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## City Administrator Report to Mayor & City Council

October 04, 2013, Edition No. 102

### REPORT:

1. Annual Goal Setting Session: Please be thinking about our annual goal setting session for this year. Our session has been set for **October 24th** at 5:30PM. Attached is a copy of the current years values/vision/mission and goals for your review. A status update will be provided in advance of the meeting.
  - Accomplishments: Staff is also in the process of compiling our annual memo on accomplishments as well as grants/outside funding. This will be provided in October.
  - Additional tools:
    - Comp Plan: Chapter 1 provides a list of all of the goals included in the Comp Plan. Here is the link to the adopted version - <http://www.muscatineiowa.gov/index.aspx?NID=518>
    - University of Iowa Sustainability Projects (See Attached)
2. Public Safety: The Public Safety Open House is Sunday, October 13th from 12:00 to 3:00. The fire department and police department have a lot of fun activities for kids and several displays and info for adults.
3. Fire Department & Upcoming Fire Training: Per Asst. Chief Hartman - The Muscatine School District purchased a number of houses on East 9th Street as part of their plans for Central Middle School and Jefferson Elementary. The department has a good working relationship with the schools and they offered the houses for training. Staff has been working with the school to utilize the houses for non-destructive training for several weeks. Both the Police Department and the Sheriff's Office have utilized portions of the property as well. Once we receive documentation that the houses are cleared of asbestos, this opens the door for the department to do live fire training (burn the houses). We are allowed per state code to burn no more than two houses with shingles on and an unlimited (within reason) number of houses without shingles if we use these events as legitimate fire training. BC Abbott has worked out the details and we will be burning a total of four houses (the ones in the middle so we decrease exposure concerns). This opportunity doesn't come around very often. We have been working to develop improved relations and coordination with our mutual aid partners. This live fire exercise has given us the opportunity to expand the training. Lt White and BC Abbott are contacting mutual aid agencies with the intent of creating a large-scale training exercise to be held November 16th. All four of the burn houses will be started at roughly the same time and the mutual aid companies and the entire staff of MFD will work together to train on a large-scale emergency event. We did something similar about 15 years ago in Progress park (the old Weidemann's property). This is a great opportunity for us to reach out to and train with our mutual aid partners. Prior to the large burn we will continue to do smaller fire training exercises in the houses, including some fire investigation training and hopefully a house fire scenario where we can use it as a static display to provide public education. We

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

did a similar scenario when we burned a house next to Madison school. The Fire Department will coordinate public notice prior to the large burn in November.

4. Transfer Station: Attached is the latest edition of the Greener Side of Fall 2013.
5. Fall Festival: The Muscatine Parks and Recreation Department would like to invite the community to the Fall Festival on Sunday, October 20 from 1:00 pm to 3:00 pm at the Muscatine Mall Center Court. There will be several activities including coloring, cookie decorating, and more. Children are encouraged to wear their Halloween costumes. There is no cost to participate in the Fall Festival.
6. Evaluation: Just a reminder that the City Administrator evaluation will need to be scheduled in November. We typically place this on the schedule for 5:30pm in the Lower Conference Room prior to one of our meetings in November (11/7, 11/14 or 11/21). I will send out the evaluation form later in October.
7. Council Meetings: Here is a tentative schedule for upcoming regular, in-depth and special meetings:
  1. October: LEAN update, Refuse Pilot Program, Annual Goal Session
  2. November: Round-a-Bout presentation, Complete Streets Policy, City Administrator Evaluation
  3. December: Capital Improvement Plan (CIP), City Code Review,

**City of Muscatine**  
**2013 Council and Management Agenda**  
**Adopted December 20, 2012**

**Long-Term Goals**

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

**Council Policy Agenda 2012-2013**

**Top Priority**

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

**High Priority**

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

## **Management Agenda 2012-14**

The Management Agenda represents short-term projects for the City Administrator and staff. Included in the Management Agenda are items that are considered major projects that involve significant city resources and may span more than one year for completion

### **Top Priority**

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

### **High Priority**

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

**City of Muscatine**  
**2013 Core Values, Vision and Mission**  
**Adopted, December 20, 2012**

**Core Values**

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

**Vision**

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

**Mission**

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



### **The IISC – Muscatine Partnership**

The IISC chose Muscatine as one of its three community partners for the 2013 – 2014 academic year after receiving requests from and interviewing numerous communities throughout eastern Iowa. The IISC – Muscatine partnership consists of students and faculty at the University of Iowa partnering with the city, community organizations, businesses and individuals in Muscatine to identify, design and implement sustainability-focused projects. The purpose of this partnership is to enhance the capacity of Muscatine to address the economic, social and cultural and environmental issues it faces today and build a more vibrant and sustainable future. In doing so, the IISC not only seeks to transform the Muscatine community, but also teaching and learning at the University of Iowa.

Muscatine was chosen for the IISC partnership because of the strong collaborative spirit that exists between all sectors of the community and its enthusiasm and desire to become a more sustainable community. The Community Improvement Action Team, a mayoral-appointment group of civic, non-profit, governmental and business leaders, acts as the IISC's main partner and point of contact with the community. Rich Dwyer and Gary Carlson, the co-chairs of the CIAT, are the IISC's project partner leads. Many of the IISC projects also compliment or directly impact Muscatine's effort to become a designated Blue Zones Community, part of the Blue Zones Project.

The partnership between the IISC and Muscatine encompasses both the Fall 2013 and Spring 2014 semesters. Project development is still occurring, but all told, at the end of the academic-year long partnership, 10 – 13 projects will be completed, with 100 – 150 students spending a total of 15,000 – 30,000 hours of work on these projects. Most projects are semester-long, although two urban planning projects, the Mississippi riverfront redevelopment project and Connectivity master plan and wayfinding projects will be two-semesters long.

#### **IISC Projects in Muscatine (2013 – 2014)**

##### **Urban and Regional Planning – Field Problems**

###### **Project 1: Connectivity master plan and wayfinding**

Muscatine is seeking to improve the connectivity of its transportation and recreation infrastructure, including biking and walking trails, sidewalks, roads and bus routes. This coincides with Muscatine's recent designation as a Blue Zones Project™ demonstration site, a state-wide initiative that seeks to improve health and wellness of individuals through changes to the build environment. Students will

develop a connectivity master plan that evaluates current transportation and recreation routes and creates a plan for better connectivity between walking and biking trails, sidewalks, streets, bus routes and major points of interest in Muscatine. The connectivity master plan will promote the use of alternative transportation modes in Muscatine, including, walking, biking and Muscatine's public transit system, MuscaBus. A second part of this project will be the development of a better way-finding system for Muscatine. Students will produce a map of ideal locations for way-finding signs based on the location of major points of interest in Muscatine, and provide examples of best practices for way-finding.

#### **Project 2: Mississippi riverfront redevelopment**

The Mississippi River is one of Muscatine's greatest assets, but currently the land along the river is underutilized. New initiatives, such as a Façade Improvement Program for buildings downtown facing the river as well as a Mississippi Drive Corridor Project seek to improve the aesthetics of the area, but a redevelopment plan is needed to guide strategic growth along the riverfront. Students will survey best practices of similar communities' riverfront redevelopment efforts and solicit community input to identify the best uses for the land, ultimately producing a redevelopment plan for the riverfront. Potential pieces of the redevelopment plan could include opening up the riverfront to vendors, public art, a new outdoor entertainment venue, relocation of the farmers market, and promoting the riverfront as a recreational amenity. The redevelopment plan will set forth action steps for the community to take to enhance the riverfront, while paying particular attention to the history of Muscatine as a community.

#### **College of Liberal Arts and Sciences – Honors Rhetoric**

##### **Project 3: Digital media storytelling**

Students will utilize digital media to tell the story and make the case for the two urban planning projects occurring in Muscatine – the Mississippi Riverfront redevelopment and the Connectivity master plan. Students will also work closely with the urban planning graduate students to effectively message their projects to target audiences.

#### **College of Business – Field Immersion Projects, The Marketing Institute**

##### **Project 4: Population/Workforce survey and analysis**

Muscatine has a strong employment base with major industry looking to attract top talent. However the perception and feedback from employers is that many employees, especially young professionals, may be working in Muscatine but choosing to live in larger cities nearby, such as Iowa City or the Quad Cities. The Chamber of Commerce is looking to identify why this may be the case and how to change these perceptions. Students will be conducting a survey of the workforce and community as a hole to identify existing perceptions of Muscatine. From this survey and other data analysis, students will provide

recommendations on how Muscatine can begin to grow its population and keep workers living in Muscatine.

#### **Project 5: Branding of Muscatine**

Based on the findings of the workforce and community survey and analysis, students will work with the Chamber and other leaders to identify and develop a “branding” campaign for the City of Muscatine, including the development of marketing materials for the campaign.

#### **Project 6: Historic downtown Muscatine – investment; Real Estate Process/Topics in Advanced Finance/ Sustainability Marketing**

Muscatine has a beautiful downtown situated along the Mississippi river with a large stock of historic buildings. However some of the store fronts are vacant or need façade renovations. Muscatine is looking for ways to encourage business owners to locate downtown, and to market the downtown as a vibrant, walkable, livable area of the community where people can live, work and play/shop/dine. Students will help create innovative marketing strategies for the downtown district, and develop investment proposals for a couple selected properties downtown. Students will also provide sustainable financing strategies for façade renovation programs and training/coaching sessions for downtown businesses.

#### **College of Engineering – Senior Design, Civil and Environmental Engineering**

Project 7: Transportation engineering for the new development planned to occur on the northeast side of town between Highway 61 and Highway 38.

Project 8: Water/drainage/sustainability engineering for the new development planned to occur on the northeast side of town between Highway 61 and Highway 38

Project 9: Mechanical engineering for the new development planned to occur on the northeast side of town between Highway 61 and Highway 38

#### **College of Public Health – Nutrition Intervention Clinical Trials**

Project 10: Motivational interviewing health interventions:

Conduct community health interventions for individuals and small groups using motivational interviewing, based on a study completed by Dr. Linda Snetselaar and her colleague from U of Michigan that seeks to empower individuals in making healthier choices.

#### **University of Iowa Hospitals and Clinics Dietetic Internship Program – Community Outreach**

Project 11: Blue Zones Project Restaurant Certification

Muscatine was designated as a Blue Zones Project demonstration site in January 2013. The Blue Zones Project seeks to make individuals and communities healthier and happier through physical and environmental changes to a community. Part of the Blue Zones Project focuses on local restaurants and

making healthy improvements to menus and the overall eating environment. Interns with the Dietetic Internship Program will be assisting local Muscatine restaurants in making these changes.

**School of Art and Art History/ ArtShare**

Project 12: Public art project(s)

Students will develop public art utilizing recycled goods from Muscatine's Recycling Center and Transfer Station; other potential public art projects (this is still in development). Potentially a window display competition for downtown Muscatine.

**ISU College of Design in partnership with the IISC**

Project 13: Sustainable Dog Park

Muscatine is interested in developing its first dog park as a community amenity. Students will first survey best practices for dog parks in communities similar to Muscatine and identify all recommended amenities (water and water features, ground covering, benches, pavilions, fencing, walking paths, how to handle waste, etc.). Students will also work with Iowa urban planning students in the Connectivity master plan to ensure that the location is connected with the trails network. Students will then do preliminary designs for the dog park, including potential planned phases where restrooms and water features are added later.

# The Greener Side of Fall ...

*Fall 2013 Edition*

*Publication by the City of Muscatine, Solid Waste Division of Public Works*



## **The Handling of Waste Changes Like the Seasons**

The song "Turn, Turn, Turn" from The Byrds comes to my mind when I think of change. Every season is a time of change and those changes move us all into new directions.

The City of Muscatine is in a season of change with a pilot program for the refuse collection program. This edition of The Greener Side features the new pilot program that will have containers for garbage collection this fall for 750 households.

Other items featured in this issue include a map for leaf collection for the City of Muscatine. The Compost Site is in full gear for fall and will be open until December 8, 2013. Hours for the Compost Site are Sunday - Friday from noon to 6 p.m. and Saturday from 9:00 a.m. to 6:00 p.m..

The Staff of the Solid Waste Division of Public Works

### **Changes to Refuse Collection**

In late October and early November, residents who reside in the pink areas shown on the map included with this newsletter, will be receiving containers to put their garbage in for collection. This is a pilot program that will begin our adventures into automated collection of waste in the City of Muscatine.

The pilot program was approved by the City Council for the fiscal year 2013/2014. The pilot program will add four (4) cart tippers to the back of two of the current refuse collection trucks and will include the purchase of 800 containers.

The 800 containers purchased will arrive in mid to late October. The order is for 700, 65 gallon containers and 100, 35 gallon containers. The containers are similar to the ones being used for the curb-side recycling program.

The containers for the refuse collection program are for garbage only and will be a dark green with a dark grey lid. They are made of heavy duty recycled plastic.



Residents in the pilot program will be issued a 65 gallon container unless a 35 gallon one is requested. Requests can be made by calling the Muscatine Recycling Center and Transfer Station at 563-263-9689 or online at [www.muscatineiowa.gov](http://www.muscatineiowa.gov).

*Pilot Program Continues on Page 2.*

## **City of Muscatine Residents FALL LEAF PICK UP**



**See the back page  
of this newsletter  
for the 2013 leaf  
pick up  
schedule.**

**For more information visit,  
[www.muscatineiowa.gov](http://www.muscatineiowa.gov)**

# Refuse Collection Changes....

## *Pilot Program Continue...*

City staff will be delivering the containers to our residents. The lids will have information as shown on the sample image below:



Residents who are participants in the pilot program will see the cans handled differently than the current way we pick up waste. Refuse Collection staff will roll the cart over to the back of the truck and a lifter will pick the cart up and dump it in the back of the truck. The can will then be put down to the ground and staff will roll it back to the curb.

## **Why a pilot program for Refuse Collection?**

The change to automated collection is due to several reasons. One is for the ergonomics/safety of our staff. We want to make it a safer work environment for them. Solid Waste workers, especially those in the collection side, are in one of the top ten dangerous jobs in America. (CNNMONEY, 2013) Workers are in the line of traffic and picking up heavy cans which puts them at risk.

Collection workers have back, shoulder, arm, and other injuries from lifting heavy cans. The City of Muscatine has a requirement that cans are to weigh no more than 50 lbs. The approximately 1,200 stops made each day make employees more susceptible to injuries.

Another reason is to move the City forward into the automated collection of solid waste in phases. This program, if implemented all at once, would cost approximately \$1 million in capital costs. Phasing in the program assists with keeping the cost of implementation down and assisting staff in changes to the program.

Automated collection is a familiar view in our community with the curbside recycling program. The program allows for one driver to stay safe inside the truck while lifting the container with an automated arm. This type of collection has an overall savings on time, staffing, and injuries.

The other point of moving our community forward with this program is to help with our beautification efforts. It was impressive to see the rows of matching blue recycling cans that first week of the curbside recycling program. With this new proposed program, garbage will stay in the can, cans won't be rolling down the street on a windy day, and animals will have a hard time knocking the containers over.

## **What will happen after the pilot program?**

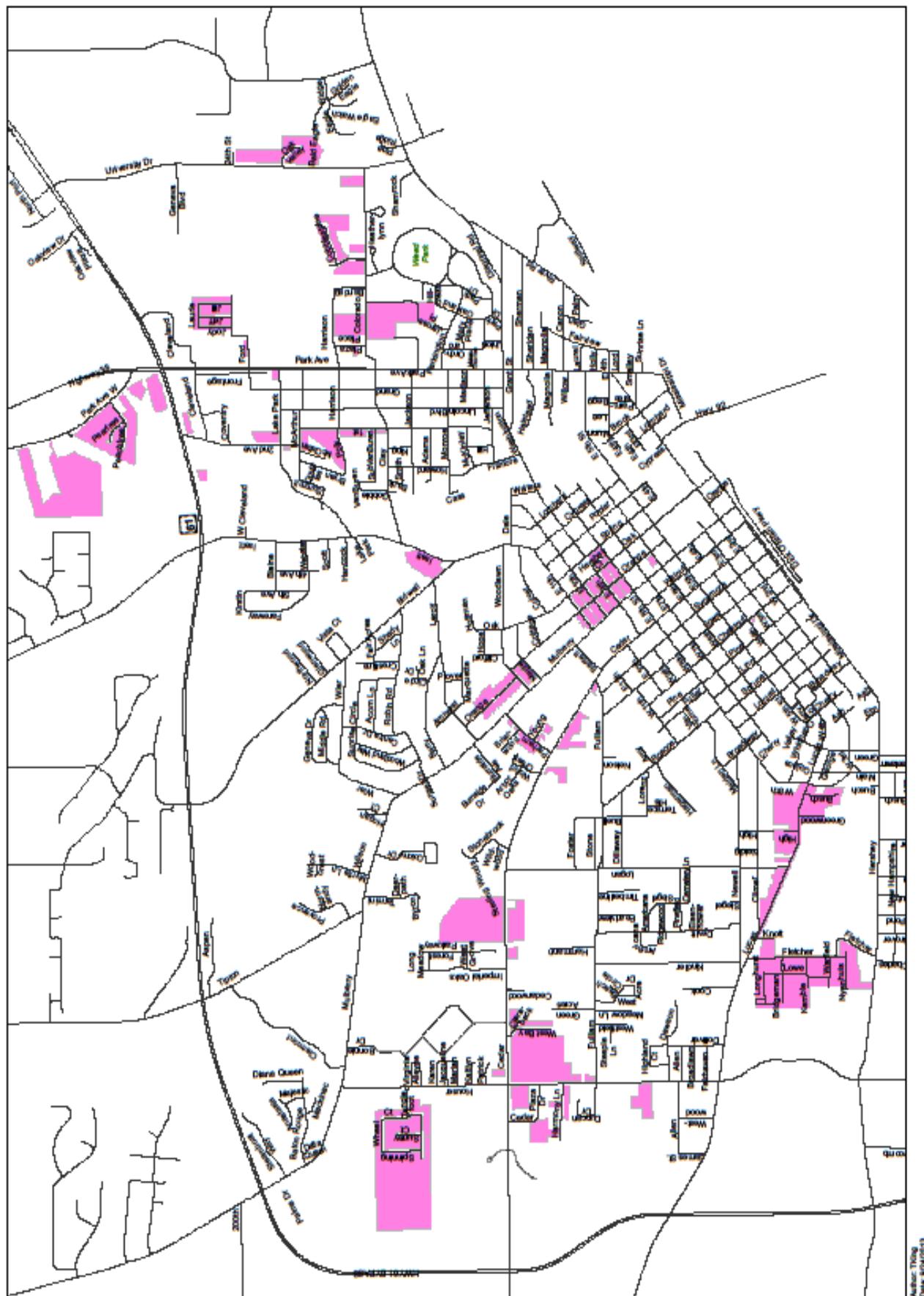
Staff will have several months to evaluate the program and make recommendations for the next fiscal year budget. It is possible more bins or an automated truck could be added to our program in the next year or two.

Selections for the routes shown in pink on the map on the following page were made based upon residents who are a part of our internal route that is a commercial route. There will only be a small amount of residential stops.

For more information or to request a 35 gallon size container, please visit [www.muscatineiowa.gov](http://www.muscatineiowa.gov), e-mail Laura Liegois at [lliegois@muscatineiowa.gov](mailto:lliegois@muscatineiowa.gov), or call 563-263-9689.

Reference: [www.cnmmoney.com](http://www.cnmmoney.com)

## Moving to Automated Collection, One Phase At A Time.



## Education Opportunities

*Please join us at the following events:*

Saturday, September 28, 2013 -



**Great Mississippi River Clean Up**  
9:00 AM—Noon  
Riverview Park  
Upper Boat Ramp

Sunday, October 6, 2013 -

### Perennials For People

#### Flower Bulb Give Away

11:00 AM—2:00 PM  
Muscatine Recycling Center and Transfer Station with North-Linn FFA Chapter of Troy Mills, Iowa



Friday, October 25, 2013 -



**Halloween at the Y**  
**Community Y**  
**Muscatine Recycling Center and Transfer Station is a Sponsor of this event!**



Saturday, January 18, 2014 -

### Drop off Dresses for the Recycle the Dress Event

9:00 A.M.—Noon  
Muscatine Recycling Center and Transfer Station

Saturday, February 1, 2013 -



### Recycle the Dress Event!

9:00 AM - 2:00 PM  
Muscatine Recycling Center and Transfer Station

## Holiday Hours and Services

### Veteran's Day



The Muscatine Recycling Center and Transfer Station and Compost Site will be closed on Monday, November 11, 2013, in observance of Veteran's Day.

The City of Muscatine's Refuse Collection will not pick up on November 11, 2013. All Monday and Tuesday routes will be picked up on Tuesday, November 12, 2013. **Recycling routes will remain the same as scheduled.**

### Thanksgiving Holiday

The Muscatine Recycling Center and Transfer Station and Compost Site will be closed on Thursday and Friday, November 28-29, 2013.

The Transfer Station will be open Saturday, November 30, from 7:00 A.M. - 12:00 P.M.

The Compost Site will be open on Saturday, November 30, from 9:00 A.M.—6:00 P.M. and Sunday, December 1, from noon—6:00 P.M.

The City of Muscatine Refuse Collection for the Thanksgiving holiday will be as follows:

- Monday, November 25: Monday route
- Tuesday, November 26: Tuesday route
- Wednesday, November 27: Wednesday and Thursday routes will be collected.
- Thursday, November 28: No Collection
- Friday, November 29: No Collection
- Monday, December 2: Friday and Monday routes will be collected.

Curbside Recycling for the City of Muscatine and Fruitland Route A will be picked up as follows:

- Monday, November 25: Monday route
- Tuesday, November 26: Tuesday route
- Wednesday, November 27: Wednesday route
- Thursday, November 28: No Collection
- Friday, November 29: Thursday route
- Saturday, November 30: Friday route

**2013**  
**LEAF PICKUP SCHEDULE**  
**City of Muscatine**  
**Public Works 263-8933**

