

# STRATEGIC PLAN 2016 → 2021 → 2031



Des Moines, 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](mailto:sumekassoc@gmail.com)

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# **STRATEGIC PLANNING FOR THE CITY OF DES MOINES**

# Strategic Planning Model for the City of Des Moines

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

**VISION**

Destination  
“You Have Arrived”

Strategic goals that focus outcome-base 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”

# **DES MOINES VISION 2031**

# *Vision 2031*

## **DES MOINES VISION 2031**

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**DES MOINES 2031 is a  
*VIBRANT CAPITAL CITY – the PRIDE of IOWA* <sup>(1)</sup>  
with *GREAT NEIGHBORHOODS* <sup>(2)</sup>,  
*ALIVE DOWNTOWN* <sup>(3)</sup>,  
and *THRIVING REGIONAL ECONOMY* <sup>(4)</sup>,  
and is a *RECOGNIZED LEADER IN COMMUNITY SUSTAINABILITY* <sup>(5)</sup>.**

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**DES MOINES 2031 has  
*ABUNDANT OPPORTUNITIES FOR LEISURE* <sup>(6)</sup>,  
and an *EFFECTIVE TRANSPORTATION SYSTEM  
CONNECTING THE REGION* <sup>(7)</sup>.**

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**In 2031, residents and businesses take tremendous *PRIDE IN THE DES  
MOINES COMMUNITY* <sup>(8)</sup>!**

# *Des Moines Vision 2031*

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## **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 21<sup>st</sup> 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 21<sup>st</sup> 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**

### **INCLUSIVE COMMUNITY CELEBRATING CULTURE AND HERITAGE**

#### **► 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 parks: 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. Dean Avenue Viaduct: E 19<sup>th</sup> – E 22<sup>nd</sup>
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 housing 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: OUR MISSION**

# *Des Moines City Government*

## *Our Mission*

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

# *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 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

# **CITY OF DES MOINES PLAN 2016 – 2021**

# *City of Des Moines* *Goals 2021*

**FINANCIALLY SOUND CITY**

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**HIGH PERFORMING CITY ORGANIZATION**

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

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**UPGRADED CITY INFRASTRUCTURE AND BUILDINGS**

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**LIVABLE COMMUNITY: EXPANDED LEISURE, ARTS AND  
CULTURE 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 taxes and fees paid
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**

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. Defining and prioritizing City services and service levels
5. Cost of employee pensions and healthcare benefits
6. Residents demand for more services and higher level of services
7. Disparity of tax rates with surrounding City
8. Taxpayer lack of understanding City finances
9. Increasing cost of vehicle/apparatus/equipment replacement
10. Establishing a unified voice and message on policy issues and City advocacy

### **LONG TERM CHALLENGES**

1. Increasing costs of daily City operations, including medical supplies
2. Lack of growth in private single family home developments
3. Changing the perception and City's image of state policy makers
4. Limited revenue options for cities
5. Suburban cities reluctance to fund regional facilities and programs, reluctance to create operating efficiencies and working together to exclusion of the City of Des Moines
6. Federal and state mandates and regulations impacting City finances, projects and services
7. Likely increase in interest rates – currently at an all-time low
8. Fewer grants with increased competition and requirements

**POLICY ACTIONS 2016 – 2017**

1. Local Option Sales Tax
2. Economic Development Financial Policies
3. Fire/EMS Service Delivery
4. State Backfill: Plan “B”

**PRIORITY**

Top Priority  
Top Priority

**MANAGEMENT ACTIONS 2016 – 2017**

1. Prairie Meadows Revenues: Plan “B”
2. State Lobbyist Contract
3. City Services and Resource Plan

**PRIORITY**

Top Priority  
High Priority

**MANAGEMENT IN PROGRESS 2016 – 2017**

1. Airport Services Agreement
2. Rock Creek Sewer Title Acceptance Issues
3. Risk Management and Asset Protection:  
Review, Staffing/Contract

**ON THE HORIZON 2017 – 2021**

1. Communications Center (with Polk County)
2. School Strategy and City Actions
3. Service Collaboration with Other Cities: Report
4. Budget Structural Deficit
5. Long Term Financial Plan
6. Minimum Wage: Policy Position
7. Tax Abatement Policy
8. Comprehensive Fee Review
9. Hospitals/Governments/Non Profits Payments for City Services
10. Police Services and Staffing
11. Public Works Services and Staffing
12. Fire Services and Staffing
13. Parks Services and Staffing

# Goal 2

## 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. Institutionalize 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**

1. Work space security
2. Approve/deny subdivision plats within 15 days of submittal
3. Addressing growing number of open records requests
4. Rising costs of employee salaries and benefits
5. Smaller applicant pool with less qualified candidates with increased competition
6. Recognizing and respect professionalism of staff and existing policies
7. Employee expectations and the City's ability to respond or fund
8. Service demands exceeding staff capacity

### **LONG TERM CHALLENGES**

1. Accountability for decisions and actions
2. Keeping up with information technology and social media
3. Using technology to enhance performance and productivity
4. Succession planning
5. Funding for appropriate staffing level
6. Serving a diversifying community: cultural traditions/practices, languages, views of government
7. Resistance to change among City employees
8. Recruiting and retaining top quality, talented employees
9. Developing, measuring and using reliable performance data and metrics
10. Adapting to a changing worker profile expectations about employment

**POLICY ACTIONS 2016 – 2017**

1. Information Technology Upgrade Plan
2. Police Staffing
3. City Website Redesign
4. Procurement Process Improvement
5. Residency Incentives for City Employees
6. Boards/Commission

**PRIORITY**

- |               |
|---------------|
| Top Priority  |
| High Priority |
| High Priority |

**MANAGEMENT ACTIONS 2016 – 2017**

1. Communications Strategic Plan
2. Legacy Enterprise System
3. Online City Services
4. Senior Management Compensation
5. Survive versus Thrive
6. Seasonal Employees

**PRIORITY**

- |               |
|---------------|
| Top Priority  |
| High Priority |

**MANAGEMENT IN PROGRESS 2016 – 2017**

1. Leadership Academy Phase II – Managing and Evaluating Employee Performance
2. Summer Video Productions (18)
3. Supervisor Boot Camp
4. Guardian Project
5. Employee Self Service (ESS)
6. Police Body Cameras: Implementation
7. Fire NEMSIS 34 – e PCR Software Evaluation
8. Fire Reporting System
9. Employee Goal Setting/Performance Evaluation System: Tyler – Munis
10. Performance Management/Metric Program
11. Police In-Car Cameras Update: Installation
12. Data Storage for In-Car and Body Camera Data and Video
13. ERP Work Order System
14. Consolidated Deferred Compensation Plan
15. Fire Training Academy
16. Police Vehicle Mobile Hotspot
17. CISS Primary Care Coordination (DMFD and Primary Health Care): Reduce Emergency Responses/Emergency Room Visits, Written HIPAA Responsibilities, and Supplant the Business Associates Agreement
18. DMTV Broadcast Equipment Update
19. Fire/Arson Investigation Expansion
20. Water Emergency Team (WET): CIP Decision
21. Network Security Policy

**MANAGEMENT IN PROGRESS 2016 – 2017**

*(Continued)*

22. Tyler – Munis Data Conversion
23. Police/IT Facility and Workspace Needs Report
24. Worksite Wellness Assessment Action Plan
25. Fire Station Study Updates
26. Fire Accreditation
27. Health Insurance Review Committee System
28. Online Safety and Compliance Training
29. Position and Organizational Review

**MAJOR PROJECTS 2016 – 2017**

1. Fire Mobile Data Terminals (MDT): Installation
2. Police Station Elevator: Upgrade
3. Police Station: West Stairs Reconstruction
4. Warehouse Demolition (South of Police Station)

**ON THE HORIZON 2017 – 2021**

1. Workplace Facility Study
2. Work Environment Security Plan
3. Capital Crossroads: Next Steps
4. Internet Security Plan
5. Help Desk Ticket Creation, Tracking Reporting
6. CRM Replacement
7. Tracking Controlled Substances
8. Orientation/Onboarding Program: Improvement
9. HR Paperless Filing System
10. Court Avenue District: Funding for Police Security
11. Training and Development: Direction, Funding
12. Homeland Security Regional Program
13. Library Facilities Standards Report, Funding

# Goal 3

## 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**

1. Attracting businesses to Des Moines
2. More attractive gateways and major corridors
3. Integrating new investors, existing developers in neighborhood revitalization
4. Aging, vacant and underutilized commercial centers needing major improvements or repurposing
5. Aging housing stock needing major remodel or replacement
6. Irresponsible property owners not complying with City code or investing in the maintenance or upgrade of their properties
7. Protecting TIF and other economic development tools
8. Competition among neighborhoods for resources and priority
9. Development pressure regarding infrastructure needs
10. Embracing alternative transportation modes – protected bike lanes, increase DART services
11. Establishing a cost sharing policy to address development pressures and requests for city subsidy, incentive or expectations

### **LONG TERM CHALLENGES**

1. Who speaks for the neighborhood
2. Complexity of land banking
3. Reducing the dependence on the automobile, increasing alternative transportation modes and vehicles
4. Integrating green infrastructure and high performance buildings
5. Increasing number of rental units (2500 – 5000 over 5 years)
6. Defining and using "sustainability" concepts
7. Personal property rights versus community benefits
8. Limited land available for new developments
9. Urban forest with appropriate trees and canopied streets
10. Amenities for Downtown residents

**POLICY ACTIONS 2016 – 2017**

	<b>PRIORITY</b>
1. Zoning Ordinance	Top Priority
2. Citizens’ Sustainability Task Force Renewal	Top Priority
3. Public Transit	High Priority
4. Relationship to Neighborhood Associations	High Priority
5. Streetscape Master Plans	High Priority
6. In-home Businesses/In-home Child Care	
7. Code Enforcement	

**MANAGEMENT ACTIONS 2016 – 2017**

	<b>PRIORITY</b>
1. Market District Development	Top Priority
2. Convention Hotel Development	Top Priority
3. Federal Courthouse Location	Top Priority
4. Preparation for Major Incident	High Priority
5. Younkers Redevelopment	High Priority
6. Social Equity	High Priority
7. Regional Building/Fire Codes	
8. “Y” Site Development	
9. Downtown Parking Garages	
10. Kum and Go Headquarters	
11. Fifth and Walnut Parking Ramp Demolition	
12. Transient Food Merchants	
13. Neighborhood Revitalization Plan: Update	

**MANAGEMENT IN PROGRESS 2016 – 2017**

1. Mobile Home Park Enforcement
2. Business Retention and Visitation Program: Regular Update
3. Vacant Public Nuisances
4. Historic Preservation Plan (including Landmark Protection)
5. Private Property Tow Contract: Update
6. Housing Service Office Relocation to River Place
7. Public Housing Program: Online Application
8. Section 8 Housing Assistance Checks: Direct Deposit
9. Relocate 28 Residents of Elliott Apartments Fire (Housing Choice Voucher Holders)
10. Pawnshop Ordinance: Revision

**MAJOR PROJECTS 2016 – 2017**

1. Public Housing Units: Capital Improvement Projects
2. Walnut Streetscape Phase I: 5<sup>th</sup> and 8<sup>th</sup>
3. Roosevelt Cultural District Streetscape

**ON THE HORIZON 2017 – 2021**

1. Blighted Structures Demolition
2. Affordable Housing (Downtown/Citywide)
3. Urban Infill Housing Strategy
4. Abandoned Buildings/Homes
5. Rail Port Transload Facility
6. E. 30<sup>th</sup> Streetscape
7. Residential Development
8. Property Maintenance Code
9. School Strategy
10. Green Infrastructure and Funding
11. Land Banking Policy and Plan
12. Diverse Community Outreach Program
13. Homeless Policy and City Actions
14. City Energy Policies
15. Walkability Study
16. Downtown Traffic Study
17. Transit Oriented Development District
18. Northeast Gateway Revitalization Development
19. Annexations
20. In-home Child Care: Review
21. Short Term Rental Regulations and Zoning
22. Viva East Bank Engagement

**ON THE HORIZON 2017 – 2021**

*(Continued)*

23. Owner-Occupied, Single Family Dwellings, Minimum Maintenance Inspection Plan
24. Expand Number of Des Moines Neighborhoods Eligible for Neighborhood Finance Corporation Lending
25. Billboard Regulations
26. Retail Expansion Strategy
27. Aging Housing Stock Strategy
28. Home Rehabilitation Program
29. Neighborhood Events
30. Sustainability Plan: Review/Refinement
31. Youth Violence Strategy
32. Greening Our City
33. Weed Control
34. Net-Zero Energy Buildings Neighborhood Strategy
35. Greenhouse Gas Emissions: 28% Reduction by 2025
36. Airport Business Parks
37. Guthrie Business Park: Completion
38. Central Place Urban Renewal Plan: Update
39. Small Business Development Needs and Existing Programs
40. 6<sup>th</sup> Avenue Corridor Redevelopment Projects
41. International Green Construction Code (IGCC): Adoption
42. Noise and Sound Ordinance: Update
43. Smoke Free Public Housing: Policy Direction

# 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
8. Upgraded forestry program

### 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**

1. Aging City infrastructure with deferred maintenance
2. Rapidly deteriorating bridges
3. Lack of federal and IDOT funding
4. Federal and state mandates and changing standards and requirements without funding
5. Competition among projects for limited resources
6. Flooding and upstream regulations
7. Creating a more walkable, bike friendly city
8. Climate change and the potential impacts on City infrastructure

### **LONG TERM CHALLENGES**

1. Increasing construction costs: materials, resources, contractors
2. Funding for replacement, major repairs and ongoing maintenance
3. Potential major failure or "crisis" with City infrastructure
4. Aging technology infrastructure and financial system
5. Making decisions based upon data
6. Maintenance staffing and funding
7. Determining who should pay for infrastructure maintenance or repairs
8. Regionalized utility services
9. Developing effective GIS and Asset Management Systems

**POLICY ACTIONS 2016 – 2017**

1. Public Works and Fleet Relocation
2. NE Fire Station Siting: Land Acquisition
3. City Facilities Plan
4. Long Term Water Strategy
5. Comprehensive City Infrastructure Plan

**PRIORITY**

Top Priority

**MANAGEMENT ACTIONS 2016 – 2017**

1. City Hall Project
2. Walkability Study: Traffic Modeling
3. Parking Garages Facility Condition

**PRIORITY**

Top Priority

High Priority

High Priority

**MANAGEMENT IN PROGRESS 2016 – 2017**

1. WMA Agreement
2. Sewer System: Additional Televising
3. Tree Disposal Site: Clean Up and Management
4. Sanitation Collection Routes: Review

**MANAGEMENT IN PROGRESS 2016 – 2017**

*(Continued)*

5. Harriet Street Composting Operational Plans
6. ERU Audit
7. Levee System Assessment and Evaluation Report – Southeast Des Moines
8. Levee Penetrations Televising
9. Inspection and Approval of Deduct Water Meters (Lawn Irrigation/Cooling Towers) Policy with Des Moines Water Works
10. Comprehensive Pump Station and Generator Maintenance Plan: Development
11. Fiber Management in Public Right-of-Way
12. Emerald Ash Borer Program (Year 3)
13. Organic Recycling Program Feasibility Study and Pilot Project
14. Sewer Inventory Using Lucity EAM Software
15. Major Equipment Purchases
16. NE Fire Station Siting: Land Acquisition
17. Levee Accreditation Feasibility Study: Completion
18. Project Civic Access: ADA Sidewalk Ramps

### **MAJOR PROJECTS 2016 – 2017**

1. 7<sup>th</sup> and Grand Garage Demolition
2. 5<sup>th</sup> and Walnut Parking Ramp Demolition
3. Parking Garage Structural Repairs
4. Annual Street Maintenance Program 2017
5. Jackson Street Bridge: Opening 2017
6. WRA Gas Recovery Project
7. Yeader Creek Stabilization Project
8. Leetown Creekway Chanel Improvements
9. City Hall Garage Construction: Opening 2017
10. City Hall LED Project
11. Grand Avenue Bridge: Reconstruction
12. Reduce Backlog of Dead/Hazardous Tree Removal
13. WRA Phosphorous Recovery Project
14. Pump Station I, II, III: Design Construction
15. Skywalk HVAC and Roof Replacement Projects

### **ON THE HORIZON 2017 – 2021**

1. Neighborhood Infrastructure Rehabilitation Program
2. Street Master Plan: Condition Assessment, Service Level, Plan Funding
3. Complete Streets Policy Implementation
4. Flooding and Stormwater Management
5. Undergrounding Utilities
6. Southeast Connector Phase 3
7. Traffic Signal System Upgrade
8. Transportation Master Plan
9. MLK Four Lane Paving Project (East of 15<sup>th</sup>)
10. SW Connector
11. Gravel Roads Upgrade
12. Tree Maintenance/Planting
13. Sanitary Sewer Inflow and Infiltration Status
14. Vertical Access Facility: Skywalk Street Level Access
15. Viaduct: Policy Direction
16. Airport Terminal Planning
17. Stormwater Management Program
18. Cemetery Improvements
19. Viaduct for Dean Avenue
20. Urban Forest Mater Plan and Tree Policy
21. Sidewalk Policy and Program
22. Waterways Plan
23. Water Quality Plan

# Goal 5

## Livable Community: Expanded Leisure, Arts and Culture 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 and cultures
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 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**

1. Funding for maintenance of current facilities
2. Poor condition of cemeteries (7) and funding for perpetual maintenance
3. Working restroom at every park
4. Changing recreational trends and patterns – emerging multi-cultural/generational activities and alternative sports
5. Funding for leisure amenities, programs and facilities
6. Funding for the ongoing maintenance, staffing and replacement of new facilities
7. Funding and support for community events and festivals

### **LONG TERM CHALLENGES**

1. Requirements for use of public property/ROW for temporary art
2. Defining appropriate activities and business development along trails and Riverwalk
3. Nationally the decline in funding for arts literacy and culture
4. Funding for master plans implementation – park projects
5. Opportunities for sport tourism – nationally, regionally and state
6. Competition from other cities in the region
7. Emerald ash borer and the impact on the urban forest
8. Regional collaboration and funding the arts and culture
9. Competition with and relationship to the private sector
10. Diversifying cultures

**POLICY ACTIONS 2016 – 2017**

- |   | <b>PRIORITY</b>   |               |
|---|---|---------------|
| 1. Riverview Park Improvement             | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority                             |   |               |
| 2. Restrooms in Parks                     | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority                             |   |               |
| 3. Mac Rae Park: Overlook                 |   |               |
| 4. Park and Recreation Comprehensive Plan |   |               |
| 5. Water Trail Master Plan                |   |               |

**MANAGEMENT ACTIONS 2016 – 2017**

- |                                    | <b>PRIORITY</b>  |              |
|------------------------------------|--|--------------|
| 1. Des Moines River Trail, Phase 2 | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority                       |  |              |

**MANAGEMENT IN PROGRESS 2016 – 2017**

1. Gray’s Lake Master Plan: Update Adoption
2. P & R Marketing Plan
3. Library RFID Anti-Theft Security System

**MAJOR PROJECTS 2016 – 2017**

1. Four Mile Community Center Remodel: Phase 1
2. Ewing Park Nature Trail Phase II
3. Neal Smith Trail Renovation
4. Stream Bank Stabilization
5. Prospect Park Disc Golf Course
6. Redhead Park Improvements
7. Library Isolated Security Camera System: Installation
8. Glendale Abbey Restoration
9. Allen Park Community Garden
10. Automated 24/7 Kiosk Library (Ward 4)
11. Pioneer Park Road
12. Golf Course Irrigation Improvements
13. Ewing Park Lilac Arboretum Donor Plaza
14. Pioneer – Columbus Community Center Remodel: Phase 2
15. Fairmont Park Playground
16. Sheridan Park Sprayground
17. Mac Rae Park
18. Waveland Golf Course: Hole #1 Dredging
19. Glendale Cemetery Stormwater Improvements
20. Invasive Species Removal

### **ON THE HORIZON 2017 – 2021**

1. Grubb YMCA Agreement
2. Large Event Venue: Policy/Guidelines
3. Four Mile Creek Corridor Linear Park Master Plan
4. Gray's Lake Plan: Development/Stream Bank Stabilization
5. Park Security Enhancements
6. Communications with Non English Speaking Customers
7. Downtown Park
8. Skate Park
9. Park Mobile App/Website
10. Trestle to Trestle Trail Repairs
11. Restoration of Library Hours
12. Library Facilities Maintenance
13. Riverview Park Master Plan (\$4 million)
14. Mac Rae Park Improvements (\$4 million)
15. Woodland Cemetery Fence and Retaining Wall (\$1.5 million)
16. % for Arts
17. Regional Soccer Facilities: Evaluation, Direction

# **CITY OF DES MOINES ACTION AGENDA 2016 – 2017**

# *City of Des Moines* *Policy Agenda 2016 – 2017*

## **TOP PRIORITY**

**Local Option Sales Tax**  
**Economic Development Financial Policies**  
**Information Technology Upgrade Plan**  
**Zoning Ordinance**  
**Citizens' Sustainability Task Force Renewal**  
**Public Works and Fleet Relocation**

## **HIGH PRIORITY**

**Riverview Park Improvement**  
**Police Staffing**  
**Public Transit**  
**City Website Redesign**  
**Relationship to Neighborhood Associations**  
**Streetscape Master Plans**  
**Restrooms in Parks**

# *City of Des Moines Management Agenda 2016 – 2017*

## **TOP PRIORITY**

**City Hall Project**

**Prairie Meadows Revenues: Plan “B”**

**Communications Strategic Plan**

**Market District Development**

**Convention Hotel Development**

**Federal Courthouse Location**

**Des Moines River Trail, Phase 2**

## **HIGH PRIORITY**

**Walkability Study: Traffic Modeling**

**Preparation for Major Incident**

**Parking Garage Facilities Condition Study**

**Younkers Redevelopment**

**State Lobbyist Contract**

**Legacy Enterprise System**

**Social Equity**

# ***Management in Progress 2016 – 2017***

**Airport Services Agreement**

**Rock Creek Sewer Title Acceptance Issues**

**Risk Management and Asset Protection: Review, Staffing/Contract**

**Leadership Academy Phase II – Managing and Evaluating Employee Performance**

**Summer Video Productions (18)**

**Supervisor Boot Camp**

**Guardian Project**

**Employee Self Service (ESS)**

**Police Body Cameras: Implementation**

**Fire NEMESIS 34 – e PCR Software Evaluation**

**Fire Reporting System**

**Employee Goal Setting/Performance Evaluation System: Tyler – Munis**

**Performance Management/Metric Program**

**Police In-Car Cameras: Installation**

**Data Storage for In-Car and Body Camera Data and Video**

**ERP Work Order System**

**Recordkeeping Services for Consolidated Deferred Compensation Plan**

**Fire Training Academy**  
**Police Vehicle Mobile Hotspot**  
**CISS Primary Care Coordination (DMFD and Primary Health Care): Reduce Emergency Responses/Emergency Room Visits, Written HIPAA Responsibilities, and Supplant the Business Associates Agreement**  
**DMTV Broadcast Equipment Update**  
**Fire/Arson Investigation Expansion**  
**Water Emergency Team (WET): CIP Decision**  
**Network Security Policy**  
**Tyler – Munis Data Conversion**  
**Police/IT Facility and Workspace Needs Report**  
**Worksite Wellness Assessment Action Plan**  
**Fire Station Study Updates**  
**Fire Accreditation Updates**  
**Health Insurance Review Committee System**  
**Online Safety and Compliance Training**  
**Position and Organizational Review**  
**Mobile Home Park Enforcement**  
**Business Retention and Visitation Program: Regular Update**  
**Vacant Public Nuisances**



**Historic Preservation Plan (including Landmark Protection)**

**Private Property Tow Contract: Update**

**Housing Service Office Relocation to River Place**

**Public Housing Program: Online Application**

**Section 8 Housing Assistance Checks: Direct Deposit**

**Relocate 28 Residents of Elliott Apartments Fire (Housing Choice Voucher Holders)**

**Pawnshop Ordinance: Revision**

**WMA Agreement**

**Sewer System: Additional Televising**

**Tree Disposal Site: Clean Up and Management**

**Sanitation Collection Routes: Review**

**Harriet Street Composting Operational Plans**

**ERU's Audit**

**Levee System Assessment and Evaluation Report – Southeast Des Moines**

**Levee Penetrations Televising**

**Inspection and Approval of Deduct Water Meters (Lawn Irrigation/Cooling Towers) Policy with Des Moines Water Works**

**Comprehensive Pump Station and Generator Maintenance Plan: Development**

**Fiber Management in Public Right-of-Way**

**Emerald Ash Borer Program (Year 3)**

**Organic Recycling Program Feasibility Study and Pilot Project**  
**Sewer Inventory using Lucity EAM Software**  
**Major Equipment Purchases**  
**NE Fire Station Siting: Land Acquisition**  
**Levee Accreditation Feasibility Study: Completion**  
**Project Civic Access: ADA Sidewalk Ramps**  
**Gray's Lake Master Plan: Update Adoption**  
**P & R Marketing Plan**  
**Library RFID Anti Theft Security System**

# ***Major Projects 2016 – 2017***

**Fire Mobile Data Terminal (MDT) Installation**

**Police Elevator: Upgrade**

**Police Station: West Stairs Reconstruction**

**Warehouse Demolition (South of Police Station)**

**Public Housing Units: Improvement Projects Evaluation**

**Walnut Streetscape, Phase I: 5<sup>th</sup> to 8<sup>th</sup>**

**Roosevelt Cultural District Streetscape**

**7<sup>th</sup> and Grand Parking Garage Demolition**

**5<sup>th</sup> and Walnut Parking Garage Demolition**

**Parking Garage Structural Repairs**

**Annual Street Maintenance Program 2017**

**Jackson Street Bridge: Opening 2017**

**WRA Gas Recovery Project**

**Yeader Creek Stabilization Project**

**Leetown Creekway Chanel Improvements**

**City Hall Garage Construction: Opening 2017**

**City Hall LED**

**Grand Avenue Bridge: Reconstruction**  
**Dead/Hazardous Tree Removal**  
**WRA Phosphorous Recovery Project**  
**Pump Station I, II, III: Design Construction**  
**Skywalk HVAC and Roof Replacement Projects**  
**Four Mile Community Center Remodel: Phase 1**  
**Ewing Park Nature Trail Phase II**  
**Neal Smith Trail Renovation**  
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