

Safe, Equitable and Thriving (SET) Communities  
Task Force  
September 1, 2016  
Meeting Minutes

SET TASK FORCE MEMBERS PRESENT:

Stacey Walker, Mary Wilcynski, Dorice Ramsey, Dale Todd, Gary Hinzman, Leslie Wright, LaSheila Yates, Karl Cassell, Rafael Jacobo, Carlos Grant, Paul Hayes, Jenny Schulz, John Tursi

SET TASK FORCE MEMBERS ABSENT:

Alphonse O'Bannon, Akwi Nji, Rodrick Dooley, Trace Pickering, Ben Rogers, Okpara Rice

CITY STAFF PRESENT:

Police Chief Wayne Jerman, Sgt. Cristy Hamblin, Administrative Assistant Jean Novak

OTHERS PRESENT:

Jennifer Hemmingsen  
George Olmstead  
Jerry Elsea

CALL TO ORDER/APPROVAL OF MINUTES:

The meeting was called to order by Co-Chair Stacey Walker at 7:35 AM. Gary Hinzman moved to approve the minutes from August 11, 2016. Paul Hayes seconded the motion, which was unanimously approved.

Stacey and Mary said at today's meeting, we will be reviewing data, reviewing the working charts, providing a template for our work for everyone to follow, and establish a timeline.

PUBLIC COMMENT:

George Olmstead presented comments regarding the RISE Program. He said that their target group is not the same as ours because theirs are adults and have been in jail. Also, he said that temporary housing is a real problem, and for long-term housing, landlords are very cautious. Waypoint serves many shelters, but it takes many phone calls by the individual to get placed into a shelter.

Jerry Elsea presented various comments in support of the Task Force.

## REVIEW AND ANALYZE SET COLLECTIVE IMPACT PROGRESS THROUGH PROGRESS TRACKER:

Leslie distributed and explained a handout describing the SET Collective Impact Progress Tracker. Leslie said that the group has done a lot of work in what would generally be identified as Phase 1, and we are clearly moving actively into Phase 2. Leslie asked for any suggestions for additions to the Progress Report, so we can capture that as part of our interim reporting to a variety of stakeholders.

Mary mentioned that part of the intent of today's meeting is to provide a different way of approaching our work so that we know where our gaps are, and we know what we've already accomplished.

Stacey said that he would get all the documents from today's meeting onto Google Docs.

# The Five Conditions of Collective Impact



<b>Common Agenda</b>	All participants have a shared vision for change including a common understanding of the problem and a joint approach to solving it through agreed upon actions.
<b>Shared Measurement</b>	Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.
<b>Mutually Reinforcing Activities</b>	Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.
<b>Continuous Communication</b>	Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and create common motivation.
<b>Backbone Support</b>	Creating and managing collective impact requires a separate organization(s) with staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.

**SET Collective Impact Progress Tracker**

Components for Success		Phase 1	Phase 2	Phase 3
Governance and Infrastructure	Goal	Identify champions and form cross sector group	Create infrastructure (backbone and processes)	Facilitate and refine
	Status	Task Force and 6 subcommittees formed, regular meeting schedule	Co-chairs in place, Meeting framework set, values identified, city staff support	
Strategic Planning	Goal	Map the landscape and use data to make case	Create common agenda (goals and strategy)	Support implementation (alignment to goals and strategies)
	Status	Framework and key questions identified, Committees working through questions	In development	
Community Involvement	Goal	Facilitate community outreach	Engage community and build public will	Continue engagement and conduct advocacy
	Status	Community Conversations, Facebook page, Humans of CR, Civil Rights series, Knee to Knee		
Evaluation and Improvement	Goal	Analyze baseline data to identify key issues and gaps	Establish shared metrics (indicators, measurement, and approach)	Collect, track, and report progress (process to learn and improve)
	Status	Equity dashboard, neighborhood maps, IA Commission on the Status of African-Americans 2015, Assets & Opportunity Scorecard: Families of Color in IA	In development	

**DEMOGRAPHIC DATA REVIEW OF NEIGHBORHOOD/CITY/COUNTY POPULATIONS:**

Leslie distributed to the committee more handouts as she reviewed deeper neighborhood comparisons and community trends.

The handout supplies information about median home value and percent of renters vs. owners. For African American families, 75% are renters vs. 25% homeowners. When you look at the general population, that percentage has completely flipped. What does that mean for assets, stability, and things of that nature? We will be adding housing cost burden, so that we can also take a look at what percentage of families are spending more than 30% of their income on housing. Income in the employment section is a lot deeper, and it is based on American Community Survey Data, which is a sampling data, and it is based on averages. Under Income and Employment, Black Median Income, the median household income in the Taylor Neighborhood is \$8,100. The information contains important variances or disparities that are happening in certain neighborhoods and tells us some important things about how our families are doing. The median household income based on level of education, is pretty revealing as well. It gives us a snapshot of some of things that are important for us to pay attention to.

Gary would like to have a map showing the geographical boundaries of the neighborhoods. There are maps on Google Docs; however, it is the old one with just the five neighborhoods on it. Leslie said they could update this with the boundaries.

Leslie mentioned that the free and reduced lunch information also gives a pretty good snapshot; as well as unemployment, and the types of occupation. If someone has a part-time, variable schedule job, or seasonal work, it adds a whole other layer of volatility and unpredictability to the household situation.

Mary said the point of re-visiting data is so that we get back to our target groups. As we are going forward, what do we recommend for policies and practices; who are we recommending those for? We need to remember what we're about, and the population that we are hoping to most address, serve and help, and to remind ourselves of where we started and the reason we started.

Gary suggested having a map with four or five data sets to it such as unemployment and free and reduced lunch stats, etc. Leslie felt that maybe we could make a cover sheet. Jenny wondered how far into the neighborhoods could we narrow in. Leslie said that we could look at it as tightly as the census provides. John wondered if there would be value to looking at the neighborhoods pre-flood to show how it's moved. He thinks that the community doesn't understand how much the population and demographics have really changed since the flood. Leslie said that they could, and once we narrow it down to five to six key points, and maybe that's where we take a look. Particularly regarding housing, Leslie feels that's really important both for quality vs. average rent. Also, when we start to look further out, rents go down, but transportation issues go up, etc. As you digest this, let her know what you would like.

Mary said that the data needed will be specific to what each subcommittee is going to want, but paired out a little. Leslie said that they would be glad to do that. There are also some things that we may want to think about, and some of it has to do with what is ok to share. An example is suspension and expulsion data, at least by high school building. Another is parole data, or people who are involved with Community Corrections. We have to decide what data is public and what is private. Gary said he would encourage you to use this data, and that it is not private.

Gary said that when you overlay areas where there are high unemployment, free and reduced lunches, and parolees and probationers, they are clustered in the same areas. It gives you another lens to look through, and it tells you how much help that neighborhood needs. That's why they moved their operation to the neighborhoods; it helped to create neighborhood outposts. It's been done in other cities as well. When you need an area to be enriched, you need to move in with a public safety presence and stabilize it, and then you can bring in the social and economic capital behind it to strengthen that whole neighborhood. Gary will check with Bruce Vander Sanden regarding getting the Community Correction maps. Also, Gary said when they tracked incidents of domestic abuse and child abuse, those overlaid almost perfectly.

Stacey said that it is not going to come as a surprise, that we are seeing a lot of these things overlaid in certain communities, and this should remind us of the depth of the issues which we are trying to get at. We all see that there are some neighborhoods that are hurting. As you look at these data points, some of these numbers are astronomically high. Hopefully, this information will help form the recommendations of each subcommittee.

Gary mentioned if you overlay the crime statistics on top of this, and where criminal activity is taking place, it even makes it more troubling. There were two projects that they collected that data to begin with. One was preparing the community for the Weed and Seed Program, and also the zip code mapping, showing the corridors of the city that needed the help. Another one was the Patch Project that they were working on with Human Services and the University of Iowa. He feels that there is a lot of data around on that as well. The data is old now, but are benchmarks of what we were doing.

Mary felt that, as we move forward, we need to be bold, and we need to be brave. We also need to be willing to put things out that maybe are far out in terms of policy and procedure and practice recommendations. But, it is going to be based on how deeply we can feel the need and how knowledgeable we are.

Leslie felt that as part of community engagement, we could use some of this information to create a one page summary.

Stacey asked how can we solve the inequities at a systemic level and get at these poverty centers so they will have a brighter future. It's hard to bring about the policy change, and the big goal is what can we do now to solve some of these things, and what path can we put our City, County and School District on to actually rid these communities of these problems. Mary asked how can we bridge the things that we already have? She feels that Cedar Rapids is rich with social services, but some of them are under used because we aren't bridging the need with the program.

Jenny's concern of sharing some of the data with the community is that some people won't want their kids to go to a particular school with the highest rate of reduced lunches. How do we get the community to look at those numbers and not want to run away from it? Dale said that displacement has already happened, and you can't solve the problem unless you understand where it's at. He feels the data will be helpful, and would like the data broken down into micro census tracts to smaller geographical areas to show the pockets of poverty. Mary said that that's where we could put intense services and target economic development and housing in those pockets.

Leslie felt that we need to decide how we frame the story, and suggested telling a story through the eyes of a child. What is the experience of the child? What is a day in the life of a five year old in some of these neighborhoods?

Leslie discussed the handout from the Iowa State University entitled "Equity: Community Trends for Linn County". They have been working with ISU, who is creating a portal called a

self-service data portal so that communities can draw down their own snapshots. This is general population data, focused by race and ethnicity.

Stacey said that the data is quite depressing. We know that black and brown people aren't doing well, and if we look at the population growth occurring, there is going to be more and more black and brown people in the future, and the problem for the next 15 to 20 years can be very bad.

Karl asked the question "When did poverty equal crime?" Much discussion was held regarding this and Section 8 Housing. Also, Karl said we need to provide resources, or it will turn into heavy policing. Access to resources will help keep them away from the criminal element.

Dale said around 1996 when crime in urban cities increased during the Clinton administration, the resulting Crime Bill included additional police on the street and community policing. The first school of thought was that there was a correlation between Section 8 housing and crime. However, two or three years later, the research indicated you can't correlate Section 8 vouchers with an increase in crime. Section 8 has gotten a bad rap, and it has for a very long time. Dale said that they have identified in the Housing Subcommittee, that there is a disconnect between landlords as far as understanding what Section 8 really is. There is a disconnect with some of the service providers, so they are going to make a recommendation that landlord training continues in some form, and that will include more marketing and education. Leslie said that landlord training for Section 8 needs to be mandatory, and that during the four years she was with the program, at least 50% of individuals had a household member with a disability. Also, the vast majority of people who are kicked off the program, are from non-criminal based activities.

Jenny mentioned an article in the Atlantic about a year ago about incarceration rates and the effect on the black family. It's a very good, long article, that speaks to Karl's question of how did crime get to be associated with poverty, or how did crime get to be associated with being black or brown. She also took notes on it, so if anyone doesn't want to read a 20-page article, she will send them the two page clip notes.

Gary mentioned that years ago, they did a survey in Iowa where they were trying to advance restorative justice. They had a major national research firm doing a survey of Iowans, and they asked them the perception of things, like is the crime rate going up or down? They also asked if somebody was convicted of a capital crime like First Degree Murder in Iowa, how much of their sentence would they have to serve? The answer is it's a life sentence in Iowa, but people thought they got out in 10 or 15 years. The survey was designed to get the public's perception, and it was all wrong, which is part of the problem that we are talking. We need to change the perception and develop programs that are acceptable to the public, like Restorative Justice. Some misperceptions are driven by politics and politicians to try to get themselves elected. We know what the causes are, but we have to be careful that we don't let some people run with negative information.

Mary said that it's difficult work to try and change the perception. We know that we've got a lot of work to do to change the culture and the perception of people. Dale felt that we worry about the perception, but we have the reality that the shooters are mostly young, black youths who are

shooting at each other. There's a lot more that comes with it that we understand; the systemic forces that create the situation. But, that's what the community sees. Stacey said that the bottom line is that to be in poverty does not automatically mean you are a criminal. We can't define criminality with poverty.

Leslie mentioned that another important layer of this work is belief work. What do the kids believe is possible for their lives? What do white suburban Cedar Rapidsians believe? What do institutions believe? The name of this group is Safe, Equitable and Thriving, so how do we make sure our kids are safe? That our community is equitable? That people have equitable access to thriving in their future? Her interest in connecting probation and parole in neighborhoods is because her lense is adverse childhood experience. One of the things that Leslie is thinking about doing is creating a bibliography of things; articles people have shared, but also evidence based research. There's a group in Washington state called The Family Policy Council, that over the course of 10 years did community capacity building. They saw a reduction in adverse childhood experience indicators as well as crime and increases in safety. It is community building and changing perceptions about neighborhoods, etc.

Dale mentioned a recent great article in the Times that talks about inner city problems and felt we could have community conversations. Mary felt those conversations have to get out of those neighborhoods, and they have to get to neighborhoods where those perceptions are skewed.

Gary reiterated that we have to figure out where we intervene early on in a child's life so that when they get to 14 or 15, they're not shooting at each other.

Also, Leslie said if there's a data point you would like us to try and capture, we will.

Mary said the data is what we need to use in order to hone in on our recommendations for policy and practice changes. To move forward, we need a map showing where we've been, map where we're going, and figure out where our gaps are and how we can put this into some kind of format that is going to make some sense of all of our work. While each subcommittee overlaps in many ways; in many other ways, they have very little to do with each other.

#### REVIEW FRAMEWORK FOR MANAGING TASK FORCE WORK:

Leslie distributed and reviewed the SET Priorities worksheet, which will help provide a framework to bring our work together. The worksheet lists a chronological timeline of assets or benchmarks based on age, because at some point, the group talked about everything from birth to adulthood. This still is a work in progress. The top two lines are about assets and milestones. Things to add under adulthood might be household assets like owning a home, and self-sufficient wage. These are some of the benchmarks we want to include.

Stacey said that the subcommittees' work should be completed in the format that Dr. Grant provided previously at a task force meeting; in the Worktable for SET Task Force form. The questions that we have been answering will be put into this organized format. Then Leslie can take that information, put it into a large graph, and we will have a visual where all of the subcommittees are. In a way, it is like showing your work, because the community is going to

want to know how we arrived at our recommendations. Mary said that she would email Dr. Grant's form to everyone.

Dale mentioned 15 & 5, which was a community wide effort with 10 to 15 different initiatives, including education and criminal justice. Leslie said that there was another one that was called Foresight 20/20. Between Dale and Leslie, they will try to get information regarding the two programs out to everyone.

#### REVIEW OF TIMELINE FOR THE WORK COMPLETION:

- October 6<sup>th</sup> – Subcommittees will turn in their completed templates, or whatever they have done so far to be workshopped by the SET Task Force.
- November 3<sup>rd</sup> – SET Task Force will finalize subcommittee templates.
- December 1<sup>st</sup> – Draft reports from subcommittees will be due. Drafts to our primary stakeholders.
- January – We will present preliminary draft of report to Task Force for approval.
- February – We will present findings, report and recommendations to stakeholders.

#### ADJOURN:

The meeting adjourned at 9:40 AM. The next meeting will be held on October 6, 2016 at 7:30 a.m., at the City Services Center.

*Respectfully submitted,  
Jean Novak*