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DEPARTMENT

Community Development

ACTIVITY

Administration

Planning

Building

Code Enforcement

Historic Preservation

INSTRUCTIONS:

Please limit text and utilize bullets when possible. **Bold items that require special attention.** Note any significant changes to revenue. Do not list individual line item changes unless there is a significant change in amount. **Please limit memo to less than 3 pages.**

REVISED ESTIMATE FOR CURRENT FISCAL YEAR (2025/2026)

Items of Concerns for Current Fiscal Year:

After making the decision last year to contract for building division services rather than replace the Building Division Manager, we continue to evaluate the when and how these resources are used most effectively. Contracting for plan review and inspection services has given us the flexibility to adapt to the changing demands of construction activity while managing available financial resources.

A significant ongoing challenge is ensuring compliance with Rental and Nuisance Codes. Initial inspections routinely generate repair lists two pages or longer, and more than 80 percent of properties fail to meet minimum standards at the first reinspection. Many landlords manage more units than they can reasonably maintain, resulting in frequent extension requests and leaving tenants in noncompliant housing for extended periods—often four months or more. Although the rental code establishes only the minimum acceptable standard, a substantial number of property owners treat it as the maximum effort they are willing to make.

Public perception of Nuisance Code enforcement is further strained when the City itself lacks the capacity to maintain its own properties to the same expectations, such as timely removal of hazardous trees or clearing sidewalks within 24 hours.

Significant Line Item Increases/Decreases for Revised Estimate:

The only significant line-item revisions include:

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

- Increases to purchasing the 2024 Code books in anticipation of proposing to adopt this code to remain current and compliant with the state, which adopted the 2024 International Codes in September 2025.
- Removal of Legal Services from the department budget to reflect current budgetary practices.
- Costs of a vehicle repair.

Is Revised Estimate for Activity the same as Approved Budget? If not, explain why:

The overall budget remains slightly lower at \$1,182,644.

FY 2026/2027 BUDGET REQUEST

Items of Concern for Fiscal Year 2026/2027 (changes in service levels, revenue, etc. that impact budget):

The concerns for the next fiscal year are very similar to those have as we move into the second half of FY26. However, these issues are compounded by the inherent unpredictability of construction activity and nuisance enforcement demands. Construction levels directly affect the department's primary revenue stream, while increased enforcement needs can drive substantial budget pressures. Together, these factors underscore the importance of careful planning and resource allocation as we prepare for the upcoming fiscal year.

Housing conditions, both owner-occupied and rentals, are often perceived by those active in the housing market as low quality. These conditions impact the image of the community, property tax base, and ability to attract new residents. Community Development staff believe that for funding a housing rehabilitation pilot program provide a benefit to the community. A pilot program would also demonstrate demand and allow more design flexibility than external grant resources. A successful pilot would also increase the likelihood of receiving external grants.

Significant Line Item Increases/Decreases proposed for FY 2026/2027 (include justification for increases)

Line items such as software and consulting services we increased to account for anticipated costs of service. However, the only significant budget increase is in personnel expenses.

Is Budget Request the same as the Revised Estimate for the Previous Fiscal Year? If not, explain why:

The FY27 budget, \$1,229,500, is estimated to be \$46,856 more than the FY26 revised estimate.

FY 2026/2027 CAPITAL OUTLAY REQUESTS

Capital Outlay Requests (item and cost) for FY 2026/2027 (item and cost)

There are no capital outlay requests for this budget.

Please note whether capital requests were included in Form 11 in the previous year.

CITY OF MUSCATINE
DETAILED EXPENDITURE CLASSIFICATION
FORM 2

FUNCTION: COMMUNITY & ECONOMIC DEVELOPMENT			DEPARTMENT: COMMUNITY DEVELOPMENT						ACTIVITY: COMMUNITY DEVELOPMENT			
ACCT NO.	ACCOUNT CLASSIFICATION	(A)	ACTUAL FISCAL YEAR	ACTUAL FISCAL YEAR	BUDGET FISCAL YEAR	FIRST 3 MOS FISCAL YEAR	LAST 9 MOS FISCAL YEAR	ESTIMATE FISCAL YEAR	CITY ADMIN FISCAL YEAR	BUDGET FISCAL YEAR	CITY ADMIN FISCAL YEAR	APPROVED BUDGET
			2023/2024	2024/2025	2025/2026	2025/2026	2025/2026	2025/2026	2025/2026	2026/2027	2026/2027	2026/2027
PERSONAL SERVICES												
41XXX	REGULAR SALARIES & WAGES	\$553,336	\$533,049	\$522,600	\$123,371	\$428,395	551,766	\$551,800	\$575,400	\$575,400		
42XXX	PART TIME SALARIES & WAGES	23,857	16,042	27,200	835	0	835	800	0	0	0	
43XXX	OVERTIME SALARIES & WAGES	103	312	0	0	0	0	0	0	0	0	
44XXX	OTHER SALARIES & WAGES	699	685	700	187	907	1,094	1,100	1,400	1,400		
45XXX	PENSION & RETIREMENT	96,509	91,645	95,000	20,718	74,134	94,852	94,900	99,500	99,500		
46XXX	INSURANCE	134,477	127,731	125,300	35,795	114,252	150,047	150,000	162,700	162,700		
SUBTOTAL			\$808,981	\$769,464	\$ 770,800	\$180,906	\$617,688	\$798,594	\$798,600	\$839,000	\$839,000	\$0
COMMODITIES												
51XXX	OFFICE SUPPLIES	\$1,297	\$1,056	\$4,700	\$423	\$5,277	\$5,700	\$5,700	\$3,200	\$3,200		\$0
52XXX	OPERATING SUPPLIES	9,123	3,635	5,500	1,099	3,601	4,700	4,700	4,800	4,800		0
53XXX	REPAIR & MAINTENANCE SUPPLIES	0	0	0	0	0	0	0	0	0		0
SUBTOTAL			\$10,420	\$4,691	\$10,200	\$1,522	\$8,878	\$10,400	\$10,400	\$8,000	\$7,500	\$0
CONTRACTUAL SERVICES												
61XXX	PROFESSIONAL FEES	\$58,710	\$84,748	\$155,500	\$32,625	\$99,175	\$131,800	\$131,800	\$141,000	\$124,000		\$0
62XXX	TECHNICAL SERVICES	148,080	113,112	182,500	24,613	157,887	182,500	182,500	182,500	172,500		0
63XXX	RENTALS	0	3,401	0	0	0	0	0	0	0		0
64XXX	TRAVEL AND EDUCATION	16,747	9,673	23,700	3,192	20,108	23,300	23,300	23,300	15,400		0
65XXX	COMMUNICATIONS & UTILITIES	5,425	5,896	6,600	943	4,957	5,900	5,900	6,300	6,300		0
66XXX	INSURANCE	0	0	0	0	0	0	0	0	0		0
67XXX	REPAIR & MAINTENANCE SERVICES	2,401	3,024	4,900	3,025	2,175	5,200	5,200	2,900	2,900		0
68XXX	AID TO AGENCIES	11,185	11,521	14,000	2,880	9,120	12,000	12,000	13,000	13,000		0
69XXX	MISCELLANEOUS	6,806	8,889	14,600	1,758	12,042	13,800	13,800	14,300	12,800		0
SUBTOTAL			\$249,354	\$240,264	\$401,800	\$69,036	\$305,464	\$374,500	\$374,500	\$383,300	\$346,900	\$0
CAPITAL OUTLAY												
71XXX	LAND	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$0
72XXX	BUILDINGS	0	0	0	0	0	\$0	0	0	0		0
73XXX	IMPROVEMENTS	0	0	0	0	0	\$0	0	0	0		0
74XXX	EQUIPMENT	1,833	2,402	0	0	0	\$0	0	0	0		0
SUBTOTAL			\$1,833	\$2,402	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
9XXXX	TRANSFERS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
TOTAL EXPENDITURES			\$1,070,588	\$1,016,821	\$1,182,800	\$251,464	\$932,030	\$1,183,494	\$1,183,500	\$1,230,300	\$1,193,400	\$0

Form 11
FY 2026/2027 Budget

Five Year Capital Outlay Projections - _____ Department/Division

	Capital Outlay Classification (Check One)				Estimated Cost
	Vehicles	Equip- ment	Improve- ments	Other	
Fiscal Year 2026/2027					
1. _____	_____	_____	_____	_____	_____
2. _____	_____	_____	_____	_____	_____
3. _____	_____	_____	_____	_____	_____
4. _____	_____	_____	_____	_____	_____
5. _____	_____	_____	_____	_____	_____
6. _____	_____	_____	_____	_____	_____
7. _____	_____	_____	_____	_____	_____
8. _____	_____	_____	_____	_____	_____
Fiscal Year Total					-
Fiscal Year 2027/2028					
1. _____	_____	_____	_____	_____	_____
2. _____	_____	_____	_____	_____	_____
3. _____	_____	_____	_____	_____	_____
4. _____	_____	_____	_____	_____	_____
5. _____	_____	_____	_____	_____	_____
6. _____	_____	_____	_____	_____	_____
7. _____	_____	_____	_____	_____	_____
8. _____	_____	_____	_____	_____	_____
Fiscal Year Total					-
Fiscal Year 2028/2029					
1. _____	_____	_____	_____	_____	_____
2. _____	_____	_____	_____	_____	_____
3. _____	_____	_____	_____	_____	_____
4. _____	_____	_____	_____	_____	_____
5. _____	_____	_____	_____	_____	_____
6. _____	_____	_____	_____	_____	_____
7. _____	_____	_____	_____	_____	_____
8. _____	_____	_____	_____	_____	_____
Fiscal Year Total					-
Fiscal Year 2029/2030					
1. _____	_____	_____	_____	_____	_____
2. _____	_____	_____	_____	_____	_____
3. _____	_____	_____	_____	_____	_____
4. _____	_____	_____	_____	_____	_____
5. _____	_____	_____	_____	_____	_____
6. _____	_____	_____	_____	_____	_____
7. _____	_____	_____	_____	_____	_____
8. _____	_____	_____	_____	_____	_____
Fiscal Year Total					-
Fiscal Year 2030/2031					
1. _____	_____	_____	_____	_____	_____
2. _____	_____	_____	_____	_____	_____
3. _____	_____	_____	_____	_____	_____
4. _____	_____	_____	_____	_____	_____
5. _____	_____	_____	_____	_____	_____
6. _____	_____	_____	_____	_____	_____
7. _____	_____	_____	_____	_____	_____
8. _____	_____	_____	_____	_____	_____
Fiscal Year Total					-
Grand Total					-

Form 12
FY 2026/2027 Budget
Department-Prioritized Budget Reductions if Necessary

Reductions Needed Based on Form 2 Department Budget Request for 2026/2027			
	If 1%	If 3%	If 5%
Amount of Reduction Needed Based on Form 2 Amounts (Personal Services + Commodities + Contractual) x %	\$ 12,295	\$ 36,885	\$ 61,475
Detail of Potential Reductions:			
Account	Description		
Personal Services Accounts:			
64120	Actual Travel Expense	3,525	3,925
64200	Registration	1,750	2,950
64700	In-House Training	1,000	1,000
	Personnel		
Commodities Accounts:			
51100 & 52890	Supplies	20	500
Contractual Services Accounts:			
62120	Tree Removal	4,500	10,000
61660	Other Professional Services	17,010	43,775
69400	Dues & Memberships	1,500	1,500
Total Department-Prioritized Budget Reductions	\$ 12,295	\$ 36,885	\$ 61,475
Difference Over (Under) Targeted Amount	\$ -	\$ -	\$ -

**CITY OF MUSCATINE
2026/2027 BUDGET**

**GOALS & OBJECTIVES
For 2025/2026**

DEPARTMENT:	ACTIVITY:
Community Development	Community Development

OBJECTIVES TO BE ACCOMPLISHED IN 2025/2026:

- Continue to implement infrastructure, commercial revitalization, and housing façade improvements that are identified as part of Ignite Vitality: Mulberry project. (**Vibrant Community, Public Infrastructure**)
- Continue implementation of housing goals as established in the Housing Market Analysis and Collaborate Muscatine. (**Vibrant Community**)
- Pursue funding to expand the City's trail system to further the goals of the Bike and Pedestrian Master Plan. (**Vibrant Community, Public Infrastructure**)
- Revise codes to support community and resident needs; encourage investment; and remove barriers to development. (**Excellent Customer Service, Vibrant Community, Public Infrastructure**)
- Implement additional tools and processes to support developers and contractors to navigate the building and permitting process. (**Excellent Customer Service, Vibrant Community**)
- Develop tools to assist residents to comply with the City Code. (**Excellent Customer Service**)
- Provide staff training to manage interactions and provide a high level of customer service. (**Excellent Customer Service**)

STATUS REPORT ON 2025/2026 OBJECTIVES:

- Continue to implement infrastructure, commercial revitalization, and housing façade improvements that are identified as part of Ignite Vitality: Mulberry project. (**Vibrant Community, Public Infrastructure**)

Implementation of Ignite Vitality: Mulberry accelerated this year and final compliance activities were completed and activities were authorized to proceed. This year new sidewalk between 5th and 10th streets was completed; Kruse Memorial Park was constructed and a ribbon cutting was held; 5 derelict structures were demolished; construction of new homes is underway; rehabilitation of 3 homes is nearing completion; publicly accessible Wi-Fi was installed at the park; and street art was designed. Staff and project partners are working to convince IEDA to allow the commercial façade component to proceed, but the primary focus at this time is on the housing façades. There are currently 11 eligible households with 2 under contract, bids have been received for 2 other projects, and 5 are in the environmental review process.

- Continue implementation of housing goals as established in the Housing Market Analysis and Collaborate Muscatine. (**Vibrant Community**)

The first 3 designs to start a pattern book have been completed, including designs for narrow lots, a standard residential lot, and a duplex.

- Pursue funding to expand the City's trail system to further the goals of the Bike and Pedestrian Master Plan. (**Vibrant Community, Public Infrastructure**)

The City has been awarded a grant to build a trail section between the riverfront to 5th Street along Mad Creek.

- Revise codes to support community and resident needs; encourage investment; and remove barriers to development. (**Excellent Customer Service, Vibrant Community, Public Infrastructure**)

The most significant code revision to facilitate development was reducing setback requirements for narrow residential lots. Other code amendments clarified allowable uses in alignment with state regulations. An amendment to the building code was adopted providing flexibility for the reuse of historical buildings. In addition, the allowable uses in the C2 zoning district outside of downtown allow for more flexibility to use a portion of the first floor for residential.

- Implement additional tools and processes to support developers and contractors to navigate the building and permitting process. (**Excellent Customer Service, Vibrant Community**)

Contracting for portions of plan review and inspections has been the most significant process improvement implemented so far this year, enabling Building Inspectors to more quickly respond to requests for inspections and receive guidance on more effective inspection practices. In addition, the department has continued to develop SmartGov to strengthen communication with permit applicants.

- Develop tools to assist residents to comply with the City Code. (**Excellent Customer Service**)

Staff continues to evaluate how to best package and deliver information to residents in a manner that is clear to the lay person and accessible to the majority of residents. Building Inspectors are also working with instructors at MCC to provide information on building codes and the permitting process to students in the construction trades classes.

- Provide staff training to manage interactions and provide a high level of customer service. (**Excellent Customer Service**)

The Community Development Director is working with Administration to establish training priorities and resources.

NARRATIVE ON RECENT DEPARTMENT/ACTIVITY ACCOMPLISHMENTS:

The first half of the fiscal year has been very active for Community Development. Staff continue to perform the essential day-to-day responsibilities that keep residents safe and protect neighborhood and property values. To date, more than 500 rental housing inspections and nearly 700 building inspections have been completed, along with issuance of close to 400 building permits. The Comprehensive Plan has been finalized, and the first three pattern book designs are complete.

Housing remains a primary strategic focus. Work this year includes completion of pattern book designs, Code revisions that enable redevelopment of narrow sites without requiring variances, and continued support for major projects such as Carver Corner, Lumber Lofts, and the Clarabeck subdivision. Staff are also facilitating additional infill housing through partnerships with MCSA, Habitat for Humanity, and other organizations. Through Ignite Vitality: Mulberry, five unsafe residential structures have been removed, and replacement housing is now being built on those lots. We have accepted bids for four exterior rehabilitation projects, are advancing environmental review on four additional homes, and are actively recruiting families to participate.

The Mayor, City Administrator, and Community Development Director remain engaged in Collaborate Muscatine, where anchor institutions are working together to strengthen housing and education systems. This year's Community Summit drew more than 200 attendees and helped align goals and share progress across partner organizations.

While housing is essential to revitalization, its success depends on healthy commercial corridors. The Department continues to enforce property maintenance codes citywide, resulting in documented improvements to 28 commercial and residential properties. Staff are also prioritizing the reactivation of vacant lots, particularly surplus and tax-delinquent parcels that currently require ongoing City maintenance.

Significant progress continues within the Downtown Revitalization Project. Nine façades on the north side of the 200 block of East 2nd Street have been improved. Importantly, the project also uncovered structural deficiencies that routine maintenance would not have identified and that could have resulted in failure if left uncorrected. Although the historically significant building at 201 will be lost, the project is allowing stabilization of the remainder of the block. Similar work is being advanced through the Paul Bruhn grant from the National Park Service, with design underway for six historic downtown buildings and construction anticipated to begin this spring.

**CITY OF MUSCATINE
2026/2027 BUDGET
GOALS & OBJECTIVES**

GOAL STATEMENT:

(Only complete if different from 2025/2026)

OBJECTIVES TO BE ACCOMPLISHED IN 2026/2027:

- Complete and closeout Ignite Vitality: Mulberry project. **(Vibrant Community, Public Infrastructure)**
- Complete and closeout the 200 East 2nd Street Downtown Revitalization Project. **(Vibrant Community)**
- Complete and closeout the Downtown Historic Revitalization Project. **(Vibrant Community)**
- Implement the vision for development of the University Drive Property and surrounding area. **(Vibrant Community)**
- Revise codes to support community vitality. **(Excellent Customer Service, Vibrant Community, Public Infrastructure)**
- Implement continual customer service initiatives. **(Excellent Customer Service, Vibrant Community)**
- Provide staff training to manage interactions and provide a high level of customer service. **(Excellent Customer Service)**

CITY OF MUSCATINE
2026/2027 BUDGET
PERFORMANCE MEASURES (Note – Use Excel File to Populate)

PERFORMANCE MEASURES

	Actual 2022/2023	Actual 2023/2024	Actual 2024/2025	Estimated 2025/2026	Estimated 2026/2027
Building/Construction Permits & Inspection Services:					
Construction Permits: Building, Electrical, Mechanical and Plumbing Permits Issued	745	722	757	710	700
Sign Permits	28	27	24	20	20
Demolition Permits	15	14	14	15	15
Right of Way Permits: Curb Cut, Excavation and Sidewalk Permits Issued	317	309	232	265	250
Number of New Commercial Buildings	13	19	12	12	10
New Commercial Project Values	\$ 1,366,626	\$39,554,155	\$ 31,487,732	\$ 28,000,000	\$ 22,000,000
Number of Remodel/Rehab Commercial Buildings	204	195	235	205	200
Remodel/Rehab Commercial Project Values	\$ 22,959,608	\$49,956,873	\$ 12,767,991	\$ 12,000,000	\$ 10,000,000
Number of New Residential Buildings	8	10	24	18	12
Number of New Residential Units	10	12	66	86	16
New Residential Project Values	\$ 2,685,950	\$ 2,294,212	\$ 12,562,050	\$ 7,000,000	\$ 2,500,000
Number of Remodel/Rehab Residential Buildings	582	570	488	500	450
Remodel/Rehab Residential Project Values	\$ 3,798,108	\$ 4,205,377	\$ 4,424,437	\$ 4,250,000	\$ 3,550,000
Permit Fees	\$ 352,874	\$ 453,477	\$ 300,712	\$ 300,000	\$ 290,000
Construction Inspections	1,502	1,295	1,481	1,300	1,300
Site Plan Review Meetings	7	8	7	10	8
Building Plan/Permit Reviews	385	367	392	350	325
Rental Housing Services:					
Rental Housing Inspections - Total	1,267	1,885	1,799	1,345	1,795
Initial/triennial Inspections	748	961	1,116	700	1,000
Reinspections	462	785	531	500	650
2nd Reinspections	22	71	80	75	75
3rd & Subsequent Reinspections	3	26	33	30	30
Exterior Reinspections	9	19	37	35	35
Complaint Inspections	23	23	2	5	5
Rental Housing Fees	\$ 60,097	\$ 98,731	\$ 100,015	\$ 87,000	\$ 90,000

	Actual 2022/2023	Actual 2023/2024	Actual 2024/2025	Estimated 2025/2026	Estimated 2025/2026
Code Enforcement Services:					
Nuisance Complaints - Total	1,487	1,676	1,445	1,365	1,365
Grass/Weeds Noticed	576	752	689	600	600
Grass/Weeds Contracted	218	199	157	130	130
Snow Noticed	0	19	-	65	50
Snow Contracted	0	12	-	30	25
Property Conditions Noticed	911	905	756	700	700
Property Conditions Contracted	264	237	168	135	135
Nuisance Citations/Assessment Fees	\$ 148,021	\$ 149,288	\$ 161,958	\$ 130,000	\$ 130,000
Properties on Full-Time Mow List	16	14	11	10	10
Properties on Full-Time Snow List	10	8	7	6	6
Vehicles Towed/Impounded	4	13	-	-	-
Properties Posted	82	71	103	90	90
Writ of Possessions	17	20	24	24	24
Planning & Zoning Services:					
Planning & Zoning Commission Meetings	4	5	9	5	5
Development Plan	2	0	-	1	1
Rezoning Requests	0	1	5	1	1
Right-of-Way Easement Requests	0	0	-	1	1
Right-of-Way Vacation Requests	0	1	4	1	1
Subdivision Requests	2	3	8	4	4
Zoning Board of Adjustment Meetings	9	7	7	7	7
Conditional Use Requests	5	0	2	2	2
Variance Appeal Request	11	12	11	12	12