

City of Muscatine

2013-2014 Annual Accomplishments

Community Development

Major Accomplishments (5 Years)

- Grants: \$2.7M (Airport-\$1.45M@90% federal & state funding, CDBG \$764K@100%, Wellmark [sidewalk-trail connections]-\$100K@50%, EPA [Brownfields]-\$400K@100% federal funding)
- Building Permits: 1790 permits issued (1328 residential & 462 commercial) and \$143M invested which is \$5.7M in gross annual tax revenue (\$2.2M City, \$1.3M County & \$2.2M Schools)
- Mad Creek Levee Project: (property acquisition & easements) \$8.9M@65% federal funding lead to \$20M in corporate investments into local property
- TIF Districts: \$54M invested resulting in 237 jobs with a \$7.7M annual Payroll for \$8.7M in tax incentives distributed over 5-15 years
- Transitional Jurisdictions:
 - Mississippi Drive - Environmental Assessment (\$1.2M@80% state funding) & Acquisition (\$13M@100%)
 - National Guard (land swap) \$8M in improvements which resolved realignment of Colorado St. & brought property onto tax roles plus \$200K in property sales
 - Agricultural Land Leases at the Airport (\$35K/year)
- Annexations: Added 933 people to the population of Muscatine resulting in a 4.1% growth since the 2010 Census (now at 23,819; an all-time high) and increased the City's size by 528 acres or \$88K in additional annual property taxes plus \$87K per year from the State for annual road tax use fund payments
- Comprehensive Plan: (26 public meetings)
- Alignment of Routes #38 & #61 (per the strategic plan)
- Residential Tax Abatement Program (URP)
- County & State Cooperative Arrangements
 - Health
 - Inspections (commercial)
 - Tax Assessments (permitting "True-Ups")
- Blue-Zones Certification

Community Development Accomplishments

- In July of 2014, The City of Muscatine was certified as a Blue Zones Project Community. (Quality of Life)
- A \$50,000 grant for sidewalk construction from the Wellmark Foundation has also been received. (Quality of Life)
- Staff has been at work on a comprehensive review and rewrite of the 40-year-old zoning ordinance. The initial draft of the new zoning ordinance is approximately 90% drafted and is on target for completion by the end of 2014. (Quality of Life)
- In April of 2014 a new Capital Improvement Plan was adopted for the first time since 2010. The Capital Improvement Plan included a scoring mechanism, which was developed as a tool to assist in the prioritization of proposed capital improvement projects. (Lean Improvements)
- The City provided up to \$880,000 of TIF incentives to the H.J. Heinz Company to expand their Muscatine operations. H.J. Heinz has guaranteed that at least 106 new jobs will be created as result of this expansion. (Economic Development)
- The City won a Certificate of Achievement for being a 100% ICC Office. All Community Development Staff have been certified in one or more classes. (Lean Improvements)
- Continued the rollout, marketing, and support of the 2013 tax abatement program designed to spur revitalization. (Economic Development)
- Assisted and collaborated with IISC student projects to bring strategic recommendations forward. (Quality of Life)
- Effectively completed health inspections, building inspections, rental inspections, and nuisance abatements. (Quality of Life)
- Design underway for Airport Primary Runway 06/24 Reconstruction Project. This has provided us another means for funding projects using discretionary funds from surplus accounts of the FAA at their fiscal years end. (Capital Projects)
- The City was awarded \$500,000 in CDBG funding for a “back door/front door” façade program. The significance of this is that the City was allowed to become a “Federal Agency” in managing the funds for the project. (Economic Development)
- Assisted in the creation and implementation of the Taylor Park Community Garden. (Quality of Life)

- More detailed site plan and building plan review before construction. (Quality of Life)
- During the past year some amount of progress has been made on 67 out of 82 goals that make up the Comprehensive Plan. A report detailing progress on the Comprehensive Plan goals has been prepared. (Long Term Goal)
- A “complete streets” policy was adopted by resolution on November 21, 2013. In fact, the City of Muscatine competed nationally and won (8th best) the new “complete streets” policy award as recognized by the National Complete Streets Coalition, a program of the Smart Growth America. (Quality of Life)
- Significant progress has been made towards completing a bicycle and pedestrian master plan. (Quality of Life)
- Secure significant outside funding for Airport Capital Improvements (Fiscal Responsibility)
- Developed Livable Building Improvement Loan Program. (Quality of Life & Economic Development)
- Continuing to develop upper floor housing units improvement plan and project. (Quality of Life & Economic Development)
- Expanded North East TIF District for retail development and future business expansion. (Economic Development)
- Connected with U of Iowa Entrepreneurial Department and IEDA to promote and market business opportunities in Muscatine. (Economic Development)
- Implementing electronic inspection tools and software to improve effectiveness and efficiency with all department inspections. (Lean Improvement)
- Department staff completed lean training. (Lean Improvement)
- Negotiated transfer of jurisdiction of Mississippi Drive with IDOT receiving \$13 million in compensation. Ongoing discussions with other participants may leverage that amount and outcomes of the project. (Capital Projects)
- Developed Memorandum of understanding with IDOT, Iowa Department of Cultural Affairs, and the City to continue to move forward with Mississippi Drive project. (Capital Projects)
- Partnered with County Assessor to insure proper building permit fees have been paid and the property gets on the tax rolls promptly. (Long-term Goal)

- Identified community improvement projects related to Pearl of the Mississippi Phase 3 and developing concept plan to move project forward. (Capital Projects)
- Partnered and contracted with DIA and IDPH to complete city-wide health inspections. (Long-Term Goal)
- The department partnered with county to conduct county commercial building inspections. (Long-Term Goal)
- Health licensing and inspections are now completely under departments preview. (Lean Improvements)
- Health license application, communications, and payments through website. (Marketing & Lean Improvements)
- Implementing marketing funds into TIF Budgets. (Marketing & Economic Development)

FINANCE

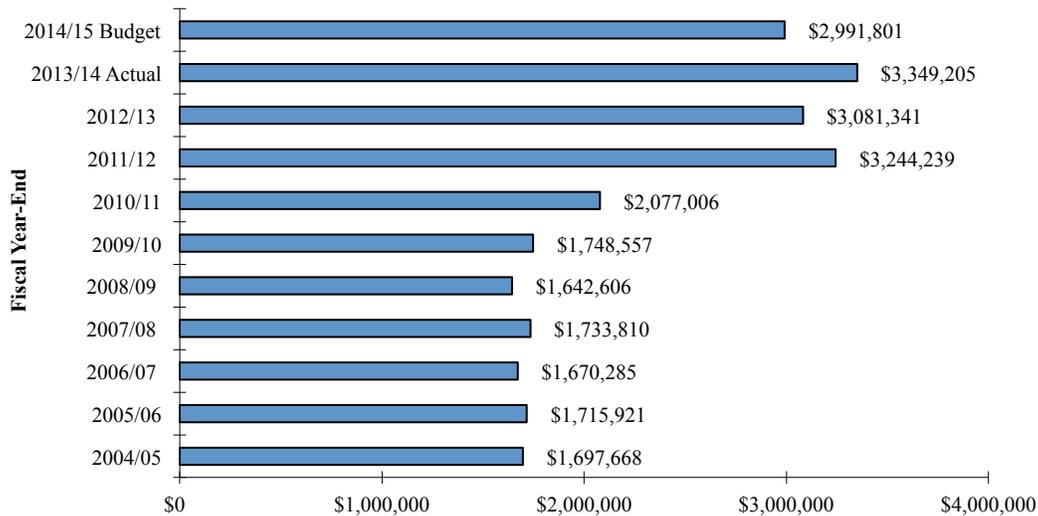
Major Accomplishments (5 Years)

1. **General Fund Balance Policy Update/Results to Date.** One of the Council's top goals for 2012/2013 was to update the City's Financial Policies to reflect a new minimum General Fund balance in excess of the previous 10% of General Fund expenditures threshold. The new policy was adopted November 7, 2013 and provides that the minimum General Fund balance be two months of General Fund expenditures or 16.7%. The new policy also addresses conditions for use of reserves, authority over reserves, and replenishment of reserves. This policy will assist in positioning the City to address potential revenue shortfalls due to state and federal mandates in future years, which is another City Council goal.

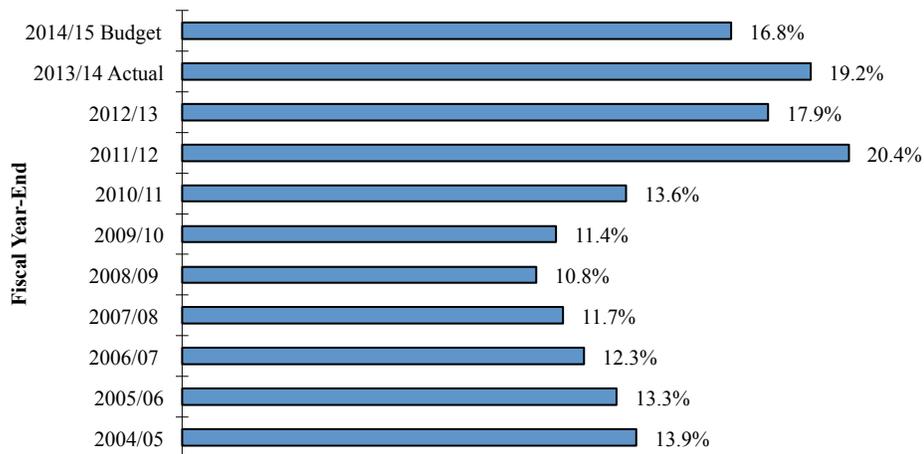
The General Fund balance was 13.6% of General Fund expenditures as of June 30, 2011 and the balance increased to 20.4% as of June 30, 2012. With the increased fund balance, City Council chose to fund a number of capital purchases from the General Fund in 2012/2013 (the most significant were the new fire engine and financial software) and the percentage was projected to decrease to 16.7% at the end of 2012/2013. The actual balance, however, at the end of 2012/2013 was higher than estimated at 17.9%. The General Fund balance at the end of fiscal year 2013/2014 was \$3,349,205 which was 19.2% of General Fund expenditures. This was higher than the 17.0% which was reflected in the FY2013/2014 revised estimate.

The first chart below shows the General Fund balance history for the last 10 years and the budgeted amount for FY2014/2015. The 2nd chart shows those balances as a percent of General Fund expenditures for each year.

General Fund Balance History



Fiscal Year-End General Fund Balances as a Percent of Expenditures

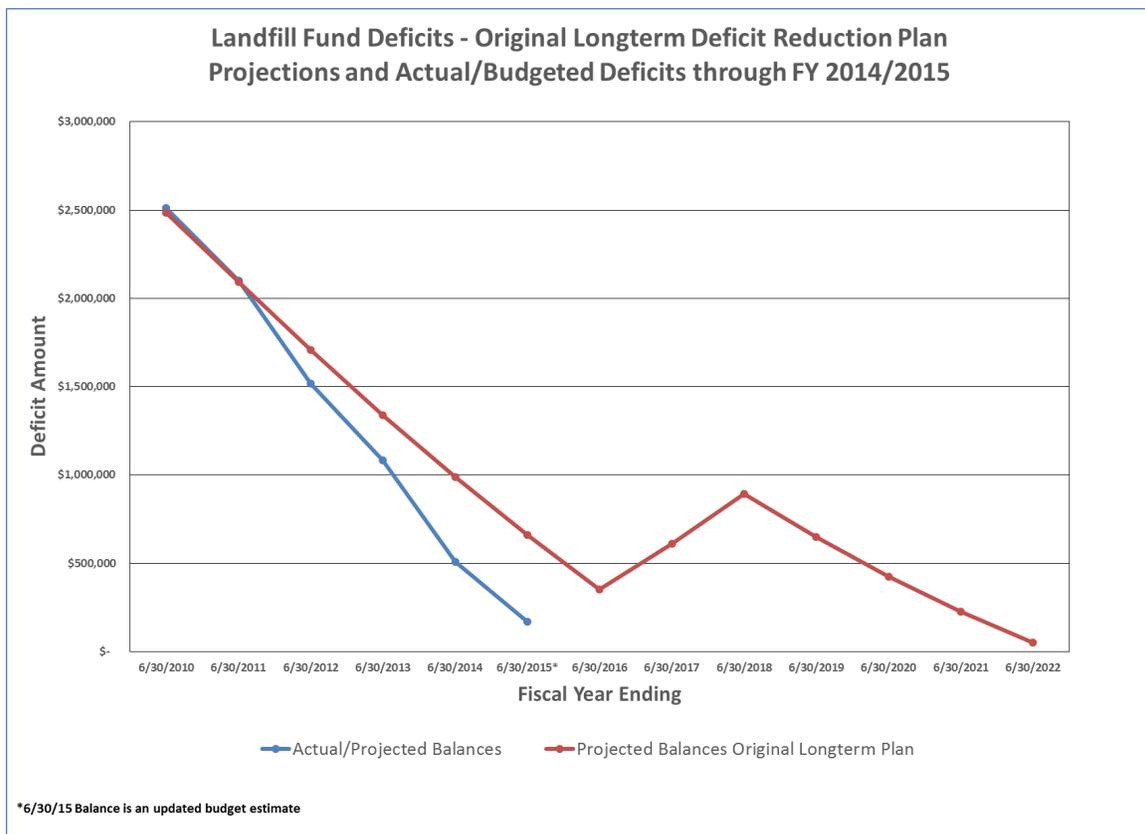


- Landfill Long-Term Deficit Reduction Plan.** Finance staff continues to monitor the long-term plan to eliminate the accumulated deficit in the Landfill fund. In the summer of 2010 the Finance Director participated in and prepared financial information for the Chamber Committee appointed to study and evaluate the landfill deficit of over \$2.5 million as of the end of the 2009/2010 fiscal year. Recommendations of the Committee were implemented in October of 2010 which

were projected to assist in substantially reducing or eliminating this deficit over the upcoming years.

In 2010/2011 the deficit was reduced by \$412,000 to \$2,100,612. The deficit reduction for 2011/2012 was \$582,320 to \$1,518,292 and in 2012/2013 the deficit was reduced by \$435,957 to \$1,082,335. In 2013/2014 it was further reduced by \$573,309 to \$509,026. The updated budget projection for 2014/2015 reflects a \$338,482 reduction in the deficit to \$170,544.

While the deficit reductions to date and projected for the upcoming year are significant and ahead of the original Committee plan, it is important for the City and its industrial customers to “stay the course” so that the deficit can be eliminated in upcoming years and funds can be available for the construction of the next landfill cell. In November of 2013, all of the industrial waste contracts were extended through June 30, 2015. The Committee recently held meetings on July 15 and September 9, 2014 to review financial results as well as projections for future years. At the September 9 meeting there was a consensus to contact the industrial waste contract customers to request five-year extensions of their current contracts with modest reductions in the disposal rates. Committee members are currently working with companies that have industrial waste contracts to extend those contracts through June 30, 2020. The Committee recommendation will be reviewed with City Council at the October In-Depth meeting.



3. **Financial Software Conversion and Related “Lean” Improvements.** In December, 2012 the City Council approved the agreement with Springbrook Software for a new financial software system for the City. In May of 2013 the Business Process Study for the software conversion took place, which included an on-site review of current processes and how these processes and others would be accomplished in the new system. During the summer months of 2013, Finance staff worked with Springbrook staff to finalize a new chart of accounts structure and to set up all general ledger, revenue, and expenditures account numbers in the new software. The payroll master files and Accounts Payable vendor master files were also set up for conversion into the new software. These master file conversion tasks were all completed and finalized in early September. During the week of October 15-18, Springbrook staff was on site to set up and configure the Finance, Payroll, and Accounts Receivable portions of the software. The week of November 12-15 was used for parallel runs for each of those systems, and the week of December 3-6 was the “Go Live” conversion to the new system. This completed the installation of the basic systems of the software.

Since the initial conversion of the basic systems was completed, the Fixed Asset portion of the software has also been fully implemented with the information in the system used in the annual financial report for the year ended June 30, 2014. The Human Resources portion of the software has also been implemented and HR staff has been entering information into this system. Springbrook training on the final software modules is scheduled for October. These include project/grant management, extended budgeting, and the personnel action forms in the HR system.

In March and April 2014, Finance staff trained City department staff on the new system and departments can now run their own financial reports in the system at any time. In the fall of 2014 the workflow portion of the purchase order system is planned for implementation. This will allow for department staff to enter purchase orders directly into the system with the department director approval done electronically as well as the Finance Director’s approval. The next software project will be to implement the decentralized payroll time entry which will also be set up as a workflow. As these features of the software are implemented, all processes will be reviewed for “Lean” improvements to assist both Finance staff and department staff in operating more efficiently.

4. **Capital Financing Plans.** Several significant long-term capital project and other financing plans have been developed over the past 5 years. Significant plans and related items include:
- The City changed to Public Financial Management (PFM), Inc., as its financial advisor in March of 2011.

- PFM, with the City's assistance, developed a long-term financing plan for the overall West Hill Sewer Separation project.
- PFM has assisted the City in refunding two bond issues resulting in a savings in interest costs. The savings included \$4,525 from refunding the final year of the June 1, 2003 issue in 2012 and a total savings of \$48,465 from refunding the final three years of the June 1, 2006 issue in 2013.
- PFM annually updates the City's overall debt schedules and related debt service tax levy requirements. This analysis provides the City with the amount of debt that can be issued without an increase in the debt service tax levy.
- West Hill Sewer Project. In November of 2012 the City was notified that the E.P.A. approved the 4-year extension (to 2028) for completion of sewer separation projects identified in the E.P.A Consent Order. In the spring of 2013 bids were received for the 2nd phase of the West Hill Sewer Separation project and construction is nearing completion. The overall financial plan for the multiple phases of the West Hill Sewer project will be updated when the project costs for Phase 2 are finalized this fall. Engineering design is in progress for the 3rd phase of the project. The schedule for bidding and construction of the next phase will be determined based on actual Phase 2 costs and funding availability.
- Colorado Street and Cedar Street Projects. Bids were received late in September 2013 for the Colorado Street project and were received in January 2014 for the Cedar Street project. The funding sources originally identified for these projects included IDOT grants, prior year bond proceeds, and 2014 bond proceeds. In the updated financing plans for these projects, the original funding sources will be supplemented with Road Use taxes, the pavement management portion of Local Option taxes, and Collection and Drainage funds (for related drainage work). These projects are now well over 50% completed and substantial completion is expected by the end of the 2014 calendar year.
- Upcoming Projects. Planning is underway for upcoming projects including the Mississippi Drive Corridor project, the Art Center HVAC project, and Airport runway rehabilitation and other airport projects. Financing plans will be developed for each of these projects as part of the upcoming budget. The \$13 million in Transfer of Jurisdiction funds from the State was received in early September 2014 and these funds have been invested. These funds will provide a substantial portion of the funding for the Corridor project. Costs estimates for the Art Center HVAC project have been received and staff is in the process of developing a financing plan for those improvements. The Airport projects will have 90% grant funding for FAA projects and 85% grant funding for State grant-funded projects. The local share of the Airport project costs are planned to be included in the next bond issue in 2016.

- A significant accomplishment in 2012 was closing out all of the FEMA projects from the 2008 flood and windstorm damages. This involved a total of \$1,969,540 in FEMA and State matching funds.

5. **Finance Department Awards, Staff Development, and Division Accomplishments.** The Finance department continues to strive for excellence in the finance division as well as in the IT and Parking divisions. Examples include the following:

- The City received GFOA's Distinguished Budget Presentation Award for the 2013/2014 Budget. This was the 29th consecutive year the City received this award. The 2014/2015 Budget has also been submitted for consideration of this award.
- The City was awarded its 23rd consecutive Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report (CAFR) for the year ended June 30, 2013. The CAFR for the year ended June 30, 2014 will also be submitted for consideration for this award.
- A staff reorganization in 2013 allowed for the Finance department to increase the professional accounting staff in the department. The department now includes the Finance Director, Accounting Supervisor, Accountant, Senior Account Clerk, Account Clerk, Finance Secretary/Parking Coordinator, and a half-time allocation of the Office Assistant.
- The IT division continues to improve the City's various computer systems, the City's website, and use of technology. Significant accomplishments over the past 5 years include (1) development of a new website which became active in December 2010, (2) the project currently underway to "refresh" the new website, (3) being an important part of the team for the selection and implementation of the City's new financial software system, and (4) involvement in selection and implementation of a variety of technology improvements throughout the City organization.
- The Parking division continues to enforce parking regulations in the downtown business district. Parking ticket collection rates continue to be strong at over 80% for the past five years. During the past year the Parking division has focused on non-routine meter maintenance which required sending the meter mechanisms in to the meter supplier for repairs.

Status Report on Department Objectives

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- The City implemented Governmental Accounting Standards Board (GASB) Statements 63 and 65 in the comprehensive annual financial report for the year ended June 30, 2013. With the adoption of these statements the new classifications of deferred inflows of resources, deferred outflows of resources, and net position are now being reflected in the City's year-end financial statements. There were no new GASB statements that impacted the City's financial statements for the year ended June 30, 2014. The Finance department will be preparing for the upcoming implementation of GASB Statement 68 which will be effective for the year ended June 30, 2015. This Statement requires governments to recognize their long-term obligations for pension benefits as a liability for the first time and will enhance accountability and transparency through revised and new note disclosures and required supplementary information. These long-term liabilities include the City of Muscatine's portion of the unfunded liabilities of the IPERS and MFPRSI (Municipal Fire and Police) retirement systems.
- Landfill Deficit Reduction. Finance staff continues to monitor the long-term plan to eliminate the accumulated deficit in the Landfill fund. In the summer of 2010 the Finance Director participated in and prepared financial information for the Chamber Committee appointed to study and evaluate the landfill deficit of over \$2.5 million as of the end of the 2009/2010 fiscal year. Recommendations of the Committee were implemented in October of 2010 which were projected to assist in substantially reducing or eliminating this deficit over the upcoming years.

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members are currently working with companies that have industrial waste contracts to extend those contracts through June 30, 2020. The Committee recommendation will be reviewed with City Council at the October In Depth meeting. (City Council Fiscal Responsibility Goal)

- Capital Projects Financing Plans. The Finance Director continues to monitor and update the financing plans for the City's capital projects. Cost estimates and financing for each of the City's projects were reviewed as part of the 2014/2015 Budget. The major projects this year are Phase 2 of the West Hill Sewer Separation project, the Colorado Street reconstruction project, and the Cedar Street reconstruction project.

West Hill Sewer Phase II. In November of 2012 the City was notified that the E.P.A. approved the 4-year extension (to 2028) for completion of sewer separation projects identified in the E.P.A Consent Order. In the spring of 2013 bids were received for the 2nd phase of the West Hill Sewer Separation project and construction is nearing completion. The overall financial plan for the multiple phases of the West Hill Sewer project will be updated when the project costs for Phase 2 are finalized this fall. Engineering design is in progress for the 3rd phase of the project. The schedule for bidding and construction of the next phase will be determined based on actual Phase 2 costs and funding availability. (City Council Capital Projects Goal)

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- Lean Processes. In March and April 2014, Finance staff trained City department staff on the new software and departments can now run their own financial reports at any time. In the fall of 2014 the workflow portion of the purchase order system is planned for implementation. This will allow for department staff to enter purchase orders directly into the system with the department director approval done electronically as well as the Finance Director’s approval. The next software project will be to implement the decentralized payroll time entry which will also be set up as a workflow. As these features of the software are implemented, all processes will be reviewed for “Lean” improvements to assist both Finance staff and department staff in operating more efficiently. (City Council Lean/Continuous Service Improvement Goal)

Information Technology

Major accomplishments (5 Years).

- Achieving and maintaining compliance with PCI DSS version 3.0. PCI DSS offers a comprehensive set of standards and supporting materials to enhance data security. Compliance is an ongoing process that helps us stay ahead of

ongoing computing threats including viruses and other malware, Denial-of-Service (DoS) attacks, Key loggers, hackers, etc.

- The City's current web portal was created in 2010 and has achieved facilitated greater on-line interest including social media. Though different modules such as "Let Us Know" and "Notify Me" calls to City facilities have been reduced and communications with citizens have been enhanced. Our website, available at muscatineiowa.gov, is currently undergoing a design refresh that is scheduled to be available in December 2014.
- Migrated the City's legacy Email system to cloud based architecture. Among the benefits that the cloud based system offers are tighter security, greater accessibility, and lower costs due to decreased administrative resources and intranet complexity.
- A new telephony system including VoIP was installed that has facilitated better communications was installed at City Hall, Public Safety Building, Public Works, South Fire Station and the Art Center. This system allows dial by extension, and call forwarding between most City facilities. Also available is voicemail to Email integration, direct inward dialing, auto attendant for voice prompts and caller ID. The new system also uses PRI phone lines which offers a cost reduction over our former system POTS lines. Most day-to-day administration of the new system is handled by the IT department which also offers additional cost savings.
- In 2013 the City converted all financial processing to a new .Net 4.0 based financial system by Springbrook Software. We are still in the workflow management stage of the implementation phase of this project, which will soon begin a pilot project that will include IT and Public Works for purchase order and payroll timecard entry and approval.

Accomplishments

- All general fund computers have been transitioned away from Windows XP. Current status of this project would include the process of seeking funds to migrate the remaining enterprise fund computers off of Windows XP.
- A contract has been awarded to the vendor of the City's existing website for a complete redesign of the desktop and mobile portions of our web presence. A small team has been working with the vendor and has given preliminary approval of a working blueprint and color palette. The go-live date for the redesign is currently scheduled for December of 2014.

- The WPCP's network and video servers and all related hardware has been moved to the clean room. Part of this project involved the creation of a fiber optic backbone that extends throughout the plant.
- All departments currently have the ability to access their operation's financial reports and required personnel has received training it accessing this information. A pilot project will commence prior to the end of the calendar year that will include IT and Public Works which will incorporate both departmental purchase order and timecard entry and approval.
- The Information Technology Manager has coordinated numerous meeting for both Community Development Department and WPCP that has included both on-line and in person presentations. The next scheduled meeting will be an on-site visit on Thursday October 2, 2014 by the Schneider Corporation. Although neither department is at this point ready to make a product recommendation or ask for funding, we have been evaluating and will continue to assess automation solutions that will meet our needs now and into the future.

POLICE

Major Accomplishments (5 Years)

- The Police Department expanded Problem Oriented policing programs to include all three shifts to determine what direction the police department should focus on for the future. These included eliminating gang graffiti, ensuring safety in the downtown district (night) for patrons, coffee with a cop, shifts required to get out and do park and walks in the community, and the assignment of a MPD officer to the Board of Directors of the Muscatine Center for Social Action (MCSA).
- The Police Department secured numerous grants in the last three years to fund personnel and equipment, including but not limited to first aid kits, CPR equipment, a new K-9, equipment to outfit a new K-9 squad, and officers hired through the COPS Department of Justice grant.
- The Police Department was under budget for the third consecutive year.
- The Police Department continues to maintain its Accreditation status with the Commission on the Accreditation for Law Enforcement Agencies providing the department with professional standards to follow that is recognized throughout the world.

- The Police Department Major Crimes Unit has a 72% average clearance rate for all crimes solved over the last five years. This includes three murders in the last six months.
- The Police Department continues to develop positive working relationships with all other departments throughout the city and will continue to foster these relationships in the future.

Accomplishments

- We have worked hard at maintaining the ATE program along with complying with the newly created and contradictory IDOT Admin Rules. We have continually seen a drop in crashes and citations at each of the intersection where this equipment is in place creating a safer environment. (Quality of Life)
- We, along with the other parties involved, have been successful in maintaining the grant that pays a portion of the expenses for the Muscatine County Drug Task Force. We have had to compete against larger organizations to do this. (Quality of Life)
- The School Resource Officers and the Street Crimes Unit continue to operate and be a contributor to the quality of life in schools and within the city. The SRO's participated in National Night Out and Family Night at the YMCA. (Quality of Life)
- With an increased emphasis in getting officers out of the squad cars and walking the streets, schools and businesses we have been successfully promoting not only community policing but also the basic tenants of the Blue Zone Worksite designation. (Quality of Life)
- The department promotes the use of the weight room and provides officers the opportunity to work out on duty time during the overlaps to help maintain physical fitness. (Quality of Life)
- The department continues to work with landlords with our Operation PLANET program assisting them with whom they rent to. This helps with keeping the trouble-makers out of some of the rental units in our city. (Quality of Life)
- Problem Oriented policing programs including all three shifts to determine what direction the police department should focus on. These included eliminating gang

graffiti, ensuring safety in the downtown district (night) for patrons, and the assignment of a MPD officer to the Board of Directors of the Muscatine Center for Social Action (MCSA). (Quality of Life)

- Semi-annual inspections have shown 100% compliance with officers wearing body armor.
- The department sought out and received grant funding from businesses for another K-9 and related equipment. (Fiscal Responsibility)
- The department came in under overall budget for the last year, making that three years in a row under budget. (Fiscal Responsibility)
- The department has been on four ten hour days. This has lessened the amount of overtime monies we spend on training as we conduct most of our training on the overlaps of the shifts. (Fiscal Responsibility)
- The department retention rate is 100% over the last 17 months. This is the longest we have gone without losing an officer in decades. (Fiscal Responsibility)
- The department started our own webpage on Facebook. (Marketing)
- The department has been actively involved with a “Coffee with a Cop” program where we get out in the community on a monthly basis and interact with citizens. (Marketing)
- The department continues to look for ways to reduce the amount of paperwork that is copied. (Lean)
- The department utilizes our Records Management System for evidence cataloging and management. This has taken the paper version out of the equation and we do not need have the old forms in place anymore. (Lean)
- The department has been utilizing our DesignPD software to enter all positive/negative deeds done by officers along with annual performance evaluations. This has cut down on the amount of paperwork that used to be filled out. (Lean)
- The department has been through the initial phase of LEAN training and some have been through the second phase of training. (Lean)

FIRE

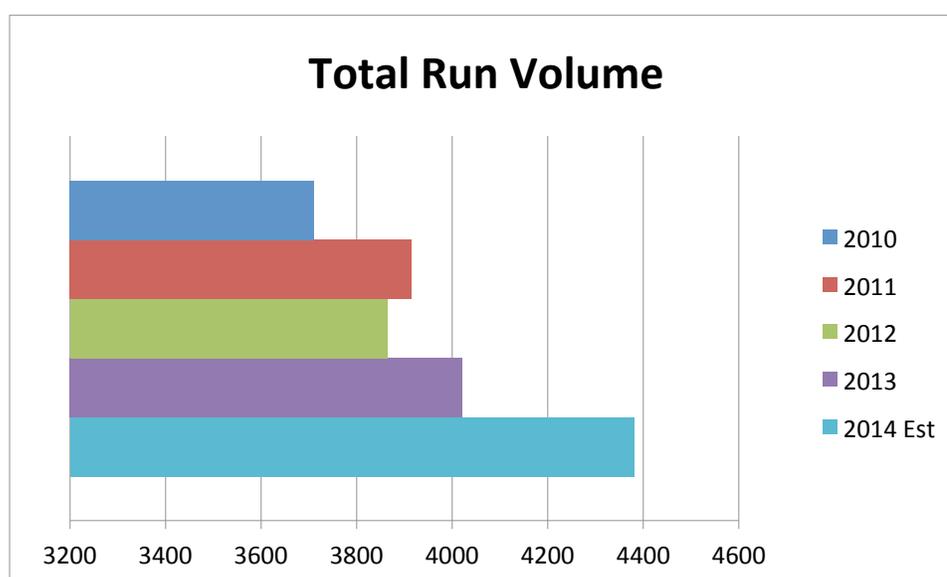
Major Accomplishments (5 Years)

- Completed funding, construction, and occupation of the new south end fire station #2 at 2124 Stewart Road. (*Quality of Life*)
- Specified, purchased, and placed in service a new fire engine at Station #2, which replaced a vehicle that was 20 years old and did not meet present needs. (*Continuous Service Improvement*)
- Purchased new and refurbished ambulances to maintain a reliable fleet of emergency vehicles. (*Continuous Service Improvement*)
- Researched, obtained grant funding, and developed a program to implement cutting edge technology for cardiac emergency response utilizing cardiac enzyme testing. Muscatine Fire continues to be the leader in this emerging treatment. (*Fiscal Responsibility*)
- Muscatine Fire was awarded a second award as the EMS Service of the year in 2012. We are one of only two services to be recognized twice by the Iowa EMS Association with this honor. (*Marketing*)

Department Accomplishments by Division

Operations Division, including Fire, EMS and Rescue:

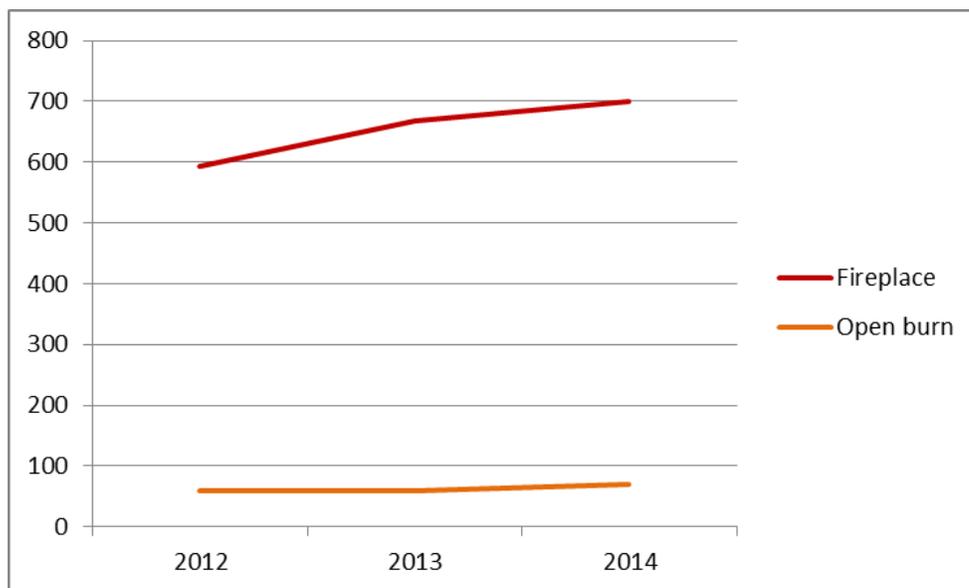
- Continued the upward trend in run volume, with an estimated increase of 8.9% from 2013 to 2014.



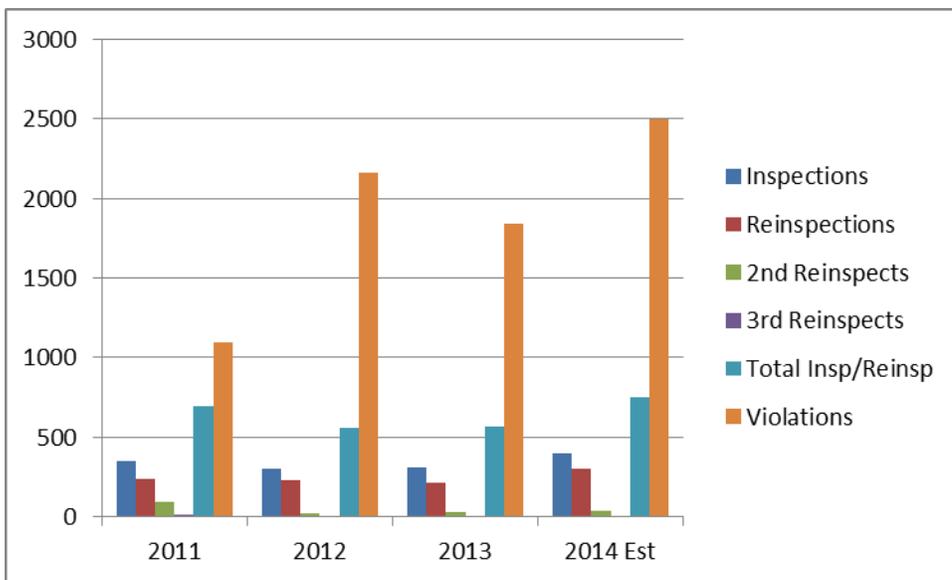
- Updated and improved cardiac care abilities. Through a capital outlay purchase the Department upgraded aging cardiac monitors (many were 10+ years old) with state-of-the-art LifePak 15s. The new monitors have updated software which provides additional reporting and analysis abilities as well as expanding our monitoring abilities to include such items such as carbon monoxide blood levels. In addition, enough mechanical CPR devices were purchased to properly outfit every ambulance. (*Continuous Service Improvement*)
- Began to provide education about cardiac enzyme testing to other EMS providers. This included a session at the Iowa City Mercy Collaborative Cardiac Care Conference in September. (*Marketing*)
- Provided EMS and Medical standby for special events in Muscatine, which included High School Football games, Youth Sports Foundation events, bike races, on-site standby during boxing events hosted by the boxing club, special community events, and various road races. (*Marketing*)
- Assisted Parks and Recreation with city-wide deer deprivation program by checking in and recording deer harvested in the city.
- Obtained equipment and upgraded both reserve engines so they are fully outfitted and prepared to be used at all times. (*Continuous Service Improvement*)

Fire Prevention Division - Public Education & Fire Marshal:

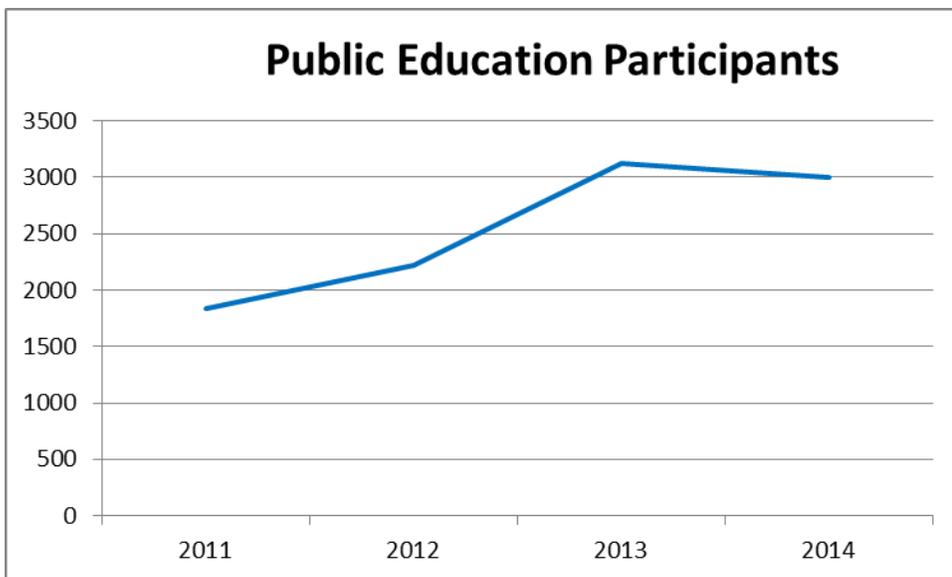
- Saw an increase of roughly 30% in the total number of burn permits since 2012.



- Recovered from a downward trend in fire inspections, to see an estimated 10% in number of total inspections and about 2 1/2 times as many violations found as compared to 2012.



- Despite an 8% decrease in the number of public education programs given, the number of participants only dropped about 4%.



- Inspection invoicing has more than doubled since the program began in 2011, to an estimated \$20,000 in 2014. (*Fiscal Responsibility*)
- Helped coordinate and participated in Operation Prom for the 5th year. (*Marketing*)

- Hosted our 16th Annual Muscatine County EMS Day at Farm & Fleet. Nine EMS/fire/emergency service agencies participated, including the MedForce medical helicopter. *(Marketing)*
- Two members of the management staff completed certification as Fire Inspector I through the International Code Council. This is a certification above and beyond the state fire marshal's office certification, which is held by 23 department members (62% of all members). *(Continuous Service Improvement)*
- Collected more the \$5,000 in permitting fees *(Fiscal Responsibility)*
- Reviewed and updated City Code provisions relating to the fire department, including the inclusion of updating the fire code to the 2012 version of the International Fire Code. *(Economic Development)*
- Continued to enhance Fire Marshal offerings. This includes enhanced site reviews, more efficient code enforcement, and assisting other agencies with fire marshal related activities. *(Economic Development)*
- Reviewed and improved the fire investigation program. Additional staff members were added to maintain investigation quality, and the investigation team began the process to become certified as fire investigators. Investigation team members have also greatly increased the amount of training obtained through various sources. Members of the team are now members of the International Association of Arson Investigators (IAAI), the Iowa chapter of the IAAI, and the National Association of Fire Investigators. *(Continuous Service Improvement)*

Training Division:

- Hosted a multi-jurisdictional water rescue training exercise. Eight agencies were involved (Muscatine Fire, Muscatine Joint Communications, Muscatine County Sheriff, Fruitland Fire Department, Wapello Fire Department, Muscatine County Medical Examiner, Trinity, and the Muscatine County Search and Rescue Unit), with a total participation of 58 individuals. The event was coordinated with Trinity Hospital so that their disaster response could be exercised. This was planned and executed by Captain Harold Bennitt, who also serves on the Muscatine County Search and Rescue directing board. *(Continuous Service Improvement)*
- Supported training for three members to attend a federal hazardous materials training program in Anniston, AL. This was funded through federal monies. *(Continuous Service Improvement)*
- Supported training for three members to attend the National Fire Academy in Emmetsburg, MD. *(Continuous Service Improvement)*

- Hosted our 4th Annual EMS Conference in January at Discovery Park. Attendees included MFD personnel and EMS and Fire personnel from services across Eastern Iowa. Approximately 75 responders attend this training each year. This conference has been used as a model for other regional conference offerings. *(Marketing)*
- Supported training for one member to attend the Texas A&M Industrial Firefighting course, which was funded and sponsored by Monsanto. *(Continuous Service Improvement)*
- Organized and held our 7th Annual Public Safety Building Open House. *(Marketing)*
- Provided free CPR, First Aid, and AED training to city staff members. *(Quality of Life)*
- Participated in EMS Field Precepting EMT and Paramedic students from various colleges. *(Marketing)*
- Battalion Chief Darrell Janssen participated in a national Ambulance Service Manager Program, which is supported by the American Ambulance Association and Fitch and Associates. *(Continuous Service Improvement)*
- Developed and created training props for the land next to station #2 for use as a training ground. The first props developed relate to basic firefighting skills including a burn pan, dumpster fire simulator and car fire simulations. The department is also partnering with HNI to place a used industrial silo for future use as a confined space and high angle rope rescue training device. *(Continuous Service Improvement)*
- Began preparation for hosting a Fire Apparatus Driver/Operator certification class. *(Continuous Service Improvement)*
- Two MFD members obtained certification as ice rescue trainers and one obtained certification as a swift water rescue trainer through Dive Rescue International. *(Continuous Service Improvement)*

Department Management:

- Explored and implemented Lean Initiatives relating to decreasing paperwork, streamlining processes, and better utilizing technology *(Lean / Continuous Service Improvement)*

- Began the process of review for fire accreditation, focusing on data compilation and analysis and quality improvement actions that can be taken immediately. *(Continuous Service Improvement)*
- Assistant Chief Mike Hartman was awarded the 2013 Career EMS Provider of the Year from the Iowa EMS Association. *(Marketing)*
- Developed and printed the first Fire Department Annual Report *(Marketing)*
- Began a departmental self-assessment and quality improvement program, based on the Commission on Fire Accreditation international's accreditation process. *(Continuous Service Improvement)*
- Reviewed data collection processes and identified areas of improvement to increase the reliability and validity of data. The Department continues to work with MUSCOM to attempt to accurately capture event time markers. *(Continuous Service Improvement)*
- Created a Department Facebook page and Twitter feed to improve public relations. More than 1,300 individuals have 'liked' the Facebook page and there have been more than 65,000 visits. *(Marketing)*

Water Pollution Control Plant

Major Accomplishments (5 Years)

- The Muscatine Water Pollution Control Plant completed a 5-year \$16 million upgrade that effected nearly every process at the plant, all while continuing to operate and discharge within State permitted levels.

Accomplishments

- The WPCP included newly designed stormwater initiatives to the comprehensive plan to further reduce local flooding and pollution to local waters. (Long Term Goals)
- Continued economic growth is predicted with the development of a high strength waste receiving station to bring local and state-wide resource streams to Muscatine for fee revenue and local energy/fuel production. (Long-Term Goals)
- Continued to seek groups to facilitate bringing sewer service to Fruitland. (Long-Term Goals)

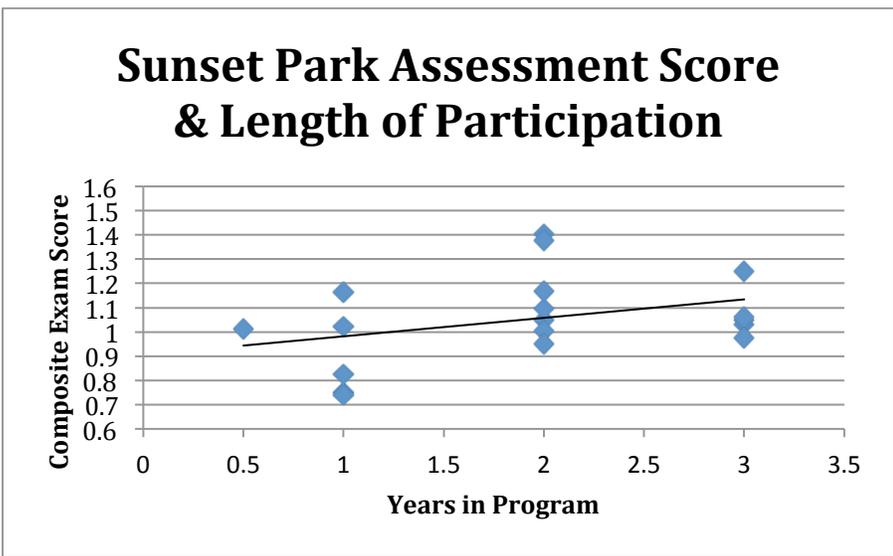
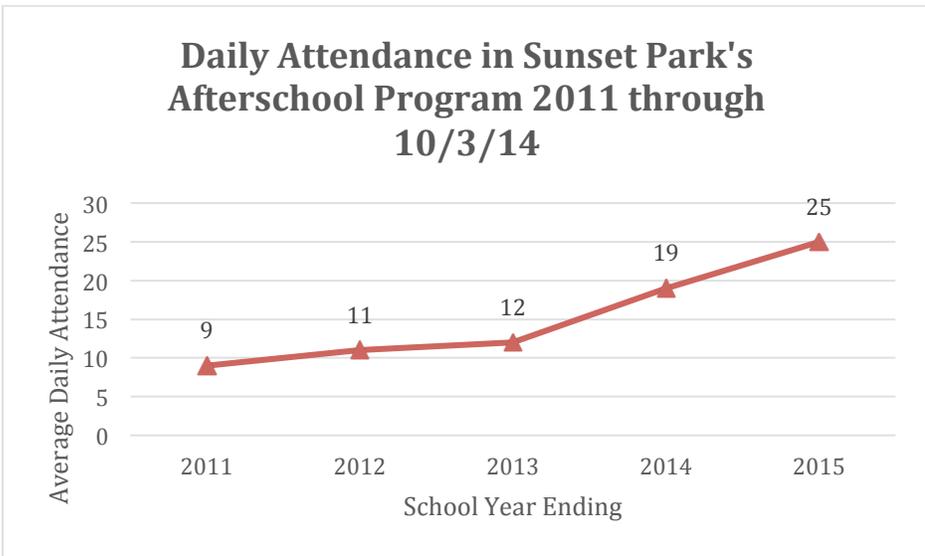
- The WPCP renewed the City NPDES (National Pollutant Discharge Elimination System) permit as required by the EPA and DNR to continue discharge of treated waste water to the Mississippi River. DNR inspections quote us as “providing excellent treatment-over 96% removal of CBOD and TSS”. (Quality of Life)
- New collection system upgrades will allow for increased odor control at the plant. (Quality of Life)
- The WPCP is contacting groups within the Iowa Economic Development Agency to find funding for the High Strength Waste Project and for end-use of the biogas created. (Fiscal Responsibility)
- The WPCP continues to work with local industries to address pretreatment and stormwater issues in a cooperative manner. (Economic Development)
- The WPCP is expanding environmental laboratory operations to retain local analytical services and increase awareness of services available to a larger region in eastern Iowa. (Marketing)
- The WPCP has weekly meetings with all staff to emphasize lean principles and practices in all functions at the plant. (Lean)
- The WPCP is committed to bringing more plant staff to state-wide training events in an effort to find new leaders and create stronger buy-in of city-wide values, vision, mission and goals. (Lean)
- The WPCP recently installed new systems that allow operators to monitor and make adjustments to the plant from home reducing overtime and return trips at night. (Lean)
- The WPCP is working with multiple departments to better utilize the space at the Hawkeye site by moving dredge spoil operations to the Public Works yard.
- Harbor dredging operations continue to remove unsafe and unsightly above ground piping through capital projects including the recently completed riverfront line burying and soon to be started Mad Creek pipe crossing on the side of the pedestrian bridge.
- The Stormwater Department has been working to improve the Cedar and Colorado Street projects with help in designing native grasses and bioswales to final landscaping.

HOUSING

Major Accomplishments 2009-2014

- Sunset Park Education Center & Program (Quality of Life, Economic Development-supporting a ready workforce)

Developed the Sunset Park Education Program, from new construction using American Recovery and Reinvestment funding, to conducting a short pilot program in Spring 2011, to doubling attendance by 2014; students' grade-level proficiency in reading and math improve over the length of their participation in the program.



- High Performer Status (Fiscal Responsibility/Quality of Life-Housing)

Both the Public Housing and Section 8 Programs have received HUD's highest performance designation: "High Performer" for the past five years, relieving some regulatory burden on the Agency.

- Energy Efficiency Updates (Capital Projects)

Capitalized on American Recovery and Reinvestment Act programs to replace hot water units and HVAC in all Sunset Park apartments with high efficiency models in 2009; replaced Clark House Boiler system in 2012 with a more efficient and more reliable system.

- Homeownership Program (Quality of Life – Affordable Housing)

Five-year operation has generated 88 first time homebuyers, translating to \$7,040,000 in local home sales to qualified and prepared buyers.

- Development of Local Housing Trust Fund and Homelessness Prevention Advocate Programs (Quality of Life – Affordable Housing, Investment and Partnership)

Partnered with local agencies to develop Local Housing Trust Fund, bringing \$100,000 per year in state funding to support housing initiatives in Muscatine County.

Partnered with MCSA, Muscatine County, and United Way to develop Homelessness Prevention Advocate program, reducing costly Section 8 turnover and improving landlord/tenant relationships and participant compliance with Section 8 requirements.

Recent Accomplishments by Program

- Section 8 Housing Choice Voucher Program (Fiscal Responsibility, Quality of Life-Affordable Housing)

- Seven Years running "High Performer" status
- 4,165 unit months assisted
- 347 participants assisted (average) per month
- 397 HQS units inspected
- 57 new families assisted

- Public Housing Operations Clark House and Sunset Park (Fiscal Responsibility, Quality of Life-Affordable Housing)

- 98.9% rent collection rate
- 2.0% vacancy rate

- 1,141 work orders completed
- Cut work order turn around time in half.
- Completed 31 apartment turnovers
- Contracted for the completion of a Green Physical Needs Assessment which will guide capital funding projects for the next 10 years.
- Hershey Manor Management (Fiscal Responsibility, Quality of Life-Affordable Housing)
 - 2% vacancy rate
 - 99% rent collection rate
 - Completed energy audit and HVAC study, began work on a rate reduction program to reduce interest expense by \$20,000 per year.
- Homeownership Education (Quality of Life-Affordable Housing)
 - Secured new HUD funding to support operations
 - Secured \$20,000 in LHTF funding
 - Facilitated an estimated \$1,280,000 in home sales to 16 low income families.
- Family Self Sufficiency Program (Quality of Life, Fiscal Responsibility, Partnership)
 - Secured continued funding for CY 2015
 - Guided families to sustainable increases in earned income, reducing Section 8 HAP costs and driving participation in the local economy by low-income families.
 - The top graduating families experienced an earned income increase of \$18,000 per year or more.
- Sunset Park Education Program (Quality of Life, ED-Ready Workforce)
 - Increased daily attendance from 12 to 19 students per day.
 - Secured continued funding from United Way and Kids First Fund for daily operations.
 - Partnered with Muscatine Community School district to serve 874 summer meals
 - Utilized City services (Muscabus, Library, Art Center, Aquatic Center, Riverfront, etc.) to provide 21 off-site enrichment activities for low-income students

Additional Comments:

- An ongoing partnership with the Local Housing Trust Fund Cluster allows MMHA to help determine which local projects are eligible for IFA funding to support stable housing for low-income (<80% AMI) families in Muscatine County.

- A strengthened relationship with MCSA and MCCS to share resources allows these organizations to more efficiently assist families seeking assistance from the local Homelessness Prevention Advocate. MMHA staff attends the weekly review of Advocate cases in order to advise the advocate and other stakeholders on housing options that might be available to clients through MMHA, and to provide information the advocate may need in order to help current MMHA participants maintain their assistance. This partnership has helped MMHA to maintain positive relationships with property owners and has reduced Section 8 turnover in cases where the participant may have not been aware of their rights and responsibilities. This reduced turnover results in administrative cost savings to the agency and also benefits local property owners and tenants by facilitating positive leasing relationships.
- Community Gardening: Summer Enrichment students assisted with the Community Garden at Taylor Park throughout the summer of 2014. They also completed enrichment activities focused on gardening, such as planning a garden plot, discussing how foods can be grown locally, etc. Sunset Park also hosted a bike rodeo in summer 2014, including a helmet giveaway and bicycle “tune ups” and maintenance instruction by Bike Club volunteers.
- The Police Department provides MMHA with a monthly report of arrests made in the City. MMHA staff cross check this report with the database of MMHA participating families to ensure prompt follow up with MMHA’s criminal activity policies.
- The Police Department also provides MMHA with a list of all calls dispatched to MMHA properties each month. Property managers follow up to enforce criminal activity policies based on these reports as needed. The most frequent use of this report is for property managers to recognize when elderly or disabled families are frequently using emergency medical services. When possible, management helps these families to access preventative services or in-home care which can prevent the need for emergency care/transport, and allows them to continue living independently in MMHA properties.
- In August 2014, MMHA reduced its Section 8 inspection frequency from annual to biennial in order to address HUD decreases in Administrative Fee. This allowed the agency to allocate more of the Maintenance Supervisor/Section 8 Inspector’s time to Public Housing Maintenance, which allowed the agency to leave one maintenance position unfilled.

- The Department continues to seek opportunities for reductions in Administrative/Operating expenses without compromising the integrity of MMHA programs and properties.
- MMHA cross promotes Art Center and Library events to residents and stakeholders by displaying marketing pieces, arranging transportation for residents to these events in partnership with the Muscabus, and promoting them in newsletters.
- 3 Staff completed initial lean training sessions in FY 2014.
- Staff evaluations focus on improving customer service skills, effective and efficient use of staff time.
- Homelessness Prevention Advocate partnership with MCCA and MCSA reduces the number of unnecessary Section 8 terminations and unfilled vouchers, increasing the ratio of families housed to Administrative Cost. This partnership also provides open communication between all agencies to prevent “double dipping” of resources by participants in need.

LIBRARY

Major Accomplishments (5 Years)

- Refurbished the library, replacing all tables, chairs and casual seating. Additionally, we redesigned the children’s area adding new shelving and carpeting. The entire project was funded by the Library’s trust.
- Emphasized electronic communication by developing an extensive, new webpage; building a facebook page that is heavily used by the community; creating a monthly eNewsletter and providing free training on social media sites and the library’s newsletter and products.
- On a flat budget we purchased eMusic, eMagazines, and eBooks while continuing to provide the traditional materials patrons demand.
- Added a number of successful children’s and family programs (Sparkplugs, Mother Daughter Book Group, Skelton Key Action and Adventure Club and our annual Winter Event) These programs serve ages 4 – 11, an age group that had not been served previously.

- By working with HNI Board Members and reading on our own, we have been able to undertake a number of Lean activities. This has allowed us to learn how the process works, the basic values and principles of the program, introduce the staff to the concepts without push back and to make time saving changes in the way we work.

Library Accomplishments

- Developed a Consumer Health Information Collection that included over \$5,000 of new books and DVDs as well as informative online material. (Quality of Life)
- Received 400 books about China from the *Window of Shanghai* program. (Quality of Life, Economic Development)
- Utilized new software to ease accounting burden of Summer Reading and other reading incentive programs. (Quality of Life, Lean/Continuous Service Improvement)
- With funding from the Friends of the Library, three librarians attended the Public Library Association Conference. (Lean/Continuous Service Improvement)
- Provided staff with quality, on-line training in technology and management fields through the MALA group purchase of *Lynda.com*. (Lean/Continuous Service Improvement)
- Designed and developed the new RiverShare website for the consortium.
- Through numerous library visits and information gleaned at conferences, we narrowed our requirements for RFID self-check software and equipment and met with a number of vendors meeting our requirements. (Lean/Continuous Service Improvement, Fiscal Responsibility)
- Began investigating, through on-site visits, vendor presentations and conference programs, the cost effectiveness and quality issues of preprocessing and precataloging library materials. (Lean/Continuous Service Improvement/fiscal Responsibility)
- Began selling coffee using a Keurig Coffee Pot and coffee packs available for a dollar at the circulation desk. Expenses and proceeds are handled by the Friends of the Library (Quality of Life)

- Began a six-month search engine optimization project with Nerdworks, our web developer. (Marketing)
- Rearranged the magazine collection using clear Plexiglas holders to improve the general look of the area and increase the visibility of the magazines. (Marketing)
- Added *Zinio* eMagazines and *Freegal* eMusic to our collection. (Quality of Life)
- Withdrew from Wilbor, the state's eBook consortium, and created a RiverShare Digital Library consortium which is searchable and hold-able from our RiverShare catalog. Additionally, there will be fewer patrons competing for titles. (Marketing, Lean/Continuous Service Improvement, Quality of Life)
- With the assistance of Andrew Fangman, created visual maps of our cardholders.
- Streamlined our interlibrary loan policies to bring them in line with other libraries thus reducing the number of requests for popular DVDs and reducing both staff time and postage and increased material availability for our patrons. (Lean/Continuous Service, Quality of Life)
- Changed our hours to close at 8 pm, Monday through Thursday, instead of 9 pm and stay open till 8 pm on Friday nights (previously closed at 5pm) and open at noon instead of 1pm on Sundays. (Lean/Continuous Service, Marketing)
- Began providing Stem Education, taught by qualified instructors, particularly in our Skeleton Key and Spark Plug Programs. (Quality of Life, Marketing)
- Added baby specialty classes such as sign language and baby yoga (with appropriate teachers) to our Saturday Lapsit Classes. (Quality of Life, Marketing)
- Integrated non-fiction DVDs into the non-fiction book collection to save space in the DVD area and encourage usage. (Marketing)
- Added a state-of-the-art scanner to our Local History & Genealogy section to improve research capabilities for our patrons. (Quality of Life)
- Built a dedicated webpage explaining and offering resources related to the Affordable Care Act. (Quality of Life)

Muscatine Art Center

Major Accomplishments (5 Years)

- Staff has created a high number of in-house exhibitions in recent years, including “Muscatine & the Civil War” which received the Loren Horton Community History Award. Other in-house exhibitions include “A Journey Down River: 75th Anniversary of the Great River Road”, “The Art of Living Well”, and “Railroads of Muscatine County”.
- The property at 1402 Mulberry was transformed into the E. Bradford Burns Performing Arts Park. The Burns family attended the ribbon cutting of the space which was held at the Ice Cream Social in June 2013. Several performances have since been held in the space.
- The staff and board is in the process of completing the Museum Assessment Program offered by the American Alliance of Museums. This is a comprehensive process which includes completing an extensive workbook, conducting community surveys, holding focus groups, meeting with a Peer Reviewer, and completing a series of discussions which involve staff, board, volunteers, and community members.
- The Art Center received a grant from the Department of Cultural Affairs to create lesson plans, a Teacher’s Guide, a poster series, family festivals, and offer studio instruction to re-enforce the Blue Zones Project related lessons presented in the exhibition, “The Art of Living Well”.
- The Art Center received a donation of artwork to complete the Gilmore collection of French Impressionism. The works were received following the death of Sarah King Wilmer of Pittsburgh. Included were 11 paintings, drawings and etchings by some of the most well-known artists of the 19th and 20th centuries such as Pablo Picasso, Vincent Van Gogh, Henri Matisse and Pierre-Auguste Renoir.

Art Center Accomplishments

Art Center Staff Projects

- Insurance values for entire collection is being updated with 75% complete.
- The Muscatine Art Center’s Disaster Plan was updated.
- Preparations are being made for renovating a space to house the John Conner glass collection.

- AJ Associates (Vic Amoroso) submitted the study of the Art Center's HVAC.
- Iowa Museum Association Conference – Director, Melanie Alexander, attended the Iowa Museum Association Conference in Sioux City.
- MAP Application – Art Center staff, board, volunteers, and the Muscatine community have been involved in completion of the Museum Assessment Program with a focus on Community Engagement. The program included self-study materials and a visit by a peer reviewer, which occurred in September 2014. Multiple focus groups were held and surveys collected to gather community feedback. The peer reviewer will complete a report with recommendations. This report will aid the board and staff in long-range planning as well as help to prepare the Art Center for its next review for re-accreditation through the American Alliance of Museums.
- TAN Consultant – Jennifer Price from Technical Advisory Network (TAN) began the necessary paperwork for the State of Iowa to determine whether or not the 1908 house/carriage house and Japanese Garden are eligible for the National Register. The State Historical Society of Iowa covered her fees. Being eligible is the first step for receiving historic tax credits. A listing on the register would also bring additional grant opportunities.
- Board Training – Additional board training sessions have been developed by staff and additional board materials have been developed. Strategic planning session was held in February with the board deciding to apply to the Museum Assessment Program.
- For Tots – Art Center staff meet with parents and caregivers who bring children to the For Tots program. Since this meeting, the Art Center has modified the program to better meet the needs of this audience with the program being offered multiple days of the week, times of day. The content of the class has been modified with more structure and more developed lessons.
- Classes for Older Children and Adults: Art Center staff has introduced new classes, especially over the summer, to target a different audience. These classes included comic book drawing and stop motion film. Approximately 60 studio classes are offered each year to serve these audiences.

Programs

- Annual Ice Cream Social – The annual event continues to be the largest event of the year for the Art Center. In 2013, the Art Center used the event as an opportunity to hold a ribbon cutting ceremony for E. Bradford Burns Performing Arts Park with the Burns family in attendance.

- New Teacher Orientation – Approximately 45 educators attended the new teacher orientation on August 9th. The group watched a presentation of the Musser house and viewed a slideshow of works in the Art Center's collection. They were also given information on how to book tours, a schedule of upcoming exhibitions, information on the Friends of the Muscatine Art Center and other brochures.
- E. Bradford Burns Performing Arts Park – First concert in the park (1402 Mulberry) was held on October 13th featuring the Kim Wiseman band with Mayor Hopkins on drums.
- The Muscatine Art Center hosted Cultural Night for Leadership Muscatine on December 5th with a behind-the-scenes tour, followed by presentations by performing arts groups and then presentations by professional local artists.
- Educational Packet for *The Art of Living Well* – Art Center staff and a grant-funded arts educator put together a packet for elementary schools to use in the classroom. The packet includes a PowerPoint slide show, covering most of The Art of Living Well exhibition, on CD as well as lesson plans and supplemental activities. Four copies of the packet with CDs were distributed to each elementary school building in the district. The bulk of the lesson focuses on healthy eating and physical activity.
- Festival of Wreaths – Friends of the Muscatine Art Center presented its annual fundraiser, Festival of Wreaths.
- Kids Pajama Party and Family Wreath Building Workshop – New family programs were added to the period around Festival of Wreaths. These programs were sponsored by local companies and gave families more opportunities to view and participate in the Festival of Wreaths.
- Sunday with Santa – The three local banks sponsored this free family event, which is offered annually.
- Rotary Presentation – Director Melanie Alexander, gave the Rotary presentation on January 20th with highlights of the Art Center's collections, exhibitions, and programs.
- Adult Lecture on Musical Organettes – Local collector Brian Walter gave a talk on January 23rd. The Radish Magazine from the Quad Cities had a presence at the event.

- Eagles and Ivories – The Muscatine County Arts Council held two concerts in the Art Center’s Music Room as part of the Eagles and Ivories festival.
- Community Events – Art Center staff offered activities at the Senior Expo, Halloween at the Y, the Community Block Party, the Library’s Winter Extravaganza, the Park and Rec Department’s Recreation Extravaganza, and the Children’s Parade on July 4th.
- Family Festivals – The Art Center held two new family festivals - the “Spring Fever” Festival and the “Once Upon a Time in Iowa” Festival. Both festivals were free to the public and funded through a grant from the Iowa Arts Council.
- Blue Zones – Blue Zones Project Muscatine held a Wine at Five event on Tuesday, April 15th, at the Art Center. The event was primarily to recognize their volunteers, and Blue Zones covered the expenses associated with the event.
- For the Love of Art Tea Party – The Friends of the Muscatine Art Center held a tea fundraiser on May 1st. Corporate sponsorship and donations were secured.
- Mansion Tours and Behind-the-Scenes Tours – The Art Center began offering interpretive tours of the house on the first Thursday of each month. Behind-the-Scenes Tours were scheduled four times throughout the year.
- House Concert - In partnership with the University of Iowa’s ArtShare Program, a free concert was presented in a private home. Anthony Arnone, cello professor at the University of Iowa, performed as a thank you to members of Friends, Art Center supporters, volunteers, board members, etc.
- Leadership Muscatine Graduation – The Art Center hosted graduation for Leadership Muscatine.
- Eulenspiegel Puppets – Cuentos and Stories, a bilingual production of puppet theater, was presented to two groups of elementary students at Jefferson Elementary School with a free public performance held in the evening.
- Brad Burns Performing Arts Park – The River City Big Band presented a free public concert on Sunday, June 22nd at the Brad Burns Performing Arts Park.
- Art History Lecturer Carol Ehlers gave four talks on a range of artists.
- Three Humanities Iowa lecturers were engaged to give adult lectures.

Funding

- Cultural Leadership Partner – Full funding was received from grant applications through the Department of Cultural Affairs. The Cultural Leadership Partner allotment for 2014 was \$13,540. Additionally requested funds supported activities around the Blue Zones related exhibition, “The Art of Living Well,” which opened in November 2013 and ran through June 2014. The grant received was in the amount of \$7,280.
- Muscatine Art Center Support Foundation – The Support Foundation approved \$55,000 of funding for 2014. Approximately \$20,000 of this pays for a quarter of Registrar’s annual salary and 50% of her benefits. The remaining amount is used for exhibitions, collections care and acquisitions.
- Friends of the Muscatine Art Center – Friends provided half of the funding for the Program Coordinator’s position which is 20 hours per week total.
- In spring 2014, the Board of Trustees of the Muscatine Art Center applied to and were accepted into the Museum Assessment Program offered through American Alliance of Museums. The program includes a period of self-study (with staff, board, volunteers, community members coming together to discuss issues as well as conducting audience surveys and holding focus groups) followed by a visit from a Peer Reviewer. The Art Center is participating in the “Community Engagement” study to examine how the Art Center is perceived and what programs or services should be offered to best meet the needs of the community. Participating in the Museum Assessment Program is a strategy for developing a focused long-range plan specific to the Art Center but also to build upon components of the City’s Comprehensive Plan. A report from the Art Center’s Peer Reviewer is expected this fall.
- BLUE ZONES: The staff of the Muscatine Art Center received grant funding for and developed the exhibition and educational programs for “The Art of Living Well” which illustrated some of the concepts promoted by the Blue Zones Project. A total of 5,373 visitors experienced the exhibition, “The Art of Living Well”. The number of visitors who participated in a school program, family event, studio class, or other event included in the grant project was 836 – of which 790 are children. The Teacher’s Guide was distributed to over 40 elementary classrooms in Muscatine County. Over 50 sets of posters have been distributed to local educators, health professionals, and Blue Zones designated businesses.
(Quality of Life)
- Iowa Initiative for Sustainable Communities: The staff of the Muscatine Art Center is working with a University of Iowa MFA student to create a sculpture to

be placed in the downtown or riverfront area. The staff met many times with the MFA student plus University of Iowa staff including Nick Benson and also staff from ArtShare. The student is currently working on the sculpture with an update on her progress expected in early October. (Quality of Life)

- A wide range of events is offered by the Muscatine Art Center with activities occurring both on the grounds of the Art Center and in other community venues. The Art Center also has a presence at events sponsored by other organizations. (Quality of Life)
- Art Center staff posts all events, classes, and programs on the City's website. The Art Center also posts Board of Trustee agendas and minutes. (Marketing)
- The Art Center has developed a regular e-newsletter distribution plan with one e-newsletter going out at least once per month plus special invitations, program reminders, and other targeted e-mails going out more regularly. 760 households are currently subscribed to receive e-newsletters, etc. (Marketing)
- The Art Center has developed an active facebook page with 879 likes. Art Center activities and other arts-related items are posted with at least one post per day on average. The Art Center's Pinterest board and Twitter are updated several times per week. (Marketing)
- A student intern has created a YouTube video about the history of the Musser House. This has been shared through social media. Art Center staff is currently exploring ways to make the intro video accessible to visitors while at the Art Center. (Marketing)
- The Muscatine Art Center is in a rotation with the Musser Public Library to be featured in the Muscatine Journal on a weekly basis. The section is called "Muscatine Memories". Art Center staff provides the Journal with images of items from the collection along with information about the items. The Journal then features the items. This has been very well received as a way to show the community a larger sample of the items in the Art Center's collection. (Marketing)
- As part of its participation in the Museum Assessment Program, the Art Center staff and board is looking at new partnerships, staffing solutions, and project implementation methods to increase efficiency. Art Center staff participates in training offered through the City's Human Resources department. The Art Center and the Musser Public Library have begun discussing a possible shared position. (Lean)

Human Resources

- Human Resources does not have direct responsibility for providing services levels. However, the department supports this goal by helping the departments to advertise, recruit, and interview candidates that have the needed skills to provide these services. (Quality of Life)
- Human Resources coordinated the certification of the City as a Blue Zones worksite. The City was one of the first 10 employers in town to receive this designation. (Quality of Life)
- Human Resources worked with the Finance Department and the three bargaining units to make some changes to the health insurance contribution which will help offset future cost increases including the fees associated with the Affordable Care Act. (Fiscal Responsibility)
- All employees have received two overview training sessions on the concepts of LEAN. Work is ongoing to work with departments to continue their LEAN activities and improve employee engagement in these concepts. (Continuous Service Improvement)
- Human Resources has also been actively involved in the implementation of the new financial/HR software and is working to input data that is more easily accessible when departments are in need of it. The department has also made much more use of electronic advertising sources for open positions which reaches a wider pool of candidates and reduces the cost of recruiting. (Continuous Service Improvement)
- Human Resources oversaw a seamless transition changing insurance carriers from Traveler's to ICAP. This has been done with no complication or disruption to operating departments.

Parks & Recreation

Major Accomplishments (5 Years)

- Community Collaboration: (Quality of Life) • Network with nearly 100 groups annually • Started adopt-a-park program and has grown to 18 groups in 2014 • Administered over 80 community special events • Created community wide free special events • Maintained utilization of sports facility usage • Administered 450 park shelter rentals annually • Administered 100 Pearl City Station rentals annually • Administered 100 Riverview Center rentals annually
- Department Staffing Recruitment, Retention and Reorganization: (Lean Initiative)
 - Reorganized Maintenance Staff
 - Recruiting Program Supervisors

- Recruiting Golf Professionals
- Seasonal staff wage review
- Office staff transition
- Specialized staff training
- Riverfront Development/Flood Repairs: (Quality of Life)(Capital Projects)
 - Pearl City Station Project
 - Erosion Control Project
 - Dredge Pipe Project
 - Riverview Center repairs
 - Ice Skating Rink
 - Bridge Tribute Plaza Project
 - Excursion Riverboat Lease
 - Playground Surfacing Project
- Weed Park Developments: (Capital Projects)
 - Maintenance Building Project
 - Tennis Court Project
 - Pickle Ball Project
 - Community Art Project
 - Colorado Street Project
 - Trail enhancement
- Additional projects: Lagoon Shelter, McFate Memorial Shelter, Rose Garden Playground surfacing, Zoo Garden installation
- Golf Course Development: Maintenance Building Project, Irrigation System Project, Tee Improvement Project, Golf Indoor Simulator, Foot Golf Course

Administrative Division:

- Administered a 560 acre park and recreation system that involved 23 park and/or recreation areas, 12 playgrounds, 8 tennis courts, 140 miles of street trees, 16 park shelters, 2 riverfront rental buildings, 12 miles of trails, 2 sand volleyball courts, aquatic center, cemetery, boat harbor, marina, soccer complex, baseball/softball complex (18 lighted diamonds), splash pad, special horticulture gardens, 8 horseshoe courts, 18 hole disc golf course, 18 hole golf course, 18 hole FootGolf course, special events, community recreation programs, 6 basketball courts, a skate park, ice skating rink, and employee wellness program. (Quality of Life)
- Supported Phase III Development Project Committee. (Economic Development)
- Conducted nine Recreation Advisory Commission Meetings.

- Continued work on the Maintenance Plan for Mark Twain Overlook. (Capital Projects)
- Worked with Leadership Muscatine to develop Community Gardens. (Quality of Life)
- Administered the Adopt-A-Park program with 18 groups adopting parks. (Fiscal Responsibility)
- Administered concession contract for Kent Stein Park, Soccer Complex and Aquatic Center. Concession stands received Blue Zone friendly status. (Fiscal Responsibility)
- Collaborated with Muscatine Community School District, Muscatine Community College, and Muscatine County for mutual usage of facilities and a formal agreement. (Quality of Life)
- Partnered and/or collaborated with nearly 100 groups and organizations involved with public programs and facilities. (Quality of Life)
- Explored lean initiatives and incorporated technological improvements when possible. (Lean Initiative)
- Administered over 650 rentals of riverfront special buildings and park shelters. (Quality of Life)
- Administered citywide deer deprivation program.
- Participated in Blue Zones initiatives – staff committee membership and advisory roles. (Quality of Life)
- Worked with citizens to develop trail destination and trail mile markers.
- Supported and attended meetings with the Convention and Visitors Bureau, Chamber, CIAT, Safe Streets, and Downtown Action Alliance. (Economic Development)
- Assisted with the planning and development of the McFate Memorial trail head in Weed Park.
- Assisted the WW II Honor Flight group with developing a memorial marker.
- Completed the Weed Park Maintenance Building Project.
- Conducted regular supervisory staff meetings focusing on positive public relations, safety, and efficient, effective facility and personnel management

- Recruited and trained a new full-time Program Supervisor.
- Recruited and trained a new full-time Golf Professional.
- Received A.D.A. compliance from the Department of the Interior on a Riverfront complaint.
- Received a Sustainable Urban Forestry Training Grant from the IDNR.
- Started the process of adjusting the seasonal pay plan. (Fiscal Responsibility)
- Developed a citywide plan for the Emerald Ash Borer. (Fiscal Responsibility)
- Operated within approved budgets department wide.
- Developed a reorganizational plan department wide. (Lean Initiative)
- Assisted other City Departments as requested.

Aquatics Division: (Quality of Life)

- Conducted a large-scale survey to swim lesson participants to evaluate our swim lesson program and received positive feedback.
- Performed interior slide maintenance at the end of the 2014 season. (Capital Project)
- Served close to 32,000 patrons during the 2014 season.
- Booked 88 pool parties at the Aquatic Center.
- Saw an increase in the number of season passes sold.
- Continued implementation of new vacuum system.
- Conducted regular staff training on positive public relations and proper lifesaving skills.
- Held a collaborative lifeguard training session with the Muscatine Community YMCA.
- Held a CPR and first aid training session with the Golf Course staff.
- Trained an additional Certified Pool Operator.

- Worked with Concessionaire to gain Blue Zone Healthy Food Choice Status.
- **Golf Course Divisions:** (Quality of Life)
 - We have continued to grow the tree nursery by adding more trees. Some of the trees were donated by Muscatine Branching Out and some were purchased from donations given as a memorial to the Golf Course. We are up to 36 trees now in the nursery at the Golf Course.
 - We decided to make our driving range more user friendly by adding flags that have yardages on them based on the center of the driving range tee box. Golfers now have a more visual and easy way to determine their actual yardage.
 - We are continuing to remove dead and damaged trees from the course as new strategic trees are planted as needed to define the holes, teeing areas, etc.
 - There were a couple of memorials installed. A new cement bench was installed on hole number 8 tee box to remember Dennis Strause Sr. This was paid for by donations to his memorial. There was also a new donated tree planted behind number 9 back tee box to remember Allan Thovson.
 - The clubhouse sustained some major water damage this past winter from a frozen water pipe. The demolition and replacement of drywall was done in house with help from the Parks Maintenance staff. The expenses were absorbed in the budget as our deductible was \$5,000.00. The drywall finishing was done by an outside contractor as this required some special tools that we did not have.
 - The carpet in the clubhouse was replaced as approved in the budget. The carpet sustained some water damage from the broken pipe during the winter. During reconstruction the old carpet was removed and then replaced in early spring. We went with carpet tiles so we can replace stained, damaged, or worn tiles as needed. (Capital Project)
 - The wall around the pond and two of the bridges were stained this past summer to make them look better and last longer.
 - Periodic safety training was conducted with staff. This is done to promote safe work standards and safety while operating equipment.
 - The tree inventory for the mowed section and the ornamental sections of the Golf Course has been completed. We have counts and locations but would like to plot on a map sometime in the future.
 - Installed concrete tee pads on #3 tee and driving range.
 - Transitioned a new full time Golf Professional.

- Developed a FootGolf Course.
- Provided a golf clinic for YPN members and guests.
- Partnered with the Muscatine Journal and other local businesses to promote the Muscatine City Tournament.
- Continued the Jr. Golf Clinic Program.
- Developed a revamped merchandising plan.
- Partnered with the Iowa PGA to host a playability test.
- Continued to develop and create winter programs with the simulator, clubhouse and outdoor activities.
- Collaborated with MHS to host high school golf and cross country events.
- Conducted regular staff trainings focusing on public relations and proper money handling.
- Worked with Blue Zones to earn Healthy Food Choice status.
- Implemented USGA's Pace of Play Program: tee it forward, hit your shot in 20 seconds, and the read it, putt it, tap it program.

Kent Stein Division: (Quality of Life)

- Repaired the remaining fences at Kent Stein Park. Completed Fence Repair Project. (Capital Project)
- To strive for positive relations with facility guests and associations by conducting regular meetings on relevant issues with various sponsoring organizations.
- Maintained high quality and safe fields while maximizing usage.
- Continued to support and assist other departments and city divisions as requested.
- Continued to recruit and train quality seasonal and full-time staff as needed.
- Continued to look for and to incorporate technological items for improved services and operational efficiencies.
- Continued to explore and implement a (lean) initiative.
- Continued to recognize the economic impact opportunities to our community.

- Continued to work closely with the concessionaire with positive results and gained Blue Zone Healthy Food Choice status.
- Completed the installation of rubber pads in front of baseball dugouts to provide a safer diamond.
- Continued to maintain Tom Bruner field with positive results.
- Utilized the diamonds for approximately 7,100 hours.
- Hosted tournaments on approximately 25 days.
- Assisted with the landscaping plan for Cedar Street Project.
- Performed weed control spraying at the airport.
- Conducted regular staff meetings focusing on safety and providing a quality facility for providing a positive experience for our guests.
- Continued to support and work on Phase III Development Project. (Economic Development) (Capital Project)
- Actively participated with the CVB Board.

Park Maintenance Divisions: (Quality of Life) & (Capital Projects)

Cemetery Division:

- Completed repainting Street signs at Cemetery.
- Completed Chapel Tuck pointing.
- Continued with stone leveling when time was available.
- Installed computer in maintenance shop for maintenance recordkeeping.
- Cleared stumps from past tree and bush removals.
- Repaired furnace in Chapel.
- Started a tree nursery.

Parks Division:

- Conducted construction observation of new maintenance building.

- Supported Deer Management Program.
- Took on additional sidewalks for snow clearing: Grandview lots, Carver corner, Hershey lots, 8th & Cedar.
- Conducted staff maintenance training supported by MCC.
- Supported other departments and park divisions with projects.
- Conducted prairie burn at Mark Twain Overlook.
- Continued clearing stumps throughout the park system.
- Repaired vandal damaged roof on Eversmeyer Park shelter.
- Received Sustainable Urban Forestry Training and assistance grant.
- Replaced trees as part of a street tree replacement program downtown.
- Maintained 38 Hanging Baskets.
- Kept the litter picked up in five downtown parking lots.
- Routinely inspected playgrounds and made repairs as needed.
- Repaired sewer manhole by Rose Garden Restroom.
- Patched rubber safety surfaces at Oak Park and Musser Park.
- Responded to twenty vandalism issues.
- Supervised and supplied six Day of Caring projects.
- Supported over 80 events held in our community.
- Repairs were made to the leaking storm water tunnel under the lagoon to reduce the loss of water in lagoons.
- Repaired Tennis court lighting.
- Had the four Tennis court sets repainted adding pickle ball lines to them.
- Repairs to Weed Park Street lighting were done.
- Installed one new fountain in lower lagoon to help with duck weed problem.

- Cleared rough area behind basket #8 at Disc Golf Course for possible fairway extension.
- Replaced boards on twenty picnic tables.
- Repaired erosion to sidewalk at Fourth Street Park.
- Planted two memorial trees near rose garden playground.
- Continued working with Zoo Garden Committee coordinating maintenance work.
- Realigned Weed Park Trail gates for better traffic flow.
- Supported two Eagle Scout projects that involved clearing brush along Greenbelt trail.
- Replaced several deck boards on all docks.
- Painted Riverfront restroom.
- Repainted trash cans around Riverfront playgrounds and restroom area.
- Installed four new trash receptacles on riverfront between Cedar Street and Iowa Avenue.
- Set up and maintained an ice rink.
- Supported 100 Riverview Center Building rentals.
- Supported 100 Pearl City Station building rentals.
- Supported 479 shelter rentals.
- Added 60 trees from Branching Out through Soil and Water Conservation.
- Mulched plant beds after floods.
- Power washed trail from Pearl City Station down to Millennium Plaza after flood.
- Power washed trail along spillway lane after flood.
- Replaced concrete pad for drinking fountain along trail at Millennium Plaza.
- Conducted weed spraying of Harbor banks and river banks from Mad Creek to Pearl City Station.

- Refurbished harbor boat including new floor, wiring, and hull repairs.
- Made rolling carts to move chairs in Riverview Center.
- Replaced the three double doors that lead out to deck in Riverview Center.
- Removed and re-installed Plume Jet pump for rebuild at Mississippi Mist.
- Installed building lettering on Pearl City Station and Riverview Center.
- Repaired Tapestry frame in Riverview Center.
- Ordered and installed riverfront ping pong table.
- Performed weed control on street medians on Park Avenue and Mississippi Drive.

Recreation Division: (Quality of Life)

- Continued to look for new and creative programs.
- Increased our marketing reach through use of the Muscatine Parks and Recreation Facebook page, the Good Things are Happening in Muscatine Club Facebook page and the City website. Created a fall online program brochure.
- Saw an increase in participation of recreation programs.
- Continued to make programs cost effective so that all direct costs are covered by user fees. Performed pre and post activity reports for all programs.
- Conducted Community Recreation Programs and Special Events.
- Used creative staffing options, including a summer intern and volunteers.
- Actively participated with the CVB Board.

Soccer Division: (Quality of Life) & (Economic Impact)

- Re-established a safe and high quality turf on all eight soccer fields.
- Continued to strive for positive relations with facility guests and associations by conducting regular meetings on relevant issues with various sponsoring organizations.

- Continued efforts to maximize revenues and overall efficiency of division operations.
- Continued to support and assist other departments and city divisions as requested.
- Continued to recruit and train quality seasonal and full-time staff as needed.
- Continued to look for and to incorporate technological items for improved services and operational efficiencies.
- Began the process of re-painting the roofs on the Administration Building, Maintenance Building and two shelters at the Soccer Complex.
- Utilized the fields for approximately 2,500 hours.
- Hosted tournaments throughout the playing season.
- Planted wildflowers along the North side of Field #7 bank, and will continue to implement new plantings.
- Assisted the WPCP with transitioning the East field into a native prairie mix.
- Conducted regular staff meetings focusing on safety and providing a quality facility for providing a positive experience for our guests.
- Continued to work on and support Phase III Development Project. (Economic Impact)
- Worked with Concessionaire to gain Blue Zone Healthy Food Choice Status.

Wellness Division: (Fiscal Responsibility)

- Met with the Wellness Committee to discuss current and future programming.
- Became a Blue Zones Certified Worksite.
- Started working on the implementation of a new active lifestyle incentive program.
- Administered employee flu shot program.
- Administered employee wellness screenings program.
- Administered employee hearing checks.

- Conducted two blood drives with American Red Cross.
- Conducted several weight loss incentive programs.

Additional Information:

- Completed Weed Park Maintenance Building Project.
- Developed cost estimates for Weed Park Lagoon Project.
- Started concept plan funding support with HNI for Weed Park Central Corridor Project.
- Completed Golf Course Irrigation Project.
- Continued to seek support for the Phase III Development Project.
- The Parks and Recreation Department operationally administered a 560 acre park and recreation system that involved 23 park and/or recreation areas, 12 playgrounds, 10 tennis courts, 140 miles of street trees, 16 park shelters, 2 riverfront rental buildings, 12 miles of trails, 2 sand volleyball courts, Aquatic Center, Cemetery, boat harbor, marina, 2 boat launches, Soccer Complex, Kent Stein Park, Splash Pad, community art, special horticulture gardens, 8 horseshoe courts, 18 hole disc golf course, 18 hole golf course, youth recreation programs, adult recreation programs, special events, employee wellness program, ice rink, 10 basketball courts, and a skate park.
- Blue Zones program accomplishments included:
 - Community Gardens installed at Taylor Park.
 - Concession stands at Soccer Complex, Kent Stein Park, Aquatic Center and golf course were converted to include healthy food choices.
 - Supported local police efforts to help provide for a safe community by cooperatively participating in all investigations and by removing all graffiti as soon as possible.
- The Weed Park Maintenance Building Project was completed under budget.
- Weed Park Central Corridor Project is seeking outside funding. § Weed Park Lagoon Project is seeking outside funding.
- Lean Initiative: We continue to look at department reorganization opportunities to provide for better efficiencies and cost effectiveness while not negatively affecting services.

- We continue to have success with our sports facilities and economic impact gained by the amount of teams coming to our community.
 - There were over 80 events scheduled on public property with many of them bringing visitors to our community.
- Continue to support and work cooperatively with the Chamber and CVB to promote Muscatine. The CVB office is located in the parks and recreation office area.
- The park and recreation staff again sponsored the “Recreation Extravaganza” with the goal of promoting Muscatine organizations to Muscatine. A fall program brochure was developed this year and put online. In the past, we have only provided a spring summer activity brochure.
- We continue to look for department reorganization opportunities to provide for improved operational efficiency and better cost effectiveness while not negatively affecting service delivery.

Partnering with Local Organizations:

- 18 park areas were adopted in 2014 which is up from 13 in 2013.
- 83 special events requesting to use public property were coordinated and administered.
- We partnered and/or collaborated with nearly 100 local, regional and national groups, organizations and associations:

4H Club, Alzheimer’s Association, American Legion Army Corp, Art Center, ASA Softball, Bike Club, Bi-State, Blue Zones, Boy Scouts, Branching Out, Challenger Sports, Chamber of Commerce and Industry, Church Softball, CIAT, City Departments, City Golf League, Community Action, Community College, Community Garden Association, Community School District, Community Y, Convention and Visitor’s Bureau, Disc Golf Club, Dog Park Friends, Downtown Action Alliance, FootGolf Association, Genealogical Society, Geo-Caching Association, Girl Scouts, Great River Days Inc., Greenwood Cemetery Friends, Heart Association, IDNR, IDOT, Illowa Soccer League, Iowa Ave. Neighbors Friends, Iowa Girls High School Athletic, Union Iowa Golf Association, Iowa High School Athletic Association, Iowa Parks and Recreation Association, Iowa Soccer Association, ISU Extension, JDRF, Keep Muscatine Beautiful, Knights of Columbus, Latin League Soccer, Local Church Organizations MCSA, MHS Baseball, MHS Boys Golf, MHS Cross Country, MHS Girls Golf, MHS Soccer, MHS Softball, Midwest Regional League Soccer, Miss Muscatine Group, Muscatine Baseball Academy, Muscatine Boat Show, Muscatine Cardinal Baseball, Muscatine Community Foundation, Muscatine County, Muscatine Diversity Center, Muscatine Farmers Market,

Muscatine Girls Softball, Muscatine Historical Association, Muscatine Realtors Association, Muscatine Red Sox, Muscatine Search and Rescue, Muscatine Soccer Club, Muscatine Swim Club, Muscatine Symphony Orchestra, Muscatine Youth Baseball, National Golf Foundation, National Recreation and Parks Association, Pancreatic Cancer Friends, Phase III Development Committee, Recreational Soccer League, Red Cross Running Club, S.S. Mary and Mathias School, Salvation Army, Special Olympics, Tennis Association, Trails Committee, Trees Forever, Trinity Hospital, United Way, USSSA, Sports Walking Club, Young Professionals Network, Zoo Garden Committee

PUBLIC WORKS

Major Accomplishments (5 Years)

- An update of the Snow & Ice Control Procedures/Policy and adoption of a Snow Emergency Ordinance.
- Use of One Cent Local Option Tax funds for street related improvements: Asphalt Overlay, Full Depth Repairs, Railroad Track crossings, Sidewalk Improvements.
- Development of GIS mapping layers using MAGIC resources for culverts, paint striping, street sweeping, leaf pickup, Pavement Management/CTRE, street signs, mobilized sign data recording.
- Installation of City Hall Boilers, Art Center Boiler, City Hall Restorations, and Art Center and City Hall HVAC Study
- Implementation of the sewer maintenance program. The purpose of the program is to clean the system, identify problems, and to take the appropriate measures before there is a system failure. This program breaks down the sanitary and combination sewer system into 154 specific basins located in 5 zones throughout the city with one zone targeted each year with the goal of completing the entire system every 5 years resulting in a reduction (elimination) of sewer backups. It includes GIS based mapping and record keeping.
- Curbside Recycling for the City of Muscatine
- Public Outreach in education of services and ways to Reduce, Reuse, and Recycle with e-newsletters, website, social media, public access program, unique programs (i.e. Recycle the Dress), and tours of all facilities in the solid waste area.

- Public Surplus: Since 2009 nine auctions have been held using Public Surplus. We continue to open up this venue to reach more bidders, improve the site and see an increase in revenue. \$122,917.98 has been collected from these auctions for the city.
- Diesel emission equipment was installed in the 2013/2014 budget year through a grant from IDNR. This was to help reduce the emissions in this area since we have an air quality issue. These devices were installed on seven city vehicles. Also through this grant two new diesel transit buses were purchased with the updated diesel engines.
- The city via Equipment Services is installing GPS devices on 31 additional vehicles throughout the City. We did a pilot program with 10 vehicles for 60 days. They will enable the various departments to track vehicles, be able to find out how close a vehicle is in regard to garbage miss, police calls or transportation issues. This will also be helpful in the winter when we have vehicles plowing streets. We will be able to locate a vehicle, see when they were on the street and determine if there were any issues in this area. Alerts also are emailed to Vehicle Maintenance Supervisor if there is an issue with a vehicle. We plan to install these devices on all new vehicles that are purchased throughout the city.
- Cedar Street Reconstruction Project, Musser Park to Wiggins Road Trail, Clay Street Reconstruction Project
- MAGIC: Sewer Mapping, Roadway Maintenance Mapping and GPS Tracking

Transit

- Offering affordable, accessible, safe, reliable transportation for low income, elderly and disabled passengers who utilize MuscaBus for employment, medical, recreational, and entertainment purposes. For many of these individuals we are their only transportation source.
- Hiring employees for Transit who are customer service oriented individuals who represent the City well when interacting with passengers on the telephone and in person.
- Continuously reviewing routes with regard to passenger utilization and new economic and residential development.

Roadway Maintenance

- An update of the Snow & Ice Control Procedures/Policy and adoption of a Snow Emergency Ordinance.
- Use of One Cent Local Option Tax funds for street related improvements, including: Asphalt Overlay, Full-Depth Repairs, Railroad Track crossings, Sidewalk Improvements.
- Development of GIS mapping layers using MAGIC resources for culverts, paint striping, street sweeping, leaf pickup, Pavement Management/CTRE, street signs, and mobilized sign data recording.
- Morgan building reconstruction and retrofitting shelving space for signs, barricades and non-seasonal equipment storage.
- The adoption of a Retroreflectivity Plan as mandated by the Federal Highway Division for the inspection and replacement of all city signs.

Building & Grounds

- Installation of City Hall Boilers
- Installation of Art Center Boiler
- City Hall Restorations
- Art Center Surge Protection
- Art Center and City Hall HVAC Study

Collection & Drainage

- Implementation of the sewer maintenance program. The purpose of the program is to clean the system, identify problems, and to take the appropriate measures before there is a system failure. This program breaks down the sanitary and combination sewer system into 154 specific basins located in 5 zones throughout the City with one zone targeted each year with the goal of completing the entire system every 5 years resulting in a reduction (elimination) of sewer backups. It includes GIS based mapping and record keeping.
- The addition of CCTV (closed circuit televising) to our maintenance program thru the purchase of a self-propelled pan and tilt sewer camera system including the PACP (Pipe Assessment Certification Program) certification of two Collection and

Drainage personnel which is a nationally recognized certification for pipe condition assessment and reporting.

- Completion of the Collection and Drainage maintenance building. This allowed the C&D division to consolidate their equipment, inventory and supplies into one central location. One notable benefit is that this allows us to routinely operate and do minor maintenance on all of our small equipment at one location saving time and ensuring it operates when needed.
- All Collection and Drainage personnel became certified Collection System Operators by the IAWEA (Iowa Water Environment Association) at one of four grades. This includes one grade 1, two grade 2's, one grade 3 and one grade 4.
- Completion of Phase 1 & 2 of the Southend Forcemain Air Release Valve Project. Phase 1 & 2 are critical phases of this four phase project. Once completed this project it will alleviate a serious problem with trapped air being experienced at the Water Pollution Control Plant.

Solid Waste

- Create a plan to reduce the deficit at the Muscatine County Landfill.
- Curbside Recycling for the City of Muscatine
- Public Outreach in education of services and ways to Reduce, Reuse, and Recycle with e-newsletters, website, social media, public access program, unique programs (i.e. Recycle the Dress), and tours of all facilities in the solid waste area.

Equipment Services

- Public Surplus: Since 2009 nine auctions have been held using Public Surplus. We continue to open up this venue to reach more bidders, improve the site and see an increase in revenue. \$122,917.98 has been collected from these auctions for the City.
- Diesel emission equipment was installed in the 2013/2014 budget year through a grant from IDNR. This was to help reduce the emissions in this area since we have an air quality issue. These devices were installed on seven city vehicles. Also through this grant, two new diesel transit buses were purchased with the updated diesel engines.
- The City via Equipment Services is installing GPS devices on 31 additional vehicles throughout the City. We did a pilot program with 10 vehicles for 60 days. They will enable the various departments to track vehicles, be able to find out how close a vehicle is in regard to garbage miss, police calls or transportation

issues. This will also be helpful in the winter when we have vehicles plowing streets. We will be able to locate a vehicle, see when they were on the street and determine if there were any issues in this area. Alerts also are emailed to Vehicle Maintenance Supervisor if there is an issue with a vehicle. We plan to install these devices on all new vehicles that are purchased throughout the city.

Engineering

- Cedar Street Reconstruction Project
- Musser Park to Wiggins Road Trail
- Clay Street Reconstruction Project

Public Works Administration

- All construction projects (capital)
- Snow Emergency Policy
- MAGIC-Sewer Mapping-Roadway Maintenance Mapping, and GPS Tracking
- Landfill Deficit Reduction Plan
- Boiler Replacements

Transit

- Safely operated four routes and ParaTransit service within our parameters (City of Muscatine) driving 272,081 accident free miles.
- Provided 179,919 rides for Route and ParaTransit passengers.
- Provided over 2,600 free Route rides to students, K-12, during summer months when school was not in session.
- Secured replacement funding for replacement of Buses #244 and #245 through DERA grant funding. The two, 176" wheelbase replacement diesel buses were put into service in January 2014. (LEAN/Continuous Service Improvement)
- Utilized LEAN principles to determine most effective route reconfiguration due to construction on Colorado and Cedar Streets and West Hill Sewer projects. All four routes and ParaTransit service have been affected by construction during 2014. (LEAN/Continuous Service Improvement)
- Completed analysis of comparable size Iowa cities transit pay scale. Human

Resources Manager utilized information to suggest two tier pay scale, saving City payroll dollars.

- Began exploration of Compressed Natural Gas as a fuel source for Transit buses. (LEAN/Continuous Service Improvement)

Roadway Maintenance

- Monthly meetings detailing tasks, accomplishments and goals projected for the next 30 days.
- Sale of scrap metal three (3) to four (4) times per year.
- Crushed concrete and asphalt millings have been placed in permanent locations.
- Musser Park-Wiggens Road Trail gates have been made.
- Concrete pads (25yd/50yd/100yd) have been completed at the Firing Range.
- Electronic technology is used to inventory street striping and create work orders.
- Electronic technology is used to create work orders on culvert inventory, maintenance and mapping. (LEAN/Continuous Service Improvement)

Traffic Control

- A retro-reflectivity sign replacement plan has been implemented. This involves checking reflectivity standards and replacing signs. Zones #1, #2, #3 have been completed and staff is currently working in Zone #4.
- Electronic technology is used to map sign locations and types; access past records; create an inventory for future inspections and identify signs missing as a result of accidents or thefts. (LEAN/Continuous Service Improvement)
- STOP sign replacement has been completed.
- Replacing Street Name signs requires cooperation with other PW's divisions. This is ongoing.
- Sign data collection is achieved through laptops, tablets and desktop computers. (LEAN/Continuous Service Improvement)

Snow And Ice Control

- Maintenance of city equipment (sandblasting/painting) has been reduced considerably because of the purchase of stainless steel salt boxes and dump

bodies. (LEAN/Continuous Service Improvement)

- A Snow Emergency Policy has been implemented with excellent results in our ability to clear snow from the roadways within 48 hours. (LEAN/Continuous Service Improvement)
- Need to address the issue of snow being placed in the street by residents.

Street Cleaning

- Rental of Street Sweepers in the Spring allows the City to sweep every street in town within two weeks.
- Electronic technology is used to establish routes and record dates of street sweeping activities.
- Electronic technology has enabled the Leaf Pickup Program to follow sanitation collection routes and reduce the bulk of the leaf pickup operation from 8 weeks to 6 weeks. (LEAN/Continuous Service Improvement).

Building & Grounds

- Art Center accomplishments include electrical upgrades; elevator repairs; air conditioning refrigerant lines replaced; condenser fan motor replaced; Oriental Garden temporary restoration; service contract for security and fire secured; and the HVAC Study completed (Capital Project)
- City Hall accomplishments include new break room/administration furniture; woodwork restoration; painting; entrance deck resurfacing; deck columns repairs; carpet removal; electrical repair for flag and statue lighting; new tile in restroom; new water heater installed; windows and frames cleaned; ongoing requirements for window air conditioners and options; and the HVAC Study completed (Capital Project)
- Airport accomplishments include hangars and irrigation system maintenance; parking lights repairs; repair of T-Hangars resulting from a power outage due to a lightning strike.
- Library accomplishments include assisting with various exhibits (unloading, assembling, storing): new roof top air conditioning unit; replaced main air conditioner condenser unit; received quotes for new elevator and/or restoration of old elevator (Capital Project)
- Public Safety Building Fire Department area accomplishments include new carpet, washer & dryer, overhead door control switch; assisted with painting building trim; tuck pointed training tower; completed roof repairs; and purchased

a new washer and repainted weather boards at the South End Fire Station.

- Public Safety Building/Police Department area accomplishments include new shelving; TV mount; and installation of a new main entrance door with electronic lock.
- Public Safety Building accomplishments include new lighting timers for flag and security lights; replaced elevator carpet with tile; repaired leaks in the sprinkler system and the HVAC multi-stack unit.

Collection & Drainage

- Collection and Drainage staff has responded to 77 requests for service, made 25 sewer line repairs, and replaced or repaired 34 system structures (LEAN/Continuous Service Improvement)
- Provided technical support for the West Hill Sewer Separation Project (Capital Project)
- Completed Phase 2 of the Southend Forcemain Air Release Valve Replacement Project (Capital Project)
- Filled rodent holes and cut brush on the Mad Creek Levee
- Completed post construction inspection of sewer lines and structures on the West Hill Sewer Separation Project Phase II.
- Used 257 man hours cleaning and removing debris from storm water intake points and outfall structures in June and July

Solid Waste

- Public Outreach and Education Programs which includes numerous school tours; community cleanup events; Recycle the Dress; Living Green in Muscatine; Community Block Party; and other associated events such as the Muscatine Journal Home Show, MCC Non-Profit Fair, and Halloween at the Y (Quality of Life)
- Public communication channels to include e-newsletters, advertising in print and radio, City's website, public access programming and social media (Marketing)
- This past year's safety program in Solid Waste featured a Refuse Collection Driver Manual

Refuse Collection

- GPS Tracking on refuse trucks for the purpose of increasing customer service, vehicle maintenance and better routing techniques. (LEAN/Continuous Service Improvement)
- A pilot program that is the basis for a future Automated Collection system has been implemented by providing 900 large containers to residents that are emptied by mechanical tippers on the rear of refuse trucks (LEAN/Continuous Service Improvement)
- Refuse Collection personnel have worked with Nuisance Abatement staff to eliminate health-related code violations.

Transfer Station

- Replacement of 20-year old crane on the tipping floor.
- The reuse of valuable construction material is an area of recycling ("green building") that is encouraged by the Iowa Waste Exchange Program. The Jefferson School reconstruction project is a good example of how old construction material **could be** reused. (LEAN/Continuous Service Improvement)

Landfill

- The Ground Water Remediation Plan is moving forward as a result of hiring an engineering firm to assist us.
- An outside contractor has been hired to provide seeding, mulch and compost for slope stabilization.
- The City's Solid Waste Manager facilitates the Muscatine Solid Waste Management Agency meetings. (Council Long Term Goal to Partner with local organizations and governments . . .)

Equipment Services

- The "Deming Cycle" (Plan, Do, Check & Audit) is the basis of Vehicle Maintenance's daily operational plan. This is a result of the "LEAN" initiative. (LEAN/Continuous Service Improvement)
- Recertification of staff as ASE certified mechanics

- The installation of GPS tracking devices on city vehicles allows staff to track equipment; receive notification of engine problems; and better provide services (LEAN/Continuous Service Improvement)

Engineering

- Engineering (and Roadway Maintenance and Collection & Drainage) accomplishments are most recognized in capital projects (Capital Projects):
 - Cedar Street Reconstruction
 - Colorado Street Reconstruction
 - Musser Park - Wiggins Road Trail
 - Air Release Valve Replacement Project
 - Forest Parkway Reconstruction Project
 - Levee Certification
 - Sidewalk Program
 - Mad Creek Sewer Extension
 - West Hill Sewer Separation Projects
 - Mulberry Avenue Reconstruction
 - Street Resurfacing Program
 - Mississippi Drive Corridor
 - Alley Reconstruction

Engineering coordinates with other departments on numerous items such as traffic meetings, site plan review, and neighborhood consultation.

Public Works Administration

- The continued use and growth of the city's website has been a major tool for notifying the public of many initiatives in progress from the city's PW's department (Marketing):
 - Weekly updates and photos of capital projects
 - Leaf map posted
 - Snow emergency policy and notification
 - Notification of bid lettings
 - Notification of Public Surplus auction
 - Flooding updates
 - Levee Breach Study
 - Construction videos using a drone camera
 - Transit Advisory agenda and minutes
 - Request Tracker
 - Sewer Q & A

- Capital Projects play a major role in all the of Public Works Divisions - See Engineering (Capital Projects)
- Bi-annual meetings with MPW staff and PW/City Administrator occur. Many other joint meetings are commonplace (CIAT, MAGIC, Traffic Committee, Utility Group Lunch meetings, Blue Zone etc.) (Council Long Term Goals)
- The Landfill Deficit Reduction Plan is working as proposed. (See Finance section for details) (Fiscal Responsibility)
- In anticipation of future growth in the NE Quadrant of the community, infrastructure upgrades have been provided: Mad Creek Sewer Extension, Colorado Street Reconstruction Project, 38/61 Connector Study.

***Please note that there may be some repetition for those departments that have identified top accomplishments over the past five years.**