

2014-2015

Strategic Plan Final Report

City of Iowa City

November 2015



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City of Iowa City Organizational Profile

Iowa City is governed by an elected city council of seven members: four council members at-large and three district members. The council is responsible for appointing the city manager, city attorney, and city clerk. The city manager serves as the chief administrative officer for the organization. The city manager implements the policy decisions of the city council, enforces city ordinances, and appoints city officials, as well as supervises the directors of the city's operating departments.

Iowa City employs approximately 600 full-time staff members to execute the city council's policies and provide public services to over 70,000 residents. The City provides numerous utilities to its residents including water, sewer, stormwater, and garbage and recycling services. In addition, the city provides many other services including public safety, building and housing inspections, parks and recreation, street maintenance, engineering, development services, transportation, local cable television programming, and senior services.

In 2008, Iowa City was designated as a City of Literature by UNESCO becoming the third city recognized internationally and the first and only U.S. city to date. Since 2014 the City has been recognized in over twenty "Best Of" publications including "The Best Small City for Educated Millennials" by Business Insider, "The Best City for College Grads" by the Huffington Post, and "The Best City for Successful Aging" and "Number Five Best Performing Small City" by the Milliken Institute.



City Council Members

Matt Hayek, Mayor
Susan Mims, Mayor Pro Tem
Rick Dobyns, District A
Terry Dickens, District B
Jim Throgmorton, District C
Michelle Payne, At-large
Kingsley Botchway II, At-large

Strategic Plan Process

The strategic planning process involves multiple steps, including gathering input from the general public, City staff, and the City Council. The planning process focused on 1) Issues, Concerns, Trends and Opportunities 2) On-Going or Committed Projects 3) Significant and New Projects, Programs, Policies and Initiatives and 4) Organizational Effectiveness.

The 2014-2015 Strategic Plan outlines the primary areas of focus for the community. Numerous additional projects, initiatives and policy matters that are not specifically mentioned in this document have been carried out or will also be addressed as appropriate.

The City staff continues to coordinate various actions that contribute to successful outcomes in each of the identified focus areas. This Status Report notes each of the focus areas, explains the major accomplishments to date, and presents a sample of future plans to further these goals.

2014-2015 Strategic Planning Calendar	
Fall 2013	Public and City staff input presented to the City Council Strategic planning work session with the City Council
Winter 2013	Adoption of the Strategic Plan
2014-2015	Implementation of action items Periodic status updates
Fall 2015	Final action steps completed Creation of a new 2016-17 Strategic Plan

Core Values for City Employees*		Strategic Plan Priorities	
Integrity <ul style="list-style-type: none">Mean what you sayDo as you sayBe honestBe ethicalBe consistentBe committed Communication <ul style="list-style-type: none">Be expressiveProvide feedbackBe friendly/openBe clearBe authenticBe reflectiveListen Leadership <ul style="list-style-type: none">See the whole pictureTake risksShow passionBe respectfulBe tactfulEngageEmpower othersCelebrate othersBe collaborativeBe supportive	Inspiration <ul style="list-style-type: none">Encourage othersHelp set the paceBe excited about the futureShow faith in your teamBe visionaryEmbrace new conceptsDon't quit before you start Life-Long Learning <ul style="list-style-type: none">Be self-directedShow creativityFind solutions from multiple sourcesSeek to learnEvaluate and adjust when neededShare knowledgePractice what you learn <p>*Core values were developed by Iowa City staff during the 2012-13 strategic plan year</p>	Fostering a more <i>INCLUSIVE</i> and <i>SUSTAINABLE</i> Iowa City through a commitment to: <ul style="list-style-type: none"> Strategic Economic Development Activities A Strong Urban Core Healthy Neighborhoods A Solid Financial Foundation Enhanced Communication and Marketing <p>Note: The City Council has expressed that inclusivity and sustainability are guiding principles that should be considered when working within each of the stated priorities</p>	

Strategic Economic Development Activities

Goal: The City strives to expand and diversify the economic base of the community, particularly in existing planned commercial and industrial areas that have established supporting infrastructure.

Targets for Actions	Accomplishments	Future Plans
Towncrest	<ul style="list-style-type: none"> Completed the Williams Street streetscape improvements in conjunction with the new commercial buildings on Muscatine and Williams Completed the Wade Street water main replacement project Awarded a façade grant to Iowa City Hospice Improved appearance of the Kerr-McGee redevelopment parcel Approved plans and provided assistance to enhance the design of new apartment building which replaced a blighted parcel on Muscatine Ave. 	<ul style="list-style-type: none"> Continue to market the Kerr-McGee property for redevelopment Identify further redevelopment options in the district Continue to offer façade improvement opportunities Expand streetscape enhancements as redevelopment occurs
Iowa City Marketplace and First Avenue Retail Corridor	<ul style="list-style-type: none"> Completed significant public improvement projects on Lower Muscatine Avenue, Sycamore St. and First Avenue to improve storm water management, traffic flow, bicycle/pedestrian accommodations and aesthetic appeal of the corridor Initiated the First Avenue grade separation project which will be completed in 2016 and includes a road diet from Bradford St. to Mall Drive and evaluating the potential to extend to Highway 6. Entered into a development agreement with mall ownership to improve the site and attract new tenants. Lucky's Market opened as new anchor tenant in July of 2015 	<ul style="list-style-type: none"> Continue to work with the Iowa City Marketplace ownership group to revitalize the property and fill vacant spaces Support other redevelopment efforts in the corridor



Strategic Economic Development Activities (continued)

Goal: The City strives to expand and diversify the economic base of the community, particularly in existing planned commercial and industrial areas that have established supporting infrastructure.

Targets for Actions	Accomplishments	Future Plans
Highway 6 / Highway 1	<ul style="list-style-type: none">Completed environmental assessments on city owned land at Riverside Dr. and Highway 6 and began relocating public facilities from the propertyInitiated a master plan update for the new Public Works campus to aid in the relocation of public property from Riverside Dr. and Highway 6Facilitated the sale of all remaining airport properties in Aviation Commerce Park and retired all airport debt with the proceedsCompleted work on the Highway 1 pedestrian trail project from Orchard St. to Sunset St.The USPS completed their relocation to Pepperwood Plaza	<ul style="list-style-type: none">Continue to relocate public facilities from the property at Riverside Dr. and Highway 6Facilitate redevelopment of vacant or underutilized properties along the corridorWork with the Airport Commission on the development of unused south airport propertyPlan for the extension of the Highway 1 pedestrian trail from Sunset St. to Mormon Trek Blvd.
420 th Street Industrial Park	<ul style="list-style-type: none">Completed the public infrastructure improvements and achieved shovel ready status from ICAD and the State of Iowa; signed contract with a listing agent to market the property	<ul style="list-style-type: none">Continue to market the property in coordination with ICADEvaluate north 73 acres as a potential site for a youth sports complex



Strategic Economic Development Activities (continued)

Goal: The City strives to expand and diversify the economic base of the community, particularly in existing planned commercial and industrial areas that have established supporting infrastructure.		
Targets for Actions	Accomplishments	Future Plans
Moss Ridge Campus and Northgate	<ul style="list-style-type: none"> Worked with Moss Ridge Campus and Pearson to negotiate an access road to the property and secured a \$1.9 million RISE grant for the project Construction of Moss Ridge Road was completed in 2015 Approved an expansion of the Northgate Office Park and received a \$283,000 State RISE grant to facilitate a road extension 	<ul style="list-style-type: none"> Complete the platting of Moss Ridge Campus development lots Assist with private development issues as needed
Other Economic Development Efforts	<ul style="list-style-type: none"> Worked with ICAD and the University of Iowa Office for Research and Development to launch MERGE, a facility housed in the ICPL commercial space coupling ICAD's CoLab operations with University STEM-focused faculty Finalized a land trade with Hy-Vee to facilitate their relocation and expansion on the former Robert's Dairy property on North Dodge Street. Executed an agreement with ALPLA to expand their Iowa City operations and bring high quality jobs into the community Cooperation with significant UI projects including the School of Music, Art Museum, Art Building West, Hancher, Children's Hospital, N. Dodge medical clinic and two new dormitories Launched a new micro-loan fund program for low-moderate income entrepreneurs Achieved a 6.6% reduction in the City property tax rate over the last four years Continued sponsorship of Mission Creek and Entre Fest Initiated discussions with potential broadband utility providers Revised the City's economic development policies to better match strategic plan objectives 	<ul style="list-style-type: none"> Expand City presence at the ICAD Co-Lab and encourage young entrepreneurs to grow their business in the local community Help in the planning of the 2016 Entre Fest in Iowa City



A Strong Urban Core

Goal: It is the City’s goal to promote growth of the Downtown and Near Downtown areas in a manner that builds upon the existing vibrancy of the region, serves persons of all ages and backgrounds, and complements the surrounding neighborhoods and University community.

Targets for Actions	Accomplishments	Future Plans
Downtown Iowa City and Northside Marketplace	<ul style="list-style-type: none">• Notable continued partnerships with the ICDD including BenchMarks, TreeHuggers, advertising, power washing, expanded WiFi, Coffee with a Cop, support of their ‘Friends’ fundraising effort, retail assessment, Northside Marketplace lighting and a dedicated police officer position in the district• Successfully completed two full years of the “First Hour Free” parking initiative and expanded parking for automobiles and mopeds on Washington and Dubuque Streets.• Assisted Telepharm with employment-related parking incentive for downtown office space• Executed an agreement with Meta Communications to expand their business to the Park at 201 and added high quality jobs in the community• Facilitated significant private redevelopment efforts including the MidwestOne historic building, Grossix building, and the Northside Commons project• Completed three rounds of awards for the Building Change façade grant program• Adopted the Downtown and Pedestrian Mall Streetscape Plan and commenced work on phase one design• Changed signage regulations to allow for sandwich board signs• Executed a development agreement for the Chauncey project at College and Gilbert• Installed solar trash compactors/recycling bins downtown with plans to install more	<ul style="list-style-type: none">• Continue to work with the private sector to strengthen and diversify the economic base• Implementation of the Downtown Streetscape plan, including the new ped mall public art piece• Consider additional policy changes that can assist in meeting the shared goals of the City and ICDD (signage, dumpster/alleys, café regulations)• Evaluate multi-use building with New Pioneer Co-op on the Recreation Center parking lot• Work with the ICDD on a new waste collection and recycling strategy downtown• Partner with the ICDD on a review of design and signage guidelines downtown



A Strong Urban Core (continued)

Goal: It is the City’s goal to promote growth of the Downtown and Near Downtown areas in a manner that builds upon the existing vibrancy of the region, serves persons of all ages and backgrounds, and complements the surrounding neighborhoods and University community.		
Targets for Actions	Accomplishments	Future Plans
<p>Downtown Iowa City and Northside Marketplace (continued)</p>	<ul style="list-style-type: none"> • Resurfaced the playground area as one of many master plan quickstart projects • Contracted with Shelter House for monthly supplemental cleaning efforts as well as coinciding with special events, festivals and home football games • Completed a retail study with the ICDD and work with their new Retail Development Director • Started “#ThankYouIowaCity”, which is a card that Officer Schwindt, or other officers working in the downtown area, can hand out to someone for doing something to make downtown a great place. A number of downtown businesses have signed on to sponsor the project and offer thank you rewards • New and expanded special events including One Book Two Book, Soul Fest, and Oktoberfest • Successfully hosted as a 2015 RAGBRAI pass-through stop • Executed a lease agreement to support the ICAD/University of Iowa MERGE partnership in the Library commercial space which will support an entrepreneurial center • Launched Music is the Word, a nine month line-up of musical programming welcoming the UI School of Music to downtown 	<ul style="list-style-type: none"> • Evaluate multi-modal traffic model study for potential implementation of street design recommendations • Evaluate Jefferson Hotel repurposing with the UI • Launch a mobile payment application for parking



A Strong Urban Core (continued)

Goal: It is the City's goal to promote growth of the Downtown and Near Downtown areas in a manner that builds upon the existing vibrancy of the region, serves persons of all ages and backgrounds, and complements the surrounding neighborhoods and University community.

Targets for Actions	Accomplishments	Future Plans
Riverfront Crossings	<ul style="list-style-type: none"> Implemented affordable housing policy when city financial incentives are used on a project Finalized the Burlington Street Dam and Iowa River Restoration study, as well as initial park planning for the North Wastewater Plant site Adopted the form based code Partnered with MidwestOne Bank on a new facility that is nearing completion Secured an \$8.5 million state flood mitigation grant and completed the demolition of the old wastewater plant Signed a redevelopment agreement for the Court / Linn site Entered into development agreements for the Hilton Garden Inn Hotel, Sabin Townhomes and Riverside West apartment projects Entered into a lease purchase agreement for the new parking facility on Harrison Street Completed work on the Harrison Street reconstruction project Worked with the University on the School of Music development 	<ul style="list-style-type: none"> Finalize the Riverfront Park master plan process Consider land acquisition strategies to return properties in the 100 year flood plain to open space and secure ROW needed for road reconfigurations Plan public improvements for Riverside Drive, including streetscape enhancements and a pedestrian tunnel through the railroad embankment Work with the University of Iowa on the Art Museum project Implement the Clinton / Burlington intersection improvements Consider additional affordable housing policies



Healthy Neighborhoods

Goal: The City aims to invest in and deliver core services to neighborhoods in a manner that enhances overall stability and maintains the intended character while facilitating new opportunities to improve the quality of life.

Targets for Actions	Accomplishments	Future Plans
<p>Land Use Regulations</p>	<ul style="list-style-type: none"> Completed annexations for two new elementary schools in Iowa City Created a new Horace Mann Conservation District Amended the City Code to allow for Outdoor Service Areas in residential and mixed-use zones associated with restaurants Completed the South District planning effort Amended code to allow for rooftop service areas with added accessibility requirements 	<ul style="list-style-type: none"> Consider recommendations from the South District Plan update



Healthy Neighborhoods (continued)

Goal: The City aims to invest in and deliver core services to neighborhoods in a manner that enhances overall stability and maintains the intended character while facilitating new opportunities to improve the quality of life.		
Targets for Actions	Accomplishments	Future Plans
<div>Public Infrastructure</div>	<ul style="list-style-type: none"> Completed the Dubuque St. pedestrian bridge Enhanced CIP funding for neighborhood parks Installed the Sycamore Greenway trail head public artwork in the Grant Wood neighborhood Completed a master plan for Willow Creek and Kiwanis parks and began Phase I improvements Purchased the Chadek property and converted it to infill parkland Secured future infill parkland through the Palisades development on North Dubuque Road Working with the ICCSD to create a community center partnership at the new south elementary Developed new park signage at multiple locations Pursued neighborhood park improvements at Court Hill Park, Tower Court, Reno Park and Highland Park Converted South Governor Street (Bowery to Burlington) from one-way to two-way traffic 	<ul style="list-style-type: none"> Ensure that future CIP funding is sufficiently provided for core neighborhood improvements Continue to promote the Neighborhood Traffic Calming Program Continue the Program for Improving Neighborhoods (PIN) grant program Install a new playground feature at Mercer Park Continue phase one plan for improvements to Willow Creek and Kiwanis parks Continue to rollout the new park signage Develop a master plan for Lower City Park - a consulting firm has been engaged Planning to launch a Library Bookmobile program in FY 2017 to service local neighborhoods



Healthy Neighborhoods (continued)

Goal: The City aims to invest in and deliver core services to neighborhoods in a manner that enhances overall stability and maintains the intended character while facilitating new opportunities to improve the quality of life.

Targets for Actions	Accomplishments	Future Plans
Private Building Stock	<ul style="list-style-type: none"> Worked with ICSSD on new schools. Annexed property for two new elementary schools. Budgeted funds for partnership for expanded/shared gymnasium space. Purchased fifty-six homes for the UniverCity program since 2011. Fifty-one homes have been sold through November 2015. Continued the GRIP rehabilitation program. Assisted sixteen existing homeowners over the last two years with an estimated eight more in FY16. Used Community Development Block Grant and HOME funds to rehabilitate sixty-two owner-occupied homes over the last two fiscal years. It is estimated twenty-two additional homes will be rehabilitated in FY16. Two homeowners received down payment assistance to acquire homes in targeted neighborhoods. These two homes are also available for rehabilitation assistance. 	<ul style="list-style-type: none"> Continue to obtain funding resources to continue UniverCity, GRIP and targeted neighborhood improvement programs. Expand UniverCity program with the acquisition of up to five homes in FY16. Research a Green Building pilot program.



Healthy Neighborhoods (continued)

Goal: The City aims to invest in and deliver core services to neighborhoods in a manner that enhances overall stability and maintains the intended character while facilitating new opportunities to improve the quality of life.

Targets for Actions	Accomplishments	Future Plans
Nuisance Mitigation	<ul style="list-style-type: none"> Updated the rental disclosure forms to better inform tenants of local ordinances and increased the fine for non-compliance with the form requirement Increasingly used existing code provisions to require annual property inspections when nuisance or criminal complaints are received Complete rollout of ICgovXpress to all departments to be more responsive to neighbor issues, including the Police Department, which is able to respond 24/7. Continue to utilize the new neighborhood liaison position in the ICPD to work with Neighborhood Services, Housing & Inspection Services, landlords, tenants, and associations on nuisance related matters as well as working with the downtown liaison officer Restructured staff in Neighborhood and Development Services to improve response to nuisance issues Provided training to local Association of Realtors and the Greater Iowa City Apartment Owner Association on issues related to property management, specifically relating to occupancy and tenant behavior. Amended housing code to better address property maintenance issues 	<ul style="list-style-type: none"> Continue outreach to neighborhoods to promote ICgovXpress and the Neighborhood Liaison Police Officer program Increase the use of Nextdoor, a private social network designed to connect neighborhoods. Nextdoor, which opened to public agencies in the fall of 2014, also enhances the City's ability to communicate with Iowa City residents and address issues affecting specific neighborhoods. Continue to enhance communication on neighborhood association Facebook pages and other social media platforms Systematic inspection of properties in the University Impact Area



Healthy Neighborhoods (continued)

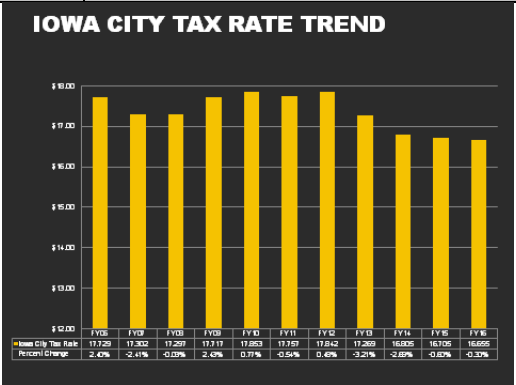
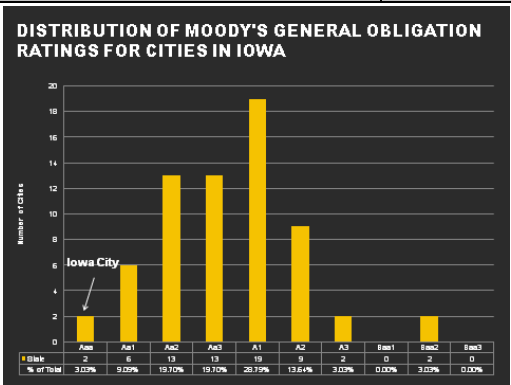
Goal: The City aims to invest in and deliver core services to neighborhoods in a manner that enhances overall stability and maintains the intended character while facilitating new opportunities to improve the quality of life.

Targets for Actions	Accomplishments	Future Plans
Open Stakeholder Communication	<ul style="list-style-type: none"> Assisted neighborhood associations in reestablishing a more active Neighborhood Council and provided necessary resources to respond to the interests as determined by the membership. Formed new neighborhood associations in the Mercer Park / Dover Street neighborhood and in the Mark Twain neighborhood (Lucas Farms) Helped establish a business association in the Gilbert Court area to address growing public safety concerns Consolidated the HIS and Planning Departments to streamline communication with residents and businesses Initiated a “Coffee with a Cop” program and held several sessions throughout the community including at the center for Worker Justice Continued staff outreach to various neighborhood associations and assisted with communications as appropriate Library staff continues weekly visits to the Neighborhood Centers to visit with children and conduct outreach Implemented use of the social media platform, Nextdoor, to enhance communication between the City and neighborhoods Expanded ICgovXpress to all departments 	<ul style="list-style-type: none"> Continue to work with the ICCSD on facility issues, including exploring partnerships to enhance facilities and offer before and after school programming, and increasing participation in the Library Summer Reading Program Continue to work with the Neighborhood Council to provide resources and guidance to address their interests.
Updated Planning Documents	<ul style="list-style-type: none"> Completed a new south district planning effort timed with the opening of the new Alexander Elementary School 	

A Solid Financial Foundation

Goal: The City aim to create a strong and sustainable financial foundation that will provide needed stability and flexibility while utilizing taxpayer dollars in the most efficient and responsible manner.

Targets for Actions	Accomplishments	Future Plans
Financial Policies	<ul style="list-style-type: none"> Adopted economic development policies to help guide the use of public incentives Reduced the municipal property tax rate in each of the last four years (6.65% decline) Created an emergency reserve fund to protect against rapid revenue loss or assist with disaster mitigation needs Evaluated fee structures of various services and established new revenue benchmarks to reduce property tax dependency Increased minimum fund balance policy from 25% to 30% Retired all airport related debt Implementation of new Financial/Utility software system Called 2008A GO bonds saving \$220,010 in interest expense 	<ul style="list-style-type: none"> Continue to reduce the property tax rate and explore options for diversification of our revenue sources Continue to review service charges to ensure that rates are sustainable and sufficiently recover costs Evaluate the impact of the gas tax increase and allocate appropriate funding for projects in the upcoming budget cycle - pavement rehabilitation, brick streets, and curb ramps Continue to look for opportunities to call additional bonds early, saving interest expenses
Financial Analysis and Communication to the Public	<ul style="list-style-type: none"> Maintained the City's AAA bond rating from Moody's Received the GFOA Distinguished Budget Presentation award each year since 2012 Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the 29th consecutive year 	<ul style="list-style-type: none"> Continue to enhance the budget document and associated financial reporting Incorporate performance measures that are linked to the City Council's strategic plan Build performance measure history



Enhanced Communication and Marketing

Goal: The City strives to be a high-functioning, customer service orientated organization that actively supports and engages stakeholders through clear, open and innovative communication methods.

Targets for Actions	Accomplishments	Future Plans
Coordinated Communications	<ul style="list-style-type: none">• Hired a new Community Engagement Specialist in the Parks and Recreation Department to enhance communication from that department• Established a growing social media presence through multiple platforms• Launched a redesigned website and e-subscription service• Participate in new student and transfer student orientations at the University of Iowa• Received a top score from the Sunshine Review for excellence in website transparency• Library card registration and other program materials made available in Spanish. Outreach visits by Library staff include use of translators on occasion• Created a presence to interact with residents and visitors at the 2015 Arts Fest, Juneteenth celebration and 2015 Soul Fest• Partnered with University of Iowa classes for improved student outreach and engagement• Required accessibility for rooftop service areas beyond ADA• Expanded use of icgovXpress to respond to customer requests more quickly and efficiently.	<ul style="list-style-type: none">• Continue efforts to better coordinate messages coming from various city departments• Continue to implement the Munis centralized computer software program• Further integrate the use of social media into the organization and introduce more interactive efforts that engage key staff and elected officials in social media• Plan for electronic newsletter options for Library users• Senior Center to explore shift to more electronic communications• Continue local outreach at public events



Enhanced Communication and Marketing (continued)

Goal: The City strives to be a high-functioning, customer service orientated organization that actively supports and engages stakeholders through clear, open and innovative communication methods.

Targets for Actions	Accomplishments	Future Plans
<p>Customer Service Orientation</p>	<ul style="list-style-type: none"> Initiated front lobby remodel project to provide a more welcoming environment for the public. Expanding the electronic development plan submission process that was initiated in 2013 Initiated an instantaneous email alert to contractors after building inspections have been completed In coordination with the University of Iowa and Coralville, launched a transit trip planner application http://planner.ebongo.org Launched ParkMe smart phone application Installed accessible door openers on second floor restroom doors of the Library Library circulation policies reviewed from customer point of view; fine structure simplified, number of holds increased. Installed a new Iowa DOT self-serve kiosk at the Library 	<ul style="list-style-type: none"> Continue to examine ways to streamline interactions between the city and public Expand instantaneous email alert to housing inspections Partner with the Post Office to host passport fairs at the Library



Notable Projects and Initiatives Incorporating the Inclusive and Sustainable Values

Category	Project	Status
Inclusive		
	City Park Pool ADA Improvements	The project was substantially completed prior to the 2014 summer swimming season.
	Curb Ramp Program	An inventory has been completed and a work plan is being developed. The City Council doubled the funding for repairs in FY 2015 and additional CDBG funds were committed to repairs downtown and in low to moderate income census tracts.
	1105 Challenge Grant	The 1105 Project has been completed and they are operational. The 1105 Project Kitchen, a resource for entrepreneurs opened in 2015.
	Fast Trac Funding	The City funded an extension of Fast Trac through the Diversity Focus organization.
	Ad Hoc Diversity Recommendations	The recommendations have been received and staff is actively working on implementation. The “DIF” report provides significant detail on actions the Police Department has taken related to these recommendations. There are numerous outreach initiatives that have been started or expanded in the last two years.
	Welcoming City Initiative	The City has officially signed up for this program and has joined a network of other cities aiming to create a more welcoming, immigrant-friendly community.
	Mayors for the Freedom to Marry Coalition	Mayor Hayek has joined over 400 other Mayors in this effort to support equal marriage rights for all people.
	Municipal Equality Index	Received the top score in the State of Iowa on the Municipal Equality Index rating from the Human Rights Campaign Foundation.
	Downtown Banners	The City partnered with ICAD, CVB, ICDD and the University of Iowa to install new banners that feature a diverse mix of local residents and several languages. The banners extend a welcome to new students and all residents and express the City’s inclusive values. Also, the Housing Authority partnered with the Affordable Homes Coalition and Association of Realtors for fair housing/affordable housing banners that were up for the month of April 2015.
	Fair Lending Training	The Human Rights Commission and staff coordinated this training for area realtors and lenders. The program was administered by staff from the John Marshall Law School and stems from a recommendation in the Impediments to Fair Housing report.
	Court Hill ADA Improvements	This sidewalk infill project created an accessible path from Court Street to Friendship Street through Court Hill Park.
	Staff Training	In 2014, staff responsible for frequent interactions with the public undertook cultural competency training from Culture Friendly Consulting. Transportation Services staff participated in a training session titled “Building Diversity Skills in the Transit Workplace”, which was offered by the National Transit Institute. In 2015 a mandatory training entitled “Diversity in the Workforce” was held for employees.

Category	Project	Status
Inclusive (cont.)	International Student Orientation	Staff worked with the University of Iowa and now participates in the international student orientations and other related events throughout the year. This gives the City a chance to welcome new international students and break down communication barriers.
	Senior Center Training	Promoted multiculturalism and inclusiveness by hosting a professionally facilitated diversity training session during the Senior Center's annual members meeting.
	Police Department Community Outreach	The Police Department has initiated several new outreach programs including a basketball program at South East Junior High, a youth police academy and participation in events such as national Night Out, Juneteenth and others.
	Public Safety Youth Academy	Police, Fire and Johnson County Ambulance Service partnered to create this academy that aims to get more youth from diverse backgrounds interested in public safety careers
	Arabic Library Materials	The Library has added a small collection of Arabic language materials to its collection
	Sensory Story Time Kits	The Library acquired four kits that are designed to make story time more accessible and enjoyable for children with autism spectrum disorder
	Equity Report	Issued the City's first Equity Report and created a corresponding plan for actions.
	Website Accessibility	The City's new website is ADA and Section 508 compliant. Accessible websites can be used by all qualified users, including those with disabilities and those utilizing assistive technology to access information.
Sustainable		
	University of Iowa IISC Partnership	Year one of the program has been completed and based on its success a second year was initiated.
	New Sustainability Office	Shifted the focus of the Environmental Coordinator in Public Works to a Sustainability Coordinator in Neighborhood and Development Services.
	Edible Landscape Projects	The City partnered with Backyard Abundance to receive a \$23k grant for public orchard project that expands the Edible Forest Maze in Wetherby Park. A second grant for \$24k was received to install edible landscaping around the Robert A. Lee Recreation Center.
	Heartland Network Climate Adaptation and Urban Ag Initiatives	Iowa City has joined with several other Midwestern communities and received a grant to work with climatologists to better understand and prepare for challenges associated with climate changes. A second grant focuses on urban agriculture best practices
	Animal Shelter	Committed to adding a geo-thermal component to the Animal Shelter project.
	LED Streetlight Conversions	Staff is actively converting city owned streetlights to LED. Similarly, Mid-American is actively converting their lights to LED.

	Prescription Drug Program	The Police Department sought and was awarded a grant from CVS to install a prescription drug container in their lobby. This program provides the public a 24/7 option to keep old prescriptions out of the waste stream and our waterways.
	Awareness and Discount Programs	Staff continues to work with local retailers to offer discounted rain barrels and compost bins to the community. As part of Earth Day events staff also hosted educational programs on gardening, composting, bike maintenance and other topics at the East Side Recycling Center.
	Electric Vehicle Purchase	Purchased the City's first electric vehicle for use at the South Wastewater Plant
	Earthbox Project	The Senior Center started this program which saw members plant and maintain vegetable gardens at senior assisted living and day-care facilities targeting low-income and frail seniors.
	Blue Zones	The City continues its support of the Blue Zones program and has adopted numerous policies and pursued multiple projects to further the Blue Zones effort.
	Compost Program	Initiated a residential compost pilot and received the EPA's Food too Good to Waste award for its success
	STAR Rating System	Selected to participate in the STAR Community Rating system to better understand progress on sustainability goals
	Solar Compactors	Received a grant to defray some costs for four new solar trash and recycling units to be located in downtown



Other Significant Projects and Initiatives

Category	Project	Status
Public Facilities		
	Animal Shelter	Construction has been completed and the shelter is in full operation
	City Hall Lobby Upgrade and NDS Improvements	Work is underway and due to be completed in early 2016
	South Wastewater Treatment Plant Expansion	Construction is substantially complete
	Police Storage and Fire Training	Temporary storage space has been secured. A more permanent solution is being contemplated on the new Public Works campus
	Riverfront Crossings Parking Facility	A lease purchase agreement has been executed for a new facility to be located on Harrison Street in the Riverfront Crossings district.



Other Significant Projects and Initiatives (continued)

Category	Project	Status
Flood Recovery		
	Gateway Project	National Environmental Policy Act (NEPA) Review Process has been completed. The final design is nearing completion. Project letting expected in the upcoming winter with construction in 2016-2018.
	West Side Levee	Construction is substantially complete.
	Rocky Shore Flood Gate/Lift Station	Construction is substantially complete.
	North Wastewater Treatment Plant Demo	The plant has been decommissioned and an \$8.5 million state flood mitigation grant has been secured. Work has commenced with mercury and asbestos remediation complete and demolition is complete.
	Peninsula Secondary Access	Staff is working with the property owner to establish the ability to install an emergency access in the event a flood would close Foster Road.
	Buy-out Program	Applied for additional funding to remove more properties from the 100 year flood plain



Other Significant Projects and Initiatives (continued)

Category	Project	Status
Public Infrastructure		
	Burlington/Clinton Intersection	Construction is delayed due to extensive redevelopment in the area.
	Burlington/Madison Intersection	Construction is delayed due to extensive redevelopment in the area.
	Downtown Streetscape	The plan has been adopted and implementation activities have commenced. Washington Street improvements are planned for 2016.
	Dubuque Street Pedestrian Bridge I-80	Construction completed in 2015.



Other Significant Projects and Initiatives (continued)

Category	Project	Status
Public Infrastructure (cont.)		
	First Avenue Railroad Grade Separation	Construction has commenced with completion expected in late 2016.
	First Avenue Storm Sewer Phase 2	The project has been completed.
	Moss Ridge Road	Construction is complete.
	Lower Muscatine Road Reconstruction	Construction is complete.
	Park Road 3rd Lane	The design is being done as part of the Gateway Project and will be constructed with that project.
	Harrison Street Reconstruction	Construction is complete.
	Sycamore Street	Construction is substantially complete.
	Mormon Trek	Road diet and turn lane addition expected in early 2016



Other Significant Projects and Initiatives (continued)

Category	Project	Status
Parkland Development		
	Kiwanis / Willow Park Improvements	Master plan has been completed. Phase 1 construction is underway and is to be completed in 2016.
	Ned Ashton House	The facility is open for rentals and final grounds improvements from Project Green are substantially complete. A REAP grant has been received to complete additional improvements.
	Normandy Drive Restoration	The final construction phase is currently underway.
	Mercer Park Playground	The project will be completed in 2016.
	Neighborhood Park Improvements	Tower Court improvements are substantially complete and work is underway in Highland Park.



Other Significant Projects and Initiatives (continued)

Category	Project	Status
Other		
	Utility Billing and ERP Software	Software is currently in use.
	Kronos Timekeeping	A conversion to electronic timekeeping is underway.

