Mayor and each member of the City Council (each interview will be no more than 30 – 45 minutes)
3. Electronic survey (5-10) questions for city staff
4. 90-minute retreat
5. Review of relevant/existing documents
6. Follow-up meeting to review and confirm next steps

**TOTAL COST: \$4,700.00**

### **Phase II: Research and Data Collection**

In order to effectively inform the visioning process, research and data collection will be conducted to capture Windsor Heights stakeholder perspective from two distinctive lenses:

- Internal Stakeholders (Windsor Heights Citizens/Residents)
- External Stakeholders (Windsor Heights Businesses, Regional Partners, Peer City Managers/Mayors)

Perspective will be captured via electronic survey that will be made available through web link. Survey questions will be fully customized with Mayor and City Council input. The link for the Internal Stakeholder Survey will be shared through city publications and local media outlets.

The External Stakeholder distribution list will be prepared by the Facilitation Team in partnership with City Leadership, however, will be finalized by the Mayor and City Council. The External Stakeholder survey will be shared through email communication issued by the Mayor, City Council and City Leadership.

All survey results will be received by the Facilitation Team third party system and will be analyzed and compiled by the Facilitation Team to identify trends.

#### ***OPTIONAL PROJECT CONSIDERATION***

Focus groups and/or research interviews can add significant value to the research process lending an opportunity for in-depth discussion to validate the survey findings. This could be an additional

consideration for topics where public opinion may be mixed, or where the City Council would like a more comprehensive view of citizen input.

Action Steps will include:

1. Development of Internal and External Stakeholder Survey Questions with the Mayor and City Council – 60-minute session
2. Issue surveys
  - Internal Stakeholders (Windsor Heights Citizens/Residents)
  - External Stakeholders (Windsor Heights Businesses, Regional Partners, Peer City Managers/Mayors)
3. Compile survey results
4. **\*\*Focus groups/research interviews if deemed necessary**
5. Issue findings report and review session with the Mayor and City Council (90-minute session)

**TOTAL COST: \$7,000.00**

*\*\*Additional Cost for Focus Groups/Research Interviews if needed:*

Research Interview: \$350.00 (45 minutes, per interview)

Focus Groups: \$1,500.00 (8 – 10 participants, 1 hour, virtual, per focus group)

Additional costs are not included in the Total Cost above and will only be incurred if deemed necessary, approved in advance, and incorporated into the project scope via change order.

### **Phase III: SWOT Analysis**

Once the results of the research are compiled, the Facilitation Team will convene City Leadership to review the and discuss the survey results. Through a guided SWOT exercise, the Facilitation Team will discuss the findings of the internal and external surveys.

Overview of a SWOT Exercise:

SWOT is an acronym that stands for **S**trengths, **W**eaknesses, **O**pportunities, **T**hreats. A SWOT exercise is a proven research strategy that allows participants the ability to gather thoughts and suggestions and make comparisons on a business operation. It develops full awareness of both positive and negative factors and allows consideration of multiple perspectives, even when you are not an “expert.”

Strengths and Weaknesses are assessment of internal factors such as resources and experiences readily available like financial, physical, human, current processes, culture, and image.

Opportunities and Threats are assessment of external factors things we do not control such as market and economic trends, financial, demographics and politics.

Action Steps will include:

1. OPTION A: Review research, host discussion, adjourn with SWOT homework assignment to allow for time to process survey results, reconvene with \*analysis of comment trends. (2 – 90-minute sessions)

\*Analysis of the comment trends is an in-depth evaluation that assesses the written comments from the SWOT worksheets and compiles them quantitatively into percentages for data driven decision making. This unique and innovative approach allows participants to actually see the numeric weight comments, rather than how they may vocally present. This avoids the potential for decision makers to lose sight of focus on facts and data trends.

2. OPTION B: Review research, host discussion, SWOT analysis in-session, identify primary themes, adjourn. (1 – 3-hour session)
3. Preparation and follow-up

**TOTAL COST:**

**OPTION A: \$3,750.00**

**OPTION B: \$2,250.00**

**Phase IV: Creating the Vision**

Having a clear vision for the city of Windsor Heights is incredibly important. Your vision is what will set you apart from every other city in the metro. Your vision will attract new residents, patrons, and business, while inspiring pride and retaining existing citizens and commerce. The vision statement is also incredibly important for ensuring city leadership (Mayor, City Council, and staff) have aligned consensus on direction and that you are meeting the needs and expectations of what is most important to those you serve.

The work of Phase IV is contingent upon the outcomes of the previous phases.

Action Steps will include:

1. Through two facilitated 60-minute sessions, work with City leadership to draft and adopt a city vision statement leveraging the research and themes identified through the SWOT exercise
2. Present the City vision statement to two focus groups (internal, external stakeholders) for feedback (we could solicit volunteers through the survey process)
3. Preparation and follow-up

**TOTAL COST: \$5,500.00**

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Facilitator Notes/Clarifications:

- Project contract will be held by Robert D. and Billie Ray Center on behalf of both project partners.
- Daytime and evening sessions are preferred. Sessions will be limited to 90-minute meetings (with one exception if selected.) Saturdays can be considered, but will be limited to one Saturday per month, and will include a \$500.00 premium per facilitator per session.
- This process has been designed based on a high-level of engagement required from the Mayor and City Council (not requiring a significant number of meetings, but a need for high-quality, open, honest discussion.
- Timeline will need to be clarified based on scheduling and commitment date.
- The scope of work proposed above has been designed based on initial understanding of the project scope. Additional activities may be added or removed as the project progresses. Each addition or deletion will be evaluated by the Facilitation Team and the City Manager and managed with an agreed upon change order process and may result in an increase or decrease of project hours and/or project cost.