

**MUSCATINE CITY COUNCIL
IN-DEPTH MEETING
Thursday, July 13, 2023**

Brad Bark, Mayor

Dennis Froelich, 1st Ward

Jeff Osborne, 2nd Ward

Peggy Gordon, 3rd Ward

Nadine Brockert, 4th Ward

John Jindrich, 5th Ward

Angie Lewis, At Large

DeWayne Hopkins, At Large

Carol Webb, City Administrator

Cinda Hilger, Admin. Professional

Brent Hinders, City Attorney

City Council meetings are held at 6:00 pm on the 1st and 3rd Thursday of each month, In-depth sessions on the 2nd Thursday of each month. All meetings are available for review on the City of Muscatine YouTube page.

The public is welcome to attend virtually using the information below.

Please join my meeting from your computer, tablet or smartphone.

<https://www.gotomeet.me/CityofMuscatine/city-council-meeting>

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United States: 1-669-224-3412

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AGENDA

1. CALL TO ORDER

2. ROLL CALL

3. PLEDGE OF ALLEGIANCE

4. COUNCIL DISCUSSION ITEMS

A. Pet Registration and Licensing Fees

- B. Request to Change Curbside Yard Waste Collection Eligibility from Printed Paper Bag to a Printed Sticker
- C. Request for City Council Consensus for Staff to Proceed with the Vehicle Wash Bay Project
- D. Discussion of Proposed Changes to City Code for Right of Way Permits
- E. Community Development Department Assessment

5. MAYOR AND COUNCIL REPORTS

6. ADJOURNMENT



City of Muscatine

ITEM NUMBER 2023-1279

IN-DEPTH ITEM - CITY COUNCIL

DATE: 7/13/2023

STAFF

Anthony Kies, Police Chief
Courtney Patel, Animal Control Officer
Jeff Jirak, Police Captain

SUBJECT FOR DISCUSSION

Pet Registration and Licensing Fees

EXECUTIVE SUMMARY

The purpose of this item is to review proposed changes to pet licensing and fees.

In response to City Council direction, staff is proposing that we enter into a contract with PetData to provide animal licensing services for the City of Muscatine. PetData is the only company in the United States providing full-service animal licensing to municipalities, humane societies and other animal welfare agencies. The primary goal of such a contract is to increase license compliance. They will create a custom website for the City with licensing information and customer service tools for our citizens. The services included in the contract include online licensing, entering license and vaccination data, mailing license tags, notices and reminders, providing customer service to clients and pet owners, and collecting and processing reports from veterinarians.

The initial cost for the service is \$6000/year for under 1400 licenses with a \$1000 one-time start-up fee. There is a \$4.60 cost per tag with no additional fees after 1500 licenses (after the 1st Year). Based on previous experience, PetData estimates a 42% increase in pet licenses.

Staff proposes the following pet licensing fees to recover the cost of the PetData Service:

Unaltered Pet \$25

Altered Pet \$10 (an increase of \$5)

For owners 65 and Older:

Unaltered Pet \$25 (an increase of \$15)

Altered Pet \$5 (an increase of \$2)

Should we contract with PetData for services, they will work with us to set up a process that meets our community's needs. PetData can also provide dog park licenses if requested at no

cost to the City. As a result of the implementation of PetData, fewer city service hours will need to be expended.

GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

Does City Council support entering into a contract with PetData for animal licensing services?

Does the City Council support increasing the licensing fees as proposed to cover the cost of animal licensing services?

Are there any areas of concern the City staff have not addressed?

Is this item ready for Council consideration?

BACKGROUND/DISCUSSION

In 2022, City Council adopted changes to Title 6, Chapter 8 of the Muscatine City Code related to animal regulations. At that time, the City Council requested that staff enable more opportunities for residents to purchase dog and cat licenses.

In response to City Council direction, staff is proposing that we enter into a contract with PetData to provide animal licensing services for the City of Muscatine. PetData is the only company in the United States providing full-service animal licensing to municipalities, humane societies and other animal welfare agencies. The primary goal of such a contract is to increase license compliance. They will create a custom website for the City with licensing information and customer service tools for our citizens.

The services included in the contract are as follows:

- On-line licensing for citizens
- Processing license applications
- Depositing licensing revenue
- Entering license and vaccination data
- Mailing license tags, notices and reminders
- Providing customer service to clients and pet owners
- a PetAccess portal
- Collecting and processing reports from veterinarians
- Maintaining privacy of all data

PetData provides license receipts, applications, renewal forms, pet license tags, and envelopes. PetData will prepare monthly reports of animals licensed detailed by species, sterilization status, cost and licensing agent. They can also furnish additional statistical reports as requested. PetData deposits and accounts for all receipts collected for license fees as

approved by the City Finance Director. They will work with us to set up a process that meets our community's needs. PetData can also provide dog park licenses if requested at no cost to the City. As a result of the implementation of PetData, fewer city service hours will need to be expended.

The initial cost of the service is as follows:

\$6000/year for under 1400 license with a \$1000 one-time start-up fee.

\$4.60/ tag with no additional fees after 1500 licenses (after the 1st Year)

Staff proposes the following pet licensing fees to recover the cost of the PetData Service:

Unaltered Pet \$25

Altered Pet \$10 (an increase of \$5)

For owners 65 and Older:

Unaltered Pet \$25 (an increase of \$15)

Altered Pet \$5 (an increase of \$2)

Residents can pay for pet licenses online, by mail, or by phone.

Current licenses:

Based on previous experience, PetData estimates a 42% increase in pet licenses.

Current estimates for registered pets in 2022: 648

Next Steps:

If the Council supports the implementation of PetData, a contract will be brought forward for the Council's approval.

ATTACHMENTS

1. Appendix B - Schedule of Permit and Licensing Requirements-update
2. PetData71023

Permits (P)/Licenses (L)	Code Section	Location	Each	Daily	Weekly	Fees Monthly	Annually	Bond	Insurance
Sidewalk (P)	3-1-2	Community Development	\$ 20.00						General Liability; \$100,000 Bodily Injury & Property Damage - Each Occurrence; \$100,000 Personal Injury & Advertising Injury Per Occurrence; \$200,000 General Aggregate on above \$200,000 Products & Completed Operations General Aggregate
Commercial Use of City Property in Commercial Zone (P)	3-1-5	Finance/Clerk	Application required						Dependent on scope of event
Outdoor Restaurant Seating (L) - On Streets	3-1-6	Community Development					\$ 20.00		General Liability; \$1,000,000 Bodily Injury & Property Damage - Each Occurrence; \$1,000,000 Personal Injury & Advertising Injury Per Occurrence; \$2,000,000 General Aggregate on above \$2,000,000 Products & Completed Operations General Aggregate Workers Compensation Part 1 - Work Comp Benefits - Statutory Part 2 Employers Liability Limits: \$100,000 Bodily Injury Each Accident; \$300,000 Bodily Injury by Disease Policy Limit \$100,000 Bodily Injury by Disease Each Employee Dram Shop Liability - if applicable \$1,000,000 Each Common Cause Limit
Outdoor Restaurant Seating (L) - On Sidewalks	3-1-6	Community Development					\$ 20.00		Same requirements as above for City Streets; lower limits may be considered for outdoor seating on City sidewalks.
Permits (P)/Licenses (L)	Code Section	Location	Each	Daily	Weekly	Fees Monthly	Annually	Bond	Insurance
Excavation (P)	3-2-2	Community Development	\$ 20.00					\$5,000	General Liability; \$100,000 Bodily Injury & Property Damage - Each Occurrence; \$100,000 Personal Injury & Advertising Injury Per Occurrence; \$200,000 General Aggregate on above \$200,000 Products & Completed Operations General Aggregate Workers Compensation Part 1 -Workers Compensation Benefits Part 2 Employers Liability Limits \$100,000 Bodily Injury Each Accident \$300,000 Bodily Injury by Disease Policy Limit \$100,000 Bodily Injury Disease Each Employee Business Automobile - owned, non-owned and hired automobiles \$1,000,000 Bodily Injury & Property Damage - Each Accident
Saw Cutting City Streets	3-2-2	Public Works/Roadway Maintenance	Base Mobilization Fee - \$200/location and \$20/Linear foot						
Parade (P)	3-3-3	Finance/Clerk	\$30.00 (Non- Profit Exempt from Fee)						General Liability; \$1,000,000 Bodily Injury & Property Damage - Each Occurrence; \$1,000,000 Personal Injury & Advertising Injury Per Occurrence; \$2,000,000 General Aggregate on above \$2,000,000 Products & Completed Operations General Aggregate
Public Assemblies (P)	3-3-3	Finance/Clerk	Application required						
Public Demonstration/Picketing (P)	3-4-2	Finance/Clerk	Application required						
Amusements in Parks (P)	3-5-5	Parks	Application required					Bond, if any, dependent on scope of event	
Assemblies in Parks (P)	3-5-6	Parks	Application required					Bond, if any, dependent on scope of event	
Permits (P)/Licenses (L)	Code Section	Location	Each	Daily	Weekly	Fees Monthly	Annually	Bond	Insurance
Use of Levees (P)	3-8-1	Community Development	Application required; fee dependent on use						
Tree Removal Business (L)	3-9-5	Finance/Clerk					\$ 75.00	\$5,000	General Liability; \$1,000,000 Bodily Injury & Property Damage - Each Occurrence; \$1,000,000 Personal Injury & Advertising Injury Per Occurrence; \$2,000,000 General Aggregate on above \$2,000,000 Products & Completed Operations General Aggregate Workers Compensation Part 1 - Workers Compensation Benefits Part 2 Employers Liability Limits \$100,000 Bodily Injury Each Accident \$300,000 Bodily Injury by Disease Policy Limit \$100,000 Bodily Injury Disease Each Employee Business Automobile - owned, non-owned and hired automobiles \$1,000,000 Bodily Injury & Property Damage - Each Accident
Street Tree Removal, Existing (P)	3-9-8	Parks	Application required						
Street Tree Planting, New (P)	3-9-9	Parks	Application required						
Liquor/Wine/Beer Permits and Licenses	5-2-1	Finance/Clerk	Per State Code						
Dancing (L)	5-2-10 (B)	Finance/Clerk					\$50.00 per calendar year		
Cigarette Permit (P)	5-3-2	Finance/Clerk	Per State Code						
Tobacco Permit (P)	5-3-2	Finance/Clerk	Per State Code						
Amusement Licenses:									
Roller Skating Rink (L)	5-4-2	Finance/Clerk					\$ 125.00		
Shooting Gallery (L)	5-4-2	Finance/Clerk					\$ 125.00		
Theatre (L)	5-4-2	Finance/Clerk					\$ 125.00		
Permits (P)/Licenses (L)	Code Section	Location	Each	Daily	Weekly	Fees Monthly	Annually	Bond	Insurance
Pinball Machines/Video Games (L)	5-4-2	Finance/Clerk					\$30.00 each device		
Juke Boxes (L)	5-4-2	Finance/Clerk					\$30.00 each device		

Billiards/Pocket Billiards	5-5-1	Finance/Clerk					\$25.00 each table		
Bowling Alley (L)	5-5-1	Finance/Clerk					\$15.00 per lane		
Outdoor Commercial Entertainment (P)	5-6-1	Finance/Clerk					\$ 20.00		
Bill Posting (P)	5-7-2	Finance/Clerk		\$ 5.00	\$ 10.00	\$ 25.00	\$ 100.00		
Circus (L)	5-8-2	Finance/Clerk	\$250.00 (non-profit sponsor \$125)					\$ 5,000	General Liability; \$1,000,000 Bodily Injury & Property Damage - Each Occurrence; \$1,000,000 Personal Injury & Advertising Injury Per Occurrence; \$2,000,000 General Aggregate on above \$2,000,000 Products & Completed Operations General Aggregate Workers Compensation Part 1 - Workers Compensation Benefits Part 2 Employers Liability Limits \$100,000 Bodily Injury Each Accident \$300,000 Bodily Injury by Disease Policy Limit \$100,000 Bodily Injury Disease Each Employee Business Automobile - owned, non-owned and hired automobiles \$1,000,000 Bodily Injury & Property Damage - Each Accident
Permits (P)/Licenses (L)	Code Section	Location	Each	Daily	Weekly	Fees Monthly	Annually	Bond	Insurance
Carnival (L)	5-8-4	Finance/Clerk	\$250.00 (non-profit sponsor \$125)					\$ 5,000	General Liability; \$1,000,000 Bodily Injury & Property Damage - Each Occurrence; \$1,000,000 Personal Injury & Advertising Injury Per Occurrence; \$2,000,000 General Aggregate on above \$2,000,000 Products & Completed Operations General Aggregate Workers Compensation Part 1 - Workers Compensation Benefits Part 2 Employers Liability Limits \$100,000 Bodily Injury Each Accident \$300,000 Bodily Injury by Disease Policy Limit \$100,000 Bodily Injury Disease Each Employee Business Automobile - owned, non-owned and hired automobiles \$1,000,000 Bodily Injury & Property Damage - Each Accident
Pawnbroker (L)	5-9-1	Finance/Clerk					\$ 100.00	\$ 5,000	
Peddler (L)	5-10-2	Finance/Clerk		\$ 25.00	\$ 50.00	\$ 100.00	\$ 250.00	\$ 5,000	Insurance requirements if on public property General Liability; \$1,000,000 Bodily Injury & Property Damage - Each Occurrence; \$1,000,000 Personal Injury & Advertising Injury Per Occurrence; \$2,000,000 General Aggregate on above \$2,000,000 Products & Completed Operations General Aggregate Workers Compensation Part 1 - Workers Compensation Benefits Part 2 Employers Liability Limits \$100,000 Bodily Injury Each Accident \$300,000 Bodily Injury by Disease Policy Limit \$100,000 Bodily Injury Disease Each Employee Business Automobile - owned, non-owned and hired automobiles \$1,000,000 Bodily Injury & Property Damage - Each Accident
Solicitor (L)	5-10-2	Finance/Clerk	\$15.00 (non-profit exempt)					\$ 5,000	Insurance requirements if on public property General Liability; \$1,000,000 Bodily Injury & Property Damage - Each Occurrence; \$1,000,000 Personal Injury & Advertising Injury Per Occurrence; \$2,000,000 General Aggregate on above \$2,000,000 Products & Completed Operations General Aggregate Workers Compensation Part 1 - Workers Compensation Benefits Part 2 Employers Liability Limits \$100,000 Bodily Injury Each Accident \$300,000 Bodily Injury by Disease Policy Limit \$100,000 Bodily Injury Disease Each Employee Business Automobile - owned, non-owned and hired automobiles \$1,000,000 Bodily Injury & Property Damage - Each Accident
Transient Merchant (L)	5-10-2	Finance/Clerk		\$ 25.00	\$ 50.00	\$ 100.00	\$ 250.00	\$ 5,000	Insurance requirement if on public property General Liability; \$1,000,000 Bodily Injury & Property Damage - Each Occurrence; \$1,000,000 Personal Injury & Advertising Injury Per Occurrence; \$2,000,000 General Aggregate on above \$2,000,000 Products & Completed Operations General Aggregate Workers Compensation Part 1 - Workers Compensation Benefits Part 2 Employers Liability Limits \$100,000 Bodily Injury Each Accident \$300,000 Bodily Injury by Disease Policy Limit \$100,000 Bodily Injury Disease Each Employee Business Automobile - owned, non-owned and hired automobiles \$1,000,000 Bodily Injury & Property Damage - Each Accident
Massage Business (L)	5-13-4	Finance/Clerk					\$100.00 (3 rooms or less); \$150.00 (more than 3 rooms)		
Massage Technician (L)	5-13-6	Finance/Clerk					\$ 25.00		
Taxicab (L)	5-14-3	Finance/Clerk					\$50.00 per vehicle	\$ 5,000	General Liability; \$500,000 Bodily Injury & Property Damage - Each Occurrence; \$500,000 Personal Injury & Advertising Injury Per Occurrence; \$1,000,000 General Aggregate on above \$1,000,000 Products & Completed Operations General Aggregate Workers Compensation Part 1 - Workers Compensation Benefits Part 2 Employers Liability Limits \$100,000 Bodily Injury Each Accident \$300,000 Bodily Injury by Disease Policy Limit \$100,000 Bodily Injury Disease Each Employee Business Automobile - owned, non-owned and hired automobiles \$1,000,000 Bodily Injury & Property Damage - Each Accident

Salvage, Junk Dealers, and Refuse Haulers/Collection Vehicles (L)	5-15-3 and 5-15-5	Finance/Clerk					\$100.00 (business) plus \$25.00/truck		
									Automobile Liability - owned, non-owned hired Vehicles 3,000,000 CSL - limit can be met with an umbrella or excess policy EMT Professional Liability 1,000,000 Per Occurrence/2,000,000 Aggregate Workers Compensation - part 1 Statutory Benefits Part 2 - Employers Liability Limit 100,000 Bodily Injury Each Disease/300,000 Bodily Injury Policy Limit/100,000 Bodily Injury Each Employee
Ambulance (L)	5-16-2	Finance/Clerk					\$ 250.00		
Permits (P)/Licenses (L)	Code Section	Location	Each	Daily	Weekly	Fees Monthly	Annually	Bond	Insurance
Alarm Business (L)	6-2-5	Police					\$ 100.00		
Alarm Agent (L)	6-2-6	Police	\$25.00; one- time fee						
Alarm System (P)	6-2-7	Police	\$25.00; one- time fee						
Central Station System (L)	6-2-8	Police					\$ 100.00		
Modified Central Station (L)	6-2-9	Police					\$ 100.00		
Telephone Answering Service (L)	6-2-10	Police					\$ 100.00		
Fireworks (P)	6-3-2 & 15-4-1	Fire	\$ 200.00					\$5,000 if on City property	
L									
Altered	6-8-3(A)	Finance/Clerk					\$ 10.00		
Unaltered	6-8-3(A)	Finance/Clerk					\$ 25.00		
Senior Owner 65 or over (Altered)	6-8-3(A)	Finance/Clerk					\$ 5.00		
Senior Owner 65 or over (Unaltered)	6-8-3(A)	Finance/Clerk					\$ 25.00		
Commercial Breeders (L)	6-8-4	Finance/Clerk					\$ 40.00		
Keeping of Pit Bull Dogs (L)	6-9-9	Finance/Clerk	Prohibited after July 1, 2003						
			\$50.00 Application fee plus annual lease amount						
Right-of-Way Parking Request (P)	7-7-4	Community Development							
Bicycle License	7-14-1	Police	\$1.00 one-time fee						
Building Regulations Permits (P)	Title 8; All Chapters	Community Development	See Appendix D for all Title 8 permits and fees						
Permits (P)/Licenses (L)	Code Section	Location	Each	Daily	Weekly	Fees Monthly	Annually	Bond	Insurance
Hauled Wastewater (P)	13-6-3.6	Water Pollution Control					\$ 100.00		
Industrial Wastewater Discharge (P)	13-6-4.2	Water Pollution Control					\$300.00 (for each permit period)		
		Community Development					\$ 50.00 (Less than \$50,000 annual gross sales) \$ 85.00 (\$50,000 to less than \$100,000) \$ 175.00 (\$100,000 to less than \$250,000) \$ 200.00 (\$250,000 to less than \$500,000) \$ 225.00 (\$500,000 or more)		
Grease Discharge Permit (P)	13-6-16.2 (D)								
Open Burning (P)	15-5-3	Fire					\$25.00 for calendar year		
							Annual calendar year permit required; no fee		
Outdoor Fireplace, Fire Pits, etc. (P)	15-5-3	Fire							
Commercial Burning (Contractor) (P)	15-5-3	Fire				\$200.00 for 30-day period			

Pet Data; Pet Licensing Software

07.13.2023

COURTNEY PATEL, ANIMAL CONTROL OFFICER



Direction Sought

- Does City Council support entering into a contract with Pet Data?
- If so, does City Council have feedback on Pet Data?

Strategic Alignment

Safe Community



Provide exceptional public safety and community services to ensure a safe community in which residents may live, work, and play.



Implement technology tools, data collection and assessment, to improve efficiency and effectiveness of routine and emerging activities.

Strategic Alignment

Excellent Customer Service



Evaluate and modernize the City's tools and systems that customers use to interact with the City.



2023 goal: Implement online customer service improvements (Eliminate paper processes, providing ability to transact business online, etc.)

Definitions

- PetData - Headquartered in Dallas, Texas. PetData provides animal licensing services for municipalities and animal welfare agencies throughout the United States. Since 1994 PetData has processed over 33 million animal licenses and rabies vaccinations for more than 80 cities, counties, and animal agencies in 23 different states.
- Pet Data does not use any third party companies and no data is sold or used for any other purposes other than providing pet licenses.

PetData

- Pet data has an overall average of 42% increased compliance with pet licensing.
- \$6,000/year for under 1,500 license with a \$1,000 one time start up fee.
- \$4.60/ tag with no additional fees after 1,500 licenses(after 1st year).
- Online, mail-in, and phone-in options available for citizens.
- Citizens sent reminders when licence is due to be renewed.
- No additional cost to city for Park and Recs to have dog park tag options added to licenses.
- Convenient to citizens - all licenses in one place.
- Monthly detailed reports readily available.



Services Provided:

- PetLicense on-line licensing for citizens
- Processing license applications
- Depositing licensing revenue
- Entering license and vaccination data
- Mailing license tags, notices and reminders
- Providing customer service to clients and pet owners
- PetAccess portal
- Collecting and processing reports from veterinarians
- Maintaining privacy of all data



Pros vs Cons - PetData

Pros

- Multiple department can view lists(dispatch, fire, police, finance, etc.)
- Can also be utilized by Park and Rec. Department for issuing dog park tags(no additional cost)
- Potential to relieve city staff of workload.
- Online registration options for working community members.
- Can work as a team with shelter to ensure adopted animals will be licensed.

Cons

- Associated with a cost.



Appendix B.

- Editing appendix B. to include adequate fees to cover PetData Costs.

65 or older	Under 65
Altered-\$5.00	Altered-\$10.00
Unaltered-\$25.00	Unaltered-\$25.00

Direction Sought

- Does City Council support contracting with the Licensing software company, PetData?
- If so, does City Council have feedback on Pet Data?



City of Muscatine

ITEM NUMBER 2023-1200

AGENDA ITEM SUMMARY

DATE: 7/13/2023

STAFF

David Popp, Solid Waste Manager

SUBJECT

Request to Change Curbside Yard Waste Collection Eligibility from Printed Paper Bag to a Printed Sticker

EXECUTIVE SUMMARY

Staff presents for Council consideration a recommendation to change the current practice of printing and providing for resale paper lawn and leaf bags to printing and providing for resale stickers that can be affixed to any paper lawn and leaf bag for residential curbside collection.

STAFF RECOMMENDATION

Does City Council support a change from a printed lawn and leaf bag for curbside yard waste collection to a printed sticker that can be affixed to any paper lawn and leaf bag for curbside collection?

BACKGROUND/DISCUSSION

Currently, to be eligible for curbside collection of yard waste in paper lawn and leaf bags, the yard waste needs to be in bags that have the City of Muscatine printed on them. These bags have a twenty gallon capacity and can be purchased at Fareway, HyVee or the Transfer Station. The cost for a bundle of five bags is \$7.50. The last order of bags that the City purchased was in 2016 at a cost of \$14,376.00. This order was for sixteen pallets or half of a semi-load. These bags took up one half of a bay in the truck storage area and we are just getting to the sale of the last bags. To place an order now, it will see the change from twenty gallon bags to thirty gallon bags. The minimum order for printed bags is now 40 pallets and the cost for these is \$52,000.00. This supply would last nearly fourteen years. The problem with this length of time is not only the amount of storage space needed, but also the dust, dirt and rodent problems associated with this amount of paper bags.

A proposed solution would be a change from printed paper bags to printed stickers that can be purchased and affixed to any thirty gallon lawn and leaf bag. Currently Menards, Wal-Mart, Farm and Fleet and Fareway sell thirty gallon bags at a range of \$2.64 to \$2.99 for a bundle of five. These bags are not eligible for curbside collection at no charge. With the sale of printed

stickers, at a cost of \$1.50 a sticker, these bags could have a sticker affixed and be eligible as part of the curbside yard waste collection program.

The cost for residents for five paper lawn and leaf bags is currently \$7.50. The capacity of these bags is 100 gallons. The cost of the proposed sticker program for residents would increase to approximately \$10.14 for five bags, depending on where the bags are purchased. The capacity for the five bags under the sticker program would increase to 150 gallons for five bags.

The benefits for the residents under this program would be the ability to purchase their lawn and leaf bags at a vendor of their choice, even over the internet if they choose. Another benefit is the increased capacity of the thirty gallon bags to be used as part of the curbside collection program. The benefits to the City from switching to stickers are the ability to place a minimum order of 10,000 stickers for \$1,398.00, or approximately a years supply. Another benefit is the small amount of room that a bundle of stickers would take up. They can be kept in a file cabinet. The current vendors that sell the lawn and leaf bags would be asked to participate in the sticker sales and vendors that do not currently sell the City lawn and leaf bags, but sell their own brand, would be asked to participate in the sale of the stickers.

CITY FINANCIAL IMPACT

The City currently has \$37,000 budgeted for the purchase of bags. For approximately a year's supply of stickers, the cost would be \$1400.00. The proposed \$1.50 sale price of the stickers would cover the cost of the stickers and the cost of delivering the stickers to the vendors.

ATTACHMENTS



City of Muscatine

ITEM NUMBER 2023-1310

IN-DEPTH ITEM - CITY COUNCIL

DATE: 7/13/2023

STAFF

Nancy Lueck, Finance Director
Brian Stineman, Public Works Director
Carol Webb, City Administrator

SUBJECT FOR DISCUSSION

Request for City Council Consensus for Staff to Proceed with the Vehicle Wash Bay Project

EXECUTIVE SUMMARY

The City's Transit Division was awarded a \$422,559 grant by the Iowa Department of Transportation (IDOT) to construct a new vehicle wash bay. The initial grant funding was accepted by City Council in February 2022 and the required match of \$105,700 was included in the FY22 approved Transit Enterprise fund budget. In addition to the federal grant and the grant matching funds from the Transit fund, the City contributed \$200,000 in funding from the May 2022 bond issue which was the original estimated amount to complete the financing of this project.

Bid documents were approved by City Council in July 2022 and bidding was closed on August 9, 2022. The City received four bids on the project. The base bids ranged from \$1.295M to \$1.525M. The low bid of \$1,295,000 was significantly higher than the engineer's estimate of \$657,900 (\$637,100 higher cost). This project was put on hold while Transit staff applied for additional grant funding for this project. Staff was recently informed that an additional IDOT grant for \$400,000 has been awarded for the project if the City can provide the match. This lowers the funding shortfall to \$237,100.

The City may utilize a combination of funding to provide the remaining matching funds, including bonding, any available ARPA dollars, and/or some additional funds from the Transit Fund balance. ARPA funds can be considered if all of the \$217,200 in ARPA funds budgeted to balance the General Fund budget would not be needed. The final General Fund revenues, expenditures, and fund balance at June 30, 2023 will be not be known until approximately the end of August. Transit funds could supplement the ARPA funds to cover for the remaining funding shortfall. If the ARPA and Transit funding is not sufficient, staff is proposing that additional bond proceeds from the spring 2024 bond issue be used to fund the balance of the funding shortfall.

GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

Does City Council support funding the Vehicle Wash Bay?

If so, which funding option would Council prefer?

BACKGROUND/DISCUSSION

The City entered into a professional services agreement with Legat Architects in September 2021 for the design and preparation of construction documents for the Vehicle Wash Bay project. Legat's construction estimate for the project was \$728,259 (including design costs and contingencies).

The City's Transit Division was awarded a \$422,559 grant by the Iowa Department of Transportation (IDOT) to construct the vehicle wash bay. Initial grant funding was accepted by City Council in February 2022 and the required match of \$105,700 was included in the FY22 approved Transit Enterprise fund budget. In addition to the federal grant and the grant matching funds from the Transit fund, the City contributed \$200,000 in funding from the May 2022 bond issue which was the original estimated amount to complete the financing of this project.

Bid documents were approved by City Council in July 2022 and bidding was closed on August 9, 2022.

The City received four bids on the project. The base bids ranged from \$1.295M to \$1.525M. The difference in the engineering estimate and the submitted bids may be attributed to the following:

- Legat solicited vendor quotes for both the pre-engineered wood building and wash bay system which totaled around \$500,000. A review of post bid scope indicated that cost for both of these systems increased significantly compared to the quote vendors provided during design.
- Staff requested some site utility improvements (gas, electric, storm) before going out to bid that was not included in the original estimate. These improvements will bring the site utilities up to current code and will enable the implementation of the water reclamation system necessary for the project.
- The mechanical costs were higher than expected because of material cost escalation. Bidding occurred during COVID so material and labor escalation were difficult to predict, specifically wood, steel, and labor fluctuating weekly.

Because the bids came in much higher than the original estimate, the project was put on hold and Transit staff applied for additional grant funds for the project.

Staff was recently informed that an additional IDOT grant for \$400,000 has been awarded for the project if the City can provide the match. Because the low bid of \$1.295M was provided in

August 2022, City staff originally estimated the potential project cost to be as much as \$1.6M, which would have left a shortfall of as much as \$471,741. Staff recently contacted the low bidder and the low bidder has committed to hold his price subject to a few revisions in the original contract specifications. These revisions include: using a brush system, a brushless system (which was originally specified) costs up to \$40,000 more, and replacing the specified FRP interior wall sheeting with metal panels. With those revisions and the original project bid, there will be a funding shortfall of \$237,100. While the contractor has indicated that some value engineering may be possible which would lower the overall cost somewhat, a funding shortfall is still projected.

Options

1. The City Council could cancel the Vehicle Wash Bay Project and decline the \$822,559 in grant funds. It should be noted, however, that the City has already issued \$200,000 in bonding and committed \$105,700 from the Transit fund balance for the originally estimated local share of project costs. This totals to \$1,128,300 in “available” funding of the \$1,365,400 estimated total cost. If the grant funds would be declined, the City would continue to wash vehicles manually.
2. The City may include \$237,100 (funding shortfall) of additional funding in the FY24 bond issue to provide the remaining match. As the vehicle wash bay will be used by other City vehicles in addition to the Transit vehicles, this may be an appropriate additional funding source.
3. The City may utilize a combination of funding to provide the remaining match, including bonding, any available ARPA dollars, and/or some additional funds from the Transit Fund balance (estimated at \$376,475 at the end of FY24).
4. ARPA funds may be available for a portion of the \$237,100 funding shortfall if all of the \$217,200 in ARPA funds budgeted to balance the General Fund would not be needed. The final General Fund revenues, expenditures, and fund balance at June 30, 2023 will be not be known until approximately the end of August. Transit funds could supplement the ARPA funds to cover for the remaining funding shortfall.

The life expectancy of the wash bay is between 40 and 60 years, which is adequate for a 10-year borrowing period.

Benefits of Proceeding with Project

1. The useful lives of City vehicles should be extended with a better vehicle washing facility, especially to remove salt during the winter months.
2. If the City would decline grant funds, it is not certain if they would be awarded again in the future.
3. Project costs would likely continue to increase if this project is deferred.

With the proposed use of a possible combination of funding sources (ARPA, bonding, and Transit), combined with the expected benefits of extending vehicle lives, this project is not expected to have a significant impact on future operating budgets.

ATTACHMENTS

1. July 2023 In-depth Vehicle Wash Bay

Vehicle Wash Bay Update

JULY 13, 2023

BRIAN STINEMAN, PUBLIC WORKS DIRECTOR

NANCY LUECK, FINANCE DIRECTOR



Direction Sought

Does Council agree to fund the Vehicle Wash Bay?

Which funding option would Council prefer?



Agenda

1. Brief Overview of Wash Bay Funding Status
2. Conversation About Funding Options
3. Input and Direction on How to Proceed



Wash Bay Timeline

- February 2021: City contracts with Legat Architects for Preliminary Design
- March 2021: Legat estimate of probable cost is \$657,900
- February 2022: Transit Division receives \$422,559 grant from DOT for wash bay
- February 2022: Required match of \$105,700 included in FY22 Transit Enterprise Fund Budget
- 2022: City contributes \$200,000 from May 2022 bond issue



Wash Bay Timeline Continued

- August 2022: Bids received, range from \$1.295M to \$1.525M
 - Low bid \$637,000 higher than estimate of probable cost
 - Project put on hold
- June 2023: Transit Division receives \$400,000 grant from DOT
- Funding shortfall: \$237,100 to original low bid of August 2022



Wash Bay Construction

- Public Works contacted low bid contractor, Bruce Construction
- They are able to hold August 2022 bid price with two conditions:
 - A brushed system must be installed. Price for brushless (which was specified) is additional \$40,000
 - They must substitute metal panels for the specified FRP interior sheeting.



Wash Bay Funding Options

- The City may use a combination of funding to provide the remaining matching funds:
- Bonding
- Any available ARPA funds
- Additional funds from Transit Fund Balance



Wash Bay Funding Options

- ARPA funds can be considered if all of the \$217,200 in budgeted ARPA projects is not needed
- Transit funds could supplement ARPA funds to cover remaining shortfall
- If ARPA and Transit funds are not sufficient, could use additional bond proceeds from Spring 2024 bond issue



Benefits of Wash Bay

- Features under-body wash to remove salt from under vehicles
- All city departments can use facility
- Will prolong life of vehicles
- Less labor intensive than current hand-washing

Questions?

Brian Stineman	Nancy Lueck
Public Works Director	Finance Director
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City of Muscatine

ITEM NUMBER 2023-1306

IN-DEPTH ITEM - CITY COUNCIL

DATE: 7/13/2023

STAFF

Brian Stineman, Public Works Director

SUBJECT FOR DISCUSSION

Discussion of Proposed Changes to City Code for Right of Way Permits

EXECUTIVE SUMMARY

The Purpose of this Item is to Discuss Proposed Changes to City Code for Right of Way Permits

GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

What feedback does City Council have on the proposed changes to Title 3, Chapter 2 of City Code regarding work conducted in the City's right of way?

What feedback does City Council have on the proposed addition of Chapter 4 to Title 11 of City Code regarding inspection requirements for infrastructure to be dedicated to the City?

BACKGROUND/DISCUSSION

Public Works staff have been working on updating and streamlining the city code to better facilitate permitting and inspections for work in the city right of way or work that will be dedicated to the city after construction. At this time, the city code is antiquated, vague, or non-existent for these instances. We propose several modifications and additions for the council to review and hopefully approve at a future regular council meeting.

Staff have undertaken these proposed changes to meet the City Council's goals of Excellent Customer Service and Reliable Public Infrastructure. At this time, we feel that the current ordinances limit our ability to meet these goals with regard to public improvements that are done outside of a major construction project.

Title 3 of City Code covers Public Ways and Property. Chapter 2 covers "Use of City Property". This chapter contains the main language that addresses work in the city right of way, including permits, inspections, construction, and final approval. The staff propose to replace Chapter 2 in its entirety with a new version.

Currently, there are up to three different permits that a contractor may need to procure in

order to legally work within the city right of way. These include Excavation, Sidewalk, and Curb Cut. Staff propose to reduce that number to two permits.

The primary permit is proposed to be named "Service Installation Permit" and will be required for all work within the City of Muscatine's Right of Way associated with installing or repairing a utility service for a subject property from the main to the building. This work may include, but is not be limited to: excavation, sidewalk removal, pavement removal, trench bedding, pipe installation, trench backfill and compaction, topsoil placement, seeding, subgrade compaction, rock subbase placement and compaction, sidewalk placement, roadway placement and joint sealing.

The second permit, "Work in Right of Way Permit" shall cover all work to be performed within the City of Muscatine's Right of Way that is not covered by the Service Installation Permit. We feel this will make permitting simpler for staff and for contractors.

In addition, we propose setting the fees for these permits at \$150 for the service installation permit and \$50 for the work in right of way permit. These fees will help offset some of the staff costs of reviewing and issuing permits and providing inspections and documentation in the field.

At this time, Chapter 2 of Title 3 has 29 sections. The proposed new version has only 17 sections. This streamlines the code but retains all of the necessary items in the original version.

This update also adds a provision whereby property owners may replace up to three panels of sidewalk per year on their own property without obtaining a bond or proof of insurance, which is a requirement of contractors.

This update also codifies standards for construction in Chapter 3-2-11. Currently there are no standards referenced in the code. This revision will require all work in the City right of way to conform to the most recent edition of the SUDAS Standard Specifications (SUDAS), as amended and published by the Institute for Transportation at Iowa State University and the following supplemental standards which take precedence over any chapters of SUDAS which may be in conflict therewith, or as directed by the City Engineer.

In addition, this revision will specify thicknesses for pavement of sidewalk, driveways and street patches, as well as set standard minimum sizes for patches. It also references specifications for PCC, HMA, steel reinforcement, joint sealant and any other material necessary to patch sidewalks, driveways and roadways within the City's right of way and further includes specifications for backfill and location of services.

In addition to changes to Title 3, Chapter 2, we also propose to add a chapter to Title 11, Subdivision Regulations. Title 11 contains the language regarding subdivision construction and the necessary rules and regulations. Staff discovered that Title 11 does not contain inspection language, which has made dealing with subdividers difficult. The proposed Chapter 4 of Title 11

defines inspection rules and regulations that will be required if infrastructure constructed by a developer or his contractor is planned to be dedicated to the city. It outlines requirements for inspections, a daily inspection log, documentation of inspections, filing of "as built" records, and sets up processes for privately developed and operated facilities.

The proposed versions of these chapters are included in the attached documents. Title 3, Chapter 2 is a complete revision, so there are no "red lines" as the whole document is proposed to replace the existing section. Title 11 Chapter 4 is in "red line" format, but it is all new as there is nothing existing to cover these items currently.

ATTACHMENTS

1. Title 3 Public Ways and Property v3
2. Title 11 Subdivision Regulations. Inspection Proposal2
3. ROW Permit Descriptions
4. July 2023 In-depth City Code

Propose to remove and replace existing Title 3, Chapter 2 in its entirety with this version

Title 3 – Public Ways and Property

Chapter 2 – Private Construction in City Right of Way

SECTIONS:

- 3-2-1 Compliance
- 3-2-2 Permits Required
- 3-2-3 Permit Issuance
- 3-2-4 Period of Validity for Permits
- 3-2-5 Permits May be Examined
- 3-2-6 Save Harmless
- 3-2-7 Protect Adjoining Property
- 3-2-8 Completion by City
- 3-2-9 Responsibility for Costs
- 3-2-10 Emergency Work
- 3-2-11 Standards
- 3-2-12 Barricades, Fencing, and Lighting
- 3-2-13 Steel Tracks: Cleated Equipment
- 3-2-14 Excavation Material
- 3-2-15 Inspection
- 3-2-16 Pavement Failure after Repair
- 3-2-17 Penalty

3-2-1 Compliance

No person or entity shall perform any work within the public right of way except in accordance with the following provisions of this Chapter.

3-2-2 Permits Required

A. Service Installation Permit

This permit shall be required for all work within the City of Muscatine's Right of Way associated with installing or repairing a utility service for a subject property from the main to the building. This work may include, but not be limited to: excavation, sidewalk removal, pavement removal, trench bedding, pipe installation, trench backfill and compaction, topsoil placement, seeding, subgrade compaction, rock subbase placement and compaction, sidewalk placement, roadway placement and joint sealing.

B. Work In Right of Way Permit

This permit shall cover all work to be performed within the City of Muscatine's Right of Way that is not covered by the Service Installation Permit.

C. Any permit issued under the provisions of this Chapter shall be obtained by a contractor licensed by the State of Iowa and permitted by the City of Muscatine to perform the work described in the scope of work portion of the permit application.

1. A property owner may replace up to 3 panels of sidewalk adjacent to their own property per year without a bond or proof of insurance.
2. A property owner may only excavate in the city right-of-way for mailbox posts. Any other minor excavations in the city right-of-way must be approved by the City Engineer.

Propose to remove and replace existing Title 3, Chapter 2 in its entirety with this version

- D. City of Muscatine Public Works employees working in the course of employment for the City of Muscatine, or its contractors working under the direct supervision of the City, are exempt from the permit requirements set out in this Chapter.

3-2-3 Permit Issuance

A. Application Requirements

The application shall be on such form and include such detail as prescribed by the City Engineer.

B. Fee

The application fee shall be set by resolution of the City Council, and is listed in the Schedule of Permit and Licensing Requirements contained in Appendix B to this Code of Ordinances.

C. Bond Required

A bond shall be required guaranteeing the permittee's payment for any damage done to the City or to public property, and payment of all costs incurred by the City in the course of administration of this Section. Such shall be set by resolution of Council and is listed in the Schedule of Permit and Licensing Requirements contained in Appendix B to this Code of Ordinances. The bond shall be issued by a surety company authorized to issue such bonds in the State.

D. Insurance

Every applicant shall also file a certificate of insurance indicating that the applicant is carrying public liability insurance in effect for the duration of the permit covering the City as additional insured and applicant and all its agents and employees for the amounts set by resolution of Council and specified in the Schedule of Permit and Licensing Requirements contained in Appendix B to this Code of Ordinances

E. Pre-construction Conference

The City may require a pre-construction conference before the issuance of a permit. The conference may involve representatives of the Public Works Department, Police and Fire Departments, City Engineer, utility companies, and the contractor and/or their representative.

F. Street Closures

1. Requests to close all or part of any City Street must be made as part of this permit application.
2. Full street closures must obtain City Council approval.
3. Streets and alleys shall be opened in the manner which will cause the least inconvenience to the public and admit the uninterrupted passage of water along the gutter on the street.

G. Grounds for Issuance

1. Upon approval of the application, filing of bond and submission of an insurance certificate, and payment of any required fees, a permit shall be issued.
2. No person or entity shall have more than five open excavations at any time without written permission of the Right of Way Inspector.

Propose to remove and replace existing Title 3, Chapter 2 in its entirety with this version

3-2-4 Period of Validity for Permits

- A. Work shall begin within 7 days of obtaining the permit.
- B. Work shall be completed within 60 days of its commencement.
- C. If the work cannot be completed within the 60-day timeframe, the Contractor may request an extension at least seven days prior to the deadline.

3-2-5 Permits May be Examined

All permits and written authorizations issued by the City shall at all times be kept by an individual at the work site and shall be surrendered for examination upon the demand of any officer of the City.

3-2-6 Save Harmless

The applicant shall agree to hold and save harmless the City, its Agents, Officers, and Employees from any liability or responsibility for damage to any person or property injured by the performance of any excavation work performed by an applicant or by the negligence of the applicant, his employees, or agents in carrying out the excavation permitted under this Chapter.

3-2-7 Protect Adjoining Property

Any person working in the right of way shall at all times and at his own expense preserve and protect from damage or injury all adjoining property of any nature by providing proper foundations, sheeting, bracing, shoring, and drainage, as well as such other protective measures as may be required. The person making the excavation shall be responsible for all damages to public or private property resulting from or occasioned by the excavation.

3-2-8 Completion by City

Should any excavation in any street or alley be discontinued or left open and unfinished for a period of 24 hours after the approved completion date, or in the event work in the right of way is improperly done, the City has the right to finish or correct the work and charge any expenses therefor to the permit holder/property owner.

3-2-9 Responsibility for Costs

All costs and expenses incident to the work in right of way shall be borne by the property owner/permit holder. The property owner/permit holder shall indemnify the City from any loss or damage that may directly or indirectly be occasioned by such work.

3-2-10 Emergency Work

Emergency work is work necessary for the repair of such vital utilities as gas, water, sewer, and electricity, which by their nature necessitate immediate action.

- A. If the emergency occurs during normal office hours, eight o'clock (8:00) A.M. to five o'clock (5:00) P.M. weekdays, the agency doing the work shall first notify the City and obtain approval of said work. The applicant shall obtain the permit in person at the permit office before the close of the next work day.
- B. During normal working hours, emergency detour routes may be requested by telephoning the Department of Public Works.
- C. If the emergency occurs during other than normal working hours, the applicant shall call the Public Safety dispatcher and give the dispatcher the location and nature of

Propose to remove and replace existing Title 3, Chapter 2 in its entirety with this version

the emergency before starting the work. The applicant is then required to get said permit before noon of the next work day.

- D. On other than normal working hours, emergency street closing and detours shall be reported by notifying the dispatcher at the Public Safety Building.

3-2-11 Standards

All work in the City right of way shall conform to the most recent edition of the SUDAS Standard Specifications (SUDAS), as amended and published by the Institute for Transportation at Iowa State University and the following supplemental standards which take precedence over any chapters of SUDAS which may be in conflict therewith, or as directed by the City Engineer.

A. Sidewalks

1. Sidewalks equal to or less than 5 feet in width shall be minimum 4" Portland Cement Concrete (PCC) on 4" of Modified Subbase.
2. Sidewalks greater than 5 feet in width shall be minimum 6" Portland Cement Concrete (PCC) on 4" of Modified Subbase
3. Sidewalks through a driveway section shall be built in accordance with 3-2-11. B

B. Driveways

Driveways shall be 6" PCC on 6" of Modified Subbase.

C. Street Patches

1. Thickness of Patch

a. PCC Patches on PCC Streets

Shall either match the thickness of the existing pavement or be poured 8" thick, whichever is greater, on 6" of Modified Subbase.

b. PCC Patches on Hot Mix Asphalt (HMA) streets

Shall be 10" thick on a 6" Modified Subbase.

c. HMA Patches on HMA Streets

Shall either match the thickness of the existing pavement or be placed 6" thick, whichever is greater, on a 6" Modified Subbase.

2. Size of Patches

- a. The Right of Way Inspector shall determine all patch sizes after the service has been installed.
- b. However, patch sizes shall not be smaller than 6' x 6' and shall not create any remnant panel to be smaller than 6' x 6'.

- D. PCC, HMA, steel reinforcement, joint sealant and any other material necessary to patch sidewalks, driveways and roadways within the City's right of way shall conform to SUDAS Standard Specifications, Current Edition. See SUDAS Standard Specifications, Current Edition for detail drawings.

E. Backfill

1. All excavations shall be backfilled in accordance with Section 3010 of SUDAS.

Propose to remove and replace existing Title 3, Chapter 2 in its entirety with this version

2. Prior to any backfill, the Contractor shall contact the Right of Way Inspector for inspection of the utility service, if present, and documentation of its location.
- F. Contractor shall contact the Right of Way Inspector prior to placing any permanent surface (PCC or HMA) to allow for inspection of compacted subgrade, subbase and forms.
- G. **Areas Not Hard Surfaced**
Contractor shall place topsoil and seed all disturbed areas not to receive a hard surface within the right of way.
- H. Contractor shall restore all disturbed area to existing condition or better.

3-2-12 Barricades, Fencing, and Lighting

Adequate barricades, fencing and warning lights meeting standards specified by the City shall be so placed as to protect the public from hazard. Any costs incurred by the City in providing or maintaining adequate barricades, fencing or warning lights shall be paid to the City by the permit holder/property owner.

3-2-13 Steel Tracks: Cleated Equipment

Under no circumstances shall steel tracked or steel cleated equipment or machinery be permitted on any street, alley, sidewalk, or way unless authorized in writing by the City.

3-2-14 Excavation Material

The person making the excavation shall haul away all excess excavated material.

3-2-15 Inspection

All work shall be subject to City inspection.

3-2-16 Pavement Failure after Repair

If the repaired street surface cracks or subsides more than 1 inch across the excavation within 4 years of the surface replacements, the applicant shall remove the pavement, compact or replace the backfill as required and replace the pavement at no cost to the City.

3-2-17 Penalty

- A. Any person violating any provision of this Chapter, or failing or neglecting to comply with any requirement, shall be deemed guilty of a separate misdemeanor or civil penalty for each and every day during any part of which such violation or noncompliance occurs.
- B. Any person who violates any provision of this Chapter may further be refused any permits until he shall have complied with the provisions of this Chapter.
- C. Any incidence of violation of this Chapter shall be cause for the City to immediately revoke or suspend an excavation permit without prejudice to other action on the violation.

TITLE 11
SUBDIVISION REGULATIONS

<u>SUBJECT</u>	<u>CHAPTER</u>
Plats, Filing, Approval Process	1
Minimum Standards	2
Documents to be Submitted with Final Plat	3
Inspection	4
Enforcement	5

Title 11 – Subdivision Regulations
Chapter 4 – Inspection

SECTIONS:

- 11-4-1 Inspections Required
- 11-4-2 Daily Inspection Log
- 11-4-3 Documentation of Inspections
- 11-4-4 Filing "As Built" Records
- 11-4-5 Privately Developed and Operated Facilities

11-4-1 Inspections Required. The Developer shall notify the City Engineer of both the start and completion of approved improvements. All public improvements proposed to be made as part of a development shall be inspected during the course of construction by the City Engineer or his representative. All fees and costs associated with review of plans and specifications and inspections shall be paid by the Developer. The fees and cost shall be set at the prevailing rate. If it is determined that improvements are being built in violation of City Standards the inspector will notify the City Engineer who may issue a stop work order.

11-4-2 Daily Inspection Log. The City Engineer, or his representative, shall maintain a daily log of construction activity related to the proposed improvements. Copies of the log entries shall be submitted to the City Engineer on a weekly basis during construction. The purpose of the log is to provide backup information for the developer's engineer and the City Engineer to recommend acceptance and approval of the improvements by the city council and to provide actual construction records of any problems that may develop. The daily log shall contain the following minimum information:

- A. Weather Conditions
- B. Site Conditions
- C. Contractor's working hours
- D. Inspector's hours on site
- E. An explanation of the actual work performed by the contractor that day
- F. Specific information about material tests taken
- G. Description of any problems

11-4-3 Documentation of Inspections. The City Engineer, or his representative, shall make and document the following inspections:

- A. Storm and Sanitary Sewer and Water Main Improvements:
 - 1. Inspect all materials and document pertinent items such as pipe manufacture, class, and size.
 - 2. Reject any defective material and ensure that it is not used on the job
 - 3. Observe the actual pipe laying operation to ensure that all joints are properly made, the pipes are true to line and grade, and the bedding and backfill are done according to the specifications.
 - 4. Document the depth and type of bedding, trench conditions, location of all service laterals, backfilling, and location of all utilities installed and encountered. Location measurements shall be of the accuracy and type required by the City Engineer.
 - 5. Observe and document all final acceptance testing required by the specifications
- B. Street Improvements:
 - 1. Perform and document subgrade, subbase, base and embankment compaction tests.
 - 2. Inspect the alignment and condition of the paving forms.
 - 3. Check and document subgrade depth checks

4. Check and document paving machine adjustments
 5. Furnish the asphalt or Portland Cement concrete mix design to the City Engineer for approval prior to commencing paving operations.
 6. Inspect all concrete pours.
 7. Perform and document an appropriate number of air content and slump measurements.
 8. Cast compression cylinders or beams and document the results of the tests.
 9. Inspect placement of all asphalts
 10. Perform and record asphalt compaction tests.
 11. Perform at least one asphalt extraction test and one sieve analysis from an asphalt sample taken on the job site.
- C. The City Engineer shall also inspect required improvements upon their completion. The City of Muscatine shall not accept any improvement until the City Engineer has certified that it complies with this chapter.

11-4-4 Filing "As Built" Records. The improvements will not be recommended for acceptance until the following are provided and approved by the City Engineer:

- A. Copies of daily inspection logs
- B. Copies of all material test results
- C. Detailed reproducible "as-built" plans of all public improvements
- D. Certification by the Developer's engineer that all construction was accomplished within reasonably close conformance to the plans and specifications, and that the "as-built" plans accurately reflect actual field conditions.
- E. A labor and material payment and maintenance bond posted prior to construction by the Developer's contractor for the installation of all public improvements, using forms provided by the City Engineer.
- F. Permanent easements or agreements granted to the City for all public improvements that are not constructed in dedicated right-of-way, using forms provided by the City Engineer
- G. Accurate triangular measurements for sewer and water laterals to permanent items, e.g., fire hydrants, or manholes. The sewer and water services shall be marked with a four inch by four inch (4" x 4") marking, that stands five feet (5') or six feet (6') tall including a curb notch. Laterals shall also be electronically located and coordinates submitted to the City Engineer for inclusion in MAGIC GIS.

11-4-5 Privately Developed and Operated Facilities. Where the subdivision is to contain sewers, sewage treatments plants, water supply systems, park areas, or other physical facilities which will not be maintained by the existing public agencies, provision should be made by trust agreement, which is a part of the deed restrictions and which is acceptable to the proper public agencies, for jurisdiction over the continuous maintenance, supervision, operation and reconstruction of such a facility by the lot owners in the subdivision.

SERVICE INSTALLATION PERMIT: (\$150 FEE)

This permit shall be obtained by a contractor licensed by the State of Iowa and permitted by the City of Muscatine to perform the work described in the scope of work portion of the permit application. This permit shall cover all work associated with installing or repairing a utility service for a subject property from the main to the building. All work must be performed in accordance with SUDAS Standard Specifications, Current Edition, or as directed by the City Engineer. This work may include, but not be limited to:

- Excavation
- Sidewalk removal
- Pavement removal
- Trench bedding
- Pipe installation
- Trench backfill and compaction
- Topsoil placement
- Seeding
- Subgrade compaction
- Rock subbase placement and compaction
- Sidewalk placement
- Roadway placement
- Joint sealing

Once the service has been installed, the Contractor shall contact the Right of Way Inspector for inspection of service and documentation of its location. Contractor shall then backfill all trenches in accordance with Section 3010 of the SUDAS Specifications Manual, Current Edition. Contractor shall place topsoil and seed all disturbed areas not to receive a hard surface within the right of way. Sidewalks less than or equal to 5 feet in width shall be 4" PCC on 4" of Modified Subbase. Sidewalks greater than 5 feet in width shall be 6" PCC on 6" of Modified Subbase. Driveways shall be 6" PCC on 6" of Modified Subbase. Sidewalks through a driveway section shall match the requirements of the driveway section. PCC Patches shall either match the thickness of the existing pavement or be poured 8" thick, whichever is greater, on 6" of Modified Subbase. HMA Patches shall either match the thickness of the existing pavement or be placed 6" thick, whichever is greater, on a 6" Modified Subbase. PCC Patches will be allowed in an HMA street, however, the PCC Patch shall be 10" thick on a 6" Modified Subbase. The Right of Way Inspector shall determine all patch sizes after the service has been installed. However, patch sizes shall not be smaller than 6' x 6' and shall not create any remnant panel to be smaller than 6' x 6'. PCC, HMA, steel reinforcement, joint sealant and any other material necessary to patch sidewalks, driveways and roadways within the City's right of way shall conform to SUDAS Standard Specifications, Current Edition. See SUDAS Standard Specifications, Current Edition for detail drawings.

The Contractor shall begin work within seven days of obtaining the permit and shall complete the work within sixty days of commencing work. If the work cannot be completed within the sixty-day timeframe, the Contractor shall request an extension at least seven days prior to the deadline. The Contractor shall make every effort to not leave an open excavation in the Right of Way overnight. In the event that a trench must be left open, the Contractor shall protect the public from falling into the open excavation at his/her own expense. The Contractor shall have no more than five open excavations at any time without written permission of the Right of Way Inspector. The Contractor shall be insured as required by City Code.

Requests to close all or part of any City Street must be made as part of this permit application. Full street closures must obtain City Council approval.

WORK IN RIGHT OF WAY PERMIT: (\$50 FEE)

This permit shall be obtained by a contractor licensed by the State of Iowa and permitted by the City of Muscatine to perform the work described in the scope of work portion of the permit application. This permit shall cover all work to be performed within the City of Muscatine's Right of Way that is not covered by the Service Installation Permit. All work must be performed in accordance with SUDAS Standard Specifications, Current Edition, or as directed by the City Engineer. Contractor shall restore all disturbed area to existing condition or better. Contractor shall contact the Right of Way Inspector prior to placing any permanent surface (PCC or HMA) to allow for inspection of compacted subgrade, subbase and forms. The Contractor shall be insured as required by City Code.

Sidewalks less than or equal to 5 feet in width shall be 4" PCC on 4" of Modified Subbase. Sidewalks greater than 5 feet in width shall be 6" PCC on 6" of Modified Subbase. Driveways shall be 6" PCC on 6" of Modified Subbase. Sidewalks through a driveway section shall match the requirements of the driveway section.

PCC Patches shall either match the thickness of the existing pavement or be poured 8" thick, whichever is greater, on 6" of Modified Subbase. HMA Patches shall either match the thickness of the existing pavement or be placed 6" thick, whichever is greater, on a 6" Modified Subbase. PCC Patches will be allowed in an HMA street, however, the PCC Patch shall be 10" thick on a 6" Modified Subbase. The Right of Way Inspector shall determine all patch sizes after the service has been installed. However, patch sizes shall not be smaller than 6' x 6' and shall not create any remnant panel to be smaller than 6' x 6'. PCC, HMA, steel reinforcement, joint sealant and any other material necessary to patch sidewalks, driveways and roadways within the City's right of way shall conform to SUDAS Standard Specifications, Current Edition. See SUDAS Standard Specifications, Current Edition for detail drawings.

The Contractor shall begin work within one week of obtaining the permit and shall complete the work within two months of commencing work. The Contractor shall not leave an open

excavation in the Right of Way overnight unless he/she has written permission from the Right of Way Inspector. When given permission, the Contractor shall protect the public from falling into the open excavation at his/her own expense.

Requests to close all or part of any City Street must be made as part of this permit application. Full street closures must obtain City Council approval.

PRIVATE DEVELOPMENT:

(A) Inspections Required: The Developer shall notify the City Engineer of both the start and completion of construction of approved improvements.

1. The City Engineer shall inspect said improvements while they are under construction. If he/she determines that they are being built in violation of City Standards, he/she shall promptly notify the Administrator who, in turn, shall issue a stop order. All public improvements proposed to be made as part of said development shall be inspected during the course of construction by the City Engineer or a duly designated deputy selected and retained by the City Engineer. All fees and costs connected with such inspection and in reviewing the plan and specifications for such improvements shall be paid by the Developer. The fees and cost shall be set at the prevailing rate.

2. In addition to the detailed requirements listed below, the inspector shall maintain a daily diary in a standard format acceptable to the City Engineer. Copies of the daily diary entries shall be provided to the City Engineer on a weekly basis during construction.

(a) Content: The daily entries shall include at least the following information:

- (1) Weather conditions.
- (2) Site conditions.
- (3) Contractor's working hours.
- (4) Inspector's hours on the site.
- (5) An explanation of the actual work performed by the contractor that day.
- (6) Specific information about material tests taken.
- (7) Description of any problems.

(b) Purpose: The purpose of the diary is to provide backup information for the developer's engineer and the City Engineer to recommend acceptance of the improvements by the City Council and provide actual construction records of any problems that may develop.

(c) Format: The general format of the diary must be approved by the City Engineer before construction begins.

3. The inspector shall make and document the following inspections:

(a) Storm And Sanitary Sewer And Water And Main Improvements:

(1) Inspect all materials and document pertinent items such as pipe manufacturer, class and size.

(2) Reject any defective material and insure that it is not used on the job.

(3) Observe the actual pipe laying operation to insure that all joints are properly made, the pipes are true to line and grade, and the bedding and backfill are done according to the specifications.

(4) Document the depth and type of bedding, trench conditions, location of all service laterals, backfilling, and location of all utilities installed and encountered. Location measurements shall be of the accuracy and type required by the City Engineer.

(5) Observe and document all final acceptance testing required by the specifications.

(b) Street Improvements:

(1) Perform and document subgrade, subbase, base and embankment compaction tests.

(2) Inspect the alignment and condition of the paving forms.

A. Check and document subgrade depth checks.

B. Check and document the paving machine adjustments.

(3) Furnish the asphalt or PC concrete mix design to the City Engineer for approval prior to commencing paving operations.

(4) Inspect all concrete pours.

A. Perform and document an appropriate number of air content and slump measurements.

B. Cast compression cylinders or beams and document the results of the tests.

(5) Inspect the placement of all asphalts.

A. Perform and record asphalt compaction tests.

B. Perform at least one asphalt extraction test and one sieve analysis from an asphalt sample taken on the job site.

4. The City Engineer shall also inspect required improvements upon their completion. The City of Muscatine shall not accept any improvement until the City Engineer has certified that it complies with this chapter.

(B) Filing "As Built" Records: The improvements will not be recommended for acceptance until the following is provided for the City Engineer:

1. Copies of all daily diary entries.

2. Copies of all material test results.

3. Detailed reproducible "as-built" improvements construction plans of all public improvements.

4. Certification by the Developer's engineer that all construction was accomplished within reasonably close conformance to the plans and specifications, and that the "as-built" plans accurately reflect actual field conditions.

5. A labor and material payment and maintenance bond posted prior to construction by the contractor of a Developer for the installation of all public improvements, using forms provided by the City Engineer.

6. Permanent easements or agreements granted to the City for all public improvements that are not constructed in dedicated right- of-way, using forms provided by the City Engineer.

7. Accurate triangular measurements for sewer and water laterals to permanent items, e.g., fire hydrants or manholes. The sewer and water services shall be marked with a four inch by four inch (4" x 4") marking, that stands five feet (5') or six feet (6') tall including a curb notch. Laterals shall also be electronically located and coordinates submitted to the City Engineer for inclusion in MAGIC.

(D) Privately Developed And Operated Facilities: Where the subdivision is to contain sewers, sewage treatment plants, water supply systems, park areas, or other physical facilities which will not be maintained by existing public agencies, provision should be made by trust agreement, which is a part of the deed restrictions and which is acceptable to the proper public agencies, for jurisdiction over the continuous maintenance, supervision, operation and reconstruction of such facilities by the lot owners in the subdivision.

Proposed Changes to City Code Title 3 and 11

JULY 13, 2023

BRIAN STINEMAN, PUBLIC WORKS DIRECTOR



Direction Sought

Does the council have any input?

Does the council agree to the proposed changes?

Does the council agree to bring this to a vote at a future meeting?



Agenda

1. Goals
2. Explanation of proposed changes to city code
3. Questions



Council Goals Related to Proposal

- Excellent Customer Service
- Reliable Public Infrastructure



Current Code Title 3

- Chapter 1 Streets and Sidewalks
- Chapter 2 Use of City Right of Way
- We propose changes to Chapter 2

Current Code Title 3

- Chapter 2 Use of City Right of Way
- Covers permits, inspections, requirements of work in the right of way
- Currently 3 separate permits may be needed**
 - Excavation, sidewalk, curb cut
- Propose two permits with modified fees**



Current Code Title 3

- **Currently 3 separate permits may be needed**
- **Excavation Permit: \$20**
- **Sidewalk Permit: \$20**
- **Curb Cut Permit: \$100**



Proposed Code Title 3

Service Installation Permit

This permit shall be required for all work within the City of Muscatine's Right of Way associated with installing or repairing a utility service for a subject property from the main to the building. This work may include, but not be limited to: excavation, sidewalk removal, pavement removal, trench bedding, pipe installation, trench backfill and compaction, topsoil placement, seeding, subgrade compaction, rock subbase placement and compaction, sidewalk placement, roadway placement and joint sealing.

Proposed fee: \$150

Fee helps cover cost of permit review, site inspection, recording of utility locations via GPS



Proposed Code Title 3

Work In Right of Way Permit

This permit shall cover all work to be performed within the City of Muscatine's Right of Way that is not covered by the Service Installation Permit.

Proposed fee: \$50

Fee helps cover cost of permit review, and site inspection



Proposed Code Title 3

- C. Any permit issued under the provisions of this Chapter shall be obtained by a contractor licensed by the State of Iowa and permitted by the City of Muscatine to perform the work described in the scope of work portion of the permit application.
 - 1. A property owner may replace up to 3 panels of sidewalk adjacent to their own property per year without a bond or proof of insurance.
 - 2. A property owner may only excavate in the city right-of-way for mailbox posts. Any other minor excavations in the city right-of-way must be approved by the City Engineer.



Current Code Title 3

- Chapter 2 Use of City Right of Way
- Covers permits, inspections, requirements of work in the right of way
- Currently: no standards for sidewalk or pavement patches**
- Propose: codified standards for both**

Proposed Code Title 3

3-2-11 Standards

All work in the City right of way shall conform to the most recent edition of the SUDAS Standard Specifications (SUDAS), as amended and published by the Institute for Transportation at Iowa State University and the following supplemental standards which take precedence over any chapters of SUDAS which may be in conflict therewith, or as directed by the City Engineer.



Proposed Code Title 3

A. Sidewalks

1. Sidewalks equal to or less than 5 feet in width shall be minimum 4" Portland Cement Concrete (PCC) on 4" of Modified Subbase.
2. Sidewalks greater than 5 feet in width shall be minimum 6" Portland Cement Concrete (PCC) on 4" of Modified Subbase
3. Sidewalks through a driveway section shall be built in accordance with 3-2-11. B

B. Driveways

Driveways shall be 6" PCC on 6" of Modified Subbase.



Proposed Code Title 3

C. Street Patches

1. Thickness of Patch

a. PCC Patches on PCC Streets

Shall either match the thickness of the existing pavement or be poured 8" thick, whichever is greater, on 6" of Modified Subbase.

b. PCC Patches on Hot Mix Asphalt (HMA) streets

Shall be 10" thick on a 6" Modified Subbase.

c. HMA Patches on HMA Streets

Shall either match the thickness of the existing pavement or be placed 6" thick, whichever is greater, on a 6" Modified Subbase.



Proposed Code Title 3

C. Street Patches

2. Size of Patches

- a.** The Right of Way Inspector shall determine all patch sizes after the service has been installed.
- b.** However, patch sizes shall not be smaller than 6' x 6' and shall not create any remnant panel to be smaller than 6' x 6'.



Proposed Code Title 3

- D. PCC, HMA, steel reinforcement, joint sealant and any other material necessary to patch sidewalks, driveways and roadways within the City's right of way shall conform to SUDAS Standard Specifications, Current Edition. See SUDAS Standard Specifications, Current Edition for detail drawings.

E. Backfill

1. All excavations shall be backfilled in accordance with Section 3010 of SUDAS.
2. Prior to any backfill, the Contractor shall contact the Right of Way Inspector for inspection of the utility service, if present, and documentation of its location.



Current Code Title 11 Subdivision Regulations

- Chapter 1 Plats, Filing, Approval Process
- Chapter 2 Minimum Standards
- Chapter 3 Documents to be Submitted with Final Plat
- Chapter 4 Enforcement
- Proposed: Create Chapter 4 Inspection
- Proposed: move current Chapter 4 to Chapter 5, Enforcement



Proposed Code Title 11

Proposed Chapter 4

Five new sections:

- 11-4-1 Inspections Required**
- 11-4-2 Daily Inspection Log**
- 11-4-3 Documentation of Inspections**
- 11-4-4 Filing “As Built” Records**
- 11-4-5 Privately Developed and Operated Facilities**



Proposed Code Title 11

11-4-1 Inspections Required

The Developer shall notify the City Engineer of both the start and completion of approved improvements. All public improvements proposed to be made as part of a development shall be inspected during the course of construction by the City Engineer or his representative. All fees and costs associated with review of plans and specifications and inspections shall be paid by the Developer. The fees and cost shall be set at the prevailing rate. If it is determined that improvements are being built in violation of City Standards the inspector will notify the City Engineer who may issue a stop work order.



Proposed Code Title 11

11-4-2 Daily Inspection Log

The City Engineer, or his representative, shall maintain a daily log of construction activity related to the proposed improvements. Copies of the log entries shall be submitted to the City Engineer on a weekly basis during construction. The purpose of the log is to provide backup information for the developer's engineer and the City Engineer to recommend acceptance and approval of the improvements by the city council and to provide actual construction records of any problems that may develop.



Proposed Code Title 11

11-4-3 Documentation of Inspections

The City Engineer, or his representative, shall make and document the following inspections:

- A. Storm and Sanitary Sewer and Water Main Improvements
- B. Street Improvements
- C. The City Engineer shall also inspect required improvements upon their completion. The City of Muscatine shall not accept any improvement until the City Engineer has certified that it complies with this chapter.



Proposed Code Title 11

11-4-4 Filing “As-built” Records

The improvements will not be recommended for acceptance until the following are provided and approved by the City Engineer:

- A. Copies of daily inspection logs
- B. Copies of all material test results
- C. Detailed reproducible “as-built” plans of all public improvements
- D. Certification by the Developer’s engineer that all construction was accomplished within reasonably close conformance to the plans and specifications, and that the “as-built” plans accurately reflect actual field conditions.



Proposed Code Title 11

11-4-4 Filing “As-built” Records

The improvements will not be recommended for acceptance until the following are provided and approved by the City Engineer:

- E. A labor and material payment and maintenance bond posted prior to construction by the Developer’s contractor for the installation of all public improvements, using forms provided by the City Engineer.
- F. Permanent easements or agreements granted to the City for all public improvements that are not constructed in dedicated right-of-way, using forms provided by the City Engineer
- G. Accurate triangular measurements for sewer and water laterals to permanent items, e.g., fire hydrants, or manholes. The sewer and water services shall be marked with a four inch by four inch (4” x 4”) marking, that stands five feet (5’) or six feet (6’) tall including a curb notch. Laterals shall also be electronically located and coordinates submitted to the City Engineer for inclusion in MAGIC GIS.



Proposed Code Title 11

11-4-5 Privately Developed and Operated Facilities

Where the subdivision is to contain sewers, sewage treatments plants, water supply systems, park areas, or other physical facilities which will not be maintained by the existing public agencies, provision should be made by trust agreement, which is a part of the deed restrictions and which is acceptable to the proper public agencies, for jurisdiction over the continuous maintenance, supervision, operation and reconstruction of such a facility by the lot owners in the subdivision.



Questions?

Brian Stineman

Public Works Director

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563-263-8933





City of Muscatine

ITEM NUMBER 2023-1309

IN-DEPTH ITEM - CITY COUNCIL

DATE: 7/13/2023

STAFF

Stephanie Romagnoli, Human Resources Manager
Kirsten Ross Vogel - Focus Forward Coaching

SUBJECT FOR DISCUSSION

Community Development Department Assessment

EXECUTIVE SUMMARY

City staff recently retained a consultant to conduct department assessments for the Community Development (CD) and Water Pollution Control Plant (WPCP) Departments. The assessment process included individual interviews with employees in each department followed by an evaluation of the information by a professional consultant with advanced expertise in human resources and organizational culture.

The completed assessments provide insight regarding the current state of each department and provide a roadmap of targeted actions to address any identified opportunities and challenges.

This agenda item focuses solely on the Community Development Department. Findings from the WPCP Department Assessment will be provided at a later date. Key themes from the Community Development Report include:

- The staff are engaged and love the work they do and the contribution they make to the community.
- Leadership is committed to providing high quality services. However, they are overcapacity and workload need to be evaluated.
- Some programs in the department are understaffed for the current workload.
- Formal onboarding and training processes are needed to provide high quality service delivery.
- Two-way communication needs to be improved between all internal stakeholders (Administration, Department staff, City Council, and other departments).
- Safety training, equipment, and protocols are needed for CD staff

- Formal customer service training and a complaint escalation process/policy is needed to provide better customer service.
- Many process improvement opportunities exist that require time, attention, tools, and training.
- Potential benefits are not being fully realized in the current organizational structure.
- The City Administrator will review the full report with staff and Council and prioritize recommendations for implementation.

GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

Does City Council have any questions and/or feedback on the information presented?

BACKGROUND/DISCUSSION

City staff recently retained a consultant to conduct department assessments for the Community Development (CD) and Water Pollution Control Plant (WPCP) Departments. The assessment process included individual interviews with employees in each department followed by an evaluation of the information by a professional consultant with advanced expertise in human resources and organizational culture.

The completed assessments provide insight into the current state of each department and provide a roadmap of targeted actions to address any identified opportunities and challenges.

This agenda item focuses solely on the Community Development Department. Findings from the WPCP Department will be provided at a later date.

Team Culture

The culture of a team is the culmination of how a team communicates, perceives their work, group norms that drive how they work, what they focus on and value. The good news is that leaders have the power to impact team culture. As a leader, by the title and the position, actions will generate a culture. A leader is the most powerful force. Within the city, elected officials become additional members of leadership who also impact a team culture.

Employees listen to leaders' words and watch their actions to get clues about what is important to them. As they observe or interact with their leaders, their experiences create beliefs.

These beliefs determine how they take action and behave in your organization. These actions will be aligned with the core values and will help you meet your objectives, or they will become barriers to success.

Leadership in Service

Leadership in service is another good concept to keep top of mind. If something is not to your liking, look at you first and ask, "What did I do to contribute to this situation?"

Some good places to look first:

- Did I set clear expectations (quantity, quality)?
- Does the team or individual have the necessary knowledge, skills, and abilities?
- Am I helping to create an environment that is encouraging and motivating?
- Have I made my employees afraid to act?
- Is there an effective process in place that is well documented and available?
- Are the necessary resources available (time, equipment, supplies)?
- Is the current goal consistent with the organization's mission and vision?

Perception vs. Absolute Truth

A report of findings is created by aggregating team perceptions. Three key points to emphasize:

- Results are aggregated. The report is a culmination of similar insights shared by multiple people.
- Individual employee comments are kept anonymous unless special permission is given to include any identifying information. If you find yourself working to figure out who said what, please re-focus on fixing identified issues instead.
- There is a difference between people's perceptions and absolute truth. Team perceptions, however, are their reality and their truth.
- You may have different perspectives than the team in some instances. At times, it can be difficult to digest this type of blunt feedback. If you don't agree or don't understand, remember, the goal is to change the perceptions rather than minimize or negate how the team feels. Actions that do nothing more than discredit perceptions create no change.

That said, the remedy is often different from what might seem like the most obvious fix. The recommended actions are based on the corroborated findings and with the awareness that perceptions are not facts. The report of findings highlights and describes identified key issues and provides recommended actions to address each one. The list ends up being quite extensive. The good news, though, is that often issues are intertwined so addressing one affects multiple challenges. Once the full report is digested, an important next step is to prioritize actions. The report acts as a guide to help the organization focus energy and resources on changes that can be most impactful.

It is also very important to stay in communication with the team who has shared their feedback. Show appreciation for the time and energy they put into sharing. It can be very uncomfortable. Continue to attach changes to feedback you heard and communicate with the team so they know they've been heard.

How To Act on the Data

- Change perceptions, not negate or minimize
- Identify patterns in perceptions
- Focus energies on the most impactful changes
- Connection to values and behaviors
- Leadership reflections (clear expectations, training, processes, resources, etc.)

ASSESSMENT RESULTS

Good News

Employees generally rate their work experience very high and love the work they do. They appreciate the excellent benefits the City offers and are motivated by helping their community. They feel that the work they are doing isn't just a job, it is a career. Employees also expressed pride in their many accomplishments, including:

- We have partially launched a new software program for the inspectors and code enforcement, and they all got new tablets for use in the field.
- Implemented a property maintenance program to rehab properties vacant for a while or put them on the market. We've also done a lot to remove dilapidated houses that are dangerous.
- There has been a lot of building growth, both commercial and residential.
- Progress rehabbing certain areas of Muscatine that were rundown.
- The Employee Recognition Committee does a lot of great things for the team; bringing departments together for events, It has been a good asset as a whole.
- New playground at Sunset Park.
- A lot of work into revitalizing the downtown area and making it look more inviting.
- Getting the loan approved for HVAC and windows.
- Construction is starting soon on a dome for indoor sports.
- Worked with an outside organization to have a food pantry set up in a low-income housing building.
- More community activities and events to take kids to so citizens can enjoy being in the community

Key Findings and Recommendations

The assessment provided insight into several key criteria related to a productive workgroup culture and the ability of the department to provide high quality services. The following is a summary of the key results and recommendations for each criterion:

1. Leadership & Management

The CD Director plays a critical role in a number of high priority Council initiatives and in many

cases serves as the Project Manager for those initiatives, which requires a large investment of her available work hours. The assessment identified several opportunities to delegate responsibilities to other managers/supervisors within the department to assist with staff onboarding and development, cross-department collaboration, development of defined protocols, and process improvement initiatives. Department leadership must also increase their capacity to manage employee performance, effectively communicate both up and down throughout the organization, and assist in prioritization within the department. This may be achieved through streamlining processes, better communication and delegation, eliminating rework, and adding staff when needed.

2.Staffing

The CD Department is understaffed for their current workload. The staff time associated with implementation of the nuisance and rental inspection programs and the Housing Maintenance Program is much greater than the staff hours available. Rental and nuisance inspections often necessitate re-inspections, which add significantly to the workload. Opportunities exist to reduce the number of re-inspections for both programs. However, at least 1 additional FTE (full-time equivalent) is needed to meet work demands.

The Housing Maintenance Program currently has 1 FTE for 200 housing units, while the HUD guidelines recommend 1 FTE per 50 units. The lack of staff has created many of the issues that are escalated to the Council regarding property conditions as staff cannot keep up with corrective maintenance. Consequently, staff is not able to conduct the proper preventive maintenance needed to avoid equipment failures and outages. Staff have very limited time to manage major projects (e.g. Hershey Manor HVAC replacement, elevator replacement at Clark House, etc.) that require specific procedures to comply with HUD requirements. The Department is currently lacking the resources for adequately addressing HUD procurement for large projects, which is critical given the City's aging housing units.

3. Safety

Many CD staff members serve in an enforcement-related role. Customers occasionally disagree with a decision and become angry, emotional, and sometimes aggressive. Special safety and conflict resolution training, equipment, and protocols are needed for staff in such roles. Inspection staff recently adopted the use of body-worn cameras to promote safe interactions with citizens, to document any incidents of aggression, and to review any conversations that did not go well and provide coaching to the employee for future interactions.

4. Onboarding and Training

The CD Department manages a complex set of rules and processes. A lot of information and experience must be retained to be proficient in many of the positions and the learning curve is long. The Department would benefit from a formal onboarding and training process for employees. Staff also communicated a need for additional professional training related to the key responsibilities of their job (e.g. code enforcement, HUD procurement, etc.).

5. Communication

Two-way communication needs to be improved between City Administration, Department leadership, and Department staff, as well as with other departments. When the City Administrator grants an informal or formal appeal or alters the decision made by staff members, the rationale should be communicated to all employees involved. Opportunities also exist to involve staff more in the decision-making process. Other departments serve the same customers (e.g. Solid Waste serves residents by picking up bulky waste from nuisance properties, Public Works Administration inspects right of way construction, the Fire Dept reviews and inspects construction projects, etc.). Coordination and communication may be improved in various ways to improve customer service delivery.

6. Customer Service and Complaint Resolution

The CD Department provides many direct services to residents and customers. They are often the face of the City organization and it is critical that our community has good customer service experiences with CD staff, even when operating in an enforcement role.

Customers occasionally complain about a staff decision or a staff interaction and in some cases the complaint escalates to the City Administrator and/or City Council. The department is in the process of developing customer service standards (timeliness, attitude, quality, etc.) that will be promoted and adhered to across the department in order to limit escalations. However, when a complaint does escalate, an escalation policy/process should be developed to ensure complaints are acknowledged and resolved in a timely manner and that good communication exists between staff, the City Administrator, and the City Council. The department would also benefit from customer service training, human relationships, and other types of related training for employees in an enforcement role.

Employees also identified the need for private space to meet with clients (e.g. low-income housing residents), necessitating the need to evaluate available spaces in City facilities that meet the necessary requirements for privacy.

7. Process Improvement

The Department has started the transition to SmartGov (a software system) to perform daily and routine tasks required for building inspections, nuisance inspections, and rental registrations. However, the system has not been fully implemented. Many redundant activities could be eliminated if SmartGov was fully implemented and utilized. Doing so will increase the capacity of current staff to improve overall service delivery and provide management with quantitative data on which to assess and improve service levels.

Other process improvement opportunities include:

- Development of job aids (e.g. FAQs), resources, and training to empower front line staff and to improve responsiveness to customers.
- Implementation of programs to reduce re-inspections and non-voluntary compliance. Approximately 67% of rental inspections require a re-inspection (equal to 446 re-

inspections annually), and about 30% of nuisance citations must be contracted, requiring staff time not needed when property owners voluntarily comply.

8. Organizational Structure

The CD Department has had varying organizational structures over the last 15 years. In the mid-2000s, the Department leadership consisted of a CD Director, a Building & Zoning Administrator, and a Housing Administrator. Over the next several years, the Department was downsized (due to funding and other factors) and the Housing Department began reporting directly to the City Administrator. In 2019, the Departments were again combined into a single Community Development Department and an Assistant Community Development Director was added to the department structure. This was a salary cost saving measure, an opportunity to eliminate duplicative processes, and an opportunity to improve collaboration among the departments.

As part of the assessment process, employees indicated that combining the two departments has been beneficial, although the benefits have not been fully realized. Opportunities exist to improve communication, address inefficiencies, and to delegate some of the Director's workload to other staff members. The department may benefit from additional supervisory staff to enhance oversight and coordination between workgroups.

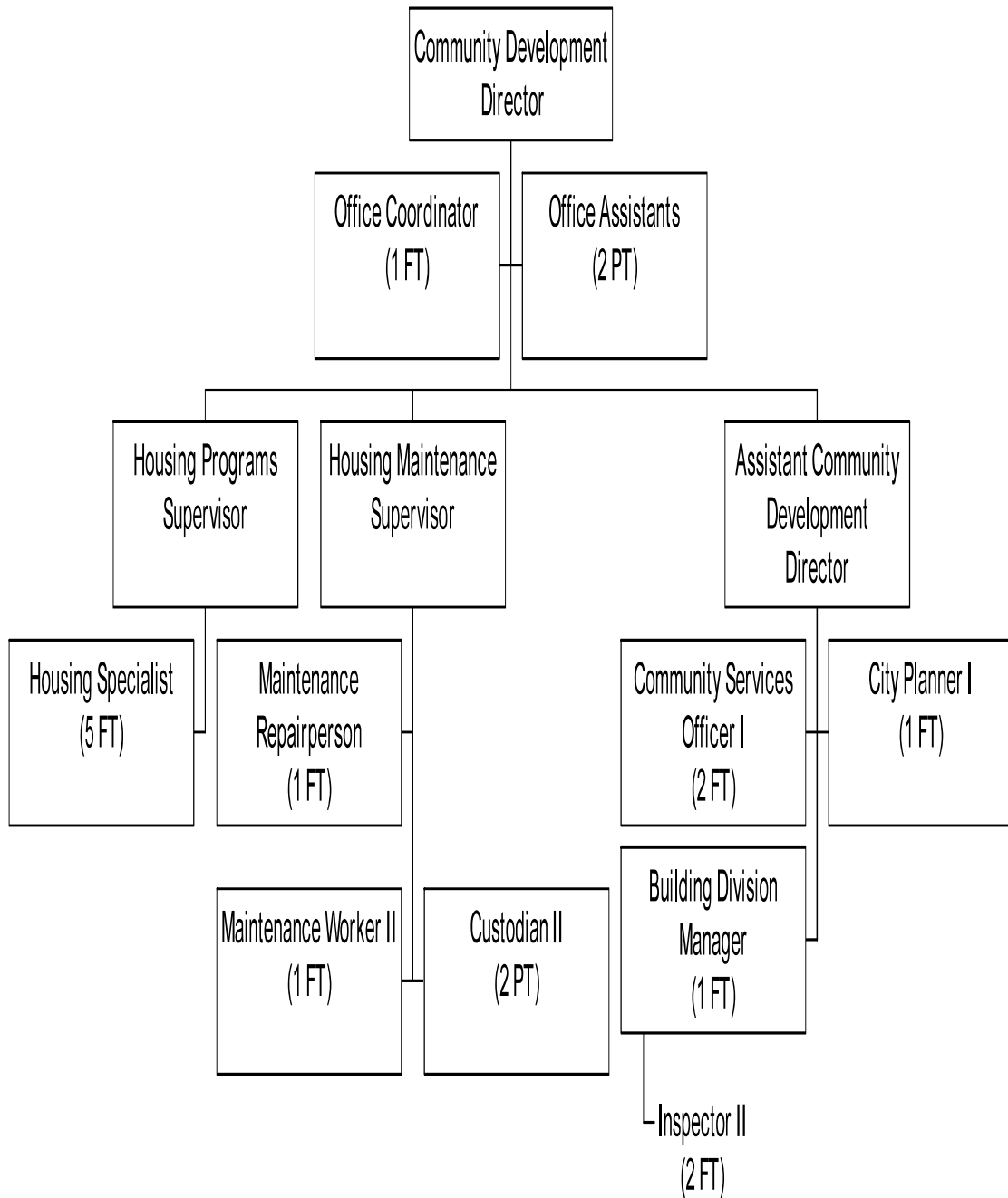
NEXT STEPS

The information above is an executive summary of the full report. The City Administrator will review the full report in collaboration with the Community Development Director and City Council and will prioritize the recommendations. Some initial steps have been taken to delegate some of the CD Director's responsibilities and additional steps are under discussion. Other recommendations may be executed with current resources and others may require additional resources to fully implement. The initial step will be to make what improvements are possible with the current available resources.

ATTACHMENTS

1. Community Development Organizational Chart 2023
2. CD City Council Assessment Overview

CITY OF MUSCATINE COMMUNITY DEVELOPMENT DEPARTMENT



Community Development Department Assessment Results



Kirsten Ross Vogel, MHRLR, SPHR

Focus Forward Coaching, LLC

Direction Sought

Does City Council have any
feedback and/or questions
regarding the information presented?

Strategic Alignment

Excellent Customer Service

Provide excellent customer service to our residents, businesses, and visitors through effective citizen outreach and engagement, employee training and improved organizational processes.

- Evaluate and modernize the City's tools and systems that customers use to interact with the City.
- Empower employees with the tools needed to address customer needs at the lowest organizational level.
- Provide customer service training to employees and ensure that customer service principles are integrated into employee performance goals and evaluations.
- Develop and support a culture of process improvement within the City organization with a focus on LEAN principles.
- Implement and capitalize on advanced technology to improve customer service.

Strategic Alignment cont'd

- City Council 2023 Goal:
 - Conduct staffing assessments,
 - Wage compensation study
 - Assess employee retention and attraction strategies

Team Culture

- Communication
- Perceptions
- Group Beliefs and Values
- Group Norms

Leaders are the most powerful force
in team culture.

Leadership In Service

- What did I do to contribute to this situation?
- Does the team or individual have the necessary knowledge, skills, and abilities?
- Am I helping to create an environment that is encouraging and motivating?
- Is there an effective process in place that is well documented and available?
- Are the necessary resources available (time, equipment, supplies)?
- Is the current goal consistent with the organization's mission and vision?

Perception vs. Absolute Truth

- Results are aggregated & individual comments are anonymous
- There is a difference between people's perceptions and absolute truth
- The goal is to change the perceptions rather than minimize or negate how the team feels
- Actions that do nothing more than discredit perceptions create no change.

How To Act on the Data

- Change perceptions, (don't negate or minimize)
- Identify patterns in perceptions
- Focus energies on the most impactful changes
- Connection to values and behaviors
- Leadership reflections (clear expectations, training, processes, resources, etc.)
- Communicate

Good News

- A great work experience doing the work they love. Not just a job, a career.
- Appreciate the excellent benefits the City offers
- Motivated by helping their community.
- Proud of many projects:
 - Property Maintenance Program
 - Lots of building growth
 - New software to assist in the work
 - New playground at sunset
 - Food pantry setup in low-including housing building
 - Many more!

Findings and Recommendations

1. Leadership and Management

- Director is overcapacity
- Opportunities for delegation
- Increase capacity for department communication, performance management, process improvement

2. Staffing

- Understaffed for current workload
- Re-inspections and enforcement adding to the workload
- Housing Maintenance lacks resources for preventive maintenance and large projects

3. Safety

- Enforcement roles requiring special safety equipment and conflict resolution training.
- Body worn cameras are in process – will help with escalation process and coaching, etc.

4. Onboarding and Training

- Complex rules/process with long learning curve
- Need formal onboarding & training processes

Findings and Recommendations

5. Communication

- Improvements needed across the board (Administrator, Council, Management, Staff)
- Communicate decisions to staff and the why when appeals are granted

6. Customer Service and Complaint Resolution

- Customer service standards and a customer escalation policy/process
- Customer service training
- Space to meet with clients

7. Process Improvement

- Fully utilize SmartGov
- Develop Job aids and resources
- Reduce re-inspections and increase voluntary compliance

8. Organizational Structure

- Combined departments has benefits, but are not fully realized
- Additional supervisory staff may enhance oversight and coordination between workgroups

Next Steps

Review full report and
prioritize recommendations