



COMPENDIUM

AUGUST 2001 – JUNE 2015

One View From The Richardsonian Romanesque Third Floor Turret; **Your View May Vary.**

METRICS A Sampling...

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| <ul style="list-style-type: none">▪ Population Growing: Up Over 100,000 Again▪ Local Economic Growth: \$2 Billion +▪ Fund Balance: Up 11% to 19%▪ Basic Productivity: Up 62+% | <ul style="list-style-type: none">▪ Crime: Cut by more than half▪ Citizen Satisfaction: Rises to highest recorded level▪ Staff Profile: Most diverse & most CAN DODepartment Heads: Most experienced & credentialed |
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RECOGNITION A Sampling...

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| <ul style="list-style-type: none">▪ U.S. Most Livable Small City▪ Top 10 Digital City▪ Largest Midwest 4 STAR City▪ All American City (QC)▪ Iowa APA Best Comprehensive Plan▪ APA Great Neighborhoods▪ Preserve America Community... | <ul style="list-style-type: none">▪ Only City With Accredited PD, FD, PW, Parks & Library▪ Iowa's Largest "Great Place"▪ Sunny Recognition▪ Playful City USA and Tree City USA▪ ICMA International Sustainability Award▪ Harvard Innovations In American Government▪ GFOA Financial Reporting & Budget |
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PEOPLE, PROGRAMS, POLICIES & PROJECTS

Thank you, than you, thank you to all those who positively contribute...



• **DavenportNOW:** The most capable services at the lowest tax rate for new investment? Davenport is the place. Call 888-3380.

• **Design Center:** A new comprehensive plan created not behind closed doors or by a consultant, but in a storefront, with giant glass windows and an open front door. • **IT Department:** Information technology becomes a department rather than a division, and innovation begins to flow. • **DavenportNEW:** Planning focused on neighborhoods, and citizens. • **VIPS:** Volunteers in Police Service making Davenport safer. • **Kids Pass:** The recreation and cultural treasures of a city opened to every child. The way it should be. • **New Police Station:** Pride of place begins in your workplace. • **Committee Meeting Change:** The Thursday to Monday to Wednesday shuffle serving only lawyers becomes a far more open and far more convenient way for everyone to contribute their best efforts. Then, we do away with committees altogether so more can participate. • **NETS:** Neighborhoods Energized To Succeed community policing strategy. • **Children's Village West:** Win / Win / Win for Putnam, City and School District, creating early learning center out of vacated art museum. • **MWP Renovation:** Mud encrusted (and vacant for the season) stadium becomes best minor league ballpark in the nation. • **Rental Inspection Ordinance:** Bumpy road to get there, but transformative in reducing crime and improving quality of neighborhood life. • **RiverVision Plan:** Hundreds of voices saying "this is our space, make us proud". • **City Hall Renovation:** Boarded up windows on an ugly appendage to a grand old City Hall? People got so used to it they ignored it. Much better now, and more convenient for those we serve. • **New ERP:** Decisions are only as good as the information you have. Goodbye 1970s, hello current century. • **Biannual Community Wide Surveys:** Anecdotal feedback is no match for independent data collection and analysis adhering to professional survey standards. • **Storm Water Utility:** President Nixon vetoes the Clean Water Act, but the House and Senate override him. Some years later, cities (citizens) get the bill. • **Open Interviews With On-Site Background Checks:** Who you let on the team matters, so let the team in on the process, and go to where they work to get the real story. • **Comprehensive Plan:** A comprehensive plan more than 25 years old? No forward thinking city operates that way. Our new one wins award for best in state. • **Two Branch Libraries:** Citizens are asked if they want to raise their taxes for more library service. They say yes (don't underestimate citizens). • **Veterans Parkway & Elmore Construction:** Stagnant cities argue about building roads. Growing cities build them. • **College Cornerstone:** A college education assured for your child, just by choosing the right city to move to? Partner this DavenportNOW choice with DCSD's dual graduation program, and that's the deal. Publications headed by suburbanites find this too apple cart upsetting to herald. • **Pre-Recruitment Review:** Every vacant position gets reviewed before being filled. • **Design Review Board:** We shape our buildings, and then they shape us. Not as good as Churchill's "sober in the morning" quote, but sobering nonetheless. • **Footgolf:** My two favorite sports, together at last. • **Two Year Budgeting:** Look to the horizon, before charting a course. • **Volume Based Garbage Fees:** Revenue diversification, with fairness. • **CIP Monitoring / Change Order Policy Revision:** Ending after the fact approvals (or at least those without consequences). • **Full Time Affirmative Action Officer:** First Redmond, then Potiphar, now recruiting. • **River Renaissance:** 73% of Scott County voters say yes, and the stuff they said yes to gets built. Somewhat more complicated, time / energy consuming and transformative than that last sentence • **Real Christmas Tree At City Hall:** Environmentally responsible? Politically Correct? Not the biggest innovation, but it smells good. • **Rivers Edge:** Turf in the winter, ice anytime, an adult beverage as appropriate. • **Civil Service Qualified Status:** Test scores are qualified or not qualified, and the workforce starts to look more like the citizens we serve. • **Free Bus Rides For Students:** City and School District partner, transit use and school attendance both increase. • **Accreditations:** The only city in America meeting more than 1,200 of the most contemporary professional standards. An excellent team takes it upon themselves to improve. • **Centennial Park (Spraypark, Skatepark, etc.):** Now, a real park. • **Fiber Optic Installation & Utilization:** Generating hundreds of thousands of dollars in cost savings and productivity

PEOPLE, PROGRAMS, POLICIES & PROJECTS (cont.)



increases, and now poised to empower business growth and investment. • **Prairie Heights:** The 53rd & Eastern mess that delivered seven new aldermen in 1999 becomes a citizen-based planning exercise, and a neat place to live. • **River Drive Safety Wall, Lindsay Park Flowers, Downtown Planters:** Rubble becomes actual safety wall, flowers brighten the north side, and downtown planters increase safety and beauty, with some federal cash assisting. Told none of it could be done, more or less constantly, in the early 2000s. • **Employee Health Insurance Contributions:** Another idea outside the belief of some department heads in the early 2000s, achieved through good faith collective bargaining. • **Sunderbruch Park:** 134 acres of west Davenport beauty stops being a place you can't visit and becomes a real, and wonderfully unique, park. • **Interview Practices:** Individuals of at least two underrepresented groups are required on interview panels. • **Consolidated Dispatch:** Dual taxation for emergency communications ends, and a facility and operation with more capacity than any individual partner could achieve is created. • **Flood Fighting Success:** Dozens of innovations and hundreds of committed employees – resilient, inventive and often courageous – change what is possible, and is now expected. • **Automated Garbage Collection:** A difficult job made better, with greatly reduced workers comp costs, via the magic of hydraulics. • **Redhawk Golf Course & First Tee:** Credit Island Golf Course transitions to the disc variety and Redhawk opens, as a homebase for the next generation of duffers • **Planners Added, Walls Removed From CPED:** The City employs zero certified planners in the late 1990s, akin to a car company getting rid of all its product development engineers. Planners (and planning) comes back, and the walls of CPED come down to facilitate product development. • **Dual Graduation Program and Creative Arts Academy:** Superhero Superintendent Art Tate arrives, and sets about collaborating and innovating. City helps, because of course we would. • **Freight House Acquisition / Farmers Market / Food Hub:** Turf warriors leave, success blossoms. • **Disparity Study:** First city in Iowa to undertake rigorous analysis of minority contracting, with policy changes that follow. • **Sewer Tunnel Completed:** Partial solution to current sewer challenges, and growth for the future. Giant tunnel under Davenport, not the sexiest thing to invest in, but Mayor Gluba and City Councils with long-term vision get it done. • **All Fountains Work:** Some consider fountain maintenance a small thing. There are no small things. • **Casino Monopoly Ended:** The Scott County casino monopoly that began in 2000 finally ends in 2013. A big thing. • **Project Civic Access:** Partnership with Department of Justice to make Davenport fully ADA accessible undertaken with personal spirit. • **East Village Plan:** A special place requires thoughtful tending. • **CSD to Public Works:** Code enforcement moves to a central location, gains resource of an attorney and ready access to partners on the team to keep Davenport clean. • **Davenport Volunteer Connection:** A bridge between need and desire to help. • **Runway Expanded and Replaced:** A half century of concrete gets recycled. • **Website, Social Media & Multiple Mobile Apps:** Award winning tools, for the age of immediacy. • **Hilltop Campus Village:** With advocacy and attention, comes revitalization, and a folk fest. • **Citizens Fire Academy:** Tough work, better understood. • **Davenport In Motion Plan:** From A to B, via X, Y and Z. • **LEED Buildings:** First city in the state with major municipal buildings meeting LEED standards. Money saving, and user satisfaction, follow. • **Ferris Wheel:** Not my cup of baseball purist tea, but another memorable experience along our riverfront. • **River Drive Reconstructed:** Setting a new standard for doing the whole job right, particularly the stuff you don't see. • **RiverVision Update:** Picking up nearly ten acres of riverfront park is a rare opportunity. Open the process, get world-class designers, and follow through. • **Affirmative Action Plan:** Potiphar gets the job done. • **DPW Bus Maintenance:** Better oversight and route expansion. • **Red, White & Boom, River Roots Live, Criterium etc.:** The community that celebrates together... er, has a good time. • **0% GWI:** The economy tanks and Davenport is the only major Iowa city where every employee take a pass on a cost of living adjustment. Our employees lead the state, again. • **Blackhawk Hotel:** Run into the ground by the Isle of Capri, a deliberate process leads to Restoration St. Louis. Staff assembles an intricate economic development package and Mayor Gluba and the City Council exhibit determined leadership with a bridge loan in the depths

PEOPLE, PROGRAMS, POLICIES & PROJECTS (cont.)



of the recession. Our gem is polished nicely by RSL, and changes impressions about Davenport today with every visit. - **46th Street Traffic Calming:** Slow down traffic, beautify the neighborhood, improve drainage. Don't like it? Don't cut through the neighborhood. - **Warehouse District:** Building after building comes back to life. Urbanity prevails, with creative economic development. - **Military Appreciation Week / Veterans Memorial Park:** Like your freedom? Thank a vet, and / or donate to the park's completion - **LED Light Conversion:** The typical traffic light conversions, of course, but also testing streetlights and office use. - **Snow Plowing Innovations:** GPS, automated metering, rerouting, fluids to augment / replace salt, training, smaller vehicles, etc. Every snow and ice event is a battle to win. - **Fireboat:** Big city on big water needs a real boat. Ask me how I know how heavy it is. - **Monthly Reports:** The saying goes you can only manage what you measure. Finance is on track and crime is heading in the right direction, in part, due to monthly reporting. - **Living Lands & Waters Tree Farm, Forestry Moved To PW, Tree Planting In CIP:** The most cost efficient way to improve the tax base is through urban forestry. So let's be enthusiastically cost efficient. - **Maintenance 101 Street Program:** Until the state allows or allocates adequate funding for streets, Maintenance 101 is the best hope. - **City Square, Wells Fargo, Union Arcade Renovation, etc.:** Downtown Davenport is the hottest investment address in the Quad Cities. Many people are to be thanked. - **Metro Coalition:** The majority of Iowa's population lives in cities. The Metro Coalition is created to remind some of this fact. - **SEM-TAC & Youth Advisory Committee:** The Council trims committee sails, saying farewell to the Airport and Cable Commission, and hello to environmental and youth commissions. - **Employee Wellness:** Better living and reduced costs through better snacks, as near as I understand it. - **Roosevelt Center Improvements:** Computer lab, air conditioning and other improvements for a neighborhood anchor. - **QC Chamber / QC First:** Capital centralizes, Davenport adjusts. - **Model Stormwater Ordinance:** Davenport leads, as it should. - **Smartphones:** 18 hour a day (or more) responsiveness becomes the norm. Ms. Buetel expands the 18 hours. - **Traditional Neighborhood, Conservation, PID Zoning Ordinance Options:** New zoning options are created, some used better than others. - **Red Light & Speed Cameras:** Davenport leads the state with red light and speed cameras. Red light accidents drop by huge margins. Other cities follow, with predictably mercenary results. - **City Hall Student Art:** Fun. Fun works. - **LIC Director:** Special places require tending. Tending requires a tender. - **Parking Meter Removal:** Convenient. Convenient works. - **Transload Facility:** Federal grant + railroad SOP = break out the passport, we're storming Canadian Pacific HQ. - **Neighborhood Beautification Program:** Building community, at the block and neighborhood level. - **Staff Training:** Department heads attend the Kennedy School, rising stars are selected for SAU program, etc. The only way to work better with shrinking resources is to work smarter, bolder, and more collaboratively. - **Sledding Returns:** The standard advice given to acting department heads is to change one thing. I take my own advice. - **Weed & Seed:** Working with many partners, City secures federal funds. Federal funds run out, parts of program still in progress. - **Community Partnership Program:** The larger version of the Neighborhood Beautification Program. - **Sewer Lateral Program:** Community is what we agree to do for each other, when in need. - **"Lean" Zoning & Building Permit Review:** Bureaucracy, healing thyself. - **Business Plans For All Departments:** Budgeting for results. - **Traffic Stop Data Collection:** A police department opening itself to critique and improvement. - **River Heritage Park:** Another riverfront reclamation. - **Zero Police or Fire Layoffs:** Authorized positions vary slightly by year. Costs go up and sometimes grants come and go, but no police officers or firefighters are laid off. - **New Airport Terminal:** The aviation "front door" gets rebuilt, as a private-public partnership. - **Forrest Block & Renwick Building:** Restoration St. Louis finds Davenport an excellent city to work with and invest in, keeps going. - **Now Is A Good Time To Solve Problems:** Briefings every Tuesday, CCS crime control strategy meetings every Wednesday, Dept Head meetings every Thursday...Sounds like normal, timely practice to meet problems head on, but that wasn't the norm prior. Nor were after action reviews. - **Americorps:** Your start in public service, here. - **PW Work Order:** Touching more lives every day than any other department, a work order

PEOPLE, PROGRAMS, POLICIES & PROJECTS (cont.)



management system to coordinate the effort. ▪ **No Fault Sewer Program:** Easy. Just call. ▪ **Harassment Policy & Training:** Zero tolerance, and regular organization-wide training. ▪ **Three Assistants Become Administrators:** Dee, Redmond and Tanisha move on, we reload with Corri. ▪ **Fire Training Center:** Esprit de corps lives and breathes under the name of a man who defined it. ▪ **Indoor Firing Range & Auditorium:** Training matters. Make it accessible. ▪ **Greensheets Evolve:** They become white as we shrink staff, and then iPad pdfs as we continue the shrinkage. Malin fights the good fight for papyrus. ▪ **Neighborhood Coordinator & Recognition Program:** A great city is built from strong neighborhoods. Let's support them. ▪ **Credit Island Bridge:** Value engineered to match grant funding, and still elegant. ▪ **Mississippi Plaza:** First new downtown office building in more than 20 years. ▪ **Taylor School:** Building gets new life, with some tenants living their golden years in the school they went to as kids. ▪ **Mobile Data Terminals & Radio Conversion:** The bad guys have tools. The good guys need tools at least as good. ▪ **Fleet Efficiency:** Hybrids, electrics, turbo V6s instead of V8s... ▪ **Downtown Recycling Center:** Downtown is a happening neighborhood. Happening neighborhoods recycle. ▪ **Culture, Codified:** Every organization has a culture. Ours is in writing. ▪ **Junior Theater Renaissance:** Theater upgrades and new leadership refreshes the beloved brand. ▪ **Storm Ready Status:** Davenport, first of the Quads. ▪ **Real E-Mail & Office Automation Software:** I just refused to use the cumbersome legacy software. The organization followed. ▪ **Marycrest:** Closed university becomes senior housing. ▪ **Bio Swales, etc.:** Behind City Hall and elsewhere, better stormwater management through native landscapes. Swear to God, I once saw a beaver running to the tracks from the City Hall swale. ▪ **Community Action Initiative:** How do we get better? We focus on the positive, and do more of it. ▪ **Risk Management:** Internal Risk Division reduces expenses, focuses on safety. ▪ **Beat Re-Alignment / Shift Overlap / Work Hours Change:** Who moved the bad guys' cheese? PD did. ▪ **HAPPEN Program:** Turning abandoned houses into homes again. ▪ **QCIC:** Federal grant connects all QC public safety answering points. ▪ **Improved Tuition Reimbursement:** Expand your horizons. Work smarter. Be different, because the future will be different. ▪ **Expansion of Park Seasonal Employees:** It's a seasonal product line, with a workforce that now matches. ▪ **Mobile Playground:** Fire rig gets new life. ▪ **Zoo:** Not even close to a core competency, and the animals are better off with better care. ▪ **Downtown Bakery!:** Oh So Sweet Rules. ▪ **Central Fire Renovation:** Oldest active fire station west of the Mississippi getting a forward looking adjunct, and a faithful restoration. ▪ **Brick Laying Machine:** Genius PW invention, bringing the most long-lived streets back to Davenport. ▪ **Credit Island Lodge Reconstruction:** A resilient island gets its flood resilient landmark. ▪ **Fiber Study:** What policy approach best leverages our fiber optic network? Soon to be determined. ▪ **Davenport Today Communications Platform:** Davenport leads in openness. By a wide margin. Looks great, too. ▪ **River80 Reinvestment District:** More than a year of hurdles ends with \$10.75 million in state assistance. We plan the only "two-fer" in the state, with \$4 to \$5 million in hotel tax from the reinvestment district flowing to the riverfront. ▪ **Accessible Ferris Wheel Gondola:** Be at the ballpark July 13 (oh, so close). Watch Davenport lead the way again, with help from the RiverBandits and Genesis.

NEAR MISSES...

▪ **Pushpin:** No public cost whimsy meets negative media. Media licks its chops, and devours whimsy whole. ▪ **Davenport Promise:** Planting the seed that a 19th century invention (12th grade) may not be up to the rigors of the 21st century. ▪ **i3 Grant:** Watering the seed, which later sprouts into DCSD's dual graduation program when Dr. Tate arrives. Go Dr. Tate! ▪ **Casino Ownership:** Dubuque and Polk County own casinos, and lower taxes with them. Lower Davenport taxes neither believed by some nor appreciated by others, and critique is unrelenting from the unappreciative camp. At least we break the Scott County casino monopoly and get nine acres of riverfront back. ▪ **Red DFD Raptors & White & Black DPD Boss 302s:** A gearhead can dream...