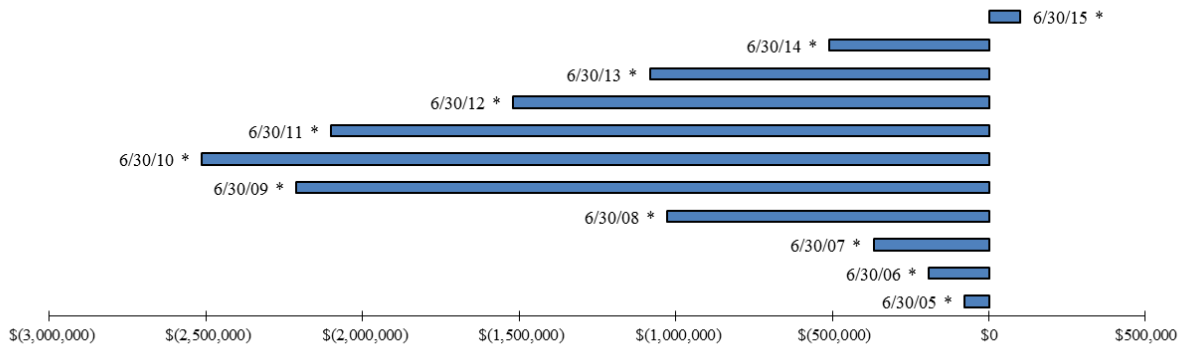


City of Muscatine 2015 Annual Accomplishments

Finance Department

- GFOA Budget Award. The City received GFOA's Distinguished Budget Presentation Award for the 2014/2015 Budget. This was the 30th consecutive year the City received this award. The 2015/2016 Budget has also been submitted for consideration of this award.
- GFOA Certificate of Achievement for Comprehensive Annual Financial Report. The City was awarded its 24th consecutive Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report (CAFR) for the year ended June 30, 2014. The CAFR for the year ended June 30, 2015 will also be submitted for consideration for this award.
- GASB Statement Implementation. The City implemented Governmental Accounting Standards Board (GASB) Statement 68 in the comprehensive annual financial report 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. As of June 30, 2015 the City of Muscatine's portion of net pension liabilities for the two systems was \$4,577,583 and \$6,361,984, respectively, for a total \$10,939,567.
- 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 City Staff 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 Landfill deficit was reduced by \$412,000 to \$2,100,612. The deficit reduction for 2011/2012 was \$582,320 to \$1,518,292; 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; and in 2014/2015 the deficit was eliminated and there was a positive balance of \$100,576 in the Landfill fund.

Landfill Fund Balance (Deficit) History



- The original Landfill budget projected the deficit would not be eliminated until the 2015/2016 fiscal year. The elimination of the deficit in 2014/2015 was in part due to not expending all of the \$200,000 allocation for the groundwater remediation work by the end of 2014/2015. This work is expected to be completed in 2015/2016. It is expected there will continue to be a positive balance in the Landfill fund until the next landfill cell needs to be constructed. It is currently estimated that construction of the new cell will need to begin in the 2016/2017 fiscal year. In fiscal year 2014/2015 all of the industrial waste contracts were extended through June 30, 2020 which is expected to assist in financing the construction of the next cells.
- 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 2015/2016 Budget. The major projects this year are the beginning of Phase 3 of the West Hill Sewer Separation project, HVAC and building envelope improvements at the Art Center, the Airport Runway Reconstruction project, engineering design and start of construction for the Mulberry Avenue reconstruction project from Houser to the Bypass, and engineering design for the Mississippi Drive Corridor project. The ongoing Pavement Management Program will continue with funding from the 20% allocation of Local Option Sales Taxes (and is projected to increase with the implementation of the new gas tax) and the New Sidewalk Construction project will continue with funding from the Road Use Tax fund.
 - **West Hill Sewer Phase 3.** 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 2015 bids were received and the contract awarded for the 3rd phase of the West Hill Sewer Separation project. Phase 3 will be completed in calendar years 2015, 2016, and 2017. The 3-year work schedule for Phase 3

allows for Local Option Sales Tax funds to be available to cash flow the costs for this phase of the project.

- **Art Center HVAC and Building Envelope Improvements.** The engineering agreement for this project is scheduled to be awarded at the October 1, 2015 meeting. Grant funds awarded to the Art Center will fund \$200,000 of the cost of these improvements with the balance, estimated at \$1,375,000, to be funded from the June 2016 bond issue. The project cost estimate will be updated when the design of the project is completed and bids are received.
- **Airport Runway Reconstruction Project.** The construction contract for this project is expected to be awarded at the October 1, 2015 City Council meeting. This project will receive 90% Federal Aviation Administration (FAA) funding with the local match, estimated at \$471,800, funded from the June 2016 bond issue.
- **Mulberry Avenue Reconstruction Project.** Engineering design is underway for this project. Federal STP funds will fund \$1.2 million of the project costs with the local share, estimated at \$800,000, to be funded from the June 2016 bond issue.
- **Mississippi Drive Corridor Project.** The engineering design contract for this project was awarded in the summer of 2015 and the engineering firm has begun their work on this project. The \$13 million in Transfer of Jurisdiction funds the City received from the State in early September 2014 will fund the City's portion of project costs. The railroad and hotel developer are also expected to participate in the overall financing of this project.
- **New Financial Software - Lean Processes.** The City went "Live" on the Springbrook financial software December 1, 2013 and we are nearing the completion of two years using the new system. The new software has assisted Finance staff as well as departments. Departments have had access to view and run their own financial reports since the spring of 2014. In the fall of 2014 the workflow portion of the purchase order system was implemented. Department staff can now enter purchase orders directly into the system with the department director approval done electronically as well as the Finance Director's approval. In the spring of 2015 the decentralized payroll time entry feature was made available to most departments. This is also set up as a workflow with electronic approvals by each department director. The departments yet to implement the decentralized payroll time entry process are the Fire and Housing departments which both have unusual payroll requirements. This feature is scheduled to be added for those departments in the next few months.

- The first year with the new software system involved a significant amount of setup and testing time. With the 2nd year nearly completed, the benefits of the software are now being fully realized. The fixed asset work for the recent audit work was more streamlined and took less time than the first year using this software. Special reports for the audit and auditors that were set up a year ago, were easily generated for this year's audit. During the next year Finance staff will be implementing electronic payments to vendors and looking at other special reports that can be generated.
- **Other Process Improvements Implemented.** In addition to improvements made with the new software implementation, Finance staff has been looking to streamline processes that are done annually by the department. For the past year these have included the following:
 - Converting the Hershey Manor annual federal 990 reporting to a fiscal year basis instead of the previous calendar year basis. This involved requesting the Hershey Board's approval for the change and filing a one-time six month report. With this change, Finance staff's time (as well as the accounting firm's time) converting financial information to a calendar year basis will be eliminated beginning with the 990 report for the 2015/2016 fiscal year.
 - With the CVB now part of the City, state and federal reporting requirements for the former non-profit organization have been eliminated.
 - Consolidating collections services with one collection agency will assist staff of several departments, especially those who use the State's Income Offset program.
- Finalize the Update to the City Code. The new City Code was completed with its final adoption by City Council in June of 2015. The electronic version of the new City Code is available on the City's website. It is a searchable PDF document. Staff is currently in the process of adding the links from both the table of contents and the index to the respective pages of the Code. Staff is also working on printing the hard copies of the City Code.
- New Refreshed Website. On January 8, 2015 the City's new refreshed web presence went live and has averaged well over 17,000 monthly visitors since. Citizens as well as staff have enjoyed the additional features and enhanced social media presence. Facebook, Twitter, YouTube, and Instagram are all tools that residents and staff now benefit from. These on-line resources played a pivotal role in the dissemination of draft Code sections and providing the public's feedback for the adoption of

the new City Code. In July of 2015 the City of Muscatine hired a Communications Manager to coordinate the usage of the City's on-line tools, to provide a consistent direction to the communications with citizens, and provide the ability to respond to public questions and comments in a timely manner.

- To develop metrics and dashboards for key statistics for the City as a whole and the Finance department (Council and Management Marketing Goal). Finance staff and the City Administrator have reviewed the OpenGov dashboard system which can be directly linked to the City's Springbrook Financial Software system. The OpenGov system will be included in the 2016/2017 budget request.
- To review and draft proposed updates to various City policies including the Purchasing Manual, change order policy, and vacation/sick leave policies (Council and Management Continuous Service Improvement Goal). Due to other projects, work on this objective has not yet begun.

Community Development

Grants

- Secured Airport Runway 6/24 Reconstruction Grant from FAA \$3,474,114
- Applied for & received an Airport T-Hangar connection road Grant from IDOT \$139,944
- Awarded an Airport Electrical Improvement Grant from IDOT \$61,625
- Filed a \$600,000 Rail Road downtown "Quiet Zone" application (90% IDOT & 10% from private)
- Closed out T-Hangar Drainage Project Grant
- Completed 26 property owner agreements for the Community Development Block Grant (CDBG) façade program.
- Prepared and submitted a 155 page Community Attraction & Tourism (CAT)Grant application to fund the Pearl of the Mississippi Phase III Community Improvement Project.
- Prepared and received \$125,000 REAP grant that will pay for the replacement of the long dock and rip-rap replacement along the Mississippi River.
- Submitted a \$10,000 grant to the Wellmark Foundation for two new trail-side drinking fountains.
- Submitted a \$15,000 "Strong Communities" grant application sponsored by the 3 local banks
- Closed out Wellmark \$100,000 Grant for safe-sidewalks

Contracts

- Negotiated a \$7M funding agreement with the CP Rail Road for Mississippi Dr.
- Negotiated a 20 year dredging contract & lease with the CP Rail Road for piping dredged material
- Completed an 8-year Environmental Assessment for the Mississippi Drive project
- Facilitated a right-of-way acquisition to build a by-pass street in the River-Bend development area for the Mulberry St. project in 2016

Tax Increment Financing (TIF)

- Created 2 new TIF districts, North University (Hwy 61 and University Ave.) & Merrill Hotel
- Created an Iowa Reinvestment District (IRD) in downtown for the Merrill Hotel Project
- Entered into 3 new TIF agreements for GSTC (\$9M & 12 jobs), Union Tank (\$2M & 20 jobs) & Merrill Hotel (\$12M & 70 jobs). Minimum assessed value noted above.

Additional Accomplishments

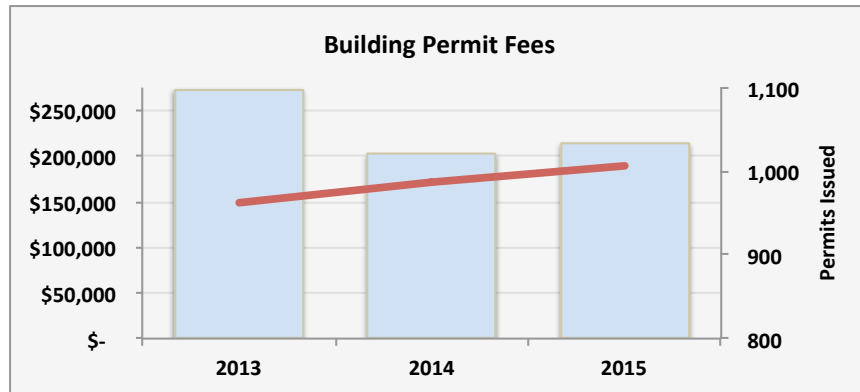
- Re-designed, received City Council approval and implemented a new rental housing inspection program
- Participated in the re-designed and introduced a new City website with additional functions and added economic development programs.
- Prepare the Mississippi Drive Corridor Project Engineering Request for Qualifications and participated in selection of Bolton & Menk

Business Development

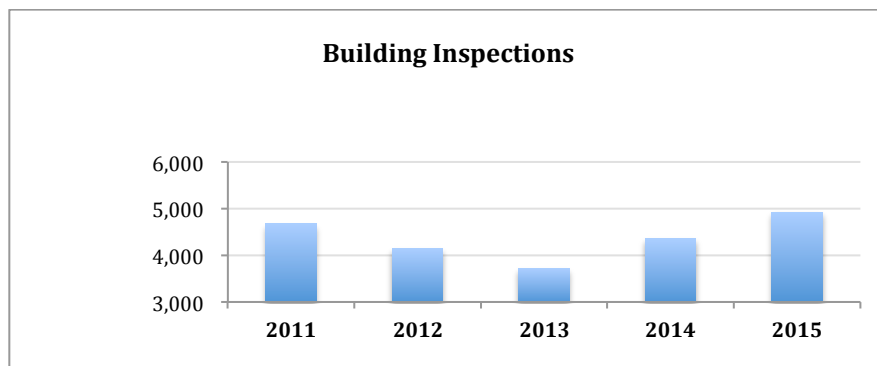
- Developed and administered Small Business Forgivable Loan Program (\$1.075M invested)
- Assisted in funding 7 small businesses in Muscatine (\$125K)
- Developed and administered Building Improvements Loan Program with 3 local banks
- Approved 3 Building Improvement Loans (\$200K)
- Loan programs nominated for the Strong Communities Award and Grant
- Launched the Port Project to the public
- Facilitated Monsanto expansion (\$71M & 50 jobs)

Building Activity

- 1016 permits issued (767 commercial & 289 residential) vs. 987 in 2014 (704 commercial & 283 residential)
- \$214,000 in fees generated vs. \$202,000 in 2014



- \$26M invested resulting in \$1.1M in estimated gross annual tax revenue (\$423,000 City, \$245,00 County & \$416,000 Schools)
- 4828 building inspections performed vs. 4257 inspections in 2014



Operations

- Hired & trained a Community Services Officer (code enforcement)
- Hired & trained a Commercial Electrical Inspector with 2 ICC Certifications
- Advanced on backlog of rental housing inspection (work in progress)
- Advanced on backlog of health/food establishment inspections
- Had at least an average of 200 initial contacts per month (code enforcement)
- Continuous Service Improvement” activities include:
 - Setting up data base for emailing information for common questions
 - Made “Building Guides” available to the public
 - Streamlined information for garage/accessory building requests
- Implementing a new code enforcement and building inspection software program (in progress)
- Developed Checklist for Site Plan Review proposals
- Commercial plan review, permit issuance and inspections for Muscatine County
- Maintained ICC Certifications through on-line and site classes
- Developed “True-up” form for the purpose of a comparison of differences in permit fees resulting from differences in applicant’s valuation and assessor’s valuation (Revenue up?)

- Developed a pre-construction meeting list to review with applicants at permit time

Historic Preservation

- Held Historic Home Tour Event with the Friends of Muscatine Historic Preservation – over 400 participants
- Reinvigorated Historic Preservation Commission (Coordination and engagement)

Code Development

- Presented multiple new chapters of the zoning ordinance to the Planning and Zoning Commission and City Council. Several draft chapters are now undergoing legal review. This chapter-by-chapter process of drafting new zoning ordinance based on the new comprehensive plan will continue.
- Updated City Code in relation to building code issues resulting in the adoption of IBC 2015 codes and NEC 2014 electrical codes.
- Adopted a Bike and Pedestrian Master Plan.
- Converted the Outdoor Dining Pilot Program into a permanent program through an amendment to City Code.

Communications

Facebook

Page likes as of July 6, 2015: 1,326

Page likes as of Oct. 11, 2015: 1,804

(36% increase in regular followers on Facebook)

Facebook Post Reach

Total Post Reach during 2 months before Communications Manager began:

May 4-10 - 73

May 11-17 - 948

May 18-24 - 344

May 25-May 31 - 4,050

June 1-7 - 4,062

June 8-14 - 551

June 15-21 - 953

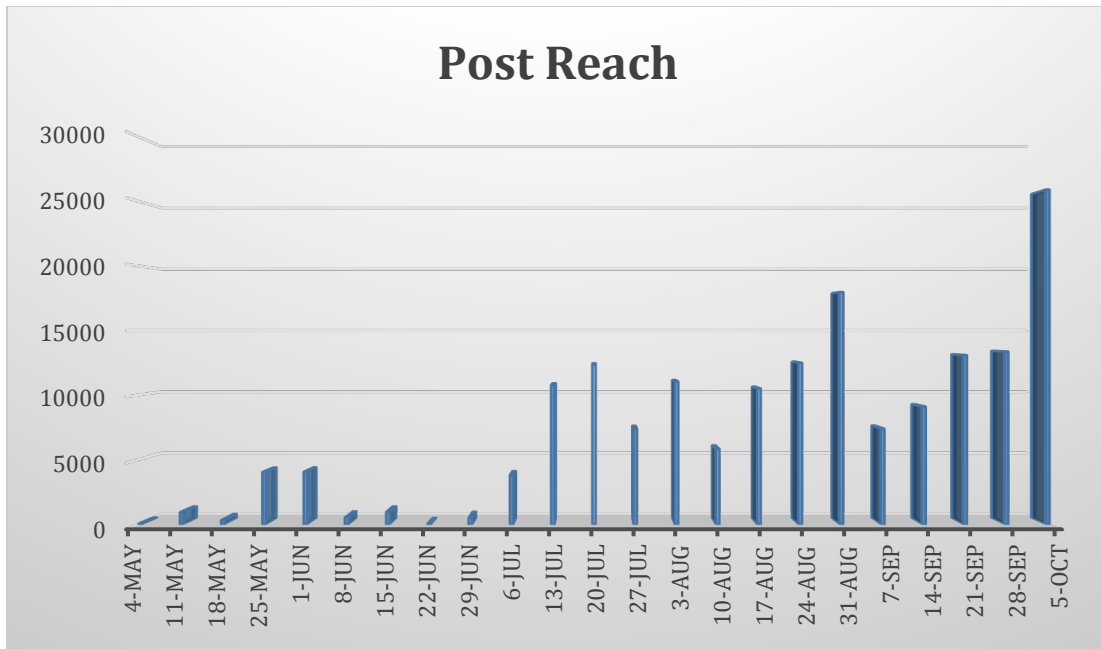
June 22-28 - 39

June 29-July 5 - 515

*1,282 average post reach per week

Total Post Reach after Communications Manager began:
 July 6-12 - 3,771
 July 13-19 - 10,767
 July 20-26 - 12,379
 July 27-Aug 2 - 7,380
 Aug. 3-9 - 11,045
 Aug. 10-16 - 5,824
 Aug. 17-23 - 10,502
 Aug. 24-30 - 12,500
 Aug. 31-Sept. 6 - 17,968 (Week of Mississippi Drive Kick-off)
 Sept. 7-13 - 7,397
 Sept. 14-20 - 9,105
 Sept. 21-27 - 13,085
 Sept. 28 - Oct. 4 - 13,363
 Oct. 5 - Oct. 11 - 25,883
 * 11,498 average post reach per week

***797% increase in post reach since Communications Manager began**



Blog

- Published a total of 14 blog posts
- To date in 2015, saw 3,727 visits to the blog with 2,630 unique visitors.
- Facebook was the biggest referrer, with 2,537 referrals to the blog.
- The Homepage itself had 690 views and all posts are visible on the Homepage.

Press Releases

- Wrote and distributed 17 press releases – Spent time contacting the media to follow up about press releases, which ultimately resulted in 15 of the 17 of the releases being printed in the Muscatine Journal.
- Gained significant coverage on KWPC Radio Station during their news updates. City was featured on radio station for two segments about City Week.
- Greatest coverage levels on the Sino-U.S. Friendship House story, the Port Authority story and the Mississippi Drive Corridor Project Kick-off.
- Created a media kit for the opening of the Sino-U.S. Friendship House opening.

Instagram

- Launched the account. Went from 0 posts with 11 followers on July 6, 2015 to 57 posts with 79 followers on Oct. 11, 2015.

Twitter

- Went from 651 followers on July 6, 2015 to 721 followers on Oct. 11, 2015.

Event Planning

- Worked to successfully coordinate and plan events relating to the Mississippi Drive Corridor Project Kick-off (Largest city event in recent history with over 160 people attending) and the opening of the Sino-U.S. Friendship House.

Creation of Collateral Materials

- Created handouts and invitations for various events and engagement opportunities.

Creation of City Talk TV Segment

- Worked with Muscatine Community College to create a City Talk segment on Access 9 News to highlight the City and its services, which is broadcast to MPW Cable customers.

City Representation at Events

- Represented the City at various community events, including the Community Block Party, Farmers Market, Healthy Living Festival, International Fair, Monthly Open Coffee and at various receptions and community meetings.

Collaboration with Peers

- Traveled to Des Moines to attend a regular meetup of city communications managers who work in the Des Moines Metro area. This provided for an atmosphere from which to explore ideas for how to more effectively manage city communications.

- Worked with other local communications personnel to schedule a monthly meetup where ideas can be presented and explored together as each individual works to better Muscatine. (United Way, MCSD, GMCCI, Community Foundation)

Utilized Social Media to Provide Accurate Information to the Community

- The City's recently improved Facebook platform provides an avenue from which to share accurate, relevant information with a wide audience of Muscatine residents. When the Muscatine Journal's headline about Monsanto on Oct. 9, 2015 claimed jobs would be affected in the community, the story was able to be set straight by working with Monsanto's plant manager and the City's Community Development Director to write a correction post. Greatly appreciated that the City could assist with dissemination of the correct information.

Grant Application

- Worked with the Community Development department to write the communications plan part of the REAP Grant application and edit the application in its entirety.
- The City ultimately received the REAP Grant.

Parks and Recreation Department

Special Events Schedule:

<http://www.muscatineiowa.gov/DocumentCenter/Home/View/879>

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 (19 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 the employee wellness program.
- Supported Phase III Development Project Committee.
- Conducted nine Recreation Advisory Commission Meetings.
- Continued work on the Maintenance Plan for Mark Twain Overlook.
- Worked with Leadership Muscatine to develop Community Gardens.
- Worked with the Cemetery Step Committee.
- Administered the Adopt-A-Park program with 18 groups adopting parks.
- Worked with the Dog Park Committee.

- Administered concession contract for Kent Stein Park, Soccer Complex and Aquatic Center. Concession stands received Blue Zone friendly status.
- Assisted with the Healthy Living Festival.
- Collaborated with Muscatine Community School District, Muscatine Community College, and Muscatine County for mutual usage of facilities and a formal agreement.
- Partnered and/or collaborated with nearly 150 groups and organizations involved with public programs and facilities. Organizations:

4H Club, Alzheimer's Association, American Legion, Anytime Fitness, Apraxia Group, Army, Corp, Art Center, ASA Softball, Bark Chiropractic, Bike Club, Bi-State, Blue Zones, Boonies, Boy Scouts, Branching Out, Bridgestone Bandag, Buffalo Wild Wings, Carver Pump, Central State Bank, Challenger Sports, Chamber of Commerce and Industry, Church Softball, CIAT, City Departments, City Golf League, Coca Cola, Community Action, Community Bank & Trust, Community College, Community Garden Association, Community School District, Community Y, Convention and Visitor's Bureau, Disc Golf Club, Dog Park Friends, Dominos Pizza, Downtown Action Alliance, Family Credit Union, First National Bank, FootGolf Association, G.C.S.A.A., Genealogical Society, Geo-Caching Association, Girl Scouts, Great River Days Inc., Greenwood Cemetery Friends, Guadalajara, Hammond-Henry Medical Clinic, Happy Joes, Heart Association, Hy-Vee, Hy-Vee Mainstreet, ICCAC Softball, IDNR, IDOT, Illowa Soccer League, Iowa Arboretum, 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, Iowa Sports Turf Management Association, ISU Extension, JDRF, Jimmy John's, Junior Talley Fan Club, Just for Kicks, Keep Muscatine Beautiful, Kent Corp., Kirk Butcher Plumbing and Heating, Kolors 4 Kids, Knights of Columbus, Latin League Soccer, Local Church Organizations, Lutheran Living, March of Dimes, MCC Baseball, MCC Softball, McDonalds, MCSA, MHS Baseball, MHS Boys Golf, MHS Cross Country, MHS Girls Golf, MHS Soccer, MHS Softball, Midwest Regional League Soccer, Miss Muscatine Group, Missipi Brew, Mississippi Evangelist, Monsanto, Muscatine Baseball Academy, Muscatine Boat Show, Muscatine Car Club, Muscatine Cardinal Baseball, Muscatine Community Foundation, Muscatine County, Muscatine Diversity Center, Muscatine Farmers Market, Muscatine Girls Softball, Muscatine Historical Association, Muscatine Journal, Muscatine Mall, Muscatine Realtors Association, Muscatine Red Sox, Muscatine Search and Rescue, Muscatine Soccer Club, Muscatine Swim Club, Muscatine Symphony Orchestra, Muscatine Youth Baseball, Musco, National Golf Foundation, National Recreation and Parks Association, P.G.A., Pancreatic Cancer Friends, Pearl City Car Club, Phase III Development Committee , Phelps, Recreational Soccer League, Red Cross, Roger Ford Memorial, Running Club, S.S. Mary and Mathias School, Salvation Army, Sister Cities, South

End United Neighbors, Special Olympics, St. Ambrose, Stanley Consultants, Sycamore Printing, Taco Johns, Team Lofgren, Tennis Association, Trails Committee, Trees Forever, Trinity Hospital, Tyson Foods, United Way, Uptown Motors, USSSA Sports, V.F.W., Walking Club, West Side Store, Young Professionals Network and Zoo Garden Committee

- Submitted a R.E.A.P. Grant for the Riverfront.
- Explored lean initiatives and incorporated technological improvements when possible.
- Worked with Leadership Muscatine on developing a new shelter on a trail and a new gazebo for the Rose Garden.
- Administered over 650 rentals of riverfront special buildings and park shelters.
- Coordinated and administered 93 special event requests to use public property.
- Administered city-wide deer deprivation program.
- Applied for and received a grant from the Community Health Support Foundation for an A.E.D. at the golf course.
- Participated in Blue Zones initiatives – staff committee membership and advisory roles.
- Worked with citizens to develop bike repair station.

- Supported and attended meetings with the Convention and Visitors Bureau, Chamber, CIAT, Safe Streets, and Downtown Action Alliance.
- Assisted with the planning and development of the 8th and Cedar Sister Cities Park.
- Completed the Weed Park Maintenance Building Project.
- Worked with the Zoo Garden Committee.
- Conducted regular supervisory staff meetings focusing on positive public relations, safety, and efficient, effective facility and personnel management
- 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.
- Created and implemented the new seasonal pay plan.
- Developed a City wide plan for the Emerald Ash Borer.
- Operated within approved budgets department wide.
- Developed a reorganizational plan department wide (Athletic Facilities Specialist, Superintendent of Parks, Golf Maintenance Supervisor, Program Supervisor, Golf Professional and Landscape Horticulturalist).
- Assisted other City Departments as requested.

Aquatics Division

- 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 and at the beginning of the 2015 season.
- Served over 37,000 patrons during the 2015 season.
- Booked several 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

- 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.
- Yardage distance flags were added to the driving range. Many positive comments have been received.
- 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 and for facility aesthetics.
- Continued maintenance plan on all bridges.
- 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 and marketed 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.
- Created the email database of 1,263 contacts.
- Developed a revamped merchandising and food service plan for profitability.

- Continued to develop and create winter programs with the simulator, clubhouse and outdoor activities.
- Held the first Winter Festival at the golf course (Snow sculpting, treasure hunt, and progressive dinner with around 500 participants).
- Collaborated with MHS to host high school golf and cross country events. A 1200 person cross country event was held this fall.
- Conducted regular staff trainings focusing on public relations and proper money handling.
- Worked with Blue Zones to earn Healthy Food Choice status.
- Increased participation in the Jr. program, women's golfers and the footgolf program.
- Increased golf lessons from 22 in 2014 to 84 in 2015.
- Presented our golf services at Lions Club, Rotary, Chamber functions, YPN events and City meetings.
- Implemented USGA's Pace of Play Program: tee it forward (youth), hit your shot in 20 seconds, and the read it, putt it, tap it program.

Kent Stein Division

- Repaired the remaining fences at Kent Stein Park. Completed Fence Repair Project.
- 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 recognize the economic impact opportunities to our community (track tournaments and hours of usage).
- 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 Continued to maintain Tom Bruner field with positive results.
- Assisted with the landscaping plan for Cedar Street Project.
- Performed weed control spraying at the airport.
- Continued to support and work on Phase III Development Project
- Actively participated with the CVB Board and staff.
- Continued to strive for positive relations with facility guests and associations by conducting regular meetings on relevant issues with various sponsoring organizations.
- Continued to maintain Tom Bruner field with positive results.
- Conducted regular staff meetings focusing on safety and providing a quality facility and a providing a positive experience for our guests.

- Started the process of doing the bank stabilization project.
- The facility experienced solid usage this year.
- Tournament play was very successful with great playing weather.

Park Maintenance Divisions

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.
- Identified a new County burial section.
- Started a tree nursery near maintenance building.
- Continued cross training park maintenance division staff in the Cemetery.
- Mowed shooting range for the police department.
- Planted 75 trees as part of the Trees for Kids grant through the Iowa DNR.
- Re-landscaped the front of the Chapel.
- Painted the office building and inside of the Chapel.
- Worked with the Friends of Greenwood Cemetery on the Cemetery Steps project.

Parks Division

- Supported Deer Management Program.
- Took on additional sidewalks for snow clearing: Grandview lots, Carver corner, Hershey lots, 8th & Cedar.
- Supported other departments and park divisions with projects.
- Patched rubber safety surfaces at Oak Park and Musser Park.
- Responded to twenty vandalism issues.
- Repairs were made to the leaking storm water tunnel under the lagoon to reduce the loss of water in lagoons.
- Repaired Tennis court lighting.
- Repairs to Weed Park Street lighting was done.
- Replaced boards on twenty picnic tables.
- Supported nearly 100 Riverview Center Building rentals.
- Supported nearly 100 Pearl City Station building rentals.
- Supported nearly 450 shelter rentals.
- Supported boat harbor operations.
- Supported marina operations.
- Completed the move into the new maintenance building.
- Conducted prairie burn at Fuller Park and Weed Park.
- Continued clearing stumps throughout the park system.
- Implemented Sustainable Urban Forestry Training and Assistance grant.
- Kept the litter picked up in five downtown parking lots.
- Routinely inspected playgrounds and made repairs as needed.
- Supervised and supplied 9 Day of Caring projects.

- Supported over 90 events held in our community.
- Fixed two bridges and mulch paths at the Disc Golf Course.
- Continued working with Zoo Garden Committee coordinating maintenance.
- Supported an Eagle Scout project with the clean-up of City property on Houser hill.
- Set up and maintained the ice rink.
- Conducted weed spraying of harbor banks and river banks from Mad Creek to Musser Park.
- Replaced ping pong table top on Riverfront.
- Performed weed control on street medians on Park Avenue and Mississippi Drive and downtown alleys.
- Actively participated with the CVB Board.
- Actively participated with the Muscatine Branching Out organization.
- Coordinated the sale of 200 trees to the community as part of the DNR Operation Re-Leaf project.
- Landscaped and maintained the plants in the round-a-bout and raised beds on Cedar Street.
- Planted 102 trees on Colorado Street with Branching Out and a grant from Alliant.
- Landscaped and maintained the plants at City Hall.
- Made improvements to the Sand Volleyball Courts by adding sand and providing a drainage area.
- Designed and participated in the 8th and Cedar Street project for Sister Cities.
- Continued working with the Dog Park Committee by performing soil tests and providing seeding information.
- Added additional mowing and snow removal responsibilities on Cedar Street.
- Added additional snow removal responsibilities with the new sidewalk installation in Weed Park.
- Hung banners throughout the year on 2nd Street.
- Added additional mowing responsibilities on Mulberry Avenue.
- Replaced the siding on the restroom building at Fuller Park.
- Removed the old concession building at Weed Park.
- Completed the Musser Park Playground Resurfacing Project.
- Added an additional fountain and maintained a clear and healthy Lagoon at Weed Park.
- Repainted all trash cans that are used throughout all parks.
- Replaced drinking fountain on the West side of Weed Park.
- Completed a tree inventory of all Park and Right of Way trees.

Recreation Division

- Continued to look for new and creative programs (Winter festival, Walking Club, focus on low cost programming).
- 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 and the City's new Communications Manager.

Soccer Division

- Re-established safe, high quality turf on all eight soccer fields (removal and replacement of damaged areas).
- 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.
- 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.
- Continued to work on and support Phase III Development Project. (Economic Impact)
- Worked with Concessionaire to gain Blue Zone Healthy Food Choice Status.
- Hosted tournaments throughout the playing season.
- Conducted regular staff meetings focusing on safety and providing a quality facility and providing a positive experience for our guests.
- Implemented Sustainable Urban Forestry Training and Assistance grant.
- Planted 10 trees throughout the complex as part of IDNT grant.
- Field usage and facility utilization was strong this year.

Wellness Division

- 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.
- Administered Fitness Scholarship Program.
- Continued to meet with Human Resources to identify current employee health trends.

Housing Department

Public Housing

- Served 178 families with affordable housing
- Maintained a 99% occupancy rate at both Clark House and Sunset Park
- Collected 97% of all rents owed, \$469,363
- Completed the rehabilitation of 32 units with an average cost of \$3,523 per unit
- Addressed 1,242 work orders averaging just over 1 day between report and completion
- Completed a Green Physical Needs Assessment (GPNA) for both properties as required by HUD

Hershey Manor Management

- As the management agent for Hershey Manor, maintained a 99% occupancy rate
- Collected 97.3% of rents owed, \$189,434
- Completed 386 work orders with an average 1 day turnaround
- Rehabilitated 5 units with an average cost of \$1,937
- Completed an interest rate reduction on the property mortgage anticipated to save more than \$15,000 annually

Section 8 Housing Choice Voucher Program

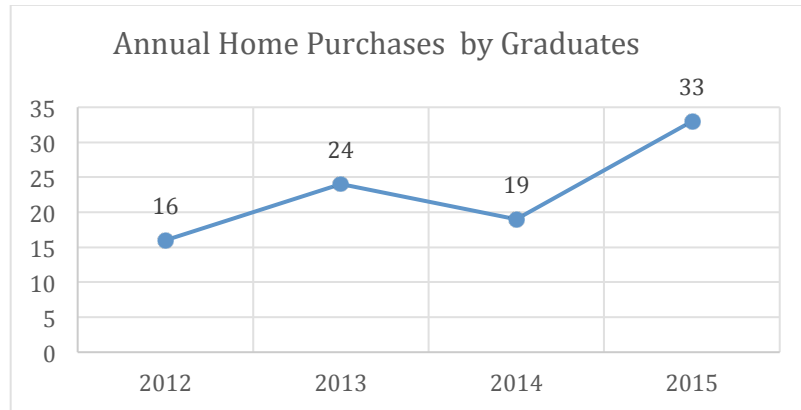
- Expended all Housing Assistance funds awarded, \$1,611,115, assisting low income residents with rent
- Assisted an average of 333 families each month, resulting in 3,998 unit months leased
- Admitted 50 new families to the program
- Added 397 new applications for assistance to the waiting list
- Continue to work with the Homeless Prevention worker from MCSA to enhance stability among at-risk clients
- Maintained “High Performer” status for the 8th straight year, based upon an evaluation of 12 program components

Family Self-Sufficiency

- Maintained an average enrollment of 30 clients per month
- Deposited more than \$25,000 in housing assistance funds into qualified, client escrow accounts
- 50% of participants had a positive escrow balance at the end of the fiscal year
- Purchased FSS Model Action Plan for developing administrative policies for the program

Homeownership Program

- Held eight homebuyer education classes
- 85 households registered to attend the Homebuyer Education Class
- 63 households received Certificates of Completion after attending both days of class
- 156 one-on-one counselling sessions were conducted, addressing credit awareness, money management, loan qualification and foreclosure counseling
- 33 households purchased their first home, a significant increase over previous years



- A quality control program for the Homeownership Counseling Grant was developed to ensure compliance and avoid findings that would risk the requirement to repay funds

Sunset Afterschool Program

- The Sunset Park Afterschool Program operated 175 days during the 2014-2015 school year
- 31 students were registered in the program at the beginning of the school year
- Average daily attendance was 19 students per day
- Students were provided 5,398 hours of instruction

- Students read 3,326 books during the school year

Sunset Park Summer Youth Program

- Average daily attendance in the Summer Youth Program was 18 children
- Approximately 800 free lunches were served to children in attendance
- Children attended 25 activities, e.g. bowling, swimming, the movies, etc., or toured a facility weekly, including City Hall, the Fire Station, the Art Center, Muscatine Library, etc.
- Participants grew a community garden through a partnership with the Iowa State Extension Office
- The program received a donation from the Pilot's Club to support participation in activities

Public Works

Public Works Administration

- Oversaw the management of major (Capital and others) construction projects to include streets, trails, sewers, and sidewalks.
- Continued development of the Pavement Management Program using MAGIC and presenting this to a national conference.
- Landfill deficit eliminated
- Hired a City Engineer
- Developed a Project Management Team
- Transitioning to a new Public Works Director
- Initiated GPS Tracking Devices Program (vehicles)
- Involved in the Mississippi Drive Corridor Project
- Involved in updating the Master Plan for the Riverfront

Building & Grounds

- Remodeled Police Department's locker room for female officers
- Improved city-owned house at 804 Cherry Street (Miniter property) for contractor office and meeting area resulting in fee reduction.
- Established a contract maintenance agreement for City Hall and Art Center boiler controls and remote access
- Initiated a new City General Contractor Agreement
- Remodeled City Hall office for Communications Administrator
- Processed the Design Agreement for the HVAC/Windows at the Art Center
- Continue to monitor annual maintenance programs (i.e. backflow, elevators, out-source cleaning)
- Replaced drinking fountains at the Public Safety Building and Public Works

Roadway Maintenance

- We continue to meet to update accomplishments, goals, and daily tasks that come from time to time.
- We have only sold scrap once this year. Prices are down! We will continue to recycle steel.
- We continue to recycle both concrete and asphalt for in-house projects. As we continue to crush, both concrete and asphalt will be placed in their permanent place.
- Have not started the gates yet. This will be a winter project.
- All the concrete work is completed. We are working on stormwater ad drainage issues this fall.
- Tammy King has developed the work order sheets we use.
- Tammy continues to fine tune the maintenance and mapping and updating of new culverts added to our inventory.

Traffic Control

- Tyson continues his work in Zone #4. He has been slowed down due to signage on Colorado and Cedar Street projects and meter work.
- Tammy King works with Tyson to keep our records current. Updating and inspections are yearly.
- Tyson has completed our Stop sign replacement and is currently working on street sign replacement.
- Other department employees are always reporting sign damage, missing signs, and faded signs to help us build a work list.
- We continue to fine tune how we collect data and what data is stored. Tyson and Tammy work with MAGIC at MP&W to fine tune and modify this process.

Snow & Ice Control

- We currently have three steel salt boxes in inventory. City crews will be sandblasting one 10 ft. salt box this fall. My goal is to replace the last two steel salt boxes by 2018.
- As we move forward year to year, the public has seen the benefit of our new policy, and we continue to improve our efficiency.
- We continue to refine and improve the snow removal program.

Street Cleaning

- This is a great service that keeps debris out of our sewer systems.
- Tammy works with operators to continue to fine tune and make changes to the street sweeping routes to make them more efficient.
- Tammy King tracks and keeps records for this program. She works with the operators to continue to fine tune this process.

Transit

- Provided 180,390 affordable, accessible, safe rides. Drove 273,047 accident free miles.

- Expanded Green Route operation hours in response to opening of new Unity North Point Clinic. Saw overall ridership increase due to expansion of Green Route.
- Increased fares effective July 1, 2014. Fares had last been raised in 2003. No opposition at Public Hearing. Little negative feedback given to drivers.
- Operated under budget for fiscal year 2015.
- Federal payments totaled \$221,027.
- Odometer report shows total vehicle mileage as 277,739 while year-end report shows the same.
- \$121,431 operating surplus in FY 15, including buses.
- Comparing FY 14 year-end stats to FY 15, the revenue miles and ridership on the “New Freedom Night Out” service each increased 10% while the costs only increased 4%.

Engineering Department

- Filled position vacated by predecessor’s resignation.
- Started full time in position June 2015.
- Design, Letting and completed construction of Diana Queen Drive on schedule.
- Design, Letting and completed construction of 2015 Sidewalk Program on schedule.
- Rescued the Kent-Stein to Deep Lakes Park Trail. Rerouted, negotiated right-of-way (ROW).
- Assisted sewer and WPCP in getting under levee piping plugged and inspected to keep Army Corp of Engineers (COE) from decertifying the Mississippi Levee.
- Assisted street department in multiple projects, from trail construction to sidewalk compliance inspections.
- Mississippi Drive Corridor Project. Helped with RFP, sat on selection committee and continue to provide coordination with selected consultant.
- Selected consultant and managing the design of the STP Mulberry Ave. street project from Houser to Palms Drive.
- Coordinated HNI and Hotel development projects along with other city staff.
- Applied for three Corps of Engineers permits needed by City, and applied for 2 Canadian Pacific (CP) rail permits and revised and resubmitted one CP rail permit for other city departments.
- Developed site plan process where sewer and street department have opportunity to review prior to the site plan review.
- Member of Traffic Committee.
- Continued the construction completion and FHWA and IDOT construction and close out paper work for Colorado and Cedar Street Projects.

- Acquired three parcels of property prior to start of the Mulberry Project.
- Implemented work-in-kind savings into the FAA grant process for upcoming Airport work.
- Working with the Finance Department to create a change order (and quantity adjustment) policy and/or procedure.

Vehicle Maintenance

- Conducted public auctions using City Surplus
- Continue to get training for VM staff so them become ASE certified
- Replaced the oil dispensing system hose reels
- Serviced over 400 vehicles

Collection and Drainage

- Completed approximately 85% (16 miles) of this year's routine sewer maintenance program
- Responded to 82 requests for service
- Made corrective repairs to 38 system structures and 19 sewer lines
- Replaced 60' section of bad sewer on Canon Ave
- Responded to 1,966 utility locate requests (20 after hours)
- Cut brush/trees and made some minor repairs required by the Corps of Engineers along the island levee from the beginning to GPC
- Continue to provide ongoing assistance and technical support on the West Hill Sewer Separation Project

Solid Waste Division

Public Education Outreach:

- Public education and outreach is important in all three areas of the Solid Waste Division.
- Participation and assisting with hosting numerous events which include Community Block Party, Living Green in Muscatine, Halloween at the Y, and Recycle the Dress.
- Numerous tours of the Recycling Center and Transfer Station and the Muscatine County Landfill have taken place over the past year.
- School visits with our refuse collection truck and Republic Services recycling truck to show how the trucks work and the important of each truck in our community.

Safe Work Environment:

- Providing a safe work environment is important for all three areas of the Solid Waste Division of Public Works.

- Implementation has begun for automated collection for the City of Muscatine, which all ultimately provide a safer work environment for our collection workers.

Landfill

- Another good year for the landfill budget to move to a positive fund.
- Joint efforts of staff, businesses, and agency members have made positive impacts on the landfill budget.
- The Ground Water Remediation Plan has had several monitoring wells installed, working to determine the waste boundary, and working towards the goals agreed to with the Iowa DNR.
- Erosion control continues to be worked on with joint efforts of Dick Doyle Excavating and staff.
- Staff continues support to the Muscatine County Solid Waste Agency members with program planning for recycling, reviews of RFP's for garbage and recycling collection, and public education materials.

Refuse Collection

- Automated collection program Phase 1 is near completion with 3,000 containers delivered since May 2015.
- The new automated collection truck will be here in November 2015, which will provide a safe work environment for our staff and assist with beautification with the use of the new containers.
- Curbside recycling program is near the fifth year of the program. A renewal for services with Republic Services is being discussed.

Human Resources/Risk Management

- Supervisory Training series has begun. Supervisors are receiving quarterly training on a variety of topics related to duties in management. Two topics; employee motivation and a policy review/discussion have been held. Conducting performance evaluations is being planned.
- An updated wellness program has been created in cooperation with the Parks and Recreation Department. This is based largely on Blue Zones principles. This has also allowed us to move to a local vendor.
- Regular Labor/Management Committee (LMC) meetings have been re-established with all three bargaining units. Each group is now meeting on a quarterly basis.
- A joint meeting was held with all three LMC's to review the updated social media policy. Additional meetings will be held as opportunities arise.
- A review of job descriptions has begun. The emphasis is on updating the job descriptions of the positions in the BW Collar bargaining unit.

- Changed uniform vendors for cost savings and improvement in length of time to receive orders.
- Participated in the Business Healthy Muscatine Committee with local industry.
- Continue to utilize an insurance committee with local industry experts to evaluate insurance needs.

Water Pollution Control Plant

- Staff moved into the new Muscatine Environmental Laboratory Services building December 2014 and completely transitioned from the old laboratory at the end of March 2015.
- The laboratory was audited by the State Hygienic Laboratory in February and received certification in April 2015.
- The City chemist delivered a presentation on the new laboratory at the Iowa Hygienic Laboratory Symposium, representing over 80 drinking water and wastewater laboratory professionals in Iowa.
- The plant treated over 2.04 billion gallons of water, an increase of over 300,000 gallons.
- The plant received a new discharge permit requiring extra sampling and laboratory testing which has been done without an increase in personnel.
- The plant processed 318,107 gallons of FOG (Fat, Oil & Grease) loads from 240 sites, an increase of 57,242 gallons and 80 sites.
- FOG inspections of 32 local restaurant and food service establishments has increased participation in the community for FOG disposal at the treatment plant and better code compliance.
- Call back occurrences for operators has decreased from 41 to 26 for January-September of last year compared to 2015.
- Operations decreased the amount of sodium hypochlorite purchased by 825 gallons over three years with process improvements.
- Major renovation of the old laboratory converted the space into the new Operations Center. This work was performed entirely by plant staff using existing fixtures and combined the Operations Department, Lift Station Department, Biosolids Department and office of the Environmental Coordinator/Operations Supervisor.
- In-house renovation of the DAF (Dissolved Air Flootation) building included bathroom, hallway and storage areas with new paint, ceiling tiles and fixtures.
- Completed the Miles Lift Station meter and sampler project in cooperation with Grain Processing Corporation to ensure consistent sampling and accurate flow measurement.
- Increased sampling revenue and accuracy by signing up most industrial users to our sampling program.

- Upgraded the Hersey, Sampson and Sunset Lift Stations to new digital radios and advanced telemetry units for more responsive data acquisition and more rapid alarm response.
- Updates were made to the safety program including purchase of new arc flash gear, retrieval systems and lock-out-tag-out equipment.
- Completed most of the Mad Creek Dredge Line project which eliminated annual pipe installations through Mad Creek and along riverfront.
- Operations Department increased preventative maintenance procedures performed by 1,772 in an effort to re-direct work from maintenance to other departments for greater efficiency while maintaining current staffing levels (Spreading workload and completing additional large maintenance items).
- Continued to use and promote Lean principals in our Continuous Service Improvement program to work more efficiently, eliminate waste and reduce unnecessary work.
- Four staff members completed Kirkwood on-line wastewater or electrical advancement classes.
- Three staff members passed State of Iowa treatment plant operators exams and now possess a Treatment Grade I license.
- Installed two new valve vaults at the biosolids storage tanks to improve access and streamline maintenance.
- Planted native grasses and wildflowers in large open area outside the plant fence and next to the new laboratory to reduce mowing, improve stormwater retention and expand pollinator species habitat.
- Performed native plant landscaping in entrance to main plant office, new laboratory and other areas throughout the plant.
- Worked with multiple departments to plant native grasses in the Cedar Street Project.
- Advanced plans for incorporating a new high strength waste receiving station by meeting with engineers and vendors and visiting cities working on the same issue.

Police Department

For additional details, please see the annual report:

<http://www.muscatineiowa.gov/DocumentCenter/Home/View/850>

- The department came in under budget last year, making that four years in a row.
- We maintain the ATE program, which continues to show a decrease in crashes in all but one intersection. This has created a safer environment for travel throughout the city.
- We were successful in training a new K-9 and K-9 officer.
- Successful promotion of one Corporal.

- The department hired four new officers who currently are at the Iowa Law Enforcement Academy. They will be on the road in early Spring counting as manpower.
- We continue to maintain the grant that pays for a portion of the expenses for the Muscatine County Drug Task force.
- The School Resource Officers and Street Crimes Unit continues to operate and play a vital role in our schools as well as the city in keeping everyone safe in the community.
- The department promotes community policing efforts with park and walks, bike patrol, attending community events, attending neighborhood group meetings and just being visible to the public.
- The department continues to work with different housing divisions throughout the city with an officer assigned to them. This has fostered many positive interactions within these housing additions
- We continue to have Coffee with a Cop and Reading with a Cop at the library. We have had great feedback from these programs and we intend to see what other types of programs we can come up with to try and create positive interaction with the citizens of Muscatine and Fruitland
- We continue to work with landlord and city staff alike to working together in our PLANET (Police landlord networking team) to help landlords with the information they need to keep problem people from renting from them
- The department has maintained its own webpage to push out information. With the new communications manager we have worked closely with her to help push out even more information than ever before on social media
- The department went through our accreditation on site assessment this year with hopes of being reaccredited again at the fall conference
- Street Crimes Unit has continued to monitor gang activities in the city especially through social media. The unit has been a valuable information source for the Drug Task Force as well as assisting with drug investigations that involve gang members
- The department has worked with the community towards lowering the UCR Violent Crime incidents. We have seen a 15% decrease since 2010
- We have expanded the use of computer technology to more line squads and the Animal Control Officer and Street Crimes Unit. This has enhanced our communication capabilities as well as interoperable communications between agencies
- Governor's Traffic Safety Bureau stats reveal a seatbelt usage compliance rate of 97% again this year. Statewide rate is 93%

Musser Public Library

Facility Planning

- Hired Gere Dismar Architects to evaluate the options for our facility.
- Worked with library space planning consultant, George Lawson, to identify our ideal space needs and cooperate with the architects to determine ways to meet those needs.
- Recruited local citizens and board members to serve on a Steering Committee to meet with the library, architects and space planner through the process and provide feedback.

Management

- Began collaborating with Iowa RiverShare libraries to prepare for the departure of Illinois libraries in July of 2016.
- Created Intranet for staff to provide quick, easy access to forms, policies, schedules and other information.
- Added a cost-effective 4-camera security system to deter theft and behavioral issues and to protect patrons and staff.
- Migrated managerial duties from Circulation Manager to Assistant Director in an attempt to instill closer cooperation between reference and circulation.
- Divided circulation workflow so the Library Technicians performed the higher level tasks and interfaced with the patrons while the Library Pages performed the repetitive tasks that did not require knowledge of the rules or software. This allowed us to eliminate one 20 hour-per-week Library Technician position. We increased Library Page staff by 32 hours, but we anticipate reducing the number of hours of Pages once we have a better feeling of the hours necessary. We anticipate saving at least \$5,000 during next fiscal year.
- Time saved with the changes in technical services has allowed us to combine the responsibilities of our former PR position with the now reduced workload of our cataloger creating one combined, full-time position (see below for further information).

Technical Services

- By centralizing all purchasing through Baker & Taylor, we are able to develop profiles and receive a free, first level of selection services. Additionally, we will have free, partial cataloging information about our material. Both of these services will greatly speed up our selection and cataloging as well as provide increased cataloging and selection accuracy and early information about materials our patrons will want. To sum it up, these changes have led to better book and DVD selections, having all

popular material on the shelf by the street dates, more accurate cataloging and have reduce the time it takes to select and catalog material.

- We are also receiving material preprocessed, freeing up staff time previously spent performing menial tasks and providing a more uniform look to our collection.

PR and Outreach

- Moved our advertising to the local radio station.
- Began emphasizing outreach with a focus on evening Summer Reading at Kent-Stein Park and the Aquatic Park, local festivals and events and the Saturday morning Farmer's Market
- Purchased a branded tent (with options panels featuring the library, the city and the Convention and Visitors Bureau) to be used at these events.
- Purchased a hot spot and, utilizing new RiverShare features, began making library cards, checking out material and demonstrating our eResources at outreach events.

China Connection

- Held reception for the Shanghai Delegation spotlighting the Window to Shanghai Book Collection.
- Provided numerous Grossheim negatives to create displays for the Muscatine Centers in China.
- Worked closely with the University of Iowa Chinese Department to create a two-year series on Chinese Culture to begin this fall. Lectures will feature Chinese scholars from the University of Iowa.

Reference Accomplishments

- Developed and implemented TechConnect, a 1-on-1 technology assistance program for patrons, ranging from instruction on how to use electronic library resources to general digital literacy instruction.
- Added a Mobile Print option to our patron computer network allowing staff and patrons to print both remotely and in-house via wifi using their mobile device including laptops, smartphones, and tablets.
- Founded Southeast Iowa Digital Consortium along with 4 other libraries to provided significant cost savings for our Zinio Subscription and increase the number of magazines offered from 80 to 120.
- Provided iPads secured to the tables in the magazine area that are permanently logged into the Zinio site so patrons can read the online magazines in the library.

Local History Accomplishments

- Added new database, Newspaper Archive, which provides partial full-text searching of local area newspapers and city directories via in-house and remote access.
- Continued making recent PDFs of Muscatine Journal available digitally in-house (as opposed to microfilm).
- Worked with Fran Riley from KWQC to create a segment on his show to promote the Grossheim Collection.
- Worked closely with the Muscatine Journal in developing a photographic local history book.

Circulation Accomplishments

- Revamped several Circulation policies to streamline services, in effect lowering barriers to community usage and enjoyment of the library, including associated holds integration, free library replacement cards and accepting photo IDs for checkout w/o penalty.
- Working with staff to ensure uniform enforcement of policies and procedures.

Collection Development Accomplishments

- Replacement and upgrade of three AWE computers in Children's (all touchscreens, same system and additional software). AWE computers are also called Early Literacy Stations. They are kid friendly computers that come with at least 70 popular learning games pre loaded. We have four in the children's department. All are bilingual (English and Spanish) and three include games directed towards preschoolers while one is elementary age focused. They are extremely popular stations.
- Introduced PS4 and XBOXOne games into the collection
- Increased eMaterial usage across all offerings, including OverDrive/Zinio/Freegal which now account for approximately 10% of all checkouts
- Added Streaming Music service to Freegal Downloads, along with 5 free downloads per week over the previous 3 free downloads we used to offer.
- Received, Catalogued and Displayed Window to Shanghai Book collection of over 400 items donated to Musser Public Library from the Shanghai National Library
- Added the Gale Virtual Reference Library to our Electronic Resources page, an online repository of over 12,000 eBooks available to all library patrons and geared towards students and teachers.
- Received three IPTV iPads, free of charge as part of IPTV's Ready For School initiative.

- Conceptualized and created “Travel our Town” family activity kits. Travel our Town kits are designed to help parents turn daily activities into learning opportunities. They cover topics like going to the dentist, grocery shopping, riding the bus, getting gas and such. The kits include one or two books, a list of topics/activities for parents to try with their kids and little toys and/or props for pretend play.

New Children’s Programming in the Library

- Monthly Boy’s Book Club, with Randy Naber
- Weekly Baby Specialty (now renamed “Youngster Specialty”) on Wednesday evenings
- Expanded Spring Break activities for children (attendance 555 as opposed to 232 the previous year).
- Partnered with HNI engineers to provide space and promote a new class called Coder Dojo which familiarizes school age kids with the basic concepts of coding.

New Children’s Outreach

- Monthly STEM-oriented literature presentation at Flickinger Learning Center
- Monthly book-illustration literature activity at Sunset Park Afterschool Program
- Weekly STEM –oriented literature presentation at Flickinger Learning Center’s Summer Academy
- Weekly literacy presentation at MCSD Summer Academy, including library card sign-ups and remote checkout.

Expanded Summer Reading

- New Summer Reading software with game component and interactivity
- 2-week “Bonus Round” at the end of the traditional program
- Outreach programming on Tuesday evenings at city recreational sites (Kent-Stein Park and Aquatic Center) with library card sign-ups and remote checkout
- Book delivery to Sunset Park Summer Program and Salvation Army Kids Zone
- Increased total juvenile and young adult circulation (June 2015 had a 37% increase from June 2014... 10,168 books in June 2015 and 7381 books in June 2014)
- Reinstatement of “Police Story” storytime with MPD officers after a one-year hiatus

Children's Public Relations, Media, and Awards

- Highest participation award for the RiverShare Teen Read Challenge, October 2014 (87 participants, 68 Musser attendees at the final party)
- Musser Library featured on IPTV video spot by Dan Wardell following the Hawaiian Adventure Winter Extravaganza
- "Batgirl" video produced by Chad Bishop for Summer Reading

New Reading Promotion Program

- Developed 1000 Books Before Kindergarten program for young children.

New Collaboration with Muscatine Community High School

- Two librarian visits to MHS to introduce staff to Learning Express on the Musser Library website
- One ACT and AP Test Preparation night at Musser Library for teens and parents
- Facilitation of MHS' use of Learning Express to prepare their 11th graders for the ACT test at school. The number of new sessions rose from 46 to 1479 (January-May, 2014 and 2015)

On-Going Children's Programs

- Continued previous popular, educational programming for children and families birth through high school: O Baby Lapsit, Preschool Storytime, Sparkplugs, Skeleton Key Adventure Club, Mother Daughter Book Club, Julie's Kitchen Table, ArtsBuzz, Teen Programming, and Winter Extravaganza

Convention & Visitors Bureau

- Became a city department with a newly appointed seven-member advisory board.
- Developed the new advertising and marketing brand: Made in Muscatine.
- Made visitmuscatine.com website responsive to mobile devices and gained more control with better live edit features.
- Launched email marketing in January 2015. The campaign includes a monthly e-newsletter and a biweekly lodging specials email. The emails are sent to a collective 280 email addresses.
- Published a Visitors Guide and Dining and Lodging Guide; the latter for the second year. Guides are distributed to hotels, businesses and visitors/welcome centers as well as individuals through the mail.
- A number of city facilities have been listed on National Geographic's Mississippi River geotourism site.
- In early 2015, two seasonal part time people were hired.
- Invested in Smith Travel Reports, which are received monthly.

- Began hosting hospitality meetings in late 2014 and continued the tradition through 2015.
- Awarded four mini-grants totaling \$4,000 to local events and projects to be paid as reimbursements.
- Pursued education about CVB's work by spending a day with the Quad Cities CVB. Will continue to do so by attending annual tourism conference.
- Began developing a program for a monthly arts and music street fair (similar to a First Friday program) to be held on 2nd St. beginning in the spring of 2016.
- Crafted partnerships with local businesses, individuals and organizations (including GMCCI) to promote projects (such as the monthly street festival) and programs which will increase tourism.
- Saw a record hotel/motel tax receipt year in calendar year 2014, with a total of \$413,964.53. Fiscal year 2014 totaled \$415,041.27, with fiscal year 2015 dropping, but remaining in the typical range of fiscal years 2013, 2012 and 2011 with \$353,868.97.
- Supported the opening of the Sino-U.S. Friendship House.
- Helped facilitate at least four tours to Muscatine in calendar year 2015.

Muscatine Art Center

ORGANIZATION ACCOMPLISHMENTS

- In 2014, the Muscatine Art Center applied to and were accepted into the Museum Assessment Program offered through American Alliance of Museums. The program included 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 participated 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.
- The process of completing the Museum Assessment Program (MAP), along with comments from the Peer Reviewer's report, has aided in the development of plans to repurpose spaces on the second floor of the mansion. Having completed the study and being able to cite the report strengthened the Art Center's application for a variety of grants. The Art Center board's long-term plan will be completed in the next 18 months and will be a central document for the Art Center as it completes the re-accreditation process through the American Alliance of Museums. The data collected through community surveys, meetings, and focus groups will help shape the Art Center's long-term plan.

- The staff and Board of the Muscatine Art Center continue to work on developing a long range plan based on the outcomes of the Community Engagement Study and Peer Review Report. Based on feedback collected during the process, the Board of Trustees adopted a new vision statement: “The Muscatine Art Center enriches lives by deepening understanding and appreciation through engaging with collections, programs, and exhibitions.” The report aided in the development of plans to repurpose spaces on the second floor of the mansion.
- The staff and Board of Directors of the Muscatine Art Center continue to work with Public Works/ Building and Grounds to ensure that the HVAC project meets the needs of the Art Center and its collections. A grant has been secured to fulfill the Art Center’s financial contribution towards the project. The grant will also fund a variety of improvements in the Musser Mansion, primarily on the second floor. A second grant was secured to create an orientation video, install a monitor for the video, and create and install two additional technology components to provide content about the period rooms in the mansion. These projects will be completed over the next year and installed by the time the full facility re-opens.
- The Muscatine Art Support Foundation has approved funding to cover a monthly stipend for a Western Illinois University graduate student in museum studies to aid with collections management. The graduate student began working on the project in August 2015 and will continue through December 2016. Arrangements have also been made with two other art museums in Eastern Iowa to exhibit portions of the collection. Physically handling collections, documenting the locations of collections, preparing exhibitions traveling from the Art Center, and appropriately transporting, providing security, and insuring collections throughout the process will be the top priority for Art Center staff, members of Art Center’s Collections Committee, and the full Board of Trustees.
- 50th Anniversary projects included creating and printing a booklet about the Muscatine Art Center and Musser family, developing a 50th anniversary logo and banners to display on Second Street, submitting proclamations at the state and local level, acquiring a work of art to mark the occasion, receiving a grant to fund a commissioned portrait of Laura Musser, producing exhibitions on display throughout the facility – Musser Mansion and Stanley Gallery, developing a speaking program series about the Musser family, entertaining members of the Musser/McWhirter families over the opening weekend of the exhibition, holding a series of special events, launching the \$50 for 50 Years campaign to raise funds for an acquisition, and adapting programs such as “For Tots” to focus on the history of the Musser family. A special mailing list was developed to include members of the Musser/McWhirter families. Of the family

members who attended the events in August, only one had previously visited the museum. The majority of the family members either became Friends members or gave to the \$50 for 50 Years campaign.

EXHIBITIONS AND PROGRAMS

- **Art Center staff curated multiple “in-house” exhibitions in the Stanley Gallery and in the Laura Musser Mansion.**
 - “Railroads of Muscatine County” included a local collector’s items on loan in addition to artifacts from the Art Center’s permanent collection. (On View in the Stanley Gallery)
 - “Pedal Power: Bicycles from the Collection of Charlie Harper” included artifacts from Harper’s Cycling & Fitness and the Art Center’s permanent collection. (On View in the Stanley Gallery)
 - “Celebrating 50 Years of Art and Local History: Musser Museum Anniversary”, highlights the many areas in which the Art Center collects including original works of art, local history collections, collections belonging to the Musser family. (On View in the Stanley Gallery, Musser Mansion Gallery, and throughout the Musser Home)
 - “Art Carvings by Norman Bunn” (Musser Mansion Gallery)
 - “Featured Art by John Weyl” (Musser Mansion Gallery)
 - “4H Projects for 2014 (Musser Mansion Gallery)
 - “Cypress Santas and Figures by Karen Grings” (Musser Mansion Gallery)
 - “Disc & Cylinder Music Boxes of the Late 19th Century” (Musser Mansion Gallery)
 - “Iowa Watercolor Society” (Musser Mansion Gallery)
 - “Older than the State of Iowa: Muscatine Journal 175th Anniversary” (Musser Mansion Gallery)
 - “Mary Musser Gilmore Collection of the Muscatine Art Center” (Musser Mansion Gallery)
 - “John Conner Glass Collection” (Linkage Display Cases)
 - “Glass from the Collection of Donna Kitchell” (Musser Mansion Display Case)
 - “American Art Pottery” (Musser Mansion Library)
 - “Daughters of the American Revolution” (Display Case in Studio Hallway)

- **The Education Department presented 177 classes and programs during the 2014/2015 fiscal year, reaching 5,877 individuals.**
 - Kids Saturday Workshops (every other Saturday afternoon)
 - For Tots (Wednesday mornings and Thursday afternoons)
 - Red Barn Studio Classes with Vada Baker (several Thursday evenings each month)
 - Summer Classes for Kids (Cartooning, Stop Motion, Printmaking, Origami Puppets, etc.)
 - Get Into Music (kids ages 4 to 8, offered on second Thursday night of month)
 - Chinese Calligraphy through the University of Iowa's Confucius Institute
 - Family Events such as the Little Elf Workshop, Gingerbread House Workshop, Kids' Pajama Party, Sunday with Santa, Noon Year's Eve Celebration, Annual Ice Cream Social, Dragons Love Tacos
 - Programming for groups such as Flickinger Learning Center, Sunset Park, Y Summer Kids' Club, Jubilee Center, Webelos, Crossroads, Women's Book Club, Girl Scouts, Senior Resources, hearing impaired students from Muscatine school district, various classes from local elementary schools
 - Collections Storage Tours given by Art Center Staff
 - Public Tours of the Musser Home given by Art Center Staff
 - Community Outreach Activities: Living Green in Muscatine, Diversity Fair, Healthy Living Fair, the Y's Community Block Party, Halloween at the Y, the library's "Winter Extravaganza," Senior Expos, United Way's "Pack the Bus, Leadership Muscatine, and events sponsored by the Parks and Rec Department
 - Adult lectures by Carol Ehlers (art history lecturer), John Weyl (artist), Bill Lindsay (local railroad historian), Charlie Harper (bicycle collector), Steve McGuire (University of Iowa), Leo Landis (State Historical Society of Iowa), Denny Rehder (Humanities Iowa), Karen Grings (artist), Pamela Houser (artist), Brian Walter (local collector)
 - Musical Performances by Mr. B's Joybox Express, River City Big Band, Eagles & Ivories in the Music Room, Sarah Snyder Recital, Katherine Eberle Recital, Alex Murphy Jazz Trio, PALS Quartet, Tammy & The Fyffes, Chad Elliot of Wilderman's Treetop Tales, the Creepin' Charlies, the Mad Creek Mudcats, and recitals by various local youth groups

- **Friends of the Muscatine Art Center Events and Activities**
 - Home with the Mussers Holiday Open House
 - Boonies Night
 - For the Love of Art Tea
 - Annual Ice Cream Social
 - New Teachers' Orientation Lunch
 - Mr. B's Joybox Express
 - Sunday with Santa
 - Little Elf Workshop
 - Kids Pajama Party
 - Receptions for Various Exhibition Openings
 - Friends Endowment Fund Drive

- **The Muscatine Art Center supervised interns and student volunteers from the following schools:**
 - Western Illinois University's MA in Museum Studies Program
 - University of Northern Iowa BA in Public History
 - University of Northern Iowa BA in Marketing
 - Iowa State University
 - Muscatine Community College
 - Muscatine High School

COLLECTIONS

- The Buffalo Bill Center of the West in Cody, WY, borrowed the "Portrait of Captain LeGrand Morehouse" by John Mix Stanley for the exhibition, "Painted Journeys: The Art of John Mix Stanley". The exhibition began at the Center of the West and then traveled to the Gilcrease Museum in Tulsa and to the Tacoma Art Museum in Washington state. The Wall Street Journal and The Magazine Antiques included articles about the exhibition. In preparation for the exhibition, the Captain LeGrand Morehouse portrait was conserved by Faye Wrubel, conservator for the Art Institute of Chicago. The portrait was included in the catalogue for the exhibition, "Painted Journeys", a hard-bound, full-color publication.
- Letters by Daniel Parvin from the Civil War Collection of the Muscatine Art Center were used on a website developed by Phillip Hubbart, great-great-grandson of Daniel Parvin and editor of a book of transcribed Daniel Parvin letters.
- Artwork by Iowa artists were acquired in 2014-15 including one painting by Grant Wood, one painting by Muscatine native Norman Bunn, one painting by Arnold Pyle, and one by Harold Allison (both Pyle and Allison were students of Grant Wood).

FISCAL RESPONSIBILITY

- The Muscatine Art Center Support Foundation provided \$23,192.91 to the City of Muscatine to cover partial wages for the Program Coordinator and Registrar and partial benefits for the Registrar in fiscal year 2014/15.
- In 2015, the Muscatine Art Center Support Foundation provided an additional \$31,807 to cover expenses related to exhibitions/programming, collections care, and acquisitions.
- The Friends of the Muscatine Art Center provided \$19,367.69 to cover partial wages for the Program Coordinator and Registrar. Friends also covered busing costs so local schools can visit Art Center exhibitions and scholarships so local students on free/reduced lunch can participate in studio art classes at the Art Center.
- **The Muscatine Art Center received the following grants in 2015:**
 1. **State Historical Society of Iowa** – The Art Center received two grants through the state’s Historical Resource Development Program (HRDP).
 - A. One grant (\$5,000) will fund the work of Jennifer Price to complete the Musser Mansion’s nomination for the National Register of Historic Places. The full grant sum will be paid out to Jennifer Price, Consultant.
 - B. The other grant (\$9,375) will fund a technology component that will enable visitors to look up information about the collections displayed in the first floor period rooms of the mansion. The full grant sum will be paid out to one company.
 - **Early American Pattern Glass Society** – The Art Center received a grant in the amount of \$2,500 for the installation of a case for displaying examples from the glass collection. The full sum will be paid to one company.
 - **Iowa Department of Cultural Affairs/Cultural Leadership Partner PROJECT Grant** – The Art Center received a grant in the amount of \$9,425. Artist Jon Fasanelli-Cawelti will be paid a total of \$8,500 (50% in August and 50% in November 2015). The remaining sum is for framing and collections care of the finished piece to be paid to one company.
 - **Iowa Department of Cultural Affairs/Cultural Leadership Partner Operational Support** - \$10,000 was awarded for fiscal year 15/16.
 - **Roy J. Carver Charitable Trust** – A grant in the amount of \$360,000 was awarded. Funds are expected to be received in full by the end of

October 2015. \$200,000 of the award is the Art Center's portion of the HVAC project. \$160,000 is for improvements in the Laura Musser Mansion as described in the budget: exhibition spaces, related technology, and facility improvements such as track lighting and new carpet.

- **Travel Iowa** – A grant in the amount of \$4,000 was awarded to cover partial expenses for the conversion of the Muscatine Art Center's Mimsy Database to an online searchable collections database to be hosted on a re-designed website.
- **Community Foundation of Greater Muscatine** – A grant in the amount of \$1,800 was awarded to cover partial expenses for the removal and cleaning of the organ pipes as part of a pipe room repair project.

MARKETING

- The Art Center received a grant in 2014 from Travel Iowa to create a brochure about the Mississippi River Collection. The 4-fold brochure was distributed to all Great River Road Interpretive Centers located in Iowa and neighboring states.
- The Office Coordinator attends meetings of Eastern Iowa Tourism approximately three times each year and will attend the annual conference on scholarship grant in fall 2015. The meetings and conference of Eastern Iowa Tourism focus on social media and other concerns.
- In August 2015, the Art Center received a grant from Travel Iowa to begin the process of bringing the museum collection online. A Leadership Muscatine participant volunteered to help with the Art Center's website. He is a web programmer and has also recruited a web designer to help with the project. Work on the new website will begin in fall 2015 with the site going live by spring 2016.
- The Muscatine Art Center is in a rotation with the Musser Public Library to be featured in the Muscatine Journal. The section, "Muscatine Memories", runs weekly. 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. Including the "Muscatine Memories" feature in the Muscatine Journal, activities and collections of the Art Center were covered 68 times by the Journal between July 2014 and June 2015.

- Art Center staff regularly posts to the City’s website. During fiscal year 2014-15, the Muscatine Art Center made 99 posts to the City calendar page. An additional 12 agendas and 12 sets of minutes were posted to the City website in fiscal year 2014-15. The Art Center also uses the News Flash section in case of a class cancellation or other late notice event.
- The Art Center maintains its own website, posted to its Facebook page 1,191 times in fiscal year 2014-15, has managed its Twitter account since 2011, joined Instagram in 2015 with an average of at least one post per day, joined Flickr in 2014 with 236 photos posted, has managed a Pinterest page since 2013 with over 3,400 pins, and began a Tumblr account in May 2015
- The Art Center advertises in the following print publications: Muscatine Magazine, 101 Things to Do, the Muscatine Journal’s 2015 calendar, the Iowan, the Muscatine Visitor’s Guide, Eastern Iowa Travel Guide, and occasional ads in the Muscatine Journal for special events such as “For the Love of Art” and the Ice Cream Social.
- The Art Center participated in several sessions for the National Geographic Geo-Tourism website project and was among the first in Muscatine to create a page on the National Geographic site.
- A special logo was designed for the Muscatine Art Center’s 50th anniversary. The logo was used on event invitations, the banners downtown, event posters, e-mail marketing, social media, brochures, etc.
- As part of the 50th anniversary celebration, the Muscatine Art Center created 16 banners to hang in downtown Muscatine. Each banner features a different item from the collection. The banners are intended to raise awareness of the Muscatine Art Center but also to add visual interest to the downtown.
- For the 50th anniversary, the Art Center developed the booklet, “Muscatine Art Center: A Lasting Legacy”, which provides details about the history of the house, family, and collection. The booklets are available to visitors and will also be used by classrooms studying local history.
- The Muscatine Art Center hosted a meeting of the Muscatine Convention and Visitor Bureau.

CONTINUOUS SERVICE IMPROVEMENT/STAFF TRAINING

- Art Center staff participates in training offered through the City of Muscatine. Director Melanie Alexander attended the Excel workshop taught by John Kruzenstein. Art Center staff attended Lean Training in November 2014 and February 2015. The Office Coordinator also

participated in the City website committee meetings, wellness committee meetings, and office coordinator meeting.

- In spring 2015, the Art Center began using DonorPerfect – an online donor database. The database is making it possible to consolidate multiple mailing and donor lists and manage a variety of donations to the Art Center/Friends of the Muscatine Art Center. The database makes it possible to correct donor information in one location rather than fixing the same mistake on multiple lists. Thank you letters can also be generated from the database. A volunteer has been assigned the task of entering data.
- Director Melanie Alexander attended the Iowa Museum Association conference, the Public Art Conference, the National Geographic Geo-Tourism Meeting in the Quad Cities, meetings of the Western Illinois University MA in Museum Studies mentoring program, and the Iowa Museum Association's meeting for City/County Owned Museums.

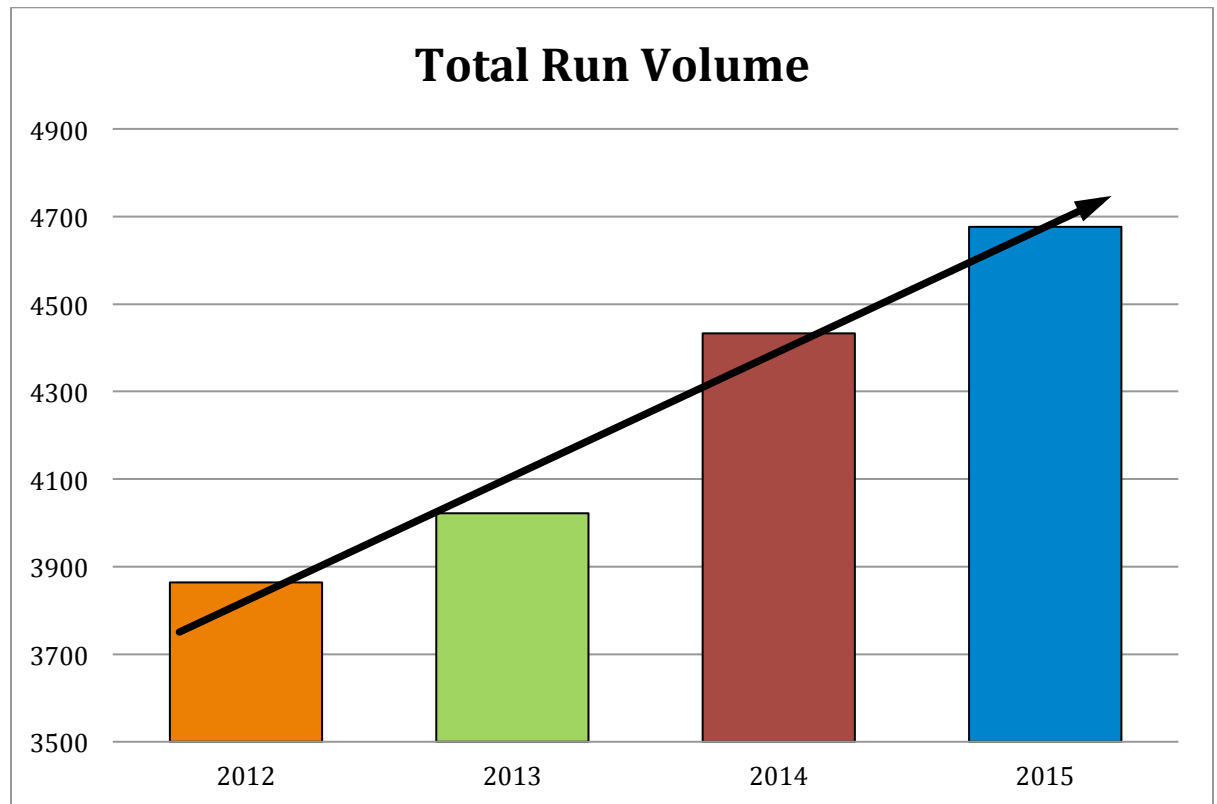
Fire Department

For additional information, please see the department's annual report:

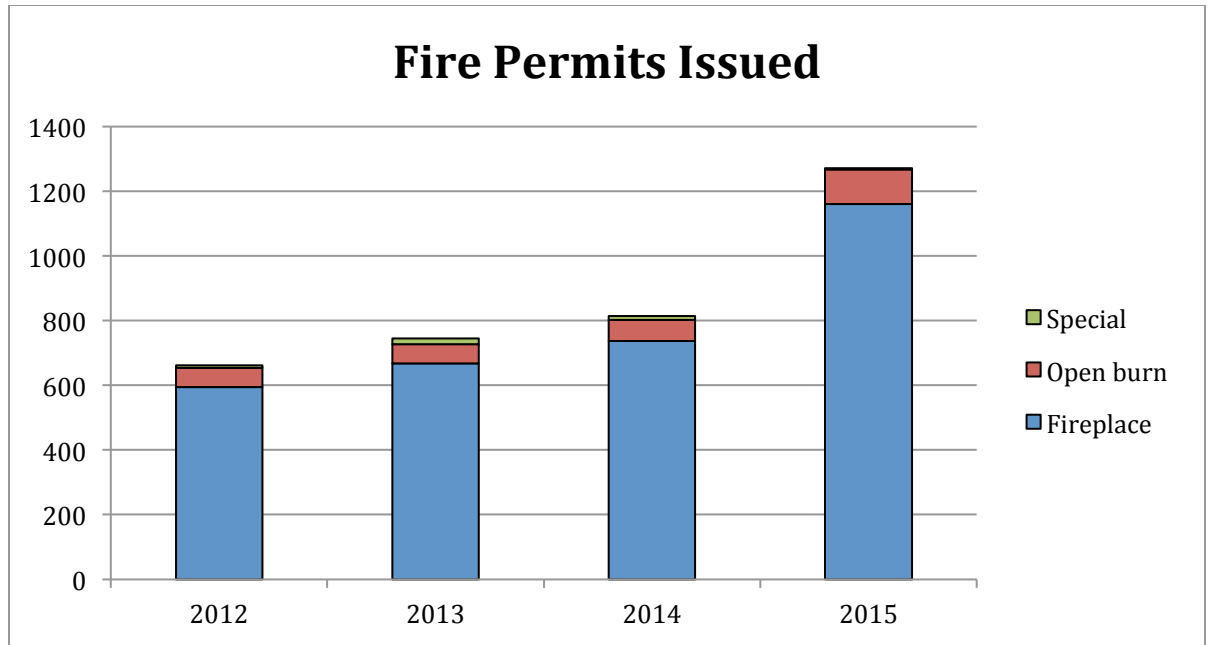
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Fire

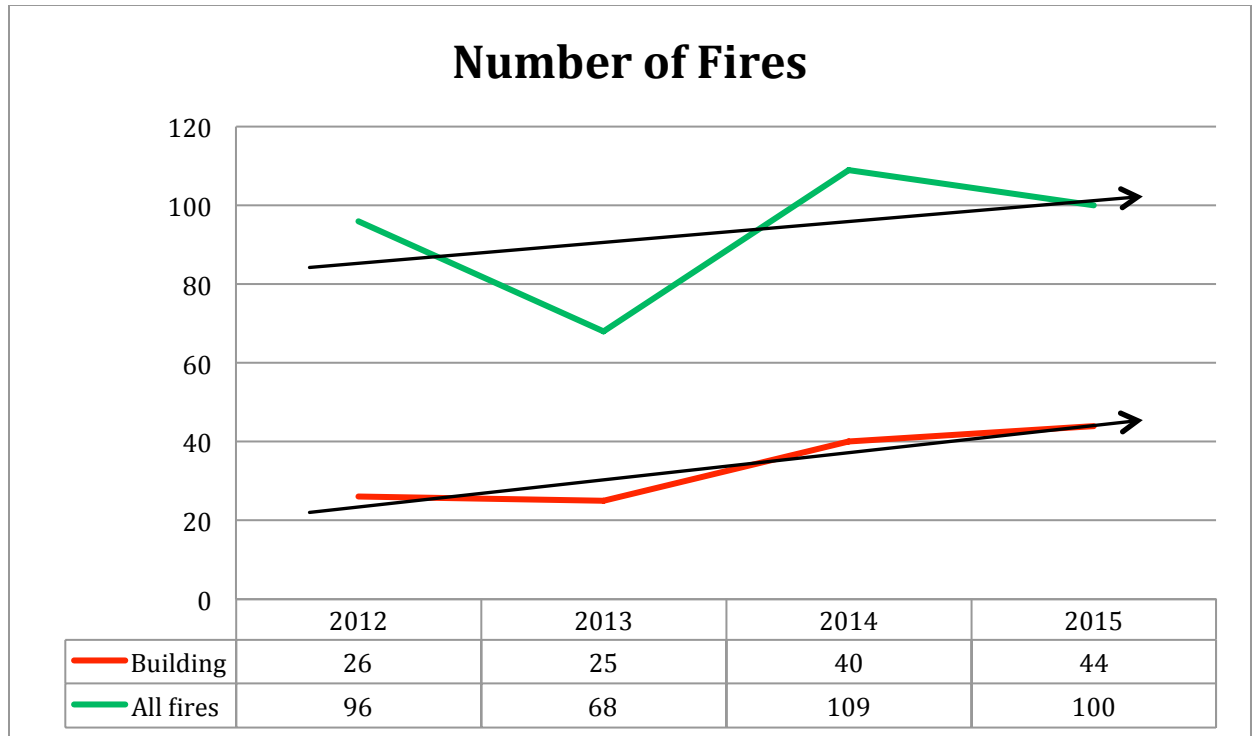
- The Fire Department saw an increase in run volume; 6.0% from 2014 and 26.6% from 2010.



- Continued to upgrade and improve communications and reporting equipment and procedures.
- Fire permits issued continued to increase, 56% from 2014 and 92% from 2012

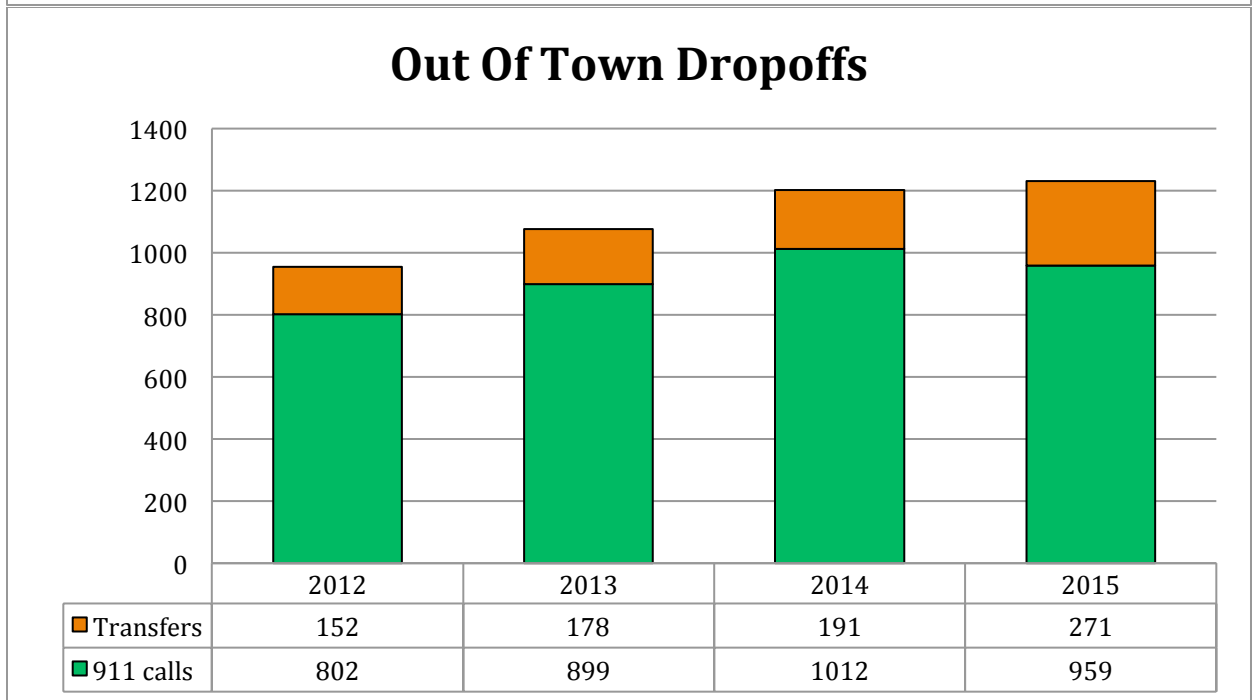
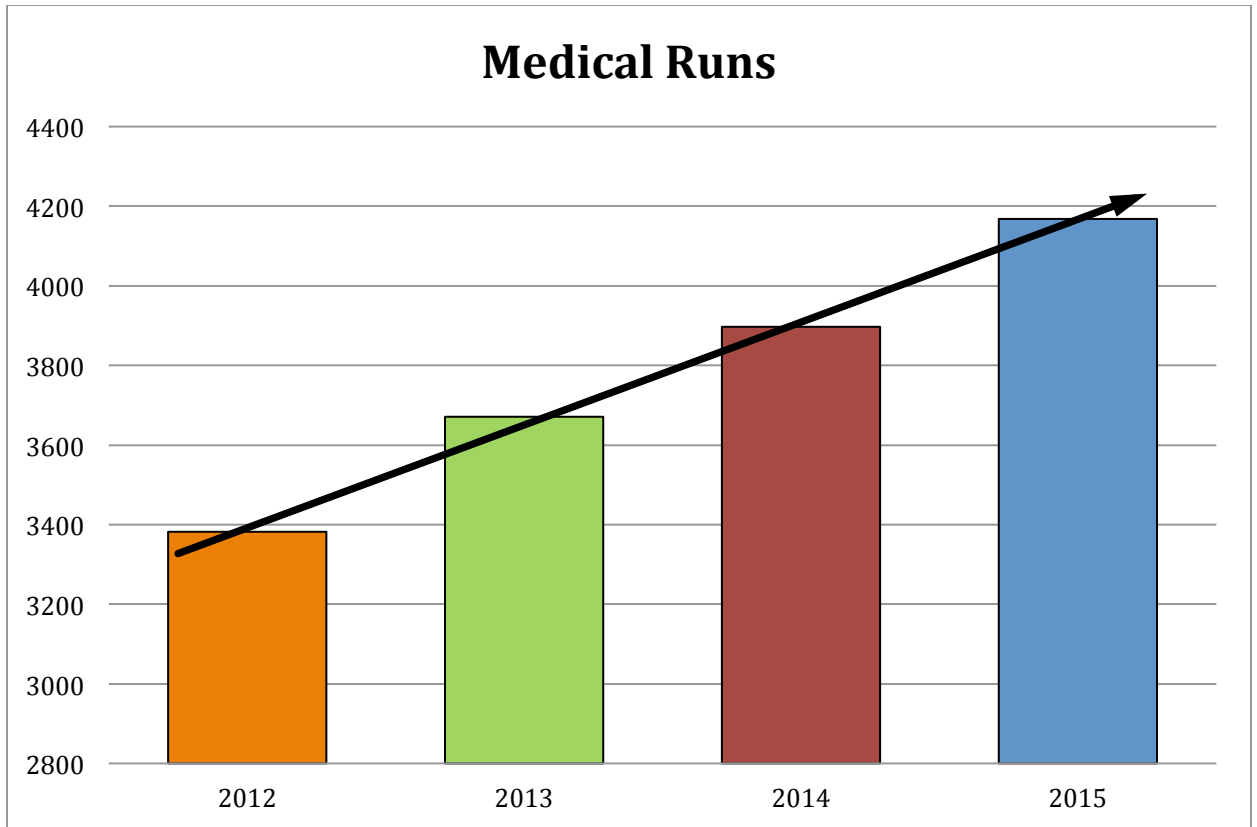


- Continued social media outreach using Facebook and Twitter. The Facebook outreach has been averaging roughly 22,000 people reached per month. The page presently has 1971 'likes'.
- Outfitted reserve engine 314 so that it has all the tools and equipment needed to be immediately put into service
- Received a grain rescue tube donated by Cargill, completed training and now we are able to safely respond to grain rescues (*Continuous Service Improvement*)
- Saw an 11% increase in total fires from 2011 with an 8.3% decrease from 2014; however building fires have risen by 33% and 10% respectively



EMS

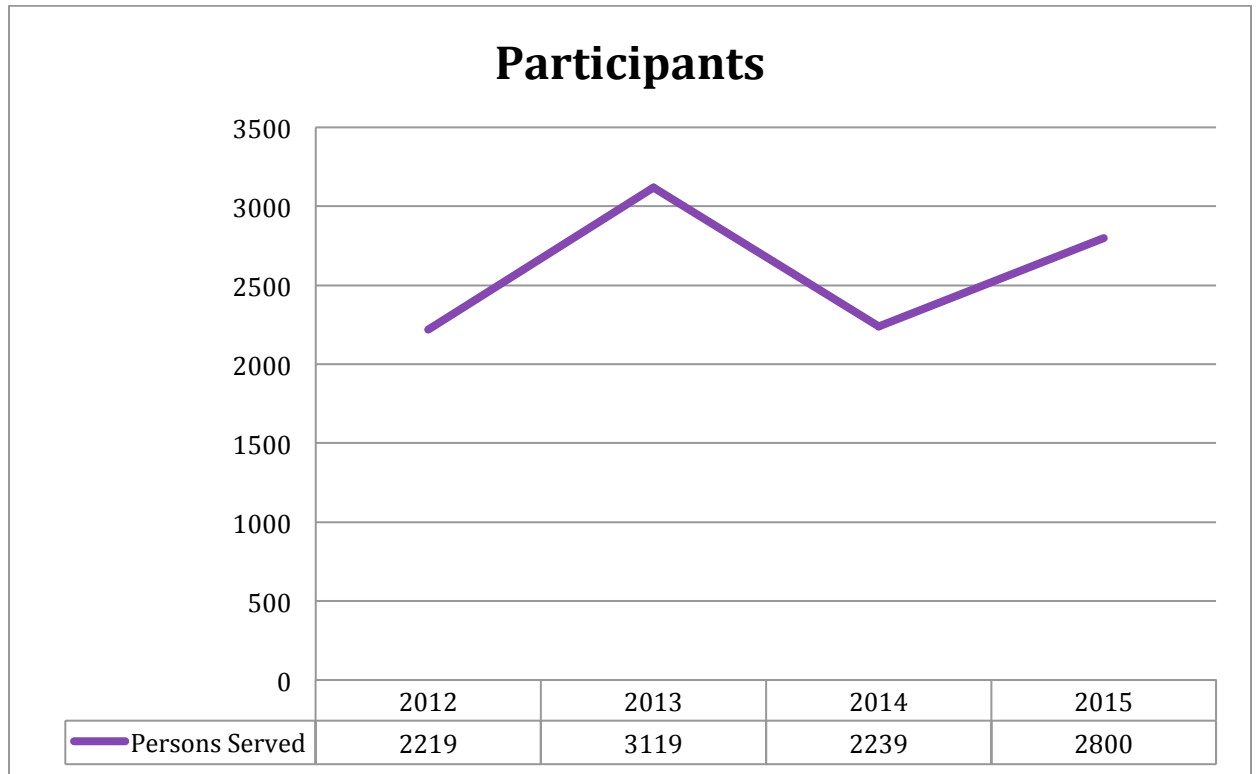
- Continued cardiac enzyme blood testing pilot project and remain the only ambulance service in Iowa with this type of testing capabilities. Test results are used to help determine transport destinations for cardiac patients.
- Awarded \$34,000 in grants to purchase two portable ventilator/BiPAP/CPAP machines.
- Hosted the 5th Annual EMS Saturday conference at Discovery Park. This event draws participants from throughout Eastern Iowa as well as serving MFD personnel.
- Implemented a change of billing companies and reporting software to provide for a more efficient process and more favorable financial impact for the City.
- Saw a 6.9% increase in total medical calls, an increase of 1.8% for out of town drop-offs, and a 5.2% decrease in out of town transfers from 2014



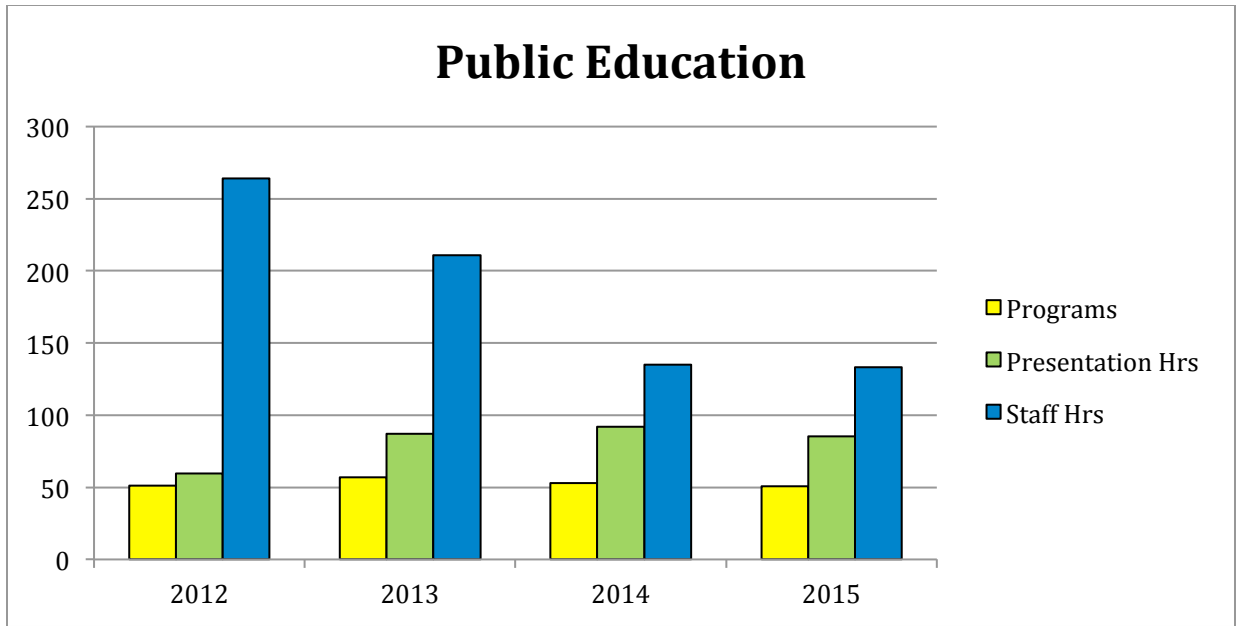
- Hosted the 17th Annual Muscatine County EMS Day at Farm & Fleet.

PREVENTION

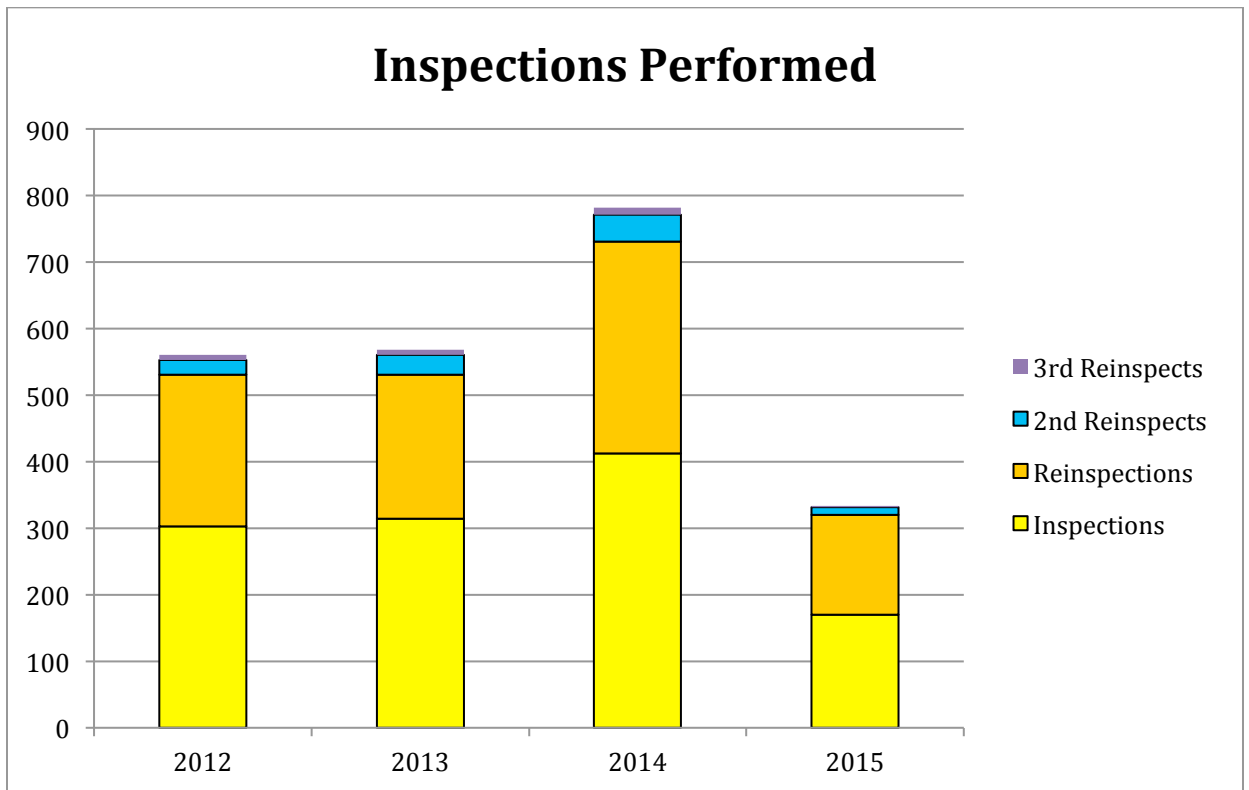
- Implemented the new City Code and resulting change to the 2015 International Fire Code.
- Awarded the 2014 Life Safety Achievement Award from the NASFM Fire Research & Education Foundation.
- Organized and held the 8th Annual Public Safety Open House in coordination with the Police Department and the Muscatine County Sheriff's Office.
- Continued annual public education classes, focusing on grades 1,3, and 5
- Referred five youth to the Department Juvenile Fire setter program; at this point none have re-offended.
- Car seat technicians installed 16 child safety car seats.
- Placed roughly 150 smoke detectors through an in-house program and in cooperation with the Red Cross and the Day of Caring.
- Was able to increase the number of persons reached in Public Education offerings, up 25% from 2014 and 26% from 2012.



- Increased the number of presentation hours by 95% while the number of staff hours dropped by 57% compared to 2011



- Incurred a 62% decrease in the number of fire violations and a 58% decrease in inspections held.



TRAINING

- Hosted and utilized the two-county fire training trailer for a total of six weeks.
- Moved to an online record and training system, improving documentation of training and providing for a more flexible option for certain training topics.
- Had three members attend US Coast Guard rescue boat training
- Hosted two National Fire Academy outreach classes for leadership development.
- Took advantage of out-of-department training; most of which was federally or grant funded. This includes multiple persons attending National Fire Academy classes both on campus and regional delivery, data-related classes held by the Commission on Fire Accreditation International, IAFF/IAFC joint initiative fitness program training, fire investigation and fire code conferences and classes, Ambulance Service Manager program (hosted by the American Ambulance Association), high angle rope rescue training in coordination with Mid-American Energy, and others.
- Held a high-angle confined space rescue exercise at a water tower; included MPW and Monsanto emergency responders as part of the training.