

LEADER'S GUIDE

2013

FINAL REPORT

Mayor and City Council

Bettendorf IOWA
a premier city

Bettendorf, Iowa
May 2013



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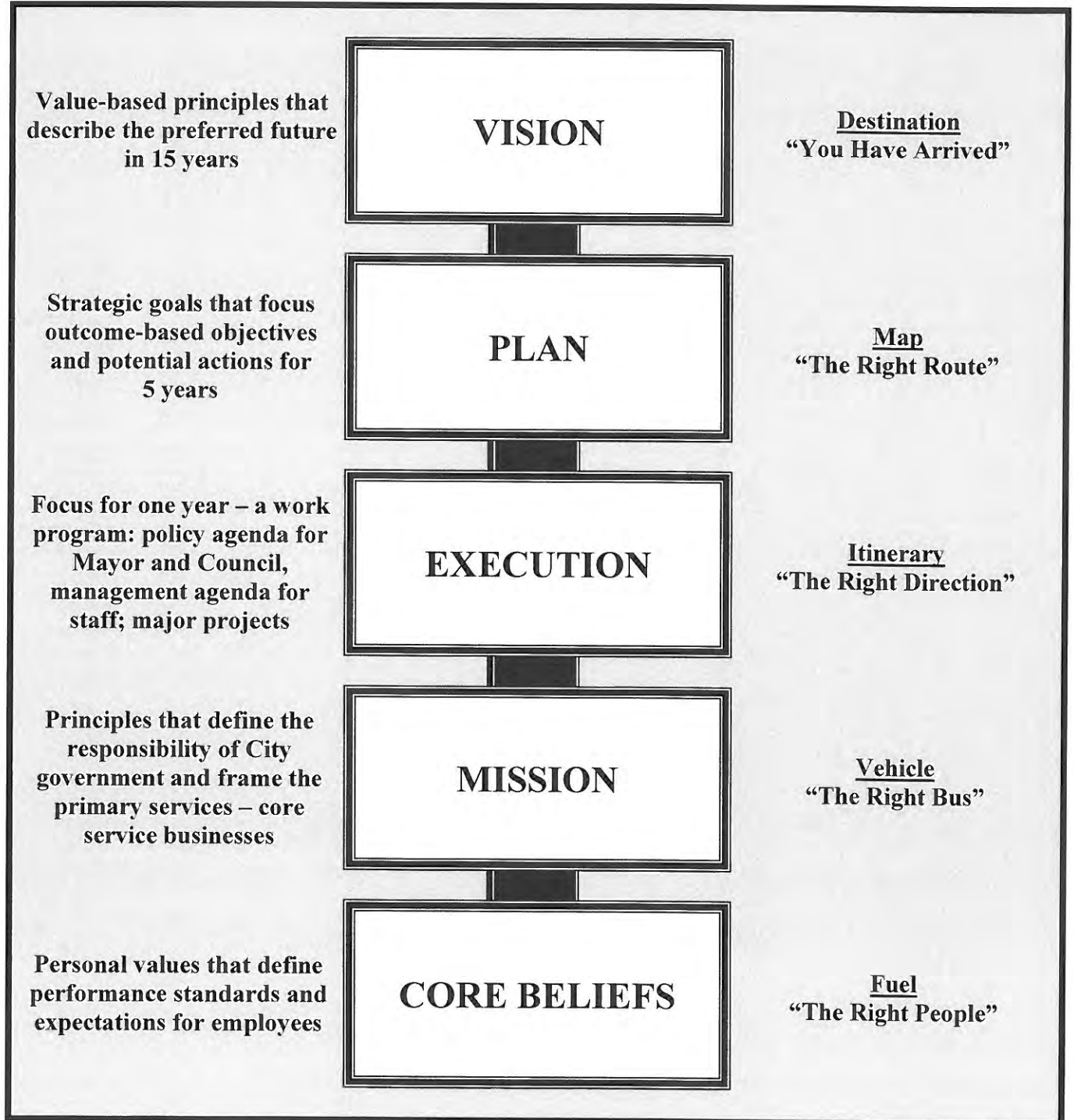
SECTION 1

STRATEGIC PLANNING FOR THE CITY OF BETTENDORF

SECTION 1

STRATEGIC PLANNING FOR THE CITY OF BETTENDORF

STRATEGIC PLANNING MODEL



SECTION 2

LOOKING TO BETTENDORF'S FUTURE

City of Bettendorf Action Ideas for 2013 Mayor and Council Perspective

1. I-80/Middle Road Development Project
2. Single Stream Recycling Program/Plan
3. Family Museum Project: Completion
4. Annexation: Direction, One-Year Action Plan
5. Stafford Creek Project
6. Comprehensive Plan and Zoning: Update
7. Forest Grove Park: Next Steps
8. Middle Road Transportation Plan
9. City Attorney: Hiring
10. Storm Water Ordinance, Policy and Plan
11. Retention Basin Plan
12. I-74 Bridge Project
13. Debt Policy: Review
14. Enterprise Funds: Review
15. Goettsch Property Land Acquisition: Direction. Funding
16. Multi Use Trails: Next Steps
17. Ice Rink: Direction
18. New Fitness/Community Center: Direction, Funding Mechanism
19. Land-based Casino Project: Development

20. Residential Development in Downtown: Direction
21. YMCA Future Collaboration and Direction
22. Youth Sports Complex: Evaluation, Direction
23. Economic Development: Evaluation, City Role, ROI for Dollars
24. Development Process: Review
25. Spruce Hills Trial Development
26. Downtown: Next Step
27. City Owned Properties: Inventory, Direction
28. Mobile Reporting Technology: Development, Funding
29. Business Re-Location Program: Next Steps
30. Succession Planning: Action Plan
31. Wastewater Treatment/DNR Consent Order and Action Plan
32. Comprehensive Plan for Economic Development
33. New City Entrances: Development
34. Pool: Evaluation, Options, Direction, Funding Mechanism
35. Residential Development along Riverfront: Plan/Strategy, Direction, Action Steps
36. Rock Island Arsenal BRAC Plan
37. Creek Bed Stabilization Projects
38. State Street Gas Station Removal/Entrance Beautification
39. Public Art Policy and Offerings
40. Labor Negotiations and Contracts
41. Parks Plan: Review, Direction
42. Community Development Plan: Review, Direction

43. Local Artists Program: Development
44. State Changes in Commercial Property Taxes: Contingency Plan
45. Winter Activities: Development, Funding
46. 2nd Dek Hockey: Direction, Funding
47. Online Bill Payment: Development
48. Plastic Bag Regulation: Direction
49. Festivals/Community Events: Review, City Role, Direction
50. Panhandling Ordinance: Development
51. Youth Activities: Review, Needs Assessment, Direction
52. Water Access Plan: Development
53. 25th Street (Lincoln Road Area)
54. Civil Service Process: Review/Evaluation, Direction
55. WOW Project: Development
56. Downtown Facade Improvements: Program Development
57. Employee Compensation: Evaluation, Direction

Looking to Bettendorf's Future Departmental View

MAJOR CHALLENGES

Bettendorf, Iowa

January 2013

DEPARTMENT: Administration

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

- Elections – 2014 (?)
- Tax Policy & Revenue
- Development of I-80 and Middle Road (Both Sides)
- Providing Succession (Seamless) in Many Areas
- Finding a New (Great) City Attorney
- Consolidating, Funding, and Creating a New Recreation Center and Pool

MANAGEMENT IN PROGRESS 2013

Projects and Issues

Bettendorf, Iowa

January 2013

DEPARTMENT: Administration

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

- 1 I-74 Project and continued relationship with IADOT for starting and completion of this project.
- 2 Downtown Development/Riverfront
- 3 I-80 and Middle Road
- 4 Forest Grove from Utica to Middle in Five Years
- 5 Quad Cities First and Regional Involvement with Participation in Mega Site Funding
- 6 Transit Management and Analysis of System
- 7 Downtown Plaza Acquisition and Development
- 8 Land Based Casino Development

**INITIATIVES 2013:
SHORT-TERM ISSUES AND PROJECTS
Bettendorf, Iowa
January 2013**

DEPARTMENT: Administration

Please list issues or projects that you would like for the city to address this next year 2013.

- 1 Union Negotiations – Fall 2013
- 2 Land Based Casino
- 3 Quad Cities First/Regional Economic Development
- 4 I-80 and Middle Road Development
- 5 Finish Tanglefoot and Utica Ridge Road

MAJOR CHALLENGES

Bettendorf, Iowa

January 2013

DEPARTMENT: Community Development

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

- Training and integration of the new City Electrician
- Upcoming personnel depletion through retirements or long-term illnesses.
- Unknown changes pending for commercial and residential property tax rates.
- I-74 bridge project impacts on downtown businesses.
- Decision regarding the city's continued participation in the Section 8 program.
- Relocation of bus transfer point and possible purchase of houses in the 2000 block of Grant Street
- Additional documentation sought by homeowners as a result of the new federal flood insurance requirements including the new MT-EZ program for the next year.
- Updating the Comprehensive Plan.
- Urban sprawl relationship to taxing ability for installation of related infrastructure.
- Decision on implementation of the residential sprinkler ordinance.
- Potential impact from implementation Smart Planning legislation.

MANAGEMENT IN PROGRESS 2013
Projects and Issues
Bettendorf, Iowa
January 2013

DEPARTMENT: Community Development

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

- 1 C.V.S. Pharmacy relocation and redevelopment project totaling \$1,183,324
- 2 Delay of Downtown Streetscape project.
- 3 Continuation of streetlight conversion citywide to L.E.D.
- 4 One-year window for staff to assist citizens with FEMA flood insurance requirement removals through the use of MT-EZ Removal instruments.
- 5 Bus transfer site relocation.
- 6 Traffic signal upgrade at intersection of 17th Street and Grant Street.
- 7 Presentation and adoption of the transportation component of the Comprehensive Plan.
- 8 New Community Development software.
- 9 Completion of new redundant loop for the fiber optic network.

**INITIATIVES 2013:
SHORT-TERM ISSUES AND PROJECTS
Bettendorf, Iowa
January 2013**

DEPARTMENT: Community Development

Please list issues or projects that you would like for the city to address this next year 2013.

- 1 Comprehensive Plan Update
- 2 Decision on updated residential building code.
- 3 Continue work on redundant fiber optic network.
- 4 City electrician integration and training.
- 5 Decision on Section 8 housing.

MAJOR CHALLENGES

Bettendorf, Iowa

January 2013

DEPARTMENT: Economic Development

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

- Lack of funding and personnel for the Bettendorf Development Corporation and the Bettendorf Area Council, meaning volunteers can only get so much done. As one of the Top Priorities of the Management Agenda for 2012, Steve Van Dyke has taken over the Chairmanship of the BAC. Results have been mixed, perhaps in part due to the lack of funding/personnel mentioned above. Other cities within the QC Region have additional tax dollars to operate such entities paid for by businesses through a SSMID.
- Near term downtown disruption for businesses located within the path of the State and Grant Street realignment project.
- Local private sector lacking in development desire.
- The Quad Cities lacking sufficient size and wealth to attract the type of development Bettendorf desires.
- The lack of cooperation necessary to drive the growth of the Quad City Region.
- Transit funding.

MANAGEMENT IN PROGRESS 2013

Projects and Issues

Bettendorf, Iowa

January 2013

DEPARTMENT: Economic Development

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

- 1 Adoption by the entire community of the Draft Development Action Plan
- 2 I-80 & Middle Road Development
- 3 State & Grant Street realignment project
- 4 Creation of a “neighborhood” effort between the Learning Campus and Cumberland Square.
- 5 Kuehl family annexation in northwest Bettendorf.
- 6 Redesign of the City’s website through the efforts of the interdepartmental cooperation of all city departments.
- 7 Interdepartmental – The Interchange Justification Report has and is ongoing and will determine the best type of interchange to be constructed at I-80 & Middle Road.
- 8 Incorporating the assistance of Saint Ambrose students and faculty in the research of companies within our Target Sector to further our desire to get them to locate within Bettendorf and the Quad City Region.

**INITIATIVES 2013:
SHORT-TERM ISSUES AND PROJECTS
Bettendorf, Iowa
January 2013**

DEPARTMENT: Economic Development

Please list issues or projects that you would like for the city to address this next year 2013.

- 1 Adoption of and funding for the promotion of the Development Action Plan.
- 2 Beginning of the investigation of constructing an urban park adjacent to or in Faye's Field.
- 3 Determination of how the Isle of Capri Casino, the landowner Green Bridge and the City of Bettendorf can work together in the redevelopment of our downtown-riverfront.

MAJOR CHALLENGES

Bettendorf, Iowa

January 2013

DEPARTMENT: Finance

From your department's perspectives, 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.
- Monitoring the Governor's proposed rollback on Commercial property and analyzing the impact on future City budgets.
- Balancing the FY 13/14 Operating Budget with no increase in the levy rate
- Managing the City's debt level at an acceptable level while implementing an aggressive Community Improvement Plan.

(Offering assistance to Scott County IT to support the New World software used by our Police Department and the SECC.)

MANAGEMENT IN PROGRESS 2013
Projects and Issues
Bettendorf, Iowa
January 2013

DEPARTMENT: Finance

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

- 1 Preparing and balancing the FY 13/14 Operating and 5-Year CIP Budgets.
- 2 Continue to improve and tighten internal control procedures over the accounting practices in all departments, including oversight of Federal Grants to ensure we are in compliance with Federal regulations.
- 3 Implement ACH payments to vendors and updating purchase order processes.
- 4 Assist other departments to implement new and/or upgraded SunGard software applications including: Human Resources, Building Permits, Business & Rental Licenses, Land Management & Code Compliance.
- 5 Implementing deposit and collection processes on utility accounts for rental utility customers when owners request the lien exemption option.
- 6 Assist Public Works to digitally inventory street signs with GIS coordinates.

**INITIATIVES 2013:
SHORT-TERM ISSUES AND PROJECTS
Bettendorf, Iowa
January 2013**

DEPARTMENT: Finance

Please list issues or projects that you would like for the city to address this next year 2013.

- | |
|---|
| 1 Balancing the FY 13/14 Operating Budget with no increase in the levy rate. |
|---|

MAJOR CHALLENGES

Bettendorf, Iowa

January 2013

DEPARTMENT: Fire

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

- Staffing of State Street Station.
- Promotion of 3 lieutenants.
- Succession planning.

MANAGEMENT IN PROGRESS 2013
Projects and Issues
Bettendorf, Iowa
January 2013

DEPARTMENT: Fire

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

- 1 Replacement engine
- 2 Replacement of concrete; Station 4 parking area
- 3 Stability of FirePoint software interface with NWS
- 4 SECC fire dispatching procedures

**INITIATIVES 2013:
SHORT-TERM ISSUES AND PROJECTS
Bettendorf, Iowa
January 2013**

DEPARTMENT: Fire

Please list issues or projects that you would like for the city to address this next year 2013.

1 Replacement of Station 4 parking area
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MAJOR CHALLENGES

Bettendorf, Iowa

January 2013

DEPARTMENT: Human Resources

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

- **Workforce longevity and aging – getting closer to retirement.** There is a continued potential of the city losing knowledge as more employees retire. Working with department heads on the structure and establishing bench strength and succession planning. Continued communication with Department Heads on staff upcoming retirements over the next 3 – 5 – 10 years.
- Continued lower medical insurance increases based upon activity on health plan. Reviewing different ways for employees to stay healthy and avoid catastrophic illnesses.
- Continued worker's compensation increases based upon claim experience. Working with Safety Committee and Department Heads to review accidents that occur and how to prevent in the future.

MANAGEMENT IN PROGRESS 2013

Projects and Issues

Bettendorf, Iowa

January 2013

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 and changes with Health Care Reform and how it affects the City employees health plan. Working on suggestions to bring to the Union Negotiations Table in October, 2013
- 2 Recruitment – search for Public Works Director, Family Museum Director, Transit Department, Police Department due to 2012 retirements.
- 3 Safety Committee – continue to work with Department Heads and employees on incident reporting
- 4 All four union contracts will be negotiated starting October/November, 2013
- 5 Salary Survey for Management (Non-Union) and Non-Management (Non-Union) for all pay grades.
- 6 Recruitment process for the City Attorney position due to City Attorney retirement in April 2013.

**INITIATIVES 2013:
SHORT-TERM ISSUES AND PROJECTS
Bettendorf, Iowa
January 2013**

DEPARTMENT: Human Resources

Please list issues or projects that you would like for the city to address this next year 2013.

- 1 Health Insurance Marketplace Bid for Insurance Program – October 2013
- 2 Continued Recruitment in various departments due to retirements

MAJOR CHALLENGES

Bettendorf, Iowa

January 2013

DEPARTMENT: Library

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

- Funding if the tax rollback gets passed at the state level
- Training of staff
- Succession planning due to upcoming retirements
- Renovation of public service areas on the first floor responding to changes for future needs
- Staff longevity—higher salaries, more vacation time
- Need for comprehensive landscaping plan to address needs at the Learning Campus (currently supported by other city departments and volunteer gardener)
- Ability to keep pace with new technologies
- Be responsive to the needs of the community—develop a 3 year Strategic Plan based on these needs

MANAGEMENT IN PROGRESS 2013

Projects and Issues

Bettendorf, Iowa

January 2013

DEPARTMENT: Library

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

- 1 Upgrade to Polaris 4.1 (library computer software)
- 2 Upgrade of library web page
- 3 Programming: reading programs for all ages, book discussion groups, community programs partnering with other groups such as Global Gathering. Developing programs that are innovative
- 4 Work with the Friends of the Library and the Library Foundation to sponsor and fund programs and needed materials for BPL
- 5 Ongoing collection development and dealing with the rising costs of books and databases
- 6 Continuing Technical Services operations for over 6 months during the absence of a manager in the department
- 7 Renovation of the public service areas on the first floor.
- 8 Training of staff and the public on the use of ebooks and other new technologies
- 9 Continued modification of bibliographic records for best performance of the library catalog
- 10 Develop a 3 year Strategic Plan with Board, staff and community input

**INITIATIVES 2013:
SHORT-TERM ISSUES AND PROJECTS
Bettendorf, Iowa
January 2013**

DEPARTMENT: Library

Please list issues or projects that you would like for the city to address this next year 2013.

- 1 Budgetary concerns, especially with rising costs of materials and possible state cuts and how that may affect department budgets
- 2 Continued improvement of the infrastructure, including the building.
- 3 Succession planning
- 4 Healthcare/Insurance benefits for staff
- 5 Develop a 3 year Strategic Plan

MAJOR CHALLENGES

Bettendorf, Iowa

January 2013

DEPARTMENT: Family Museum

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

- Funding of the Family Museum, especially if the gaming industry experiences decreases in attendance and revenues.
- Increased need for Play Pals, with the opening of Phase II and III.
- Professional Development opportunities specific to the museum field and various departments within the Family Museum.
- Review of/development of Strategic Plan (2013 -2017), along with a Business Plan.

MANAGEMENT IN PROGRESS 2013

Projects and Issues

Bettendorf, Iowa

January 2013

DEPARTMENT: Family Museum

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

- 1 Play Pals are making an impact on the exhibit floor during all hours the museum is open. Analysis of this program suggests the need for an additional Play Pal with the opening of Phase II and Phase III of the exhibit renovations.
- 2 Drop In class programming adds value to daily admissions and memberships. Increases in both memberships and paid door admissions represent correlations between the changes in adding Drop In opportunities as part of daily offerings at no extra charge.
- 3 Membership Appeal (to address/impact Funding Levels) – Newly implemented Membership Appeal (December, 2012) will increase contributions to the Foundation, with allocation to several options up to donor discretion.
- 4 Sponsorship Opportunities (Funding) – A listing of Sponsorship Opportunities for programs, events and museum initiatives is being developed for area businesses and organizations.
- 5 Ask piece development and dissemination (Funding) – A special “Ask” piece will be printed and placed at area financial planners, Trust offices and funeral homes to encourage opportunities for contributions to the Family Museum Foundation in the areas of contributions, planned giving, memorials and honor gifts.
- 6 Access Assistance – A special rack card informational brochure was developed and printed to disseminate to area agencies who work with at-risk children and families to inform them of the scholarship program (“Access Assistance”) funded by the FM Foundation and donors. Work is being done with community partners to develop special initiatives for Access Assistance families.

- 7 “Full STEAM Ahead” Family Fun Nights – In the planning phases (fall, 2012/early 2013), this program will offer experiences in the STEAM (Science, Technology, Engineering, Arts and Math) categories. An evening one time per month is being developed with Guest Presenters from the community and museum staff offering program support in the STEAM fields. Goals include developing STEAM skills and encouraging children and youth in these discipline areas to realize individual potential and be productive citizens in their future communities. Projected inaugural date of this program: April, 2013.
- 8 Strategic Plan – plan is in progress to evaluate and update the 2009-2013 Strategic Plan. The FM Foundation Board, Board of Trustees and FM Managers will meet February, 2013. Discussion has taken place to develop a Business Plan in conjunction with the process.
- 9 Needs Assessment completed by FM Staff (November, 2012) – Trainings to take place in 2013, based on information/feedback garnered from these assessments.
- 10 Participation in area museums/cultural attractions group – the Family Museum is a key participant with this group. Working additionally with the Quad Cities Convention & Visitors Bureau and the IMA, this group seeks to increase communication, partner/coordinate with offerings and be a collective asset to individual museums and the greater Quad Cities area.

**INITIATIVES 2013:
SHORT-TERM ISSUES AND PROJECTS
Bettendorf, Iowa
January 2013**

DEPARTMENT: Family Museum

Please list issues or projects that you would like for the city to address this next year 2013.

- 1 Submit application for Bettendorf to be designated as one of the **“100 Best Communities for Young Children”** (through “America’s Promise”). The Family Museum will take the lead on this; however, it will require participation from area school districts, Bettendorf Police Department, city of Bettendorf and the Library. Application deadline is May, 2013.

MAJOR CHALLENGES

Bettendorf, Iowa

January 2013

DEPARTMENT: Parks and Recreation

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

- Enhancing Participation and Revenues at the Enterprise fund operations.
- Addressing the Emerald Ash Borer threat as well as enhancing the management of the urban forest in our community.
- Providing quality services and programs in the face of tighter budgets, growing workloads, and limited F/T staff.
- Maintaining effective communication with citizens and taking advantage of new social networking and other technological innovations.
- Continued land acquisition efforts in new and growing areas of the Community.
- Succession planning at all levels of City Government
- Potential funding source adjustments from the state and federal levels.

MANAGEMENT IN PROGRESS 2013
Projects and Issues
Bettendorf, Iowa
January 2013

DEPARTMENT: Parks and Recreation

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

- 1 Forest Grove park Master Plan (Priorities, phasing, and funding)
- 2 Completion of the Crow Creek Recreation Trail phases II and III (Middle Road to Crow Creek Park and 53rd Ave to Field Sike Park)
- 3 Completion of the Veterans Memorial Park Playground
- 4 Completion of the Alignment study to extend the Riverfront Recreation Trail from Riverdale to the eastern City border.
- 5 Revision of the Comp Plan to include new separated trails, recreation trails, bike lane, and sidewalk standards and recommendations for future phases.

**INITIATIVES 2013:
SHORT-TERM ISSUES AND PROJECTS
Bettendorf, Iowa
January 2013**

DEPARTMENT: Parks and Recreation

Please list issues or projects that you would like for the city to address this next year 2013.

- 1 Complete construction of the Crow Creek Phase II section (Middle Road to Crow Creek Park)
- 2 Complete Prioritization of phases and budget funds for development of Forest Grove Park's initial phases.
- 3 Begin a study on future direction for Recreational facilities and the future for Splash Landing, the LFC, and the Community Center.
- 4 Complete Right of Way acquisition for the Crow Creek Phase III section (53rd Ave to Field Sike Park)

MAJOR CHALLENGES

Bettendorf, Iowa

January 2013

DEPARTMENT: Police

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

- City-wide staffing
- Increase in employee/city insurance rates
- Plan for continued growth

MANAGEMENT IN PROGRESS 2013
Projects and Issues
Bettendorf, Iowa
January 2013

DEPARTMENT: Police

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

- 1 NewWorld System
- 2 Transition to new supervisors
- 3 Complete remodeling in Records area
- 4 Review of all department policies and directives

**INITIATIVES 2013:
SHORT-TERM ISSUES AND PROJECTS
Bettendorf, Iowa
January 2013**

DEPARTMENT: Police

Please list issues or projects that you would like for the city to address this next year 2013.

- 1 NewWorld System
- 2 Transition to new supervisors

MAJOR CHALLENGES

Bettendorf, Iowa

January 2013

DEPARTMENT: Public Works

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

- Growing Population and Infrastructure
- Aging infrastructure in older parts of town
- Aging workforce
- Large CIP and not enough qualified construction inspectors to watch over the projects during construction
- Meeting the requirements of the Consent Order from the Iowa Department of Natural Resources (IDNR)
- Investigation, coordination and implementation of single stream recycling along with expansion of the Materials Recovery Facility (MRF)

MANAGEMENT IN PROGRESS 2013

Projects and Issues

Bettendorf, Iowa

January 2013

DEPARTMENT: Public Works

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

- 1 APWA Re-Accreditation
- 2 Update City's Stormwater Ordinances
- 3 Update the process and methodology used for Pavement Management
- 4 Implement a Pavement Preservation Program
- 5 Development of a CIP prioritization process
- 6 Transit administration and reporting
- 7 Upgrade to a new sewer camera
- 8 Implementation of the Cartegraph work order system into the Street Section
- 9 Implementation of Cartegraph work order system into the City Sign Shop
- 10 Road salt monitoring program
- 11 All American City Signs
- 12 Upgrade the perimeter of Public Works building and parking lot lights to LED
- 13 Install sound absorbing ceiling tiles in the Quad at the library.
- 14 Install a rooftop-cooling unit with economizer for the AS400 room in City Hall.
- 15 Renovate the outside wall and door at the patio area of the Life Fitness Center to keep water from getting onto the track area.

- 16 Upgrade the great hall can lights at the Family Museum. (Possibly with LED?)
- 17 Further investigation into Single Stream Recycling for Scott County.
- 18 Re-alignment of the Storm Sewer Section
- 19 Solid Waste Section investigating smaller Compressed Natural Gas (CNG) vehicles to be used in the wards that have narrow streets and a significant number of alleys.
- 20 Start the four (4) year term paving of Forest Grove Rd. between Utica Ridge Rd. and International Drive. This will be constructed in two (2) phases. The first phase is between Utica Ridge Rd. and Eagle Ridge Rd. and the second between Eagle Ridge Rd. and International Dr.

**INITIATIVES 2013:
SHORT-TERM ISSUES AND PROJECTS
Bettendorf, Iowa
January 2013**

DEPARTMENT: Public Works

Please list issues or projects that you would like for the city to address this next year 2013.

- 1 Implement AVL/ GPS in street sweepers
- 2 Implement AVL/ GPS in solid waste vehicles
- 3 Analyze results from the new equipment used for winter maintenance
- 4 Carpeting for upstairs in maintenance center
- 5 Furniture for new Erosion and Sediment Control person
- 6 Perform city wide sign inventory
- 7 Continue required and targeted safety training for Operations employees
- 8 Investigate fleet management software to analyze operations and improve efficiencies

SECTION 3

CITY OF BETTENDORF PLAN 2013 – 2018 UPDATE

City of Bettendorf Goals 2018

**Financially Sound City Providing
Quality City Services**

Orderly Growth and Quality Development

Growing Current Businesses and Attracting New Businesses

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

Premier Place to Live in Quad Cities

Goals 2018 Worksheet

GOALS FOR 2018	RANK IN ORDER OF IMPORTANCE*
1. Financially Sound City Providing Quality City Services	1
2 Orderly Growth and Quality Development	2
3. Growing Current Businesses and Attracting New Businesses	3
4. Riverfront/Downtown Development –Destination for Entertainment and Living	4
5. Premier Place to Live in Quad Cities	5

* The Mayor and City Councilmembers ranked the four 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**
1. Provide services in customer-friendly manner
 2. Have a premier workforce that is well-trained and has competitive compensation
 3. Have balanced budget with adequate resources for services and reserves
 4. Provide services in an efficient, fair manner with convenient access to users
 5. Continuous management and services improvement process
 6. Align the city organization with Vision, Mission and Beliefs

- **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. Increasing operating costs: healthcare, materials energy	8
2. Aging City infrastructure with increasing demands for service	7
3. Providing adequate resources to support current services and service levels, with an increasing demand for services	7
4. Concern about debt margin balanced with future projects and development	7
5. Future developments and business developments increasing the tax base and City revenue	6
6. Unfunded federal and state mandates and regulatory requirements	5
7. Operating and maintaining new or expanding City facilities and infrastructure	4
8. Uncertain future of gaming revenues and the use of these by the City	2
9. Fewer grants and outside funding sources	2
10. Mature workforce with potential for a significant number of retirements	1
11. State legislative actions affecting home rule, City revenues and City services	0

► Actions 2013		PRIORITY
1. Labor Negotiations and Contracts: Direction <ul style="list-style-type: none"> • Council: Direction • Representation: Direction 	8	
2. State Changes in Commercial Property Taxes: Contingency Plan	6	
3. Employee Classification and Compensation: Evaluation, Direction, Funding <ul style="list-style-type: none"> • RFP for Study • Recommendations • Implementation: Funding 	6	
4. Single Stream Recycling <ul style="list-style-type: none"> • Evaluation: Cost Benefit in Bettendorf; Relationship to Davenport • Presentation • Decision: Direction 	5	
5. State Advocacy <ul style="list-style-type: none"> A. Commercial Tax B. 411 Pensions for Police and Fire 	5	
6. Fire Alternative Delivery Model – Short Term <ul style="list-style-type: none"> • Evaluate Priority Dispatch, Delivery Model, Nursing Homes • Recommendations • Direction and Funding 	3	
7. Green Initiatives <ul style="list-style-type: none"> • Building Lights: Direction • Liquid Natural Gas: Direction • City Purchases: Criteria, Application • Street Lights: Direction 	3	
8. Mobile Reporting Technology: Direction, Funding (Apps) <ul style="list-style-type: none"> • Evaluate Apps – Best Practices • Report with Recommendations • Direction and Funding 	3	
9. Public Safety Services/Alternative Delivery System (Long Term) <ul style="list-style-type: none"> • Evaluate 4th Beat, Alternatives or Development/Staff Model • Recommendations • Direction and Funding 	2	
10. Online Bill Payment <ul style="list-style-type: none"> • Transaction Fee: City Subsidy • Report • Direction 	0	
11. City Attorney: Selection	Completed	
12. Civil Service Process: Review/Evaluation, Direction	Completed	

► **Management Initiatives 2013**

1. Mobile Reporting Technology: Direction, Funding (Apps)
 - Evaluate Apps – Best Practices
 - Report with Recommendations
 - Direction and Funding

► **Management in Progress 2013**

1. Enterprise Fund: Annual Budget Review
2. Debt Policy: Annual Review
3. Succession Planning and Direction
4. New Meter Reading Software for Public Works
5. Library Space Utilization Plan

► **On the Horizon 2014 – 2018**

1. Fire Alternative Delivery Model – Short Term
 - Evaluate Priority Dispatch, Delivery Model, Nursing Homes
 - Recommendations
 - Direction and Funding
2. Green Initiatives
 - Building Lights: Direction
 - Liquid Natural Gas: Direction
 - City Purchases: Criteria, Application
 - Street Lights: Direction
3. Public Safety Services/Alternative Delivery System (Long Term)
 - Evaluate 4th Beat, Alternatives or Development/Staff Model
 - Recommendations
 - Direction and Funding
4. Online Bill Payment
 - Transaction Fee: City Subsidy
 - Report
 - Direction

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

► 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

1. Resolving sewer problems
2. Managing stormwater and flood control
3. Aging infrastructure needing major repairs or replacement at a high cost
4. Zoning and land use requirements inconsistent with Comprehensive Plan
5. Funding infrastructure projects to support growth and new development
6. Difference between approved projects and final products
7. Annexation process
8. Affordable housing for workforce
9. Aging housing stock
10. Complexity of new developments and redevelopment
11. Responding to air quality issues that may impact future development

PRIORITY

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	PRIORITY
► Actions 2013	
1. Stormwater Ordinance and Projects <ul style="list-style-type: none"> A. Retention B. Sump Pump 	8
2. Comprehensive Plan/Zoning Ordinance: Update	8
3. Comprehensive Transportation Plan <ul style="list-style-type: none"> A. Streets B. Trails C. Pedestrians D. Transit 	6
4. New City Entrances and Beautification: Development <ul style="list-style-type: none"> • Clean Up/Beautification • Larger Signage 	6
5. WOW Project	6
6. Stafford Creek Project	2
7. Water Access Plan	2
8. Annexation Strategy	1
9. Hopewell Road (east of Middle Road) <ul style="list-style-type: none"> • Land Acquisition • Direction and Funding 	1
10. Building Code: Adoption	0
11. Waste Water Treatment/DNR Consent Order	Completed

► Management Initiatives 2013
1. Stafford Creek Project

► Management in Progress 2013
1. I-80/Middle Road Development
2. Wastewater Treatment: Rate Adjustment/Progress Reports

► On the Horizon 2014 – 2018
1. Water Access Plan
2. Annexation Strategy
3. Hopewell Road (east of Middle Road) <ul style="list-style-type: none"> • Land Acquisition • Direction and Funding
4. Building Code: Adoption

GOAL 3

GROWING CURRENT BUSINESSES AND ATTRACTING NEW BUSINESSES

► Objectives

1. Retain and grow quality businesses
2. Attract quality new businesses (with BDC)
3. Expand retail opportunities – places to shop and dine for residents and guests
4. More diverse businesses and tax base that are insulated from economic changes
5. Get business leaders (who reside in Bettendorf) involved and providing leadership
6. Participate in regional Quad Cities economic development

► Value to Residents

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.

► Challenges and Opportunities

1. Working with Bettendorf businesses and supporting their growth and expansion
2. Aging commercial centers with vacant storefronts
3. Tapping the economic potential and business investment at I-80/Middle Road
4. Developable site(s) with supporting infrastructure
5. City's relationship to and performance of Quad Cities First and Quad Cities Chamber of Commerce
6. City economic growth vs. Regional economic growth
7. Tax structure in Iowa
8. Slow economic recovery with cautious business investment
9. Competition from other cities: in the region, in the State of Iowa
10. Expanding relationship with the military during times of sequestration

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► **Actions 2013**

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|---|-----------------|
| | PRIORITY |
| 1. Comprehensive Plan and Strategy for Economic Development (link to Comprehensive Plan) <ul style="list-style-type: none"> • Goals (5 yr) • Strategy and Focus Areas • Evaluation of Current Performance, Staffing Resources, ROI • Specific Actions | 8 |
| 2. BDC: Further Development and Support | 8 |
| 3. I-74 Industrial/Technology Park Development <ul style="list-style-type: none"> • New Building • LED Relocation | 7 |
| 4. City Entrance and Beautification | 0 |
| 5. Rock Island Arsenal BRAC Plan | 0 |

► **Management in Progress 2013**

1. Property Inventory Report

► **On the Horizon 2014 – 2018**

1. City Entrance and Beautification
2. Rock Island Arsenal BRAC Plan

GOAL 4

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

► **Objectives**

1. Encourage mixed-use development in Downtown and along Riverfront
2. Have numerous reasons for our residents to go Downtown
3. Increase businesses in Downtown with an expanded tax base
4. Develop Downtown and Riverfront as a destination point for business and tourism
5. Have adequate consumer services in the Downtown area for individuals who choose to live here
6. Increase access to the river in the Downtown area

► **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**

1. Attracting new businesses to Downtown
2. Increasing public access and use of the Riverfront: property ownership, railroad, limited public ownership, dike
3. Working with property owners and businesses in Downtown
4. City's role in stimulating private investment
5. Developing a land-based casino with Isle of Capri
6. Addressing property appearance and maintenance issues
7. Vacant properties owned by IDOT

PRIORITY

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► **Actions 2013**

1. Downtown Vision and Plan
 - Plan Review/Refinement
 - Direction
 - City's Next Steps
2. State Street Gas Station Removal/Entrance Beautification
3. Downtown Development Incentives: Funding
4. Goettsch Property for Redevelopment
 - Negotiation with Property Owner
 - Acquisition
 - Direction and Fund
5. Land-based Casino Project: Development

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► **Management in Progress 2013**

1. I-74 Bridge Project: City Project
2. Downtown Façade Improvement Program

► **On the Horizon 2014 – 2018**

1. Goettsch Property for Redevelopment
 - Negotiation with Property Owner
 - Acquisition
 - Direction and Fund
2. Land-based Casino Project: Development

GOAL 5

PREMIER PLACE TO LIVE IN QUAD CITIES

► Objectives

1. Residents and property owners recognizing and carrying out their responsibility with city property codes
2. Recognized as the “Safest 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. Develop a unique brand for Bettendorf

► 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

1. Expanding quality of life amenities: facilities and programs
2. Need for Bettendorf festivals and events
3. Maintaining a safe community – sense of personal safety and security
4. Funding for quality of life amenities, and parks and recreation
5. Growing demands for trails and walking paths by becoming a more “walkable”/”bikable” community
6. Responding to the needs of an expanding senior population
7. Activities for youth
8. Irresponsible property owners who are not maintaining their homes and buildings
9. Beautifying and cleaning up the City

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► Actions 2013		PRIORITY
1. City Events and Festivals		7
• New Events		
• Funding		
2. Community Center/Recreation and Aquatic Center		6
• Location: Direction		
• Study for Need		
• Direction		
3. Winter Recreation Assessment and Plan		5
• Assessment of Needs		
• Options: Evaluation		
• Report with Recommendations		
• Decision: Direction		
4. Youth Sports Complex: Indoor Facility and Outdoor Fields		5
• Model/Best Practices		
• Recommendations		
• Direction		
5. YMCA Future Collaboration		5
• Discussion of Plan		
• City's Role/Relationship		
6. Cell Tower on City Property		3
7. 2 nd Dek Hockey		2
• Location		
• Evaluation of Options, including Use in Winter		
• Direction		
• Funding/Revenue Sharing		
8. Plastic Bag Regulation: Direction		2
• Options		
• Report		
• Decision: Direction		
9. Panhandling Ordinance: Development		2
• Review Legal Options		
• Direction		
10. Multi Use Trails Plan and Next Steps		1
• Plan Adoption		
• Next Steps		
11. Comprehensive Parks Plan: Review, Direction		1
• Review Prior Plan		
• Update Plan		
• Decision: Adoption and Actions		
12. Local Artists Program: Development		1
• Information Gathering		
• Report		
• Direction		

► **Actions 2013 (Continued)**

- 13. Forest Grove Park Master Plan
 - Annual Review
 - Decision: Funding
- 14. Environmental Recognition
 - Recognition: Evaluation
 - Decision

PRIORITY
0
0

► **Management Initiatives 2013**

- 1. Forest Grove Park Master Plan
 - Annual Review
 - Decision: Funding
- 2. Multi Use Trails Plan and Next Steps
 - Plan Adoption
 - Next Steps
- 3. Panhandling Ordinance: Development
 - Review Legal Options
 - Direction
- 4. Cell Tower on City Property

► **Management in Progress 2013**

- 1. Bus Transfer Point: Relocation

► **Major Projects 2013**

- 1. Spruce Hills Trail Development

► **On the Horizon 2014 – 2018**

1. 2nd Dek Hockey
 - Location
 - Evaluation of Options, including Use in Winter
 - Direction
 - Funding/Revenue Sharing
2. Plastic Bag Regulation: Direction
 - Options
 - Report
 - Decision: Direction
3. Comprehensive Parks Plan: Review, Direction
 - Review Prior Plan
 - Update Plan
 - Decision: Adoption and Actions
4. Local Artists Program: Development
 - Information Gathering
 - Report
 - Direction
5. Environmental Recognition
 - Recognition: Evaluation
 - Decision

SECTION 4

CITY OF BETTENDORF ACTION AGENDA 2013

Definitions of Terms

POLICY –

is an issue that needs direction or a policy decision by the City; or needs a major funding decision by the City; or an issue that needs City leadership by the governing body in the community; or with other governmental bodies (county 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 City has set the overall direction and provided initial funding (e.g. phased project), may require further City 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 City has set the direction, needs staff work before going to City for direction next year or beyond, no choice mandated by an outside governmental agency or institution, management process improvement budgeted or funded by the City.

MAJOR PROJECT –

a capital project funded in the CIP or by City 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 City 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 2013
Targets for Action**

TOP PRIORITY

**Labor Negotiations and Contracts: Direction
Comprehensive Plan and Strategy for Economic Development
Community Center/Recreation and Aquatic Center
WOW Project
City Events and Festivals**

HIGH PRIORITY

**Youth Sports Complex: Indoor Facility and Outdoor Fields
YMCA Future Collaboration
Stormwater Ordinance and Projects
Comprehensive Plan/Zoning Ordinance: Update
Downtown Vision and Plan**

City of Bettendorf Policy Agenda 2013

► Targets for Action	PRIORITY		
	PRIORITY	TOP	HIGH
1. Labor Negotiations and Contracts: Direction	Top	7	-
2. Comprehensive Plan and Strategy for Economic Development	Top	6	-
3. Community Center/Recreation and Aquatic Center	Top	5	-
4. WOW Project	Top	4	-
5. City Events and Festivals	Top	4	-
6. Youth Sports Complex: Indoor Facility and Outdoor Fields	High	3	7
7. YMCA Future Collaboration	High	3	7
8. Stormwater Ordinance and Projects	High	4	6
9. Comprehensive Plan/Zoning Ordinance: Update	High	4	6
10. Downtown Vision and Plan	High	3	5
11. State Advocacy		3	3
12. Downtown Development Incentives: Funding		2	3
13. State Street Gas Station Removal/Entrance Beautification		2	2
14. Winter Recreation Assessment and Plan		2	2
15. State Changes in Commercial Property Taxes: Contingency Plan		2	1
16. New City Entrances and Beautification: Development		1	2
17. Comprehensive Transportation Plan		1	1
18. I-74 Industrial/Technology Park Development		1	1
19. Employee Classification and Compensation: Evaluation, Direction, Funding		0	0
20. Single Stream Recycling		0	0
21. BDC: Further Development and Support		0	0

City of Bettendorf Management Initiatives 2013

1. Mobile Reporting Technology: Direction, Funding (Apps)
2. Stafford Creek Project
3. Cell Tower on City Property
4. Panhandling Ordinance: Development
5. Multi Use Trails Plan and Next Steps
6. Forest Grove Park Master Plan

City of Bettendorf Management in Progress 2013

1. Enterprise Fund: Annual Budget Review
2. Debt Policy: Annual Review
3. Succession Planning and Direction
4. New Meter Reading Software for Public Works
5. Library Space Utilization Plan
6. I-80/Middle Road Development
7. Wastewater Treatment: Rate Adjustment/Progress Reports
8. Property Inventory Report
9. I-74 Bridge Project: City Project
10. Downtown Façade Improvement Program
11. Bus Transfer Point: Relocation

City of Bettendorf Major Projects 2013

1. Spruce Hills Trail Development

SECTION 5

GOVERNANCE: MAYOR-CITY COUNCIL IN ACTION

City of Bettendorf Mayor and City Council Governance Topics

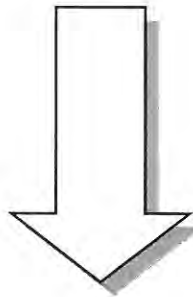
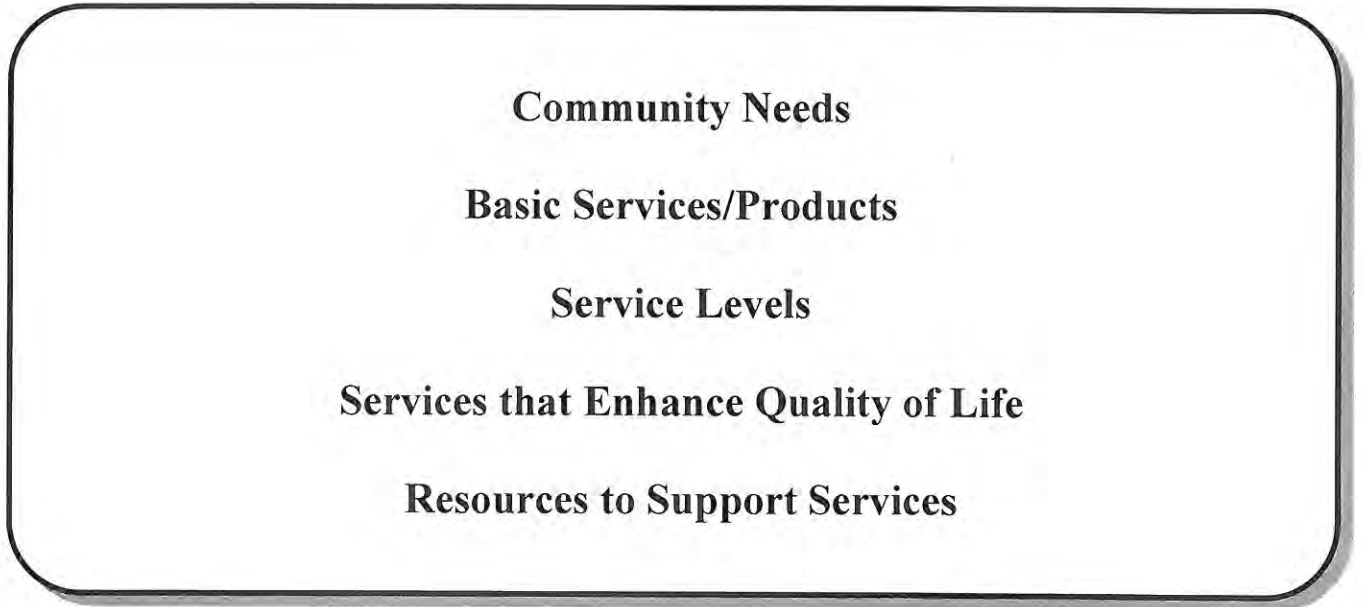
1. UNDERSTANDING TEAM/INDIVIDUAL OPERATING STYLES AND TEAM BUILDING
2. COMMITTEE OF THE WHOLE MEETINGS: ATTENDANCE AND PROCESS
3. SMALL GROUP BRIEFINGS: CITY ADMINISTRATOR/CITY ATTORNEY
4. COMING PREPARED FOR MEETINGS
5. MEETING ATTENDANCE: INFORMING MAYOR AND CITY ADMINISTRATOR
6. CONFERENCE/JOINT MEETINGS WITH BOARDS AND COMMISSIONS
7. CITY ADMINISTRATOR/CITY ATTORNEY EVALUATION
8. COMMUNITY TOUR BY MAYOR AND CITY COUNCIL
9. PUBLIC FORUMS FOR WARD MEETINGS
10. MAJOR PUBLIC PROJECTS: BRIEFINGS AND POLICY DISCUSSIONS
11. SMART PHONES AND TABLETS FOR MAYOR AND CITY COUNCIL
12. GOAL SETTINGS SESSIONS/UPDATE WORKSHOPS
13. COUNCIL DISCUSSION PROCESS
14. LATE INFORMATION FROM CITY STAFF

Board of Directors Responsibilities

OVERVIEW

- 1. Determine Your Core Businesses**
 - 2. Define Goals for 5 Years**
 - 3. Develop Strategies**
 - 4. Establish Annual Agenda – “To Do” List**
 - 5. Make Policy Decisions**
 - 6. Listen to Community – the Stakeholders**
 - 7. Be an Advocate**
 - 8. Delegate to City Staff**
 - 9. Monitor Performance and Results**
 - 10. Set the “Corporate” Tone**
-
- 11. Hire/Fire Chief Executive Officer**

Responsibility 1	Determine Our Businesses – The Responsibility of City Government
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**CORE BUSINESSES THAT
HAVE VALUE FOR
STAKEHOLDERS**

Responsibility 2

**Define Goals for 5 Years –
Our City's Destination**

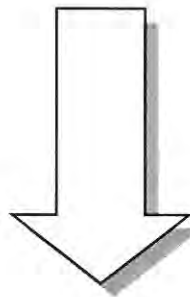
Desire for Your City's Future

Community Uniqueness

Community Assets: Worth Preserving

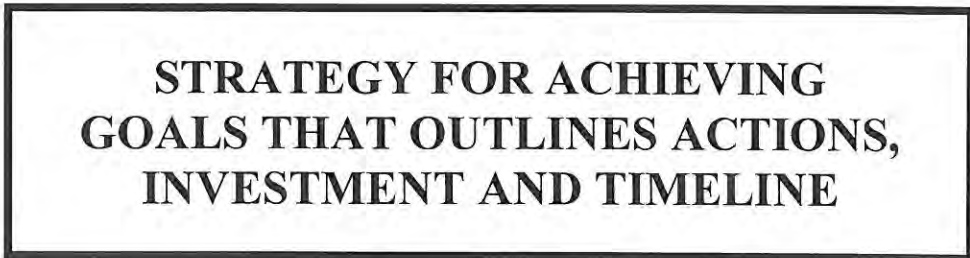
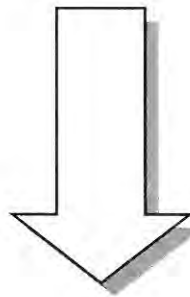
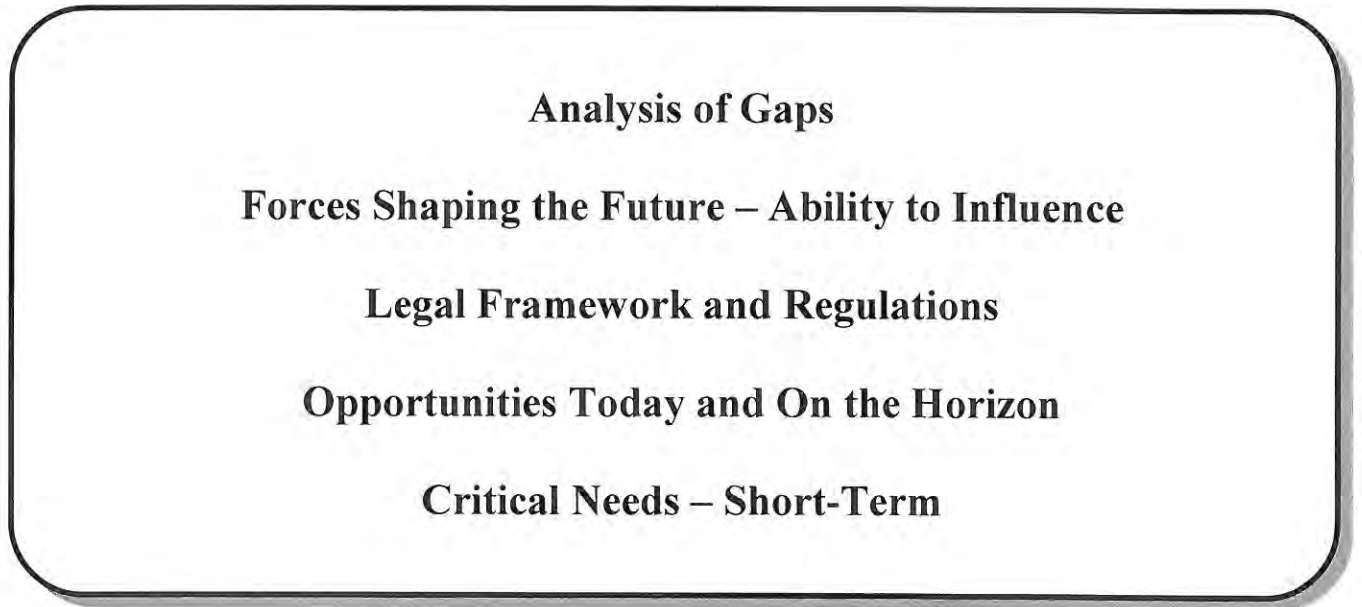
Characteristics of Our Community – Today, in the Future

Dreams, Visions, Hopes

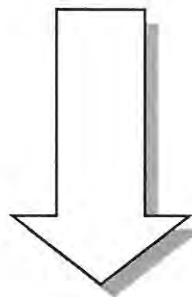


**OUTCOME BASED GOALS
THAT CAN GUIDE DECISIONS
AND ACTIONS**

Responsibility 3	Develop Strategies – Strategic Investments and Action
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Responsibility 4	Establish Annual Agenda – “To Do” List of Targeted Actions
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**AGENDA OF TARGETS FOR
COUNCIL ACTION THAT IS AN
ANNUAL “TO DO” LIST**

Responsibility 5

**Make Policy Decision –
Direction on Key Issues**

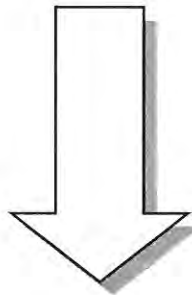
Specific Outcomes and Performance Expectations

Policy Statement/Position

City's Role and Responsibility

Framework for Action

Resources



**DECISIONS PROVIDING CLEAR
DIRECTION TO CITY STAFF
AND COMMUNITY**

Responsibility 6

**Listen to Community –
Messages from Stakeholders**

Beyond the Vocal 20% . . .

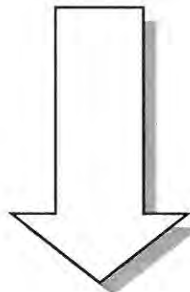
Desires for the Future

Needs: Short-Term and Long-Term

Concerns

Expectations

Partnering and Involvement



**MESSAGE FOCUSING ON MAJOR
THEMES THAT RELATE TO CITY'S
RESPONSIBILITIES**

Responsibility 7

**Be an Advocate –
Education and Support of Stakeholders**

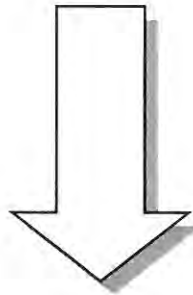
Understanding City Government – “Civics 101”

Responsibilities of Citizenship

Representation of City: Policies and Corporate Body

Cheerleading and Inspiration

Celebration



**REPRESENTING CITY AS ADVOCATE
DIRECTION TO CITY STAFF AND
COMMUNITY STAKEHOLDERS**

Responsibility 8

**Delegate to City Staff –
Clear Directions and Parameters**

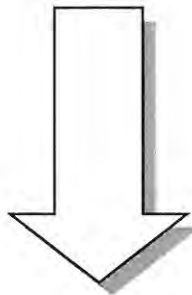
Closure on Issue

Directions

Parameters: Guidelines and Resource

Expectations: Outcomes and Process

Criteria for Measuring Success or Completion



**DELEGATING BY SETTING
DIRECTION AND INSPIRING OTHERS
TO FOLLOW THROUGH**

Responsibility 9

**Monitor Performance and Results –
Clear Feedback to Staff**

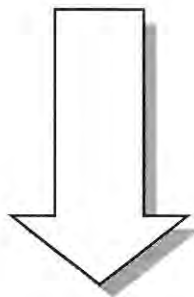
Progress Reports

Adjustments: Direction

Refinement: Actions

Problem Solving

Accountability for Results and Impact



**PERFORMANCE MONITORING THAT
ADJUSTS THE COURSE OF ACTIONS
TO “BEST” ACHIEVE OUR GOALS**

Responsibility 10

**Set the “Corporate Tone” –
Guiding Values and Principles**

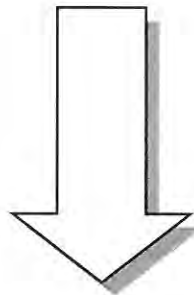
Behavior at Council Table

Comments in the Community

Treatment of City Staff

Respect for Stakeholders

Impact of Process – “How” Things Are Done



**CORPORATE TONE REFLECTS
VALUES THAT GUIDE MANAGERS
AND EMPLOYEE ACTIONS
ON A DAILY BASIS**

Responsibility 11

**Hire Chief Executive Officer –
City Manager or Administrator**

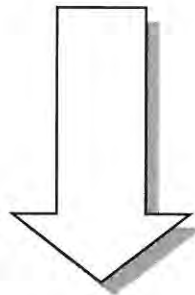
Responsibilities

Selection

Supervision

Feedback

Performance Standards and Evaluation



**CITY MANAGER (CEO) THAT “FITS”
OUR COMMUNITY, OUR CITY AND
CAN HELP US ACHIEVE OUR GOALS**

12 Points of an Effective Mayor and City Council

1. Focus on and Use Vision, Goals and Priority

- Define the city's preferred future
- Establish outcome-based goals
- Think about value to the community
- Use to allocate resources, to develop plans and policies, to invest in the future

2. Make Timely and Courageous Decisions

- Use vision, goals and priorities to make decisions
- Seek and use input from community and city staff
- Evaluate options through committees and work sessions
- Decide on what is "best for the city"

3. Provide Clear Direction and Expectations

- Obtain clear closure
- Define outcomes, measures of success and time frames
- Delegate assignments to Boards and Commissions and to city staff
- Make sure to summarize and test closure to make sure that everyone has the same understanding

4. Negotiate

- Know your own bottom line
- Look for common ground and areas of agreement first
- Use work session and committees to negotiate
- Win with grace, lose with grace

5. Treat Others with Respect

- Be courteous, polite and trustworthy – avoid personal attacks
- Deliver on your commitments
- Act within your defined roles
- Value the contributions of others

6. Have Open Communications

- Communicate using direct, open messages
- Keep everyone informed and avoid surprises or hidden agendas
- Listen and understand before judging
- Use simple and focused messages that people can remember

7. Monitor Performance

- Obtain regular progress updates/status reports
- Meet quarterly to review and refine direction
- Evaluate the outcome and actions, and make modifications
- Take responsibility for the actions and be accountable for the results.

8. Have a Community Presence

- Be accessible to the citizens and community
- Go into the community beyond your political supporters
- Take time to develop effective working relationships with community partners
- Be a positive advocate for the city

9. Act as a Board of Directors

- Know your community – view it as the “market place”
- Focus on providing policy direction
- Delegate clear responsibility to the city manager as the C.E.O.
- Avoid micromanaging and the daily operations

10. Think Strategically

- Institutionalize the goal setting process
- Identify key partners who can bring resources to the table
- Define alternative routes and steps to destination – the vision
- Keep the “big” picture in mind

11. Align the City Organization

- Appoint individuals to Boards and Councils who share your passion for the city and the vision for the future
- Define the core values to guide “how the city should operate and be managed”
- Employ the “right” city manager for your city
- Hold others accountable for their behaviors, actions and the results

12. Share Success and Celebrate

- Communicate “Our City Success” in terms that the average citizen will understand
- Use celebrations that create a positive memory – value that the city has added to people’s lives
- Recognize others who have contributed to the city’s success
- Remember people want to be associated with “winners”

Mayor and City Council Success and Image

► **Mayor and City Council Success means . . .**

► **Mayor and City Council Image means . . .**

House Rules Our Code of Conduct

- 1. Treat Each Other with Respect**
- 2. Decide; Move on to the Next Issue; at Times, Agree to Disagree**
- 3. Listen and Appreciate Other's View Points – Avoid Assuming Motives and Intentions of Others**
- 4. Communicate and Keep Each Other Informed – Avoid Surprising Each Other**
- 5. Come Prepared, Be Ready to Decide, and Explain Your Decision**
- 6. Respect the Input and Opinion of Each Ward Alderman**
- 7. If You Get a Serious Call Outside of Your Area, Refer to the Ward Alderman to Handle**
- 8. Get Recognized by the Mayor Before Speaking**
- 9. If You Have a Problem, Go to the Person Directly**
- 10. Keep Things in Perspective, Enjoy Yourself, and Have Fun**

City of Bettendorf Mayor and City Council Protocol Operating Guidelines

Protocol 1

Simple Information

- Email or phone City Administrator
- If City Administrator is unable, go to appropriate Department Head; send a copy of the request to the City Administrator

Protocol 2

Research on a Topic

- Contact City Administrator
- Discuss expectations and desires
- Define the research task
- Share research request and information with Council

Protocol 3

Citizen Service Request

A First Contact

- Refer to Request Partner (online)
- Go to City Administrator
- Go to Department Head
- Get information back to Council Member on follow up action

B Non Satisfactory Contact

- Call City Administrator
- City Administrator will alert Council Member on potential unsatisfied customer

Protocol 4

Question on an Agenda Item

- Contact City Administrator, City Attorney or Author of the memo
- Prefer ahead of meeting (Monday morning by noon)

Protocol 5	Urgent Information
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- Contact City Administrator
- City Administrator has the final decision on the agenda

Protocol 6	Communications: Council and Staff
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| A Council – Council <ul style="list-style-type: none">• Call and use the phone• Contact all Council Members• Have lunch with each other | B Council – Staff <ul style="list-style-type: none">• City Administrator alerts on sensitive item• City Administrator calls before meeting• Information to all Council Members at same time |
|--|--|

Protocol 7	Employee Contact
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- | | |
|--|---|
| A Employee Initiated <ul style="list-style-type: none">• Contact City Administrator | B Council Initiated <ul style="list-style-type: none">• Prefer not to contact line employees |
|--|---|

Protocol 8	Spokesperson for City
-------------------	------------------------------

- | | |
|--|--|
| Mayor <ul style="list-style-type: none">• “Good news”• Serve as the spokesman for the city corporation | City Administrator <ul style="list-style-type: none">• “Bad news”• Serve as the spokesperson for the city organization |
|--|--|

Protocol 9	Policy Workshops
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- Use roundtables (away from formal meeting)

Protocol 10	Reports from Outside Meetings
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- Up to individual discretion

Protocol 11	Consent Agenda
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- Contact City Administrator to pull item, or opposed to an item
- Any unbudgeted item over \$5,000 goes on regular agenda
- Criteria for consent agenda: budgeted items, bills, liquor license, final plat, street light, setting items for public hearing

Protocol 12	Boards and Commissions
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- Mayor makes appointments
- City Council confirms appointments
- Contact Mayor with information, concerns or problems regarding Boards and Commissions, or Members

Protocol 13	Ward Meetings
--------------------	----------------------

- Purposes:**
1. Share information with residents
 2. Build relationships between elected officials and residents
 3. Listen to input from businesses and residents
 4. Educate residents on city services and programs, service requests
- Some council members express interests in conducting ward meetings.

Protocol 14	City Views
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- Contact Luran Haldeman regarding
- News – what is happening in the ward
 - Suggestions of topics of interest to ward residents

Protocol 15	Celebration of Ward Success
--------------------	------------------------------------

Develop celebration events for ward projects that involve residents and demonstrate the value to residents in their lives

Protocol 16	Tour of Community
--------------------	--------------------------

- Purposes:**
1. Learn about issues, problems and opportunities in the community and in each ward
 2. Provide an opportunity for Mayor and Council to experience and to discuss specific topics
 3. Visit each ward and highlight a specific topic

Protocol 17	National League of Cities
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- * Take time for informal team building for Mayor-City Council during the trip

Mayor: Expectations and Actions

► Expectations

1. Maintain and encourage open lines of communication: phone calls, lunches, personal visits
2. Manage Council meetings
3. Facilitate final dialogue and decisions
4. Offer new thoughts and ideas
5. Handle citizens at the podium
6. Speak with community: residents and businesses
7. Rely on Councilmembers and City Staff for history
8. Help Council to work together
9. Serve as Voice of the City
10. Unify Council as a team
11. Make sure that Council is well informed
12. Respect opinions and individuals
13. Represent the City as the ambassador
14. Advocate for the City
15. Appoint quality individuals to Boards and Commissions
16. Listen to the community, bring issues and information to Council
17. Work with City Administrator, City Attorney
18. Create opportunity for team building
19. Know "sense of Council"
20. Be a leader – vision, inspire, encourage
21. Drive to a vote
22. Build consensus on Council
23. Work on regional issues
24. Lobbyist
25. Back staff and Council
26. Follow the plan

► Actions

1. Summarize and then push for decision in timely manner
2. Give council time to talk – avoid cutting off Councilmembers at meeting
3. Manage individual residents: recycling issues
4. Update the Council with information and activities
5. Ask Council for information and ideas.
6. Share and invite to represent the City at ribbon cuttings, ceremonies, events
7. Share concerns and questions on issues
8. Maintain open communications
9. State opinions and share ideas
10. Push the Council
11. Develop a personal relationship with each Councilmember
12. Spend more time: Councilmembers
Departments

City Council Expectations and Actions

► Expectations

► Actions

1. Give 2 weeks between "Public Hearings" and then Council decision
2. Attend Citizen Academy

Expectations and Actions City Administrator

► Expectations

► Actions

Life Cycle of City Council

Phase/ Component	Infancy (0-3 Months)*	Action (0-18 Months)*	Survival (2-9 Months)*	Legacy (0-2 Months)*
Aim	<ul style="list-style-type: none"> • Lay foundation 	<ul style="list-style-type: none"> • Action toward goals 	<ul style="list-style-type: none"> • Re-election or leave gracefully 	<ul style="list-style-type: none"> • Leave with action • Pass time
Characteristics	<ul style="list-style-type: none"> • Exposure • Gaining knowledge • Clarifying relationships • Exchanging information 	<ul style="list-style-type: none"> • Realistic expectations • Trust • City wide view • Evaluation with corrective action • Ownership • Analysis of issues 	<ul style="list-style-type: none"> • Avoidance of issue • Concern for election • Less Trust • Focus on visible issues or minutiae 	<ul style="list-style-type: none"> • "Wait and see" attitude • Confrontation of tough issues
Behavior	<ul style="list-style-type: none"> • Avoidance of conflict • Dependency • Reaction to pressures • Decision without analysis 	<ul style="list-style-type: none"> • Collaboration with staff • Sharing responsibility • Mobilization of support 	<ul style="list-style-type: none"> • Personal attacks • Posturing • Dropping out • Seeking out pressure group 	<ul style="list-style-type: none"> • Dropping out • Collaboration with staff
Implications	<ul style="list-style-type: none"> • Decision recycling • Unfulfilled expectations • Inconsistency 	<ul style="list-style-type: none"> • Action on issues • Separation of city and citizens 	<ul style="list-style-type: none"> • Unpredictability • Tunnel vision • Reactive to pressure 	<ul style="list-style-type: none"> • No significant action

**Length of time depends on the community and tradition*

Problem Solving and Decision Making

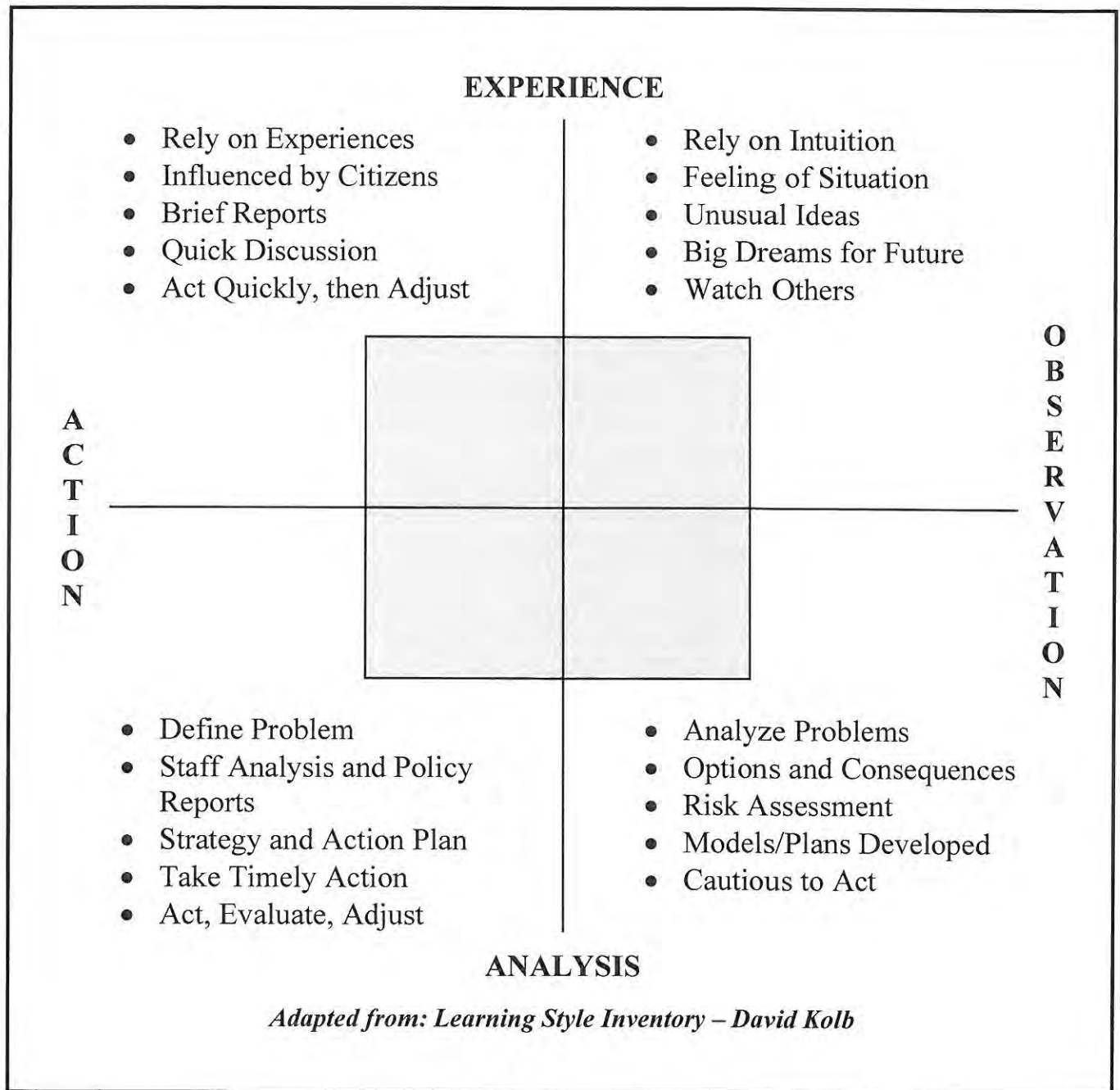
In order to govern or manage a team and deal with policy issues, it is critical that managers have effective problem solving and decision making skills. A common assumption is made that individuals have these skills when they assume a position on the team. However, the context of municipal problem solving and decision-making is unique in terms of the forces and pressures, which affect the process.

Each person has a unique style in problem solving and decision-making. To gain a perspective on each individual's style, the session participants completed Kolb's Learning Styles Inventory. The purpose of this inventory was to assess the individual styles, their implications for effective problem solving and teamwork, and the strengths and weaknesses associated with each style. It is assumed that there is no one best style, but rather each person has a unique set of strengths and weaknesses.

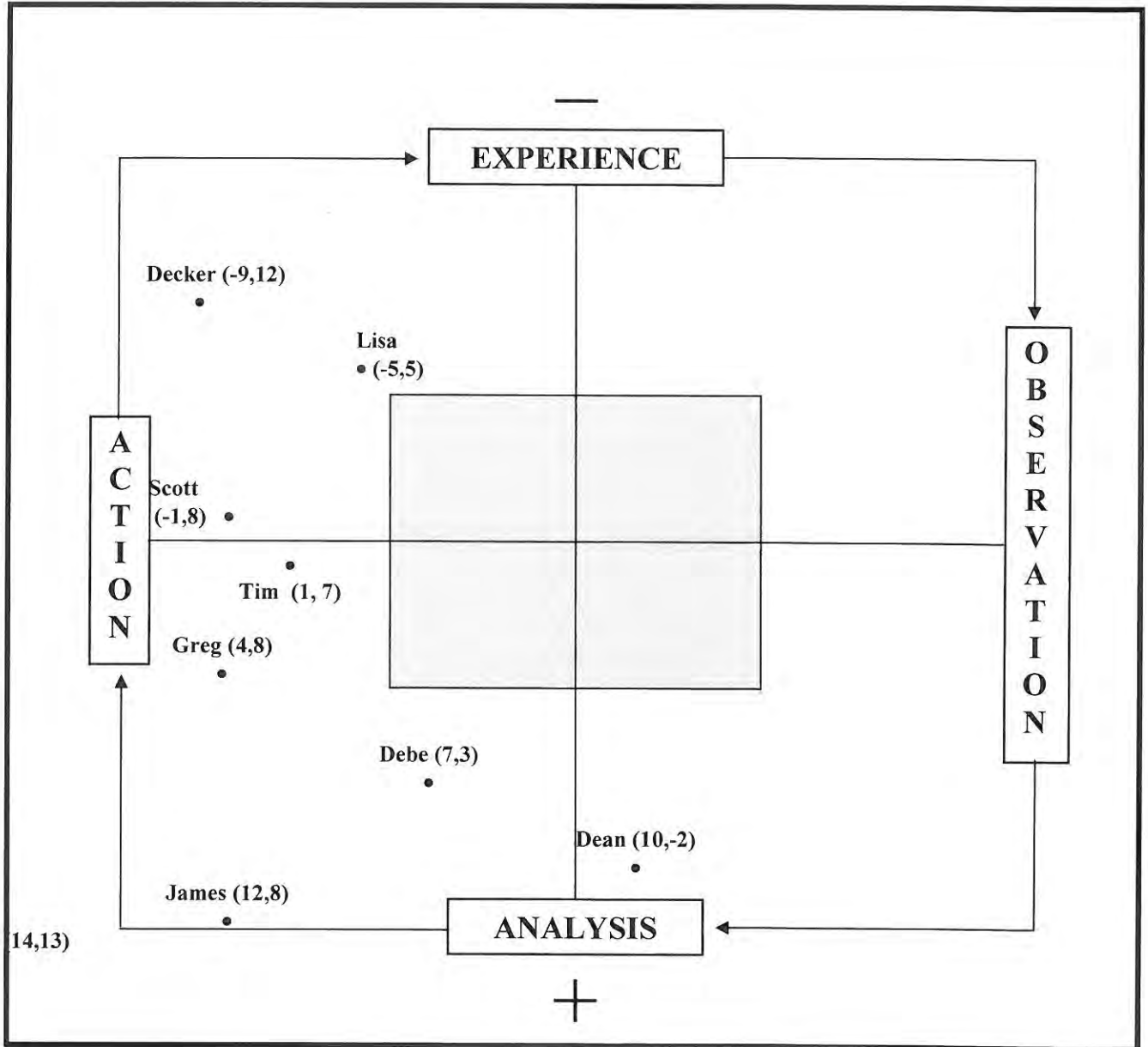
There are four primary elements in problem solving:

- **Concrete Experiences:** We tend to rely heavily on our concrete experiences until there is a failure. We then recognize that a problem exists. We continue to experience that problem until it reaches a critical level. We may utilize our past experiences to try to alleviate the situation.
- **Reflective Observations:** Once a problem has been identified, we may observe others who have experienced similar problems. The purpose is to learn from others' experiences in handling similar, if not identical, problems. We may also reflect on past experiences or the experiences of others.
- **Abstract Conceptualization:** We may study the problem area through the exploration of alternatives and the identification of which alternative is most likely to solve the problem with minimal risk. Abstract conceptualization involves detailed analysis of the problem, including examination of alternative approaches to problem solving.
- **Active Experimentation:** We experiment with different alternatives to identify the most workable solution. This process involves willingness to adjust to the situation as the alternative is implemented. In addition, securing feedback is necessary to ensure the problem is effectively addressed.

Problem Solving and Decision Making



Problem Solving and Decision Making



Problem Solving and Decision Making

► Characteristics

1. Desire to see timely results
2. Blend experience with brief, thorough analysis
3. No last minute information or surprise issues
4. Look for opportunities to discuss critical issues
5. Expect reports to include analysis of real options and recommendations with justification
6. Learn more visual experiences over PowerPoint presentations
7. Engage by being involved in the discussion
8. Willingness to adjust plays if they are not producing the desired outcomes
9. Prefer a direct response to a question
10. Expectation that all will support the decision

► Keys to Success

1. Define the desired results and measures of success
2. Provide regular status reports and updates: brief format with bullets
3. Use briefing and work sessions to informally discuss issues: earlier the better
4. Take tours of major projects or issues as a Council Team and discuss your observations as a whole
5. Define the problem or issue as a Council Team with input from community and City staff
6. Listen to the ideas of others before making a judgment
7. Avoid recycling issues-drains the energy
8. Make timely decisions using the best information available and your personal judgment
9. Summarize before the vote – make sure everyone has the same understanding of the issue and direction
10. Take time to evaluate the plan and the results in 3 months, 6 months- make adjustments to plan and actions when necessary

Conflict Resolution and Negotiations

Conflict is an inherent part of being a policy leader or manager within a team. Conflict can be defined as any time one person wants something different from another person.

As part of the activities during the session, the participants completed the Thomas-Kilmann Conflict Mode Instrument. This instrument is designed to assess an individual's behavior in conflict situations. Conflict situations are those in which the concerns of two or more people appear to be incompatible. In such situations, we can describe a person's behavior along two basic dimensions:

1. **Assertiveness** –

- The extent to which individuals attempt to satisfy their own concerns.

2. **Cooperativeness** –

- The extent to which individuals attempt to satisfy other people's concerns

The two dimensions are best illustrated below:



The two basic dimensions (assertiveness and cooperativeness) can be used to define specific methods of dealing with conflict situations. The five “conflict-handling modes” are explained below.

COMPETING is assertive and uncooperative. Individuals pursue their own concerns at other people's expense. This is a power-oriented mode in which one uses whatever power seems appropriate to win an argument. Competing might mean standing up for rights, defending a position, or simply trying to win.

ACCOMMODATING is unassertive and cooperative, the opposite of competing. Individuals who accommodate neglect their own concerns to satisfy the concerns of others. There is an element of self-sacrifice in this mode. Accommodating might take the form of selfless generosity or charity, obeying another person's order when one would prefer not to, or yielding to another's point of view.

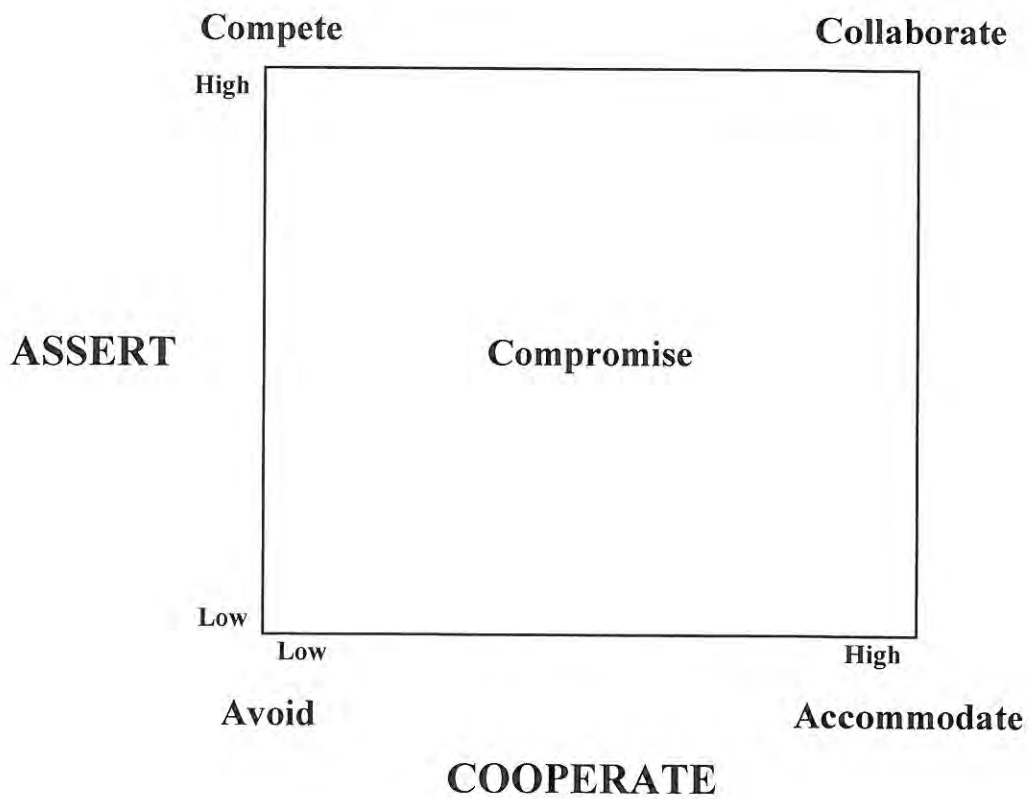
AVOIDING is unassertive and uncooperative. The individual does not immediately pursue personal concerns or those of others – the conflict is not addressed. Avoiding might take the form of diplomatically sidestepping an issue, postponing an issue until a better time or simply withdrawing from a threatening situation.

COLLABORATING is both assertive and cooperative, the opposite of avoiding. Collaboration involves working with others to identify the underlying concerns of an issue and finding an alternative, which is acceptable to all. Collaboration might take the form of exploring a disagreement to learn from each other's insights. The result of the disagreement might be to confront and try to find a creative solution to an interpersonal problem. It might also be to resolve some condition, which would otherwise result in competition for resources.

COMPROMISING is an intermediary behavior and can be both assertive and cooperative. The objective in compromising is to find an expedient, mutually acceptable solution, which partially satisfies both parties. It falls in a middle ground between competing and accommodating. Likewise, it addresses an issue more directly than avoiding, but does not explore it in as much depth as collaborating. Compromising might mean splitting the difference, exchanging concessions, or seeking a quick middle-ground position.

Conflict Resolution and Negotiations

CONFLICT STYLES



Conflict Resolution and Negotiations

	NEGOTIATIONS				
	Compete	Collaborate	Compromise	Avoid	Accommodate
Bob	2	5	7	7	9
Lisa	6	7	6	6	6
Tim	1	5	11	7	6
James	8	5	7	8	2
Debe	2	9	7	6	6
Greg	10	5	5	6	4
Dean	4	7	8	5	6
Scott	7	6	6	6	5
Decker	2	7	11	4	6

Conflict Resolution and Negotiations

► Characteristics

1. NEGOTIATE, NEGOTIATE, NEGOTIATE
2. Strive to build positive work relations to support negotiation
3. May accommodate by giving in to preserve a personal relationship
4. Concerned about the timing of an issue- is there a favorable climate for negotiations
5. May avoid some issues in the hope that they will go away
6. Selectively assert their ideas or desired outcomes-selects the issues, makes choice of level of competitiveness
7. Compromise by trading off to find an acceptable middle ground
8. Collaborate by working with others to find a win-win resolution that all will support (Note: will not work on value based conflicts)
9. Expectation that all parties will support the resolution
10. Frustrated by others who refuse to negotiate

► Keys to Success

1. Define your or the Council's BOTTOM LINE
2. Listen to the other party and look for their BOTTOM LINE
3. Take areas for agreement off the table-they are agreed upon
4. Define areas of disagreement: are they based on information, goal, method or value differences
5. If value differences, state your opinions and the VOTE – Majority wins!
6. Use work sessions to negotiate with each other
7. Look to staff to help you identify and explore options
8. Look for acceptable compromises: both parties are acceptably dissatisfied
9. If you cannot support the resolution, state so and why
10. Support the resolution to others and in the community

Conflict

A Process to be Managed

Consider These Assumptions:

- Conflict is an inevitable and important human process.
- Conflicts are likely to increase in times of change.
- Conflicts can lead to creative or destructive results.
- Those who understand the processes and dynamics of conflict are better able to manage this important process, increasing the chances of creative outcomes and minimizing destructive results.

In recent years, these considerations have led a growing number of managers and scholars, leaders, and social scientists to study conflict more carefully. The cost of un-managed conflict can be high but the gains from using differences effectively can also be great.

The purpose of this "basic idea" essay is to help you think about conflict in a systematic way to – unpack this important process so its component parts can be better understood.

A Definition

"Conflict" is one of those words that can be used in different ways. We have found the following definition helpful:

Conflict occurs when two or more parties believe that what each wants is incompatible with what the other wants.

The "parties" can be individuals, groups, organizations, or nations. Their wants may range from having an idea accepted to gaining control of a limited resource.

The definition specifies that conflict is a condition that exists when these seemingly incompatible concerns or drives exist. It may be very temporary or of long duration. It may be a condition that results in vigorous activity or an internal ferment that reveals itself only indirectly. Fighting is only one way of dealing with conflict. There are often more productive ways.

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The Positive and Negative Potential of Conflict

Like any other important human process, conflict can produce both desirable and undesirable results. When we asked groups of managers and leaders of organizations to reflect on recent conflicts they had observed and to identify the results, the following common themes emerged:

A Partial List of Positive Results of Conflict:

- People were forced to search for new approaches
- Long-standing problems surfaced and were dealt with
- People were forced to clarify points of view
- The tension of conflict stimulated interest and activity
- People had a chance to test their capabilities
- Better ideas were produced

Properly managed, conflict can help to maintain an organization of vigorous, resilient, and creative people.

A Partial List of Negative Results of Conflict:

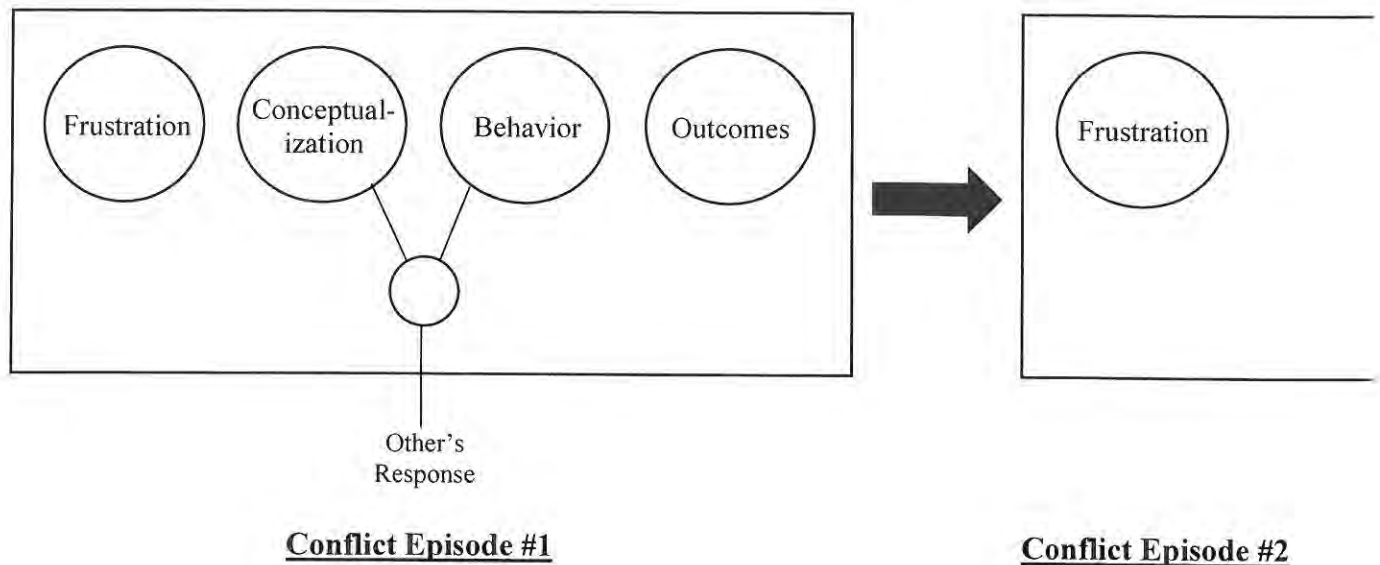
- Some people may feel defeated, demeaned
- The distance between people may be increased
- A climate of distrust, anxiety and suspicion may develop
- Turbulence may cause some good people to leave their jobs
- People or departments that ought to cooperate may become concerned only with their narrow interests
- Various kinds of active or passive resistance may develop where teamwork is needed

The goal of understanding and managing conflict is to reduce the likelihood that such negatives will occur or become excessive.

Unpacking the Conflict Process

Obviously, the positive or negative consequences of a conflict depend upon how well the conflict is managed. In turn, the ability to manage a conflict requires that one understand what goes on during a conflict.

Conflict occurs in episodes. Within any episode there tends to be a common sequence of events, as diagramed on the following page:



Looking at these events:

Frustration:

Occurs when a person or group feels blocked from satisfying a goal-directed activity or concern. The concern may be clear or only vaguely defined; it may be of casual or critical importance. But there is a clear feeling that someone or some group is getting in the way of movement toward a desired objective.

Examples:

- You may frustrate me when you do not agree with my ideas
- You may frustrate me when you prevent me from getting the information, the money or the time I need to accomplish something I want to do
- You may frustrate me when you undermine my power or influence with someone else

Conceptualize:

Involves answering the questions, “What’s going on here?” “Is it good or bad?” “What’s the problem – What issues are at stake?” “What are the causes?” This conceptualization may be almost instantaneous, or it may develop from considerable thought; it may be very sharp and clear, or fairly fuzzy. Regardless of its accuracy or clarity, the conceptualization forms the basis of one’s reaction to frustration.

- You may conceptualize a disagreement with another person as being the result of “ignorance” (on his part, of course) or “willful deceit” or you can stereotype: “that kind of person always takes that stand.”
- A labor dispute with management can be conceptualized as “deciding who is really going to run this plant” or “showing workers who can do the most for them” or simply “determining what a fair share of profits is for the workers.”

- A dispute between a marketing department and a production department can be conceptualized as determining whether “customers are more important than a production schedule,” or whether “sales people should be expected to adhere to realistic company policies.”

Obviously, the way the parties define the problem has a great deal of influence over the chances for a constructive outcome and the kinds of feelings that will be mobilized during the confrontation.

Behaviors:

Behaviors and intentions flow out of conceptualization and strategizing and set in motion a pattern of interaction between the parties involved. During this process of action-reaction-reaction, the way each party conceptualizes the conflict may change or may become further entrenched. The longer the pattern continues, of course, the actions of the participants themselves may create new frustrations, reasons for hostility, and continued resistance.

Outcome:

Outcome is defined as the state of affairs that exists at the end of the episode, including decisions or actions taken and the feelings of the parties involved. Residual frustration from conflict episodes can start new conflict episodes. Some people have found it helpful to assess the outcome of a conflict episode along three dimensions:

1. The quality of decision or action that results. (How creative, realistic and practical?)
2. The condition of the conflicting parties at the end of the conflict. (How psychologically and physically healthy; how good do the parties feel about themselves?)
3. The quality of the relationship between the conflicting parties. (How much mutual respect, understanding, willingness to work together versus hostility, determination to hurt, etc.?)

Some Guidelines for Diagnosing a Conflict

The manner in which a conflict is conceptualized is often the key to a group's ability to manage conflict constructively, i.e., to arrive at positive outcomes. The parties are not likely to reach an outcome which truly resolves the conflict and leaves them satisfied unless they have a clear understanding of the differences between the concerns of the two parties and the sources of those differences. Thus, before responding to a frustrating situation, it is useful to pause and ask two questions:

1. What is the nature of the differences between us?
2. What might be the reasons for our differences?

The Nature of the Differences

People may differ on the following four aspects of an issue:

- We may differ over **FACTS** (the present situation, the present problem, etc.)
- We may differ over **GOALS** (how things ought to be, future conditions we want)
- We may differ over **METHODS** to reach goals (the best, the easiest, the most economical, and the most ethical route to follow)
- We may differ over **VALUES** (the long-range beliefs about the priorities which should be observed in choosing goals and methods)

Differences over facts are usually easier to manage than differences over values, which are the most difficult. The latter come much closer to the fundamental beliefs of the parties and are thus much more threatening. Disagreements that begin over facts sometimes persist until they appear to be conflicts over goals or values and become almost impossible to reconcile.

The implication is that it pays to identify the area of disagreement as quickly as possible. The chances for managing conflict effectively increase if you can say something like: "We seem to agree on what the problem is and what we'd like to achieve, but we disagree over the best way to reach that goals."

The Reasons for the Differences

As part of the conceptualizing process, it is useful not only to identify the nature of the difference, but to seek the reasons for it as well. Among the most common reasons are these:

Informational – The two parties have been exposed to different information – and thus have arrived at a different understanding of what the problem or issue is and what course of action makes the most sense.

Perceptual – Sometimes people have been exposed to the same data but their past experience causes them to interpret in different ways. Two witnesses may view the same event, but experience it in two different ways, since the past of each causes them to attend to different aspects of the same situation or to arrive at different meaning.

Role – Sometimes the different roles (e.g., boss, mother, volunteer) of people cause them to take different positions. The representatives of labor are expected to look at things differently, advocating different positions and priorities than the representatives of management. The roles of each cause them to attend to different data and to perceive it differently, as well as to advocate different goals and values.

Practical Values of This Analysis

What is the practical value of going through this kind of diagnostic process? Like solving any problem, the conflict problem-solver is likely to do a more effective job if he knows the parameters of the situation with which he is dealing. A key process in conflict is that of influence – the effort of each party to get the other to understand, appreciate, and accept the validity of its own particular points of view or sets of objectives. If parties want to influence each other, obviously it helps if they have a clear picture of where they stand and how they got there.

- If the two parties realize that they have probably been exposed to different data, they may view the job to be done as one of mutual education, rather than conflict. The task is to increase the pool of information to which both are privy.
- If the parties determine that their informational base is very similar but they have just perceived it differently because of differing past experiences, these perceptions need to be reexamined. Then the question becomes: “Why is it that we view the same information in such different ways?”
- If the parties suspect that the principle reason for different views grows out of their different roles, they can often take a less personalized view of the conflict. If each can say, “If I were in his place, I would probably be advocating the same point of view,” they will deal with the other party in a somewhat different and more understanding way. The task then takes on an added dimension, e.g., “How can I help a person in that role better understand and appreciate my concern and what does he need from me?” By recognizing the constraints within which the other party must operate, you can be more realistic in knowing what to expect and what posture makes the most sense.

As soon as you are finished, reflect on the key issues, which seem important to you and be prepared to discuss them with the group

Policy Discussion Guide

THINK ABOUT . . .

- Is it Consistent with *OUR VISION*?
- Does it Contribute to Achieving *OUR GOAL*?
- Is it a *RESPONSIBILITY OF THE CITY*?
- Does it *ADD VALUE TO CITIZEN'S LIVES*?
- Is it *BEST FOR OUR CITY*?

(AVOID STARTING WITH SOLUTIONS/ACTIONS)

FOCUS ON . . .

1. Problem(s)
2. Issues/Concerns
3. Outcomes
4. Parameters/Guidelines for Policy Development
5. Expectations

Work Session – Typology

<p style="text-align: center;">WORK SESSION TYPE I PRE-REPORT</p>	<p style="text-align: center;">WORK SESSION TYPE II DRAFT REPORTS</p>	<p style="text-align: center;">WORK SESSION TYPE III BRIEFING</p>
<p style="text-align: center;">Provide direction and guidance on major issues before staff analysis and report preparation</p>	<p style="text-align: center;">Refine proposed reports and recommendations prior to formal presentation and action</p>	<p style="text-align: center;">Brief Mayor and City Council on major issues, upcoming opportunities and operational matters</p>
<p style="text-align: center;"><u>TOPICS:</u></p> <ol style="list-style-type: none"> 1. Define the Problems 2. Identify Issues 3. Establish Parameters and Guidelines 4. Focus on Possible Outcomes 5. Outline Process and Possible Next Steps 6. Decide Whether or Not Worth Pursuing 	<p style="text-align: center;"><u>TOPICS:</u></p> <ol style="list-style-type: none"> 1. Present Background Information 2. Review and Highlights of Analysis and Options 3. Review and Refine Recommendations 4. Finalize Desired Goals and Outcomes 5. Outline Next Steps 	<p style="text-align: center;"><u>TOPICS:</u></p> <ol style="list-style-type: none"> 1. Present Background 2. Discuss Topics 3. Explore City's Role or Need for Action 4. Focus on Overall Policy Direction and Guidelines