

Strategic

Plan

2015-2020-2030

STRATEGIC PLAN 2015 → 2020 → 2030



Des Moines, Iowa
July 2015



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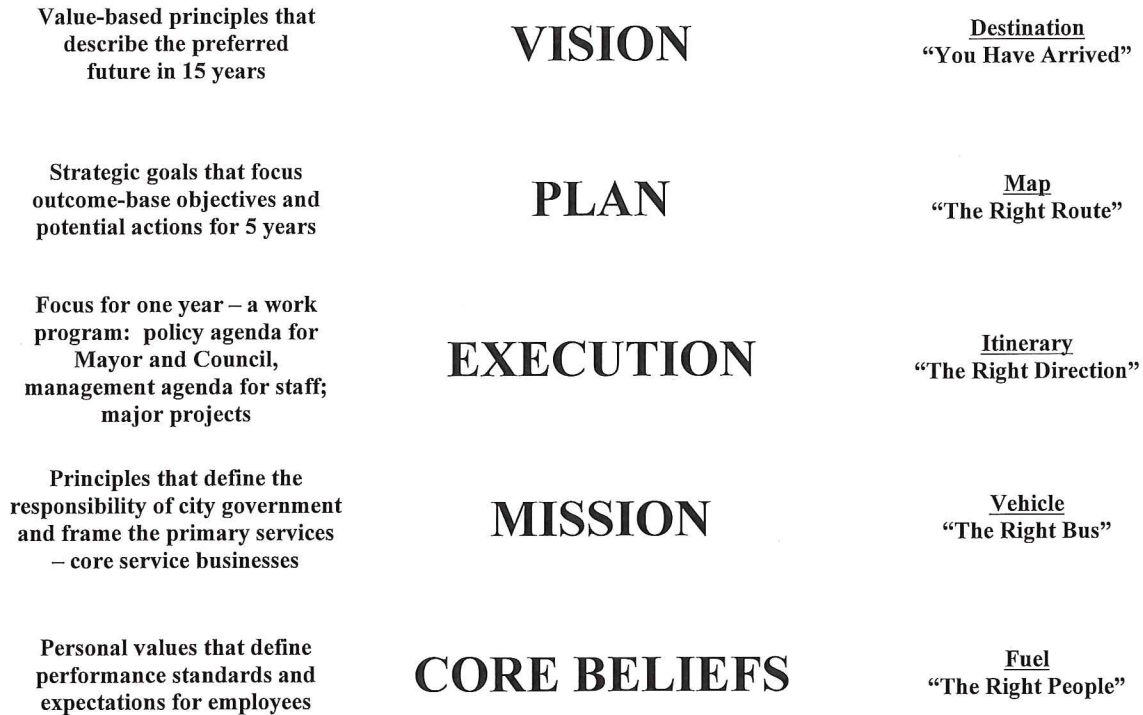
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STRATEGIC PLANNING FOR THE CITY OF DES MOINES

Strategic Planning Model for the City of Des Moines



DES MOINES VISION 2030

Vision 2030

DES MOINES VISION 2030

**DES MOINES 2030 is a
VIBRANT CAPITAL CITY – the PRIDE of IOWA⁽¹⁾
with *GREAT NEIGHBORHOODS*⁽²⁾, *ALIVE DOWNTOWN*⁽³⁾,
and *THRIVING DIVERSE REGIONAL ECONOMY*⁽⁴⁾,
and is a *RECOGNIZED LEADER IN
COMMUNITY SUSTAINABILITY*⁽⁵⁾.**

**DES MOINES 2030 has
ABUNDANT OPPORTUNITIES FOR AN ACTIVE LIFESTYLE⁽⁶⁾,
and an *EFFECTIVE TRANSPORTATION
SYSTEM CONNECTING THE REGION*⁽⁷⁾.**

**In 2030, residents and businesses take tremendous
PRIDE IN THE DES MOINES COMMUNITY⁽⁸⁾!**

Des Moines Vision 2030

8

PRINCIPLE 1

VIBRANT CAPITAL CITY – THE PRIDE OF IOWA

► Means

1. Regional destination for tourism – historic, sports, state government; culture; arts; major entertainment
2. Quality of life amenities for current residents and attracting new residents
3. Beautiful City with attractive corridors/parks, underground utilities, no tolerance for blight
4. Home of State government Polk County and the Iowa State Fair
5. City for all generations: to live and to enjoy
6. Strong working relationship between State of Iowa/Polk/Dallas and Warren Counties, Cities
7. City libraries and educational institutions working together for life long learning
8. Major and growing employment center with 21st century jobs
9. One Des Moines “community” – sense of community among cities in the Des Moines metro area
10. Inclusive community welcoming diverse population

PRINCIPLE 2

GREAT NEIGHBORHOODS

► Means

1. Quality, well maintained public infrastructure: streets, utilities, sidewalks, curbs/gutters, storm water, trees, parks
2. People feel and are safe and secure at home and in the neighborhood
3. Quality, well maintained/modernized housing stock
4. Walkable, pedestrian friendly neighborhoods
5. Buildings and homes meeting City codes and standards – no visual blights, rental and owner occupied
6. Neighborhood retail and restaurants serving the needs of neighbors and visitors
7. Walkable neighborhood parks with a variety of amenities
8. Neighborhood schools and libraries with quality educational programs and joint use with the City and neighborhoods
9. Strong representative neighborhood associations working in partnership the City and each other
10. Connections to regional trail system
11. Maintaining affordability for current residents – variety of housing types and price points

PRINCIPLE 3

ALIVE DOWNTOWN

► **Means**

1. Walkable and pedestrian friendly
2. Destination for regional/local events and festivals for residents, the region and the state
3. Range of modern urban housing options using innovative designs and construction techniques: types, prices, rent/ownership
4. Major dining and entertainment venues offering a range of options: multi screen movie theater, performing theaters, live music
5. Reputation and reality as a “safe, clean and well lighted” place
6. Public park with amenities: playgrounds, splash pad, ball fields, picnic areas with pavilions
7. Retail destination with a range of shopping experiences
8. Preferred location for youth, families and retirees living in and around Downtown
9. Transportation options for easy access to Downtown
10. Arts literacy and cultural destination for the Des Moines community
11. Well maintained buildings and structures adding value to Downtown
12. Well maintained public infrastructure: streets, sidewalks, traffic signals, street lights, bridges, water system, skywalks, trees, parks, parking structures/lots

PRINCIPLE 4

THRIVING DIVERSE REGIONAL ECONOMY

► **Means**

1. Strong financial and insurance businesses
2. Variety of growing small, locally owned businesses
3. New airport terminal with convenient and affordable air fares with connections to the world
4. State-of-the-art technology infrastructure serving the needs of current and future businesses
5. Collaborative research and development with businesses and universities
6. Preferred location for national headquarters and major regional offices
7. Workforce development for 21st century job opportunities
8. Major regional center for medical and healthcare services: cardiac, cancer, children; partnering with other regional medical centers
9. Advanced technologically based manufacturing
10. Strong working relationship among economic development partners – producing results that expand the Des Moines regional economy

PRINCIPLE 5
RECOGNIZED LEADER IN COMMUNITY
SUSTAINABILITY

► **Means**

1. Use of solar, wind and geothermal renewable energy sources by the City and in the community
2. Apply state-of-the-art sustainability principles and techniques to the City and the community, including “green” infrastructure
3. Develop and implement "best practices" and innovative techniques
4. Educating the residents and businesses on the impacts of their daily decisions on community sustainability
5. Clean, quality water in all rivers and streams: exceeding national and state standards
6. Multi modal transportation options available and used by residents
7. Mixed use developments in Downtown and neighborhoods
8. Developments and buildings using "green" techniques and methods: LEED Platinum and Gold and Net Zero
9. Recognized as a “5 ★ Star Community”
10. City requiring sustainable buildings and developments, permeable surfaces, construction materials

PRINCIPLE 6
ABUNDANT OPPORTUNITIES FOR ACTIVE
LIFESTYLE

► **Means**

1. Top quality major and walkable, accessible neighborhood parks with a variety of amenities
2. Beautiful Riverfront for all to enjoy
3. Top quality indoor and outdoor aquatic facilities and venues for competition, recreation and leisure enjoyment
4. Well designed, well maintained multi-use trail system and on street bike lanes connected to the region
5. Multiple sports complexes for recreation, tournaments and regional/national competition
6. Affordable, quality golf courses with a range of programs and activities, and capacity for local/regional tournaments
7. Accessible parks, facilities and equipment for people with all abilities and ages
8. Top quality public library system with a variety of services and programs – recognized as the “best library” in the state
9. Top quality specialty park: dog, sculpture, skate, music, water trails
10. Range of affordable, quality recreational programs and activities for all family generations and diverse cultural groups

PRINCIPLE 7

EFFECTIVE TRANSPORTATION SYSTEM CONNECTING THE REGION

► Means

1. Well maintained City streets and sidewalks at defined City standards
2. Beautiful, well maintained streetscapes and medians along major corridors
3. Self sufficient international airport with affordable and convenient connections to the nation and the world
4. Neighborhoods and Downtown that are pedestrian friendly
5. Quality, well maintained bridges throughout the City
6. Southeast connector
7. Well designed, well maintained regional and City trail system with a variety of amenities
8. Network of trails, paths and complete streets for commuting and recreation
9. Additional viaduct(s) and other actions mitigating the impacts of railroad
10. Effective regional public transportation system

PRINCIPLE 8

PRIDE IN THE DES MOINES COMMUNITY

► Means

1. Effective methods for engaging the community in City governance and planning the future
2. Strong community events and festivals bringing the community together
3. Regional cooperation and collaboration among local governments recognizing the interdependence of the Des Moines region
4. Strong working relationship between City of Des Moines and various community partners and institutions
5. City and school district employees living in Des Moines
6. Financial return and unique benefits to Des Moines residents for hosting regional facilities, events and festivals
7. Strong neighborhoods associations collaborating with each other and partnering with the City
8. Residents and businesses that take pride in the Des Moines community
9. Well-informed community – residents and businesses – about the City services, finances and activities
10. Great place for all abilities and cultural population to live
11. City leading and facilitating residents, businesses and community organizations/institutions working together contributing to a better community

DES MOINES CITY GOVERNMENT: OUR MISSION

Des Moines City Government

Our Mission

**The MISSION of DES MOINES CITY
GOVERNMENT
is to be
FINANCIALLY STRONG⁽¹⁾
in order to provide
EXCEPTIONAL MUNICIPAL SERVICES⁽²⁾
with
CUSTOMER FOCUS⁽³⁾
and an
*INVOLVED COMMUNITY – RESIDENTS
AND BUSINESSES*⁽⁴⁾.**

Des Moines City Government

Our Mission

PRINCIPLE 1

FINANCIALLY STRONG

► **Means**

1. Investing in the maintenance, operations and replacement of City buildings and infrastructure
2. Collaborating with public institutions on the delivery of municipal services
2. Striving for the highest possible financial ratings while maintaining reserves consistent with City policies and nationally accepted standards
4. Recovering the cost of services through user fees and other charges
5. Protecting the interests of the City at state and federal levels, including the protection of Home Rule
6. Having necessary resources to support defined City services and levels of service
7. Embracing alternative service delivery models
8. Delivering City services in a cost effective, efficient manner
9. Leveraging City resources through grants, partnerships, sponsorships, private contributions
10. Developing alternative revenue sources to support City services and service delivery
11. Committing to a support for assets protection and risk management

PRINCIPLE 2

EXCEPTIONAL MUNICIPAL SERVICES

► **Means**

1. Listening, understanding and responding to the needs of the entire Des Moines community – our residents and businesses
2. Developing and institutionalizing an organization culture that values performance, accountability, learning, innovation
3. Having technology systems that enhance City service delivery and productivity
4. Providing City employees and contractors with the resources necessary to excel in their defined responsibilities
5. Understanding trends in services and applying to the City of Des Moines
6. Taking a proactive approach – anticipating needs and issues, reporting problems, taking care of the problem
7. Having an organizational culture that supports creative thinking and innovative action – reputation as “cutting edge”
8. Providing dependable, consistent services throughout the City
9. Exploring ways to increase resources and expand revenues
10. Designing, building, staffing and maintaining City buildings and infrastructure
11. Using data and community benefit (greater good) to drive decisions beyond emotional community response

PRINCIPLE 3
CUSTOMER FOCUS

► **Means**

1. Listening to and understanding the customers concerns, issues, problem or expectations
2. Acting in a friendly, courteous, respectful and honest manner
3. Looking for ways to say "Yes" and to solve problems
4. If you must say "No", taking the time to explain your decisions or actions
5. Having a "can do" attitude
6. Using technology to better serve the community
7. Providing a direct and timely response to the customer
8. Having a visible presence in the community – people know you
9. Building effective working relationships with the community based upon mutual trust and respect.

PRINCIPLE 4
**INVOLVED COMMUNITY – RESIDENTS
AND BUSINESSES**

► **Means**

1. Using a variety of methods and techniques to inform the community – residents and businesses
2. Knowing the community – key leaders, key institutions, key organizations
3. Effectively using City boards, commissions and task forces
4. Being open to new, creative ideas and to feedback from residents
5. Engaging our youth
6. Developing effective methods of engaging the community in planning and policy development
7. Supporting community events and festivals
8. Seeking and using community feedback to improve services and governance
9. Leveraging and facilitating appropriate volunteerism in the community

DES MOINES CITY GOVERNMENT: CORE VALUES

**DES MOINES CITY GOVERNMENT:
CORE VALUES
PERFORMANCE EXPECTATIONS
AND STANDARDS FOR ALL!**

THE DES MOINES S-P-I-R-I-T

S ervice

P erformance

I ntegrity

R esponsibility

I nnovation

T eamwork

Core Values Definition

CORE VALUE 1

SERVICE

► Means

1. Providing a timely response – within 24 hours
2. Acting in a friendly, courteous, polite and helpful manner
2. Giving your best effort to provide exceptional service
4. Looking for ways to say "yes"
5. If you must say "no", taking time to explain your decisions and actions
6. Solving the customer's problem
7. Helping others in difficult circumstances
8. Having customers telling positive stories about the exceptional services and actions of the City of Des Moines

CORE VALUE 2

PERFORMANCE

► Means

1. Completing jobs/projects on time and within the budget
2. Having ownership in the work assignments and services – willing to put your name on it
3. Delegating or completing tasks with clear performance expectations and standards while still being responsible for the outcomes
4. Measuring the results, outcomes and customer satisfaction
5. Making data driven decisions
6. Defining performance standards and desired outcomes
7. Developing and using work plans to maximize productivity
8. Developing solutions, options and recommendations
9. Having passion for public service

CORE VALUE 3

INTEGRITY

► **Means**

1. Being honest and trustworthy
2. Providing a direct, complete response to a question or inquiry
3. Acting in an ethical manner – above question
4. Respecting the City institution: Mayor-Council; City Management, Department
5. Doing the right thing at the right time especially when no one is looking
6. Following the laws, policies, directions and ordinances
7. Showing up for work on time and ready to work
8. Providing accurate information and data
9. Being open without bias

CORE VALUE 4

RESPONSIBILITY

► **Means**

1. Being open to feedback and constructive criticism
2. Taking care of the City facilities and equipment
3. Acting in a safe manner
4. Admitting mistakes and learning for next time – avoid repeats
5. Taking responsibility for decisions, actions and behaviors
6. Keeping others informed in a timely manner - avoid surprises
7. Holding self and others accountable for the outcomes, consequences or results
8. Willing to be an active listener and learn
9. Being visible in the Des Moines community
10. Developing skillsets and expanding professional knowledge to do the job

CORE VALUE 5

INNOVATION

► Means

1. Identifying and initiating ways to reduce the cost of City operations and improve service delivery
2. Looking for ways to improve the organization, operations and processes
3. Thinking creatively
4. Knowing "best practices" and when appropriate applying the concept
5. Being willing to change your behaviors or actions
6. Being open to new ideas or suggestions, and learn
7. Taking calculated risks
8. Suggesting modifications to ordinances and regulations, operations and processes
9. Anticipating and bringing up critical issues and opportunities
10. Monitoring trends in municipal services and community sustainability

CORE VALUE 6

TEAMWORK

► Means

1. Helping others to be successful in their areas of responsibility
2. Working with others to resolve conflicts
3. Knowing your role and responsibilities
4. Respecting the roles and contributions of other team members
5. Sharing resources with other work units and departments
6. Appropriately involving others in decision making
7. Communicating in an open, direct manner
8. Supporting the team decisions, plans and actions
9. Actively participating on teams

CITY OF DES MOINES PLAN 2015 – 2020

City of Des Moines *Goals 2020*

FINANCIALLY SOUND CITY

**SUSTAINABLE COMMUNITY: OUR NEIGHBORHOODS,
OUR DOWNTOWN**

HIGH PERFORMING CITY ORGANIZATION

UPGRADED CITY INFRASTRUCTURE AND BUILDINGS

**LIVABLE COMMUNITY: EXPANDED LEISURE, ARTS AND
CULTURAL OPPORTUNITIES**

Goal 1

Financially Sound City

OBJECTIVES

1. Provided adequate funding and resources for defined City services and levels of service
2. City services delivered in the most cost effective manner, data driven manner
3. Upgraded City technology and financial systems (including data security)
4. Maintained/improved bond rating
5. Maintained/increased City's financial reserves
6. Leveraged City resources through outside grants, partnerships, sponsorship and private contributions
7. Users paying for cost recovery of the delivery of City services

MEANS TO RESIDENTS

1. Service value for tax fees
2. Responsible financial stewardship by the City
3. City balancing services today with investing in the future
4. Leveraging City resources through outside funding sources
5. Reliable delivery of exceptional City services
6. City services delivered in an efficient, cost effective manner

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. State of Iowa and legislative actions impacting City services and finances
2. Local option sales tax
3. Funding for aging infrastructure needing repair, maintenance, replacement
4. Federal and state mandates and regulations impacting City finances, projects and services
5. Limited revenue options for cities
6. Increasing costs of daily City operations
7. Cost of employee pensions and healthcare benefits
8. Likely increase in interest rates – currently at an all-time low
9. Willingness to make fiscal sustainable decisions to support services, facilities and infrastructure
10. Defining and prioritizing City services and service levels
11. Disparity of tax rates with surrounding City

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Fewer grants with increased competition and requirements
2. Suburban cities reluctance to fund regional facilities and programs
3. Lack of growth in private single family home developments
4. Taxpayer lack of understanding City finances
5. Growing desire for City financial transparency
6. Residents demand for more services and higher level of services

POLICY ACTIONS 2015 – 2016

1. Tax Abatement Policy
2. Regional Local Option Sales Tax
3. City Services and Resources Plan
4. Financial Policies: Review
5. Public – Private Partnership Policy

PRIORITY

Top Priority
Top Priority
Top Priority
High Priority
High Priority

MANAGEMENT ACTIONS 2015 – 2016

1. Joint Communications Center
2. Downtown Maintenance Management Agreement: Clean, Safe and Beautiful
3. School Strategy

PRIORITY

High Priority
High Priority
High Priority

ON THE HORIZON 2016 – 2020

1. Comprehensive Fee Review
2. Long Term Financial Plan: Assumptions, Expenditures, Revenues
3. Support Services and Staffing: Evaluation, Direction, Long Term Staffing Plan, Funding
4. Hospitals/Governments/Non Profits Payment for City Services
5. Police Service and Staffing
6. Public Works Services and Staffing: Evaluation, Direction, Funding
7. Fire Services and Staffing: Evaluation
8. Park Services and Staffing: Evaluation, Direction, Funding
9. Alternative Revenue Study

Goal 2

Sustainable Community: Our Neighborhoods, Our Downtown

OBJECTIVES

1. Strong neighborhood associations working in collaboration with the City
2. Revitalized neighborhood retail and commercial areas
3. Upgraded/modernized older housing stock
4. Removal of blight – buildings and homes meeting City codes and standards or demolition
5. More/expanded businesses in Downtown: major business headquarters, small businesses
6. More pedestrian friendly neighborhoods and Downtown

MEANS TO RESIDENTS

1. More reasons to live or invest in Des Moines
2. Protection/enhancement of property values
3. More housing options for all
4. More reasons to stay in neighborhoods or go Downtown
5. More sustainable future for Des Moines
6. More beautiful Des Moines community – “curb appeal”
7. Expanding commercial tax base
8. Greater convenience for daily living

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. Aging, vacant and underutilize commercial centers needing major improvements or repurposing
2. Aging housing stock needing major remodel or replacement
3. Irresponsible property owners not complying with City code or investing in the maintenance or upgrade of their properties
4. More attractive gateways and major corridors
5. Determining who should pay for street, sewer, water and sidewalk improvements
6. Defining the City's role and the role of the private sector
7. Upgrading the Des Moines Airport and expanding air service that is affordable
8. Complexity of landbanking

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Attracting businesses to Des Moines
2. Reducing the dependence on the automobile, increasing alternative transportation modes and vehicles
3. Competition among neighborhoods for resources and priority
4. Defining and using "sustainability" concepts
5. Personal property rights versus community benefits
6. Limited land available for new developments
7. Urban forest with appropriate trees and canopied streets

POLICY ACTIONS 2015 – 2016

1. City Facilities Construction Policy
2. Streetscape Master Plan
3. Code Enforcement Performance Review
4. NFC Expansion
5. Exterior Property Maintenance Code
6. Green Infrastructure and Funding
7. City Owned Land Inventory/Policy Direction

PRIORITY

Top Priority
High Priority
High Priority
High Priority
High Priority
High Priority

MANAGEMENT ACTIONS 2015 – 2016

1. Convention Hotel Development
2. Comprehensive Plan
3. Kum and Go Headquarters
4. Downtown Parking Garage with Housing

PRIORITY

Top Priority
Top Priority
Top Priority
Top Priority

MANAGEMENT IN PROGRESS 2015 – 2016

1. Echo Valley Urban Renewal Plan
2. Demolition Delay Ordinance: Adoption
3. Parking Restrictions: Locust, 7th, Mulberry
4. Eastgate Urban Renewal Plan
5. 12th Street: One Way/Two Way
6. Mobile Vendor Merchant Ordinance: Pilot Program
7. Neighborhood Revitalization Plan Update:
 - RFP
 - Consultant Selection
 - Prepare Revised Neighborhood Revitalization Plan
8. Vacant Public Nuisances: Direction, Funding
9. Downtown Walkability Analysis
10. Pole Signs Ordinance Enforcement Report
11. Mobile Home Park Enforcement: Report
12. Multi Family Residential Recycling Program Enforcement: Report
13. Liquor License Regulation: Report
14. Unified Codes: Adoption
15. Beautification Ordinances: Enforcement (Junk/Debris)
16. Private Tree Policy: Public Education Ongoing

ON THE HORIZON 2016 – 2020

1. Zoning Ordinance/Form Based Code
2. Skywalks: Evaluation, Plan, Direction, Funding
3. Neighborhood Plan: Evaluation, Direction, Funding
4. Downtown Parking Policy and Garage(s)
5. Blighted Structures Demolition Program, Funding
6. City Economic Development Policy and Program
7. Sign Ordinance: Review, Revision
8. Landbanking Policy and Plan
9. Diverse Community Outreach Program
10. Alternative Energy Plan
11. Development Standards: Review
12. Market District Development
13. Railroad Strategy: Plan Review, Direction
14. Broad Acres Subdivision (Gray's Wood): Infrastructure Plan, Funding
15. Business Retention and Visitation Program
16. Landmark Designation Policy and Process
17. Overlay District Design Guidelines
18. Homeless Policy and Process

Goal 3

High Performing City Organization

OBJECTIVES

1. City services focusing on the customer
2. City government working as a team: Mayor-Council, management, and employees
3. Institutionalized the City Core Values throughout the City organization, including innovation, responsibility, accountability and performance
4. City service delivery systems and processes regularly evaluated and improving
5. Effective performance metrics system measuring outcomes and value to the community
6. Streamlined development and financial processes, which are easy for the customers to use
7. Well-informed community on City vision, goals, services, programs and finances

MEANS TO RESIDENTS

1. Consistent customer friendly City services
2. Easy access to services and information
3. Streamlined City processes and operation
4. Focus on the customer
5. Responsive City services
6. City working together as a team
7. City measuring service value and using data in decision making

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. Rising costs of employee salaries and benefits
2. Funding for appropriate staffing level
3. Smaller applicant pool with less qualified candidates
4. Resistance to change among City employees
5. Different expectations and outlook for work among employee generations
6. Labor contracts and negotiations
7. Accountability for decisions and actions
8. Increased competition for talent: public and private sectors
9. Retaining top quality, talented employees
10. Recognizing and respect professionalism of staff and existing policies
11. Keeping up with information technology and social media

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Using technology to enhance performance and productivity
2. Media perception focusing on negative coverage
3. Serving a diversifying community: cultural traditions/practices, languages, views of government
4. Different customers having differing/conflicting needs
5. Public employment less desirable and more short-term/non-career oriented
6. Employee expectations and the City's ability to respond or fund
7. Marketing public career opportunities

POLICY ACTIONS 2015 – 2016

1. Alternative Service Delivery Report
2. Residency Incentives for City Employees

MANAGEMENT ACTIONS 2015 – 2016

1. Corporation Communications Position/Plan
2. Information Technology Upgrade Plan and Funding
3. Online Services Development
4. Strategic Planning
5. Organization Evaluation and Report
6. Human Rights
7. Core Values Institutionalization

PRIORITY

PRIORITY

Top Priority

High Priority

High Priority

High Priority

High Priority

MANAGEMENT IN PROGRESS 2015 – 2016

1. Police Facility and Workspace Needs Report
2. Fire Accreditation
3. App Blocker
4. Cisco ISE
5. Police Drug Disposal
6. Police Taser Replacement
7. Animal Control Lease and Management (SW 63rd Street Facility)
8. DMTV Broadcast Equipment Updates
9. Mayor Innovation Project: Video
10. Marketing Program: Expansion
11. Police In Car Cameras: Update
12. Police Body Cameras: Policy and Storage
13. Parks and Recreation Citizen Satisfaction Survey
14. Network Security Plan and Staffing
15. Data Storage: Direction, Funding
16. Fire Station Study: Update Report
17. ERP: Work Order System, Disaster Recovery
18. Historical Cemetery Lease and Burial Records Digitization
19. Deferred Compensation Policy
20. 2016 National Governors' Conference
21. Summer Video Productions (18)

MANAGEMENT IN PROGRESS 2015 – 2016

(Continued)

22. Help Desk Ticket Creation, Tracking, Reporting System
23. Fire NEMSIS 3.0 – e PCR Evaluation
24. Fire House Net: Upgrade
25. CRM Replacement
26. Succession Policy, Planning and Process
27. Scrapyard Enforcement

ON THE HORIZON 2016 – 2020

1. City Source Advertising
2. City Photo Files
3. Court Avenue District: Funding for Police Security
4. Police Elevator: Upgrade
5. Training and Development: Direction, Funding
6. Homeland Security Regional Program
7. Performance Management/Metric Program

MAJOR PROJECTS 2015 – 2016

1. Glendale Cemetery Internment Options: Expansion
2. Fire/Police MDT Installation
3. Police Elevator
4. Police Facilities Enhancements
 - A. North/West Stairs
 - B. Locker Rooms
5. Library Facilities Maintenance Standards Study

Goal 4

Upgraded City Infrastructure and Buildings

OBJECTIVES

1. Upgraded streets
2. Upgraded/replaced bridges
3. Effective storm water management compliant with federal requirements
4. Increased underground utilities
5. Upgraded City/community information technology infrastructure – affordable and faster
6. Upgraded sidewalks
7. Upgraded/replaced City Hall

MEANS TO RESIDENTS

1. Predictable and acceptable travel times on City streets
2. Reliable delivery of City services
3. Easy accessible, customer friendly buildings
4. City investing in maintenance to extend the life of infrastructure
5. More attractive community
6. Access to affordable, fast technology infrastructure
7. Protection from flooding

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. Aging City infrastructure with deferred maintenance
2. Rapidly deteriorating bridges
3. Potential major failure or "crisis" with City infrastructure
4. Lack of federal and IDOT funding
5. Competition among projects for limited resources
6. Climate change and the potential impacts on City infrastructure
7. Increasing construction costs: materials, resources, contractors
8. Aging technology infrastructure and financial system

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Funding for replacement, major repairs and ongoing maintenance
2. Federal and state mandates and changing standards and requirements without funding
3. FEMA requirements and impacts on flood plain management
4. Changing technology and techniques in road repairs and resurfacing
5. Determining who should pay for infrastructure maintenance or repairs
6. Regionalized utility services

POLICY ACTIONS 2015 – 2016

1. Undergrounding Utilities Policy
2. City Hall Building Upgrade
3. Southeast Connector

PRIORITY

Top Priority
High Priority

MANAGEMENT IN PROGRESS 2015 – 2016

1. Recycling Processing Contract: Approval
2. Hubbell Study: Report
3. Comprehensive Pump Station and Generator Maintenance Plan: Development
4. Yard Waste Disposal
5. Fiber Management in Public Right-of-Way Report
6. Computer Aided Design Drafting Standards
7. Signal System Evaluation and Report
8. Levee Penetrations: Televising
9. Levee System Assessment and Evaluation Report: DM – I; II and III Levees
10. Sewer Collection System: Additional Televising
11. Emerald Ash Borer Plan

MAJOR PROJECTS 2015 – 2016

1. I-235 Pedestrian Bridges: LED Lights Installation
2. 2014 – 2015 Street Maintenance Program
3. Accelerated LED Lights
4. Southeast Connector (to SE 30th Street)
5. Levee Gatewells Repairs
6. Grand Avenue Bridge Reconstruction
7. Process Civic Access (ADA Compliance)
8. Skywalks HVAC and Roof Replacement

ON THE HORIZON 2016 – 2020

1. Airport Terminal Planning
2. Southwest Connector
3. Stormwater Management Program: Review, Project Priority, Funding
4. Fire Station (NE): Direction
5. Street Master Plan: Condition Assessment, Service Level, Plan, Funding
6. DART Bus Rapid Transit
7. Complete Streets Policy: Implementation, Direction, Funding
8. Cemetery Improvements: Project, Funding
9. North-South Connector: Direction, Funding
10. Viaduct for Dean Avenue: Direction, Funding
11. Urban Forest Master Plan and Tree Policy
12. Sidewalk Policy and Program
13. Waterways/Water Quality Plan
 - A. Regional
 - B. City
14. Two Way Street Policy
15. Flood Protection for Municipal Center
16. Hickman/Merle Hay Intersection Improvements: Redesign, Direction, Funding
17. Signal System Upgrade: Projects, Funding
18. SE Connector: Next Phases
19. City Hall Exterior LED
20. Public Works Relocation

Goal 5

Livable Community: Expanded Leisure, Arts and Cultural Opportunities

OBJECTIVES

1. Well-maintained, upgraded parks and sports complexes
2. Convenient access to neighborhood parks
3. Expanded nightlife and entertainment venues
4. Expanded recreational programming for all generations
5. Connected multi use trail for the region
6. Regionalized library system cooperation with regional resources and programming
7. Riverwalk with amenities and businesses

MEANS TO RESIDENTS

1. More quality choices for your leisure time
2. Great parks responsive to community
3. Recreational programs and activities for all
4. More nightlife to enjoy
5. Library as a community resource center
6. Support for a healthy lifestyle and personal wellness
7. Trails for leisure and recreation

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. Changing recreational trends and patterns – emerging multi cultural/generational activities and alternative sports
2. Opportunities for sport tourism – nationally, regionally and state
3. Defining appropriate activities and business development along trails and Riverwalk
4. Funding for leisure amenities, programs and facilities
5. Rise of "Amateur Professional Youth Sports" replacing/competing with recreational leagues
6. Funding for maintenance of current facilities
7. Funding for the ongoing maintenance, staffing and replacement of new facilities
8. Poor condition of cemeteries (7) and funding for perpetual maintenance

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Competition from other cities in the region
2. Emerald ash borer and the impact on the urban forest
3. Regional collaboration and funding the arts and culture
4. Determining who should pay and how much
5. Nationally the declining in funding for arts literacy and culture
6. Competition with and relationship to the private sector
7. Natural areas in an urban setting
8. Diversifying cultures

POLICY ACTIONS 2015 – 2016

1. Parks and Recreation Comprehensive Plan:
Re-Write
2. Library Regional Services
3. City Trail System Development

PRIORITY

Top Priority

MANAGEMENT IN PROGRESS 2015 – 2016

1. Swimming Lessons for Low Income Individuals: Expansion
2. Library Social Media Sites: Expansion
3. Historical Signs in Parks (3)
4. Gray's Lake Master Plan: Update
5. Library Marketing Plan: Finalization by Library Board
6. 2016 NCAA Basketball Tournament
7. Library Hours: Staffing, Funding Study
8. Library RFID Anti Book Theft Security System
9. Library Computer Replacement

MAJOR PROJECTS 2015 – 2016

1. Library Facilities: Natural Prairie Plantings
2. Park System Deteriorated Facilities: Removal
 - A. Shelters
 - B. Tennis Courts
 - C. Houses
3. Grandview Park Sprayground: Installation
4. Mark Ackelson Trail in Ewing and Easter Lake Parks:
Completion
5. Mac Rae Park Woodland Restoration
6. Gray's Lake Trail Safety Railing (along Raccoon River)
7. Ewing Park Lilac Arboretum: Plantings (20)
8. Grandview Nature Trail
9. Greenwood/Ashworth Natural Trail
10. McHenry Park Small Natural Playscape
11. Children's Forest New Tree Markers
12. Allen Park Community Garden: Plan and Design
13. James W. Cownie Baseball Park Parking Lot
14. Prospect Park Disc Golf Course
15. Sheridan Park Shelter
16. Greenwood Sprayground
17. Library Isolated Security Camera System: Installation
18. Principal Park Improvements: HVAC Replacement and
Window Replacement
19. Automated 24/7 Kiosk Library (Ward 4)

MAJOR PROJECTS 2015 – 2016

(Continued)

20. Fairmont Park Playground
21. East Side Library Parking Lot: Land Acquisition
22. Four Mile Community Center: Remodel
23. Pioneer – Columbus Community Center: Remodel
24. Jackson Street Bridge
25. Library Facilities Maintenance Standards Projects

ON THE HORIZON 2016 – 2020

1. Riverview Park Master Plan Implementation: Funding (\$4 million)
2. Jordan Park Improvements: Funding (\$100,000)
3. Cownie Baseball Projects: Funding (\$1.2 million)
4. Mac Rae Park Improvements: Funding (\$4 million)
5. Woodland Cemetery Fence and Retaining Wall: Funding (\$1.5 million)
6. Bathrooms for Parks: Direction, Funding
7. % For Arts: Review, Complying with Policy
8. Regional Soccer Facilities: Evaluation, Direction
9. Small Performing Arts Venue

CITY OF DES MOINES ACTION AGENDA 2015 – 2016

City of Des Moines *Policy Agenda 2015 – 2016*

TOP PRIORITY

Tax Abatement Policy
Undergrounding Utilities Policy
Parks and Recreation Comprehensive Plan
Regional Local Option Sales Tax
City Services and Resources Plan
City Facilities Construction Policy: Direction, Funding

HIGH PRIORITY

Streetscape Master Plan
Code Enforcement Performance Review
Financial Policies: Review
City Hall Building Upgrade
NFC Expansion
Exterior Property Maintenance Code
Green Infrastructure and Funding
Public – Private Partnership Policy

City of Des Moines *Management Agenda 2015 – 2016*

TOP PRIORITY

Convention Hotel Development
Corporation Communication Position/Plan
Comprehensive Plan
Kum and Go Headquarters
Downtown Parking Garage with Housing

HIGH PRIORITY

Information Technology Upgrade Plan and Funding
Radio Communications Center
Downtown Maintenance Management Agreement
Online Services Development
School Strategy
Strategic Planning
Organization Evaluation and Report

City of Des Moines

Management in Progress 2015 – 2016

Echo Valley Urban Renewal Plan
Demolition Delay Ordinance: Adoption
Parking Restrictions: Locust, 7th, Mulberry
Eastgate Urban Renewal Plan
12th Street: One Way/Two Way
Mobile Vendor Merchant Ordinance: Pilot Program
Neighborhood Revitalization Plan Update
Vacant Public Nuisances: Direction, Funding
Downtown Walkability Analysis
Pole Signs Ordinance Enforcement Report
Mobile Home Park Enforcement: Report
Multi Family Residential Recycling Program Enforcement: Report
Liquor License Regulation: Report
Unified Codes: Adoption
Beautification Ordinances: Enforcement (Junk/Debris)
Private Tree Policy: Public Education Ongoing

Police Facility and Workspace Needs Report
Fire Accreditation
App Blocker
Cisco ISE
Police Drug Disposal
Police Taser Replacement
Animal Control Lease and Management (SW 63rd Street Facility)
DMTV Broadcast Equipment Updates
Mayor Innovation Project: Video
Marketing Program: Expansion
Police In Car Cameras: Update
Police Body Cameras: Policy and Storage
Parks and Recreation Citizen Satisfaction Survey
Network Security Plan and Staffing
Data Storage: Direction, Funding
Fire Station Study: Update Report
ERP: Work Order System, Disaster Recovery
Historical Cemetery Lease and Burial Records Digitization
Deferred Compensation Policy
2016 National Governors' Conference

Summer Video Productions (18)
Help Desk Ticket Creation, Tracking, Reporting System
Fire NEMESIS 3.0 – e PCR Evaluation
Fire House Net: Upgrade
CRM Replacement
Succession Policy, Planning and Process
Scrapyard Enforcement
Recycling Processing Contract: Approval
Hubbell Study: Report
Comprehensive Pump Station and Generator Maintenance Plan: Development
Yard Waste Disposal
Fiber Management in Public Right-of-Way Report
Computer Aided Design Drafting Standards
Signal System Evaluation and Report
Levee Penetrations: Televising
Levee System Assessment and Evaluation Report: DM – 1; II and III Levees
Sewer Collection System: Additional Televising
Emerald Ash Borer Plan
Swimming Lessons for Low Income Individuals: Expansion
Library Social Media Sites: Expansion
Historical Signs in Parks (3)

Gray's Lake Master Plan: Update
Library Marketing Plan: Finalization by Library Board
2016 NCAA Basketball Tournament
Library Hours: Staffing, Funding Study
Library RFID Anti Book Theft Security System
Library Computer Replacement

City of Des Moines

Major Projects 2015 – 2016

Glendale Cemetery Internment Options: Expansion
Fire/Police MDT Installation
Police Elevator
Police Facilities Enhancements
Library Facilities Maintenance Standards Study
I-235 Pedestrian Bridges: LED Lights Installation
2014 – 2015 Street Maintenance Program
Accelerated LED Lights
Southeast Connector (to SE 30th Street)
Levee Gatewells Repairs
Grand Avenue Bridge Reconstruction
Process Civic Access (ADA Compliance)
Skywalks HVAC and Roof Replacement
Library Facilities: Natural Prairie Plantings
Park System Deteriorated Facilities: Removal
Grandview Park Sprayground: Installation
Mark Ackelson Trail in Ewing and Easter Lake Parks: Completion

Mac Rae Park Woodland Restoration
Gray's Lake Trail Safety Railing (along Raccoon River)
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Fairmont Park Playground
East Side Library Parking Lot: Land Acquisition
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Jackson Street Bridge
Library Facilities Maintenance Standards Projects