

# ***LEADERS' GUIDE***

## ***2016***

**WORKING DOCUMENT**

Mayor and City Council



Moline, Illinois  
May 2016



Lyle Sumek Associates, Inc.

# **City of Moline Mayor and City Council Governance Topics**

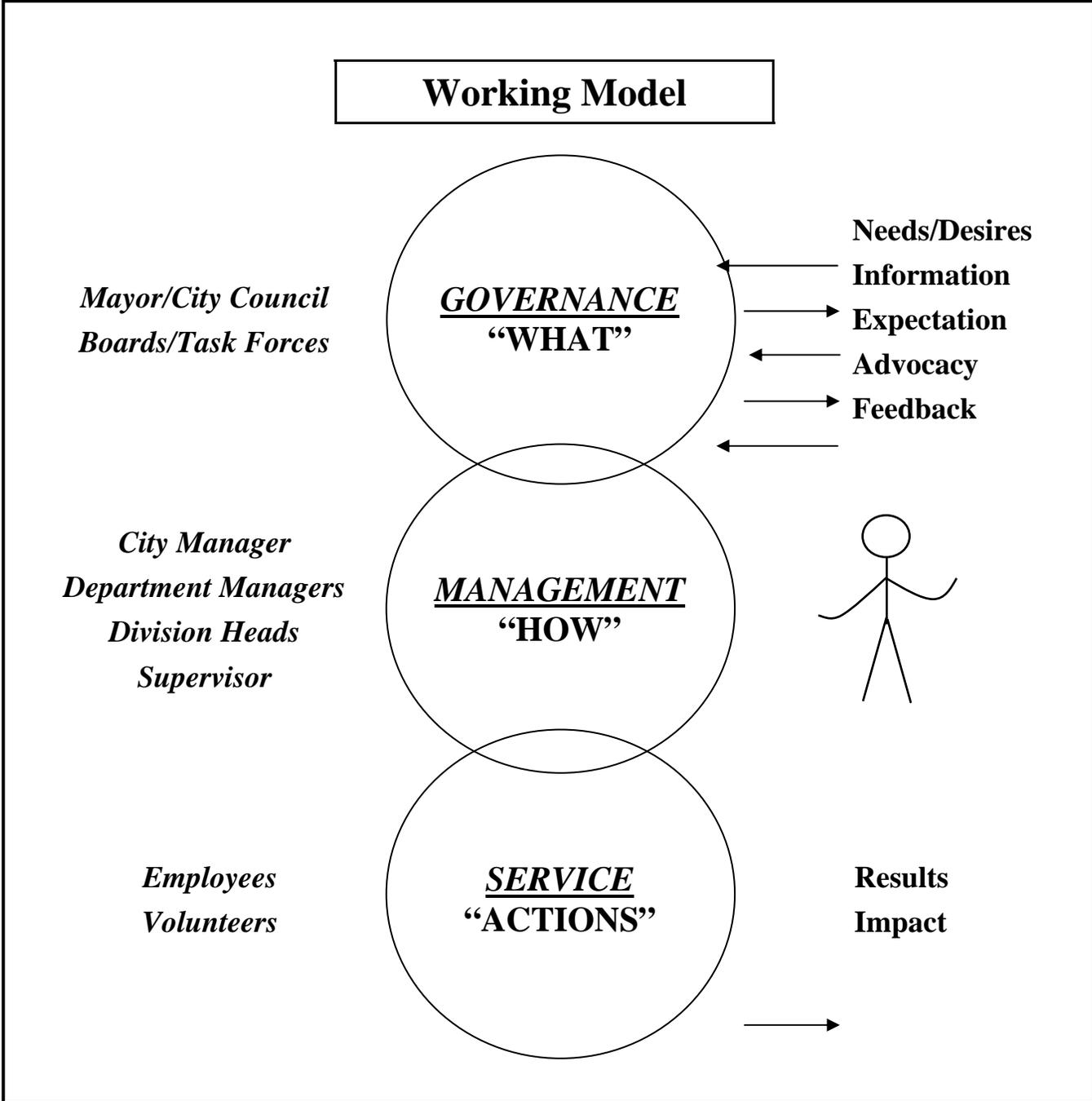
- 1. Budget Process: Early Council Involvement and Direction**
- 2. Individual Meetings with School Board Members**
- 3. Roles and Responsibilities: Mayor, Alderperson**
- 4. Trust of City Administration and Staff**
- 5. Action Agenda vs. Issue of the Moment**
- 6. Reports with "Real" Options**
- 7. Development of Innovative Ideas**
- 8. Need for Department Heads**
- 9. Council Role in Negotiations**

# **Council – Manager Form of City Government**

## **BASIC PREMISES**

- \* Power in the Council: Board of Directors**
- \* Professional Management and Service Delivery**
- \* City Manager as the Chief Executive Officer**
- \* Focus on Community as a Whole**
- \* Council Responsible for Policy**
- \* Minimize Personal Political Influence**
- \* Citizens Involved in Governance**
- \* Nonpartisan**
- \* Competency and Merit**

# City as a Team Model



# The City

## **GOVERNANCE means . . .**

- Listening to the citizens
- Anticipating and focusing on issues
- Determining vision and values
- Decision making on direction and resources
- Setting the “tone” for the city
- Monitoring staff performance
- Educating the citizenry
- Mobilizing support in the community

## **MANAGEMENT means . . .**

- Analyzing issues
- Developing professional recommendation
- Decision making on programs and resources
- Setting the “tone” for the organization
- Developing programs and systems
- Determine implementation plans and strategies
- Educating and developing employees
- Evaluating and adjusting performance

## **SERVICE DELIVERY means . . .**

- Developing operational plans and tactics
- Organizing the work unit
- Implementing decisions and programs
- Responding to citizen problems
- Maintaining equipment and facilities
- Providing quality services and products
- Developing work unit and employees
- Evaluating services and citizen impact

# **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**

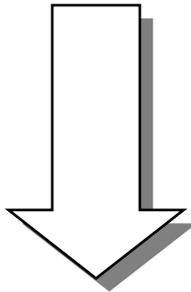
**Community Needs**

**Basic Services/Products**

**Service Levels**

**Services that Enhance Quality of Life**

**Resources to Support Services**



**CORE BUSINESSES THAT  
HAVE VALUE FOR  
STAKEHOLDERS**

**Responsibility 2**

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

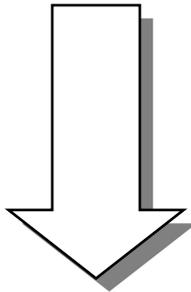
**Desire for Your City’s Future**

**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**

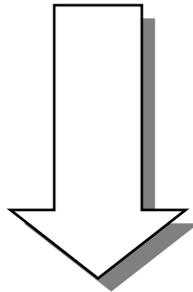
**Analysis of Gaps**

**Forces Shaping the Future – Ability to Influence**

**Legal Framework and Regulations**

**Opportunities Today and On the Horizon**

**Critical Needs – Short-Term**



**STRATEGY FOR ACHIEVING  
GOALS THAT OUTLINES ACTIONS,  
INVESTMENT AND TIMELINE**

**Responsibility 4**

**Establish Annual Agenda –  
“To Do” List of Targeted Actions**

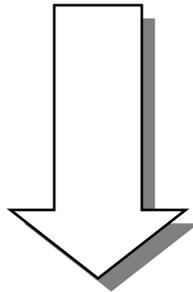
**In Progress**

**Policy Voids and Needs**

**Major Projects**

**New Programs**

**Resources**



**AGENDA OF TARGETS FOR  
COUNCIL ACTION THAT IS AN  
ANNUAL “TO DO” LIST**

**Responsibility 5**

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

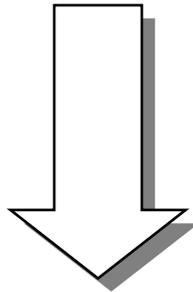
**Specific Outcomes and Performance Expectations**

**Policy Statement/Position**

**City's Role and Responsibility**

**Framework for Action**

**Resources**

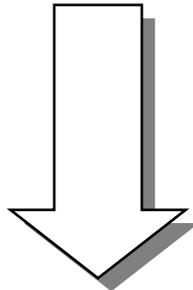


**DECISIONS PROVIDING CLEAR  
DIRECTION TO CITY STAFF  
AND COMMUNITY**

**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**

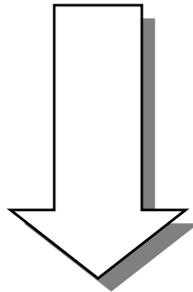
**Understanding City Government – “Civics 101”**

**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**

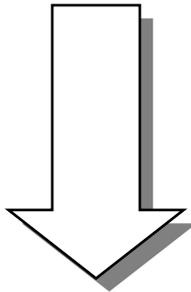
**Closure on Issue**

**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**

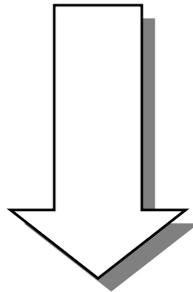
**Progress Reports**

**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**

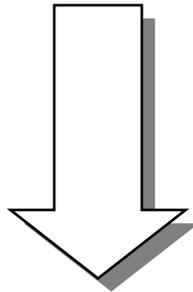
**Behavior at Council Table**

**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**

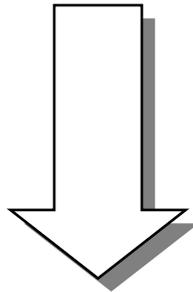
**Responsibilities**

**Selection**

**Supervision**

**Feedback**

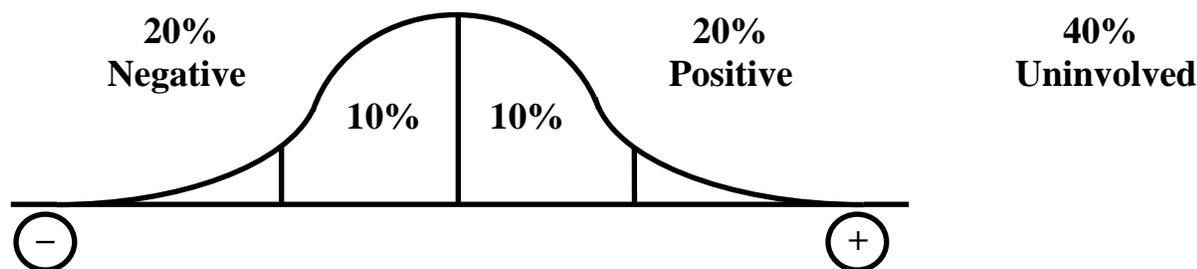
**Performance Standards and Evaluation**



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

# Challenges to Effective Governance

## Challenge 1 Empower the 80%



Involved citizens within a community can be divided into four groups:

- 20% positive supporters of City government
- 10% learning toward positive attitude
- 10% learning toward negative attitude
- 20% negative toward all actions of government

Uninvolved citizens:

- 40% who knows?

The negative 20% can be characterized as:

- Seldom satisfied with City government response
- Vocal on any issues – always providing an opinion
- Always present monitoring City government activities
- Media darlings – always willing to provide a quote
- Use threats to intimidate Mayor and City Council

Over the past several years increased networking has occurred among the negative 20%, increasing pressure upon Mayor and City Councils. Mayors and City Councils have tried to be responsive and incorporate the negative 20% in community problem solving and listening to their concerns and ideas. The negative 20% have intimidated many Mayors and City Councils and seized control of the agenda, issues, programs, program direction, and decision-making process. Public hearings have become an open hearing for the venting of the negative 20%.

### ► Impact

- Intimidation by citizens of City government
- Control of City agenda: goals and direction
- Emerging as “Community Leaders”

### ► Challenge

*How to say “NO” and recapture momentum for leading the City*

## Challenge 2

## McGovernment Attitude

Our society has become preoccupied with a “fast food attitude” toward services. This attitude is characterized by:

- Convenient services
- Ease for customer
- Fast and quick response
- Perception of “cheap” product and service
- Others responsible for actions
- Service “my way”
- Impatience with delays or “excuses” of complexity
- Desire for service NOW

These have become the citizen’s standard for judging municipal services.

### ► Impact

- Citizen’s view of unresponsive government
- Focus on “My” concerns over “Best for Community”
- Lack of understanding of City government and services

### ► Challenge

*How to inform citizens and gain appreciation for City government: our programs and our services*

## Challenge 3    Agenda of the Unimportant

Within Cities, Mayors and City Councils have desired to increase their responsiveness to citizens. Citizens have increased their requests for City services and responsiveness to individual problems. Mayors and City Councils have created “program creep” by responding to individual issues and creating a program based upon individual requests. Funds or resources are shifted in order to respond to citizens. A City program has begun to evolve. They have spent time on relatively “minor issues” that will have limited long-term impact on the community. City Councils have spent time on “cat” ordinances, analysis of golf balls impacting our windshields, and others. These issues are fun and produce results.

Long-term complex issues or long-term planning efforts are often avoided. It is difficult to see the short-term impact of complex issues and long-term planning. As a result, City Council agendas are filled with issues that may be of less importance on the City’s future.

### ► Impact

- Focus on individual citizen requests
- Less time on major policy decisions
- City time and energy on relatively unimportant items

### ► Challenge

*How to focus on what is truly important for the future of our community*

## Challenge 4 Have the Courage to Decide

Today, Mayors and City Councils are concerned about being “perfect.” The fear is that any failure or setback will be represented in the media and lead to costing them their position. Citizens do not expect perfection. They expect honesty. If a mistake is made, they prefer the Council admit the mistake, point out areas of learning, and then move to the future. As elected officials strive for perfection, they delay issues, they recycle issues and they react to issues. The challenge is having the courage to decide. It is like having a young cocker spaniel that needs to have its tail cropped. One approach is to take the cocker spaniel in monthly to reduce the size of the tail in inch increments. After the first inch, the dog is hurting, but heals. After the second inch, the dog is hurting, but remembers. As the dog approaches the veterinarian, it remembers that this is not a pleasant experience and may attack the veterinarian. The learning point is that it may have been best just to reduce the tail in its entirety in one “whack.” The lesson for elected officials is many times they need to exhibit the courage to decide. The realization is that by deciding, the reality was not as bad as what they feared. By delaying issues you allow for others to recycle issues, for the negative 20% to network and mobilize additional opponents. By deciding, you move on to the future.

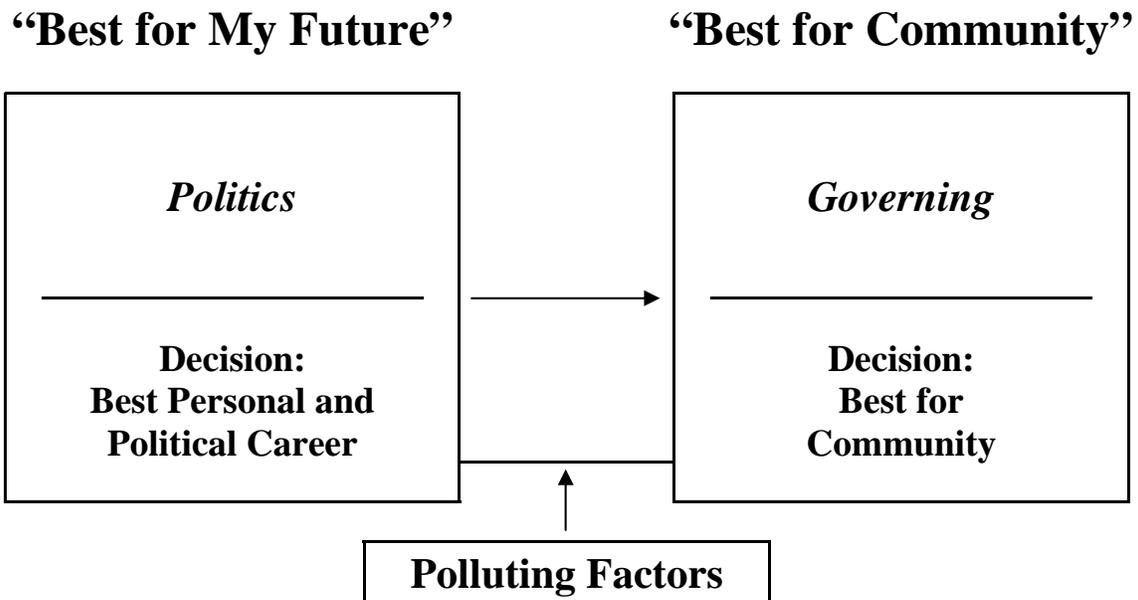
### ► Impact

- Key issues may die
- No momentum for implementation
- Council becomes beleaguered – frustrated
- Citizens are driven away by indecision
- Special interests understand that they can manipulate by delaying

### ► Challenge

*When you have appropriate citizen involvement and sufficient information, just decide.*

## Challenge 5 Politics vs. Governance



- Personal
- Petty
- Present
- Politics

**Bottom Line:** Managers Must Think Political and Act Apolitical

### ► Impact

- Campaign Time Longer
- Increase Politicization of Policy Issues
- Different in Getting Substantive Debates
- Playing to the Audience
- Recycling Issues

### ► Challenge

*How do you focus primarily on governing?*

**Challenge 6    Transforming the City Organization to a Service Business**

<b>CITY ORGANIZATION</b>	<b>SERVICE BUSINESS</b>
<ol style="list-style-type: none"> <li>1. <b>Responsive</b></li> <li>2. <b>Professional Driven</b></li> <li>3. <b>Special Interest</b></li> <li>4. <b>Monopoly</b></li> <li>5. <b>Expend</b></li> <li>6. <b>Morale</b></li> <li>7. <b>Adapt</b></li> <li>8. <b>Process</b></li> </ol>	<p><b>Value</b></p> <p><b>Market</b></p> <p><b>Customers</b></p> <p><b>Competition</b></p> <p><b>Cost Conscious</b></p> <p><b>Performance</b></p> <p><b>Change</b></p> <p><b>Results</b></p>

## Challenge 7    Community-Based Government

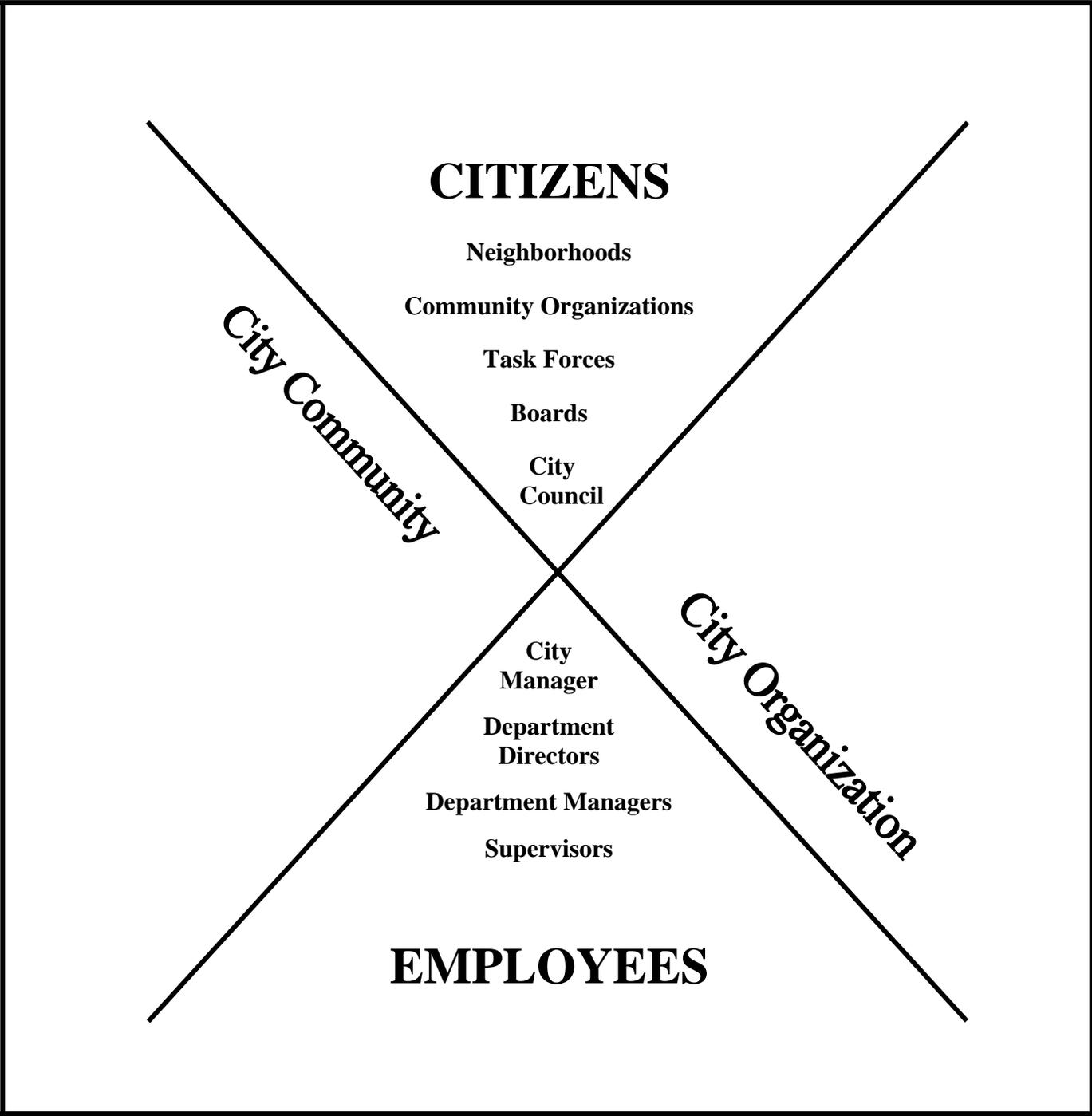
	1950	1960	1970	1980	2000
	<i>PERSONAL</i>		<i>PROFESSIONAL</i>		<i>COMMUNITY</i>
<b>G O V E R N A N C E</b>	<ul style="list-style-type: none"> <li>• Informal power structure (e.g., coffee shop)</li> <li>• Intuition-based decisions</li> <li>• Actions for friends</li> <li>• Desire to keep harmony</li> <li>• React to calls and complaints</li> </ul>		<ul style="list-style-type: none"> <li>• Study/analyze issues</li> <li>• Desire recommendations from staff</li> <li>• Plans development</li> <li>• Great reliance on staff</li> <li>• Rational decisions</li> <li>• Detailed reports prepared</li> </ul>		<ul style="list-style-type: none"> <li>• Value-based decisions</li> <li>• Community involvement</li> <li>• Openness of government</li> <li>• Balance: Personal and professional</li> <li>• Vision – defined community direction</li> <li>• Defined goals: Monitor performance</li> </ul>
<b>M A N A G E M E N T</b>	<ul style="list-style-type: none"> <li>• Serve as technician or clerk</li> <li>• Emphasis on record-keeping and administration</li> <li>• Respond to Council directives, citizen requests</li> <li>• Decentralized administrative functions – department autonomy</li> <li>• Reactive</li> <li>• Scapegoat for problems</li> </ul>		<ul style="list-style-type: none"> <li>• Directive – “professionals know best”</li> <li>• Manipulate agenda</li> <li>• Develop rules, policies and procedures</li> <li>• Develop systems</li> <li>• Centralized administrative functions</li> <li>• Cultivate community: Power base</li> </ul>		<ul style="list-style-type: none"> <li>• Recommendations to Council</li> <li>• Lead the organization</li> <li>• Open government</li> <li>• Emphasis on responsibility and accountability</li> <li>• Evaluate system, adjust process</li> <li>• Decentralized administrative functions</li> <li>• Develop organization</li> </ul>
<b>S E R V I C E</b>	<ul style="list-style-type: none"> <li>• Desire to survive</li> <li>• Minimal training</li> <li>• Low profile</li> <li>• Act without questioning</li> <li>• Operational simplicity</li> <li>• Minimal rules or guidelines</li> <li>• Emphasis on personal favors</li> </ul>		<ul style="list-style-type: none"> <li>• Desire efficiency</li> <li>• Productivity measures</li> <li>• Maximize resources</li> <li>• Develop and follow operational plan</li> <li>• Technologically complex</li> <li>• Professional certification of proficiency</li> </ul>		<ul style="list-style-type: none"> <li>• Desire for effectiveness</li> <li>• Service definition – goals and level</li> <li>• Customer-oriented</li> <li>• Concern about impact</li> <li>• Feedback on performance</li> </ul>

**“Take care of the citizens – my friends”**

**“Rely on the Professionals”**

**“Working with Our Community”**

# Community-Based City Government



# Winning Teams Model

## Effective TEAMS Are:

### **G**oals

#### *“Unifying Purpose and Goals”*

- Goals – Outcomes
- Work Programs – Game Plan
- Strategy – Action Steps

### **R**oles

#### *“Individual Contribution”*

- Valuing Individuality
- Responsibilities Defined
- Practicing Teamwork

### **E**xecute

#### *“Produce Results through Actions”*

- Analyze —————→ Decide
- Act —————→ Impact
- Evaluate —————→ Adjust

### **A**ttitude

#### *“Willingness to Work Together”*

- Respect for Each Other
- Cooperation and Openness
- Celebrating Success: Momentum

### **T**rust

#### *“Commitments Becomes Reality”*

- Learning from Setbacks
- Guidelines
- Support Each Other

# Winning Teams



# Winners Versus True Champions *Comparison*

<b>Winners</b>	<b>Champions</b>
<b>Keep the Focus</b>	<b>Refine Goals</b>
<b>Share Responsibility as Leaders</b>	<b>Look For and Develop Leaders</b>
<b>Use a Game Plan</b>	<b>Prepare for New Challenges</b>
<b>Build Teams</b>	<b>Develop Teams</b>
<b>Listen to Citizens</b>	<b>Reach Out to Citizens</b>
<b>Have Agendas</b>	<b>Take on a New Project</b>
<b>Celebrate Successes</b>	<b>Market Success</b>

Today many cities can be characterized as “Winners.” Few cities can be characterized as “True Champions.” This true model provides insights distinguishing “Winners” from “Champions” and laying a foundation for championship action. The message to Mayors and Council is to look at: Are we a winning team? What do we need to do to become a champion team? The responsibility is yours as city leaders.

# The Champion

Now let's turn to the "True Champion."

The "champion" not only wins for the season, it also wins over time. Champions do not rest on their laurels but accept their victory as a foundation for building a better future. The champion sees a winning season as an opportunity to work harder for our next season in order to sustain excellence over time. "True Champions" have the following seven characteristics.

## **1. Refine Goals**

Champions take the goals from their winning season and refine them for the future. It means evaluating their benchmarks of success and refocusing on new opportunities for the future. For city government, Mayors and Councils define more specific goals that have more focus of purpose. The benchmarks are monitored to evaluate the impact of the actions in achieving the defined goals. With an eye on the horizon, opportunities are anticipated. Champions are always looking at ways of refining their goals.

## **2. Look for and Develop Future Leaders**

Champions are always looking for fellow champions in their community. These are individuals who have the potential for effective contribution and leadership within the city. On championship teams the leaders look for future leaders. They identify these individuals and encourage them to participate in the process. They serve as a coach and mentor, expanding their knowledge and developing specific skills of leadership. Champions do not see future leaders as a threat, but partners in expanding the city's resources and accomplishments. Champions are always looking for future champions.

## **3. Prepared for Next Challenge**

Championship teams refine the process and continue to have an eye on the horizon. They avoid worrying that 'what ifs' may happen. They focus on what they have an ability to control or influence. Champions continue to give. They spend less time worrying about their setbacks and more on improving the process for the future. In cities it means that Mayors and City Councils look to their process – how they govern the city; how they relate to the city staff. Champions believe that if the processes are in place, the next challenge can quickly become an opportunity.

## **4. Develop Teams**

Champions continue to learn and to grow. Champions see the importance of taking time for meaningful evaluation. They seek feedback on their performance and listen to others' perspectives. They recognize that championship teams who are not developing, die. When that happens, the team gets in a defensive posture focusing on surviving as a team rather than developing for the future. On championship teams individuals grow and provide new

contributions to the team based upon their own personal growth. A “champion” recognizes that individual growth will enhance team effectiveness for the future and continue pursuit of learning.

In cities, Mayors and City Councils look to developing their team and the city team that they lead. Champions avoid stereotyping individuals on their contributions to the team effort.

## **5. Reach Out to Citizens**

Champions recognize the need to continually go back to their roots – what has made them successful. Champions keep going back to the basics. They avoid the sense of arrogance and complacency by reaching out to their fans. For Mayor and Council it means reaching out to the community. They can identify a new group to go visit – a new part of the community to talk to, to look at, to get out of their cars and to walk and to look. Communities are dynamic and championship communities recognize the dynamic nature and respond accordingly. Champions recognize that you may not agree with the other person’s perspective, but for them the perspective is real. A champion builds new fans who can be partners in future success. Therefore, if we are going to continue to be champions we must have an ability to address their perceptions. Champions reach out beyond the political supporter and 'safe' group to their emerging communities.

## **6. Search for a New Project**

Champions always need a new project. New projects bring on a sense of opportunity and a sense of excitement. It is an opportunity to recharge the batteries and renew the team spirit. A new project is one that provides a new challenge for the championship team as a whole and the individual members of the team. In cities, it is a challenge for Mayors and City Councils to find a visible project that can have a timely impact on the community. On a championship team everyone supports the new project. A word of caution: the new project should not take away from the completion of the old agenda.

## **7. Market Successes**

Championship teams share their successes with their fans. They recognize that “fans” are partners in the success. Championship cities share their successes with their partners who have helped them to achieve their goals, with the interest groups that support the city government, and the citizens to whom there is a sense of stewardship. Mayors and City Councils have been entrusted with significant responsibilities with public resources. The marketing of the success and letting citizens and partners know of the accomplishments will lead stakeholders to feel that they have gotten their money’s worth and that the effort of the city was worthwhile. In today’s world, the media coverage of government is predominately ‘negative.’ The failure of government, the imperfection of politicians. Even champions lose games, but they do not let them detract from future success. The importance for marketing is paramount to successful championship cities. Marketing is sharing the good news, helping individuals understand the direction and accomplishments, and mobilizing the support for the team. Success builds a momentum for future “championships.”

Champions continually work to be champions. They do not rest on their laurels, but seek ways of enhancing their performance. Champions get better over time.

# **Pitfalls for Winners**

**Arrogance – Feeling that We are Better than Others**

**Attitude of Complacency**

**Assuming Goals and Focus**

**Taking Relationships for Granted**

**On Top of Big Issues**

**Worrying about the Crisis**

**Wrap Up Mentality**

**Personal Prominence**

# Pitfalls for Winners

## Sowing the Seeds of Failure

After a team wins the Super Bowl, the World Series, the NBA Championship, there is always the potential to get wrapped up in the “winning season.” The winning season then provides significant challenges for leaders who want to be champions.

The pitfalls for “winners” are:

- **Arrogance – A Feeling that We Are Better than Others**  
In applying the concept of arrogance to cities, it means that Mayors and City Council lose their feeling for the true, total community. The focus becomes special interest groups that have shared in the success and who have a comfortable relationship with Council. They are predictable and supportive. Input becomes selective, relying on these few, rather than reaching out to others in the communities. The Council gets a feeling that “we know what is best” and begins to view citizen input through a “tinted lens.” Sometimes they retrench into their political shells. The assumption is the citizens will recognize our winning efforts for the community.
- **Attitude on Complacency**  
The feeling “we are fine, we are now here” challenges winners. However, as you take the words “now here,” it can easily become “no where.” In cities, complacency occurs when the Council assumes the winning efforts will continue with minimal effort. Less time is spent on issues; less time is spent on process – how we govern our cities. It is assumed that certain issues will be handled in a quick and timely manner. Council members become impatient and minimize critical feedback. Councils worry more about getting out of the meeting in a quick and deliberate manner, rather than whether the issue has been thoroughly discussed and analyzed.
- **Assuming Goals and Focus**  
Winners have goals. Winners accomplish goals. Winners get distracted from their goals. They may see no need for a goal-setting workshop and cancel it. The challenge for Mayors and City Councils is to continually review and refine their goals from year to year. This becomes the focus of their energies – focusing on what is more important for the community. As events occur and times change, there is always a need in the city to refine the goals and redirect energies. This keeps the focus on the future rather than becoming consumed with today.
- **Taking Relationships for Granted**  
Winners succeed because of the willingness to work together to get and sustain major votes. The working together is based upon the development of positive work relationships over time. It is an understanding and appreciation of individual contributions. It is an understanding of what

roles each member plays. It is an understanding of how others will behave and react in different situations. However, as in any relationship, we assume that it will continue with minimal work on our parts. In marriages, this assumption many times leads to divorce. With Mayors and Councils, it leads to a break down in the governance process and the election at the polls. Winners become challenged by focusing on petty irritants in the relationship. Teamwork gradually begins to disappear. As a result, over time, winners can find a relationship on a dysfunctional slide, which results in increased interpersonal conflict and tension.

- **On Top of Big Issues**

Winner's success comes from getting on top of big issues. In cities, winning Mayors and City Councils have defined future goals and developed an action plan to accomplish those goals. For winners the feeling of success on big issues leads to a feeling of freedom to pursue individual agendas. With Mayors and City Councils the big issues have been addressed, so what is on the next agenda? The next agenda becomes filled with individual action items, most of which are not of major significance. As the individual items begin to consume more and more staff time, the city staff can become confused and question the true direction for the city and the individual motivations of Council Members. The city begins to lose its focus with resources being diverted to these individual agendas and issues.

- **Worrying about the Crisis**

After a winning season, winners begin to worry can we repeat. If the tension builds and concerns about winning become predominant, the goal is winning rather than addressing the issues and being successful. We lose the focus on what brought us the success of winning. We wonder what the next issue on the horizon is that will become our crisis, the next major political challenge for us as city leaders. Like with any team, when any individual players become tense the performance deteriorates. Winners find themselves losing the game and losing on issues. You start to look for crises and, in many cases, begin to generate the crisis. For Mayors and Councils it is an easy issue that can be handled quickly that becomes a major crisis because of over-analysis and over-concern.

- **Wrap Up Mentality**

Winners become challenged by the mentality that all we need to do is sustain our effort for the next season. For cities it means all we need to do is to complete our projects and wrap up our reports. The wrap up mentality shortens the horizons from focusing on the future to focusing on today. The focus of the goals becomes lost as we wrap up the issues. Life becomes boring because of no future challenges. We get impatient in our desire to wrap up issues in a timely manner. As a result, little problems can become major impediments to future success.

- **Personal Prominence**

With the success of being a winner, individuals gain prominence. Winners let the prominence, at times, go to their heads and forget the team effort that was needed to produce that winning season. Individuals get a glorified sense of their own importance. For Mayors and Councils it is the media focusing on individual contributions and accomplishments, rather than successes of the city. We forget that there is no "I" in "Team." Our focus is on ourselves individually, rather than our city's future. For some Mayors and Councils, personal prominence is perceived as being important for future political success. Individuals begin to claim credit for the policy or action and are less likely to share credit with the team.

- **Getting Away from the Game Plan**

Winners feel they have got a successful game plan. The game plan worked for the last season. We need to communicate less and spend less time talking with each other. We need to spend less time with the process because the process is embraced. There is no need to fine-tune our game plan. There is no need to understand each other. I already know where they are coming from. In cities, Mayors and Councils take less time in work sessions and in their formal meetings. There is less discussion of individual ideas and perspective on issues. There is less discussion of future horizons. There is growing impatience with drawn out processes and at times with each other. Individuals may self-censor their comments, figuring that others are not interested or think they have heard that once before.

These are the pitfalls that challenge winners and the response to these challenges distinguishes “Winners” from “True Champions.”

# 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 use 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 Councils, 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 other 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**

# Mayor and City Council Protocol Operating Guidelines

**Protocol 1**

**Simple Information**

**Protocol 2**

**Research on a Topic**

**Protocol 3**

**Citizen Service Request**

**Protocol 4**

**Agenda**

A. Placing an item

B. Question on item

**Protocol 5**

**Urgent Information**

<b>Protocol 6</b>	<b>Communications: Council and Staff</b>
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<b>Protocol 7</b>	<b>Employee Contact</b>
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- A. Employee initiated                      B. Council initiated

<b>Protocol 8</b>	<b>Email</b>
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<b>Protocol 9</b>	<b>Representative/Liaison</b>
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<b>Protocol 10</b>	<b>Work/Study Sessions</b>
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<b>Protocol 11</b>	
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<b>Protocol 12</b>	
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<b>Protocol 13</b>	
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<b>Protocol 14</b>	
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<b>Protocol 15</b>	
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<b>Protocol 16</b>	
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<b>Protocol 17</b>	
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# Expectations and Actions Mayor

## ► Expectations

## ► Actions

# Expectations and Actions

## City Council

### ► Expectations

### ► Actions

# **Expectations and Actions**

## **City Manager**

### **► Expectations**

### **► Actions**

# Life Cycle of City Council

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

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

# 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)**

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## **FOCUS ON . . .**

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

# Work Session – Typology

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

# **SECTION 1**

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## **LEADERSHIP DURING DIFFICULT TIMES**

# Governance vs. Politics: A Simple View

*By Lyle J. Sumek*

***Governance*** is serving the community;

***Politics*** is getting elected or re-elected.

***Governance*** is being guided by vision, goals and value to the community;

***Politics*** is being guided by ideology, a cause or philosophical principle.

***Governance*** is shaping the community's future for the long term;

***Politics*** is responding to the moment and current "crisis".

***Governance*** is taking responsibility;

***Politics*** is making promises.

***Governance*** is exercising an ability to influence others;

***Politics*** is the use of power.

***Governance*** is finding pragmatic solutions to problems through collaboration;

***Politics*** is starting with solutions in mind.

***Governance*** is being data driven;

***Politics*** is playing to people's emotions.

***Governance*** is negotiating by trading off to find a workable compromise;

***Politics*** is demanding and advocacy to win.

***Governance*** is educating and mobilizing support;

***Politics*** is rallying supporters and creating zealots.

***Governance*** is creating community benefits and value;

***Politics*** is taking personal credit and receiving personal recognition.

**TODAY'S CRISIS: Politics trumping Governance**

# Leaders' Dilemma

*by Lyle J. Sumek*

## **DILEMMA:** How did we end up **HERE**?

Leaders create **HERE** by their decisions, indecisions or non-decisions.

Leaders are responsible for defining **HERE**, the vehicle to take you to **HERE** and the route to get to **HERE**.

Leaders have a choice: to intentionally create **HERE** or to react to each situation that then defines **HERE**.

Leaders intentionally shape **HERE** through a *Strategic Plan*, which defines **HERE** as a value-based future *vision*, defines the vehicle to take you to **HERE** as the government's *mission* and *services* and the route/map to **HERE** as a *plan for five years* with milestones.

Leaders take the trip/journey to **HERE** through a *Strategic Process*, which is using the *Strategic Plan* to guide daily decisions and actions.

Leaders demonstrate the courage to confront the true realities facing them, and to have candid discussions of options and differences as they define **HERE**.

Leaders use their judgment and make difficult decisions to implement the *Strategic Plan* by setting the direction and policies, by defining expectations, by raising the revenues, by allocating resources to build the road to **HERE**.

Leaders exercise their influence to mobilize community support even in light of personal agendas and strong opposition to **HERE** because it is the right **HERE** for the community.

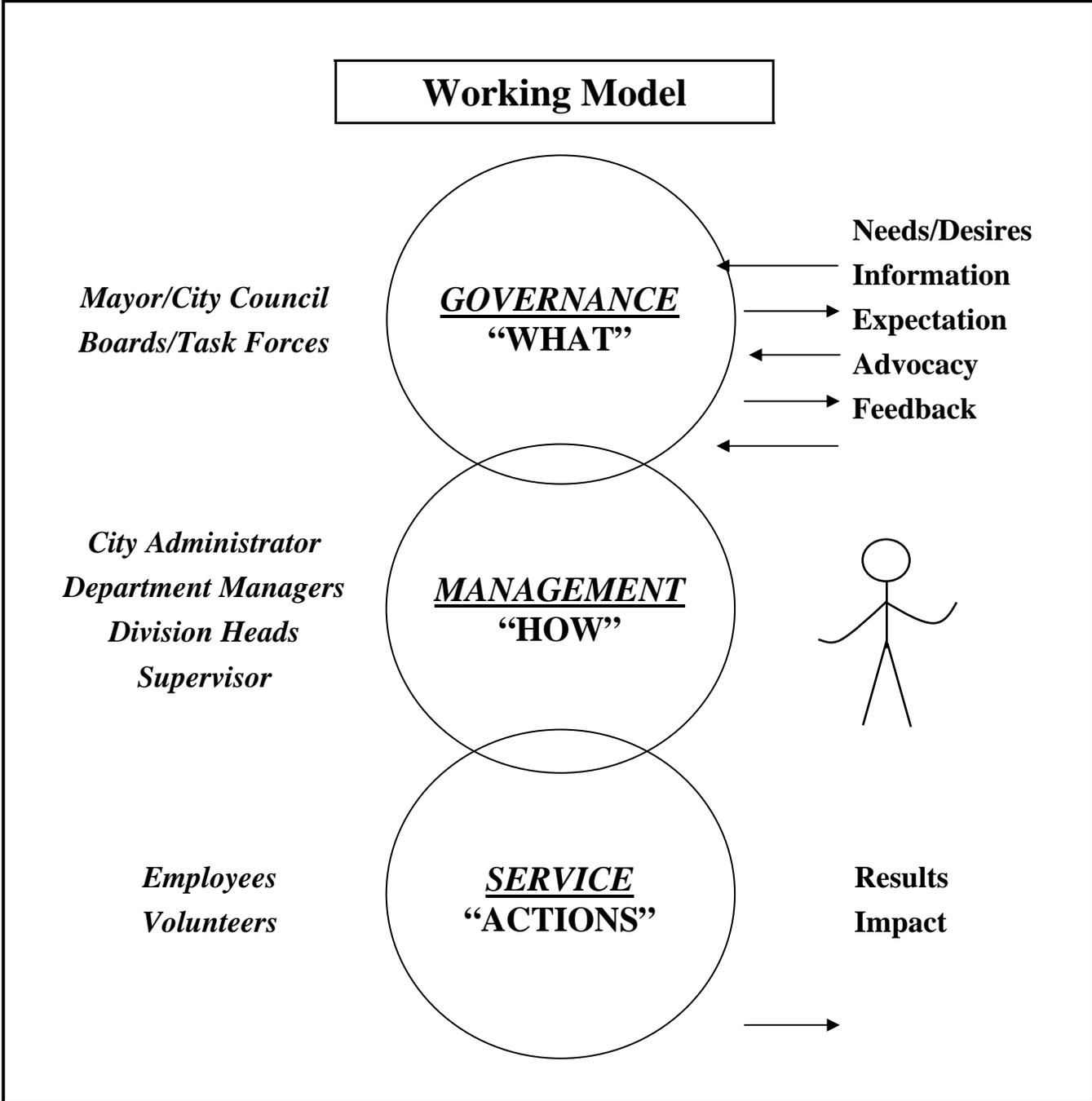
Leaders encounter the unforeseen during the trip to **HERE** - unanticipated events happen, unintended consequences occur, environments change, opportunities emerge.

Leaders evaluate the unforeseen and make adjustments to get to **HERE** learning from setbacks and remaining nimble and resilient.

Leaders end up **HERE**: either a great trip with successful outcomes or ask: how did we get **HERE**.

**REALITY:** Leaders did it themselves and are responsible for **HERE**.

# City as a Team Model



# The City

## **GOVERNANCE means . . .**

- Listening to the citizens
- Anticipating and focusing on issues
- Determining vision and values
- Decision making on direction and resources
- Setting the “tone” for the city
- Monitoring staff performance
- Educating the citizenry
- Mobilizing support in the community

## **MANAGEMENT means . . .**

- Analyzing issues
- Developing professional recommendation
- Decision making on programs and resources
- Setting the “tone” for the organization
- Developing programs and systems
- Determine implementation plans and strategies
- Educating and developing employees
- Evaluating and adjusting performance

## **SERVICE DELIVERY means . . .**

- Developing operational plans and tactics
- Organizing the work unit
- Implementing decisions and programs
- Responding to citizen problems
- Maintaining equipment and facilities
- Providing quality services and products
- Developing work unit and employees
- Evaluating services and citizen impact

# A “Driving Guide” for Local Leaders: Observations from the “Road”

Local governmental leaders are responsible for "driving their community to the future". Every generation of governmental leaders comments that their challenges during the "trip" are greater than the prior generations. In reality, the challenges today are just different. Successful leaders focus on the future by understanding and acting on today's *REALITIES* and anticipating and preparing for tomorrow's *OPPORTUNITIES*. These leaders focus on "driving their community to the future" by looking through the windshield and not by focusing only on the rearview mirror.

LEADERSHIP is working with the residents, businesses and employees to define the "destination", to develop the "road map", to identify "key milestones", to establish an "itinerary", to define the "vehicle" and to find the "right fuel"

Destination = a valued based description of the preferred future

Road Map = a five year plan with outcome-based goals

Key Milestones = indicators of achievement/success

Itinerary = one year action plans with specific deliverables

Vehicle = the service responsibilities of governments

Right Fuel = having the "right" people sharing common core values

## *REALITIES FOR 2015*

1. **POLITICS OVER GOVERNANCE** - personal agendas and getting re-elected over collaborating to produce results that add value to the community.
2. **ANTI-GOVERNMENT/ANTI TAX** - small vocal group which is against government, always negative and never satisfied by any decision or action.
3. **SHIFT FROM A "REPUBLIC" TO "DIRECT DEMOCRACY"** - turning responsibility for governing and managing over to the public through inappropriate community engagement, everyone is or can become an expert.
4. **OVER EXPOSURE/"FLASHING" THROUGH FULL TRANSPARENCY** - making "sausage" in public even as research is being done, show everyone everything now and show everyone else through social media
5. **INSTANT NEWS SHARED WITH THE WORLD** - social media is the No. 1 news sources for people today, give it to me quick and short without verification or in-depth debate/discussion then share with the world.

## *OPPORTUNITIES FOR 2015*

1. **PLAYING "MONEYBALL" FOR GOVERNMENTS** - capture the "important and critical" outcome-based data and using the data to make recommendations and decisions.
2. **EXPANDING RESOURCES THROUGH PARTNERSHIPS** - reality that governments have limited/static/shrinking resource base and can expand resources through non-traditional public-public and public-private resources.
3. **WINNING AS A TEAM** - governmental units working as a team to achieve common goals, knowing and playing your role and sacrificing to team/community success.
4. **CAPTURING TRENDS** - times are a changing with emerging life styles and leisure activities, looking for and understanding societal trends, evaluating emerging trends and preparing your community to response and take action.
5. **TAKING RESPONSIBILITY FOR YOUR COMMUNITY'S FUTURE** - every decision, non-decision, indecision and re-decision creates the community's future, leaders can intentionally and strategically make decisions or they can decide by reacting to each moment and in the end wondering "how did we end up here".
6. **CREATING POSITIVE COMMUNITY MOMENTUM** - taking time with the community to celebrate major successes and their value to residents and businesses, creating true memories that will help during the tough times and encourage others to contribute and participate.

# **SECTION 2**

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## **STRATEGIC PLAN 2015-2020-2030**

# **STRATEGIC PLANNING FOR THE CITY OF MOLINE**

# Strategic Planning Model for the City of Moline

Value-based principles that describe the preferred future in 15 years

**VISION**

Destination  
“You Have Arrived”

Strategic goals that focus outcome-base objectives and potential actions for 5 years

**PLAN**

Map  
“The Right Route”

Focus for one year – a work program: policy agenda for Mayor and Council, management agenda for staff; major projects

**EXECUTION**

Itinerary  
“The Right Direction”

Principles that define the responsibility of city government and frame the primary services – core service businesses

**MISSION**

Vehicle  
“The Right Bus”

Personal values that define performance standards and expectations for employees

**CORE BELIEFS**

Fuel  
“The Right People”

# **MOLINE VISION 2030**

# *Moline Vision 2030*

**MOLINE 2030**  
is a ***VIBRANT RIVER CITY*** <sup>(1)</sup>  
with an ***ALIVE DOWNTOWN,*** <sup>(2)</sup> ***DYNAMIC***  
***GROWTH SOUTH OF THE ROCK RIVER*** <sup>(3)</sup>  
and a variety of ***LIVABLE NEIGHBORHOODS.*** <sup>(4)</sup>

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**MOLINE 2030**  
has ***QUALITY EDUCATION OPPORTUNITIES,*** <sup>(5)</sup>  
a ***STRONG LOCAL ECONOMY WITH DIVERSE JOBS,*** <sup>(6)</sup>  
***ATTRACTIVE AND THRIVING MAJOR CORRIDORS*** <sup>(7)</sup>  
and ***OPPORTUNITIES FOR A HEALTHY AND***  
***ACTIVE LIFESTYLE*** <sup>(8)</sup>

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**MOLMINE –**  
**River Gateway to Opportunities**

# *Moline Vision 2030*

## **PRINCIPLE 1**

### **VIBRANT RIVER CITY**

#### **► Means**

1. Young adults and families attracted to living here and raising their families
2. Quality and accessible parks and athletic fields for recreation and tournaments
3. Increased population in the City
4. Increased housing opportunities for diverse life style
5. Reputation as the place to live, and the place to do business
6. Unique riverfront development with distinctive feature(s)
7. Network of paths and trails connecting various community destinations and the Quad Cities

## **PRINCIPLE 2**

### **ALIVE DOWNTOWN**

#### **► Means**

1. iWireless Center serving as a regional destination for sports and entertainment
2. Rail station surrounded by transit-oriented development
3. Quality office space with high occupancy rate
4. People living in Downtown with choices of quality residential units
5. High quality, locally owned restaurants attracting residents and the Quad Cities
6. Convenient, affordable parking
7. Beautiful and personal inviting area linked to the River
8. Things to do: entertainment, shopping, sports activities, cultural arts and community events

**PRINCIPLE 3**  
**DYNAMIC GROWTH SOUTH OF THE**  
**ROCK RIVER**

► **Means**

1. Residential development on Indian Bluffs with mixed housing types and price points at Case Creek, Bealer Farms and Pryce Farms
2. Airport Business Park developed with high occupancy
3. Successful retail business serving the area
4. Quality parks and athletic fields
5. Expanded air service with larger jets and more direct flights
6. Expanded City services including a police substation, fire station and library
7. People make the choice to live here versus Iowa

**PRINCIPLE 4**  
**LIVABLE NEIGHBORHOODS**

► **Means**

1. Residents feeling and are safe at home and in their neighborhood
2. Well maintained, quality neighborhood infrastructure: streets, utilities, sidewalks, alleys, storm water management
3. Strong neighborhood associations in which residents are highly involved and taking responsibility for their neighborhood
4. High percentage of homeownership in single family homes
5. Convenient access to quality parks and recreational amenities
6. Preservation of neighborhood character and charm
7. Walkable neighborhoods linked to community destinations

## **PRINCIPLE 5**

### **QUALITY EDUCATION OPPORTUNITIES**

#### **► Means**

1. Western Illinois University developed as a four year institution with graduate programs and linked to the needs of the community and employers
2. Recognition as one of the top public schools in the Quad Cities
3. City-School working collaboratively as partners to address community issues
4. Expanded vocational training opportunities available in Moline
5. Modernized schools with technology and other educational tools
6. Opportunities for lifelong learning through Black Hawk Community College and Western Illinois University

## **PRINCIPLE 6**

### **STRONG LOCAL ECONOMY WITH DIVERSE JOBS**

#### **► Means**

1. John Deere Corporation headquarters and other offices and plants
2. I-74 bridge completed facilitating movement from Illinois to Iowa
3. South Park Mall area reconfigured with expanded retail and entertainment businesses
4. Small businesses starting up and growing
5. Expanded airport with larger planes and more direct flights to major destinations
6. Variety of retail businesses: locally owned, national chains and destination
7. Support for an entrepreneurial spirit with investments in new and emerging businesses

**PRINCIPLE 7**  
**ATTRACTIVE AND THRIVING**  
**MAJOR CORRIDORS**

► **Means**

**A. Avenue of the Cities**

1. Well maintained and upgrade buildings – attractive and beautiful without blight
2. Variety of retail businesses
3. Easy access to businesses from the street with convenient parking for businesses and customers
4. Variety of restaurants: chain to locally owned

**B. John Deere Road**

1. Attractive and beautiful corridor
2. Variety of restaurants
3. Successful reconfigured SouthPark Mall with entertainment and retail for the region
4. Destination retail attracting visitors for the weekend
5. Easy access and convenient parking
6. Regional destination for shopping and eating

**PRINCIPLE 8**  
**OPPORTUNITIES FOR A HEALTHY AND**  
**ACTIVE LIFESTYLE**

► **Means**

1. Biking, walking and running trails connecting the City and linked to the region
2. Top quality athletic fields for recreation and tournaments
3. Variety of recreation programs and activities for all generations
4. Top quality, well designed and well maintained parks with a variety of unique amenities located throughout the City
5. Convenient access to the river for recreational activities and competition
6. Availability of top quality medical and healthcare services

# **MOLINE CITY GOVERNMENT: MISSION AND SERVICE PRIORITIES**

# ***Moline City Government: Mission***

*The MISSION of **MOLINE CITY GOVERNMENT***

*is to act in a **FINANCIALLY RESPONSIBLE** <sup>(1)</sup> manner*

*while providing **QUALITY AND EFFICIENT CITY SERVICES** <sup>(2)</sup>*

*And creating a **SUSTAINABLE CITY.** <sup>(3)</sup>*

# *Moline City Government: Mission*

## **PRINCIPLE 1**

### **FINANCIALLY RESPONSIBLE**

#### **► Means**

1. Delivering defined City service in the most cost effective and efficient manner
2. Developing budgets balancing service demands and organization capacity
3. Using debt in a responsible manner
4. Collaborating with other governments to reduce the cost of services and City government
5. Providing sufficient revenues to support defined services and service levels while investing in the City's future
6. Maintaining financial reserves consistent with City policies and national standards
7. Evaluating City processes and making cost reduction process improvements

## **PRINCIPLE 2**

### **QUALITY AND EFFICIENT CITY SERVICES**

#### **► Means**

1. Providing adequate resources to support the delivery of defined City services and service levels
2. Hiring, developing, and retaining a top quality City workforce dedicated to serving the Moline community
3. Providing well designed, well maintained City facilities and infrastructure
4. Maintaining a high level of customer satisfaction
5. Providing a timely response to an emergency and nonemergency call for service
6. Planning for manager and employee succession
7. Providing the training and tools to do the job

## **PRINCIPLE 3**

### **SUSTAINABLE CITY**

► **Means**

1. Balancing personal livability, environmental stewardship, economic opportunity and community building
2. Developing and maintaining an effective storm water management system
3. Providing well built and well maintained City facilities and infrastructure
4. Investing in City infrastructure and facilities to support future growth and economic expansion
5. Incorporating "green" and "sustainability" practices into City facilities and operation

# *Moline City Government City Services*

## **NO CHOICE: CORE SERVICES**

**Govern the City**

**Manage public records**

**Plan, manage storm water system**

**Plan for, respond to and recover from an emergency**

**Manage and respond to public information requests**

## **CHOICE: DAILY LIVING**

**Provide, treat and distribute water**

**Collect, treat and dispose wastewater**

**Plan, build and maintain roads and bridges**

**Patrol the community**

**Prevent and suppress fires**

**Enforce laws and ordinances**

**Provide emergency medical services and transport**

**Remove snow**

**Plan for the City's future**

**Collect, dispose solid waste**

**Operate 9-1-1 Communications/Dispatch Center**

## **CHOICE: QUALITY OF LIFE**

**Plan, build and maintain parks:  
active and passive, community and neighborhood**

**Maintain alleys**

**Seek compliance/enforce housing and nuisance codes**

**Support the iWireless Center**

**Recycle solid waste: residential and commercial**

**Manage traffic flow and control**

**Stimulate economic growth**

**Investigate crimes and prepare cases for prosecution**

**Plan, build and maintain trails, bike lanes**

## **COMMUNITY ADD ONS: ENRICH LIVES**

**Operate Public Library**

**Plan, build and maintain athletic fields:  
recreation and national tournaments**

**Participate in Metropolitan Gang Task Force**

**Support Renew Moline**

**Preserve the environment and natural resources**

**Plan, build and maintain sidewalks**

**Regulate land uses and development quality**

**Support small business promotion and marketing**

**Provide parking management and enforcement**

## **OTHER CITY SERVICES**

**Plan, maintain specialty parks: disc golf, dog park, etc.**

**Plan, build and maintain streetscapes and medians**

**Collect and dispose of leaves**

**Preserve Moline's history and heritage**

**Operate and maintain a marina and boat launches**

**Support, fund community events**

**Plant, maintain and trim trees and landscaping**

**Inform the community: residents and businesses**

**Review and approve plans, inspects buildings**

**Provide recreational classes, programs and activities**

**Maintain and operate Aquatic Center**

**Support community events sponsored by others**

**Operate and maintain cemeteries**

**Support, fund community organizations**

**Provide housing assistance and manage housing units**

**Manage open space**

**Operate and manage the Garden Center**

# **CITY OF MOLINE PLAN 2015 – 2020**

# *City of Moline*

## *Goals 2020*

**Upgrade City Infrastructure and Facilities**

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**Strong Local Economy – The Confidence to Invest**

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**Financially Strong City with Cost-Effective Services**

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**Moline – Great Place to Live**

# Goal 1

## Upgrade City Infrastructure and Facilities

### OBJECTIVES

1. Upgrade quality of streets and sidewalks
2. Well-maintained utility system
3. Improve quality of alleys
4. Well-maintenance City buildings and facilities
5. Develop quality trail system connecting community destinations
6. Extend utilities south of the Rock River to position area for development

### VALUE TO RESIDENTS

1. Reliable delivery of City services.
2. Better quality streets, sidewalks, and alleys.
3. Convenient access to City facilities and services.
4. City facilities that promote organization efficiency and productivity.
5. Improved appearance of City facilities and infrastructure.

**SHORT TERM CHALLENGES  
AND OPPORTUNITIES**

1. Aging and deteriorating City infrastructure: residential streets, water mains, sewer lines, sidewalks, alley
2. Inadequate funding for City infrastructure maintenance and replacement
3. Falling further behind in infrastructure maintenance and repairs
4. Increasing long term funds for residential streets and alleys: maintenance and upgrades
5. Funding for new City infrastructure to support economic growth and residential development
6. Increasing number of City infrastructure major failures

**LONG TERM CHALLENGES  
AND OPPORTUNITIES**

1. Deferred maintenance of City buildings and facilities
2. Water discoloration in certain neighborhoods
3. Compliance for, locating and repairing sources of infiltration and inflow into sanitary sewers
4. Increasing regulations and new requirements impacting infrastructure and service delivery
5. Making difficult decision to fund infrastructure projects
6. Inadequate funding from utility tax

**POLICY ACTIONS 2015 – 2016**

- |  | <b>PRIORITY</b>   |               |
|--|---|---------------|
| 1. Residential Streets Program: Report, Direction, Funding | <table border="1"><tr><td>Top Priority</td></tr></table>  | Top Priority  |
| Top Priority   |   |               |
| 2. 24 <sup>th</sup> Avenue Sidewalk: Direction, Funding    | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority  |   |               |
| 3. Ben Butterworth Bike Path Improvements                  |   |               |
| 4. Green Valley Park: Field #5 Champion Field              |   |               |

**MANAGEMENT ACTIONS 2015 – 2015**

- |   | <b>PRIORITY</b>   |               |
|---|---|---------------|
| 1. 12 <sup>th</sup> Street Retaining Wall | <table border="1"><tr><td>Top Priority</td></tr></table>  | Top Priority  |
| Top Priority                              |   |               |
| 2. Sylvan Island Bridge                   | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority                             |   |               |
| 3. River Multi Modal Transportation Plan  |   |               |

**MANAGEMENT IN PROGRESS 2015 – 2015**

1. Winter Snow Removal Operations/Pre-Treatment Expansion (Salt Brine Production)
2. Metro Link on Riverfront BRT Feasibility Study (IDOT Funded)
3. Riverfront Multi Modal Transportation Plan
4. South Slope Wastewater Treatment Plant Discharge Permit: Actions to Address Special Conditions
5. South Slope Wastewater Treatment Plan Collection Area Study
6. Rock River Floodway Modeling and Map: Update
7. Bi-State Transportation Model: Update/Long Range Transportation Plan: Update
8. Drinking Water Treatment Process Optimization Study: Implementation
9. Compressed Natural Gas: Implementation
10. GPS/AVL Locator on All Public Works Vehicles (at time of purchase)

### **MAJOR PROJECTS 2015 – 2015**

1. UV System Operational Trail at Water Plant
2. 7<sup>th</sup> Street Elevated Water Tank: Inspection
3. John Deere Road – 6 Lane (IDOT Project): Utility Relocations
4. North Slope Wastewater Treatment Plant Improvements
5. Wastewater Treatment Plant: Upgrade
6. Discolored Water in Dead End Areas Project

### **ON THE HORIZON 2016 – 2020**

1. Inflow and Infiltration (Private Infrastructure Sources)
2. Indoor Recreation Facility: Evaluation Study
3. Mississippi River Planning Assistance: Grant
4. Men's Fast Pitch Softball Tournament 2016
5. Infrastructure South of Rock River: Infrastructure Plan, Funding
6. Park ADA Compliance
7. Sidewalks ADA Compliance
8. Alley Maintenance/Upgrade: Direction, Funding
9. Millennium Park: Enhancements
10. Utility Chapter 34 – Water, Wastewater, Stormwater: Adoption
11. City Hall Window Replacement: Direction, Funding – Mid America Rebate
12. Bike/Pedestrian Travel/Connectivity: Plan with Specific Projects and Funding
13. Capital Projects: Priority, Funding Mechanism

# Goal 2

## Strong Local Economy – The Confidence to Invest

### OBJECTIVES

1. Retain and expand local businesses
2. More “quality” job opportunities for living wage jobs
3. Develop Western Illinois University Campus and Riverbend Commons
4. Increase and leverage private-public partnership investments in development and redevelopment
5. Develop industrial and business parks and/or sites south of the Rock River
6. Expand commercial development along John Deere Road Corridor
7. Expand commercial development along Avenue of the Cities

### VALUE TO RESIDENTS

1. Businesses making the choice to locate in Moline.
2. Our kids can stay, return from college.
3. Expanded tax base reducing the tax burden on homeowners.
4. Convenience: close proximity to work, shopping.
5. Businesses investing in our community.
6. Reputation: great place to have a business.

**SHORT TERM CHALLENGES  
AND OPPORTUNITIES**

1. State of Illinois legal framework impacting business development and investment: tax structure, minimum wage, TIF regulations, annexation
2. Perception of Iowa: lower taxes and fees
3. Developer reliance and expectations of City economic incentives
4. Supporting small business development and growth
5. Perception: Illinois schools not as good as Iowa schools
6. Strong investment in Iowa: single family homes, industrial development

**LONG TERM CHALLENGES  
AND OPPORTUNITIES**

1. Reasons: why should I live here or have a business here
2. Competition from Iowa cities in the Quad Cities region
3. Redevelopment vs. new development: costs
4. Potential property tax freeze – no new revenues to City
5. Lack of land availability with infrastructure for industrial development
6. Higher labor costs in Illinois: minimum wage, workers comp, unemployment
7. Defining the City's role and level of financial participation
8. Economic recovery and increased business investment

**POLICY ACTIONS 2015 – 2016**

1. Collector Center Development: Garage Design, Development Agreement, Engineering Bid
2. 5<sup>th</sup> Avenue Building Renovation
3. Riverbend Commons: Development/Purchase Agreement
4. Spiegel Building Development
5. Western Illinois University: Phase III Development
6. Old Kone Building Reuse/Redevelopment

**PRIORITY**

Top Priority

High Priority

**MANAGEMENT ACTIONS 2015 – 2016**

1. Quad Cities Multi Modal Station/Hotel
2. Chase Building: Development
3. Valley View Village Parcel Development
4. Spec Building Package at Airport Business Park
5. South Park Mall Revitalization

**PRIORITY**

Top Priority

High Priority

High Priority

**MANAGEMENT IN PROGRESS 2015 – 2016**

1. Façade Improvement Program: Re-Work
2. Connor Company Development: Rezoning
3. Moline Centre Main Street Programs

**MAJOR PROJECTS 2015 – 2016**

1. I-74 Bridge Project

**ON THE HORIZON 2016 – 2020**

1. Market Square Development
2. Air Service Expansion
3. Highway 150/Highway 6: Development Agreement
4. Midland Davis Scrap Yard Relocation: Planning
5. Regional Economic Development/Chamber: Performance Report, Funding Level
6. Grocery Store for Downtown: Secure Commitment
7. Retail/Restaurant Attraction: Action Plan
8. Empty Storefronts: Inventory, Options, Direction, City Actions
9. Old Holiday Inn: Development Direction, Development Agreement
10. Small Business Development Program (Chamber of Commerce)
11. Air Service to Washington, D.C.: Advocacy
12. Light Manufacturing Development Strategy: Development, City Role, City Actions
13. Revolving Loan Fund: Marketing, Direction (\$200,000 + Available)

# Goal 3

## Financially Strong City with Cost-Effective Services

### OBJECTIVES

1. Adequate revenues to support defined and prioritized City services
2. Deliver City services in the most cost-effective and efficient manner
3. Align City services to available resources
4. Invest in technology to increase City organization productivity
5. Strong City – resident partnerships working together for community betterment
6. Customer-friendly City services delivered in a timely and professional manner

### VALUE TO RESIDENTS

1. You can afford to live in Moline.
2. Value for your tax dollars and fees.
3. Quality City services delivered in an efficient manner.
4. Competitive cost of government.
5. City responsive to the needs of residents.
6. Convenient, customer-friendly City services.

**SHORT TERM CHALLENGES  
AND OPPORTUNITIES**

1. Unfunded City liabilities: pension, post retirement health benefits
2. Addressing the \$1 million deficit in next year's budget
3. State threat to reduce state shared revenues (LGDF)
4. Restrictions in labor contracts: minimum staffing levels, changing services/service levels
5. Stagnant revenues means City service reductions or eliminations
6. Labor contracts impacting the City organization's capacity to change

**LONG TERM CHALLENGES  
AND OPPORTUNITIES**

1. Increasing City operational costs
2. Potential legislative actions impacting City services, operations and revenues: TIF, property tax freeze, body cameras/in car cameras for police
3. 76% of Budget: personnel costs
4. Continued decline in assessed property values
5. Increasing productivity and reducing costs of City operations and service delivery through process improvements and outsourcing
6. Reduced outside funding sources: grants and funding from State of Illinois and Federal government
7. Parks/Library funding vs. Public Safety Pensions: property tax choice
8. Salary increases greater than revenues

**POLICY ACTIONS 2015 – 2016**

	<b>PRIORITY</b>
1. City Services Outsourcing: Study	Top Priority
2. Department Cost Reduction Plan	Top Priority
3. Library Services and Staffing: Direction, Funding	Top Priority
4. Budget FY 2016 Service Priority and Elimination	Top Priority
5. Succession Planning and Process	High Priority
6. Parks and Recreation Services and Staffing: Direction, Funding	High Priority
7. Labor Contracts: Guidelines	

**MANAGEMENT ACTIONS 2015 – 2016**

	<b>PRIORITY</b>
1. Budget Document Process Improvement	High Priority
2. Classification and Compensation: Study, Funding	High Priority

**MANAGEMENT IN PROGRESS 2015 – 2016**

1. 2014 Audit Process
2. DMS Printing: Accounts Receivable Billing
3. Ambulance Chassis and Upgrade
4. Financial Trend Report
5. Electronic Vendor Payments
6. Biannual Comprehensive Fee: Review
7. Park Director: Hiring
8. Solid Waste Disposal Contract (Joint with City of Rock Island/Village of Milan) (Landfill/Tipping Fees)
9. Fire Reporting Software
10. Net Vault Virtual Tape Library
11. Fire Image Trend for Ambulance and Ambulance billing Analysis
12. Verizon Signal Booster (Public Works)
13. Land Management Process Update (Sungard)
14. Police Performance Evaluation System: Development
15. Fire Standard Operating Guidelines
16. Citywide Performance Evaluation System
17. Police/Fire Time Keeping Software
18. Illinois Debt Recovery Program
19. Paperless Accounts Payable Process
20. Stryker Power Lift System

**MANAGEMENT IN PROGRESS 2015 – 2016**

*(Continued)*

21. Health Plan: Finalizing
22. FLSA Guidelines
23. Library Strategic Plan: Completion
24. Library Community Survey
25. Window Server 2003: Elimination
26. Federal e-rate Rebates for Library
27. Municipal Tax Audit Program
28. Police Fire Mobile Radios and Base Station: Direction
29. Police Scheduling Software
30. IAFF Labor Contract
31. Travel Expense Policy
32. Records Retention Plan
33. Police Contract

**ON THE HORIZON 2016 – 2020**

1. Vacant City Owned Land Property Sale
2. 5 yr. Technology Plan/ERP Software
3. Affordable Care Act: Impact Analysis
4. Pension Reform: State Advocacy
5. Shared Services: Evaluation Report, Direction
  - A. Library District
  - B. Park District
  - C. Fire (by Intergovernmental Agreement)
  - D. Police: Options
6. County Wide 9-1-1 Communications Center
7. Alternative Revenues Study, Direction
8. Building Inspection/Development Process: Performance Audit, Recommendations with Options
9. Yard Waste Container Subscription: Evaluation, Direction
10. Training, Development and Certification: Direction, Funding
11. Corporate Communications Plan and Position: Direction, Funding
12. Process Improvement/Lean Program: Development
13. IVR (Integrated Voice Response) System Language Translation: Direction, Funding
14. Renew Moline: Performance Evaluation, Direction

# Goal 4

## Moline – Great Place To Live

### OBJECTIVES

1. Safe community where people feel safe at home and in the community
2. More attractive, clean City
3. Increase City population
4. Increase major corridor vibrancy with more retail, restaurants, and expanded activities
5. Develop quality of life amenities that make people want to live in Moline
6. Have well-planned, sustainable future development and redevelopment
7. Create vibrant Downtown residential Community

### VALUE TO RESIDENTS

1. Individuals making the choice to live in Moline.
2. Improved home and property values.
3. Range of quality housing choices for all stages of life.
4. Convenient living with easy access to services and amenities.
5. Choices for your leisure time.
6. Feeling safe and secure.

### **SHORT TERM CHALLENGES AND OPPORTUNITIES**

1. Attracting quality of life businesses: restaurants and retail
2. Reducing visual blight and irresponsible property owners and tenants
3. Reactive vs. proactive law enforcement
4. Aging housing stock needing upgrade, repairs or modernization
5. Involving residents in their neighborhoods
6. Few new housing starts: 8 in Rock Island County; 1 in Moline
7. Lack of higher price homes in Moline

### **LONG TERM CHALLENGES AND OPPORTUNITIES**

1. Working with School District on community issues: school closings, plans for the future
2. Private developers reluctance to build homes in Moline
3. Growing senior population with increasing service demands
4. Funding for quality of life amenities to make Moline a more desirable place to live
5. Removal of abandoned/dilapidated structures with limited abatement funds
6. Declining value of TIF #1 (Limited Time: 2021)
7. Increasing rental of single family homes in neighborhoods
8. Easier to build on a “cornfield” than a “wooded hillside”
9. 3 to 4 year waiting list for CDBG funding for property upgrades
10. High priced, hard to find quality, affordable rental housing

**POLICY ACTIONS 2015 – 2016**

	<b>PRIORITY</b>
1. Pool: Evaluation, Direction	High Priority
2. Avenue of the Cities Corridor Overlay Plan	High Priority
3. Marketing Program “Why Moline”	High Priority
4. Moline School Strategy	
5. Volleyball Program: Direction	

**MANAGEMENT ACTIONS 2015 – 2016**

	<b>PRIORITY</b>
1. The Point Development	Top Priority
2. Floreiciente Neighborhood Revitalization	Top Priority
3. Garfield School Repurposing: Rezoning	Top Priority
4. Southpark West Planning and Rezoning Study	

**MANAGEMENT IN PROGRESS 2015 – 2016**

1. Autumn Trails Development: Completion
2. Nordav Partners Rezoning at Southpark West
3. Animal Aid Shelter Development and Special Use Permit
4. State ASA 18 and Under Softball Tournament at Green Valley Sports
5. Metro Link/River Action Bike Share Feasibility Study
6. Hamilton School: Traffic Flow
7. QCCVB: NAFA Men’s Softball Tournament
8. Moline CDC By Laws Update
9. Rock Island County Hazard Mitigation Plan: Update
10. CDBG Consolidated Plan: 2015 – 2019
11. Parks and Recreation Outdated Leases (6)
12. NSP Phase II: Home Construction (2)
13. North Slope Improvement
14. Bass Street Plaza: Land Acquisition

**MAJOR PROJECTS 2015 – 2016**

1. Riverside Park Parking Lot Resurfacing and Garden Center
2. Green Valley Sport Complex: Sand Volleyball Court
3. Parks Master Plan Signage
4. Column barium at Memorial Park Cemetery
5. McCandless Park: Pavilion and Restrooms
6. Prospect Park: Pavilion

### **ON THE HORIZON 2016 – 2020**

1. Bealer Residential Development
2. Pryce Farms Residential Development
3. Case Creek Residential Development
4. Single Family/Duplex with Owner Rental Property Registration and Inspection Program
5. Citywide Comprehensive Plan: Update
6. Millennium Park Playground Replacement: Funding
7. Riverside Cemetery Stormwater Runoff: Funding
8. Parks Parking Lots: Repairs/Upgrades, Funding
9. Recreation Facility: Direction Funding
10. Comprehensive Riverfront Plan: Direction on Implementation
11. Housing Stock: Evaluation Report, Direction, City Actions
12. Wayfinding Signage: Direction, Funding
13. Residential Development Strategy: Single Family, Apartments
14. Diverse Community: Key Issues, Direction, City Actions
15. Downtown Residential Units: 100, Action Plan
16. Case Creek Residential Development

# **CITY OF MOLINE ACTION AGENDA 2015 – 2016**

# *City of Moline*

## *Policy Agenda 2015 – 2016*

### **TOP PRIORITY**

**Residential Streets Program: Report, Direction, Funding**

**City Services Outsourcing: Study**

**Department Cost Reduction Plan**

**Collector Center Development: Garage Design, Development Agreement,  
Engineering Bid**

**Library Services and Staffing: Direction, Funding**

**Budget FY 2016 Service Priority and Elimination**

### **HIGH PRIORITY**

**Pool: Evaluation, Direction**

**Avenue of the Cities Corridor Overlay Plan**

**24<sup>th</sup> Avenue Sidewalk: Direction, Funding**

**Succession Planning and Process**

**5<sup>th</sup> Avenue Building Renovation**

**Parks and Recreation Services and Staffing: Direction, Funding**

**Marketing Program “Why Moline”**

# *City of Moline*

## *Management Agenda 2015 – 2016*

### **TOP PRIORITY**

**Quad Cities Multi Modal Station/Hotel**

**The Point Development**

**12<sup>th</sup> Street Retaining Wall**

**Florecente Neighborhood Revitalization**

**Garfield School Repurposing: Rezoning**

### **HIGH PRIORITY**

**Chase Building: Development**

**Budget Document Process Improvement**

**Sylvan Island Bridge**

**Valley View Village Parcel Development**

**Classification and Compensation: Study, Funding**

# *City of Moline*

## *Management in Progress 2015 – 2016*

**Winter Snow Removal Operations/Pre-Treatment Expansion (Salt Brine Production)**

**Metro Link on Riverfront BRT Feasibility Study (IDOT Funded)**

**Riverfront Multi Modal Transportation Plan**

**South Slope Wastewater Treatment Plant Discharge Permit: Actions to Address  
Special Conditions**

**South Slope Wastewater Treatment Plan Collection Area Study**

**Rock River Floodway Modeling and Map: Update**

**Bi-State Transportation Model: Update/Long Range Transportation Plan: Update**

**Drinking Water Treatment Process Optimization Study: Implementation**

**Compressed Natural Gas: Implementation**

**GPS/AVL Locator on All Public Works Vehicles (at time of purchase)**

**Façade Improvement Program: Re-Work**

**Connor Company Development: Rezoning**

**Moline Centre Main Street Programs**

**2014 Audit Process**

**DMS Printing: Accounts Receivable Billing**

**Ambulance Chassis and Upgrade**  
**Financial Trend Report**  
**Electronic Vendor Payments**  
**Biannual Comprehensive Fee: Review**  
**Park Director: Hiring**  
**Solid Waste Disposal Contract (Joint with City of Rock Island/Village of Milan)**  
**(Landfill/Tipping Fees)**  
**Fire Reporting Software**  
**Net Vault Virtual Tape Library**  
**Fire Image Trend for Ambulance and Ambulance billing Analysis**  
**Verizon Signal Booster (Public Works)**  
**Land Management Process Update (Sungard)**  
**Police Performance Evaluation System: Development**  
**Fire Standard Operating Guidelines**  
**Citywide Performance Evaluation System**  
**Police/Fire Time Keeping Software**  
**Illinois Debt Recovery Program**  
**Paperless Accounts Payable Process**  
**Stryker Power Lift System**

**Health Plan: Finalizing**  
**FLSA Guidelines**  
**Library Strategic Plan: Completion**  
**Library Community Survey**  
**Window Server 2003: Elimination**  
**Federal e-rate Rebates for Library**  
**Municipal Tax Audit Program**  
**Police Fire Mobile Radios and Base Station: Direction**  
**Police Scheduling Software**  
**IAFF Labor Contract**  
**Travel Expense Policy**  
**Records Retention Plan**  
**Police Contract**  
**Autumn Trails Development: Completion**  
**Nordav Partners Rezoning at Southpark West**  
**Animal Aid Shelter Development and Special Use Permit**  
**State ASA 18 and Under Softball Tournament at Green Valley Sports**  
**Metro Link/River Action Bike Share Feasibility Study**  
**Hamilton School: Traffic Flow**  
**QCCVB: NAFA Men's Softball Tournament**

**Moline CDC By Laws Update**  
**Rock Island County Hazard Mitigation Plan: Update**  
**CDBG Consolidated Plan: 2015 – 2019**  
**Parks and Recreation Outdated Leases (6)**  
**NSP Phase II: Home Construction (2)**  
**North Slope Improvement**  
**Bass Street Plaza: Land Acquisition**

# *City of Moline*

## *Major Projects 2015 – 2016*

**UV System Operational Trail at Water Plant**  
**7<sup>th</sup> Street Elevated Water Tank: Inspection**  
**John Deere Road – 6 Lane (IDOT Project): Utility Relocations**  
**North Slope Wastewater Treatment Plant Improvements**  
**Wastewater Treatment Plant: Upgrade**  
**Discolored Water in Dead End Areas Project**  
**I-74 Bridge Project**  
**Riverside Park Parking Lot Resurfacing and Garden Center**  
**Green Valley Sport Complex: Sand Volleyball Court**  
**Parks Master Plan Signage**  
**Column barium at Memorial Park Cemetery**  
**McCandless Park: Pavilion and Restrooms**  
**Prospect Park: Pavilion**

**City of Moline**  
**Action Outlines 2015 – 2016**

<b>GOAL 1</b>	<b>UPGRADE CITY INFRASTRUCTURE AND FACILITIES</b>
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<p><b>ACTION: RESIDENTIAL STREETS PROGRAM: REPORT, DIRECTION, FUNDING</b></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;"><b>PRIORITY</b></td></tr> <tr><td style="text-align: center;"><i>Policy – Top</i></td></tr> </table>	<b>PRIORITY</b>	<i>Policy – Top</i>
<b>PRIORITY</b>			
<i>Policy – Top</i>			
<p><u>Key Issues</u></p>	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> <li>1. Amount of Funding Needed to Catch Up, Keep Caught Up</li> <li>2. Budget: Increased Funding with options</li> <li>3. Funding Options, including Bond</li> </ol>		
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="padding: 5px;">Responsibility:</td></tr> </table>		Responsibility:	
Responsibility:			

<p><b>ACTION: 24<sup>th</sup> AVENUE SIDEWALK: DIRECTION, FUNDING</b></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;"><b>PRIORITY</b></td></tr> <tr><td style="text-align: center;"><i>Policy – High</i></td></tr> </table>	<b>PRIORITY</b>	<i>Policy – High</i>
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<p><u>Key Issues</u></p>	<p><u>Activities/Milestones</u></p>		
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Responsibility:			

<p><b>ACTION: BEN BUTTERWORTH BIKE PATH</b></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;"><b>PRIORITY</b></td></tr> <tr><td style="text-align: center;"><i>Policy</i></td></tr> </table>	<b>PRIORITY</b>	<i>Policy</i>
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<p><u>Key Issues</u></p>	<p><u>Activities/Milestones</u></p>		
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="padding: 5px;">Responsibility:</td></tr> </table>		Responsibility:	
Responsibility:			

<b>ACTION: GREEN VALLEY PARK: FIELD #5 CHAMPION FIELD</b>	<b>PRIORITY</b>
<i>Key Issues</i>	<i>Policy</i>
<i>Activities/Milestones</i>	<i>Time</i>
Responsibility:	

<b>ACTION: 12<sup>th</sup> STREET RETAINING WALL</b>	<b>PRIORITY</b>
<i>Key Issues</i>	<i>Mgmt. – Top</i>
<i>Activities/Milestones</i>	<i>Time</i>
Responsibility:	

<b>ACTION: SYLVAN ISLAND BRIDGE</b>	<b>PRIORITY</b>
<i>Key Issues</i>	<i>Mgmt. – High</i>
<i>Activities/Milestones</i>	<i>Time</i>
Responsibility:	

<b>ACTION: RIVER MULTI MODAL TRANSPORTATION PLAN</b>	<b>PRIORITY</b>
<i>Key Issues</i>	<i>Mgmt</i>
<i>Activities/Milestones</i>	<i>Time</i>
Responsibility:	

<b>► Management in Progress 2015 – 2016</b>		<b>TIME</b>
1.	Winter Snow Removal Operations/Pre-Treatment Expansion (Salt Brine Production)	11/15
2.	Metro Link on Riverfront BRT Feasibility Study (IDOT Funded)	12/15
3.	Riverfront Multi Modal Transportation Plan	12/15
4.	South Slope Wastewater Treatment Plant Discharge Permit: Actions to Address Special Conditions	12/15
5.	South Slope Wastewater Treatment Plan Collection Area Study	12/15
6.	Rock River Floodway Modeling and Map: Update	3/16
7.	Bi-State Transportation Model: Update/Long Range Transportation Plan: Update	4/16
8.	Drinking Water Treatment Process Optimization Study: Implementation	Ongoing
9.	CNG: Implementation	Ongoing
10.	GPS/AVL Locator on All Public Works Vehicles (at time of purchase)	Ongoing

<b>► Major Projects 2015 – 2016</b>		<b>TIME</b>
1.	UV System Operational Trail at Water Plant	7/15
2.	7 <sup>th</sup> Street Elevated Water Tank: Inspection	8/15
3.	John Deere Road – 6 Lane (IDOT Project): Utility Relocations	M/C 10/15
4.	North Slope Wastewater Treatment Plant Improvements	5/17
5.	Wastewater Treatment Plant: Upgrade	5/17
6.	Discolored Water in Dead End Areas Project	Ongoing

<b>GOAL 2</b>	<b>STRONG LOCAL ECONOMY – THE CONFIDENCE TO INVEST</b>
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<b>ACTION: COLLECTOR CENTER DEVELOPMENT</b>	<b>PRIORITY</b>	
	<i>Policy – Top</i>	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
Responsibility:		

<b>ACTION: 5<sup>th</sup> AVENUE BUILDING RENOVATION</b>	<b>PRIORITY</b>	
	<i>Policy – High</i>	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
Responsibility:		

<b>ACTION: RIVERBEND COMMONS</b>	<b>PRIORITY</b>	
	<i>Policy</i>	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
Responsibility:		

<b>ACTION: SPIEGEL BUILDING DEVELOPMENT</b>	<b>PRIORITY</b>
<i>Key Issues</i>	<i>Policy</i>
<i>Activities/Milestones</i>	<i>Time</i>
Responsibility:	

<b>ACTION: WESTERN ILLINOIS UNIVERSITY: PHASE III DEVELOPMENT</b>	<b>PRIORITY</b>
<i>Key Issues</i>	<i>Policy</i>
<i>Activities/Milestones</i>	<i>Time</i>
Responsibility:	

<b>ACTION: OLD KONE BUILDING REUSE/REDEVELOPMENT</b>	<b>PRIORITY</b>
<i>Key Issues</i>	<i>Policy</i>
<i>Activities/Milestones</i>	<i>Time</i>
Responsibility:	

<b>ACTION: QUAD CITIES MULTI MODAL STATION/HOTEL</b>	<b>PRIORITY</b>
<i>Key Issues</i>	<i>Mgmt – Top</i>
<i>Activities/Milestones</i>	<i>Time</i>
Responsibility:	

<b>ACTION: CHASE BUILDING: DEVELOPMENT</b>	<b>PRIORITY</b>	
	<i>Mgmt – High</i>	
<i>Key Issues</i>	<i>Activities/Milestones</i>	<i>Time</i>
Responsibility:		

<b>ACTION: VALLEY VIEW VILLAGE PARCEL DEVELOPMENT</b>	<b>PRIORITY</b>	
	<i>Mgmt – High</i>	
<i>Key Issues</i>	<i>Activities/Milestones</i>	<i>Time</i>
Responsibility:		

<b>ACTION: SPEC BUILDING PACKAGE AT AIRPORT BUSINESS PARK</b>	<b>PRIORITY</b>	
	<i>Mgmt</i>	
<i>Key Issues</i>	<i>Activities/Milestones</i>	<i>Time</i>
Responsibility:		

<b>ACTION: SOUTH PARK MALL REVITALIZATION</b>	<b>PRIORITY</b>	
	<i>Mgmt</i>	
<i>Key Issues</i>	<i>Activities/Milestones</i>	<i>Time</i>
Responsibility:		

► **Management in Progress 2015 – 2016**

1. Façade Improvement Program: Re-Work
2. Connor Company Development: Rezoning
3. Moline Centre Main Street Programs

TIME
6/15
9/15
Ongoing

► **Major Projects 2015 – 2016**

1. I-74 Bridge Project

<b>GOAL 3</b>	<b>FINANCIALLY STRONG CITY WITH COST-EFFECTIVE SERVICES</b>
---------------	---

<b>ACTION: CITY SERVICES OUTSOURCING: STUDY</b>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;"><b>PRIORITY</b></td></tr> <tr><td style="text-align: center;"><i>Policy – Top</i></td></tr> </table>	<b>PRIORITY</b>	<i>Policy – Top</i>
<b>PRIORITY</b>			
<i>Policy – Top</i>			
<p><u>Key Issues</u></p>	<p><u>Activities/Milestones</u></p> <p>1. Park Maintenance</p>		
	<p><u>Time</u></p>		
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;">Responsibility:</td></tr> </table>		Responsibility:	
Responsibility:			

<b>ACTION: DEPARTMENT COST REDUCTION PLAN</b>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;"><b>PRIORITY</b></td></tr> <tr><td style="text-align: center;"><i>Policy – Top</i></td></tr> </table>	<b>PRIORITY</b>	<i>Policy – Top</i>
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<p><u>Key Issues</u></p>	<p><u>Activities/Milestones</u></p>		
	<p><u>Time</u></p>		
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;">Responsibility:</td></tr> </table>		Responsibility:	
Responsibility:			

<b>ACTION: LIBRARY SERVICES AND STAFFING: DIRECTION, FUNDING</b>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;"><b>PRIORITY</b></td></tr> <tr><td style="text-align: center;"><i>Policy – Top</i></td></tr> </table>	<b>PRIORITY</b>	<i>Policy – Top</i>
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	<p><u>Time</u></p>		
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;">Responsibility:</td></tr> </table>		Responsibility:	
Responsibility:			

<b>ACTION: BUDGET FY 2016 SERVICE PRIORITY AND ELIMINATION</b>	<b>PRIORITY</b>
<i>Key Issues</i>	<i>Policy – Top</i>
<i>Activities/Milestones</i>	<i>Time</i>
Responsibility:	

<b>ACTION: SUCCESSION PLANNING AND PROCESS</b>	<b>PRIORITY</b>
<i>Key Issues</i>	<i>Policy – High</i>
<i>Activities/Milestones</i>	<i>Time</i>
Responsibility:	

<b>ACTION: PARKS AND RECREATION SERVICES AND STAFFING: DIRECTION, FUNDING</b>	<b>PRIORITY</b>
<i>Key Issues</i>	<i>Policy – High</i>
<i>Activities/Milestones</i>	<i>Time</i>
Responsibility:	

<b>ACTION: LABOR CONTRACTS: GUIDELINES</b>	<b>PRIORITY</b>
<i>Key Issues</i>	<i>Policy</i>
<i>Activities/Milestones</i>	<i>Time</i>
Responsibility:	

<p><b>ACTION: BUDGET DOCUMENT PROCESS IMPROVEMENT</b></p> <p><i>Key Issues</i> <span style="margin-left: 200px;"><i>Activities/Milestones</i></span> <span style="float: right;"><i>Time</i></span></p>	<table border="1" style="margin: auto;"> <tr><td><b>PRIORITY</b></td></tr> <tr><td><i>Mgmt – High</i></td></tr> </table>	<b>PRIORITY</b>	<i>Mgmt – High</i>
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<table border="1" style="margin: auto; width: 80%;"> <tr><td>Responsibility:</td></tr> </table>		Responsibility:	
Responsibility:			

<p><b>ACTION: CLASSIFICATION AND COMPENSATION: STUDY, FUNDING</b></p> <p><i>Key Issues</i> <span style="margin-left: 200px;"><i>Activities/Milestones</i></span> <span style="float: right;"><i>Time</i></span></p>	<table border="1" style="margin: auto;"> <tr><td><b>PRIORITY</b></td></tr> <tr><td><i>Mgmt – High</i></td></tr> </table>	<b>PRIORITY</b>	<i>Mgmt – High</i>
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Responsibility:			

<b>► Management in Progress 2015 – 2016</b>	<b>TIME</b>
1. 2014 Audit Process	6/15
2. DMS Printing: Accounts Receivable Billing	6/15
3. Ambulance Chassis and Upgrade	6/15
4. Financial Trend Report	7/15
5. Electronic Vendor Payments	7/15
6. Biannual Comprehensive Fee: Review	9/15
7. Park Director: Hiring	9/15
8. Solid Waste Disposal Contract (Joint with City of Rock Island/Village of Milan) (Landfill/Tipping Fees)	10/15
9. Fire Reporting Software	10/15
10. Net Vault Virtual Tape Library	10/15
11. Fire Image Trent for Ambulance and Ambulance billing Analysis	10/15
12. Verizon Signal Booster (Public Works)	10/15
13. Land Management Process Update (Sungard)	10/15
14. Police Performance Evaluation System: Development	12/15
15. Fire Standard Operating Guidelines	12/15
16. Citywide Performance Evaluation System	12/15

<b>► Management in Progress 2015 – 2016 (Continued)</b>		<b>TIME</b>
17.	Police/Fire Time Keeping Software	12/15
18.	Illinois Debt Recovery Program	12/15
19.	Paperless Accounts Payable Process	12/15
20.	Stryker Power Lift System	12/15
21.	Health Plan: Finalizing	12/15
22.	FLSA Guidelines	12/15
23.	Library Strategic Plan: Completion	12/15
24.	Library Community Survey	12/15
25.	Window Server 2003: Elimination	12/15
26.	Federal e-rate Rebates for Library	3/16
27.	Municipal Tax Audit Program	6/16
28.	Police Fire Mobile Radios and Base Station: Direction	6/16
29.	Police Scheduling Software	6/16
30.	IAFF Labor Contract	M/C TBD
31.	Travel Expense Policy	TBD
32.	Records Retention Plan	Ongoing
33.	Police Contract	

<b>GOAL 4</b>	<b>MOLINE – GREAT PLACE TO LIVE</b>
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<p><b>ACTION: POOL: EVALUATION, DIRECTION</b></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 2px;"><b>PRIORITY</b></td> </tr> <tr> <td style="padding: 2px;"><i>Policy – High</i></td> </tr> </table>	<b>PRIORITY</b>	<i>Policy – High</i>
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Responsibility:			

<p><b>ACTION: AVENUE OF THE CITIES CORRIDOR OVERLAY PLAN</b></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 2px;"><b>PRIORITY</b></td> </tr> <tr> <td style="padding: 2px;"><i>Policy – High</i></td> </tr> </table>	<b>PRIORITY</b>	<i>Policy – High</i>
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Responsibility:			

<p><b>ACTION: MARKETING PROGRAM “WHY MOLINE”</b></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 2px;"><b>PRIORITY</b></td> </tr> <tr> <td style="padding: 2px;"><i>Policy – High</i></td> </tr> </table>	<b>PRIORITY</b>	<i>Policy – High</i>
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<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 2px;">Responsibility:</td> </tr> </table>		Responsibility:	
Responsibility:			

<b>ACTION: MOLINE SCHOOL STRATEGY</b>		<b>PRIORITY</b>
<i>Key Issues</i>	<i>Activities/Milestones</i>	<i>Policy</i>
		<i>Time</i>
Responsibility: _____		

<b>ACTION: VOLLEYBALL PROGRAM: DIRECTION</b>		<b>PRIORITY</b>
<i>Key Issues</i>	<i>Activities/Milestones</i>	<i>Policy</i>
		<i>Time</i>
Responsibility: _____		

<b>ACTION: THE POINT DEVELOPMENT</b>		<b>PRIORITY</b>
<i>Key Issues</i>	<i>Activities/Milestones</i>	<i>Mgmt – Top</i>
		<i>Time</i>
Responsibility: _____		

<b>ACTION: FLORECIENTE NEIGHBORHOOD REVITALIZATION</b>		<b>PRIORITY</b>
<i>Key Issues</i>	<i>Activities/Milestones</i>	<i>Mgmt – Top</i>
		<i>Time</i>
Responsibility: _____		

<p><b>ACTION: GARFIELD SCHOOL REPURPOSING: REZONING</b></p> <p><i>Key Issues</i> <span style="margin-left: 200px;"><i>Activities/Milestones</i></span></p>	<table border="1" style="margin: auto;"> <tr><td><b>PRIORITY</b></td></tr> <tr><td><i>Mgmt – Top</i></td></tr> </table> <p><i>Time</i></p>	<b>PRIORITY</b>	<i>Mgmt – Top</i>
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<table border="1" style="margin: auto; width: 80%;"> <tr><td>Responsibility:</td></tr> </table>		Responsibility:	
Responsibility:			

<p><b>ACTION: SOUTHPARK WEST PLANNING AND REZONING STUDY</b></p> <p><i>Key Issues</i> <span style="margin-left: 200px;"><i>Activities/Milestones</i></span></p>	<table border="1" style="margin: auto;"> <tr><td><b>PRIORITY</b></td></tr> <tr><td><i>Mgmt</i></td></tr> </table> <p><i>Time</i></p>	<b>PRIORITY</b>	<i>Mgmt</i>
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Responsibility:			

<b>► Management in Progress 2015 – 2016</b>	<b>TIME</b>
1. Autumn Trails Development: Completion	
2. Nordav Partners Rezoning at Southpark West	6/15
3. Animal Aid Shelter Development and Special Use Permit	6/15
4. State ASA 18 and Under Softball Tournament at Green Valley Sports	7/15
5. Metro Link/River Action Bike Share Feasibility Study	7/15
6. Hamilton School: Traffic Flow	8/15
7. QCCVB: NAFA Men’s Softball Tournament	9/15
8. Moline CDC By Laws Update	11/15
9. Rock Island County Hazard Mitigation Plan: Update	12/15
10. CDBG Consolidated Plan: 2015 – 2019	12/15
11. Parks and Recreation Outdated Leases (6)	12/15
12. NSP Phase II: Home Construction (2)	4/16
13. North Slope Improvement	2017
14. Bass Street Plaza: Land Acquisition	TBD

► **Major Projects 2015 – 2016**

1. Riverside Park Parking Lot Resurfacing and Garden Center
2. Green Valley Sport Complex: Sand Volleyball Court
3. Parks Master Plan Signage
4. Columbarium at Memorial Park Cemetery
5. McCandless Park: Pavilion and Restrooms
6. Prospect Park: Pavilion

TIME
6/15
8/15
8/15
9/15
10/15
12/15

# **SECTION 3**

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## **PERFORMANCE REPORT 2015 – 2016 FOR CITY OF MOLINE**

# Importance of the Performance Report

***BOTTOM-LINE: Leaders being accountable for their decisions and actions***

## **1. LEADERSHIP WITH INTENTIONS**

- Acting with a sense of purpose and direction
- Defining a vision, setting goals, using them to guide decisions
- Establishing criteria to judge success
- Demonstrating an institutionalized strategic planning process
- Instilling confidence in financial institutions, customers

## **2. CONNECTION WITH CUSTOMER'S LIVES**

- Providing services that add MEANS to the customers' lives
- Linking decisions and actions to improved services
- Linking decisions and actions to lower cost of service delivery
- Demonstrating the personal relevance of decisions and actions

## **3. CAPTURE OTHERS' ATTENTION**

- Telling a story with a message
- Painting a picture
- Getting others to see it, to feel it
- Distinctive separating from the barrage of information

## **4. CELEBRATE - CREATE A MEMORY**

- Developing a celebration that is unique-a standout experience
- Giving others a memento representing the success
- Saying "Thank You" to contributors to the success
- Demonstrating the significance of the achievement

## **5. PERSONAL CONTACT WITH A TAILORED MESSAGE**

- Developing a message based upon the audience
- Making a few relevant points
- Reaching out to a variety of groups
- Delivering the message personally by you as a leader

# Moline Vision 2030

## MOLINE 2030

is a ***VIBRANT RIVER CITY*** <sup>(1)</sup>

with an ***ALIVE DOWNTOWN,*** <sup>(2)</sup> ***DYNAMIC***

***GROWTH SOUTH OF THE ROCK RIVER*** <sup>(3)</sup>

and a choice of ***LIVABLE NEIGHBORHOODS.*** <sup>(4)</sup>

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## MOLINE 2030

has ***QUALITY EDUCATION OPPORTUNITIES,*** <sup>(5)</sup>

a ***STRONG LOCAL ECONOMY WITH DIVERSE JOBS,*** <sup>(6)</sup>

***ATTRACTIVE AND THRIVING MAJOR CORRIDORS*** <sup>(7)</sup>

and ***OPPORTUNITIES FOR A HEALTHY AND***

***ACTIVE LIFESTYLE*** <sup>(8)</sup>

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**MOLINE –  
River Gateway to Opportunities**

# Moline City Government Mission

*The MISSION of MOLINE CITY GOVERNMENT*  
*is to act in a FINANCIALLY RESPONSIBLE manner*  
*while providing QUALITY AND EFFICIENT CITY SERVICES*  
*and creating a SUSTAINABLE CITY.*

# **Moline City Government City Services**

## **No Choice: Core Services**

**Govern the City**  
**Manage public records**  
**Plan, manage storm water system**  
**Plan for, respond to and recover from an emergency**  
**Manage and respond to public information requests**

## **Choice: Daily Living**

**Provide, treat and distribute water**  
**Collect, treat and dispose wastewater**  
**Plan, build and maintain roads and bridges**  
**Patrol the community**  
**Prevent and suppress fires**  
**Enforce laws and ordinances**  
**Provide emergency medical services and transport**  
**Remove snow**  
**Plan for the City's future**  
**Collect, dispose solid waste**  
**Operate 9-1-1 Communications/Dispatch Center**

## **Choice: Quality of Life**

**Plan, build and maintain parks:  
active and passive, community and neighborhood**

**Maintain alleys**

**Seek compliance/enforce housing and nuisance codes**

**Support the iWireless Center**

**Recycle solid waste: residential and commercial**

**Manage traffic flow and control**

**Stimulate economic growth**

**Investigate crimes and prepare cases for prosecution**

**Plan, build and maintain trails, bike lanes**

## **Community Add Ons: Enrich Lives**

**Operate Public Library**

**Plan, build and maintain athletic fields:  
recreation and national tournaments**

**Participate in Metropolitan Gang Task Force**

**Support Renew Moline**

**Preserve the environment and natural resources**

**Plan, build and maintain sidewalks**

**Regulate land uses and development quality**

**Support small business promotion and marketing**

**Provide parking management and enforcement**

## **Other City Services**

**Plan, maintain specialty parks: disc golf, dog park, etc.**

**Plan, build and maintain streetscapes and medians**

**Collect and dispose of leaves**

**Preserve Moline's history and heritage**

**Operate and maintain a marina and boat launches**

**Support, fund community events**

**Plant, maintain and trim trees and landscaping**

**Inform the community: residents and businesses**

**Review and approve plans, inspects buildings**

**Provide recreational classes, programs and activities**

**Maintain and operate Aquatic Center**

**Support community events sponsored by others**

**Operate and maintain cemeteries**

**Support, fund community organizations**

**Provide housing assistance and manage housing units**

**Manage open space**

**Operate and manage the Garden Center**

# **City of Moline Goals 2020**

**Upgrade City Infrastructure and Facilities**



**Strong Local Economy – The Confidence to Invest**



**Financially Strong City with Cost-Effective Services**



**Moline – Great Place To Live**

# **City of Moline Policy Agenda 2015 – 2016**

## **TOP PRIORITY**

**Residential Streets Program: Report, Direction, Funding**

**City Services Outsourcing: Study**

**Department Cost Reduction Plan**

**Collector Center Development: Garage Design, Development Agreement, Engineering Bid**

**Library Services and Staffing: Direction, Funding**

**Budget FY 2016 Service Priority and Elimination**

## **HIGH PRIORITY**

**Pool: Evaluation, Direction**

**Avenue of the Cities Corridor Overlay Plan**

**24<sup>th</sup> Avenue Sidewalk: Direction, Funding**

**Succession Planning and Process**

**5<sup>th</sup> Avenue Building Renovation**

**Parks and Recreation Services and Staffing: Direction, Funding**

**Marketing Program “Why Moline”**

# **City of Moline Management Agenda 2015 – 2016**

## **TOP PRIORITY**

**Quad Cities Multi Modal Station/Hotel**

**The Point Development**

**12<sup>th</sup> Street Retaining Wall**

**Florecente Neighborhood Revitalization**

**Garfield School Repurposing: Rezoning**

## **HIGH PRIORITY**

**Chase Building: Development**

**Budget Document Process Improvement**

**Sylvan Island Bridge**

**Valley View Village Parcel Development**

**Classification and Compensation: Study, Funding**

# **City of Moline Management in Progress 2015 – 2016**

- 1. Winter Snow Removal Operations/Pre-Treatment Expansion (Salt Brine Production)**
- 2. Metro Link on Riverfront BRT Feasibility Study (IDOT Funded)**
- 3. Riverfront Multi Modal Transportation Plan**
- 4. South Slope Wastewater Treatment Plant Discharge Permit: Actions to Address Special Conditions**
- 5. South Slope Wastewater Treatment Plan Collection Area Study**
- 6. Rock River Floodway Modeling and Map: Update**
- 7. Bi-State Transportation Model: Update/Long Range Transportation Plan: Update**
- 8. Drinking Water Treatment Process Optimization Study: Implementation**
- 9. Compressed Natural Gas: Implementation**
- 10. GPS/AVL Locator on All Public Works Vehicles (at time of purchase)**
- 11. Façade Improvement Program: Re-Work**
- 12. Connor Company Development: Rezoning**
- 13. Moline Centre Main Street Programs**
- 14. 2014 Audit Process**
- 15. DMS Printing: Accounts Receivable Billing**
- 16. Ambulance Chassis and Upgrade**
- 17. Financial Trend Report**
- 18. Electronic Vendor Payments**
- 19. Biannual Comprehensive Fee: Review**
- 20. Park Director: Hiring**
- 21. Solid Waste Disposal Contract (Joint with City of Rock Island/Village of Milan) (Landfill/Tipping Fees)**
- 22. Fire Reporting Software**

- 23. Net Vault Virtual Tape Library**
- 24. Fire Image Trent for Ambulance and Ambulance billing Analysis**
- 25. Verizon Signal Booster (Public Works)**
- 26. Land Management Process Update (Sungard)**
- 27. Police Performance Evaluation System: Development**
- 28. Fire Standard Operating Guidelines**
- 29. Citywide Performance Evaluation System**
- 30. Police/Fire Time Keeping Software**
- 31. Illinois Debt Recovery Program**
- 32. Paperless Accounts Payable Process**
- 33. Stryker Power Lift System**
- 34. Health Plan: Finalizing**
- 35. FLSA Guidelines**
- 36. Library Strategic Plan: Completion**
- 37. Library Community Survey**
- 38. Window Server 2003: Elimination**
- 39. Federal e-rate Rebates for Library**
- 40. Municipal Tax Audit Program**
- 41. Police Fire Mobile Radios and Base Station: Direction**
- 42. Police Scheduling Software**
- 43. IAFF Labor Contract**
- 44. Travel Expense Policy**
- 45. Records Retention Plan**
- 46. Police Contract**
- 47. Autumn Trails Development: Completion**
- 48. Nordav Partners Rezoning at Southpark West**
- 49. Animal Aid Shelter Development and Special Use Permit**
- 50. State ASA 18 and Under Softball Tournament at Green Valley Sports**
- 51. Metro Link/River Action Bike Share Feasibility Study**

- 52. Hamilton School: Traffic Flow**
- 53. QCCVB: NAFA Men's Softball Tournament**
- 54. Moline CDC By Laws Update**
- 55. Rock Island County Hazard Mitigation Plan: Update**
- 56. CDBG Consolidated Plan: 2015 – 2019**
- 57. Parks and Recreation Outdated Leases (6)**
- 58. NSP Phase II: Home Construction (2)**
- 59. North Slope Improvement**
- 60. Bass Street Plaza: Land Acquisition**

# **City of Moline Major Projects 2015 – 2016**

- 1. UV System Operational Trail at Water Plant**
- 2. 7<sup>th</sup> Street Elevated Water Tank: Inspection**
- 3. John Deere Road – 6 Lane (IDOT Project): Utility Relocations**
- 4. North Slope Wastewater Treatment Plant Improvements**
- 5. Wastewater Treatment Plant: Upgrade**
- 6. Discolored Water in Dead End Areas Project**
- 7. I-74 Bridge Project**
- 8. Riverside Park Parking Lot Resurfacing and Garden Center**
- 9. Green Valley Sport Complex: Sand Volleyball Court**
- 10. Parks Master Plan Signage**
- 11. Column barium at Memorial Park Cemetery**
- 12. McCandless Park: Pavilion and Restrooms**
- 13. Prospect Park: Pavilion**

# **City of Moline**

## **City Successes for 2015 – 2016**

### **Mayor and City Council Perspective**

- 1. South Park Mall Revitalization: Dick's Sporting Goods Opening**
- 2. Downtown: More Restaurants and Businesses: Jimmy Johns**
- 3. Hawk Hollow Agreement**
- 4. Sports Tourism: 1st Missouri Valley Women's Basketball Tournament including a 3 year Commitment, Additional Softball Tournaments**
- 5. New School: Opening; Old Schools Sold and Re-use**
- 6. Local Businesses Retention/Growth: Family Dental**
- 7. Multi Modal Center/Train Station: Continued Progress, Hotel Development, Loan to Developer**
- 8. Balanced Budget with a Surplus: \$1.7 million**
- 9. Economic Development Payoff: Sales Tax Revenues**
- 10. 12th Street Retaining Wall (5/16)**
- 11. Fire Contract Agreement and Staffing**
- 12. 3 Corners Development at WIU**
- 13. I-74 Bridge: Progress**
- 14. Crimes Down - Safe Community**
- 15. Fleet and Garage Operations: Excellence**

- 16. Mayor-Council Teamwork and Focused Agenda**
- 17. Riverbend Commons: Happy Joe's, Tantra Thai Bistro**
- 18. Spiegel Building: City Control, RFQ for Development**
- 19. John Deere's Global Community Program Kick off in the Floreciente Neighborhood (3 year program)**
- 20. Downtown Rotary Park: Built at No Cost to the City**
- 21. River Drive Alignment with New Bridge**
- 22. Consolidated Dispatch: Agreement**
- 23. The Point Senior Housing Project: Development Agreement**
- 24. Downtown Housing: Three New Apartment Developments**
- 25. Ray's Appliances Building Demolition**
- 26. Sand Volleyball Court at Green Valley Park: Completion**
- 27. Riverside Park ADA Playground**
- 28. Garden Center Remodel and Lease Agreement**
- 29. John Deere Widening Project: City Infrastructure**
- 30. Riverside Retaining Wall**
- 31. 1st Place: Best Tasting Water in Illinois**
- 32. No. 1 "Happiest City in Illinois**
- 33. Holiday inn Express: Opening**
- 34. Water and Sewer Services to the Airport**
- 35. Library Consolidation with City IT Servers**

- 36. McCandless Park: New Restrooms and Pavilion**
- 37. Library: Passport Issuance**
- 38. Community Development Corporation: Rehabilitated Residence and Sale**
- 39. Stevens Park: Off Trail Bicycle Trail**
- 40. City Wellness Program**
- 41. Dredging at Marina**
- 42. Thursday Night a Concert Series**
- 43. Public Works Labor Contract**
- 44. EMS Fees: Update**
- 45. Old Train Station IDOT Demolition (6/16)**

<b>GOAL 1</b>	<b>UPGRADE CITY INFRASTRUCTURE AND FACILITIES</b>
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ACHIEVEMENTS 2015 – 2016	MEANS TO RESIDENTS
1.	+

<b>GOAL 2</b>	<b>STRONG LOCAL ECONOMY – THE CONFIDENCE TO INVEST</b>
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ACHIEVEMENTS 2015 – 2016	MEANS TO RESIDENTS
1.	+

<b>GOAL 3</b>	<b>FINANCIALLY STRONG CITY WITH COST-EFFECTIVE SERVICES</b>
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ACHIEVEMENTS 2015 – 2016	MEANS TO RESIDENTS
1.	+

**GOAL 4**

**MOLINE – GREAT PLACE TO LIVE**

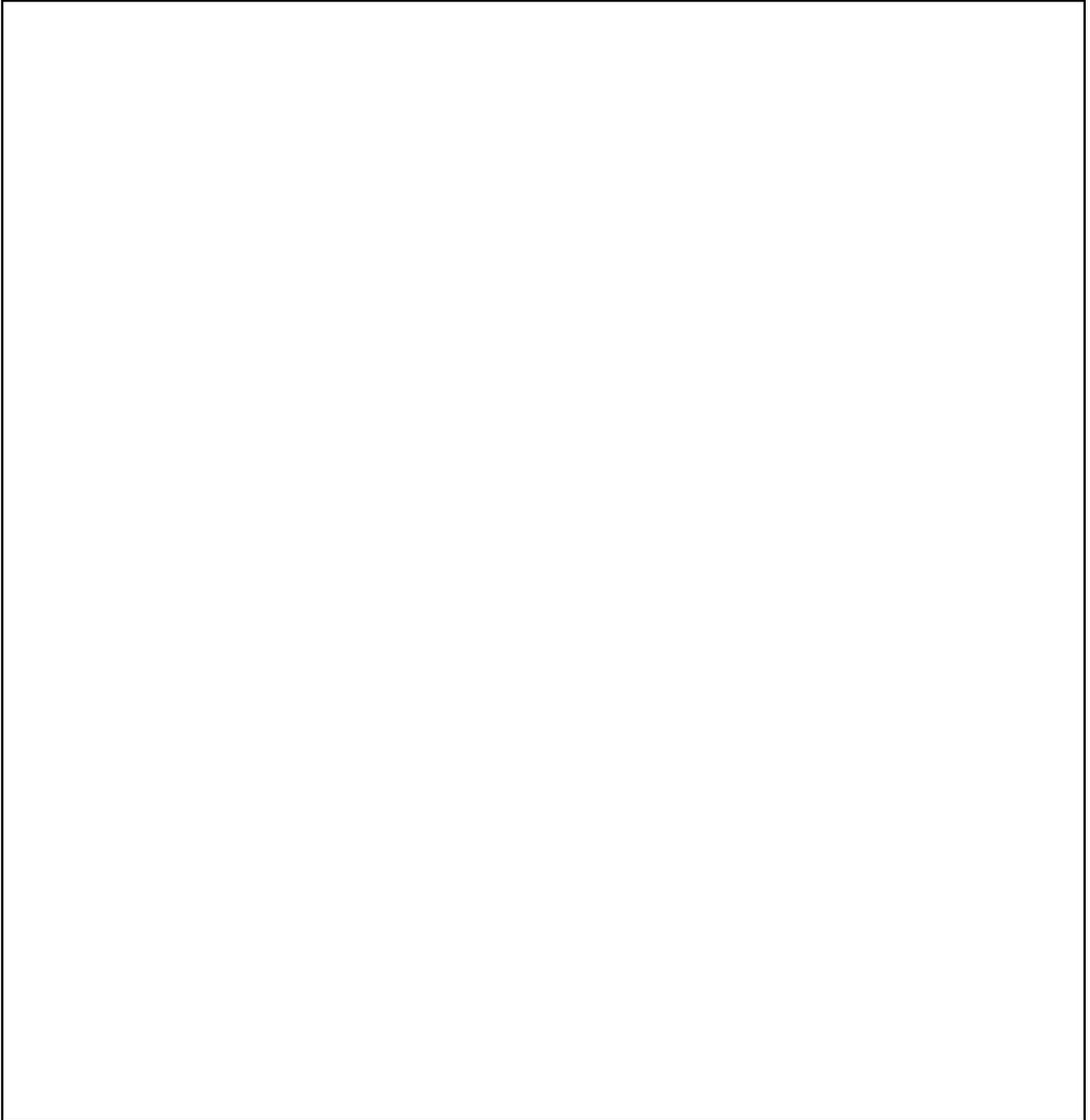
**ACHIEVEMENTS 2015 – 2016**

**MEANS TO RESIDENTS**

1.

+

**City of Moline**  
**Other City Successes 2015 – 2016**



**Departmental Successes**  
**City of Moline**  
**2015 – 2016**

# DEPARTMENTAL SUCCESSES 2015

## Moline, Illinois

May 2016

### DEPARTMENT: Finance Department

Please list your department's most important achievements that were completed during 2015 under "Success." Under "Impacts", please explain what the benefits to the City and to a resident were as a result of each achievement.

**Success:** Expanded the Illinois Debt Recovery Program by uploading 213 delinquent parking tickets in the amount of \$8,945.00.

**Impacts:** Increased collections of bad debt.

**Success:** During 2015, placed liens on properties totaling \$101,660.62 and of that \$41,272.05 has been paid.

**Impacts:** Increased collections of bad debt.

**Success:** Awarded Certificate of Achievement for Excellence in Financial Reporting for fiscal year ended December 31, 2014. This is the 23<sup>rd</sup> consecutive year that the City has received this prestigious award.

**Impacts:** This award recognizes conformance with the highest standards for accounting and financial reporting and strengthens the City's position for a strong credit rating.

**Success:** Installed desktop scanners on all desks to continue with paperless initiative.

**Impacts:** Retrieve records more efficiently and reduce storage and supply costs.

**Success:** Municipal Tax Audit

**Impacts:** Recovery of \$180,387 for utility taxes remitted incorrectly due to calculation error in MidAmerican Energy's records related to Gross Operating Revenue.

**Success:** Implementation of Vendor EFT Program

**Impacts:** Enhances the City's business relationships and further streamlines the payment process by paying vendors, who chose to participate, electronically through Electronic Funds Transfer.

**Success:** Implementation of GASB No. 68, Accounting and Financial Reporting for Pensions

**Impacts:** Sound Financial Management

**Success:** Bi Annual Comprehensive Fee Review

**Impacts:** Sound Financial Management

# DEPARTMENTAL SUCCESSES 2015

## Moline, Illinois

May 2016

### DEPARTMENT: Fire Department

Please list your department's most important achievements that were completed during 2015 under "Success." Under "Impacts", please explain what the benefits to the City and to a resident were as a result of each achievement.

**Success:** Fire Ops 101 Program was conducted.

**Impacts:** Improved communication between members of the Fire Department, City Staff and Council.

**Success:** Initiated Incident Command training (Blue Card) for existing Battalion Chiefs and Captains.

**Impacts:** Much-improved management of emergency scenes and a greater ability to interface with area Departments at large-scale emergencies.

**Success:** Established a formal mentoring program for Probationary Employees.

**Impacts:** Allows for qualitative/quantitative assessment of new Employees and provides feedback throughout their probationary period.

**Success:** Hire several new employees

**Impacts:** This brings staffing levels up to a balance across the three shifts and once we have no vacancies or persons out on injuries, it will reduce the amount of overtime to cover those missing FTEs.

**Success:** New ambulances with mini refrigeration units.

**Impacts:** The addition of these small refrigerators allows us to keep medication that requires refrigeration. That will allow the Paramedics to provide an invasive airway procedure that allows for better airway management of patients needing this procedure.

**Success:** Installation of Stryker Lift Assist device on the new ambulances.

**Impacts:** The new lift assist is safer for the patient from the stretcher accidentally being dropped and is safer for the Paramedics. The Paramedics do not have to manually lift or lower the cot with the patient on it, which dramatically reduces the chance of back injuries.

**Success:** Purchase of a Lucas Device

**Impacts:** Reduction in potential injury and physical stresses placed on firefighters performing CPR while en-route to ER. Added benefit of patient viability and mortality rates due to good perfusion of the CPR performed by the device. The device is mobile and can be used while moving the patient.

**Success:** Moving to the Image Trend software for a reporting system

**Impacts:** With existing Fire and EMS reporting software program (Firehouse) not meeting our department's needs. A new software program (Image Trend) was introduced and went into service in the Fall of 2015. This cloud-based system meets National Incident Management System (NIMS) compliance, mandated through FEMA, and improves department's overall ability to document and retrieve service information in a more efficient way than the previous software.

**Success:** Turnout Gear Replacement

**Impacts:** Continued replacement schedule for fire gear on a five-year schedule reduces the overall financial impact of department wide replacement of structural firefighting gear which can place a financial burden on our department and city. Also, by replacing the gear on a yearly basis keeps our firefighters compliant on new NFPA updates and reduces the risk of injury to our employees.

# DEPARTMENTAL SUCCESSES 2015

## Moline, Illinois

May 2016

### DEPARTMENT: Human Resources

Please list your department's most important achievements that were completed during 2015 under "Success." Under "Impacts", please explain what the benefits to the City and to a resident were as a result of each achievement.

**Success:** In conjunction with the Law and Public Works Departments, negotiated a labor agreement with AFSCME.

**Impacts:** Significant savings in salaries over the next 4 years and beyond by controlling compounding salary and pension costs due to freezing the minimums and maximums of the pay grades.

**Success:** Administered 2<sup>nd</sup> year of City-wide Wellness Program, including screenings, health coaching, education for employees and wellness challenges.

**Impacts:** Projected long-term savings to health benefits; improved employee morale and greater health awareness.

**Success:** Managed testing processes for Police Officer, Firefighter/Paramedic, Fire Lieutenant and Fire Captain.

**Impacts:** Qualified, educated and successful workforce and excellent internal customer service.

**Success:** Implemented a contract with a new seasonal staffing agency.

**Impacts:** Lowered the mark-up rate from 31%-38.5% with the previous company to 29% with the new company, resulting in the City's ability to stretch budgets further and get more work for a lower cost.

**Success:** Facilitated recruitment process for a new Parks Recreation Director.

**Impacts:** Saved the Park Board a significant amount of money related to outside consulting services by handling the recruitment in-house.

**Success:** Facilitated recruitment process for a new Library Director.

**Impacts:** Saved the Library Board a significant amount of money related to outside consulting services by handling the recruitment in-house.

**Success:** Worked with the Fire Department and Fleet Division to purchase cot lift systems for the ambulances.

**Impacts:** Prevention of back, neck, shoulder and other lifting injuries, which cost the City an average of \$95,469 per year; lower overtime costs to replace injured employees; higher employee morale; better patient care.

**Success:** Promotions for Preventative Healthcare with increased and continued participation in the various health screening programs, including flu vaccination program, colo-rectal screening, prostate screenings, calcium and vitamin D screenings, cholesterol screenings, breast cancer awareness program and the annual Health Fair.

**Impacts:** Promotion of “Preventative Healthcare” and “Disease Prevention” with bottom line savings to the Health Fund. Additional benefits include increased productivity, employee wellness and showing employees that their employer cares.

**Success:** Processed 7 grievances in 2015 and negotiated 21 Letters of Understanding with the unions.

**Impacts:** Controlled and reduced liability for City; good labor relations with unions.

**Success:** In 2015, processed 30 recruitments, 1,363 applications and hired 24 new employees.

**Impacts:** Qualified, educated and successful workforce and excellent internal customer service.

**Success:** Coordinated 8 employee events with a total participation of 830 employees and retirees.

**Impacts:** Good employee relations and improved employee morale.

**Success:** Processed 14 retirements in 2015.

**Impacts:** Excellent internal customer service.

**Success:** Workers' compensation claims were down by 23 claims in 2015.

**Impacts:** Savings to the Liability Fund, which will result in lower chargebacks for departments; fewer work-related claims result in fewer direct costs (workers' compensation premium and medical costs) and fewer indirect costs (loss of productivity, time for accident investigation and employee morale).

**Success:** After a reconciliation review of workers' compensation claims filed with PMA companies from 3/1/13 – 12/31/14, actual claim counts were lower than anticipated and resulted in a credit of \$11,655.

**Impacts:** Savings to Liability Fund, which will result in lower chargebacks for departments.

# DEPARTMENTAL SUCCESSES 2015

## Moline, Illinois

May 2016

### DEPARTMENT: Law Department – Legal, Rental and IT

Please list your department's most important achievements that were completed during 2015 under "Success." Under "Impacts," please explain what the benefits to the City and to a resident were as a result of each achievement.

**Success:** Multi-Modal Station redevelopment – The Q:

1. Assisted in negotiations with developer and MetroLINK
2. Negotiated terms of condominium development
3. Amendment to Intergovernmental Agreement between City and MetroLINK for funding for construction of project
4. Temporary Site Lease Agreement and related documents with New Cingular Wireless PCS for temporary relocation of its wireless communications equipment to City property during MMS construction work

**Impacts:** Continued further development of project with goals of increased business growth, mixed use real estate development and tourism opportunities plus increased revenue to the City

**Success:** Hawk Hollow:

Phase II: S.J. Russell – Developer, 635 10 Avenue + Lot 2 Hawk Hollow

1. Obtained a Release of Real Estate Agreement from Northwest Bank & Trust from City's payoff of a non-recourse loan to facilitate the property sale and transfer
2. Assisted in developer negotiations to complete the following:  
Performance Based Development Agreement  
Amendment to Development Agreement  
Agreement for Sale of Real Estate, scheduling of closing

Phase III: B.M. Bagby – Developer, 600 8 Street

Assisted in developer negotiations to complete Agreement for Sale of Real Estate

**Impacts:** Continued further development of project with goals of City growth and increased revenue to the City; new housing opportunities

**Success:** Autumn Trails:  
Performance Based Development Agreement with KAS, Inc.  
1. Developer will acquire clear title to the property and pay all delinquent property taxes  
2. Developer will complete the development of Autumn Trails

**Impacts:** Continued further development of project with goals of City growth and increased revenue to the City; independent living community for seniors

**Success:** MetroLINK:  
1. Intergovernmental Agreement for MetroLINK Passenger Ferry Boat Terminal Project: lease of City-owned property for MetroLINK's construction and operation of a passenger ferry boat terminal  
2. Intergovernmental Agreement for MetroLINK bus shelters in City ROW  
3. Third Amendment to Intergovernmental Agreement for MetroLINK's natural gas program, use of City's fueling station

**Impacts:** Revenue to the City  
Intergovernmental cooperation  
Continued further development of project and goals of increased business growth, residential housing and tourism opportunities

**Success:** Turner Farm:  
1. Extended Lease Agreement between the City and Bealers  
2. Negotiated Sub-Lease Agreement/extension of prior agreement with David Schroeder with increase in annual rent

**Impacts:** City's lease with Bealer allows City's continued use of a portion of the property for grain production/leaf disposal; City's sub-lease with Schroeder provides increased revenue to the City

**Success:** I-74 Bridge:  
1. Worked with IDOT to monitor status of land acquisitions  
2. Assisted IDOT in gathering necessary information for demolition work  
3. Depot – 2021 River Drive: continued dealings with IDOT and the Historic Preservation Commission on the historic depot building; facilitated City's sale and conveyance of the building to IDOT, including research of necessary asbestos abatement requirements and procedures for salvage prior to the conveyance

**Impacts:** Continued further development of project with goals of increased business growth, mixed use real estate development and tourism opportunities plus increased revenue to the City; intergovernmental cooperation

**Success:** Spiegel Building – 202 20 Street:  
Facilitated communications with IDOT regarding the I-74 Bridge project  
Facilitated City’s purchase of the property for future development

**Impacts:** Continued further development of project and goals

**Success:** 12<sup>th</sup> Street Retaining Wall:  
Litigation settlement resulting in \$210,000 to be paid to City (\$150,000 to City in 2015 and \$60,000 balance by 09/08/16) and property owners’ conveyance of the two parcels to the City  
Property conveyance allows the City to correct the deteriorated retaining wall, with the settlement funds contributing to the repair costs; that project is underway

**Impacts:** Conclusion of long-standing nuisance issue and court action  
Helps to ensure the health and safety of the community  
Protect and defend the City

**Success:** KONE Centre Project: Drafted agreement for final one-year extension of City loan to Financial District Properties, HQO, LLC and continued to monitor and ensure repayment of the loan

**Impacts:** Reduces debt owed to City

**Success:** Abandoned Property Abatement:  
Acquired 2 abandoned properties (as listed) and commenced proceedings on additional properties  
- 3317 48 Ave – demolished by City; the empty lot will be sold to neighboring property owner  
- 2381 32 St – sold to David Swanson d/b/a Centerpoint Construction for \$46,355; rehabilitation of the property is anticipated by the end of 2016

**Impacts:** Rehabilitated properties are sold and placed back on County tax records resulting in increased City/County property tax revenues  
Correction/elimination of long-standing nuisance properties  
Marked neighborhood improvement and happier neighbors  
Revenue generated to assist in rehabilitation or demolition of other blighted or abandoned properties

**Success:** Reviewed, revised, redrafted and assisted in negotiation of numerous economic development agreements, purchase agreements, lease agreements, prefunding agreements, assignments and subordination agreements

**Impacts:** Coordinated and assisted with nearly \$20,000,000 in economic development projects, negotiations and agreements  
Provides increased housing, office, retail opportunities within the City

**Success:** Planning and Community Development:

1. NSP2 – represented City in closing on two new homes built through NSP2: 1311 17 Street and 1313 17 Street
2. Blight Reduction Program (BRP) – worked with NIO, Community Development and Moline Community Development Corporation (MCDC) to obtain grant funding for eight (8) blighted properties through this program; to date, the City has obtained 3 properties, conveyed them to MCDC per BRP guidelines, and completed their structure demolitions
3. Abandoned Property Program (APP) – worked with NIO and Community Development to continue administering IL Housing Development Authority program
4. National Foreclosure Settlement Program (NFS) – worked with Community Development to continue administering this IL Attorney General housing development program
5. Façade loans, Single Family New Construction Tax Rebate Program, and Revolving Loan Fund – worked with other staff to draft loan documents and close on these development loan programs

**Impacts:** Facilitates neighborhood improvement, new construction and business development in the City  
Correction/elimination of long-standing nuisance properties  
Marked neighborhood improvement and happier neighbors

**Success:** Building Division:

Continued working with Division to remedy expired building permits and ensure that certificates of occupancy are lawfully issued

**Impacts:** Ensures that residential and commercial construction work is completed in compliance with the Moline Code of Ordinances  
Neighborhood improvement and stabilization

**Success:** Cell Tower Agreements:

Worked with Water Department and various cell phone companies to draft agreements, amendments and necessary documents for Council approval

**Impacts:** Protection of City property  
Increased revenue to the City

**Success:** Land Development Code: completed work with various departments and consultant to update the City’s subdivision code and create a new land development code

**Impacts:** Makes the codes more user-friendly and current with modern practices  
Ensures safe and orderly growth and development in the City

**Success:** Labor Negotiations: Successfully negotiated agreements with FOP to 12/31/18 and AFSCME to 12/31/19 and arbitrated with IAFF for new agreement to 12/31/17

**Impacts:** Further lowered City's responsibility for health insurance premium  
Avoided new, additional costs to the City  
Labor stability  
Competitive to below market cumulative increases  
Improved management flexibility

**Success:** Code of Ordinances:

1. Facilitated adoption of legislation into Code Chapters 2, 4, 5, 6, 8, 22, 30 and 35, including amendments to PSEBA administrative hearing procedures, surplus property disposal, alcoholic liquor licensing, amusement licensing, ROW for sidewalk food/beverage service, expiration of building permits, electrical contractor licenses, mechanical/electrical code amendments, unlawful use of weapons
2. Ordinance drafting and re-writes plus weekly/bi-weekly review of Council bills, attachment documents, meeting agendas and minutes (based upon meetings schedule)
3. Conducted research necessary to draft ordinances and amendments
4. Routine codification and posting of Code updates to the City's website

**Impacts:** Provides updated ordinances to the City organization and its residents and enhances communication and understanding of the Code  
Standardization of codes with other local municipalities  
Increased enforcement remedies and public safety

- Success:**
1. Successful litigation defense in State and Federal Courts plus work to numerous other cases
  2. Workers Compensation settlement and/or defense before Illinois Workers Compensation Commission
  3. Employment claims investigation and settlement and/or defense before EEOC and/or Illinois Dept. of Human Rights

**Impacts:** Protect and defend the City  
Minimize costs to the City  
Value for tax dollars

**Success:** Continued Successful Ordinance Violation Prosecutions (including, but not limited to, Housing Code Violations, Building Code Violations, and Quasi-Criminal Violations)

**Impacts:** Crime deterrence  
Fine income  
Protect and defend the City  
Neighborhood improvement

**Success:** Collections:

1. MUNICES, Workers' Compensation, Property Damage, Bad Debt, Water/Sewer, Parking Violations, Stormwater Utility, Motor Fuel Tax, Food and Liquor Taxes
2. Continued to work with Finance Department to aid in enforcement of food and liquor tax collections

**Impacts:** Additional dollars to the General Fund  
Lower deficit

- Success:**
1. Asbestos abatement recertification by the Neighborhood Improvement Officer (NIO) and the Lead Assessment Specialist
  2. NIO supervised City demolition of 1224 4 Avenue where a licensed asbestos supervisor was required to be on the job

**Impacts:** Allows NIO to oversee asbestos removal work related to demolitions and renovations and ensure that it is conducted in compliance with State and Federal regulations  
Lead Assessment Specialist's certification may aid in securing grant requests  
Aide and protect the City

**Success:** Rental Housing Inspections Program:  
\$37,500 in rental application fees collected in 2015

**Impacts:** Revenue to the City  
Provides an updated list of property owners and information for the housing database, which may be used as a cross-referencing tool for property Code violations  
Fosters preventative maintenance and leads to safer/compliant properties

**Success:** Rental Housing Inspections Program:  
Continued collaborative efforts of Rental Housing Inspections Program, Lead Assessment Specialist and other City departments to perform inspections and locate unregistered rental property owners

**Impacts:** Works to ensure preservation of existing housing and increase the quality of life in the City through structured inspections of rental properties  
Increases revenue and improved compliance by property owners  
Improved efficiencies in case management  
Aids in identifying unregistered rental properties  
Aids in identifying related nuisance violations so compliance may be enforced

**Success:** NIO:

1. Completed 2052 inspections resulting in issuance of corrective notice & orders
2. Assisted in acquisition and demolition of 3 properties to meet blight reduction grant requirements

**Impacts:** Significant elimination/abatement of blighted properties and violations within the City  
Revenue increase to the City  
Domino-effect improvements to neighboring properties by property owners  
Significant, positive improvements to neighborhoods and increased neighborhood safety

**Success:** NIO: Achievements through the Municipal Code Enforcement System (MUNICES), Neighborhood Improvements and Property Maintenance Compliance: 84 cases to MUNICES in 2015

**Impacts:** Minimizes “repeat offenders”  
Reduces the number of non-compliant property owners; effects improved living conditions and improved neighborhood environment  
Ensures substantial problem properties will not transfer to new, unsuspecting owners  
Revenue increase to the City

**Success:** NIO: Neighborhood Partnership Committee (NPC) Accomplishments

**Impacts:** Additional education and communication with neighborhood associations via NIO  
Retained existing 9 neighborhood associations

**Success:** FOIA (Freedom of Information Act) requests:  
811 requests and responses processed in 2015; 213 to date in 2016  
Increased use of electronic responses/processing  
Annual recertification of FOIA Officer, City Attorney and Deputy City Attorney through the Office of the Illinois Attorney General

**Impacts:** Response process = 80% of Rental/FOIA officer’s workday  
Electronic response processing increases efficiency and saves on City resources

**Success:** IT: Resolved 1,248 HelpDesk tickets, in addition to random calls and on-site requests

**Impacts:** Courteous, efficient, and capable support to City staff

**Success:** IT: City Hall rewiring

**Impacts:** Rewiring of 1<sup>st</sup> and 2<sup>nd</sup> floor switch closets with fiber and new racks improved performance to users and eliminated risk of damage to equipment

**Success:** IT: Public Works – Verizon signal booster installation

**Impacts:** Reliable Verizon cell coverage for entire Public Works facility

**Success:** IT: Executime – Migration to premise server with version upgrade

**Impacts:** Reduced cost by elimination of hosting expense, improved performance of time clocks

**Success:** IT: Fire Dept.  
1. Ambulance billing analysis  
2. Image Trend migration

**Impacts:** Helped resolve the questions surrounding ambulance billing through data export and analysis  
Improved reliability and efficiency of Fire, EMS and billing processes

**Success:** IT: ESX servers RAM upgrade

**Impacts:** Increase of network performance and ability to use VMware high availability function

**Success:** IT: Transition from traditional tape backups to Netvault Virtual Tape Library

**Impacts:** Elimination of outdated tape backup system, improved disaster recovery system

**Success:** IT: Removal of Mediacom fiber panel from City Hall basement

**Impacts:** Elimination of City liability from having a major Mediacom node housed on premise

**Success:** IT: Sharp board implementation

**Impacts:** Significant upgrade to COW conference room for presentations, collaboration, remote interviews, etc

**Success:** IT: Cisco 4507 upgrade

**Impacts:** Upgrade of core network switch for improved network performance and reliability

**Success:** IT: Completion of first Laserfiche workflow

**Impacts:** Will improve journal entry approval and entry process; process will now be digital and save on paper and printer usage

**Success:** GIS/IT: Land management data improvement

**Impacts:** Standardized addressing across Naviline and other applications for user consistency, lower US Postal rates on utility bills

**Success:** GIS: Mapping of ROW fiber optics via license agreement research

**Impacts:** Clarification of existing private fiber optics infrastructure for further discussion on ROW licensing and City fiber plan

**Success:** GIS: Mississippi River Flood Inundation Models & Forecasts

**Impacts:** Allows staff to anticipate a situational awareness if a record flooding of the Mississippi River should occur; flooding of up to a 30' crest may be gauged  
Calculations were also completed to identify how deep flood waters would be for any given area at all gauge heights

**Success:** GIS: 2014 LiDAR data development

**Impacts:** The creation of high resolution datasets, available to all GIS users such as contours, slope, aspect, hillshade, bare earth digital elevation model, canopy digital elevation model, & structure height digital elevation model can help solve many GIS problems and increase situational awareness

**Success:** GIS: 2014 Aerial Photo Acquisition

**Impacts:** Updated aerial photo base maps with higher resolution benefit all departments that utilize GIS

# DEPARTMENTAL SUCCESSES 2015

## Moline, Illinois

May 2016

### DEPARTMENT: Library Department

Please list your department's most important achievements that were completed during 2015 under "Success." Under "Impacts", please explain what the benefits to the City and to a resident were as a result of each achievement.

**Success:** Circulated 394,281 items and welcomed 263,461 users to the library in 2015.

**Impacts:** The Library continues to offer quality resources and services to the community.

**Success:** Began migration to PrairieCat, a northern Illinois based Integrated Library System and online catalog

**Impacts:** This migration will offer users larger consortium of libraries (135) and available items (5 million). PrairieCat provides significant service enhancements that were not provided in the current RiverShare consortium such as paid support staff and free delivery to member libraries. The Library has also received \$81,788 in grant funds from PrairieCat to update technology in preparation for migration.

**Success:** Completed community survey regarding library services, receiving 1,029 responses. 97% of those surveyed were satisfied or very satisfied with the library.

**Impacts:** Provides valuable data that will be used to help develop our next strategic plan.

**Success:** Received \$20,000 grant from Moline Foundation for new public access computers

**Impacts:** Community will be afforded up-to-date PCs for Internet browsing, catalog use, and job searching.

**Success:** Received grant for \$11,944 for new laptops to be used for public computer training and programming

**Impacts:** This afforded the library a mobile training "lab" that is used by ESL (English as a Second Language) classes as well as for programs such as Lego Robotics and movie making.

**Success:** Completed year one of the PNG (Project Next Generation) grant and received second year grant totaling \$6,250

**Impacts:** Both grants allow for extension of teen STEM (Science, Technology, Engineering and Math) programming and have increased tween/teen participation in library programs.

**Success:** Completed a successful summer reading program themed “Every Hero Has a Story” with 944 children completing the program. Adult and teen summer reading participation also increased 84% and 46% respectively.

**Impacts:** Free community access to programs and services that enhance quality of life.

**Success:** Started Passport Acceptance Program at the library and surpassed expectations by processing nearly 400 passport applications and generating \$10,000 in new revenue.

**Impacts:** Community is provided friendly and accessible location with extended hours and library gains a new revenue stream at \$25 per application.

**Success:** Hired new Library Marketing and Development Coordinator

**Impacts:** This new position has provided the library a dedicated staff member for seeking and writing grants as well and finding program and event sponsors. This position has also enhanced the library’s presence in social media and various media outlets.

**Success:** Initiated 1,000 Books Before Kindergarten program

**Impacts:** This is a new program that encourages parents to read to their children to help prepare their child for Kindergarten.

**Success:** Completed Edge Assessment

**Impacts:** The Edge Assessment helps public libraries prepare to serve their community with improved technology services by comparing versus a national set of benchmarks. This is another valuable tool as the library prepares its next long-range plan.

**Success:** Transitioned Café owner and implemented name change to Java Lab

**Impacts:** New owner with science related theme throughout the café enhances overall user experience and provides additional dining options to the community.

# DEPARTMENTAL SUCCESSES 2015

## Moline, Illinois

May 2016

### DEPARTMENT: Parks & Recreation Department

Please list your department's most important achievements that were completed during 2015 under "Success." Under "Impacts", please explain what the benefits to the City and to a resident were as a result of each achievement.

**Success:** Installed ADA playground equipment at Riverside Park.

**Impacts:** Recreational opportunities available to more residents.

**Success:** Back to School Bash Special Event

**Impacts:** Recreational opportunity to the community.

**Success:** Secured a Parks Recreation Director

**Impacts:** Departmental efficiency.

**Success:** Interior upgrade of Moline Memorial Park Chapel Mausoleum.

**Impacts:** Infrastructure- Supports preventative maintenance while enhancing interior of building.

**Success:** Installed sand volleyball courts at Greenvally.

**Impacts:** Economic- Provides a service to create greater revenue.

**Success:** Hosted NAFA Fastball Tournament at Greenvally.

**Impacts:** Economic- Returning event which provided a 1.3 million economic impact to the area.

**Success:** Negotiated a lower lease amount for Coolidge gym with the Moline School System.

**Impacts:** Economic- Expenditures utilized in other needed areas.

**Success:** Completed exterior renovations at the Garden Center.

**Impacts:** Infrastructure- Support preventative maintenance while enhancing the curb appeal of the facility.

**Success:** Departmental leases have been renewed and updated.

**Impacts:** Departmental efficiency.

**Success:** Staff job descriptions have been updated to meet modern and defined expectations.

**Impacts:** Departmental efficiency.

**Success:** Outdoor Basketball Court Improvement-

**Impacts:** Infrastructure- Upgrade existing courts; sealed, paint, repairs and nets.

# DEPARTMENTAL SUCCESSES 2015

## Moline, Illinois

May 2016

### DEPARTMENT: Planning & Development Department

Please list your department's most important achievements that were completed during 2015 under "Success." Under "Impacts", please explain what the benefits to the City and to a resident were as a result of each achievement.

**Success:** Construction of Hawk Hollow Addition

**Impacts:** New infill development on currently vacant site. Affordable multi-family housing near downtown; further redevelopment of former hospital site. A great housing development for our growing City.

**Success:** Southpark Mall west area rezoning

**Impacts:** Aligned zoning designation with Comprehensive Plan and created additional land area for commercial development.

**Success:** Update of downtown riverfront/transportation plans

**Impacts:** Solid plan for downtown and reuse of bridge realignment area. Start of construction at the Multi Modal Station. Downtown Investment and Redevelopment.

**Success:** 2015 Single Audit – no findings

**Impacts:** Department continues to show capacity to implement existing grants and obtain new grants.

**Success:** Submission of Annual TIF Report

**Impacts:** Report was submitted by extension deadline, no late penalties or fees assessed to City.

**Success:** Administration of the City's Façade Grant

**Impacts:** Distributing nearly \$30,000 around the City to improve commercial facades.

**Success:** Improving the efficiency of the City's Licensing Agreement process

**Impacts:** Less wait time for customers, more efficient use of City resources.

**Success:** Riverfront Multimodal Transportation Plan

**Impacts:** The Plan is phase II of an update to the City's Comprehensive Plan for Moline Centre, Florencia, and Edgewater and will provide a blueprint on leveraging significant transportation-related projects (e.g., Multimodal Station, I-74 Bridge, WIU) for continued redevelopment activity.

**Success:** Transit Oriented Development (TOD) targeted technical assistance award from the U.S. DOT.

**Impacts:** The award will provide technical assistance from the U.S. DOT and Smart Growth America on utilizing the Multimodal station as a catalyst for developing a larger TOD zone within Moline Centre.

**Success:** Redevelopment of Ericsson School

**Impacts:** Prevent blight, neighborhood stability and revitalization, re-establish community activity in the neighborhood core.

**Success:** Global Communities

**Impacts:** Facilitate resident, business, and institutional action towards revitalization, facilitate implementation of Florencia Plan goals and objectives, strengthen neighborhood organization capacity.

**Success:** Habitat for Humanity – Neighborhood Revitalization Program

**Impacts:** Coordinate specific improvement projects, improve existing housing stock and environmental conditions, construct new infill housing.

**Success:** Moline Centre Main Street project implementation

**Impacts:** Implementation of marketing, program, design, and economic restructuring projects

**Success:** Moline Community Development Corporation (Hardest Hit Fund, rehab of house #2, collaboration with City on Blight Reduction Program)

**Impacts:** Neighborhood improvement, less risk of abandoned properties.

**Success:** Russell Development Agreement – Avadyne Health/HR Accounts

**Impacts:** Business retention, new infill development on Avenue of the Cities.

**Success:** Autumn Trails Development Agreement

**Impacts:** Will complete development that has been stalled because of Developer.

**Success:** The Point Development Agreement

**Impacts:** Completion of the One Moline Place Phase II, new housing opportunity for seniors.

**Success:** Sales Tax increases because of the development of SouthPark Mall, car dealerships and Sam's Club

**Impacts:** New job opportunities, sales and property taxes.

**Success:** TF Homebuyer Program

**Impacts:** Provided non-emergency repair funding, and downpayment/closing cost assistance to low to moderate income families; vacant homes were reoccupied.

**Success:** TF Emergency Program

**Impacts:** Provided non-emergency maintenance repairs to low to moderate income families; joint grant with East Moline.

**Success:** CDBG (CHS Program)

**Impacts:** Provided emergency and non-emergency maintenance repairs to low to moderate income families.

**Success:** NSP2 Program

**Impacts:** Sold two homes to low to moderate income families; property taxes are active.

**Success:** Retail Strategies/Retail Recruitment

**Impacts:** Retail strategies continue to sell Moline. They are working with many local property owners, Menards, Macerich/SouthPark Mall and the City staff to market available properties. They also market Moline to potential tenants including restaurants and other retailers. We have started to see an increase in activity.

# DEPARTMENTAL SUCCESSES 2015

## Moline, Illinois

May 2016

### DEPARTMENT: Police Department

Please list your department's most important achievements that were completed during 2015 under "Success." Under "Impacts", please explain what the benefits to the City and to a resident were as a result of each achievement.

**Success:** Continued success with combined tactical team

**Impacts:** Our relationship with East Moline has worked out well for sharing of services on the Tactical Team. They have added to the number of members from their department and they have supported us by allowing us to use their team members on our warrants. This has saved costs for us.

**Success:** Purchase of new mobile radios

**Impacts:** We have purchased the new mobile radios and they are being installed by the City Garage as vehicles are being re-fitted with other new equipment. This will allow us to meet the deadline of switching from the EDACS radio system to the "P25" compliant system.

**Success:** Consolidated PSAP discussions

**Impacts:** We have opened discussions with the Village of Milan, the Village of Silvis, and the City of East Moline to work towards a combined dispatch center for Fire and Police services. This will help curtail some of the costs in operating a PSAP by sharing the cost of redundant equipment and personnel costs.

**Success:** New Arbitrator in car cameras

**Impacts:** We are upgrading some of the in car cameras which will help keep consistency in the equipment used by all personnel. The new system has also allowed us to review and reset some of the events that activate the system to record.

**Success:** Tasers for all officers

**Impacts:** We met our goal this last year with issuing a taser to all officers. We have used a small reoccurring grant each year to purchase more and now they don't have to be passed around. This makes management of them easier and more efficient and in an emergency, officers are already equipped.

**Success:** Reduction of Fleet – 3 Motor Patrol Units

**Impacts:** Through the last few years we have seen a decline in the use of the 3 Harley Davidson motorcycles for details and daily operations. The lease on the three units was coming up in 2015 and the vendor indicated that they would no longer lease new motorcycles to us. They would extend the current lease, however the cost would double. With the reduction in use of the units the clear picture was to eliminate the program at this time and save the fleet cost of the leases and ongoing maintenance.

# DEPARTMENTAL SUCCESSES 2015

## Moline, Illinois

May 2016

### DEPARTMENT: Public Works Department

Please list your department's most important achievements that were completed during 2015 under "Success." Under "Impacts", please explain what the benefits to the City and to a resident were as a result of each achievement.

**Success:** Parks Master Plan signage installation.

**Impacts:** Infrastructure improvements – Provides quality destination signage throughout the entire Park System.

**Success:** McCandless Park Shelter restroom replacement.

**Impacts:** Infrastructure Improvement – Replaced and moved an underutilized structure and replaced it with a modern, more useful amenity.

**Success:** Riverside Park – Parking lot resurfacing.

**Impacts:** Infrastructure improvement – compliments other Riverside Park amenities providing attractive organized parking and access to a destination playground.

**Success:** Park Picnic Tables – Winter Maintenance

**Impacts:** Infrastructure improvement – Brought in entire Park inventory of picnic tables for rehab and updating. Approximately 150 tables of various sizes.

**Success:** Ten-year inspection of the 7<sup>th</sup> Street elevated water tank.

**Impacts:** Preventative maintenance – 7<sup>th</sup> Street Tank evaluation found tank to be in above average condition.

**Success:** Negotiated new Landfill/Tipping Fee Contract

**Impacts:** Cost savings – The new contract will result in an approximate savings of \$220,000 over the five-year contract versus the previous contract.

**Success:** Developed a City Building(s) Capital Improvement Program.

**Impacts:** Infrastructure evaluation – Five-year program provides a plan for improvements and suggested upgrades.

**Success:** Completed UV Operational Trial at the drinking water plant and received Special Exception Permit.

**Impacts:** Provides for enhanced public health protection and long-term compliance with Safe Drinking Water Act. Project was recognized with state and national ACEC engineering excellence awards.

**Success:** Completed Cast-in-Place-Pipe (CIPP) lining of John Deere Road water main crossings.

**Impacts:** These critical water mains were renewed without John Deere Road closures and at a lower cost than installation of new mains by directional boring with casings.

**Success:** Completed and submitted South Slope 308 Info Request response to USEPA and South Slope CMOM to IEPA.

**Impacts:** These actions relate to SSOs in the South Slope system and timely response was necessary to maintain regulatory compliance.

**Success:** Constructed approximately 40% of the North Slope WWTP Improvements Project.

**Impacts:** A significant portion of the challenging underground work was completed. This includes all of the drilled shaft piers, most of which were constructed in the challenging area of the former quarry.

**Success:** Significant savings with the use of compressed natural gas (CNG).

**Impacts:** Since placing our medium duty CNG trucks into service, we have seen a drastic drop in operational costs. The cost per mile went from \$.34 per mile, down to \$.05 per mile! Not only are we seeing a significant drop in the cost per mile, but also a decrease in the cost of maintenance over the life of the vehicles. Seeing these savings has solidified our confidence in moving forward with CNG drivetrains.

**Success:** Completion of the downtown LED lighting project to replace all downtown lighting from 12<sup>th</sup> Street – 19<sup>th</sup> Street, River to 7<sup>th</sup> Avenue with LED lights.

**Impacts:** This lowers long term electricity and maintenance costs while providing more light in the downtown area.

**Success:** Implementation of propane mowers in Parks Operations.

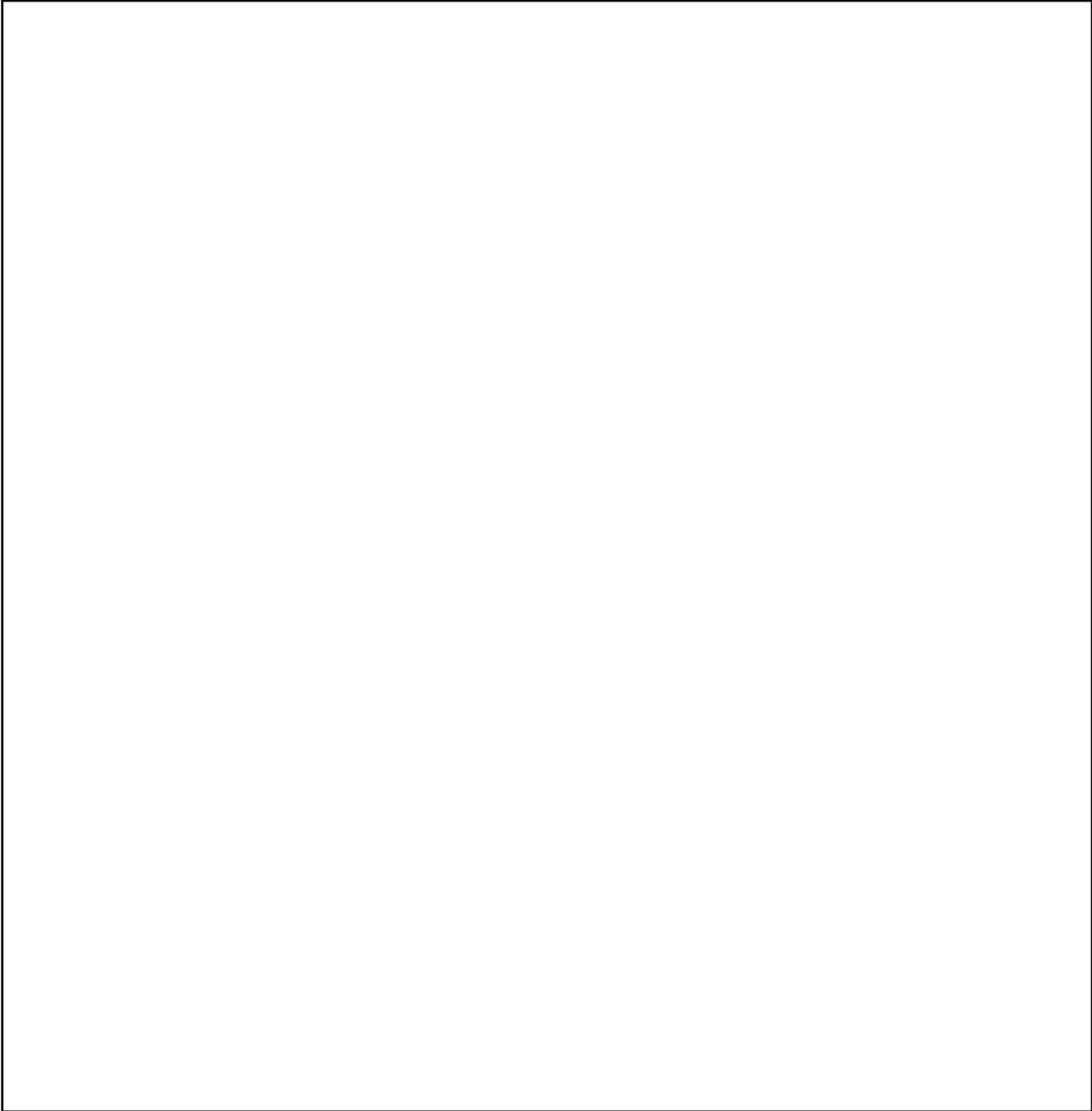
**Impacts:** The successful introductions of propane fueled mowers in Park Operations showed a reduction in operating cost of \$1.08 per hour, keeping us in line with providing cost effective services while saving tax dollars.

# **SECTION 4**

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## **LOOKING TO MOLINE'S FUTURE**

**City of Moline**  
**Success in 2021 means...**



**City of Moline**  
**Actions for 2016 – 2017**

# City of Moline

## Strengths – Weaknesses

## Threats - Opportunities

### ► Strengths

1. Downtown momentum
2. Potential development in the area around I-74 bridge
3. Parks and sports fields
4. Positive reputation: City and the community
5. Quality of City management and staff
6. John Deere corridor
7. Airport
8. Library
9. Retail businesses and sales tax base
10. Restaurants
11. Overall City infrastructure
12. Desirable place to live
13. Openness to change
14. South Park Mall
15. Presence of WIU

► **Strengths (continued)**

16. Housing development
17. Safe community with low crime rate
18. John Deere Corporation
19. Variety of neighborhoods
20. Interstate access
21. Land for future development
22. Bond Rating
23. Quality of schools and educational programs
24. Business recruitment and investments in Moline
25. River and riverfront
26. Growing tax base
27. Becoming the preferred place to live for young professionals

## ► Areas for Improvement

1. Quality of aged housing stock needing modernization and upgrade
2. Avenue of the Cities (23rd Avenues)
3. Condition of some neighborhoods
4. Street conditions
5. Expanding retail base
6. City upcoming retirements and succession planning
7. Outparcel development along John Deere Road
8. Attracting new residents and population growth
9. Performance metrics - measuring community outcomes and value, benchmarking with other cities
10. Lack of middle/upper income homes
11. Residential development south of the Rock River
12. Reducing the costs of City service delivery
13. Determining the service level and funding for parks and library
14. Middle income job development
15. Attracting more restaurants
16. City pension unfunded liabilities
17. Funding for City infrastructure and building maintenance, upgrade and replacement
18. Funding for library and parks
19. Budget transparency
20. Deferring to City staff vs. verifying and questioning
21. Enhancing Moline's "curb appeal"

## ► **Threats to Moline's Future**

1. Actions by the State of Illinois: no budget and weak finances
2. Financial sustainability of City government
3. Pension liabilities
4. Rising healthcare costs
5. Lack of job creation/development
6. Increasing labor costs
7. Succession planning and loss of institutional knowledge
8. Funding for street maintenance and upgrades
9. Minimum residential growth
10. Declining quality of older homes
11. Less homeownership and increasing rentals
12. Future BRAC and the impact on Rock Island Arsenal
13. Loss of City employees
14. Budget creep and service alignment (comparison to City of Rock Island)
15. Dependence on retail and sales tax revenues
16. Uncertain global economy and potential recession
17. Iowa - more business friendly than Illinois
18. No funding for passenger rail
19. Flood maps and potential restrictions development along the rivers
20. Other taxing bodies
21. Expanding City boundaries and leaving existing neighborhoods behind

## ► Opportunities for the Future

1. Growing sports tourism
2. WIU campus development: Phase 3
3. Residential development south of Rock River
4. Downtown - continuing the momentum
5. I-74 area development
6. Becoming a major transportation hub: rail, airport, river and interstate
7. Market Square development
8. Community Development Corporation
9. Hawk Hollow development
10. Riverfront development
11. Expanding conventions/conferences
12. John Deere Road corridor development
13. Partnering with the schools
14. Arts and culture expansion
15. Bike trail connectivity
16. Airport Industrial Park development
17. \$20 million investments along Avenues of the Cities
18. Marketing Moline
19. Enterprise Zones
20. Getting away destination for Chicago metro area

# **City of Moline**

## **Actions Ideas for 2016 – 2017**

### **Mayor and City Council**

1. I-74 Area Development Plan
2. Avenue of the Cities Revitalization Strategy
3. Outparcels Development: City Actions
4. Multi Modal Center/Train Station Project: Next Steps
5. Hawk Hollow Development: Next Steps
6. Building Maintenance Plan: Implementation, Funding
7. Street Maintenance/Upgrades: Funding
8. WIU Campus Development: City Actions
9. Market Square Development
10. Library Facilities Services, Service Level and Funding
11. Budget Comparison Report on Services and Costs of Service Delivery: Other Cities (e.g. Rock Island)
12. Community Development Corporation: Next Steps
13. Case Creek Development: Next Steps
14. Chase Building Residential Redevelopment Project
15. John Deere Road Widening Project
16. Housing Development at WIU
17. Sylvan Bridge Project: Next Steps

18. Conference/Convention Attraction Strategy and City Actions
19. Sports Tourism: Attraction of More Tournaments
20. Midland Davis Relocation
21. Riverfront Plan: Land Use Changes, Development Guide
22. Ben Butterworth Parkway Widening
23. Hotel at Train Station
24. County-wide Dispatch Center
25. Red Water Solution
26. Community Survey: Direction
27. City Performance Metrics/Benchmarking Report
28. South Park Mall: Next Steps, Entrance to John Deere Road Project
29. John Deere Collector Center: Next Steps, RFQ for Development and Parking
30. Pension Liability: Report, Funding Strategy
31. John Deere Road Corridor Business Development
32. North Slope Water Treatment Plant
33. 12th Street Retaining Wall: Completion
34. City-owned Properties: Inventory, Direction - Use or Disposal
35. Sales Tax Growth: Use of Funds Direction
36. Autumn Trail Development
37. Rental Registration and Inspection Program
38. Older Homes Rehabilitation/Modernization Program: Development, Funding
39. Budget Restructured: Format and Process, Profit Center Analysis

40. City Compensation Market Analysis Report and Policy (Private and Public Comparison)
41. Sidewalk on 24th Avenue
42. Department Cost Reduction Plan: Parameters (10%, 15%, etc.) Reports with Recommendations
43. Healthcare Cost Containment Report with Options
44. Reserves Policy: Review/Refinement
45. Tax Rate: Review/Direction
46. Downtown Development: Next Steps
47. Sales Tax Evaluation Report
48. State of Illinois Impact Report
49. Parks Services, Service Level and Funding
50. I-74 Bridge Project: Next Steps
51. Schools Partnership: Topics, City Actions
52. Communications Strategy: Goals, Report with Options, Direction
53. Grants Development Strategy and Actions
54. City Service and Staffing Plan: Evaluation, Plan - Service Levels, Staffing Needs and Funding
55. Riverbend Commons: Grocery Store, Market Rate Development
56. Garfield School Development
57. Floreciente Neighborhood Global Communities Project (2nd year)
58. The Point Development
59. Consolidated Dispatch Center: Implementation
60. Water Plant Rehabilitation Project
61. Riverside Pavilion Engineering Study, Lighting

62. Kone Building: Direction
63. Fruitland Area Annexation: Direction, Development Plan
64. Pool: Financial Analysis Evaluation Report, Direction
65. “Why Moline” Marketing Program (Link to School District)
66. Management and Employee Succession Program, Funding
67. South of River Development Plan
68. Teen Council Development
69. City Infrastructure Upgrade 1-Year Plan and Funding
70. SSA: Public Education Program for Small Businesses

# **Top “10” Priorities for 2016 – 2017**

## **EXECUTIVE PERSPECTIVE**

- 1.**
- 2.**
- 3.**
- 4.**
- 5.**
- 6.**
- 7.**
- 8.**
- 9.**
- 10.**

# New Realities for Cities: Trends

## 1. COMMUNICATING WITH COMMUNITY

- Social media as the #1 source of news, following by online media, then cable news
- Unverified information as the source
- Emphasis on "headlines" rather than the story
- Desire for instant information while it is happening
- Traditional method of communicating ineffective

## 2. AGING POPULATION: MORE 80+

- Limited housing options
- Many seniors aging in place (single family homes)
- Increasing demands for City services, particularly Fire and Police
- Lack of affordable independent and assisted living facilities
- Looking to government for wellness and leisure facilities, programs and services

## 3. SHRINKING PRESENCE OF RETAIL

- Online retail experiencing growth
- Store going to online sales and reducing/eliminating retail store
- Retail space more expensive than distribution space
- Availability of next day delivery
- Too much land zoned for commercial retail

## 4. SLOW ECONOMIC RECOVERY

- Significant foreign investment in the United States
- China investing in Midwest infrastructure and land in strategic locations
- Businesses challenge of accessing the capital markets
- Expectations: Public-Private partnerships for new business growth
- Opportunities for entrepreneurialism

## 5. EVOLVING HOUSING MARKET

- Difficulty in obtaining loans to purchase a house (e.g. Student Loans)
- Rise of micro rentals: 250-400 square feet with mini kitchenette
- Baby boomer questioning homeownership
- Lack of supply of higher end and large rentals in mixed used developments
- Increasing single family home rentals

## **6. FINANCIAL SELF SUFFICIENT CITY GOVERNMENT**

Fewer outside funding sources: grants and earmarks

Unfunded liability of pension systems

Costs of healthcare and insurance and the uncertain impacts of Affordable Care Act

States restricting revenue options for local governments

Higher taxes or less government services on the way

## **7. FEDERAL GOVERNMENT IS BROKEN**



**City of Moline**  
**Our New Reality**

# **Looking to Moline's Future Departmental View**

# MAJOR CHALLENGES

## Moline, Illinois

May 2016

### DEPARTMENT: Finance Department

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

- Uncertain State of Illinois Shared Revenues
- Minimum Staffing Levels (become inadequate when employees have time off)
- Weakening of internal controls with smaller workforce
- Unfunded State and Federal Mandates
- Succession Planning
- Foreign Language Translation
- Unfunded Pension Liabilities

**MANAGEMENT IN PROGRESS 2016 – 2017  
PROJECTS AND ISSUES  
Moline, Illinois  
May 2016**

**DEPARTMENT: Finance Department**

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

- 1 2015 Comprehensive Annual Financial Report
- 2 Monitoring of Legislative Activities
- 3 Online Utility Service Application
- 4 Bond Refunding on Series 2007 (estimated savings of \$962,000)
- 5 Implementation of Paperless Accounts Payable Process
- 6 Implementation of Paperless Journal Entry Process

**INITIATIVES 2016 – 2017:  
SHORT-TERM ISSUES AND PROJECTS  
Moline, Illinois  
May 2016**

**DEPARTMENT:** Finance Department

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Please list issues or projects that you would like for the city to address this next year 2016 – 2017.

- 1      IVR (Integrated Voice Response) System to reduce call volume and provide foreign language translation.

# MAJOR CHALLENGES

## Moline, Illinois

May 2016

### DEPARTMENT: Fire Department

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

- To develop alternative ways in which Business inspections and Rental-housing inspections are conducted in order to increase both revenues as well as efficiencies while maintaining quality inspections as call levels rise.
- Look towards a new station location for the Fire service to deal with future growth south of the Quad City Airport. This may require an additional station, equipment and personnel or a potential movement of an existing station. Perhaps a shared Fire facility on Airport property would help reduce costs in supplying fire protection by cost sharing the building with the Quad City Airport Fire unit.
- Develop a Rapid Response Team approach to active-shooter events. This would require equipment purchases, coordination between Police and Fire as well as a commitment to training for high-risk, low-frequency events. This not a new concept, but is new to the area. It provides EMS service in an active shooter encounter to get wounded people out of the building to a staging area for triage and transport.
- Work with other cities to move towards a Consolidated Dispatch Center for Fire services. This will be done in conjunction with the Police Department.
- Change over to new scheduling software that will allow better record keeping on an update data base and hopefully integrate with the payroll process and assist there with more accurate payroll accounting. This will be critical as we get closer to Microsoft updates that will render our current scheduling software obsolete.
- Increasing Run Volume: The volume of 911 calls for service are increasing in both Fire and EMS. The area of EMS has seen the greatest increase and appears this increase will continue. Administratively we will need to keep a watchful eye on the projected increases to ensure this run volume increases won't impact the peripheral services our front-line personnel provide (i.e.: inspection programs, public education, training).
- Reducing Workplace Injuries: Over the past few years we have seen many firefighters receive injuries from lifting patients. These injuries are costly for the city and impact employee future health and quality of life. Continuing to find ways to reduce these injuries is of great importance.

- Medicare/Medicaid Funding: With a lesser number of customers having private insurance, our EMS service is at the mercy of government-funded agencies paying for our services at a reduced rate. These reduced rates may not cover our expenses of providing the service we currently provide.
- With the social climate nationwide there are an increasing amount of assaults on First Responders. The Fire Department should consider some form of body armor for its personnel especially the Paramedics. The challenge will be to determine funding along with some other factors that will affect the purchase and fitting of this equipment. This would dovetail with the development of a Rapid response Team as listed above. Vests would be more critical with that change as well.
- Succession Planning: With many new employees within the department at this time, it is important to nurture and find the future leaders of this organization. Culture issues have been prevalent in this department's past and finding a new path forward is essential for this department's future. Many faces will change in the coming years and putting emphasis on administrative readiness will be essential to continue the path that has been laid by our current chief. This challenge is complicated by the Fire Promotions act in Illinois, which limits our ability to help develop good future leaders.

# MANAGEMENT IN PROGRESS 2016 – 2017 PROJECTS AND ISSUES

**Moline, Illinois**

**May 2016**

## **DEPARTMENT: Fire Department**

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

- 1 To increase the working knowledge of Incident Command for members of the Fire Department via “Blue Card” training.
- 2 Station Alerting System Upgrades
- 3 Locate and provide good leadership courses for supervisors at the Fire Department.
- 4 Develop several new SOG’s to cover items not covered in current SOG’s
- 5 We will be receiving a grant in combination with the City of Rock Island to replace the Self Contained Breathing Apparatus (SCBA’s) for each of our fire department employees. This will require training on the new equipment before it is deployed.
- 6 Possible relocation of the Captain’s position to Station 2. This will place the Captain on a less busy apparatus and allow them more time to attend to their administrative duties. This will be evaluated to see how it impacts the workload of the Captains and the efficiency of the Department.
- 7 Review current business and hazardous material inspections and incorporate them into the new Image Trend program. This requires the finalization of the set up of the program and then training for the entire department to use the program via a tablet and move away from handwritten inspection sheets.
- 8 Radio consolidation and change to the P25 compliant radio format that will take effect early in 2017.

**INITIATIVES 2016 – 2017:  
SHORT-TERM ISSUES AND PROJECTS  
Moline, Illinois  
May 2016**

**DEPARTMENT: Fire Department**

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Please list issues or projects that you would like for the city to address this next year 2016 – 2017.

- 1 To create and implement a mentoring program for all newly appointed engineers and newly promoted supervisors throughout all ranks.
- 2 Develop two employees as Image Trend (computer program) specialists. They will work with IT, Image Trend, and the other area departments as Moline’s “go to” people.
- 3 Consider staffing of a third Ambulance to perform transfers from assisted-living/long-term care facilities to other medical facilities. This would generate new revenue and also capture emergent calls to 911 that are currently being lost due to inadequate resources.
- 4 Maintaining Fire Investigators on each shift and being able to call them in when needed.

# MAJOR CHALLENGES

## Moline, Illinois

May 2016

### DEPARTMENT: Human Resources

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

- Managing rising costs related to providing health benefits.
- Healthcare reform changes, updates and related requirements.
- Attracting and retaining qualified employees, while being mindful of salary and benefits expenses.
- Succession planning and training, due to anticipated increase in retirements and limited training budgets.
- Employee morale.
- Keeping the cost of liability insurance down, while maintaining a reasonable level of protection for the City to minimize the cost of catastrophic loss.

# MANAGEMENT IN PROGRESS 2016 – 2017

## PROJECTS AND ISSUES

### Moline, Illinois

May 2016

#### DEPARTMENT: Human Resources

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

- 1 Preparing to negotiate with UAW for a new labor agreement.
- 2 Coordinating Police Captain testing process, in anticipation of an upcoming retirement.
- 3 Overseeing the City's Wellness Program by implementing wellness initiatives for employees to promote healthy lifestyles and control health care costs and analyzing costs and savings to ensure the program continues to be beneficial.
- 4 Managing the Firefighter/Paramedic and Police Officer recruitment processes, as well as the Police Sergeant and Lieutenant promotional processes.
- 5 Continuing to send employees to supervisory and leadership training for succession planning purposes
- 6 Assisting the Police and Fire Departments in review of timekeeping software to enhance efficiency of scheduling and recordkeeping.
- 7 Providing supervisory training on drug and alcohol use to ensure the City provides a safe workplace to employees and to ensure compliance with DOT regulations.
- 8 Continuing to educate employees on the benefits provided by the City by holding individual retirement and benefit meetings, as well as the annual departmental open-enrollment meetings.
- 9 Working to implement performance management software to aid supervisors and to assist in the succession planning and training process.
- 10 Finalizing the Plan Document for the City's Health Plan.
- 11 Reviewing responses to the RFP for a City-wide Classification and Compensation Study.
- 12 Compiling a Policies Handbook for employees to control the City's liability and keep employees informed.

**INITIATIVES 2016 – 2017:  
SHORT-TERM ISSUES AND PROJECTS  
Moline, Illinois  
May 2016**

**DEPARTMENT: Human Resources**

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Please list issues or projects that you would like for the city to address this next year 2016 – 2017.

- 1      Review professional development budgets to ensure departments can address succession planning initiatives and to ensure newly promoted supervisors are properly trained.
  
- 2      Work to contain short-term and long-term healthcare costs, including continuing to support the wellness program.

# MAJOR CHALLENGES

## Moline, Illinois

May 2016

### DEPARTMENT: Law Department – Legal, Rental and IT

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

- Continue providing solid legal services to the City in a quick and timely manner with current staff and budget
- Lack of Federal and State funds for programming
- Staffing needs in the face of increased demands for services
- Encouraging rapid growth and development south of Rock River
- Rental Housing Program:  
Despite 2014 increase to program's application and renewal fees, the fee structure does not accurately capture the cost of the program
- FOIA: Increased FOIA requests with staff constraints; additional annual increases could easily consume 90% of the Rental/FOIA officer's workday
- NIO and Rental Housing Program: efficiency due to lack of an operating system that would integrate Naviline and GIS to allow easy cross reference to resident information re: active permits, past due payments, current contact information, ownership of multiple properties, complaint history, etc.
- Continuing to pursue removal of abandoned/dilapidated structures with limited abatement funds
- Decrease urban blight; stabilization of neighborhoods
- Money for demolition of structures outside the approved census area
- Available staff to keep up with code enforcement and 600 rental inspections, as well as management of 1800+ annual cases
- IT: Increased prevalence of technology in all departments leads to increased demand of technical support

- IT: Increased cost of software, services and personnel leads to necessity for IT budget increase just to maintain status quo
- IT: Continued pervasiveness of mobile device use requires standardized policies for employees' mobile access (working during non-work hours and personal use at work)

# MANAGEMENT IN PROGRESS 2016 – 2017 PROJECTS AND ISSUES

Moline, Illinois

May 2016

## DEPARTMENT: Law Department – Legal, Rental and IT

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

- 1 Multi Modal Station: Continue work with developers and Planning Department in furthering development of the MMS and surrounding areas and drafting of project agreements
- 2 The Point: Complete property closing
- 3 Nearing completion of work on land swap with Corps of Engineers
- 4 Continued State and Federal housing program administration, such as BRP
- 5 Continued litigation and workers compensation defense liability defense in State and Federal courts and workers comp defense before the Illinois Workers Compensation Commission
- 6 Continued prosecution of ordinance violation cases and MUNICES actions
- 7 Defense of employment related litigation matters and assist Human Resources staff in employment law issues and policies
- 8 NIO: Acquisition of blighted/nuisance properties for demolition or rehabilitation
- 9 Work with Moline CDC on redevelopment/rehabilitation/demolition of properties
- 10 Close-out and conclusion of NSP2 and APP programs
- 11 Code of Ordinances chapter amendments/re-writes
- 12 FOIA: continued prompt response to FOIA requests within the 5 business days allowed by the Act

- 13 Rental Housing Program: complete rental housing property inspections for 2016; monitor online application submissions; update exempt and owner-occupied rentals database; monitor MUNICES cases due to outstanding building code violations
- 14 IT: Wireless communication leases, site license agreements, and amendments thereto
- 15 IT: Cisco VoIP virtualization and upgrade
- 16 IT: Consolidation of Library and City network services and resources
- 17 IT: Server room HVAC installation
- 18 IT: RFP for fiber optic network
- 19 IT: Tegile Flash SAN implementation
- 20 IT: RFP for server room fire suppression
- 21 IT: RFP for Police Dept. surveillance camera upgrades
- 22 IT: Migration of Fire inspections to ImageTrend
- 23 IT: Wifi expansion for Police – arbitrator uploads
- 24 IT: Laserfiche workflow development
- 25 IT: GIS updates based on 2014 aerial photos
- 26 IT: Riverside Cemetery mapping preparation

**INITIATIVES 2016 – 2017:  
SHORT-TERM ISSUES AND PROJECTS  
Moline, Illinois  
May 2016**

**DEPARTMENT: Law Department – Legal, Rental and IT**

Please list issues or projects that you would like for the city to address this next year 2016 – 2017.

- 1 Solve parking issues in the downtown
- 2 Conduct supervisory training
- 3 Acquire additional vacant nuisance properties for rehabilitation/resale
- 4 Prepare handout for property owners re: hazards to structures from improperly installed and maintained gutters and downspouts with tips for proper maintenance
- 5 Utilize GIS map and county information to locate unregistered rental properties
- 6 Consolidate Library and City IT resources
- 7 Finalize policies for mobile use of work resources
- 8 Standardization of protocol for Council requests to staff

# MAJOR CHALLENGES

## Moline, Illinois

May 2016

### DEPARTMENT: Library Department

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

- Maintaining staffing and service levels despite relatively flat budgets
- How to fund police and fire pensions without shorting other services funded by property tax revenues, such as library and parks.
- Ensuring facilities and buildings stay well maintained and up to date. The "new" Library building is now 10 years old.
- Ensuring maximum service levels and the ability to add services with minimum staffing.

# MANAGEMENT IN PROGRESS 2016 – 2017 PROJECTS AND ISSUES Moline, Illinois May 2016

## DEPARTMENT: Library Department

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

- 1 Migration to PrairieCat catalog and Sierra Integrated Library System
- 2 Development of new long range plan
- 3 Planning for Booked for the Night gala event (held every 5 years)
- 4 Technology refresh – all public computers, staff workstations, Wi-Fi access points, firewall, and switches are in the process of being replaced.
- 5 Investigation of consolidation of network services with the City of Moline
- 6 Resolution of erosion issue on east corner of library parking lot.
- 7 Planning and preparation for Summer Reading 2016 – “Read for the Win”

**INITIATIVES 2016 – 2017:  
SHORT-TERM ISSUES AND PROJECTS  
Moline, Illinois  
May 2016**

**DEPARTMENT: Library Department**

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Please list issues or projects that you would like for the city to address this next year 2016 – 2017.

- 1 Additional funding needed to meet budget shortfalls.
- 2 Assistance with UAW Local 2282 contract negotiations – current contract ends December 2016.
- 3 Assistance with possible consolidation of network services between library and the City
- 4 Participation and input from key City staff and elected officials in the library’s long range planning process
- 5 LED lighting upgrade in the library

# MAJOR CHALLENGES

## Moline, Illinois

May 2016

### DEPARTMENT: Parks & Recreation Department

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

- 1 Secure sourcing for future CIP funding for Parks and Recreation.
- 2 Determine a revenue source for the Riverside Tennis Courts while addressing the needs of the Pickleball Community. The courts have deteriorated to the point of being unplayable for competitive play. Tournaments are using other venues. Riverside was once the premiere court in the area.
- 3 Reviewing the needs of future indoor programming and athletic game space.
- 4 Together with East Moline, identify and agree upon shared costs for future capital and maintenance standards at Millennium Park.
- 5 Aquatic Facility- A major amenity is needed at the pool to increase patron revenues.
- 6 Riverside Cemetery- The 1916 Mausoleum is in need of extensive exterior maintenance.
- 7 Moline Memorial Cemetery- Open a new section for the demands of future monument rights.
- 8 Renegotiate lease with Marquis Harbor to reflect the loss of Federal dollars for periodic dredging.

# MANAGEMENT IN PROGRESS 2016 – 2017 PROJECTS AND ISSUES Moline, Illinois May 2016

## DEPARTMENT: Parks & Recreation Department

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

- 1 Developing a CIP plan along with an operating and maintenance budget to properly maintain city parks.
- 2 Moline Memorial Chapel Mausoleum is progressing with phase 3- new carpet, upholstery and interior paint.
- 3 Competitive bids were solicited, and a contractor was secured to begin construction of diamond 5 backstop at Greenvally. This will complete the 8 diamond project.
- 4 Marquis Harbor has been contracted out for the dredging of the harbor opening. Work will be completed this spring.
- 5 Ben Butterworth Parkway pedestrian bridge was closed to heavy foot and motorized traffic last fall. A welding contractor is making repairs for a spring opening.
- 6 Sylvan Island Bridge construction start date has not been identified.
- 7 Working with QCCVB on Mens ISC World Series Fastball Tournament.
- 8 Secure 25 softball tournaments for the 2017 season.
- 9 Securing funding through Purses for Parks fundraising to address Riverside Tennis Courts.
- 10 Securing funding through fundraising for playground equipment at Millennium Park.
- 11 Completion of 2016 scheduled maintenance items as identified in the 2014 Action Plan.
- 12 Replacement of diamond 6 and 7 scoreboards at Greenvally through gift funds.

- 13 Installing fencing at Greenvalley to protect volleyball and softball interference during play.
- 14 Becoming more transparent and available with new marketing techniques.
- 15 Addition of new Summer Youth Camp at Greenvalley.
- 16 Add to the Programming Special Event Calendar – 1 event every month.

**INITIATIVES 2016 – 2017:  
SHORT-TERM ISSUES AND PROJECTS  
Moline, Illinois  
May 2016**

**DEPARTMENT: Parks & Recreation Department**

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Please list issues or projects that you would like for the city to address this next year 2016 – 2017.

- 1 Determine City Council's interest in park facilities and their future CIP needs.
- 2 Greenvalley parking lots are in critical condition and in need of repair.
- 3 Riverside Tennis Courts are in a critical state and in need of repair.
- 4 Riverside 1916 mausoleum is in poor shape. Drainage issues and deteriorating seams have placed this structure in a state of needed repair.
- 5 Identify a pool amenity, such as a spray park for increased revenues.

# MAJOR CHALLENGES

## Moline, Illinois

May 2016

### DEPARTMENT: Planning & Development Department

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

- Lack of sidewalks, trails, and on-street bikeways. This discourages residential development and population growth.
- Little to no residential development; decreasing population
- Stagnant buildout/development of Valley View Village area and high listing price of Menards-owned property
- Impression that Iowa Quad Cities (specifically, Bettendorf) is a "better place to live"
- Lack of major chain restaurants
- Continuing decline of older neighborhoods and code enforcement challenges
- No public park east of 34<sup>th</sup> Street, south of 12<sup>th</sup> Avenue, and north of John Deere Road
- An aging Comprehensive Plan
- Poor appearance and congestion at John Deere Road at I-74 intersection; limited mall visibility and eastern view blocked by 38<sup>th</sup> Street overpass
- An accurate population count for Census 2020
- Lack of sidewalks, trails, and on-street bikeways. This discourages residential development and population growth.
- High property taxes (or perception thereof)
- Decrease in funding from State and Federal Grants
- Physical Impediments to Growth (Airport, River, Floodplain, Bluffs)
- The State of Illinois Government

- The high cost of police and fire pensions
- State's financial crisis
- State's political turmoil and lack of leadership
- Border community issues (e.g., taxation, annexation, development incentives, cost of labor issues, etc.)
- Aging housing stock and infrastructure
- Population and employment decline
- School districts financial challenges, aging facilities, negative perceptions
- Funding pensions
- Increasing administrative burdens related to federal grants (e.g., Fair Housing and NEPA requirements related to CDBG).
- Employment opportunities to attract young professionals
- Maintenance (Housing) Education
- Limited grant opportunities/budget
- Transitioning staff
- Dwindling neighborhood commitment

# MANAGEMENT IN PROGRESS 2016 – 2017 PROJECTS AND ISSUES Moline, Illinois May 2016

## DEPARTMENT: Planning & Development Department

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

- 1 Rock Island County Hazard Mitigation Plan update
- 2 Garfield School reuse
- 3 Hawk Hollow development
- 4 The Point development
- 5 Subdivision administrative guidebook and supplemental specifications
- 6 Avadyne / H&R Accounts development
- 7 Power Wash development
- 8 Build-to-Suit / John Deere Road developments (3 potential sites)
- 9 Chick-Fil-A development
- 10 Mills at Riverbend Commons continued development
- 11 Redevelopment of outlots surrounding Southpark mall.
- 12 Redevelopment of the area around the Quad city Airport
- 13 Promotion the Airport Industrial Park properties and spec warehouse project
- 14 Administration of existing grant portfolio and search for new grant opportunities consistent with City Goals
- 15 Implementation of Riverfront Master Plan

- 16 Downtown development projects
- 17 Bike Share Feasibility Study
- 18 Pursue Avenue of the Cities Corridor Plan funding with IDOT
- 19 Ongoing grant project implementation, reporting, and administration
- 20 Garfield School – redevelopment project
- 21 Spiegel Building – marketing
- 22 Collector’s Center – marketing
- 23 Residential opportunities on 6<sup>th</sup> Avenue
- 24 Chase Building redevelopment
- 25 Multi-Modal Station/The Q – station build out, public improvements and private developer construction (Westin Element)
- 26 Marketing other available buildings: former KONE HQ; 5<sup>th</sup> Avenue Building, former library, Masonic Temple

# INITIATIVES 2016 – 2017: SHORT-TERM ISSUES AND PROJECTS Moline, Illinois May 2016

## DEPARTMENT: Planning & Development Department

Please list issues or projects that you would like for the city to address this next year 2016 – 2017.

- 1 Create a program to construct missing sidewalk segments with both public and private participation.
- 2 Consider an incentive program for new-to-market restaurant construction.
- 3 Start adding on-street (striped) bicycle lanes as done in neighboring communities. Implement bike plan.
- 4 Extend 52<sup>nd</sup> Avenue through Green Valley Park to 60<sup>th</sup> Street. This will provide a second entrance/exit for this area and reduce congestion on 60<sup>th</sup> Street intersection at John Deere Road.
- 5 Consider a private-public partnership to open a nonprofit indoor sports tournament complex.
- 6 Consider or explore ways to provide free citywide wi-fi internet service as an economic and residential development tool. Start at city-owned properties and build network over time.
- 7 Growth south of the Rock River.
- 8 Redevelopment of the East End (creation of a TIF District).
- 9 Business Retention of important employers.
- 10 Implementing projects identified within Phase I and II of the Riverfront Master Plan.
- 11 Create Residential Development Program

# MAJOR CHALLENGES

## Moline, Illinois

May 2016

### DEPARTMENT: Police Department

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

- Working out the details and agreements on the consolidated dispatch center. This will be the beginning of a longer-term goal of reducing the PSAPS's in Rock Island County to a smaller number. The reason for this consolidation is due to new state legislation that requires consolidation with the threat of withheld wired and cell phone tax money.
- Purchasing and maintaining body worn cameras by Police Officers. Illinois enacted a new law this year that set unrealistic requirements for body worn cameras for police. They mandated specifics that were not relevant, however those mandates appreciably increase the cost of the storage of the data and will require a dedicated person just to manage the storage and FOIA requests for that data. The law even set up mandates for the cameras, which restricted some vendors, and drove the cost of the cameras up. As the trend goes to requiring cameras, which will probably occur in the future, we will need to try and work out the ongoing costs of maintaining the program.
- Decrease in quality applicants. A trend began when the World Trade Center was destroyed by terrorists. We saw a decline in the number of applicants for police and an even larger number of quality applicants. With the more recent push to report on any perceived bias police shootings, the number of quality applicants continues to drop. We routinely now end up with about 75 applicants that show up for the testing and by the time we get through, we are left with 10 – 15 that make the final list. Even then we lose several of those due to the background checks. If the trend continues we will be faced with reducing the quality of the people we hire. That will translate to higher training costs, more supervisory issues of those subordinates, and an increase in turn over. Ultimately it will reduce the level of quality applicants for promotion as well. It may be time to try and work with other cities to develop a combined, more comprehensive plan to recruit quality applicants.
- Increased road construction along the John Deere corridor will lead to congestion and at times upset drivers. This project is expected to last 4 years and will require some oversight to try and hold down incidents of crashes, road rage calls, and the impact to businesses along the corridor. We will also be dealing with the work on the I74 bridge and the rerouting of traffic on city street and the interstate.

- A new mandate in Illinois requires police officers to maintain a minimum number of training hours each year. This will require a person be designated as a training officer to monitor the number and type of training that officers attend each year. We want to make sure that the training is in line with what the needs of the department are so that officers do not attend unnecessary training but yet meet the state requirements. The standards have to be developed by the Illinois Training and Standards Board and are still being worked on. With the current workload of the department we need to add a position, which would be the training officer position. We would use this person to track the training, set up annual training and work with the Field Training Officers on the department to streamline their training.

# MANAGEMENT IN PROGRESS 2016 – 2017 PROJECTS AND ISSUES

**Moline, Illinois**

**May 2016**

## **DEPARTMENT: Police Department**

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

- 1 New promotions within the department through the rank of Captain require subordinate promotions and position changes. This will require us to more closely monitor those promoted and make sure they are given the direction and guidance needed to become the next generation of supervisors and managers.
- 2 We are dealing with the termination (which occurred in 2015) of an employee that has now created some dissention with some other employees. Because we can't share the basis for the termination, they only hear from the employee who was terminated. His reasons are different from those of the administration. We are trying to work through this to make sure supervisors understand what the expectation of the Department is and their need to conform to those expectations even if they don't agree. This is not the first time the department has been involved in an incident such as this. But developing a strategy and training on the expectations of supervisors will help deal with this.
- 3 Working with Downtown Bar owners. The Downtown area has added the number of drinking establishments over the last few years. This has increased calls for service for several reasons. We have been working with the bar owners to make sure they understand their responsibility and that they cannot simply rely on the city to take care of problems that they have a responsibility for. This is a concerted effort with The Mayor, the City Clerk, the Legal department and the Police.
- 4 One of our Captains will be retiring this year. This will be another transition period as we promote the new Captain. There will be somewhat of a learning curve and close oversight to bring the Captain up to speed on their new duties.
- 5 Being an election year for the office of the President of the United States, we will be busy with candidates coming into and through Moline (Quad City International Airport) to campaign. There are never monies offered to offset the cost of the overtime needed to make sure these campaign stops are done safely. The interruption to the motoring public is also not the primary concern of the candidates. There are other means of transportation around the immediate area, however the candidates prefer motorcade with their entourage' which causes major traffic issues.

**INITIATIVES 2016 – 2017:  
SHORT-TERM ISSUES AND PROJECTS  
Moline, Illinois  
May 2016**

**DEPARTMENT: Police Department**

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Please list issues or projects that you would like for the city to address this next year 2016 – 2017.

# MAJOR CHALLENGES

## Moline, Illinois

May 2016

### DEPARTMENT: Public Works Department

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

- Develop a business outreach approach plan that uses City's water infrastructure as an economic development tool.
- Aging building and facilities throughout the City and Park system. No dedicated funding for any improvements.
- No planned Park playground replacement program for 2016 and beyond. The cost per Park playground is between \$75,000-\$100,000 each.
- Lack of sufficient revenue to adequately maintain infrastructure.
- Funding Capital Improvement Projects for ADA sidewalks and bike trails.
- Lack of State of Illinois Budget Plan.
- Funding street maintenance issues – i.e. pavement marking on a more aggressive schedule.
- Attracting qualified candidates for technical positions (Engineering, Fleet, Utilities).
- Meeting large volume of demands for survey work in a timely manner.
- Navigating State of Illinois bureaucracy (IDOT, EPA, DNR, IHPA, etc.) and the lack of timely response(s).
- Lack of continuing education funding to adequately train staff and remain current with changing technologies.
- Quality of temporary seasonal employees.
- Construction of North Slope Improvements Project and phased start-up of improvements.
- More stringent State and Federal air quality standards driving the cost of vehicles and equipment higher.

- Hiring, training, and retention of qualified staff to replace retiring baby-boomers.
- Coordination on the replacement of water, sewer, and storm mains with street and IDOT projects.
- Reduction of inflow and infiltration into the sanitary sewer collection system.
- Identify additional water users to take full advantage of drinking water plant production capability.
- Development of phased improvement plan for South Slope WWTP.
- Vehicle manufacturers' reluctance to continue model lines that are important to fleet users, but not high-profit areas for their business models.
- Volatility of Fuel Cost.

# MANAGEMENT IN PROGRESS 2016 – 2017 PROJECTS AND ISSUES Moline, Illinois May 2016

## DEPARTMENT: Public Works Department

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

- 1 Recruitment of new Public Works Director.
- 2 Structural evaluation of Prospect Park Pavilion.
- 3 McCandless Park Shelter demolition and replacement.
- 4 Replacing Municipal Services obsolete radio systems.
- 5 Implement a voluntary Yard Waste Cart system.
- 6 Building and Facilities evaluation for LED lighting Upgrades.
- 7 Working with IDOT Grant Requirements on design of new Sylvan Island Bridge.
- 8 Preliminary survey for 2016 CIP projects.
- 9 Design of 2016 CIP projects.
- 10 Construction inspection of 2016 CIP projects.
- 11 Assembling FY2017 Capital Improvement Program.
- 12 Complete South Slope Phosphorus Reduction Study.
- 13 Assess potential to enhance organizational structure of Water Division Customer Service section.
- 14 Construct South Slope Thickener and Roofing Project.
- 15 Further evaluation of cost effective alternative fuels with E85, B20, and higher concentrations along with Propane, and Compressed Natural Gas (CNG).

- 16 Increased use of hybrid/electric technology where practical and applicable.
- 17 Construction and oversight of the North Slope WWTP Improvements Project.
- 18 Action to address new special conditions placed by the State of Illinois in the South Slope WWTP discharge permit.
- 19 Implement 2<sup>nd</sup> round of LT2 Source water monitoring for drinking water supply.
- 20 Implement enhanced algae and algal toxin monitoring and optimize drinking water treatment process to eliminate presence of algal toxins in finished water.
- 21 Plan, initiate and complete water main lining pilot project to address multiple discolored water sites.
- 22 Assess pros and cons of submitting proposal to operate RIA water and sewer systems.
- 23 Plan and conduct ISAWWA Visitation Day at Drinking Water Plant in July.
- 24 Review and update the stormwater billing system and each individual account to reflect current conditions, ordinance requirements, and past legal rulings.
- 25 Researching the proposed installation of a public electric vehicle charging station.
- 26 Ongoing research to identify and submit for grant, incentive, rebate opportunities for energy/fuel efficient applications in Fleet.

# INITIATIVES 2016 – 2017: SHORT-TERM ISSUES AND PROJECTS Moline, Illinois May 2016

## DEPARTMENT: Public Works Department

Please list issues or projects that you would like for the city to address this next year 2016 – 2017.

- 1 Replace Public Works Director.
- 2 Building Official certification.
- 3 Utility relocation coordination with IDOT projects (I-74 & John Deere Road).
- 4 Review and implement new measurements for the Stormwater Utility.
- 5 Managing increased demand for private fiber optic cable in public ROW.
- 6 Identify and implement at least one location for a North/South Bike Sharrow.
- 7 New IEPA requirements in the South Slope WWTP permit.
- 8 Complete South Slope WWTP Collection area study and use hydraulic model to identify needed improvements.
- 9 Expand the use of CNG vehicles. We currently have 21 vehicles within the fleet.
- 10 Continue as time permits the re-setting of brick sidewalks in the downtown area
- 11 Currently working on a contract to install an onsite propane refueling station at Green Valley to make fueling the propane mowers more efficient.
- 12 Installing CNG sensors inside of Public Works where new CNG vehicles will be parked.
- 13 Working on a contract with Courtesy Car City to enter into a leasing program to rotate covert vehicles for the Police Department.
- 14 In the process of acquiring a hybrid electric CNG utility truck for Traffic Operations, which will essentially eliminate idling on job sites.