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Iowa City 2018-2019

# Strategic Plan Report

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November 2018



View of City Hall from Washington Street.

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# SEVEN GOALS

for a more **Inclusive, Just and Sustainable** Iowa City:

1



Promote a **Strong and Resilient Economy**

2



Encourage a **Vibrant and Walkable Urban Core**

3



Foster **Healthy Neighborhoods** throughout the City

4



Maintain a **Solid Financial Foundation**

5



Enhance **Community Engagement and Intergovernmental Relations**

6



Promote **Environmental Sustainability**

7



Advance **Social Justice and Racial Equity**

# Introduction & Overview

## City of Iowa City Organizational Profile

### City Council

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.

### City Manager

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.

### City Staff

Iowa City employs approximately 600 full-time staff members to execute the City Council's policies and provide public services to over 75,000 residents. These include water, sewer, stormwater, garbage and recycling utilities, as well as public services like police, fire, building and housing inspections, parks and recreation, street maintenance, engineering, development services, transportation, communication, and senior services.



City Council members are, from left:

**Mazahir Salih**, At-Large  
**Bruce Teague**, At-Large  
**Pauline Taylor**, District A, Mayor Pro Tem  
**Jim Throgmorton**, At-Large, Mayor  
**Susan Mims**, District B  
**Rockne Cole**, At-Large  
**John Thomas**, District C

## Executive Summary

Beginning in January 2018, City Council engaged in a strategic planning process to define the City's top priorities, address significant new projects and initiatives, and establish a broad vision for the City's future. City staff will be responsible for coordinating implementation and execution of these Council goals over the two year period. A resolution to formally adopt the 2018-2019 Strategic Plan priorities as defined in these three work sessions was approved on March 20, 2018.



In 2018, Iowa City introduced 11 new buses, replacing part of its fleet for the first time in 20 years.

1

# Promote a Strong and Resilient Local Economy

- a. Undertake a comprehensive assessment of the current public transit system and implement changes to assure that the service best meets the needs of the entire community
- b. Effectively market and grow the local food economy
- c. Through cooperation with the Iowa City School District, Iowa Workforce Development, Kirkwood Community College, Iowa Works, and others, increase opportunities for marginalized populations and low-income individuals to obtain access to skills training and good jobs
- d. Work with Procter & Gamble and impacted supply chain companies, local economic development organizations, and labor unions to respond effectively to the company's decision to terminate its local production of beauty care products

## Accomplishment Updates

**1a** Staff has met with Coralville, North Liberty and the University of Iowa to determine their interest in participating in the study. Coralville and the University have expressed an interest. The City has issued a Request for Qualifications for an experienced transit consultant. The City Council has budgeted \$200,000 for conducting this analysis.

**1b** City Council has budgeted \$50,000 towards expanding the local food economy.

Horticulture staff changed the landscaping in approximately thirty round planters located throughout the City to feature edible plants. With signage encouraging harvest and tasting, the public took part during the 2018 growing season. Locations included City Hall, City Park, Mercer Park and a few locations in downtown.

Approximately 202 garden plots were leased for the 2018 growing season throughout three community gardens.

The Recreation division held a small Beginner Gardening course.

**1c** The City's Economic Development staff is generating an inventory of local and regional efforts to identify gaps in services and potential collaborations. Staff is also working with private businesses to identify workforce needs and barriers to employment.

## What's Next

- ▶ Council approval of an agreement with selected transit consultant.
- ▶ Expected 12-18 month period for public engagement and study before final recommendations are ready.
- ▶ Staff analysis to determine possible revenue streams that can enhance transit access and service after the completion of the study.

- ▶ Additional community gardens are being planned at Walden Green and an orchard and garden is planned with the renovation at Creekside Park.
- ▶ A series of public meetings were held with Backyard Abundance in summer 2018 to gather input on a new configuration for garden plots at Chadek Green. Final designs, for the 2019 growing season, are being completed. The improved garden will include a variety of plot sizes, additional paths, public gathering space, and a new sculpture.
- ▶ The 2018 Farmer's Market distributed a total of \$3,790 through the "Double Up Food Bucks" program, \$5,283 in SNAP benefits, and 88 senior vouchers, allowing residents greater purchasing power at market stands.
- ▶ The Senior Center plans to introduce a small food pantry for food-insecure participants. They are exploring partnerships and ways to incorporate local foods.

- ▶ A staff report summarizing findings will be presented to Council over the winter months of 2018-2019.



A job fair, sponsored by the City of Iowa City and Iowa Works, was held on September 11, 2018 at the Robert A. Lee Recreation Center. The fair hosted 32 companies offering entry, permanent, and part time work for unemployed and underemployed individuals.

The City continues to offer the “So You Want to Start a Business?” program in affiliation with Kirkwood Community College. Staff is reviewing program format for the next course.

- ▶ Staff is working with Kirkwood Community College and ICAD to explore ways to better serve minority and immigrant populations with small business and general employment resources.

**1d** Staff has engaged with Procter & Gamble officials and connected them with local and state resources to assist with any employees that may be displaced. Staff has worked with ICAD to express strong support for growing Procter & Gamble’s remaining operations and to position the community for attracting new lines of business within the company. Collectively, these groups are also working to aid supply chain companies, which includes helping to determine if new business partnerships can be established to help overcome the anticipated loss in Procter & Gamble business.

Staff nominated and the State and Federal government approved Opportunity Zone designations in the census tract that encompasses most of the physical locations of Procter and Gamble and their suppliers. This designation provides federal tax advantages for future investments in the areas.

- ▶ Continue to offer support to employees by engaging with Procter & Gamble to better understand employee needs
- ▶ Continually work with Procter & Gamble and supply chain companies to determine how best the City can assist in growing their operations here in Iowa City.





A resident takes advantage of the Historic Preservation Fund Program to rehabilitate and restore the exterior of a Moffit home.

2

# Encourage a Vibrant and Walkable Urban Core

- a. Collaborate with the University of Iowa on its redevelopment of University-owned property located in the Riverfront Crossings District, and on improving the quality, accessibility, and use of the Iowa River Corridor
- b. Preserve important parts of Iowa City's history by considering the designation of additional buildings as historic landmarks, and, by considering the creation of an historic preservation district for part of the downtown after consulting with stakeholders
- c. Evaluate existing strategies and consider additional actions to address the need for reinvestment in the city's existing private housing stock

## Accomplishment Updates

**2a** Staff meets regularly with University of Iowa personnel to discuss planning topics, including the RFC campus and the river corridor. Staff from Iowa City and Coralville are working with the University of Iowa to align current master plans along the rivers and identify ways to strengthen existing plans or fill in missing gaps between the three entities. City staff is also heavily involved in the planning of the Big Splash event along the Iowa River in 2020 that will serve as pivotal point in time for the community to come together to celebrate and care for the river.

**2b** Iowa City currently has 52 individual local landmarks including five that were designated in 2018 (to-date). An additional designation has been deferred until a city-wide ordinance for a transfer of development rights has been considered.

After a soft roll-out of the new Historic Preservation Fund in FY18, the City approved seven of eight applicants for \$5,000 matching grants for exterior work on historic properties. To date, two of those projects are complete and the other five are in process.

The Downtown Historic Survey was completed and made available to the public in October 2018. The Historic Preservation Commission will invite public comment on the survey and forward its recommendations to Council this winter.

As of October 2018, staff has reviewed and issued 82 Certificates of Appropriateness, while last year issued 64 in the same time period, indicating that the level of property reinvestment activity in historic districts increased this year. A Certificate of Appropriateness is issued by the Historic Preservation Commission when a local historic landmark or property within an historic district wants to make changes to the exterior of the property.

Council approved a \$1 million contribution to the Englert Theater and Film Scene capital campaign that will in large part enable the historic renovation of the Englert building and also make key investments in the Packing and Provisions Building that currently houses Film Scene.

## What's Next

- ▶ Staff will continue to engage with numerous community partners including the University on the Big Splash planning, which will include education, outreach and programs in 2019-20.
- ▶ Staff will work with the University and Coralville to further align river planning efforts after the master plan compilation is completed.
- ▶ After the University announces its intentions for on-campus housing, staff will engage in further collaborative planning efforts involving the RFC campus area.

- ▶ An owner-initiated landmark will begin the approval process with the Historic Preservation Commission meeting in December 2018.
- ▶ For FY19, the quickly-popular Historic Preservation Fund grant program has already received eight applications that either have or will be approved. If any of the applicant projects use less than the \$5,000 maximum, additional projects may be funded.
- ▶ City Park cabin restorations are nearly complete. Historic Preservation and Parks and Recreation will work together to showcase the restored cabins.
- ▶ Staff is currently preparing landmark designation applications for 225 and 229 N. Gilbert. These homes were recently purchased by the City from Mercy Hospital.
- ▶ Council will consider location options for the historic Sanxay-Gilmore House.



**2c** Staff made changes to the UniverCity program to allow for the purchase of duplex properties. The first duplex, at 520 and 522 N. Dodge St, was acquired August 1, 2018 and began renovation in November. A home right next door to the duplex is currently in the renovation stage. Two recently renovated homes have current purchase offers.



▶ The City has purchased and rehabilitated 68 homes within a limited geographic area and it is becoming increasingly more difficult to purchase suitable homes for renovation through the UniverCity program. Considering the new rental cap in the UniverCity-eligible area, other opportunities for neighborhood stability throughout town are being reviewed. Staff has begun a comprehensive assessment of all housing programs and plans to present Council with findings and recommendations in 2019. Council should provide staff any specific requests that it wants considered during this review.

## Accomplishment Highlight



Summit Street Monument circa 1900, when the inscription was still visible, and in its current condition.

### Historic Preservation Efforts

A historic overlay district designation in the Riverfront Crossings (RFC) District had worked through the Historic Preservation Commission (HPC) and Planning and Zoning Commission earlier in 2018 but the designation was withdrawn by the HPC before being considered by City Council. The City has a grant from the State to complete a National Register Nomination for the District. The National Register process will include State review of the RFC Historic District Boundaries. Since the property owners frequently brought up questions about the boundaries, HPC felt

that having the boundaries' appropriateness confirmed by the State would be beneficial for Council consideration of the District. The process for the District will start over, with owner meetings and HPC review, once the State has had a chance to review a draft of the National Register Nomination, likely in spring 2019.

In addition to the grant for the National Register Nomination, the Historic Preservation Commission received two other CLG (certified local government) grants for:

- ▶ An intensive survey of the property at 2040 Waterfront Drive, also known as Friendly Farm. This project may finish this year and could lead to a future Local Landmark or National Register listing.
- ▶ A review of the Summit Street marker (the SE corner of the original town boundary) and to determine how to stabilize it and whether or not to remove it for interior display and replacement with a replica. City Planning is still in negotiation with the consultant.



## Historic Preservation Efforts (cont.)

The City continues to work through a Civil Rights Grant from the National Park Service for the National Register Nomination, educational materials and signage for two properties (Tate Arms building and Federation home), that served as housing for African-American students and residents in Iowa City in the early 20th Century. The two Nominations are being reviewed by the State in fall 2018 and will go to the National Park Service for review in spring 2019. Signage and educational materials are in progress.

An emergency grant was recently received from the State for the structural review and pre-planning for the relocation of the Sanxay-Gilmore House at 109 E Market Street. The consultant will complete their review in fall 2018. An Executive Session was held with City Council on July 17, 2018 to discuss possible relocation sites.





Crews work on Creekside Park as part of the Parks and Recreation Master Plan.

### 3

# Foster Healthy Neighborhoods Throughout the City

- a. Modify the existing Affordable Housing Action Plan to include new strategies to improve the availability and affordability of housing in Iowa City
- b. Embed the “Missing Middle” concept into the City’s land development practices by adopting a Form Based Code for at least one (preferably two) of our neighborhoods
- c. Ensure the next two budgets contain sufficient funds to make meaningful progress toward achieving the goals of the Bicycle Master Plan and Parks Master Plan
- d. Complete an analysis of traffic accident data and identify actions to improve the safety of our roadways for motorists, bicyclists, and pedestrians

## Accomplishment Updates

- 3a** Council increased the affordable housing commitment from \$750,000 to \$1,000,000 in FY19. Council adopted an Affordable Housing component to the City's annexation policy in July 2018. Also in July, Council approved a development agreement for the Foster Road extension and development area that leverages an estimated \$2-3 million dollars in affordable housing funds over the next ten years. Staff has begun preliminary research on new approaches to expand affordable housing efforts in the coming years.

- 3b** Council provided staff direction to pursue a form-based code in the South District.

## What's Next

- ▶ Council should let staff know if there are any specific proposals or policies that they want to consider as part of this effort.
  - ▶ Staff will further our research and offer Council recommendations in early 2019.
  - ▶ An update on the City's affordable housing action plan was provided to Council in the November 15, 2018 Information Packet.
- ▶ Staff will present a consultant agreement to the Council in the fall.

## Accomplishment Highlight



**Source:** @IALtGov "Adam Gregg presents the Innovation Award to Iowa City and Iowa City community housing advocates."

### Affordable Housing Action Plan

The Iowa Finance Authority recognizes outstanding projects and programs for leadership and innovation in advancing affordable housing development. On Sept. 5, 2018, Iowa City won the Innovation Award at the 2018 Housing Iowa Conference in Des Moines for its Affordable Housing Action Plan.



**3c** The FY19 budget provides funding for numerous projects contained in the Bicycle Master Plan and Parks Master Plan. Cardigan Park was outfitted with a new playground, shelter, and the first fire ring in a City park. Phases 1 and 2 of Riverfront Crossings Park are complete and Phase 3 of the project, which includes a restroom installation, is underway. Accessibility improvements at Highland, Pheasant Hill, Tower Court, and Villa Parks will be complete by the end of 2018. A full redevelopment of Creekside Park began in September 2018.

Design consultants have been selected for parks projects at Lower City Park, Willow Creek Park, and a west side park development, which are included in the FY19 budget. Well-attended neighborhood meetings were held for each of the parks to present and discuss options.

The 2018 construction season initiated projects that include several new bicycle facilities, including Governor and Dodge, Clinton, Mormon Trek, Myrtle and Greenwood, and Camp Cardinal. Camp Cardinal Blvd lanes are complete. Conversion of four vehicle lanes to three lanes for vehicle traffic will take place on Clinton in 2018 or 2019.

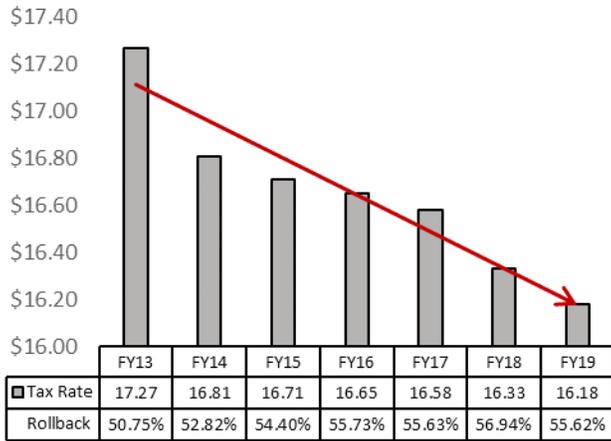
- ▶ Accessibility improvements are planned at Mercer, College Green, and Brooklyn Parks in 2019.
- ▶ After public meeting and staff review feedback, consultants will finalize designs for Lower City Park and Willow Creek Park.
- ▶ In 2019, on-street bicycle facilities will be striped on Mormon Trek, Governor, and Dodge. The Mormon Trek project includes a lane conversion from four to three lanes and buffered bicycle lanes.
- ▶ Budget discussions are underway, identifying more capital projects for the 2020 construction season. A draft will be brought for approval in winter 2019.

**3d** Staff has completed data gathering and is finishing analysis. Staff will issue a report with findings and preliminary recommendations in fall 2018 or early winter 2019.

- ▶ Council will need to consider the report and recommendations and provide staff direction on follow-up steps and timelines.



### 7 Year Property Tax Rate History



The City reduced the property tax levy for its seventh consecutive year.

4

# Maintain a Solid Financial Foundation

- a. Continue to monitor the impact of the 2013 property tax reform and evaluate alternative revenue sources as determined necessary
- b. Continue to build the City's Emergency Fund
- c. Monitor potential changes to Moody's rating criteria and maintain the City's Aaa bond rating
- d. Continue to reduce the City's property tax levy
- e. Maintain healthy fund balances throughout the City's diverse operations

## Accomplishment Updates

- 4a** Property tax reform is consistently monitored as the 2013 changes impact the City tax base.
- 4b** The City did not include a deposit to the Emergency Fund in the FY19 budget. Since January 2018, the expenditures from the Emergency Fund total approximately \$511,000 for the purchase of three properties in the flood plain adjacent to Lower City Park, leaving a balance of \$4,670,517.
- 4c** The City experienced a third-party bond rating call in spring 2018 with Moody's rating service. From that call, Moody's maintained the City's Aaa rating. A new element of the Moody's review includes how communities are addressing climate adaptation. Therefore, Iowa City's climate mitigation and adaptation strategies were included in the ratings presentation for the first time this year. The City also increased its capital contributions, resulting in a positive recommendation from Moody's.
- 4d** The City reduced the property tax levy by decreasing the City's debt service levy. Responsible borrowing and early repayment of debt has permitted decreases in the debt levy. This is the seventh consecutive year of City debt service levy reduction, resulting in a \$0.15 decrease in the FY19 property tax levy.
- 4e** FY2018 year-end fund balances were fairly positive and FY19 outlook also looks healthy for most funds. In FY19, the City implemented a 5% increase in water rates to preserve a balance that will allow for capital infrastructure maintenance.

## What's Next

- ▶ A discussion on alternative revenue sources can be facilitated during the upcoming Council budget review.
- ▶ The City will continue to monitor use of the Emergency Fund.
- ▶ The City has started using a predictive budgeting software technology that allows for specific simulation of City fiscal considerations. Use of this technology will permit Finance Administration to explore opportunities and solutions for addressing areas of potential concern, according to the Moody's report.
- ▶ The City has a debt service plan that, pending unforeseen changes, will allow for possible debt service levy reductions again in FY20.
- ▶ The City continues to monitor fund balances and will determine whether a change in user fees is warranted. This will be discussed during the upcoming Council budget review.





The City of Iowa City Government was live.

October 16 at 6:58 PM · 🌐

Live coverage of the Iowa City City Council meeting of October 16, 2018. Comments will not be monitored live. Questions will be followed up on as soon as possible by City staff.



**L:** Facebook Live coverage of a City Council meeting. **R:** Iowa City's state legislative delegation tours Riverfront Crossings with staff and council members.

5

# Enhance Community Engagement and Intergovernmental Relations

- a. Experiment with innovative ways of engaging with diverse populations in person and on social media
- b. Improve collaborative problem-solving with governmental entities in the region on topics of shared interest
- c. Improve relationships with the executive branch and legislature by reaching out to legislators and other elected officials and working with City lobbyists

## Accomplishment Updates

**5a** Communications successfully introduced the use of Facebook Live for streaming City Council meetings and variety of other programs. Viewers can actively comment in real time and engage in dialogue with other viewers. City Cable Channel 4 ensured that a purchase of mobile equipment allowed for better-quality video streaming as the City continues to expand usage of this platform.

The City has also increased the use of digital platforms paired with video and quality print visuals to help communicate complex issues.

City Cable Channel 4 has historically participated in filming many community events, but this year are focused on presenting the stories of neighborhoods, residents, and businesses.

Staff has elevated transparency in City budget planning by holding two public events, “Breakfast on a Budget” and “Chip In.” The two new events encouraged residents to learn about the budget process, engage actively in question and answer with staff, and share their priorities, ideas, and suggestions for community improvements and spending.

**5b** Council has initiated a regional discussion on I-380 planning. The meeting on this topic was held on August 2, 2018. Iowa City and Coralville elected officials and leadership agreed at the meeting to cooperate further on future corridor public transportation efforts.

Council continues to be active participants in the quarterly joint government meetings. Council most recently held a joint meeting with the Johnson County Board of Supervisors.

Staff presented a regional economic development protocol agreement to the Council.

## What's Next

- ▶ As projects and programs are promoted to the public, an increased concentration on the development of marketing plans has elevated City communications. Use of polling, prize giveaways, and other incentives have been received positively. The division will continue to work with City departments to create effective marketing and engagement opportunities.
  - ▶ The Cable division will continue to seek opportunities to share information that impacts a diverse group of community members.
  - ▶ The Parks and Recreation and Senior Center Departments are developing relationships and new partnerships with less-engaged community members and groups. They are also coordinating events aimed to diversify programming.
  - ▶ Due to the success of last year's event, “Breakfast on a Budget” will return for the Council budget review in January 2019.
- 
- ▶ Council needs to identify any additional topic areas that they wish to address.



**5c** During the 2017-2018 state legislative session, Iowa City worked with lobbying firm Carney and Associates to monitor and advocate the Council's legislative priorities in Des Moines. At the end of the session, most major concerns, such as preserving the backfill had positive or neutral outcomes for the City.

Relationships with local legislators remain productive and several contacts were made with current legislators as well as with district candidates during the primary campaign.

On Sept. 7, 2018, staff conducted an Iowa City tour with area legislators and Council members. The tour shared the latest improvements to parks, facilities, and notable development projects, related to State financial support and local needs.

▶ The City's lobbyists continue to attend meetings and events with legislators from across the state prior to the next legislative session. Staff has maintained communication with Carney and Associates, as well as the Iowa League of Cities to ensure proper preparation for the fall session.





Community members attend an input session as part of Iowa City's first ever Climate Action and Adaptation Plan in July 2018.

6

# Promote Environmental Sustainability

- a. Adopt an effective Climate Action and Adaptation Plan and ensure the next two budgets contain sufficient funds to facilitate achieving its goal
- b. Support efforts to increase the reach of the Parks and Recreation Foundation



## Accomplishment Updates

**6a** The Climate Action and Adaptation Plan is complete and was adopted by Council on Sept. 18, 2018.

Several projects described in the Climate Plan are already budgeted in FY19. These projects include the initiation of a transit study, a refuse and recycling route study, public building improvements, bicycle facilities, and installation of electric vehicle charging stations. The Plan includes a community toolkit to get the City started but more project-specific tools are already being drafted.

A solar feasibility study was completed in summer 2018 and a summary will be presented to Council in fall 2018. The study provided important information about the energy load and capacity of eight City facility sites, as well as the feasibility of renewable energy system application. Staff will monitor solar PV application opportunities and bring any feasible actions to Council in the future. The new Public Works facility is designed for rooftop solar and funds will be budgeted in FY20.

**6b** This goal remains in a planning stage.

## What's Next

- ▶ Implementation will continue with the assistance of the community at-large. Community efforts will be initiated by City staff and the public, focusing efforts upon the most impactful recommended plan actions. An advisory board consisting of prior Plan Steering Committee members and other community groups will assist the City in implementation.
  - ▶ An internal committee of staff from all City departments has met and initiated several projects that further Plan progress. Council will receive periodic updates.
  - ▶ Development of a comprehensive communications strategy for Climate Plan activities and information will be initiated in late 2018. Outcomes of this strategy will be seen throughout city and community communications over the next couple of years, helping to inform further Plan actions.
  - ▶ During the FY20 Budget planning process, staff will identify projects related to recommended Plan actions and provide a reference during Council review of the proposed budget.
- 
- ▶ Parks and Recreation will work by early 2019 to discuss these efforts with the Parks and Recreation Commission.



## Accomplishment Highlight

**Implementation of the Iowa City Climate Action and Adaptation Plan is underway. A few highlights of recent achievements and contributing improvements include:**

- ▶ In October 2018, corridors along Lower West Branch Road and Camp Cardinal Blvd received approximately \$58,000 in tree plantings to expand tree canopy coverage. (Action 4.6)
- ▶ Green Iowa Americorps performed 43 energy audits in Iowa City since January 2018 (over 219 total, since 2016) and City building efficiency projects, such as building automation system installation and upgrades, boilers, and HVAC replacements continue. (Actions 1.1 and 1.7)
- ▶ As they became available, landscape/organics carts and larger recycling carts were issued to some Iowa City residents in 2018. A final distribution of recycling carts and more organics carts is planned for 2018 and 2019. (Action 3.2)

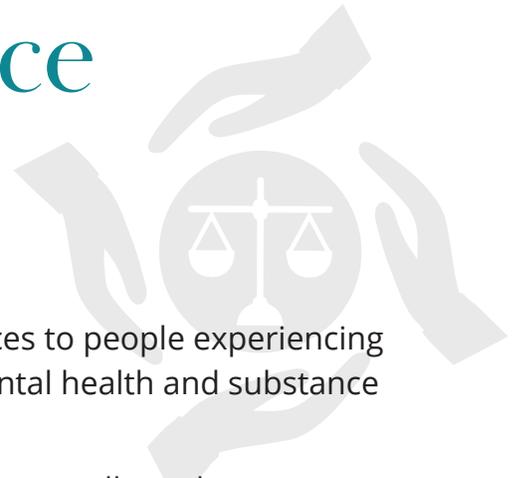


Iowa City introduced new 65-gallon recycling carts, and the addition of organics carts in 95-gallon or 25-gallon sizes. Distribution of carts will continue in 2019.



Members of the Iowa City Police Department participate in CIT, or Crisis Intervention Team, training.

# Advance Social Justice and Racial Equity



- a. Support organizations and efforts that provide services to people experiencing and recovering from trauma and crisis related to mental health and substance abuse
- b. Consider a policy to limit city business to vendors that pay all employees a wage of \$10.10 or higher
- c. Explore expanded use of a racial equity toolkit within City government, embedding it within city department and Council levels
- d. Consider elevating hourly staff wages to \$15/hour or more within two years

## Accomplishment Updates

**7a** The Council has budgeted sufficient funds to be active partners in the Countywide Behavioral Access Center planning. The County has identified land and there is an active steering committee leading the project forward.

**7b** This goal remains in planning stages.

**7c** The next implementation phase for the equity toolkit was included in Council's July 5, 2018 information packet. Parks and Recreation, Fire, the Housing Authority, and the Iowa City Public Library are evaluating current and potential procedures, policies, programs or services using the racial and socioeconomic equity review toolkit. This process will continue through 2019. Recently, the Neighborhood and Development Services Department used the equity toolkit to assess housing program proposal options for the South District.

**7d** A cost analysis was provided to Council for a Work Session discussion on Sept. 18, 2018. Council gave direction to increase minimum starting wage for hourly and temporary employees to \$11.50 per hour, beginning July 1, 2019.

## What's Next

- ▶ The City Attorney, City Manager, and Police Department are working with Councilor Mims, members of the Access Center Board, to finalize the formal agreement with Johnson County.
- ▶ Council should convey to staff any specific projects or policies that it wants to consider outside of the Behavioral Access Center project.

- ▶ Finance will take the first steps in assessing the number and type of vendors used by the City. Staff will determine how such a policy could be implemented.

- ▶ Updates will be provided as departments finalize their review.
- ▶ The five departments that initiated use of the toolkit in 2016 (Finance, Neighborhood and Development Services, Police, Human Resources, and Human Rights) will continue to use procedure and policy reviews aligned with toolkit standards and outcomes.

- ▶ The FY20 budget proposal will reflect this adjustment and further annual increases will be reviewed each year, with an end goal of reaching \$15/hr by July 1, 2021.

