

# *STRATEGIC PLAN*

## *2019 → 2025 → 2035*

### EXECUTIVE SUMMARY

Mayor and City Council



Bettendorf, Iowa  
October 2019



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## *STRATEGIC FRAMEWORK*

### **VISION 2035**

***“Desired Destination for Bettendorf”***

### **PLAN 2025**

***“Map to Bettendorf’s Destination”***

### **EXECUTION**

***“Route for Next Year”***

### **MISSION**

***“Responsibilities of Bettendorf’s Government”***

### **BELIEFS**

***“Expectations of Bettendorf’s Employees”***

**Bettendorf – A Premier City:  
Vision 2035**

**The City of BETTENDORF**  
is the *PREMIER CITY* in which to LIVE!

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**The City of BETTENDORF**  
is the *MOST LIVABLE COMMUNITY*  
with *RICH EDUCATIONAL, CULTURAL, AND*  
*RECREATIONAL OPPORTUNITIES*  
where we enjoy a *VIBRANT RIVERFRONT*  
and a *GROWING, COMPETITIVE*  
*BUSINESS ENVIRONMENT.*

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**We take *PRIDE IN OUR GREAT COMMUNITY.***

# **Bettendorf City Government Our Mission**

*The Mission for the City of Bettendorf defines the purpose of the Organization.*

**Our Mission is. . .**

**Bettendorf Citizens  
Value Safety, Education, Families and Cultural and  
Recreational Opportunities.**

- 
- 
- They *Expect* Good Communication, Quick Response, and Quality Services.
  - They *Want* Wise Planning and Effective use of Resources.
  - The City of Bettendorf *Responds* to these Diverse Community *Expectations* by *Delivering* the Finest Services making Bettendorf a

**PREMIER PLACE TO LIVE.**

# **City of Bettendorf Core Beliefs**

**Core Beliefs are Value-Based Principles Which  
Define Specific Performance Standards and  
Guide Behavior and Actions.**

**Core Beliefs Tell How the City Conducts Business.**

**Our Core Beliefs are . . .**

**Teamwork**

**Professionalism**

**Responsibility**

**Pride**

# **City of Bettendorf Goals 2025**

**Financially Sound City Providing Quality City Services**



**Orderly Growth and Quality Development**



**Growing Current Businesses and Attracting New Businesses**



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



**Premier Place to Live in Quad Cities**

**GOAL 1**

**FINANCIALLY SOUND CITY PROVIDING QUALITY CITY SERVICES**

**► Objectives**

1. Reduce overall debt
2. Provide services in a customer-friendly manner
3. Have a premier City workforce that is well-trained and has competitive compensation
4. Have balanced operating budget with adequate resources for services and reserves
5. Provide services in an efficient, fair manner with convenient access to users
6. Set funds aside for large projects and riverfront land acquisition
7. Continuous management and services improvement process

**► Short-Term Challenges and Opportunities**

1. Providing adequate resources to support current services and service levels, with an increasing demand for services
2. Funding for wastewater treatment system
3. Aging City infrastructure with increasing demands for service
4. Public safety staffing concerns
5. Future ability to adequately fund subsidies for Enterprise Funds
6. Funding for operations and maintenance of new facilities and infrastructure
7. Reducing cost of services through efficiency rather than rate increases
8. Ongoing increases in health insurance costs
9. Future use of TIF



► **Actions 2019 – 2020**

*Policy Agenda*

- |   |               |
|---|---------------|
| 1. Fire/Medic Services and Staffing: Funding and Implementation                         | Top Priority  |
| 2. City Strategic Communications Position, Policy Framework and Website/App and Funding | Top Priority  |
| 3. Police Technology for Community Safety: Plan and Funding                             | High Priority |
| 4. Health Insurance Cost Reduction: Report  | High Priority |

*Management Agenda*

- |  |               |
|--|---------------|
| 1. Management Succession Planning: Update Report           | Top Priority  |
| 2. Labor Negotiation and Contracts (4): Approval           | Top Priority  |
| 3. City Contracts: Review                                  | Top Priority  |
| 4. Park Maintenance Service and Staffing: Budget FY '20/21 | Top Priority  |
| 5. Medic 28e Agreement: Approval                           | High Priority |
| 6. City Debt Reduction Policy: Report                      | High Priority |
| 7. MetroNet: Implementation                                | High Priority |

*Management in Progress*

1. Bio Metrics Assessment: Annual Report
2. Bond Issuance
3. Health Issuance Re-Insurance (Annual)
4. FY '18/19 Audit
5. Police Department Policies: Update
6. 2019 FEMA Flood Cost Recovery: Application
7. Affordable Care Act: 109S Annual Records
8. City Employee Compensation Report and Policy Direction
9. Saturday Fixed Route Services: Budget FY '20/21
10. Bus Wraps: Installation
11. Records Digitalization: Budget FY '20/21 Funding
12. City Staffing Plan: Budget FY '20/21
13. City Lean Operations Report
14. Code License and Permit: Modernization
15. Parks Maintenance Operations Plan
16. Risk Management Dash Board
17. Fire Department Evaluation
18. Fire Assessment Center: Development
19. Nepotism Policy: Decision
20. Park Board: Direction

► **Actions 2019 – 2020** (*Continued*)

21. SECC/Rock Island County P25 Radio System: Implementation
22. ADA Transition Plan: Adoption
23. Training and Development
24. Fire Volunteers: Recruitment
25. Unemployment Costs: Review

*Major Projects*

1. Building Inspection Officers: Reconfiguration
2. Auburn Court Sanitary Lift Station
3. MetroNet: Installation

**GOAL 2**

**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

► **Short-Term Challenges and Opportunities**

1. Managing stormwater and flood control
2. Attracting young professionals to Bettendorf
3. Defining expectations and direction for code enforcement/compliance
4. Aging infrastructure needing repairs or replacement at a high cost
5. Annexation process
6. Problem trailer parks
7. Funding infrastructure projects to support growth and new development
8. Aging housing stock and conversion from homeownership to rental
9. Difference between approved projects and final products

► **Actions 2019 – 2020**

*Policy Agenda*

1. Detention Ponds Enforcement/Private Stormwater: Direction and Funding Top Priority
2. Annexation: MOU and Voluntary Actions Top Priority
3. Comprehensive Road Master Plan (including Asphalt Paving): Direction and Funding High Priority

*Management Agenda*

1. Fats-Oils-Grease (FOG) Ordinance: Adoption Top Priority
2. Wastewater: 28e Agreement and I&I Study Completion Top Priority
3. Alley Replacement: Completion High Priority

*Management in Progress*

1. Flood Buyout Grant: Purchase Homes (20)
2. Zoning Ordinance: Update
3. 5G Applications Policy: Decision
4. Census 2020: Complete Count Committee
5. Buckingham/Heather Glen Cut-Through Traffic Report
6. City Standards Specifications (SUDAS): Update (with City of Davenport)
7. Sidewalk Policy and Program: Budget FY '20/21
8. Duck Creek Trail Repair/Replacement Budget FY '20/21
9. FLIP Program: Report, Budget FY '20/21
10. Subdivision Ordinance Revision
11. Short Term Rental Ordinance: Decision
12. ROW Management Ordinance: Decision
13. I-80 "6 Laning": Advocacy
14. I-80/Middle Road Interchange – IDOT 5 yr. Plan: Advocacy

*Major Projects*

1. Annual Sanitary Sewer Lining
2. Hopewell: Completion
3. Middle Road (Devils Glen to Belmont) Resurfacing
4. Crow Creek Sanitary Sewer Line Extension (Auburn Court in Wyndham Hills Subdivision)
5. 18<sup>th</sup> Street (Central – Lincoln)
6. Greenbrier (Spruce – Tanglefoot)
7. Forest Grove Drive (International Drive – Middle Road): Design, Construction

**GOAL 3**

**GROWING CURRENT BUSINESSES AND  
ATTRACTING NEW BUSINESSES**

► **Objectives**

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

► **Short-Term Challenges and Opportunities**

1. Developable site(s) with supporting infrastructure
2. Tapping the economic potential and business investment at I-80/Middle Road
3. Tapping the potential of sports tourism and TBK Facility
4. Future direction of manufacturing: capitalize quad cities
5. Working with Bettendorf businesses and supporting their growth and expansion
6. Changing retail businesses adapting to the shopping trends – more internet sales

► **Actions 2019 – 2020**

*Management Agenda*

1. I-80/Middle Road Business Development and Marketing: Report

High Priority

*Major Projects*

1. Quad Cities First: Annual Performance Report
2. Rock Island Arsenal: Advocacy Report
3. Americold Site Redevelopment: Development Agreement

**GOAL 4**

**RIVERFRONT/DOWNTOWN DEVELOPMENT –  
DESTINATION FOR ENTERTAINMENT AND  
LIVING**

**► Objectives**

1. Encourage mixed-use development in Downtown and along Riverfront
2. Have Downtown SSMID self-supporting
3. Develop Downtown and Riverfront as a destination point for business and tourism
4. Have adequate consumer services in the Downtown area for individuals who choose to live here
5. Develop Riverfront land consistent with City's vision and plans
6. Have numerous reasons for our residents to go Downtown
7. Increase access to the river in the Downtown area

**► Short-Term Challenges and Opportunities**

1. Developing residential opportunities
2. City's role in stimulating private investment
3. Attracting new businesses to Downtown
4. Differing vision for Downtown and Riverfront
5. Beautification of entrances/corridors to/in Downtown
6. I-74 bridge construction and the impacts on Downtown/Riverfront
7. Tapping the potential of the Riverfront
8. Deteriorating buildings needing demolition and redevelopment

► **Actions 2019 – 2020**

*Policy Agenda*

1. Downtown Public Space Development: Report
2. Downtown Lower Speed Limits: Direction

High Priority

High Priority

*Management Agenda*

1. Old Ascentra Building: Direction

Top Priority

*Management in Progress*

1. Riverfront Land Acquisition: Site Driven
2. IDOT Downtown Remnant Work

*Major Projects*

1. I-74 Bridge: Construction
2. Elevator: Installation

**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
7. Increase quality affordable housing opportunities (\$268,000)

**► Short-Term Challenges and Opportunities**

1. Maintaining a safe community – sense of personal safety and security
2. Responding to the needs of an expanding senior population
3. Funding for quality of life amenities, and parks and recreation
4. Rising rate in juvenile criminal activities
5. Managing community expectations
6. Cost of housing and limited affordable housing
7. Maintaining streets and City infrastructure
8. Maintaining high use facilities
9. The term “Premier”



► **Actions 2019 – 2020**

*Policy Agenda*

- |  |               |
|--|---------------|
| 1. Rental Registration and Inspection Program: Enhancement | Top Priority  |
| 2. Trailer Parks Improvements                              | Top Priority  |
| 3. Community Center/Pool Referendum                        | High Priority |

*Management Agenda*

- |   |               |
|---|---------------|
| 1. Life Fitness Center (LFC): Direction | Top Priority  |
| 2. Current Community Center: Direction  | High Priority |

*Management in Progress*

1. Library Strategic Plan (5 yr.) 2020 – 2025
2. Air Pistol/Replica Firearms Ordinance
3. Motorized Bicycle/Scooter Ordinance: Decision
4. Family Museum Strategic Plan 2020 – 2025
5. Family Museum Art Studio/Clay Studio Think Shop Renovations
6. ROW Trees/Ash Borer Infestations: Removal and Planting, Budget FY '20/21
7. 2020 “Night at the Museum” Event
8. Optimist Park to Neighborhood
9. National Integrated Ballistic Information Network: Training Completion
10. Family Museum Traveling Exhibitions
11. Library Coffee Hound: Open
12. Iowa Museum Association Conference 2020
13. Library Space Plan: Completion
14. Magnolia/Hawthorne Action Plan
15. Gun Crime, Drug Trafficking and Gang Violence Partnership (3 years)
16. Police Staffing/Drop Notice

*Major Projects*

1. Library Automated Entrance Door
2. Park Playgrounds Upgrade
3. Family Museum Great Hall Luckey Climber Climber: Completion
4. Library Kelinson Room: Remodel
5. Crow Creek Park Playground
6. Library HVAC Unit Replacement
7. Park Signs Replacement: Completion
8. Library Sidewalks Replacement
9. Frozen Landing: Completion
10. Palmer Hills Putt Course: Completion
11. Forest Grove Park – Great Lawn
12. Family Museum Traveling Gallery Renovation

# **Policy Agenda 2019 – 2020**

## **Targets for Action**

### **City of Bettendorf**

#### **TOP PRIORITY**

**Fire/Medic Services and Staffing: Funding and Implementation**

**Detention Ponds Enforcement/Private Stormwater: Direction  
and Funding**

**City Strategic Communications Position, Policy Framework  
and Website/App and Funding**

**Rental Registration and Inspection Program: Enhancement**

**Trailer Parks Improvements**

**Annexation: MOU and Voluntary Actions**

#### **HIGH PRIORITY**

**Police Technology for Community Safety: Plan and Funding**

**Downtown Public Space Development: Report**

**Community Center/Pool Referendum**

**Health Insurance Cost Reduction: Report**

**Downtown Lower Speed Limits: Direction**

**Comprehensive Road Master Plan (including Asphalt Paving):  
Direction and Funding**

# **Management Agenda 2019 – 2020**

## **Targets for Action**

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#### **TOP PRIORITY**

**Management Succession Planning: Update Report**

**Labor Negotiation and Contracts (4): Approval**

**Life Fitness Center (LFC): Direction**

**City Contracts: Review**

**Park Maintenance Service and Staffing: Budget FY '20/21 Decision**

**Fats-Oils-Grease (FOG) Ordinance: Adoption**

**Old Ascentra Building: Direction**

**Wastewater: 28e Agreement Approval and I&I Study Completion**

#### **HIGH PRIORITY**

**Medic 28e Agreement: Approval**

**City Debt Reduction Policy: Report**

**Alley Replacement: Completion**

**MetroNet: Implementation**

**Current Community Center: Direction**

**I-80/Middle Road Business Development and Marketing: Report**

# **Management in Progress 2019 – 2020**

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56. Iowa Museum Association Conference 2020
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# **Major Projects 2019 – 2020**

## **City of Bettendorf**

1. Building Inspection Officers: Reconfiguration
2. Auburn Court Sanitary Lift Station
3. MetroNet: Installation
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