

Strategic Plan

2015-2020-2030

Executive Summary

STRATEGIC PLAN

2015 → 2020 → 2030

EXECUTIVE SUMMARY

Mayor and City Council



Des Moines, Iowa
August 2015



Lyle Sumek Associates, Inc.
9 Flagship Court
Palm Coast, FL 32137-3373

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

Table of Contents

EXECUTIVE SUMMARY

Strategic Planning for the City of Des Moines	1
Des Moines Vision 2030	2
Des Moines City Government: Our Mission	11
Des Moines City Government: Core Values	15
City of Des Moines Plan 2015 – 2020	16
City of Des Moines Action Agenda 2015 – 2016	29

This report and all related materials are copyrighted. This report may be duplicated for distribution to appropriate parties as needed. No unauthorized duplication is allowed, including for use in training within your organization or for consulting purposes outside your organization.

STRATEGIC FRAMEWORK

VISION 2030

“Desired Destination for the City of Des Moines”

PLAN 2020

“Map to the City of Des Moines’s Destination”

EXECUTION

“Route for Next Year”

MISSION

“Responsibilities of Des Moines’s City Government”

BELIEFS

“How the City of Des Moines Should Operate”

Des Moines 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 REGIONAL ECONOMY⁽⁴⁾,
and is a
*RECOGNIZED LEADER IN COMMUNITY
SUSTAINABILITY*⁽⁵⁾.**

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

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

Vision 2030

Guiding Principles

PRINCIPLE 1

VIBRANT CAPITAL CITY – THE PRIDE OF IOWA

► Means

1. Regional destination for tourism – historic, sports, state government
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 and the Iowa State Fair
5. City for all generations: to live and to enjoy
6. Strong working relationship between state government and City of Des Moines
7. City and educational institutions working together for life long learning
8. Major and growing employment center with 21st century jobs
9. One Des Moines

PRINCIPLE 2

GREAT NEIGHBORHOODS

► **Means**

1. Quality, well maintained public infrastructure: streets, utilities, sidewalks, curbs/gutters, storm water, trees
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
7. Walkable neighborhood parks with a variety of amenities
8. Neighborhood schools 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

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: playground, splash pad, ball fields, picnic areas with pavilions
7. Retail destination with a range of shopping experiences
8. Preferred location for youth, professional families living in and around Downtown
9. Transportation options for easy access to Downtown
10. Arts and cultural destination for the Des Moines region
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

PRINCIPLE 4

THRIVING 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 center for medical and healthcare services: cardiac, cancer, children
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 "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
9. Recognized as a “5 ★ Star Community”
10. City requiring sustainable buildings and developments permeable surfaces, construction materials

PRINCIPLE 6

ABUNDANT OPPORTUNITIES FOR LEISURE

► **Means**

1. Top quality major and 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. ADA accessible parks, facilities and equipment
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, etc.
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 lanes to bike for commuting and recreation
9. Additional viaduct at Dean Avenue
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 disabled 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
Mission**

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

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 service
3. 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 adequate 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 Des Moines community – residents and businesses
2. Developing and institutionalizing an organization culture that values performance, accountability, learning
3. Having technology systems that enhance City service delivery and productivity
4. Providing City employees and contractors 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
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

PRINCIPLE 3

CUSTOMER FRIENDLY

► **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. Providing a direct and timely response to the customer
5. Having a “can do” attitude
6. Using technology to better serve the community
7. If you must say "No", taking the time to explain your decisions or actions
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

**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

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

► **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

► **Actions 2015 – 2016**

PRIORITY

Action Agenda

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

Top Priority

Top Priority

Top Priority

High Priority

High Priority

Management Agenda

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

High Priority

High Priority

High Priority

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

► **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

► **Actions 2015 – 2016**

PRIORITY

Action Agenda

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

Top Priority

High Priority

High Priority

High Priority

High Priority

High Priority

Management Agenda

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

Top Priority

Top Priority

Top Priority

Top Priority

Management in Progress

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
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

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

► **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

► **Actions 2015 – 2016**

PRIORITY

Action Agenda

1. Inclusive Community: Action Plan
2. Arts and Culture Master Plan

Management Agenda

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

Top Priority

High Priority

High Priority

High Priority

High Priority

Management in Progress

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)
22. Help Desk Ticket Creation, Tracking, Reporting System
23. Fire NEMSIS 3.0 – e PCR Evaluation
24. Fire House Net: Upgrade

► **Actions 2015 – 2016 (Continued)**

PRIORITY

Management in Progress

25. CRM Replacement
26. Succession Policy, Planning and Process
27. Scrapyard Enforcement

Major Projects

1. Glendale Cemetery Internment Options: Expansion
2. Fire/Police MDT Installation
3. Police Elevator
4. Police Facilities Enhancements
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

► **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

► **Actions 2015 – 2016**

PRIORITY

Action Agenda

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

Top Priority

High Priority

Management in Progress

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 – 1; II and III Levees
10. Sewer Collection System: Additional Televising
11. Emerald Ash Borer Plan

Major Projects

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

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

► 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

► **Actions 2015 – 2016**

PRIORITY

Action Agenda

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

Top Priority

Management in Progress

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

1. Library Facilities: Natural Prairie Plantings
2. Park System Deteriorated Facilities: Removal
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)
20. Fairmont Park Playground
21. East Side Library Parking Lot: Land Acquisition

► **Actions 2015 – 2016** *(Continued)*

PRIORITY

Major Projects

22. Four Mile Community Center: Remodel
23. Pioneer – Columbus Community Center: Remodel
24. Jackson Street Bridge
25. Library Facilities Maintenance Standards Projects

City of Des Moines Policy Action 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 Action 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

1. Regional 2015 Codes: Adoption
2. Mobile Home Park Enforcement: Report
3. Multi Family Residential Recycling Program Enforcement: Report
4. Beautification Ordinances: Adoption (Junk/Debris)
5. Vacant Public Nuisances: Direction, Funding
6. Pole Signs Ordinance Enforcement Report
7. Transient Merchant Ordinance: Pilot Program
8. Liquor License Regulation: Report
9. Water Shut Off Issues: Resolution (with Des Moines Water Works)
10. Historic District Guidelines Enforcement Report
11. Demolition Delay Ordinance: Adoption
12. Echo Valley Urban Renewal Plan
13. Eastgate Urban Renewal Plan
14. IEC Hotel Finance Plan, Agreement
15. Downtown Traffic Study and Pilot Project
16. Unified Fire Code: Adoption
17. Fire Accreditation
18. 2016 National Governors' Conference
19. Fire NEMESIS 3.0 – e PCR Evaluation
20. Fire House Net: Upgrade
21. Fire Station Study: Direction on Action Items, Funding
22. Water Emergency Team (WET): Direction, Funding
23. ERP: Work Order System, Disaster Recovery
24. Network Security Plan and Staffing
25. Data Storage: Direction, Funding
26. Cisco ISE
27. App Blocker
28. CRM Replacement
29. Help Desk Ticket Creation, Tracking, Reporting System
30. Parks and Recreation Citizen Satisfaction Survey
31. National Recreation and Park Association Gold Medal Award

► **Management in Progress 2014 – 2016** *(Continued)*

32. Historical Cemetery Lease and Burial Records Digitization
33. DMTV Broadcast Equipment Updates
34. Summer Video Productions (18)
35. Mayor Innovation Project: Video
36. Marketing Program: Expansion
37. Police In Car Cameras: Update
38. Police Body Cameras: Policy and Storage
39. K 9-1-1
40. Police Facility and Workspace Needs Report
41. Police Drug Disposal
42. Police Taser Replacement
43. Scrapyard Policy and Ordinance
44. Computer Aided Design Drafting Standards
45. Hubbell Study: Report
46. Signal System Evaluation and Report
47. Fiber Management in Public Right-of-Way Report
48. Levee Penetrations: Televising
49. Sewer Collection System: Additional Televising
50. Levee System Assessment and Evaluation Report: DM – 1; II and III Levees
51. Comprehensive Pump Station and Generator Maintenance Plan: Development
52. Recycling Processing Contract: Approval
53. Yard Waste Disposal
54. 2016 NCAA Basketball Tournament
55. Library Computer Replacement
56. Library RFID Anti Book Theft Security System
57. Library Ten Year Strategic Initiative
58. Library Marketing Plan: Finalization
59. Library Hours: Staffing, Funding
60. Library Social Media Sites: Expansion
61. Library One Cent Sales Tax Incentive
62. Swimming Lessons for Low Income Individuals: Expansion
63. Historical Signs in Parks (3)

City of Des Moines

Major Projects 2015 – 2016

► Major Projects 2014 – 2016

1. Fire MDT Data 911: Installation
2. Library Facilities Maintenance Standards Project
3. Glendale Cemetery Internment Options: Expansion
4. Police MDT
5. Police Facilities Enhancements: Locker Rooms, North/West Stairs
6. Southeast Connector (to SE 30th Street)
7. Indianola Avenue – Phase IV (SE 14th/Army Post)
8. Process Civic Access (ADA Compliance)
9. Skywalks HVAC and Roof Replacement
10. I-235 Pedestrian Bridges: LED Lights Installation
11. City Hall Exterior LED
12. Levee Gatewells Repairs
13. 2014 – 2015 Street Maintenance Program
14. Grant Avenue Bridge Reconstruction
15. Jackson Street Bridge
16. Library Isolated Security Camera System: Installation
17. Library Facilities: Natural Prairie Plantings
18. Library Facilities Maintenance Standards Projects
19. Automated 24/7 Kiosk Library (Ward 4)
20. East Side Library Parking Lot: Land Acquisition
21. Principal Park Improvements: HVAC Replacement and Window Replacement
22. Park System Deteriorated Facilities: Removal
23. Allen Park Community Garden: Plan and Design
24. Four Mile Community Center: Remodel
25. Pioneer – Columbus Community Center: Remodel
26. Grandview Park Sprayground: Installation
27. Mark Ackelson Trail in Ewing and Easter Lake parks: Completion
28. James W. Cownie Baseball Park Parking Lot: Completion
29. Mac Rae Park Woodland Restoration
30. Gray's lake Trail Safety Railing (along Raccoon River)
31. Ewing Park Lilac Arboretum: Plantings

► **Major Projects 2015 – 2016** *(Continued)*

32. Grandview Nature Rail: Completion
33. Greenwood/Ashworth Natural Trail: Completion
34. Fairmont Park Playground
35. McHenry Park Small Natural Playscape
36. Children's Forest New Tree Markers