

STRATEGIC PLAN

2020 → 2025 → 2035

EXECUTIVE SUMMARY

Mayor and City Council



Urbandale, Iowa
December 2019



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

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

Table of Contents

EXECUTIVE SUMMARY

Strategic Planning for Urbandale	1
Urbandale Vision 2035	2
Urbandale City Government: Our Mission	3
City of Urbandale Plan 2020 – 2025	4
City of Urbandale Action Agenda 2020	15

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

STRATEGIC FRAMEWORK

VISION 2035

“Desired Destination for Urbandale”

PLAN 2025

“Map to Urbandale’s Destination”

EXECUTION

“Route for Next Year”

MISSION

“Responsibilities of Urbandale’s Government”

BELIEFS

“Expectations of Urbandale’s Employees”

Urbandale Vision 2035

URBANDALE 2035 is a:

PREMIER COMMUNITY FOR ALL GENERATIONS.



Our GREAT NEIGHBORHOODS

Our SAFETY AND BEAUTY

Our RANGE OF QUALITY HOUSING CHOICES

Our THRIVING COMMERCIAL/OFFICE AREAS

**Our VIBRANT DOUGLAS CORRIDOR –
Our MAIN STREET**

Our OUTSTANDING QUALITY OF LIFE AMENITIES

Make URBANDALE UNIQUE!

Urbandale City Government: Our Mission

The mission of Urbandale City government
is to provide
EXCEPTIONAL QUALITY MUNICIPAL SERVICES
acting as a
FINANCIALLY RESPONSIBLE GOVERNMENT
which is
RESPONSIVE TO OUR COMMUNITY NEEDS
and
INVOLVE OUR RESIDENTS.

City of Urbandale Goals 2025

**FINANCIALLY RESPONSIBLE CITY PROVIDING
EXCEPTIONAL MUNICIPAL SERVICES**



**INVESTMENT IN URBANDALE’S FUTURE –
*UPDATED/REPLACED CITY INFRASTRUCTURE***



**PREMIER COMMUNITY–
*GREAT PLACE FOR FAMILIES***



**THRIVING INTERCHANGES/CORRIDORS
DEVELOPMENT**



GREAT NEIGHBORHOODS: *OLD AND NEW*

GOAL 1

**FINANCIALLY RESPONSIBLE CITY PROVIDING
EXCEPTIONAL MUNICIPAL SERVICES**

► Objectives

1. Maintained Moody’s Aa1 bond rating
2. Maintained high customer satisfaction level
3. Implemented process improvements to improve customer service and to increase operating efficiency
4. Maintained CAFR and achieved budget award from GFOA
5. Made salary and benefits adjustments to maintain competitive compensation
6. Expanded regional service delivery with other governments
7. Achieved and maintained departmental accreditations

► Short Term Challenges and Opportunities

1. Collaborating with other cities for regional service delivery
2. Preparing for the 2020 Census
3. Maintaining a competitive tax rate
4. Maintaining a dedicated City workforce committed to serving the Urbandale community
5. Balancing having competitive taxes with providing exceptional services
6. Actions by the Iowa State legislature impacting City services and finances, including “backfill” (*State appropriation to Cities to offset loss of commercial and industrial property tax revenue*), pension reform, economic incentives, cell tower regulations
7. Defining and prioritizing essential City services and service levels, including staffing levels
8. Potential retirements of key managers, employees, and succession planning
9. Keeping up with technology changes
10. Increasing operating costs for City government

► **Actions 2020**

Policy Agenda

- | | |
|---|---------------|
| 1. LOSST: Policy Direction and Projects | Top Priority |
| 2. Fire Staffing – Retention and Compensation | High Priority |
| 3. City Communications Enhancements | High Priority |

Management Actions

- | | |
|--------------------------------------|--------------|
| 1. City Council Rules and Procedures | Top Priority |
|--------------------------------------|--------------|

Management in Progress

1. 2020 Urbandale Source Magazine: Publication
2. GMET: Approval
3. Internet Band Width
4. Local Government Fellows Program: Initiated
5. PCI Compliance Standards
6. Fire Station 43 Redundant Internet Circuit: Completion
7. Redundant Firewall
8. iCompass Agenda Management System: Implementation
9. Executive Time Clock Upgrade
10. Human Resources Portal: Implementation
11. Wireless Key Boards for Reports
12. Power DMS: Expansion
13. Safety Leadership Program: Strengthen
14. Wellness Program: Expansion
15. Cloud-based Office 365
16. Community Risk Reduction: Evaluation
17. Police Holding Facility Evaluation
18. “Mental Health Basics”: Training
19. CPA Classes: Streamline
20. Records in Storage: Review and Scanning with Schedule
21. CitizenServe Platform Work Flow Process: Improvements
22. Citywide Inventory System: Implementation
23. PPO Plan: Direction
24. Critical Incident Response for Schools and Businesses: Preparation
25. Paperless Documents Management
26. Emerging Leaders Program: Development and Implementation
27. Fire Department Accreditation: Completion
28. Debt Retirement Plan: Development

► **Actions 2020** (*Continued*)

Management in Progress

29. Disaster Recovery Procedures
30. Federal Motor Carrier Safety Clearinghouse for CDL: Training

Major Projects

1. Council Chambers Technology: Update
2. Outdoor Warning System: Installations

GOAL 2

**INVESTMENT IN URBANDALE’S FUTURE –
UPDATED/REPLACED CITY INFRASTRUCTURE**

► Objectives

1. Completed major capital projects on time, within budget
2. Maintained an effective City’s Capital Improvement Process
3. Improved the condition/quality of streets and trails
4. Reduced flooding through effective stormwater management system
5. Developed streets consistent with adopted Urbandale’s “Complete Streets” policy

► Short Term Challenges and Opportunities

1. Increasing creek erosion and watershed management
2. Major storm events and changing weather patterns impacting City infrastructure
3. Addressing City infrastructure to support growth and business investment
4. Aging City infrastructure needing major repairs and replacement, especially pavement management
5. Working on regional water issues and organization structure, focusing on water production
6. Increasing demands: senior recreation center
7. Funding for capital projects
8. Determining capital projects scope and priority

► **Actions 2020**

Policy Agenda

- | | |
|---|---------------|
| 1. Regional Water Supply and Treatment | Top Priority |
| 2. Stormwater Management Policy, Master Plan and Projects | Top Priority |
| 3. City Operations Sustainability Plan | High Priority |

Management Actions

- | | |
|--|--------------|
| 1. Creek Bank Erosion and Restoration | Top Priority |
| 2. Complete Streets Policy: Implementation | Top Priority |

Management In Progress

1. FEMA Community Rating System: Higher Level
2. Traffic Studies: At Request

Major Projects

1. Fire Station 43: Opening
2. City-wide Security System: Installation
3. Meredith Drive Sidewalks and Trails Reconstruction: Completion
4. Police Station Roof Replacement: Completion
5. 72nd Street Reconstruction (north of Douglas Avenue): Construction
6. 104th Street Project: Construction
7. Meredith Interchange/Flyover Project: Completion
8. Stormwater Project 2020: Construction
9. Pavement Management Projects 2020: Completion
10. Westside Fueling Facility: Construction
11. NW 54th Avenue Reconstruction: Design and Construction
12. Public Works/Parks Facility: Construction and Opening
13. Fiber Loops: Installation
14. Waterford Road reconstruction Project (142nd to 156th): Construction
15. Parks and Public Works Westside Cold Storage Building: Architectural Design and Construction

GOAL 3

PREMIER COMMUNITY – GREAT PLACE FOR FAMILIES

► Objectives

1. Expanded Urbandale’s boundaries through annexations
2. Used comprehensive plan to guide future development and redevelopment
3. Expanded parks and leisure amenities
4. More attractive community
5. Continued/enhanced reputation: “Best Suburb” for families

► Short Term Challenges and Opportunities

1. Defining the City’s role as a leisure service provider
2. Old and very outdated Comprehensive Plan needing a major re-write
3. Understanding and adapting to changing recreational needs
4. Determining City priorities and balancing with increasing community livability
5. Overcoming perception of east – west split
6. Aging parks, facilities needing replacement
7. Limited access to recreation facilities or fields for recreational purposes

► **Actions 2020**

Policy Agenda

- | | |
|---|---------------|
| 1. Annexation Policy: | Top Priority |
| a. Grimes | |
| b. Waukee | |
| c. West | |
| 2. Comprehensive Plan | Top Priority |
| 3. Community Unity Strategy and Action Plan – One Urbandale Community | High Priority |

Management Agenda

- | | |
|--|---------------|
| 1. Quality of Life Bond Package | Top Priority |
| 2. Mobile Food Unit Policy (Food Trucks) | High Priority |
| 3. Building Code: Update | High Priority |

Management in Progress

1. Murals Program Sponsorships: Development
2. Emerald Ash Borer Treatment and Control Program

Major Projects

1. Outdoor Ice Skating Rink at Lions Park: Open
2. Douglas Avenue Interchange Trail Repairs and Drainage: Completion
3. Douglas Avenue Interchange Public Art Project
4. Walker Johnston Park Pickleball Courts: Completion
5. All Inclusive Playground at Northview Park: Completion
6. WCRP Parking Lot and Utilities: Completion
7. Trail Maintenance Projects 2020: Completion
8. Barrett Park Natural Playground and Parking Lot: Completion
9. Dunlap Park and Arboretum: Phase 2
10. WCRP Community Open Space: Development
11. Flushable Toilets in Parks

GOAL 4

**THRIVING INTERCHANGES/CORRIDORS
DEVELOPMENT**

► Objectives

1. Revitalized/redeveloped older commercial centers
2. Increased number of jobs – residents working in Urbandale
3. Expanded number of restaurants – national and locally owned
4. Developed interchanges for maximum economic and community benefit
5. Developed a vibrant Douglas Corridor – Urbandale’s Main Street with multiple unique activity nodes
6. Redeveloped Merle Hay Road corridor with the City of Des Moines
7. Developed and promoted the Urban Loop
8. Attracted entertainment businesses to Urbandale

► Short Term Challenges and Opportunities

1. Defining the City’s role and determining funding for strategic land acquisition
2. Antiquated zoning code with limited flexibility
3. Re-investment and potential redevelopment of older commercial centers
4. Maintaining strong/effective relationships with economic development partners
5. Defining and funding City’s role and incentives
6. Attracting support businesses – restaurants, specialty grocery stores, home improvement, services
7. Developing new interchanges consistent with City vision, plans and development standards
8. Taking advantage of Urbandale’s geographic position

► **Actions 2020**

Policy Agenda

- | | |
|--|---------------|
| 1. Douglas – Our Main Street Plan | Top Priority |
| 2. City-wide Revitalization/Blight Elimination Actions | High Priority |

Management Agenda

- | | |
|--------------------------------------|---------------|
| 1. Class “A” Office Incentive Policy | Top Priority |
| 2. Hickman Interchange Development | High Priority |

Management in Progress

1. Downtown Urbandale Business and Real Estate Owner Engagement
2. City-Business Action Meetings: Conduct 50

GOAL 5

GREAT NEIGHBORHOODS: OLD AND NEW

► **Objectives**

1. Expanded opportunities for senior housing
2. Expanded availability of homes priced for first time homebuyers
3. Developed quality multi-family housing with amenities
4. Developed a range of housing options: types, prices
5. Modernized/upgraded older homes/housing stock
6. Developed tax credit based affordable housing for seniors and families

► **Short Term Challenges and Opportunities**

1. Lack of senior/retirement housing stock
2. Older homes needing repair and upgrade
3. Multiple school districts
4. Neighbors knowing and helping others
5. Need for quality multi-family housing opportunities
6. Providing City services and facilities in west Urbandale
7. Lack of density

► **Actions 2020**

Policy Agenda

1. Affordable Housing Policy and City Actions
2. Neighborhood Finance Corporation

Top Priority

High Priority

Management in Progress

1. Citywide Streetlight Pole Banner Program: Implementation

Policy Agenda 2020 Targets for Action City of Urbandale

TOP PRIORITY

LOSST: Policy Direction and Projects
Regional Water Supply and Treatment
Stormwater Management Policy, Master Plan and Projects
Annexation Policy: Grimes, Waukee, West
Comprehensive Plan
Douglas Corridor – Our Main Street Master Plan
Affordable Housing Policy and City Actions

HIGH PRIORITY

Fire Staffing – Retention and Compensation
Neighborhood Finance Corporation
City Communications Enhancements
City Operations Sustainability Plan
Community Unity Strategy and Action Plan –
One Urbandale Community
City-wide Revitalization/Blight Elimination Actions

Management Agenda 2020 Targets for Action City of Urbandale

TOP PRIORITY

Creek Bank Erosion and Restoration
Complete Streets Policy: Implementation
City Council Rules and Procedures*
Quality of Life Bond Package
Class “A” Office Incentive Policy

HIGH PRIORITY

Hickman Interchange Development
Mobile Food Units Policy (Food Trucks)
Building Code: Update

City of Urbandale

Management in Progress 2020

1. 2020 Urbandale Source Magazine: Publication
2. GMET: Approval
3. Internet Band Width
4. Local Government Fellows Program: Initiated
5. PCI Compliance Standards
6. Fire Station 43 Redundant Internet Circuit: Completion
7. Redundant Firewall
8. iCompass Agenda Management System: Implementation
9. Executive Time Clock Upgrade
10. Human Resources Portal: Implementation
11. Wireless Key Boards for Reports
12. Power DMS: Expansion
13. Safety Leadership Program: Strengthen
14. Wellness Program: Expansion
15. Cloud-based Office 365
16. Community Risk Reduction: Evaluation
17. Police Holding Facility Evaluation
18. “Mental Health Basics”: Training
19. CPA Classes: Streamline
20. Records in Storage: Review and Scanning with Schedule
21. CitizenServe Platform Work Flow Process: Improvements
22. Citywide Inventory System: Implementation
23. PPO Plan: Direction
24. Critical Incident Response for Schools and Businesses: Preparation
25. Paperless Documents Management
26. Emerging Leaders Program: Development and Implementation
27. Fire Department Accreditation: Completion
28. Debt Retirement Plan: Development
29. Disaster Recovery Procedures
30. Federal Motor Carrier Safety Clearinghouse for CDL: Training

31. FEMA Community Rating System: Higher Level
32. Traffic Studies: At Request
33. Murals Program Sponsorships: Development
34. Emerald Ash Borer Treatment and Control Program
35. Downtown Urbandale Business and Real Estate Owner Engagement
36. City-Business Action Meetings: Conduct 50
37. City-wide Street Light Poles Banner Program: Implementation

City of Urbandale

Major Projects 2020

1. Council Chambers Technology: Update
2. Outdoor Warning System: Installations
3. Fire Station 43: Opening
4. City-wide Security System: Installation
5. Meredith Drive Sidewalks and Trails Reconstruction: Completion
6. Police Station Roof Replacement: Completion
7. 72nd Street Reconstruction (north of Douglas Avenue): Construction
8. 104th Street Project: Construction
9. Meredith Interchange/Flyover Project: Completion
10. Stormwater Project 2020: Construction
11. Pavement Management Projects 2020: Completion
12. Westside Fueling Facility: Construction
13. NW 54th Avenue Reconstruction: Design and Construction
14. Public Works/Parks Facility: Construction and Opening
15. Fiber Loops: Installation
16. Waterford Road reconstruction Project (142nd to 156th): Construction
17. Parks and Public Works Westside Cold Storage Building: Architectural Design and Construction
18. Outdoor Ice Skating Rink at Lions Park: Open
19. Douglas Avenue Interchange Trail Repairs and Drainage: Completion
20. Douglas Avenue Interchange Public Art Project
21. Walker Johnston Park Pickleball Courts: Completion
22. All Inclusive Playground at Northview Park: Completion
23. WCRP Parking Lot and Utilities: Completion
24. Trail Maintenance Projects 2020: Completion
25. Barrett Park Natural Playground and Parking Lot: Completion
26. Dunlap Park and Arboretum: Phase 2
27. WCRP Community Open Space: Development
28. Flushable Toilets in Parks