

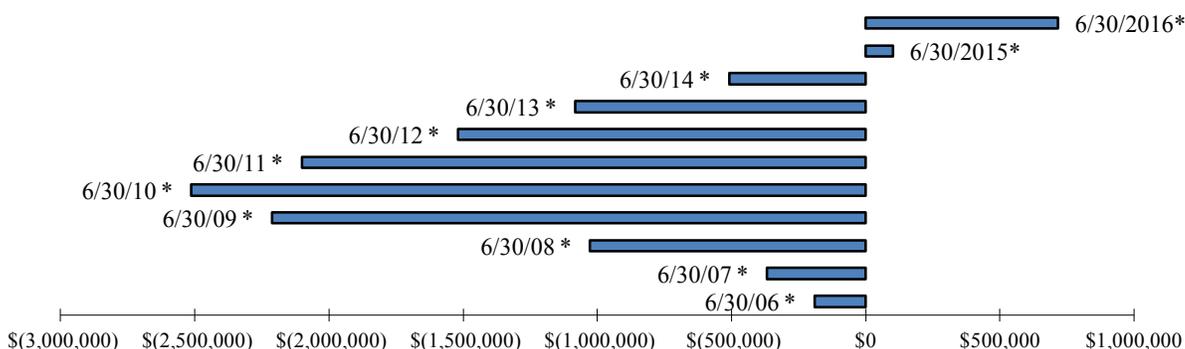
2016 City Accomplishments

Finance Department

- **GFOA Budget Award:** The City received GFOA's Distinguished Budget Presentation Award for the 2016/2017 Budget. This was the 32nd consecutive year the City received this award.
- **GFOA Certificate of Achievement for Comprehensive Annual Financial Report:** The City was awarded its 25th consecutive Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report (CAFR) for the year ended June 30, 2015. The CAFR for the year ended June 30, 2016 will also be submitted for consideration for this award.
- **GASB Statement Implementation:** The City implemented Governmental Accounting Standards Board (GASB) Statement 68 in the comprehensive annual financial report for the year ended June 30, 2015. The impacts from this statement continued in the year ended June 30, 2016. This Statement requires governments to recognize their long-term obligations for pension benefits as a liability for the first time and will enhance accountability and transparency through revised and new note disclosures and required supplementary information. These long-term liabilities include the City of Muscatine's portion of the unfunded liabilities of the IPERS and MFPRSI (Municipal Fire and Police) retirement systems. As of June 30, 2015 the City of Muscatine's portion of net pension liabilities for the two systems was \$4,577,583 and \$6,361,984, respectively, for a total \$10,939,567. As of June 30, 2016 the City of Muscatine's portion of net pension liabilities for the two systems was \$5,456,694 and \$8,266,801, respectively, for a total \$13,723,495.
- **Landfill Deficit Reduction/Elimination:** Finance staff continues to monitor the long-term plan to eliminate the accumulated deficit in the Landfill fund. In the summer of 2010 the Finance Director participated in and prepared financial information for the Chamber Committee appointed to study and evaluate the landfill deficit of over \$2.5 million as of the end of the 2009/2010 fiscal year. Recommendations of the Committee were implemented in October of 2010 which were projected to assist in substantially reducing or eliminating this deficit over the upcoming years.

In 2010/2011 the Landfill deficit was reduced by \$412,000 to \$2,100,612. The deficit reduction for 2011/2012 was \$582,320 to \$1,518,292; in 2012/2013 the deficit was reduced by \$435,957 to \$1,082,335; in 2013/2014 it was further reduced by \$573,309 to \$509,026; and in 2014/2015 the deficit was eliminated and there was a positive balance of \$100,576 in the Landfill fund. The fund balance further increased to \$635,191 at the end of the 2015/2016 fiscal year.

Landfill Fund Balance (Deficit) History



The original 2014/2015 Landfill budget projected the deficit would not be eliminated until the 2015/2016 fiscal year. The elimination of the deficit in 2014/2015 was in part due to not expending all of the \$200,000 allocation for the groundwater remediation work by the end of 2014/2015. This work continued in 2015/2016 and is expected to be completed in 2016/2017. It is expected there will continue to be a positive balance in the Landfill fund until the next landfill cell needs to be constructed. Staff is working with the engineer for the Landfill to determine when this construction will need to begin and the estimated cost of the new cell. It is currently projected that there will be sufficient funds on hand by the time the next cell is needed which would avoid future deficits in this fund. In fiscal year 2014/2015 all of the industrial waste contracts were extended through June 30, 2020 which is expected to assist in financing the construction of the next cells.

- Capital Projects Financing Plans:** The Finance Director continues to monitor and update the financing plans for the City's capital projects. Cost estimates and financing for each of the City's projects were reviewed as part of the 2016/2017 Budget. The major projects this year are the continuation of Phase 3 of the West Hill Sewer Separation project, HVAC and building envelope improvements at the Art Center, the Airport Runway Reconstruction project, the Mulberry Avenue reconstruction project from Houser to the Bypass, and engineering design for the Mississippi Drive Corridor project. The ongoing Pavement Management Program is continuing with funding from the 20% allocation of Local Option Sales Taxes, and the New Sidewalk Construction project will continue with funding from the Road Use Tax fund.

West Hill Sewer Phase 3: In November of 2012 the City was notified that the E.P.A. approved the 4-year extension (to 2028) for completion of sewer separation projects identified in the E.P.A Consent Order. In the spring of 2015 bids were received and the contract awarded for the 3rd phase of the West Hill Sewer Separation project. Phase 3 will be completed in calendar years 2015, 2016, and 2017. The 3-year work schedule for Phase 3 allows for Local Option Sales Tax

funds to be available to cash flow the costs for this phase of the project. The long-term financing plan (to 2028) will be updated in the next year with the assistance of Public Financial Management, the City's financial consultant.

Mississippi Drive Corridor Project. The engineering design contract for this project was awarded in the summer of 2015 and the engineering firm is continuing their work on this project in 2016. The \$13 million in Transfer of Jurisdiction funds the City received from the State in early September 2014 will fund the City's portion of project costs. The railroad is also expected to participate in the overall financing of this project.

- **2016 Bond Issue:** In the spring of 2016 the Finance department coordinated the issuance of \$4,550,000 in general obligation bonds which financed the local share of projects currently under construction. The City maintained its Aa2 bond rating from Moody's Investor Services. The net interest cost for the issue from the successful bidder was 1.437286%. This issue funded the local share of the Mulberry Avenue project, the local share of the Airport Runway Reconstruction and other Airport projects, the Art Center HVAC project, several Parks projects, and \$315,000 for deferred maintenance items on City buildings. This issue sold for a premium of \$211,712 which allowed for additional funds to be allocated for deferred maintenance projects on City buildings (a total of \$526,700 is available from the bond issue for these projects).
- **Refunding Portion of Bond Issue:** The 2016 bond issue also included refunding the final two years of the 2008 bond issue. This resulted in a net present value of interest savings of \$34,834.80.
- **Financial Software – Final Features to be Implemented:** The City went "Live" on the Springbrook financial software December 1, 2013 and we are nearing the completion of three years using the new system. The new software has assisted Finance staff as well as departments. Departments have had access to view and run their own financial reports since the spring of 2014. In the fall of 2014 the workflow portion of the purchase order system was implemented. Department staff can now enter purchase orders directly into the system with the department director approval done electronically as well as the Finance Director's approval. In the spring of 2015 the decentralized payroll time entry feature was made available to most departments. This is also set up as a workflow with electronic approvals by each department director. The only department yet to implement the decentralized payroll time entry process is the Fire department which has unusual payroll requirements (see last paragraph in this section).

During the past year, the Finance department began implementing electronic payments to vendors. The Section 8 Housing program monthly rent payment vendors were the initial vendors to be able to request their payments be made electronically. For the most recent month, 36 of the 101 (35.6%) of housing

landlords have opted for direct deposit of their monthly rent payments. In dollar amounts, however, this percentage is at 58.0% of the payments to landlords.

This spring Finance staff began working with Springbrook personnel to implement the final feature of the software which involves Fair Labor Standards Act (FLSA) payroll requirements for the Fire department. Springbrook staff, however, was required to implement software changes related to the reporting requirements of the Affordable Care Act. This has delayed implementation of the Fire department FLSA feature.

- **Affordable Care Act Reporting Requirements:** Finance staff worked with Springbrook software staff to generate the required 1095 forms to be provided to each employee. There was continued interaction with the software company to develop and test the format of the information required to be submitted to the Internal Revenue Service. Finance staff was successful in submitting this information to the Internal Revenue Service by the mandated deadline.
- **Review of Senior Citizen Discounts** on Refuse Collection and Sewer bills generated by Muscatine Power & Water. In the Spring of 2016, Finance staff completed a review of customers receiving senior discounts. This involved working with MP&W staff to obtain customer lists, comparing those lists with discount application forms where available, using several sources to verify ages if backup documentation was not in the records, and sending letters to customers that staff was not able to verify ages for. From this review it was found that 117 customers were receiving discounts in error. With the \$5.00/month discount for Refuse Collection and the \$1.00 per month discount on sewer bills, this totals to \$7,020 annually in additional revenues to the Refuse Collection fund and \$1,404 annually to the Water Pollution Control Fund. From the review it appeared that discounts may have been carried forward to new owners of homes in error or discounts were not removed if homes were passed down to family members that were not eligible for the discounts. This review will be done more frequently going forward.
- **Review of MP&W Sewer Billings for the City:** In the Spring of 2016, working with MP&W staff, Finance staff completed a review of customers being billed for City sewer and collection and drainage fees. This review looked at customers being billed for water service by MP&W but that did not have sewer and collection and drainage charges. From the initial report, MP&W staff identified 34 residential accounts and one commercial account that should have been being billed for sewer service but were not. Based on average residential usage, revenue from the 34 residential accounts is approximately \$11,000 annually. Billings began immediately after identifying these accounts. Sewer billings for the one commercial account were found to have been discontinued beginning in July 2010 when this customer changed their water meters. MP&W staff and the City Finance Director met with this customer and as a result of this meeting, this customer agreed that they should

have been paying for sewer services and agreed to pay the retroactive charges totaling \$92,850.

The review continued for other customers as not all water accounts billed by MP&W should have sewer and collection and drainage charges. The review identified accounts which are not charged sewer including (1) industrial accounts billed directly by the City, (2) City facility accounts not billed for sewer, (3) irrigation or fire line only water meters, (4) customers that are more than 250' from the sewer lines, and (5) any other special circumstances that would make it impractical for a location to connect to the sewer system. From this further review an additional 5 accounts were identified as those that should be billed for sewer. These billings began in June 2016.

MP&W and Finance staff have been working to develop a coding system for sewer accounts that will assist staff in performing more frequent reviews of sewer accounts. Accounts will be classified as to the reason they are exempt (as listed in the previous paragraph). These exemption groupings can then be reviewed to determine if those exemptions are still appropriate.

- **Commercial Refuse Collection – Dumpster Account Review:** In the spring of 2016, Finance staff, working with Refuse Collection staff, completed a review of the City's Refuse Collection accounts with dumpsters. This review included tracking actual waste volume, staff time, and miles driven for a one-week period. Based on the week tracked, it was found that while dumpster pickup stops were 1.93% of the total refuse collection stops, the waste picked up from the dumpster accounts accounted for an estimated 16% of the total waste volume picked up by the Refuse division. From the week tracked, it was also estimated that direct costs for tipping fees, staff time, and fuel exceeded revenues from these accounts.

City staff gave an overview of the results of the commercial dumpster account review at the May 12, 2016 In Depth meeting. This overview included an initial proposed rate schedule which would fund direct costs for the commercial dumpster service and also fund an allocation of indirect costs for vehicle maintenance, dumpster depreciation, and Refuse division overhead costs. It was noted as part of the presentation that the initial proposed rate schedule would result in significant increases for many of the current customers and that those customers have the option to use private refuse haulers in lieu of the City's services.

It was also noted that with the potential loss of a portion of the commercial dumpster customers, waste volume would likely be reduced which would also have an impact on the Transfer Station and Landfill funds. With the potential impact to the Landfill waste volume, it was recommended at the May 12 meeting that the proposed new rates be reviewed by a Chamber Committee which would include members of the Chamber Landfill Committee.

The Chamber asked several current Landfill Committee members and also several business owners that use the City's refuse service to be part of a new Committee that would review the proposed new rate schedule for commercial dumpster accounts. The new committee first met and reviewed the Power Point presented to City Council, related backup information, and the initial proposed rate schedule. There was discussion of the significant increases to many of the customers based on the initially proposed rates and the Committee requested alternate schedule(s) to consider which would reduce the increases.

Finance staff did an analysis of several different rate scenarios and found one that seemed to best address the Committee's request and that would also cover the City's direct costs of providing the commercial dumpster services. This schedule would bring revenues to a level that would cover the direct costs of providing this service but would not fund the allocation of indirect costs as was proposed in the original schedule. It would, however, ease the immediate impact of the overall rate increase and would be less likely to result in a significant reduction in the number of commercial customers and waste volume.

After discussion at the July 8th meeting, the Committee recommended the following items and City Council approved the Committee's recommendations at their July 21 meeting.

1. The consensus of the group was to recommend the new alternate rate schedule be implemented by the City.
2. Prior to the rate schedule being implemented, the City will provide 60-90 days' notice to the current customers.
3. The City will work with customers to assist in their efforts to right size their dumpsters.
4. The City will look into, with the intent to provide, greater access to cardboard recycling containers. This will be undertaken since a portion of the waste currently generated is recyclable, and if recycled, could result in reduced dumpster space used for waste.

Finance staff sent letters to commercial refuse accounts with dumpsters on July 29th. From the responses to the letters:

1. 4 - discontinued City collection services
2. 1 – went out of business
3. 5 – changed from dumpsters to carts
4. 7 – changed frequency of pickups and/or dumpster sizes
5. 28 – wanted to continue their current level of service at the new rates
6. 15 – did not respond (new rates will be applied as long as they have City dumpsters)

The new rates will be effective on the October MP&W bills for these customers. Even with the loss of several customers and the changes in pickup frequency or dumpster sizes, revenues will increase by approximately \$2,415 monthly (\$28,980 annually) based on the current customer accounts. Customers have the option of discontinuing or adding commercial dumpster services at any time. Staff will perform another review in the spring of 2017 to determine the final impacts of the initial review.

- **To develop metrics and dashboards for key statistics** for the City as a whole and the Finance department (Council and Management Marketing Goal). Finance staff and the City Administrator have reviewed the OpenGov dashboard system which can be directly linked to the City's Springbrook Financial Software system. The OpenGov system will be included in the 2017/2018 budget request.
- **To review and draft proposed updates to various City policies** including the Purchasing Manual, change order policy, and vacation/sick leave policies (Council and Management Continuous Service Improvement Goal). Due to other projects, specifically the MP&W account review and the commercial dumpster review, work on this objective has not yet begun.

Community Development

- Completed Airport Runway 6/24 Reconstruction project; substantially finished (\$4.4MM)
- Completed Airport Runway 6/24 electrical upgrades (\$72K)
- Submission & award of IDOT grant for Airport T-Hangar design & construction (\$250K)
- Submission to Council RFQ specifications for Airport engineering services (Oct 2016)
- Completed Muscatine Port LIFTS Grant application & award (\$100K)
- Completed Muscatine Port LIFTS RFQ/RFP process & award (Dec 2016)
- Finished draft of Title X to the City Code; currently under legal review (Nov 2016)
- Put together the 2016 Sidewalk program; submitted & gained Council approval (Oct 2016)
- Updated FEMA & DNR Flood Plain requirements (Nov 2016)
- Prepared specifications for the Housing Demand Study (HDS) (Sep 2016)
- Conducting the HDS RFQ/RFP process (Apr 2017)
- Prepared & gained Council adoption of the 5-year Capital Improvement Plan (Feb 2016)
- Completed EPA Green & Complete Streets application & award (Oct 2016)
- CDBG's Alley Project is substantially complete and will be "100% by Nov 30, 2016" (\$900K)
- Submitted (Federal Home Loan Bank) FHLB Strong Communities Grant application & \$3,000 award (2nd place) (Oct 2016)

- Administered the Small Business Creation Project:

	Forgivable	Building	Private	Jobs	Total Investments
2016	\$250,700	\$345,000	\$1,665,752	78	\$2,261,452
2015	\$125,000	\$220,000	\$730,000	25	\$1,075,000

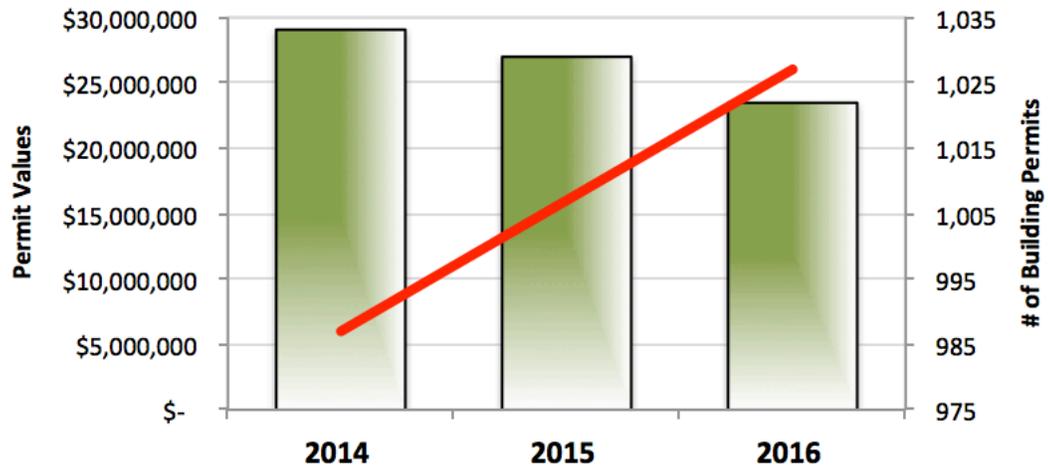
- Negotiated a \$35K & \$1MM agreement to fund a feasibility study and safety equipment for a Railroad Quite Zone... if we move forward with installation (2017 Construction – Initial Phase)
- Finalizing an agreement with Canadian Pacific to fund its impacts on Mississippi Drive (Dec 2017)
- Customized & launched several modules of GovQA software for field inspections (September 2016)
- Invested in training for certifications in Housing Rentals, Building Codes & Permit Technicians:
 - Commercial Electrical
 - Commercial Mechanical
 - Fuel Gas
 - Permit Technician Certification
 - Mechanical Plans Examiner
 - Residential Building
 - Residential Mechanical
 - Residential Plumbing
- Developed a commercial and residential submittal checklists (Jul 2016)

2015-2016 Permits & Inspections:

- The number of permits increased from 1,007 to 1,027 but the amount of project value per permit was lowered from \$26,772 to \$22,834. The number of inspections also reduced from 4,522 to 4,212 for an average of 4 inspections per permit for each year. Our permit fees collected are down over the three-year period from \$7.27 to \$5.92 and now \$5.42 each. The price per permit is down from \$216.40 to \$205.93.

This data suggests that we are issuing more permits at lower project values each at roughly the same price while inspections remain steady per permit, however our fees are not enough to cover our costs. We haven't raised permit fees in over 10-years. Look for this to be brought forward during the budget process.

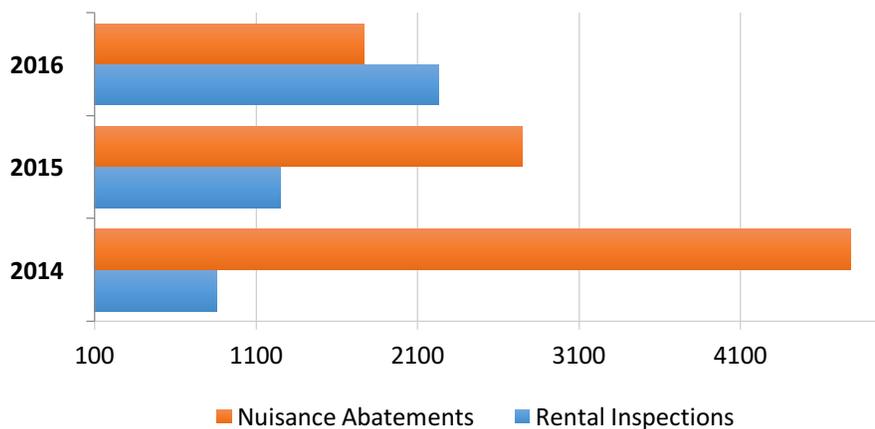
Building Permits



Code Enforcement Inspections & Abatements:

- During 2016, we saw a significant increase in rental inspections from 1250 to 2232 due to focus on “catching up” on the back-log of unfinished rental property inspections and because the Department implemented a new rental housing program in July 2016. However, due to staffing changes from additions, retirements and program focus, the Department saw a decrease in nuisance abatements from 2750 to 1767. Other than addressing urgent needs, we had a 5-month gap in personnel performing nuisance inspections during 2016.

Code Enforcement



- The 3-year trend in both rental inspections and nuisance abatements indicate that we are maintaining our rental housing inspection schedule and are staffed appropriately but we are inadequate in performing nuisance inspections and abatements due to being understaffed.

Water Pollution Control Plant

- 1.94 billion gallons of water were recovered, treated and returned to the water shed. This is slightly under the 2.04 billion gallons recovered last year. Flows are anticipated to decrease slightly in the coming years as more efficient appliances are purchased by homes and water conservation efforts are implemented.
- 347,608 gallons of FOG (Fats Oils Grease) were recovered from regional restaurants and other food service establishments. This is an increase of 29,501 gallons over last year.
- The plant received 287 loads of FOG from eastern Iowa, an increase of 47 loads from the previous year.
- 22.8 million SCFM (Standard Cubic Feet per Minute) of renewable biogas was recovered from 10 million gallons of process solids and FOG. This is a measured decrease of 2.2 million SCFM due to adjustments made to the biogas regulators. New regulators will be installed during the upcoming Biogas Utilization Project to ensure a more accurate measurement.
- 10.7 million SCFM of the 22.8 million SCFM recovered biogas was used in the boilers to heat the digesters where the biogas is created.
- 1.73 million gallons of septic tank water and solids were recovered, an increase of 247,307 gallons over last year.
- Chemical use (sodium hypochlorite for filament control) has dropped for the fourth straight year from 3025 gallons in 2013, 2475 gallons in 2014, 2200 gallons in 2015 and 550 gallons in 2016.
- 44 FOG inspections were performed on local food service establishments leading to 73 additional FOG loads to the plant.
- 6 Non-categorical and 7 Categorical significant industrial user permits were evaluated and issued, an increase of 1 permit from the previous 3 year permitting period.
- The final 8 lift stations (of 21) were upgraded with new the PLCs (Programmable Logic Controllers) and digital radios for faster alarm response and increased operator control.
- 2 plant staff members obtained back-flow preventer licenses, 1 member passed the State Operators I Certification, 1 member attained overhead crane inspection certification and 1 member received pesticide applicator licensing.
- The Environmental Laboratory was audited and certified by the State for CWA (Clean Water Act) wastewater and surface water testing. The final State audit for drinking water certification is currently being processed.
- The Environmental Laboratory was certified for all wet chemistry tests for the new NPDES (National Pollutant Discharge Elimination System) permit.
- A local artist project mural was completed on the west administration building wall depicting native grasses, wildflowers, birds and pollinators in support of the Storm Water Department's public outreach and education efforts.

- The Storm Water Department, in coordination with local volunteers, planted nearly 4 acres of native grasses and wildflowers at 5 locations around town. Five more acres are planned for planting spring of 2017.
- The Storm Water Department secured a \$4,400 branching out grant to plant trees at the treatment plant, multiple lift stations, public works, Fire Station 2 and the airport. Planting will include volunteers from the community.
- The Storm Water Department worked with Community Development in developing the Cedar Street bio-cell project.
- The Biosolids Department applied recovered nutrients and organics to 460 acres of land.
- The Biosolids Department negotiated and secured a 15 year agreement with Lutheran Homes for the biosolid lagoons and adjacent land application rights.
- The Maintenance Department rebuilt the force main cover crossing the Mad Creek pedestrian bridge prior to RAGBRAI and Great River Days. It will be stained and sealed in the spring of 2017 to allow the wood to dry and seal.
- The City was awarded a grant by the ICCC (Iowa Clean Cities Coalition) in conjunction with the IEDA (Iowa Economic Development Authority) to study municipal fleet alternative fuel implementation. The study is on-going and expected to be completed November 2016.
- Plans have progressed on the High Strength Waste Receiving project and should go out to bid November 2016.
- The Biogas Utilization Study is on-going and is awaiting the results of the ICCC grant study before completing its findings.

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

- The department came in under budget, making that five years in a row
- We have worked hard at maintaining the ATE program along with complying with the newly created and contradictory IDOT Administrative Rules. We have continually seen a drop in crashes and citations at all but one of the intersections where this equipment is in place creating a safer environment. The one approach/intersection where the crash rate has not significantly declined was never targeted for accident reduction but was targeted for speed reduction entering a business district. That goal has been accomplished there. We are ready to expand our ATE program to include a mobile ATE vehicle. This vehicle will be used throughout the city where speeding is an issue and also in school zones.
- The department continues to work towards a composition that reflects the community demographics without sacrificing professional standards. We had another female successfully graduate the Iowa Law Enforcement Academy this past fiscal year and she is progressing through our field training program. We also hired a military veteran who also is in our field training program as well

- We partnered with John Dabeet from Muscatine Community College and conducted a public survey to encourage feedback on police performance. When doing so this feedback helped us identify areas we can improve upon, as well feedback on the areas we are doing well.
- We have participated in Labor Management meetings and held Departmental meetings in an effort to improve employee/management relations. By allowing the employees more opportunity to interact with management, giving them input on decisions that affect them, and encouraging their input when it comes to the direction of the department. We have seen substantial improvement in those relations.
- Transition and relocation of MUSCOM has allowed us to have use of their old space for a conference room. The office has been remodeled and supplied with new furniture.
- We have raised money, with the help of local businesses, to purchase 86 bikes to be given away at different departmental events throughout the year. This was a community policing effort taken on by the night shift.
- The department Special Response Team has trained monthly and worked with businesses and the school district utilizing their properties. This has helped with scenario based training for active shooter types of training.
- The Chaplain program has three participants at this time and that is the highest number of participants since inception. They all have attended some form of training in the past year and continue to be a vital part of our "team" here at the PD, participating in Shop with a Cop, Coffee with a Cop, Police memorial week ceremonies and ride along with the officers. They have been invaluable when it comes to death notifications and any other type of call where a chaplain has been called in to assist with situations for support.
- We made an effort to enhance our Shop with a Cop program by holding "No Shave November". Each officer paid \$30 to participate and that additional money was used to partner with a Guy and A Grill and provide a Christmas meal to (8) lucky families. We had a sucker pull at the event and the meals were drawn at random as kids pulled a winning sucker from the board. We also partnered with Pizza Ranch and Burger King who provided coupons for free pizza, pop, and other items so every kid that pulled a sucker won something.
- The department hosted our own booth at the Holiday Stroll last year where we gave away hot chocolate and food coupons. The Special Response Team took sole responsibility for working the event and providing security for the crowd. Members of the SRT also assisted at the booth and enjoyed great interaction with the attending crowd.
- We continue to maintain the grant that pays for a portion of the expenses for the Muscatine County Drug Task force.
- The School Resource Officers and Street Crimes Unit continues to operate and play a vital role in our schools as well as the city in keeping everyone safe in the community. The SRO's participated in National Night Out and Family Night at the YMCA as well as attending numerous school events throughout the school year. The Street Crimes Unit maintains a close relationship with the Safe Streets program meeting monthly with neighborhood groups for exchanges of information.

- The department promotes community policing efforts with park and walks, bike patrol, attending community events, attending neighborhood group meetings and just being visible to the public. With an increased emphasis in getting officers out of the squad cars and walking the streets, schools and businesses we have been successfully promoting not only community policing but also the basic tenants of the Blue Zone Worksite designation.
- The department continues to work with different housing divisions throughout the city with an officer assigned to them. This has fostered many positive interactions within these housing additions.
- We continue to have Coffee with a Cop and Reading with a Cop at the library. We have had great feedback from these programs and we intend to see what other types of programs we can come up with to try and create positive interaction with the citizens of Muscatine and Fruitland. The “Coffee with a Cop” program. This has helped build relationships with members of the community. It is held monthly and is a good way for officers to interact with citizens. We use this as a partnership with the local businesses as we move the location around to different locations. The “Reading with a Cop” program continues at the library. This has been popular with the kids during the summers. Officer will spend time there reading books to the kids.
- The department continues to work with landlords with our Operation PLANET (Police Landlord Networking Team) program assisting them with who they rent to. This has fostered positive relationships with landlords in helping the PD deal with persons causing issues in their rental units.
- The department maintains its own webpage to push out information. We have worked closely with the new communications manager to push out even more information than ever before on social media.
- The Street Crimes Unit has continued to monitor gang activities in the city especially through social media. The SCU has been a valuable information source for the Drug Task Force as well as assisting with drug investigations that involve gang members. They continue to be an important asset for the department.
- The department has worked with the community towards lowering the UCR Violent Crime incidents. We have seen a 19% decrease in violent crime since 2011.
- We have expanded the use of computer technology to more line squads and the Animal Control Officer, Street Crimes Unit, and Major Crime Unit. This has enhanced our communication capabilities as well as interoperable communications between agencies.
- Governor’s Traffic Safety Bureau stats reveal a seatbelt usage compliance rate of 97% again this year. Statewide rate is 93%
- Maintained bullet proof grant funding – The department was able to secure \$1,100 in grant funding this past fiscal year to reimburse up to 50% of the cost of body armor for the officers.
- We have been successful in maintaining the grant that pays a portion of the expenses for the Muscatine County Drug Task Force.

- 2015 Justice Assistance Grant (JAG) – The department was awarded \$19,681.00 as part of the JAG Direct Award this past fiscal year. Twenty percent was provided to the Muscatine County Drug Task Force for personnel expenses and \$7,872.40 was given to the Sheriff's Office. Both were requirements of the grant program. The department retained an equal share equating to \$7,782.40 that was used to purchase new less lethal weapons to replace aging, outdated equipment.
- The department, along with the other partners in the Muscatine County Drug Task Force, were successful in applying for and being awarded funding through the State of Iowa Office of Drug Control Policy's (ODCP) Byrne Justice Assistance Grant to maintain personnel and operations for another fiscal year.
- Department reaccredited for the 5th time through CALEA.
- The Major Crimes Unit has worked hard to keep their clearance rates higher than the national average. They continue to work cohesively with state and federal agencies in multi-agency investigations and prosecutions.
- The Major Crimes Unit goal is to proactively deter crime, whether it involves the violent crimes such as sexual assault/abuse that the MCU focuses on or the drug crimes which the MCDTF focuses on. The MCU will continue to strive for advanced training in areas of homicide investigation, sex abuse investigation and cyber-terrorism preparedness. The MCU will continue to have a primary focus on victim orientated offenses (homicide, sexual assault, child pornography) with property offenses (burglary, theft, criminal mischief) as a secondary priority. We will continue to use social media to involve the public to help us develop leads in serious crimes.
- The patrol division has continued to explore, identify, and improve existing community policing projects. The POP CAN project continues to assign liaison officers to the various housing divisions within Muscatine. These involve areas such as 1816 and 2002 Logan, Sunset Park, MCC dorms, Sycamore Estates, Colorado Apartments, MCSA, and Ripley trailer park. We have found this to be very advantageous in developing community relations within the areas.
- The department continues to have officers out in the public doing "park and walks." Officers are asked to get out of their squad car for at least a half hour and build relationships and foster community relations with the public while walking their assigned area. This includes schools as well.
- The department has made every effort to be a part of community events and promote a positive image of the PD and the city as a whole. We have assigned our bike patrol officers to events such as the Melon City Criterium, 4th of July, Great River Days, International fair, Healthy living festival, and other Multicultural events throughout the community. All of these help create and maintain positive relationships with the community.
- Third shift came up with a community policing idea by obtaining private funds so we could purchase 80+ bikes to give away at different bike events. We have also done numerous bike safety events where we registered bikes and given them away to underprivileged kids.
- 13 Officers helped with the Rebuilding Muscatine foundation in helping with home improvement for people in the area that have no funds to repair their residences. This work was done on the officers own time.

Lean/Continuous Service Improvement/Efficiency

- The department came in under overall budget for the last year, making that five years in a row.
- The department continues to look for ways to reduce the amount of paperwork that is copied.
- The department utilizes our Records Management System for evidence cataloging and management. This has taken the paper version out of the equation, and we do not need have the old forms in place anymore.
- The department has been utilizing our DesignPD software to enter all positive/negative deeds done by officers along with annual performance evaluations. This has cut down on the amount of paperwork that used to be filled out.
- The officers utilize in car computers to do most of the work themselves running info they need to do their daily patrol work. This has cut down on the work that dispatch used to have to do for the officers.
- The department continues to use TraCS. This software is used for motor vehicle crash reports, traffic citations and criminal complaints. The citations, complaints, and crash reports are electronically filed with the court system. This has streamlined the process for the officers and has cut down on the paperwork that we once used.
- We have expanded the use of computer technology to the ACO, Street Crimes Unit and most recently our detectives have access to computers with the recent purchase of mobile tablets. This has enhanced communications.
- The department successfully applied for and maintained grants that we have received in the past.

HOUSING

Public Housing

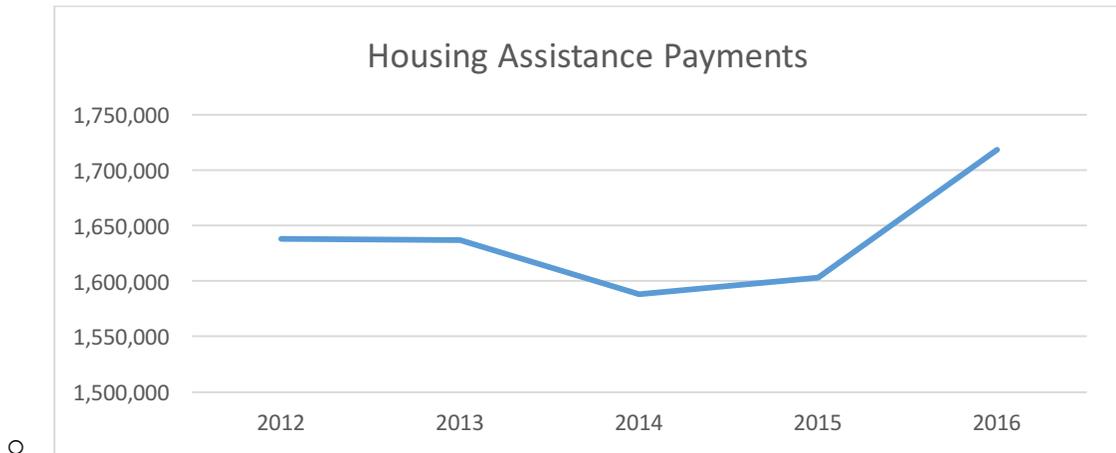
- Served 155 families with affordable housing
- Maintained a 99% occupancy rate at both Clark House and Sunset Park
- Completed the rehabilitation of 25 units with an average cost of \$1,818 per unit
- Addressed 1,156 work orders averaging just over 1 day between report and completion
- Domestic hot water heaters were replaced improving energy usage and reliability

Hershey Manor Management

- As the management agent for Hershey Manor, maintained a 99% occupancy rate
- Rehabilitated 8 units with an average cost of \$1,393
- Completed 374 work orders with an average 1 day turnaround
- Renewed HUD rental assistance contract for 20 years with a 2% rent increase in the first contract year

Section 8 Housing Choice Voucher Program

- Expended \$1,718,674 in Housing Assistance funds (7% increase) to assist low income residents with rent privately owned housing units



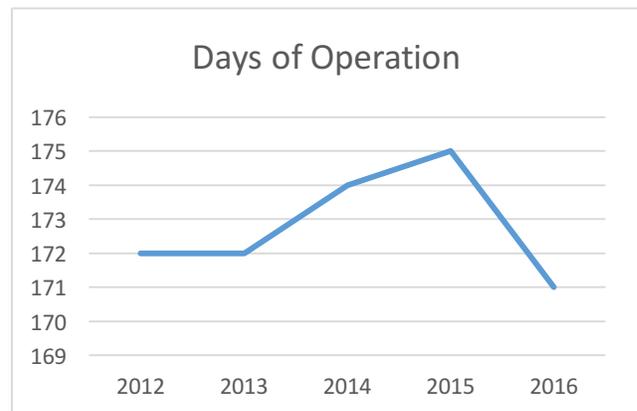
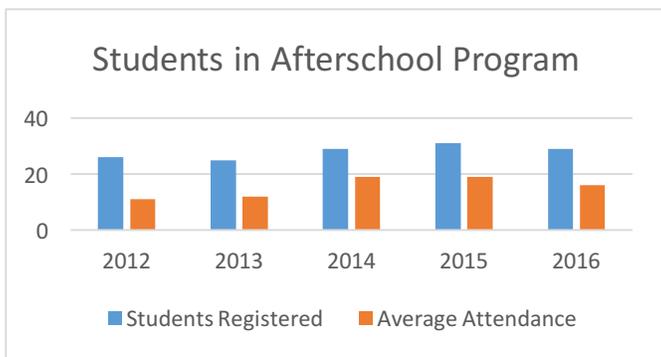
- Assisted an average of 342 families each month, resulting in 4,104 unit months leased
- Admitted 43 new families to the program
- Worked with the Homeless Prevention Navigator from MCSA to stabilize more than 80 families at-risk of losing their rental assistance
- 12 project-based vouchers were awarded to Harrison Lofts to improve quality housing options for low income residents in the community
- Maintained “High Performer” status for the 9th straight year, based upon an evaluation of 12 program components

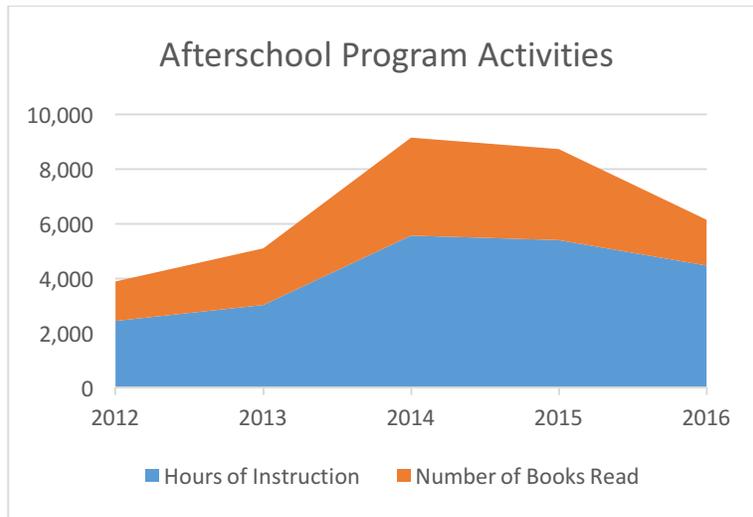
Family Self-Sufficiency

- Maintained an average enrollment of 23 clients per month
- 3 FSS participants graduated receiving a total of \$22,238 from their escrow accounts
- Deposited more than \$12,000 in housing assistance funds into qualified, client escrow accounts
- The FSS program is currently being revised to improve tenant enrollment and graduation success rates. HUD authorized the retention of \$6,000 to support this effort.
- An external quality control review of the program had no findings
- A HUD audit was successfully closed and the program was recertified and awarded increased funding

Sunset Afterschool Program

- The Sunset Park Afterschool Program had about the same number of children register for the program but average attendance declined 15% during the 171 days of service
- 13 students had an attendance rate of at least 80%
- Students were provided 4,461 hours of instruction, but the number of books dropped dramatically as the result of changes in participant demographics and only allowing appropriate reading level books to be counted





Sunset Park Summer Youth Program

- Average daily attendance in the Summer Youth Program was 18 children
- The education center served as one of nine free lunch sites over the summer and served more than 1,021 free lunches



- Children were off-site attending an activity such as bowling, swimming, the movies, or touring a facility, including the Muscatine Fire Station, the Art Center, Muscatine Library, City Hall and Hy-Vee, an average of three times each week
- Participants grew a community garden through a partnership with the Iowa State Extension Office
- The program received \$200 from the Pilot's Club to support summer activities
- The Community Partnership for Protecting Children (CPPC) awarded MMHA \$650 to buy sunscreen, swimsuits and towels for program participants

Public Works Accomplishments

Public Works Administration

- Filled vacant Public Works Director position
- Oversaw management of multiple construction projects
- Developing five-year plans for street and alley maintenance and repair, facilities maintenance, sewer maintenance and sidewalk program
- Continued working with Project Management Team
- Lead efforts of the Traffic Committee
- Involved in planning for several future projects including Mississippi Drive, Grandview Avenue, Quiet Zone Study, Port Study
- Lead efforts for levee inspection compliance
- Working on collaboration with Waste Commission of Scott County for possible regionalization of landfill and solid waste management

Building & Grounds

- Continue to meet citywide goals by partnering with local organizations to combine services or cooperate where feasible:
 - Worked with Muscatine Power and Water for lighting upgrades at the Public Safety Building
 - Working with MPW, Art Center, and Musco Lighting for Art Center parking lot light upgrades
 - Working with Alliant Energy on insulation and building sealing rebates
- Continue to meet citywide goals by implementing interdepartmental cooperation:
 - Work with Parks Department to test all backflow preventers
 - Purchase and deliver supplies to all departments
 - Work with Parks and Transit to clean all bus shelters
 - Work with Parks, Streets, and Transit to implement outside beautification projects
 - Worked with Transfer Station to repair roof, backflow preventer, tuck pointing and sealing
 - Worked with Water Pollution Control Plant to fuel generator at Public Safety Building
 - Work with Finance to install locks on all electrical boxes on meters in the downtown
 - Worked with Information Technology to run computer wiring as necessary
- Continue to meet citywide goals of technology in the field to drive efficiencies:
 - Manage computer operated HVAC equipment at the Public Safety Building, City Hall, and Art Center that give constant updates with remote capability
 - Utilize smart phone technology to take and send photos, and emails, and look up repair parts and items in the field

- Oversaw and managed deferred maintenance contracts on multiple city buildings including:
 - City Hall roof replacement, Art Center tuck pointing, Art Center gutter and downspout replacement, Morgan Building garage door installation, Public Safety roof replacement, City Hall tuck pointing and sealing, Art Center painting and house repair and music room ceiling repair, Art Center HVAC upgrades and window replacement, airport building tuck pointing and sealing
- Completed multiple projects in-house including:
 - Remodel Police Department former dispatch room into new conference and interview rooms, installed all wiring for Morgan Building garage doors and heater replacements, washed windows at City Hall, relocated four offices at Public Works including painting and furniture moving, repaired and re-landscaped several planters at Public Works building, remodeled the Mayor's office, painted and oversaw carpet installation in Human Resources office

Roadway Maintenance

- Completed asphalt overlay of eight city streets totaling 1.3 miles and using 3,370 tons of asphalt
- Converted two alleys from gravel to asphalt millings making a more durable and easy to maintain surface
- Continue to meet citywide goals by improving organizational effectiveness and enhancing interdepartmental cooperation:
 - Working with MAGIC to utilize pavement management data to create a pavement prioritization matrix to improve street maintenance activities
 - Assist the Parks Department with the Tom Bruner Field Project by supplying, hauling and placing broken concrete ballast for the roadway base, and modified subbase and ground asphalt for the trail surface.
 - Provided and hauled approximately 12,000 tons of material to the Mulberry Street project from the airport and public works lower lot
 - Hauled broken concrete from the airport to the city lower lot for crushing
 - Hauled approximately 14,000 tons of ground asphalt to multiple dump sites for the Musser to Wiggins trail
 - Utilized ground asphalt material from the airport project to begin construction of a roadway around the perimeter of the airport fence
 - Hauled 150 loads of material away from the proposed dog park site, rough graded the area and improved the existing roadway around the dog park site
 - Provided support for the Musser to Wiggins Trail project by cutting and removing trees between Sampson Street and Dick Drake Way. Also hauled ground asphalt to several stockpiles for use as base for the future trail
 - Saw cut pavement for CDBG #1 Alley Project, set up all traffic control, staging area, and provided asphalt millings for Muscatine Power & Water temporary trench backfill. Removed concrete sidewalks from the work area, provided all fencing around the project, removed debris from the site, arranged for all

- concrete deliveries to the site and arranged for placement of concrete by city contractor.
- Cooperated with the RAGBRAI Committee to provide and install all traffic control for the race. Made repairs to all city streets along the route. Prepared the dip site which included hauling mud excavated from the boat ramp, and asphalt patching areas deemed hazardous to bicycle tires.
 - Worked with Muscatine Power & Water to clean and paint forty-eight light poles from gray to black.
 - Removed dredging spoils from dewatering bags at the “Hawkeye Site” and created a stockpile of usable soil at the site.
 - Worked with Musco Lighting to provide traffic control signage for the replacement and maintenance of the special lighting on the bridge.
 - Removed a rusted culvert pipe from under Green Belt Trail and installed a new plastic culvert in its place. In addition, placement of broken concrete riprap, stream bank shaping, and hauling and placing asphalt millings on the trail surface were part of this project.
 - Worked with the Transfer Station to haul over 100 loads of unsuitable compost material to the landfill to clean out the compost lot and make room for compost operations as well as leaf and snow storage.

Traffic Control

- Continue to meet long-term goals of increasing community awareness and engagement:
 - Implementation of year number two of the street name sign program is ongoing. This year 332 signs have been ordered and to date 104 have been installed.
 - City staff installed all signage needed to convert 2nd Street from one-way to two-way traffic

Snow & Ice Control

- Continue to meet city-wide goals of technology in the field to drive efficiencies:
 - Using GPS tracking equipment public works can identify the location of plows and relay information to supervisory staff.
 - Tracking enhances snow plowing efforts by providing information to respond to citizen calls and route status updates
- Continue to meet citywide goals by improving organizational effectiveness and enhancing interdepartmental cooperation by working with the Police Department for enforcement of ordinances for parking and illegal snow removal
- Took delivery, hauled and stockpiled one barge load of salt for snow and ice control operations.

Street Cleaning

- Continue to meet the continuous service improvement goal of incorporating environmental integrity by sweeping all city streets twice this year with a third sweeping currently under way. This equates to approximately 750 lane miles swept.
- Sweeping debris is taken to the Public Works lower lot to dewater and is then hauled to the landfill for disposal
- Sweeping has been more difficult in the downtown business district due to the amount of construction underway

Transit

- Continue to meet the continuous service improvement goal of incorporating community sustainability principles of economic prosperity, environmental integrity and cultural vibrancy:
 - Safely operated four routes and Paratransit service within our parameters (City of Muscatine) driving 268,635 accident free miles.
 - Provided 168,712 rides for Route and Paratransit passengers.
 - Provided over 3,600 free Route rides to students in grades K-12 during summer months when school is not in session.
 - Continued exploration of Compressed Natural Gas as a fuel source for Transit buses.
- Met the long-term goal of positioning the city to address potential shortfalls in revenue due to state and federal mandates:
 - Secured replacement funding for replacement of Bus #242 through Iowa Rural Transit Vehicle Replacement Project.
 - Utilized LEAN principles to determine most effective route reconfiguration due to construction on Mulberry Avenue, Mississippi Drive, and HON projects. All four routes and Paratransit service have been affected by construction during 2015-2016.

Engineering

- Continue to meet the continuous service improvement goal of incorporating community sustainability principles of environmental integrity and cultural vibrancy by designing and bid letting for the 2016 Sidewalk Program including sidewalk poetry addition.
- Continue to meet citywide goals by improving organizational effectiveness and enhancing interdepartmental cooperation:
 - Continued progress on Kent Stein to Deep Lakes Park Trail. Plans submitted to the Iowa Department of Transportation for review, Canadian Pacific agreement identified.
 - Assisted Parks and Street Department for the Slough bank stabilization project at Brunner Field.
 - Started the levee steering committee for the Mississippi Levee.

- Assisted street department in multiple projects, from trail construction to sidewalk compliance inspections.
- Served as City lead for the Mississippi Drive Corridor Project which includes coordination with Canadian Pacific Railroad, Muscatine Power and Water, and the Merrill Hotel. And providing guidance to the project consultant.
- Lead the construction management of the Mulberry STP project with the Project Development Team.
- Provide construction management of the West Hill Sewer Separation with the Project Development Team.
- Participated in all the site review meetings for new developments in the City and County.
- Liaison with Corps of Engineers on permits and levee inspections.
- Liaison with Canadian Pacific Railroad for permits needed by Public Works or other city departments.
- Member of Traffic Committee.
- Met the long-term goal of positioning the city to address potential shortfalls in revenue due to state and federal mandates:
 - Did construction management of Airport Improvements with Project Development Team as a joint effort with Building and Zoning Department.
 - Saved Consultant fees by doing as much of the Airport construction management in-house as possible.
 - Saved money by getting FAA to pay for 90% of the cost to make recycled material
 - Successfully closed out Colorado and Cedar Street STP Projects without additional costs to the City.

Vehicle Maintenance

- Continue to meet citywide goals of technology in the field to drive efficiencies:
 - Utilizing Verizon GPS vehicle tracking devices and software 38 vehicles have devices installed and 16 users have access to the software to track vehicles
- Continue to meet citywide goals by improving organizational effectiveness and enhancing interdepartmental cooperation:
 - Vehicle Maintenance maintains approximately 293 of the 488 pieces of equipment owned by the city
 - Each year Vehicle Maintenance completes roughly 1,800 work orders on vehicles and equipment.
 - Held the 12th public surplus auction which eliminates no longer needed items from inventory and returns revenue to those departments
 - Completed a thorough inventory and check list of viable parts for our fleet disposed of unneeded items via the Public Surplus Auction.
 - Exchanged our obsolete and brittle belt inventory with NAPA. Got rid of our old inventory for about \$500 less that we paid and were given an approximately \$3,000 store credit to stock parts for our current fleet.

Collection and Drainage

- Continue to meet citywide goals by improving organizational effectiveness and enhancing interdepartmental cooperation:
 - Continue to provide ongoing investigative (dye testing, CCTV, etc.) and technical support on the West Hill Sewer Separation Project
 - Working with the Water Pollution Control Plant on the Mad Creek lift station I & I (Inflow and Infiltration) study.
 - Worked with Parks and Recreation to get brush and vegetation removed from the Muscatine Island Levee.
 - Used our combination sewer cleaning machine to assist other departments/divisions in cleaning lift stations, wet wells, wash bay pits, culvert pipes, etc.
- Continue to meet citywide goals of community awareness and engagement:
 - Marking storm water inlets with “No Dumping, Drains to Waterway” stickers in an effort to promote public awareness. To date 100 have been placed on intakes throughout the city
- Completed 17 sewer line repairs, and replaced or repaired 72 system structures.
- Completed cleaning 16 of the 17 miles of sanitary sewer in this year’s maintenance program (Zone 2).
- Completed the Brook Street Storm Sewer Replacement Project that included the installation of 68 feet of 12 inch HDPE pipe and modifications to one storm water inlet.
- Responded to 51 citizen requests for service.
- Responded to 1,915 utility locate requests (12 of them after hours).
- Continue to meet citywide goals of technology in the field to drive efficiencies:
 - Took delivery of the new 2016 Camel combination sewer cleaning machine.
 - All members of the Collection and Drainage division completed the required ceu’s for renewal of their IAWEA Collection System Operator certificates.

Refuse Collection

- Continue to meet citywide goals of technology in the field to drive efficiencies and the goal of maintaining a safe work environment for all Solid Waste employees by using automated trucks for refuse collection
 - Completed Phase 3 of automated cart deliver in September of 2016
 - To date, all residents of the City of Muscatine including Ripley’s and Fruitland have received a wheeled cart for refuse collection.
 - The first automated truck went into service in December of 2015
 - We anticipate the arrival of the second automated truck in December of 2016.
 - Automated collection greatly reduces the risk of injury to our employees.
- Continue to meet long-term goals by partnering with local organization to combine services or cooperate where feasible and appropriate:

- Contracting with Republic Services to provide curbside recycling for the City of Muscatine residents.
- In fiscal year 2015-16, Republic collected 1326.43 tons of recycling for the City of Muscatine.
- Continue to meet citywide goals by improving organizational effectiveness and enhancing interdepartmental cooperation:
 - Refuse collection staff in conjunction with the Finance Department conducted an extensive review of the commercial accounts serviced by the City of Muscatine in 2016.
 - A new commercial rate was established and all commercial accounts were apprised of the change effective October 1, 2016. Some commercial accounts opted to use another service provider and others “right sized” their dumpsters, switched to carts or changed the number of days for pick up. This cooperative effort assures equitable pricing for all accounts. This is in line with our objective to assist businesses with waste management audits for best waste management practices.
- Continue to meet the continuous service improvement goal of incorporating community sustainability principles of environmental integrity and cultural vibrancy:
 - Public Education continues to be a goal for each division of Solid Waste. Refuse is involved in downtown beautification and elimination of nuisance violations.
 - Refuse was also involved in providing services for all public activities including 15,000 additional trash generating cyclists in July 2016.

Transfer Station

- The Transfer Station is the collection site for refuse. In fiscal year 2015-2016, the amount of waste processed increased to 40,652 tons over the previous fiscal year’s 38,939 tons.
- Transfer Station staff strives to operate an environmentally sound station. A new track loader was put into service in October 2016. This piece of equipment allows for more efficient movement of refuse from the floor to the tunnel. The unit it replaced was moved to the Compost Site for operation.
- Continue to meet the continuous service improvement goal of incorporating community sustainability principles of environmental integrity by operating a Compost Site to offer residents disposal service for brush, logs and stumps as well as grass clippings, leaves, and plants grown in residential spaces. Grass, leaves and plant material are composted with screened material offered at no charge. Brush, logs and stumps are ground multiple times annually. If this material has been infested with the Emerald Ash Borer, it is segregated and the company who grinds the material, notified.

Landfill Operations

- Continue to meet long-term goals by partnering with local organizations to combine services or cooperate where feasible and appropriate:
 - The Muscatine County Solid Waste Management Agency is responsible for the disposal of solid waste in Muscatine County.
 - This agency contracts with the City of Muscatine to operate the landfill. The City is responsible for all costs incurred in the operation of the landfill, the maintenance of the road, the cost of purchasing the landfill and engineering fees.
 - During fiscal year 2015-2016, 40,652 tons of waste was disposed of at the Muscatine County Landfill.
- Hired Barker Lemar Engineering Consultants to develop a master plan for phases 5 and 6 of the landfill.
- Staff continues to work closely with Barker Lemar providing data as needed for completion of the Master Plan.
- Staff and Landfill Operator also continue to work under the guidance of Barker Lemar to maintain compliance with Iowa DNR regarding a ground water remediation plan.
- Barker Lemar also works closely with City staff and the Landfill Operator to assure maximum utilization of existing cells.

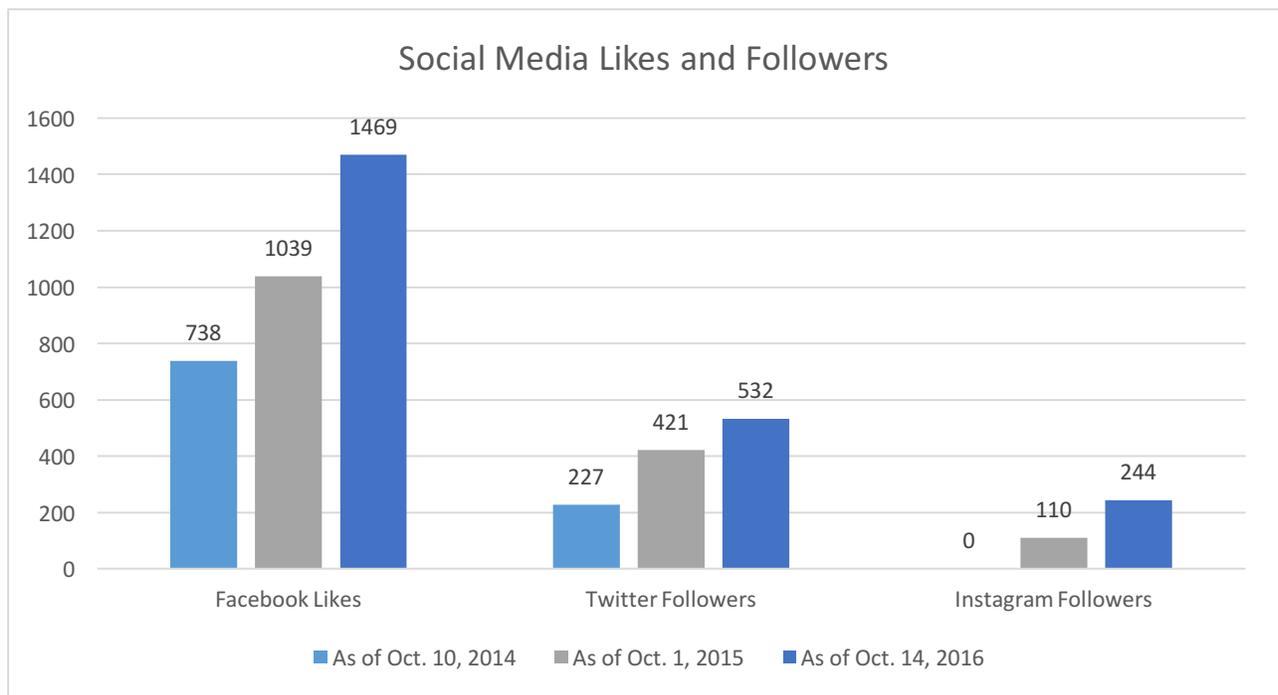
Human Resources/Risk Management Accomplishments:

- Supervisory Training series will continue. The upcoming topic for November of 2016 will be properly documenting corrective feedback given to employees.
- Streamlined record keeping over the past year. Current records are being included in Springbrook files or otherwise stored electronically and the department has begun storing older records electronically as well. This has been an ongoing efficiency (CSI activity) to improve the ease of access to records.
- Human Resources has helped with the implementation of the new wellness program and is continuing to assist in program improvements. The goal for the upcoming year will be to increase employee participation. This program is based largely on Blue Zones principles.
- Regular Labor/Management Committee (LMC) meetings have been re-established with all three bargaining units. Each group has been meeting regularly.
- A review of job descriptions has begun. The emphasis is on updating the job descriptions of the positions in the BW Collar bargaining unit.
- The Human Resources Department navigated the move to a new insurance broker.
- Employee handbook, employment applications, and various other documents and policies have been updated.
- HR is currently conducting a review of the non-union pay plan to ensure proper pay levels for positions both compared to the market and internally.

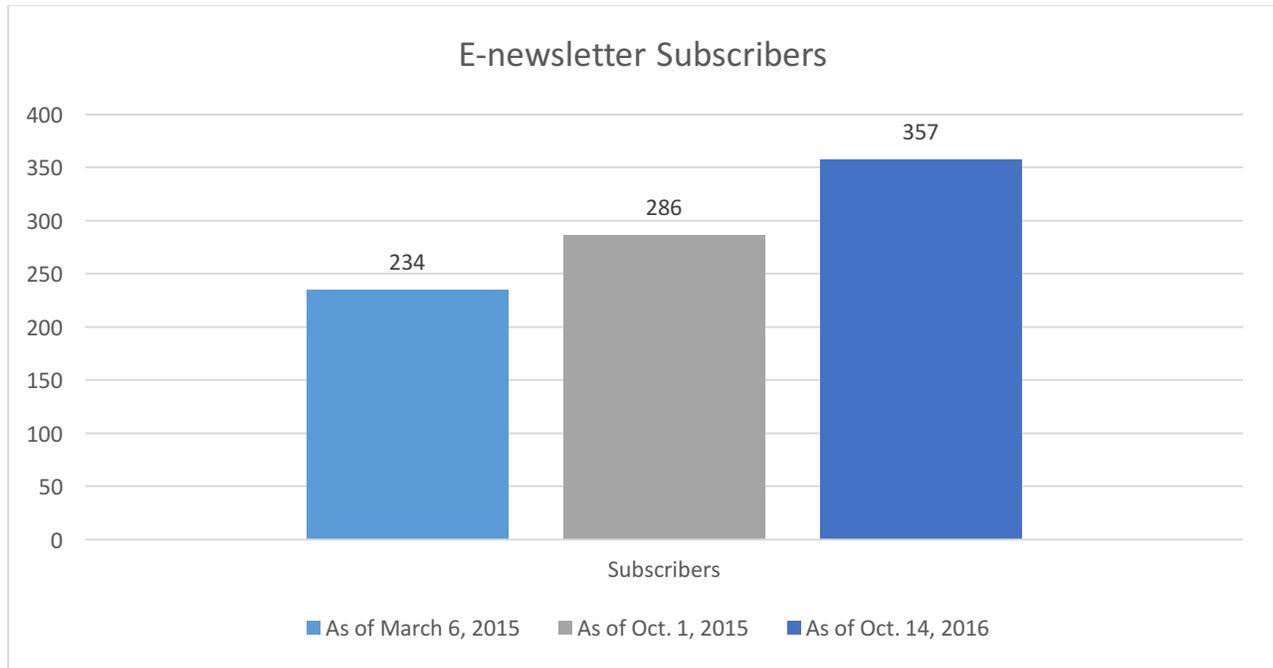
- HR is currently creating a more complete new employee orientation process to more effectively share the mission and values of the organization.
- CSI activities are being reviewed and updated. The training is in the process of being revised to provide the training on LEAN concepts for newer employees.
- An online safety training program is also in the development stages. This service is offered free to members of IMWCA and the process of scheduling and coordinating training is underway.

Convention & Visitors Bureau Annual Accomplishments 2016

Social Media



Email Campaign



- Since Oct. 1, 2015, 13 regular monthly e-newsletters have been sent and 3 special edition e-newsletters have been sent.
- The average open rate of the emails in that time period is 37.25%, which is 15.85 percentage points higher than the industry average of 21.4%. The highest open rate of any email during that time was 44%, for the Halloween Special Edition E-Newsletter in October 2015.

Blog

- The blog was started in November 2015.
- Since then, 15 original posts have been published – one of which was written by a guest contributor – and the blog has seen 4,997 views and 3,112 visitors.
- The most popular post, "[5 Things To Do in Muscatine For the Fourth of July Weekend](#)," has had 1,607 views. The second most popular post, "[5 Places Pokémon Go Players Shouldn't Miss: A Quick Guide to the Best Pokéstops in Muscatine](#)," has had 1,076 views.

Second Saturday

- 2016 was the inaugural season for Second Saturday, a monthly arts and music street fest held from 5-8 p.m. on the second Saturday of every month from June-Oct. The CVB held the event in partnership with presenting sponsors CBI Bank & Trust and the Muscatine Journal.

- The event raised \$3,750 in monetary sponsorships, plus \$13,198 in in kind sponsorships. There was so much community support, in fact, that we had to create an additional tier of sponsorship – the presenting level – in order to accommodate the amount organizations wanted to give. CBI Bank & Trust donated \$2,500 toward the event (the original highest tier had been \$500) and the Journal donated \$12,000 in digital and print advertising efforts.
- The list of all 13 sponsors includes downtown businesses and property owners, creative agencies in Muscatine like Dreampost Media, organizations like the Muscatine Young Professionals Network, and out of town business Coupons.com. (The full list is available at muscatinescondsaturday.com/partners.)
- The event took in \$2,075 in vendor fees over the 2016 season and made \$370 in t-shirt sales.
- The event saw an estimated 4,000 attendees over the 2016 season, with at least half of those attendees estimated to have been from out of the Muscatine zip code.
- The CVB planned the event with a group of community volunteers, which included representatives of downtown stores, downtown restaurants, the Greater Muscatine Chamber of Commerce and Industry, and CBI Bank & Trust.
- Melissa Osborne, owner of downtown business Creations by Oz, reported that during the first Second Saturday event, she had seen the same amount of business during event hours (5-8 p.m.) as she had all day prior (10 a.m.-5 p.m.). Also, 85% of the customers who bought from her during the event were new customers, with 68% of them being from outside the Muscatine zip code.
- Osborne reported that during the second Second Saturday event, she did 10 times as much business during event hours as she had during the first event and that 80% of the business during the second event was from outside of the Muscatine zip code.
- Flynn Collier, of We Can Frame That downtown, reported good sales during the second Second Saturday event (July 9, 2016) and reported that attendees who discovered his store during that event have since come back and spent money there.
- Mike Kleist, owner of Boonie's on the Avenue, said this about Second Saturday: "It's definitely helping. It brings people in and people downtown. ... It's been great for our business."
- Lupe Vazquez, owner of Guadalajara, said this about Second Saturday: "Our business has increased during this event. I would say about 20%. We have seen new customers that didn't even know we existed. Others have heard of us, but since they never come to downtown, they haven't given us a try until now. I think this has been a great event for all of us."
- 40 different vendors came to the event over the course of the season, 9 of which were from out of town and 2 of which were from out of state. Vendors came from Davenport, Bettendorf, Moline, Iowa City, Cedar Rapids, Wilton, Burlington, and Illinois City.
- More than 10 music groups, representing over 40 individuals, performed over the course of the season.

- Second Saturday’s Facebook page went live in March 2016 and, as of Oct. 14, 2016, has 1,067 likes, with one-third of those being from outside of Muscatine.
- Second Saturday’s website went live in March 2016 and, as of Oct. 14, 2016, has seen 3,379 visitors and 11,196 views.
- [Photos from the 2016 season can be viewed here.](#)
- Award: Muscatine Second Saturday placed second for the New Outstanding Event tourism award given by the state tourism department each year!

Other Special Events

- The CVB promoted countless events through our social media outlets, our e-newsletter, our blog, and our calendar, as well as the WhatsUpMuscatine.com calendar.

Girls Getaway Weekend

- The CVB was part of the planning committee of Girls Getaway Weekend in April 2016. The CVB helped with planning, promotion, and running the event.
- The event had 69 attendees, with about 35% of them coming in from out of town or out of state.
- [Photos from the event can be viewed here.](#)

China Broadcasting Chinese Orchestra

- The CVB was part of the planning committee of the China Broadcasting Chinese Orchestra visit and performance in February 2016.
- The national level Chinese orchestra visited Muscatine and the CVB worked closely with the Communications Manager to promote the event.
- An estimated 1,000+ people from Muscatine and the surrounding region attended the concert.
- The CVB featured the concert on our blog: [Once beforehand](#) and [once afterwards](#).
- The CVB also featured the concert in our [February 2016 e-newsletter](#).



- The CVB designed event ads to run in local publications, including the Muscatine Journal and the Voice of Muscatine, and also went on air on KWQC to promote the event.

- The CVB also designed a t-shirt to be given as a gift to the orchestra members to build goodwill and promote a return visit by the orchestra. (The t-shirt may also become a revenue generator for the CVB as we investigate the possibility of an online store.)
- The CVB helped set up for the orchestra's performance and helped run and coordinate their visit, including acting as tour guide on a sightseeing tour of Muscatine.
- After the event, the CVB pulled together a marketing report about the efforts of the committee for future reference.
- [Photos of the event can be viewed here.](#)

RAGBRAI

- The CVB chaired the Muscatine RAGBRAI hospitality committee.
- The CVB was in charge of t-shirt sales and worked to sell them at the Saturday Muscatine Area Farmers Market as well as through partnerships with local businesses, including Creations by Oz, Harpers Cycling, Hy-Vee, Hy-Vee Mainstreet, Mailboxes, and KWQC/93.1/Voice of Muscatine. All 525 shirts were sold, as were a number of the leftover volunteer shirts.
- To promote the sale of t-shirts, the CVB partnered with downtown businesses – including Creations by Oz, Hill's Paint Store, Feather Your Nest, No More Butts Vapor Lounge, The Flower Gallery, and Start to Finish Nutrition – to offer discounts to customers who wore the shirt into their stores on Saturdays.
- As chair of the hospitality committee, the CVB worked to encourage beautification of the RAGBRAI route by organizing and promoting two contests: A Best Yard Contest and a Public Art Contest. ([Full contest information available here.](#)) To promote the event, the CVB wrote and released a press release to local, area, and regional media, crafted a postcard about the Best Yard Contest that was sent to residents living along the route, and personally delivered information about the Best Yard Contests to residents living along the route, along with a volunteer.
- The CVB personally delivered information about RAGBRAI to downtown businesses and kept downtown businesses informed of RAGBRAI activities with regular informational emails.
- The CVB communicated community-wide about RAGBRAI with its public hospitality meetings.
- The CVB coordinated the creation, design, donation and location of the large bicycle "M" public art piece that was created by Monsanto to make Muscatine memorable to riders.
- The CVB also coordinated the display of the Muscatine River Monster at the top of Pearlview Condominiums.
- On the day of RAGBRAI, the CVB greeted riders, took photos for riders as they dipped their tire into the river, and took photos for the CVB's use.
- [Photos of the event can be viewed here.](#)

Holiday Stroll

- The CVB was part of the planning committee of the Holiday Stroll in December 2015. The CVB helped with planning, promotion, and running the event.
- The CVB crafted a press release about the event and sent it to local, area, and regional media.
- The CVB featured the event in our [December 2015 e-newsletter](#).
- [Photos of the event can be viewed here.](#)

Mark Twain Birthday Party

- The CVB hosted and promoted a birthday party for former Muscatine resident Mark Twain at Pearl Plaza near Giant Mark Twain in November 2015 to draw attention to Muscatine's ties to the famous author. The event saw over 40 attendees.
- [Photos of the event can be viewed here.](#)

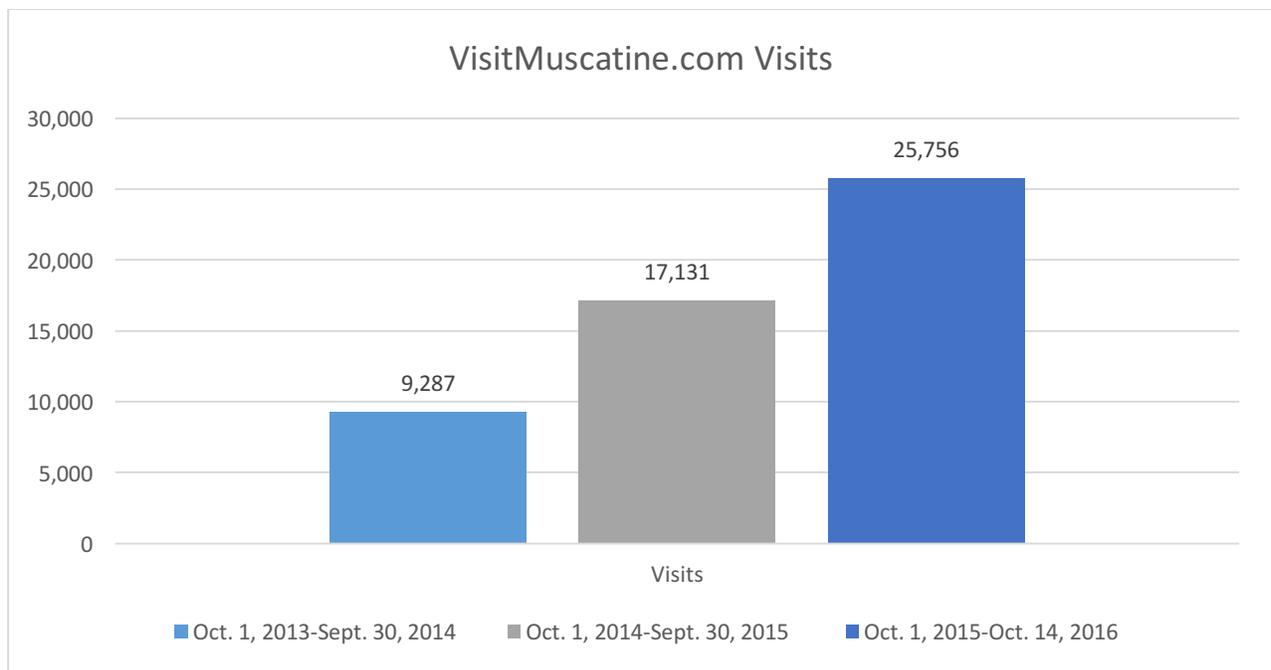
Partner Engagement

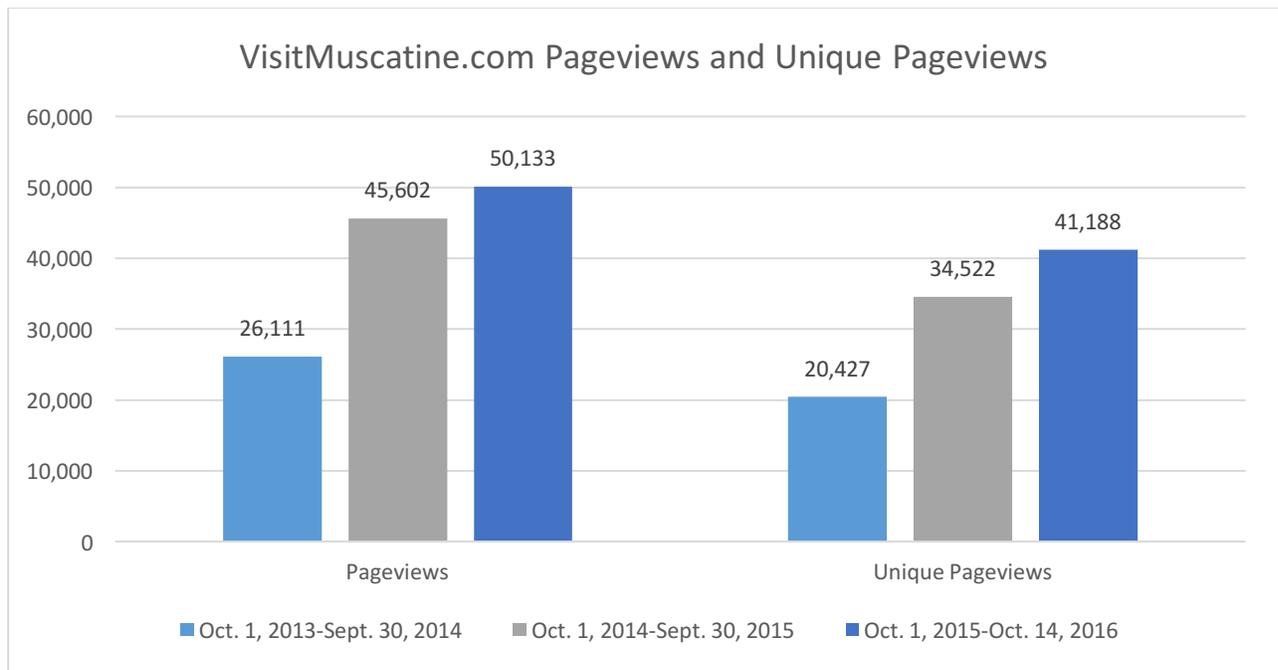
- The CVB crafted [an annual events calendar](#) (meeting our goal to do so by March 2016) for local event planners to use to avoid overlapping events and for local businesses to use to stay informed and prepared for events and the visitors they bring.
- The CVB held two public hospitality meetings, where it informed attendees about its latest efforts as well as about upcoming events in Muscatine. The PowerPoint presentations, complete with links to all mentioned resources, were sent to the CVB's hospitality email list after the meetings, to assure that all partners had access to the information.
- The CVB regularly emails local businesses and interested residents information about what's going on in Muscatine, so that they are informed and can best prepare for events.
- The CVB held a free advertising workshop at Musser Public Library, during which is walked attendees through getting listing on National Geographic's Geotourism website, as well as on the Iowa's state tourism department's website, and on local and regional event calendars.
- The CVB improved our online resources for partners by crafting a "[Free Advertising Opportunities](#)" page on our website.
- The CVB crafted opportunities for local businesses and lodging establishments to have their own pages on our site in order to increase their exposure and better inform potential visitors with our [Free Listings forms](#). So far, four new pages have been created on the website from submissions to us for listings and three new pages are pending.
- The CVB granted \$8,000 in mini grants to community projects including the Muscatine Soapbox Derby, Fresh Vintage's chalk paint classes, Senior Resources' Pearl City Picnic barbeque contest, the Muscatine Independent Film Festival, the International

Fest, the Figge Art Museum for the display of the Muscatine River Monster, and towards the production of Muscatine commercials.

- The CVB partnered with the Greater Muscatine Chamber of Commerce and Industry in their efforts in downtown by joining their newly formed marketing and event planning committee.
- The CVB has partnered with a local group of interested small business owners and the Chamber to create videos or commercials of Muscatine. Two have been completed with more in the works (6-8). The videos are available on Channel 6, websites and social media. Here is the current commercial: <http://www.visitmuscatine.com> or you can find them on the following YouTube playlist: https://www.youtube.com/playlist?list=PLCoW_TSStp7Gie5deJ8FsKW1HBuZYaTMN

Website





- The CVB has been continuously working to improve our website, with the aforementioned partner listings, by creating new pages and navigational tools, and by adding better text and more images to already existing pages to increase search engine optimization.
- Examples of improved pages include the [Holiday Stroll page](#) and the [Weed Park page](#).

Other

- The CVB has partnered with McDaniels Marketing Agency to create a more focused approach to marketing Muscatine to visitors.
- The CVB has been working continuously to build our marketing resources, by taking pictures of events and attractions to use in our marketing efforts.
- CVB Director Ky Cochran attended the 2015 Iowa Tourism Conference in Ottumwa and built relationships with area and regional CVBs and Destination Marketing Organizations.
- The CVB met our 2016/2017 goal to use an intern from East Campus.
- The CVB met our 2016/2017 goal to investigate other methods of crafting materials for visitors than print, such as an app or other digital platforms.
- The CVB met our 2016/2017 goal to create a method of communication between the CVB and local merchants and the hospitality industry by collecting those parties' email addresses and emailing them regularly.
- The CVB met our 2016/2017 goal to partner with China Windows Group, Inc. in their efforts in the tourism industry by working with them in the China Broadcasting Chinese Orchestra visit. We will continue to partner with them.

Parks and Recreation Department

Administrative Division

- Administered a 560 acre park and recreation system that involved 23 park and/or recreation areas, 12 playgrounds, 8 tennis courts, 140 miles of street trees, 16 park shelters, 2 riverfront rental buildings, 12 miles of trails, 2 sand volleyball courts, aquatic center, cemetery, boat harbor, marina, soccer complex, baseball/softball complex (19 lighted diamonds), splash pad, special horticulture gardens, 8 horseshoe courts, 18 hole disc golf course, 18 hole golf course, 18 hole FootGolf course, special events, community recreation programs, 6 basketball courts, a skate park and the employee wellness program.
- Supported Phase III Development Project Committee.
- Prepared for 9 Recreation Advisory Commission Meetings.
- Continued work on the Maintenance Plan for Mark Twain Overlook.
- Worked with Leadership Muscatine to develop trail amenities.
- Worked with the Cemetery Step Committee.
- Administered the Adopt-A-Park program with 19 groups adopting parks.
- Worked with the Dog Park Committee.
- Coordinated the new Pickleball Committee.
- Coordinated the Civil War History Project for Greenwood Cemetery.
- Administered concession contract for Kent Stein Park, Soccer Complex and Aquatic Center. Concession stands received Blue Zone friendly status.
- Assisted with the Healthy Living Festival.
- Collaborated with Muscatine Community School District, Muscatine Community College, and Muscatine County for mutual usage of facilities and a formal agreement.
- Partnered and/or collaborated with nearly 150 groups and organizations involved with public programs and facilities. Organizations:

4H Club, Alzheimer's Association, American Legion, Anytime Fitness, Apraxia Group, Army, Corp, Art Center, ASA Softball, Bark Chiropractic, Bike Club, Bi-State, Blue Zones, Boonies, Boy Scouts, Branching Out, Bridgestone Bandag, Buffalo Wild Wings, Carver Pump, Central State Bank, Challenger Sports, Chamber of Commerce and Industry, Church Softball, CIAT, City Departments, City Golf League, Coca Cola, Community Action, Community Bank & Trust, Community College, Community Garden Association, Community School District, Community Y, Convention and Visitor's Bureau, Disc Golf Club, Dog Park Friends, Dominos Pizza, Downtown Action Alliance, Family Credit Union, First National Bank, FootGolf Association, G.C.S.A.A., Genealogical Society, Geo-Caching Association, Girl Scouts, Great River Days Inc., Greenwood Cemetery Friends, Guadalajara, Hammond-Henry Medical Clinic, Happy Joes, Heart Association, Hy-Vee, Hy-Vee Mainstreet, ICCAC Softball, IDNR, IDOT, Illowa Soccer League, Iowa Arboretum, Iowa Ave. Neighbors Friends, Iowa Girls High School Athletic Union, Iowa Golf Association, Iowa High School Athletic Association,

Iowa Parks and Recreation Association, Iowa Soccer Association, Iowa Sports Turf Management Association, ISU Extension, JDRF, Jimmy John's, Junior Talley Fan Club, Just for Kicks, Keep Muscatine Beautiful, Kent Corp., Kirk Butcher Plumbing and Heating, Kolors 4 Kids, Knights of Columbus, Latin League Soccer, Local Church Organizations, Lutheran Living, March of Dimes, MCC Baseball, MCC Softball, McDonalds, MCSA, MHS Baseball, MHS Boys Golf, MHS Cross Country, MHS Girls Golf, MHS Soccer, MHS Softball, Midwest Regional League Soccer, Miss Muscatine Group, Missipi Brew, Mississippi Evangelist, Monsanto, Muscatine Baseball Academy, Muscatine Boat Show, Muscatine Car Club, Muscatine Cardinal Baseball, Muscatine Community Foundation, Muscatine County, Muscatine Diversity Center, Muscatine Farmers Market, Muscatine Girls Softball, Muscatine Historical Association, Muscatine Journal, Muscatine Mall, Muscatine Realtors Association, Muscatine Red Sox, Muscatine Search and Rescue, Muscatine Soccer Club, Muscatine Swim Club, Muscatine Symphony Orchestra, Muscatine Youth Baseball, Musco, National Golf Foundation, National Recreation and Parks Association, P.G.A., Pancreatic Cancer Friends, Pearl City Car Club, Phase III Development Committee , Phelps, Recreational Soccer League, Red Cross, Roger Ford Memorial, Running Club, S.S. Mary and Mathias School, Salvation Army, Sister Cities, South End United Neighbors, Special Olympics, St. Ambrose, Stanley Consultants, Sycamore Printing, Taco Johns, Team Lofgren, Tennis Association, Trails Committee, Trees Forever, Trinity Hospital, Tyson Foods, United Way, Uptown Motors, USSSA Sports, V.F.W., Walking Club, West Side Store, Young Professionals Network and Zoo Garden Committee

- Submitted a R.E.A.P. Grant for the Riverfront (long boat dock, harbor, \$125,000)
- Explored lean initiatives and incorporated technological improvements when possible. Sample Lean or efficiency efforts:
 - Developed electronic paperless scheduling system for Kent Stein, Soccer, Pearl City Station, Riverview Center, and Shelters.
 - Adjusted staffing levels in all divisions to meet usage and maintenance needs i.e. staff schedules shortened or increased at Golf, Recreation, Pools, Parks.
 - Continued broadening employee awareness of other divisions.
 - Developed Program Business Plans by using pre-activity reports to assure revenue to expenditure goals were attained.
 - Collaborated interdepartmentally with Public Works, WPCP Police, Art Center, Fire, and Community Development i.e. flood cleanup, mowing, levee maintenance, street projects, special projects and grounds care.
 - Long Dock spud anchoring system will provide safer climate and less daily maintenance.
 - Redeveloped the street tree permit process allowing for accurate controls of street tree inventory.
 - Treating trees for E.A.B. instead of removing trees.
 - Increased Adopt-A-Park participants from 18 to 19 active groups.
 - Changed hanging flower basket system to provide a better plant needing less maintenance.

- Musco updated lights on Kent Stein Diamond #3 & #4 and Soccer Field #2 which will use roughly 30% less electricity.
- Kent Stein Diamond #1 Aglime project to provide a quicker draining surface.
- Administered over 650 rentals of riverfront special buildings and park shelters.
- Coordinated and administered 93 special event requests to use public property.
- Administered city-wide deer deprivation program.
- Participated in Blue Zones initiatives — staff committee membership and advisory roles.
- Worked with citizens to develop bike repair station.
- Supported and attended meetings with the Convention and Visitors Bureau, Chamber, CIAT, Safe Streets, and Downtown Action Alliance.
- Assisted with the planning and development of the 8th and Cedar Sister Cities Park.
- Worked with the Zoo Garden Committee.
- Conducted regular supervisory staff meetings focusing on positive public relations, safety, and efficient, effective facility and personnel management.
- Conducted the Sustainable Urban Forestry Training Grant from the IDNR.
- Implemented the City wide plan for the Emerald Ash Borer.
- Operated within approved budgets department wide.
- Implemented the reorganizational plan department wide (Athletic Facilities Specialist, Superintendent of Parks, Golf Maintenance Supervisor, Program Supervisor, Golf Professional and Landscape Horticulturalist).
- Assisted other City Departments as requested.
- Participated in street development projects: Cedar, Mulberry, Colorado, and Mississippi Drive.

Aquatics Division

- Surveyed 265 swim lesson participants as a means to evaluate our swim lesson program and received positive parental feedback.
- Performed interior slide maintenance at the end of the 2015 season and at the beginning of the 2016 season.
- Did various testing procedures to locate and isolate a valve leak in order to be able to continue with normal operations for the season.
- Served over 41,000 patrons during the 2016 season.
- Held over 75 pool parties at the Aquatic Center.
- Saw an increase in the number of season passes sold.
- Continued implementation of new vacuum system.
- Conducted regular staff training on positive public relations, proper lifesaving skills, and effective swimming instruction techniques.
- Held several collaborative lifeguard training sessions with the Muscatine Community Y.
- Held a CPR and first aid training session with the Golf Course staff.

- Provided SDS (formerly known as MSDS) and Right-To-Know training to Park Maintenance staff.
- Provided SDS, Right-To-Know, and Bloodborne Pathogen training to all Aquatic Center staff.
- Coordinated the facility review committee process.
- Received satisfactory results for all water tests.
- Worked with Concessionaire to gain Blue Zone Healthy Food Choice Status.

Golf Course Divisions

- We have continued to grow the tree nursery by adding more trees, some of the trees were donated by Muscatine Branching Out and some were purchased from donations given as a memorial to the Golf Course. We are up to 36 trees now in the nursery at the Golf Course.
- New Driving Range distance signs were installed. Many positive comments have been received.
- We are continuing to remove dead and damaged trees from the course as new strategic trees are planted as needed to define the holes, teeing areas and for facility aesthetics.
- Continued maintenance plan on all bridges.
- The tree inventory for the mowed section and the ornamental sections of the Golf Course has been completed. We have counts and locations but would like to plot on a map sometime in the future.
- Regularly serviced and maintained all equipment to manufacturers' recommendations.
- Recruited and trained seasonal and full time staff focusing on safety and efficiencies.
- Developed a plan to improve some of the senior/forward tees.
- Repaired and/or replaced all drinking fountains on the golf course.
- Maintained all planting beds to a high aesthetic level.
- Supported other departments and divisions as requested.
- Partnered with the Muscatine Journal and other local businesses to promote the Muscatine City Tournament.
- Increased participation in the City Golf Tournament from 114 players in 2015 to 127 players in 2016.
- Hosted and ran a Junior City Golf Tournament.
- Increased participation in the Junior City Golf Tournament from 29 in 2015 to 38 in 2016.
- Revamped and continued the Junior Golf Program.
- Created monthly training manuals for each department.
- Provided a golf clinic for YPN members and guests.
- Marketed the FootGolf course. Accommodated 114 FootGolfers as of October 15th.

- Hosted and ran FootGolf outings.
- Continued to develop and revamp merchandising and food service plan for profitability.
- Continued to develop and create winter golf programs with the TruGolf Simulator, clubhouse, and outdoor activities.
- Collaborated with MHS to host high school golf and cross country events.
- A 1200 person cross country event was held this fall.
- Hosted a 32 person bags event for the City.
- Hosted a winter festival.
- Hosting a Turkey Trot.
- Conducted regular staff trainings focusing on public relations and proper money handling.
- Worked with Blue Zones to earn Healthy Food Choice status.
- Continued USGA's Pace of Play Program: Tee It Forward (beginners and youth), hit your shot in 20 seconds, and the read it, putt it, tap it program.
- Created a "Business of the Week" promotion. This reached 13 local businesses, resulting in 297 rounds.
- SDS training was conducted with staff.
- Created a marketing plan for the golf course.
- Created a merchandising plan for the golf course.
- Recruited and trained quality seasonal staff focusing on friendly public service.

Kent Stein Division

- Continued to strive for positive relations with facility guests and associations by conducting regular meetings on relevant issues with various sponsoring organizations.
- Maintained high quality and safe fields while maximizing usage.
- Continued to support and assist other departments and city divisions as requested.
- Continued to recruit and train seasonal and full-time staff as needed.
- Continued to look for and to incorporate technological items that improved services and operational efficiencies.
- Continued to explore and implement a (lean) initiative.
- Continued to recognize the economic impact opportunities to our community.
- Worked with the concessionaire to provide a quality experience for our guests.
- Continued to maintain Tom Bruner field with positive results.
- Utilized the diamonds for approximately 6800 hours.
- Hosted 22 tournaments.
- Performed weed control spraying at the airport.
- Conducted regular staff meetings focusing on safety and providing a quality facility for providing a positive experience for our guests.
- Resurfaced Diamond #1 infield from soil to ag-lime.

- Secured the bank behind Bruner Field with the installation of a rip-rap wall and trail.
- Currently working with Musco on the installation of the Diamond #3 & #4 lighting system upgrade.

Cemetery Division

- Continued with stone leveling when time was available.
- Mowed shooting range for the police department and mowed the disc golf course on a weekly basis.
- Painted window trim on the Chapel.
- Re-secured stones after spring vandalism.
- Planted 75 trees as part of the Trees for Kids grant through the Iowa DNR.
- Installed a water meter in the basement of the Chapel.
- Changed mowing strategies with positive results.
- Continued cross training park maintenance division staff in the Cemetery.
- Cleared stumps from past tree and bush removals.
- Re-landscaped the bed at the columbarium.
- Worked with the Friends of Greenwood Cemetery on the Cemetery Steps project.

Parks Division

- Supported Deer Management Program.
- Supported other departments and park divisions with projects.
- Continued clearing stumps throughout the park system.
- Implemented Sustainable Urban Forestry Training and Assistance grant.
- Kept the litter picked up in five downtown parking lots.
- Routinely inspected playgrounds and made repairs as needed.
- Supervised and supplied 10 Day of Caring projects.
- Supported nearly 150 events held in our community.
- Fixed one bridge, helped with a new pin placement on hole #13 and mulched paths at the Disc Golf Course.
- Continued working with Zoo Garden Committee coordinating maintenance work.
- Replaced several deck boards on all docks.
- Supported 115 Riverview Center building rentals (increase over 2015).
- Supported 118 Pearl City Station building rentals (increase over 2016).
- Supported 429 shelter rentals.
- Conducted weed spraying of Harbor banks and river banks from Mad Creek to Musser Park.
- Performed weed control on street medians on Park Avenue and Mississippi Drive and downtown alleys.
- Actively participated with the Muscatine Branching Out organization.

- Landscaped and maintained the plants in the round-a-bout and raised beds on Cedar Street.
- Planted 39 trees on Cedar Street.
- Landscaped and maintained the plants at City Hall.
- Made improvements to the Sand Volleyball Courts by adding sand and providing a drainage area.
- Designed and participated in the 8th and Cedar Street project for Sister Cities.
- Continued working with the Dog Park Committee by providing seeding information and mowing of the site.
- Added additional mowing and snow removal responsibilities on Cedar Street.
- Added additional snow removal responsibilities with the new sidewalk installation in Weed Park.
- Hung banners throughout the year on 2nd Street.
- Added additional mowing responsibilities on Mulberry Avenue.
- Completed the Musser Park Playground Resurfacing Project.
- Maintained a clear and healthy Lagoon at Weed Park.
- Repainted all trash cans that are used throughout all parks.
- Increased the tree inventory of all Park and Right of Way trees.
- Repainted and replaced broken boards on all picnic tables.
- Coordinated the spraying of the levee from Millennium Plaza to GPC.
- Installed new drive to Park Maintenance buildings.
- Painted the walls and ramps of the Skate Park.
- Repainted Musser shelter.
- Treated 70 ash trees for the emerald ash borer.
- Rip-raped the wall from Pearl City Station to Millennium Plaza.
- Repainted the basketball courts on the Riverfront.
- Repaired and replaced electrical pedestals on the long dock and transient dock in the Boat Harbor.
- Repainted the basketball wall at 4th Street Park.
- Fixed all speaker systems at the Zoo Garden.
- Cleared viewing areas in two locations at Weed Park.
- Leveled retaining walls in the Rose Garden.
- Awarded bid for the Boat Harbor wall rip-rap project.

Recreation Division

- Continued to look for new and creative programs (Winter festival, Walking Club, focus on low cost programming).
- Increased our marketing reach through use of the Muscatine Parks and Recreation Facebook page, the Good Things Are Happening in Muscatine Club Facebook page and the City website.
- Created a fall online program brochure.

- Saw an increase in participation of recreation programs.
- Continued to make programs cost effective so that all direct costs are covered by user fees. Performed pre and post activity reports for all programs.
- Conducted Community Recreation Programs and Special Events.
- Used creative staffing options, including a summer intern and volunteers.
- Actively participated with the CVB and the City's new Communications Manager.
- Brought back an old program, revamped a current program, and developed four new programs.
 - Continued to market and encourage online registrations.
 - Accommodated 114 Foot Golfers as of October 15th.
 - Reintroduced 3rd & 4th Grade Flag Football Program.
 - Revamped Football Skills Clinic to Little Muskies Football.
 - Created 4 new recreation programs i.e. Sports Starters, Summer Intern Sand Volleyball League, Pickleball Doubles, and Horseshoe Pitching League.

Soccer Division

- Currently finishing the roof painting project on both shelters and both buildings in the Complex.
- Continued to strive for positive relations with facility guests and associations by conducting regular meetings on relevant issues with various sponsoring organizations.
- Continued efforts to maximize revenues and overall efficiency of division operations.
- Continued to support and assist other departments and city divisions as requested.
- Continued to recruit and train quality seasonal and full-time staff as needed.
- Continued to look for and to incorporate technological items that improved services and operational efficiencies.
- Painted the interior men's and women's restroom walls.
- Utilized the fields for approximately 2700 hours.
- Hosted 24 tournaments throughout the playing season.
- Conducted regular staff meetings focusing on safety and providing a quality facility for providing a positive experience for our guests.
- Worked with the concessionaire to provide a quality experience for our guests.
- Implemented Sustainable Urban Forestry Training and Assistance grant.
- Currently working with Musco on the installation of the Field 2 lighting project.

Wellness Division

- Met with the Wellness Committee to discuss current and future programming.
- Continued a Blue Zones Certified Worksite.
- Monitored and marketed THRIVE, a new active lifestyle incentive program.
- Administered employee flu shot program.
- Administered employee wellness screenings program.
- Administered employee hearing checks.
- Conducted two blood drives with Mississippi Valley Regional Blood Center.
- Conducted several weight loss incentive programs.
- Administered Fitness Scholarship Program.
- Started an employee walking incentive program.
- Continued to meet with Human Resources to identify current employee health trends.

Art Center

ORGANIZATION ACCOMPLISHMENTS

- In 2015, the Muscatine Art Center, originally named the Laura Musser Art Gallery and Museum, celebrated its **50th anniversary**. The booklet, “Muscatine Art Center: A Lasting Legacy”, was produced, along with a 50th logo and banners to display on Second Street. The Art Center received a grant from the Iowa Arts Council/ Iowa Department of Cultural Affairs to commemorate the anniversary by commissioning artwork and offering concerts and programs. Jon Fasanelli-Cawelti of Muscatine completed the commission, “The Lady of the House”, which was unveiled during one of two concerts performed by University of Iowa faculty, Katherine Eberle. During the opening weekend in August, members of the Musser and McWhirter families joined in the festivities. The 50th Anniversary Acquisition, *Vegetable Garden, Moret*, by Grant Wood, was unveiled. The “\$50 for 50 Years” campaign was announced and funds received enable the Art Center to purchase the painting, *Iowa Landscape*, 1931 by Iowa artist John Bloom. A three-part series about the Musser family was presented, and the anniversary theme carried into programs for children and families.
- The staff and Board of Directors of the Muscatine Art Center continue to work with Public Works/ Building and Grounds to ensure that the HVAC project meets the needs of the Art Center and its collection. Plans for HVAC and other facility improvements were completed, and numerous projects are currently in various stages of completion. Art Center staff has been involved throughout the process, working with Public Works, Building & Grounds, A & J Associates, Crawford Company, and various contractors. Representatives from these organizations meet twice each month with at least two Art Center employees participating in the meetings. The Art Center secured a \$360,000 grant from the Roy J. Carver Charitable Trust and other smaller grants at the state and local levels. The Art Center facilitated a gift from the Muscatine Art Center Support Foundation to cover the unfunded portion of the project, up to \$360,000 and launched

a capital campaign to backfill the funds committed by the Support Foundation. An anonymous donor is providing a cash match up to \$100,000 towards the campaign.

- The staff secured a grant from the State Historical Society of Iowa's Historical Resource Development Program (HRDP) to hire a consultant to complete the National Register of Historic Places nomination for the Laura Musser McColm Historic District. The nomination has passed several rounds of review with the state team and the Muscatine Historic Preservation Commission. The nomination will receive its final review at the state level on October 14, 2016.

EXHIBITIONS AND PROGRAMS

- **Art Center staff curated multiple "in-house" exhibitions and hosted traveling exhibitions in the Stanley Gallery and in the Laura Musser Mansion.**
 - "Pedal Power: Bicycles from the Collection of Charlie Harper" included artifacts from Harper's Cycling & Fitness and the Art Center's permanent collection. (On View in the Stanley Gallery)
 - "Celebrating 50 Years of Art and Local History: Musser Museum Anniversary", highlights the many areas in which the Art Center collects including original works of art, local history collections, collections belonging to the Musser family. (On View in the Stanley Gallery, Musser Mansion Gallery, and throughout the Musser Home)
 - "Framed: Step into Art" from the Minnesota Children's Museum (Stanley Gallery)
 - "100 Years of Service: The Muscatine Fire Department" (Stanley Gallery)
 - "Older than the State of Iowa: Muscatine Journal 175th Anniversary" (Musser Mansion Gallery)
 - "Mary Musser Gilmore Collection of the Muscatine Art Center" (Musser Mansion Gallery)
 - "John Conner Glass Collection" (Linkage Display Cases)
 - "Glass from the Collection of Donna Kitchell" (Musser Mansion Display Case)
 - "American Art Pottery" (Musser Mansion Library)
 - "Daughters of the American Revolution" (Display Case in Studio Hallway)
- **Outgoing Exhibitions**

The Muscatine Art Center staffed work with the Figge Museum of Art in Davenport and the Hearst Center for the Arts in Cedar Falls to create three exhibitions. One of the main purposes for the outgoing exhibitions was to ensure the safety of the collection items during construction. The Figge hosted the exhibitions, "Mississippi River Views from the Muscatine Art Center Collection" (February 6 – June 5, 2016) and "Masterpieces of 20th Century Art from the Mary Musser Gilmore Collection"

(May 28 – August 28, 2016). The Hearst exhibited “20th Century Art from the Mary Musser Gilmore Collection”.

- **The Education Department presented 199 classes and programs during the 2015/2016 fiscal year, reaching 5,690 individuals.**
 - Kids Saturday Workshops (one Saturday afternoon per month)
 - For Tots (Wednesday mornings and Thursday afternoons)
 - Red Barn Studio Classes with Vada Baker (several Thursday evenings each month)
 - Get Into Music (kids ages 4 to 8, offered on second Thursday night of month)
 - Family Events such as the Little Elf Workshop, Kids’ Pajama Party, Sunday with Santa, Noon Year’s Eve Celebration, Annual Ice Cream Social, Dragons Love Tacos, Animal Illustrations with guest instructor Claudia McGehee sponsored by Muscatine Veterinary Hospital.
 - Programming for groups such as Flickinger Learning Center, Sunset Park, Y Summer Kids’ Club, Jubilee Center, Webelos, Crossroads, Chinese Symphony (hosted potluck), Chinese Delegation, Big Brothers Big Sisters, Girl Scouts, Rotary Club, Lions Club, Senior Resources, Iowa City Parks & Rec, Figge Museum of Art, hearing impaired students from Muscatine school district, various classes from local schools and adult tour groups.
 - Community Outreach Activities: Diversity Fair, Healthy Living Festival, the Y’s Community Block Party, Halloween at the Y, Senior Expos, United Way’s “Pack the Bus, Leadership Muscatine, and events sponsored by the Parks and Rec Department
 - Adult lectures by Carol Ehlers (art history lecturer), Charlie Harper (bicycle collector), Steve McGuire (University of Iowa), Leo Landis (State Historical Society of Iowa), Denny Rehder (Humanities Iowa), Mike Van Wey (retired Muscatine Fire Department), Mel Shivers (Glass Signing).
 - Musical Performances by Eagles & Ivories in the Music Room, Sarah Snyder Recital, Katherine Eberle Recital, Alex Murphy Jazz Trio, PALS Quartet, Tammy & The Fyffes, Chad Elliot of Wilderman’s Treetop Tales, the Creepin’ Charlies, the Mad Creek Mudcats, and recitals by various local youth groups
 - Public sessions of historic photograph scanning for the Muscatine Journal’s book project “Muscatine Memories”

- **Friends of the Muscatine Art Center Events and Activities**
 - Home with the Mussers Holiday Open House
 - Boonies Night
 - Annual Ice Cream Social
 - New Teachers’ Orientation Lunch
 - Sunday with Santa
 - Little Elf Workshop
 - Kids Pajama Party
 - Receptions for Various Exhibition Openings

- **The Muscatine Art Center supervised student(s) from the following school(s):**
 - Western Illinois University's MA in Museum Studies Program

COLLECTIONS

- Insurance values were updated for the collection. Staff launched this project in 2011. The collection database contains over 18,000 records.
- The Disaster Plan was updated. The plan is continuously updated as mechanical equipment, contact information, and considerations for the collection change.
- The John Conner collection of glass (over 2,000 objects) was sorted, organized, and prepared for exhibition.
- The following loans were managed:
 - The Buffalo Bill Center of the West in Cody, WY, borrowed the "Portrait of Captain LeGrand Morehouse" by John Mix Stanley for the exhibition, "Painted Journeys: The Art of John Mix Stanley". The exhibition began at the Center of the West and then traveled to the Gilcrease Museum in Tulsa and to the Tacoma Art Museum in Washington state. The Wall Street Journal and The Magazine Antiques included articles about the exhibition. In preparation for the exhibition, the Captain LeGrand Morehouse portrait was conserved by Faye Wrubel, conservator for the Art Institute of Chicago. The portrait was included in the catalogue for the exhibition, "Painted Journeys", a hard-bound, full-color publication.
 - Figge, Davenport, Iowa from 5-28-2016 to 8-28-2016 - *Gilmore Collection: Masterpieces of the 20th Century*
 - Figge, Davenport, Iowa from 6-2016 *works from the River Collection*
 - Hearst Center for the Arts, Cedar Falls, Iowa from 5-19-2016 to 8-2-2016 - *20th Century French Art - Gilmore Collection*
 - United Way office, Muscatine - artwork
 - City of Muscatine, City Hall, Public Works, Transfer Station - artwork
 - Muscatine History and Industry Center - Muscatine History Collections
 - Musser Public Library - *Muscatine Then & Now* exhibition
- Unveiled Grant Wood's *Vegetable Garden* and Jon Fasanelli-Cawelti's *Lady of the House* (50th Anniversary Acquisition and Commission).
- Acquired collections of works by Mauricio Lasansky (private donor), Virginia Myers (estate gift), and John Bloom (50th anniversary fund, memorial funds).
- Acquired Muscatine history items from several local individuals/families, businesses, and estates.
- Acquired the oil on canvas, *View from Alton Bluffs* by Henry Hubbell, circa 1926 for inclusion in the Mississippi River Collection. A private donor was secured to fund the acquisition.
- Private donors enhanced the glass collection.

- Completed the conversion of data from the internal database, “Mimsy”, to the database, “Mobius”, for sharing the collection online. This conversion represents phase one of a two phase project to bring the collection online.
- Exported and cleaned data fields for use in the two technology components being developed by Applied Arts. The technology components are touch screen devices for visitors to obtain information about the collections on view on the main floor of the historic house and other select collections. The technology project is funded by a portion of the grant from the Roy J. Carver Charitable Trust and a grant from the State Historical Society of Iowa’s Historic Resource Development Program (HRDP).
- Provided historic photographs for use in the Muscatine Journal’s book, “Muscatine Memories”.

FISCAL RESPONSIBILITY

- The Muscatine Art Center Support Foundation provided \$18,945.34 to the City of Muscatine to cover partial wages for the Program Coordinator and Registrar and partial benefits for the Registrar in fiscal year 2015/16.
- In 2016, the Muscatine Art Center Support Foundation provided an additional \$51,000 to cover expenses related to exhibitions/programming, acquisitions, and collections care, including a stipend for the Western Illinois Graduate Assistant. The Support Foundation also committed up to \$360,000 towards the unfunded portion of the Art Center’s HVAC and window replacement project.
- The Art Center staff has launched the campaign, “Framing the Future”, to backfill the funds contributed by the Muscatine Art Center Support Foundation. An 8-page leaflet, tri-fold brochure, campaign flyer, Endow Iowa tax-credit flyer, campaign announcement flyer, invitations, and various cover letters were developed. Three kick-off meetings were held in June 2016. The Director presented at Rotary and is scheduled to present at the November meeting of Century Club. One-on-one appointments, telephone calls, emails, and other meetings have helped to secure gifts to the campaign. An anonymous donor committed to matching dollar for dollar cash on-hand by October 24, 2016, up to \$100,000.
- The Friends of the Muscatine Art Center provided \$18,945.08 to cover partial wages for the Program Coordinator and Registrar. Friends also covered busing costs so local schools can visit Art Center exhibitions and scholarships so local students on free/reduced lunch can participate in studio art classes at the Art Center.
- The Office Coordinator applied for and received a scholarship to attend the annual conference of Eastern Iowa Tourism. As a first time attendee in October 2015, the cost to participate was reduced by \$210.
- The Muscatine Art Center received the following grants in 2015/2016:
 1. State Historical Society of Iowa – The Art Center received two grants through the state’s Historical Resource Development Program (HRDP).
 - A. One grant (\$5,000) will fund the work of Jennifer Price to complete the Musser Mansion’s nomination for the National Register of Historic Places. The full grant sum will be paid out to Jennifer Price, Consultant.

- B. The other grant (\$9,375) will fund a technology component that will enable visitors to look up information about the collections displayed in the first floor period rooms of the mansion. The full grant sum will be paid out to one company.
2. Early American Pattern Glass Society – The Art Center received a grant in the amount of \$2,500 for the installation of a case for displaying examples from the glass collection. The full sum will be paid to one company.
 3. Iowa Department of Cultural Affairs/Cultural Leadership Partner PROJECT Grant – The Art Center received a grant in the amount of \$9,425. Artist Jon Fasanelli-Cawelti will be paid a total of \$8,500 (50% in August and 50% in November 2015). The remaining sum is for framing and collections care of the finished piece to be paid to one company.
 4. Iowa Department of Cultural Affairs/Cultural Leadership Partner Operational Support - \$10,000 was awarded for fiscal year 15/16.
 5. Roy J. Carver Charitable Trust – A grant in the amount of \$360,000 was awarded. Funds are expected to be received in full by the end of October 2015. \$200,000 of the award is the Art Center's portion of the HVAC project. \$160,000 is for improvements in the Laura Musser Mansion as described in the budget: exhibition spaces, related technology, and facility improvements such as track lighting and new carpet.
 6. Travel Iowa – A grant in the amount of \$4,000 was awarded to cover partial expenses for the conversion of the Muscatine Art Center's Mimsy Database to an online searchable collections database to be hosted on a re-designed website.
 7. Community Foundation of Greater Muscatine – A grant in the amount of \$1,800 was awarded to cover partial expenses for the removal and cleaning of the organ pipes as part of a pipe room repair project.
 8. Ascentra Credit Union – A grant in the amount of \$500 was received to offset the cost of supplies and staff hours for programming in coordination with United Way during the summer meal program.

MARKETING

- The Art Center received a grant in 2014 from Travel Iowa to create a brochure about the Mississippi River Collection. The 4-fold brochure was distributed to all Great River Road Interpretive Centers located in Iowa and neighboring states.
- The Office Coordinator attended three meetings of Eastern Iowa Tourism, attended the October 2015 Eastern Iowa Tourism conference on scholarship, and will attend the annual conference in October 2016. The meetings and conference of Eastern Iowa Tourism focus on social media and other marketing concerns.
- In August 2015, the Art Center received a grant from Travel Iowa to begin the process of bringing the museum collection online. The grant covered the conversion of collection data to an online database format. Phase two of the project will be an overhaul of the website, enabling the site to host the online database. A

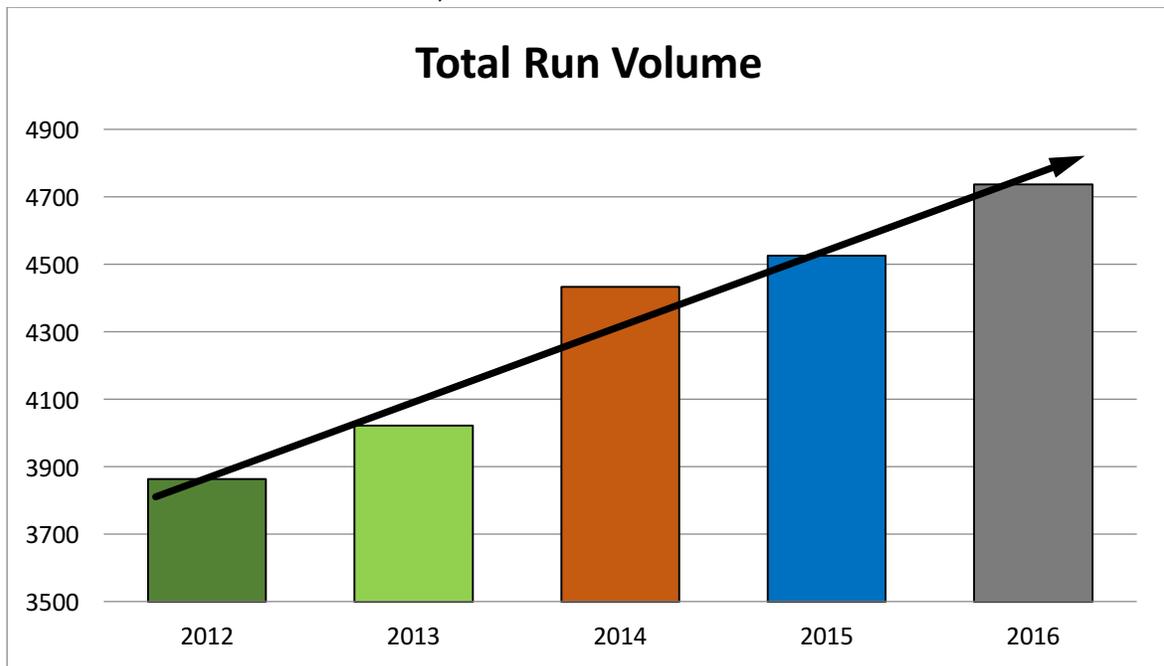
Leadership Muscatine participant assisted the Art Center with identifying the needs of a future website.

- The Muscatine Art Center is in a rotation with the Musser Public Library to be featured in the Muscatine Journal. The section, “Muscatine Memories”, runs weekly. Art Center staff provides the Journal with images of items from the collection along with information about the items. The Journal then features the items. This has been very well received as a way to show the community a larger sample of the items in the Art Center’s collection. Including the “Muscatine Memories” feature in the Muscatine Journal, activities and collections of the Art Center were covered 66 times by the Journal between July 2015 and June 2016.
- Art Center staff regularly posts to the City’s website. During fiscal year 2015-16, the Muscatine Art Center made 179 posts to the City calendar page. An additional 12 agendas and 12 sets of minutes were posted to the City website in fiscal year 2015-16. The Art Center also uses the News Flash section in case of a class cancellation or other late notice event.
- The Art Center has developed a presence on social media with 1,378 followers on Facebook and 1,914 posts on Facebook during the 2015/16 fiscal year. A Friends of the Muscatine Art Center Facebook page was created in 2016 with 70 followers and 346 posts occurring before the end of the 2015/16 fiscal year. The Instagram account was set up on June of 2015 with 115 followers and 66 posts which also show on Facebook, Flickr, and Twitter. 240 photos were posted to Flickr and 101 items shared on Tumblr. The Twitter account has 283 followers with 1,524 tweets in 2015/16 fiscal year. 4,913 Pins were added to the Pinterest board during the fiscal year. 129 boards are managed with 344 followers. The average monthly views for the Pinterest board is 20,854 with an average of 218 engaged each month. (Average daily impressions are 833; average daily viewers are 660.)
- The Art Center advertises in the following print publications: Muscatine Magazine, 101 Things to Do, the Iowan, the Muscatine Visitor’s Guide, Eastern Iowa Travel Guide, and occasional ads in the Muscatine Journal for special events.
- The Art Center participated in several sessions for the National Geographic Geo-Tourism website project and was among the first in Muscatine to create a page on the National Geographic site.
- A special logo was designed for the Muscatine Art Center’s 50th anniversary. The logo was used on event invitations, the banners downtown, event posters, e-mail marketing, social media, brochures, etc.
- As part of the 50th anniversary celebration, the Muscatine Art Center created 16 banners to hang in downtown Muscatine. Each banner features a different item from the collection. The banners are intended to raise awareness of the Muscatine Art Center but also to add visual interest to the downtown.
- For the 50th anniversary, the Art Center developed the booklet, “Muscatine Art Center: A Lasting Legacy”, which provides details about the history of the house, family, and collection. The booklets are available to visitors and will also be used by classrooms studying local history.

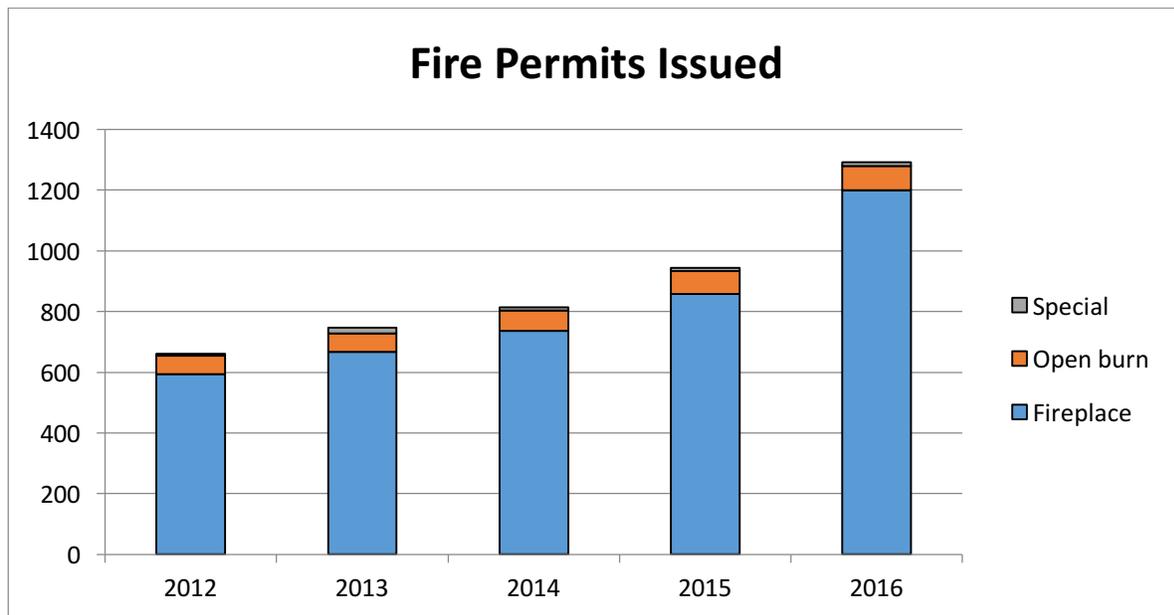
- Fran Riley featured the Art Center during three different segments of his program: 50th anniversary of the Muscatine Art Center, renovations in the Japanese Garden, Muscatine Fire Department History.
- The “Framed: Step into Art” temporary exhibition at the Muscatine Art Center was featured twice on the Travel Iowa Blog’s list – top ten of Spring Break to-do list and top ten children’s activities list.
- Recorded FYI the Arts with lists of activities taking place at the Muscatine Art Center once each month for local radio station KWPC and appeared on “Millie in the Morning” three times to discuss Art Center exhibits and events.
- Distributed e-newsletters (“90-Second Art Break” and “ArtSource for Educators”) and e-invites using Constant Contact to a distribution list of 800+ emails.

Fire Annual Report <http://muscatineiowa.gov/DocumentCenter/View/13070>

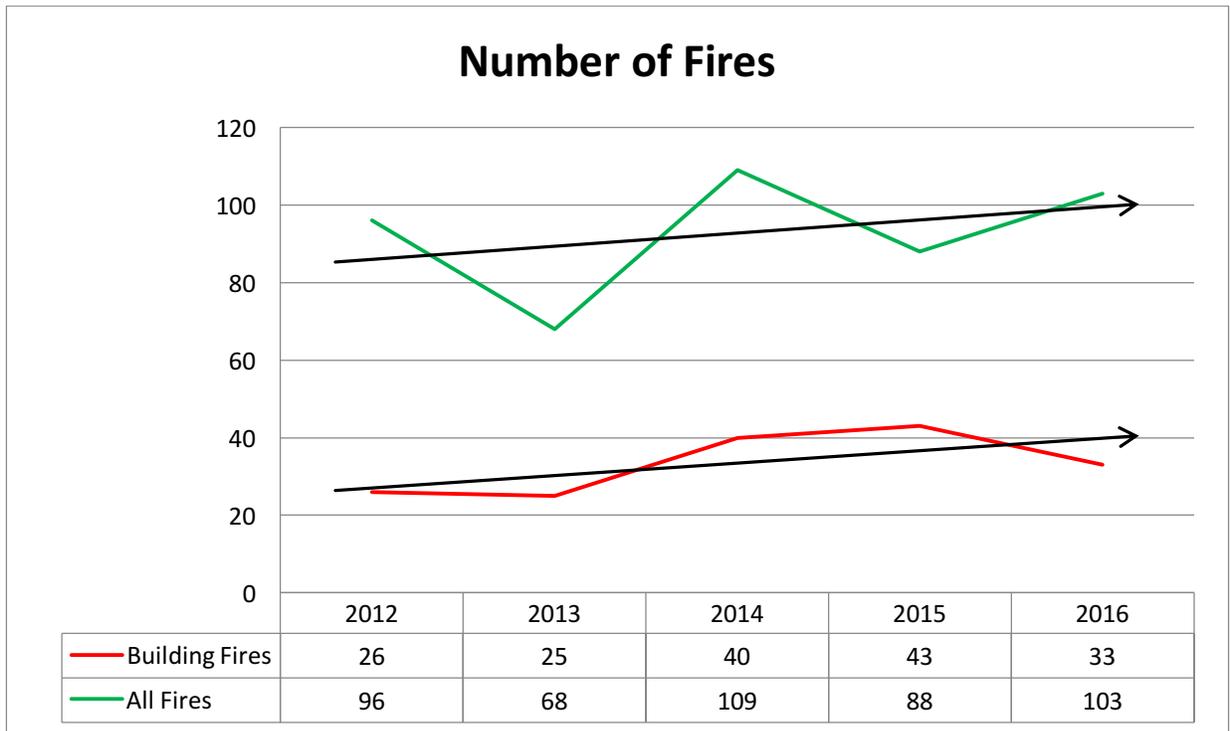
- Saw an increase in run volume; 4.8% from 2015 and 22.6% from 2012



- Continued to upgrade and improve communications and reporting equipment and procedures. (*Continuous Service Improvement*)
- Fire permits issued continued to increase, 36.9% from 2015 and 95.5% from 2012



- Continued social media outreach using Facebook and Twitter. The Facebook account has reached almost 305,000 people in the last year and has ‘engaged’ about 1800 people per month on average. The page presently has about 2500 ‘likes’. (*Marketing*)
- Created specifications, purchased, and put into service a new ambulance to replace a unit that was at end of life. (*Continuous Service Improvement*)
- Saw an 13.6% increase in total fires from 2012 and a 4.2% increase from 2015; building fires have risen by 26.9% since 2012 but dropped 23.3% respectively



Definition:

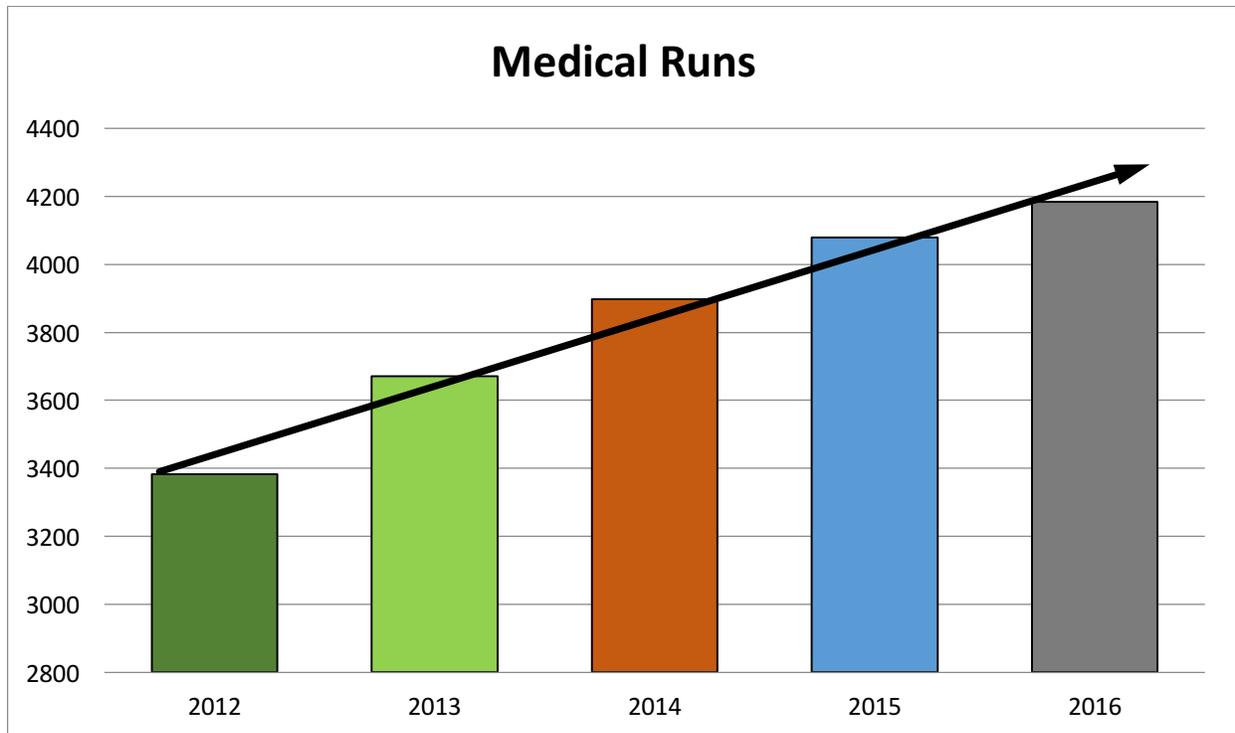
Building Fires: Structure fires, excluding cooking fires

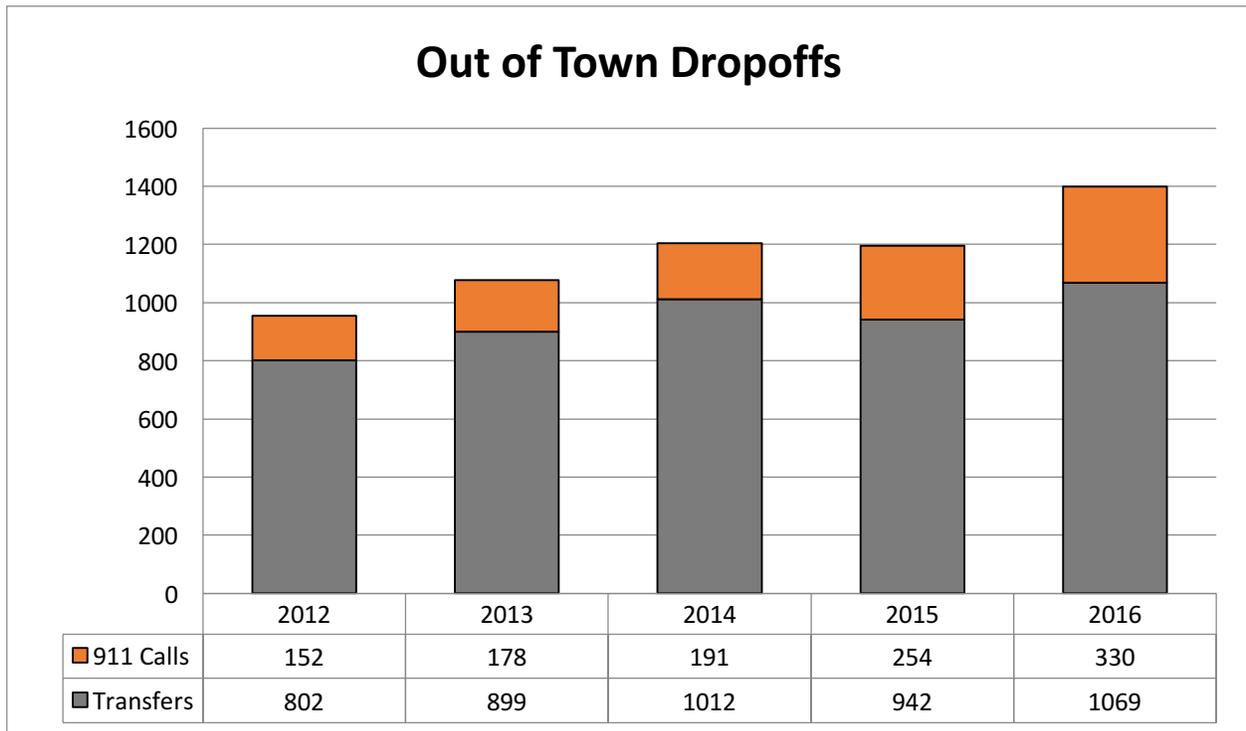
All Fires: Includes Building Fires, cooking fires, vegetation fires, rubbish fires, explosions and ruptures, and mobile property fires, such as mobile homes and vehicles.

EMS

- Continued cardiac enzyme blood testing pilot project and remain the only ambulance service in Iowa with this type of testing capabilities. Test results are used to help determine transport destinations for cardiac patients. *(Continuous Service Improvement)*
- Awarded \$34,000 in grants to purchase two portable ventilator/BiPAP/CPAP machines. *(Continuous Service Improvement)*
- Hosted the 6th Annual EMS Saturday conference at Discovery Park. This event draws participants from throughout Eastern Iowa as well as serving MFD personnel. *(Marketing)*
- Presented to stakeholders at Trinity hospital and our ambulance operations/interfacility transports.

- Implemented a change of billing companies and patient care reporting software to provide for a more efficient process and more favorable financial impact for the City. (*Fiscal Responsibility*)
- Saw a 2.5% increase in total medical calls, an increase of 17.0% for out of town drop-offs, and a 13.5% increase in out of town transfers from 2015



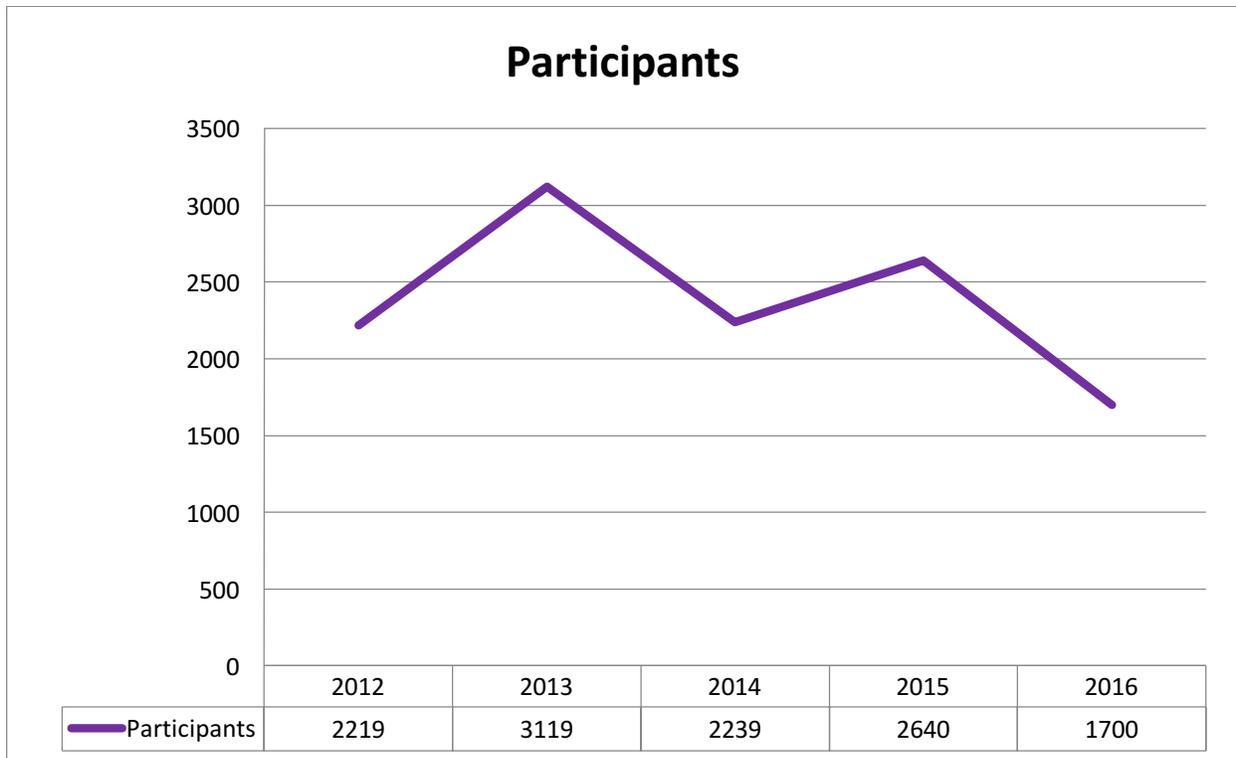


- Hosted the 18th Annual Muscatine County EMS Day at Farm & Fleet. *(Marketing)*

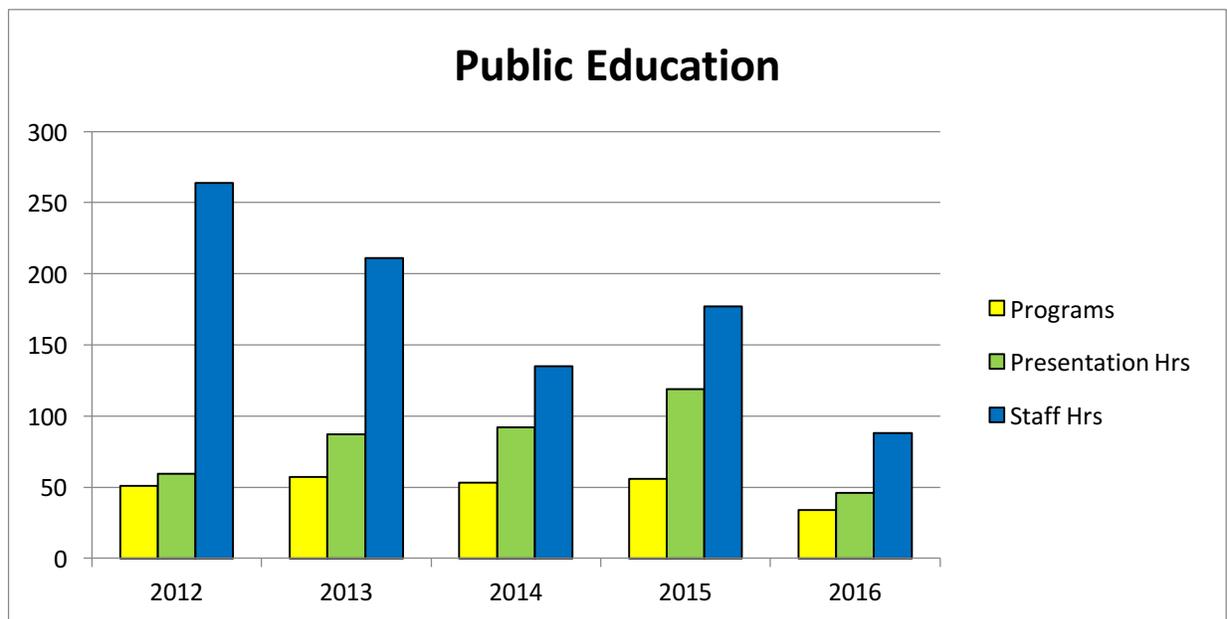
PREVENTION

- Implemented the 2015 International Fire Code; revamped fire inspection documents and records to reflect the updated materials. *(Economic Development)*
- Awarded the 2014 Life Safety Achievement Award from the NASFM Fire Research & Education Foundation
- Continued annual public education classes, focusing on grades 1,3, and 5. *(Continuous Service Improvement)*
- Referred four youth to the Department Juvenile Fire setter program; at this point none have re-offended. *(Continuous Service Improvement)*
- Car seat technicians inspected 40 child safety car seats. *(Continuous Service Improvement)*
- Placed roughly 100 smoke detectors through an in-house program and in cooperation with the Red Cross and the Day of Caring; placement includes a household safety check. *(Continuous Service Improvement)*

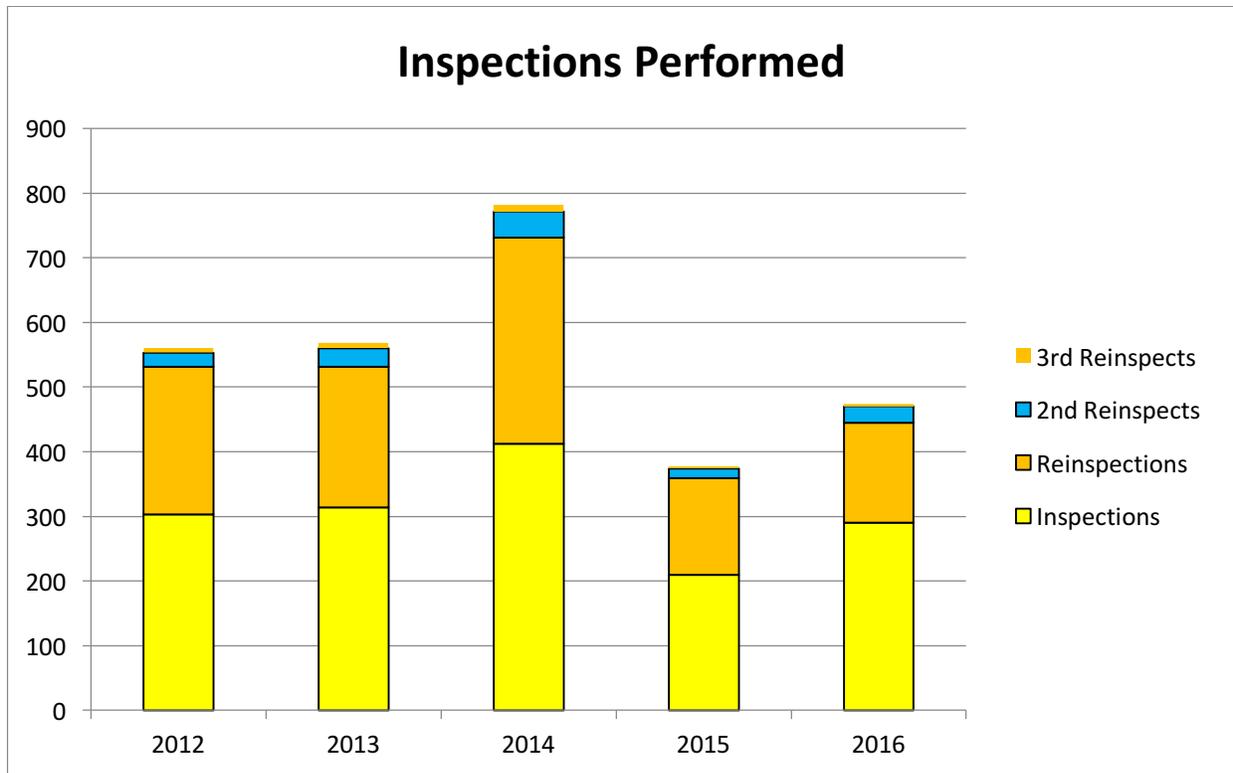
- Incurred a decrease in the number of persons reached in Public Education offerings, down 35.6% from 2015 and 23.4% from 2012



- Saw a drop in the number of presentation hours by 42% while the number of staff hours dropped by 23.7% compared to 2015



- Saw a 26.3% increase in the number of fire violations and an increase of 25.7% in inspections held



TRAINING

- Hosted and utilized the two-county fire training trailer for two weeks. *(Continuous Service Improvement)*
- Hosted two National Fire Academy outreach classes for leadership development. *(Continuous Service Improvement)*
- Took advantage of free leadership and Incident fire command and control classes at the National Fire Academy in Maryland. *(Continuous Service Improvement)*
- Held a two week fire academy and trained seven (7) new fire fighters. *(Continuous Service Improvement)*
- Conducted an on-site haz mat drill at Grain Processing for all three shifts. *(Continuous Service Improvement)*
- Two staff members attended a Pro Board Rescue Class at Monsanto. *(Continuous Service Improvement)*
- Participated in the Washington County Haz Mat exercise, which is a contracted county for haz mat services. *(Continuous Service Improvement)*
- Conducted live training burns in mobile homes at our training grounds at Station 2. *(Continuous Service Improvement)*

Musser Public Library

FACILITIES

- Received the 6 million dollar gift of the HNI Headquarter Building to be used as an HNI Community Center and Musser Public Library.
- Worked with Gary Carlson and OPN Architect, Bradd Brown, to develop plans that met the needs of the library and the version of HNI.
- Continue to work with Bradd Brown, interior designers, and George Lawson to ensure we create a cost-effective and useful community center/library

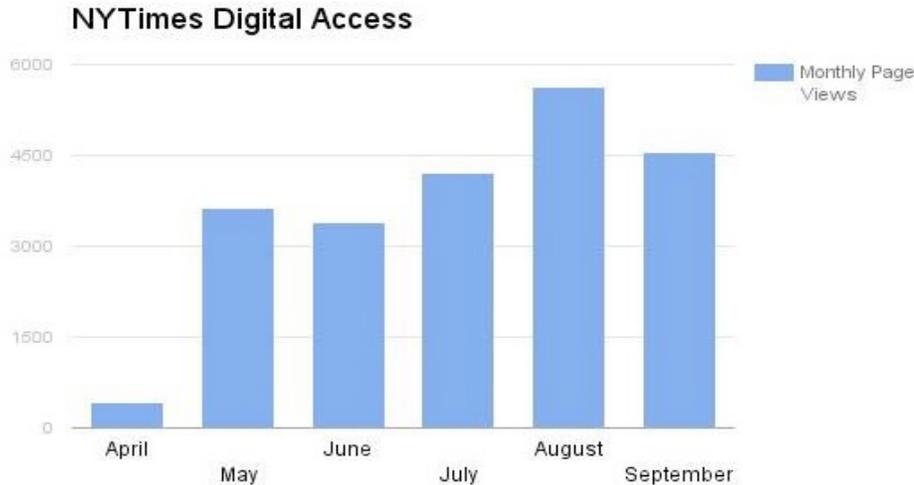
BIRTH THROUGH THREE EARLY LITERACY

- Identified LENA as the appropriate program from our community.
- Built a coalition of local agencies interested in cooperating such as MCSD, Public Health Department, and other local agencies including United Way.
- Identified a strong source of funding
- Received permission for spring 2017 start date but that has been pushed back to fall Of 2017 due to the building and my health

REFERENCE

- Implementation of Stat Tracker to better keep track of Reference Statistics
- Introduced NYTimes online resource, providing in-house and remote access for free for all patrons
- April 2016 - 420 total daily pages viewed - 14
- May 2016 - 3,627 total daily pages viewed - 117
- June 2016 - 3,390 total daily pages viewed - 113
- July 2016 - 4,216 total daily pages viewed - 136
- August 2016 - 5,642 total daily pages viewed - 182
- September 2016 - 4,560 total daily pages viewed - 152

- Below is a Chart to display the demand (I would say due to heavy PR/Marketing we shot up quickly in usage and this also indicates there was already a need for this resource, prior to us making it available)



CIRCULATION

- Continued to create and modify Standard Work procedures and post to Intranet for global staff access (we created and added 11 New Standard Work Forms)
- Streamlined staff at desk and modified duties to increase efficiency and patron service while saving cost in personnel
- Successfully transitioned to Iowa-Only libraries in Rivershare due to the Illinois libraries leaving the system
- Transitioned to a new delivery service for holds (MOBIUS) which is less expensive and more reliable and consistent and provides quicker delivery between libraries

LOCAL HISTORY

- In conjunction with other area libraries, exploring ways to better publicize the Upper Mississippi Valley Digital Image Archive as well as expand the membership base in the area
- Continue to digitize various resources to made available online including the Oscar Grossheim Collection and the Soldier File
- Continue progress on transferring Oral History Tapes from cassette to digital format with the intention of making them available online in the future
- Continued adding digitized yearbooks (MHS Auroran) to website for online viewing from 1908 through 1982 through Google Photos, free service)

CHINA CONNECTION

- Hosted a visit for the new General Consul Hong of Chicago in September 2016 and gave tour of facility
- Added additional Window to Shanghai books to bring the total collection to 541 items, which are all available for checkout

TECHNICAL SERVICES

- Added Blu Ray items for increased patron services
- Resumed Leased DVDs to provide more selection on up-to-date materials
- Developed a new spreadsheet to more accurately track orders and spending.
- Developing a system for better tracking of special orders such as patron requests, Adopt-an-Author, etc.
- Streamlined data entry by requesting invoices in a more relevant format.
- Began tracking the number and value of patron donated books and DVDs that are added to the collection.
- Began refreshing the collection with new copies of worn out, but popular, items.
- Began streamlining the collection by withdrawing outdated and underused and damaged items.
- Outsourced original cataloging for efficiency.

REMOTE LIBRARY SERVICES

- Hired a web-designer to develop new site/logo in conjunction with new facility and develop branding

OPERATIONS

- Installed 2 additional cameras to improve security and safety in building. This brings the total number of cameras to 6. Our annual cost to maintain the cameras and video history is \$300.00.
- Identified and are currently configuring a free online Room Reservation module built specifically for libraries that will allow patrons to reserve rooms online for meeting space/gathering/functions. And includes staff approval/mediation. This will save between \$1000-\$2000 annually in subscription costs. (Book A Room Wordpress plugin) not to mention staffing costs to personally book the rooms.

YOUTH SERVICES

- Fall/Winter Lego Reading Program - over 100 finishers
- LEGO Winter Event, January 2016 — approximately 1,000 attendees and volunteers
- Sparkplugs Family Literacy Rewards Program, Spring 2016
- Added a second monthly Homeschool Event due to demand
- Completely overhauled and expanded Summer Reading
- Earned admission for readers to special programs
- New hands-on "Play and Learn" sessions for toddlers and preschoolers
- New afternoon hands-on programming for school-age children

- New evening family music and science programs
- Free snack meal site in coordination with United Way and MCSA
- Continued, expanded coordination with Sunset Park After School Program
- Over 150 different events for children birth to grade 5, plus families
- Two weekly programs for teens, grades 6-12, including Couch to 5K
- Almost 1,000 participants, logging more than 650,000 minutes read (a new high)
- Participation and Outreach in this fall's Teen Read Challenge, hoping to top last year's record participation of 192 readers, 80 attendees at final party, and 164,476 total minutes read. Muscatine again had the highest participation of all QC area libraries.
- Participated in community-wide activities including Kindergarten Roundup, Night of the Young Child, Trinity Health Fair, July 4th Children's Parade, Community

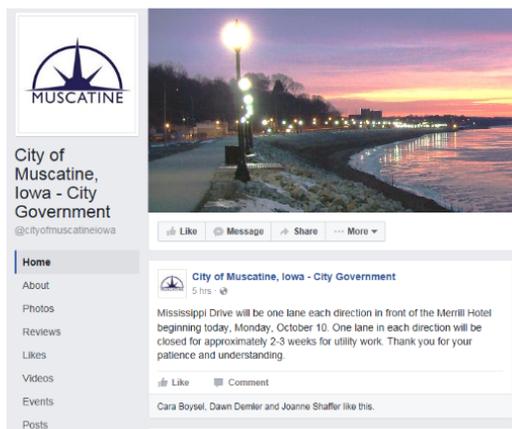
Communications Efforts CITY OF MUSCATINE

Engaging the Muscatine community in a meaningful way

October 2015–October 2016

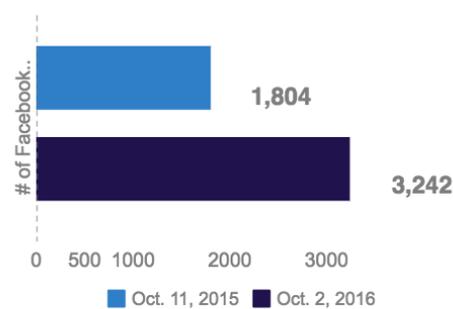
The City of Muscatine's communications efforts include a combination of traditional media and web and social media. We utilize press releases and coverage in two area newspapers: The Muscatine Journal and The Voice of Muscatine, on two local radio stations: Voice of Muscatine AM 860 and Vintage Sound FM 93.1, on local Civic TV Channel 2, and in regional news sources as applicable. Our web and social media presence includes the use of our City website, Facebook, Twitter, Instagram, a Wordpress blog, and YouTube. Additionally, we strive to promote community engagement through public meetings and forums.

01 FACEBOOK

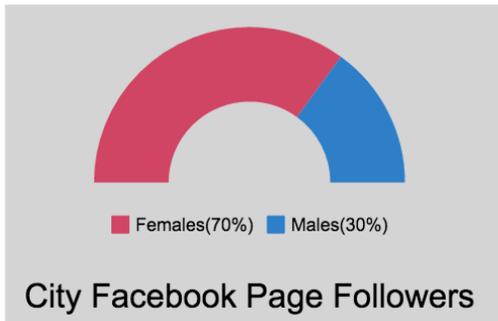


We presently have 3,242 regular Facebook Followers who have "Liked" our page. This is an 80% increase since October 2015.

Increase in Facebook Followers Since Oct. 2015



Facebook is, by far, the tool where we see the highest level of engagement with citizens. We use Facebook to post relevant information about city services, project updates, and department news. The City of Muscatine Facebook page is a place for connection. It's about more than sharing content. We provide opportunities for open communication.



Average Weekly Post Reach

July 1, 2015 - 1,282
 Oct. 11, 2015 - 11,498
 Oct. 2, 2016 - 17,485

Most Popular Posts

City of Muscatine, Iowa - City Government added 3 new photos.
 Published by Emily Lotgren [?] · April 28 · 🌐

The Muscatine, IA Police Department and the Muscatine County Sheriff's Office would like to give a big happy birthday to their friend, Paul. Both departments were excited to be invited to a very special birthday party for Paul!

37,799 People Reached
944 Reactions, Comments & Shares

City of Muscatine, Iowa - City Government
 Published by Emily Lotgren [?] · January 23 · Muscatine · 🌐

Exciting news! RAGBRAI 2016 is ending in Muscatine!

25,578 People Reached
1,625 Reactions, Comments & Shares

City of Muscatine, Iowa - City Government
 Published by Emily Lotgren [?] · March 16 · 🌐

Spring Clean Up Week is April 25 - 29!

Residents (No Businesses) will have the opportunity to participate in Spring Clean Up Week on their regular collection day during the week of April 25-29, 2016.

25,145 People Reached
1,032 Reactions, Comments & Shares

City of Muscatine, Iowa - City Government
 Published by Emily Lotgren [?] · August 19 · 🌐

Have you seen this video about why to Visit Muscatine? Be sure to share it with your friends out of town to entice them to come to our community!

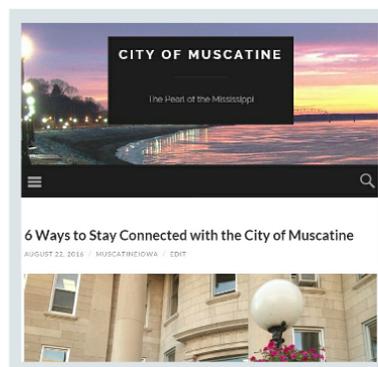
28,937 People Reached, 13,287 Video Views
1,273 Reactions, Comments & Shares

Popular Post Topics

In addition to the posts above, which garnered the highest reach of all posts during the past year, other popular topics included: feel-good stories of donations made by community members or individual members of departments during the holidays, anything that directly affects individuals (leaf pickup, garbage carts, major road closures), and topics relating to the Police Department and Fire Department.

02 BLOG

The City blog saw 33 blog posts between Oct. 11, 2015 and Oct. 2, 2016. Since the blog began in July of 2015, there have been 9,136 visits with 6,987 unique visitors. Facebook was the biggest referrer, with 2,818 referrals in 2015 and 3,375 referrals in 2016. We use the blog to share in-depth stories that highlight the various City departments and their projects.



03 OTHER COMMUNICATIONS EFFORTS



43 press releases were written and sent from the Communications Manager



Countless press releases, other documents, and grant applications were edited for other departments



Photographs were taken and used for publicity purposes and the City website was updated on a regular basis

04 ADDITIONAL SOCIAL MEDIA



TWITTER

Went from 721 followers on Oct. 11, 2015 to 944 followers on Oct. 2, 2016.



INSTAGRAM

Went from 57 posts with 79 followers on Oct. 11, 2015 to 116 posts with 154 followers on Oct. 2, 2016.

05

MONTHLY CITY NEWSLETTER

Launched a newsletter that highlights the work of the various departments of the City. The first monthly newsletter was sent in January and since then the list has grown to 328 subscribers on MailChimp and 42 subscribers on Notify Me. The newsletter is also shared each month on Facebook and Twitter.

**06**

EVENT PLANNING

The City's Communications Manager successfully coordinated two public engagement events and accompanying stakeholder meetings for Mississippi Drive between Oct. 2015-2016, as well as played an active role in planning for other City events, such as Green and Complete Streets and the Grandview Corridor Project Kick-off.

Served on the planning committee for RAGBRAI Muscatine as the Publicity Chair and coordinated two town meetings and a volunteer meeting for RAGBRAI. Additionally served on the planning committee for the China Broadcasting Chinese Orchestra's visit and public concert.

07

CITY TALK

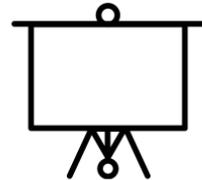
We're gearing up for our 2nd Season of the City Talk TV show on Muscatine's Civic TV Channel. In 2015, our Communications Manager worked with Muscatine Community College to create a show that highlights the city's role in the community. The talk show includes interviews with news and relevant information about what's happening in the City.



08

PREPARATION OF PRESENTATIONS

Our Communications Manager collaborated with department heads and other staff members to create presentations and talking points that were used for community meetings and events.

**09**

INDIVIDUAL ATTENTION TO PROJECTS

For each City project that needs publicity, individual attention is given to the scope of the project and citizens' needs for information. We have a standard procedure for communications that involves press releases, posts on Facebook and Twitter, a Newsflash on the City website, department website page updates, public meetings, etc. Some projects require more or less communication depending on the needs.



10

CREATION OF COMMUNICATIONS PLANS

Communications plans have been started for crisis communications efforts as well as general communications. A yearly calendar of events/publicity needs was created as a guideline for some of the routine operations of the City and their communications needs.