

**City of Muscatine
2013 Core Values, Vision and Mission
Adopted, November 15, 2012**

Core Values

- Integrity
- Respect
- Innovation
- Excellence
- Professionalism
- Customer Service
- Fiscal Responsibility

Vision

Muscatine is a vibrant river community that values its history, has a strong sense of community pride, is rich in cultural and economic diversity, has strong global connections, and is a clean, safe, livable community. Muscatine residents, businesses and local government are engaged and achieve goals through valued partnerships.

Muscatine is a vibrant river community where a rich tradition of community pride and entrepreneurial spirit has created an outstanding environment to live and work. Muscatine values its history, has a strong sense of community pride, is rich in cultural and economic diversity, and has strong global connections. Muscatine residents, businesses and its local government are engaged and achieve goals through valued partnerships.

Mission

The City of Muscatine's mission is to provide a full-range of high quality, effective municipal services; excellent customer service; and sound fiscal management. We engage our community, producing results designed to enhance the safety, well-being and quality of life for our residents and business community. We are advocates for our community, valuing our history and working to shape our future.

City of Muscatine
2013 Council and Management Agenda
Adopted November 15, 2012

Long-Term Goals

- Promote in-fill and voluntary annexation opportunities.
- Develop effective economic development strategies to encourage local investment and partnership.
- Partner with local organizations and governments to combine services or cooperate where feasible and appropriate.

Council Policy Agenda 2012-2013

Top Priority

- Develop a marketing and branding initiative for the City of Muscatine in cooperation with the Chamber and CVB. 2013
- Work to promote the City of Muscatine as a Blue Zones Community.
- Meet with MPW to redefine annexation policy for the extension of utilities in unincorporated areas
- Monitor the long-term plan to eliminate the accumulated deficit in the landfill fund.
- Update the City's Financial Policies to reflect a new target General Fund fund balance in excess of the present 10% threshold. This policy update will also address conditions for use of reserves, authority over reserves, and replenishment of reserves. 2013
- Position the City to address potential shortfalls in revenue due to state and federal mandates.
- Develop a citywide comprehensive plan incorporating Iowa's Smart Planning Principles. 2013
- Develop policies/incentives to encourage in-fill opportunities within the city limits.
 - Adopt housing tax abatement plan.
 - Adopt historical housing tax abatement plan.

High Priority

- Provide for the City's existing levels of service with an emphasis on essential services.
- Prioritize and determine funding sources for capital projects identified in the 5-Year Capital Improvement Plan.
- Promote a climate for businesses to thrive in Muscatine and Work to retain Tax Increment Financing (TIF) as a municipal economic development tool.
- Adopt updated City Code. 2013 (Estimated Cost \$10,000)
- Adopt updated Citywide zoning ordinance. 2013-2014 (Estimated cost \$15,000)

Management Agenda 2012-14

The Management Agenda represents short-term projects for the City Administrator and staff. Included in the Management Agenda are items that

are considered major projects that involve significant city resources and may span more than one year for completion

Top Priority

- Focus on continuous improvement and excellence in service throughout the organization.
- Enhance the City's new website and maximize web-based resources as a resource for public communication.
- Complete an update of the City Code and City's 1974 zoning ordinance. 2013
- Prepare a Unified Development Code for City Council review and adoption (Subdivision, Building, Zoning and Health regulations). 2014

High Priority

- Utilize surveys and other tools to enhance policy and budget recommendations.
- Continue to develop the Continuous Service Improvement (CSI) Program and begin Lean training for all City employees in cooperation with HNI.
- Provide a pavement management program and work to develop a sidewalk management policy and plan. 2013
- Continue to review and target means to improve energy efficiency throughout the organization and City facilities.
- Complete the following Capital Projects:
 - Finalize and implement Combined Sewer Overflow (CSO) timeline. 2013
 - Cedar Street Reconstruction and Trail. 2013-2014
 - Colorado Street Reconstruction. 2013-2014
 - Identify Mississippi Drive Corridor funding mechanisms. 2013-2014
 - Provide support to the Phase III Soccer Committee.
 - Evaluate adding HVAC to City Hall and the Art Center. 2013
 - Prepare cost estimates and a construction timeline for inclusion of reconstruction of Mulberry Street (Houser to Bypass) in the City's CIP.

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Please note the new email address!

On Nov 9, 2012, at 4:46 PM, "LeRette, Mark"
<mleterette@muscatineiowa.gov> wrote:

The vision statement is duplicative (how many times can we say "vibrant river community"?).
There is no goal addressing the long-term desire of revitalizing the area currently designated as Blighted.

I'm a little concerned that we don't have goals that address issues from each ward.

E.g. - the ward where Fridley's is being built has a concern with future traffic congestion and safety.

It would be a goal of that ward that the city plan redesign/reconstruction to address it.

That plan does not affect second ward. The second ward is being affected by deteriorating housing values and a stagnant downtown economy.

Our goal is for the city to plan for revitalization, using tools such as rezoning and tax abatement, so that the area can grow out of its designation of Blighted.

I would like to see this concern addressed before voting in favor of any goals.

Mark

LeRette, Mark <mleterette@muscatineiowa.gov>

Tue, Nov 13, 2012 at 9:51 AM

To: Gregg Mandsager <gmandsager@muscatineiowa.gov>

Cc: DeWayne Hopkins <dhopkins@muscatineiowa.gov>, Osama Shihadeh <oshihadeh@muscatineiowa.gov>, Scott Natvig <snatvig@muscatineiowa.gov>, Tom Spread <tspread@muscatineiowa.gov>, Philip Fitzgerald <pfitzgerald@muscatineiowa.gov>, Bob Bynum <bbynum@muscatineiowa.gov>, Jeanette Phillips

Please note:

I will include this response as part of the agenda materials for City Council discussion.

Please note my responses below:

1. Vision Statement: There are two drafts based on Council comment at the goal setting session. Please select one for Council adoption.
2. Blight: The housing and historical housing tax abatement goals (noted twice in the goals) are the two tools noted for council adoption in 2013. Tax abatement is a tool to address both infill and blight.

IF Council desires to include the word "blight" in the actual goal, I would suggest the following change:

"Develop policies/incentives to encourage in-fill opportunities and address blight within the city limits."

3. Ward goals: I would note that the City Council has historically adopted City-wide goals or priorities rather than address goals on a neighborhood or ward basis. This are City-wide goals that provide direction to staff throughout the year in setting priorities and it putting the budget document together. As this was not discussed at the goal-setting session I will not be including any draft ward goals. Please note that just because an item is not included in the annual goals, does not preclude action or planning - please refer to budget and annual accomplishments. This action does not limit a Council member from working with his/her ward to establish individual or neighborhood priorities.

Please remember that Public Works Director Randy Hill will be sitting in for me at the Council meeting as I will be attending a meeting and educational session (CLE) in Des Moines this coming Thursday and Friday.

Thanks,
Gregg

Gregg Mandsager, ICMA-CM
City Administrator