

LEADER'S GUIDE

2017

FINAL REPORT

Mayor and City Council

Bettendorf IOWA
a premier city

Bettendorf, Iowa
October 2017



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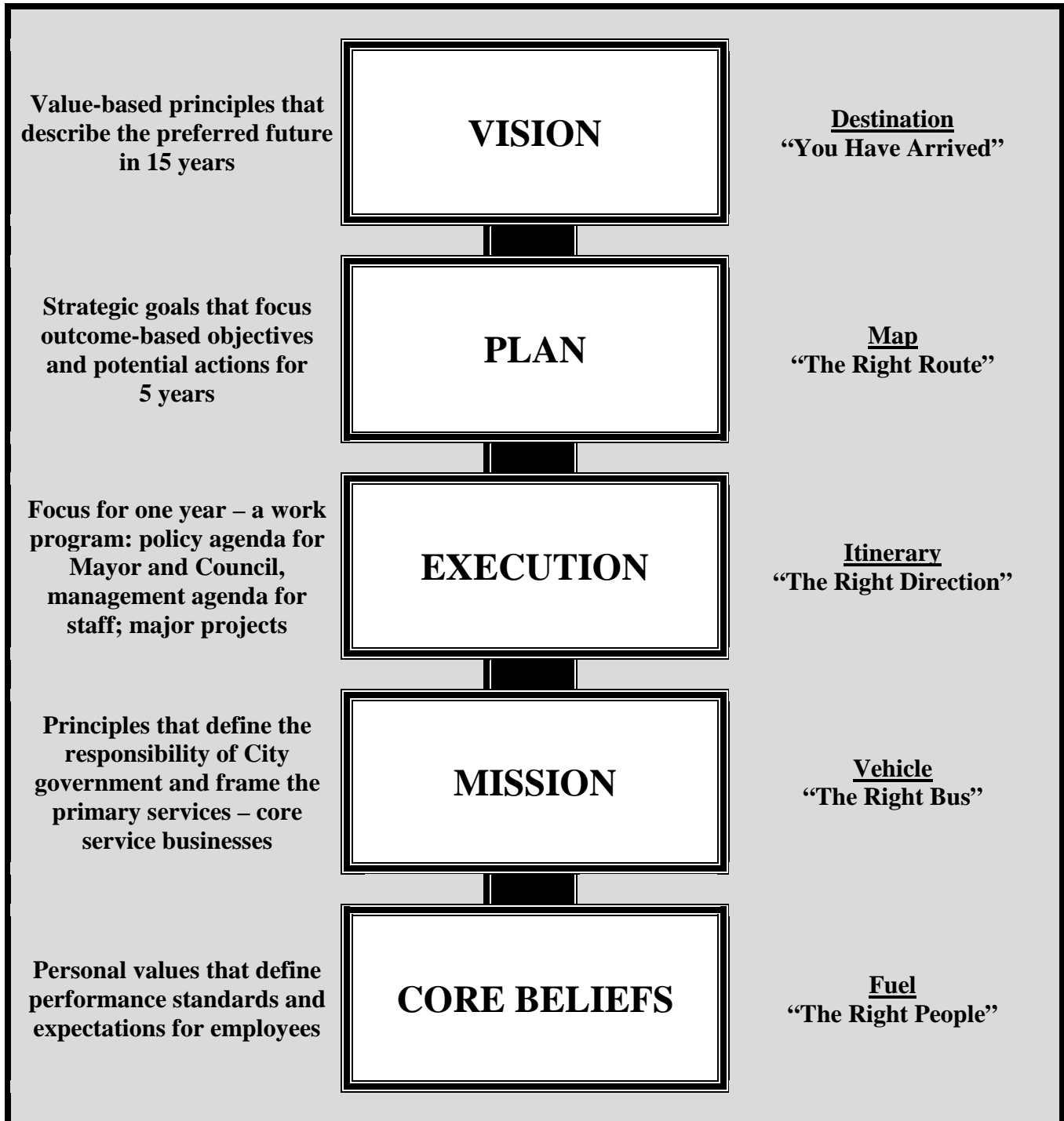
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SECTION 1

STRATEGIC PLANNING FOR THE CITY OF BETTENDORF

STRATEGIC PLANNING MODEL



SECTION 2

LOOKING TO BETTENDORF'S FUTURE

City of Bettendorf

Success in 2023 means...

Lisa Brown:

1. **Downtown Development**
2. **Park Facility Direction**
3. **Senior Option: Facilities and Program**

Debe LaMar:

1. **Staff for Premium City Services**
2. **Succession Planning: Managers and Employees**
3. **Financially Sound City**

Frank Baden:

1. **Debt Reduction**
2. **Creeks and Streams Policies**
3. **Riverfront Development, including Land Acquisition**
4. **Community Recreation Center: Referendum**
5. **Port Development**
6. **Aging City Facilities**

Scott Webster:

1. **Maintain City Services – Level of Excellence**
2. **Working with People – Collaboration with others, Keeping the City Organizational Culture**
3. **Maintain Tax Level**
4. **Expand Tax Base**
5. **Debt Reduction**
6. **“Premier” Label Change**

Jerry Sechser:

1. **Downtown Development – Business Attraction**
2. **Debt Control**
3. **Homeowner Assistance Program: Development**
4. **High Quality City Service**

Greg Adamson:

1. **City Facility Plan with Funding**
2. **Taxes vs. Priorities**
3. **Downtown Plan Implementation**
4. **I-80/Middle Road Development – Destination**
5. **Bridge Issues: Addressed – Traffic and Business Development**
6. **Federal/State Program Impacts on Funding Impacts**

Scott Naumann:

1. **Bridge Open with Park**
2. **Lodge Redevelopment**
3. **Succession Planning**
4. **Riverfront Projects: Progress**
5. **Development**

Bob Gallagher:

1. **City Council: Vision, Plans Follow Through**
2. **Riverfront Development/Vibrant Downtown**
3. **Unique Quality of Neighborhoods**
4. **Lowest Tax Levy**
5. **Recreation**
6. **Annexation: Completed**
7. **Personal Responsibility**

City of Bettendorf

Actions for 2018

Lisa Brown:

1. Police Chief
2. FEMA Flood Area and Beyond

Debe LaMar:

1. Code Enforcement: Service Level and Staffing
2. Alley Maintenance
3. Assistance for Homeowners
4. 1st Time Homebuyers

Frank Baden:

1. Creeks and Streams Policy
2. Retirements: Managers and Employees
3. Park Maintenance: Service Level and Staffing
4. City Beautification

Scott Webster:

1. City Staffing – Police Staffing in Northeast
2. Debt Reduction
3. Tax Levy Reduction
4. Downtown Development
5. Police Chief

Jerry Sechser:

1. Police Chief
2. Staffing Review
3. Contracting for Services (e.g. Grass Mowing)
4. Alley Program

Greg Adamson:

1. 19th/State Direction
2. Facilities: Decision
3. Police Chief: Decision
4. Staff – CIP: Decision and Funding
5. Chicken Ordinance

Scott Naumann:

1. I-80 Sewer
2. Hotels BettPlex
3. Broadband
4. Street Program
5. Lower the Levy Rate

Bob Gallagher:

1. Communications to Public – City/Bettendorf
2. Creek
3. 25 cent Reduction in Levy
4. Poll
5. Annexation Policy
6. Riverfront Property

City of Bettendorf

Strengths – Weaknesses

Threats - Opportunities

► Strengths

- 1. City services excellence**
- 2. Teamwork and leadership among Mayor/City Council and City Administration**
- 3. City managers and employees dedicated to serving the Bettendorf community**
- 4. Fiscal responsible decisions and budget**
- 5. Downtown development: growing interests and momentum**
- 6. I-80 corridor potential development**
- 7. Riverfront potential development**
- 8. I-74 corridor**
- 9. Citywide perspective by the Mayor and City Councilmembers**
- 10. Economic development by the City of Bettendorf**
- 11. City's "can do" attitude**
- 12. Community safety**
- 13. Library**
- 14. Family Museum**

- 15. Road maintenance**
- 16. Pickle Ball**
- 17. Strong residential growth**
- 18. Family friendly community**
- 19. Amenities for all family generations**
- 20. Single stream recycling program/services**
- 21. Public safety services and response**
- 22. Parks**
- 23. Trails**
- 24. City website**
- 25. Public Works Department**

► **Areas for Improvement**

- 1. Flooding and stormwater management, including streams and creek maintenance**
- 2. Code enforcement inadequate City staffing**
- 3. Improving communications within the city government and with the Bettendorf community**
- 4. Enforcement/compliance to City codes**
- 5. Park maintenance**
- 6. Plan for State Backfill**
- 7. Monitoring Strategic Plan/Action Agenda with Timely Progress Reports**
- 8. Aging housing stock needing maintenance, repairs, modernization or replacement**
- 9. Aging recreational facilities - Community Center, Pool and Life Fitness Center**

► **Threats to Bettendorf's Future**

- 1. Actions by Iowa State Legislature: impacting the city finances, services and local control**
- 2. Debt ceiling and high debt level**
- 3. Relationship with City of Davenport**
- 4. Competition from Other Cities**
- 5. Future economic recession**
- 6. Politics over governing**
- 7. Sewer system and capacity to handle residential growth**

► Opportunities for the Bettendorf's Future

- 1. BettPlex Sports Complex**
- 2. Major hotel development with water park**
- 3. Downtown development**
- 4. Riverfront development**
- 5. Enhanced park maintenance**
- 6. Community Center/Pool/Fitness Center: Combined Facility**
- 7. Working with School District**
- 8. Annexations**
- 9. I-80 Corridor development and infrastructure**
- 10. Downtown/riverfront residential development**
- 11. Attracting tech businesses to Bettendorf**

City of Bettendorf Actions Ideas for 2018 Mayor and City Council

- 1. Annexation Policy, Strategy and City Actions**
- 2. Streams/Creeks Policy and Action Plan**
- 3. Stormwater Management Plan, Projects and Funding Mechanism**
- 4. Broadband: Report and Direction**
- 5. Credit Union Building Development: Direction**
- 6. Winter Festival Development**
- 7. "Lodge" Site Development: City Role and Incentives**
- 8. Riverfront Development Projects**
- 9. Management Succession Planning and Actions**
- 10. Trail Development: Hopewell to 53rd**
- 11. Flashing Light: Forest Grove Road at Forest Grove Park**
- 12. Event Committee: Operational and Report**
- 13. Police Services Plan for Northeast: Development and Direction**
- 14. Major Hotel with Water Park Development**

- 15. BettPlex Sports Complex: Next Steps [potential removal of some of the 3,000 seats]**
- 16. Forest Grove Park Development: Next Steps**
- 17. Town Square Project: Future Direction**
- 18. Debt Reduction Plan**
- 19. Levy Reduction Plan**
- 20. CIP: Project Review/Priority. Direction and Funding**
- 21. Code Enforcement: Performance/Organization Evaluation Report, Direction, and Staffing**
- 22. Jetty Development: Next Steps, City Actions**
- 23. Property Maintenance Code: Review/Revision/Enforcement [including grass cutting]**
- 24. Alley Improvement Program: Direction and Funding**
- 25. Community Recreation Center with Aquatic Facility: Scope, Facility and Funding Mechanism [including potential bond package]**
- 26. State/Grant Streets: Study and Direction**
- 27. I-80 City Property: Direction and Next Steps**
- 28. State Backfill Strategy and City Actions**
- 29. County Mental Health: Direction**
- 30. Street Improvement Program: Direction and Funding**
- 31. Fireworks Ordinance: Review and Direction**

- 32. Backyard Chickens: Direction**
- 33. Park Maintenance: Service Level, Performance Evaluation Report, Direction and Funding**
- 34. Fee Rate/Schedule**
 - a. Stormwater Management**
 - b. Sanitary Sewer**
- 35. I-74 Clean Up: Direction and City Actions**
- 36. Traffic Control/Signage Contracting for Services: Direction**
- 37. Tapping Funds for Other Projects: Policy Direction**
- 38. Food Truck Policy: Direction**
- 39. Residential TIF: Policy Direction**
- 40. I-80/Middle Road Development**
- 41. 28e Agreement on Sanitary Sewers: Governance and Future Plant Location**
- 42. Zoning Ordinance: Revision**
- 43. Downtown Square Development: Direction, Design and City Actions**
- 44. Housing on the River: Direction [Goldstein Property]**
- 45. Private Roads Policy: Review/Evaluation Report and Direction**
- 46. Rental Registration and Inspection Program: Evaluation Report and Direction**
- 47. Stafford Creek Resolution**
- 48. Duck Creek Clean Up: Direction and City Actions**
- 49. Convenience Store Ordinance: Direction**

- 50. Life Fitness Center: Direction, Subsidy or Closing**
- 51. Palmer Hill Condo Drainage: Direction**
- 52. Fire Staffing: Evaluation Report, Direction and Funding**
- 53. I-74 Bridge Project: Next Steps**
- 54. I-80 Business Park Development: Direction and City Actions**
- 55. Riverfront Land Acquisition: Direction**
- 56. Port Development: Direction and City Actions**
- 57. I-80 Improvements: 6 Laning and Interchange Redesign**
- 58. Middle Road Project**
 - a. Forest Grove to Roundabout**
 - b. Devil's Glen to 23rd Avenue**
- 59. Devil's Glen Road Project**
- 60. Next School Location; Direction and City Actions**
- 61. Tree Maintenance Program: Evaluation Report with Recommendations and Direction**
- 62. Mowing Contract: Review and Direction**
- 63. Downtown Restaurant Attraction: Direction and Next Steps**
- 64. Special Events: Review/Evaluation Report, Direction and City Role**
- 65. Senior Programming: Evaluation Report and Needs Assessment, Direction and Funding**
- 66. Management Succession Plan and Process: Review**

67. Traveling Sculpture Program: Direction and Funding

68. Public Safety Chiefs Appointments: Revision

Top “13” Priorities for 2018

EXECUTIVE PERSPECTIVE

- 1. Recreation Facilities Vision and Plan**
- 2. Code Enforcement Policy Direction**
- 3. Storm Water Policy**
- 4. Downtown/Riverfront Property Acquisition**
- 5. Festivals and Events: Guidelines and Funding**
- 6. Department Organization Review and Staffing**
- 7. Urban Renewal Plan: Hawthorne/Magnolia/Hillside**
- 8. Downtown/Riverfront Development**
- 9. Backfill Funding**
- 10. I-80 Water/Sewer Funding**
- 11. Trailer Park Revitalization/Re-Purpose**
- 12. Town Square: Direction**
- 13. Golf Course Improvements**

Looking to Bettendorf's Future Departmental View

MAJOR CHALLENGES

Bettendorf, Iowa

October 2017

DEPARTMENT: Administration

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Philosophy on debt margin versus capital project desires and management of those desires
- Focus on Downtown projects
- Succession planning and funding of that plan
- Having City Council understand the value of human capital required to implement all of the Council's desires

MANAGEMENT IN PROGRESS 2018 PROJECTS AND ISSUES Bettendorf, Iowa October 2017

DEPARTMENT: Administration

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 I-74 Project – Implementation – continues to be a part of the collaboration team
- 2 Employee (Management) Development – Completed book of “Adaptive Capacity”
- 3 Rental Housing (Licensing) – Implementation of new Llama software from The Davenport Group for all licensing and permitting – identifying and licensing more rental properties not previously licensed before; 2016 brought in \$55,370.00; estimated revenue was \$44,000
- 4 Business Licensing – FY16/17 brought in \$39,357.25; estimated revenue was \$30,000
- 5 Council Goal Setting and Direction – Continued review
- 6 Review Capital Improvement Project and have regular reviews of programs and the projects contained therein
- 7 Continued participation in the FEMA Flood property acquisitions
- 8 Assist in strategy of Community Center, LFC and Splash Landing
- 9 Storm water management policy and action plan
- 10 Broadband report and implementation

**INITIATIVES 2018:
SHORT-TERM ISSUES AND PROJECTS
Bettendorf, Iowa
October 2017**

DEPARTMENT: Administration

Please list issues or projects that you would like for the city to address this next year 2018.

- 1 Downtown plan and actions
- 2 Adoption/implementation of new CIP
- 3 Continued involvement in I-74 planning and execution
- 4 Succession Plan – City Administrator or Assistant City Administrator
- 5 Storm water Management Policy
- 6 Community Center, LFC, and Splash Landing
- 7 Llama Software permitting and licensing

MAJOR CHALLENGES

Bettendorf, Iowa

October 2017

DEPARTMENT: Community Development

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Community Development software program
- Keeping up with demands of code enforcement with current staffing hours
- Orderly development in Downtown relative to I-74 bridge construction
- Increasing flood insurance costs
- Conflict with downtown development caused by bridge construction
- Housing for bridge construction workers
- FEMA policy
- Looking at possible assistance for low income/sub standard housing

**MANAGEMENT IN PROGRESS 2018
PROJECTS AND ISSUES
Bettendorf, Iowa
October 20127**

DEPARTMENT: Community Development

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Application for \$14 million flood grant project funds to purchase and demolish 85 houses
- 2 Zoning Ordinance
- 3 FEMA policies
- 4 New Community Development software program

**INITIATIVES 2018:
SHORT-TERM ISSUES AND PROJECTS
Bettendorf, Iowa
October 2017**

DEPARTMENT: Community Development

Please list issues or projects that you would like for the city to address this next year 2017.

- 1 Encourage participation in the FLIP program
- 2 Continued buyout of flood houses

MAJOR CHALLENGES

Bettendorf, Iowa

October 2017

DEPARTMENT: Economic Development

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Downtown Redevelopment
- Forest Grove Road Project
- I-74 Bridge Project
- Keeping City Services up to Par with the Continued Housing and Population Growth
- Implementation of the New Comp Plan and Zoning
- I-80 Widening and Interchange Development
- FEMA Flood Mapping and Affected Housing Stock

**MANAGEMENT IN PROGRESS 2018
PROJECTS AND ISSUES
Bettendorf, Iowa
October 2017**

DEPARTMENT: Economic Development

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Urban Renewal Plan Updates
- 2 Urban Revitalization and Other Redevelopment Initiatives
- 3 Further Work with the Downtown Bettendorf Association
- 4 TIF Policy
- 5 Food Truck Legislation
- 6 Town Square Development
- 7 Broadband Initiative
- 8 Special Events
- 9 IDOT Downtown Remnant Parcel Work
- 10 Industrial Park Developments along Highway 67

**INITIATIVES 2018:
SHORT-TERM ISSUES AND PROJECTS
Bettendorf, Iowa
October 2017**

DEPARTMENT: Economic Development

Please list issues or projects that you would like for the city to address this next year 2018.

- 1 Plan for Sewer and Infrastructure at I-80 and Middle Road, North of I-80
- 2 I-74 Corridor Planning, River Up to Spruce Hills Drive
- 3 Continued Redevelopment of the Riverfront

MAJOR CHALLENGES

Bettendorf, Iowa

October 2017

DEPARTMENT: Family Museum

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- I-74 Bridge Project
- Lodge Site Development
- Downtown Development/Quality of Life
- City Special Events
- Staff Retirements in Key Positions
- Future of the Life Fitness Center/Pool/Community Center
- Storage & Expansions/Space Needs
- Departmental Staffing Needs

**MANAGEMENT IN PROGRESS 2018
PROJECTS AND ISSUES
Bettendorf, Iowa
October 2017**

DEPARTMENT: Family Museum

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Great Hall Renovations
- 2 AAM Reaccreditation
- 3 Traveling Exhibit Space Plan
- 4 Great Hall Climber
- 5 Exhibit upkeep & repairs
- 6 New POS/Software for front desk/donor tracking
- 7 Additional Storage
- 8 Fundraising Goal/Plan
- 9 Staffing Needs

**INITIATIVES 2018:
SHORT-TERM ISSUES AND PROJECTS
Bettendorf, Iowa
October 2017**

DEPARTMENT: Family Museum

Please list issues or projects that you would like for the city to address this next year 2018.

- 1 Staffing Needs
- 2 Storage and Space Needs
- 3 New Software
- 4 Upkeep of Museum due to increased attendance

MAJOR CHALLENGES

Bettendorf, Iowa

October 2017

DEPARTMENT: Finance

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Future ability to adequately fund subsidies for Enterprise Funds solely through gaming revenue. Continue shifting subsidies into the levy rate over time.
- Monitoring the Governor's funding of backfill for the rollback on Commercial property and analyzing the impact on future City budgets. Assessing the on-going impact of the multi-family rollback.
- Adequately funding the City's 5-year CIP Plan and managing the debt load and user fee rates at a level that meets the Mayor and Council's current and future goals and objectives.
- Monitoring GASB reporting requirements, especially concerning OPEB and Pension Obligations, and the effect on the City's financial statements & Moody's ratings.
- Retaining institutional knowledge as retirements occur and focusing on succession planning

MANAGEMENT IN PROGRESS 2018 PROJECTS AND ISSUES

Bettendorf, Iowa

October 2017

DEPARTMENT: Finance

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Balancing the FY 18/19 Operating Budget. Challenges include: expectations for new and expanded programs; demands for operating resources resulting from the City's continued growth; addressing additional staffing requirements identified in 5-year staffing plan; increased Employee Health Care Costs and ACA compliance; increased Work Comp premiums;.
- 2 Completing FY 16/17 Audit
- 3 Issuing bonds prior to 12-31-17: \$10.35M GO; \$4.05M Sewer Capital Loan Notes; \$2.03M Storm Water Capital Loan Notes; \$28.24M GO Refunding Bonds
- 4 Ensuring adequate funding is available over the next five years to support the City's commitment to the I-74 project, as actual bids come in.
- 5 Assessing the need for a citywide document management and record retention system. \$250,000 has been identified next year in the 5-year Electronic Equipment Fund Budget for this project. Staff time from each department would need to be committed to maintain the system properly on an on-going basis.
- 6 IT is replacing various Application and File servers. These servers are rotated every 5 -7 years The new servers have faster processors and disk storage. This will allow us to reduce number of servers replaced from 6 to 4. IT will also replace our backup tape drive with a newer model. The new backup system will back up six terabytes of data versus 400 gigabytes on the old system. This is a reduction of five tapes to just one tape
- 7 IT is assisting other departments to implement a citizen-access software program (YourGov). Citizens are able to report incidents via mobile phone or by the internet to the various city departments.

- 8 IT is in the process of upgrading 300 staff computers to the latest version of MS Office 2016.
- 9 IT is working with PW, Admin, Police and Fire to implement a new Land Management (LAMA) software package. This software consists of Permits, Licensing, Code Enforcement and Planning and Zoning modules.

**INITIATIVES 2018:
SHORT-TERM ISSUES AND PROJECTS
Bettendorf, Iowa
October 2017**

DEPARTMENT: Finance

Please list issues or projects that you would like for the city to address this next year 2018.

- 1 More clearly define priorities for utilizing the City's limited resources: improving existing infrastructure vs. investing in future growth/new streets vs. Downtown improvements vs. I80 investment vs. implementing new programs vs. addressing staffing levels.

- 2 More clearly define priorities/objectives for offering TIF incentives. Develop an Incentive Policy for Economic Development projects.

MAJOR CHALLENGES

Bettendorf, Iowa

October 2017

DEPARTMENT: Fire

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Recruitment; volunteers and cadets
- Daytime response in northeast area of the City of Bettendorf; analysis of career staffing of Surrey Heights Fire Station w/the upcoming completion of the BettPlex.

**MANAGEMENT IN PROGRESS 2018
PROJECTS AND ISSUES
Bettendorf, Iowa
October 2017**

DEPARTMENT: Fire

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 State Street Fire Station remodel.
- 2 Daytime response in northeast area of the City of Bettendorf; analysis of career staffing of Surrey Heights Fire Station w/the upcoming completion of the BettPlex.

**INITIATIVES 2018:
SHORT-TERM ISSUES AND PROJECTS
Bettendorf, Iowa
October 2017**

DEPARTMENT: Fire

Please list issues or projects that you would like for the city to address this next year 2018.

- 1 Career staffing of Surrey Heights Fire Station
- 2 Enter into a reciprocal Structure Fire Automatic Mutual Aid Agreement with Davenport Fire.

MAJOR CHALLENGES

Bettendorf, Iowa

October 2017

DEPARTMENT: Human Resources

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Workforce longevity and aging – getting closer to retirement. I have placed this on challenges for the past few years and City continues to be in the midst of retirements. In April, 2018, the Police Chief, Lieutenant and Deputy PW Director will be retiring. There is continued potential of the City losing institutional knowledge as more employees retire. Working with department heads with structure review, searching the rank and file to determine the next level of bench strength.
- Health Insurance Costs – Continue to work with Health Care Reform, documentation, hours calculation. The unknown of the future Health Care Reform, tied with in insurance experience within the City, causes concern on what an increase in insurance cost will be this upcoming year. Wellness Committee is hopeful that the education, as well as biometric screenings will maintain our insurance cost (and hopefully decrease in the future)
- Worker's Compensation – the City experienced a high mod for worker's compensation based on the last three (3) years of worker's compensation claims. With the new Return to Work Policy, combined with the Wellness Plan, we are working toward reducing the MOD to less than 1.0, which will give the City larger discounts on the overall premium through IMWCA (worker's compensation carrier).
- Affordable Care Act – keeping on top of the regulations and working with Finance on the amount of hours the Part Time employees are working. Need to be sure part time employees stay under the 30 hour a week threshold.
- Change in union bargaining for non-safety positions. Two bargaining units – AFSCME General and AFSCME Library are both affected by the changes of what is able to be negotiated within the contracts, as well as the units have to recertify. The City's culture is to keep everyone as same as the others (as close as possible), so this major change in half the bargaining units is truly a challenge. All four (4) union contracts are up June 30th, 2020. We are fortunate to have our contracts expiring in 2020, therefore allowing us to see what other comparable cities are doing with this area.

MANAGEMENT IN PROGRESS 2018 PROJECTS AND ISSUES Bettendorf, Iowa October 2017

DEPARTMENT: Human Resources

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Health Committee – continue meeting with Health Committee on wellness program – we are currently in our second year of the Wellness program approved by City Council.
- 2 Recruitment – continued review of structure of each department as employees retire and/or resign from the City of Bettendorf.
- 3 Safety Committee – continue to work with Department Heads and employees on incident reporting, additional education and overall discussion of claims.
- 4 Continued review of Affordable Care Act and following regulations.
- 5 Working with St. Ambrose regarding management assessments and determining the type of training needed to continue to build our bench strength and succession planning within the organization as retirements/resignations occur.
- 6 Reviewing overall positions and FTE's to ensure departments are within budget in terms of number of positions open vs. filled, and then the employees are working the correct amount of budgeted hours (no more than the allotted FTE percentage)

**INITIATIVES 2018:
SHORT-TERM ISSUES AND PROJECTS
Bettendorf, Iowa
October 2017**

DEPARTMENT: Human Resources

Please list issues or projects that you would like for the city to address this next year 2018.

- 1 Health Insurance Re-Insurance Bid – December, 2017
- 2 Continued recruitment in various departments due to retirements – due to Police Chief retiring, this potentially affects Captains, Lieutenants, Sergeants and Officer positions just in that department.
- 3 ACA Hours Review to ensure year round employees are within the boundaries of non-benefit eligibility.
- 4 Digitizing Records within Administration, HR and Legal.
- 5 ACA – 1095 Records – reviewing insurance participants – employee/dependents – to ensure proper 1095 sent to employees, retirees, dependents.

MAJOR CHALLENGES

Bettendorf, Iowa

October 2017

DEPARTMENT: Legal

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Retaining institutional knowledge as retirements occur; succession planning, and records retention.
- City's ADA transition plan has not been updated since early 1990s. We should consider updating the plan.
- Implementation of new comprehensive plan and zoning ordinance will be a challenge until everyone becomes accustomed to it. DCA zones will require a new way of evaluating development projects.
- Increasingly litigious society will require careful risk management and proactive solutions to issues with legal risk.
- Continuing transition into new role. Transition has been smooth and everyone has been extremely helpful. Some difficulties presented due to fact that predecessor was gone by the time I started.
- Legislative landscape on federal and state levels is unpredictable, requiring the City to be able to react quickly on a variety of issues.

MANAGEMENT IN PROGRESS 2018 PROJECTS AND ISSUES Bettendorf, Iowa October 2017

DEPARTMENT: Legal

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Annexation issues. Develop plan and playbook for addressing annexation matters.
- 2 Storm water issues. Address legal issues as part of storm water policy.
- 3 RV ordinance review. Trailer parking issues.
- 4 Zoning ordinance implementation.
- 5 Downtown redevelopment – working with Economic Development Director on redevelopment opportunities.
- 6 Public records litigation.
- 7 Fireworks ordinance. Draft new ordinance consistent with regional entities and consistent with state legislation.
- 8 Property maintenance/code enforcement.
- 9 Review and development of standardized contract templates for all City departments. Development of process documents to streamline contracting process and to allocate risk appropriately.
- 10 Develop tool to assess and communicate legal and compliance risk on a variety of issues to allow efficient review of legal issues facing the City.
- 11 Continue to become expert in municipal law issues. I am 2 ½ months into this new position and continue to quickly get up to speed on relevant issues, but there are many moving parts in the City and a complicated legal landscape.

**INITIATIVES 2018:
SHORT-TERM ISSUES AND PROJECTS
Bettendorf, Iowa
October 2017**

DEPARTMENT: Legal

Please list issues or projects that you would like for the city to address this next year 2018.

- 1 Town Square project.
- 2 Fireworks ordinance
- 3 Storm water policy
- 4 Joint use sewer 28E agreement
- 5 Implementation of new zoning ordinance
- 6 Annexation issues;
- 7 Broadband solution – Metronet agreement.
- 8 Open records litigation.

MAJOR CHALLENGES

Bettendorf, Iowa

October 2017

DEPARTMENT: Library

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- City Staff Succession- Like other City departments, the Library anticipates the retirement of 2 full-time employees within the next 2-3 years. Documenting institutional knowledge/memory and diversifying staff assignments/cross-training to ensure effective transitions remains an ongoing effort across all divisions.

Additionally, as the residential population continues to grow, the Library anticipates a potential need to increase part-time staff hours to meet the demand for public services.

- Technology Advancements and Changing Services –Residents depend on library staff for guidance and assistance in learning and accessing increasingly complex digital/technology products, trends and services. Additionally, the ways in which public libraries are used within communities is changing, nationwide. Offering premier-level service in continually advancing and changing environments requires increased staff time for associated trainings and continuing education to stay current and meet public demand. Additionally, some changes in industry trends involve the ways in which library facilities are used by the public, which may require expansion or reconfiguration of public spaces and staff workspaces.
- Aging City Buildings, Increasing Population, Changing Facility Space Needs, and Public Demand for Expansion of City Facilities, Services and Resources.

Like other City buildings, the library facility requires continual updating and maintenance to meet the public service needs of a diverse and growing population, which holds high expectations for excellent services, educational resources and cultural opportunities. All of the Library's current CIP projects are *facility-related* to ensure that the building and grounds are maintained at a high-level to meet the expectations the community.

MANAGEMENT IN PROGRESS 2018 PROJECTS AND ISSUES

Bettendorf, Iowa

October 2017

DEPARTMENT: Library

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Facility Maintenance Projects- The Library has several maintenance projects scheduled on the CIP for 2018/19: HVAC Unit Replacement, Roof Replacement, and Automatic Entrance Doors Replacement. Several will begin and/or be completed in 2018.
- 2 Strategic Plan- The Library will enter its 3rd year of its current strategic plan in 2018/19. Management activities-in-progress will include final actions associated with the current plan which runs from 2016-19. Currently, the Library is on-pace in all areas identified in the plan, which is tracked quarterly and evaluated annually.
- 3 Succession Planning and Staff Development- Library administration and management continue to develop internal plans and practices to ensure smooth transitions during upcoming retirements and occasional staff vacancies. Hiring candidates which fit well within the City's Core Beliefs and the Library's mission/values/culture, along with ongoing development and training of existing staff through coaching and continuing education, builds an effective team which is well-suited to meet anticipated staff changes.
- 4 Marketing- As part of the Library's current strategic plan, library staff continues to develop and implement marketing strategies for library programs and services via print and online options, including the Library's and City's social media sites. In 2017/18 the Library initiated an in-house Marketing Team, comprised of staff members who are charged with facilitating timely promotion of library programs and services. Activities will continue in 2018.

- 5 Program & Services Assessment- During the next three years, as part of the Library's mission and current strategic plan goals, management will continue to assess existing staffing models and evaluate the quality and effectiveness of library programs and services in meeting the information needs of the community. This was a management-in-process project in 2017, which will continue as a primary management focus in 2018. Factors under specific review include: comprehensive assessment of the Library's collection of materials; detailed assessment of programs and events which serve large audiences and encourage lifelong learning; provision of programs and services which engage residents *off-site*, away from the library's physical location (Outreach).

- 6 Assessment and Utilization of Existing Library Spaces- Library administration and management continue to develop plans to assess and evaluate facility spaces. As the community continues to grow, the Library must provide suitable spaces for public services and staff workspaces. An internal evaluation of space needs will be undertaken by management in 2018, followed by a formal space needs assessment by a professional consultant in 2019/20. Areas under consideration include the Kelinson Room (2nd fl.) to meet the increasing attendance at public programs such as Creation Studio events, and potentially the Youth Services public service area (1st fl.). Both areas are addressed in the 5 yr. CIP for 2018-23. Offsite options to provide remote services throughout the community, such as automated collection kiosks, are also under consideration.

INITIATIVES 2018: SHORT-TERM ISSUES AND PROJECTS

Bettendorf, Iowa

October 2017

DEPARTMENT: Library

Please list issues or projects that you would like for the city to address this next year 2018.

- 1 Library Parking Lot- Several areas within the Library's parking lot are increasingly degraded and require patching/resurfacing.
- 2 Library Sidewalks- Aggregate sidewalks along the perimeter of the facility are cracking and require patching.
- 3 Library Roof- Within 2015-2016 the Library roof experienced significant leaks. This project had been on the 5-yr. CIP Program for 2016-2017 to prevent further damage and has since been rescheduled for Summer 2018.
- 4 Staffing Model- Potential to increase two part-time staff members' hours from 35 hrs/week to FT status of 40 hrs/week (each) to meet increasing demand for patron programs and services.
- 5 Replacement of Automated Entrance Doors- Initially, this project had been placed on the CIP for July-December 2016, and was moved back in the CIP to FY 18/19 in 2017. The doors are original to the 1997 building renovation, significantly aged, very noisy, and unreliable. Ideally, this project will be maintained in the CIP and approved for completion in 2018.
- 6 HVAC Unit Replacement – Maintain plan for HVAC unit replacement in FY 18/19 as planned.

MAJOR CHALLENGES

Bettendorf, Iowa

October 2017

DEPARTMENT: Parks and Recreation

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- The Community Center continues to serve a great need in the Community and a great number of people but is in need of significant renovations. Aging facilities such as the Community Center, Splash Landing, and the Life Fitness Center will need to continue to be kept functional as they provide a huge resource for our community as indicated in the Facilities Study that was completed the previous year. Some minimal amounts of resources will need to be budgeted to keep them in good operation condition.
- Full time staffing levels that are lower than 13 years ago still and approaching retirements of several long time staff members within the next few years. These issues create concerns that affect our ability to effectively maintain, manage, and enhance our programs and facilities.
- The impact of invasive plants and erosion in our many natural areas and a lack of trained staff and resources to help successfully manage these areas. In addition we will need to continue to monitor and respond to the effects of the Emerald Ash Borer in addition to all the other work involved in effectively managing an urban forest. Finally the growth of parks and facilities, and trails demands that we have qualified full time staff to maintain these facilities at a level of quality and safety that our citizen's expect.
- The increasing demand for recreation programs and the growth of current ones show the need for FT staff. We have had several P/T staff leave in recent years due to FT job opportunities. Extensive time is spent training new PT staff to do their jobs. There is a major need to increase our FT staff level in the Recreation Division.
- Funding for a major addition of a Par 3 course, large putting green, and associated amenities needs to be dedicated to enable this project to happen. This will greatly enhance the ability for this facility to provide recreational opportunities to non traditional golfers, increase our golf audience, and enhance revenues in the long run.
- A review of the potential for a permanent site for an in ground Frozen Landing facility needs to be done, and funding set aside for that project if it is a Council priority.

MANAGEMENT IN PROGRESS 2018 PROJECTS AND ISSUES

Bettendorf, Iowa

October 2017

DEPARTMENT: Parks and Recreation

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Erosion Control Project for Palmer Hills at #10 green and #11 tee box along with cart path and sand trap renovations, and development of a new practice area near the maintenance facility.
- 2 Development of plans for the next phase of work at Forest Grove Park that will development the Great Lawn area and incorporate storm water designs along with the future school site. We are also hopeful of obtaining another REAP grant to assist with the natural areas restoration efforts, but either way we need to ensure that the work that has already been done does not suffer from a lack of resources.
- 3 Completion of the Hollowview Park Playground Replacement
- 4 Completion of the Lincoln Park Splash Pad
- 5 Continued development of the Bettendorf Bicycle and Pedestrian Advisory Committee and reapplication for the Bicycle Friendly City designation, with a Silver Level status goal
- 6 Replacement of the Kiwanis Park Tennis Courts and asphaltting the current seal coat parking lot
- 7 Installing a new restroom at the upper Middle Park Playground area.
- 8 Resurfacing the upper Middle Park and the Crow Creek Park Quarry area Roadways.
- 9 Expanding the Devils Glen Park Disc Golf Course from 12 to 18 holes.
- 10 Staff is continuing efforts to enhance revenues and minimize expenses at all of our enterprise fund operations.

**INITIATIVES 2018:
SHORT-TERM ISSUES AND PROJECTS
Bettendorf, Iowa
October 2017**

DEPARTMENT: Parks and Recreation

Please list issues or projects that you would like for the city to address this next year 2017.

- 1 Development of Plans and Specs for Phase II of Forest Grove Park, the Great Lawn area.
- 2 Development of a vision and funding strategy for the renovation or replacement of Splash Landing, the Life Fitness Center, and the Community Center.
- 3 Development of a succession plan for Management
- 4 Enhancing Trail and Playground inspection processes and developing an software system for Parks to track inventory of amenities and assist with maintenance scheduling.

MAJOR CHALLENGES

Bettendorf, Iowa

October 2017

DEPARTMENT: Police

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- I74 bridge construction
- City wide staffing
- Keeping up with development (streets, sewers, services, etc)
- Storm water detention issues
- Replacement of retiring staff
- Addressing areas of the city that have limited parking, dense population, and very little green space

**MANAGEMENT IN PROGRESS 2018
PROJECTS AND ISSUES
Bettendorf, Iowa
October 2017**

DEPARTMENT: Police

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Continue to update department policies
- 2 Continue to review upcoming staffing needs
- 3 Continue to work with SECC to improve police/fire dispatching

**INITIATIVES 2018:
SHORT-TERM ISSUES AND PROJECTS
Bettendorf, Iowa
October 2017**

DEPARTMENT: Police

Please list issues or projects that you would like for the city to address this next year 2018.

- 1 Continue work on storm water retention plan
- 2 Continue department's five year staffing plan
- 3 Continue succession planning
- 4 Continue discussion on areas in the city that have limited parking, dense population, and very little green space
- 5 Continue downtown development
- 6 Continue work on BettPlex

MAJOR CHALLENGES

Bettendorf, Iowa

October 2017

DEPARTMENT: Public Works

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Continued growth of the City's infrastructure and households without an increase in staffing levels. This will continue to be a challenge for years to come as we meet high service expectations from our constituents while keeping costs as low as possible.
- Retirements in the Public Works Department – Management estimates that approximately 25% of the current staff will retire, or be eligible for retirement, within the next five (5) years. There needs to be more flexibility within the organization to allow staff to adequately plan for the future.
- Meeting the requirements of the Consent Order for our sanitary sewer collection system and for the Waste Water Treatment Plant (WWTP) from the Iowa Department of Natural Resources.
- Continue to improve the reliability of the sewer system through rehabilitation efforts and continue completing an asset management program.
- Develop a Streambank Stabilization policy/ program.
- As the Capital Improvement Program (CIP) increases with multiple street and sewer projects, along with an increase in subdivision construction, management needs to plan for enough qualified construction inspectors to watch over the projects during construction.
- Continue to work with the Joint Sewer Use Communities of Bettendorf, Davenport, Panorama Park, and Riverdale on a revised 28E agreement that outlines operation and maintenance obligations of both the WWTP and collection systems.
- Update the City Standard Specifications for Road Improvements. Last update was 1999
- Create a City Facility Mater Plan to improve its facilities and service to staff and the community it services. This Master Plan update would incorporate future renovation, replacement, and growth projects.

MANAGEMENT IN PROGRESS 2018 PROJECTS AND ISSUES

Bettendorf, Iowa

October 2017

DEPARTMENT: Public Works

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Succession planning and organizational changes
- 2 Engineering staff is committed to increasing their communication with residents who are affected by the various construction projects and programs throughout the City. Past practice has been to put much of the notification on the contractor, however we believe that residents would be better suited if it came from the City. Plans are to increase informational mailings, make better use of email notifications and revamp the construction section of the City's webpage.
- 3 Continue planning for a sewer lift station in the northeast part of city.
- 4 Federal funding for the extension of Forest Grove Drive from International Drive through the intersection of Middle Road and to the east is on the Transportation Improvement Program (TIP) in FY 20. Staff will see if funding for design can be brought forward as early as 2018.
- 5 Cartegraph transition to new OMS for PW Operations. Includes tablets for reporting in the field for the Streets, Solid Waste, Storm and Sewer groups.
- 6 Investigate the feasibility of removing the sanitary lift station on Auburn Court in the Wyndham Hills Subdivision by extending sanitary sewer that exists near Crow Creek.
- 7 Investigate the feasibility of upgrading or replacing the car wash at the Public Works maintenance facility.
- 8 Investigate the ridership data and expenditures of our Saturday fixed route service with RBT and see if there is a more efficient and cost way to provide this service.

**INITIATIVES 2018:
SHORT-TERM ISSUES AND PROJECTS
Bettendorf, Iowa
October 2017**

DEPARTMENT: Public Works

Please list issues or projects that you would like for the city to address this next year 2018.

- 1 Complete the projects outlined in the Community Improvement Program (CIP)
- 2 Increase funding in the repair of sanitary/ storm sewer pipe, intakes, and manholes that are deteriorating at a rapid rate
- 3 Creation of a Safety Officer position for the City. The City needs a designated safety officer who will plan, coordinate and document all safety training for all city employees. (Critical need)
- 4 Investigate obtaining recyclables from the School Districts. This will help reduce the overall costs of our recycling program to our constituents.

SECTION 3

STRATEGIC TOPICS

City of Bettendorf Strategic Topics

1. Town Square/Credit Union
2. Annexation
3. Community Recreation Complex
4. Code Enforcement
5. Storm Water Management
6. Stream/Creek Stabilization Policy
7. Golf Course Improvements
8. Trailer Parks
9. Urban Renewal Plan: Hawthorne/Magnolia/Hillside (“Old Chicago”)
10. Festivals/Events
11. TIF Policy
12. Lodge Site Redevelopment
13. Riverfront Redevelopment
14. Regional Port Development
15. Backfill Strategy
16. Homeowners Assistance Program
17. City Services and Staffing Plan
18. Debt Reduction/Tax Rate
19. Police Chief/Fire Chief Report for City Administrator
20. Urban Renewal/Annual Approval

SECTION 4

CITY OF BETTENDORF PLAN 2018 – 2023

City of Bettendorf Goals 2023

Financially Sound City Providing Quality City Services

Growing Current Businesses and Attracting New Businesses

**Riverfront/Downtown Development – Destination for Living,
Working and Entertainment**

Orderly Growth and Quality Development

Premier Place to Live in Quad Cities

City of Bettendorf Goals 2023 Worksheet

1. Financially Sound City Providing Quality City Services
2. Growing Current Businesses and Attracting New Businesses
3. Riverfront/Downtown Development – Destination for Living, Working and Entertainment
4. Orderly Growth and Quality Development
5. Premier Place to Live in Quad Cities

IMPORTANCE	
Personal	Team
13	1
23	2
24	3
28	4
29	5

*** The Mayor and City Councilmembers ranked the five goals from “most important” = 1 to “lesser importance” = 5. The number in this column represents the total score for each goal.**

GOAL 1	FINANCIALLY SOUND CITY PROVIDING QUALITY CITY SERVICES
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► Objectives	PRIORITY
1. Reduce overall debt	8
2. Provide services in a customer-friendly manner	7
3. Have a premier City workforce that is well-trained and has competitive compensation	7
4. Have balanced operating budget with adequate resources for services and reserves	7
5. Provide services in an efficient, fair manner with convenient access to users	6
6. Set funds aside for large projects and riverfront land acquisition	6
7. Continuous management and services improvement process	4
8. Align the city organization with Vision, Mission and Beliefs	2

► Value to Residents
1. Valued services.
2. Friendly services from city.
3. Stewardship of your tax dollars.
4. Responsible spending.
5. Reasonable cost city government and services.

► Challenges and Opportunities	PRIORITY
1. Providing adequate resources to support current services and service levels, with an increasing demand for services	8
2. Uncertain funding of backfill: potential \$700,000 loss	8
3. Ongoing increases in health insurance costs	6
4. Future developments and business developments increasing the tax base and City revenues	5
5. Future ability to fund adequately subsidies for Enterprise Funds	5
6. Decline in State sales tax revenues and potential loss to the City of \$300,000 revenues (estimated)	5
7. Aging City infrastructure with increasing demands for service	4
8. Unfunded federal and state mandates and regulatory requirements	4
9. Mature workforce with potential for a significant number of retirements and succession process	4
10. Funding for Workers' Comp	3
11. Future use of TIF	3
12. Operating and maintaining new or expanding facilities and infrastructure	3
13. Increased revenues from residential/commercial growth and increased property assessment	2
14. Distinguishing community "wants" and "needs"	2
15. Funding for operations and maintenance of new facilities and infrastructure	1
16. Funding City portion of I-74 commitment	1
17. Increasing service demands and limited additional capacity in the City organization	1
18. Uncertain impacts of management – labor relationships from revised Chapter 20	0
19. Impacts of Affordable Care Act changes or elimination	0
20. Hiring and retaining part-time staff	0
21. Anti-tax environment for governments	0
22. Determining who should pay for City services	0
23. Open records requests and litigation	0

► Actions 2018		PRIORITY
1. Backfill Strategy and Actions	Mgmt M/C	7
2. Document Management and Records Retention	Mgmt OTH	5
3. Community Engagement and Communications Strategy	Mgmt M/C OTH	4
4. CIP Ten Year Plan: Project Priority and Funding	M/C	4
5. Comprehensive City Facilities Master Plan	Mgmt M/C	4
6. Contracts Standardized through City Attorney	M/C	4
7. Joint Wastewater 28e Agreement	Mgmt M/C M-2017	Mgmt
8. City Services and Staffing Plan: Development and Funding	Mgmt M/C M-2017	Mgmt
9. Management/Department Succession Plan and Process	Mgmt M/C OTH	Mgmt
10. Police Chief Selection	M/C	Mgmt
11. Debt Reduction Plan	M/C	3
12. Levy Reduction Plan	M/C	3
13. Mobile App: Expansion		3
14. Police/Fire Services Plan for Northeast Bettendorf	M/C	2
15. Employee Costs Stabilization	M-2017	1
16. Mowing Contract/Services: Review	M/C	1
17. Tapping Funds for other Projects: Reporting	M/C	0

► On the Horizon 2019 – 2023	
1. Surrey Heights Fire Station: Staffing	OTH
2. Public Transit: Long Term City Involvement	OTH
3. ADA Transition Plan: Update	OTH

GOAL 2	GROWING CURRENT BUSINESSES AND ATTRACTING NEW BUSINESSES
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<p>► Objectives</p> <ol style="list-style-type: none"> 1. Retain and grow quality businesses 2. Attract quality new businesses and innovators/entrepreneurs 3. Participate in regional Quad Cities economic development 4. Expand tourism/sports tourism 5. Expand small retail opportunities – places to shop and dine for residents and guests 6. More diverse businesses and tax base that are insulated from economic changes 7. Get business leaders (who reside in Bettendorf) involved and providing leadership 8. Create neighborhood retail designations celebrating unique characteristics 	<table border="1"> <thead> <tr> <th style="text-align: left;">PRIORITY</th> </tr> </thead> <tbody> <tr><td style="text-align: center;">9</td></tr> <tr><td style="text-align: center;">9</td></tr> <tr><td style="text-align: center;">9</td></tr> <tr><td style="text-align: center;">8</td></tr> <tr><td style="text-align: center;">7</td></tr> <tr><td style="text-align: center;">6</td></tr> <tr><td style="text-align: center;">4</td></tr> <tr><td style="text-align: center;">1</td></tr> </tbody> </table>	PRIORITY	9	9	9	8	7	6	4	1
PRIORITY										
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9										
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<p>► Value to Residents</p> <ol style="list-style-type: none"> 1. Opportunities to work close to home. 2. Places to shop close to home. 3. Convenient, available services. 4. Less tax burden on homeowners. 5. Your business can grow in Bettendorf. 	
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► Challenges and Opportunities	PRIORITY
1. Attracting major hotel/resort destinations to Bettendorf	8
2. Potential State legislative changes on TIF	7
3. Developable site(s) with supporting infrastructure	6
4. Tapping the economic potential and business investment at I-80/Middle Road	6
5. Tapping the potential of sports tourism	6
6. City's relationship to and performance of Quad Cities First and Quad Cities Chamber of Commerce, Bettendorf Business Network, Bettendorf Development Corporation and Regional Opportunities Council	5
7. Working with Bettendorf businesses and supporting their growth and expansion	5
8. Weighing whether to perform infrastructure improvements or economic growth opportunities	4
9. Changing retail businesses adopting to the shopping trends – more internet sales	3
10. Implementing Q2030 together as a region	2
11. Future direction of manufacturing: capitalize quad cities	1
12. Vacant commercial buildings with long term leases (e.g. Hobby Lobby)	1
13. Aging commercial centers with vacant storefronts	1
14. Competition from other cities: in the region, in the State of Iowa	1
15. Developing a climate to support innovators	0

► Actions 2018		PRIORITY
1. "Lodge" Site Development	Mgmt M/C Top-2017	8
2. Major Resort Destination Hotel with Water Park/Amenities	M/C	7
3. I-80 Commercial Development	M/C OTH	6
4. Economic Development Action Plan: Upscale Retail, Restaurants and Entertainment Venues	2017	5
5. BettPlex Development and Opening	M/C High-2017	Mgmt
6. TIF Policy: Adoption	M/C High-2017	Mgmt
7. Industrial Park Development along Highway 67	Mgmt	3
8. Regional Port Development: Support	M/C High-2017	1
9. City Economic Development Incentives	Mgmt	1
10. Hotel Development	M/C	1
11. Q2030: Plan Alignment	Mgmt OTH	0

GOAL 3	RIVERFRONT/DOWNTOWN DEVELOPMENT – DESTINATION FOR LIVING, WORKING AND ENTERTAINMENT
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► Objectives	PRIORITY
1. Encourage mixed-use development in Downtown and along Riverfront	8
2. Develop Downtown SMID	8
3. Develop Downtown and Riverfront as a destination point for business and tourism	7
4. Have adequate consumer services in the Downtown area for individuals who choose to live here	7
5. Procure Riverfront land to develop consistent City's vision and plans	7
6. Have numerous reasons for our residents to go Downtown	5
7. Increase access to the river in the Downtown area	4
8. Increase businesses in Downtown with an expanded tax base	2

► Value to Residents
1. People going to downtown.
2. Opportunities to live: downtown, riverfront.
3. People contributing to our local economy.
4. Better access.
5. Community pride in downtown.

► Challenges and Opportunities	PRIORITY
1. City's role in stimulating private investment	7
2. Increasing public access and use of the Riverfront: property ownership, railroad, limited public ownership, levee	7
3. Differing vision for Downtown and Riverfront	6
4. Attracting new businesses to Downtown	6
5. Beautification of entrances/corridors to/in Downtown	6
6. Deteriorating buildings needing demolition and redevelopment	5
7. Funding for redevelopment projects	4
8. Direction/funding for State Street and/or Grant Street project	4
9. Addressing property appearance and maintenance issues	3
10. Funding for code enforcement	3
11. I-74 bridge construction and the impacts on Downtown/Riverfront	2
12. Re-use of riverfront development properties	2
13. Tapping the potential of the Riverfront	2
14. Developing residential opportunities	2
15. Working with property owners and businesses in Downtown	0

► Actions 2018		PRIORITY
1. Riverfront Land Acquisition/Procurement	M/C Top-2017	7
2. Residential Development on Riverfront/Downtown	M/C	6
3. Town Square Development/Credit Union Building	M/C Top-2017	5
4. Downtown Business SMID: Development	Mgmt M/C 2017	4
5. "The Bridges" Development Project	M/C Top-2017	Mgmt
6. Jetty Park Beautification/Cruise Docking Facility	M/C OTH	Mgmt
7. Grant Street/State Street Project: Direction and Funding	M/C Top-2017	3
8. "E" Building	M/C OTH	3
9. Downtown/Riverfront Restaurant Attraction	M/C	2
10. Downtown/Riverfront Entertainment Attraction		0

► On the Horizon 2019 – 2023	
1. Veterans Memorial Park	OTH
2. Dead End Corridor at State Street and 15 th (with Entertainment Venue)	OTH

GOAL 4

**ORDERLY GROWTH AND QUALITY
DEVELOPMENT**

► Objectives

1. Managing growth: financial and service capacity, contiguous development and infill development
2. Effective road and street system at City standards
3. New development consistent with standards and plans
4. Sufficient resources to provide infrastructure and services to new developments
5. Effective sanitary and storm water management systems that are comprehensive and citywide
6. Responsible developments sensitive to environmental impacts

► Value to Residents

1. Infrastructure and services ready for future growth.
2. Protection of property values.
3. Predictable growth and development.
4. More choices of new homes.
5. Less flooding, better storm water management.

► **Challenges and Opportunities**

	PRIORITY
1. Defining expectations and direction for code enforcement/compliance	7
2. Managing stormwater and flood control	6
3. Funding infrastructure projects to support growth and new development	6
4. Implementing the new comprehensive plan and zoning ordinance	6
5. Repurposing/gentrification of older “blighted” areas	6
6. Annexation process	5
7. Attracting young professionals to Bettendorf	4
8. Aging housing stock and conversion from homeownership to rental	4
9. Aging infrastructure needing repairs or replacement at a high cost	3
10. Difference between approved projects and final products	3
11. Property owners with limited capacity to upgrade/maintain their homes	3
12. Problem trailer parks	3
13. Developing more diverse housing types	2
14. Pressure for green space and neighborhood parks	1
15. Role of City Boards/Commissions supporting City’s vision and plans	1
16. Negative impact of increased flood insurance rates and new federal requirements on property values and tax base	1
17. Licensing rental property and compliance	1
18. Defining “affordable housing” for Bettendorf	1
19. Potential changes in housing market and national trends	1
20. Difficulty in qualifying for home loans	1
21. Developing away from drainage areas	1
22. Competition for concrete	0

► Actions 2018		PRIORITY
1. Annexation Policy and Action Plan	Mgmt M/C High-2017	8
2. I-80 Water/Sewer Lines	Mgmt M/C	7
3. Stormwater Management Plan, Projects and Funding Mechanism	M/C	6
4. I-80 "6" Laning: Advocacy	M/C	6
5. City Broadband Report and Direction <ul style="list-style-type: none"> • Development Agreement for Regional Services • Incentives Policy 	Mgmt M/C Top-2017	4
6. Stream Bank Stabilization Policy	Mgmt M/C 2017	4
7. Urban Renewal Plan: I-74 Corridor	Mgmt M/C	4
8. FEMA Homes: Funding	Mgmt M/C OTH	4
9. Code Enforcement: Service Level and Staffing	Mgmt M/C OTH	4
10. Subdivision Ordinance: Revision and Adoption	Mgmt High-2017	Mgmt
11. Wastewater DNR Consent Order	Mgmt M/C High-2017	Mgmt
12. Undergrounding Utilities: Arterials/Downtown	2017	Mgmt
13. Urban Renewal Plan: Update	Mgmt MP	Mgmt
14. Palmer Hills Condo Drainage: Direction	M/C	Mgmt
15. Middle Road Project <ul style="list-style-type: none"> a. Forest Grove Roundabout b. Devil's Glen to 23rd Avenue 	M/C	Mgmt
16. City Entrance Signs	M/C OTH	3
17. Trailer Park Revitalization/Re-Purpose	Mgmt	3
18. Private Road Policy: Acceptance	M/C High-2017	2
19. Rental Housing Licensing and Compliance	M/C OTH	2

► Actions 2018 (Continued)			PRIORITY
20. RV/Boat Ordinance: Review/Revision	Mgmt		2
21. Homeowner Assistance Program	M/C		1
22. Alley Program Expansion	M/C		1
23. ROW Policy	Mgmt		1
24. Traffic Management Plan: Heather Glen			1
25. City Beautification Program	M/C		0
26. Convenience Store Ordinance: Direction	M/C		0
27. Traffic Analysis: Belmont/Ridge Point	OTH		0

► Management in Progress 2018		
1. Trail Development: Hopewell to 53 rd	M/C	
2. Flashing Light: Forest Grove Road	M/C	

► On the Horizon 2019 – 2023		
1. I-80/Middle Road Interchange Construction		2017
2. Sanitary Lift Stations: Auburn Court		MIP
3. Sanitary Lift Station: Northeast		OTH
4. City Burn Ordinance: Revision		OTH
5. City Roundabouts		OTH
a. Forest Grove/Middle Road		
b. Hopewell/Middle Road		

GOAL 5

PREMIER PLACE TO LIVE IN QUAD CITIES

► Objectives

1. Residents and property owners recognizing and carrying out their responsibilities with City property codes
2. Recognized as a “Safe City”
3. Livable homes that are well-maintained and attractive
4. More attractive streetscapes and gateways
5. Top-quality facilities and programs for your leisure time
6. Greater sense of community and participation

► Value to Residents

1. Choice of things to do.
2. No concerns for personal safety and security.
3. Quality homes.
4. Attractive community.
5. Ease of access within Bettendorf, to Quad Cities.

► Challenges and Opportunities	PRIORITY
1. Funding for quality of life amenities, and parks and recreation	8
2. Subsidies for Enterprise Funds	7
3. Collaboration with Schools on Projects	6
4. Irresponsible property owners who are not maintaining their homes and buildings	5
5. City role and funding for community events and festivals	5
6. Maintaining a safe community – sense of personal safety and security	4
7. Responding to the needs of an expanding senior population	4
8. Maintaining high use facilities	4
9. Expanding quality of life amenities: facilities and programs	3
10. Increasing traffic congestion	3
11. Demands for trails and walking paths by becoming a more “walkable”/ “bikeable” community	2
12. Increasing need for neighborhood parks	2
13. The term “Premier”	2
14. Community’s expectations for more – facilities, programs, services	2
15. Managing community expectations	1
16. Funding for parks staffing	0
17. Distinguishing between community “needs” and “wants”	0
18. Cost of housing for 1 st homebuyers	0

► Actions 2018		PRIORITY
1. Community Recreational Complex Center	Mgmt M/C Top-2017	7
2. City Events and Festivals	Mgmt M/C Top-2017	7
3. Traffic Enforcement: Action Plan	M/C High-2017	4
4. Traveling Sculpture Program: Direction and Funding	M/C	4
5. Strategic Behavioral Health Facility Development (Dropped)	M/C Top-2017	Mgmt
6. Park Maintenance: Performance Report, Service Level and Staffing	M/C 2017	Mgmt
7. Food Truck Policy	M/C 2017	Mgmt
8. Forest Grove Park Development: Phase 2	M/C 2017	Mgmt
9. Palmer Hills Golf Course Project	Mgmt	Mgmt
10. Bike Friendly Community: Silver Designation	Mgmt OTH	Mgmt
11. Wi-Fi Development	Mgmt OTH	Mgmt
12. Duck Creek: Winter Clean Up	M/C	Mgmt
13. City Arborist/Tree Program and Maintenance	M/C OTH	2
14. Senior Programming: Evaluation Report and Direction	M/C	2
15. Plastic Bag Ordinance	M/C OTH	1

► **On the Horizon 2019 – 2023**

- | | |
|---|-----|
| 1. Splash Pad: Next | M/C |
| 2. Family Museum Admission Price | MIP |
| 3. Library Reconfiguration/Space Utilization | MIP |
| 4. Dek Hockey Expansion | OTH |
| 5. Family Museum Expansion | OTH |
| 6. Crow Creek Recreational Trail Improvements/Land Acquisition
Phase 1 | OTH |
| 7. Senior Center: Direction | OTH |
| 8. City Bus Wrap: Direction | |

SECTION 5

ACTION AGENDA 2018

Definitions of Terms

POLICY –

is an issue that needs direction or a policy decision by the Council; or needs a major funding decision by the Council; or an issue that needs Council leadership by the governing body in the community; or with other governmental bodies (city government, other city governments, state government, federal government) – questions of “WHAT: IS THE DIRECTION; IS THE GOAL; IS THE BUDGET OR RESOURCES; IS THE CITY'S POLICY OF REGULATION?”

MANAGEMENT –

a management action which the Council has set the overall direction and provided initial funding (e.g. phased project), may require further Council action on funding; or a major management project particularly multiple years (e.g. upgrade to the information system)- questions of “HOW: DO WE ADDRESS THE ISSUE, MANAGE THE CITY; IMPLEMENT A DECISION OR PROGRAM; CAN WE IMPROVE THE MANAGEMENT OR ORGANIZATIONAL PROCESS?”

MANAGEMENT IN PROGRESS –

a management or organization action which Council has set the direction, needs staff work before going to Council for direction next year or beyond, no choice mandated by an outside governmental agency or institution, management process improvement budgeted or funded by the Council.

MAJOR PROJECT –

a capital project funded in the CIP or by Council action which needs design or to be constructed (e.g. Road project, city facility project, park project, etc.).

ON THE HORIZON –

an issue or project that will not be addressed during the year by management or the Council but should be addressed in the next five years; it could become an action item for this year if another party moves the issue or project forward-it depends on them.

City of Bettendorf Policy Agenda 2018 Targets for Action

TOP PRIORITY

**Community Recreational Complex/Life Fitness Center
Backfill Strategy and Actions
“Lodge” Site Development
Riverfront Land Acquisition/Procurement
Stream Bank Stabilization Policy
Urban Renewal Plan: I-74 Corridor
Town Square/Credit Union Building
I-80 Water/Sewer Lines**

HIGH PRIORITY

**Traveling Sculpture Program: Funding
I-80 “6” Laning: Advocacy
Stormwater Management Projects and Funding
Trailer Park Revitalization/Re-Purpose
Code Enforcement: Service Level and Staffing
Community Engagement and Communications Strategy
City Events/Festivals: Expansion
Annexation Policy and Action Plan**

City of Bettendorf Policy Agenda 2018

► **Targets for Action**

	PRIORITY		
	PRIORITY	TOP	HIGH
1. Community Recreational Complex/Life Fitness Center	Top	6	-
2. Backfill Strategy and Actions	Top	5	-
3. "Lodge" Site Development	Top	5	-
4. Riverfront Land Acquisition/Procurement	Top	5	-
5. Stream Bank Stabilization Policy	Top	5	-
6. Urban Renewal Plan: I-74 Corridor	Top	5	-
7. Town Square/Credit Union Building	Top	4	-
8. I-80 Water/Sewer Lines	Top	4	-
9. Traveling Sculpture Program: Funding	High	3	6
10. I-80 "6" Laning: Advocacy	High	1	6
11. Stormwater Management Projects and Funding	High	4	5
12. Trailer Park Revitalization/Re-Purpose	High	4	5
13. Code Enforcement: Service Level and Staffing	High	3	5
14. Community Engagement and Communications Strategy	High	2	5
15. Major Resort Destination Hotel with Water Park/Amenities (ON THE HORIZON)	High	2	5
16. City Events/Festivals: Expansion	High	3	4
17. Annexation Policy and Action Plan	High	2	4
18. I-80 Commercial Development		1	4
19. Comprehensive City Facilities Master Plan		1	3
20. Downtown Business SMID: Development		1	3
21. CIP Ten Year Plan: Project Priority and Funding		1	1
22. Contracts Standardized through City Attorney		1	1
23. City Broadband Report and Direction		1	1
24. FEMA Homes: Funding		-	3
25. Document Management and Records Retention		-	2
26. Economic Development Action Plan: Upscale Retail, Restaurants and Entertainment Venues		-	1
27. Residential Development on Riverfront/Downtown		-	1

City of Bettendorf Management Agenda 2018 Targets for Action

TOP PRIORITY

Park Maintenance: Performance Report, Service Level and Staffing
City Services and Staffing Plan: Development and Funding
Police Chief Selection
Jetty Park Beautification/Cruise Docking Facility
Urban Renewal Plan: Update
Wi-Fi Development
TIF Policy: Adoption

HIGH PRIORITY

BettPlex Development and Opening
Subdivision Ordinance: Revision
Food Truck Ordinance
Management/Department Succession Plan and Process
Undergrounding Utilities: Arterials/Downtown
Duck Creek: Winter Clean Up
Wastewater DNR Consent Order

City of Bettendorf Management Agenda 2018

► **Targets for Action**

	PRIORITY		
	PRIORITY	TOP	HIGH
1. Park Maintenance: Performance Report, Service Level and Staffing	Top	7	-
2. City Services and Staffing Plan: Development and Funding	Top	6	-
3. Police Chief Selection	Top	6	-
4. Jetty Park Beautification/Cruise Docking Facility	Top	5	-
5. Urban Renewal Plan: Update	Top	5	-
6. Wi-Fi Development	Top	5	-
7. TIF Policy: Adoption	Top	4	-
8. BettPlex Development and Opening	High	3	7
9. Subdivision Ordinance: Revision	High	1	6
10. Food Truck Ordinance	High	1	6
11. Management/Department Succession Plan and Process	High	1	5
12. Strategic Behavioral Health Facility Development	High	3	4
13. Joint Wastewater 28e Agreement	High	2	4
14. Undergrounding Utilities: Arterials/Downtown	High	1	4
15. Duck Creek: Winter Clean Up	High	1	4
16. Wastewater DNR Consent Order	High	-	4
17. "The Bridges" Development Project		2	2
18. Forest Grove Park Development		2	2
19. Middle Road Project		2	1
20. Bike Friendly Community: Silver Designation		-	3
21. Palmer Hills Condo Drainage: Direction		-	1

**City of Bettendorf
Action Outlines 2018**

GOAL 1	FINANCIALLY SOUND CITY PROVIDING QUALITY CITY SERVICES
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ACTION: BACKFILL STRATEGY AND ACTIONS	PRIORITY						
	<i>Policy – Top</i>						
<table style="width: 100%; border: none;"> <tr> <td style="width: 33%;"><u>Key Issues</u></td> <td style="width: 33%;"><u>Activities/Milestones</u></td> <td style="width: 33%;"><u>Time</u></td> </tr> <tr> <td> <ul style="list-style-type: none"> • Fund Designation </td> <td> <ol style="list-style-type: none"> 1. Monitor State Legislative 2. Prepare report 3. Council Decision: Direction </td> <td> <p>Ongoing</p> <p>1/18</p> <p>2/18</p> </td> </tr> </table>	<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>	<ul style="list-style-type: none"> • Fund Designation 	<ol style="list-style-type: none"> 1. Monitor State Legislative 2. Prepare report 3. Council Decision: Direction 	<p>Ongoing</p> <p>1/18</p> <p>2/18</p>	
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<ul style="list-style-type: none"> • Fund Designation 	<ol style="list-style-type: none"> 1. Monitor State Legislative 2. Prepare report 3. Council Decision: Direction 	<p>Ongoing</p> <p>1/18</p> <p>2/18</p>					
Responsibility: Finance							

ACTION: COMMUNITY ENGAGEMENT AND COMMUNICATIONS STRATEGY	PRIORITY						
	<i>Policy – High</i>						
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Responsibility: Economic Development							

ACTION: CITY SERVICES AND STAFFING PLAN: DEVELOPMENT AND FUNDING	PRIORITY						
	<i>Mgmt – Top</i>						
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Responsibility: Human Resources							

ACTION: POLICE CHIEF SELECTION		PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • City Administrator: Reporting Relationship; Hire/Firing Authority 	<ol style="list-style-type: none"> 1. Revise ordinance 2. Council Decision: Ordinance Adoption 3. Post Position 4. Interview 5. Council Involvement: Interviews 6. Selection 	<p>11/17</p> <p>12/17</p> <p>1/18</p> <p>2/18</p> <p>2/18</p> <p>3/18</p>
Responsibility: Human Resources		

ACTION: MANAGEMENT/DEPARTMENT SUCCESSION PLAN AND PROCESS		PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	<ol style="list-style-type: none"> 1. Leadership Team Meeting 2. Identify 2nd/3rd in Departments 3. Develop Program: Department 4. Council Decision Budget FY 18 – 19 Funding Program 	<p>11/17</p> <p>12/17</p> <p>1/18</p> <p>2/18</p>
Responsibility: Human Relations		

► Management in Progress 2018		TIME
1. OMS for Public Works Operations		Completed
2. Bond Issuances		12/17
3. Health Insurance Re-Insurance Bid		12/17
4. FY 16/17 Funding Audit		12/17
5. Health Insurance Re-Insurance Bid		1/18
6. Performance Measure Software: Implementation		1/18
7. Recyclables from School District		1/18
8. Fire Automatic Aid Agreement: Davenport		1/18
9. IT Application and File Servers Replacement		3/18
10. Bio Metrics Assessment: Presentation		4/18
11. Risk Management Program: Dashboard (Legal)		4/18
12. Affordable Care Act		4/18
a. Hours Review		
b. 1095 Records		
13. ADA Transition Plan		6/18
14. Defensive Driving Course: Development		7/18
15. SECC Selection P25 Radio System		7/18
16. Llama Software Permitting and Licensing		7/18
17. Car Wash: Direction		8/18
18. Recycling Program: Public Education/Marketing		8/18
19. Human Resource/Legal Administration Records Digitalization		12/18
20. Citizen Access Software Program		12/18
21. Saturday Fixed Route Services Evaluation Report		12/18
22. Major Recruitments/Selections		Ongoing
23. Training and Development		Ongoing
a. Leadership Team		
b. Leader Development		

► Major Projects 2018		TIME
1. City Fiber		5/18
2. State Street Fire Station: Addition		6/18

GOAL 2	GROWING CURRENT BUSINESSES AND ATTRACTING NEW BUSINESSES
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ACTION: "LODGE" SITE DEVELOPMENT	PRIORITY	
	<i>Policy – Top</i>	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	<ol style="list-style-type: none"> 1. Receive/evaluate proposal 2. Draft development agreement 3. Council Decision: Development Agreement Approval 	<p style="text-align: center;">1/18</p> <p style="text-align: center;">7/18</p> <p style="text-align: center;">8/18</p>
Responsibility: Economic Development		

ACTION: MAJOR RESORT DESTINATION HOTEL WITH WATER PARK/AMENITIES	PRIORITY	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	<p>[ON THE HORIZON: 2019 – 2023]</p>	
Responsibility: Economic Development		

ACTION: TIF POLICY: ADOPTION	PRIORITY	
	<i>Mgmt – Top</i>	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	<ol style="list-style-type: none"> 1. Council Presentation 2. Monitor State Legislation 3. Prepare report 4. Council Decision: TIF Policy Adoption 	<p style="text-align: center;">12/17</p> <p style="text-align: center;">4/18</p> <p style="text-align: center;">5/18</p>
Responsibility: Economic Development		

ACTION: BETTPLEX DEVELOPMENT AND OPENING		PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Complete outdoor facilities	4/18
	2. Complete indoor facilities	8/18
	3. Council Decision: Site Plan – restaurants/commercial	12/18
	4. Open hotel	1/19
Responsibility: Economic Development		

► Management in Progress 2018	TIME
1. Quad Cities First: Annual Performance Report	5/18
2. Rock Island Arsenal Development Group: Advocacy	Ongoing
3. Bi State Business Loan Program	Ongoing

GOAL 3	RIVERFRONT/DOWNTOWN DEVELOPMENT – DESTINATION FOR LIVING, WORKING AND ENTERTAINMENT
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<p>ACTION: RIVERFRONT LAND ACQUISITION/PROCUREMENT</p> <p><i>Key Issues</i></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;">PRIORITY</td></tr> <tr><td style="text-align: center;"><i>Policy – Top</i></td></tr> </table>	PRIORITY	<i>Policy – Top</i>
PRIORITY			
<i>Policy – Top</i>			
<p style="text-align: center;"><i>Activities/Milestones</i></p> <p>A. Goldstein Properties</p> <p style="padding-left: 20px;">1. Mayor/City Administrator Meeting</p> <p style="padding-left: 20px;">2. Council Report</p> <p>B. Other Parcels</p> <p>[ON THE HORIZON: 2019 – 2023]</p>	<p><i>Time</i></p> <p>4/18</p> <p>5/18</p>		
Responsibility: Economic Development			

<p>ACTION: TOWN SQUARE/CREDIT UNION BUILDING</p> <p><i>Key Issues</i></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;">PRIORITY</td></tr> <tr><td style="text-align: center;"><i>Policy – Top</i></td></tr> </table>	PRIORITY	<i>Policy – Top</i>
PRIORITY			
<i>Policy – Top</i>			
<p style="text-align: center;"><i>Activities/Milestones</i></p> <p>1. Council Decision: Development Agreement/Urban Renewal Plan Update</p> <p>2. Groundbreaking</p> <p>3. Council Decision: Rezoning</p> <p>4. Open</p>	<p><i>Time</i></p> <p>11/17</p> <p>4/18</p> <p>3/18</p> <p>10/19</p>		
Responsibility: Economic Development			

ACTION: JETTY PARK BEAUTIFICATION/CRUISE DOCKING FACILITY		PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Demolish Sky Walkway	6/18
	2. Construction	6/18 – 10/18
	3. Open	10/18
Responsibility: City Administrator		

► Management in Progress 2018	TIME
1. Downtown Business Retention	Ongoing

► Major Projects 2018	TIME
1. I-74 Bridge	2021
2. I-74 City Infrastructure Project	2021

GOAL 4	ORDERLY GROWTH AND QUALITY DEVELOPMENT
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ACTION: STREAM BANK STABILIZATION POLICY	PRIORITY	
	<i>Policy – Top</i>	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Receive Report	7/18
	2. Evaluate impacts on Stream Bank Stabilization	12/18
Responsibility: Public Works/City Administrator		

ACTION: URBAN RENEWAL PLAN: I-74 CORRIDOR	PRIORITY	
	<i>Policy – Top</i>	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Develop Community Policing Action Plan/Report	12/17
	2. Inspect Section 8 Housing	12/17
	3. Draft Urban Renewal Plan	2/18
	4. P&Z Decision: Review	2/18
	5. Council Decision: Urban Renewal Plan Adaption	2/18 – 3/18
Responsibility: Economic Development/Community Development/Police/Fire		

ACTION: I-80 WATER/SEWER LINES		PRIORITY
		<i>Policy – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Meet with IDOT/Iowa American/DNR	6/18
	2. Prepare report	8/18
	3. Council Report	9/18
Responsibility: Public Works		

ACTION: I-80 “6” LANING: ADVOCACY		PRIORITY
		<i>Policy – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Monitor NEPA Statement (1/19)	Ongoing
	2. Inform public on IDOT survey	Ongoing
	3. Attend IDOT Commission	Ongoing
	4. Draft resolution – joint	10/17
	5. Council Decision: Resolution	2/18
Responsibility: Public Works/Economic Development/Library		

ACTION: STORMWATER MANAGEMENT PROJECTS AND FUNDING		PRIORITY
		<i>Policy – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Receive report	7/18
	2. Identify project for CIP FY 19/20	12/18
	3. Council Decision: CIP FY 19/20 Funding	3/19
Responsibility: Public Works		

ACTION: TRAILER PARK REVITALIZATION/ RE-PURPOSE		PRIORITY
		<i>Policy – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Complete Legal Research	4/18
	2. Develop Action Plan	7/18
Responsibility: Community Development		

ACTION: CODE ENFORCEMENT: SERVICE LEVEL AND STAFFING		PRIORITY
		<i>Policy – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Council Work Session	12/17
	2. Research Civic Citation for Parking	12/17
	3. Develop Budget Proposal;	1/18
	4. Council Decision: Budget FY 18/19 Funding for Staffing	2/18
	5. Complete Legal Research: Trailer Park Action	6/18
	6. Draft RV/Boat Ordinance	8/18
	7. Council Decision: RV/Boat Ordinance Adoption	9/18
Responsibility: Community Development/City Attorney		

ACTION: ANNEXATION POLICY AND ACTION PLAN		PRIORITY
		<i>Policy – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Meet with other Jurisdictions	10/17 – 3/18
	2. Finalize MOU	4/18
	3. Council Decision/Deport: Adoption, Direction, Actions, Timeline	5/18
Responsibility: City Attorney		

ACTION: URBAN RENEWAL PLAN: UPDATE		PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Downtown Industrial Park	1. Develop budget proposal	12/17
• Middle/Devil’s Glen	2. Council Decision: Budget FY 18/19 Funding for Urban Renewal Plans Update	2/18
• Water Tower		
• Area 2a	3. Council Decision: Downtown Industrial Park Urban Renewal Plan Adoptions	3/18
• Area 2b		
• Plan 2011		
Responsibility: Economic Development		

ACTION: SUBDIVISION ORDINANCE: REVISION		PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Prepare draft subdivision ordinance	2/18
	2. P&Z: Review	4/18
	3. Council Decision: subdivision Ordinance Adoption	5/18
Responsibility: Public Works/Community Development		

ACTION: UNDERGROUNDING UTILITIES: ARTERIALS/DOWNTOWN		PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Identify areas in Downtown Master Plan	6/18
	2. Develop funding mechanism	10/18
	3. Work with MidAmerican Energy on implementation schedule	12/18
Responsibility:		

► Management in Progress 2018	TIME
1. Zoning Ordinance: Implementation	10/17
2. Hazard Mitigation Program: Update	11/17
3. FLIP Program: Restructure	12/17
4. Pavement Condition Index Report	7/18
5. City Standards Specification (SUDAS): Update (with City of Davenport)	9/18
6. Property Remnants for Redevelopment: 1 st Request	10/18
7. Forest Grove Drive (International Drive – Middle Road) Federal Funding	2020

► Major Projects 2018	TIME
1. Hopewell Street Lights Undergrounding	10/17
2. Sanitary Sewer Lining	2/18
3. Forest Grove Road Project: Resurfacing	6/18
4. 17 th and Grant Traffic Signal	7/18

GOAL 5	PREMIER PLACE TO LIVE IN QUAD CITIES
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<p>ACTION: COMMUNITY RECREATIONAL COMPLEX/LIFE FITNESS CENTER</p> <table style="width: 100%;"> <thead> <tr> <th style="text-align: left;"><u>Key Issues</u></th> <th style="text-align: left;"><u>Activities/Milestones</u></th> <th style="text-align: left;"><u>Time</u></th> </tr> </thead> <tbody> <tr> <td style="vertical-align: top;"> <ul style="list-style-type: none"> • Replacement <ul style="list-style-type: none"> ➤ Pool ➤ Fitness ➤ Community Center • Partner with Schools • Partner with Community </td> <td style="vertical-align: top;"> <ol style="list-style-type: none"> 1. Complete initial Feasibility Study 2. Council Report: Feasibility Study 3. Public Input 4. Develop Plan and Funding Strategy </td> <td style="vertical-align: top; text-align: center;"> <p>2/18</p> <p>4/18</p> <p>12/18</p> <p>6/19</p> </td> </tr> </tbody> </table>	<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>	<ul style="list-style-type: none"> • Replacement <ul style="list-style-type: none"> ➤ Pool ➤ Fitness ➤ Community Center • Partner with Schools • Partner with Community 	<ol style="list-style-type: none"> 1. Complete initial Feasibility Study 2. Council Report: Feasibility Study 3. Public Input 4. Develop Plan and Funding Strategy 	<p>2/18</p> <p>4/18</p> <p>12/18</p> <p>6/19</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">PRIORITY</td> </tr> <tr> <td style="text-align: center;"><i>Policy – Top</i></td> </tr> </table>	PRIORITY	<i>Policy – Top</i>
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Responsibility: Parks and Recreation									

<p>ACTION: TRAVELING SCULPTURE PROGRAM: FUNDING</p> <table style="width: 100%;"> <thead> <tr> <th style="text-align: left;"><u>Key Issues</u></th> <th style="text-align: left;"><u>Activities/Milestones</u></th> <th style="text-align: left;"><u>Time</u></th> </tr> </thead> <tbody> <tr> <td style="vertical-align: top;"> <ul style="list-style-type: none"> </td> <td style="vertical-align: top;"> <ol style="list-style-type: none"> 1. Review current program 2. Develop budget proposal 3. Council Decision: Budget FY 18/19 Funding </td> <td style="vertical-align: top; text-align: center;"> <p>12/17</p> <p>12/17</p> <p>2/18</p> </td> </tr> </tbody> </table>	<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>	<ul style="list-style-type: none"> 	<ol style="list-style-type: none"> 1. Review current program 2. Develop budget proposal 3. Council Decision: Budget FY 18/19 Funding 	<p>12/17</p> <p>12/17</p> <p>2/18</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">PRIORITY</td> </tr> <tr> <td style="text-align: center;"><i>Policy – High</i></td> </tr> </table>	PRIORITY	<i>Policy – High</i>
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Responsibility: Economic Development									

<p>ACTION: CITY EVENTS/FESTIVALS EXPANSION</p> <table style="width: 100%;"> <thead> <tr> <th style="text-align: left;"><u>Key Issues</u></th> <th style="text-align: left;"><u>Activities/Milestones</u></th> <th style="text-align: left;"><u>Time</u></th> </tr> </thead> <tbody> <tr> <td style="vertical-align: top;"> <ul style="list-style-type: none"> </td> <td style="vertical-align: top;"> <ol style="list-style-type: none"> 1. Identify dates/goals 2. Council Report/Decision: Direction </td> <td style="vertical-align: top; text-align: center;"> <p>11/17</p> <p>12/17</p> </td> </tr> </tbody> </table>	<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>	<ul style="list-style-type: none"> 	<ol style="list-style-type: none"> 1. Identify dates/goals 2. Council Report/Decision: Direction 	<p>11/17</p> <p>12/17</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">PRIORITY</td> </tr> <tr> <td style="text-align: center;"><i>Policy – High</i></td> </tr> </table>	PRIORITY	<i>Policy – High</i>
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PRIORITY									
<i>Policy – High</i>									
Responsibility: Economic Development/Family Museum									

ACTION: PARK MAINTENANCE: PERFORMANCE REPORT, SERVICE LEVEL AND STAFFING		PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Prepare report	12/17
	2. Council Report: Presentation/Direction	1/18
Responsibility: Parks and Recreation/Human Resources		

ACTION: WI-FI DEVELOPMENT		PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Follow up on Mediacom Commitment	12/17
	2. Council Update	12/17
Responsibility: Economic Development		

ACTION: FOOD TRUCK ORDINANCE		PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Prepare draft ordinance	1/18
	2. Council Decision: Ordinance	3/18
Responsibility: Economic Development		

ACTION: DUCK CREEK: WINTER CLEAN UP		PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Make Assessment	12/17
	2. Prepare report to Council	1/18
Responsibility: Public Works		

► Management in Progress 2017 – 2018		TIME
1. Family Museum Software/POS		6/18
2. Family Museum AAM – Re-Accreditation		8/18
3. Family Museum Traveling Exhibits (through 2020)		2020
4. Library Programs/Services		Ongoing

► Major Projects 2017 – 2018		TIME
1. Hollowview Park Playground		10/17
2. Library Parking Lot		11/17
3. Palmer Hills Erosion Control Project		11/17
a. 10 th Green		
b. 11 th Tee Box		
c. Retention		
4. Lincoln Park Splash Pad		11/17
5. Kiwanis Park Tennis Courts: Replacement		11/17
6. Family Museum Great Hall Renovation		4/18
7. Devil's Glen Park Disc Golf Course Expansion to 18 Holes		4/18
8. Middle Park Playground: New Restroom		6/18
9. Library Roof Replacement		8/18
10. 53 rd /Hopewell Trail		8/18
11. Library Automated Entrance Door		9/18
12. Family Museum Great Hall Climber Project		2019

**City of Bettendorf
Policy Calendar 2018**

MONTH

October 2017

1. Council Decision: Town Square/Credit Union Building

MONTH

November 2017

1. Council decision: Town Square/Credit Union Building
 - a. Development Agreement
 - b. Urban Renewal Plan: Update

MONTH

December 2017

1. Council Decision: Community Engagement/Communications Direction
2. Council Work Session: Joint Wastewater 28e Agreement
3. Council Decision: Police/Fire Chiefs Organization
4. Council Presentation: TIF Policy
5. Council Work Session: Code Enforcement/RV and Boat Ordinance
6. Council Report/Direction: City Events/Festivals Expansion
7. Council Update: Wi-Fi Development

MONTH

January 2018

1. Council Presentation: City Services and Staffing Plan
2. Council Report: Park Maintenance
3. Council Report: Duck Creek Winter Clean Up

MONTH

February 2018

1. Council Decision: Backfill Strategy and Actions
2. Council Decision: Joint Wastewater 28e Agreement Adoption
3. Council Decision: I-80 "6" Laning Resolution
4. Council Decision: Budget FY 18/19 Funding for:
 - a. Management/Department Success Plan/Process
 - b. City Services and Staffing
 - c. Code Enforcement Staffing
 - d. Traveling Sculptures Program

MONTH

March 2018

1. Council Decision: Town Square/Credit Union Building Rezoning
2. Council Decision: Urban Renewal Plan: I-74 Corridor
3. Council Decision: Downtown Industrial Park Urban Renewal Plan Adoption
4. Council Decision: Food Truck Ordinance Adoption

MONTH

April 2018

1. Council Report: Community Recreation Complex/Life Fitness Center

MONTH

May 2018

1. Council Decision: TIF Policy Adoption
2. Council Report: Riverfront Land Acquisition/Procurement
3. Council Report/Decision: Annexation MOU, Direction
4. Council Decision: Subdivision Ordinance Revision Adoption

MONTH

June 2018

MONTH

July 2018

MONTH

August 2018

1. Council Decision: "Lodge" Site Development Agreement

MONTH

September 2018

1. Council Report: I-80 Water/Sewer Lines
2. Council Decision: RV and Boat Ordinance

MONTH

October 2018

SECTION 6

GOVERNANCE REFINEMENTS: MAYOR – CITY COUNCIL

City of Bettendorf Mayor and City Council Governance Refinements

October 2017

1. STRATEGIC PLANNING REPORTING

The Mayor and City Council agreed upon the following changes:

- A Mid-Year Workshop with Mayor and City Council will be scheduled for March/April 2018.
- The City Administrator will develop a simple report/dashboard form, similar to the example from City of Waukee.
- The Mayor and City Council meetings on the 4th Monday will be used to report verbally on the status/progress on select Action Agenda 2017-2018 topics/projects. Department heads will make brief informational updates.

2. COUNCIL AGENDA PACKET

The Mayor and City Council requested and the City Administrator agreed to have the Council Agenda Packet ready, Thursday noon. Any update information will be provided in the 3-3 meeting.

3. CONFIDENTIALITY OF INFORMATION

Reminder: Information presented or discussed in a “confidential setting” should be confidential and not shared with others.

4. NATIONAL CONFERENCES

The Mayor and City Council agreed that it is important to attend national conferences – learn about “best practices”, learn about the experiences of other cities and build relationships with other elected officials.

5. USE OF 3-3

The 3-3 meetings are an opportunity for the City Administrator to present information and for the Council members to ask initial questions.

6. MAYOR AND CITY COUNCIL AS A BOARD OF DIRECTORS

The Mayor and City Council discussed that their role is a “board of directors” and should focus on answering “what questions...” and not focusing on “how questions...”, operational issues or directing City staff. Although some are elected by district, the City Council member is responsible for making decisions that are in the best interests of the city as a whole.

7. SUCCESSION PLANNING AND PROCESS

During the next several years, many managers and employees will be retiring. The Mayor and City Council emphasized the importance of the ongoing process of succession planning and supported the current activities of the City Administrator.