

STRATEGIC PLAN

2020 → 2026 → 2035



Clive, Iowa
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Lyle Sumek Associates, Inc.
9 Flagship Court
Palm Coast, FL 32137

Phone: (386) 246-6250
Fax: (386) 246-6252
E-mail: sumekassoc@gmail.com

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STRATEGIC PLANNING FOR THE CITY OF CLIVE

Strategic Planning Model for the City of Clive

Value-based principles that describe the preferred future in 15 years

VISION

Destination
“You Have Arrived”

Strategic goals that focus outcome-based objectives and potential actions for 5 years

PLAN

Map
“The Right Route”

Focus for one year – a work program: policy agenda for Mayor and Council, management agenda for staff; major projects

EXECUTION

Itinerary
“The Right Direction”

Principles that define the responsibility of City government and frame the primary services – core service businesses

MISSION

Vehicle
“The Right Bus”

Personal values that define performance standards and expectations for employees

CORE BELIEFS

Fuel
“The Right People”

CLIVE VISION 2035

Clive Vision 2035

PRINCIPLE A

BEAUTIFUL AND SAFE

► Means

1. Well-designed, well-maintained city infrastructure, entrances, streetscapes, ROW, and parks
2. Well-maintained major corridors and neighborhoods
3. Residents feeling safe and secure at home, in the neighborhood and throughout the Clive community with no tolerance for crime
4. Property owners taking responsibility for their buildings, homes and landscaping meeting city standards and codes
5. Timely response to emergency calls for service or assistance
6. Public art throughout the City
7. Trees preserved and replaced
8. Attractive buildings and commercial areas that are designed for beauty and are well maintained
9. Well-maintained landscapes: homes and commercial areas

PRINCIPLE B

GREAT RESIDENTIAL NEIGHBORHOODS

► Means

1. Variety of well-planned distinctive neighborhoods
2. Full range of high-quality homes for different lifestyles and generations
3. High percentage of homeownership
4. Northern neighborhoods developed as a new planned neighborhood with large homes (north) and traditional homes (south) with limited neighborhood retail
5. Linked to Clive Greenbelt and trail system
6. Well-maintained community spaces and infrastructure
7. Easy access to shopping and community amenities
8. Strong neighborhood associations working with residents and the City

PRINCIPLE C

EXCEPTIONAL FAMILY LIVING

► Means

1. Great place to raise children
2. Housing for grandparents to live near their grandchildren
3. Family-oriented recreational programs and activities for all generations
4. Children are safe in their neighborhood and at school – no concern for parents
5. Quality educational programs and services through the city library
6. Pet friendly parks and amenities
7. Home offices with parents able to work at home
8. Preferred place for family living in Des Moines region
9. High-end apartments: well-designed, with amenities

PRINCIPLE D

OPPORTUNITIES FOR PERSONAL WELLNESS

► Means

1. Community valuing and supporting personal wellness
2. Convenient access to quality medical and healthcare services
3. Facilities and programs for personal fitness and wellness – biking, running, walking, exercise
4. Opportunities for outdoor and indoor personal exercise
5. Strong faith-based institutions
6. Availability of local fresh food for healthy choices
7. Integrating body, mind and spirit
8. Library outreaching to meet the needs of the community and residents
9. Parks with amenities meeting community needs
10. Adequate space for recreational programming and activities

PRINCIPLE E

DISTINCTIVE CLIVE GREENBELT

► Major Access Points

- a. University Blvd: Mixed Use Development
- b. 86th: Urban Neighborhood – Retail
- c. Country Club Blvd. Dam: Public Access
- d. Brownell Sports Complex: Walnut Creek Little League Field and Park
- e. Emerald Isle: Retail
- f. Northern Neighborhoods: Natural Area
- g. Campbell Park: Park and Recreation

► Means

1. Greenbelt connections throughout the city (and cooperation with other cities)
2. Regional trail in a natural, beautiful setting
3. Public access and enjoyment
4. Greenbelt – Clive branded with wayfinding signs, including NW neighborhood
5. Well-maintained Greenbelt at a high-quality level
6. Business development along the Greenbelt
7. Greenbelt Trail connected through Country Club
8. Community focal point at 114th: venue with a variety of amenities

PRINCIPLE F

REVITALIZED 86th CORRIDOR/NEIGHBORHOODS

► Means

1. Reputation as a “great neighborhood”
2. Neighborhood parks with a variety of activities and equipment
3. Vibrant corridor that is pedestrian friendly and walkable with Greenbelt link
4. Variety of retail and restaurants
5. Enhanced public safety facility with community meeting rooms/space
6. Well-maintained businesses, livable homes and apartments that are increasing in value
7. Enhanced public transportation connections
8. City public investments in the neighborhood
9. Major corridor with design standard (with West Des Moines and Urbandale)

PRINCIPLE G

PRIDE IN CLIVE

► Means

1. Positive reputation for the Clive community in the Des Moines metro area
2. Strong community and neighborhood events and festivals with active participants
3. Residents, businesses and community organizations participating in and contributing to the Clive community
4. Public gathering places throughout the community
5. Residents taking pride in saying “I live in Clive” – strong sense of community and small-town feeling
6. Clive becoming residents’ “hometown”

CLIVE CITY GOVERNMENT
OUR MISSION

Clive City Government *Our Mission*

OUR MISSION is to provide

**HIGH QUALITY, CUSTOMER VALUED
MUNICIPAL SERVICES** in a

FINANCIALLY RESPONSIBLE MANNER

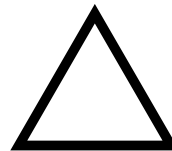
through a **DEDICATED WORKFORCE**

resulting in **SATISFIED CUSTOMERS**

and a **SUSTAINABLE CLIVE COMMUNITY**

**COST-
EFFECTIVE
DELIVERY**

**FORWARD
THINKING**



**CONTINUOUS
IMPROVEMENT**

Clive City Government

Our Mission

PRINCIPLE 1

HIGH QUALITY, CUSTOMER VALUED MUNICIPAL SERVICES

► Means

1. Understanding and defining customer expectations: service and value
2. Balancing customer expectations and willingness to pay
3. Delivering an appropriate level of service – avoid over delivering
4. Maintaining the Clive community quality of life
5. Providing a timely response to customer requests

PRINCIPLE 2

FINANCIALLY RESPONSIBLE

► Means

1. Defining core city services, service priority and service levels
2. Maintaining financial reserves consistent with city policies and national standards
3. Acting as a steward of the public resources
4. Clean Audit (every year)
5. Strategic investing in the repair and replacement in the City's infrastructure and facilities
6. Maintaining bond rating: AA₂
7. Providing appropriate resources to support defined city services
8. Spending less than available resources

PRINCIPLE 3

DEDICATED WORKFORCE

► **Means**

1. Maintaining positive labor-management relations
2. Developing a talented workforce with skill sets for their position
3. Hiring, retaining top quality employees
4. Having fair, competitive compensation
5. Acting with Clive Team S-P-I-R-I-T
6. Operating in an environment that emphasizes continuous improvement
7. Having city employees committed to serving the Clive community

PRINCIPLE 4

SATISFIED CUSTOMERS

► **Means**

1. Understanding the needs and managing expectations of the customer
2. Striving to exceed/meet customer expectations
3. Providing city service in a friendly, helpful manner
4. Providing a timely response: emergency and non-emergency
5. Dealing with customers honestly and fairly
6. Developing methods for measuring customer satisfaction
7. Customers share their positive experiences with others

PRINCIPLE 5

SUSTAINABLE COMMUNITY

► Means

1. Quality, well-maintained city infrastructure and facilities
2. Revitalizing major corridors and commercial areas
3. Maintaining a beautiful and safe community – protecting property values and reputation
4. Preserving unique neighborhoods with quality housing
5. Developing, enhancing Clive community identity, pride and spirit
6. Recreating, enhancing the quality of life in Clive – reason we live here
7. Preserving Clive as the Premier Residential Community in the Des Moines region
8. Defining, redefining and refining Clive’s vision and goals
9. Leaving Clive better than when we arrived

PRINCIPLE 6

COST-EFFECTIVE DELIVERY

► Means

1. Knowing the true cost of city services
2. Looking for and implementing ways to reduce the cost of service delivery
3. Evaluating service delivery options: city as the provider, partnering, contracting
4. Reducing service duplication within the City operations
5. Value engineering city service delivery to defined service level
6. Developing metrics for measuring services

PRINCIPLE 7

FORWARD THINKING

► Means

1. Identifying new, innovative approaches to city service delivery
2. Planning for city infrastructure, facilities and services
3. Understanding national trends and changing customer patterns and apply to the Clive community
4. Taking calculated risks – experimenting with a new idea/concept
5. Understanding their role and developing creative ideas and concepts to improve organization
6. Challenging current practices and the status quo

PRINCIPLE 8

CONTINUOUS IMPROVEMENT

► Means

1. Defining the outcomes and evaluating the processes
2. Determine areas for the most productive improvements – return of investment
3. Identifying and implementing ways to improve processes and expand capacity
4. Identifying and implementing ways to add value to better serve our customers
5. Reducing duplicated processes and services
6. Acting as champion for an organizational culture of process improvement

***CLIVE CITY GOVERNMENT
CORE BELIEFS***

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*

Clive City Government Core Beliefs – Definition

BELIEF 1

SERVE

► **Means**

1. Listening in Clive’s customers – their needs, concerns and expectations
2. Striving to exceed based upon our customers’ expectations
3. Developing, using service metrics to measure the quality of your service
4. Acting in a polite, courteous, fair and friendly manner
5. Looking for better ways to serve our customers
6. Looking for ways to say “yes”
7. Demonstrating in daily activities and actions a commitment to serve others
8. Providing a timely response to a service request
9. Making decisions on the best available data
10. Providing the best service possible

BELIEF 2

PRODUCTIVE

► **Means**

1. Planning work activities to maximize available resources
2. Taking a proactive approach – not satisfied with today, anticipating and taking the initiative
3. Taking pride in your work “product” putting your name on it
4. Completing tasks or assignments on time, within/below budget
5. Maintaining/enhancing knowledge and skill sets
6. Evaluating outcomes, learning to be better tomorrow
7. Knowing the “best practice” in your field and applying to Clive
8. Going the extra mile; giving the extra effort
9. Making decisions on the best available data
10. Showing up on time and prepared for work
11. Providing accurate, thorough reports and information

BELIEF 3
INTEGRITY

► **Means**

1. Acting in an ethical, honest manner – above question
2. Acting in a professional manner – meeting or exceeding professional standards
3. Delivering on commitments and promises – following through
4. Respecting others as a person, their ideas and opinions – treating others the way you want to be treated
5. Doing the right thing the first time – when no one is looking
6. Being loyal to the city and the Clive community
7. Providing an open, direct answer to a question
8. Telling the truth – being honest
9. Presenting unbiased, analytical reports with recommendations based on merits
10. Giving your best effort in the circumstances provided

BELIEF 4
RESPONSIBILITY

► **Means**

1. Taking personal responsibility for your actions, decisions, behaviors
2. Holding self and others accountable for the results
3. Taking ownership in the city and your job
4. Connecting the dots – vision, goals, mission linked to decisions and actions
5. Knowing and using Clive’s vision, goals, mission and core beliefs
6. Solving the problem or referring the customer to the person who can take responsibility
7. Learning from set backs or “failures” and not repeating mistakes
8. Addressing issues – no whining or complaining
9. Making timely decisions in your area of responsibility

BELIEF 5

INNOVATIVE

► Means

1. Having an open mind to new ideas or approaches
2. Anticipating problems and developing solutions
3. Taking steps to improve organization processes
4. Looking to the future – forward thinking, not satisfied with “status quo”
5. Looking for ways to add value to our customers and our community
6. Linking process to outcomes for the community and customers
7. Identifying, evaluating and presenting new ideas or concepts
8. Trying a new idea in your daily activities
9. Coming up with a new way of conducting the city business

BELIEF 6

TEAMWORK

► Means

1. Looking at the “big picture” – avoiding “tribalism” and “silos”
2. Using the City’s goals and mission to guide team and individual actions
3. Focusing on “We” rather than “I”
4. Knowing your role, responsibilities and performance standards
5. Communicating and keeping others informed
6. Actively participating on a work team or project team
7. Looking for opportunities to engage or involve others
8. Taking time to celebrate city successes and their value to the Clive community
9. Working with others – departments, work units, community
10. Placing employees where they have a likelihood to be successful

CITY OF CLIVE PLAN 2020 – 2026

City of Clive *Goals 2026*

Financially Sound City Providing Services Valued by the Community

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Great Place to Live: The Premier Location for Families

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Resilient City Facilities and Infrastructure

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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

VALUE TO RESIDENTS

1. Value for their tax dollars and fees
2. Confidence in responsible financial stewardship by city leaders and managers
3. City services delivered in a friendly, personal manner
4. Timely and effective response to a call for service-emergency and non-emergency
5. City employees dedicated to serving the Clive community

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

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Delivering on LOSST commitment and communicating with the community on projects and community value
2. Upcoming retirements and the process of succession management
3. Expectations of next generation of City employees and the impacts on City services and operations
4. Recruiting and retaining quality City staff reflecting the diversity of the metro area and community values
5. Federal and state mandates and regulations impacting City revenues, expenditures and services
6. “Toxic” and polarizing political environment impacting the community, trust in City government and undermining democratic institutions
7. Managing City service contracts and preventing the eroding of service levels when citizen expectations are high
8. Tapping and managing community volunteers that enhance City services and expand organizational capacity
9. Clive’s position in a rapidly growing Des Moines metro area with increasing competition from other communities?
10. Engaging a highly satisfied community
11. Aging community with evolving service needs
12. Shrinking family incomes and costs of daily services and necessities
13. Actions by the State of Iowa both Governor and Legislature – backfill funding and local control erosion

POLICY ACTIONS 2020 – 2021

- 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 ACTIONS 2020 – 2021

- 1.7 Fire/EMS Collaboration with Urbandale: Implementation Top Priority
- 1.8 Westcom Strategic Plan: Completion and Implementation Top Priority
- 1.9 Police 4/10 Deployment and Staffing: Hiring, Training, Schedule, 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 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
 - b. Exercise
12. Office 2019 Suite Upgrade
13. Police Department Accreditation: Completion (CALEA)
14. City Training Program: 2021
15. Thermal Imaging Cameras Replacement
16. 2nd Out Ambulance – Cot Loading System
17. Apparatus Exhaust Removal System
18. Computer Replacements
 - a. Fire
 - b. Police
19. Voice Communications Systems: Direction
20. Lucity System/Asset Management Implementation
 - a. Parks
 - b. Fleet Management

MANAGEMENT IN PROGRESS 2020 – 2021 (continued)

21. Financial Audit FY 19-20
22. Annual Capital Improvement Plan 2021: Update
23. City Legislative Agenda 2021
24. Cloud-Based Backup System: Implementation
25. Administrative Services Reorganization – Phase 2
26. Fire Pre-Plans Paperless
27. Fire 360 Degree Feedback
28. File Server Migration
29. City Employee Deferred Compensation Plan Modifications
30. Accounts Payable and Budget Workflow
31. City Employee Compensation Adjustments
32. City Employee and Retiree Benefits Enrollment Paperless
33. Budget FY 22 Development
34. OWS Computerized Activation and Monitoring/Westcom
35. Breach Reporting Plan and Incident Response Team: Implementation
36. Nitrous Oxide as a Non-opioid Alternative
37. Future Pandemics Planning and Supplies
38. Fire Department Strategic Plan: Completion
39. Adobe Audits
40. Formal Safety Training Program: Development
41. HR Software Solution Research
42. 2021 Bond Sale
 - a. CIP
 - b. New Clive Public Safety Center
43. Post Disaster Management System
44. Hospital Supplied Drugs: Investigation

**MANAGEMENT IN PROGRESS 2020 – 2021
(continued)**

45. Disaster Recovery/Business Continuity of Operations Framework: Document
46. Fire Surplus Assets Cleanout
47. City Employee Orientation/Onboarding Program: Development
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 WiFi 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

MAJOR PROJECTS 2020 – 2021

1. Neighborhood Park Signs Replacement

ON THE HORIZON 2021 – 2026

1. New Employee Intranet
2. Parks/PAAC/Library Board Configuration
3. Next Generation of City Employees: Preparation
4. COVID-19 Plan: Report, Direction and Direction
 - a. Short-Term/Re-Opening
 - b. Long-Term
5. Permanent Virtual City Services: Best Practices, Report with Options, Direction and City Actions
6. “AAA”/Excellent Bond Rating Strategy: Report, Direction and Actions
7. Regional Organizations – CVB and Bravo: Financial Status, Direction, City Role and Actions
8. City Service Equity: Assessment, Report with Findings, Direction and City Actions
9. Clive Smart City: Definition, Report with Options, Direction and City Actions (including Smart Mobility, Smart Utilities, etc.)
10. Boards/Commissions Diversity: Direction and Actions
11. City Workforce Diversity Plan: Outcomes, Report with Options, Direction and City Actions
12. DART 28m Agreement: Direction and Agreement Approval

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 86th Street neighborhoods
3. Revitalization of University Avenue Corridor
4. Maintained/enhanced residential property values
5. Attractive, safe neighborhoods throughout the city

VALUE TO RESIDENTS

1. Enhanced single-family home values
2. Convenience with easy access to leisure and recreational activities and program
3. Neighbors knowing and helping neighbors and contributing to a better Clive community
4. Choice of great neighbors and quality homes
5. Taking pride in saying "I live in Clive"
6. Enhanced single-family home values

SHORT-TERM CHALLENGES AND OPPORTUNITIES

1. Aging housing stock needing maintenance and upgrade
2. Producing visible results in 86th 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

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. City role and owner responsibility in addressing private-owned tree canopy
2. Increasing traffic volume and limited road capacity/rightsizing road capacity for traffic volume
3. Differing appearance and property maintenance standards among businesses, property owners, and tenants
4. Increasing single-family rentals and property maintenance issues
5. Maintaining strong working relations with School Districts and developing collaborative programs and activities
6. Developing northwest Clive with amenities for residents
7. Funding for private tree type, location and replacement
8. Need to increase range of housing choices and pricepoints – mixed use, multi-family, smaller homes, renovated/modernized older homes, new larger homes
9. Perception of split in Clive Community: East and West
10. Becoming a truly equitable and welcoming community for all Clive residents
11. Impacts of increasing senior population on City services

POLICY ACTIONS 2020 – 2021

- 2.1 Linnan Park – Short-Term: Direction, Funding and Project(s) Top Priority
- 2.2 86th Street Neighborhoods Revitalization Plan and Tactical Plan [Flood Prone Properties/Linnan Park] Top Priority
- 2.3 University Avenue Corridor Plan (with the City of West Des Moines) Top Priority
- 2.4 Emerald Isle Development: Direction, Public Improvements Direction and Funding, Development Agreement High Priority
- 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 ACTIONS 2020 – 2021

- 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 2020 – 2021

- 1. Community Health and Wellness Initiative
- 2. Development Facilitation
 - a. Berkshire North
 - b. Shadow Creek – South
 - c. Shadow Creek – North
- 3. Recreation Virtual Programming
- 4. Clive Festival Website
- 5. School Gym Usage – COVID Impact
- 6. Library Curbside Material Checkout
- 7. Leisure Services Report to the Community: Development
- 8. iMap Server: Update
- 9. Art Along the Trail Program
- 10. Rental Cancellation Policy: Review
- 11. Leisure Service on City Website “How to” Manual
- 12. Clive Festival 2021
- 13. Existing Businesses Visitation and Reports
- 14. Housing Assessment Phase 2 (Western)
- 15. Library App: Upgrade
- 16. Additional Public Art
- 17. Library Strategic Plan: Completion
- 18.

MAJOR PROJECTS 2020 – 2021

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

ON THE HORIZON 2021 – 2026

1. Economic Development Advisory Council: Direction
2. 114th Corridor/“Hill” Vision and Development
3. Berkshire Office Park Development Plan
4. Buckeye Partner Property Site Ownership/Maintenance Conversion/Long-Term Plan
5. Subdivision Ordinance: Revision

ON THE HORIZON 2021 – 2026

6. Hickman Corridor Development/Revitalization Plan: Development
7. Disc Golf Course: Direction, Funding, Design and Construction
8. Community Equity Policy/Strategy/Action Plan: Data Collection, Outcomes, Best Practices, Report with Options, Direction and City Actions
9. Playground Equipment Upgrades: Report, Direction and Funding
10. Library Master Plan: Outcomes, Best Practices, Alternative Services and Facilities Models, Collaborative Opportunities, Direction and City Actions
11. Community Climate Change Resiliency Strategy/Plan: Outcomes, Best Practices, Report with Options, Direction and City Actions
12. Cultural Arts Master Plan for Clive: Outcomes, Best Practices, Report with Options, Direction and City Actions
14. Community Code Revision/Municipal Citation: Direction
15. Parks and Recreation Partnership with School Districts
16. Accessory Buildings/Additional Garages Policies/Regulations: Review and Direction

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

VALUE TO RESIDENTS

1. Protection of property values
2. More choices for your leisure time in Clive
3. Opportunities for a healthy life style and living
4. Travel on quality roads with predictable travel times
5. Convenient access to user friendly facilities that are responsive to community needs and expectations

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

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Dedicated resources for regular maintenance of City facilities
2. Keeping up with ever changing technology and cyber security supporting City infrastructure
3. Economic disruption, COVID-19 pandemic and economic recession impacting funding level
4. Funding for competing capital projects with limited resources and deferred projects due to COVID-19
5. Adjusting City specifications and development standards to create resilient infrastructure
6. Future underground utilities and funding

POLICY ACTIONS 2020 – 2021

- 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 ACTIONS 2020 – 2021

- 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 2020 – 2021

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

MAJOR PROJECTS 2020 – 2021

1. NW 142nd Street Lighting Project
2. Westgate Parkway Bridge Project: Construction
3. Berkshire and Boston Street Light LED Relamp
4. 2020 Residential HMA Rehabilitation Projects
5. Annual Sidewalk Repair Projects
 - a. 2020
 - b. 2021

MAJOR PROJECTS 2020 – 2021 (continued)

6. Oxbow Reconstruction Project (Swanson Boulevard)
7. Pedestrian Signal Improvements (10)
8. Walk/Don't Walk Countdown Signals: Installation
9. Landscape Plan Projects
 - a. 156th and Boston
 - b. Berkshire and Boston
10. 2021 Annual Sewer Lining Projects
11. City Hall Access Ladder
12. Meredith Drive ROW Acquisition
13. Hickman Road Adaptive Traffic Signals System
14. Hickman Road New Traffic Management Software: Implementation
15. NW 86th Street Railroad Crossing Paving Rehab
16. Clark Street Project: Phase 1
17. Public Works/MWA Recycling Pad Site
18. Meredith Drive/Warrior Lane Paving Project
19. Buffalo Road Water System Replacement
20. 2021 Annual Arterial PCC Patching Projects
21. Annual Residential PCC Patching Projects
 - a. 2020
 - b. 2021
22. Clark Street – Phase 2 (105th to 109th)
 - a. Design
 - b. Construction

**MAJOR PROJECTS 2020 – 2021
(continued)**

23. 128th and Hickman Intersection Improvements
24. Berkshire and Hickman Traffic Signal
25. 2021 Water Main Replacement Project – Rio Valley Area
26. Alice’s Road Property Acquisition
27. Meredith Drive and Alices Road Intersection Project
 - a. Design (6/21)
 - b. Reconstruction
28. Harbach Boulevard Reconstruction Project
 - a. Preliminary Design
 - b. ROW Acquisition

ON THE HORIZON 2021 – 2026

1. Soil Quality Restoration Cost Share Program
2. Single-Family Stormwater Management Regulations and Grants Program
3. Green Infrastructure Maintenance: Outcomes, Report with Options. Direction and Funding
4. City Mobility Plan: Development
5. Sidewalk Safety Plan/ADA Compliance Assessment
6. Stormwater Management Program (Country Club Sub-Watershed): Assessment
7. Country Club Lake Water Quality/Sedimentation
8. Long-Range Corridor Planning: ROW and Road
 - a. Swanson Connect
 - b. 118th Street Corridor
9. Flood Prone Properties Buyout: Phase 3 Acquisition: Direction and Funding Mechanism
10. Street Maintenance: Service Level, Report with Options, Direction, Funding and Project Priority
11. Water Rates for Irrigation: Direction
12. Public Tree Canopy and Forestation: Data Collection, Outcomes, Report with Options, Direction, Funding Mechanism and City Actions
 - a. Tree Location
 - b. Tree Diversity and Type
 - c. Landscape Requirements
 - d. Tree Maintenance
13. Hickman/Country Club Traffic Signal: Direction and Funding
14. Meredith Road Reconstruction – Phase 2 (with City of Urbandale): Design and Funding

**ON THE HORIZON 2021 – 2026
(continued)**

15. City Monument Signs – 128th Street: Direction and Funding
16. Stormwater Ordinance Compliance MS4 Facilities: Assessment and Direction
17. Dymond Public Safety Building Future Use: Direction
18. Clark Street Project: Next Steps, Phase 3 Funding
19. Soil Quality Restoration Cost Share Program
20. Single-Family Stormwater Management Regulations and Grants Program
21. Traffic Control Signals (West Des Moines/Country Club): Direction and Funding
22. Sidewalk Safety Plan/ADA Compliance Assessment
23. Stormwater Management Program (Country Club Sub-Watershed): Assessment

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

VALUE TO RESIDENTS

1. Preservation and enhancement of Clive’s major asset – the Greenbelt
2. Opportunities to enjoy the Greenbelt
3. Easy, convenient access to the trail and Greenbelt
4. Beautiful Walnut Creek
5. Clive Greenbelt – a major community destination
6. Clive Greenbelt – our identity and community connection/focal point

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

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Seeking outside funding sources including grants
2. Interchange construction impacts on the Greenbelt trail and stormwater
3. Solving connectivity problems to neighborhoods
4. Trail connectivity through the Country Club neighborhood
5. Reducing blind turns/corners and overall trail user safety
6. Funding for expansion in NW developing area

POLICY ACTIONS 2020 – 2021

- 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 ACTIONS 2020 – 2021

- 4.5 Sustainable Goat Program: 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 2020 – 2021

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

MAJOR PROJECTS 2020 – 2021

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

ON THE HORIZON 2021 – 2026

1. Water Trail Development: Projects (2 Sites) Direction and Funding
2. Greenbelt Master Plan: Refinement
3. Neighborhood Access Plan and Projects: Direction and Funding
4. North Walnut Creek/Greenbelt Extension (73rd Street)
5. Campbell Bridge Replacement (Greenbelt Triad Project)
6. Motorized Bikes on Greenbelt and Trails Ordinance: Legal Review and Direction
7. Porter Shelter: Next Steps (Greenbelt Triad Project)
8. Walnut Creek Watershed Master Plan: Next Steps

CITY OF CLIVE ACTION AGENDA 2020 – 2021

City of Clive *Policy Agenda 2020 – 2021*

TOP PRIORITY

Linnan Park – Short Term Plan and Actions

86th 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

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

Assistant City Manager Professional Development and Coaching

Electronic Utility Bills: Marketing

Administrative Support for FEMA COVID-19 Public Assistance Program

Police Lieutenant, Sergeants and Detective: Training

Dynamic Host Configuration Protocol Services

Police Officer Training on Racial Bias, Bias-Based Policing and De-Escalation; Annual Training

Drug Lock Replacements

Tier 2 Reporting with Pre-Plan

Police Officers: Hiring and Training

Fire Code: Adoption (City Council)

Metro Active Threat Protocols: Tabletop; Exercise

Office 2019 Suite Upgrade

Police Department Accreditation: Completion (CALEA)

City Training Program: 2021

Thermal Imaging Cameras Replacement

2nd Out Ambulance – Cot Loading System

Apparatus Exhaust Removal System

Computer Replacements: Fire; Police

Voice Communications Systems: Direction

Lucity System/Asset Management Implementation: Parks; Fleet Management

Financial Audit FY 19-20

Annual Capital Improvement Plan 2021: Update

City Legislative Agenda 2021

Cloud-Based Backup System: Implementation

Administrative Services Reorganization – Phase 2

Fire Pre-Plans Paperless

Fire 360 Degree Feedback

File Server Migration

City Employee Deferred Compensation Plan Modifications

Accounts Payable and Budget Workflow
City Employee Compensation Adjustments
City Employee and Retiree Benefits Enrollment Paperless
Budget FY 22 Development
OWS Computerized Activation and Monitoring/Westcom
Breach Reporting Plan and Incident Response Team: Implementation
Nitrous Oxide as a Non-opioid Alternative
Future Pandemics Planning and Supplies
Fire Department Strategic Plan: Completion
Adobe Audits
Formal Safety Training Program: Development
HR Software Solution Research
2021 Bond Sale: CIP; New Clive Public Safety Center
Post Disaster Management System
Hospital Supplied Drugs: Investigation
Disaster Recovery/Business Continuity of Operations Framework: Document

Fire Surplus Assets Cleanout

City Employee Orientation/Onboarding Program: Development

Leisure Services Digital Files: Organization

Union Member Health Insurance Benefits Education

Public Works Digital Radios: Upgrades (20 Mobile & 1 Base)

City Led Community Volunteer Program

Smoke Detectors Check: Post COVID-19

City Wi-Fi Network Improvements

Secondary Data Center Location

Redundant/Back-up Internet Service Provider

Citywide Process Improvements: Departmental Reports

Leisure Services Program and Rental Software: Review

Security Scanning Service - DHS

Community Health and Wellness Initiative

Development Facilitation: Berkshire North; Shadow Creek – South; Shadow Creek – North

Recreation Virtual Programming

Clive Festival Website

School Gym Usage – COVID Impact
Library Curbside Material Checkout
Leisure Services Report to the Community: Development
iMap Server: Update
Art Along the Trail Program
Rental Cancellation Policy: Review
Leisure Service on City Website “How to” Manual
Clive Festival 2021
Existing Businesses Visitation and Reports
Housing Assessment Phase 2 (Western)
Library App: Upgrade
Additional Public Art
Library Strategic Plan: Completion
City Emerald Ash Borer Program: Implementation
Flood Prone Property Buyout Program – Phase 2 Demo
ACALRA Water System Control Software
Alices Road ROW Acquisition Closing/Demolition (3)

Stormwater Management Manual: Update

Small Wireless Facilities Policies: Revision (City Council)

ROW Policies for Private Infrastructure

ROW Tree Maintenance Program: Development

City-Owned BMP Facilities Inspection

New Clive Public Safety Center Art: Commission

Clark Street Pilot Green Infrastructure Evaluation Report

2019 REAP Grant: Property Acquisition in Shadow Creek

Park and Trail Asset Management: Development

Traffic Signal Software Conversion

Sign GPS Data Collection

Walnut Creek Watershed – Model Stream Buffer Protection Ordinance (City Council)

Annual Water Quality Monitoring Report

City of Clive

Major Projects 2020 – 2021

Neighborhood Park Signs Replacement

Playground Mulch: Replacement

Campbell Park Softball Field Fence Replacement

Soccer Goal Update: Country Club Glen Park; Wildwood Park

Campbell Park: Volleyball Courts Sand Replacement; Canopy Installation

Maintenance Facility Garage Door: Replacement

Tennis Courts: Update: Campbell Park; Walnut Ridge Park

Trail Counters: Installation (Council Budget FY '22)

Country Club Glen Park Natural Area Restorations

Canary Park Detention Drainage Improvements

Aquatic Center Minor Enhancements: Shade

NW 142nd Street Lighting Project

Westgate Parkway Bridge Project: Construction

Berkshire and Boston Street Light LED Relamp
2020 Residential HMA Rehabilitation Projects: 90th; 90th Court; 91st
Annual Sidewalk Repair Projects: 2020; 2021
Oxbow Reconstruction Project (Swanson Boulevard)
Pedestrian Signal Improvements (10)
Walk/Don't Walk Countdown Signals: Installation
Landscape Plan Projects: 156th and Boston; Berkshire and Boston
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NW 86th Street Railroad Crossing Paving Rehab
Clark Street Project: Phase 1
Public Works/MWA Recycling Pad Site
Meredith Drive/Warrior Lane Paving Project

Buffalo Road Water System Replacement

2021 Annual Arterial PCC Patching Projects

Annual Residential PCC Patching Projects: 2020; 2021

Clark Street – Phase 2 (105th to 109th): Design; Construction

128th and Hickman Intersection Improvements

Berkshire and Hickman Traffic Signal

2021 Water Main Replacement Project – Rio Valley Area

Alice’s Road Property Acquisition

Harbach Boulevard Reconstruction Project: Preliminary Design; ROW Acquisition

Meredith Drive and Alices Road Intersection Project: Design (6/21); Reconstruction

Meredith Wetlands Site: Tree Planting

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