

City Administrator Report to Mayor & City Council

July 31, 2014, Edition No. 138

WEEKLY UPDATE:

1. October Event: Attached are the event forms for the October 18th trails event. These will be placed on the August 7, 2014, consent agenda.
2. City Week: City Week is October 6-10. We will plan on bringing a resolution forward and plan to put forward information through various outlets (radio, press, social media). This is an opportunity to let people know what we do and the many good things going on within the community. For more information, please see the following website: <http://cityweekiowa.com>.
3. Housing: Please see the attached memo from housing that addresses the questions raised at the council meeting and subsequent requests for information. This may need to be an in-depth item for review and to answer additional questions.
4. Blue Zones: Attached are two items related to our recent certification as a Blue Zones Community (1) Press Release (2) Certification Review Summary provided by the Blue Zones Project. Congratulations and thank you for your support throughout this effort!
5. Soccer: Just a reminder that starting on Thursday, July 31, and concluding on Sunday, August 3, the CSK Soccer Tournament will be at the Muscatine Soccer Complex. This event typically draws roughly 96 teams from 13 different states. Additionally, there has been as many as 360 college coaches here to recruit potential athletes to play at their schools. A great regional event for Muscatine!
6. NEPA: We continue to coordinate with Stanley's and IDOT on the environmental work related to the Mississippi Drive Corridor project. IDOT is reviewing the MOU, EA and 4(f) statements prior to these documents being forwarded for federal review. Attached is a draft timeline for the environmental portion of this project.
7. Solid Waste: Per Laura - I just wanted to update you on a few outreach programs for September. Besides schools already asking for tours of our facilities, we have two programs (1) a Community Block Party on Friday, September 5 from 5:30 -7:30 pm, and (2) we have a lot of dresses from Recycle the Dress that fit "Homecoming" style dresses (versus Prom) and on Saturday, September 6 from 9:00 am - Noon, we will have a homecoming dress event. Not as big of a deal as the prom, but I know many girls will come and take advantage of it.
8. Cedar: Per DPW - Just to let you know that All American Concrete finished pouring all three lanes from Houser to Imperial Oaks today. While they were finishing a woman proceeded to drive on the freshly poured concrete. She did not stop but the license plate was copied and police were called. The driver does have insurance. All American is working hard to salvage what was poured and we are still awaiting their review. However, the section she damaged (roughly 100 feet) may have to be torn out and re-poured.

9. County Attorney & City Prosecution: Additional information from the County Attorney's office - We (County) frequently agree to dismiss simples as a charging concession to get a guilty plea to the greater charge. We would not do so under this new arrangement. We would insist that people pay their simples and will find other charging or sentencing concessions to induce the guilty plea. Our records show that for FY2014 year our office took in 922 charges for simple misdemeanors and scheduled violations for MPD cases. I feel comfortable using an average fine of \$100 per case to make estimates. This would produce the potential of \$ 92,200 in fine revenue. Assuming that the city collects 50% of this potential fine revenue you should see an additional \$46,100 in revenue just from this structural change. This would be in addition to the other fine revenue you already receive. The 922 cases are ones where MPD officers wrote scheduled violations or simple misdemeanors under Iowa Code in lieu of writing them under City of Muscatine ordinance. Under this arrangement they (PD) would write them under the (city) ordinances and the city would receive the fine monies as opposed to the state general fund (funds stay local). The County Attorney's office will attend the next in-depth session to discuss this opportunity.
10. Railroad: City Staff met this past week with IDOT and CP representatives regarding the raised tracks, ADA at-grade crossings, and future corridor improvements. The RR will have the area surveyed in the next week or two, and staff will determine preliminary costs to bring the corridor up to allow for proper/legal access to the riverfront. The CP's goal is to raise the tracks another foot to prevent downtime. At the same time, the CP noted their willingness to participate financially (substantially) in the Mississippi Drive Corridor improvements. We will keep you updated along the way and work to put an agreement in writing to bring forward to the City Council. A more permanent, yet temporary fix will be in place at both crossings in the next two weeks (asphalt).

CITY OF MUSCATINE

TITLE 3, CHAPTER 14

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| Receipt # | _____ |
| Issued | _____ |
| Expires | _____ |

**APPLICATION FOR USE OF ANY STREET, SIDEWALK, ROADWAY, ALLEY,
PARK, PUBLIC WAY, PROPERTY OR FACILITY**

1. Name of applicant and sponsoring organization, if any:

Address: _____

Telephone number: _____

E-mail address: _____

2. Type of event that is planned:

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| _____ |
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3. Proposed location:

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| _____ |
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4. Date(s)/Time(s): _____

5. Expected length of use: _____

6. Expected size of group: _____

7. Names of any person or persons in charge of the proposed use at the specified location:

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| _____ |
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Address(es): _____

Telephone Number(s): _____

E-mail address(es): _____

8. Names and addresses of any persons to be featured as entertainers or speakers:

9. List mechanical or electronic equipment to be used:

10. Number and type of any motor vehicles or other forms of transportation to be used, including bicycles, boats, carriages and golf carts:

11. Number and types of animals to be used:

12. A description of any sound amplification to be used:

13. Proposed monitoring of the group and/or activity including the number of people who will direct traffic, set up, clean up and maintain order, if necessary:

14. All plans for the provision of security:

15. Beer or wine consumption? Yes_____ No_____

16. Describe any items to be sold or distributed:

17. Is water connection requested? Yes_____ No_____

18. Is electricity requested? Yes_____ No_____

19. Have you provided a layout site plan for your proposed activity or event? Yes_____ No_____

If yes, please attach.

If no, please explain:

20. Do you understand that you will be financially responsible for all site restoration needed to restore the site to pre-event status? Yes_____ No_____

The applicant agrees to indemnify, defend and save harmless the City of Muscatine, together with its agents, officers and employees, from any and all claims, lawsuits, damages, losses and expenses, of whatever nature, which may result from or arise from the activity or event covered by the permit, including but not limited to the use of public ways, irrespective of whether said claims are frivolous or meritorious.

Authorized Representative

Date

TO BE COMPLETED BY CITY DEPARTMENTS:

I have reviewed the attached application with the following recommendations:

Recommend

Approval

Comments:

YES NO

Parks & Recreation _____ Date _____

YES NO

Building & Zoning _____ Date _____

YES NO

Public Works _____ Date _____

YES NO

Police Chief _____ Date _____

YES NO

Fire Chief _____ Date _____

FINAL APPROVAL:

YES NO

City Administrator _____ Date _____

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Police Chief _____ Date _____

YES NO

Fire Chief _____ Date _____

FINAL APPROVAL:

YES NO

City Administrator _____ Date _____

Blue Zones Project Certification Review Summary

Muscatine, Iowa

June 2014



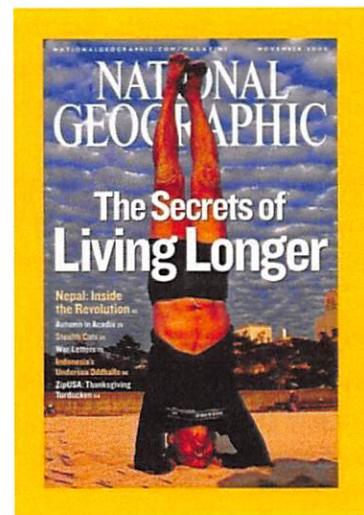
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Model Overview

WHAT ARE BLUE ZONES AREAS?

Blue Zones[®] areas are places where people live measurably longer, happier lives with lower rates of chronic disease and a higher quality of life. Scientists discovered five Blue Zones areas in different parts of the world; Dan Buettner documented those findings in his *New York Times* best-selling book, *The Blue Zones: Lessons for Living Longer from the People Who Have Lived the Longest* (2010). Physically, socially, and emotionally, these people are living their lives longer and better. This research, coupled with an eight-year worldwide longevity study, has been used to develop lifestyle management tools and programs that help people live longer, healthier, and happier lives by optimizing their surroundings. Central to Blue Zones Project[®] are the Power 9[®] principles, identified as shared lifestyle traits across all five Blue Zones areas:



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Introduction

Brought to Iowa through an innovative sponsorship by Wellmark® Blue Cross® and Blue Shield®, in collaboration with Healthways® and Blue Zones, Blue Zones Project is a community-by-community well-being improvement initiative designed to make healthy choices easier through permanent changes to environment, policy, and social networks.

Muscatine has been working hard to make well-being a way of life and has made great progress towards transforming all of the environments where citizens live, work, and play so healthier behaviors are encouraged and supported.

Since January 2013, community leaders, volunteers, and organizations throughout Muscatine have made changes to community policy and have engaged citizens, worksites, restaurants, grocery stores, schools, and other community organizations to create a place where people can live longer, better lives. Muscatine has reached the following key milestones as a result of their efforts:

- 50 percent of the top-twenty identified worksites have become a designated Blue Zones Worksite®
- 25 percent of schools have become a designated Blue Zones School®
- 25 percent of restaurants have become a designated Blue Zones Restaurant®
- 25 percent of grocery stores have become a designated Blue Zones Grocery Store®
- 20 percent of citizens engaged in Blue Zones Project across the community
- Successful completion of the Blue Zones Community Policy® bundle

By achieving these results, Muscatine became eligible for certification as a Blue Zones Community®, and an onsite Community Certification Review was conducted by the Blue Zones Project team in June 2014.

Executive Summary

MUSCATINE—A BLUE ZONES COMMUNITY

A detailed assessment and Community Certification Review was conducted June 24–25, 2014. The work that was considered, launched, and undertaken by policy leaders, schools, worksites, restaurants, healthcare providers, civic organizations, and citizens demonstrates a community that has transformed the environment to significantly enhance well-being. Still, there are challenges yet to be addressed, and the important work being done in Muscatine will continue. We will look for a sustained standard of enhanced well-being as Blue Zones Project proceeds. However, **the overarching finding is that Muscatine has completed all requirements of Blue Zones Project and has achieved certification as a Blue Zones Community.**

In each sector—Community Policy and Built Environment, Schools, Worksites, Restaurants, Grocery Stores, and Individual Engagement—there are successes and opportunities. A few highlights include:

1. **Community Policy and Built Environment**—Muscatine implemented a number of community policy pledge items during its operating period and has an impressive set of built-environment projects underway. Led by a seasoned mayor and city council, and supported by an experienced city staff, Muscatine is well positioned to expand its active healthy-living environment. Strong citizen advocates and committed business leaders are established. Policies have been adopted that will increase active transportation, physical activity, and consumption of healthy fruits and vegetables. The Complete Streets policy adopted by the city in 2013 was ranked eighth by Smart Growth America in their annual list of the best Complete Streets policies. The built environment has been enhanced for healthy lifestyles through Complete Streets projects, outdoor dining venues, and expanded community gardens. Two complete streets projects—a total investment of \$7.7 million—on Cedar and Colorado Streets are currently in process. Measuring the impact of built-environment projects will produce evidence of impact and support for future work.
2. **Schools**—Muscatine schools are creating a culture that promotes health, well-being, and physical activity by integrating Blue Zones Project principles in policies and by establishing new programs. There is broad support at the building and district level, which is evidenced by a goal related to Blue Zones Project and the health and well-being of students and staff in the new district strategic plan. New policy has been established to reduce consumption of sugar-sweetened beverages by prohibiting their sale on

school campuses and eliminating vending for students and staff at all three Blue Zones Schools. Muscatine schools have also implemented a host of policies and programs to promote healthy eating, including discontinuing the use of food as a reward, implementing a policy to serve only healthy snacks in schools, and scheduling recess before lunch to promote healthy eating habits and allow children to return to class ready to learn. The schools have also established gardens and implemented a farm-to-school program in collaboration with the high-school FFA program to provide students with hands-on experience with locally grown foods.

3. Worksites—Muscatine's worksites have implemented many best practices around leadership, purpose, habitat/physical environment, engagement, and policies and benefits. Worksites in Muscatine have been successful in using wellness committees to engage employees, improve the physical environment and ergonomics in the workplace, and design benefit plans that incent more personal responsibility for health. Business Healthy Muscatine is poised to drive worksite well-being deeper by reaching and assisting additional worksites across the community with Blue Zones Project work and by acting as a convening force to share best practices across a broad set of Muscatine employers. The good work that has been accomplished needs to continue to be measured, embraced, shared, and expanded across the community.

4. Restaurants—Muscatine has demonstrated great business and community support for Blue Zones Restaurants by encouraging restaurant participation in the Project and by showing support for Blue Zones Restaurants by utilizing them for catering and encouraging employee patronage. As a result, one Blue Zones Restaurant—Avenue Subs—has experienced a 12 percent increase in overall sales since becoming a Blue Zones Restaurant. Muscatine restaurants have enhanced the dining experience with the addition of outdoor dining at newly installed parklets and sidewalk tables. Residents are enjoying the new outdoor dining options, Boonies owner Mike Kleist shared that since becoming a Blue Zones Restaurant—around the same time the parklet dining was installed—sales with his distributor have increased 25 percent. Customers will also find new menus and menu boards that draw attention to healthy options for adults and children. The healthy options promoted at Avenue Subs have seen an average increase in sales of more than 20 percent. Blue Zones Restaurants are featuring low-calorie or fresh dessert options, including a slim sixty-calorie slice of cake at Guadalajara and fresh mango or green-tea ice cream at Tantra Thai. Additional changes to the eating environment, such as using smaller plates, serving water before meals, promoting water over other beverages, removing salt shakers from tables, and promoting “to-go” boxes,

are contributing to a healthier eating environment in Muscatine. Guadalajara rearranged their lunchtime buffet and added a salad bar, placing the healthiest items first and in closest reach, using blue tongs to draw attention to healthy options, and adding vegetables and fruit.

5. Grocery Stores—Blue Zone Project team members met with Hy-Vee Mainstreet leadership to capture successes and outcomes for the grocery sector. This store, located in downtown Muscatine, is meeting an important community need. With an estimated 40 percent of its patrons actively commuting on foot or bike to shop there, Hy-Vee Mainstreet serves an important clientele with healthy food options that, due to its 2013 remodel, increased its fresh produce section (previously stocked with dry goods) by approximately 60 percent. The store noted a 75 percent increase in produce sales since the increase space for produce. Despite its limited footprint, the healthy environment and education and promotion pledge items that were implemented are working to make the healthy choice the easy choice in this store.

6. Individual Engagement—Outstanding success stories include the unique and deep outreach achieved through media and other partners in the community, with the radio station and local newspaper providing many opportunities for citizens to learn about Blue Zones Project. Additionally, the community has a strong cooking class committee that is hosting regular, free classes. Purpose Moais were offered through a general education class at the local community college, a unique approach to expand the typical reach of this programming. The new United Way volunteer database is helping to organize volunteers in the community and to connect people to new volunteer opportunities. The database now has more than three hundred volunteers, 235 of whom come from Blue Zones Project. Finally, success and progress in the other Blue Zones Project sectors have helped drive awareness and engagement. Visual projects such as the construction of a roundabout, community gardens, and new outdoor dining offerings have helped spread the word about the Project and healthy living in the community.

As Muscatine proceeds with Blue Zones Project, it will be important to measure, track, and communicate the results of the work over multiple years on global metrics and sector measurements. This data will help citizens of Muscatine celebrate successes, analyze what interventions have had the most impact, and share best practices with other communities that want to learn and receive mentoring from Muscatine. Some of the metrics may include: unemployment rate, housing stats, property values, emergency-room visits, traffic counts,

number of motor-vehicle accidents, crime numbers, new jobs, and economic investment. It will be important to study this data over time and analyze it against non-Blue Zones Project demonstration communities to determine the impact of Blue Zones Project.

Congratulations to Muscatine and its Power 9, leadership team, committees, volunteers, and citizens for becoming a certified Blue Zones Community. You took a bold step in beginning your journey to enhanced well-being, and you are well on your way.

Sector Summary

Blue Zones Project focuses on six sectors that impact the well-being of community members throughout a typical day. For each sector, a list of research-supported actions is available from which an individual or organization can select the most appropriate goals for improving well-being. This section summarizes, by sector, the work that has been done in Muscatine to date and also identifies opportunities for continued improvement.

SECTOR: COMMUNITY POLICY AND BUILT ENVIRONMENT

Summary

The city of Muscatine has established many policies and has begun significant built-environment projects during its Blue Zones Project operating period that support the well-being of the community. Identified strengths include leadership, a committed base of advocates in place to encourage the city to continue its work, and business leaders positively influencing the city toward current and future successes. Together these groups form a strong foundation for Muscatine to continue its policy and built-environment work and thereby positively impact well-being.

Successes

The following successes were noted in the Community Policy and Built Environment sector:

1. *Community Policy*

- a. *Complete Streets and Active Transportation Plan.* Muscatine adopted its comprehensive Complete Streets policy in 2013. Its policy was ranked eighth by Smart Growth America as a top policy for 2013, which affirmed the city's efforts. Dan Burden's walking audit and workshop, bolstered with provided resources and materials, has supported the work of city staff.
- b. *Smoke-free multi-unit public housing.* The city implemented a smoke-free policy May 2013 for Sunset Park and Clark House public housing. By developing a steering committee, which included residents working together, and by providing open forums for input, the city wisely implemented this policy with stakeholder support. The policy grandfathered smokers who may now use e-cigarettes, provides for designated smoking areas, and offers free and low-cost cessation resources. There were twenty-two confirmed

smokers at the time the policy went into effect. Currently there are thirteen confirmed smokers (five quit, two passed away, and two left public housing).

- c. *Outdoor dining pilot.* In its first season, Blue Zones Project influenced Muscatine's desire to pilot outdoor dining. Currently four downtown restaurants are involved, and the initial community response has been positive. Both the business and city are running the program through October 2014 and will evaluate its success, develop best practices, and decide whether to continue and expand the program for 2015. Further details on the restaurants utilizing outdoor dining are outlined in the restaurant section of this report.
- d. *Joint-use agreements.* In March 2014, the Muscatine School District and the city established an agreement for sharing educational and recreational facilities to maximize their use. The agreement includes designated fields, buildings, playgrounds, and parking lots.
- e. *Infill priorities.* The city passed tax abatement to encourage residential infill in seven to eight locations in the community (covering 52 percent of housing stock) beginning in November 2013. Historic properties are eligible for higher abatement because they are more expansive. Over the past four years, all development has been in existing plats, no new development has opened. This is good because it saves on infrastructure and enhances public safety. A new TIF program is targeted at Grandview downtown business district and portions of Park Avenue to incent small-business infill and provide for safety-code improvements.

2. *Built Environment*

- a. *Cedar Street project.* Begun in 2013 and scheduled to be completed in 2014, this \$5.3 million Complete Streets project from Houser to E. Fulliam connects Muscatine High School, the YMCA, and Trinity Hospital to downtown Muscatine. Included in the project is a ten-foot-wide path for pedestrians and bicycles and a roundabout, a first for Muscatine, at the corner of Logan and Cedar. The roundabout is expected to reduce the ten average accidents annually at this intersection. Exciting landscaping featuring native plants and no-mow grass are being planned. Storm-water engineering will help absorb up to 22 million gallons annually in its bio-swale.

- b. *Colorado Street project.* This \$2.4 million Complete Streets project is designed to improve safety at the intersection of Colorado Street with Park Avenue and serves Colorado Elementary School. Sidewalks are being added with safe crossings to enable more students to walk to school.
- c. *Sidewalk infill.* The city has allocated \$50,000 annually to complete sidewalk gaps, yielding an additional mile of linear sidewalk annually. The city has a five-foot-wide sidewalk standard. It is expected to take fifteen years to complete this infill.
- d. *Community gardens.* There are six established community gardens in Muscatine (Solomon Gardens, East Campus, Wesley MCSA, Mulford Church, Taylor Park, and Salvation Army). At Mulford Church, 50 percent of produce is given away. The city ran water to Taylor Park, gardens are free for youth, and Hy-Vee has donated materials. In 2014, \$9,000 was donated to support community gardens.
- e. *Outdoor dining.* With four established locations in the pilot program, Muscatine is well positioned to evaluate the effectiveness, make needed improvements, and capitalize on the well-being benefits outdoor dining brings.

Future Opportunities

The city of Muscatine is positioned to leverage its recent successes in these identified areas:

- 1. *Safe Routes to School.* With its established five-foot sidewalk policy and one mile of added sidewalk annually, Muscatine is well positioned to apply for and successfully achieve grants to improve school safety. This work will support the Walking School Bus program, the purpose of which is to increase the number of students who actively commute to and from school.
- 2. *Measuring success.* The city of Muscatine, with its numerous projects, should arrange to have before-and-after studies of traffic, sidewalk, trail, and public safety to demonstrate impact. Examples include: increase in walking and biking and reduction in traffic accidents (both car and pedestrian). This evidence will support funding decisions for future projects.

3. *Advocacy.* With its exciting riverfront re-development project, Muscatine is poised for impressive transformation. Public input, supported by strong advocacy, will enable elected leaders and city staff to make bold and progressive improvements on both the initial 1.6-mile stretch and the final 2.4 miles of redesign that leads into the heart of downtown Muscatine.

SECTOR: SCHOOLS

Summary

Muscatine schools have adopted policies and programs from the Blue Zones School pledge in an effort to create the healthiest possible environment in which children can learn. Muscatine has a total of eleven public schools—eight elementary schools, two middle schools, and one high school. Three elementary schools have achieved designation as Blue Zones Schools. Grant, Madison, and McKinley elementary schools earned this achievement by implementing school wellness practices that promote well-being, good nutrition, and regular physical activity.

Leadership, staff, parents, and volunteers representing Grant and Madison elementary schools participated in the Community Certification Review.

Successes

The following successes were noted in the Schools sector:

1. *Leadership and district support.* The work and progress observed in Muscatine elementary schools is the result of committed building leaders, staff, and volunteers, as well as strong support from the school board and superintendent. Support from district leadership sets the stage for expansion of the work to other schools and deepening the work at current Blue Zones Schools. The school board is in the process of developing a new district strategic plan that will include a goal related to Blue Zones Project and improving the health and well-being of students and staff. School buildings have also imbedded Blue Zones Project principles into the culture through building policy and staff and student engagement. Grant and Madison elementary schools include a health-and-nutrition segment in the daily morning assembly.
2. *Policies.* Muscatine schools have implemented new policies at the district and building levels to create an environment that promotes physical activity and good nutrition. Notable successes in the policy area include prohibiting the sale of sugar-sweetened beverages on school campuses by eliminating vending for students and staff at all three Blue Zones Schools. Grant Elementary had previously removed vending machines, and staff at Madison selected this policy action and removed the last vending machine in the staff lounge to set a positive example for students and reduce consumption of sugar-sweetened beverages among staff. Madison and Grant elementary schools have discontinued the use of food as a reward and have implemented a policy to serve only healthy snacks in schools. Each school has provided a list of healthy snack items to encourage families to bring healthy snacks from home and shares snack ideas in the monthly school newsletter. Schools have also implemented a policy to move recess

before lunch to ensure that children eat better and return to class calmer and ready to learn. Madison and McKinley have created daily schedules to implement this policy for the 2014–2015 school year, and Grant Elementary has practiced this approach for about eight years. Schools have also implemented policies to enhance the eating environment through lunchroom design that nudges students towards fruits and vegetables and are increasing daily physical activity by integrating movement and brain breaks into classroom schedules and maximizing active time in physical-education class.

3. *School gardens.* All three Blue Zones Schools have established a school garden program. In 2014, the schools will tend six garden beds. The gardens were established with grant funding from Hy-Vee and the Community Foundation and with support from Iowa State University Extension and local Master Gardeners. At Madison Elementary, third and fifth grade classes determined what to plant in the garden and take responsibility for tending the four established beds. Gardens are under construction at Grant and McKinley for fall planting.
4. *Farm-to-school program.* Schools in Muscatine have the beginnings of a strong farm-to-school program. The goal of the program is to bring healthy locally grown food to the schools so children can learn about the path from farm to fork through experiential learning. In Muscatine, fresh produce is sourced from the high-school FFA farm, brought to schools through the nutrition program, and served as part of the school lunch. Featured produce includes corn, green beans, and watermelon. Muscatine has a unique asset in the Agriculture Learning Center, which is a collaborative effort of the FFA, Muscatine Community School District, and Muscatine Community College. The Center serves the high school and the community college, providing students with hands-on experience running the farm and greenhouse. At the center, the students are the backbone of the farming operation. Through this program, students districtwide have the opportunity to learn about the farm and experience student-grown produce through the lunch program.

Future Opportunities

The following opportunities were noted in the Schools sector:

1. *Sustain and expand work to promote healthy eating and physical activity.* Muscatine schools noted opportunities to expand and further imbed their work, including: expansion to additional elementary schools and ultimately middle and high schools, piloting healthy fundraisers, moving toward healthy birthday celebrations, and further imbedding physical activity and nutrition into the curriculum, including implementing

the Blue Zones Challenge. Schools expressed a desire to learn from others, so we encourage the schools in Muscatine to collaborate and share learnings. In addition, Blue Zones Project can connect schools with those in other Blue Zones Communities that may be able to share experiences and best practices.

2. *Measure success and create opportunities for collaboration to further best practices and programs.* An opportunity exists to formalize data collection associated with the work of Blue Zones Project. Once the data are in hand, sharing the information with key stakeholders and the community-at-large will illustrate the progress, value, and outcomes of the work. Suggested data for ongoing measurement of progress within the Schools sector include: student performance, student transportation (transportation tally), transportation costs, student and staff attendance/absenteeism, student health metrics such as BMI, consumption of healthy foods and beverages, food waste, healthcare costs, parent involvement, and participation in extracurricular activities. Sharing these positive outcomes with the community will build support and generate momentum for expanding efforts to improve student well-being.
3. *Expand Walking School Bus routes.* This year Muscatine launched its first Walking School Bus at Madison Elementary, and the school plans to continue the route next year. The district is supportive of the Walking School Bus program, and there is commitment on the part of the city to make the community more walkable. The broad support and initial success at Madison provides the opportunity and foundation to increase the number of students walking to school across the district. Blue Zones Project Communities have found success in generating interest and educating parents and students about the program through pilot routes. Madison creatively leveraged volunteers to support their first route, including representatives from the fire department, public safety, and high-school students. Some communities have found success in sourcing volunteers through businesses; Muscatine's strong business community and its history of collaboration may make it a potential source of volunteers in the future.

SECTOR: WORKSITES

Summary

The Community Certification Review team performed reviews on ten of the validations for Blue Zones Worksites and conducted on-site visits with five Blue Zones Worksites in Muscatine. Employers visited in person were:

- First National Bank;
- HNI Corporation Headquarters;
- Muscatine Power & Water AO Center;
- Musco Sports Lighting, LLC; and
- Unity Point Health-Trinity Muscatine.

While this report recognizes the successes of the worksites visited, other Blue Zones Worksites in Muscatine also had notable success.

Successes

The following successes were noted in the Worksites sector:

1. *Leadership*

- a. *Wellness committees.* Involving employees and leaders in developing and implementing well-being initiatives is a good way to ensure high levels of employee participation and engagement across the workplace. Muscatine has several leaders in this regard. In 2011, HNI launched Healthworks wellness committees in each workplace to organize wellness initiatives and activities. Due to Blue Zones Project, First National Bank reenergized some committees that had gone dormant, especially the wellness and fun committees. They launched the reengagement of these committees with a Wine-at-5 Kickoff, and the committees have planned and executed many activities to engage employees since that event. Trinity used their well-being advisory committee to lead the Blue Zones Project pledge process, and both Muscatine Power & Water AO Center and Musco relied heavily on their well-being committees to program activities and initiatives that enhance the well-being of employees.
- b. *Communicating aggregate company well-being metrics.* Having a policy to share the business case for why well-being is important to the company's financial health can help employees better understand why the company is emphasizing health and well-being and why taking personal responsibility for well-being is important. HNI, Trinity, and Muscatine Power & Water AO Center communicate

with all employees in regards to items such as aggregate biometric screening data, tobacco usage rates, metabolic syndrome rates, wellness participation numbers, and overall healthcare costs. These companies are also using different mediums to communicate metrics such as newsletters, quarterly reports, company meetings, etc.

- c. *Leading by example.* There were many instances where organizations and their leaders are leading by example in their promotion of well-being. From leading company walks to modeling and communicating a message about the importance of well-being, it was continually reiterated that leaders are walking their talk in terms of well-being. Trinity has shown its leadership in the community over the last four years by establishing and putting on the health fair that it has opened to the community. They allowed all, including competitors, to attend and had about 700 people participate. In addition, Trinity is piloting a Blue Zones Project Provider Pilot where doctors refer patients to a session to receive information about Blue Zones Project and pledge to take actions and get involved in local Walking Moais and Purpose Workshops, etc. First National Bank is demonstrating community leadership by beginning an ad-promotion campaign specifically addressing Blue Zones Project.
2. *Purpose.* Research suggests that people with a strong sense of purpose live longer. Purpose Workshops and volunteerism are a couple of ways that individuals can connect with their purpose. Several worksites have encouraged participation in Purpose Workshops or Purpose Moais, where individuals explore what their sense of purpose may be and think about how best to pursue their purpose. Purpose Workshops and volunteering were encouraged by all worksites, and several worksites allow individuals to volunteer on work time. First National Bank established a fundraising committee that raises money from all employees and then determines what charities they want to support with those funds. To date, First National Bank employees have assisted over fifty local organizations.
3. *Habitat/physical environment.*
 - a. *On-site fitness.* Encouraging employees to participate in fitness activities in the workplace can offer increased flexibility to sneak exercise into otherwise busy schedules. Not only does this make the healthy choice the easy choice, but it also encourages camaraderie and can reduce stress. Almost all employers encourage walking by mapping out routes with distances and by developing walking groups or challenges; they also offer on-site classes such as yoga and tai chi. Musco provides shower facilities, opens up its demonstration facility for fitness

activities, and provides an outdoor walking track. Muscatine Power & Water AO Center encourages movement by making bikes available at the power-plant facility, which has a large campus footprint, thus encouraging employees to bike rather than drive from one end to the other.

- b. *Vending/cafeteria.* Many people consume at least one meal, as well as beverages, while at work. Encouraging smart food choices at work creates a bias toward healthy eating. Several worksites have worked proactively with cafeteria or vending-machine suppliers to create healthy eating environments and provide healthy food options. Trinity transformed its cafeteria with new equipment so employees can grill rather than fry foods, offers additional salad and wrap options, and works with the food supplier to identify healthier options and learn how to prepare them. Trinity also developed healthy grab-and-go boxes that have become very popular, showcasing foods such as fruit, nuts, and hummus. Many employers have enhanced the vending options to provide healthier choices. HNI and First National Bank had tastings of healthy vending options to build interest for the healthier choices and to determine what foods are the most popular to populate the machines. Other worksites offer fruit and water as options in break rooms and changed break-room plates to ten inches or smaller. Musco provides free fruit in baskets for employees throughout the facility.
- c. *Ergonomics/work environment.* Awareness and education of proper ergonomic practices can improve comfort, productivity, and positively impact employee health and well-being. Musco has strong leadership in regard to ergonomics; they have provided several stand-sit options at desks, and on the manufacturing floor, they take scheduled four-minute stretch breaks led by different individuals each time, make wireless headsets available, and do employee cross training and switch jobs to decrease repetition. Muscatine Power & Water AO Center has been supplying flexible stand-sit workstations also, and demand is rising, with twelve installed to date and a waiting list for more. Ergonomics is also top of mind at HNI, where flexible workstations and signal break times are offered.
- d. *Creating space for well-being activity.* Whether it's the need to breastfeed, reflect, or monitor physical health, it is important to allow employees the space and place they need to be well. Muscatine employers are supporting this concept. First National Bank and HNI have established lactation rooms, and Musco has provided computer access and devoted spaces for quiet time for employees on break as well as scales in bathrooms. HNI has wellness rooms in all

facilities, complete with blood-pressure cuffs, scales, and the ability for diabetics to check their blood sugar.

4. *Engagement/creation of social networks.* Blue Zones Project pledge/action numbers throughout the worksites visited were good, and workers are engaged in many different ways. As of this report nearly two thousand individuals have pledged as a result of worksite engagement in Muscatine.
 - a. *Communication.* Effective consumer advertising campaigns deliver the message through various media outlets and in different mediums to enhance effectiveness. Worksite well-being communications are no different. Different forms of media were used, including signs, pictures, lunch & learns, table tents, new-employee orientations, large-group meetings, and newsletters. A key strength across a majority of the Muscatine employers was communication in regard to Blue Zones Restaurants. Most employers were educating employees on which restaurants had become designated Blue Zones Restaurants, and thus had healthy nudges and menu options. This communication and cross-promotion not only helps employees make healthier decisions when eating out but also helps restaurants understand the value proposition for undertaking this work. First National Bank has an "Above and Beyond" award monthly: management takes nominations and selects an awardee that has gone above and beyond their job, and then they communicate the accomplishment with the entire workforce to reinforce the bank's values. Musco uses signage throughout its building to communicate upcoming well-being opportunities and to nudge employees to take the stairs or park further away. Musco also has team-appreciation events in the Dome where they communicate well-being opportunities.
 - b. *Engagement activities.* Many activities engaging workers, and in some cases their families, were either created or branded with Blue Zones Project to enhance participation in well-being activities. HNI has utilized its annual picnic, which included up to five thousand employees and their spouses and families, to educate on the new Healthworks brand and wellness programming, and this last year HNI highlighted Blue Zones Project. First National Bank ensures that employees feel they are part of the family by acknowledging their birthdays with a serenade from the fun committee. First National Bank also surveyed employees to find out what kinds of events they'd like to have. They revived their fun and wellness committees and have begun planning new activities. They credited the Blue Zones Project with helping them find direction to re-engage employees. Regardless of whether the employee is at a branch or the main

office, the committee shows up and sings. Trinity engages employees, families, and the whole community through its annual health fair, which includes health and wellness organizations across the community. Attendance is usually over seven hundred people. Muscatine Power & Water AO Center engages employees with weight-loss challenges focused on reducing and maintaining BMI over the course of a year. The worksite couples the challenge with educational opportunities and fitness activities such as Potluck Moais and the Push-Up Posse, where employees are challenged during the work day to do planks and other strength exercises. Musco utilizes “fitness dollars” to encourage participation in biometric screenings and other wellness-related activities.

- c. *Engagement in overall well-being.* We heard many times that Blue Zones Project branding helped employees identify that an activity or event was designed to enhance their well-being. It also provided reinforcement outside of the workplace when individuals saw the brand in the media, at restaurants, in grocery stores, in the public sector, and at schools.
- 5. *Policies and benefits.* The impact of educating individuals regarding their health profile and linking activities that enhance well-being to incentives for participation, particularly reduced insurance premiums, is a powerful motivator for employees. Communicating transparently about the impact of health and well-being decisions on premium and business costs is also a best practice for engaging employees to take more control over health behaviors and costs.
 - a. *Screenings and health assessments.* Most worksites are doing biometric, health-risk, or metabolic syndrome risk assessments. Some have just begun, while others have been providing assessments for multiple years and also making the assessments available to spouses. Trinity offers biometric screenings and wellness activities for worksites throughout the community, and it is seeing enhanced interest, especially from smaller worksites. Muscatine Power & Water AO Center has partnered with Hy-Vee to provide screenings to employees accompanied with immediate consultation from the Hy-Vee dietician and pharmacist, biometric screening participation has increased from 49 percent to 84 percent in just one year.
 - b. *Incentives.* Many employers are also starting to link screenings, assessments, and health outcomes to incentives, typically reduced insurance premiums. For Muscatine Power & Water AO Center, employee health and wellness is a critical

issue. The company wanted to take bold action in regards to incentives, so it established an insurance advisory committee. The committee included a cross section of the company, including the union. The committee shared the reason why it makes sense for the business to move to a high-deductible insurance plan linked to biometric screening risk reduction. Previously 40 percent of the workforce had participated in biometric screenings, and the committee set aggressive goals with 50 percent participation expected the next year, increasing to 75 percent and then 90 percent in subsequent years. The company linked participation to premium discounts. Participation increased to 84 percent the next year. HNI began tying incentives to awareness in 2012 and has since started tying incentives to program participation and risk reduction. HNI also applies the incentives to spouse participation and outcomes, and it provides notable incentives for tobacco cessation. Trinity provides an insurance premium credit for employees/spouses and domestic partners to take biometric screenings and health-risk assessments and provides wellness coaching to assist with actions to address issues. They have established very aggressive goals that ratchet up each year from 2014 through 2016, one example is a goal to reduce moderate to high risk BMI by 7 percent over the three years. In addition, Trinity charges a tobacco surcharge on insurance premiums until an employee/spouse is tobacco free for ninety days. At Musco, the wellness committee has been active in developing incentives for participation in wellness activities, and they have seen a 3 percent reduction in number of employees with high BMI and a 12 percent reduction in total cholesterol and high LDL cholesterol over the past two years.

- c. *Tobacco-free campus.* Although no campuses we visited were entirely tobacco free, First National Bank has taken great strides in that direction by only allowing smoking in employee vehicles. They report an anecdotal drop in numbers of individuals who smoke.
 6. *Unified messaging provided by Blue Zones Project.* All worksites said that Blue Zones Project had reinforced their efforts to improve well-being and had incorporated a valuable brand into their work. Blue Zones Project unified their well-being work and raised the knowledge, positive impacts, and credibility of their work toward creating better well-being for employees. It also reinforced employee action toward well-being with additional messaging in the general community and in restaurants, grocery stores, schools, and through the built environment and city-policy work.

Future Opportunities

The following opportunities were noted in the Worksites sector:

1. *Sharing best practices among worksites.* There are great lessons from worksites across Muscatine that merit sharing broadly so others can benefit. As delineated in the 2014 Blueprint Update, Business Healthy Muscatine is a forum to discuss best practices supporting worksite designation and community well-being. As of the Certification Review, forty-eight Muscatine worksites were registered and working toward becoming Blue Zones Worksites, and seventeen of those had been designated, including thirteen of the top twenty worksites selected by the Power 9. There is much that can be shared between these worksites and with other worksites trying to become designated. As referenced in the 2014 Blueprint Update, Business Healthy Muscatine's communication initiative will be key to sharing best practices and providing coaching for those who want to either undertake or broaden Blue Zones Project work.
2. *Measuring success.* A large opportunity exists in enhanced identification and collection of data and well-being results metrics. This includes employee productivity information, presenteeism/absenteeism information, and insurance, BMI, smoking, biometric, and health-risk assessment data trends. Reporting the business case to the community and other businesses will help inspire other worksites to link benefits to incentives and to measure and share progress. This sharing of metrics will help assure greater progress toward enhanced well-being for Muscatine citizens and highlight the work of the community and Blue Zones Project year over year. Additionally, providing covered individuals with the opportunity to have good information about their health and coupling that with activities aimed at enhancing well-being can be a powerful motivator to make healthy choices. Communicating aggregate outcomes to covered employees and dependents also helps make the business case for why action is important.
3. *Engagement of employees.* Effective engagement promotes and reinforces well-being participation and behavior change. There is an opportunity for ongoing and enhanced employee engagement through Moais®, additional Purpose Workshops, and large-group presentations with pledge-action requests. There was feedback during the review that multiple shifts and worksites often hindered Moais and other organized walking activities. Employers can encourage these community-provided activities outside of the worksite to foster additional social engagement.

4. *Tobacco-free campuses.* Prevention efforts are important for employees in maintaining proper health and productivity. Limiting opportunities to participate in behaviors that are not healthy, such as smoking, is a key preventive measure. Currently several employers have designated smoking areas. There is opportunity for worksites to become completely tobacco free.
5. *Engaging new worksites.* Continue to encourage additional worksites to take the Blue Zones worksite pledge and work towards becoming a Blue Zones Worksite. Larger Muscatine employers have expressed interest in assisting some of the smaller employers in becoming Blue Zones Worksites. There are currently thirty-one worksites registered and working toward designation in Muscatine. The 2014 Blueprint Update suggests designation of three to five more of the top twenty worksites (there are currently thirteen designated) and three to eight other businesses by July 2015. Muscatine and the Business Healthy Muscatine group should strive to designate a minimum of thirteen more worksites by July 2015 and strive to do more to help Muscatine keep the community focused on continuing the well-being journey. As pointed out in the 2014 Blueprint Update, Unity Point Trinity Muscatine can be very helpful in this regard in terms of screenings and wellness activities.

SECTOR: RESTAURANTS

Summary

Muscatine has identified twenty-three locally owned restaurants. At the time of the Community Certification Review, seven had achieved designation as Blue Zones Restaurants. All seven restaurants—Avenue Subs, Boonies on the Avenue, Elly's Tea & Coffee House, Guadalajara, Missipi Brewing Company, Port City Underground, and Tantra Thai—were evaluated during the Community Certification Review process or visited from a consumer standpoint. In addition, meetings were held with the management of Avenue Subs, Guadalajara, and Tantra Thai.

Successes

The following successes were noted in the Restaurants sector:

1. *Promotion and business support of Blue Zones Restaurants.* Blue Zones Project seeks to make healthy choices easy in local restaurants, but we also want restaurants to experience benefits as a result of their participation and menu changes. Muscatine has excelled in its efforts to fulfill this goal through businesses and community support for Blue Zones Restaurants. As part of the process to become a Blues Zones Worksite, we ask businesses to send letters to local restaurants asking them to get involved in the Project so that employees have ready access to healthy options in close proximity to the worksite and for catering. Restaurants noted the influence of these letters in determining their participation in Blue Zones Project, and businesses have made good on their promise, with many using Blue Zones Restaurants exclusively for catering. As a result, Avenue Subs has experienced a 12 percent increase in sales since becoming a Blue Zones Restaurant. This cross-sector support and collaboration for mutual benefit is the ideal approach in Blue Zones Communities.
2. *Nutrition improvements.* Blue Zones Restaurants in Muscatine have begun to make the healthy choice easier by offering at least three main dishes that meet Blue Zones Guidelines for Healthy Dishes. Avenue Subs offers eight adult sandwich options in two sizes for customers seeking lighter fare, and customers can order their sandwich as a combo and receive a fresh, healthy side dish as the default option. All eight of the sandwiches inspired by Blue Zones Project have seen an increase in sales, with the top sellers seeing sales bumps of 30, 18, and 16 percent. Guadalajara has added new healthy options to its menu, including shrimp tacos, vegetable fajitas, and whole pinto beans as a side dish. Tantra Thai has adapted customer favorites and created new entrees for its light-and-fresh menu. Customers will also find healthy dishes designed for children and lighter dessert options on menus. Avenue Subs created a new children's menu with sandwiches one-third the size of the adult options accompanied by fresh fruit or vegetables. Each of these restaurants are

featuring low-calorie or fresh dessert options, such as fresh fruit at Avenue Subs, a slim sixty-calorie slice of cake at Guadalajara, and fresh mango or green-tea ice cream at Tantra Thai.

3. *Menu improvements.* Muscatine restaurants have optimized their menus with descriptive words, enticing descriptions, and symbols to draw customer attention to healthy options. Restaurants are showcasing dishes inspired by Blue Zones Project for adults and children on new menus or menu boards. Avenue Subs promotes a lite-works option to customers that features the healthiest options to top off your sandwich. In addition to including dishes inspired by Blue Zones Project on its menu, Tantra Thai features low-sodium, trim portions of several house favorites. Guadalajara also features smaller portions of house favorites, including a new half-size taco salad that is already becoming a customer favorite.
4. *Eating environment.* Restaurants have made small but impactful changes to the eating environment to nudge customers toward healthy choices. These changes, such as using smaller plates, serving water before meals, removing salt shakers from tables, and promoting “to-go” boxes, are contributing to healthier eating environments in Muscatine. In collaboration with Blue Zones Project community policy strategies, Muscatine restaurants have enhanced the dining experience with the addition of outdoor dining. Guadalajara and Boonies on the Avenue are utilizing newly installed parklets, which are deck platforms that occupy the equivalent of one parking place, and Avenue Subs has added sidewalk dining. Residents are enjoying the new outdoor dining options, Boonies owner Mike Kleist shared that since becoming a Blue Zones Restaurant—around the same time the parklet dining was installed—sales with his distributor have increased 25 percent. Guadalajara rearranged its lunchtime buffet and added a salad bar, placing the healthiest items first and in closest reach, using blue tongs to draw attention to healthy options, and adding vegetables, fruit, and whole pinto beans.

Future Opportunities

The following opportunities were noted in the Restaurants sector:

1. *Capitalize on momentum to engage additional restaurants.* The restaurant work in Muscatine has great momentum with strong support from the business community, excitement about the establishment of outdoor dining, and strong sales of healthy options at Blue Zones Restaurants. We encourage the community to continue to promote existing restaurants and leverage this early success to engage additional restaurants and impact an even greater number of citizens in Muscatine.

2. *Measuring success.* Measurement is an important component of documenting success and outcomes of the efforts of Blue Zones Restaurants. Muscatine restaurants have done good work to track sales, and it is recommended that restaurants continue this work to track sales, catering, waste, inventory changes, and customer and staff feedback in concert with promotion of these items to continue to refine their healthy offerings.

SECTOR: GROCERY STORES

Summary

Hy-Vee Mainstreet, a Blue Zones Grocery Store, was evaluated during the Community Certification Review. The visit's purpose was to gain the consumer's perspective of changes made during Blue Zones Project implementation. A walk-through discussion was held with management and included its part-time registered dietician.

While this report recognizes the successes of this store, another Hy-Vee was named a Blue Zones Grocery Store in Muscatine and also had notable success.

Successes

The following successes were noted in the Grocery Stores sector:

1. *Environment.* Prior to its 2013 remodel, Hy-Vee Mainstreet was primarily a dry-goods store. Since its transformation, the store has increased its fresh-produce footprint by 60 percent, and its produce sales have increased by 75 percent (a \$6,000 weekly increase). The store has also added a grille and fresh-meat section. In addition to its well-placed Blue Zones parking spaces, the parking lot hosts a sizeable garden center with both vegetables and floral inventory for sale. The garden center is directed by a Master Gardener who offers her gardening expertise to patrons. The store has set aside land, despite having limited land available, for a community garden, which it hosts for Flickinger Learning Center, located across the street. Flickinger serves at-risk and diverse youth in kindergarten through fifth grade. Its mission is to provide educational opportunities for learners of all ages, races, beliefs, and abilities, for stronger individuals, and a healthier community. The garden is directed by Hy-Vee dietician Nancy Dew, who is making it a living lab so students learn the benefits of gardening and eating healthy vegetables. The store promotes Blue Zones foods in its end-cap displays and offers mini-sized bagels, small pastry portions, and half-size sandwiches.
2. *Education and promotion.* Mainstreet's registered dietician, serving both Muscatine Hy-Vee stores, has increased services and hours since Blue Zones Project began in the community. Services include supporting healthy food demonstrations, store tours, scavenger hunts, and working in partnership with the pharmacy to support individuals in making healthy choices. "Blue Zones Food" and "Healthy Alternative"

shelf talkers are prominently displayed throughout the store. Blue Zones food specials are promoted weekly. Recipes are made available to customers as well. The store features locally sourced food, and has up to five aligned local suppliers bringing fresh produce to market. A unique partnership with the high-school's FFA program also supplies the store. Grab-and-go items account for ten percent of produce sales and are a popular offering influenced by Blue Zones Project.

3. *Promoting healthy beverages.* The store has significantly expanded water availability and now orders it by the semi load. Fuel-saver discounts are being offered on water, and tea sales continue to increase, while sugar-sweetened beverage sales are declining.

Future Opportunities

The following opportunities were noted in the Grocery Stores sector:

1. *Measuring success.* As the store makes changes or features healthy items, capturing before-and-after sales data will help support consumer demand and decisions to expand opportunities to make healthy choices easier, supported by Blue Zones guidance, in the stores.
2. *Education.* There are numerous healthy options with recipes supported by demonstrations and cooking classes, but there are still customers who have not tasted healthy food. This presents an opportunity to expand healthy food tastings and demonstrations, with recipes supported by the grocery stores.
3. *Environment.* There is an opportunity for the Mainstreet Grille inside of Hy-Vee Mainstreet to expand its menu to include more healthy options.

SECTOR: INDIVIDUAL ENGAGEMENT

Summary

Blue Zones Project representatives met with members of the engagement and Walking Moai committees, cooking-class organizers, church representatives, volunteers, and others who led engagement efforts.

Outstanding success stories include the unique and deep outreach achieved through media and other partners in the community, with the radio station and local newspaper providing many opportunities for citizens to learn about Blue Zones Project. Additionally, the community has a strong cooking class committee that has offered monthly classes throughout 2014. The committee is prepared for sustainability and will continue to offer these successful plant-based classes once a month. Purpose Moais were offered through a general education class at the local community college, a unique approach to expand the typical reach of this programming. The new United Way volunteer database is helping organize volunteers in the community and is connecting people to new volunteer opportunities. The database now has over three hundred volunteers, 235 of whom came from Blue Zones Project. Finally, success and progress in the other Blue Zones Project sectors helped drive awareness and engagement. Visual projects such as the construction of a roundabout, community gardens, and new outdoor dining offerings helped to spread the word about the Project and healthy living in the community.

Successes

The following successes were noted in the Individual Engagement sector:

1. *Depth of outreach in the community through strong partnerships.* Muscatine leveraged many local organizations and media outlets to spread the word about Blue Zones Project. There was a strong partnership with the radio station KWPC, the Voice of Muscatine. Millie Morris, a morning show host, featured Blue Zones Project at least once a month, bringing on different representatives and committee members to share about progress and upcoming events. Additionally, she used a unique approach of completing the online Personal Pledge and the Vitality Compass® live on the radio. Another unique partnership was formed with a local high-school film class. The class filmed multiple Blue Zones Project events, including the kickoff event and a cooking class. They edited and produced the footage for citizens to watch online and through the local cable channel. *The Muscatine Journal* is also a key partner, closely covering Blue Zones Project events and keeping citizens informed. The newspaper published nearly one hundred articles about the Project. In addition to these unique and valuable partnerships, the Project was promoted on the City of Muscatine Website, the

Muscatine Power & Water homepage, the chamber of commerce's member-to-member newsletter, and through schools.

2. *Cooking classes offered regularly.* Healthy cooking classes are on a roll in Muscatine. A strong committee with a passion for healthy cooking hosts at least one free cooking class per month for citizens. Eight total classes have been held with an average of twenty-three people in attendance. The committee uses a theme for each class to generate interest and more easily market the event. In addition to the regular monthly classes hosted through Hy-Vee, the committee also hosted a class at the local Seventh Day Adventist church, which had twenty children and twelve adults in attendance. The committee is prepared for sustainability, with a plan to continue hosting monthly classes. They are also looking for new opportunities to bring healthy cooking to the community, such as hosting classes in a more central location or offering them to those who receive WIC benefits.

The recent Potluck Moai picnic in the park was a great approach to get new people to try healthy foods and to bring new people together to develop and expand social networks. The committee should assess this approach and continue to offer this opportunity if it proves to be successful.

3. *Purpose Moais offered through partnership with Muscatine Community College.* The purpose committee has hosted two Purpose Workshops in the community, with more than 175 in attendance at both. Ten Purpose Moais have been formed for citizens to more deeply explore their purpose. A unique approach in Muscatine was to introduce the idea of Purpose Moais to students at the local community college. Dave Carson teaches a "Changes and Choices" class each semester for approximately thirty-five students. For two semesters, he has leveraged the Purpose Moai curriculum and booklet for this class with positive results.
4. *Blue Zones Project volunteers bolster new database.* As part of preparing for Blue Zones Project work in the community, United Way set up the first online volunteering database in Muscatine. The database is a place for residents to find opportunities to volunteer and to report their volunteering hours. Since launching in 2011, the database has nearly three hundred volunteers. The partnership between United Way and Blue Zones Project has been strong, with the United Way launching the database and Blue Zones Project helping to recruit volunteers in the community. Of the three hundred volunteers in the database, 235 are Blue Zones Project volunteers. Those 235 people have logged more than 1,550 volunteer hours since May 2013.

Volunteers are also being celebrated through the volunteer-of-the-month award given out by the Project to a key volunteer. This has been a great way to recognize and thank those who give so much of their time to Blue Zones Project.

5. *Use of other sectors to encourage engagement.* A strong success in Muscatine is the use of the other sectors to promote the Project and boost awareness and individual engagement. Worksites promoted the Project to their employees, highlighting the Personal Pledge, Walking Moai groups, and events like company picnics. Very visual projects like Complete Streets and roundabout construction on Cedar Street, outdoor dining platforms at local downtown restaurants, and the rapid growth of community gardens have continued to raise awareness of Blue Zones Project in the community.

Future Opportunities

The following opportunities were noted in the Individual Engagement sector:

1. *Broaden Walking Moais, launch at worksites.* The Walking Moai committee has supported the formation of more than sixty-three Moais with 426 participants, which is a great success. Continuing to host Walking Moai launches and expand Moais into worksites will help build strong social networks in the community.
2. *Expand church work.* With a few churches leading the way, there is a great opportunity to expand health initiatives within churches in Muscatine. Engagement leaders should work to identify Ambassadors in each church to support completion of the Organization Checklist. Items like adding bike racks, offering healthy alternatives after services, and forming Moai groups will boost the well-being of church goers and continue to spread the Blue Zones Project message throughout the community.
3. *Continue and expand Purpose Moai and Purpose Workshop offerings.* The success of the Purpose Moai programming at the community college should continue to be leveraged and expanded if possible. This will help more young people living in Muscatine begin a purpose journey early in life. Purpose Moais would also be successful at local churches through the expanded church work. Additionally, the purpose committee should explore new locations and sponsors for Purpose Workshops for the whole community.

Measurement

COMMUNITY WELL-BEING

The Gallup-Healthways Well-Being Index® (WBI) is the measurement tool utilized to determine well-being improvement over the duration of Blue Zones Project, both for Iowa and for Muscatine.

Statewide WBI data are collected annually, and oversampling data are also collected annually for Muscatine. These data provide a unique opportunity to showcase the impact of the work associated with Blue Zones Project on Muscatine's well-being.

What follows is the 2012 data for Muscatine—both the overall score and scores by domain and question. Muscatine's overall well-being score is noteworthy, along with its strong score in the Basic Access domain.

Well-Being Index tracking will continue through the course of this Project, and numbers will be updated annually. Blue Zones Project is a long-term investment, and well-being improvements will take time. These annual updates will provide an opportunity for the community leadership to assess year-over-year progress and plan activities and Blueprint updates to identify appropriate areas to address in the community.



Gallup · Healthways
Well-Being Index[®]

Muscatine Well-Being Scores by Domain

Muscatine scores from data collected February 23, 2012 – March 26, 2012

| | Muscatine 2012 | Iowa 2011 | National 2011 |
|---------------------------|----------------|-----------|---------------|
| Well-Being Overall | 67.0 | 67.4 | 66.2 |
| Life Evaluation | 47.7 | 48.9 | 48.8 |
| Emotional Health | 79.7 | 81.1 | 79.0 |
| Physical Health | 77.4 | 78.3 | 76.7 |
| Healthy Behaviors | 63.0 | 62.3 | 63.4 |
| Work Environment | 48.3 | 48.4 | 47.2 |
| Basic Access | 85.6 | 85.4 | 81.9 |



Gallup · Healthways
Well-Being Index[®]

Muscatine Scores by Question

| Domains | Question | Muscatine 2012 | Iowa 2011 | Nation 2011 |
|------------------|--|----------------|-----------|-------------|
| Life Evaluation | Step of the ladder you personally feel you stand at this time? | 7.0 | 6.9 | 6.9 |
| | Step you think you will stand about five years from now? | 7.6 | 7.6 | 7.7 |
| | Struggling score | 45.3 | 43.9 | 43.8 |
| | Suffering score | 3.5 | 3.6 | 3.7 |
| | Thriving score | 51.2 | 52.5 | 52.5 |
| Emotional Health | % experienced enjoyment | 86.1 | 86.7 | 84.2 |
| | % experienced happiness | 86.0 | 91.0 | 87.8 |
| | % treated with respect | 86.7 | 92.6 | 91.9 |
| | % who learned or did something interesting | 63.2 | 63.8 | 63.1 |
| | % who smiled or laughed a lot | 82.5 | 83.5 | 81.9 |
| | % without anger | 84.4 | 88.5 | 86.0 |
| | % without depression | 85.2 | 83.3 | 82.6 |
| | % without sadness | 85.3 | 86.1 | 82.0 |
| | % without stress | 59.6 | 61.2 | 59.5 |
| | % without worry | 73.8 | 71.4 | 67.8 |
| Physical Health | BMI | 27.8 | 27.9 | 27.4 |
| | % not sick with a cold | 92.0 | 93.2 | 93.6 |
| | % not sick with the flu | 98.9 | 98.6 | 97.9 |
| | % who felt well rested yesterday | 72.4 | 73.3 | 70.4 |
| | % who had enough energy to get things done yesterday | 91.7 | 88.3 | 85.5 |
| | % without a headache | 82.5 | 88.1 | 86.5 |
| | % without asthma | 88.2 | 89.4 | 88.2 |
| | % without cancer | 90.4 | 93.5 | 92.6 |
| | % without diabetes | 88.4 | 89.9 | 88.9 |
| | % without health keeping you from usual activities | 77.2 | 76.7 | 73.7 |
| | % without health problems preventing you from doing things | 77.2 | 80.0 | 78.2 |
| | % without heart attack | 96.0 | 95.3 | 95.6 |
| | % without high blood pressure | 67.2 | 72.2 | 69.8 |
| | % without high cholesterol | 71.1 | 73.9 | 73.4 |

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| | | | | |
|------------------|---|------|------|------|
| | % without physical pain | 79.4 | 78.2 | 75.8 |
| Healthy Behavior | % who ate healthy all day | 61.3 | 65.8 | 66.1 |
| | % who don't smoke | 84.8 | 77.3 | 79.1 |
| | % who exercised for 30 or more minutes | 47.5 | 52.6 | 51.6 |
| | % who had 5 or more servings of fruits and vegetables | 57.4 | 53.4 | 56.8 |
| Work Environment | Get to use your strengths to do what you do best every day | 79.5 | 84.9 | 84.1 |
| | Satisfaction with your job/work you do | 88.8 | 88.4 | 87.1 |
| | Supervisor always creates environment that is trusting/open | 75.4 | 78.5 | 78.9 |
| | Supervisor treats you like he/she is your partner | 52.1 | 57.8 | 56.4 |
| Basic Access | City/area where you live getting better as a place to live | 57.6 | 60.8 | 55.6 |
| | Easy to get affordable fresh fruits and vegetables | 93.3 | 91.0 | 90.8 |
| | Easy to get a safe place to exercise | 94.7 | 92.1 | 90.7 |
| | Easy to get clean and safe water | 94.0 | 97.4 | 95.0 |
| | Easy to get medicine | 91.8 | 92.4 | 91.4 |
| | Enough money to buy food | 89.3 | 84.3 | 81.2 |
| | Enough money to pay for health care and/or medicines | 85.5 | 84.9 | 80.9 |
| | Enough money to provide adequate shelter or housing | 94.7 | 93.4 | 90.3 |
| | Feel safe walking alone at night | 77.0 | 83.5 | 71.2 |
| | Have a personal doctor | 79.8 | 83.4 | 78.6 |
| | Have health insurance coverage | 91.4 | 86.9 | 82.7 |
| | Satisfied with the city or area where you live | 81.9 | 88.2 | 85.2 |
| | Visited a dentist in the last 12 months | 74.1 | 67.8 | 64.7 |

Next Steps

PLANNING FOR FUTURE OPPORTUNITIES

In the 2014 Blueprint update, the Power 9 team has shown a commitment to the ongoing work of Blue Zones Project and has identified the key leaders and ongoing drivers of the Project. The update also laid out goals and plans for the coming year that will deepen the impact of the Project and continue to improve well-being. As part of that update, the community laid out goals for 2014 and beyond:

- Continue implementation of strategies and activities to measurably improve well-being.
- Advance the changes in sector environments so healthy choices become easy choices for individuals.
- Consider new pledge items added annually for adoption to maintain and advance sector designations.
- Keep residents and organizations engaged and informed through media and marketing.
- Support a community-led leadership team and sector committees to sustain the effort.
- Complete an annual Blueprint update.

ONGOING COMMUNITY EXPECTATIONS

- Demonstrate commitment to sustained efforts and progress toward well-being improvement through completed and approved annual Blueprint updates through 2016 to maintain certification.
- Identify resources needed to achieve community goals for sustainability and to implement the Blueprint.
- Continue to collaborate on identifying data, resources, and information specific to metrics and outcomes that help the community measure the impact of Blue Zones Project and share them in annual Blueprint updates (examples of which have been shared throughout the report).
- In conjunction with the certification period, adhere to Blue Zones Project brand guidelines and licensure requirements and expectations.
- Use citizen and organization data in accordance with Blue Zones Project Privacy Policy and Terms of Use.

Ongoing Blue Zones Community certification through August 2017 is dependent upon fulfilling the above items.

Conclusion

The Muscatine community has made tremendous progress towards enhanced well-being for all of its citizens. Muscatine's leadership is embracing this initiative, and Muscatine is an innovative leader in how communities approach well-being. This will make Muscatine and the state of Iowa a better place to live for future generations.

A special thank-you to the individuals on the Power 9 team, leadership team, committees, and all of the volunteers for their dedication to Blue Zones Project in Muscatine. Congratulations on the accomplishment of becoming a Blue Zones Community.

Blue Zones Project Partners

About Wellmark

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Healthways® (NASDAQ: HWAY) is the largest independent global provider of well-being improvement solutions. Dedicated to creating a healthier world one person at a time, the Company uses the science of behavior change to produce and measure positive change in well-being for our customers, which include employers, integrated health systems, hospitals, physicians, health plans, communities and government entities. We provide highly specific and personalized support for each individual and their team of experts to optimize each participant's health and productivity and to reduce health-related costs. Results are achieved by addressing longitudinal health risks and care needs of everyone in a given population. The Company has scaled its proprietary technology infrastructure and delivery capabilities developed over 30 years and now serves approximately 45 million people on four continents. Learn more at www.healthways.com.

About Blue Zones

Blue Zones employs evidence-based ways to help people live longer, better. The Company's work is rooted in the *New York Times* best-selling books *The Blue Zones* and *Thrive*—both published by National Geographic books. In 2009, Blue Zones applied the tenets of the books to Albert Lea, MN and successfully raised life expectancy and lowered health-care costs for city workers by 40 percent. Blue Zones takes a systematic, environmental approach to well-being which focuses on optimizing policy, building design, social networks, and the built environment. Blue Zones Project is based on this innovative approach. For more information, visit www.bluezones.com.

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bruce.middlebrooks@healthways.com**MUSCATINE, IOWA, HAS BECOME A CERTIFIED BLUE ZONES COMMUNITY**

Local Organizations and Community Leaders Implement a Wide Range of Environmental Improvements to Enhance the Well-Being of Residents and Achieve Community Transformation

Muscatine, Iowa (July 29, 2014) — Wellmark Blue Cross and Blue Shield, Healthways (NASDAQ: HWAY) and Blue Zones, LLC, today announced that Muscatine, Iowa, has been named a certified Blue Zones Community®. Certification recognizes Muscatine's community transformation through successful implementation of the Blue Zones Project®, a first-of-its-kind population health program that brings the world's best practices in food policy, built environment, purpose and social networking to participating cities.

Brought to Iowa through an innovative sponsorship by Wellmark in collaboration with Healthways and Blue Zones, the Blue Zones Project encourages all communities in the state to change their built environments to make the healthy choice the easy choice. The Blue Zones Project is the centerpiece of the Healthiest State Initiative, designed to make Iowa the healthiest state by 2016.

Community leaders, volunteers and organizations throughout Muscatine have been working to achieve certification status since January 2013, when the community was named a Blue Zones Project demonstration site. As a result of its efforts, Muscatine can celebrate the following outcomes:

- The Complete Streets policy passed by the city council in 2013 was named one of the top policies in the country by Smart Growth America. Two major construction projects are currently under way utilizing these guidelines:
 - A \$5.3 million project along Cedar Street, connecting the YMCA, Muscatine High School, Jefferson Elementary School and Trinity Hospital. Included in the project is a 10-foot-wide trail for pedestrians and bicycles and an intersection roundabout that is expected to reduce accidents.
 - A \$2.4 million project along Colorado Street, improving a key route to Colorado Elementary School by adding sidewalks with crossings to enable students to walk to school more safely.
- All three Muscatine Blue Zones Schools® have prohibited the sale of sugar-sweetened beverages and removed vending machines from their campuses.
- Employees at Musco Sports Lighting improved health indicators, including a 3 percent reduction in high Body Mass Index and a 12 percent reduction in total cholesterol and high LDL cholesterol.

- The Muscatine Hy-Vee Mainstreet grocery store increased space dedicated to produce by 60 percent and achieved a 75 percent increase in produce sales.
- Healthier dining options are now offered in seven Blue Zones Restaurants, including smaller portions and lower-calorie desserts. Local worksites have promoted these healthy choices to their employees and leveraged Blue Zones Restaurants for catering. For one of these restaurants, Avenue Subs, the result was a 12 percent increase in sales.
- Outdoor dining “parklets” were added at four Muscatine restaurants, offering an opportunity for residents to spend time outdoors and enjoy the community while dining.
- The city allocated \$50,000 annually to complete sidewalk gaps, with one mile of new sidewalks planned each year for the next 15 years.
- More than 200 citizens attended a Purpose Workshop or Purpose Moai group to explore their gifts and passions. Blue Zones research shows that those who know their sense of purpose can live up to seven years longer, and Purpose Workshops provide an opportunity for attendees to explore their gifts and passions, while Purpose Moais allow individuals to explore purpose in a small-group setting.

“The resources and expertise of the Blue Zones Project have motivated our community to put more positive changes in place in one year than we ever could have imagined,” said Muscatine Mayor DeWayne Hopkins. “These are the kinds of policies and changes that won’t be lost or reversed over time but will continue to impact lives in this community for many, many years.”

“The vision of healthier, longer lives from Blue Zones areas across the globe is coming to life in Muscatine,” said Blue Zones founder Dan Buettner. “In supporting a commitment to healthy environmental changes, Muscatine has made a wise investment in its future, and I am thrilled to recognize the community’s achievements.”

Muscatine achieved Blue Zones Community status after reaching the following key milestones designed to improve the community’s well-being, all of which are required improvement goals for Blue Zones Project demonstration communities seeking certification:

- 50 percent of the top 20 identified worksites became designated Blue Zones Worksites®.
- 25 percent of schools became designated Blue Zones Schools®.
- 25 percent of restaurants became designated Blue Zones Restaurants®.
- 25 percent of grocery stores became designated Blue Zones Grocery Stores®.
- 20 percent of citizens committed to Blue Zones Project and completed at least one well-being improvement action.
- Successfully completed the Blue Zones Community Policy® pledge, which requires the passing of local policies to promote Blue Zones Project initiatives. Examples in Muscatine include the newly-passed Complete Streets policy and a tobacco-free public housing policy.

“Muscatine has done a remarkable amount of work to make well-being a way of life,” said Laura Jackson, Wellmark executive vice president. “This is a significant achievement, and we commend Muscatine for setting a great example for other Iowa communities.”

"The leaders and residents of Muscatine worked diligently to earn Blue Zones Project community certification, and their efforts to increase the well-being of the community are paying clear dividends," said Ben R. Leedle, Jr., Healthways president and chief executive officer. "The progress in making two main corridors more pedestrian and cycling-friendly is just one example of the lasting and tangible benefits that Muscatine residents will enjoy for generations to come."

Fifteen Iowa communities are part of the Blue Zones Project and are receiving assistance from experts to develop and implement a Blueprint for making permanent environmental, social and policy changes that transition people into healthier behaviors that can lead to longer, happier lives. Five of the communities have achieved Blue Zones Project Community certification to date. For more information, please visit www.bluezonesproject.com.

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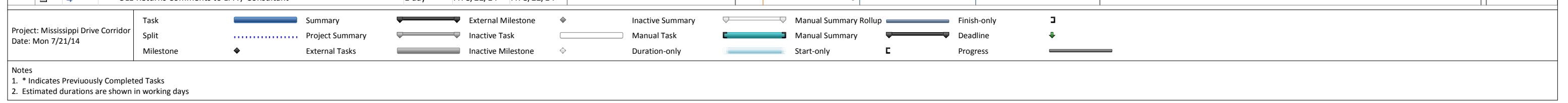
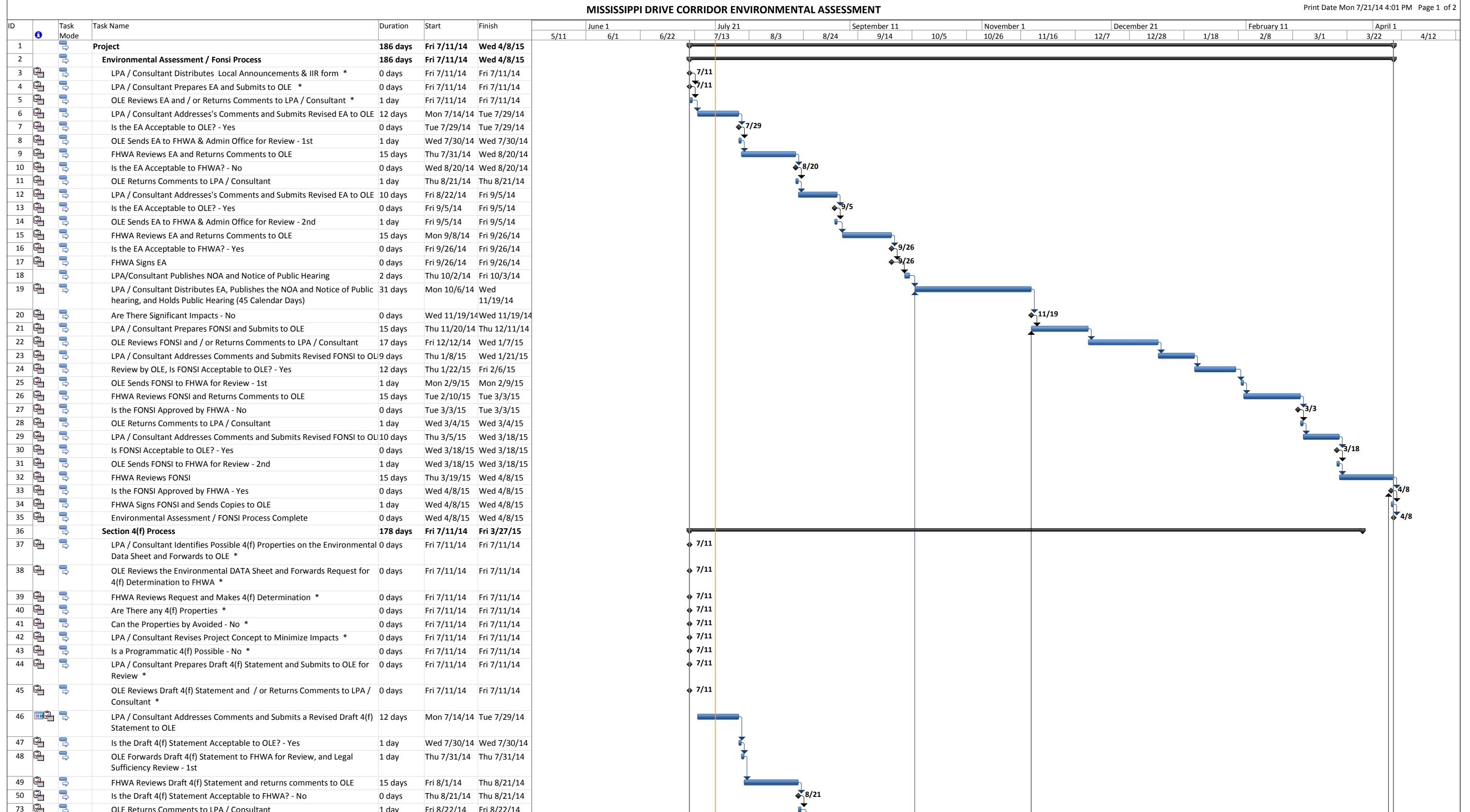
MISSISSIPPI DRIVE CORRIDOR ENVIRONMENTAL ASSESSMENT SCHEDULE

July 21, 2014

1. The attached schedule has been developed to track Iowa Department of Transportation (DOT), Federal Highway Administration (FHWA), State Historic Preservation Office (SHPO) and other agency review periods and project progress.
2. IaDOT and FHWA are not obligated/committed by law to complete reviews within a maximum duration. Review periods have been determined from past project experiences. Actual review periods may vary depending upon individual reviewers and agency situations.
3. The typical review periods utilized to determine durations are listed below:
 - IaDOT 1st review – 3 weeks + 2 days
 - IaDOT 2nd review – 2 weeks + 2 days
 - IaDOT transfer back to FHWA after FHWA review + comments incorporated – 1 day
 - FHWA 1st review – 3 weeks
 - FHWA 2nd review – 3 weeks
 - Legal Sufficiency review – 45 days (no second review)
3. Task durations are conservative for use in planning. Stanley Consultants team will push to expedite the schedule as much as possible and where applicable. It is anticipated that the durations may shorten and as this occurs the schedule will be adjusted accordingly.
4. For schedule development, it has been assumed that when comments are received from reviewing agency, the comments are adequately accommodated/incorporated into the second document submittal and the reviewing agency concurs following second review.

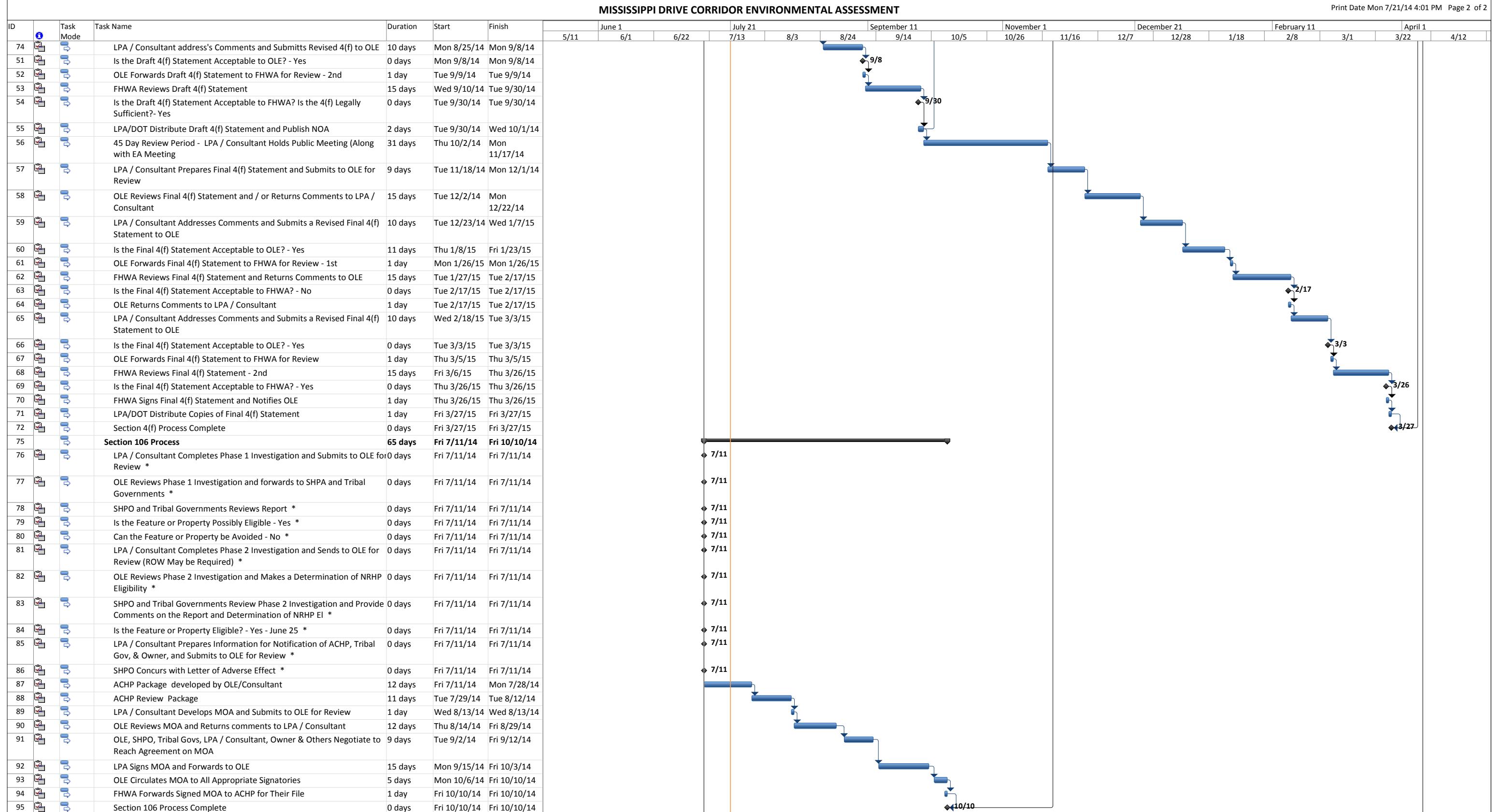
MISSISSIPPI DRIVE CORRIDOR ENVIRONMENTAL ASSESSMENT

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MISSISSIPPI DRIVE CORRIDOR ENVIRONMENTAL ASSESSMENT

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Notes

1. * Indicates Previously Completed Tasks

2. Estimated durations are shown in working days

