

STRATEGIC PLAN

2018 → 2023 → 2033



Urbandale, Iowa
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STRATEGIC PLANNING FOR THE CITY OF URBANDALE

Strategic Planning Model for the City of Urbandale

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”

URBANDALE VISION 2033

Urbandale Vision 2033

URBANDALE 2033 is a:

COMMUNITY FOR ALL FAMILY GENERATIONS ⁽¹⁾ and a
COMMUNITY WITH GREAT NEIGHBORHOODS ⁽²⁾

URBANDALE 2033 is a:

***VIBRANT SUBURB THAT IS SAFE
AND BEAUTIFUL*** ⁽³⁾

***VIBRANT SUBURB THAT HAS A RANGE OF
QUALITY HOUSING CHOICES*** ⁽⁴⁾

***VIBRANT SUBURB THAT HAS THRIVING
COMMERCIAL AREAS*** ⁽⁵⁾

Urbandale Vision 2033

PRINCIPLE 1

COMMUNITY FOR ALL FAMILY GENERATIONS

► Means

1. Great quality school choices – public and private
2. All family generations feeling welcome
3. Strong working partnerships with all school districts
4. Residents investing in Urbandale by participating in community activities
5. Diverse housing opportunities for all generations

PRINCIPLE 2

COMMUNITY WITH GREAT NEIGHBORHOODS

► Means

1. Range of housing options
2. Well-maintained neighborhood infrastructure – streets, sidewalks, lights
3. Each neighborhood having its own identity
4. Neighbors knowing and helping neighbors
5. Pedestrian friendly and walkable neighborhoods
6. Ability to walk to stores and neighborhood retail
7. Top quality parks (regional/community) with a variety of amenities

PRINCIPLE 3

VIBRANT SUBURB THAT IS SAFE AND BEAUTIFUL

► Means

1. Residents feeling safe – any place, any time of day
2. Police working with the community to create a sense of personal safety
3. Well-maintained homes and neighborhoods
4. Well-maintained commercial centers and businesses
5. Well-maintained City facilities and infrastructure
6. Safe schools that are walkable
7. Timely response to an emergency call for service

PRINCIPLE 4

VIBRANT SUBURB THAT HAS A RANGE OF QUALITY HOUSING CHOICES

► Means

1. Quality multi-family housing development – ownership and rental
2. Housing options for all family generations
3. Young families moving to Urbandale
4. Well-maintained older housing stock
5. Availability of affordable, workforce housing
6. Strong real estate market – home values, opportunities to sell
7. Availability of senior housing – opportunity for seniors to stay in Urbandale

PRINCIPLE 5
VIBRANT SUBURB THAT HAS THRIVING
COMMERCIAL AREAS

► **Means**

1. Increased employment opportunities in Urbandale
2. New businesses coming to Urbandale
3. Expanded retail opportunities – residents shopping near home
4. Increased variety of restaurants – national brands and locally owned
5. Reputation as a “business friendly” community
6. Strong relationship amongst the City and economic development partners
7. Neighborhood retail throughout the City

URBANDALE CITY GOVERNMENT OUR MISSION

Urbandale City Government

Our Mission

*The mission of Urbandale City government
is to be a*

FINANCIALLY RESPONSIBLE GOVERNMENT ⁽¹⁾

providing

EXCEPTIONAL QUALITY MUNICIPAL SERVICES ⁽²⁾

which are

RESPONSIVE TO COMMUNITY NEEDS ⁽³⁾

making Urbandale

A GREAT PLACE TO LIVE. ⁽⁴⁾

Urbandale City Government

Our Mission

PRINCIPLE 1

FINANCIALLY RESPONSIBLE GOVERNMENT

► Means

1. City services delivered in the most cost effective, efficient manner
2. Continuing efforts to control the cost of government
3. Competitive tax rate in metro area
4. Strong financial reserves consistent with City policies and national standards
5. Residents receiving service value for their taxes/fees
6. Competitive compensation for City employees

PRINCIPLE 2

EXCEPTIONAL QUALITY MUNICIPAL SERVICES

► Means

1. Focus on the customers – looking for ways to say "yes" explaining when you must say "no"
2. High level of customer satisfaction with City services
3. Top quality City workforce dedicated to serving the Urbandale community
4. Sufficient resources to support defined services and service levels

PRINCIPLE 3

RESPONSIVE TO COMMUNITY NEEDS

► **Means**

1. Listening to the community
2. Understanding the community's needs
3. Customer friendly, personal City services and facilities
4. Providing a timely response to calls for service - emergency and non-emergency
5. Surveying regularly the community to learn about the changing needs and level of satisfaction

PRINCIPLE 4

GREAT PLACE TO LIVE

► **Means**

1. Reliable delivery of daily City services
2. Family leisure and recreational opportunities
3. Predictable growth consistent with City's vision, Comprehensive Plan, master plans
4. Quality choices for housing
5. Convenience
6. Best place to live in the Des Moines region

CITY OF URBANDALE PLAN FOR 2018 – 2023

City of Urbandale

Goals for 2023

**FINANCIALLY STRONG CITY PROVIDING EXCEPTIONAL
MUNICIPAL SERVICES**

THRIVING INTERCHANGES/CORRIDORS DEVELOPMENT

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

**1st CLASS SUBURB –
*GREAT PLACE FOR FAMILIES***

**GREAT NEIGHBORHOODS:
*OLD AND NEW***

Goal 1

Financially Strong 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 adjustments to maintain competitive compensation
6. Expanded regional service delivery with other governments
7. Achieved and maintained departmental accreditations

VALUE TO RESIDENTS

1. Exceptional service value for taxes and fees.
2. Responsive and personal City services.
3. Customer focused service delivery.
4. Responsible fiscal stewardship.
5. Easy access to City services and information.
6. Competitive property tax rate.

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Maintaining a competitive tax rate
2. Increasing security threats: verbal, physical and cyber
3. Collaborating with other cities for regional service delivery
4. Maintaining a dedicated City workforce committed to serving the Urbandale community
5. 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
6. Defining and prioritizing essential City services and service levels, including staffing levels
7. Potential retirements of key managers, employees, and succession planning
8. Keeping up with technology changes
9. Split in the community: east vs. west, including community identity due to six (6) School Districts within the corporate boundaries of Urbandale

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Serving an increasingly diverse community
2. Increasing operating costs for City government
3. Limited revenue options for cities
4. Distinguishing community “wants” and “needs”
5. Attracting and retaining employee in a competitive market place, including the impacts of Chapter 20 (Public Employment Relations)
6. Complying with the Affordable Care Act
7. Wage compression due to having a pay plan with very broad and overlapping ranges
8. Achieving internal consistency among City software

POLICY ACTIONS 2018

- | | PRIORITY |
|---|-----------------|
| 1. Fire Station Staffing: Direction and Funding | Top Priority |
| 2. Local Option Sales Tax | Top Priority |
| 3. City Services and Staffing Plan: Direction and Funding | Top Priority |
| 4. Police Patrol Staffing: Direction and Funding | Top Priority |
| 5. Regional Collaboration on Municipal Services | High Priority |
| 6. Backfill Plan and Policy Direction | |

MANAGEMENT ACTIONS 2018

- | | PRIORITY |
|------------------------------|-----------------|
| 1. Police Chief: Replacement | Top Priority |

MANAGEMENT IN PROGRESS 2018

1. Life Insurance Beneficiaries: Update
2. Strategic Planning: Update
3. Fire Strategic Plan: Development
4. WestCom CAD/RMS System: Refinement
5. Security Software
6. Multi Hazard Plan: Table Top Exercise
7. Disaster Recovery Procedures: Refinement
8. Server Virtualization
9. W-9 Compliance and Database Clean Up
10. Bad Debt Collections
11. Non Union Compensation Structure Alignment RFQ
12. Transition: City Clerk Function
13. Records Management and Scanning: Catch Up
14. Mobile Technology Field Operations: Building Inspection
15. Safety Manual Update
16. Performance Evaluation Tool: Development
17. Fire Records Management Software
18. Property/Evidence Software Management System: Implementation
19. Employee Development Initiatives
20. Wellness Program: Expansion
21. All Hazards Training

ON THE HORIZON 2019 – 2023

1. Comprehensive Citywide Communications Policy and Plan
2. Fire Accreditation: Direction and Funding
3. Capital Crossroads: Information Technology
4. Management Succession Planning and Program
5. DART: Future Funding (Short Term/Long Term)
6. Compensation Study Policy and Funding
7. Alternative Revenue Sources Report and Direction
8. Franchise Fee: Evaluation Report and Direction
9. 28E Agreement: Expanded to Other Communities
 - a. WestCom
 - b. WestPet
10. Collective Bargaining and Labor Contracts: Impact of Chapter 20 Changes, Directions, City Actions
11. CDBG Community Plan
12. LEAN (Service Delivery Process Improvement Plan)
13. Enlarged Employee Fitness Center
14. Risk Management: Enhancements
15. Police Reserves Training
16. Police CSI Training/Reorganization
17. Council A/V and Voting System Equipment Refresh
18. Consolidation: Library to URBN Domain
19. ISO Improvement Plan
20. Validation Study for Civil Service Exams

Goal 2

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. Revitalized Douglas Avenue from Interstate to east City limits
6. Redeveloped Merle Hay Road corridor

VALUE TO RESIDENTS

1. Opportunities to live and work in Urbandale – more personal time.
2. Support for new businesses.
3. More diverse tax base.
4. Greater convenience – working, shopping, eating.
5. Attractive new developments.
6. Businesses investing in Urbandale.

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. Differentiating/articulating value of Urbandale sites and buildings as developments grow in the Des Moines region
2. Re-investment and potential redevelopment of older commercial centers
3. Defining and funding City’s role and incentives
4. Attracting support businesses – restaurants, specialty grocery stores, home improvement, services
5. Working with property owners and current businesses
6. Developing new interchanges consistent with City vision, plans and development standards
7. Having land available at strategic locations

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Taking advantage of Urbandale’s geographic position
2. Maintaining strong/effective relationships with economic development partners
3. Impacts of online shopping
4. Marketing Urbandale to businesses and prospective investors
5. Legislative changes related to TIF use
6. Multi-family residential development in “office space” areas

POLICY ACTIONS 2018

- 1. 100th Development
- 2. Plum Drive Redevelopment
- 3. Class “A” Office Development

PRIORITY

- High Priority
- High Priority

MANAGEMENT ACTIONS 2018

- 1. Downtown Urbandale Neighborhood Association: Engagement
- 2. Fair Play Agreement

PRIORITY

- High Priority
- High Priority

MANAGEMENT IN PROGRESS 2018

- 1. Business Retention and Expansion: Annual Report

ON THE HORIZON 2019 – 2023

- 1. 70th and Douglas Redevelopment: Direction, Business Retention, Mixed Use Development
- 2. Hickman Interchange Development
- 3. 156th/Meredith Commercial Center Development
- 4. Retail/Restaurant/Expansion Strategy: Goals, Direction
- 5. 86th Corridor Redevelopment/Beautification
- 6. Zoning Ordinance: Flexibility Guidelines Definition (including New Materials, Width, Setbacks, Private Roads, etc.)
- 7. International Economic Development for Urbandale: Goals, Direction, City Role/Actions
- 8. TIF Policy: Review, Direction
- 9. 70th/Douglas Downtown Revitalization
- 10. 142nd and Douglas Roundabout Development
- 11. 142nd Corridor Redevelopment

Goal 3

Investment In Urbandale’s Future – *Updated/Replaced City Infrastructure*

OBJECTIVES

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

VALUE TO RESIDENTS

1. Reliable utility services
2. Protection of property values
3. Easy movement within Urbandale and access to the Des Moines region
4. Protection from flooding
5. Attractive municipal facilities
6. Timely response to a service call – emergency or non-emergency

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. Addressing City infrastructure to support growth and business investment
2. Aging City infrastructure needing major repairs and replacement, especially pavement management
3. Balancing high level of City services and western facilities with competitive tax rate
4. Funding for capital projects
5. Working on regional water issues and organization structure, focusing on water production
6. Urbanizing rural roadways
7. Increasing traffic volume and congestion
8. Determining capital projects scope and priority

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Potential partnering on fire services and facilities, including inspections
2. Increasing demands: senior recreation center
3. Increasing creek erosion and watershed management
4. Restriction on buildable areas
5. Rising cost of engineering and materials on capital projects
6. Demands of MS 4 permit and the COSESCO inspections
7. Overrun by utility work in City ROW

POLICY ACTIONS 2018

1. Regional Water Supply and Treatment
2. Fire Station 3
3. Street Maintenance Service Level and Funding
4. Stormwater Management Projects

PRIORITY

Top Priority

High Priority

MANAGEMENT ACTIONS 2018

1. Police/City Facilities Security
2. Annexation: Meredith Corridor
3. ROW Management Ordinance

PRIORITY

Top Priority

Top Priority

MANAGEMENT IN PROGRESS 2018

1. FEMA Maps: Update Waterford/157th
2. Snow Removal Technology (Automated Vehicle Locator and Fleet Management)

MAJOR PROJECTS 2018

1. Meredith Drive Project (128th to 142nd): Construction
2. Walker Johnston Softball Complex Concession Stand Renovation
3. Waterford Road (156th to 170th): Design
4. LED Upgrades: Annual Report
5. Walnut Creek Trail (156th to Waterford Road): Design
6. Meredith Drive Project (156th to 170th): Design
7. Highway/41/Meredith Interchange Modifications
 - ROW Acquisition
 - Bid
8. 86th Street Preservation Project: Phase 1
9. Douglas Avenue Urbanization (North Walnut Creek to 100th Street), including Trail
10. Stormwater Maintenance Projects

ON THE HORIZON 2019 – 2023

1. Waterford Road and Bridge (West of 170th) Alignment Direction
2. Walnut Creek Watershed: Policy Changes
3. Walnut Creek Park Master Plan
4. Watershed Management Plan: Direction, City Actions
5. MPO Projects: Priority and Funding
6. Second City Campus: Report, Direction, Funding
7. Public Works/Parks Maintenance Facilities; Funding, Final Design
8. 104th Street Widening: Direction, Funding, Grant
9. Traffic Signals Operation Staffing: Direction, Funding
10. Stormwater Mitigation Plan, Project Priority and Funding
11. City Hall Expanded Space Plan
12. Traffic Sign Technician
13. Public Works/Parks Storage
14. Aquatic Facility (Bond Referendum)
15. Waterford/151st: Compete Streets Project
16. McDivitt Cemetery Road Loop
17. Library/HVAC System: Upgrade

Goal 4

1st Class Suburb – *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

VALUE TO RESIDENTS

1. More reasons to live in Urbandale.
2. Choices for your leisure time.
3. Support for personal wellness.
4. Family friendly community.
5. Protection of property values.
6. “Beautiful and Safe” community.

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. Working with sports associations for community benefit
2. Overcoming perception of east – west split
3. Responding to community safety needs, including stop signs, safe crosswalk
4. Defining the City’s role as a leisure service provider
5. Understanding and adapting to changing recreational needs
6. Expanding and geographically dispersed population
7. Addressing involuntary/voluntary annexations
8. Distinguishing “wants” and “needs” balanced with increasing community livability

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Funding for leisure facility, staffing and maintenance
2. Growing ethnically diverse community
3. Stretched resources – sports associations

POLICY ACTIONS 2018

1. Annexation Policy

MANAGEMENT ACTIONS 2018

1. Comprehensive Parks/Open Space Plan
2. Dunlap Park and Arboretum Master Plan

PRIORITY

High Priority

MAJOR PROJECTS 2018

1. Walnut Creek Regional Park Small Shelter Landscaping
2. Walnut Creek Regional Park Informational Pods on Bob Layton Trail
3. Community Entrance Signs: Phase 1
4. Disc Golf
5. Tree Maintenance – Greenbelt Trail Corridors

MANAGEMENT IN PROGRESS 2018

1. Miracle League Field:
Operations/Programming
2. Recreation Programmer
3. American Library Association Project
Outcome: Implementation
4. Library Digital Services Expansion
5. Library Offerings: Expansion

ON THE HORIZON 2019 – 2023

1. Schools Strategy and City Actions
2. City Entrances Beautification: Projects, Funding
3. Men’s Softball (to Walker Johnston Complex): Direction
4. Land Use Maps: Update
5. Pickle Ball: Evaluation Report, Direction, Funding
6. Senior Recreation Center: Report on Facilities and Programs
7. Existing Indoor Pool: Condition Assessment, Plan, Funding
8. Trail System Connections: Direction, Projects Priority, Funding
9. Dog Park: Report, Direction
10. Nature Center: Report, Direction
11. Amphitheater: Report, Direction
12. Parks/Pool Bond Election
13. Human Services [CDBG Eligibility/State Requirements]
14. Zoning Code Amendments
15. 2020: Census: Preparation
16. Greenbelt Trail Bank Stabilization
17. Building/Fire Code Adoption
18. Fireworks Ordinance

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

VALUE TO RESIDENTS

1. Housing and neighborhood choices
2. Opportunities to live in Urbandale for a lifetime
3. Attractive, livable neighborhoods
4. Children returning to Urbandale
5. Seniors can stay in Urbandale
6. Active real estate market – ability to sell your home

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. Lack of senior/retirement housing stock
2. Older homes needing repair and upgrade
3. Need for quality multi-family housing opportunities
4. Perception: East – West split; Urbandale – Waukee identity; North of Interstate
5. Providing City services and facilities in west Urbandale
6. Multiple school districts

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Developing a sense of neighborhood identity and pride
2. Neighbors knowing and helping others
3. Regional housing goals
4. Increase in single family homes that are becoming rentals in east Urbandale

POLICY ACTIONS 2018

1. Senior Housing: Policy Direction
2. Affordable Housing: Policy Direction
3. Homes in Flood Zone

PRIORITY

Top Priority

High Priority

ON THE HORIZON 2019 – 2023

1. 170th Road Area Development

CITY OF URBANDALE ACTION AGENDA 2018

City of Urbandale *Policy Agenda 2018*

TOP PRIORITY

Fire Station Staffing: Direction and Funding

Local Option Sales Tax

Senior Housing: Policy Direction

City Services and Staffing Plan: Direction, Funding

Police Patrol Staffing: Direction and Funding

Regional Water Supply and Treatment

HIGH PRIORITY

100th Development

Fire Station 3

Regional Collaboration on Municipal Services

Plum Drive Redevelopment

Affordable Housing: Policy Direction

City of Urbandale

Management Agenda 2018

TOP PRIORITY

Police/City Facilities Security

Police Chief: Replacement

Annexation: Meredith Corridor

HIGH PRIORITY

Downtown Urbandale Neighborhood Association: Engagement

Comprehensive Parks/Open Space Plan

Fair Play Agreement: Modifications

Building/Fire Code Adoption

City of Urbandale

Management in Progress 2018

Life Insurance Beneficiaries: Update

Strategic Planning: Update

Fire Strategic Plan: Development

WestCom CAD/RMS System: Refinement

Security Software

Multi Hazard Plan: Table Top Exercise

Disaster Recovery Procedures: Refinement

Server Virtualization

W-9 Compliance and Database Clean Up

Bad Debt Collections

Non Union Compensation Structure Alignment RFQ

Transition: City Clerk Function

Records Management and Scanning: Catch Up

Mobile Technology Field Operations: Building Inspection

Safety Manual Update

Performance Evaluation Tool: Development

Fire Records Management Software
Property/Evidence Software Management System: Implementation
Employee Development Initiatives
Wellness Program: Expansion
All Hazards Training
Business Retention and Expansion: Annual Report
FEMA Maps: Update Waterford/157th
Snow Removal Technology (Automated Vehicle Locator and Fleet Management)
Miracle League Field: Operations/Programming
Recreation Programmer
American Library Association Project Outcome: Implementation
Library Digital Services Expansion
Library Offerings: Expansion

City of Urbandale

Major Projects 2018

Meredith Drive Project (128th to 142nd): Construction

Walker Johnston Softball Complex Concession Stand Renovation

Waterford Road (156th to 170th): Design

LED Upgrades: Annual Report

Walnut Creek Trail (156th to Waterford Road): Design

Meredith Drive Project (156th to 170th): Design

Highway/41/Meredith Interchange Modifications

86th Street Preservation Project: Phase 1

Douglas Avenue Urbanization (North Walnut Creek to 100th Street), including Trail

Stormwater Maintenance Projects

Walnut Creek Regional Park Small Shelter Landscaping

Walnut Creek Regional Park Informational Pods on Bob Layton Trail

Community Entrance Signs: Phase 1

Disc Golf

Tree Maintenance – Greenbelt Trail Corridors