

# *STRATEGIC PLAN*

## *2020 → 2026 → 2035*

### EXECUTIVE SUMMARY

Mayor and  
City Council



Clive, Iowa  
August 2020



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# **STRATEGIC FRAMEWORK**

## **VISION 2035**

*“Desired Destination for Clive”*

## **PLAN 2026**

*“Map to Clive’s Destination”*

## **EXECUTION**

*“Route for Next Year”*

## **MISSION**

*“Responsibilities of Clive’s City Government”*

## **BELIEFS**

*“How Clive’s City Government Should Operate”*

**Clive  
Vision 2035**

**CLIVE 2035**  
is a *BEAUTIFUL and SAFE*  
City with *GREAT RESIDENTIAL*  
*NEIGHBORHOODS.*  
through Buildout.

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**CLIVE 2035**  
provides *EXCEPTIONAL FAMILY LIVING*  
and *OPPORTUNITIES FOR PERSONAL*  
*WELLNESS.*

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**CLIVE 2035**  
has the *DISTINCTIVE CLIVE GREENBELT,*  
and a *REVITALIZED 86<sup>th</sup>*  
*CORRIDOR/NEIGHBORHOODS.*

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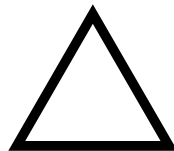
**We take *PRIDE IN CLIVE!*s**

# Clive City Government: Our Mission

OUR MISSION is to provide  
**HIGH QUALITY, CUSTOMER VALUED  
MUNICIPAL SERVICES** in a  
**FINANCIALLY RESPONSIBLE MANNER**  
through a **DEDICATED WORKFORCE**  
resulting in **SATISFIED CUSTOMERS**  
and a **SUSTAINABLE CLIVE COMMUNITY**

**COST  
EFFECTIVE  
DELIVERY**

**FORWARD  
THINKING**



**CONTINUOUS  
IMPROVEMENT**

## Clive City Government: Core Beliefs

### CLIVE TEAM

*We S erve*

*We are P roductive*

*We act  
with I ntegrity*

*We take R esponsibility*

*We are I nnovative*

*We  
practice T eamwork*

# **City of Clive Goals 2026**

**Financially Sound City Providing Services  
Valued by the Community**



**Great Place to Live: The Premier Location for Families**



**Resilient City Facilities and Infrastructure**



**Distinctive Clive Greenbelt**

**GOAL 1**

**FINANCIALLY SOUND CITY PROVIDING SERVICES VALUED BY THE COMMUNITY**

► **Objectives**

1. Professional, well-trained city workforce dedicated to serving the Clive community
2. Maintain an excellent bond rating reflecting a responsible debt level consistent with City policies
3. Leverage city resources through partnerships and shared services / facilities with other entities
4. City services delivered in the most cost-effective and efficient manner, including virtual services
5. Maintained sufficient cash reserves and appropriate budgeting practice to be resilient to community shocks
6. Responsible, competitive, low tax rate – “best deal” in Des Moines metro area

► **Short-Term Challenges and Opportunities**

1. Developing and supporting a long-term, sustainable financial model balancing-services, service levels and revenues in light of COVID-19 and long-term economic changes
2. Partnering and collaborating with other local governments and the community for City service delivery
3. Managing employee costs: salaries, benefits-pensions, health insurance
4. Balancing major big projects funding with funding current services
5. Funding for managing and operating new facilities, infrastructure and parks
6. Global, national and state economic uncertainty – recovery, recession or depression
7. Defining post-COVID reality for the City of Clive and virtual services,
8. Defining the City’s role and services responsive to community and human needs
9. Communications with minority populations



► **Actions 2020 – 2021**

*Policy Agenda*

- 1.1 City Budget and Tax Rate: Direction Top Priority
- 1.2 City Partnership for Brain Health with Behavioral Health Services/  
RALI/Other Community Organizations: Definition, Report with Needs  
and Partners/Options, Direction and Actions Top Priority
- 1.3 City Community Engagement and Communication Plan Expansion/  
Implementation: Direction, Funding and City Actions High Priority
  - a. Texting Options
  - b. Polling
  - c. Newsletter
  - d. Social Media Expansion
  - e. Outreach to Minority Populations
  - f. Community Warning/Alerting
- 1.4 Long-Range Financial Model and Plan: COVID-19 Update High Priority
- 1.5 Public Safety Collaboration with City of Windsor Heights: Direction  
and City Actions High Priority
- 1.6 Police K-9 Unit: Direction, Fund Raising/Grants, City Funding  
Mechanism, and Actions

*Management Agenda*

- 1.7 Fire/EMS Collaboration with Urbandale: Implementation Top Priority
- 1.8 Westcom Strategic Plan: Completion and Hiring, Training, Schedule,  
Implementation Top Priority
- 1.9 Police 4/10 Deployment and Staffing: and Implementation Top Priority
- 1.10 Regional Water Governance High Priority
- 1.11 City Management Succession Program and Process High Priority
- 1.12 Police Fairness and Accountability Reporting and Communications  
with our Community High Priority
- 1.13 City Information and Cyber Security Incident Response Plan:  
Directions and Funding (including Department of Homeland Security  
Vulnerability Assessment) High Priority
- 1.14 City Benefits Design Review – Phase 1

*Management in Progress*

- 1. Lucity System/Asset Management Implementation
  - a. Parks
  - b. Fleet Management
- 2. Financial Audit FY 19-20
- 3. Annual Capital Improvement Plan 2021: Update

► **Actions 2020 – 2021** (*Continued*)

*Management in Progress*

4. City Legislative Agenda 2021
5. Budget FY 22 Development
6. OWS Computerized Activation and Monitoring/Westcom
7. Fire Code: Adoption (City Council)
8. Metro Active Threat Protocols
  - a. Tabletop
  - b. Exercise
9. City Led Community Volunteer Program
10. City Employee Orientation/Onboarding Program: Development
11. Disaster Recovery/Business Continuity of Operations Framework: Document
12. Cloud-Based Backup System: Implementation
13. Formal Safety Training Program: Development
14. Administrative Services Reorganization – Phase 2
15. Police Department Accreditation: Completion (CALEA)
16. City Training Program: 2021
17. Assistant City Manager Professional Development and Coaching
18. Electronic Utility Bills: Marketing
19. Citywide Process Improvements: Departmental Reports
20. Breach Reporting Plan and Incident Response Team: Implementation
21. City Employee Deferred Compensation Plan Modifications
22. Accounts Payable and Budget Workflow
23. Administrative Support for FEMA COVID-19 Public Assistance Program
24. HR Software Solution Research
25. 2021 Bond Sale
  - a. CIP
  - b. New Clive Public Safety Center
26. City Employee Compensation Adjustments
27. Union Member Health Insurance Benefits Education
28. Employee and Retiree Benefits Enrollment Paperless
29. Post Disaster Management System
30. Thermal Imaging Cameras Replacement
31. 2<sup>nd</sup> Out Ambulance – Cot Loading System
32. Apparatus Exhaust Removal System
33. Drug Lock Replacements
34. Fire Surplus Assets Cleanout
35. Hospital Supplied Drugs: Investigation
36. Fire Pre-Plans Paperless
37. Smoke Detectors Check: Post COVID-19

► **Actions 2020 – 2021** (*Continued*)

*Management in Progress*

38. Nitrous Oxide as a Non-opioid Alternative
39. Tier 2 Reporting with Pre-Plan
40. Future Pandemics Planning and Supplies
41. Fire 360 Degree Feedback
42. Leisure Services Program and Rental Software: Review
43. Police Officers: Hiring and Training
44. Police Officer Training on Racial Bias, Bias-Based Policing and De-Escalation; Annual Training
45. Police Lieutenant, Sergeants and Detective: Training
46. Public Works Digital Radios: Upgrades (20 Mobile & 1 Base)
47. Computer Replacements
  - a. Fire
  - b. Police
48. Dynamic Host Configuration Protocol Services
49. Adobe Audits
50. Voice Communications Systems: Direction
51. Security Scanning Service - DHS
52. File Server Migration
53. City Wifi Network Improvements
54. Secondary Data Center Location
55. Office 2019 Suite Upgrade
56. Redundant/Back-up Internet Service Provider

*Major Projects*

1. Neighborhood Park Signs Replacement

**GOAL 2**

**GREAT PLACE TO LIVE: THE PREMIER  
LOCATION FOR FAMILIES**

**► Objectives**

1. Development of Northwest area consistent with City vision and plans
2. Revitalization of 86<sup>th</sup> Street neighborhoods
3. Revitalization of University Avenue Corridor
4. Maintained/enhanced residential property values
5. Attractive, safe neighborhoods throughout the city

**► Short-Term Challenges and Opportunities**

1. Aging housing stock needing maintenance and upgrade
2. Producing visible results in 86<sup>th</sup> neighborhoods – plans turned to actions that add value to the lives of residents
3. Integrating stormwater management within redevelopment
4. Defining the City’s role: degree of regulations/enforcement in shaping development and redevelopment
5. Changing community demographics and cultural values and community expectations for City services, amenities, and infrastructure
6. Defining and funding the City role, structure, programs and incentives in economic development, including actions to support small businesses impacted by COVID-19 pandemic

► **Actions 2020 – 2021**

*Policy Agenda*

- 2.1 Linnan Park – Short-term: Direction, Funding and Project(s) Top Priority
- 2.2 86<sup>th</sup> Street Neighborhoods Revitalization Plan and Tactical Plan Top Priority  
[Flood Prone Properties/Linnan Park]
- 2.3 University Avenue Corridor Plan (with the City of West Des Moines) Top Priority
- 2.4 Emerald Isle Development: Direction, Public Improvements High Priority  
Direction and Funding, Development Agreement
- 2.5 Rental Homes/Properties: Problem Analysis, Report with Options,  
Direction and City Actions
- 2.6 Aquatic Center and Programs Strategy: Assessment, Report with  
Findings and Options, Direction, Actions and Funding Mechanism

*Management Agenda*

- 2.7 Horizon Center Development High Priority
- 2.8 Zoning Ordinance – General Regulations: Refinement and Adoption
- 2.9 Clive-Waukee Boundary: Next Steps
- 2.10 Landscape Plan Implementation
- 2.11 2018 Building/Fire Code: Final Draft and Adoption

*Management in Progress*

- 1. Existing Businesses Visitation and Reports
- 2. Fire Code 2020: Adoption (City Council)
- 3. Clive Festival 2021
- 4. Housing Assessment Phase 2 (Western)
- 5. Community Health and Wellness Initiative
- 6. iMap Server: Update
- 7. Development Facilitation
  - a. Berkshire North
  - b. Shadow Creek – South
  - c. Shadow Creek – North
- 8. Library Strategic Plan: Completion
- 9. Recreation Virtual Programming
- 10. Library App: Upgrade
- 11. Leisure Service on City Website “How to” Manual
- 12. Leisure Services Report to the Community: Development
- 13. Clive Festival Website
- 14. Art Along the Trail Program
- 15. Additional Public Art
- 16. Library Curbside Material Checkout

► **Actions 2020 – 2021 (continued)**

*Management in Progress*

17. Rental Cancellation Policy: Review
18. School Gym Usage – COVID Impact

*Major Projects*

1. Aquatic Center Minor Enhancements: Shade
2. Campbell Park Softball Field Fence Replacement
3. Tennis Courts: Update
  - a. Campbell Park
  - b. Walnut Ridge Park
4. Country Club Glen Park Natural Area Restorations
5. Canary Park Detention Drainage Improvements
6. Trail Counters: Installation (Council Budget FY '22)
7. Playground Mulch: Replacement
8. Maintenance Facility Garage Door: Replacement
9. Soccer Goal Update
  - a. Country Club Glen Park
  - b. Wildwood Park
10. Campbell Park
  - a. Volleyball Courts Sand Replacement
  - b. Canopy Installation

**GOAL 3**

**RESILIENT CITY FACILITIES AND  
INFRASTRUCTURE**

**► Objectives**

1. Well-designed streets maintained consistent with City adopted policy based upon condition, traffic type, traffic volume, Complete Streets and other mobility modes
2. Effective regional and local water resources management for flood protection, water quality and other community objectives system (local control)
3. Identified public purposes/uses and an upgraded Linnan Park
4. Upgraded/maintained City infrastructure; integrated water, sewer, stormwater and streets
5. Renovated and upgraded parks, playgrounds and trails

**► Short-Term Challenges and Opportunities**

1. Funding operation and maintenance of existing and new City infrastructure: roads, trails, and utilities
2. Declining condition of older parks, trails and leisure facilities
3. Addressing deferred maintenance and increasing public infrastructure maintenance/replacement costs
4. Collaborating with other cities, counties and agencies on water management in the Walnut Creek Watershed
5. Responding to residents' concerns about the condition of City streets
6. Managing traffic flow along the Hickman Road corridor, especially during the construction of the Interchange
7. Balancing funding for today's services and investing in the future City facilities and infrastructure
8. Determining public-private partnerships to address creek bank and backyard erosion

► **Actions 2020 – 2021**

*Policy Agenda*

- 3.1 Community Broadband/Fiber: Assessment, Report with Options, City Role – Partnerships, Direction and Funding Top Priority
- 3.2 Hickman Road/I-35 Interchange Project and Area Future Development Top Priority
  - a. I-35 Interchange Project (with IDOT) Monitoring
  - b. Interchange Vision (with City of Urbandale)
- 3.3 Comprehensive Water Resources Master Plan: Completion High Priority
- 3.4 City Facilities/Buildings Renovations/Upgrades: Update Report, Direction, Funding and Actions
- 3.5 Underground Utilities: Harbach Pilot Project, Report with Options , Direction, Funding Mechanism and City Action

*Management Agenda*

- 3.6 North Walnut Creek Flood Mitigation: Design, Preparation and Project Top Priority
- 3.7 New Clive Public Safety Center Project: Completion Top Priority
- 3.8 MetroNet: Research and Direction Top Priority
- 3.9 Right-of-Way Management Policy High Priority
  - a. Small Wireless Facility
  - b. ROW Policies for Private Infrastructure
- 3.10 Traffic Capacity Analysis: NW Development Area
- 3.11 Forestry Mower: Report with Options, Direction and Funding
- 3.12 Alices Road Park Development Opportunities: Direction
- 3.13 Community Rating System – Class 4: Direction

*Management in Progress*

- 1. ACALRA Water System Control Software
- 2. City Emerald Ash Borer Program: Implementation
- 3. Stormwater Management Manual: Update
- 4. 2019 REAP Grant: Property Acquisition in Shadow Creek
- 5. Flood Prone Property Buyout Program – Phase 2 Demo
- 6. Alices Road ROW Acquisition Closing/Demolition (3)
- 7. ROW Tree Maintenance Program: Development
- 8. Park and Trail Asset Management: Development
- 9. New Clive Public Safety Center Art: Commission
- 10. City-Owned BMP Facilities Inspection
- 11. Small Wireless Facilities Policies: Revision (City Council)
- 12. ROW Policies for Private Infrastructure
- 13. Sign GPS Data Collection
- 14. Traffic Signal Software Conversion
- 15. Clark Street Pilot Green Infrastructure Evaluation Report



► **Actions 2020 – 2021 (continued)**

*Major Projects*

1. Alice’s Road Property Acquisition
2. Oxbow Reconstruction Project (Swanson Boulevard)
3. Hickman Road Adaptive Traffic Signals System
4. Harbach Boulevard Reconstruction Project
  - a. Preliminary Design
  - b. ROW Acquisition
5. Pedestrian Signal Improvements (10)
6. Alice’s Road Property Acquisition
7. Oxbow Reconstruction Project (Swanson Boulevard)
8. Hickman Road Adaptive Traffic Signals System
9. Harbach Boulevard Reconstruction Project
  - a. Preliminary Design
  - b. ROW Acquisition
10. Pedestrian Signal Improvements (10)
11. Buffalo Road Water System Replacement
12. Hickman Road New Traffic Management Software: Implementation
13. Meredith Drive Asphalt Overlay Project
14. NW 86<sup>th</sup> Street Railroad Crossing Paving Rehab
15. Clark Street Project: Phase 1
16. 2021 Annual Arterial PCC Patching Projects
17. 2021 Annual Sewer Lining Projects
18. Annual Sidewalk Repair Projects
  - a. 2020
  - b. 2021
19. Annual Residential PCC Patching Projects
  - a. 2020
  - b. 2021
20. Landscape Plan Projects
  - a. 156<sup>th</sup> and Boston
  - b. Berkshire and Boston
21. City Hall Access Ladder
22. 2020 Residential HMA Rehabilitation Projects
23. Clark Street – Phase 2 (105<sup>th</sup> to 109<sup>th</sup>)
  - a. Design
  - b. Construction

► **Actions 2020 – 2021 (continued)**

24. Meredith Drive and Alices Road Intersection Project
  - a. Design (6/21)
  - b. Reconstruction
25. Meredith Drive ROW Acquisition
26. NW 142<sup>nd</sup> Street Lighting Project
27. Westgate Parkway Bridge Project: Construction
28. Berkshire and Boston Street Light LED Relamp
29. Walk/Don't Walk Countdown Signals: Installation
30. 128<sup>th</sup> and Hickman Intersection Improvements
31. Public Works/MWA Recycling Pad Site
32. Berkshire and Hickman Traffic Signal
33. 2021 Water Main Replacement Project – Rio Valley Area

**GOAL 4**

**DISTINCTIVE CLIVE GREENBELT**

► **Objectives**

1. Improved flood mitigation projects and maintenance
2. Completion of Greenbelt Triad Projects
3. Neighborhoods connected to the Clive Greenbelt
4. Easy access to the Clive Greenbelt with effective wayfinding signage
5. Living with Walnut Creek and protecting community assets
6. Extended, well-maintained trail
7. Expanded community partnerships and funding for operational and maintenance costs

► **Short-Term Challenges and Opportunities**

1. Managing water and flood control, including erosion
2. Aging, deteriorating trail needing major repairs, replacement and project funding
3. Vegetation control and invasive plant species and City Funding
4. Future sustainable direction and management of the Goat program
5. Maintaining a safe Greenbelt and trail
6. Developing and sustaining long-term partnerships: Nature Conservancy and other Groups
7. Working with Dallas County, Polk County – Soil and Water District, and Walnut Creek watershed stakeholders

► **Actions 2020 – 2021**

*Policy Agenda*

- 4.1 Greenbelt Landing Project: Fund Raising and Design High Priority
- 4.2 Indian Hills Woods Improvements High Priority
- 4.3 Walnut Creek Bank Stabilization: Policy Direction, Public and Private, Project Priority, Alignment with Project Listing
- 4.4 Backyard Creek Banks Public-Partnership: Report with Options, Policy Direction, City Actions and Funding

*Management Agenda*

- 4.5 Goat Program: Sustainable Implementation Plan (Rightsizing the Herd), Agreement Direction High Priority
- 4.6 Invasive Plants and Vegetation Management Plan Implementation: Next Steps High Priority
- 4.7 City Organization Greenbelt: Maintenance/ Management/Coordination Plan Assessment, Organization Adjustments, Performance Oversight

*Management in Progress*

- 1. Annual Water Quality Monitoring Report
- 2. Walnut Creek Watershed – Model Stream Buffer Protection Ordinance (City Council)

*Major Projects*

- 1. Meredith Wetlands Site: Tree Planting
- 2. Greenbelt Trail Rehab: Planning and Design
- 3. 2020 Streambank Stabilization Project: Little Walnut Creek at Westgate Bridge
- 4. 2021 Annual Greenbelt Trail Program
- 5. Northern Neighborhoods Trail Extension – Phase 3

# **City of Clive Policy Agenda 2020 – 2021 Targets for Action**

## **TOP PRIORITY**

Linnan Park – Short Term Plan and Actions  
86<sup>th</sup> Neighborhoods Revitalization and Tactical Plan  
City Budget and Tax Rate  
City Partnerships for Brain Health  
University Avenue Corridor Plan (with City of West Des Moines)  
Community Broadband/Fiber  
Hickman Road/I-35 Interchange Project and Future Area Development

## **HIGH PRIORITY**

Greenbelt Landing Project  
City Community Engagement and Communications Plan Enhancements  
Emerald Isle Development  
Long-Range Financial Model and Plan: COVID-19 Update  
Public Safety Services Collaboration with the City of Windsor Heights  
Indian Hills Woods Improvements  
Comprehensive Water Resources Master Plan

# **City of Clive Management Agenda 2020 – 2021 Targets for Action**

## **TOP PRIORITY**

Fire/EMS Collaboration with the City of Urbandale Implementation  
Westcom Strategic Plan: Development and Implementation  
Police 4/10 Deployment and Staffing  
North Walnut Creek Flood Mitigation  
New Clive Public Safety Center Project  
MetroNet: Research and Direction

## **HIGH PRIORITY**

Regional Water Governance  
Horizon Center Development  
Right-of-Way Management Policy  
Sustainable Goat Program  
City Information and Cyber Security Incident Response Plan  
Invasive Plants and Vegetation Management Plan  
City Management Succession Program and Process: Public Works  
Police Fairness and Accountability

# City of Clive

## Management in Progress 2020 – 2021

1. Assistant City Manager Professional Development and Coaching
2. Electronic Utility Bills: Marketing
3. Administrative Support for FEMA COVID-19 Public Assistance Program
4. Police Lieutenant, Sergeants and Detective: Training
5. Dynamic Host Configuration Protocol Services
6. Police Officer Training on Racial Bias, Bias-Based Policing and De-Escalation; Annual Training
7. Drug Lock Replacements
8. Tier 2 Reporting with Pre-Plan
9. Police Officers: Hiring and Training
10. Fire Code: Adoption (City Council)
11. Metro Active Threat Protocols
  - a. Tabletop
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12. Office 2019 Suite Upgrade
13. Police Department Accreditation: Completion (CALEA)
14. City Training Program: 2021
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17. Apparatus Exhaust Removal System
18. Computer Replacements
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19. Voice Communications Systems: Direction
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22. Annual Capital Improvement Plan 2021: Update
23. City Legislative Agenda 2021
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26. Fire Pre-Plans Paperless
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46. Fire Surplus Assets Cleanout
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48. Leisure Services Digital Files: Organization
49. Union Member Health Insurance Benefits Education
50. Public Works Digital Radios: Upgrades (20 Mobile & 1 Base)
51. City Led Community Volunteer Program
52. Smoke Detectors Check: Post COVID-19
53. City Wi-Fi Network Improvements
54. Secondary Data Center Location
55. Redundant/Back-up Internet Service Provider
56. Citywide Process Improvements: Departmental Reports
57. Leisure Services Program and Rental Software: Review
58. Security Scanning Service - DHS
59. Community Health and Wellness Initiative
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62. Clive Festival Website



63. School Gym Usage – COVID Impact
64. Library Curbside Material Checkout
65. Leisure Services Report to the Community: Development
66. iMap Server: Update
67. Art Along the Trail Program
68. Rental Cancellation Policy: Review
69. Leisure Service on City Website “How to” Manual
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74. Additional Public Art
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80. Stormwater Management Manual: Update
81. Small Wireless Facilities Policies: Revision (City Council)
82. ROW Policies for Private Infrastructure
83. ROW Tree Maintenance Program: Development
84. City-Owned BMP Facilities Inspection
85. New Clive Public Safety Center Art: Commission
86. Clark Street Pilot Green Infrastructure Evaluation Report
87. 2019 REAP Grant: Property Acquisition in Shadow Creek
88. Park and Trail Asset Management: Development
89. Traffic Signal Software Conversion
90. Sign GPS Data Collection
91. Walnut Creek Watershed – Model Stream Buffer Protection Ordinance (City Council)
92. Annual Water Quality Monitoring Report

# City of Clive

## Major Projects 2020 – 2021

1. Neighborhood Park Signs Replacement
2. Playground Mulch: Replacement
3. Campbell Park Softball Field Fence Replacement
4. Soccer Goal Update
  - a. Country Club Glen Park
  - b. Wildwood Park
5. Campbell Park
  - a. Volleyball Courts Sand Replacement
  - b. Canopy Installation
6. Maintenance Facility Garage Door: Replacement
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22. City Hall Access Ladder
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26. NW 86<sup>th</sup> Street Railroad Crossing Paving Rehab
27. Clark Street Project: Phase 1
28. Public Works/MWA Recycling Pad Site
29. Meredith Drive/Warrior Lane Paving Project
30. Buffalo Road Water System Replacement
31. 2021 Annual Arterial PCC Patching Projects
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