

## City of Clive, Iowa

# Strategic Management

May 25, 2007

During the month of May, 2007, the City of Clive established its strategic direction for the next three-to-fifteen years.

### **Why? Four interrelated reasons:**

1. **Direction:** If you don't know where you want to go, going anywhere will do. Establish with clarity what results we are trying to achieve for the people in Clive.
2. **Alignment:** Everyone headed in the same direction. Align Clive government around the results Clive residents most want. Align Clive work units around these same results.
3. **Focus:** We can do a lot, but we can't do everything. Make the best use of resources by establishing priorities. Maximize impact of all efforts. Say "no" when the request does not align with the priorities and resources are scarce.
4. **Accountability and Performance:** Create a system of results, accountability, and improvement. Communicate results with the people of Clive.

The plan and other work product that follows was produced by the Clive City Council, led by Mayor Les Aasheim, and the City's Management Team, led by City Manager Dennis Henderson. Assistant City Manager Lisa Schmidt coordinated all planning activities and supported the project in multiple ways. Jim Chrisinger facilitated the process.

### **Planning Timeline**

- |        |  |
|--------|--|
| May 3  | Separate sessions with the Management Team and then the Council: orientation, expectations for the planning process, and input for Strategic Drivers. Input was also solicited from the public via the City's website and through other means. |
| May 10 | Joint Council-Management working session: review and revise Strategic Drivers, draft Strategic Goals, and identify possible indicators for each Goal.  |

- May 17 Management Team working session: review Goals, propose indicators for each Goal, and draft strategies and major action steps under each Strategic Goal.
- May 24 Initial overall plan draft circulated to Council.
- May 31 Council working session to review the draft plan; next steps determined.

Between meetings, comments and suggestions were typically invited and the work product revised as we progressed.

## Strategic Drivers for Clive, going forward . . .

To set the context for strategic direction, we began by asking:

*What issues, trends, or other factors must be addressed for the City of Clive to be successful in the next three-to-fifteen years?*

From all the input, we distilled the following seven Strategic Drivers:

1. Clive residents expect – and will continue to expect – **high levels of service** from their city government. Clive will be challenged to maintain those high levels of service, including increased demand for quality of life services, in the face of:
  - Aging city infrastructure, especially in eastern Clive, that will require higher levels of maintenance or replacement;
  - Aging housing and commercial stock that if not redeveloped could lead to neighborhood decline and loss of revenue;
  - Building out the last 600 acres of undeveloped land in the west of the city;
  - Changing demographics (new Iowans and an aging population);
  - Increasing energy costs; and
  - Current property tax statutory limitations and potential impact from future property tax reform.
2. **Three high-priorities** currently lead the Clive city agenda: 86<sup>th</sup> Street redevelopment, a new library/community center, and build-out. Completing these priorities remain at the top of our list.
3. With build-out on the horizon, estimated at about 15 years, we have the opportunity now to **envision a fully built-out city**, including projected service levels and the staffing, facilities, and other resource requirements that will be needed. We need to be able to show our citizens how much it costs to deliver the services they want.
4. **New technology** presents us with the opportunity to enhance services to citizens. Current examples include electronic business transactions and program registrations, information provided via websites, hand-held computers to enhance work in the field, and on-line services

through the library. At the same time, bringing these new services into use present staff with new challenges, such as running both paper and electronic systems and ensuring that staff have the skills and training needed to keep up with the technology.

5. Many city staff will be eligible for retirement in 10 years, including six of nine (67%) members on the management team. Alongside other personnel issues mentioned above, this fact suggests a need to **plan for staffing changes** to meet citizen expectations. Pay and benefit issues may also impact the city's ability to attract and retain quality staff in the future due to escalating wage and benefit costs.

6. Regulatory and other **unfunded mandates** place added demands on city staff and resources, which make it more difficult to achieve citizen and Council priorities. Similarly, **uncertainties about future revenues** caused by prospects for restrictive property tax reform hinder effective planning.

7. Global concern about **climate change** is causing a wide variety of governments and other organizations to consider what they can do to minimize greenhouse gas emissions. Locally driven environmental issues, particularly those related to water quality, will be accentuated as the city builds out and will require increased attention.

The planning process here also noted the City's many accomplishments to date addressing these issues. The chart that follows highlights these achievements, grouped around the seven Strategic Drivers.

Note: the seven Strategic Drivers above were drafted based on the input from the City Council and the Management Team. Complete lists of that input can be found on page 18, Appendix A.

## Major Accomplishments Associated with Strategic Drivers

Strategic Driver #1:	<p>Clive residents expect – and will continue to expect – high levels of service from their city government. Clive will be challenged to maintain those high levels of service, including increased demand for quality of life services, in the face of:</p> <ul style="list-style-type: none"> <li>• Aging city infrastructure, especially in eastern Clive, that will require higher levels of maintenance or replacement;</li> <li>• Aging housing and commercial stock that if not redeveloped could lead to neighborhood decline and loss of revenue;</li> <li>• Building out the last 600 acres of undeveloped land in the west of the city;</li> <li>• Changing demographics (new Iowans and an aging population);</li> <li>• Increasing energy costs; and</li> <li>• Current property tax statutory limitations and potential impact from future property tax reform.</li> </ul>
<b>Strategic Driver #1 Accomplishments:</b>	<ul style="list-style-type: none"> <li>✓ <b>Increased public safety coverage through staff additions in police, fire, and EMS departments;</b></li> <li>✓ <b>Accelerated the development of Stonegate Park;</b></li> <li>✓ <b>Acquired new facilities for Public Works;</b></li> <li>✓ <b>Approved major re-design of Campbell Park and Park &amp; Rec maintenance facilities;</b></li> <li>✓ <b>91% participation increase in youth library programs in five years;</b></li> <li>✓ <b>Adopted the Homeland Security regional agreement;</b></li> <li>✓ <b>Northern Neighborhoods Phase III Planning;</b></li> <li>✓ <b>In-house Engineering and Inspection.</b></li> </ul>
Strategic Driver #2:	<p>Three high-priorities currently lead the Clive city agenda: 86<sup>th</sup> Street Redevelopment, a new library/community center, and build-out. Completing these priorities remain at the top of our list.</p>
<b>Strategic Driver #2 Accomplishments:</b>	<ul style="list-style-type: none"> <li>✓ <b>Secured some funding for corridor redevelopment;</b></li> <li>✓ <b>In 2006, a Master Campus Plan was studied and completed recommending a library and a community center be built on the land between Mercy, Silvercrest and the aquatic center across from city hall, i.e. a city campus;</b></li> <li>✓ <b>Hired Assistant City Manager;</b></li> <li>✓ <b>Acquired Cownie land;</b></li> <li>✓ <b>Purchased vacant properties on 86<sup>th</sup>.</b></li> </ul>
Strategic Driver #3:	<p>With build-out on the horizon, estimated at about 15 years, we have the opportunity now to envision a fully built-out city, including projected service levels and the staffing, facilities, and other resource requirements that will be needed. We need to be able to show our citizens how much it costs to deliver the services they want.</p>
<b>Strategic Driver #3 Accomplishments:</b>	<ul style="list-style-type: none"> <li>✓ <b>Increased public safety coverage through staff additions in police, fire, and EMS departments;</b></li> <li>✓ <b>Accelerated the development of Stonegate Park;</b></li> <li>✓ <b>In 2006, a Master Campus Plan was studied and completed recommending a library and a community center be built on the land between Mercy, Silvercrest and the aquatic center across from city hall, i.e. a city campus;</b></li> <li>✓ <b>Approved major re-design of Campbell Park and Park &amp; Rec maintenance facilities;</b></li> <li>✓ <b>Annual work completed with Citizens Budget Committee;</b></li> <li>✓ <b>Grants received: Bravo, DOT Trails grant, etc.;</b></li> <li>✓ <b>20 acres set aside for park in Northern Neighborhood.</b></li> </ul>

Strategic Driver #4:	Technology presents us with the opportunity to enhance services to citizens. Current examples include electronic business transactions and program registrations, information provided via websites, hand-held computers to enhance work in the field, and on-line services through the library. At the same time, bringing these new services into use present staff with new challenges, such as running both paper and electronic systems and ensuring that staff have the skills and training needed to keep up with the technology.
<b>Strategic Driver #4 Accomplishments:</b>	<ul style="list-style-type: none"> <li>✓ <b>We have made movement toward more e-government opportunities for our citizens such as on-line registration, surveys, etc.;</b></li> <li>✓ <b>Library e-newsletter;</b></li> <li>✓ <b>Website upgrades;</b></li> <li>✓ <b>Library RFID (check-out system);</b></li> <li>✓ <b>Purchased and installed document imaging hard/software.</b></li> </ul>
Strategic Driver #5:	Many city staff will be eligible for retirement in 10 years. Alongside other personnel issues mentioned above, this fact suggests a need to plan for staffing changes to meet citizen expectations. Pay and benefit issues may also impact the city's ability to attract and retain quality staff in the future due to escalating costs of wages and benefits.
<b>Strategic Driver #5 Accomplishments:</b>	<ul style="list-style-type: none"> <li>✓ <b>Hired an Assistant City Manager;</b></li> <li>✓ <b>We continue to be a leader in regional cooperative efforts;</b></li> <li>✓ <b>Increased public safety coverage through staff additions in police, fire, and EMS departments.</b></li> </ul>
Strategic Driver #6:	Regulatory and other unfunded mandates place added demands on city staff and resources, which make it more difficult to achieve citizen and Council priorities. Similarly, uncertainties about future revenues caused by prospects for restrictive property tax reform hinder effective planning.
<b>Strategic Driver #6 Accomplishments:</b>	<ul style="list-style-type: none"> <li>✓ <b>Adopted Project Destiny plan;</b></li> <li>✓ <b>A beginning on the development of a Community Foundation;</b></li> <li>✓ <b>Continually update water, sewer, debt service, and TIF cash flows to project what revenue to expect and what level of increase (to the resident) may have to be adopted.</b></li> </ul>
Strategic Driver 7:	Global concern about climate change is causing a wide variety of governments and other organizations to consider what they can do to minimize greenhouse gas emissions. Other, locally driven environmental issues, particularly those related to water quality, will be accentuated as the city builds out and will require increased attention.
<b>Strategic Driver #7 Accomplishments:</b>	<ul style="list-style-type: none"> <li>✓ <b>Watershed work coordinated by Public Works;</b></li> <li>✓ <b>Establishment of storm water utility;</b></li> <li>✓ <b>Rain garden plans developed for City Hall and Stonegate Park;</b></li> <li>✓ <b>Radio-read water meter system;</b></li> <li>✓ <b>LED traffic lights;</b></li> <li>✓ <b>Library staff attended training on LEED standards pertaining to designing a high performance green library promoting good economics, sustainability, and environmental stewardship.</b></li> </ul>

# Strategic Goals and Indicators

Clive will be a place where . . .

## I. 86<sup>th</sup> Street is a destination that works.

The 86<sup>th</sup> Street corridor prospers economically and culturally, pleases the eye, attracts pedestrians, and smoothes traffic flows. It integrates diverse businesses, mixed-use residential, public spaces, entertainment, and the Greenbelt trail/park system. Distinctive and vibrant urban design features attract businesses and people.

### **Proposed Indicators: 86<sup>th</sup> Street**

- # of new businesses sustained
- # of new buildings
- Traffic flow (level of service)
- Pedestrians/people present (pedestrian nodes)
- Increase in tax base
- Aesthetically pleasing features installed along Corridor

## II. The City Campus is a focal point, Clive's "town square."

On the City's Campus, diverse residents meet each other and meet their recreational, life-long learning, entertainment, and other public needs. They can also easily conduct city business. It's Clive's "town square," integrated with sidewalks, trails, and bridges. The eco-friendly campus design integrates with its surrounding Greenbelt environment and promotes effective and efficient government services. Public-private partnerships enhance campus opportunities and services.

### **Proposed Indicators: Campus Focal Point**

- New library and community center are built
- Facility usage (broken out by building and/or function)

## III. Residents receive high-quality services.

Clive residents continue to enjoy the high level of service they've come to expect. The City features well-maintained and safe infrastructure. It utilizes technology effectively and efficiently. Clive recruits and retains high quality employees who collaborate with neighboring cities to improve service and share resources. Clive engages citizens in defining outcomes and planning. The city effectively communicates budget choices to citizens and helps them understand their role in supporting expected high levels of services.

### **Proposed Indicators: High-Quality Services**

- Emergency response times
- Satisfaction survey responses: professionalism of city staff
- # of complaints received

- Serious crimes/1000 residents
- Park usage
- Trail usage
- Library usage
- % of city services available electronically

#### **IV. People experience a distinctive Clive identity.**

Visitors are drawn to Clive and residents take pride in having a Clive address. Clive is a community of neighborhoods with unique quality of life amenities that people recognize and around which they gather. Clive's vibrant, inclusive neighborhoods feature safety and desirable homes. A system of consistently high-quality facilities, especially the library, parks, trails, and recreational programs showcase community identity. The city's amenities continue to grow and evolve to meet changing needs.

##### **Proposed Indicators: Distinctive Identity**

- Community survey: people correctly identify the city in which they live
- Businesses within Clive's municipal boundaries use Clive as their businesses

#### **V. The community is known for its environmental stewardship.**

Clive promotes energy efficiency and environmental sustainability through leadership, education, and standards.

##### **Proposed Indicators: Environmental Stewardship**

- Pounds of material recycled from Clive
- Per capita domestic water use
- % of new and retrofitted city facilities/systems that are eco- and energy-friendly

## Strategic Goals, Indicators, and Action Steps

Below, each Strategic Goal with Indicators is repeated, immediately followed by Strategies and Action steps to achieve that Goal, including those responsible, time frames, and explanatory notes.

### Clive will be a place where . . .

#### I. 86<sup>th</sup> Street is a destination that works.

The 86<sup>th</sup> Street corridor prospers economically and culturally, pleases the eye, attracts pedestrians, and smoothes traffic flows. It integrates diverse businesses, mixed-use residential, public spaces, entertainment, and the Greenbelt trail/park system. Distinctive and vibrant urban design features attract businesses and people.

##### **Proposed Indicators: 86<sup>th</sup> Street**

- # of quality new business starts
- # of new buildings represented in tax base
- # of businesses sustained
- Traffic flow (level of service)
- Pedestrians/people present (pedestrian nodes)
- Increase in tax base

To achieve this goal, Clive will implement the following strategies and actions over the next several years. Please note that many of the action steps listed here will generate further action steps. Therefore, and also because conditions change, it will be important to update this plan on an annual basis.

##### **A. Complete roadway improvements**

**Lead:** Doug Ollendike

**Others on the Project Team:** 86<sup>th</sup> Street Oversight Committee, Bart Weller, DOT, MPO, Windsor Heights, West Des Moines, Urbandale, federal government, utility companies, railroad, business community, consultants

**Timeframe:** FY2007 through FY2011

- Notes:**
- Substantial disruption and difficulty for many
  - Large fiscal demands

##### **B. Implement a multi-faceted communications plan, including a business alliance**

**Lead:** Lisa Schmidt

**Others on the Project Team:** Mayor, 86<sup>th</sup> Street Oversight Committee, media, Chamber of Commerce

**Timeframe:** Start strategizing now; implement over the life of the 86<sup>th</sup> Street project

- Notes:**
- Create an information kiosk

### **C. Create a Streetscape Improvement Plan, followed by implementation**

**Lead:** Doug Ollendike and Lisa Schmidt

**Others on the Project Team:** Council, 86<sup>th</sup> Street Oversight Committee, consultant

**Timeframe:** Complete the plan in calendar 2007

- Notes:**
- Need Council input
  - Substantial cost (dollars and staff time)
  - Implementation will be challenging

### **D. Plan for public art**

**Lead:** Lisa Schmidt

**Others on the Project Team:** City Manager, public art commission, Bob Cox, BRAVO of Greater Des Moines, funders

**Timeframe:** FY2008

- Notes:**
- Some funding has already been obtained
  - Will apply for more funds from various sources

### **E. Develop a comprehensive financial plan for the overall project**

**Lead:** Pam Shannon

**Others on the Project Team:** City Manager, Public Financial Management

**Timeframe:** FY2008

- Notes:**
- The roadway improvement component is the only one that has been budgeted so far.
  - Dollar estimates for other components are not yet reliable; they require further development.

### **F. Interim property management**

**Lead:** City Manager and Lisa Schmidt

**Others on the Project Team:** 86<sup>th</sup> Street Oversight Committee, legal counsel

**Timeframe:** Ongoing

- Notes:**
- Will move slowly and will be difficult
  - Need a proactive strategy to address property issues before becoming an eyesore
  - Need an acquisition strategy to purchase strategic properties

### **G. Create a greenbelt improvement plan**

**Lead:** Kelly Canfield

**Others on the Project Team:** 86<sup>th</sup> Street Oversight Committee, Park Board, civic organizations, Bart Weller, Rick Roe, Bob Cox

**Timeframe:** FY2010 (Need clarification from Council—see notes)

- Notes:**
- This component creates the signature piece of the corridor and will take 3-5 years to implement. Unless Council/management is comfortable waiting 10-15 for implementation, getting the planning done sooner versus later should be considered and the timeframe should be adjusted
  - More than a park plan; use parks to leverage development to foster gathering spaces
  - Substantial costs; need to take the hydrology of the creek into account

### **H. Create a Reames redevelopment plan**

**Lead:** Doug Ollendike

**Others on the Project Team:** 86<sup>th</sup> Street Oversight Committee, Bart Weller, Clive Historical Society, Reames, IDED

**Timeframe:** FY2012 (Need clarification from Council—see notes)

- Notes:**
- Unless Council/management is comfortable waiting 10-15 for implementation, getting the planning done sooner versus later should be considered and timeframe should be adjusted

## **II. The City Campus is a focal point, Clive’s “town square.”**

On the City’s Campus, diverse residents meet each other and meet their recreational, life-long learning, entertainment, and other public needs. They can also easily conduct city business. It’s Clive’s “town square,” integrated with sidewalks, trails, and bridges. The eco-friendly campus design integrates with its surrounding Greenbelt environment and promotes effective and efficient government services. Public-private partnerships enhance campus opportunities and services.

### **Proposed Indicators: Campus Focal Point**

- New library and community center are built
- Facility usage (broken out by building and/or function)

To achieve this goal, Clive will implement the following strategies and actions over the next several years. Please note that many of the action steps listed here will generate further action steps. Therefore, and also because conditions change, it will be important to update this plan on an annual basis.

### **A. Complete and implement the campus plan**

**Lead:** City Manager

**Others on the Project Team:** Mayor, Lisa Schmidt, Vicki Hibbert, Kelly Canfield, Doug Ollendike, Boards

**Timeframe:** FY2008

- Notes:**
- This plan is the overall, long-range plan for the campus and will build on prior planning work.
  - This plan is a prerequisite and must be completed before other steps can be taken, such as the new library and community center.
  - Project Destiny impacts the timeline here.

## **III. Residents receive high-quality services.**

Clive residents continue to enjoy the high level of service they’ve come to expect. The City features well-maintained and safe infrastructure. It utilizes technology effectively and efficiently. Clive recruits and retains high quality employees who collaborate with neighboring cities to improve service and share resources. Clive engages citizens in defining

outcomes and planning. The city effectively communicates budget choices to citizens and helps them understand their role in supporting expected high levels of services.

**Proposed Indicators: High-Quality Services**

- Emergency response times of first unit
- Emergency response deployment (equipment and personnel based)
- Satisfaction survey responses: professionalism of city staff
- # of complaints received
- Serious crimes/1000 residents
- Park usage
- Trail usage
- Library usage
- % of city services available electronically

To achieve this goal, Clive will implement the following strategies and actions over the next several years. Please note that many of the action steps listed here will generate further action steps. Therefore, and also because conditions change, it will be important to update this plan on an annual basis.

**A. Conduct an annual city-wide citizen satisfaction survey**

**Lead:** Lisa Schmidt

**Others on the Project Team:** Management Team, Boards and Commissions

**Timeframe:** Depends on costs and resources

- Notes:**
- There are options for resourcing such surveys, each with budgetary, effectiveness, and community buy-in ramifications.
  - Survey for both “are we doing the right things?” and “are we doing the right things well?”
  - Once survey results are in, create further action steps and revise other plans based on that input.

**B. Update the Comprehensive Plan, but use this opportunity to estimate the services and resources needed in the future; use as a means to help create a cost of government at build-out**

**Lead:** Doug Ollendike

**Others on the Project Team:** City Manager, Management Team, Planning & Zoning Commission, Parks and other Boards, consultants

**Timeframe:** FY2009

- Notes:**
- See items C and D below, related.

**C. Develop and quantify what citizens receive from city government and at what cost**

**Lead:** City Manager

**Others on the Project Team:** Management Team

**Timeframe:** Start in FY2008

- Notes:**
- Related to B above and D below.
  - Include performance measures that quantify service levels and unit costs.

- Completion of this item depends on success in other areas.

**D. Explore a new budgeting process, one that:**

1. **Aligns workplans with dollars;**
2. **Better informs the Citizens Budget Committee, elected officials, and citizens;**
3. **Shifts the focus from budget line-items to the value provided;**
4. **Takes a longer view than 12 months; and**
5. **Provides a more meaningful alternative to make efficient use of tax dollars to optimize service levels.**

**Lead:** Pam Shannon

**Others on the Project Team:** City Manager, Management Team, Citizens Budget Committee

**Timeframe:** Aim for use in the FY2010 budget cycle

**Notes:** • This item integrates the budget with the objectives of B and C above.

**E. Pursue an e-government agenda, including the following components:**

1. **Create a long-term IT and e-government plan for city government;**
2. **Accept credit cards for city services;**
3. **Issue building construction permits and other permits and licenses electronically;**
4. **Enable electronic registration for library programs through the library circulation system;**
5. **Continue imaging both current and historical documents so more information can be accessed electronically to minimize manual paper responses;**
6. **Take better advantage of the technology we already have;**
7. **Expand the use of GIS as a decision-making tool, which will require additional training and coordination;**
8. **Expand the asset management system from Public Works to also include Parks, and enhance that system;**
9. **Create a wireless canopy system; and**
10. **Address IT and e-government staffing issues.**

**Lead:** Lisa Schmidt

**Others on the Project Team:** Technology staff, Management Team, contractors

**Timeframe:** Long-term IT and e-government plan for city government in FY2009

**Notes:**

- Need to prioritize and add resources.
- Costs are already increasing rapidly and dynamic technological change creates constant cost and training issues.
- Local funds are significantly supplemented by E911 revenues, but these revenues do not relieve the pressure.

**F. Plan for continued excellent staff professionalism and retention, including:**

1. **Ensuring that the City of Clive is an attractive and desirable place to work;**
2. **Leadership development and succession planning;**
3. **More focused and coordinated technology education;**
4. **Training and professional development, in spite of challenges created by rapidly changing technology and the lack of tuition reimbursement funds;**

5. **A competitive compensation package; and**
6. **Appreciation for superior service to Clive residents and visitors.**

**Lead:** City Manager

**Others on the Project Team:** Management Team

**Timeframe:** Ongoing

- Notes:**
- Related to G below.
  - Include performance measures that quantify service levels and unit costs.
  - Completion of this item depends on success in other areas.

**G. Create a long-term staffing plan to ensure that:**

1. **There are enough staff to do the work expected;**
2. **We have the right people with the right skills in the right jobs;**
3. **Staffing needs are known as the build-out continues and as technology changes;**
4. **We can handle the added unfunded federal mandates, such as water quality standards; and**
5. **We take advantage of community cooperative efforts, such as snow removal.**

**Lead:** City Manager

**Others on the Project Team:** Management Team

**Timeframe:** FY2009

- Notes:**
- Related to F above.
  - Will solicit input from staff and will keep interested parties updated as we go forward.
  - Need Council support.

**H. Develop and adopt an excellent capital improvement plan, including emerging space and location/deployment needs for emergency services**

**Lead:** Pam Shannon

**Others on the Project Team:** Management Team, Council, Public Financial Management

**Timeframe:** FY2008

- Notes:**
- Needs to be updated annually.
  - The pavement management plan needs to be done to incorporate into the capital improvement plan.

## **IV. People experience a distinctive Clive identity.**

Visitors are drawn to Clive and residents take pride in having a Clive address. Clive is a community of neighborhoods with unique quality of life amenities that people recognize and around which they gather. Clive's vibrant, inclusive neighborhoods feature safety and desirable homes. A system of consistently high-quality facilities, especially the library, parks, trails, and recreational programs showcase community identity. The city's amenities continue to grow and evolve to meet changing needs.

**Proposed Indicators: Distinctive Identity**

- Community survey: people know what city they live in
- What city address city businesses use

- # of attendees at community events (Clive Festival, Clive After Five, block parties)

To achieve this goal, Clive will implement the following strategies and actions over the next several years. Please note that many of the action steps listed here will generate further action steps. Therefore, and also because conditions change, it will be important to update this plan on an annual basis.

**A. Survey residents to learn more about their perceptions of what’s distinctive about Clive**

**Lead:** Lisa Schmidt

**Others on the Project Team:** Management Team

**Timeframe:** FY2008

- Notes:**
- There are options for how to conduct such a survey, each with budgetary, effectiveness, and community buy-in ramifications.
  - Once survey results are in, create further action steps and revise other plans based on that input.

**B. Create and use a Clive “brand,” including a logo, slogan, and broad signage**

**Lead:** Mayor

**Others on the Project Team:** Council, City Manager, Management Team, Chamber of Commerce, and Community Enhancement Committee

**Timeframe:** latter part of FY2008

- Notes:**
- The Chamber has already allocated some funds for signage.

**C. Continue the city’s newsletter**

**Lead:** Pam Shannon

**Others on the Project Team:** all city departments, civic organizations

**Timeframe:** Ongoing

- Notes:**
- Maintain the current monthly distribution.

**D. Continue and enhance city-sponsored or assisted special events, such as fireworks, the library book sale, block parties, and festivals**

**Lead:** Kelly Canfield and Bob Cox

**Others on the Project Team:** All departments, civic organizations

**Timeframe:** Ongoing

- Notes:**
- 86<sup>th</sup> Street corridor work may create difficulties for events on or near that street; the City can share costs and resource demands to help overcome these difficulties.

**E. Complete new and revise old neighborhood plans to enhance park and trail connectivity and to create more “distinctive identity” opportunities**

**Lead:** Doug Ollendike

**Others on the Project Team:** Planning & Zoning Commission, Park Board

**Timeframe:** Ongoing

- Notes:**
- This activity is related to updating the Comprehensive Plan and will entail significant costs, both dollars and staff time.

## **V. The community is known for its environmental stewardship.**

Clive promotes energy efficiency and environmental sustainability through leadership, education, and standards.

### **Proposed Indicators: Environmental Stewardship**

- Pounds of material recycled from Clive
- Per capita domestic water use
- % of new and retrofitted city facilities/systems that are eco- and energy-friendly

To achieve this goal, Clive will implement the following strategies and actions over the next several years. Please note that many of the action steps listed here will generate further action steps. Therefore, and also because conditions change, it will be important to update this plan on an annual basis.

### **A. Improve water quality, beginning with a watershed assessment workplan**

**Lead:** Bart Weller

**Others on the Project Team:** Doug Ollendike, DNR, watershed partner jurisdictions, Kelly Canfield, consultants, Pam Shannon

**Timeframe:** Watershed assessment workplan to be completed by October 1, 2007

- Notes:**
- Several unfunded mandates are in play here
  - Staff will look to Council for policy decisions to drive workplan
  - This plan will drive the need for increased storm water utility fees
  - Will need a staffing plan

### **B. Address water quantity (storm water) through:**

- 1. Better management of private property storm water, via higher standards;**
- 2. Improvement of flood control by managing upstream water, rebuilding the railroad trestle, grading around University Avenue, 86<sup>th</sup> Street development, and regional water detention.**

**Lead:** Doug Ollendike and Bart Weller

**Others on the Project Team:** Doug Ollendike, DNR, watershed partner jurisdictions, Kelly Canfield, businesses, railroad

**Timeframe:** Prepare a post-construction ordinance for private storm water by October 1, 2007; in FY2008 conduct a flood alert and flood control feasibility study between Clive, West Des Moines, and Des Moines.

### **C. Lower per capita domestic water consumption through public education and other means such as voluntary limits, watering intervals, ground sensors, pricing structures, and other incentives to lower consumption and curb peak use**

**Lead:** Bart Weller

**Others on the Project Team:** Metro Water Group, Des Moines Water Works, Public Financial Management, Pam Shannon (with information from Doug Ollendike)

**Timeframe:** Initial impact in FY2008; aim for FY2009 for the use of changed rate structure incentives

- Notes:**
- Include build-out impact

- Explore restructuring rates to reduce peaks and promote limits

**D. Increase recycling; initial ideas include getting all public facilities on board (FY2008), requiring commercial recycling (FY2009), and promoting Public Service Announcements and other public education**

**Lead:** Pam Shannon

**Others on the Project Team:** Metro Waste Authority, contractors, business community, Lisa Schmidt

**Timeframe:** See timeframes above, others are ongoing

- Notes:**
- Build on existing efforts
  - Explore solutions for yard waste

**E. Conduct an energy audit of each public facility; use the audit feedback to create an improvement plan for each facility**

**Lead:** Kelly Canfield

**Others on the Project Team:** David Churchill

**Timeframe:** FY2008 (depending on the availability of funding)

- Notes:**
- Will explore options for free audits; otherwise costs may affect timing

**F. Consider flex-fuel vehicles for the city fleet**

**Lead:** City Manager

**Others on the Project Team:** Management Team

**Timeframe:** Associate with the capital equipment planning cycle

- Notes:**
- Need research into options, life-cycle costs, etc.
  - Execute as vehicles are up for replacement

## Implementation

*“Plans are only good intentions unless they immediately degenerate into hard work.” Peter Drucker*

The best plans are the plans that are used. Here are four key ways to use this plan:

1. Refer to the plan when setting agendas, for Council and for the Management Team. Focusing on plan items as we conduct our regular meetings ensures that plan elements are completed.
2. Use the plan in annual performance agreements. When the Council establishes its expectations of the City Manager as the next fiscal year approaches, it should use the plan. Ask: What does the City Manager need to do this year to keep plan goals and action steps on track? What does the City Manager need to do this year to help move the dial on the indicators and other performance measures? Build those answers into the City Manager’s annual performance plan and then review them with him at performance review time at the end of the year.

The City Manager should do the same thing. As he is establishing expectations for his direct reports at the beginning of the fiscal year, he should ask: What does this person need to do this year to keep plan goals and action steps on track? What does this person need to do this year to help move the dial on the indicators and other performance measures they can influence? Build those answers into the direct report’s annual performance plan and then review them at performance review time at the end of the year. And so on through the chain of command . . .

To the extent possible, also build these expectations into outside RFPs and contracts.

3. Strategic Management is an ongoing process. Conditions will continue to change; needs will continue to change. Some of the plan’s action items will be completed soon; others will encounter barriers and may need to be adjusted. In any case, an annual update of the plan will keep it relevant and useful. Take out the items that have been completed or are no longer needed and add those then coming into focus.
4. Finally, share the plan widely, with citizens, stakeholders, and employees. Sharing the plan builds shared commitment, alignment, and accountability. As results are achieved, celebrate them; share them with employees the community. Regularly report progress on the indicators and other performance measures. Talk about what’s going well and what we’re doing about items that need improvement. Engage all stakeholders; enlist them in helping achieve the plan’s goals.

## **Appendix A**

**Input for Strategic Drivers**, collected on May 3, 2007.

### **Strategic Drivers Collected From Council**

- Educating citizens regarding property tax structure.
- Redevelopment issues for housing and commercial.
- Assessment from residents on where they think we need to be.
- What is the ultimate cost of government and inform and educate the citizenry about this.
- What are each department's staffing and equipment needs at build out?
- How to prioritize the projects already in progress – NW 86<sup>th</sup> Street redevelopment, city center campus, last 600 acres
- Look for regional cooperation opportunities.
- Older demographics leading to changing priorities and needs.
- Citizens are requesting increased quality of life amenities.
- Maintain the high quality service in police, fire, and EMS.
- In terms of staff, do we have workforce skills and knowledge needed to effectively serve the needs of the community at full build out?
- Increasing energy costs will affect budgets and policies.
- Do we want to encourage a green community?

### **Strategic Drivers Collected From Staff**

- There doesn't appear to be a plan to address the aging infrastructure.
- People demanding quality of life improvements in the form of parks, library, trails.
- Rising demand for electronic services. Example-increased website usage, program registrations.

- Opportunity for improvement in technology in the field for efficiency.
- There are community-wide expectations for high service levels. Clive is known for its high public service levels.
- With those high expectations, how do staff sustain service levels in the remaining portion of the community left to build out?
- As all departments except PW are at full capacity in existing facilities, there is a need to investigate opportunities to provide adequate facilities for future needs.
- Threat of property tax loss impacted by legislature.
- Most of management team is within 5-10 years of retirement; many middle-line staff throughout all departments are also within this same retirement timeframe.
- Staffing issues. Need a staffing plan that can be implemented and funded. Sustainability.
- Unfunded mandates from state and feds impact budgets and workloads.
- Environmental issues – water quality. More western development impacts other neighborhoods. Many drainage ways need restoration to improve water quality.
- Keeping up with advancements in technology and keeping staff training current.
- Aging equipment needs replacement.
- Keep eye on unique community vision and identity.
- Pride in high level of service provided.
- Opportunity in build out for community identity.
- Need to retain pay equity among staff. Difficulty in maintaining pay and benefit levels. Important for staff retention, recruitment and moral.
- Changing demographics in the eastern part of community. Little impact so far; larger impact on schools. Results in different utilization of facilities.
- Aging housing stock and commercial/industrial areas. Leads to reduction in tax base. Potential for declining neighborhoods. Nuisance issues create pressure on staff.
- Plans for two new schools in western Clive.

## Appendix B: City of Clive Strategic Management Timeline

Goals and Action Steps	Lead	FY 2007-2008				FY 2008-2009				FY 2009-2010				FY 2010-2011				FY 2011-2012				FY 2012-2013				FY 2013-2014				FY 2014-2015				FY 2015-2016				FY 2016-2017				FY 2017-2018			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
<b>86th Street is a destination that works.</b>																																													
Complete roadway improvements	Doug Ollendike																																												
Implement a multi-faceted communications plan	Lisa Schmidt	Ongoing as needed through life of the project																																											
Develop/implement streetscape improvement plan	Schmidt/Ollendike	Plan				Implement																																							
Develop/implement plan for public art	Schmidt	Plan				Implement																																							
Update a comp financial plan for the overall project	Pam Shannon																																												
Develop an interim property management strategy	Ollendike	Ongoing as needed through life of the project																																											
Develop/implement a greenbelt improvement plan	Kelly Canfield																	Plan				Implement																							
Develop/implement a Reames redevelopment plan	Ollendike																	Plan				Implement																							
<b>The City Campus is a focal point, Clive's "town square."</b>																																													
Complete and implement the campus plan	Henderson	Plan				Implement																																							
Complete and occupy new public works site	Weller																																												
<b>Residents receive high-quality services.</b>																																													
Conduct an annual city-wide citizen satisfaction survey	Schmidt					Plan				Implement				Implement				Implement				Implement				Ongoing annually				→															
Update Comprehensive Plan	Ollendike																																												
Explore and implement new budgeting process	Shannon																	Plan				Implement				Ongoing annually				→															
Adopt e-government agenda for city government	Schmidt					Plan				Implement																																			
Create long-term staffing plan	Henderson																																												
Update/adopt CIP, TIF and CEP plans	Shannon	Plan				Implement				Ongoing annual update →																																			
<b>People experience a distinctive Clive identity.</b>																																													
Conduct an annual city-wide citizen satisfaction survey	Schmidt	Same as above.																																											
Create and use Clive brand--logo, slogan, broad signage	Mayor	Plan				Implement																																							
Complete neighborhood plan to enhance park and trail connectivity	Ollendike																																												
<b>The community is known for its environmental stewardship.</b>																																													
Complete watershed assessment workplan	Weller																																												
Prepare post-construction ordinance for private storm water	Ollendike																																												
Conduct flood alert/control feasibility study w/ WDM and DM	Weller																																												
Develop plan to lower per capita domestic water consumption	Weller					Plan				Implement				→ Ongoing																															
All Clive public facilities and businesses are equipped to recycle	Shannon	Public				Private																																							
Conduct energy audit of each public facility	Canfield																																												
Create energy improvement plan for each public facility	Canfield																																												
Consider flex-fuel vehicles for city fleet	Henderson																	→ Associate with capital equipment planning cycle																											