STRATEGIC PLAN
2024 → 2029 → 2039

DRAFT

Clive
Distinct by Nature

Clive, Iowa
August 2024

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STRATEGIC PLANNING FOR THE CITY OF CLIVE

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Strategic Planning Model for the City of Clive

Value-based principles that describe the preferred future in 15 years	**VISION**	**Destination** **"You Have Arrived"**
Strategic goals that focus outcome-based objectives and potential actions for 5 years	**PLAN**	**Map** **"The Right Route"**
Focus for one year – a work program: policy agenda for Mayor and Council, management agenda for staff; major projects	**EXECUTION**	**Itinerary** **"The Right Direction"**
Principles that define the responsibility of City government and frame the primary services – core service businesses	**MISSION**	**Vehicle** **"The Right Bus"**
Personal values that define performance standards and expectations for employees	**CORE BELIEFS**	**Fuel** **"The Right People"**

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CLIVE
VISION 2039

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Clive Vision 2039

CLIVE 2039

is a *BEAUTIFUL and SAFE* (A)
City with *GREAT RESIDENTIAL NEIGHBORHOODS.*(B)
through Buildout

CLIVE 2039

provides *EXCEPTIONAL FAMILY LIVING* (C)
and *OPPORTUNITIES FOR PERSONAL WELLNESS.*(D)

CLIVE 2039

has the *DISTINCTIVE CLIVE GREENBELT,* (E)
and a *REVITALIZED 86th CORRIDOR/NEIGHBORHOOD.*(F)

We take *PRIDE IN CLIVE!*(G)

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Clive Vision 2039

PRINCIPLE A

BEAUTIFUL AND SAFE

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

PRINCIPLE B

GREAT RESIDENTIAL NEIGHBORHOODS

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

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PRINCIPLE C

EXCEPTIONAL FAMILY LIVING

▶ Means

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

PRINCIPLE D

OPPORTUNITIES FOR PERSONAL WELLNESS

▶ Means

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

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PRINCIPLE E

DISTINCTIVE CLIVE GREENBELT

▶ Major Access Points

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

▶ Means

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

PRINCIPLE F

REVITALIZED 86th CORRIDOR/NEIGHBORHOODS

▶ Means

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

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PRINCIPLE G

PRIDE IN CLIVE

▶ Means

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

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CLIVE CITY GOVERNMENT
OUR MISSION

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Clive City Government
Our Mission

OUR MISSION is to provide

HIGH QUALITY, CUSTOMER VALUED MUNICIPAL SERVICES in a

FINANCIALLY RESPONSIBLE MANNER

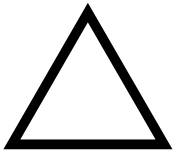
through a **DEDICATED WORKFORCE**

resulting in **SATISFIED CUSTOMERS**

and a **SUSTAINABLE CLIVE COMMUNITY**

COST-EFFECTIVE DELIVERY

FORWARD THINKING



CONTINUOUS IMPROVEMENT

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Clive City Government
Our Mission

PRINCIPLE 1

HIGH QUALITY, CUSTOMER VALUED MUNICIPAL SERVICES

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

PRINCIPLE 2

FINANCIALLY RESPONSIBLE

- **Means**
  1. Defining core city services, service priority and service levels
  2. Maintaining financial reserves consistent with city policies and national standards
  3. Acting as a steward of the public resources
  4. Clean Audit (every year)
  5. Strategic investing in the repair and replacement in the City's infrastructure and facilities
  6. Maintaining bond rating: AA_2
  7. Providing appropriate resources to support defined city services
  8. Spending less than available resources

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PRINCIPLE 3

DEDICATED WORKFORCE

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

PRINCIPLE 4

SATISFIED CUSTOMERS

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

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PRINCIPLE 5

SUSTAINABLE COMMUNITY

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

PRINCIPLE 6

COST-EFFECTIVE DELIVERY

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

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PRINCIPLE 7

FORWARD THINKING

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

PRINCIPLE 8

CONTINUOUS IMPROVEMENT

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

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CLIVE CITY GOVERNMENT CORE BELIEFS

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Clive City Government
Core Beliefs

CLIVE TEAM

We* S *erve

We are* P *roductive

We act with* I *ntegrity

We take* R *esponsibility

We are* I *nnovative

We practice* T *eamwork

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Clive City Government
Core Beliefs – Definition

BELIEF 1

SERVE

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

BELIEF 2

PRODUCTIVE

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

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BELIEF 3

INTEGRITY

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

BELIEF 4

RESPONSIBILITY

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

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BELIEF 5

INNOVATIVE

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

BELIEF 6

TEAMWORK

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

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CITY OF CLIVE
PLAN 2024 – 2029

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City of Clive
Goals 2029

Financially Sound City Providing Services Valued by the Community

Resilient City Facilities and Infrastructure

Revitalized 86th Street Neighborhoods

Great Place to Live: The Premier Location for Families

Distinctive Clive Greenbelt

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Goal 1
Financially Sound City Providing Services Valued by the Community

OBJECTIVES

1. Maintain sufficient cash reserves and appropriate budgeting practice to be resilient to community shocks
2. Maintain an excellent bond rating reflecting a responsible debt level consistent with City policies
3. Leverage city resources through partnerships, grants and shared services / facilities with other entities
4. Deliver City services in the most cost-effective and efficient manner, including virtual services
5. Have responsible, competitive, low tax burden for Clive residents and businesses – “best deal” in Des Moines metro area
6. Have competitive compensation and benefits, and programs for recruiting and retaining highly skilled City workforce
7. Prepare for Clive’s financial future
8. Adapt City services to ensure fairness to all residents and to create an environment for residents to thrive

VALUE TO RESIDENTS

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

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SHORT-TERM CHALLENGES AND OPPORTUNITIES

1. Developing and supporting a long-term, sustainable financial model balancing services, service levels and revenues in light of inflationary trends, uncertain interests rates, and long-term economic changes
2. Actions by the Iowa State Legislature pre-empting the City's ability to manage municipal finances and development, including a potential hard cap
3. Balancing major projects funding with funding current services
4. Managing employee costs: salaries, benefits-pensions, health insurance and part-time seasonal wages in a highly competitive employment market
5. Approaching buildout and the impacts on future City tax base and revenues
6. Addressing the increases in City operating costs
7. Expanding resources to pursue and manage grants
8. Identify realistic opportunities and developing a policy framework to utilize AI as a tool for service delivery and project management

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Staying focused on a core number of community projects and initiatives, not stretching our City staff capacity too thin where we are not able to complete priority projects but only make little progress on many projects.
2. Continuing to stay up to date with ever-changing cyber security threats and matching insurance coverage to mitigate those threats
3. Partnering and collaborating with other local governments and the community for City service delivery partnering and collaborating with other local governments and the community for City service delivery
4. Communications with diverse populations
5. Leveraging external regional projects for community benefit
6. Encouraging community and residents involvement and participation in decision making and governance processes
7. Defining Clive's future leadership position and role in a rapidly growing and changing Des Moines metropolitan area
8. Growing our own City employees through retention and training
9. Increasing open records requests with changes in legislation, including police video
10. Aging population – do we have the right mix of services and housing options to support an older community
11. Addressing the differences in City and services perceptions – east vs. west
12. More complex projects testing the City's organizational capacity

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POLICY ACTIONS 2024 – 2025

	Priority
1. Financial "Dip" Plan: Report with Options and Recommendations, Direction, Funding and City Actions	*Top Priority*
2. Clive's Regional Role: Discussion and Framework for the Future a. CIWW b. Bravo c. Catch Des Moines d. Partnership/Dallas County Development Alliance e. Iowa League	*Top Priority*
3. Comprehensive Financial Policy and Strategy: Report, Direction and Tax Rate (including Capital Equipment Revamp: Financial Adjustment and Decision)	*Top Priority*
4. Grant Funding Strategy: Update, Direction, Staff Capacity/Resources, and City Actions	*High Priority*
5. Leisure Services Sign-Up System: Direction, Funding and Implementation	*High Priority*

POLICY ACTIONS 2024 – 2025

	Priority
6. State Agenda Advocacy and Lobbying: Goals, Key Issues, Direction and City Actions (Including Financial Impacts of State Actions)	*Moderate Priority*
7. GIS Tech New Position: Direction and Funding	
8. Police Staffing: Update Report, Options and Direction a. CIT Direction b. Computer Forensics	
9. Service Collaboration Strategy and Actions Plan: Opportunities, Potential Partners, Direction and City Actions	

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MANAGEMENT ACTIONS 2024 – 2025

	Priority
1. City Texting Platform to Disseminate Information to Clive Residents, Businesses, and Other Subscribers: Recommendations, Direction and Implementation	*Top Priority*
2. Fire-EMS Collaboration with Urbandale – Apparatus Sharing and Community Paramedicine 28e Agreement: Development and Adoptions	*Top Priority*
3. Collective Bargaining and Negotiations: Direction and Contract Approval	*Top Priority*
4. Non-Union Compensation: Study Budget FY 25-26 Funding	*High Priority*
5. New Utility Billing Rate Structure and Process Improvements: Clean Up Customer Accounts, ERU Policies, Chapter 8 Ordinance Adjustment and Implementation	*High Priority*

MANAGEMENT ACTIONS 2024 – 2025

	Priority
6. Westcom New Dispatch Facility: Financing Options and Policy Direction	*High Priority*
7. City Government Buildout Staffing Levels: Presentation with Findings and Options, Direction and City Action Plan	*Moderate Priority*
8. Management and Employee Succession Planning Program: Update Report	
9. Recreation Revenue Recovery Policy: Direction	
10. Snow Removal Policy and Related Ordinances: Best Practices, Review and Direction	

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MANAGEMENT IN PROGRESS 2024 – 2025

1. Citywide Process Improvements: Departmental Reports
2. Regular Quarterly Email Phishing Campaigns
3. Executive Team – Team Member Transitions/Retirements, Relationship Building, etc.
4. Police Short-Term Critical Staffing Shortages with Creative Scheduling and Overtime.
5. Public Works Certification – Water Distribution, Sewer Collection, Traffic Technician, and Ops Specialist Completion
6. Quarterly Supervisory Training Program
7. Mentoring and Developing Human Resources Specialist and Human Resources Administrative Specialist
8. Human Resources Roadshow and Office Hours
9. Dallas County Referendum – Public Education Campaign: Development and Implementation
10. Westcom Support – Fiber Connectivity Project: Completion
11. Fire NFPA Physicals Add Cancer Screenings
12. Computer Replacements: Completion
    a. Fire
    b. Police
13. Lucity System/Asset Management Implementation: Parks
14. Staff CDL Training Program: Development and Implementation
15. Recruitment and New Employee Orientation Process Improvements: Completion
16. Voice-to-Cloud System with RingCentral: Implementation
17. City-State Legislative Agenda 2025: Approval **(DECISION)**
18. Police Leadership Transition: Update and Direction

MANAGEMENT IN PROGRESS 2024 – 2025 (continued)

19. Records Management: Preparation for Move/City Hall Remodel
20. Onboarding Seasonal Employees Process Improvements: Completion (with Leisure Services)
21. Employee Committees Reorganization: Completion
22. GIS Department Future Planning
23. Technology/Information Annual Security Penetration Testing: Annual Update Report on New Initiatives and Mitigation Actions
24. City Training Plan and Start Implementation: 2024-2025 Plan Implementation
25. Financial Audit FY 23-24 Completion
26. Annual Capital Improvement Plan 2025: Update
27. Disaster Recovery/Business Continuity of Operations Framework: Document
28. Employee Benefits and Annual Safety Fair: Implementation
29. Back-Up Data Center: Implementation
30. Utility Billing Payment Options: Research and Report
31. Transition from Broker TrueNorth to IGCHP (including Flex and Health Insurance)
32. Public Works Facility Wi-Fi Network Improvements
33. EMS Write Off Data
34. Community Engagement: Annual Report and Plan
35. Fire Staffing Levels/Makeup New Standards: Implementation
36. City Led Community Volunteer Program: Update Report
37. Technology Subject Matter Experts Development

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MANAGEMENT IN PROGRESS 2024 – 2025 (continued)

38. Development Review Process Improvement – Multi-Department, Facilitated/Lead by ACM
39. Electronic Utility Bills: Policy, Direction
40. GeoHub / Map Center Centralization
41. Service Work Order Mobile App: Implementation
42. Annual Performance Evaluation Process Adjustments, Implementation
43. Fire All FT Staff: Solidification of Roles and Responsibilities: Update
44. Public Safety Radio Replacement: Completion
45. Moving the Library Circulation System from an In-House Server to Innovative Cloud Hosting: **FY 25-26 Funding Decision**
46. Public Safety Staff Recruitment/Retention Strategy: Continued Implementation
47. Budget FY 25/26: Development
48. Cross Training between Administrative Services and Community Development for City Hall Reception: Completion
49. City-Federal Legislative Agenda 2025 Approval **(DECISION)**

MANAGEMENT IN PROGRESS 2024 – 2025 (continued)

50. 2024B/2025A Bond Sales: Completion (Including Bond Rating)
51. Clive's Various e-Newsletters Standardization and Electronic Version of the Monthly Utility Newsletter: Direction and Implementation
52. GIS System Upgrade
53. Breach Reporting Plan and Incident Response Team: Update
54. Employee Handbook: Annual Update
55. Fire Department Strategic Plan: Implementation
56. Fire Officer Development Program (All Officers)
57. Fire Company Officer Development Program (Acting Officers In Charge's)
58. Fire Executive Leadership Development/Class/Course/Retreat
59. Fire Vehicle Spec Process (320)
60. Safety Training Program: Development (with Incident Review)
61. Part-Time to Full-Time Library Staffing – 2nd Conversion: Completion
62. City Council Elections – Candidate Support/Information, Update City Councilmember Orientation Guide
63. Three New Police Officers: Hiring and Training
64. Partial Special Census 2025: Completion

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ON THE HORIZON 2025 – 2029

1. Information Technology "Utility": Best Practices, Report with Options and Directions
2. AAA Bond Strategy: Outcomes, Report with Options, Direction and City Actions
3. Data Privacy: Analysis of Impact, Report with Options and Direction
4. Diversity Equity and Inclusion Policy and Program: Definition, Council Role, Direction, Community Conversation, Community Actions and City Actions
5. Central Iowa Water Works: Rate Structure
6. City Services Comprehensive Review: Inventory, Evaluation, Community Needs, Report and Direction
7. City of Clive.com/Website: Direction
8. Technology Infrastructure Leadership Strategy/Plan: Goals – Leader in the State, Proactive Anticipating the Future, Options, Direction, Actions and Funding
9. Community Survey Follow-Up: Major Themes, Options, Direction and City Actions
10. DART Future: Update and Direction
11. Financial Reserves Policy: Review and Amendment
12. Social Services: Needs Assessment, City Role, Partners, Options Direction, Funding and City Actions
13. Community Health Coordinator Position: Direction and Funding
14. Mini-Standards of Coverage Audit (Clive Central Station): Policy Direction and Funding

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Goal 2
Resilient City Facilities and Infrastructure

OBJECTIVES

1. Renovate and upgrade parks, playgrounds and trails
2. Have well-designed streets maintained consistent with City adopted policy based upon condition, traffic type and traffic volume
3. Have effective regional and local water resources management for flood protection, water quality and other community objectives
4. Increase water conservation through actions by property owners
5. Upgrade/maintain City infrastructure: integrated water, sewer, stormwater and streets
6. Upgrade and have well-maintained green/resilient City infrastructure – bio-tech cell, rain garden, regional stormwater BMP, etc.
7. Upgrade and have well-maintained privately owned water resources infrastructure
8. Invest in and encourage community to use alternative energy sources
9. Be prepared as a City and private-property owners for the impacts due to changes in the climate
10. Balance vehicle needs and pedestrian/bike needs

VALUE TO RESIDENTS

1. Protection and enhancing property values
2. More choices for your leisure time in Clive
3. Opportunities for a healthy life style and living
4. Travel on quality roads with predictable travel times
5. Convenient access to user-friendly facilities that are responsive to community needs and expectations
6. Secure future water supply
7. City invest in a resilient future – community and City government

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SHORT-TERM CHALLENGES AND OPPORTUNITIES

1. Funding for competing capital projects with limited resources and deferred projects
2. Identifying and funding for stormwater improvements operations and projects
3. Addressing impact of climate change including the increased frequency of wind, drought and extreme weather events
4. Funding operation and maintenance of existing and new City infrastructure: roads, parks, green infrastructure, natural areas, trees, trails, and utilities
5. Maintaining publicly-owned ponds and creek and managing expectations
6. Managing traffic flow along the Hickman Road corridor, especially during the construction of the Interchange and detour routes
7. Addressing deferred maintenance and increasing public infrastructure maintenance/replacement costs
8. Pursuing grants and funding for City infrastructure projects
9. Having sufficient source water/drinking for water consumption

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Balancing funding for today's services and investing in the future City facilities and infrastructure
2. Declining condition of older parks, trails and leisure facilities
3. Collaborating with other cities, counties and agencies on water management in the Walnut Creek Watershed
4. Preparing for the introduction of EV infrastructure – public and private
5. Flat or potential decline in road use funding revenues
6. Maintaining the City staff expertise and knowledge in light of upcoming retirements
7. Addressing alternative energy sources for City facilities
8. Adjusting City specifications and development standards to create resilient infrastructure
9. Managing fiber and cable infrastructure on right-of-way with restriction
10. Addressing trees as public infrastructure
11. State of Iowa making it increasingly difficult to manage stormwater

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POLICY ACTIONS 2024 – 2025

		Priority
1.	Hickman Road/I-35 Interchange Project (IDOT Project): Community Impacts, Communications, Monitoring and City Actions	*Top Priority*
2.	Alice's Road Corridor Plan: Road Design, Stormwater Strategy, ROW Acquisition, Trail and Collaboration with the City of Waukee and Funding	*Top Priority*
3.	Major Streets/Crosswalks/More Walkable: Goals, Best Practices, Report with Options, Direction and Funding	*High Priority*
4.	Publicly-Owned Pond Maintenance Policy Refinement: Direction (including Shadow Creek)	
5.	Storm Debris Policy: Goals, City Role, Best Practices, Options, Direction and City Actions (Including Wind Event Operations)	
6.	Street Service Level and Projects Strategy: Update PCI Data, Update Study, Prepare Recommendation	
7.	Sidewalk Safety Program: Implement and Updated Ordinance	
8.	Median Safety Ordinance/Roadside Solicitation: Direction and Development	

MANAGEMENT ACTIONS 2024 – 2025

		Priority
1.	City Hall Remodel Project: Completion	*Top Priority*
2.	Polk County Hazards Mitigation Plan: Development, Engagement and Adoption	*High Priority*
3.	Water Resources Master Plan Implementation: Policy on Compliance , SF 455 Direction	*High Priority*
4.	University Boulevard Pump Station Relocation Project: Grant application, Design and Funding	
5.	Plan for Converting Radio to Fiber Communications in Water Distribution System: Direction and Funding	
6.	Public Works Lobby Security and Breakroom Remodel: Direction	
7.	Right-of-Way Management Policy: Report and Direction	
8.	Herbicide and Pesticide Policy: Report and Direction (MS4 Review)	

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MANAGEMENT IN PROGRESS 2024 – 2025

1. Large Meter Replacement
2. Clive Detention Basins and Ongoing Development of Repair and Retrofit Schedule Inspection
3. Clive Public Safety Center: Maintenance Plan
4. Clark Street Pilot Green Infrastructure Evaluation After Action Report
5. Lead/Copper Service Line Inventory Survey: Completion
6. Berkshire Boston Parkway Tree: Update Report
7. "Traffic Not Stopping at Stop" Signs Policy: Direction
8. Alices Road ROW Demolitions: Completion
9. MS4: Annual Reporting, Annual Inspection, Process Improvement
10. Indian Hills Woods Flood Mitigation Grant Application
11. Development Infrastructure Policies/SOP (Water, Sewer, Streets and Stormwater): Review and Refinement
12. Information Handout for Private Improvements
13. Metro Park West Flood Hazard Mitigation Plan: Implementation (Grant Funded)
14. 5-Year Implementation Plan of Recommendations of 2016 Watershed Master Plan: Creation
15. Work Order System for Facilities: Direction and Funding
16. Railroad Crossing Swanson Rehabilitation: Evaluation Report
17. Stormwater Sewer Sheds Development: Review

MAJOR PROJECTS 2024 – 2025

1. Annual Soil Quality Restoration (SQR) Citywide Cost-Share Project: Completion
2. New ATC Cabinet: Installation
3. Clark and NW 101st Crosswalk Replacement: Completion
4. Traffic Cabinets with ATC Cabinets Replacement: Funding
5. Annual Street Light LED Revamp: Completion
6. Annual Walk/Don't Walk Countdown Signals: Installation Completion
7. Public Works/MWA Recycling Pad Signage: Completion
8. Annual 2024 Pavement Rehabilitation Projects: Completion
9. Hickman Road and NW 161st Phase 2 Project – SE Legacy Pointe Boulevard: Design and Construction (in Coordination with the City of Waukee)
10. NW 99th Court Reconstruction: Construction
11. Emerald Isle Drive Reconstruction – consultant coordination and final design (Houston Engineering)
12. Annual Stormwater Restoration Projects: Completion
13. VLANS for Upgraded Wifi and Security Cameras at Public Works: Completion
14. Annual Sewer Lining Projects: Completion
15. Park Maintenance Lean-to: Construction

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MAJOR PROJECTS 2024 – 2025 (continued)

16. Automatic Valves at 86th St, and 118th Street Vaults. 86th and 118th Valves Replacement
17. NW 114th Street Reconstruction: Construction
18. Annual Clive Street Light Painting: Completion
19. Flashing School Safety Systems at Douglas Avenue Shuler Elementary Waukee Replacement Project: Completion
20. Public Works Site Improvements: Design and Approval
21. Forest Avenue Water Main Replacement: Completion
22. NW 142nd and University Intersection Replacement: Completion
23. Street Light Cabinets on 86th Street Replacement: Completion (2)

ON THE HORIZON 2025 – 2029

1. In-Lieu Program for Stormwater Compliance on City Projects (i.e., Regional Facility Identification)
2. West Des Moines University Stormwater Agreement Compliance Resolution: Direction and Funding
3. Parkway Tree/Maintenance: Option, Direction and Funding
4. Indian Hills Woods Flood Mitigation Plan Technical Assistance: Direction and Grant Application
5. Extreme Weather Events Action Plan: Opportunities Identification, Options, Best Practices, Direction and City Actions

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Goal 3
Revitalized 86th Street Neighborhoods

OBJECTIVES

1. Revitalize Linnan Park responsive to the needs of the neighborhood and serving as a catalyst for private investment
2. Have a successful library/community center offering multi-generational services, programs and activities for neighborhood residents
3. Leverage (short term and long term) the land acquired in the University Blvd Flood Buyout area for neighborhood benefit
4. Have an improved mobility experiences for all residents (safe, convenient and interesting)
5. Have a variety of quality housing opportunities with modernized/updated homes and multi-family housing and new affordable housing options
6. Reduce University Boulevard flood risk through property acquisition
7. Connect neighborhoods to the Clive Greenbelt with effective wayfinding signage and trail connections
8. Have an engaged neighborhood (residents, businesses and property owners) taking ownership in their community
9. Have joint projects, communications tools, and services with the West Des Moines School District

VALUE TO RESIDENTS

1. Increasing City revenue through the protection of property values
2. Developers and property owners investing and partnering on projects to enhance the 86th neighborhoods
3. Sense of pride in the 86th neighborhoods
4. Equitable delivery of services and activities to enhance the quality of life of residents
5. Reduction of costs associated with increasing flood risk
6. Linnan Park serving as a neighborhood asset and catalyst for private sector reinvestment
7. Services, amenities and activities responsive to the unique needs of the 86th neighborhoods

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SHORT-TERM CHALLENGES AND OPPORTUNITIES

1. Future for Harbach Center – shared vision and direction
2. Connecting the neighborhood to the Greenbelt Trail and locating trail corridor in property owners' property
3. Political will and staff commitment to following through with the Vision and principals of the 86th neighborhood plan
4. Having a viable economic strategy and housing toolkit focusing on 86th neighborhoods
5. Defining the City's role in revitalizing the 86th Neighborhoods
6. Accepting an increase in gentle density
7. Willingness to use broad range of tools including condemnation and other less familiar actions for community benefits
8. Maintaining affordability in the neighborhoods for current residents

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Leveraging City resources – chasing outside dollars
2. Working with property owners, negotiations and partnerships
3. Communications and connecting with neighbors to understand City role and actions
4. Diversity of neighborhood and connecting with residents
5. Building relationship and trust with neighborhoods and residents
6. Achieving vertical mixed-use development in the 86th neighborhoods
7. City staff capacity and resources limitations
8. City intervening in real estate market place that has not hit bottom

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POLICY ACTIONS 2024 – 2025

	Priority
1. Harbach Center: Vision Concept and Operations, Partnership with West Des Moines School District and Update Report on Experience	*Top Priority*
2. 82nd Trail Connection: Land Acquisition, Design and Funding	*Moderate Priority*
3. 86th Street Neighborhoods Revitalization Plan: Neighborhood Activation	
4. Major Property Future Direction: Goals/Outcomes, Continued Dialog and Direction	

MANAGEMENT ACTIONS 2024 – 2025

	Priority
1. Linnan Park: Final Design and Construction a. Linnan Park Redevelopment b. Harbach Boulevard – Phase 2 Concepts c. Stormwater Plan	*Top Priority*
2. City-Owned Flood Buyout Property Strategy (Short-Term Reuse): Direction and Implementation Temporary Park	*Top Priority*
3. University Flood Mitigation Plan: Implementation	*High Priority*

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MANAGEMENT IN PROGRESS 2024 – 2025

1. State/Federal Lobbying and Grants for 86th Corridor Projects
2. Clive Historic Society Assets Transfer and "Mothball" Facility: Completion
3. Harb District 1/Harbach Blvd Stormwater Pilot Program: Re-Evaluation and Direction
4. Safety Review of 90th Street Trail Connection: Assessment, Modification and Funding

MAJOR PROJECTS 2024 – 2025

1. Harbach Boulevard Reconstruction Phase 2 – 82nd to 86th Preliminary Design (Smith Group and V&K).

ON THE HORIZON 2025 – 2029

1. 86th Corridor Urban Renewal Plan Update: Completion
2. Short-Term Mobility Improvement Project(s): Direction and Funding (Crosswalks, Sidewalks, etc.)
3. 86th Street Housing Strategy and Programs Development: Definition, Partnership and Budget: Direction, Funding and Actions
4. Neighborhood Access to Greenbelt: Update, Direction and City Actions (Commercial Property Access to Greenbelt)
5. 86th Street Neighborhoods Mobility Grant: Phase 1

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Goal 4
Great Place to Live: The Premier Location for Families

OBJECTIVES

1. Upgrade current existing parks and playgrounds
2. Develop Northwest area consistent with City vision and plans
3. Have a range of housing options for residents – ownership and rental, attached and detached
4. Recognize as a welcoming community for all family generations
5. Have a great library with exceptional programs and services with outreach to the entire community
6. Have strong community events and programming that bring our community together – residents meeting residents
7. Provide resources and tools to uplift residents
8. Have safe and healthy community, including physical and mental health
9. Understand and address the differences in perceptions and opinions of City services among Clive residents

VALUE TO RESIDENTS

1. Enhanced single-family home values
2. Convenience with easy access to leisure and recreational activities and programming
3. Neighbors knowing and helping neighbors and contributing to a better Clive community
4. Choice of great neighbors and quality homes
5. Taking pride in saying "I live in Clive"
6. Residents having a sense of shared responsibilities for the Clive community and their neighborhoods

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SHORT-TERM CHALLENGES AND OPPORTUNITIES

1. Aging housing stock needing maintenance and upgrade
2. Need to increase range of housing choices and price points – mixed-use, multi-family, smaller homes, renovated/modernized older homes, new larger homes, accessory dwelling units (ADU)
3. Impacts of Accessory Dwelling Units (ADU) policies/regulations implementation
4. Increasing traffic volume and limited road capacity/rightsizing road capacity for traffic volume
5. Addressing the increase number of single-family rental housing
6. Defining the City's role: degree of regulations/enforcement in shaping development and redevelopment
7. City role and owner responsibility in addressing public and private-owned trees to expand the canopy
8. Rightsizing rental housing program
9. Aging tree canopy and the lasting impacts of emerald ash borers

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Expectations of future development and infill implementation
2. Development and partnership to have options and services for mental health needs – suicide, opioids, etc.
3. Collaborating and partnering with City of Urbandale, City of West Des Moines, City of Waukee and others municipalities
4. Updating Building Codes – more sustainable buildings and potential State of Iowa changing and weakening regulations
5. Defining appearance and property maintenance standards among businesses, property owners, and tenants with differing standards
6. Addressing homeless situation and understanding the impact of decisions and actions from other cities in the Des Moines metropolitan area
7. Maintaining full staffing for Police and Fire
8. Developing northwest Clive with amenities for residents
9. Willingness to make difficult decisions when confronted by resistance from residents
10. Equitable delivery of City services
11. Increasing drug use and the burden to public safety
12. Potential challenges to Library books

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POLICY ACTIONS 2024 – 2025

	Priority
1. Rental Housing Registration and Inspection Program: Program Goal, Options, Direction and Funding	*High Priority*
2. Accessory Dwelling Units: Goals/Outcomes, Best Practices, Report with Options, Direction and Implementation	*High Priority*
3. Housing Preservation Strategy/Policies/Programs: Aging Housing Data Collection, Goals/Desired Outcomes, Best Practices, Options and Direction	
4. Dog Park(s): Concept, Best Practices, Options, Locations, Direction and Funding	

MANAGEMENT ACTIONS 2024 – 2025

	Priority
1. Horizon Center Development: Incremental Business Management and Greenbelt Music Festival/Camping	*Moderate Priority*
2. Aquatic Center Scholarship Program and Regional Pass: Partnership, Direction and Funding	
3. Community Rating System for Upgrade to Class 4: Completion	

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MANAGEMENT IN PROGRESS 2024 – 2025

1. Development Facilitation
    a. Dehner Distillery
    b. Shadow Creek – Area
    c. Emerald Isle – Area
2. Library Strategic Plan: Implementation
3. Landscape Management Plan: Development
4. Homeowner Education on Federal Energy/Efficiency Grant Program: Public Education Campaign
5. Home Show Expo 2024 – Shadow Creek West
6. Library Fine Free: Annual Report
7. Development Standards Manual/Zoning Ordinance Update: Mayor and City Council Decision
8. Neighborhood Trail Closure Gates: Installation
9. Substantial Damage/Substantial Improvement Management Plan
10. Clive Festival 2025 – 50th Anniversary
11. Home Show Expo 2024 – Shadow Creek West

MAJOR PROJECTS 2024 – 2025

1. Cirksena Park: Completion
2. Canary Park Detention Drainage Improvements
3. Neighborhood Park Signs Annual Replacement Program: Completion – Trail/911 Safety Sign Focus
4. Campbell Park Dugouts: Funding

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ON THE HORIZON 2025 – 2029

1. Alice's Road Park Development
2. 86th / Alice Avenue Frontage: Scope and Conceptual Plan for Redevelopment
3. Activities for Young Families Expansion: Current Programs/Activities Review, Needs Assessment, Report with Findings and Options, Direction and City Actions
4. Neighborhood Park Programming Expansion: Direction and Funding
5. Comprehensive Plan Update – Post-Buildout: Direction and Funding
6. Mixed-Use Developments in Clive with Focus on 86th Street Neighborhoods: Concept Definition, Locations, Developers, Direction and City Actions
7. Horizon Event Center: Visioning
8. Property Maintenance Codes and Compliance Refinement: Goals, Best Practices, Options, Direction and Implementation
9. University Avenue Corridor Redevelopment: Outcomes/Vision, Problem Areas, Options, Direction and City Actions (in Partnership with the City of West Des Moines)
10. Water Conservation Program Development: Goals/Outcomes. Best Practices, Report with Options, Direction and Implementation
11. Renewable Energy Policies and Projects: Update, Options, Direction and City Action Plan

ON THE HORIZON 2025 – 2029 (continued)

12. Economic Development Contract with Greater Dallas County Development Alliance: Goals/Outcomes, Performance Metrics, Scope of Services, Agreement Development and Direction
13. Affordable Housing Policies: Definition – Affordable, Best Practices, Goals for Clive, Options, City Role and Direction
14. Electric Charging Stations Policies/Regulations: Goals, City Role, Best Practices, Options, Direction and City Actions
15. Columbarium Project: Concept Definition, Goals, Best Practices, Cemetery Legal Regulations, Options/Locations, Potential Partners, Direction, Funding and City Actions
16. Food Insecurity: Problem Analysis, City Role, Partners, Options, Direction and City Actions
17. Splash Pads: Options, Direction and City Actions
18. Homeless Policy/Strategy: Problem Analysis, Impacts of Regional Decision, City Role, Report Options and Direction
19. Public Art Program: Direction and Funding Mechanism
20. Residential Solar Program: Goals, Best Practices, Report with Options and Direction
21. Playground Reinvestment/Replacement Strategy: Direction and Funding
22. Aquatic Center 28E Agreements with West Des Moines: Review and Renewal

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Goal 5
Distinctive Clive Greenbelt

OBJECTIVES

1. Improve flood mitigation projects and maintenance
2. Connect neighborhoods and businesses to the Clive Greenbelt with effective wayfinding signage and other enhancements
3. Improve and have ecologically sound Greenbelt natural area
4. Complete Greenbelt Landing and initial planning on Porter Shelter Area and Campbell Park Bridge
5. Expand community partnerships and funding for capital, operational, maintenance costs and funding for capital and operations items
6. Improve water quality throughout the Watershed area
7. Maximize investment from regional projects impacting the Clive Greenbelt
8. Use the Clive Greenbelt as an investment and fund raising opportunity to generate revenues to the City for maintenance, public art, etc.
9. Have residents and businesses understanding the value of and City actions associated with the Clive Greenbelt
10. Have well-maintained and safe Clive Greenbelt Trail

VALUE TO RESIDENTS

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

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SHORT-TERM CHALLENGES AND OPPORTUNITIES

1. Aging, deteriorating trail needing major repairs, replacement and project funding
2. Solving connectivity problems to the Clive Greenbelt in specific neighborhoods
3. Managing expectations of adjacent property owners and Greenbelt users
4. Addressing safety issues related with speed along the trails
5. Managing water quality and flood control, including erosion
6. Seeking outside funding sources including grants, wetland banking and private fund raise
7. Vegetation control and invasive plant species and City funding

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Determining appropriate businesses at appropriate locations along the Greenbelt
2. Expectation of safe trail crossings for pedestrian and bikes
3. Developing and sustaining long-term partnerships: Nature Conservancy, Polk County Soil and Water, DNR, Polk County Conservation, ICON and other groups
4. Sustaining trail interconnectivity to regional trail system
5. Private property encroachment along the Clive Greenbelt and determining City actions
6. Regional projects impacting the Clive Greenbelt especially accessibility to the trail
7. Successful integration of the Shadow Creek neighborhoods within the Clive Greenbelt

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POLICY ACTIONS 2024 – 2025

	Priority
1. Greenbelt Landing Project: Bid and Construction	*Top Priority*
2. Little Walnut Creek Greenbelt Improvement – Streambank Restoration and Trail Extension: Design, Construction, Funding and Land Acquisition	
3. Greenbelt Strategic Land Acquisition: Direction and Funding	

MANAGEMENT ACTIONS 2024 – 2025

	Priority
1. Wastewater Reclamation Authority (WRA) Parallel Trunk Sewer Installation – Impacts to the Greenbelt	

MANAGEMENT IN PROGRESS 2024 – 2025

1. Greenbelt Vegetation Management Study, Phase 2
2. Invasive Plants and Vegetation Management: Phase 1: Completion
3. Greenbelt Trail Education Campaign : Safety and Etiquette
4. Greenbelt Landing Individual Donor (Goal: $100,000)

MAJOR PROJECTS 2024 – 2025

1. Annual Greenbelt Trail Maintenance Projects (73^{rd} – 100^{th})

ON THE HORIZON 2025 – 2029

1. Encroachments Policy/Strategy/City Actions: Problem Analysis, Report with Options, Degree of Aggressiveness and Direction
2. Stream Buffer Ordinance: Adoption
3. Porter Shelter: Planning
4. Campbell Park Bridge
5. Greenbelt Restoration: Phase 2
6. Soft Trails: Recommendations and Review
7. Speeding and Safety on Trail: Problems, Report with Options, Revise Ordinance Link to MAC
8. Bridge Jumping: Problem Analysis, Options, Direction and Implementation
9. City Organization Greenbelt: Maintenance/ Management/ Coordination Plan Assessment, Organization Adjustments, Performance Oversight

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CITY OF CLIVE
ACTION AGENDA 2024 – 2025

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City of Clive
Policy Agenda 2024 – 2025

TOP PRIORITY

Financial "Dip" Plan:
Report with Options and Recommendations, Direction, Funding and City Actions

Clive's Regional Role:
Discussion and Framework for the Future

Greenbelt Landing Project:
Bid and Construction

Comprehensive Financial Policy and Strategy:
Report, Direction and Tax Rate (Including Capital Equipment Revamp: Financial Adjustment and Decision)

Hickman Road/I-35 Interchange Project (IDOT Project):
Community Impacts, Communications, Monitoring and City Actions

Alice's Road Corridor Plan:
Road Design, Stormwater Strategy, ROW Acquisition,
Trail and Collaboration with the City of Waukee and Funding

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HIGH PRIORITY

Rental Housing Registration and Inspection Program:
Program Goal, Options, Direction and Funding

Major Streets/Crosswalks/More Walkable:
Goals, Best Practices, Report with Options, Direction and Funding

Grant Funding Strategy:
Update, Direction, Staff Capacity/Resources, and City Actions

Accessory Dwelling Units:
Goals/Outcomes, Best Practices, Report with Options,
Direction and Implementation

Harbach Center:
Vision Concept and Operations,
Partnership with West Des Moines School District and Update Report on Experience

Leisure Services Sign-Up System:
Direction, Funding and Implementation

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MODERATE PRIORITY

State Agenda Advocacy and Lobbying:
Goals, Key Issues, Direction and City Actions (Including Financial Impacts of State Actions)

82nd Trail Connection:
Land Acquisition, Design and Funding

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City of Clive
Management Agenda 2024 – 2025

TOP PRIORITY

Linnan Park:
Final Design and Construction

City-Owned Flood Buyout Property Strategy (Short-Term Reuse):
Direction and Implementation Temporary Park

City Texting Platform to Disseminate Information to Clive Residents, Businesses, and Other Subscribers:
Implementation

Fire-EMS Collaboration with Urbandale – Apparatus Sharing and Community Paramedicine 28e Agreement:
Development and Adoptions

Collective Bargaining and Negotiations:
Direction and Contract Approval

City Hall Remodel Project:
Completion

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HIGH PRIORITY

University Flood Mitigation Plan:
Implementation

New Utility Billing Rate Structure and Process Improvements:
Clean Up Customer Accounts, ERU Policies,
Chapter 8 Ordinance Adjustment and Implementation

Non-Union Compensation Study:
Budget FY 25-26 Funding

Polk County Hazards Mitigation Plan:
Development, Engagement and Adoption

Westcom New Dispatch Facility:
Financing Options and Policy Direction (New)

Water Resources Master Plan Implementation:
Policy on Compliance , SF 455 Direction, MS4 Renewal

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MODERATE PRIORITY

Horizon Center Development:
Incremental Business Management
and Greenbelt Music Festival/Camping

City Government Buildout Staffing Levels:
Presentation with Findings and Options,
Direction and City Action Plan

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