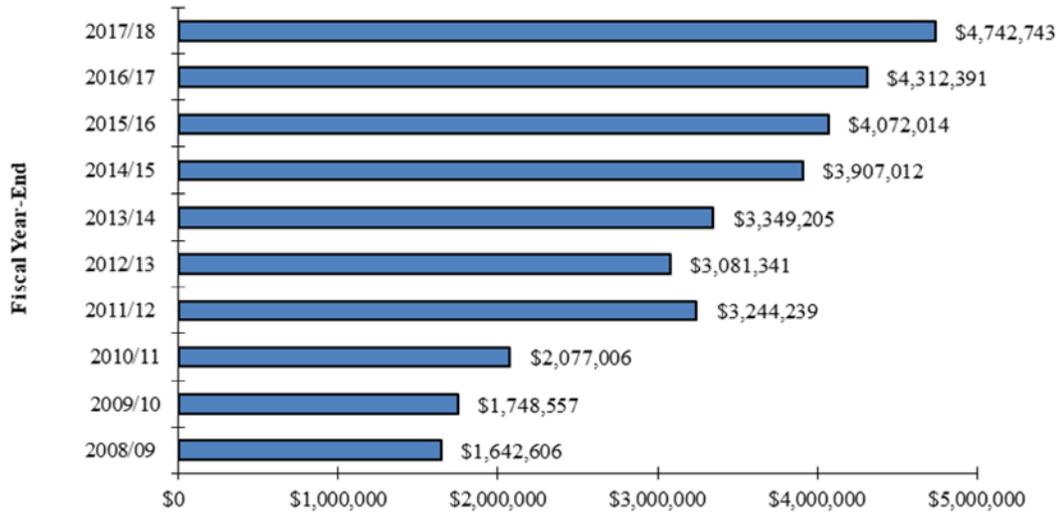


## 2018 City of Muscatine Accomplishments October 12, 2018

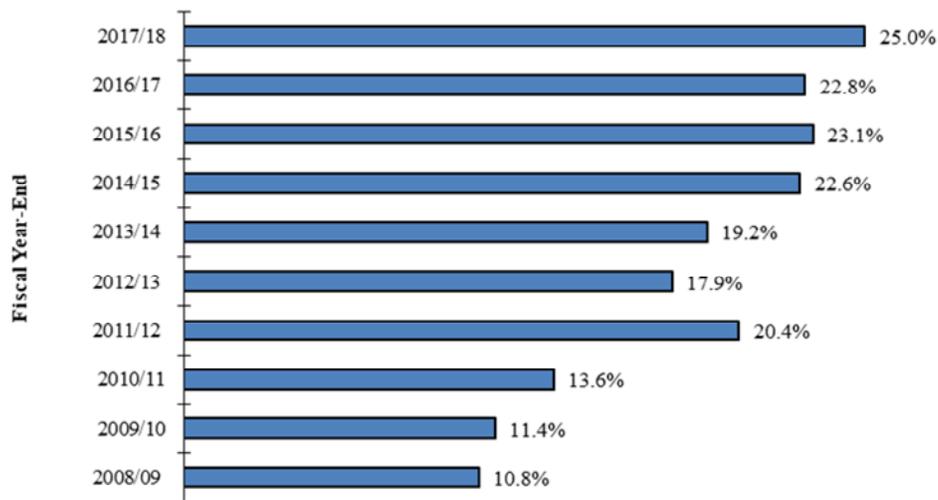
### FINANCE DEPARTMENT

- General Fund Balance Improvement.** The City's General Fund balance increased by \$529,855 to \$4,742,743 at the end of FY 2017/2018. Following are two graphs of the General Fund balance increases over the last 10 years. The first graph shows the dollar amounts of the ending fund balances. The 2<sup>nd</sup> graph shows a history of the percentages the ending fund balances are of General Fund expenditures for those years.

**General Fund Fund Balance History**



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



- **GFOA Budget Award.** The City received GFOA's Distinguished Budget Presentation Award for the 2018/2019 Budget. This was the 34th consecutive year the City received this award.
- **GFOA Certificate of Achievement for Comprehensive Annual Financial Report.** The City was awarded its 27th consecutive Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report (CAFR) for the year ended June 30, 2017. The CAFR for the year ended June 30, 2018 will also be submitted for consideration for this award.
- **GASB Statement Implementation.** GASB Statement 77 was effective for the comprehensive annual financial report for the year ended June 30, 2017. This statement requires governmental entities to disclose in the notes to the financial statements abated taxes from tax increment financing (TIF) rebate agreements as well as tax abatements in revitalization areas. TIF rebates in the year ended June 30, 2017 totaled \$1,128,816 for nine (9) developments and tax abatements totaled \$65,072 for twenty (20) properties. TIF rebates in the year ended June 30, 2018 totaled \$1,386,271 for ten (10) developments and tax abatements totaled \$93,231 for twenty-nine (29) properties. The City was also required to notify other taxing entities of the impact of these rebates and abatements on those entities' tax receipts so that information can be disclosed in their respective annual financial reports.

*GASB Statement 75, Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions, was effective and has been implemented for the Comprehensive Annual Financial Report for the fiscal year ended June 30, 2018. This statement establishes new accounting and financial reporting requirements for OPEB (Other Post-Employment Benefits). The scope of this Statement addresses accounting and financial reporting for OPEB that is provided to the employees of state and local governmental employers. This Statement establishes standards for recognizing and measuring liabilities, deferred outflows of resources, deferred inflows of resources, and expense/expenditures. Note disclosure and required supplementary information requirements about OPEB also are addressed in this Statement. Implementation of this Statement required an updated actuarial valuation and re-statement of beginning net position for the current fiscal year.*

- **2018 City Bond Issue.** In May of 2018 the City issued \$4,090,000 of general obligation bonds to finance or complete the financing of numerous capital projects including the purchase of a new aerial fire truck, the local share of several airport improvement projects, the local share of the Kent Stein Park to Deep Lakes Park Trail, the local share of the Pearls of Progress projects, deferred maintenance projects in various City buildings and facilities, improvements in the City's park facilities, and funding for the digester conversion portion of the new High Strength Waste Receiving Station at the Water Pollution Control Plant. Seven bids were received for the bonds. The bid with the lowest true interest rate of 2.5931% was from Robert W. Baird & Co. Inc.
- **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 2018/2019 Budget. Major projects in 2018/2019 include (1) completion of the first phase of the Mississippi Drive Corridor reconstruction project and engineering design and the start of construction for the next phases of this project which include the roundabout at the 2<sup>nd</sup> and Mulberry Street intersection and the Grandview Avenue portion of the project, (2) completion of Phase 4-A and the start of Phase 4-B of the West Hill Sewer Separation project, (3) design and the start of construction for the new West Side Trail, (4) construction of the new High Strength Waste Receiving Station at the Water Pollution Control Plant, (5) construction of new T-Hangars at the airport, and (6) park improvements including replacement of the restroom at the Weed Park Rose Garden and construction of a new parking lot

across from the Soccer Complex. The ongoing Pavement Management Program is continuing with funding from the 20% allocation of Local Option Sales Taxes and Road Use Tax funds, and the New Sidewalk Construction project will continue with funding from the Road Use Tax fund.

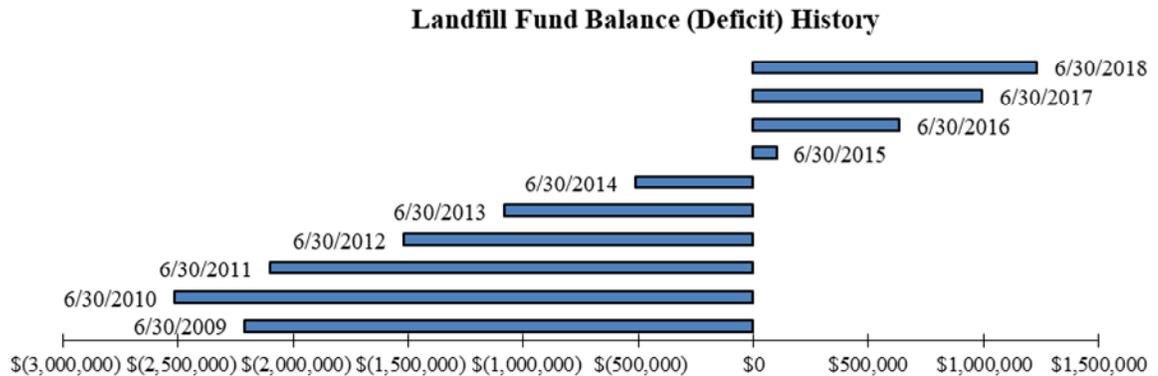
- **West Hill Sewer Project.** In November of 2012 the City was notified that the E.P.A. approved the 4-year extension (to 2028) for completion of sewer separation projects identified in the E.P.A Consent Order. In the spring of 2018 bids were received and the contract awarded for the 4th phase of the West Hill Sewer Separation project. Phase 4 will be completed in calendar years 2018, 2019, and 2020. The 3-year work schedule allows for Local Option Sales Tax funds to be available to cash flow the costs for this phase of the project.
- **Mississippi Drive Corridor Project.** The engineering design contract for the first phase of this project was awarded in the summer of 2015 and the engineering firm continued their work on this project in 2016 and 2017. The first phase of this project from the Mississippi River Bridge to Broadway, excluding the Mulberry Avenue intersection, was let for bids and construction began in June of 2017 and continued in 2018. The \$13 million in Transfer of Jurisdiction funds the City received from the State in early September 2014 and a \$4 million contribution from the Canadian Pacific Railroad will be used to fund this project. Muscatine Power & Water is also contributing to the funding for this project by reimbursing the City for utility-related work included in the construction contract.
- **Community Attraction and Tourism (CAT) Grant – Pearls of Progress Projects.** The City received notification on October 12, 2017 that this project had been awarded a \$500,000 grant from the Enhance Iowa Community Attractions and Tourism (CAT) program subject to meeting the local match requirements for the grant by November 30, 2017. The Pearls of Progress project includes four projects: the Musser Public Library and HNI Community Center building renovation, the new West Side Trail, the new Community Dog Park, and the new Deep Lakes Park Cabins (a Muscatine County project). Fund-raising efforts by the Community Improvement Action Team were successful and the CAT grant was officially awarded on November 28, 2017. Finance staff worked with the City Planner to compile documentation of the contributions and pledges for the local match requirement of this grant.

The Musser Public Library and HNI Community Center Renovation project has been completed and the Dog Park project is nearing completion. This fall the Finance department will be compiling the documentation required to request the CAT grant funds for these two projects. Finance staff will also be sending out letters and invoices for 2<sup>nd</sup> payments to contributors that pledged to make their donations over 3 years.

- **Local Option Sales Tax Renewal.** The current 10-year local option sales tax period was scheduled to end on June 30, 2019 and a referendum was held on March 6, 2018 on the proposal to extend this tax for an additional 15 years to fund future sewer (80%) and street (20%) improvement projects. The extension of this tax was again approved by voters with 88% voting in favor of the extension. The 80% allocation of the local option sales tax for sewer improvements will fund project costs and anticipated debt service costs for the remaining phases of the West Hill Sewer Separation project. The Finance department prepared educational information on the local option tax which was shared with the public prior to the referendum. This information included a summary of the projects completed since the tax was first implemented in 1994 and the planned uses during the 15-year continuation period.

- Economic Development Incentive Programs (TIF and Tax Abatement).** The City approved several new economic development agreements during the past year and several others are in the planning stage for future consideration. Development agreements approved in the last year include:
  - TIF Oak Park for the development of approximately 48 units of multi-residential housing in 16 triplexes for housing affordable to seniors of low and moderate income
  - TIF rebate agreement with White Distribution & Supply LLC for expansion of their existing manufacturing and warehousing facilities. City staff has also been working with a developer requesting TIF assistance for the development of property with up to 62 new homes. Their initial request was reviewed with City Council at the August 16, 2018 council meeting. Finance staff has assisted in projecting TIF proceeds based on cost estimates from developers. The recently completed Housing Demand Study demonstrated a need for the new multi-residential housing project and the proposed project to develop new housing in the community.
- Long-Term Landfill Financial Plan.** Finance staff continues to monitor the long-term plan established to eliminate the accumulated deficit in the Landfill fund. In the summer of 2010 the Finance Director participated in and prepared financial information for the Chamber Committee appointed to study and evaluate the landfill deficit of over \$2.5 million as of the end of the 2009/2010 fiscal year. Recommendations of the Committee were implemented in October of 2010 which were projected to assist in substantially reducing or eliminating this deficit over the upcoming years.

In 2010/2011 the 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. The fund balance increased to \$635,191 at the end of the 2015/2016 fiscal year and further increased to \$993,064 at the end of 2016/2017. The next landfill cell was constructed in 2017/2018 at a cost of \$775,007. There were sufficient funds available to construct this cell without an interim loan or deficit balance. This was one of the goals of the long-term plan. The fund balance at the end of 2017/2018 was \$801,328.



- **OpenGov Implementation.** A City Council goal in recent years has been to increase public communication with a focus on increased transparency and ease of use for City Council, City staff, and the public. City Council approved the contract with OpenGov on April 20, 2017 and the project “Kickoff” was May 11, 2017. The financial data from the City’s financial software system can be integrated directly into the OpenGov software. The initial focus of the project was on financial information and Finance staff worked with OpenGov staff to upload the chart of accounts, actual financial information, classify information, and to set up reports. A team consisting of the Finance Director, Accounting Supervisor, Accountant, IT Manager, Communication Manager, and City Administrator worked on this project. An overview of the system was presented to City Council at the July 13, 2017 In Depth meeting and the system went “live” via the City’s website as of that date. The system includes financial information for each fiscal year beginning in 2011/2012 and has recently been updated to include the actual 2017/2018 financial information. Four types of financial reports are available (1) Annual Financial Reports for Operating Funds (for both revenues and expenditures), (2) Monthly Financial Reports for Operating Funds, (3) Capital Projects Funds, and (4) Open Checkbook – multi-year beginning in FY 2014/2015. With each of these types of reports, users can “drill down” to get more detailed information.

A goal for this year was to enhance the financial information on OpenGov by adding metric information for departments. Department staff began developing this information; however, it was found that the Open Gov software did not allow for metric information to be presented on a calendar year basis since the financial information is on a fiscal year basis. Many departments keep their metrics on a calendar year basis and that information is more appropriately shown by calendar year for several departments. The City has requested OpenGov to enhance their software to accommodate calendar year metric information. The initial response from OpenGov was that they would be addressing this in a future software update that may be available this fall. We will be following up on the status of this update in the next few months.

- To review and draft proposed updates to various City policies including the Purchasing Manual, change order policy, and vacation/sick leave. Due to other projects, work on this objective has not yet begun.
- Received lowered interest rate from Iowa Finance Authority for the City’s Sewer Revenue State Revolving Fund (SRF). Previous interest rate was 3.0 % and is being reduced to 1.75 effective December 1, 2018. This will create a savings of \$1,107,918.75 over the remaining life of loan.

## **IT DIVISION**

- The new Musser Public Library and HNI Community Center opened on June 15, 2018. As part of the transition to the new building, City IT staff consulted with and/or implemented the entire building network including, but not limited to, servers, desktop computers for both staff and patrons, a unified wireless mesh network, wireless client computers for patron use, telephone, surveillance system, and many other library processes.
- Of the 22<sup>1</sup> servers that the IT staff is responsible for, 14 have been successfully transitioned to a newer generation Network Operating System (NOS). An additional server is currently under review and the date for migration will be scheduled within the next three weeks. This task will continue until completed.

<sup>1</sup>Please note that of the 22 servers, eight are owned by Muscatine County Joint Communications and any financial responsibility for those servers will remain with them. City IT staff does handle the day-to-day operation of these machines as well.

- Currently all general fund computers at City Hall have been updated to a current version of the desktop operating system. Our expectation is to complete all desktops at the Public Safety Building by the end of FY 2018/2019. IT staff has been working with enterprise fund operations to identify funding sources for new hardware within their operations.
- The new sixth generation firewall was placed into operation on Monday September 24, 2018 and is currently providing an enhanced level of security over our previous firewall. Additional services such as deep packet inspection (DPI) and Capture Advanced Threat Protection (ATP) will continue to be introduced as staffing levels allow.
- A surveillance system was designed and installed at City Hall by IT staff. This system will integrate with the unified wireless mesh network that has been engineered and the equipment has been acquired for this facility as well. To complete this project additional cooperation from the Building and Grounds staff will be required.
- The IT Manager has attended numerous meetings to discuss automation plans for the Vehicle Maintenance and Building and Grounds divisions. A proposal was submitted and purchase of the Pub Works system has been approved by City Council. After viewing the potential of the system, the Finance Department, Fire Department, Information Technology, Public Housing, Solid Waste, WPCP as well as additional Public Works departments have joined this project. IT staff is optimistic that the system will be operational by the end of the 2018 calendar year.
- The Musser Public Library has been outfitted with a new self-checkout system. This allows the patrons to complete many tasks without the assistance of library staff. The system required the conversion of all library collection items to migrate from bar codes to RFID. Enhanced security by using RFID gates to alert the patron and staff if all material is not correctly checked out. Credit card processing is fully integrated for easy transactions and many tasks that require payment such as printing, adding funds to patron accounts, paying fees, etc. are completed by the patron at one of several library document stations.
- The Community Development and Public Housing Departments have exchanged locations. This project required the IT staff to facilitate the move of all computer and related equipment, the telephone system, credit card terminals, etc.
- A unified wireless mesh system has been fully implemented at the Public Safety Building.

## **PUBLIC WORKS**

### **ADMINISTRATION**

- Hired Solid Waste Supervisor
- Hired Assistant City Engineer
- Oversaw management of multiple construction projects
- Utilized five-year plans for street and alley maintenance to conduct full-depth patching and alley resurfacing projects
- Purchased asset management software for multiple divisions and departments
- Continued working with Project Management Team

- Lead efforts of the Traffic Committee
- Involved in planning for several future projects including, Grandview Avenue, West Side Trail, Carver Corner area, and 2<sup>nd</sup> Street Streetscape
- Lead efforts for levee inspection compliance

## **BUILDING AND GROUNDS**

- Continue to meet city-wide goals by partnering with local organizations to combine services or cooperate where feasible:
  - Worked with Alliant Energy and received \$24,332 in rebate money
  - Assisted United Way with the Day-of-Caring projects
- Continue to meet city-wide goals by implementing interdepartmental cooperation:
  - Work with Parks Dept. to test all backflow preventers
  - Worked with Transit, Street, Sanitation, and Parks Departments to get all bus shelter benches replaced and washed during Day-of-Caring
  - Purchase and deliver supplies to all departments
  - Worked with Parks and Street Department on outdoor beautification projects
  - Worked with Vehicle Maintenance on purchase of new van
  - Worked with Housing Department on Clark House roof repairs and insurance
  - Filled City Hall Maintenance Worker I position
  - Moved from contract cleaning to city staff hired custodial positions at Public Safety Building and new Library
  - Worked with B&Z and Airport to repair runway and taxiway lighting
  - Worked with Sewer Department and Library staff on sewer issues at the new Library
- Continue to meet city-wide goals of technology in the field to drive efficiencies:
  - Manage computer operated HVAC equipment at the Public Safety Building, City Hall, and Art Center that give constant updates with remote capability
  - Purchased asset management software and working to inventory and implement all Building & Grounds buildings
  - Utilize smart phone technology to take and send photos, and emails, and look up repair parts and items in the field
- Oversaw and managed deferred maintenance contracts on multiple city buildings including:
  - Worked with insurance company to get many buildings repaired or money to repair including back half Library roof, Airport terminal roof, Airport fuel building, Mulberry substation, Art Center roof, Parks shelters at Fuller and Eversmeyer Parks
  - Oversaw many projects including insurance work, PSB, HVAC, closed Art Center project, roof apparatus floor at Fire Dept., helped with Library, and tree removal at Art Center
- Completed multiple projects in house including: washed windows at City Hall and new Library, moved Housing and Building & Zoning offices, landscaped planters under canopy at Public Safety Building, fixed drainage issues outside new Library in courtyard, moved desks from old Library and built cubicles for B&Z, cleaned out old Library and sold items at auction, installed lights in Art Center mechanical rooms, unloaded and assembled all new Library furniture, moved staff from old Library to new Library, found and repaired sewer smell issues in new Library, and started our own in-house turf and weed control application plan

## **ROADWAY MAINTENANCE**

- Awarded bid and oversaw construction of asphalt overlay of nine alleys
- Used crack sealing machine to seal 5 blocks of city streets
- Continue to meet city-wide goals by improving organizational effectiveness and enhancing interdepartmental cooperation:

- Continue working with MAGIC to utilize pavement management data to create a pavement prioritization matrix to improve street maintenance activities
- Worked with Muscatine Power & Water to continue to clean and paint light poles from gray to black for the Central Business District.
- Continued to provide support to the parking enforcement division by repairing, installing, and replacing parking meters, parking signage and parking stall painting
- Worked with the Parks Department to remove brush on the riverside of the Mississippi River levee
- Worked with the Building & Grounds Division to remove brush in the Public Works lower lot
- Worked with multiple organizations to palletize paver bricks for use on the Mississippi Drive Corridor Reconstruction Project
- Continue meeting with the Traffic Committee to provide input and install solutions decided upon by the committee
- Worked with Solid Waste to regrade and reconstruct the compost area and trail around the Transfer Station
- Worked with the Parks Department to build a road, parking lot and berm at the dog park
- Worked with the Vehicle Maintenance Department to assist with welding and painting vehicles
- Worked with the Water Pollution Control Plant to empty dredge bags at former Hawkeye site

#### **TRAFFIC CONTROL**

- Continue to meet long-term goals of increasing community awareness and engagement:
- Year number two of the street name sign program has been completed. Year 3 signs were ordered, received, and are being installed. Information is being collected for the Year 4 Street Name Signs that will need to be ordered. To date 180 street name signs have been replaced.

#### **SNOW AND ICE CONTROL**

- Continue to meet city-wide goals of technology in the field to drive efficiencies:
  - Using GPS tracking equipment public works can identify the location of plows and relay information to supervisory staff.
  - Tracking enhances snow plowing efforts by providing information to respond to citizen calls and route status updates
  - Truck mounted wing plows have allowed us to clean emergency routes faster, handle snow drifts easier, and get onto side streets sooner
- Continue to meet city-wide goals by improving organizational effectiveness and enhancing interdepartmental cooperation
  - Continue working with the Police Department for enforcement of ordinances for parking and illegal snow removal
  - Continue to meet with staff, the police department and school system to go over winter operations and planning for snow removal events
- Took delivery, hauled and stockpiled two barge loads of salt for snow and ice control operations.

#### **STREET CLEANING**

- Continue to meet the continuous service improvement goal of incorporating environmental integrity by sweeping all city streets twice this year with a third sweeping currently under way. We continue to learn to be more efficient with the Elgin mechanical sweeper.
- Sweeping debris is taken to the Public Works lower lot to dewater and is then hauled to the landfill for disposal

- Sweeping has been more difficult in the downtown business district due to the amount of construction underway. Now that construction is coming to an end we will sweep one more time before winter.

## **TRANSIT**

- Continue to meet the continuous service improvement goal of incorporating community sustainability principles of economic prosperity, environmental integrity and cultural vibrancy:
  - Safely operated four routes and Paratransit service within our parameters (City of Muscatine) driving 266,595 miles.
  - Provided 156,209 rides for Route and Paratransit passengers.
  - Provided over 2,200 free Route rides to students in grades K-12 during summer months when school is not in session.
  - Provided information to the community through Our City interview, Moving Forward interview, and ads in free local publication.
  - Provided free route rides to the middle school BIZ town program to increase knowledge of our Route system to future riders.
  - Started attending United Way AIM Adult Education Training Meeting to increase knowledge of our transportation system.
- Met the long-term goal of positioning the city to address potential shortfalls in revenue due to state and federal mandates:
  - Secured replacement funding through Federal grants to replace aging buses.
  - Secured funding to purchase a conversion van to add to our fleet
- Continue service improvement
  - Our Transit Route system has been added to Google Maps and we continue work to link this to our website.
  - Utilize LEAN principles to determine most effective route reconfiguration due to construction on Mississippi Dr., W 2<sup>nd</sup> St., and the West Hill Sewer Separation Project. Our routes and Paratransit service have been affected by construction during 2017-2018
  - Joined the Traffic Committee to communicate areas transit drivers observe that need to be addressed.

## **ENGINEERING**

- Continue to meet city-wide goals by improving organizational effectiveness and enhancing interdepartmental cooperation:
  - Continued meeting with levee steering committee for the Mississippi Levee.
  - Assisted street department in multiple projects, from trail construction to sidewalk compliance inspections.
  - Served as City lead for the Mississippi Drive Corridor Project which includes coordination with Canadian Pacific Railroad, Muscatine Power and Water, and the Merrill Hotel
  - Completed Mississippi Drive Corridor Project
  - Provided construction management of the West Hill Sewer Separation project, and Mississippi Drive Corridor Project
  - Participated in all the site review meetings for new developments in the City and two-mile area in the County.
  - Liaison with Corps of Engineers on permits and levee inspections.
  - Liaison with Canadian Pacific Railroad for permits needed by Public Works or other city departments.
  - Hired Assistant City Engineer

- Member of Traffic Committee.
- Point of contact and review for consultant on final design of Grandview Ave.
- Completed Westside Trail Route study and started final design and NEPA work for project
- Found method for designing and constructing trail connection of two trail systems within Muscatine from Musser Park to Kent Stein Park at Oregon/Grandview intersection
- Implemented a scaled-back sidewalk program for 2018 (Tanglefoot) sidewalk and intersection improvement.
- Implemented first PCC patching contract with the Street Department.
- Found intersection solution for Houser/Fulliam intersection and grant money to pay for most of construction costs
- Coordinated Project Development Team assistance on new Library (construction contract)

## **VEHICLE MAINTENANCE**

- Continue to meet city-wide goals of technology in the field to drive efficiencies:
  - Utilizing Verizon GPS vehicle tracking devices and software 39 vehicles have devices installed and 16 users have access to the software to track vehicles
- Continue to meet city-wide goals by improving organizational effectiveness and enhancing interdepartmental cooperation:
  - Vehicle Maintenance maintains approximately 293 of the 488 pieces of equipment owned by the city
  - Each year Vehicle Maintenance completes roughly 1,800 work orders on vehicles and equipment.
  - Held the 14<sup>th</sup> and 15<sup>th</sup> public surplus auction which eliminates no longer needed items from inventory and returns revenue to those departments
  - Completed a thorough inventory and check list of viable parts for our fleet disposed of unneeded items via the Public Surplus Auction.
- A new software program, PubWorks, has been identified and will be put into use very soon which will track vehicle information and maintenance that has been done and help with preventative maintenance. We will also utilize the software for inventory tracking, purchasing and sales history to optimize inventory.
- The request for Proposal documents were sent out on September 21<sup>st</sup>, 2018 for the replacement of our current fuel management/dispensing system. Our current system was purchased in 1995 and is not supported by the manufacturer anymore. The new system will be linked to our new software system, allowing more efficient use of the data that is collected. Billing and records can be done automatically with some reports rather than entered manually every month. This will be a huge time saver as well as increase accuracy of the information that is tracked.
- One of our long-time mechanics (Mike Taylor) retired this past July. We have since hired a new employee (Travis McLaughlin).
- We continue to seek new technology and tools that will help us do more repairs in house rather than outsourcing work. The new scan tool along with internet access that is currently being installed in our shop will allow us to do several repair jobs that we would not have been able to do in the past saving the City a lot of money and down time.

## **COLLECTION & DRAINAGE**

- Continue to meet city-wide goals by improving organizational effectiveness and enhancing interdepartmental cooperation:
  - Continue to provide ongoing investigative (dye testing, CCTV, etc.) and technical support on the West Hill Sewer Separation Project and Mississippi Drive Corridor Project.
  - Continue working with Parks and Recreation to get brush and vegetation removed from the Muscatine Island Levee.
  - Used our combination sewer cleaning machine (jet/vac) to assist other departments/divisions in cleaning lift stations, wet wells, wash bay pits, culvert pipes, tree removal, etc.
  - Worked with engineers in planning for new sewer construction during the Grandview Ave. Reconstruction Project.
- Continue to meet city-wide goals of community awareness and engagement
- Completed 15 sewer line repairs, 4 force main repairs, and replaced or repaired 21 system structures.
- Completed cleaning 13.5 of the 17.5 miles of sanitary sewer in this year's maintenance program (Zone 4).
- Responded to 59 citizen requests for service.
- Responded to 2,743 utility locate requests (9 of them after hours).
- Continue to meet city-wide goals of technology in the field to drive efficiencies:
  - All members of the Collection and Drainage division completed the required CEU's for renewal of their IAWEA Collection System Operator certificates.
  - Upgraded sewer utility locates to an all mobile system in conjunction with Iowa One Call's requirement to eliminate faxes.

## **REFUSE COLLECTION**

- Continue to meet city-wide goals of technology in the field to drive efficiencies and the goal of maintaining a safe work environment for all Solid Waste employees by using automated trucks for refuse collection and GPS tracking on all City vehicles.
  - Automated collection greatly reduces the risk of injury to our employees.
  - With automated collections being a fairly new process, staff continues to educate citizens on the proper use of containers and ways to improve efficiencies in the daily routes.
- Continue to meet long-term goals by partnering with local organizations to combine services or cooperate where feasible and appropriate:
  - Contracting with Republic Services to provide curbside recycling for the City of Muscatine residents.
  - In fiscal year 2017-2018, Republic collected 1326.43 tons of recycling for the City of Muscatine. This is a decrease of 92.30 tons over the previous fiscal year.
- Continue to meet city-wide goals by improving organizational effectiveness and enhancing interdepartmental cooperation:
  - Work with Buildings & Grounds on the move for the Library to the new location.
  - Work with Buildings & Grounds on storage options for Library and Art Center materials.
  - With the help of Street Division equipment and employees, completed a large portion of transforming the Brush and Yard Waste Facility to a more user-friendly facility and a facility that will better utilize materials brought in.
  - Work with Fleet Management to identify ways to reduce vehicle repairs and extend the replacement of vehicles.
  - Work with WPCP on solutions to the amount of liquids received in commercial refuse containers.

- With the help of Street Division staff and equipment, provide spring cleanup service to residents. This included trash, electronics and tires that normally would cost an additional fee to dispose of.
- Continue to meet the continuous service improvement goal of incorporating community sustainability principles of environmental integrity and cultural vibrancy:
  - Public Education continues to be a goal for each division of Solid Waste. Refuse is involved in downtown beautification and elimination of nuisance violations.
  - Refuse was also involved in providing services for all public activities, this includes events such as the College Soccer Preview, HON Industries employee picnic and the Over the Edge fundraiser.

## **TRANSFER STATION**

- The Transfer Station is the collection site for refuse. In fiscal year 2017-2018, the amount of waste processed increased to 49,447 tons over the previous fiscal year's 41,419 tons.
- Continue to meet the continuous service improvement goal of incorporating community sustainability principles of environmental integrity by operating a Compost Site to offer residents disposal service for brush, logs and stumps as well as grass clippings, leaves, and plants grown in residential spaces. Grass, leaves and plant material are composted with screened material offered at no charge. Brush, logs and stumps are ground annually.
- Spring Clean-up

## **LANDFILL OPERATIONS**

- Continue to meet long-term goals by partnering with local organizations to combine services or cooperate where feasible and appropriate:
  - The Muscatine County Solid Waste Management Agency is responsible for the disposal of solid waste in Muscatine County.
  - This agency contracts with the City of Muscatine to operate the landfill. The City is responsible for all costs incurred in the operation of the landfill, the maintenance of the road, the cost of purchasing the landfill and engineering fees.
  - During fiscal year 2017-2018, 49,447 tons of waste was disposed of at the Muscatine County Landfill.
- Put leachate storage lagoon into operation to meet compliance recommendations from the DNR.
- Begin filling new cell #5 that was constructed during the fall of 2017.
- Installed five bracketing wells to provide ground water sampling points.
- Staff continues to work closely with Barker Lemar providing data as needed for completion of the Master Plan.
- Staff and Landfill Operator also continue to work under the guidance of Barker Lemar to maintain compliance with Iowa DNR regarding a ground water remediation plan.
- Barker Lemar also works closely with City staff and the Landfill Operator to assure maximum utilization of existing cells.

## **HOUSING**

### **PUBLIC HOUSING**

- Provided 170 families with affordable rental housing
- Maintained a 98.1% occupancy rate overall, 98.4% at Clark House and 97.3% at Sunset Park
- On-time rent collection at 99%
- Provided more than 50 hours of supportive services to clients to assist with managing non-housing, personal issues

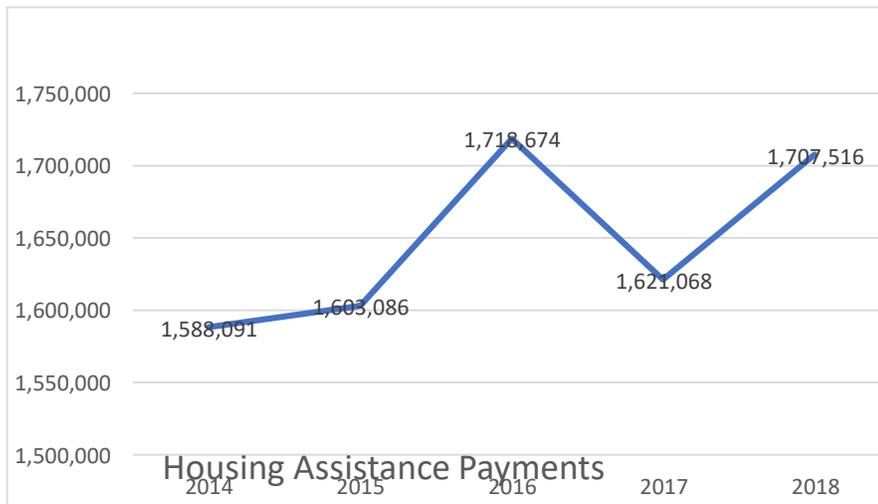
- Rehabilitated 30 units due to turnover, 18 at Clark House and 12 at Sunset Park
- Addressed 848 tenant reported issues within 1.4 days, 90.2% in less than 1 day

**HERSHEY MANOR MANAGEMENT**

- Maintained a 98.9% occupancy rate for the project
- Rehabilitated 6 units through turnover
- Addressed 262 tenant reported issues within 1.2 days
- Passed Management and Occupancy Review by IFA with no notes or findings
- Staff provided or coordinated on-site social activities, including 7 monthly “dinner in the diner”, monthly blood pressure monitoring, information sharing from outside agencies on Medicare, health and wellness, and available community activities for seniors.

**SECTION 8 HOUSING CHOICE VOUCHER PROGRAM**

- Paid an average of \$142,293 per month to assist an average of 342 families rent privately owned housing units
- Made \$1,707,516 in Housing Assistance Payments
- Admitted 65 new families to the program
- Referred 77 households to the Homeless Prevention Navigator, resulting in 71 households retaining the housing assistance
- Identified and investigated 21 cases of violations of family obligation that resulted in termination and recoupment of \$44,083. The Department is working with Finance to recover these funds through the off-set program and collections.

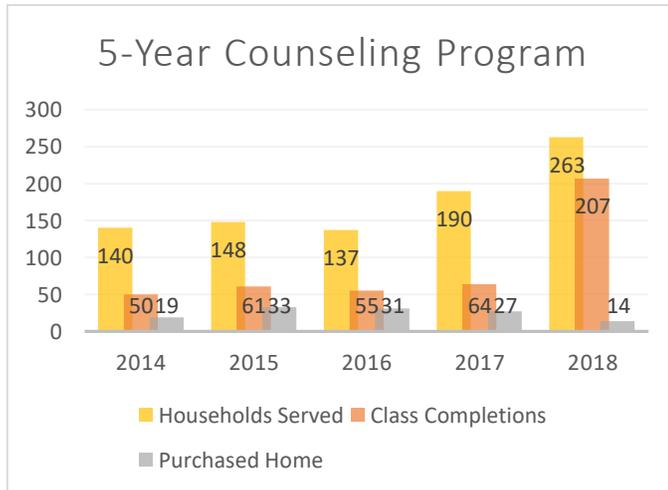


**FAMILY SELF-SUFFICIENCY**

- Maintained program enrollment at 28 participants
- 2 participants graduated from post-secondary institutions, and 4 others enrolled in continuing education programs
- Deposited an average of \$1,696 into qualified, client escrow accounts monthly
- Developed stronger partnerships with agencies for referrals
- Developed client centered approach to self sufficiency
- Improved alternative modes of communication with clients to facilitate self-sufficiency activities
- Created a new client contract to streamline participation and graduation

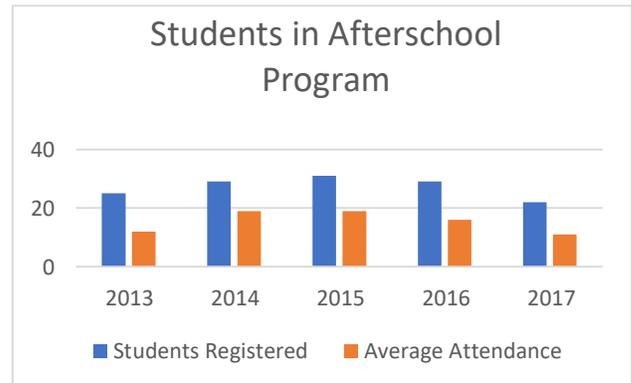
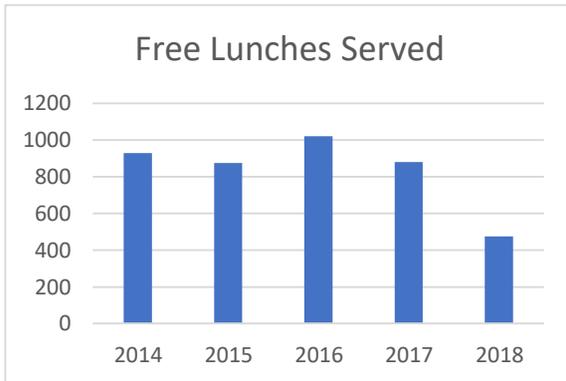
## HOUSING COUNSELING PROGRAM

- Secured a \$5,200 grant from the Wells Fargo Foundation to support homeownership education
- Conducted eight First-Time Homebuyer Education Classes
- 58 families received Certificates of Completion of Homebuyer Education Course
- 14 families became first-time homebuyers, including one Housing Choice Voucher participant
- Initiated and completed twelve “Step Ahead” Rental Education Classes
- 149 families received Certificates of Completion for “Step Ahead”
- 263 Total families were served including individual counseling sessions to address credit awareness and repair, money management, loan qualification and foreclosure counseling and class participation.



## SUNSET PARK ENRICHMENT PROGRAMS

- There were 15 children enrolled in the Afterschool Program with an average daily attendance of 9 over the 132 days of operation
- Children were provided 1,930 hours of instruction
- In the FY17-18 school year, MMHA partnered with Flickinger Learning Center to continue the afterschool program following the retirement of the Program Coordinator. Flickinger provided a Program Coordinator to serve as the teacher and the Housing Department provided the Program Assistant.
- Afterschool Program attendees increased their FAST test scores by 156 points.
- 75% of program participants met the grade-level benchmarks in math and reading
- Provided 475 free lunches and 1,805 snacks to children living at Sunset Park
- There were 21 children registered for the 2018 Summer Enrichment Program.
- Participants were provided the opportunity to participate in 31 off-site activities, from swimming, bowling and the movies to activities at Musser Public Library, Muscatine Art Center and the Environmental Learning Center
- Resident children remained on-site for 8 days of programming that engaged them in physical activity, including Zumba, water balloon baseball, and obstacle course races as well as learning opportunities including reading, healthy eating, personal safety and a variety of crafts.
- The PILOT Club supported enrichment activities with a \$200 donation
- Grants were secured from the Community Foundation and CCPC for \$6,811. The United Way supported program operations with a \$16,000 grant.



## **WATER RESOURCE AND RECOVERY FACILITY –(WPCP)**

### **OPERATIONS AND MAINTENANCE**

- 1.27 billion gallons of water were recovered, treated and returned to the watershed. This is under the 1.63 billion gallons recovered last year likely due to increased sewer separation, water efficiency in homes and businesses along with the plant down time due to new Papoose LS force main replacement.
- 864,165 gallons of high strength waste were recovered from regional restaurants, food service establishments and industries. This is an increase of 280,390 gallons from 2016.
- 302 deliveries of high strength waste including FOG (fats, oils & grease) were recovered, 80 more than 2016
- 23.7 million SCFM (standard cubic feet per minute) of renewable biogas was recovered from the anaerobic digesters, an increase of 500,000 SCFM over 2016. Gas production was cut short due to the plant down time for Papoose LS force main replacement. Once new programming of the existing biogas meter is complete, additional gas production will increase due to current meter range limit.
- 13 industrial inspections were performed on 13 permitted industries. One new permitted industry has been added for 2018.
- There were 18 stand by after hour response events for 2017, which remained the same as 2016.
- The new Maintenance Manager was hired in-house saving weeks of training and double employee costs.
- New clean-outs were installed by maintenance for the return lines to the Digester Control Building in anticipation of the HSW project.
- In-house installation of new TWAS pumps saving over \$40,000.00.
- Worked with contractors to install Papoose line to the headworks during emergency repair project.

### **LIFT STATIONS**

- Set up WTR odor control pilot to eliminate sulfides at Stewart Road Lift Station
- Put plants and trees in at the Mulberry rain basin
- Worked on native grasses at several lift stations
- Helped maintain Sycamore Street and Mulberry biocells
- Hired new Lift Station Mechanic
- Worked on training new mechanic
- Rebuilt several waste water centrifugal pumps
- Participated in the plant on call schedule

- Removed sand from Papoose lift station
- Mowed grass and preformed landscaping duties
- Performed snow removal
- Performed preventative and corrective maintenance
- Continued to receive CEU's in order to keep Backflow Prevention License and Operator licenses
- Completed I&I study for Mad Creek lift station
- Helped biosolids, operations, and plant maintenance when needed

## **BIOSOLIDS**

- Planted and maintained pollinator plots at the Transfer Station, Samson Lift station, Biosolids lagoons, Mulberry Storm basin, WPCP, and Sycamore Storm Basin.
- Mowed the Muscatine Airport 3 times approximately 300 acres per mowing.
- Applied 4,850,000 gallons of biosolids to 438 acres of land.
- Assisted Maintenance, Operations, and Lift stations with achieving their accomplishments due to fewer staff.

## **LABORATORY**

- Laboratory Certification: The lab is certified for Clean Water Act (CWA) testing for wastewater and surface water. The plant became certified for Safe Drinking Water (SDW) for Coliforms, Nitrates/Nitrites and Fluoride. The laboratory recently completed the audit for certification for wastewater and drinking water.
- NPDES Testing for Plant Permit: The laboratory is certified for all wet chemistry tests for the new NPDES Permit. The laboratory staff worked diligently to complete testing for the nutrient study as described by engineering firm to keep the project in the timeline given by the Iowa DNR.
- Staffing: The lab operates with two full time lab staff and one ¾-time technician working about 27 hours per week, along with the Chemist/Lab Supervisor. The laboratory staff is able to keep up with the current testing demands. The part-time lab technician left at the end of 2016, a new technician has been hired and trained.
- NPDES Testing and Various Customers: The laboratory continues to perform NPDES testing services for: Monsanto, the Village of Grandview, the Village of Conesville, Letts and Montpellier. The laboratory continues to perform testing for Grain Processing Corporation NPDES Permit requirements for nutrient testing. The laboratory has also tested samples for the Muscatine County residents with Sand Filter Septic Discharge Samples, which require NPDES Permits. The laboratory performs testing for public pools at Muscatine High School, Parks and Recreation, Wilton pools, fountains and spas for Coliform and Pseudomonas testing.
- Drinking Water Testing: The Muscatine WPCP Laboratory is providing testing with Muscatine County to test for drinking water for Muscatine County residents for the Grants to Counties Drinking Water program testing Nitrates/Nitrites and Total Coliforms for private wells. The test is provided free to the resident once per year
- The lab has also provided testing for Public Water Systems. The lab has tested more than 80 samples in eight months of certification. Lab staff is capable of reporting directly to the Iowa Department of Natural Resources for public water customers, as required by all drinking water certified laboratories.
- Pretreatment Program: The Laboratory has provided analytical services for industries in Muscatine as needed for their pretreatment permits. Lab staff is working with Pretreatment to assist in quarterly sampling. The laboratory/pretreatment are contracted to perform all of the sampling activities for HON and Allsteel sampling locations. The chemist attended the

- Hauled Waste Program: The chemist is working with the hauler permitting and annual permits for the Pretreatment Program. The chemist also monitors and requests for is performing the nutrient and metals analysis testing this year for the Biosolids Program
- Biosolids Program: The laboratory is performing the nutrient and metals analysis testing this year for the Biosolids Program. The chemist is assisting in the new online reporting requirements for the EPA Biosolids program.
- Performance Evaluation Sampling: The lab has analyzed a number of Performance Evaluation (PE) and DMRQA (Discharge Monitoring Report-Quality Assurance) samples which is required testing for NPDES (National Pollutant Discharge Elimination System) Permits. All analysis passed criteria.
- Spending and Budgeting: The laboratory looks for ways to reduce the lab and testing costs, with increasing testing demands for plant NPDES Permit. The laboratory is still working on purchasing items as inexpensively as possible.
- Public Outreach: The chemist will continue to work as the IAWEA Laboratory Practices Chair, and bringing programs to the water/wastewater laboratory community in Iowa.
- Safety: Laboratory staff perform monthly safety training on various subjects and review of Safety Data Sheets for various chemicals in the laboratory. The laboratory staff perform a quarterly review of the laboratory equipment and procedures. An annual review of the Chemical Hygiene Plan is also performed as required. The Chemist designed an Access database for the chemical inventory. The program will provide the lab the ability to track the Safety Data Sheet annual review required by OSHA.

## **STORMWATER**

- Took over maintenance of the Sycamore Alley Biocell and Mulberry Native Habitat Basin.
- Planted 500 plants in the Sycamore Biocell and Mulberry Basin.\
- Did plant selection design for new City Hall Biocell project.
- Opened the new Pollinator Park. Worked with local volunteer group to plant over 1200 plants at the PP.
- Started a wetlands study for the two areas at the PP for stormwater run-off diversion
- Completed Mad Creek I&I Study

## **ADMINISTRATION**

- Worked with engineer to complete HSW Receiving Station Project design.
- Visited sites to improve design and process control of HSW Receiving.
- Took over as President of Iowa Water Environment Association, state wastewater professionals' group of engineers, operators, vendors and educators.
- Worked with Community Development on sustainability initiatives.
- Continued Lean initiative at the WRRF and other City departments

## **POLICE DEPARTMENT**

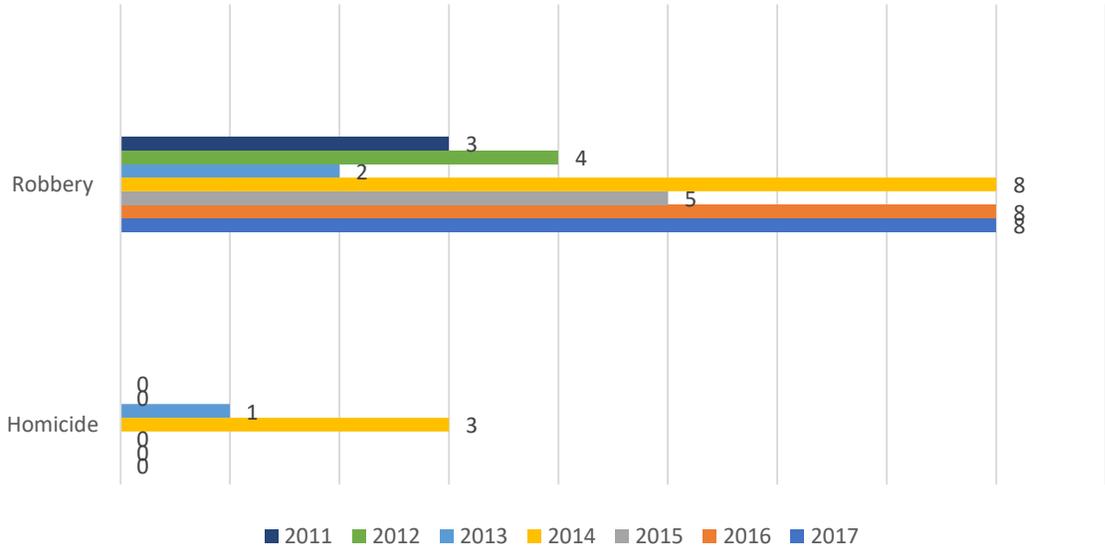
- The department came in under budget, making that eight years in a row
- We have worked hard at maintaining the ATE program. We have continually seen a drop-in crashes and citations at all but one of the intersections where this equipment is in place creating a safer environment. The one approach/intersection where the crash rate has not significantly declined was never targeted for accident reduction but was targeted for speed reduction entering a business district. We expanded our ATE program to include a mobile ATE vehicle. This vehicle has been used throughout the city where speeding is an issue as well as school zones.

- The Special Response Team merged with other departments within Muscatine County forming a multi-jurisdictional special response team called MSORT (Muscatine Special Operations Response Team). This has been a goal of the Police Department for many years.
- The Police Department planned, set up and conducted active shooter training for city staff at different departments. We also taught numerous female self-defense classes throughout the city. We have coordinated with the YMCA to set up the classes and we teach many of classes there.
- The Chaplin program has added one more participant, which raises us to five (5). This is the highest number of participants since inception. They continue to be a vital part of our “team” here at the PD, participating in Shop with a Cop, Coffee with a Cop, Police memorial week ceremonies and ride along with the officers. They have been invaluable when it comes to death notifications and any other type of calls where support is needed.
- The department hosted our own booth at the Holiday Stroll last year where we gave away hot chocolate. We collaborated with Menards to give away 100 pairs of hats and gloves for the kids at the event. The Special Response Team took sole responsibility for working the event and providing security for the crowd. Members of the SRT also assisted at the booth.
- 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 SRO’s participated in National Night Out and Family Night at the YMCA as well as attending numerous school events throughout the school year.
- 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. With an increased emphasis in getting officers out of squad cars and walking the streets, schools and businesses, we have been successfully promoting not only community policing but also the basic tenants of the Blue Zone Worksite designation.
- 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.
- Began a Juvenile Diversion Program collaborating with other law enforcement agencies, juvenile probation and the court system to deter future criminal juvenile behavior.
- Shop with a Cop (26<sup>th</sup> Year)
- Reading with a Cop at the library.
- Battle of the badge’s softball program
- Special Olympics basketball game
- Dunkin Donuts rooftop Special Olympics
- Coffee with a Cop, One Afternoon shift Lieutenant attends meetings with the South End Neighbors Safe Streets meetings held every third Monday at the South End Fire Department.
- 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
- The department maintains its own Facebook page to push out information. This year one shift came up with the idea of a live Facebook recruiting add. We will continue to look for new ways to incorporate our ideas through social media.
- The Street Crimes Unit has continued to monitor gang activities in the city especially through social media. The SCU has been a valuable information source for the Drug Task Force as well as assisting with drug investigations that involve gang members. They continue to be an important asset for the department.
- Maintained bullet proof grant funding – The department was able to secure grant funding this past fiscal year to reimburse up to 50% of the cost of body armor for the officers with outdated body armor.
- 2017/2018 Justice Assistance Grant (JAG) – The department was awarded \$17533.00 as part of the JAG Direct Award this past fiscal year. Twenty percent to the Muscatine County Drug Task

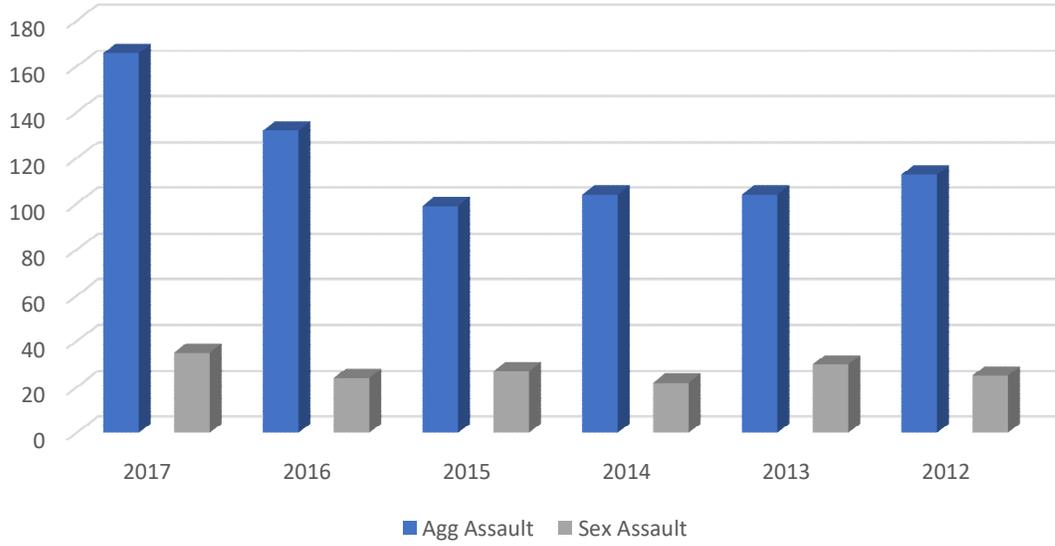
Force for personnel expenses and \$7013.20 to the Sheriff's Office. Both were requirements of the grant program. The department retained an equal share equating to \$7013.20. This was less than the year before. This award was delayed in being released.

- 2018/2019 Justice Assistance Grant (JAG) – The department just found out we have been awarded \$17,406.00 as part of the JAG Direct Award. Twenty percent to the Muscatine County Drug Task Force for personnel expenses and \$6,962.40 to the Sheriff's Office. Both were requirements of the grant program. The department retained an equal share equating to \$6,962.40. The JAG award amount has continued to decline over the last few years.
- The department, along with the other partners in the Muscatine County Drug Task Force, were successful in applying for and being awarded funding through the State of Iowa Office of Drug Control Policy's (ODCP) Byrne Justice Assistance Grant to maintain personnel and operations for another fiscal year.
- The Major Crimes Unit has worked hard to keep their clearance rates higher than the national average. They continue to work closely with state and federal agencies in multi-agency investigations and prosecutions. The unit conducted in-house training for our officers for search warrants, cellular technology/social media investigations, and property crimes investigations.
- Successful completion of second year review of CALEA standards. We are on target for a full review in fall of 2019.
- Obtained Unmanned Aerial System (Drone) for public safety use
- The Major Crimes Unit goal is to deter crime, whether it involves the violent crime such as sexual assault/abuse that the MCU focuses on or the drug crimes, which the MCDTF focuses on. The MCU will continue to strive for advanced training in areas homicide investigation, sex abuse investigation and cyber-terrorism preparedness. The MCU will continue to have a primary focus on victim orientated offenses (homicide, sexual assault, child pornography) with property offenses (burglary, theft, criminal mischief) as a secondary priority. We will continue to use social media to involve the public to help us develop leads in serious crimes.
- The department continues to have officers out in the public doing "park & walks" during their tour of duty. Officers are encouraged to get out of their squad car for at least a half hour to build relationships and foster community relations with the public while walking their assigned area. We like them to get out into the schools as well to attempt to establish relations with the students and staff.
- The department has made every effort to be a part of community events and promote a positive image of the PD and the city. We have assigned our bike patrol officer to events such as the Melon City Criterium, 4<sup>th</sup> of July, and other events throughout the community. All of these events help create and maintain positive relationships with the community we serve.

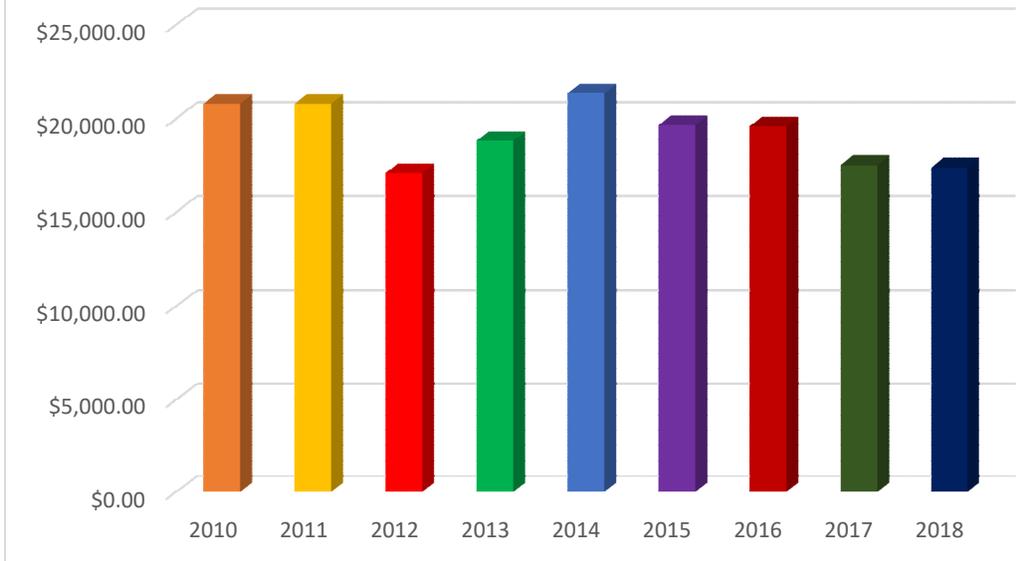
Robbery / Homicide 2011 to 2017



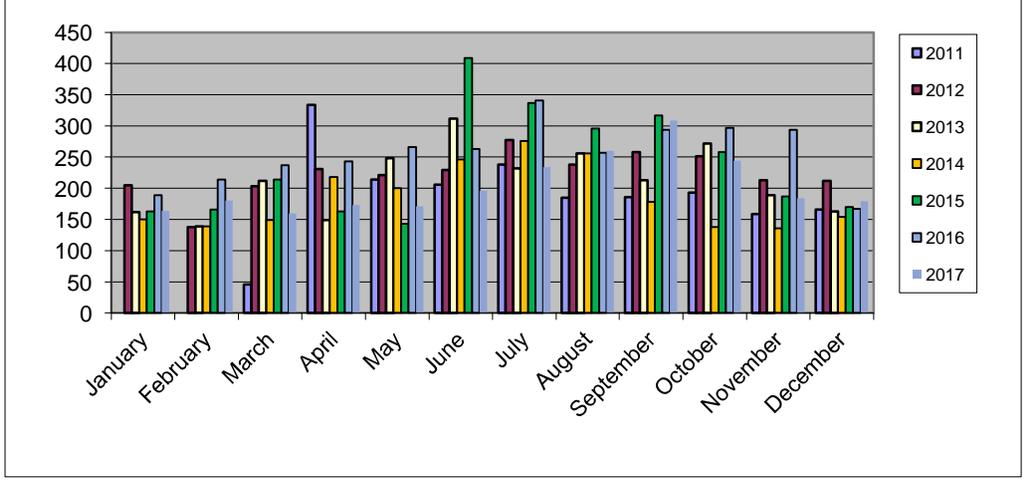
FBI Part 1 Crimes (Continued) in Muscatine 2011-2017



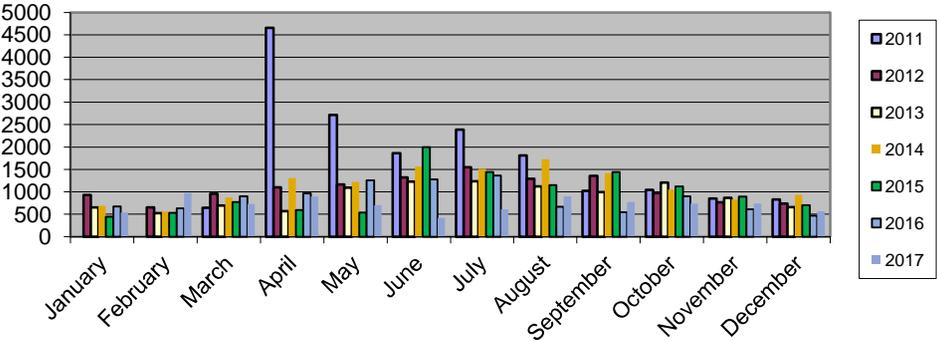
### MPD Justice Assistance Grant Awards



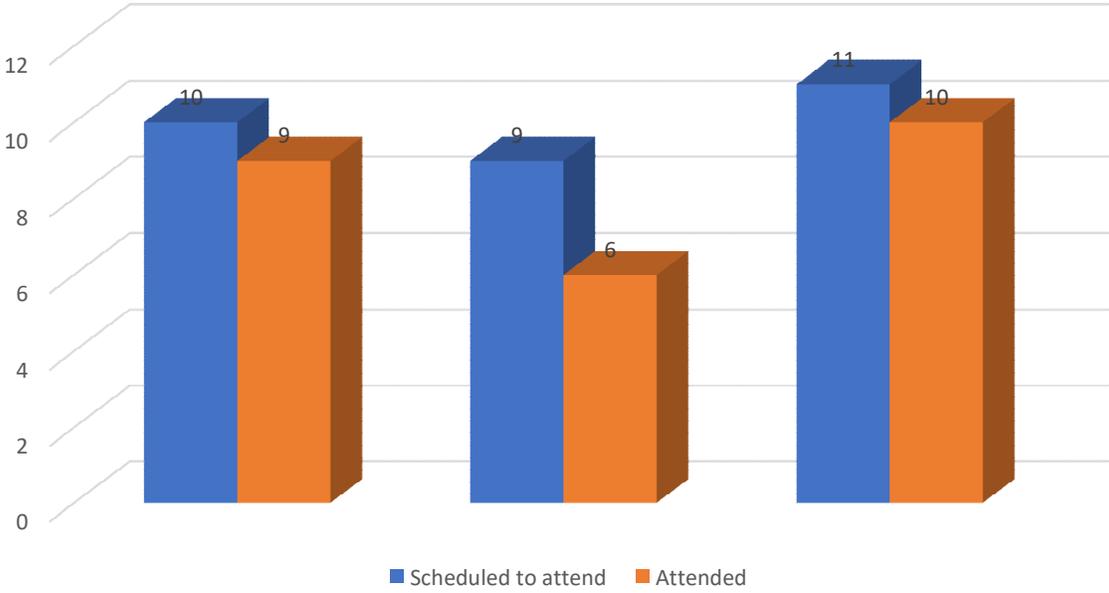
### Red Light Violations by Year



**Speed Violations By Year**

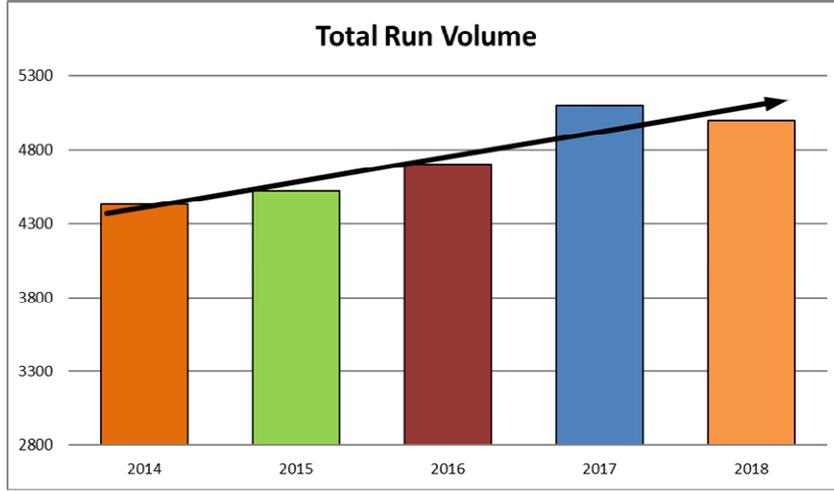


**Juvenile Diversion Program**

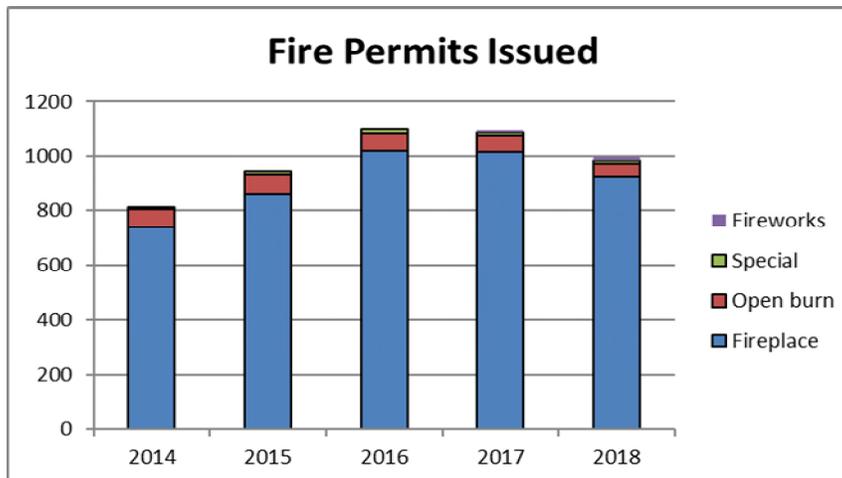


## FIRE DEPARTMENT

- Saw a decrease in run volume of 2.0% from 2017 but still 12.8% over the 2014 volume

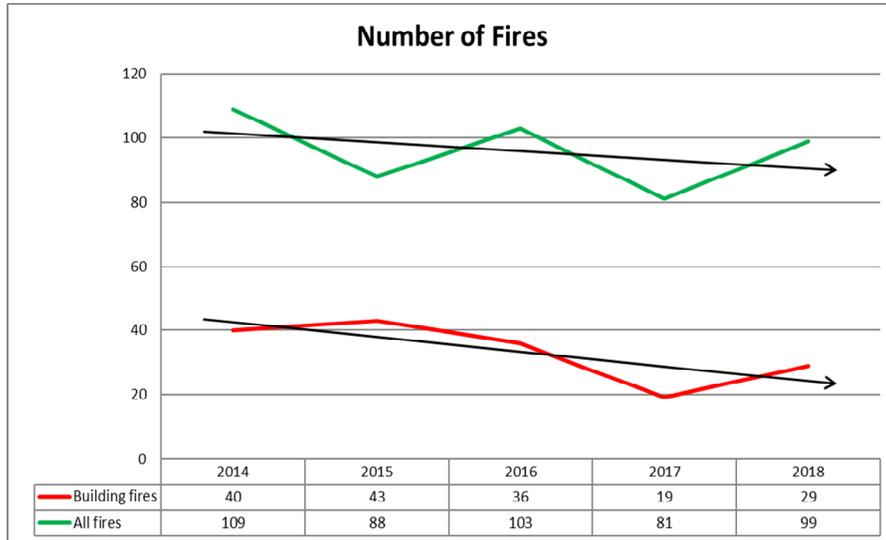


- Reviewed and improved the fireworks permitting program; issued 10 such permits
- Fire permits issued decreased 9.7% from 2017 but still 20.6% over 2014



- Obtained a rescue boat/motor/water protective gear through a community donation of \$10,000
- Sold the old aerial to a fire department in Washington, IN for \$75,000; funds from this paid for needed staff vehicle replacement and all funds left after those purchases was placed in the City vehicle replacement fund
- Performed 10 fireworks license inspections for the State of Iowa Fire Marshal Office
- Issued 10 fireworks sales permits, collecting \$2,000 in permitting fees and \$1,000 in State reimbursement
- Performed 66 inspections at fireworks retailers; estimated 45 hours of staff time
- Performed 27 fire system plan reviews which yielded over \$5,500 in permit fees
- Conducted over 200 fire marshal visits to new and existing locations to answer questions and ensure Fire Code compliance
- Performed nearly 50 acceptance tests of fire systems; which had a failure rate of more than 30%
- Completed inspection and acceptance process of a new platform aerial truck to replace a unit that was at end of life (*Continuous Service Improvement*)

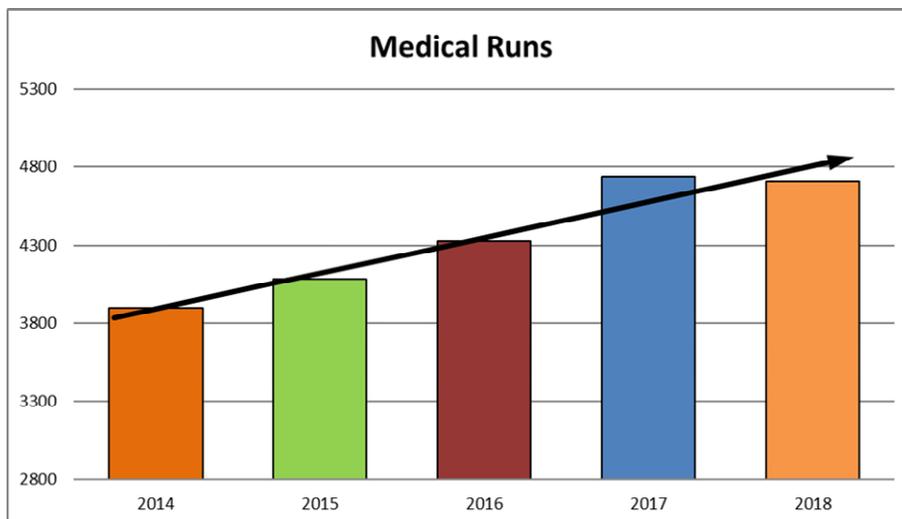
- Saw a 52.6% increase in building fires and 22.2% increase in all fires as compared to 2017; but still have a decrease of 27.5% and 9.2% respectively in comparison to 2014



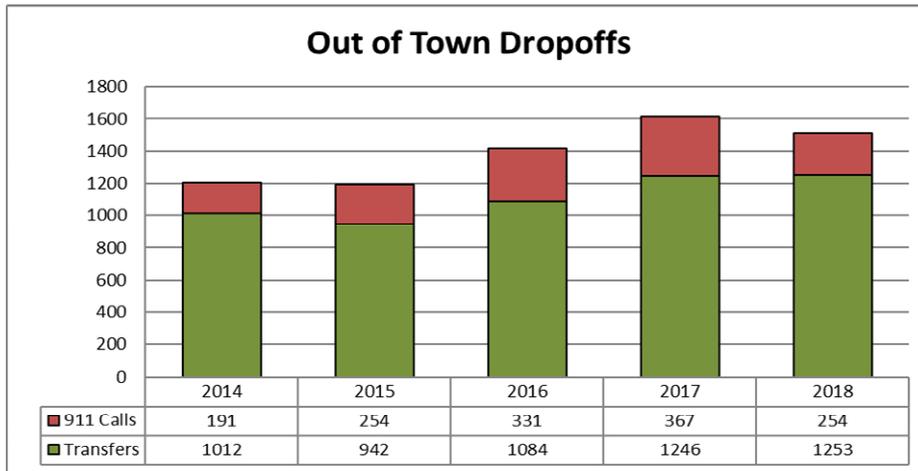
- Issued approximately 20 citations for infractions of the City Fire Regulations; resulting in an issuance of over \$2,500 in fees
- Continued social media outreach using Facebook and Twitter, which have reached more than 318,000 people in the last year (56.2% increase over 2017) and has ‘engaged’ about 2,500 people per month on average; the page presently has about 3,550 ‘likes’ (16.4% increase) (*Marketing*)

## EMS

- Continued cardiac enzyme blood testing 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 (*Continuous Service Improvement*)
- Created specifications, purchased, and put into service a decontamination system to better maintain cleanliness of the ambulances (*Continuous Service Improvement*)
- Implemented strategies to decrease EMS costs, including in-house training for Pediatric Advanced Life Support, elimination of linen fees from Trinity, and utilization of new diagnostic equipment
- Saw a 2.0% decrease in total medical calls, a decrease of 6.6% for out of town drop-offs as compared to 2017; however medical call volume was 5.2% and out of town drop offs were 8.7% above the five-year average

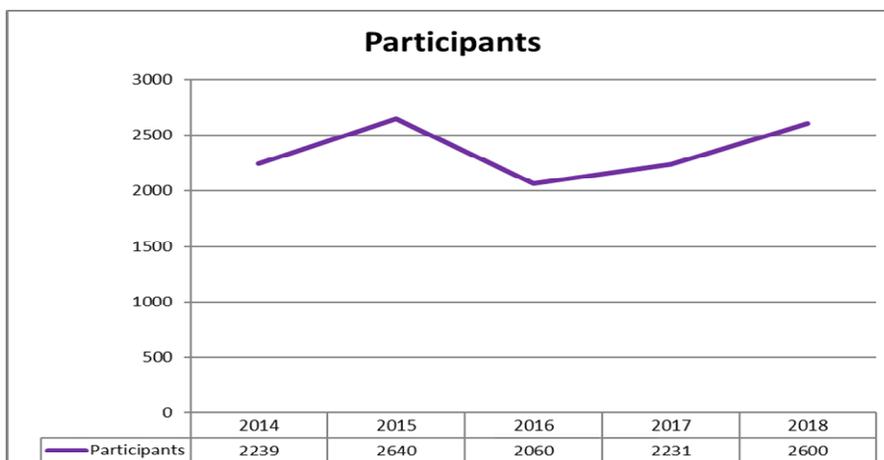


- Hosted the 20<sup>th</sup> Annual Muscatine County EMS Day at Farm & Fleet. (*Marketing*)
- Implemented changes in Intraosseous access equipment and upgraded spinal immobilization equipment (*Continuous Service Improvement*)
- Hosted the 9<sup>th</sup> Annual EMS Saturday conference at Discovery Park; this event draws participants from throughout Eastern Iowa as well as serving MFD personnel (*Marketing*)
- Saw a drop in 911 to out of town transports and a slight increase in out of town hospital transfers; overall out of town dropoffs were down 6.6% from 2017 yet still 8.7% over the five year average

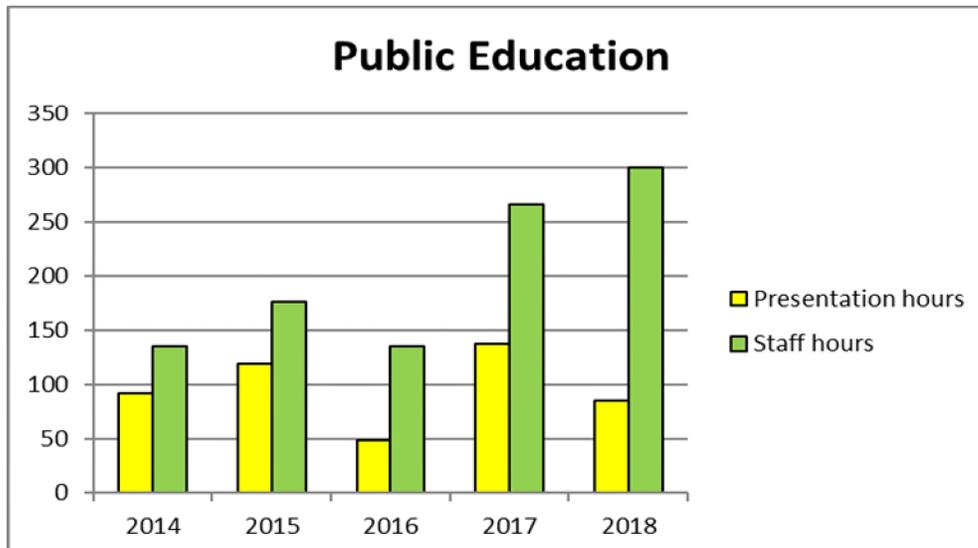
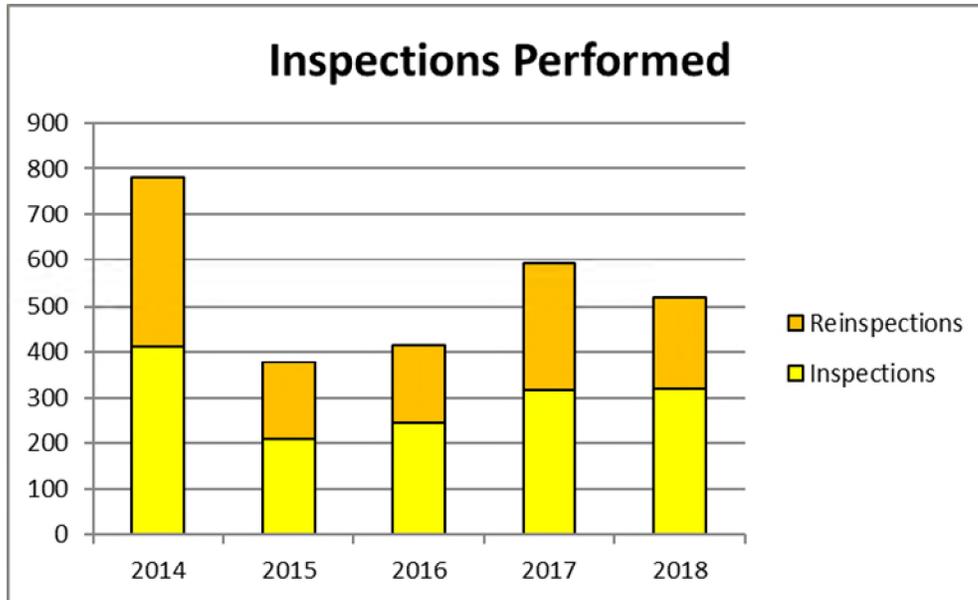


## PREVENTION

- Continued annual public education classes, focusing on grades 1,3, and 5 (*Continuous Service Improvement*)
- Car seat technicians inspected 17 child safety car seats (*Continuous Service Improvement*)
- Placed roughly 37 smoke detectors through an in-house program and in cooperation with the Day of Caring; placement includes a household safety check (*Continuous Service Improvement*)
- Coordinated and implemented another successful Public Safety Open House, utilizing the “Close before you Doze” message to encourage participants to close their doors while sleeping and used the live fire ‘burn cell’ to illustrate this point
- Reviewed, adjusted the inspection program, and began to make progress toward returning to a fire inspection schedule of visiting commercial occupancies every two years, industrial and storage every three, and special locations such as daycares and liquor permit locations each year
- Continued to update Occupancy Limits for assembly occupancies to meet the 2015 Fire Code
- Saw an increase in the number of people participating in public education offerings, up 16.5% from 2017 and 10.5% above the five-year average



- Experienced an increase in staff hours for presentations, increasing by 12.8% over 2017
- Saw a 12.2% decrease in inspections held



## TRAINING

- Hosted and utilized the two-county fire training trailer for two weeks (*Continuous Service Improvement*)
- Hosted State certification training and testing for Driver/Operator certifications at the Pumper and Aerial levels, which certified 8 staff to the IFSAC/ProBoard standards (*Continuous Service Improvement*)
- Conducted six HazMat outreach/training sessions with a total attendance in excess of 180 personnel

- Took advantage of out-of-department federally funded training, including six persons to the National Fire Academy in Emmitsburg, MD.; five people to Hazardous Materials training in Anniston, AL, and six staff members to Pueblo, CO (*Continuous Service Improvement*)
- Held two probationary academies for six new hires
- Replaced Knox key holders in all apparatus, which replaced archaic devices and provides for better security and tracking abilities
- Obtained formal tactical EMS certification for two new tactical team paramedics
- Developed and implemented a leadership training program for formal department leaders and those who are developing leaders

## **PARKS AND RECREATION DEPARTMENT**

### **ADMINISTRATIVE DIVISION**

- Administered a 582 acre park and recreation system that involved 25 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, 3 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 FootGoIf course, special events, community recreation programs, 6 basketball courts, a skate park, a dog park and the employee wellness program.
- Supported Houser Street Parking Expansion and Athletic Field Grading Project.
- Prepared for 8 Park and Recreation Advisory Commission Meetings.
- Continued work on the Maintenance Plan for Mark Twain Overlook.
- Worked with Leadership Muscatine to develop park amenities.
- Worked with the Cemetery Step Committee.
- Administered the Adopt-A-Park program with 23 groups adopting parks.
- Worked with the Dog Park Committee to develop the Dog Park.
- Administered concession contract for Kent Stein Park, Soccer Complex and Aquatic Center.
- 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 included:

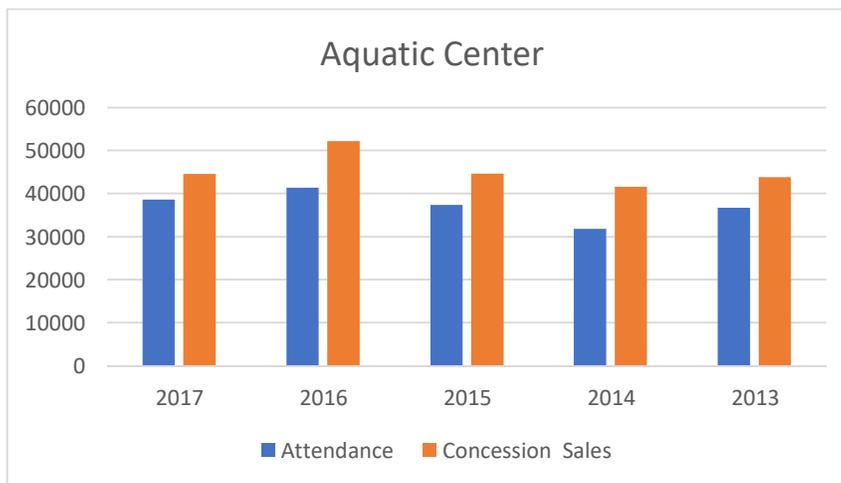
4H Club, Alzheimer's Association, American Legion, Anytime Fitness, Apraxia Group, Army Corp, Art Center, ASA Softball, Bark Chiropractic, Bike Club, Bi-State, Blue Zones, Boonies, Boy Scouts, Branching Out, Bridgestone Bandag, Buffalo Wild Wings, Carver Pump, Central State Bank, Challenger Sports, Chamber 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, Domino's Pizza, Downtown Action Alliance, Family Credit Union, First National Bank, FootGoIf 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

- Completed the R.E.A.P. Grant Projects for the Riverfront.
- Administered about 600 rentals of riverfront special buildings and park shelters.
- Coordinated and administered 107 special event requests to use public property.
- Administered city-wide deer hunt program.
- Worked with citizens to develop bike repair stations.
- Supported and attended meetings with the Convention and Visitors Bureau, Chamber, CIAT and Downtown Action Alliance.
- Collaborated with the Zoo Garden Committee.
- Conducted regular supervisory staff meetings focusing on positive public relations, safety, and efficient, effective facility and personnel management.
- Continue to implement the City-wide plan for the Emerald Ash Borer Ash Tree Program.
- Operated within approved budgets department wide.
- Implemented the 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.
- Participated in street development projects: Cedar, Mulberry, Colorado, and Mississippi Drive.
- Worked with Musco Sports Lighting to complete the Soccer Complex Lighting Project.
- Worked with Musco Sports Lighting to complete the Kent Stein Park Control Link Lighting Project.
- Started the West Hill Reforestation Plan.
- Started the Downtown Reforestation Plan.
- Started the Mississippi Drive, Cedar Street and Mulberry Avenue Reforestation Plan.
- Started the Weed Park Street Lighting Project.
- Participated in the Riverfront Development Plan.

- Administered Kent Stein Park usage to include updating the usage guidelines and the usage application form.
- Administered the Soccer Complex to include updating the usage guidelines and the usage application form.
- Started the review of the Greenwood Cemetery Guidelines.
- Administered the Muscatine Municipal Golf Course to include usage and maintenance oversight.
- Administered the Municipal Boat Harbor and Marina to include the gas dock, long dock, house boat dock, transient dock and boat launches with enhanced security features.
- Administered the recruitment and training of over 175 seasonal staff through social media, job fairs and print media.
- Administer park system memorial bench program.
- Administer Recreation Program development to include program business plans, staffing, program selection and program facility utilization.
- Conducted the College Search Kickoff event for the Muscatine Community.

## AQUATIC DIVISION



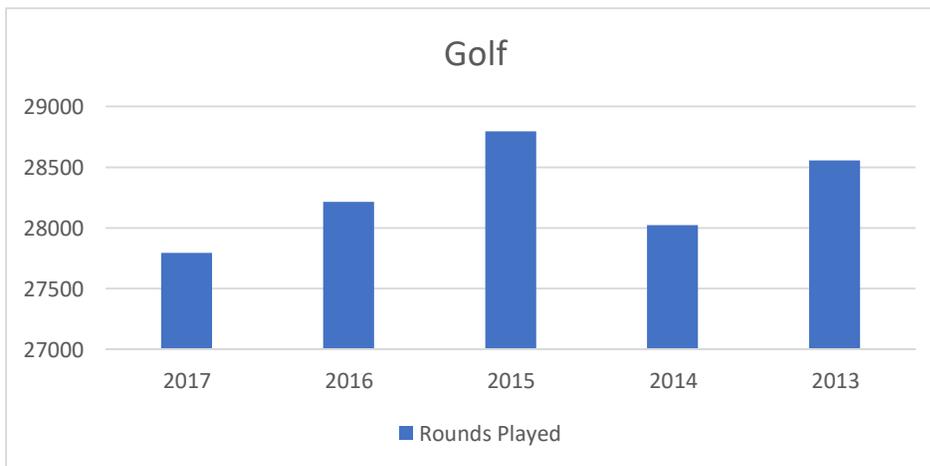
- Monitored 310 swim lesson participants to evaluate our swimming lesson program. Parent surveys were distributed, resulting in positive feedback
- Served over 36,900 patrons during the 2018 season.
- Saw an increase to 85 pool parties hosted at the Aquatic Center.
- Continued with steady numbers of \$1.00 scholarship passes given and an increase in the number of season passes approved by the Housing Department. The number of season passes sold remains steady.
- Continued implementation of the vacuum system.
- Conducted regular staff in-service training on positive public relations, proper lifesaving skills, and effective swimming instruction techniques.
- Held several collaborative lifeguarding training sessions with the Muscatine Community Y. The Muscatine Fire Department attended one training to demonstrate their role in a simulated emergency rescue situation.
- Arranged for American Heart Association CPR and AED certification course for the Golf Course staff.
- Provided SDS, Right-To-Know and Bloodborne Pathogen training to all Aquatic Center staff.
- Continued with additional morning and evening swim classes to meet citizen's needs.

- Continued hosting the Christmas in July and National Friendship Day special events which saw a 257 person increase in attendance over the two days.
- Held two American Red Cross CPR and First Aid certification courses for Slide Attendant staff to meet State of Iowa Bathing Code guidelines.
- Replaced large canopy at the Concession Stand.
- Five #MuscatineRocks were discovered at the facility this season. #MuscatineRocks is a fun incentive for Muscatine citizens to express their appreciation for Muscatine businesses and organizations for doing outstanding work. Muscatine Rocks is part of a worldwide kindness project. Rocks with inspirational messages or pictures are hidden for an unsuspecting person to find in hopes of making their day a little brighter.
- Conducted job fairs to recruit staff.
- Attended IPRA workshops and conferences.

### CEMETERY DIVISION

- Continued with stone leveling when time was available.
- Continued mowing shooting range for the police department and mowed the disc golf course.
- Changed mowing strategies by using rear discharge with positive results.
- Continued cross training park maintenance division staff in the Cemetery.
- Cleared stumps from past tree and bush removals.
- Completed the Cemetery Steps project and maintained the steps throughout the year.
- Fixed broken water hydrants throughout the Cemetery.
- Completed spring and fall Cemetery cleanup.
- Fixed a drainage issue on the Southwest corner of the Cemetery.

### GOLF COURSE DIVISION



- We have continued to grow the tree nursery by adding more trees, we are up to 36 trees now in the nursery at the Golf Course.
- Driving Range distance signs were installed. Many positive comments have been received.
- Footgolf tee stakes were installed to make it easier and more enjoyable to get around the Footgolf course.
- 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.

- Continued maintenance plan on all bathrooms
- 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.
- Regularly serviced and maintained all equipment to manufacturers' recommendations.
- Recruited and trained seasonal and full-time staff focusing on safety and efficiencies.
- Developed a plan to improve some of the senior/forward tees.
- Repaired and/or replaced all drinking fountains on the golf course.
- Maintained all planting beds to a high aesthetic level.
- Partnered with the Muscatine Journal and other local businesses to promote the Muscatine City Golf Tournament.
- Had 113 participants in the 2018 City Golf Tournament.
- Hosted the Muscatine Junior City Golf Tournament with 13 youth participating.
- Hosted a Summer Youth Golf Program at the golf course.
- Hosted an Iowa PGA Section Jr. Golf Event, with 45 Junior Golfers from across Iowa and Illinois.
- Provided golf instruction to 14 children at the Bishop Hayes School for their Excel Program (9 classes).
- Hosted 10 golf leagues during the season and 29 outings at the golf course.
- Hosted River Valley Conference Boys Golf Tournament, with 78 participants.
- Hosted Turkey Trot.
- Implemented GIVE (Golf for Injured Veterans Everywhere) Program to give disabled Veterans a chance to play golf.
- Recruited and trained quality seasonal staff focusing on friendly customer service.
- Conducted regular staff trainings focusing on public relations, proper money handling and events.
- Continued with Blue Zones to earn Healthy Food Choice Status
- Created a Mother's Day Event to help generate rounds.
- Continued to develop and create winter golf programs with the TruGolf Simulator and outdoor activities.
- Implemented the marketing plan for the golf course.
- Implemented the merchandising plan for the golf course.
- Hosted a National Tournament with the VA for Veterans with varying degrees of disabilities, ranging from blindness to amputations.
- Implemented new RFP with Coca-Cola Bottling for a 5-year lease.
- New 5-Year cart lease began in 2018 with Harris Golf Cars for 45 golf carts and 1 Beverage Cart.

#### **KENT STEIN PARK DIVISION**

- Continued to strive for positive relations with facility guests and associations by conducting regular meetings on relevant issues with various sponsoring organizations.
- Maintained high quality and safe fields while maximizing usage.
- Continued to support and assist other departments and city divisions as requested.
- Continued to recruit and train seasonal and full-time staff as needed.
- Continued to look for and to incorporate technological items that improved services and operational efficiencies.
- Continued to explore and implement a (lean) initiative.
- Continued to recognize the economic impact opportunities to our community.
- Worked with the concessionaire to provide a quality experience for our guests.
- Continued to maintain Tom Bruner field with positive results.

- Utilized the diamonds for approximately 7,000 hours.
- Hosted tournaments on approximately 20 days.
- Re-sod areas in front of the baseball mounds.
- Resurfaced in front of the baseball dugouts to create a high quality, safe surface.
- Conducted regular staff meetings focusing on safety and providing a quality facility for providing a positive experience for our guests.
- Re-painted foul poles on all diamonds at Kent Stein and Musser Park.
- Replaced key light system with Control Link System on remaining ball diamonds.
- Repaired vandalized areas as needed.

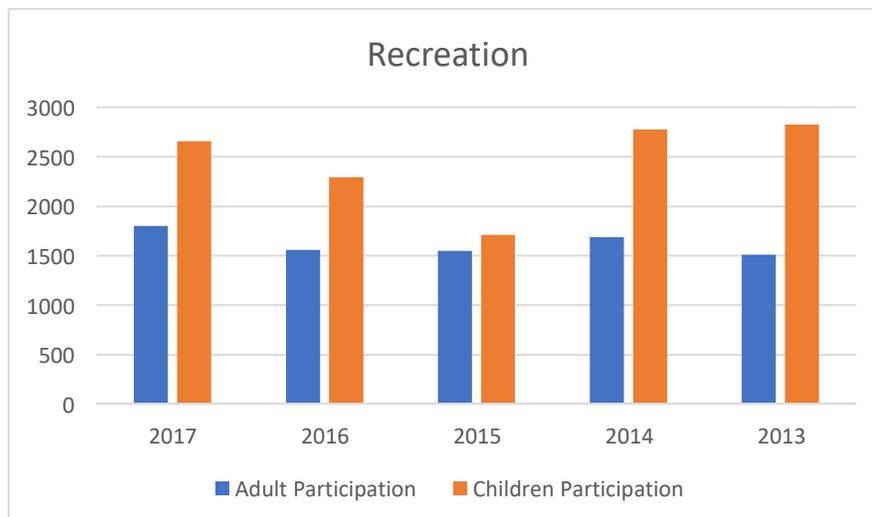
## **PARKS DIVISION**

- Supported Deer Management Program.
- Supported other departments and park divisions with projects.
- Continued clearing stumps throughout the park system.
- Kept the weeds removed in five downtown parking lots.
- Routinely inspected playgrounds and made repairs as needed.
- Purchased and used plastic welder for fixing broken playground equipment throughout the parks.
- Replaced large broken playground equipment throughout the park sites.
- Supervised and supplied 9 Day of Caring projects.
- Supported over 100 events held in our community.
- Continued working with Zoo Garden Committee coordinating maintenance work.
- Supported nearly 100 Riverview Center building rentals.
- Supported nearly 100 Pearl City Station building rentals.
- Supported nearly 350 shelter rentals.
- Conducted weed spraying of Harbor banks and river banks from Mad Creek to Musser Park.
- Performed weed control on street medians on Park Avenue, Cedar St. round-a-bout and downtown alleys.
- Actively participated with the Muscatine Branching Out organization.
- Landscaped and maintained the plants in the round-a-bout and raised beds on Cedar Street.
- Maintained 3 sand volleyball courts and 8 tennis courts throughout the season at Weed Park.
- Maintained 22 new properties added to our maintenance schedule for mowing and snow removal.
- Hung banners throughout the year on 2<sup>nd</sup> Street.
- Successfully maintained hanging baskets in the downtown area throughout the growing season.
- Maintained a clear and healthy Lagoon at Weed Park.
- Repainted all trash cans on the Riverfront.
- Currently working on replacing Bridge Tribute Kiosk on Riverfront after storm damage.
- Extended the tree inventory of all Park and Right of Way trees.
- Repainted and replaced broken boards on all picnic tables.
- Coordinated the tree removal of large trees and weeds on the levee from Millennium Plaza to GPC.
- Continued to maintain viewing areas in two locations at Weed Park.
- Continued leveling retaining walls in the Rose Garden and added edging around the entire Rose Garden.
- Reconfigured House Boat Dock system with new frames and new electric and water pedestals.
- Cleared hillside near Zoo Garden during Day of Caring project.
- Installed a new landscape bed around the fountain on Cannon Ave.

- Assisted airport with spraying weeds in cracks and around buildings.
- Mulched all trees in the upper and lower loops of Weed Park as part of an Eagle Scout project
- Cleared and planted several plants on Brook Street overlook along the trail.
- Currently working on a reforestation plan for West Hill.
- Currently working on transplanting trees from greenhouse to tree nursery at Golf Course.
- Currently working on Weed Park light replacement project.
- Reconstructed the sidewalk and concrete around the Entrance Shelter at Weed Park, and added two sidewalks to the road.
- Replaced the Rose Garden Gazebo at Weed Park as part of an Eagle Scout project.
- Cleared weeds and trees from the Mark Twain Overlook as part of a Day of Caring project.
- Re-sodded worn areas on the hillside at the Aquatic Center as part of a Day of Caring project.
- Planted over 40 trees on Cedar St., Mulberry Ave., and downtown street trees as part of a grant through the Alliant Energy Branching Out. The trees were planted as part of an Eagle Scout project.
- Planted 14 trees inside the fence and 16 trees along the parking lot of the Muscatine Dog Park.
- Currently working on completing the Dog Park project. The following items have been completed: Fencing of the entire area, purchase of drinking fountains and dog waste stations, installation of the post and cable and trail gate, installation of concrete pad and foundation for the Entrance Shelter, and construction of the parking lot.
- Installed camera systems at Riverview Center and next to the Marina building that capture activity taking place in the Boat Harbor, Gas Dock and boat launch parking lot.
- Installed a gate on the House Boat dock for security of the dock.
- Scraped and painted Monsanto shelter as part of a Day of Caring project.
- Performed mowing and snow removal on new trail from Kent Stein Park to Deep Lakes Park.

## RECREATION DEPARTMENT

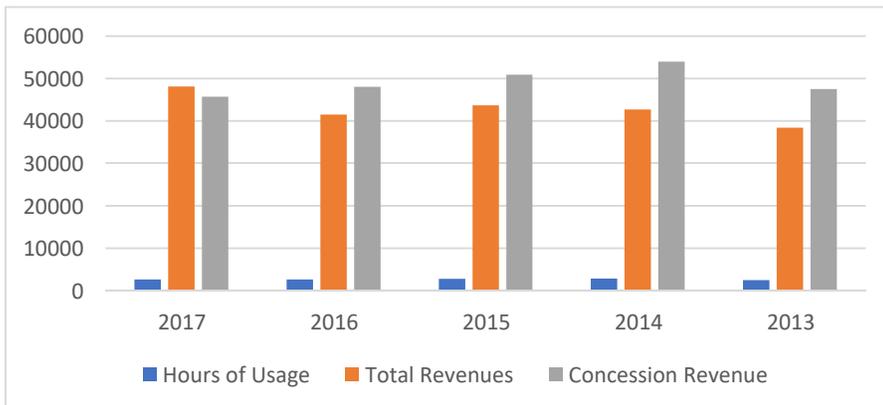
- Continued to look for new and creative activities with a focus on budget-friendly programming, such as the Easter Egg Hunt and the Walking Club.
- Added the Muskie Youth Soccer Camp as a new activity in partnership with the Muscatine High School Girls Soccer Team. The program saw 37 registered participants over the two sessions offered.
- Continue to utilize a spreadsheet listing all the programs and special events with brief details and leadership. This can be utilized remotely via Google Drive.
- Continue to market through the use of Muscatine Parks and Recreation Facebook page, the City of Muscatine Facebook page and the City website.
- Updated spring and fall Parks and Recreation program brochures.
- Provided SDS, Right-To-Know and Bloodborne Pathogen training to recreation staff.



- Saw an increase in participation of recreation programs particularly Sand Pit Volleyball, which saw a five-team increase from the previous year. Tennis lessons, Tot Lot, Smart Start Basketball, Little Muskies Football and Flag Football all saw participation increases.
- Continued to make programs cost effective so that user fees cover all direct costs. Completed pre- and post-activity reports for all programs and special events.
- Added additional class offerings to meet citizen demand in Gymnastics and Blastball.
- Continued scheduling three Sand Volleyball courts due to high interest in Sand Volleyball leagues.
- Saw an increase to 980 Walking Club registrants with a collective 11,993 miles walked.
- Attended IPRA workshops and conferences.

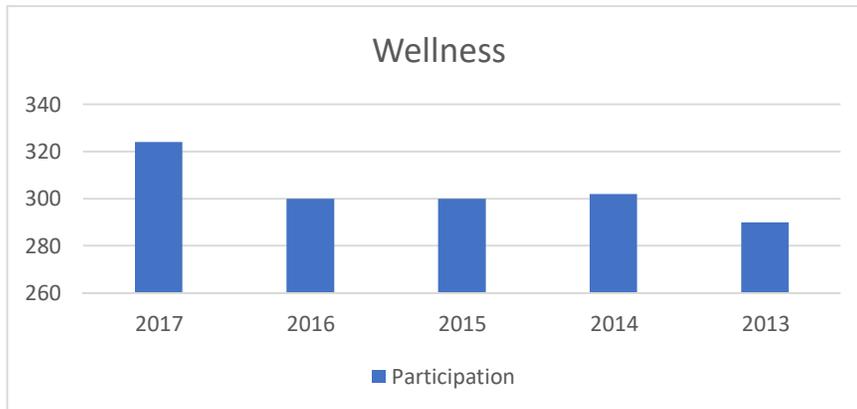
## SOCCER

- 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 that improved services and operational efficiencies.
- Utilized the fields for approximately 2,500 hours.
- Hosted tournaments throughout the playing season.
- Conducted regular staff meetings focusing on safety and providing a quality facility for providing a positive experience for our guests.
- Planted four trees on the hillside.



- Worked with the concessionaire to provide a quality experience for our guests.
- Currently working on sidewalk and parking lot light replacement project.
- Repaired vandalized areas as needed.

## WELLNESS DIVISION



- Met with each department to educate employees about all the wellness program offerings, specifically the THRIVE program.
- Met with the Wellness Committee to discuss current and future programming and incentive ideas.
- Continued as a Blue Zones certified worksite.
- Monitored and marketed THRIVE, an active lifestyle incentive program.
- Continued with Walk the Big Muddy, an employee walking incentive program.
- Administered employee flu shot program.
- Administered employee wellness screening program.
- Administered employee hearing checks.
- Conducted the Biggest Loser weight loss incentive program.
- Conducted Weigh-To-Go, a holiday weight-maintenance enticement program.
- Administered Fitness Reimbursement program.
- Collaborated with Human Resources to evaluate current employee health trends and promote the use of appropriate Wellness programs.
- Continued to meet with Human Resources and our Wellmark representatives to identify current employee health trends and to determine appropriate Wellness programs to address those trends.

## HUMAN RESOURCES/RISK MANAGEMENT

- Begin preparation for union negotiations. This will include ensuring up to date job descriptions, pay plan and benefits reviews.  
Status: The HR is currently in preparations for upcoming bargaining. All three units are in the process of recertification votes and the negotiation process will begin when that is done.
- Implement regular training schedule for employees to access online. Employees can then be scheduled to take required training at regular intervals (i.e. sexual harassment, diversity, etc....)  
Status: Great progress toward this goal has been met. The supervisors have been attending training on a variety of topics on a quarterly basis. The most recent supervisory training was working to “Defeat the Drama” in the workplace. Being planned are a city-wide customer service training, sexual harassment prevention training, and additional supervisory training.
- Additionally, most departments have had “active killer” training and the process of training employees how to use a trauma kit is underway. HR has assisted the police and fire departments in coordinating these training efforts.
- Continue efforts to embed CSI principles in work processes throughout the City and find ways to measure efficiency improvements.

Status: This is an ongoing process; while no additional training sessions have been held, the City is working to create meaningful metrics. Employees continue to be encouraged to find efficiency's in their work.

- To find program opportunities to tie the benefits of overall health and wellness to safety. Seeking ways to take a holistic approach will, in the long run, improve safety statistics, health insurance costs, and lost work time due to illness.

Status: Human Resources and Wellness have been working together to continuously improve the wellness offerings. The largest lifestyle related claims are reviewed jointly to help target programs that address these issues. This is an ongoing process.

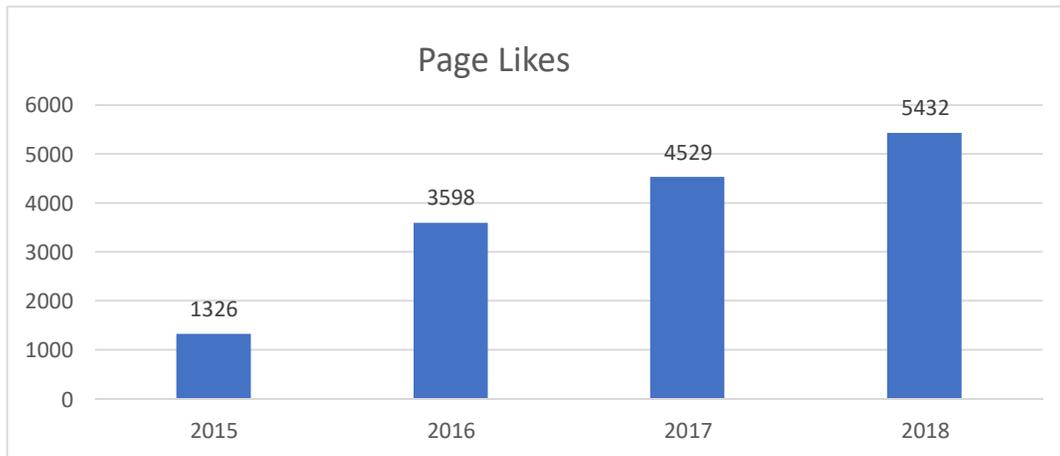
- Streamlined record keeping has continued. Regular employee files are currently in the process of being stored in an electronic format.
- Drug Testing Policy was updated in 2018.
- A draft policy for handling of "active killer" situations has been completed and is in the process of being finalized.
- HR is currently creating a more complete new employee orientation process to more effectively share the mission and values of the organization. The first of these overviews was well received and this will be held again in November 2018.
- Risk Management staff worked with ICAP and the Vehicle Maintenance Department to install an emergency shut off at the fuel tanks.
- Implemented the "Bravo Board" to acknowledge city staff for going above and beyond their normal job responsibilities.

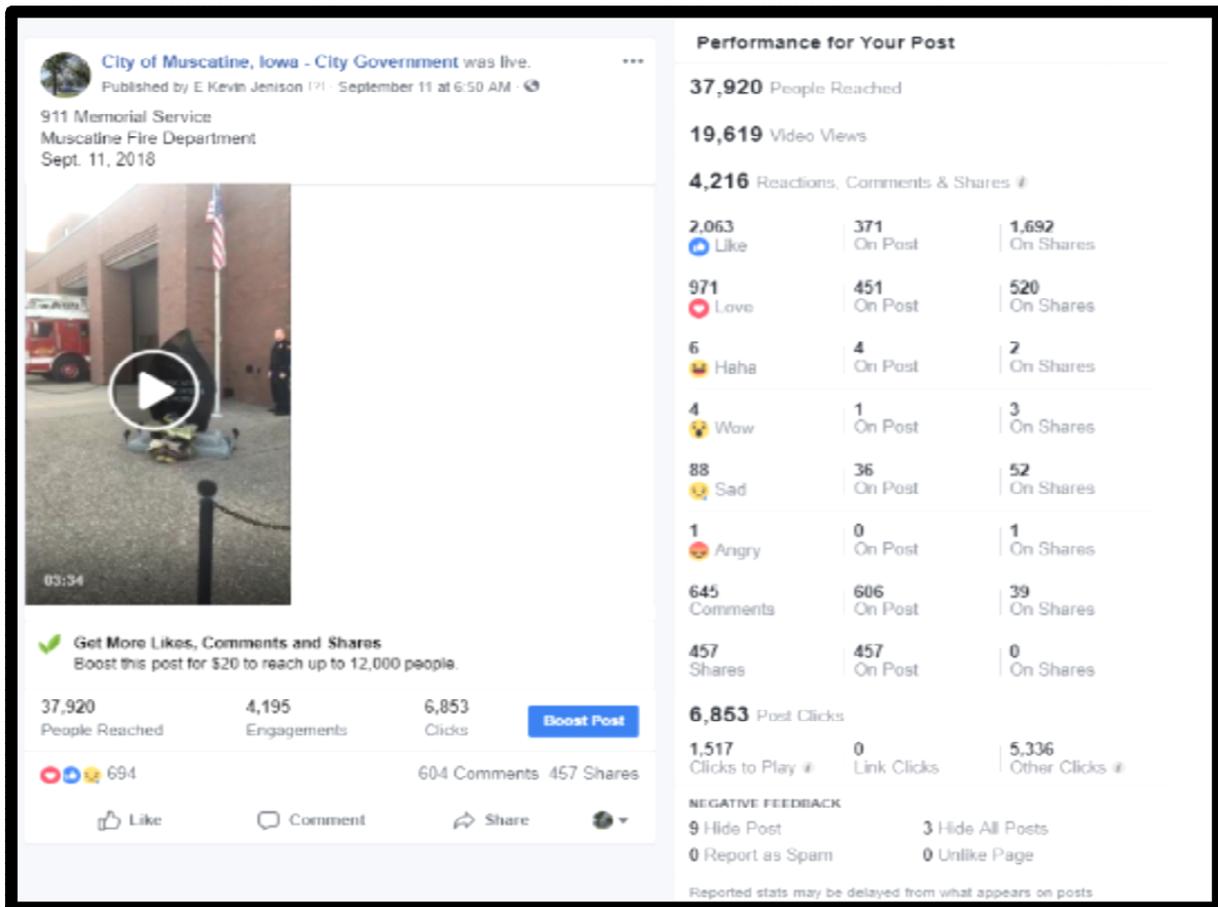
## **COMMUNICATIONS**

- The mission of the Communications Division is to create a strong partnership with the community by providing timely, accurate information that is understandable, interactive, and engaging to the residents, visitors, and businesses in Muscatine.
- Public information strategies include the content management of a dynamic website, the cultivation of a strong social media presence, use of multi-media tools, and a timely, responsive relationship with the media.
- Our goal is to enhance quality of life for residents, as well as gather and share information to support and encourage two-way communication that promotes transparent government and an engaged citizenry.
- The City of Muscatine communication effort includes a combination of traditional media and the internet.
- The traditional media approach includes preparing and distributing press releases to area newspaper, radio, and television stations.
- The internet approach uses the City of Muscatine web site as the main source for all information about Muscatine while the various social media channels allow the City to target more specific audiences for our messages.
- We are also able to utilize the local cable network through Civic TV Channel 2 and Public Access Channel 9 to showcase meetings and relay information to the public.
- Social media continues to be one of the top communication tools in promoting the City of Muscatine. We continue to witness a continued increase in the number of followers for the City of Muscatine Facebook, Twitter, Instagram, and YouTube accounts, and the two-way communication between the citizens and the City of Muscatine has also increased.

## FACEBOOK

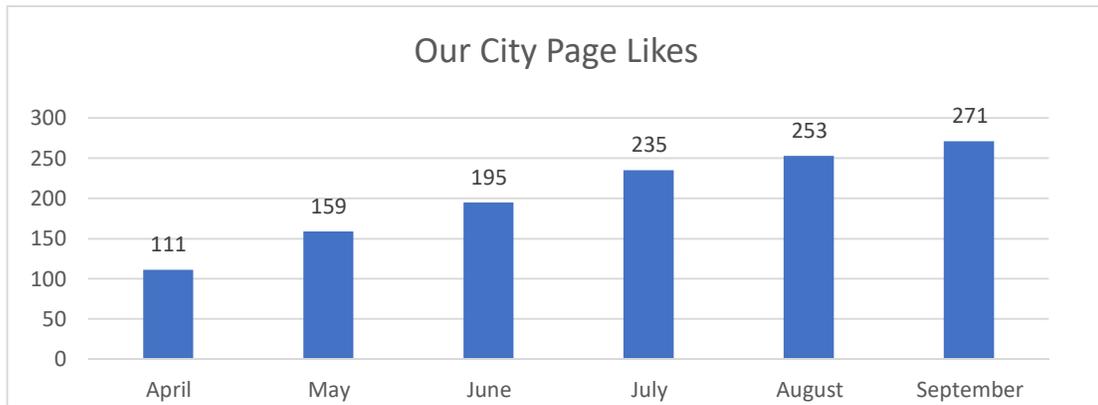
- The City of Muscatine Facebook presence has continued to grow in the last two years with 5,531 followers and 5,455 page likes as of Oct. 1, 2018. The numbers reflect a 120% increase with an average of 83 new followers and 98 new likes per month. One of the values we look at in social media is “reach” or the number of unique accounts who may have had any content from the Page or about the Page enter their screen, and the City’s Facebook page has consistently been over 25,000 per week for the last two years with an average weekly reach of 27,475 (Oct. 1, 2017-Sept. 30, 2018) and 27,017 (Oct. 1, 2017-Sept. 30, 2017).
- Social media posts have been a valuable tool to disseminate information to the citizens of Muscatine and we have added a new element ... video. One of the video’s ... a 3:34 live video of the 911 ceremony at the Muscatine Fire Department, reached 37,920 people with 19,919 video views, 4,216 reactions, comments, and shares, and 6,853 post clicks ... making it the most watched video published by the City of Muscatine. And it is second in “reach” to a May 9 post of photographs taken on Iowa Avenue when some early history of Muscatine was unearthed. That post reached 57,610 unique viewers.





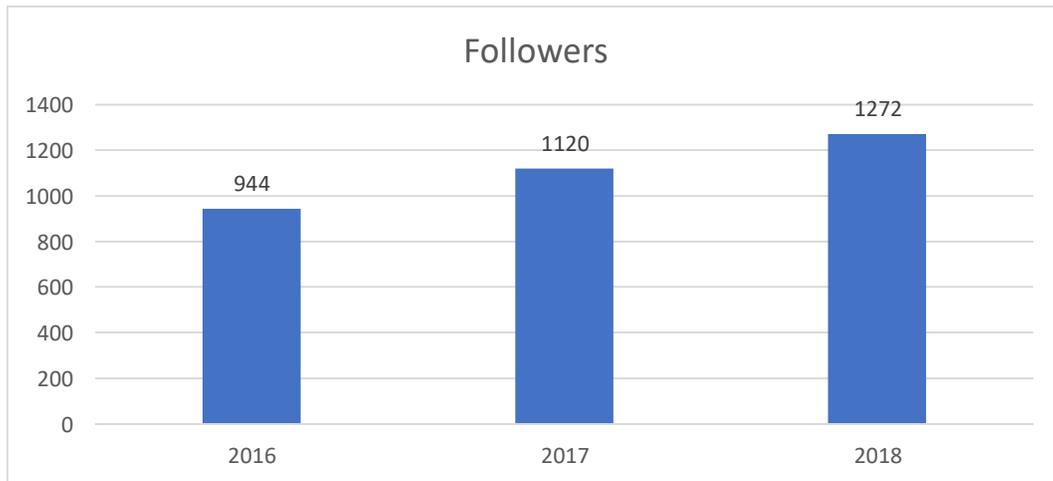
## OUR CITY

- A new venture by the City of Muscatine is a weekly talk show shot live in the office of the mayor. The show is a nonpolitical talk show featuring the mayor hosting City of Muscatine department heads and spokespersons from various groups throughout the City of Muscatine and Muscatine County. The show is a work in progress and the format may change from a show that is averaging 49 minutes in length into a show that is broken down into more bite size videos.
- Since it launched in April 2018, the Facebook page has gone from 111 likes on April 30 to 271 likes on September 30. A total of 24 shows have been shown live, posted on Facebook, and distributed on All-Access Cable Channel 9.
- If the show and associated Facebook page is to continue, we need to address the issue of length of the show and the average time spent watching (per viewer) of just 23.3 seconds. The show does average 706 viewers per week who watch at least 3-seconds, but only 268 per week who watch for 10 seconds or more.
- Increased advertising of the event, not doing a live show (an average of 3.33 viewers per week watch the live version), restructuring the format into smaller video segments which would shorten the time spent in front of a computer screen or keep viewers interested, or taking the show outside of City Hall are options that may be addressed during a presentation to the City Council in December.



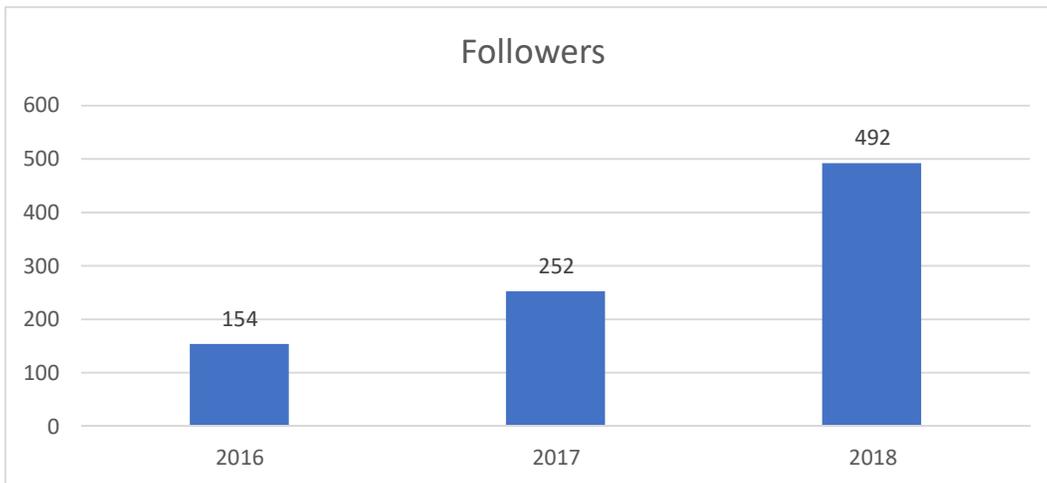
**TWITTER**

- Even the simplest of tweets can create a following such as the one that announced that Mulberry Avenue was open that had impressions (reach) of 5,095 unique viewers along with 304 engagements. Twitter reaches a different clientele than Facebook and while the media is not as popular as other social media outlets, it does had significance in a communications plan. The numbers have increased 113% over the past year and we are averaging about 12 new followers each month. That is down somewhat from a year ago when we averaged 17 new followers, but Twitter has been undergoing a transition in order to keep up with other social media platforms.



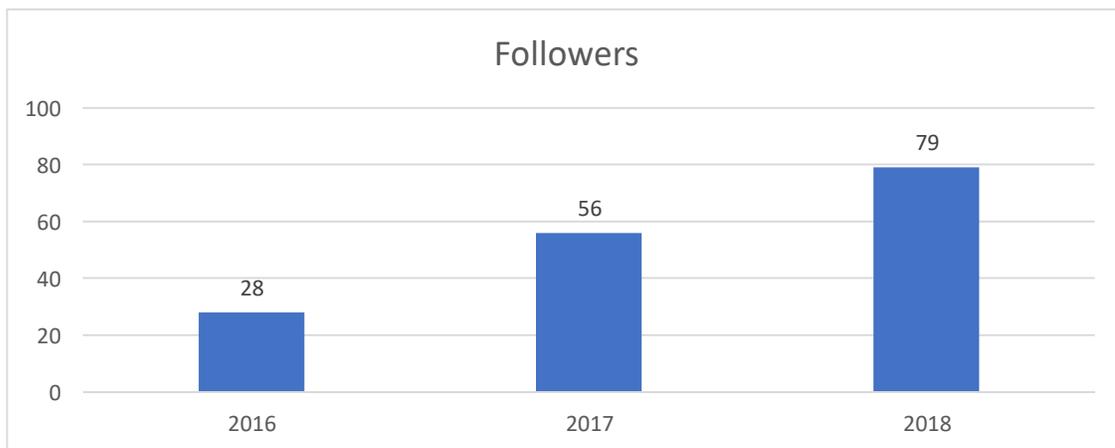
**INSTAGRAM**

- The City of Muscatine Instagram account reached a milestone early in October 2018 with our 500th follow. Instagram, currently owned by Facebook, is one of a stable of City social media platforms and, while what we can do with Instagram is increasing almost weekly, the platform is still a picture first, smart phone or tablet first platform. We are up 200% in follows from a year ago and stand at 501



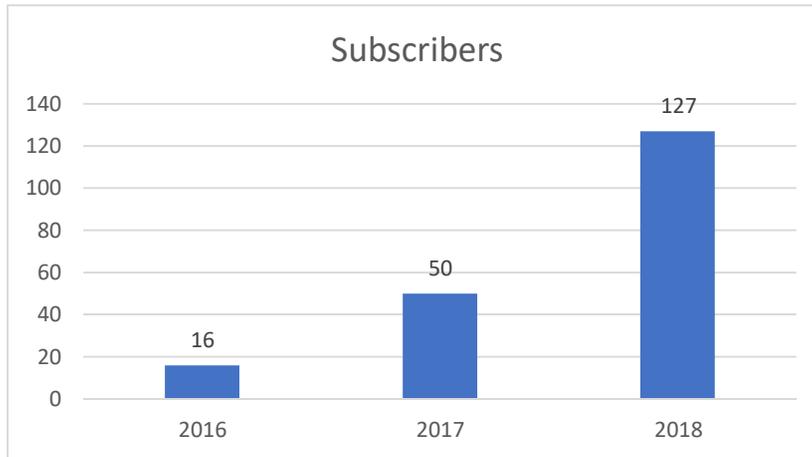
## LINKEDIN

- LinkedIn has been an underutilized platform but one with potential especially with a more professional base of members. The City of Muscatine has used LinkedIn to promote staff openings of a more professional nature while also posting sharing articles which are more geared to the professional ranks. Currently the City of Muscatine has 80 followers on LinkedIn. Eight original articles and one shared article has been posted on a variety subjects including LOST, the budget process, and branding.



## YOU TUBE

- Not one of our newest ventures into the realm of social media but one that has seen an increasing amount of interest is YouTube. The City of Muscatine currently has 131 subscribers to our channel that features live broadcasts of City Council meetings and candidate forums. The channel also features a Muscatine Communications channel where we are posting additional videos including those of the Mississippi Drive reconstruction. In addition, we will soon have the Our City Muscatine video programs as an additional channel.



## **OPEN GOV**

OpenGov is a transparency utility that can be used by city council members and the public for an in-depth look as to where the taxpayer's money is being spent. Department heads can also utilize OpenGov by establishing metrics from which they can gauge the success or failure of programs within their department, and from which they can obtain valuable information for the formation of budget proposals. OpenGov was unveiled in July 2017 was an immediate success. The site will soon expand to include more than financial reports as departmental metrics will be added soon.

## **PRESS RELEASES, NEWSLETTERS & BLOGS**

- Press releases are one of the most important tools in the promotion of the City of Muscatine, highlighting the many good people, departments, activities, and projects that are a part of this community. A total of 216 press releases have been written in the past year, 19 blogs, and 11 newsletters, each promoting the City in a positive light.
- The most recent blog on Mississippi River flooding has received 1,596 views. The blog is our primary tool for the promotion of the numerous positives that the City is providing for the citizens of Muscatine.

## **MAIL CHIMP**

- MailChimp is our mailing list for the City newsletter which is sent out at the first of each month. Currently we have 430 subscribers to that email list. The use of links to stories located on the City of Muscatine web site has been a good tool to bring people to the main web site for even a brief visit.

<b>FACEBOOK</b>	<b>FY 14-15</b>	<b>FY 15-16</b>	<b>FY 16-17</b>	<b>FY 17-18</b>	<b>FY 18-19 As of 10-6-18</b>	<b>Expectation for June 30, 2018</b>
Page Likes	1,326	3,598	4,343	5,175	5,455	6,000
Avg. Weekly Post Reach	1,282	18,345	24,000	27,017	27,475	30,000
<b>TWITTER</b>	<b>FY 14-15</b>	<b>FY 15-16</b>	<b>FY 16-17</b>	<b>FY 17-18</b>	<b>FY 18-19 As of 10-6-18</b>	<b>Expectation for June 30, 2018</b>
Page Followers	651	897	1,084	1,240	1,272	1,500
Avg. Weekly Impressions			3,640	4,696	4,063	5,000
<b>INSTAGRAM</b>	<b>FY 14-15</b>	<b>FY 15-16</b>	<b>FY 16-17</b>	<b>FY 17-18</b>	<b>FY 18-19 As of 10-6-18</b>	<b>Expectation for June 30, 2018</b>
Page Followers	11	145	242	427	501	600
Avg. Weekly Impressions				496	1,027	1,500

<b>OPEN GOV</b>	<b>LAST 7</b>	<b>LAST 30</b>	<b>LAST 90</b>	<b>OVERALL 2018</b>	<b>FY 18-19 As of 10-6-18</b>	<b>Expectation for June 30, 2018</b>
Number Of Visits	8 (10/06/18)	54	56	196		
Avg. Time Per Visit	1:55	9:26	7:31			
<b>LINKEDIN</b>	<b>FY 14-15</b>	<b>FY 15-16</b>	<b>FY 16-17</b>	<b>FY 17-18</b>	<b>FY 18-19 As of 10-6-18</b>	<b>Expectation for June 30, 2018</b>
Page Followers			45	78	80	100
Avg. Weekly Impressions				125	30	150
<b>YOUTUBE</b>	<b>FY 14-15</b>	<b>FY 15-16</b>	<b>FY 16-17</b>	<b>FY 17-18</b>	<b>FY 18-19 As of 10-6-18</b>	<b>Expectation for June 30, 2018</b>
Subscribers		15	46	51	131	150

- Provided weekly updates during construction season as work progressed on a variety of projects including Mississippi Drive, West Hill, Pollinator Park, Dog Park, Houser Street Parking Expansion.
- Increased use of video on social media and saw page likes and follows increase significantly on the various social media platforms.
- Coordinated effort to launch Our City Muscatine Facebook page that is home to a live weekly talk show produced Tuesday nights in the Office of the Mayor.
  - In addition, development of a YouTube page for Our City Muscatine in order to reach a larger audience.

- Published 216 press releases for the City of Muscatine while also assisting Fire Department (11 releases), Police Department (16 releases), and Parks & Recreation (50 releases) in the promotion of their information.
- Published 19 blogs in highlighting various departments and/or information regarding city services, city development, and city goals.
- Published 11 newsletters which featured links back to the City of Muscatine web site.
- Posted 10 articles on LinkedIn geared to a more professional reader.
- Serving on committee for redesign of City web site.
  - Reviewing department pages to ensure latest information is posted
    - Reviewing web site to determine how to maximize user interaction
- Assisted staff members with press releases as needed

## **ART CENTER**

- To prepare for the American Alliance of Museum's re-accreditation process by updating core documents, policies, job descriptions, and the long-range plan.

With the 2016 – 2017 facilities projects finalized, it was necessary to update a wide span of core documents. The Board of Trustees adopted a new strategic plan in April 2017 as well as a new Collections Management Policy and a new Collections Plan in September 2017. The Board of Trustees approved the amended Bylaws in December 2017. The Board of Trustees will work with staff to evaluate the current Facility Usage Policy with an updated policy expected in 2018-19. Muscatine Art Center staff has updated its Standard Facilities Report to reflect the facilities improvements and new mechanical systems. The staff has also updated the Disaster Plan and Maintenance Plan with all staff members being trained throughout early 2018. Staff will be trained on the updated plans in 2018. Staff job descriptions will be reviewed in 2018-19. The staff has created evaluation tools for measuring visitor/community response to classes, school experiences, events, and general visitor experiences.

- To build creative partnerships with area non-profit organizations, cultural groups, and educational institutions for the purpose of promoting the arts, history, historic preservation, lifelong learning, and other quality of life initiatives. (Long-Term Goal)

As part of the Strategic Plan adopted by the Board of Trustees in April 2017, the Muscatine Art Center has set a goal of working on at least two new collaborations each year. A new partnership was formed with Living Proof Exhibit to provide Creative Sessions for cancer survivors, patients, and their support teams. In spring 2018, the Muscatine Art Center began providing programs for older adults at the Wapello Library. Six such programs were presented in 2018 through a grant from the Iowa Arts Council. Another round of programs will be presented in spring 2019. Staff at the Muscatine Art Center played a central role in the collaboration, "Follow the Music: A Day Celebrating Dick & Mary Jo Stanley". Other partners included Hancher Auditorium, the Stanley Foundation, MCSA, the Muscatine Symphony Orchestra, Stanley Consultants, the Community Foundation of Greater Muscatine, and sponsors such as HNI and the Howe Foundation. The event took place in May 2018 with Preservation Hall Jazz Band performing at the high school. The Muscatine Art Center and Stanley Consultants hosted open houses and provided space for other organizations to exhibit and/or stage performances. Because of the event, the Muscatine Art Center has strengthened its connection to Hancher, MCSA, the Muscatine Symphony Orchestra, and other regional groups. In fall 2018, the Muscatine Art Center will begin a new partnership with the Latinos Americanos 4-H club and the

4-H club organized through the Liberian church. The youth will participate in special programming presented at the Muscatine Art Center over the course of many months, concluding with an exhibition presented by the 4-H members in fall 2019. The Muscatine Art Center has also returned to exhibiting artwork by local students. In spring 2018, artwork by middle and high school students was exhibited in the Stanley Gallery. In spring 2019, an exhibit will be organized for local elementary students. The plan is for this rotation – middle/high school together one year and elementary the next – to continue for many years in the future. In November 2018, the Muscatine Art Center will present its first concert in partnership with Quad City Arts. In fall 2019, the Muscatine Art Center plans to present an exhibition of photographs from the Musser Public Library's Oscar Grossheim Collection depicting childhood in the Muscatine area from circa 1900. This exhibition will be produced in conjunction with the National Endowment for the Humanities exhibition, "Jacob Riis: How the Other Half Lives".

The Muscatine Art Center customizes experiences for a wide range of groups. During the 2017-18 school year, 28 lessons were prepared and presented to the Muscatine homeschool association. Another 8 have been presented to other homeschool groups and to the Muscatine group so far during the 2018-19 school year. The Muscatine Art Center customizes classes for Parents as Teachers with the group visiting nearly every month. Sunset Park, the Muscatine Y, and the Salvation Army each visit several times over the summer. Other groups that visit frequently include Sunnybrook, Crossroads, Senior Resources, Big Brothers Big Sisters, 4-H, and Optima Life Services.

The Program Coordinator works with local teachers to organize field trips. In 2017-18, staff developed and piloted a lesson on "Grant Wood and his contemporaries" targeted to 5<sup>th</sup> grade classrooms. A local art educator aided in the development, and now the pre-visit materials, studio project, and on-site experience is available to all 5<sup>th</sup> grade students. Staff created a teacher's guide, a PowerPoint presentation for students, and a set of options to further tailor the on-site visit. Staff also provided an in-classroom presentation for middle school students learning about the Civil War. Because of the interest in the presentation, staff submitted a successful grant application to develop and pilot an outreach lesson based on the letters of Muscatine resident and Civil War soldier, Daniel Parvin. The staff is currently developing the lesson, recruiting four actors to portray the soldier and his wife, and organizing a team of middle school teachers to provide input in the lesson's development. The actors will go into the classroom starting in spring 2019. In December 2017, staff also developed a custom experience for fourth grade students learning about local history. This fieldtrip option is now available to other classrooms. Additional fieldtrip experiences were created specifically for Louisa Muscatine Schools and Hayes. The staff at the Muscatine Art Center makes every effort to ensure that fieldtrip experiences and outreach programs connect closely with the content studied in the classroom.

The Muscatine Art Center is also represented at a wide range of community programs and festivals. In recent years, a small grant from Ascentra Credit Union has made it possible to present art activities at the Summer Academy offered through the schools and United Way of Muscatine. Over summer 2018, staff presented activities at 6 different elementary schools. Staff also presents "make and take" projects at events such as the Community Block Party and Halloween at Y. Staff also represents the Muscatine Art Center at the Leadership Muscatine Volunteer Fair, Senior Expos, and other community-based events.

- To increase community awareness and engagement by re-developing [www.muscatineartcenter.org](http://www.muscatineartcenter.org), making the Muscatine Art Center's collection searchable online, and continuing to develop social media. (Marketing, Communication, and Engagement)

In 2015, the Muscatine Art Center secured a grant from Travel Iowa to complete the first phase of a two-phase endeavor to bring the collection database online for visitors and researchers. The grant enabled the conversion of data from the in-house database "Mimsy" to the database needed for online viewing "Mobius". The conversion was completed in spring 2016. Phase two is the creation of a website for the Muscatine Art Center with the abilities to host "Mobius". The Muscatine Art Center's website is over 12 years old, difficult to update, does not include responsive design for viewing on smartphones, and has dated content. Leadership Muscatine volunteers assisted in defining the direction of a new website. A capital outlay request for a new website was part of the Muscatine Art Center's 2017-2018 budget submission. This request was denied, and no direct progress was made on the website because of lack of funding. A capital outlay request for less than 50% of the project cost was included in the 2018-19 budget. The Muscatine Art Center Support Foundation Fund had received a donation from a private individual to cover a third of the expense, and the remaining amount was funded by carrying forward unspent funds from a previous fiscal year's operating budget. The City Council approved the new request in the amount of \$7,200. At the start of the new fiscal year, Muscatine Art Center staff worked with the City's Information Technology Manager and Finance Director to prepare a request for proposals. In August 2018, the Muscatine Art Center received three proposals which were reviewed by Muscatine Art Center staff, the Information Technology Manager, the Finance Director, the Board of Trustees, and the Community Engagement Committee. Applied Art & Technology of Des Moines was selected. The Muscatine Art Center had previously worked with the firm to complete the 2016-17 technology projects in the Musser McColm house. The project kick-off meeting was held in early September 2018, and the new website is on schedule to be launched by summer 2019. The new website will make it possible for visitors to search the Muscatine Art Center's permanent collection online.

- To utilize the city's website to improve marketing and communication to the public and actively participate in the City's efforts to develop a marketing and branding initiative. (Marketing, Communication, and Engagement)

The Muscatine Art Center posted 12 agendas, 12 minutes, and 114 posts to the City of Muscatine's website. 66 subscribers follow the Art Center through the City's website. The news flash section of the City's website was used for notification of class cancellations. The Muscatine Art Center has developed a presence on social media with 1,746 followers on Facebook and 2,105 posts on Facebook during the 2017/18 fiscal year. A Friends of the Muscatine Art Center Facebook page was created in 2016 and now has 115 followers and 314 posts occurring in the 2017/18 fiscal year. The Instagram account was set up on June of 2015 and now has 263 followers and 272 posts in fiscal year 2017/18. These posts also show on Facebook, Flickr, and Twitter. 242 photos were posted to Flickr in 2017/18 and 272 items were shared on Tumblr in 2017/18. The Twitter account has 366 followers with 803 tweets in 2017/18 fiscal year. 1,554 Pins were added to the Pinterest board during the fiscal year. 165 boards are managed with 440 followers. The average monthly views for the Pinterest board are 11,834 with an average of 399 engaged each month. (Average daily impressions are 556; average daily viewers are 428.)

Staff also updates the Muscatine Art Center's page at Google Maps, Google Business, Yelp, and Winnie. Events are placed on the Visit Quad Cities CVB calendar, Experience Quad Cities calendar, City of Muscatine calendar, WVIK and Yelp. Other websites must be kept up-to-date

and these include the page for the Muscatine Art Center on Travel Iowa, Blue Star Museums, and the Smithsonian Museum Day website. The Office Coordinator attended 1 meeting of the Eastern Iowa Tourism Association (EITA) 2017/18.

The Muscatine Art Center also created a new rack card which replaced the card developed over 12 years ago. To help promote Muscatine and the Muscatine Art Center, the staff devoted many hours to Amazon's production of Fireball Run. Advanced production/filming occurred in July 2017 with the event taking place in September 2017. The Muscatine Art Center also worked with Chad Bishop in his efforts to produce both a documentary about and a film inspired by Norman Baker. Staff appeared multiple times to promote Muscatine Art Center activities on the program hosted at Hy-Vee. Fran Riley produced several segments and interviewed staff regarding exhibitions and events. Staff facilitated the appearance of guest artists on local radio and on segments produced by Muscatine Community College. Staff also appeared on segments produced by the college. Staff promoted kids' activities and the Ice Cream Social by appearing on WHBF Channel 4 in June 2018. Staff worked with Muscatine Convention and Visitors Bureau on the community spotlight "Our Quad Cities" which aired on September 11<sup>th</sup>. Another collaboration with the CVB is in development. Throughout the year, staff develops and distributes many press releases. During 2017-18, stories about, or pertaining to, the Muscatine Art Center appeared 48 times in local newspapers.

- To work with the Community Improvement Action Team (CIAT) and other community groups to explore Placemaking projects and create policies for public art and processes for developing ideas and working with City departments/commissions and property owners. (Community and Economic Development / Projects, Programs, and Placemaking)

The Muscatine Art Center Director organized an informal group to discuss public art. The group of eight has met six times since forming in February 2018. The group looked at examples of public art in other communities and the infrastructure that exists in other communities (boards, commissions, advisory committees, funds, defined processes, applications, etc.). The group also discussed what was known and unknown about public art, murals, historic monuments, etc. in Muscatine and gave suggestions for how to create a social media community to gather this information. In its current structure, the group does not have much ability or an official role in guiding public art policy and/or projects. A public art commission or advisory committee has been recommended as well as a process and draft application for bringing forward public art projects to be installed on City property. In late 2018 or early 2019, the Director of the Muscatine Art Center will present this proposal at a City Council in-depth session.

- To tell Muscatine's story using the Muscatine Art Center's collections, historic house, and historic Japanese garden by developing a Teaching with Historic Places lesson plan and taking advantage of other opportunities offered through the National Register of Historic Places. (Long-Term Goals)

In 2017, the Laura Musser McColm Historic District (comprised of the 1908 Musser House, carriage house, and Japanese Garden) was listed on the National Register of Historic Places. A grant through the State Historical Society of Iowa's Historic Resource Development Grant was secured to cover the consultant's fee. In 2016, a team of Leadership Muscatine participants completed projects in the historic Japanese Garden. The main project was removal of the old pergola and construction/installation of a new pergola based on historic photographs. Landscape improvements in the garden also included plantings and the installation of reproduction crane fountains. For Preservation Month in May 2017, the Muscatine Art Center hosted a public event for the Friends of Historic Preservation to mark the listing on the National Register. Preliminary

work has begun on the Teaching with Historic Places lesson plan, but other education materials have been more in demand from local educators. Within the next two to three years, the staff plans to work with a historic landscape architect to create a historic landscape report for the Japanese Garden and a plan to care for the plants, trees, water feature, and historic sculptures in the garden. In 2017, the Board of Trustees designated a bequest gift for the purpose of improving the Japanese Garden.

Staff has developed a set of 16 collection highlight cards that underline the scope of the collection and some of the most important works of art held by the Muscatine Art Center. These collection cards are being distributed to local educators. In developing the cards, the staff wanted to better communicate the quality and breadth of the collection and to make it easier for local educators to share information about specific objects in the collection with students.

- To continue seeking grant funds for appropriate projects.

Over the last five years, the Muscatine Art Center has secured special project funds exceeding \$825,000. The two largest amounts were from the Roy J. Carver Charitable Trust and the Muscatine Art Center Support Foundation with both organizations each providing \$360,000 for the HVAC and associated projects in 2016. The Muscatine Art Center staff launched and completed a capital campaign to backfill the funds from the Support Foundation. The remaining grants were secured from 10 other sources including the Community Foundation of Greater Muscatine, the Department of Cultural Affairs' Cultural Leadership Partner program, the Historical Resource Development Program, the Arts Learning in Libraries Initiative, the Department of Cultural Affairs' Special Project Grant, the ArtsLab Program administered by the Department of Cultural Affairs, Travel Iowa, Muscatine Charities, Ascentra Credit Union, and the Early American Pattern Glass Society. Income from these grants varies from year to year, and it is time consuming for staff to write grant applications, monitor the grant project process for compliance, and complete interim and final grant reports. In addition, some grant applications require the submission of press releases to local media, notification letters sent to state representatives, and specific recognition of the grant sources (inclusion of logos, taglines, etc.). The Muscatine Art Center actively seeks grants to fund projects related to programs, exhibitions, marketing, and other improvements. Often a grant source will not allow an organization with a prior active grant to submit a request for a new grant until a final report is submitted. In fall 2017, the Muscatine Art Center re-applied to maintain its designation as a Cultural Leadership Partner. This involved first submitting a letter of intent and then submitting a 20-page application plus letters of support, a portfolio of projects, and a copy of the strategic plan. The Muscatine Art Center scored 52 out of 54 possible points on its application and was awarded the CLP designation for the next three years. However, while the application is due once every three years, it is necessary to submit annual reports to Department of Cultural Affairs. Failure to submit the annual report results in loss of funding.

In 2018, the Muscatine Art Center was accepted into ArtsLab which also resulted in the receipt of a \$5,000 grant to fund the staff's participation in the ArtsLab training. The final ArtsLab workshop takes place in October 2018. Throughout the ArtsLab sessions, Muscatine Art Center has worked on a strategy roadmap which will be the final product. The Muscatine Art Center staff was also selected to deliver services to the Keck Memorial Library in Wapello, Iowa. The Iowa Arts Council received a grant to provide arts-based experiences to older adults (those who are 55 and up) in a rural library setting. The project is called the Arts Learning in Libraries Initiative.

The Muscatine Art Center received \$1,495 to teach six classes and provide all necessary supplies. The initiative will continue in 2019, and the staff is already working with Wapello on the next round of classes. Another \$4,270 was awarded from the Historic Resource Development Program to develop a middle school outreach program to present the letters of Muscatine resident and Civil War soldier, Daniel Parvin. As of October 2018, the Muscatine Art Center has two pending grant applications which if fully funded would bring in another \$50,000.

- To make steady progress on the goals and objects outlined in the Strategic Plan adopted by the Muscatine Art Center Board of Trustees.

The Muscatine Art Center Board of Trustees adopted its Strategic Plan in April 2017. The plan is divided into three main parts:

- (1.) Provide relevant programming that meets the needs of a broad and inclusive audience, solidifying the Muscatine Art Center as a vital community resource.
- (2.) Ensure long term sustainability and growth of the Muscatine Art Center.
- (3.) Make strategic and meaningful use of the Muscatine Art Center's collection, facilities/grounds, staff/volunteer expertise, and financial resources.

From these three main parts, more specific objectives are listed such as (1A) offer high quality experiences guided by on-going evaluation and (1b) offer diverse experiences, promote inclusiveness, and fully utilize resources (scope of collection, all interior/exterior public spaces, staff expertise, etc.).

SMART (specific, measurable, achievable, relevant, time bound) goals are included in the Strategic Plan, and the organization actively works to reach these goals which are annually evaluated with the Board of Trustees. During the last goal review with the Board of Trustees, there were a number of goals that were delayed because of staff changes. In early October 2017, the Program Coordinator resigned to take a full-time job. This left the position unstaffed for more than one month. This made it necessary for the Director to take over teaching many of the classes and other staff members to fill in other ways such as generating contracts for studio instructors, keeping supply inventory, and ordering new supplies. Examples of the goals that were delayed because of the temporary vacancy and training a replacement staff member included developing goals for each major program, annual evaluation of each major program, identifying target audiences and specific plans to reach each audience segment, evaluating the feasibility of a formal outreach programs to serve school audiences, and developing tailored evaluation tools. Over one year has passed since the change in staff, and the Muscatine Art Center has only been able to move forward with reaching these goals in the last few months.

In other parts of the Strategic Plan, the staff has made steady progress. These include hosting an exhibition exploring themes of importance to an under-served audience a minimum of once every two years – the exhibition schedule meets this goal and is nearly complete through the end of 2021 and part of 2022 is also booked. Another goal is to balance the Muscatine Art Center's offerings to include a rotation of experiences touching on local history, art, music, performance, other cultural, and family-friendly activities with a minimum of 6 experiences each quarter, touching at least 3 of the listed categories. The Muscatine Art Center has also been able to successfully develop a minimum of 2 new collaborations. Participating in ArtsLab is also helping the Muscatine Art Center to remain focused on its Strategic Plan.

## **Exhibitions**

- Since the historic Musser McColm house reopened to the public in April 2017, the staff has taken on a more aggressive exhibition schedule. Spaces in the house that were permanently installed are now used for changing exhibitions. In addition, exhibitions are changing more quickly in the Stanley Gallery. Between July 2017 and June 2018, the Muscatine Art Center presented the following exhibitions:
  - Not So Ordinary: Iowa Regionalists and Scenes of Rural Life
  - The Art of Carol Steinmetz, Iowa Watercolorist
  - Go Figure!
  - Norman Rockwell's Home for the Holidays
  - Peter Norton Christmas Project
  - Kimble Bromley: Moby Dick Series
  - Faces of Iowa State
  - Muscatine Middle and High School Art Exhibition
  - Pulled Pressed & Screened: Important American Art Prints
  - Mauricio Lasansky: The Mr. & Mrs. Harold Rayburn Collection
  - Spring Motor Phonographs, Circa 1900
  - The Art of James Henry
  - Norman Baker
  - 4H Projects
  - Elks Chanters Revisited
  - Muscatine Art Center Recent Acquisitions 2017-2018
  - Featured Collections from the Muscatine Art Center: Animals and Figures
  - Prints by Beth Van Hoesen
  - Peter Mar Toys
  - Mississippi River Towns-Pre Black-Hawk Purchase
  - Oceania, Africa & Fiji exhibition
  - Alexander Clark
  - Modernist Pottery from the Permanent Collection
  - Recent Acquisition of Iowa Art Pottery
  - Heartfelt & Handmade Ornament Competition
  
- The Muscatine Art Center worked with the Musser Public Library to present the exhibition, "Go Figure!", at the library in December 2017 - January 2018. The staff selected and prepared works for a mini exhibition at the Merrill Hotel. This exhibition was installed in March 2018.

## **Behind-the-Scenes / Collections Management**

- Following the 2016-17 facility project, it was necessary for the staff to re-organize and develop new areas to properly house collections. This required updating the collections database, building physical storage structures, re-organizing sections of the permanent collection, re-housing select collections, and inspecting objects for conservation needs. Progress continued to be made on long-term projects such as digitizing records, photographing the collection, updating insurance values, cataloguing new additions to the collection, reviewing the historic toy collection, and managing numerous volunteer projects (15+ volunteers plus interns are trained to handle objects or records) related to collections management. Staff continued to work with other institutions and researchers to provide loans and/or access to collections or information. In 2017 – 18, the staff provide the following collections assistance to others:

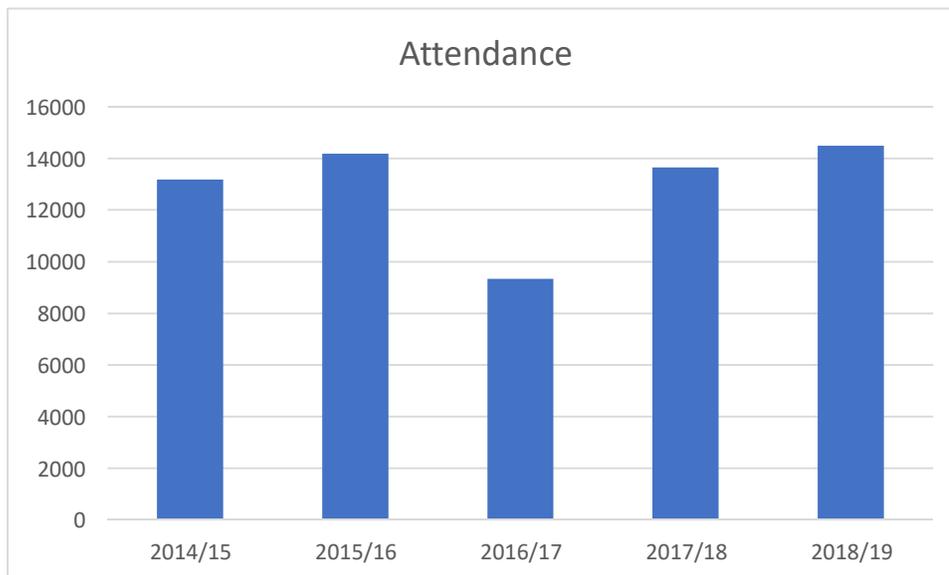
- Assisted Curator at Iowa State University to identify Iowa artists represented in the Muscatine Art Center's collection for a future exhibition.
- Prepared & packed loan items for Mississippi Museum of Art loan, Jackson, MS
- Processed loan paperwork and packed in a custom crate *White Lotus* by Georgia O'Keeffe to New York Botanical Garden and the Memphis Brooks Museum of Art, Memphis, TN
- Prepared and packed painting for Moline Public Library loan
- Provided digital content for the Iowa Museum Association's Iowa History online project
- Worked with CBI staff to identify architectural mural
- Assisted staff at Lutheran Living with exhibition of Lutheran Living Resident artwork
- Removed objects on loan to the Musser Public Library prior to library's move
- Assisted Musser Public Library staff with historic content stored at the Transfer Station
- Worked with Secretary of 20<sup>th</sup> Century Club to scan collections for archive
- Assisted Daughters of the American Revolution with display at Muscatine Art Center
- Assisted researched with Prisoner of War book
- Provided research materials for the book, *Iowa Gardens of the Past: Ornamental Horticulture and Landscaping in Iowa: 1850-1980*"
- Provided digital content and access to space for filming for the *Man in Purple* documentary and film
- Provided content for the Paperweight Collectors Association newsletter.
- Provided digital reproduction pertaining to the pearl button industry for the upcoming bicentennial exhibition at the Illinois State Museum
- Provided content for the 'Compendium Resource Guide' related to Civil War letters and diaries for a PhD dissertation at Princeton University
- Provided digital images and information for the book, *Grant Wood's Secrets*, University of Delaware Press
- Provided research for the story, "Brave Hearts- A San Francisco Story"
- Provided research pertaining to the Civil War collection
- Provided images and content to Iowa Public Television on Peter Mar Toys
- Provided content pertaining to local historic pottery for Pine Creek Grist Mill newsletter
- Provided digital image of O'Keeffe painting for the Poetic Society of America program
- Provided images and archival content for the Tire Vulcanizing, Filling Stations and Garages research
- Provided images and information for the exhibition, *Grant Wood: American Gothic and Other Fables*, on view at the Whitney Museum of American Art
- Quarterly Muscatine Magazine submissions
- 6 ad content submissions to the magazine, *The Iowan*
- 26 submission to *The Muscatine Journal* to highlight local history collection
- Updated content on the Smithsonian American Art Museum database

## Miscellaneous

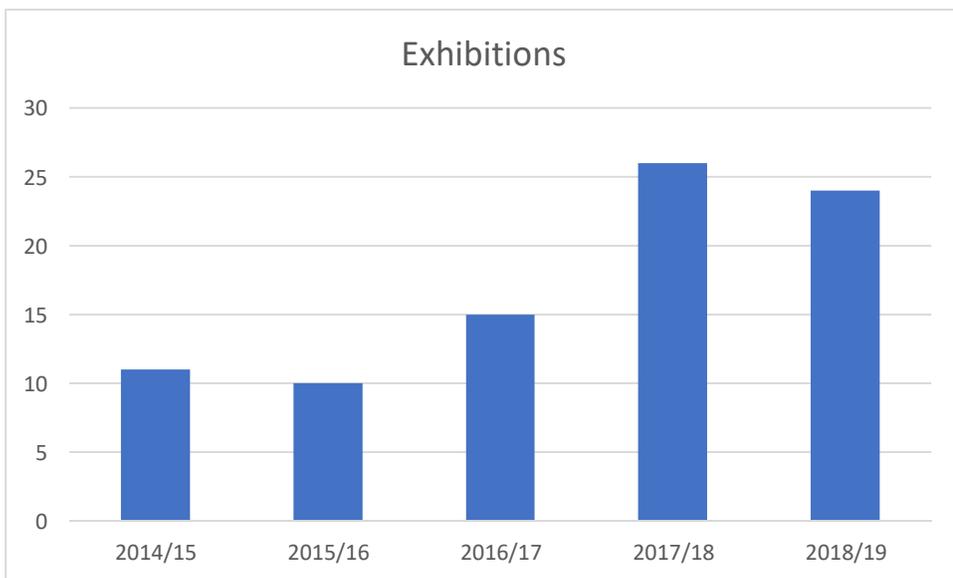
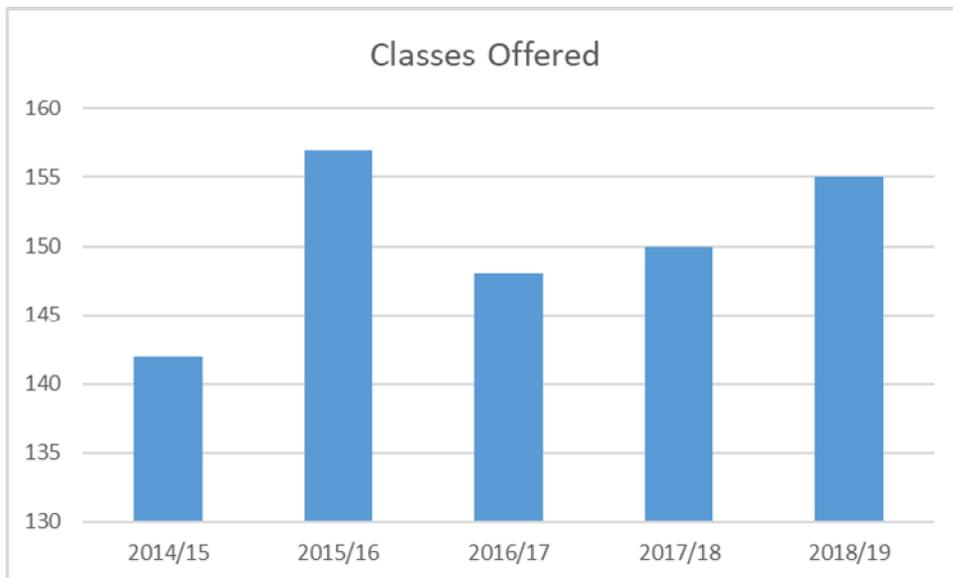
- The Muscatine Art Center took the lead in organizing the December 2017 visit for the Iowa Department of Cultural Affairs. This involved working with several staff members from the department, local representatives (Carlson and Lofgren), and Muscatine area community leaders and those involved with cultural, historic, economic development organizations. Six staff members from the department, toured Muscatine's downtown and riverfront with multiple stops along the way. The group was joined by another 20 Muscatine area leaders for lunch at the Muscatine Art Center followed by a community meeting with nearly 50 people attending.
- The Muscatine Art Center also hosted the new President of Iowa State University during the run of the "Faces of Iowa State" exhibition. This also involved many layers of communication and

logistics. Nearly 100 people attended the event with 20 individuals traveling by charter bus from Ames.

- The Muscatine Art Center staff also worked alongside the Friends of the Muscatine Art Center to develop a new fundraiser, the “Heartfelt & Handmade Ornament Competition”, which launched in November 2017 and returns in November 2018 with the addition of an Artists’ Pop-Up Shop.
- Several important objects and collections were acquired by the Muscatine Art Center including Marvin Cone’s “Cloud Study”, a collection of 21 objects of Iowa Art Pottery, a commissioned portrait by Maquoketa artist Rose Frantzen of one of the Muscatine Art Center’s long-time volunteers, several dozen items made by (or belonging to) Ida Block of Muscatine, items from Laura Musser McColm’s estate including 100 pieces of china, an important addition to the Mississippi River collection (painting dating to 1871), many local history objects from multiple donors, and approximately 100 objects from the estate of Cliff Larson (former Director of the Muscatine Art Center).
- The Muscatine Art Center must plan far in advance to book exhibitions. Currently, the staff is managing contracts, working directly with artists, researching content for in-house exhibitions, or coordinating with other organizations on 24 exhibitions that will occur between 2019 and the end of 2022. Another four exhibitions are pending, and the staff continuously seeks out information and makes inquiries regarding potential exhibitions. Seven exhibitions are planned for the Stanley Gallery alone in 2019.



- Numbers for 2018/19 are projected; all other numbers are actual. 2015 brought in many visitors for special events connected to the Muscatine Art Center’s 50<sup>th</sup> anniversary. In 2016-17, the historic Musser-McColm house was closed due to the facility upgrades, and exhibitions in the Stanley Gallery were carefully considered to avoid putting at risk objects that are sensitive to temperature and humidity fluctuations.



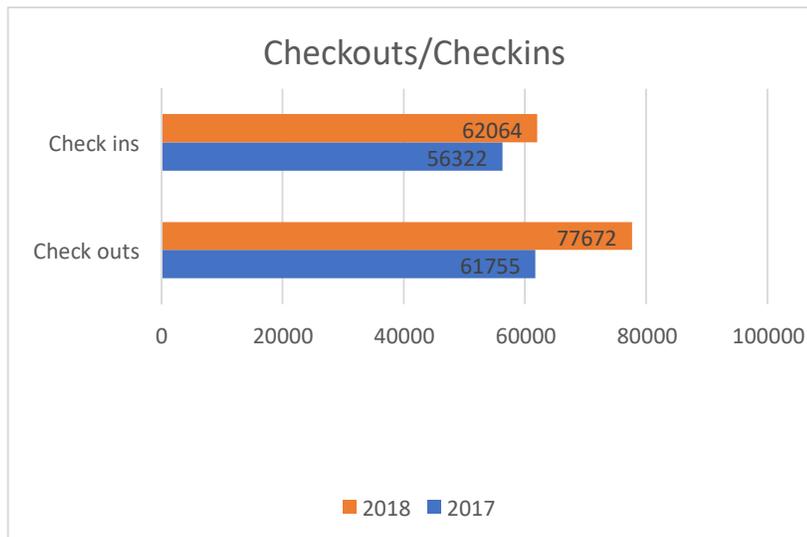
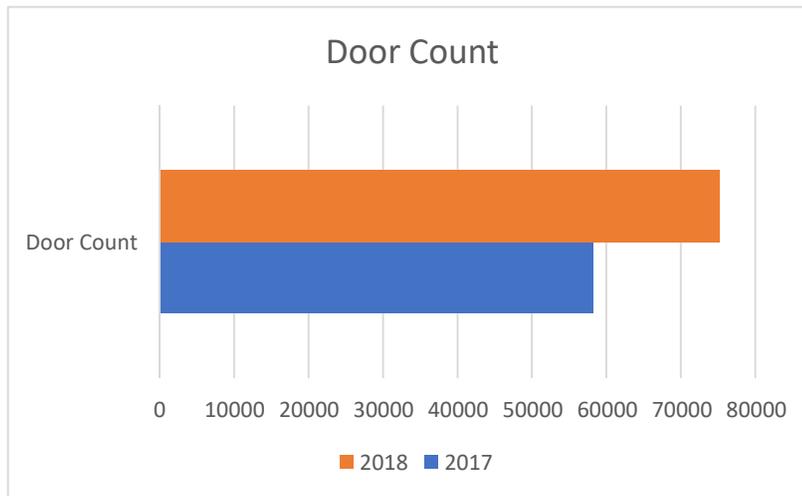
- Since re-opening the historic Musser-McColm house, the amount of space available for rotating exhibitions have increased. Staff must manage not only the content for these additional exhibitions, but also, incoming loans, loan agreements, and/or shifts in behind-the-scenes storage space.



# MUSSER PUBLIC LIBRARY

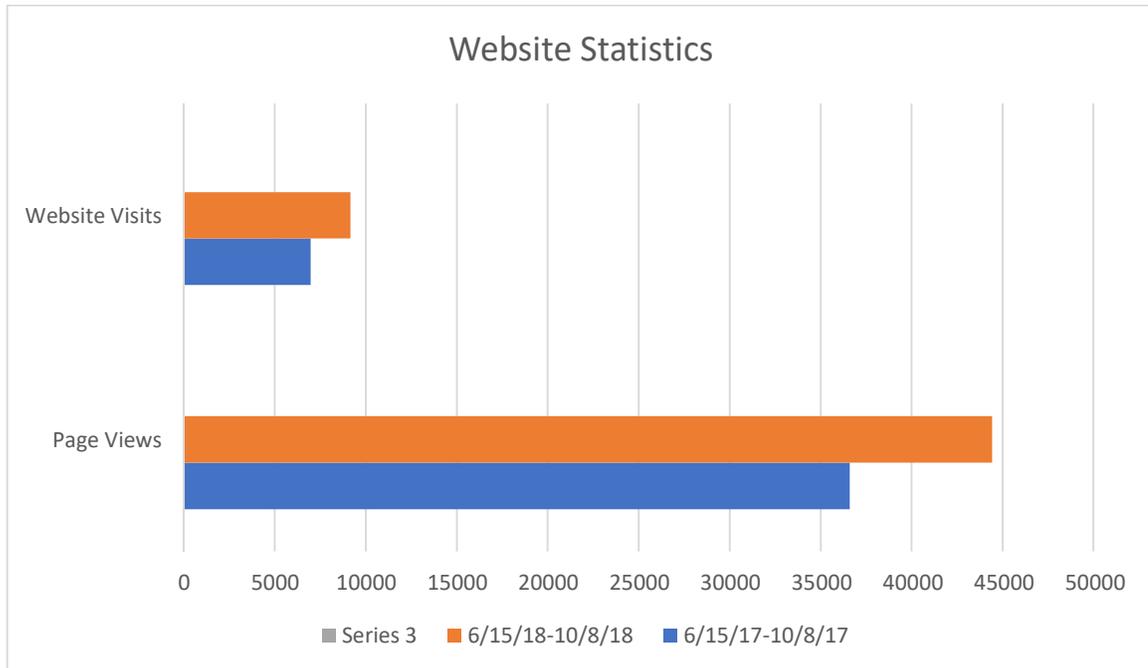
## OPENED NEW LIBRARY JUNE 15, 2018

- Converted donated HNI building at 408 E. 2nd St into a library and community center
- Total cost approximately 1.3 million of which \$350,000 came from the Library Trust, \$200,000 from the City of Muscatine, \$550,000 from the Carver Trust, and \$200,000 from the CAT Grant
- Created 12 meeting rooms ranging in capacity from 4-102 people, 8 of which are reservable in advance. The Large Program room has 2 LCD projectors and wireless/HDMI connectivity for presentations to groups of all sizes.
- Purchased new shelving for the entire building, including face-out displays and mobile shelving in the Children’s area, and new media shelving on the first floor
- Installed a new phone system and trained staff
- Switched to a dedicated fiber connection with MPW and increased bandwidth to 50up/50down
- Consulted with the IT department on the installation of a new, building-wide wifi system, new server and new firewall
- Door Count 6/15/17-10/8/17 (58,258) compared to 6/15/18-10/8/18 (75,171) - 23% Increase



## WEBSITE

- Designed developed and launched a new, responsive (including mobile) library website in conjunction with Big Imprint
- Includes open source online room reservation plugin/software
- Adopted new logo, designed by Mike Shield



**Page views 17% Increase**  
**Visits 14% Increase**

## PR AND MARKETING

- Adopted a new logo, designed by Mike Shield.
- Using that logo, we rebranded the entire library ecosystem
- Rebranded the library catalog to match the new logo, them and colors to match the new website
- Began posting more frequently to Facebook, upping our friends
- Took advantage of free promotional opportunities through the KWPC's website and HyVee's web program

## COLLECTION DEVELOPMENT

- In a three-month period, weeded approximately 60,000 dated and little-used library materials to enable the collection to fit in the area available in the new building
- Sold or donated most of the items through Better World Books
- Purchased over \$70,000 of new materials for an opening day collection
- Entered into an agreement with Library Systems & Services for them to select all of our new materials through Baker & Taylor and supervise the processing of those materials through Baker & Taylor. Library Systems & Services will then catalog all new materials to meet RiverShare's standards. Over time, their analytics will enable Library Systems & Services to fine tune the purchasing, so we have the items our patrons want, thus maximizing our collection dollars.

## **CONTINUOUS SERVICE IMPROVEMENT**

- Technical Services
- Using staff and volunteers, converted the library's entire collection to RFID in four weeks
- Worked with our shelving vendor to move the collection to the new building and reshelving, including integrating the opening day materials, in one week

## **CHILDREN'S DEPARTMENT**

- Extended staffing to provide supervision and assistance for the entire time the library is open
- Carried out summer reading in spite of disruption to the normal schedule
- Introduced AWE Learning Tablets
- Began offering an additional Lap Sit session each week once we moved
- Average Lap Sit session attendance increased 30% in the new facility
- Pride in Muscatine

## **PERSONNEL**

- Hired a security guard for 20-25 hours per week to help supervise the new library
- Trained and orientated all staff to deal with all the new technology and policies in the new building

## **CIRCULATION**

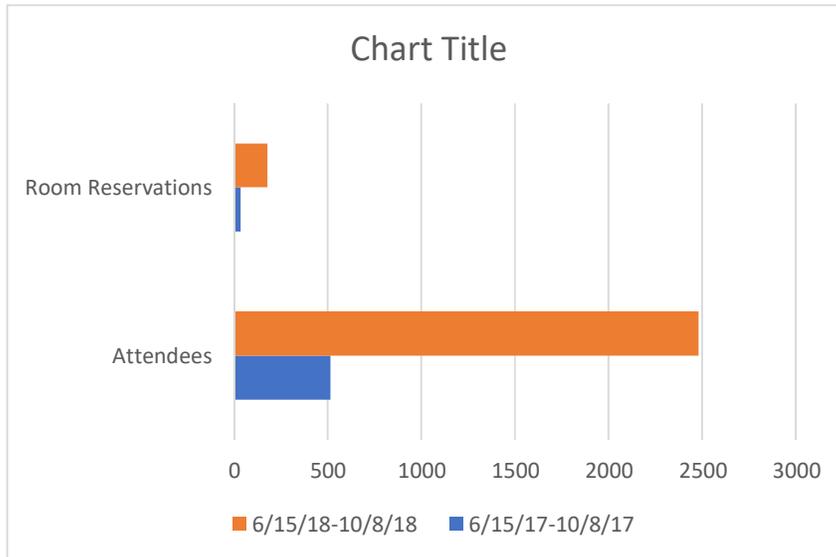
- Installed six self-check and payment kiosks
- After the first 30 days, 95% of all circulation transactions took place at a self-check kiosk
- Began checking out laptops for building use
- Discontinued issuing daily computer passes for those not eligible for a library card and began issuing a permanent computer use card for those who do not qualify for a library card

## **ADULT PROGRAMMING**

- Began offering adult programs in the new building including a book group, lunch and evening craft sessions, author visit, Halloween costume exchange and a monthly program for seniors. Many of these programs involve local partnerships

## **MEETING ROOMS**

- Most meeting rooms are reserved independently by users
- During the summer and after school most of the small rooms are constantly in use. These rooms do not require reservations, so we do not have statistics
- With the exception of setting up for the large program room, the meeting room component requires very little staff support



Attendance Increase 80%

## **COMMUNITY DEVELOPMENT**

### **ECONOMIC DEVELOPMENT**

- Awarded 2nd place in the FHLB Strong Communities Program - \$3,000
- Received land donation of Beach Lumber from Carver - \$200K est. value
- Submitted application for three Federal Opportunity Zones (approved for two)

### **COMMUNITY DEVELOPMENT**

- Raised private funds for a downtown Railroad Quiet Zone - \$1,035,000
- Completed the implementation of a downtown Railroad Quiet Zone (March 2018)
- Obtained IDNR Trail Grant - \$300,000
- Utilized a (earmarked) US DOT Trail Grant - \$500,000
- Obtained and completed a Iowa CAT Grant - \$500,000
- Raised private funding & donations for balance of CAT Grant - \$8,400,711 (4 projects)

**OTHER DEPARTMENT & PROGRAMS ACTIVITY**

- TIF Investments \$1,386,271.00
- Small Business Forgivable Loan Program \$116,140.00
- Building Improvement Loan Program \$180,000

	<u>Forgivable</u>	<u>Building</u>	<u>Private</u>	<u>Jobs</u>	<u>Accum Investments</u>
<b>2015</b>	\$100,000	\$25,000	\$533,800	49	\$658,800
<b>2016</b>	\$59,000	\$325,300	\$101,500	33	\$1,144,600
<b>2017</b>	\$62,000	\$462,500	\$948,000	61	\$2,617,100
<b>2018</b>	\$116,500	\$642,500	\$1,477,000	55	\$4,853,100

- Tax Abatements (commercial & residential) \$93,231.00

	<u>Investments</u>	<u>Abated</u>	<u>Annual Abatement</u>
<b>2014</b>	\$611,788	\$150,000	\$6,097
<b>2015</b>	\$3,852,427	\$609,220	\$24,764
<b>2016</b>	\$1,395,500	\$338,360	\$13,754
<b>2017</b>	\$1,776,975	\$450,000	\$18,293
<b>2018</b>	\$2,975,000	\$1,275,000	\$93,231

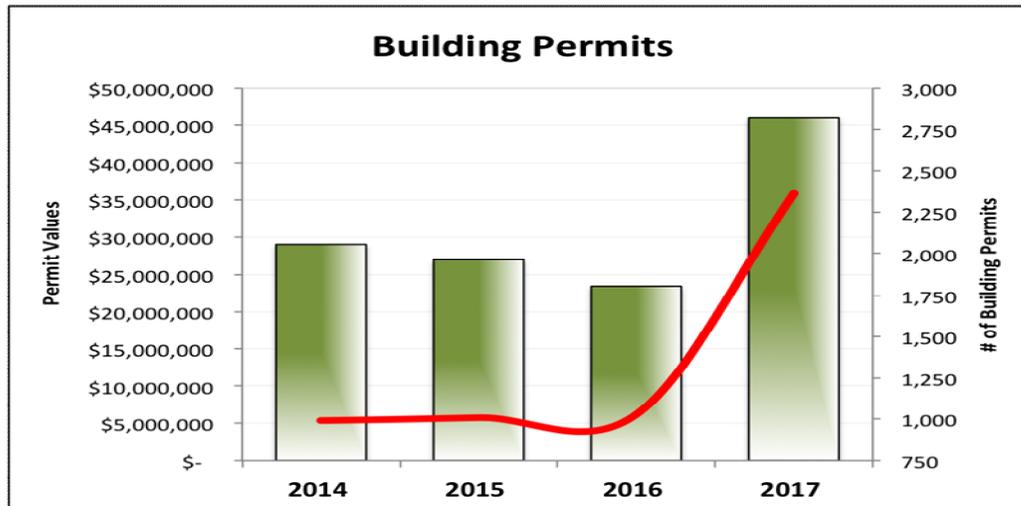
**Tax Abatements FY 2017/2018**

<u>Tax Abatement Program</u>	<u>Number of Properties</u>	<u>Taxes Abated</u>	<u>MEMO ONLY Valuation Abated</u>
New Residential Homes	22	\$ 64,678	\$ 1,650,000
New Multi-Residential Development	1	14,700	375,000
New Garages	1	332	8,460
Residential Home Improvements	2	3,104	79,190
New Commercial Buildings	1	8,603	219,470
Commercial Improvements	2	1,814	46,280
Totals	29	\$ 93,231	\$ 2,378,400

Developer	Type of Development/Purpose	Fiscal Years of Rebates		Taxes Rebated/ Abated
		First Year	Final Year	Current Year
Musco Sports Lighting - 67% for 15 Years	Industrial/Economic Development	2005/2006	2019/2020	\$ 82,308
Cedar Development - 50% for 10 Years	Commercial/Economic Development	2009/2010	2018/2019	255,399
Curry's Transportation - 50% for 10 Years (Suspended Beginning in 2015/2016)	Commercial/Economic Development	2010/2011	2019/2020	-
Newcomb Properties - 50% for 10 Years	Commercial/Economic Development	2010/2011	2019/2020	8,171
A & E Convenience - 50% for 10 Years	Commercial/Economic Development	2012/2013	2021/2022	3,892
The Villas at MCC, LLC - 50% for 10 Years	Commercial/Student Housing	2013/2014	2022/2023	8,808
R.L. Fridley Theatres Inc. - 15 Years (Declining Percentages)	Commercial/Economic Development	2015/2016	2029/2030	66,777
Wal-View Developments #1 - 10 Years (Declining Percentages)	Warehousing/Economic Development	2015/2016	2024/2025	642,970
H.J. Heinz - 5 Years Declining Percentages	Industrial/Economic Development	2016/2017	2020/2021	14,764
Wal-View Developments #2 - 10 Years (Declining Percentages)	Warehousing/Economic Development	2017/2018	2026/2027	299,237
Riverview Hotel Development - 20 years (Declining Percentages)	Hotel/Economic Development	2019/2020	2038/2039	-
Union Tank Car - 10 Years 50%	Industrial/Economic Development	2017/2018	2026/2027	3,945
Hamison Lofts LLC - 15 years (Varying Percentages)	Commercial/Affordable Housing	2019/2020	2033/2034	-
HNI Corporation - 50% for 10 Years	Industrial/Economic Development	2019/2020	2028/2029	-
White Distribution & Supply, LLC - 10 Years 50%	Commercial/Economic Development	2020/2021	2029/2030	-
<b>Total</b>				<b>\$ 1,386,271</b>

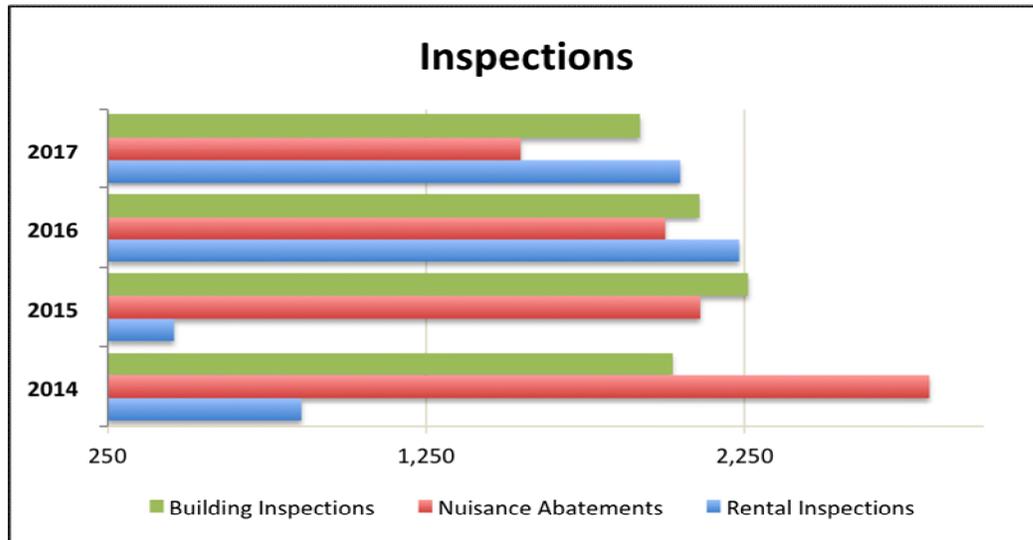
## BUILDING SERVICES

- Building Inspections - 1922
- Building Permits - 2363
- Building Permit Fees - \$420,404
- Project Values - \$45,972,185
- Building Inspectors attended seminars for CEUs; achieved certifications



## CODE ENFORCEMENT

- Rental Housing Inspections - 2047
- Nuisance Abatements - 1546
- Rental Facility Licenses - 473
- Rental Unit Registrations - 1301
- Rental Registration Fees - \$37,950
- CSOs attended a State Nuisance Conference in Ames
- CSOs attended several inspection seminars; achieved certifications



## MUNICIPAL AIRPORT

- Made FAA Airport Electrical Upgrades - \$60,000
- Completed the FAA Airport Hangar Apron Phase I Project - \$250,000
- Director attended the FAA's 4-State Conference in Kansas City (airport)

## HISTORIC PRESERVATION

- Applied for Fair Oaks District designation grant for National Historic Register

## STAFFING CHANGES

- Christa Bailey - Office Coordinator (added)
- Randy Rosa - Community Services Officer (added)
- Stephanie Oien - Office Coordinator (resigned)
- Adam Thompson - Community Development Coordinator (resigned)
- JoAnn Carlson - Office Clerk (transferred)
- 

## PLANNING & ZONING

- Completed re-write of 1974 City Codes; received Council approval & adoption
- Initiated drafts of a City-wide property maintenance codes (external)
- Implemented rules for at home businesses; received Council approval

**PORT OF MUSCATINE**

- Applied for US DOT designation for Port of Muscatine (PENDING)
- Applied for a US DOT Marine Highway Grant - \$200,000 (PENDING)
- Raised private funding for US DOT Marine Highway Grant - \$50,000 (PENDING)
- Director attended the Mississippi River Cities & Towns Initiative in St. Louis