

The City of Waukee, Iowa

Invites Qualified Candidates to Apply For

City Administrator



ABOUT WAUKEE – Over the years Waukee has transformed from a small rural town to a rapidly growing western suburb in the Greater Des Moines metropolitan area. With a current population estimated at 14,500, **Waukee’s population grew by 169 percent** in the last decade.

Waukee upholds a small town atmosphere focused around families and friends with convenient access to local and regional amenities. The community has long made investing in families an important part of its culture which is evident in the quality of its school district, park facilities, and participation in special events held throughout the year. As substantiation of the family-friendly nature of the metro area, *Parenting Magazine* ranked Des Moines #5 for families among U.S. cities in 2011.

There are approximately 13 square miles in Waukee’s city limits with potential to annex more land in the future. Waukee has annexation agreements with the surrounding communities of Adel, Dallas Center, Urbandale, and West Des Moines. These agreements which specify the limits of where each city can annex are re-negotiated every ten years.

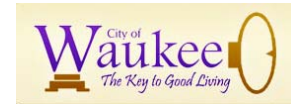
ECONOMY

The Des Moines metropolitan area including Waukee remained largely unscathed by the Great Recession. For example, the Brookings Institute analysis of 100 metro areas throughout the country revealed that the Des Moines area was in the top 20 in terms of its overall economic recovery from the recession. The metro area with a population of 572,000 currently has an unemployment rate of 5.2 percent compared to the U.S. rate of 8.3 percent.

Iowa has long been known for the quality of its workforce and the “Iowa Work Ethic”. Waukee is located in Dallas County which was recognized by CNN Money.com in 2008 as one of the top U.S. counties for job growth. Waukee’s demographics as summarized on the following page show the community is poised for more job growth with its well educated workforce and reasonable cost-of-living (i.e., 45 percent greater income with only 2 percent higher cost of housing).



DEMOGRAPHIC COMPARISONS



	WAUKEE	U.S. AVERAGE	DIFFERENCE
MEDIAN AGE	31.8 years	37.2 years	15% younger
BACHELORS DEGREE OR HIGHER	51%	28%	82% more college graduates
HIGH SCHOOL DROPOUT RATE	.35 %	4.4%	92% less high school dropouts
OWNER-OCCUPIED HOUSES	83 %	65%	28% more owner-occupied housing
MEDIAN OWNER-OCCUPIED HOUSE VALUE	\$183,900	\$179,900	2% greater house value
MEDIAN FAMILY INCOME	\$87,600	\$60,600	45% greater income

Waukeee offers a great variety of housing options from low-and-moderate income restricted units to houses worth in excess of \$1 million. In 2011-12, there were 141 new single-family residential units permitted.



The City is committed to expanding its commercial and professional business opportunities. Through a previous community visioning effort the City has targeted the Alice's Road Corridor as its major economic development opportunity. Construction of Alice's Road between University Avenue and Interstate 80 including a new I-80 interchange will make approximately 1,300 acres available for immediate commercial and residential development. The Alice's Road construction project is expected to be completed in 2013, and the I-80 interchange project is scheduled for completion in mid-2014.

The following link provides additional information about the Alice's Road Corridor Master Plan.
http://www.waukeee.org/images/content/files/plans/alicesroadcorridor_masterplan_webversion.pdf

EDUCATION



The Waukeee Community School District is the fastest growing Iowa school district with more than 7,000 students in preschool through twelfth grade. This District serves students from Clive, Urbandale, Waukeee, and West Des Moines as well as open enrollment students from other communities outside the 55 square-mile District boundaries. The District has six elementary schools, two middle schools, one ninth grade school, and one high school.



In addition to the aforementioned low dropout rate, there are many other indicators that document the benefits of the District's "student-centered" philosophy. For example, the District's ACT composite score is 23.8 compared to the U.S. average of 21.8. Also, more than half of the 5th graders score above the 90th percentile on standardized national achievement tests.

There are many post-secondary education opportunities available in close proximity to Waukeee including Iowa State University, Drake University, Grand View College, and the Des Moines Area Community College (DMACC).

RECREATION

The City of Waukeee has nine parks with many amenities including ball diamonds, sand volleyball courts, playground equipment, basketball courts, shelters, a disc golf course, a sledding hill, a covered bridge, a pavilion, and a gazebo. The City also owns the 9-hole Sugar Creek Municipal Golf Course. The City has approximately 17 miles of trails in its jurisdiction, and the community is connected to a 60-mile trail system that links downtown Des Moines with communities west of Waukeee.



Waukeee is known for its high levels of participation at many special events including Waukeefest, July 4th fireworks, Easter Egg Hunt, National Night Out, Jazz in July, Haunted House, Winterfest, Farmer's Market, and a summer outdoor concert series.

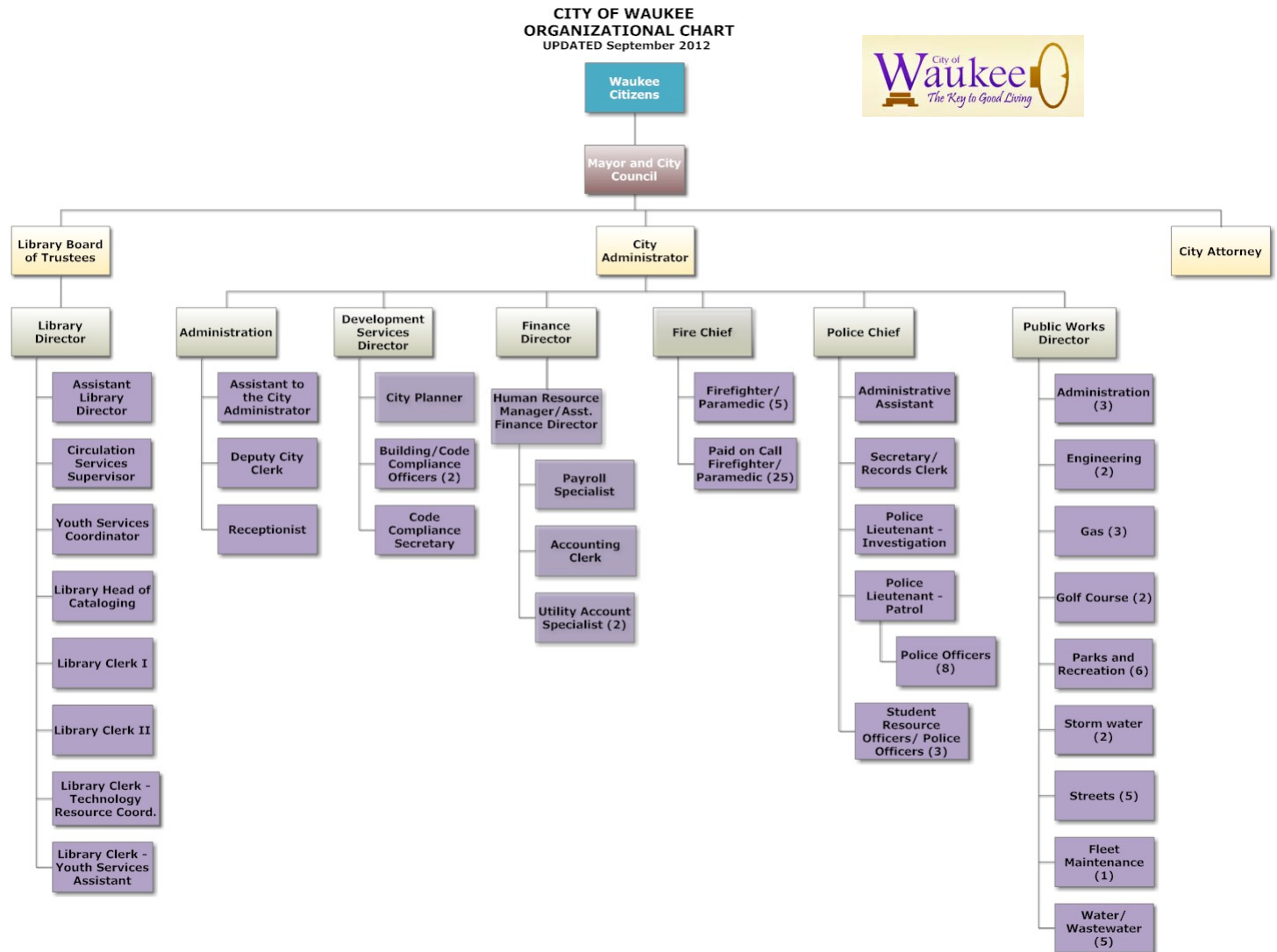


Additional information about Waukeee is available at <http://www.waukeee.org>

THE CITY GOVERNMENT – The City of Waukee which was incorporated in 1878 operates as a council-manager government with the City Administrator having authority to supervise all City departments with the exception of the City Library which by Iowa law is governed by a Library Board appointed by the City Council. The City Administrator is also responsible for preparing and administering the City’s budget and hiring City employees with department director appointments and terminations subject to City Council confirmation.

The City Council consists of five members who are elected at-large to staggered four-year terms. The Mayor who possesses veto power but no voting authority is also elected at-large for a four-year term. Elections are nonpartisan, and there are no term limits.

Waukee is a full-service City that includes water, wastewater, gas, and storm water utilities. The City has an annual operating budget of \$30 million, a 2012-13 capital improvement budget of \$28 million, and 74 FTE’s. The City is on a July 1 – June 30 fiscal year.



The City is in good financial condition with a General Fund balance of 27 percent of annual expenditures and a Aa3 general obligation bond rating. During the Great Recession the City did not have to layoff any employees. In addition, the City provided a cost-of-living salary increase in the current fiscal year and plans to do so again in 2013-14.

Property tax revenue accounts for 62.5 percent of General Fund revenue, and **Waukee’s assessed valuation has increased by an average of 12 percent annually over the last fifteen years.** The second largest source of General Fund revenue is transfers from the City’s four utilities which represent approximately 15 percent of General Fund revenue.

Approximately two-thirds of City employees are represented by a collective bargaining unit, the Communication Workers of America. Included in this group are employees from the Police, Fire, and Public Works Departments as well as clerical and accounting personnel from several departments. The City has a good relationship with the union and has obtained voluntary settlements in collective bargaining negotiations since bargaining began in 2000 except for one year when the contract was settled by an arbitrator.

The City has sponsored the Waukee Leadership Institute for several years as a way of better informing its residents. Each year a new class participates in this nine-month program with monthly sessions to learn about the City, School District, and other community entities. More than 100 residents have graduated from this Institute.

ISSUES AND OPPORTUNITIES – The following is a summary of the issues and opportunities to be managed by Waukee’s next City Administrator.

Economic Development

There is widespread community support for Waukee’s continued growth as long as it is done in a quality manner. The City Council and community are looking for the City Administrator to aggressively pursue economic development opportunities especially for the three priority areas below.

- *Alice’s Road Corridor*—this corridor consists of 1300 acres of prime raw land available for commercial and residential development. Completion of the Interstate 80 Alice’s Road interchange will provide Waukee with its second I-80 interchange and one that is closer to the western suburbs “path of growth”.
- *Downtown*—the City has been working with the Waukee Downtown Business Group for many years to enhance the appearance and functionality of downtown. For example, the City has increased the size of Triangle Park and installed new “period” street lights to give downtown a more uniform appearance. Also, the City has recently begun a downtown façade enhancement program whereby property owners can receive up to \$7,500 from the City with an equal or greater match from the property owner for façade enhancements that comply with City design guidelines. Two properties have participated in this program to date, and several other property owners are planning to do so in the near future. Finally, there are several vacant buildings downtown, and the Waukee Downtown Business Group is recruiting retail and professional office uses to fill these vacant structures.
- *Hickman Road (US 6) Corridor*—this is one of the main commercial corridors in Waukee with a variety of retail and office uses. A new 87,000 square-foot grocery store, convenience store, and car wash are presently under construction at the northwest corner of Hickman and Alice’s Roads, and the City is anticipating additional private development to occur in this corridor.

The City currently has no economic development staff. Instead the City provides funds to the Waukee Economic Development Corporation (WEDCO) to plan and implement economic development activities with one part-time staff member. Consideration may be given to hiring a City economic development staff person and/or expanding WEDCO’s position to full-time.

Financial Issues

While the City’s financial condition is currently very good, there are a number of unmet current and projected capital and operational needs that face Waukee due to its rapid growth. One of the biggest challenges is that Waukee’s tax base is primarily residential. The City is seeking to increase its commercial tax base through the aforementioned economic development activities. Doing so will enable the City to fund additional services and facilities demanded by a growing population that consists primarily of families with school-aged children. In that regard, one of the biggest unmet needs is for more recreational facilities such as an outdoor sports complex and more recreational programs especially for youth. Also, the City Council expects the new City Administrator to complete a future staffing plan for the entire City organization that was begun by the last City Administrator.

Intergovernmental Relations

The City of Waukee needs to have a greater presence in working with the other Des Moines metropolitan area municipalities on regional matters. The City is a member of various regional organizations including the Des Moines Area Metropolitan Planning Organization (MPO), the Des Moines Metropolitan Wastewater Reclamation Authority (WRA), Bravo Greater Des Moines Regional Council, and the Greater Des Moines Partnership.

Special Assessment Program

The City is in the process of developing a special assessment program to fund construction of curbs and gutters on some of the City's older streets. The City Administrator will need to work with the City Council, staff, and affected property owners to develop a consensus on an appropriate funding formula for this work.

JOB REQUIREMENTS – The minimum job requirements are: 1) a Master's degree in public administration, business administration, political science, or related fields; and 2) five years of local government management experience with equivalent substitution of experience and education allowed.

Desired Professional and Personal Attributes

The following are the desired professional and personal attributes for Waukee's next City Administrator.

- Decisive, energetic, visionary leader with ability to provide best professional recommendations and alternatives to City Council
- Demonstrated track record of leadership role in economic development successes
- Aggressive, proactive, and calculated risk-taker especially regarding economic development opportunities
- Good financial management skills
- Ability to establish performance goals and ensure accountability of City departments
- Utilizes outstanding human relations and communication skills to relate to and communicate effectively with all stakeholders—someone who is approachable with good listening skills
- Creative, innovative, and “thinks outside the box”
- Strong intergovernmental relations skills with ability to gain respect and work effectively with other area municipal leaders
- Community visibility
- Ethical person with highest standards of personal and professional integrity
- Outgoing and personable with a “can-do” attitude and sense of humor
- Experience working in rapidly growing communities a plus
- Visibility within City workforce helping to better connect City employees to City organization

Compensation

The compensation for the City Administrator job is competitive. 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 Administrator who is required by City Code to live in Waukee.

To Apply:

The position will remain open until filled. Please send your resume and cover letter with current salary as soon as possible to pwconsulting@cox.net. The first review of applications will be on **October 22, 2012**. For additional information about this job, please contact:

Paul Wenbert, Western Regional Manager
SLAVIN MANAGEMENT CONSULTANTS

Phone: (480) 664-2676
E-mail: pwconsulting@cox.net

