

City Administrator Report to Mayor & City Council

March 13, 2015, Edition No. 165

WEEKLY UPDATE:

1. Budget: Attached is a digital copy of the powerpoint for your reference. Thank you again your commitment to the budget process. It is a great team effort.
2. Elections: Nancy has updated the attached election memo. The filing location for nomination papers has been changed by the State from the City Clerk's office to the County Auditor's office beginning with the 2015 election. Forms can still be picked up in the Finance Office. Staff is updating the website today.
3. IEDA: We may have a TIF request on next week's agenda for a local project as well as a resolution of support of their IEDA High Quality Jobs application. I am awaiting confirmation from IEDA that the application is complete and ready for the March board meeting. I will send details when available.
4. CNG: I have asked Jon Koch to prepare the attached memo related CNG and our refuse trucks. Jon is looking to attend the 4th Annual Natural Gas Vehicles Infrastructure Conference in June. We are not prepared to bring forward CNG vehicle options or bids at this point, but are working towards WPCP projects and solutions that will generate long-term CNG opportunities (including revenue and budget savings).
5. IMMI: Reminder - I will be attending (and presenting) at the Iowa Municipal Management Institute (IMMI) next week (Wednesday through Friday) and DPW Director Hill will be standing in for me at the City Council meeting.
6. Street Closure: Just a reminder that E. 9th Street will be closed between Walters and Lombard effective Monday, March 16, 2015 at 8:00 a.m. for sewer repair. It will be closed for approximately one week. Vehicles will be detoured via Walters, Dale Street, Lombard St, E. 9th. This detour will not allow for large trucks and signs will be posted at Park Ave and Washington Street, as well as, at 9th and Cypress.
7. Fact Sheet: Attached is the current draft of the Fact Sheet. This is a City project in conjunction with Bi-State and the Chamber. We hope to wrap this up in the next couple weeks.
8. Merit: Attached is a draft merit policy for implementation in FY 2015/16. Our intent was to keep it clear and concise. It notes the maximum amount of available funding which is limited to 30% of 1% of total base wages of full-time non-union employees at Step 5. All merit increase would require a written recommendation and City Administrator approval.
9. CP Railroad: We have a meeting scheduled with the CP at the end of March to review numerous issues - the rail, its raising, Mississippi Drive, Papoose Creek, the dredge line across Mad Creek and related issues. Our goal is to draft an MOA with the CP that addresses these issues and funding.
10. Cemetery: We should have draft contract to distribute next week for the proposed cemetery steps project that could allow the group to move forward

and at the same time better protecting city interests. Our insurance broker has reviewed the current draft and we are adding those comments.

11. P&R: Reminder about the Operations Re-Leaf program. Trees are still available for purchase. A brief description of the project and the application for can be found at: <http://www.muscatineiowa.gov/25/Parks-Recreation> Additional program information can be found at: <http://www.alliantenergy.com/CommunityInvolvement/CommunityOutreach/OperationReLeaf/index.htm>.
12. RFQ: Audit Services and schedule for Audit Committee
13. Communications: The Communications Manager position has been posted and applications are due April 10th for a July 1 start date.
14. Solid Waste: March 30, 2015 - The Compost Site opens for the season. Sunday - Friday: Noon- 6:00 pm. and Saturday: 9:00 am - 6:00 pm. Items accepted are grass clippings, leaves, garden waste, brush, and trees. (No tree stumps are allowed) If a resident has questions about the tree stumps, have them direct them to the Transfer Station or lliegois@muscatineiowa.gov.
15. Audit: Attached is the RFP for audit services for the five year period from FY 2015 through FY 2019. The tentative schedule for the RFP process and the mailing list for the RFP are also attached.
16. Spring Clean Up Week: April 20-24, 2015, is Spring Clean-up Week and attached is the program flyer.
17. Bi-State: Attached please find a copy of the *Commission in Review* for February 2014.
18. In-Depth: Upcoming In-Depth Sessions
 - a. APRIL
 - i. CIP (Annual Update)
 - ii. Schedule and process for Zoning Ordinance
 - iii. Musser to Wiggins Road Trail design, route and schedule changes
 - iv. Sidewalk Policy Draft (Tentative)
 - v. City Code Adoption (Tentative)

**CITY OF MUSCATINE
PROPOSED BUDGET SUMMARY**

FISCAL YEAR 2015/2016

Proposed 2015/2016 Budget

- The proposed 2015/2016 budget includes:

\$54,165,983 Operating and Capital Expenditures

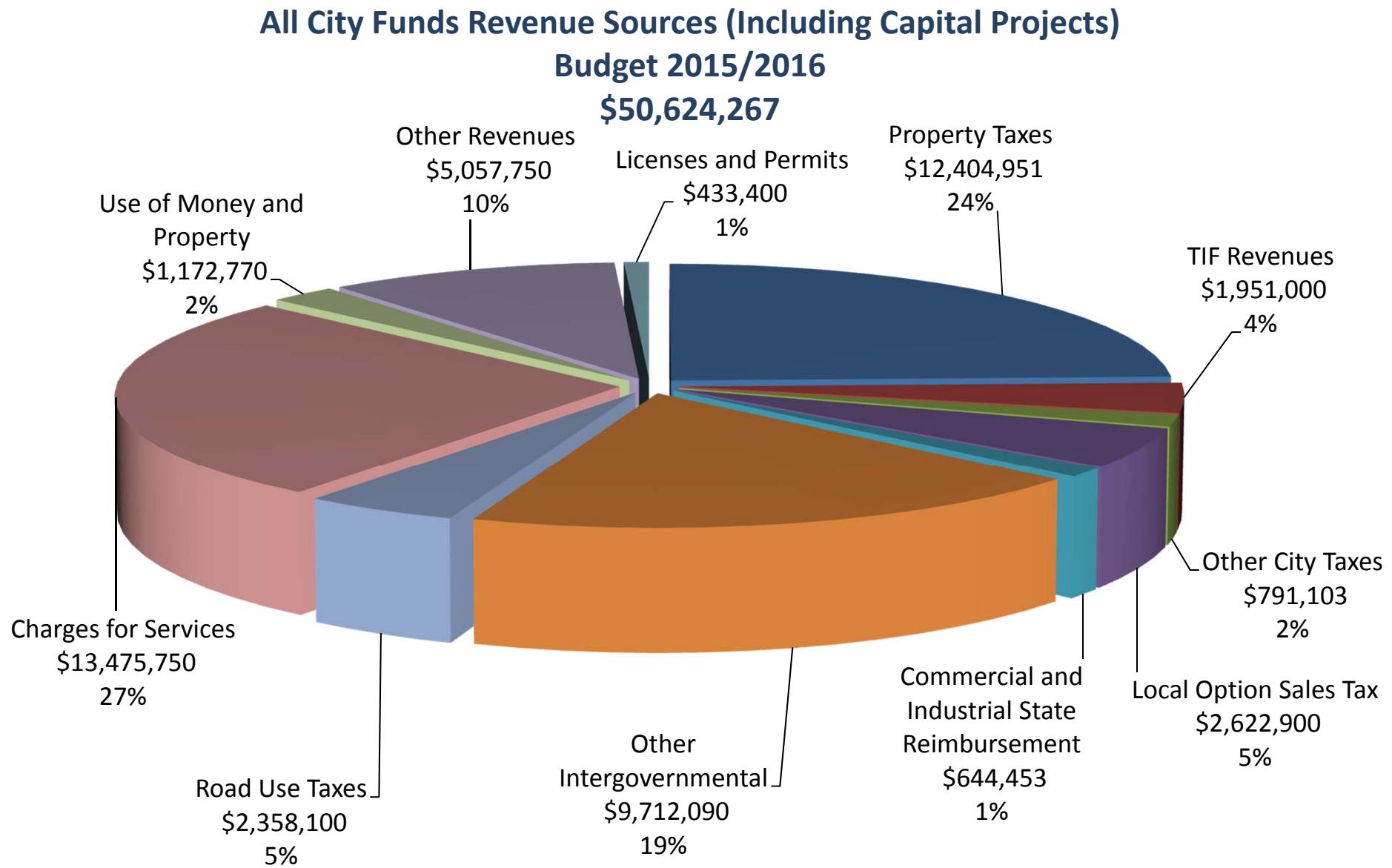
**\$50,624,267 Revenues (available fund balances are
budgeted to be used and bonds will be issued
to finance capital projects in 2015/2016)**

**\$ 3,075,000 New general obligation debt budgeted in
2015/2016**

\$12,404,951 General Property Taxes (excluding TIF taxes)

\$15.67209 City Tax Rate per \$1,000 valuation

Where Does the Money Come From?

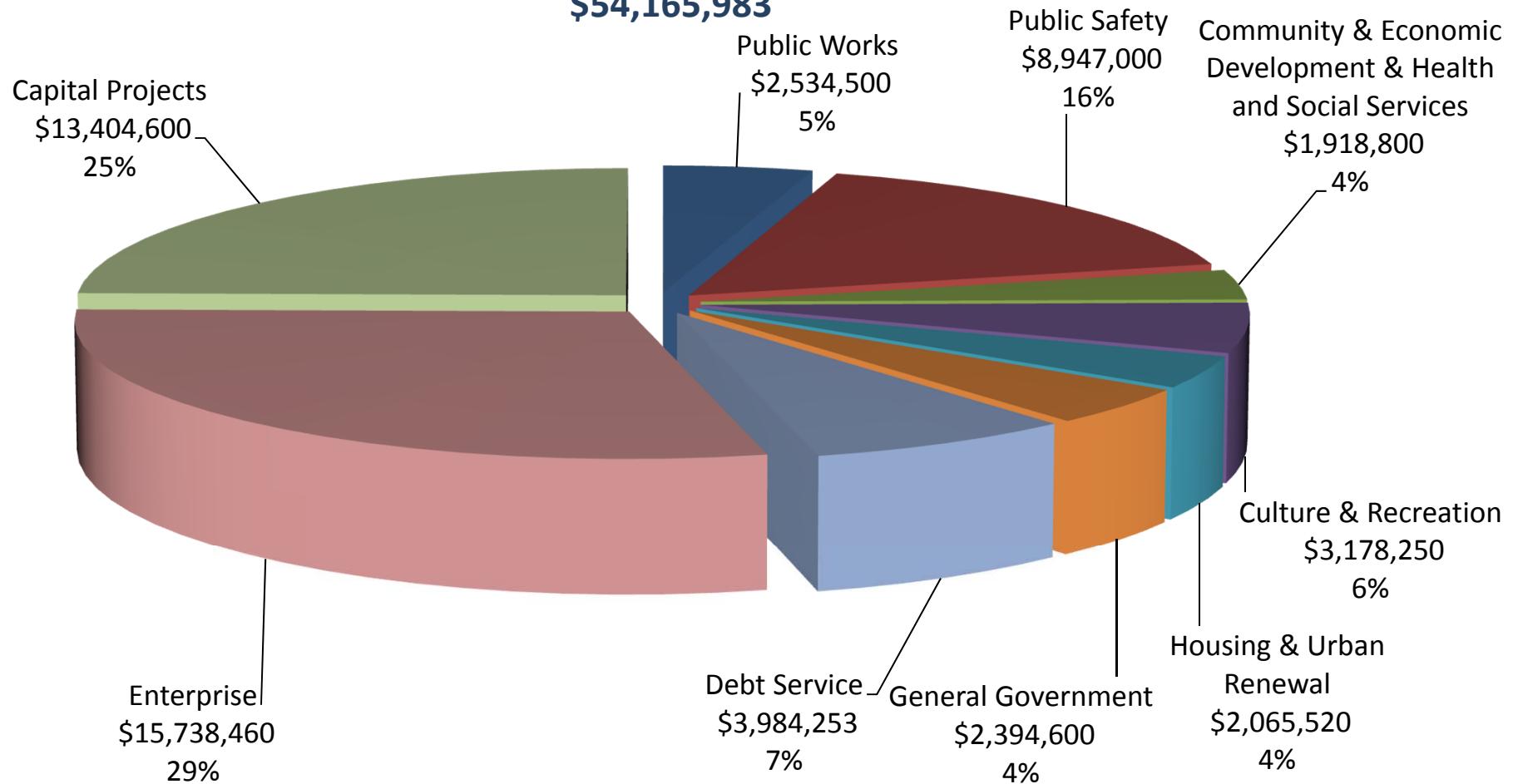


How are the Funds Used?

All City Expenditures by Function (Including Capital Projects)

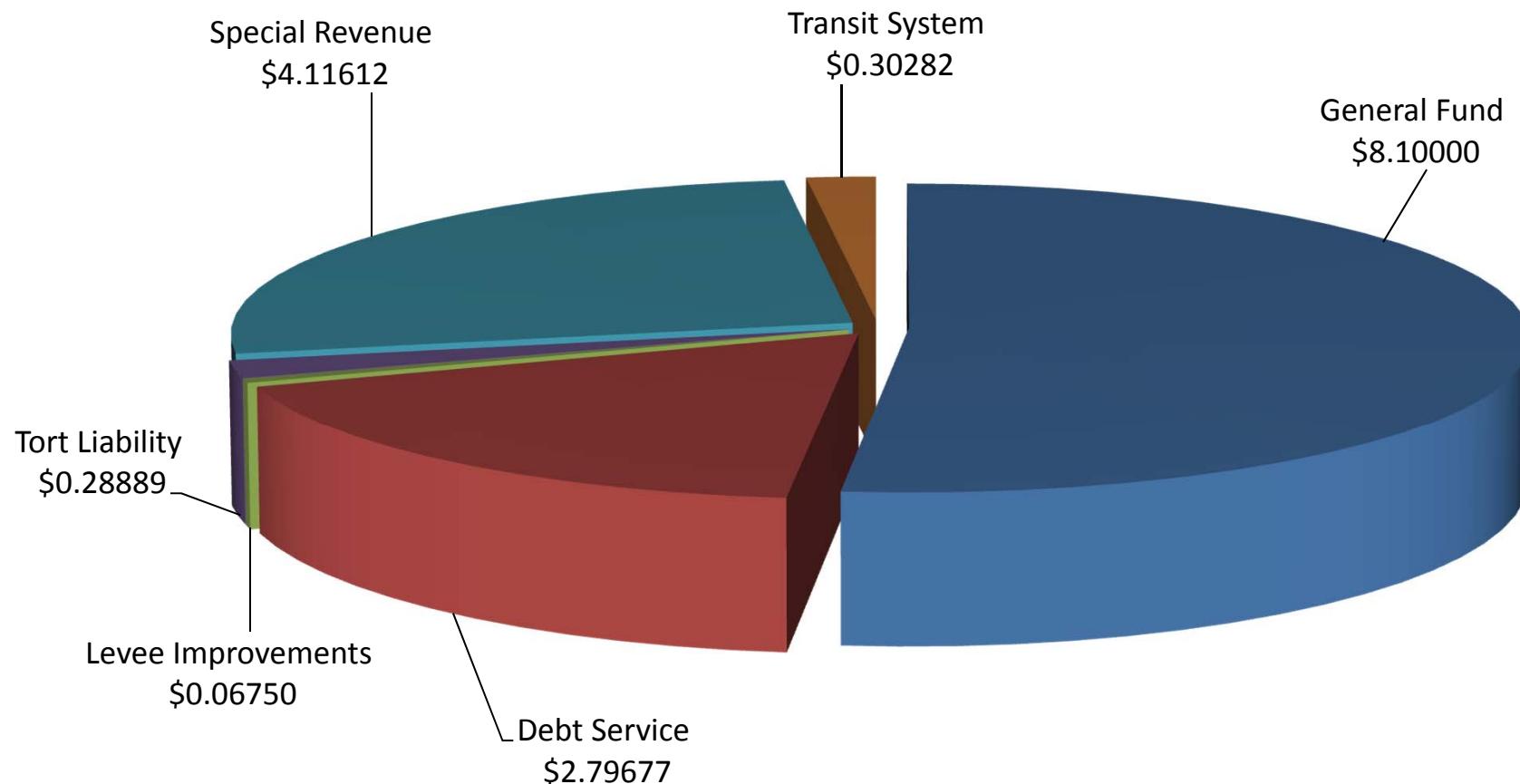
Budget 2015/2016

\$54,165,983



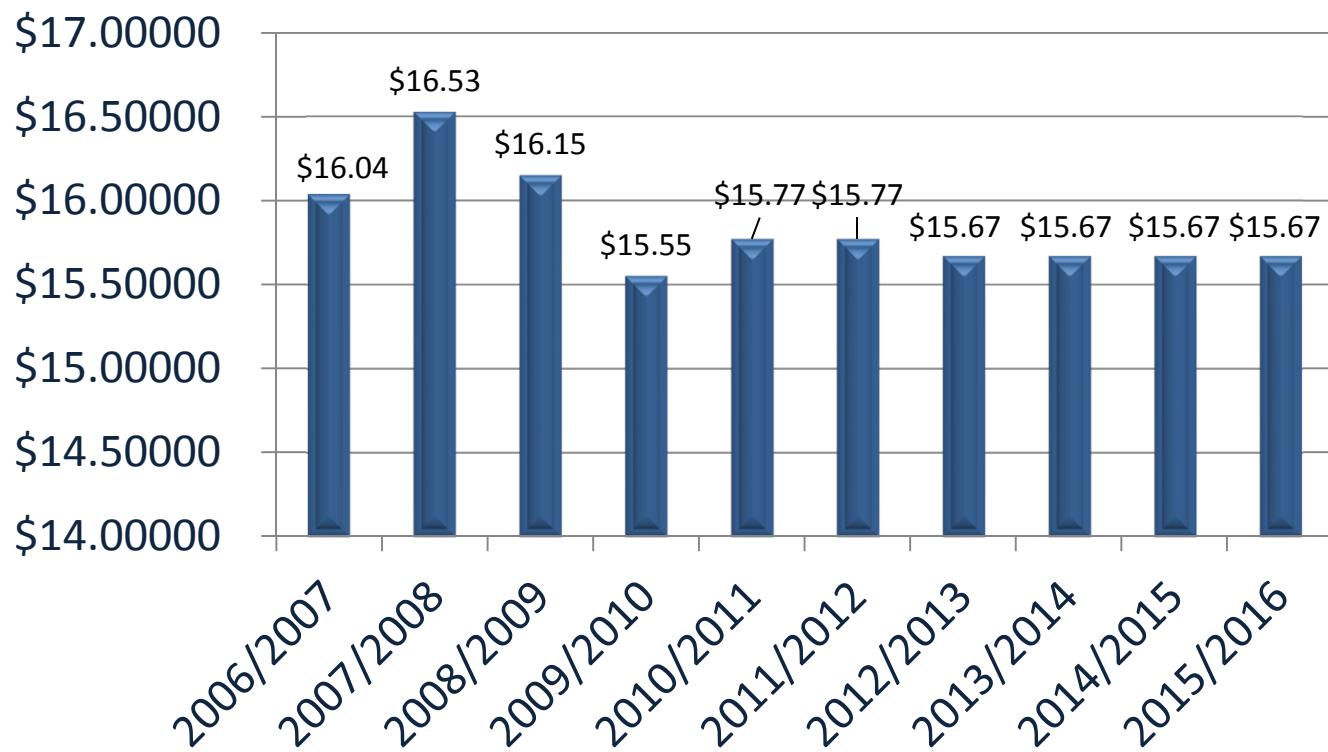
City Tax Levy Rates by Type

FY 2015/2016
Total \$15.67209/\$1,000 Valuation



City 10 Year Tax Rate History

Tax Rate per \$1,000 valuation



Proposed Property Tax Rate

- **Good news!** The City tax rate is proposed to remain the same as the current year at **\$15.67209 per \$1,000 of taxable valuation**.
- The City has now maintained approximately the same rate for the last 6 years.
- The City was able to maintain the tax rate at this level even with increases in personnel costs, employee benefits costs, and other operating costs, as well as an additional 5% reduction in commercial and industrial taxable property valuations.
- Maintaining the same tax rate for 2015/16 was due to offsetting the increase in the Employee Benefits levy with decreases in the Transit, Tort Liability, and Debt Service levies. The Transit levy decrease was primarily due to reduced fuel costs and reduced maintenance costs with the purchase of four new transit vehicles in 2013/2014 as well as the beginning balance in the Transit fund. The Tort Liability (Insurance) levy decrease was due to changing the City's major insurance policies to ICAP (the Iowa Communities Assurance Pool). The decrease in the debt service levy was due to favorable interest rates on the 2014 bond issue.
- The 2015/2016 property tax levy again reflects not funding 100% of General Fund employee benefits from the Employee Benefits levy. For 2015/2016, \$192,959 of General Fund employee benefits will be funded from the General Fund instead of this levy. If this amount was funded from the Employee Benefits levy, it would be equivalent to a **\$.25/\$1,000 increase in the overall City tax rate**.

Proposed Property Tax Rate (Cont.)

- The proposed tax rate reflects increases and decreases in the individual levies that make up the total levy. These include:

General Fund	\$8.10000 (no change)
Transit	.30282 (dec. 17.6%)
Tort Liability	.28889 (dec. 26.9%)
Employee Benefits	4.11611 (inc. 6.9%)
Debt Service	2.79677 (dec. 3.2%)
Levee	<u>.06750 (no change)</u>
	<u>\$15.67209</u>

Proposed Property Tax Rate (Cont.)

- The Emergency Levy was eliminated in the 2011/2012 budget and the 2012/2013, 2013/2014, 2014/2015, and 2015/2016 budgets also do not include emergency levies.
- With the City's proposed tax rate of **\$15.67209**, the owner of home valued at **\$100,000** (with rollback, a taxable value of **\$55,734**), will pay **\$873** in City property taxes. This is **\$20** more than the current year due to the change in the rollback factor.
- With the State rollback on commercial and industrial property decreasing from **95% to 90%** (these values were rolled back from 100% to 95% in 2014/2015), the owner of commercial or industrial property valued at **\$100,000** (with rollback, a taxable value of **\$90,000**) will pay **\$1,410** in City property taxes. This is **\$79** less than the current year, and **\$157** less than two years ago before the first rollback. These decreases again are due to the taxable valuation rollbacks for these properties.
- This reflects only the *City* portion of property owners' property tax bills. Property tax bills also include County and School district levies. Tax rates for these other entities are not yet available.

Where Do Your Property Taxes Go?



Above tax levy rates reflect fiscal year 2014/2015 rates totaling \$40.19622 per \$1,000 valuation
Tax levy rates for fiscal year 2015/2016 for the School & County are not yet available

General Fund Highlights

- The budget projects a General Fund ending balance on June 30, 2016 of \$3,380,114 which is 18.5% of General Fund expenditures. This more than meets the minimum of 16.7% required by the City's General Fund balance policy.
- This compares favorable with the ending balances for the last six years
 - 13.6% of expenditures at the end of 2010/2011
 - 20.4% for 2011/2012
 - 17.9% for 2012/2013 (decrease from prior year was budgeted and used for the purchase of a new fire engine and financial software)
 - 19.2% for 2013/2014
 - 19.8% for the 2014/2015 Revised Estimate (original target for 2014/2015 was 16.8%)
 - 18.5% for the 2015/2016 budget (reduction due to the budgeted use of \$148,500 of the fund balance for a new ambulance)

General Fund Highlights (Cont.)

The proposed General Fund budget continues the current service levels provided to residents of the community. Significant budget items and assumptions include the following:

1. The budget includes funding for Police and Fire pension contributions totaling \$1,352,752. This amount is \$37,567 less than the budgeted amount for 2014/2015 due to the pension contribution rate decreasing from the current 30.41% to 27.77%. While the contribution amount is less than the current year, these contributions continue to be a significant cost to the City.
2. The budget allows for 2.5% increases for both union and non-union employees. The 2.5% increase is the increase in each of the City's three union contracts and this rate has also been budgeted for non-union employees. Fiscal year 2015/2016 will be the 2nd year of the 5-year contracts with each union.
3. There is an increase of 2.08 in full-time equivalent (FTE) positions in the General Fund for 2015/2016. This includes (1) a new fulltime Communications Coordinator position with the cost of this position allocated evenly to six funds/funding sources, (2) an additional 29 hour/week Community Services Officer in the Community Development department which is expected to be funded from increased revenues (.74 FTE increase), (3) a net .18 FTE increase in the Art Center which includes increasing the Art Center Aide from 20 hours/week to 29/week which has been partially offset by a slight reduction in grant-funded part-time hours, and (4) a .16 FTE increase in part-time hours at the Library.

General Fund Highlights (Cont.)

4. For 2015/2016 TIF funds will continue to be used to fund City economic development administrative and legal costs (\$116,500) as well as economic development efforts of the Chamber (GMCCI) (\$38,000).
5. The budget continues subsidies to outside agencies. Subsidies to GMCCI, Senior Resources, and the Humane Society are budgeted to continue at their current levels.
6. The budget includes a new subsidy to MCSA's Homeless Prevention Program in the amount of \$25,000. This was a one year funding commitment for this program.
7. The budget reflects continuing the CVB's funding allocation at 25% of actual prior year hotel/motel tax revenue. For 2015/2016 this amount has been estimated at \$103,800; the actual amount, however, will be 25% of actual 2014/2015 hotel/motel tax receipts.
8. The budget continues funding contributions to the Equipment Replacement Fund and Computer Replacement Fund equivalent to the needs for 2015/2016.

General Fund Highlights (Cont.)

9. The proposed budget is based on positioning the City to address economic challenges, maintain existing levels of the services to the community, and positioning the City to meet new challenges. Future challenges could involve potential shortfalls in revenues from limited growth in taxable valuations resulting from the 2013 property tax legislation and potential loss of revenue from the automatic traffic enforcement cameras.
10. In the event of significant revenue losses after adoption of the budget, the City has established the Utility Franchise Fee which can be changed by City Council action from the current 1% level up to 5%. Each 1% of franchise fee revenue is estimated to generate \$100,000. No change in the Utility Franchise Fee is included in the budget, but increasing those fees could be considered in the event of future revenue reductions.
11. The proposed budget is one that finds a balance between:
 - * Overall City property tax rate
 - * Maintaining a sufficient level of General Fund balance - the budget is based on maintaining a fund balance which more than meets the minimum of 16.7% of expenditures per the new General Fund Balance Policy
 - * Providing departments with the resources and equipment needed to perform their department functions efficiently.

General Fund Highlights (Cont.)

12. The FY 13 budget for the first time included “assigned” funding for future year purchases. These funding assignments included the allocations for the new fire engine, new financial software, and the annual allocations of \$40,000 set-aside to fund the City’s obligation to retain the two new COPS grant-funded police officers for one year subsequent to the 3-year grant period. The fire engine and the financial software were purchased in 2013/2014.
13. The 3rd and final year of the COPS grant funding will end in February or March of 2015. The prior year assigned funding will be used in 2015/2016 to meet the 4th year requirement of the grant agreement. The School is expected to fund the 4th year requirement for 75% of the cost of one officer since this position is being used as a 2nd School Resources Officer in the middle schools. The 2015/2016 budget includes City funding for the City’s portion of the cost for these officers for the remainder of the 2015/2016 fiscal year after the 4th year requirement is met in February-March of 2016.
14. The 2015/2016 budget includes an assigned funding allocation of \$12,300 to allow for merit increases for non-union employees.
15. For the 2015/2016 budget, a number of significant building and facility costs are proposed to be funded from the City’s June 2016 bond issue. The items include funding for a significant portion of the cost of the HVAC replacement at the Art Center, roof replacements at the Library and a portion of the Public Safety Building; tuck-pointing the Music Room at the Art Center; replacement of the playground surface at Musser Park; replacing Rip Rap on a portion of the riverfront; and replacing Rip Rap along the Slough Bank in Kent Stein Park.

Enterprise Funds

- For the City's Enterprise funds, rate increases are budgeted for sewer, collection and drainage, transit, and the boat harbor. The budget reflects an approximate 3% increase in sewer and collection and drainage fees per the rate resolution adopted in 2013 which set these rates for 2013/2014 through 2017/2018. The budget includes an increase in transit fares from \$.75/ride to \$1.00/ride for route buses and from \$1.00/ride to \$2.00/ride for shuttle rides. Transit fares were last increased in June of 2003. Boat harbor fees are proposed to be increased by 2.5% with a non-resident fee added for the 2015 boating season.
- Fees are not budgeted to increase in the other funds including transfer station, landfill, refuse collection, golf, ambulance, airport, and parking.
- The accumulated deficit in the Landfill Fund is budgeted to be eliminated in 2015/2016 and a \$283,467 positive balance is projected for that fund.
- Enterprise operating funds now all have balanced budgets with positive balances projected for each fund. Several funds, however, have internal loans outstanding for capital purchases. These include the Transfer Station for equipment purchases and the Golf Course for the irrigation system.

Capital Projects Summary

In addition to the operating budget, the 2015/2016 budget includes a total of \$13,404,600 for capital projects including:

1. **\$2,387,500 for street-related projects.**
2. **\$100,000 for the new sidewalks program.**
2. **\$1,787,500 for sewer-related projects.**
3. **\$1,197,000 for the Hauled Waste Dump Site at the Water Pollution Control Plant.**
4. **\$1,090,000 for the Musser to Weggens Road Trail.**
5. **\$4,370,500 for airport improvements.**
6. **\$371,700 for the CDBG Downtown Revitalization project.**
7. **\$1,575,000 for the Art Center HVAC project and windows/building envelope improvements.**
8. **\$130,800 for other building roof and tuckpointing improvements**
9. **\$197,000 for Parks playground, riverfront Rip Rap, and Kent Stein Rip Rap improvements.**
10. **\$197,600 for various other capital expenditures and bond issuance costs.**

These projects will be funded from grants, local option sales tax, sewer reserve funds, and general obligation bond proceeds.

The budget for 2015/2016 is the overall financial plan for both operating and capital expenditures for the City. The budget continues to provide for the numerous services provided to the residents of the community, maintains a good General Fund balance, and provides for infrastructure improvements to continue in the City.

FY 16 and Beyond

- As discussed during the budget review process, due to the property tax legislation enacted in 2013, taxable valuations are projected to see minimal or negative growth over the next ten years.
- Future assumptions include the State maintaining the backfill for the commercial and industrial property rollbacks.
- Police and Fire pension contributions will continue to be a significant cost to the City. The MFPRSI system 25-year projections show pension contribution rates of at least 27% through 2020, then incremental decreases down to 20% in 2037
- IDOT or Legislative rules may impact future Automatic Traffic Enforcement revenues which are budgeted at \$575,000 for 2015/2016
- \$575,000 would be equivalent to \$.74/\$1,000 of valuation in property taxes
- Utility Franchise Fees could be increased from the current 1% to 5%. With each 1% equivalent to approximately \$100,000, \$400,000 in additional revenue would be available from these fees.
- Tax Increment Financing (TIF) changes also continue to be discussed by the State legislature. Staff will continue to communicate to our legislators the economic development benefits of the TIF program and the importance of preserving the option to use annual appropriations for future TIF rebate agreements.



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FINANCE & RECORDS

MEMO

To: Mayor Hopkins, Members of City Council and
Candidates for City Offices

From: Nancy A. Lueck, Finance Director

Date: March 13, 2015

Re: 2015 City Election Information and Filing Dates (Updated Memo)

The candidate filing dates and other information for the November 3, 2015 City election is now available on the City's website. The first day to file nomination papers is Monday, August 24, 2015; the last day to file is Thursday, September 17, 2015 by 5:00 p.m. The positions included on this election will be:

Mayor (2 Year Term)
1st Ward Council Member (4 Year Term)
3rd Ward Council Member (4 Year Term)
5th Ward Council Member (4 Year Term)
At Large Council Member (4 Year Term)
(Osama Shihadeh's position)

The nomination petition and affidavit of candidacy forms can be picked up at the City Finance Department, the Muscatine County Auditor's office, or they can be accessed from the Secretary of State's website. These forms are now required to be filed in the **Muscatine County Auditor's office** no later than 5:00 p.m. on Thursday, September 17, 2015. Note that the filing location is the Muscatine County Auditor's office beginning with the 2015 election. These forms are also available on the City's website <http://www.muscatineiowa.gov> under Government, City Officials, Election Information or by doing a search on the website using Elections. Petitions must include a **minimum** of 25 signatures of eligible electors for each office. The signatures on the petitions for the candidates for the 1st, 3rd, and 5th Ward Council positions must be those of residents of the respective wards. Signatures on the petitions for the Mayor and At Large Council position must be those of residents of the City. The ward boundaries are those adopted after the 2010 census with the addition of the recently annexed areas. A map of the ward boundaries is also on the City's website.

Please contact me if you have any questions.



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WATER POLLUTION CONTROL

MEMORANDUM

To: Gregg Mandsager, City Administrator

CC: Randy Hill, Director PW
Laura Liegois, Solid Waste Manager

From: Jon Koch, WPCP Director

Date: March 10, 2015

Re: CNG Refuse Trucks

I have attached several small articles concerning CNG refuse trucks to get the conversation started on how this could benefit the City of Muscatine and some of the infrastructure needs that will arise from its use.

The obvious benefits are lower fuel costs, cleaner emissions, local fuel sourcing opportunities, quieter operation and City image enhancement as a sustainable practices community. Some infrastructure questions include fueling systems (high compression vs. time fill), training of fleet technicians and regulatory compliance. I strongly believe the benefits outweigh the extra work involved as we see city after city changing out more and more of their fleets to CNG. This is no longer an experiment but a mainstream investment in the community they serve.

While I have been working on the biogas side of this issue for some time, I have not had the opportunity to put in as much time on the CNG truck and fueling station side of this as I would like. It is certainly a direction I hoped Muscatine would head but I do not have numbers, manufacturers and other infrastructure particulars nailed down as well as I would like. Exploring the purchase of a new truck now for use by early next year may not be realistic without further investigation on a fueling station and natural gas line capacities. It may be possible to set up a time (slow) fill station for one truck as this does not require high compression motors and other expensive infrastructure. There are several resources to explore this option and some idea of the cost and timing could be done relatively quickly. There are places to visit close by such as Burlington, Peroria, Chicago and Council Bluffs. I have the names of several fuel station vendors that could give us some idea of what is possible in our application.

What we need is more time to evaluate our possibilities and come up with a strategic plan before trucks are purchased. I do think asking for estimates for CNG is appropriate now to get a good baseline of what to expect for future purchases but we may not be ready at this time to purchase

**"I remember Muscatine for its sunsets. I have never seen any
on either side of the ocean that equaled them" — Mark Twain**

our first CNG truck. If there is capital available to engineer and construct the fueling infrastructure then it could be done within a year, but barring that we don't want to end up like the City in the first article I have attached. The revenue and feed source study that Stanley and Eco Engineers are working on now should give us a better understanding of what to expect and how much capital we may have available to begin implementation of a larger project.

Natural Gas – Conversions, Vehicles and Technology

A Case Study in CNG: What Not to Do

October 2014, Government Fleet - Feature

by Anonymous Author - [Also by this author](#)

[Print](#)
3



Taking the right steps when embarking on a CNG fleet project can lead to success and a return on investment. The site pictured here shows a well-designed fueling station.

The use of [compressed natural gas](#) (CNG) is becoming more common, and many government fleets are choosing to switch to this alternative fuel for their vehicles and build fueling stations. While CNG can be a great alternative fuel, it's also an expensive investment that needs to be implemented correctly.

This is a true story about a city that made just about every mistake that can be made in its migration to CNG. This is a case study in what not to do when planning the adoption of CNG.

In 2007, this city's solid waste director decided to implement CNG by acquiring CNG-powered replacement trucks for household refuse collection. He ordered 30 CNG trucks and contracted for the construction of a CNG fuel station. The 30 trucks represented 26% of the household collection fleet, so this migration to CNG was a significant financial and operational commitment, and risk.

1. Not Following Staff Recommendations

The city commission was called on to approve a CNG fuel site contractor. Instead of accepting the contractor recommended by staff, the elected officials chose an alternative supplier that staff hadn't recommended, a decision that had critical future implications.

2. Not Relying on Someone Experienced with CNG

Before the new CNG trucks were delivered, the initiator and champion of the CNG project, the solid waste director, left the city. He left his replacement with the implementation of the new trucks and technology, a role for which the new director was unprepared, having no prior experience with CNG.

3. Not Thinking About Vehicle Maintenance

Beyond the actual vehicle order and the construction of a CNG fueling site, no further preparations

were made. Fleet technicians did not receive training in the repair and maintenance of CNG-powered trucks. Consequently, the solid waste department instead entrusted the care and maintenance of 26% of its household collection fleet to local contract vendors that had few resources and/or available personnel trained and certified to repair CNG powertrains. Further, no safeguards or other alterations were considered for the fleet garage at which all 30 units would be based and maintained.

Not having knowledgeable technicians on staff to perform repairs led to much higher downtime. The refuse application is extremely difficult on equipment. As the CNG trucks aged, breakdown frequency and subsequent downtime increased. The CNG trucks languished at a local contract vendor, sometimes for weeks at a time. The city failed to manage the vendor contract, and its own cumbersome contract requirements prevented sourcing locally available alternatives. Daily unit availability deteriorated, often reaching double digits, resulting in the shifting of trucks from other locations, crews running double routes, and delayed service to citizens.

4. Not Ensuring Continued System Operation

Although the contract called for system redundancy at the fuel site, the city also didn't manage this contract and that feature wasn't included in the installation. As a motor fuel, CNG is created through the compression of natural gas from 40 to 3600 psi. The compressor the city used is a large machine with an internal combustion engine used for the compression process. The compressor and fuel delivery system requires regular and routine maintenance, which is expensive and prone to maintenance-related downtime. To ensure an uninterrupted supply of CNG, systems like this require a secondary, redundant compressor system to allow for maintenance-related downtime or unexpected breakdowns of the primary compressor system. Unfortunately, the city failed to administer the contract in many areas, including holding the contractor accountable for ensuring the contractually obligated redundancy existed.

Not having a redundant compressor led to major problems. On Friday of Thanksgiving weekend, the compressor engine suffered a catastrophic and fatal failure. The city scrambled to locate an alternative CNG source. Fortunately, the city's transit service had a small CNG dispensing facility and agreed to assist. Because the bus and refuse truck fuel inlets were different, staff members had to make the seven-hour round trip to secure the correct parts in order for the trucks to make the 16-mile trip to fuel at the transit site each day. It took one week for the contracted CNG fuel site vendor to install a new compressor.

A further recommended failsafe to ensure an uninterrupted fuel supply is the installation of a stand-by generator to ensure compressor operation during a utility power failure. The city's solid waste department installed a 750Kw generator, but it failed to have automatic transfer capability. When utility power failed, either a contractor or city staff member was required to travel to the site and manually transfer the power.

5. Not Thinking About Fuel Contamination

The new CNG dispensing system wasn't equipped with a filtration system to ensure the CNG supplied to the vehicle tanks was free of contamination. It was only after experiencing frequent vehicle breakdowns related to contaminated CNG that the purity of the CNG was tested and found to

be contaminated with oil originating from the compressor cylinders. The city then added a robust filtration system.

6. Not Worrying About Tank Inspection

The city learned the state regulatory authority required tri-annual inspections of vehicles mounted CNG tanks. The city's trucks had not been inspected for six years.

7. Not Expanding CNG Use

Although the city had invested considerably in the initial CNG vehicle purchases and the fueling system, that commitment wasn't reinforced in succeeding years, as no additional CNG vehicles were added to the city's fleet. Consequently, the initial trucks, in addition to their own high costs, also carried the capital and maintenance cost of infrastructure. After such a large CNG investment, additional CNG vehicles would have expanded the benefits of CNG and spread the infrastructure costs across a broader spectrum of vehicles.

8. Not Anticipating Higher CNG Vehicle Costs

The city's CNG program continued in this stagnated and finite state for five years, at which time the "wheels" began to come off. Although the CNG trucks were considerably more expensive to purchase than their diesel counterparts, no allowance for the higher capital cost had been made in the depreciated lifecycles of the CNG units. Consequently, the residual values on the city's CNG trucks exceeded that of their diesel counterparts by more than \$50,000 per unit. The city's trucks were both overvalued in a potentially non-existent market because there were no public CNG stations in the area. The closest public CNG station was 70 miles away.

9. Not Understanding the Reasons Behind the Problem

City management began questioning the city's CNG future. In their view and not recognizing their own culpability, neither the trucks nor the dispensing systems were reliable. In spite of the lower fuel cost, the city's total cost of CNG truck ownership was shown to be equal to or higher than comparable diesel units, a calculation forecast to worsen considerably when the CNG trucks were sold. Solid Waste, the department absorbing the brunt of these problems, was fed up with being the city's CNG guinea pig and vowed never to purchase another CNG unit in spite of the obvious successes their counterparts in public and private refuse collection services elsewhere were having. The city's CNG program was being condemned for all the wrong reasons.

Not recognizing its CNG challenges were self-inflicted, the city was at an impasse over investing further in this increasingly popular and environmentally friendly technology. A stronger commitment to CNG would mean adding more costly CNG vehicles and expanding the city's infrastructure by adding a second expensive CNG dispensing facility, which had already proven costly and unreliable. The city wrestled with embracing a technology for which it had been ill prepared but couldn't ignore the huge cost of its CNG investment thus far. That decision has yet to be made.

Learn from Others' Successes & Mistakes

These are lessons anyone interested in adopting CNG should heed. Do your homework thoroughly; include all stakeholders in the discussions and decisions; study and learn from your peers who have

traveled this road already; be overly diligent in your preparation; be a good steward of the funding by considering the present and future cost implications; reach out to and partner with vendors, regulatory agencies, and environmental interest groups whose resources and experiences are vital to success; and protect the investment through technical and safety training along with including requisite facility modifications.

The adoption of CNG has been successful throughout the country. Model the successes and learn from the failures.

Related:

[Video: Beverly Hills, Calif., On Its CNG Fueling Station](#)

[Video: Time Lapse of CNG Station Construction](#)

Tags: [Compressed Natural Gas](#), [CNG Fueling Stations](#), [CNG trucks](#), [Refuse Trucks](#)

Comments

1. **Richard Battersby** [October 13, 2014 @ 12:09PM]

Yes, this is indeed an alternative fuel horror story and not typical of a CNG refuse or transit bus deployment, most of which have been largely successful. A piece of the puzzle not mentioned in the article that may have helped doom the project is timing. Around 2009 when this project would have been just hitting stride, CNG prices spiked while petroleum fuels were falling to the lowest levels in years.

CNG is a long term investment. Still, some of the basic blunders described above could have been avoided simply by consulting the local Clean Cities Coalition or taking a glance at the DOE Alternative Fuel Data Center's numerous case studies and technical papers.

<http://www.afdc.energy.gov/case>

Ind. City Converts Refuse Fleet to CNG, Adds Fueling Station

January 23, 2014

[Print](#)

The City of Muncie, Ind., will convert 12 [refuse trucks](#) to run on [compressed natural gas](#) (CNG) and build a fast-fill fueling station it will share with the public.

The city has hired TruStar Energy to construct a [CNG fueling station](#) slated to open in May that will allow the city to reduce its overall fuel cost and cut greenhouse gas emissions.

"TruStar Energy is proud to bring the first CNG fueling station in the area to the City of Muncie," said Scott Edelbach, TruStar's vice president. "We're seeing more cities across the country looking toward CNG, as well as planning for dual-use stations that provide for public fueling."

The station will use two Ariel 200 horsepower compressors capable of producing the equivalent of nearly six gallons of gasoline per minute. The station will offer two fast-fill dispensers with credit card readers and on-site fuel storage.

The Muncie Police Department has already converted one of its patrol cars to run on CNG. Other city departments are considering converting vehicles, according to TruStar.

Tags: [Refuse Trucks](#), [Compressed Natural Gas](#), [CNG Fueling Stations](#)

Peoria Disposal Co. to Add 12 CNG Trucks to Fleet

September 26, 2011

[Print](#)

PEORIA, IL – Peoria Disposal Co. has plans to acquire a fleet of 12 compressed natural gas trucks and open a CNG fueling station at the company's headquarters, the *Peoria Journal Star* reported. The refuse company is teaming with California-based [Clean Energy Fuels](#) on the project.

[Peoria Disposal](#) executives told the newspaper that the dozen new CNG trucks are expected to go into service late next month.

The planned CNG fueling station will be available to other fleets in the region.

...and New Way® is leading the market in integration of low cost, environmentally sustainable options for customers. Currently, 25 to 30 percent of all New Way® refuse trucks are built to be fueled with compressed natural gas (CNG). In larger municipalities, it is not uncommon for up to 80 percent of the fleet to use CNG.

Since there are numerous available locations to mount the CNG system, New Way® engineers will find the best location for each individual garbage truck chassis and each individual situation. Cleaner emissions, historically proven fuel savings and whisper quiet operation are just a few of the reasons so many clients are opting to move to CNG. New Way's factory CNG integration also means a quicker turnaround and lower costs. That's in addition to our already competitive pricing, proven durability, and growing dealer network – meaning you'll be driving the greatest value in CNG trucks. CNG Systems are available on [all New Way® models](#).

- 101 State Street
- Scranton, IA 51462

- Phone: [712 652 3396](tel:7126523396)
- Fax: 712 652 3399
- Toll Free: [800 831 1858](tel:8008311858)
- Email: pallen@newwaytrucks.com

REVOLUTIONARY

Natural gas-powered refuse truck use flourishes in U.S.

by Mike Breslin

It seems that we are at the intersection of wide acceptance of natural gas powered refuse trucks, the quest for cleaner air and the “shale tsunami” that promises long-term price stability for natural gas (NG). This convergence is playing out across the country in large and small municipal waste departments and among private contractors who are buying natural gas vehicles and investing in fueling stations like never before. What was once prompted by environmentalism is now being driven by large savings on fuel.

The significance of U.S. shale gas development cannot be underestimated.



In June, Covanta Energy and Clean Energy Fuels opened the first compressed natural gas fast-fill fueling station in Newark, New Jersey under a partnership between the two companies.

According to the recent 11th annual Energy Industry Outlook Survey conducted by the KPMG Global Energy Institute, nearly two-thirds of energy executives now believe the United States can attain energy independence by 2030, eliminating the U.S. dependency on foreign oil.

Given the potential of shale development, energy executives appear more confident as to relative price stability. Most (73 percent) are bullish that the price of natural gas will remain steady between \$3.01 – 4.00 MMBtu (Million Metric British Thermal Units) for the remainder of the year. Similarly, 39 percent of respondents expected Brent crude oil to peak at \$116 to \$125 per barrel in 2013.

Depending on geographic location and proximity to gas lines, the average price of natural gas today can cost \$1.50 to \$2.00 less per diesel gallon equivalent (DGE) and projections look like this favorable cost trend will extend well into the future. Moreover, refuse fleet operators can get fixed-price, multi-year contracts from suppliers of Compressed Natural Gas (CNG) and Liquid Natural Gas (LNG).

CNG is gas compressed to less than one percent of the volume it occupies at standard atmospheric pressure and put into high-pressure containers for storage and fueling. There are two fueling options – fast-fill, which takes about the same time to dispense as diesel or gasoline; and time-fill also called slow-fill, which requires six to eight hours and is best suited for locally operating fleets where overnight filling is practical.

LNG is natural gas that has been converted into liquid for easier storage and transport. It takes up about 1/600th the volume of natural gas in the gaseous state. It is odorless, colorless, non-toxic and non-corrosive. LNG's shortcoming is that the fuel must be delivered in tankers and stored in special vertical cylinders whereas natural gas can be tapped from local pipelines and compressed into CNG at a fueling station.

Over the past several years, CNG time-fill has become the most popular for refuse fleets as an alternative to gasoline and diesel, while LNG is proving better suited for Class 8 tractor-trailers needing fast-fills.



Mack TerraPro LowEntry Refuse Truck running on Compressed Natural Gas.

Natural gas powered trucks also cost substantially more than their diesel equivalents and require between \$1,500 and \$3,500 annually, per truck, for maintenance and tank inspections. But, as the popularity of CNG refuse trucks continue to increase, procurement

costs are decreasing.

Curtis Dorwart, vocational marketing product manager for Mack Trucks told us about his company's surge in NG powered trucks: "Mack has definitely experienced strong growth in CNG sales over the past few years. Last year, Mack built more natural gas powered trucks than we did during the 1998 to 2005 time period, when natural gas first started to gain some interest in the refuse industry. CNG is the primary fuel used for refuse trucks today. The engine itself doesn't know the difference between LNG and CNG. LNG was the fuel of choice during the previously mentioned 1998 to 2005 timeframe, and its use was limited mostly to the west coast. Today, the far dominant player is CNG. CNG fueling is much better suited to a refuse application and there are no boil-off gas concerns as there are with LNG."

A CNG fueling station, however, is more expensive to build than the average gasoline or diesel pumping station. A CNG time-fill station suited to a local fleet that can fill 15 vehicles can cost upwards of a half-million dollars. Depending on many factors, a fast-fill CNG station can range in cost from \$1 to \$2.5 million. Refuse fleets are particularly suited to CNG time-fill because entire fleets can be filled after 6 PM for the required 6 to 8 hours filling time running compressors during off-peak electric rate periods.

Bob Wallace, a principal and vice president of client solutions at WIH Resource Group (WIH), weighed in on the current state of NG powered refuse trucks. WIH is a waste management and environmental research, and logistics consulting group that has been retained by both public and private garbage collection fleets to assist them in researching the use of CNG, LNG and biodiesel fuels for collection of solid waste for residential, industrial and commercial customers.

"Everything I'm reading and everything we are involved in and the level of work we are doing across the country indicates a boom in fleet conversions to CNG powered garbage trucks. The bus transit systems all did it 10 plus years ago. Now it's turning to natural gas for the refuse collection fleets. CNG is now the industry "norm" and LNG is fading out due to the issues with fuel loss and the training required for fueling the vehicles via the conversion process from making a gas into a liquid. A large percentage of both public agencies and private sector fleets are converting right now to CNG," said Wallace.

"Shale gas has been a big factor, but the bigger thing over the past few years is continual stability in price points for a diesel gallon equivalent of natural gas. We have studies dating back to 2008 on fleet conversions to natural gas before all of these shale



From L-R: Rocky Di Rico, Deputy Commissioner, New York City Dept. of Sanitation; Joanna Underwood, Energy Vision; Chuck Feinberg, president, New Jersey Clean Cities Coalition; Joel Sonkin, City of Newark, Chief of energy and environment; Anthony Orlando, Covanta president & chief executive officer; Hank Asher, Covanta Essex Business Manager; Andrew Littlefair, president and chief executive officer, Clean Energy.

discoveries. Then it had a price point with not much of an advantage to convert from diesel. At that time, fleets were converting because it was the right thing to do environmentally, specifically in California where you had EPA and local air-quality districts monitoring diesel emissions. What used to be a 'clean-green' thing has boiled down to pure economics, the cost of fuel and return on investment in the fleet and fueling stations. Over the past three years, our customers know it's the right thing to do, but they're saving a lot of money on fuel at the same time."

"For small jurisdictions that are only running five or so truck fleets, it may not make economic sense, or they may not be eligible for grant funding, but many medium sized and large cities are converting their fleets to natural gas."

"The City of Mesa, Arizona, has already committed to purchasing eight new CNG powered refuse trucks and our studies are underway looking at the entire fleet conversion for their refuse fleet and building two fueling stations. Mesa is in a unique position because they own their own natural gas supply. They are going to be able to fuel their garbage trucks at a very low cost. The flip-side is they are also looking at public-access stations as a way to generate additional revenue for the city. They are talking about doing media campaigns to local beverage distributors, package delivery services and the like to evaluate potential customers to utilize their public access stations."

"We did a few studies for the city of Tucson, Arizona over the past five years and they held off. It

was the economics that drove their decision. This month, however, Tucson unveiled its first CNG powered garbage truck so the lower cost benefit of natural gas is proving the driver. The City of Tacoma, Washington is looking at converting their more than 60 truck refuse fleet and assessing conversion and modifications to fleet maintenance and fueling facilities. Every one of our recent studies for clients also contemplates public access as an additional means to make money for them at their CNG fueling stations. Many cities are also incorporating mandatory NG powered refuse trucks in RFP's to private contractors as a way of making the transition."

"We are doing a lot of CNG studies, analysis and projections over the life of the refuse truck verses diesel. We are also looking at building new CNG fueling stations and we're partnering with another firm looking for grant funding for jurisdictions that can qualify for it. So it's been exciting times," Wallace ended.

In searching for a cleaner, less expensive fuel than diesel to power refuse trucks many cities, municipalities and towns across the New York City, Long Island and New Jersey region have already found a better option using natural gas.

According to Tomorrow's Trucks, Leaving the Era of Oil Behind, a report released in May by the national non profit organization Energy Vision, there has been a rapid rise in the use of natural gas garbage trucks, a 10-fold increase over the last 5 years. "Heavy duty trucks have been among the most polluting and fuel-consuming fleets in the region," says Energy Vision's president, Joanna Underwood, "and this shift has eliminated the need for 4.52 million gallons of diesel fuel producing significant fuel cost savings of from \$4.5 to \$6 million a year."

The shift away from diesel trucks in the U.S. got underway first on the West Coast, where, by 2003, 23 California communities had 648 natural gas trucks in operation. But East Coast communities did not really begin to use this new fuel until five years later.

Before 2007, only a handful of trucks powered by compressed natural gas (CNG) were used in the Northeast. But in 2007, 38 were ordered, and over the next 5 years, Energy Vision's report documents that they were being used in 13 communities and the number of trucks rose 10-fold – from 38 to 381. "Many of these communities," added Underwood, "seeing the value of natural gas, then began to use it in other types of vehicles, such as street sweepers, snow plows and jitneys."

"Energy Vision's research confirms the amazing strides New Jersey has made in 5 years from literally no natural gas refuse trucks in 2007 to more than 180 today," said Chuck Feinberg, Chairman of the New Jersey Clean Cities Coalition.

The use of these trucks has required the build-out of natural gas refueling infrastructure, and a new industry emerged to meet this need. There are now 71 refueling stations in the New York metro region.

"Our research shows that a number of factors have led to the increased use of natural gas garbage trucks," explained Matt Tomich, co-author of Tomorrow's Trucks. "The power of example was important. When Smithtown, New York made this shift in 2007, fleet operators and community leaders from neighboring towns on Long Island went to see the new CNG trucks and fueling station as did officials from New Jersey, Pennsylvania and other states. As natural gas engines became more sophisticated, and had more power and torque, interest in using them expanded. And when stricter EPA standards for diesel fuel use required complex expensive new pollution controls for diesel trucks, the price advantage that diesel trucks had had of \$50,000 to \$70,000 was cut in half. We believe that, at present, the key driver for fleet conversions is the rock bottom price of natural gas fuel. But," added Tomich, "another very critical driver may be the World Health Organization's 2012 conclusion that diesel emissions are a 'known' carcinogen."

New York City's Department of Sanitation (DSNY) is the largest public hauler in the nation and its entrance into the CNG truck arena was closely watched. "DSNY, back in 1989, bought the very first CNG trucks in the country, which were clean but didn't perform well." said Energy Vision's Underwood. But DSNY revisited the new technology, and, by the end of 2012, DSNY had 21 natural gas refuse trucks and 20 natural gas street sweepers. According to John J. Doherty, Commissioner of DSNY, "Because we are encouraged by the progress in compressed natural gas vehicles and engines over the past several years, DSNY is now working with all the key stakeholders to expand the availability of heavy-duty CNG fueling stations in and around NYC. They are paramount to our operation."

Further CNG progress in the New York area happened in June when Clean Energy Fuels, the largest provider of natural gas fuel for transportation in North America and Covanta Energy, an owner of large-scale energy-from-waste plants, opened a CNG fueling station at Covanta's Newark, New Jersey energy-from waste facility. The Newark station will supply fast-fill CNG to refuse trucks serving communities and businesses in Northern New Jersey and New York City. It was built as part of a nationwide plan between the two companies to expand CNG fueling infrastructure across the country.

Clean Energy's vice president Ray Burke explained his company's current fueling network and how CNG is suited to refuse fleets." We have built, operate, maintain or supply approximately 360 natural gas fueling locations in 32 states within the United States, as well as in British Columbia and Ontario within Canada. In 2012 we built 70 LNG fueling stations as part of our America's Natural Gas Highway and plan to complete another 30 to 50 stations this year.

"CNG is extremely well-suited for the refuse industry and other return-to-base fleets such as airports and transit vehicles that fuel their fleets overnight. In addition to the significant cost-savings of natural gas, communities benefit from lower greenhouse gas emissions and less noise. CNG refuse trucks run 23 percent cleaner and are up to 50 percent quieter than diesel engines."

"It is estimated that approximately 60 percent of new refuse vehicles purchased this year will be

fueled by natural gas. Time-fill stations service this market best and we expect expansion of this infrastructure to meet industry demand for cheaper, cleaner and abundant natural gas.

"The ROI timeframe varies by client based on numerous factors, but many of our customers who utilize large time-fill stations report savings of approximately \$2 dollars per diesel-gallon-equivalent. This fuel-cost savings translates into an attractive ROI timeframe which is why the industry has adopted CNG so rapidly," said Burke.

When asked about the downside to CNG for refuse trucks, Burke said, "There can be an increased electricity cost per-gallon attributed to customers running compressors during peak day times, though the industry's wide-spread adoption of CNG fueling shows that such negatives are outweighed by the numerous positive aspects."

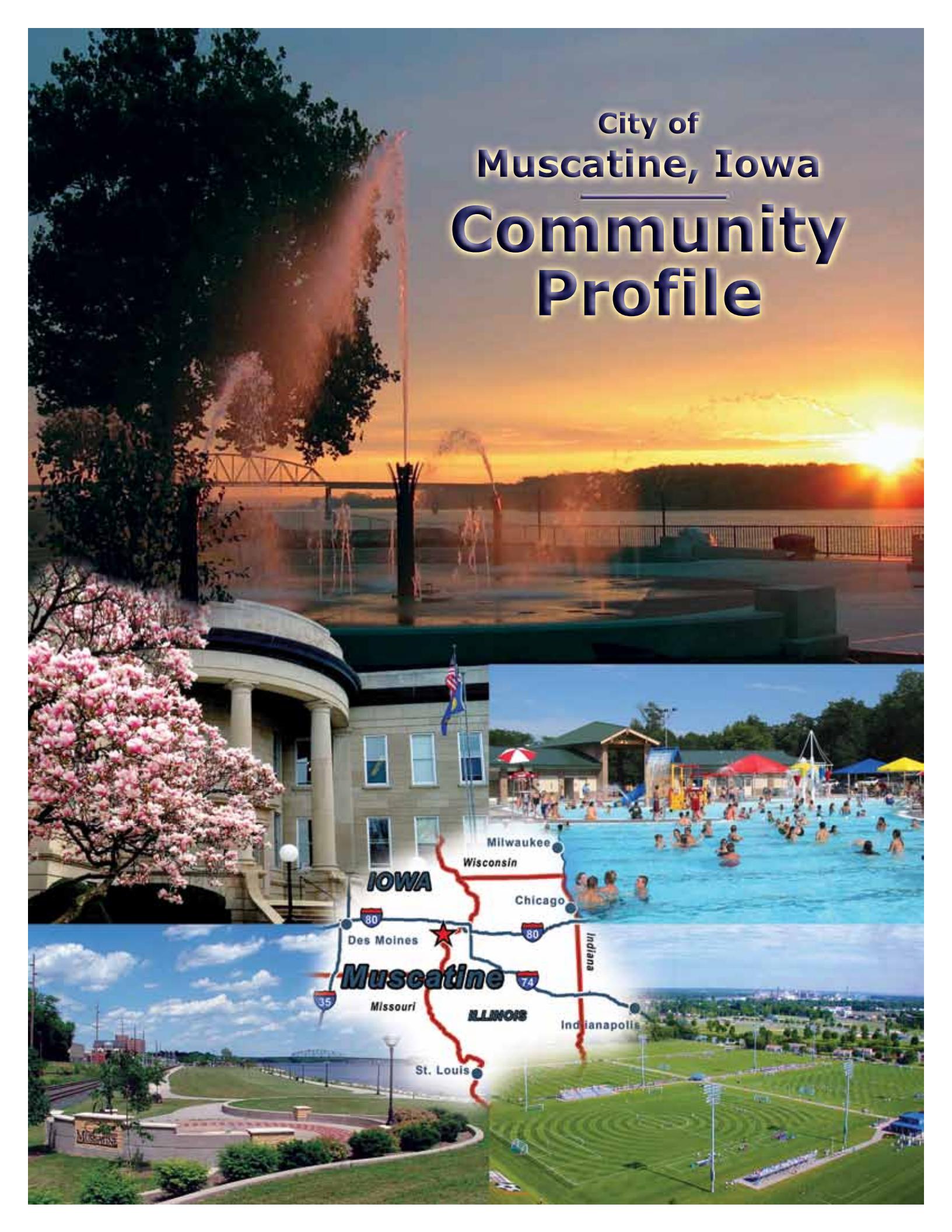
The City of Phoenix, Arizona has recently embraced CNG in a big way. In May, Mayor Greg Stanton and other community leaders unveiled Phoenix's new CNG solid waste trucks and a newly enhanced slow-fill fueling station. The city's Public Works Department already operated 6 CNG solid waste trucks, but by mid-Summer, 20 percent of its solid waste trucks will be running on CNG, making Phoenix's CNG fleet the largest in the state. By the summer of 2014, that percentage will increase to 30 percent, with a goal to increase numbers by 10 to 15 percent every year.

"Once our fleet is fully converted to CNG, the city will save almost \$2 million annually," said Mayor Stanton. "Lower fuel prices minimize future fee increases for trash and recycling collection, which have not been raised since March 2009."

Phoenix's Alternative Fuels Program is one of the largest in the country with nearly 3,600 vehicles or 56 percent operating on alternative/clean fuels.

In order to reduce America's dependence on foreign oil, reduce emissions and greenhouse gases, federal, state, regional and local governments have established incentives to promote NGVs. These include tax deductions, credits, lower license and registration fees and lower sales taxes.

Aside from fuel savings, consider the fact that NG engines have improved significantly over the past decade, now exceed EPA emissions requirements ahead of schedule and prices for new vehicles are dropping due to a competitive market, CNG has much to offer solid waste fleet operators and the communities they serve.



**City of
Muscatine, Iowa**

Community Profile

Muscatine

Missouri

Des Moines

St. Louis

ILLINOIS

Chicago

Wisconsin

Milwaukee

Indiana

Indianapolis

74

80

IOWA

Located on the banks of the Mighty Mississippi River in Eastern Iowa, Muscatine is a community rich in history and beauty. It is an economically strong business center, where several Fortune 500™ have chosen to locate. Once a world leader in the pearl button manufacturing industry, Muscatine earned the name, **Pearl of the Mississippi**. Former Muscatine resident Samuel Clemens (Mark Twain) once recalled, “And I remember Muscatine—still more pleasantly—for its summer sunsets. I have never seen any, on either side of the ocean, that equaled them.” His fond recollection provides some insight into why Muscatine is a great place to live, work, play, and visit.



Location

Muscatine is strategically located at a crossroads of various modes of transportation for both commuters and freight travel. Interstate 80, U.S. Highways 61 & 6, and State Highways Iowa 22 & 38 all provide regional commuting options for the growing workforce, and the location also benefits from easy access to the Muscatine Municipal Airport, the Canadian Pacific Railroad service, and freight service on Mississippi River waterways. The 300 mile market includes the seven major metropolitan areas of Chicago, Indianapolis, Kansas City, Milwaukee, Minneapolis-St. Paul, Omaha and St. Louis, reaching a total area population of nearly 39 million.

300 Mile Market Population

Muscatine	38,817,473
Indianapolis, IN.....	54,498,599
Chicago, IL	47,366,236
Milwaukee, WI	38,758,316
St. Louis, MO.....	37,661,995
Kansas City, MO	19,073,161
Minneapolis, MN.....	16,467,628
Omaha, NE.....	14,835,575

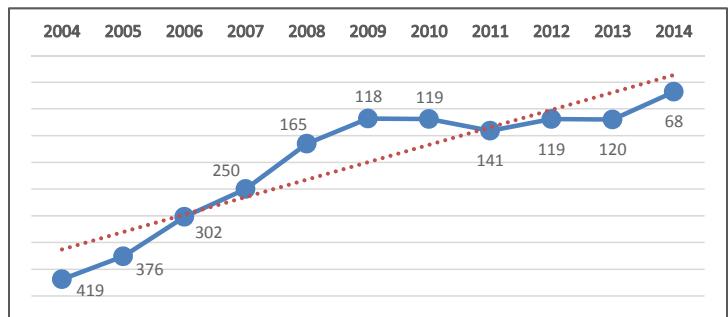
Source: Esri Community Analyst, 2008-2012 American Community Survey 5-Year Estimates



Awards

Policom Rankings

Due to its powerful and diverse economy, Muscatine placed in the top 15 percent among Micropolitan Statistical Areas (McrSAs) in economic strength rankings in 2014 as determined by the Policom Corporation. The city's ranking rose from 419th in 2004, ten years ago, to 68th in 2014, among 536 McrSAs. Policom considers 23 different economic factors when determining the rankings.



Source: Policom Corporation. Micropolitan Statistical Areas. 2014 Economic Strength Ranking.
<http://www.policom.com/2014%20MicroRank.htm>

Blue Zones

Muscatine earned certification as a Blue Zones Community on July 30, 2014. The Blue Zones Project, based on principles by Dan Buettner, author of the books, “Blue Zones” and “Thrive,” offers research and information targeted at helping people living longer, better lives by changing their environment and lifestyles. The Blue Zones Project is part of Governor Terry Branstad’s Healthiest State Initiative. It is sponsored by Wellmark Blue Cross and Blue Shield and Healthways.



Complete Streets

The National Complete Streets Coalition ranked Muscatine 8th best in complete street policies in the nation, thanks to its direct and committed policy to multi-modal transportation. Smart Growth America announced the rankings in 2013.

Demographics

Population

	2000	2010	2015	% change 2010-2015
City of Muscatine, IA.....	22,920.....	22,886.....	23,819.....	▲ 3.9%
Muscatine County, IA.....	41,722.....	42,745.....	43,343.....	▲ 1.4%

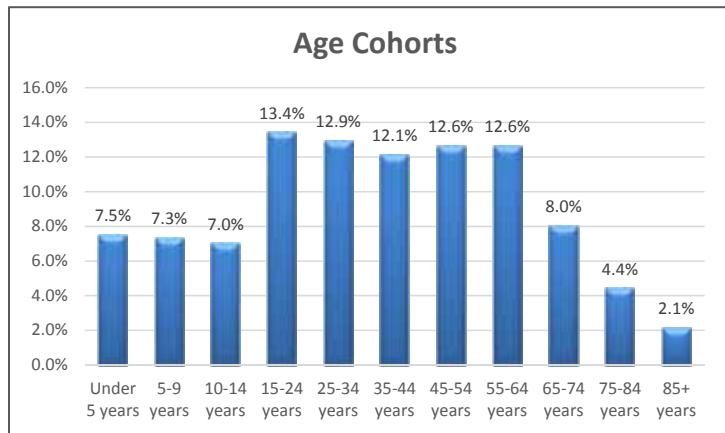
Source: U.S. Census Bureau, Censuses 2000 and 2010; City of Muscatine 2015 estimates.

Households

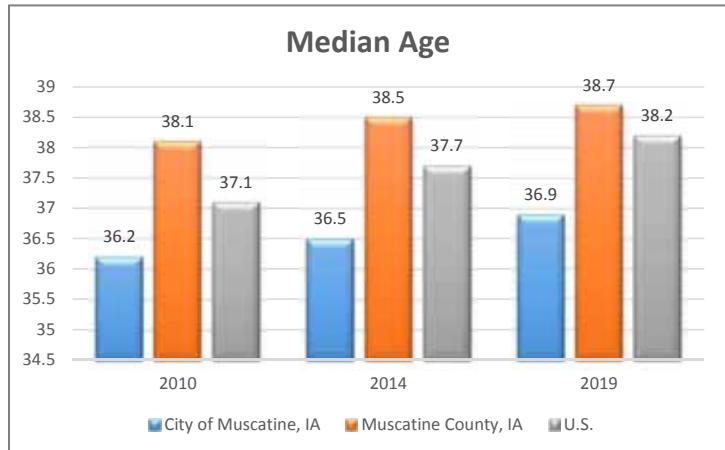
	2000	2010	2015	% change 2010-2015
City of Muscatine, IA.....	9,012.....	9,008.....	9,394.....	▲ 4.1%
Muscatine County, IA.....	15,847.....	16,412.....	16,695.....	▲ 1.7%

Source: U.S. Census Bureau, Censuses 2000 and 2010; City of Muscatine 20154 estimates;

Age



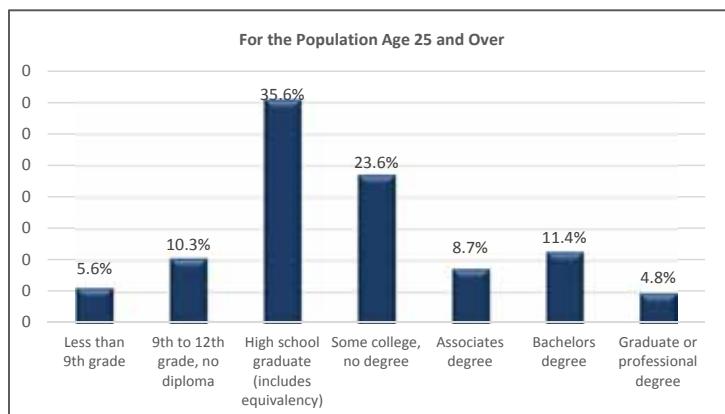
Source: Esri Community Analyst, 2014 forecasts.



Source: Esri Community Analyst, 2014 and 2019 Esri forecasts.



Educational Attainment



Percent high school graduate or higher..... 84.0..... 91.2..... 86.3
Percent bachelors degree or higher 16.2 26.1 29.1
Source: U.S. Census Bureau, American Community Survey 3-year estimates, 2011-2013.

Sex

Male.....	49.2%
Female.....	50.8%

Source: Esri Community Analyst, 2014 Esri forecasts.

Race

White	85.0%
Black or African American.....	3.9%
American Indian and Alaska Native.....	0.6%
Asian.....	1.1%
Native Hawaiian and Other Pacific Islander	0.0%
Some Other Race.....	6.8%
Two of More Races.....	2.6%
Hispanic or Latino (of any race).....	17.8%

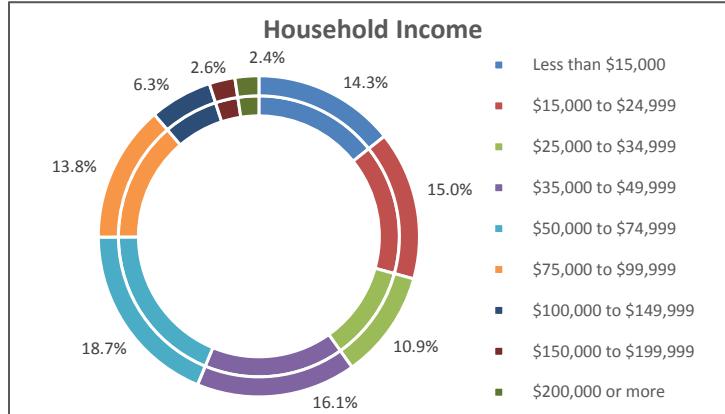
Source: Esri Community Analyst, 2014 Esri forecasts.

Hispanic/Latino Origin

Hispanic or Latino, of any race (City of Muscatine).....	17.8%
Hispanic or Latino, of any race (Iowa).....	5.7%
Hispanic or Latino, of any race (U.S.).....	17.5%

Source: Esri Community Analyst, 2014 Esri forecasts.

Income



Median Household Income (City of Muscatine)..... \$43,013
Median Household Income (Iowa)..... \$52,406
Median Household Income (U.S.) \$52,076

Source: Esri Community Analyst, 2014 Esri forecasts.

Transportation and Utilities

Air Service

Eastern Iowa Airport (CID)

Distance from Muscatine	62.9 miles
Daily Flights	35
Major Airlines	4
Non-Stop Cities	11
Air Cargo Carriers	3

Quad Cities International Airport (MLI)

Distance from Muscatine	34.1 miles
Daily Flights	50
Major Airlines	5
Non-Stop Cities	10
Air Cargo Carriers	3

Muscatine Municipal Airport (MUT)

General Aviation Provider	Yes
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Source: Individual air service providers, 2014.

For more information: <http://www.eiairport.com> • <http://www.qcairport.com> •

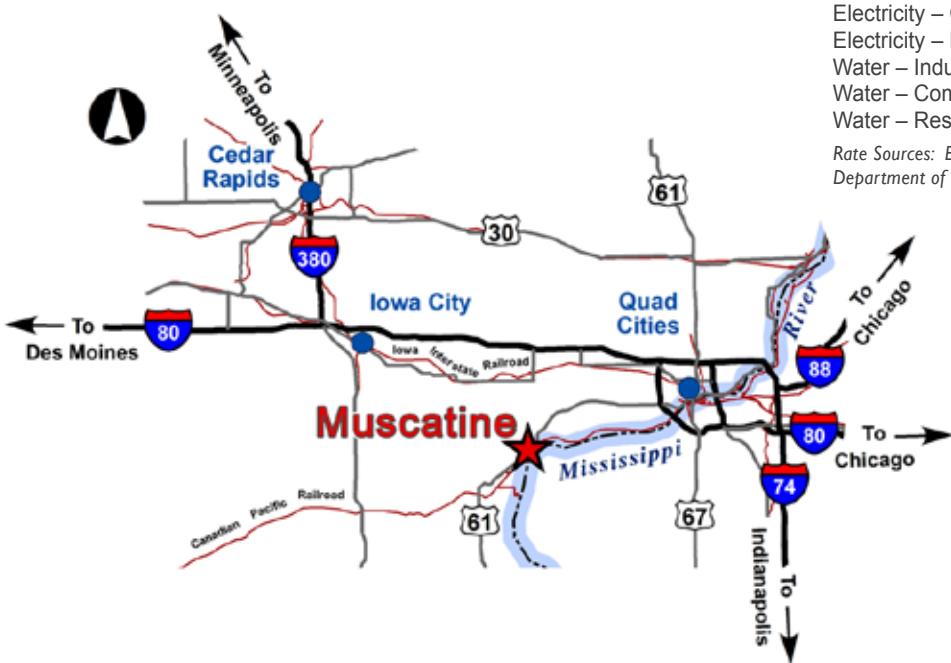
<http://www.carveraero.com>.

Road Freight Service

Muscatine Trucking Carriers

Commercial Transport, Inc.	• Curry's Transportation Services, Inc.
• Daufeldt Transport, Inc.	• DND Transport, Inc.
• Morgan Trucking Co.	• Newcomb Warehouse, Inc.
• Inc.	• Robert Brauns, Inc.
• Robison Trucking, Inc.	• Ruan Transport
• Tantara Transportation	• Swift Transportation
• Total Freight Solutions	

Source: Individual trucking service providers, 2014.



International Trade Services

International Trade Services located 30 miles east of Muscatine in the Quad Cities Area:

Computerized Paired Port System	• Customs Bonded Motor Carriers
Customs House Brokers/International Freight Forwarders	• Foreign Trade Zone #133
• U.S. Customs Port of Entry	

Source: US Customs & Border Protection office, Quad Cities Port of Entry, 2014.

Rail Service

Freight

Canadian Pacific Railroad	through Muscatine
Iowa Interstate Railroad	approximately 13 miles away

Passenger

AMTRAK (Burlington, IA station)	1 hour
(Mt. Pleasant, IA station)	1 hour
(Galesburg, IL station)	1 hour, 15 minutes

Source: Google Maps, 2014.

Utilities

Electricity – Muscatine Power and Water

Natural Gas – Alliant Energy

Water – Muscatine Power and Water

Sewer – Muscatine Power and Water

Internet – Muscatine Power and Water

Cable TV – Muscatine Power and Water

Muscatine offers some of the lowest utility rates in the state and nation. Utility service reliability is extremely high with ability to deploy crews locally as needed to respond to service issues. MP&W, a municipal utility, is locally operated with local decision-making.

High speed broadband Internet services were launched in 1998. Commercial Internet customers are offered a city-wide, fiber-based network, as well as advanced point-to-point connectivity. Tier 1-3 technical support is provided locally. Continuing to invest in the community, MP&W has started \$8 million fiber-to-premise infrastructure upgrade and will offer Internet with 1 Gbps (gigabits per second) speeds to every home in Muscatine in 2017.

Competitive Utility Rates

Utility	Average cost per unit	Muscatine	U.S.
Electricity – Industrial	kWh	4.95¢	7.06¢
Electricity – Commercial	kWh	7.44¢	10.77¢
Electricity – Residential	kWh	9.94¢	12.53¢
Water – Industrial	1,000 gal.	\$0.35	n/a
Water – Commercial	1,000 gal.	\$1.43	n/a
Water – Residential	1,000 gal.	\$3.76	n/a

Rate Sources: Electric and water: Muscatine Power and Water, December 2014; U.S. electric: Department of Energy, Form EIA-826, December 2014.



Water Freight Service

Mississippi River - Lock and Dam No. 16

9-foot channel, 10-month navigation season

Source: U.S. Army Corps of Engineers®, Mississippi River Valley Division. "Upper Mississippi River Locks & Dams." 2012.

Major Employers

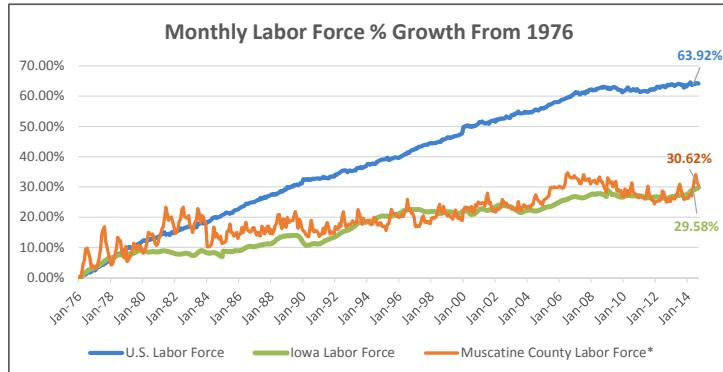
HNI Corporation/The HON Company, Allsteel.....	3,600
Grain Processing/Kent Feeds.....	900
Muscatine Community School District.....	855
Trinity Muscatine (formerly Unity Health Care).....	485
Hy-Vee Food Store.....	430
Monsanto Company.....	400
Heinz, U.S.A.....	370
Musco Sports Lighting.....	320
Wal-Mart Superstore.....	325
Muscatine Power & Water.....	290
Stanley Consultants.....	280
City of Muscatine.....	225
Raymond-Muscatine, Inc.....	285
Bridgestone Bandag LLC.....	200
Muscatine County.....	200
Carver Pump Company.....	100

Source: Compiled by Greater Muscatine Chamber of Commerce & Industry, 2014, from individual employers.

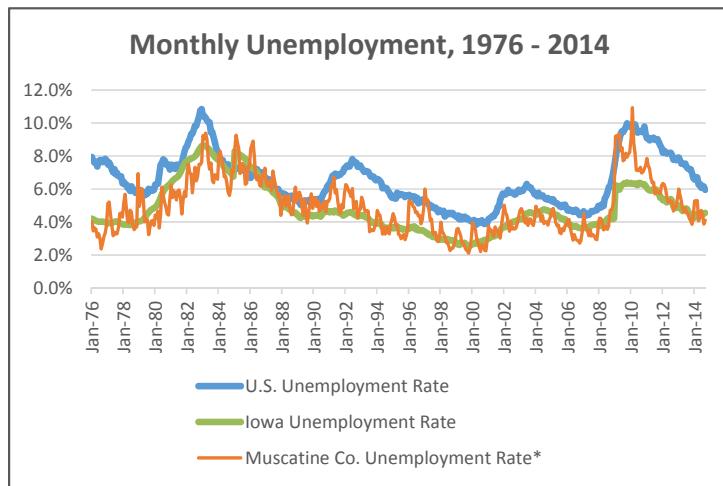
Workforce

Laborshed Area Labor Force.....	344,298 ¹
Labor Force, Muscatine County.....	23,763 ²
Employed, Muscatine County.....	22,790 ²
Unemployment Rate, Muscatine County.....	4.1% ²

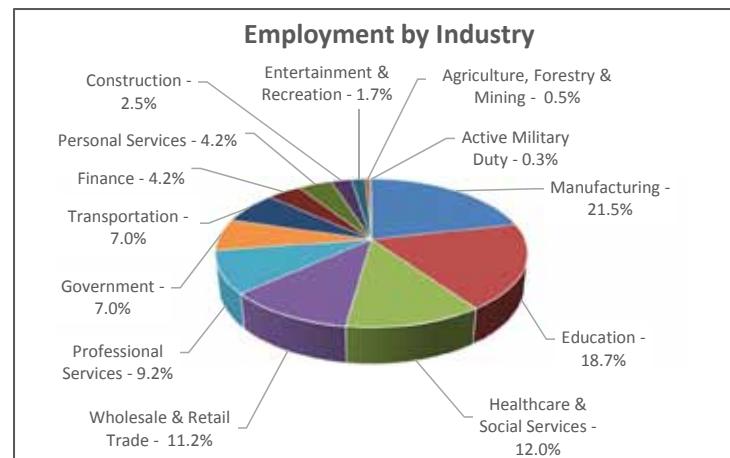
Source: ¹Iowa Workforce Development, December 2013, "Laborshed Analysis Muscatine, Iowa: A Study of Workforce Characteristics"; ²Iowa Workforce Development, September 2014.



Source: U.S. Department of Labor, Bureau of Labor Statistics and Iowa Workforce Development; January 1976 to September 2014. * Note: Labor Force for Muscatine County is not seasonally adjusted.



Source: U.S. Department of Labor, Bureau of Labor Statistics and Iowa Workforce Development; January 1976 to September 2014. * Note: Unemployment for Muscatine County is not seasonally adjusted.



Source: Iowa Workforce Development, December 2013, "Laborshed Analysis Muscatine, Iowa: A Study of Workforce Characteristics".

Taxes

Federal Taxes Deductible: Corporate - 50% • Individual - 100%

State Corporate Income Tax: Based solely on in-state sales.

State/Local Sales Tax: Current state sales tax is 5% with two additional local option sales taxes of 1% each, bringing the total to 7%. All sales taxes exclude food, prescription drugs, and medical devices.

Property Tax: Manufacturing machinery, equipment, and computers are exempt from property tax.

Total Tax Rate (per \$1,000 Assesed Value) 15.67209

Actual Valuation (Property within Muscatine) \$1,262,442,922

Source: Muscatine County Assessor's Office, 2013?

Retail Sales

City	2013 Population Estimate	FY14 Retail Sales
Muscatine, IA	23,034	\$377,445,272
Ottumwa, IA	24,840	\$379,035,776
Burlington, IA	25,725	\$309,351,402
Clinton, IA	26,473	\$358,879,327
Marshalltown, IA	27,844	\$328,920,980

Source: U.S. Census Bureau, Population Estimates Program, July 1, 2013; Iowa Department of Revenue, December 2014.

Quality of Life

Primary and Secondary Education

Public Schools

Muscatine Community School District

Type of school	Number of Schools	Enrollment
Preschool	5	184
Elementary	9	2,518
Middle Schools	2	1,221
High Schools	1	1,545
Total	12	5,468

Graduation Rate	76.58%
Student Teacher Ratio	15 to 1
Average Total Salary per Teacher	\$51,273
Average ACT Test Score	22

Source: Iowa Department of Education, 2012-13 School Year.

Private and Parochial Schools

Adventist Christian School • Faith Academy • Saints Mary & Mathias Catholic School

Source: Yellowpages.com, 2014.

Post-Secondary Education

Institutions of Higher Learning within 50 Miles of Muscatine:

Augustana College • Black Hawk College • Coe College • Cornell College • Iowa Wesleyan College • Kirkwood Community College • Muscatine Community College • Palmer College of Chiropractic • Scott Community College • St. Ambrose University • Trinity College of Nursing • University of Iowa • Western Illinois University-Quad Cities

Source: Collegeboard.org, 2015.



Muscatine High School,
Home of the "Muskies"



Unity Point Health, Trinity - Muscatine

Health Care

	Distance	Beds
Family Doctors		21
Dentists		14
Surgeons		6
Hospitals		
Genesis Health System, Genesis Medical Centers -		
3 Quad Cities locations	approx. 30 miles	652
Unity Point Health, Trinity - Muscatine	0 miles	80
Unity Point Health, Trinity -		
3 Quad Cities locations	approx. 30 miles	515
University of Iowa Hospitals	36 miles	718

Source: Genesis Health System, Unity Point Health, University of Iowa Healthcare, Healthgrades.com; 2015.

Average Home Sales Price

Place	2014 Average Sales Price
Cedar Rapids (Northeast), IA	\$161,900
Cedar Rapids (Northwest), IA	\$142,200
Cedar Rapids (Southeast), IA	\$155,700
Cedar Rapids (Southwest), IA	\$139,500
Coralville, IA	\$302,600
Davenport, IA	\$138,700
Dubuque, IA	\$176,000
Iowa City, IA	\$254,700
Moline, IL	\$104,200
Muscatine, IA	\$127,400
Rock Island, IL	\$88,200
Wilton, IA	\$142,000

Source: Source: Ruhl&Ruhl Realtors (Winter 2015 Facts and Trends Report) www.ruhlhomes.com

ACCRA Cost of Living

	Composite	Grocery	Housing	Utilities	Transportation	Health	Misc. Goods & Services
Ames, IA	96.9	93.0	99.8	87.7	106.6	98.1	95.2
Burlington, IA	88.2	93.5	80.1	100.2	83.7	87.4	91.1
Cedar Rapids, IA	93.1	91.7	85.4	103.3	95.6	102.6	95.0
DMRI, IA-IL*	97.2	94.9	99.2	86.8	103.5	99.7	97.0
Des Moines, IA	92.0	93.4	84.4	93.4	99.0	96.9	94.1
Mason City, IA	88.4	97.7	72.5	96.5	90.8	93.4	94.2
W-CR, IA**	92.2	93.9	93.1	84.1	91.9	98.4	92.5

* DMRI, IA-IL = Davenport-Moline-Rock Island, Iowa-Illinois Metropolitan Statistical Area

** W-CR, IA = Waterloo-Cedar Rapids, Iowa Metropolitan Statistical Area

Source: The Council for Community and Economic Research (C2ER); 2014 ACCRA Cost of Living Survey.

Lodging

Type	Facilities	Rooms
Hotels/Motels	10	602
Bed & Breakfasts	2	8

Source: STR, Inc., January 2015 and Muscatine Convention and Visitors Bureau, 2015.

Meeting Facilities

Facility	Capacity
Geneva Country Club	250 seats
Hotel Muscatine Meeting Room	400 seats
City of Muscatine Pearl City Station	175 seats
Muscatine City Riverview Center	400 seats
Rendezvous Reception Facility	400 seats
Stanley Hotel Conference Center (coming in 2107)	377 seats

Source: Muscatine Convention and Visitors Bureau, February 2015.



Climate

Average Annual Temperature	51.8°F	11.0°C
Average Winter Temperature	26.4°F	-3.1°C
Average Summer Temperature	74.3°F	23.5°C
Average Annual Precipitation	38.53 in	97.9 cm

Source: National Climatic Data Center- Muscatine, IA (1981-2010 Normals)

Quality of Place

Parks and Recreation

560-Acre Park System

Park and/or Recreation Areas	21
Playgrounds	12
Park Shelters	16 (14 rentable)
Riverfront Rental Facilities	2

Riverview Center and Pearl City Station

Miles of Active Trails	10
------------------------	----

Municipal Golf Course

18 hole golf course	1
18 hole Disc Golf Course in a 53 acre park	1

Muscatine Soccer Complex

Full size fields	8
(2 internationally sized and lighted)	

Kent Stein Park

A 66-acre facility adjoining an 11-acre slough with 2 concession stands, 8 lighted baseball diamonds, 9 lighted softball diamonds, 9 lighted horseshoe courts, picnic areas, fishing, and restrooms.



Muscatine Aquatic Center

Located in Weed Park, the community's premier water activity center features 5 slides (2 drop slides, 1 family slide and 2 long slides), a zero-depth entry area and an interactive play structure with a kids' slide and spray area.

Boat Harbor & Marina

18 large houseboat slips, 66 smaller long dock slips, 8 transient boat slips
• Water and electricity available • 2 Boat Launches with 4 total ramps • Gas and diesel fuel sales

Other Amenities

5 basketball courts (3 lighted) • 8 tennis courts (4 lighted) • Skate Park (Lighted), including 90 ft. X 50 ft. in-line hockey rink • 2 lighted sand volleyball courts • Riverfront ice skating rink

Source: City of Muscatine Parks and Recreation Department, 2014



Attractions

Mississippi River

Enjoy magnificent views of the nation's preeminent waterway from the Mark Twain Overlook and our beautiful downtown riverfront or take advantage of the many recreational opportunities the Mississippi offers.

Norbert F. Beckey Bridge

A 1500-foot span connecting Iowa and Illinois, which becomes illuminated every night in an ever-changing rainbow of colors created by 43 LED fixtures.

Historic Districts/Buildings

Muscatine has two national historic districts listed on the National Register of Historic Places (Downtown Commercial and West Hill) and two cultural and entertainment districts. In addition, there are several individual listings on the National Register.



Arts/Culture/Museums

Muscatine Art Center

Accredited by the American Association of Museums and a Cultural Leadership Partner with the Iowa Arts Council, the Muscatine Art Center houses works by notable American artists Grant Wood, Georgia O'Keefe, and Allan Houser, as well as a collection of European masters. The Center's Great River Collection provides an especially interesting look at the "Father of Waters" from its source in Lake Itasca in Minnesota to New Orleans. The museum is located in the 1908 Musser Mansion and contemporary Stanley Gallery.

Muscatine History and Industry Center

Traces the economic history of Muscatine, from its beginnings as a trading post for Native Americans to becoming the home to a wide variety of national and international companies. The center includes an exhibit on the pearl button industry, which provided Muscatine's unofficial nickname, "Pearl of the Mississippi."

Outdoor Sculptures/Fountains

Enjoy the unique and beautiful Folded Circle Arc, Mississippi Harvest, Prayer of Peace, and Mississippi Mist.

Performing Arts

Muscatine offers an array of cultural facilities that rival those of larger metro areas, including the Muscatine Center for the Performing Arts, Muscatine Symphony Orchestra, Pearl City Players Theatrical Society, and Masquers Community Theatre.

For more information on Muscatine, Iowa, please contact:



MUSCATINE
City of Muscatine
215 Sycamore Street
Muscatine, IA 52671
563.264.1550
<http://www.muscatineiowa.gov>



Greater Muscatine Chamber of
Commerce & Industry
102 Walnut Street
Muscatine, IA 52671
563.263.8895
<http://www.muscatine.com>

Merit Increase Policy

The City of Muscatine strives to provide the quality of life desired by the community through services provided by our City Departments. The most important vehicle for providing these services is through our employees. The purpose of the City's compensation program is to attract, retain and motivate a highly qualified and competent workforce to provide the quality of service our citizens expect and deserve. A performance-based or merit pay policy is being put in place as a method to address the following issues:

- To attract, retain and motivate a highly qualified and competent workforce,
- To make the City of Muscatine's Pay Plan comparable with like communities,
- To allow employees at Step 5 of the non-union pay plan to move beyond the midpoint of their grade range, and
- To reward those employees who are at the midpoint of the pay grade and are performing at an exceptional level.

As the budget allows, employees who consistently exceed normal expectations will be eligible for merit consideration once they have reached step 5 in the pay plan. As a general rule, approximately 30% of eligible employees will fall in this category. Step 5 is considered to be the market rate for the position and the majority of employees will be paid at this rate. The City plans to budget for and allocate annually an amount equal to 30% of 1% of total base wages of fulltime non-union employees at Step 5 in their pay grades. Merit pay will be allocated annually in June to be effective starting July 1 of the following fiscal year.

As part of the employee's annual evaluation, the department director may make a merit recommendation. The recommendation shall include the merit rate being recommended and the specific reasons the increase is requested. Employees may be eligible for either a .5% or 1% merit pay increase.

The City Administrator will review and either approve or deny the recommendation. The approval/denial will be based on the performance of the employee, other employees in the eligibility pool, the amount of money available for merit increases, and additional factors as may be determined by the City Administrator. Merit increases are at the sole discretion of the City Administrator.

The deadline for submitting the merit recommendation is May 15th of each year. Forms are available in the Human Resources Department.

**City of Muscatine, Iowa
Request for Auditing Services Proposals
For the Fiscal Years Ending June 30, 2015-2019**

I. Instructions for Submission of Proposals

A. All proposals must be submitted no later than April 13, 2015 at 5:00 p.m. to the Finance Department at the following address:

**Finance Department
City of Muscatine
215 Sycamore Street
Muscatine, IA 52761**

The outer envelope in which the proposals are submitted should be marked "Audit Proposal - Due April 13, 2015".

B. Five copies of proposals are required. These will not be opened until after the final submission date and hour noted above.

C. The proposals will be evaluated as defined in Section V., Evaluation of Proposals. The audit committee is composed of three (3) members of the City Council, the City Administrator and the Finance Director.

D. Any questions or other inquiries regarding this audit services request for proposals should be directed to the Finance Director Nancy Lueck by email at nlueck@muscataineiowa.gov or by telephone at

II. Scope of Audit

A. Comprehensive Annual Financial Report

The services requested by this request for proposal are audits of the financial statements for the City of Muscatine for the fiscal years ending June 30, 2015 to June 30, 2019. The purpose of the examination of the statements is to express an opinion on the fairness of the presentation of the statements included in the comprehensive annual financial report of the City in conformity with generally accepted accounting principles applied on a consistent basis. The audit procedures should be sufficient in scope so as to enable the auditor to express an opinion on the financial statements of the governmental activities, the business-type activities, the aggregate discretely presented component units, each major fund, and the aggregate remaining fund information of the City of Muscatine, Iowa, which collectively comprise the City's basic financial statements.

The audit is to be performed in accordance with Chapter 11 and other applicable provisions of the Code of Iowa. The audit is also to be performed in accordance with generally accepted auditing standards established by the American Institute of Certified Public Accountants (AICPA). Further, the auditor is to be familiar with those parts of the Code of Iowa that affect the operations of the City.

City of Muscatine
Audit Services Request
Page 2

The examination of the City's financial statements will include all funds of the City. In the most recent report the City had the following funds:

General Fund (Major Fund)
Special Revenue Funds (2 Major; 15 Non-major)
Debt Service Fund (Major Fund)
Capital Projects Funds (1 Major; 4 Non-major)
Enterprise Funds (2 Major; 9 Non-major)
Internal Service Funds (4 Non-major)
Fiduciary Funds (3)

B. Compliance Audit of Federal and State Grant Programs

The audit is to be conducted in accordance with the standards for financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States, the Single Audit Act, and the provisions of OMB Circular A-133, Audits of State and Local Governments.

In recent years, the number of major federal programs have been as follows:

FY 2010/2011	2
FY 2011/2012	2
FY 2012/2013	1
FY 2013/2014	2

Services to be provided include the special REAC federal housing program audit.

C. Other Compliance Reports

The auditor will provide the City with the following additional reports:

1. Report on internal accounting control weaknesses observed during the audit.
2. Report on fiscal and statutory compliance deficiencies noted during the audit.
3. Report on any opportunities to improve operational effectiveness and efficiency that were noted during the audit.

The above reports in addition to the opinion of the independent auditor will be included in the comprehensive annual financial report. The auditor will be required to provide the City of Muscatine a maximum of thirty (30) copies of the reports.

D. Report Preparation Assistance

The auditing firm will draft the Notes to Financial Statements and City staff will prepare financial tables and schedules for the Notes. The auditing firm will assist in the preparation of

the comprehensive annual financial report statements in the area of technical advice. The financial statements will be prepared by City staff and may be revised according to recommendations by the auditors.

The City of Muscatine will need to comply with the recently mandated GASB Statement No. 68, *Accounting and Financial Reporting for Pensions*, beginning in FY 2014/2015. Any preliminary work needed for GASB No. 68 compliance should be included in this contract period. This includes advising the City of necessary entries required for the audit report prior to fieldwork.

The City of Muscatine will also need to comply with other mandated GASB pronouncements that are effective for fiscal years during this contract period.

The City has received the Government Finance Officers Association (GFOA) Certificate of Achievement for its Comprehensive Annual Financial Report for the fiscal years ended June 30, 1993 through June 30, 2013. Notification has not yet been received from GFOA on whether the June 30, 2014 report qualified for this certificate. The City intends to submit future reports to be considered for this certificate, and the selected auditing firm will be expected to provide assistance to the City in its efforts to maintain this certificate.

E. Special Services

The auditing firm may be required to perform special services if requested by the Finance Director with the concurrence of the City Administrator and Audit Committee. Compensation for such services will be based on the same hourly rate as that of the annual audit referred to earlier in the proposal.

III. Information Requested from Proposer

A. Qualifications of the Proposer

Responses to this proposal should include resumes of the personnel to be assigned to the audit. At a minimum, detailed information should be provided for the partner in charge of the audit and the senior who will be in charge of the on-site field work. This information should include their position in your firm and provide a brief description of their educational and professional experience, with particular emphasis on experience in auditing similar governmental units. Educational and audit experience qualifications of all assistants to be assigned to the audit should also be included.

Also, the following should be included in the proposal:

1. Describe your firm's experience in auditing governmental units. Please provide a listing of those units and designate those who were audited on an accrual basis; the types and amounts of federal funds included in their audit; and list those who currently hold or have held a GFOA Certificate of Achievement. Particular interest will be given to any

experience your firm has had in assisting governmental units in obtaining or maintaining the GFOA Certificate of Achievement.

2. Describe your firm's participation in professional activities related to serving governmental clients.
3. Describe the capability of your firm to provide management advisory services to cities such as ours.
4. Describe your firm's quality control procedures that insure compliance with professional and statutory standards.
5. Describe the formal independence guidelines within your firm.
6. Describe your firm's program of continuing professional education, internally and externally.

B. Proposer's Service

Your firm's response to this request for services should include a brief description of the audit procedures to be followed. This description should be presented in a form which shall best assist the City in evaluating your firm's ability to identify and evaluate local government financial issues.

Please provide the number of professional auditing staff to be utilized in this audit engagement by employee classification as follows:

<u>Audit Staff Employee Classification</u>	<u>Total Number</u>	<u>Number of C.P.A.'s</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Also, describe your firm's procedures in monitoring the progress of the audit and communicating the same to the City while the audit is in progress.

A tentative schedule for performing the key phases of the audit is to be included in your firm's proposal. This schedule should be based on the City's completion of the financial statements no later than September 15 of each year.

C. Compensation

Provide the firm's all-inclusive maximum fee by fiscal year for which the requested work will be done. Please use the form located in Appendix A to provide the detail for each fiscal year for which an audit is being requested.

The audit firm will not be reimbursed for any travel, per diem, photocopying, telephone bills, or other related expenses of the audit unless special costs are incurred at the specific request of the City.

Progress payments may be submitted in the month following the performance of the work and must include detailed hours worked by staff classification and hourly rates. The initial payment may be presented for pre-year end audit work, but may not exceed 20% of the total audit cost. The City will pay progress payments not to exceed 75% of the audit fee until completion of the field work. A minimum of 10% of the fee will be held to be paid after the final report is accepted by the audit committee and approved by the City Council.

As the City allocates audit costs by fund and activity, the auditing firm will also be required to submit an allocation of audit costs prior to approval of final payment.

Special services, if requested by the City, will be compensated on the same hourly basis as the audit.

IV. Other Relevant Data

A. Overview of the City's Financial Operations

The City of Muscatine has a population of approximately 24,000. The City operates under a Mayor/Council/City Administrator form of government which provides services to its citizenry including general government, public safety, streets, community development, housing, and cultural and park facilities.

The City's accounting system is organized on a fund/activity basis. All accounting functions are centralized in the Department of Finance and Records.

The City records revenues when earned and expenditures/expenses when incurred. Encumbrances are charged against an appropriation when supplies and equipment are ordered and services when contracted. On the balance sheet, encumbrances are reflected as a reservation of fund balance.

The City's accounting records are maintained on a computerized accounting system. The financial software system prepares budgetary reports on an individual department/activity basis. Other special and summary financial reports and schedules are prepared on the City's computer system using Excel.

City of Muscatine
Audit Services Request
Page 6

The City's revenues and expenditures/expenses for governmental and proprietary funds for the fiscal year ending June 30, 2014 were:

	<u>Revenues</u>	<u>Expenditures/Expenses</u>
Governmental	\$ 26,571,071	\$ 25,644,951
Proprietary	14,081,868	15,741,505

The City also has three discretely presented component units with the following operating revenues and expenses:

	<u>Revenues</u>	<u>Expenditures/Expenses</u>
Solid Waste Agency	\$ 1,417,409	\$ 1,116,333
Muscatine Convention & Visitors Bureau (CVB)	86,533	78,045
Muscatine Power & Water	107,213,679	114,953,981

Muscatine Power & Water has a December 31 year end and is audited by other auditors. The Solid Waste Agency component unit accounts for the Muscatine County Landfill which is operated by the City in accordance with the agreement with the Agency. The CVB is a separate 901(c)(6) non-profit organization which receives the majority of its funding from the City. The CVB contracts with the City for accounting services and the CVB's financial records are maintained on the City's software system.

The Enterprise Funds operated by the City include the Water Pollution Control, Transfer Station, Refuse Collection, Airport, Parking, Transit, Golf Course, Boat Harbor, Marina, Public Housing and Ambulance Funds.

The amount of bonds outstanding as of June 30, 2014 are as follows:

General Obligation	\$ 16,605,000
Tax Increment	<u>925,000</u>
Total	\$ 17,530,000

Further information regarding the City's financial operations is included in the Comprehensive Annual Financial Report for the year ended June 30, 2014 and the Annual Operating Budget for fiscal year 2014/2015. These documents are available upon request and are also available on the City's website (<http://www.muscatineiowa.gov/DocumentCenter/View/11547> and <http://www.muscatineiowa.gov/DocumentCenter/View/10708>, respectively).

The City pays vendors twice a month, after each regular Council meeting. The City issues approximately 450 operating checks per month. Payroll checks are issued every two weeks. The City currently employs approximately 260 full time and permanent part-time employees. Temporary and seasonal employees are also used, primarily in the summer months, which increases the number of total employees to approximately 375. The City also issues approximately 210 municipal housing checks per month which includes housing assistance payments to landlords.

B. Responsibilities of the City

The City shall provide the auditor with the following:

1. An organized, timely, and well-documented closing of the City's books, including adequate supporting documentation and reconciliation of accounts.
2. Clerical assistance in typing requests for confirmations and obtaining documents for the files.
3. Financial workpapers of the department including, but not limited to cash reconciliations, investment schedules, accounts receivable listings, detailed accounts payable, accrued expenses including outstanding sick leave and vacation, and transfers in/transfers out reconciliation.
4. The annual financial report financial statements prepared by the staff of the Finance Department who will also be responsible for the typing and reproduction of the report.
5. An available work area in City Hall.
6. An executed audit agreement authorizing the audit firm to perform audit services.

C. Responsibilities of the Auditor

Prior to the close of each fiscal year, the auditing firm will present to the City a detailed list of audit-related tasks to be completed by the City. This list shall be in accordance with the responsibilities of the City as stated herein. The list of items to be prepared by the City shall be presented in a timely fashion so the City has sufficient time to prepare this information.

The auditing firm shall be required to prepare and submit a management letter to the audit committee of the City. The purpose of the letter is to make known certain recommendations of the audit firm which, if implemented would, in the firm's opinion increase efficiency, improve management, etc. No additional compensation shall be paid for the management letter.

Working papers of the audit are to be retained by the auditor for at least five years after the expiration of this contract. These documents are to be available for examination upon request by the City or its representative during normal working hours. Photocopies are to be available, upon request, at a reasonable fee; or at the City's prerogative, the working papers be made available to be photocopied.

Prior to the submission of the completed reports, the audit firm's staff will be required to review a draft of the proposed reports and management letter with the appropriate management staff.

All required audit reports shall be completed and submitted to the audit committee within 160 days following the end of the fiscal year.

The City Administrator shall be authorized to extend such date of completion and submission to 180 days if such action seems justified.

Authorization for the audit firm to commence any audit work shall be required in the form of an engagement letter approved by the City Council. The engagement letter shall address the audit scope and the compensation for the audit as outlined in your response to the City's Request for Proposal.

D. Contractual Obligations

1. The audit firm must provide the manpower necessary to perform the audit work, as requested and authorized by the City.
2. The City may cancel its obligations to the audit firm by giving 30 days written notice. However, it is understood that the audit firm shall complete any audits in progress prior to cancellation if so directed by the City. Compensation will be based on hours worked at the stated hourly rate as detailed in Appendix A.
3. It is understood that the audit work to be done is covered in the Scope Section of the City's Request for Proposals.
4. This contract is not an exclusive one; the City reserves the right to assign similar work to other parties if the City so desires.

V. Evaluation of Proposals

Proposals will be evaluated and reviewed by the Audit Committee of the City Council. Final determination will be made by the City Council upon the Audit Committee's recommendation. The award will be made to the firm which in the opinion of the City is the best qualified. Evaluation considerations will include the following areas:

- A. Responsiveness to the proposal and clearly stating and understanding the work to be performed. Specifically, the quality of the responses to Section III of this request for proposals.
- B. The experience of your firm in performing audits of this type, qualifications of the staff, the appropriateness and experience of the assigned staff levels, education including continuing education within the last three years, position in the firm and experience in auditing governmental accounting records.
- C. Although cost is significant for an audit, it will not be the dominant factor.

The City of Muscatine reserves the right to reject any and all proposals submitted and request additional information from any and all respondents to the request for proposals.

The Audit Committee will review all proposals submitted.

Interviews with auditing firms are tentatively scheduled for the week of April 27 – May 1. Not all firms submitting proposals will necessarily be interviewed.

The Audit Committee tentatively plans to recommend approval of an auditing firm at the May 7, 2015 Regular City Council meeting.

City of Muscatine, Iowa

Audit Specifications

Appendix A

Maximum Fee for Fiscal Year Audits

City of Muscatine

Audit Request for Proposals (RFP) Process Tentative Schedule

Spring, 2015

March 12,2015	Audit Request for Proposals mailed to Certified Public Accounting firms on the attached list and also posted on the City's website
April 13, 2015	Proposals due no later than 5:00 p.m.
April 16, 2015	Copies of proposals distributed to Audit Committee members Finance staff distributes to the Committee a matrix based on information from the RFP's submitted
April 20 or 21, 2015 (5:30)	Audit Committee meeting to review proposals and matrix and determined which firms to invite for interviews (if any)
Week of April 27- May 1, 2015	Interviews with selected firms (if any) Discussion of proposals and recommendation for award of proposal
May 7, 2015	Recommendation for award of audit agreement on Council agenda for approval
May 21, 2015	Agreement with selected auditor on Council agenda for approval

**Audit Request for Proposals Mailing List
Spring, 2015**

Dennis Taylor
TD & T Financial Group PC
500 Cedar Street
Muscatine, IA 52761

Heidi Hobkirk
McGladrey LLP
201 N. Harrison Street, Suite 300
Davenport, IA 52801-1999

Sarah Bohnsack
BohnSack & Frommelt, LLP
9911 84th Street West
Taylor Ridge, IL 61284

Dave Cahill
Eide Bailly LLP
1545 Associates Drive, Suite 101
Dubuque, IA 52002

Kay L. Chapman, C.P.A.
119 W. Mississippi Drive
Muscatine, IA 52761

Request for Proposals will also be posted
on the City's website



SPRING CLEAN

Up Week

April 20-24, 2015

Residents (No Businesses) will have the opportunity to participate in Spring Clean Up Week on their regular collection

Items Accepted:

- Large items such as: furniture, building materials in small amounts, dismantled swing sets, and other misc items.
- Up to 8 Tires (Car and Light Truck Tires) - **No Tires From Businesses**
- Up to 4 Appliances (Please remove doors on refrigerators and freezers)
- Electronic Waste-(Computers, televisions, and any item that contains a circuit board).

Items Not Accepted:

- Car bodies
- Large trees
- Excessive amounts of concrete and building materials
- Paint and other hazardous chemicals (Accepted at the Transfer station)
- Motor Oil (Accepted at the Transfer Station)
- Camper refrigerators and Air Conditioner

Yard Waste: All yard waste must be in a City of Muscatine yard waste bag. Brush must be tied in bundles no larger than 18 inches in diameter and 4ft. in length.

Questions regarding Spring Clean Up Week can be directed to the Muscatine Recycling Center and Transfer Station at 263.9689 or lliegois@muscatineiowa.gov



Commission in Review

February 2015

Serving local governments in Muscatine and Scott Counties, Iowa;
Henry, Mercer, and Rock Island Counties, Illinois.

NEXT COMMISSION MEETING:

Wed., Mar. 25, 2015
3:30 p.m.

Scott Co. Admin Bldg.
6th Floor Conf. Room
600 West 4th Street
Davenport, Iowa

APA TRAINING SERIES

"Sustaining Places
through the
Comprehensive Plan"
Wed., Feb. 18, 2015
3-4:30 p.m.

Third Floor Conf. Room
1504 Third Ave., R.I.
Call (309) 793-6302,
Ext. 138 or e-mail
pearson@bistateonline.org
to register.

CIR VIA E- MAIL

Would you like to get
this report via e-mail?
Let us know at
info@bistateonline.org

Mission Statement:

To serve as a forum
for intergovernmental
cooperation and
delivery of regional
programs and to
assist member local
governments in
planning and project
development.

Red Cross Community Relationships Campaign

Amber Wood, the Executive Director of the American Red Cross serving the Quad Cities & West Central Illinois, reported on their Strategic Community Relationships Campaign. The objectives are to:

1. Ensure effective collaboration and efficient delivery of Red Cross emergency services in the Central and Southern Illinois Region during times of disaster by cultivating and nurturing relationships and mutual expectations with the key leaders in all 79 counties
2. Develop Long Term Recovery Plans in our region that nurture sustainability, service, and growth for the communities

The American Red Cross of Central and Southern Illinois has 6 offices spanning 79 counties in Illinois, Iowa, and Missouri and serves over 3 million people. Below is a map outlining the region:



See Red Cross, Page 2

Red Cross, from Page 1

The approach for the campaign will involve meeting with sheriff's departments, county and local elected officials, and public health organizations to conduct surveys and determine the existing disaster services in the Central and Southern Illinois Region. The "Tool Kit," which includes the survey, was created following the Washington, Illinois tornados based on information that would have been helpful to have collected prior to the tornados. The information collected will help all organizations that aid in response and recovery understand each other's roles. The information collected would also be shared with key leader in every county such as schools, banks, and churches, and a master file would be created.

Ms. Wood will meet first with counties in the Bi-State Region and will begin with sharing the intent of the process with local government managers and administrators. The intent of Red Cross is to influence long term recovery using the Strategic Community Relationship Campaign. She emphasized that the core strength of Red Cross is to provide, through caring volunteers, an immediate first response after a disaster for people to receive free of charge, including food, shelter, clothing, assistance in refilling life-sustaining medication, and counseling services.

CEDS Progress Report 2015 Status Update

Laura Berkley, Senior Planner, provided an update on the *2015 Comprehensive Economic Development Strategy (CEDS) Progress Report*. The Gross Regional Product was up to \$19.4 million in 2013, which is the most recent data available. Retail sales have been flat when adjusted for inflation.

Unemployment is down, but the workforce is also shrinking. According to modeling software EMSI, overall jobs are projected to grow 1%, with Management of Companies and Enterprises, Finance and Insurance, and Health Care and Social Assistance being the sectors with the largest growth.

The CEDS Progress Report includes an Opportunities and Threats discussion with the following themes: Arsenal, Infrastructure, Fiscal Matters, Housing, Education and Workforce Training, Environment, Cultural, and Planning and Programs. Some major topics to watch are the potential for another Base and Realignment Commission (BRAC) that could impact the Arsenal; the I-74 bridge project; passenger rail; Mississippi River marine highway designation; funding for highway projects at the state and federal level; a decrease in net farm income leveling to more tempered averages; two Enterprise Zone applications submitted in Illinois, minimum wage increase discussion in both states; federal and state budgets; the National Geographic Mississippi River geotourism project; and Ozone standard changes.

Ms. Berkley stated that additional topics are discussed in the report in more detail. Ms. Berkley also mentioned that not every community has turned in their economic development projects to include in the report. Bi-State staff will provide a draft of the 2015 CEDS Progress Report to the Commission in March for review and a final draft in April for approval.

Public Officials Directory Distribution in March 2015

The final updates are being made to the *Public Officials Directory (POD)*. Copies will be distributed in March.

The directory is available electronically in PDF format with easy-to-use bookmarks to help users more quickly navigate through the document. It also contains live e-mail links for users to contact elected officials. To view the directory on our website, go to www.bistateonline.org, scroll down to the Public Officials Directory module on the left-hand side, and click the link to the document.

For questions about the directory or to request a copy, please contact Sarah Grabowski at (309) 793-6302 ext. 136 or sgrabowski@bistateonline.org.

BI-STATE REGIONAL COMMISSION
FY 2014-15 Program Budget Status Report
Through Month of January – 58% of Year

ADOPTED BUDGET:	\$2,137,763.00	EXPLANATION:
EXPENDED THROUGH JANUARY:	\$1,195,833.67 (55.9%)	
STAFF LEVEL BUDGETED:	25.25 F.T.E.	
STAFF LEVEL STAFF MAINTAINED:	22.75 F.T.E.	

MEMBER GOVERNMENTS SERVED DIRECTLY AND ACTIVITIES DURING JANUARY:

ALEDO – RLF Coord.; Transit Mobility/HSTP Planning; Website Support; Aerial Photo Coord. Asst.; Data Asst.

ALPHA – HCEDP Participation; Transit Mobility/HSTP Planning; Enterprise Zone.

ANDALUSIA – RICWMA Staffing; Riverfront Council; Website Support.

ANDOVER – HCEDP Participation; Transit Mobility/HSTP Planning; Enterprise Zone.

ATKINSON – HCEDP Participation; Transit Mobility/HSTP Planning; Website Support; Enterprise Zone.

BETTENDORF – Air Quality Asst.; Drug/Alcohol Testing Consort.; I-74 Bridge Coord.; IAQC Transit Planner Coord. & Transit Support; Joint Purchasing; QCICNet; Riverfront Council; RLF Loan Admin./Marketing; Scott Co. Housing Council; Solid Waste Coord.; Trail Coord. and Trail Counter Installation; Aerial Photo Coord. Asst.; REAP Plan Update; LRTP TAZ Projections; TIP Project Coord.; Park/Rec Plan Update Proposal.

BLUE GRASS – Reg. 9 Transp. Coord., LRTP & STP-TAP Solicitations/Inquiries; Solid Waste Coord.; Website Support; Aerial Photo Coord. Asst.

BUFFALO – Riverfront Council; Solid Waste Coord.; Trail Planning Asst.; Aerial Photo Coord. Asst.

CAMBRIDGE – HCEDP Participation; Transit Mobility/HSTP Planning; Website Support; Enterprise Zone, Census BAS Assistance.

CARBON CLIFF – Joint Purchasing; RICWMA Staffing; Trail Planning; Aerial Photo Coord. Asst.; Flood Damaged Road Inquiry; LRTP TAZ Projections; Zoning Inquiry.

COAL VALLEY – Joint Purchasing; MUNICES Coord.; RICWMA Staffing; Aerial Photo Coord. Asst.; Floodplain; Zoning Map Update.

COLONA – Joint Purchasing; Floodplain; Enterprise Zone; LRTP TAZ Projections.

CORDOVA – RICWMA Staffing; Riverfront Council & Riverfront Planning; Website Support.

DAVENPORT – Air Quality Asst.; IAQC Transit Planner Coord.; Joint Purchasing; QCICNet; Riverfront Cncl.; RiverVision; RLF Loan Admin.; Scott Co. Housing Cncl.; Solid Waste Coord.; Transit Funding & NTD Asst.; Dav. Schools Haz. Mit. Plan; IMCP/EDA Grant w/ QC Chamber; Aerial Photo Coord. Asst.; Trails Planning & Counter Data Analysis; REAP Plan Update.

EAST MOLINE – Air Quality Asst.; E9-1-1 Coord.; IL QC Intergov. Comm.; Joint Purchasing; MUNICES Coord.; QCICNet; RICWMA Staffing; Riverfront Council; RLF Admin.; RMS Coord.; Interoperability Project; Trail Planning; Consol. Dispatch Study Asst.; Floodplain; Aerial Photo Coord. Asst.

ELDRIDGE – Drug & Alcohol Consort.; Solid Waste Coord.; Web Support; Aerial Photo Coord. Asst.; Strategic Traits Plan.; LRTP TAZ Projections; Proposed Land Use Map Update.

GALVA – Broadband Coord.; HCEDP Participation; Transit Mobility/HSTP Planning.

GENESEO – HCEDP Participation; Website Support; Transit Mobility/HSTP Planning; Strategic Planning Proposal; Census BAS Assistance.

HAMPTON – MUNICES Coord.; RICWMA Staffing; Riverfront Council; LRTP TAZ Projections Website Support.

HENRY COUNTY – HCEDP Participation & Graphics Asst.; Joint Purchasing; Transit Mobility/HSTP Planning; Trail Coord.; Legislative Priorities Asst.; Comprehensive Plan; EDA/USDA Grant; Aerial Photo Coord. Asst.; Floodplain Coord. Efforts; Enterprise Zone; Econ. Dev. Impact Study Req.

HILLSDALE – Transit Mobility/HSTP Planning; Floodplain.

KEWANEE – Transit Mobility/HSTP Planning.

LECLAIRE – Joint Purchasing; Riverfront Council; Solid Waste Coord.; Trail Planning; Aerial Photo Coord. Asst.; Comprehensive Plan Proposal; LRTP TAZ Projections.

LONG GROVE – Reg. 9 Trans. Coord.; LRTP and STP-TAP Solicitations; Solid Waste Coord.; Website Support; Aerial Photo Coord. Asst.

MCCAUSLAND – Reg. 9 Trans. Coord. and STP-TAP Solicitations; Solid Waste Coord.

MILAN – E9-1-1 Coord.; IL QC Intergov. Comm.; Joint Purchasing; MUNICES Coord.; QCICNet; RICWMA Staffing; RLF Admin.; RMS Coord.; Interoperability Project; Cons. Dispatch Study Asst.; Aerial Photo Coord. Asst.; Fact Sheet Update; MapRequests.

MOLINE – Air Quality Asst.; E9-1-1 Coord.; Joint Purchasing; I-74 Bridge Coord.; IL QC Intergov. Comm.; MUNICES Coord.; QCICNet; RICWMA Staffing; Riverfront Cncl.; RLF Adm.; RMS Coord.; Trails Coord.; Interop. Proj.; Rail Coord.; Cons. Disp. Study Asst.; Aerial Photo Coord. Asst.; LRTP TAZ Projections.

MUSCATINE CITY – Air Quality Asst.; Joint Purchasing; Reg. 9 Transportation Coord., LRTP and STP-TAP Solicitations/Inquiries; RLF Coord.; Solid Waste Coord.; Trail Planning/ADT Coordination; Aerial Photo Coord. Asst.; Fact Sheet Update; Sidewalk Policy.

MUSCATINE COUNTY – Air Quality Asst.; Joint Purchasing; Reg. 9 Coord, LRTP and STP-TAP Solicitations/Inquiries; Solid Waste Coord.; Trails Planning/ADT Coordination; Transit Mobility Coord.; Website Support; Hazard Mitigation Plan; EDA RLF Coord.; Aerial Photo Coord. Asst.

NEW BOSTON – Transit Mobility Coord./HSTP Planning; Website Support; OSLAD Grant App Follow-up; Census BAS Assistance.

OAK GROVE – E9-1-1 Coord.; LRTP TAZ Projections; Census BAS Assistance.

ORION – HCEDP Participation; Website Support; Transit Mobility/HSTP Planning; Enterprise Zone.

PORT BYRON – RICWMA Staffing; Riverfront Council; Zoning Ordinance Update; LRTP TAZ Projections.

PRINCETON – Riverfront Council; Solid Waste Coord.; Trail Planning; LRTP TAZ Projections; Aerial Photo Coord. Asst.; Census BAS Assistance.

RAPIDS CITY – RICWMA Staffing; Riverfront Council; LRTP TAZ Projections.

RIVERDALE – Riverfront Council; Solid Waste Coord.; Trail Coord.; LRTP TAZ Projections; Website Support.

ROCK ISLAND CITY – Air Quality Asst.; E9-1-1 Coord.; IL QC Intergov. Comm.; Joint Purchasing; MUNICES Coord.; QCICNet; Riverfront Cncl.; RiverVision; RICWMA Stfg.; RLF Loan Admin.; RMS Coord.; Interop. Proj.; Consol. Dispatch Study App.; Aerial Photo Coord. Asst.; Trail Counting; Enterprise Zone; LRTP TAZ Projections.

ROCK ISLAND COUNTY – Air Quality Asst.; E9-1-1 Coord.; IL QC Intergov. Comm.; Joint Purchasing; LEPC Committee; MUNICES Coord.; QCICNet; RICWMA Stfg & Website Support; RMS Coord.; Trail Coord.; Transit Mobility/HSTP Planning; Passenger Rail; Floodplain Coord. Efforts; Hazard Mitigation Planning Coord.; QC Health Initiative; Highway Safety Planning.

SCOTT COUNTY – Financial Management – Scott Co. KIDS and Scott Co. Hsg. Cncl.; Scott Co. Kids Development Plan Update Proposal; Air Quality Coord.; I-74 Bridge Coord.; Joint Purch.; QCICNet, Reg. 9 Transportation Coord., LRTP & STP-TAP Solicitation; RLF Admin.; Solid Waste Coord.; Trail Planning/ADT Coord.; REAP Plan Update; Transit Mobility/HSTP Planning; LRTP TAZ Projections; Interop. Project; Aerial Photo Coord. Asst.; QC Health Initiative; FEMA Safe Room Grant Asst.; Countywide IT Survey.

SHERRARD – Joint Purchasing; Transit Mobility/HSTP Planning; Website Support.

SILVIS – E9-1-1 Coord.; IL Intergov. Comm. Coord.; Joint Purch.; MUNICES Coord.; QCICNet; RICWMA Stfg.; RMS Coord.; Trails Plan.; Aerial Photo Coord. Asst.; Census BAS Asst.

VIOLA – Transit Mobility/HSTP Planning; CDAP Grant Asst.

WALCOTT – Reg. 9 Transportation Coord., LRTP and STP-TAP Solicitations; RLF Admin; Solid Waste Coord.; Trail Coord.; Aerial Photo Coord. Asst.

WEST LIBERTY – Air Qual. Coord.; Reg. 9 Transp. and STP-TAP Solicitations; Trails Planning/ADT Coordination Solid Waste Coord.; Musc. Co. Haz Mit Plan; Fact Sheet Update; MMRLF Business Loan Documents; Comprehensive Plan Inquiry; Census BAS Assistance.

WILTON – Air Quality Coord.; Reg. 9 Transp. Coord, LRTP & STP-TAP Solicitations; Solid Waste Coord.; Muscatine Co. Haz Mit Plan; Fact Sheet Devel.; MMRLF Mrktg Asst.

WINDSOR – Transit Mobility/HSTP Planning; CDAP Grant Asst.

WOODHULL – HECDP Asst.; Transit Mobility/HSTP Planning; Enterprise Zone.

Bi-State Report – January

COMMUNITY/ECONOMIC DEVELOPMENT: Provided information to Henry County Economic Development Partnership (HCEDP) staff & board. Continued administration of Economic Development Administration/United States Department of Agriculture Rural Jobs and Innovation Challenge Grant Program on behalf of multiple member governments in Henry, Mercer, and Rock Island Counties. Attended IA RELAT meetings. Attended Iowa Regional Council and Illinois Regional Council meetings. Assisted members with legislative priorities. Collected data for *Bi-State Region Comprehensive Economic Development Strategy (CEDS) 2015 Progress Report*. Met with Mercer and Muscatine Counties' economic development officials to discuss development efforts and strategies.

DATA/GRAFICS/MAPPING/ON-LINE SERVICES

Data Center: Staff responded to approximately 12 data and map requests in January 2015 including 5 from business, 4 from local governments, 1 from a non-profit, 1 from a private citizen, and 1 from a state government. The data section of the Bi-State website had 36 page views. The data warehouse site (www.greaterqcregion.org) had 320 visits and 470 page views. Staff continued work on the *2045 Quad Cities Long Range Transportation Plan* and began work on the *Bi-State Region Comprehensive Economic Development Strategy (CEDS) 2015 Progress Report*. Staff began assisting several members with Census Boundary and Annexation Survey (BAS) 2015 responses.

Graphics/GIS/Mapping: 2014 Aerial Photo Flyover Coordination; *2040 Region 9 Long Range Transportation Plan* and *2045 Quad Cities Long Range Transportation Plan* coordination, data, and mapping; Be Healthy QC Grant; IL Rural Transit Brochures – Printing Coord.; QC Street Map (Folded & Wall Versions) Update; Urban Travel Model Data and GIS Assistance; Update/Maintain GIS Data for Street Centerlines, Traffic Counts, MPA Boundary, Federal Functional Class Routes, Urban Areas, Corporate Limits, Landmarks, Rail, Trails, and other layers.

www.bistateonline.org. Total pages viewed for January 2015 was 2,309 and top pages viewed included: Home Page (764); Search Page (141); Joint Purchasing Council (101); Our Staff (83); Contact Us (67); Documents (66); Careers (63); Who We Are (56); and QC Metro Long Range Transportation Plan (49).

ENVIRONMENTAL, RECREATION, RIVERFRONT SERVICES: Responded to inquiries & assisted with trail/recreation project funding assistance/grants. Served Rock Island County Waste Management Agency (RICWMA) with coordination of meetings, oversight, and management of waste disposal and recycling programs; reporting; and overall agency administration. Responded to RICWMA telephone inquiries from general public & media concerning solid waste and recycling issues. Held Bi-State Waste Coalition meeting on electronic recycling. Continued coordination of issues related to Bi-State Region Clean Air Partnership and strategies for emission reduction. Continued multi-jurisdictional hazard mitigation planning. Attended RiverVision and River Action meetings. Attended planning meetings for Upper Mississippi River conference. Organized bi-monthly meeting of Quad City Riverfront Council.

INTERGOVERNMENTAL FORUMS AND REGIONAL SERVICES: Continued assistance to the Joint Purchasing Council (JPC). Worked on the following bids: Turf Chemicals; Janitorial Supplies/Canliners/Food Services; Plotter Paper; Printer/Fax Supplies; and Winter Paper. Staffed Quad Cities Area intergovernmental forums and meetings of area recreation directors, managers and administrators, and chief elected officials. Continued coordination and planning for the awarded Department of Justice interoperability grant. Assisted with Rock Island Arsenal issues.

REVOLVING LOAN FUND (RLF): Administered Bi-State RLF Program: Prepared meeting cancellation notice and financial summary report. Provided information to potential applicants. Continued receiving job creation information from active companies. Closed on Scott County company loan. Administered Mercer/Muscatine RLF Program (MMRLF): Provided information to potential applicants. Worked with Aledo, Muscatine City and County, West Liberty, and Wilton to identify potential projects for gap financing. Worked with Aledo & Muscatine company on applications.

TRANSPORTATION PLANNING, PROGRAMMING AND PROJECT DEVELOPMENT: Attended related meetings, presented information, and continued staff coordination of river crossing issues. Monitored MPA bridge restrictions for CY15. Worked on *2045 Quad Cities Long Range Transportation Plan (LRTP)* chapters, travel model calibration/validation, goals/objectives development, and TAZ level projections. Continued *Bi-State Region Transit Development Plan* update. Held joint interdisciplinary traffic safety meeting. Prepared monthly reports of federal transportation programs and coordinated related funding/reporting. Monitored air quality emission issues and exceedances. Continued "Make Air Quality Visible" strategic plan implementation. Worked on connections of American Discovery Trail (ADT)/Grand Illinois Trail and Mississippi River Trail, and attended related meetings, as well as other trail planning and grant assistance. Facilitated issues related to Trails Committee, including bike map review. Participated in Be Healthy Quad Cities work group and Partnership in Community Health (PICH) grant work plan development. Coordinated Bi-State Drug and Alcohol Testing Consortium and continued random testing program. Monitored MPO and Iowa Region 9 FY15 Transportation Planning Work Programs. Monitored FFY15-18 Transportation Improvement Programs (TIP) including facilitating TIP revisions, and maintenance of data entry in Iowa TPMS as part of transportation improvement programming. Administered IAQC and Illinois Region 2 transit coordinator positions. Administered Bi-State Region Freight Flow Commodity Study. Reviewed IADOT MPA/RPA9 freight bottleneck priorities. Reviewed transit funding balances, finalized MOU for ILQC portion of 5310 funds, and monitored FTA grantee requirements. Monitored status of implementation of passenger rail service to Chicago. Participated in transportation webinars, workshops, or conferences on various topics, including Iowa Bicycle Summit.