



SET Task Force Objectives

Addressed by City Initiatives

City's use of social equity lens:

- Sustainability Tool for Assessing and Rating (STAR) Communities
- Includes goal of Equity and Empowerment
- Work cooperatively with community organizations
- In City programs and services along with accessibility

ECONOMIC OPPORTUNITIES

Objective 2: Align worker skill development and job-placement efforts with openings in high-wage industries.

- Pilot program with Kirkwood Community College, Intercultural Center of Iowa and local employer on a workforce opportunities program for immigrant/refugee population (2018)
- Collaborating with Cedar Rapids Community School District and Tata Consultancy Services on STEM education programming for underserved and underrepresented students (2018-2019 launch)
- Collaborate with Kirkwood Community College and ICR Iowa on Regional Talent Forecast Survey (2018)
- Cedar Rapids Workforce Study (2018-2019)
- Provide assistance to the Cedar Rapids Entrepreneur Program (CREP) which assists non-traditional entrepreneurs in starting, operating and running small businesses in metro Cedar Rapids **\$15,000** one-time contribution allocated in FY19
- MICRO Program targeted at increasing participation in small business ownership from non-traditional populations in Cedar Rapids **\$100,000** one-time contribution to revolving loan fund
 - Participants include a diverse applicant pool (gender, race, age, SES)
 - Some applicants have been referred to other loan programs, if determined to be a better fit than Micro
 - Business assistance has been provided at every stage from application to approval and beyond
- Cedar Rapids Revolving Loan Fund. Offers low-interest loans up to \$50,000 for small business owners within the 2008 flood inundation area **\$400,000** onetime contribution to revolving loan fund

HOUSING

Objective 1: Expand financial incentives for development of affordable housing throughout the city.

- City's First Time Home Buyer Program **\$100,000**
 - Income and purchase price restricted
- City's Owner Occupied Rehab Program **\$220,000**
 - Also provide Service Delivery Costs
 - Provides assistance to low- to moderate income residents for addressing code deficiencies, lead paint, and emergency repairs to address immediate safety and health threats

Objective 2: Build community capacity for supportive services

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programming.

- CDBG Allocations
 - Provide funds to local non-profits for provision of direct services **\$400,000**
- Linn County Continuum of Care
 - City was involved in establishing it in 2000
 - Collaboration of over 30 community organizations that meet monthly
 - Identify and coordinate housing and services for the homeless or those at risk of becoming homeless

Objective 3: Implement ongoing landlord education efforts.

- Building Services Landlord Training held twice a year for new landlords includes the following topics:
 - Rental agreements and tenant rights
 - City offered background checks
 - Fair Housing Standards
- Yearly training session and discussion with Landlords of Linn County

Objective 4: Target nuisance property owners

- SAFE-CR
 - Applies to all properties including rental, owner occupied, commercial, and industrial
 - Does not apply to victims of crimes
 - 55% of identified properties have abated their nuisances
- Building Services
 - In pursuit of removing blighted properties from our Community, staff obtained authorization from the Court to proceed with the demolition of 33 properties. City staff contracted and managed 9 of the 33 demolitions. **\$230,000**
 - Although these demolition costs are assessed to the property owners, our records indicate, less than 5% of these costs are being recovered.

Objective 5: Develop partnerships to revitalize aging housing stock.

- Neighborhood Finance Corporation (NFC)
 - City commitment of \$1 million in FY18 and \$1 million for each of the next five years for \$10,000 forgivable rehab loans (\$6,000,000 total City commitment) **\$1,000,000**
 - Lender commitment of \$7 million for the loan pool
- City's Historic Rehabilitation Revolving Loan Fund
 - Grants/0% Interest Loans, dependent upon household income
 - Up to \$5,000 for exterior rehab in Local Historic Districts **\$50,000**

Objective 6: Coordinate and unify affordable housing efforts.

- ReZone Cedar Rapids (comprehensive update to the zoning code)
 - Development of multifamily will be made easier
 - Form-based code encourages the development of Missing Middle Housing, which is more inclusive housing for a variety of affordability levels
 - Commercial zones will become mixed-use zones, which will allow residential

Objective 7: Remove barriers faced by specific populations.

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- Address issues through the Linn County Continuum of Care
- Continuous improvement of city programs, such as, recreation
- City commitment to ADA facility and infrastructure improvements – approximately \$5 million per year
- City Commitment to Jane Boyd Community Center’s “You Do Matter - CR Summer Engagement Program” **\$17,400**
- City Commitment to LBA Foundation’s “CR Dreams” program **\$10,000**

LAW ENFORCEMENT AND PUBLIC SAFETY

Objective 1: Adopt recommendations and best practices from President's Task Force on 21st Century Policing

The Cedar Rapids Police Department continues to monitor and implement numerous items of the 60 recommendations and 92 “action items”, many of which are already in place. The effort to achieve proficiency in the six (6) pillars or main topics of: Building Trust and Legitimacy, Policy and Oversight, Technology and Social Media, Community Policing and Crime Reduction, Officer Training and Education, and Officer Safety and Wellness. This is has been an ongoing effort since the President’s Task Force publication was released.

The Cedar Rapids Police Department hosted a Fair and Impartial Policing Command and Community Training on November 15-16 at the DoubleTree Hotel and Convention Complex. The Fair & Impartial Policing (FIP) curricula is based on the science of implicit bias. Implicit biases can impact what people perceive and do, even in people who consciously hold non-prejudiced attitudes. The implication of the science of bias is that even the best law enforcement officers may manifest bias because they are human, and the even the best agencies will have biased policing because they hire humans.

The FIP training was a 1 ½ day program that applies the modern science of bias to leading fair and impartial policing organizations. Agency and community members developed an action plan to implement a comprehensive program to promote fair and impartial policing. The training covered the science of bias, its implications for policing and the elements of a comprehensive agency program to promote fair and impartial policing, including:

- Assessments and reform in the realms of policy
- Recruiting and hiring
- Training
- Supervision and accountability
- Measurements
- Outreach to diverse communities

Thirty participants, including Police Department employees and community members, received training from former Madison, Wisconsin Police Chief Noble Wray, who is a nationally recognized consultant for law enforcement organizations such as the Police Executive Research Forum (PERF) and the Police Foundation in the areas of problem solving, community policing and trust-based policing.

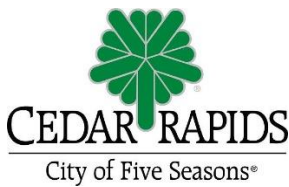
Fair and Impartial Policing Command and Community Training = \$8,610

In early 2017, we sent six (6) officers to a course so they could teach our officers and employees on the topic of Implicit Bias.

Balancing our Bias – Train the Trainer course = \$9,111

Since the training, all members of the Police Department have received the first round of implicit bias training.

Objective 1: Adopt recommendations and best practices from President's Task Force on 21st Century Policing (continued)



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Also noteworthy, is that the Police Department is in the process of implementing body-worn cameras for officers.

Body Cameras:

- IT Storage Purchase =

\$102,265

- **Body Camera Grant: \$96,800**-80 Cameras w/ accessories such as mounts and charging bays-\$16,522.90 has already been spent for 8-bay charging docks

- **Byrne JAG Grant: \$23,190.50** -20 Cameras w/ accessories such as mounts and charging bays

- Support: Per year/Per camera \$199 – First 105 =

- Licensing: Per year/Per camera \$145 – First 105 = **\$20,895**

- Software upgrade and in-car equipment = **\$15,225**

- Fiber work w/ switches (PD building) = **\$36,120**

- Per Camera cost (only camera) = **\$12,590**

\$915

Objective 2: Continue to build relationships between police and community members.

A primary component of community policing is relationship building with all members of the community. The Cedar Rapids Police Department continues to enhance its community outreach through a variety of programs ranging from the patrol officers, the PCAT team, to attendance at neighborhood events and activities. The outreach also includes a plethora of interaction and relationship building through the School Resource Officers (SRO’s) and the officers who attend the elementary and middle schools delivering messages through the PAL (Protect, Assist, and Listen) program.

We are very encouraged by the fact that violent crime is down almost 11 percent since 2013 and is at the lowest rate in over a decade. In 2017, violent crime was down .28 percent compared to calendar year 2016.

There are multiple factors that are likely driving the violent crime rate downward, including community involvement, partnerships with organizations and other law enforcement agencies, quality police and investigative work, and crime prevention strategies.

It is important to note that the Cedar Rapids Police Department has embraced community-policy philosophies for several years and will continue to engage with neighborhoods, business leaders, and anyone who shares the common objective of improving safety and preventing crime and disorder in the community.

Objective 3: Reduce illegal gun possession in Cedar Rapids.

The number one priority of the Cedar Rapids Police Department continues to focus on reducing gun violence and illegal gun possession.

Patrol officers have seized 102 guns in the past year from those that could not lawfully possess them. Our investigators have made significant arrests in many recent high-profile violent crimes, which have been enhanced by solid relationships with county and federal prosecutors.

Reducing the number of shots fired incidents is a priority of the department. Certainly, we have committed resources and enhanced partnerships to address this important issue. The number of shots fired incidents increased slightly in 2017 to 89 incidents compared to 86 incidents in 2016. While this is still down from the 101 incidents in 2015, it remains an unacceptable level of irresponsible or illegal use of firearms. Shots fired incidents include situations in which someone was actually injured, property was damaged, or evidence of a shooting (such as shell casings) was found at the scene. Just as importantly, shots fired incidents can contribute to a public perception that crime is getting worse when the statistics actually demonstrate that violent crime, in particular, is down.

Objective 4: Change youth attitudes regarding guns and violence.



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Preventing crime in any community is predicated by citizens who willingly provide information to police when they see or hear something suspicious. These efforts are a testament to the fact that we cannot arrest ourselves out of some societal issues, particularly those involving youth in our community. Studies indicate that violence is a learned behavior. This fact underscores why we have an increased focus on youth violence and must find innovative ways to change inappropriately learned behavior and, instead, foster hope and opportunity for youth to be successful and productive adults in our community.

The Police Department partners with social service agencies and schools to address issues. The Mentors in Violence Program (MVP) continues to be implemented locally. MVP is one of the longest-running and most widely influential gender violence, sexual harassment and bullying prevention programs in the world. MVP has inspired countless men, women, boys and girls to challenge and change social, cultural and institutional norms that support abusive behavior. Police PALs and School Resource Officers continue to connect with youth by offering positive relationship and problem-solving opportunities in the elementary, middle, and high schools.

Objective 5: Support other community violence prevention efforts.

Police partner with county, state, and federal law enforcement to combat gun violence with the Federal Bureau of Investigation’s Safe Streets Task Force and United States Marshals Service Task Force. Potential threats to homeland security are the focus of the Joint Terrorism Task Force, which includes Cedar Rapids police officers. Cedar Rapids police officers are also a part of the Drug Enforcement Administration Task Force, which is a regional group of law enforcement officers focused on illegal drug trade. In addition, a Cedar Rapids police officer coordinates the Eastern Iowa Heroin Initiative, which focuses on education, enforcement, and community outreach to combat the opioid crisis that has impacted families locally. Further, two officers are also assigned to the Internet Crimes Against Children (ICAC) task force to keep our children safe from internet predators. There is immeasurable value in being involved with these task forces and solidifying partnerships with other law enforcement agencies. Sharing personnel, equipment, intelligence, and prosecutorial assets equates to a safer community.

The Police Community Action Team, or PCAT, deploys in at-risk neighborhoods to address crime and quality of life issues. The goal of the team, which hit the streets on January 9, 2016, is to be visible in the community and engage with citizens to understand and identify root causes of neighborhood issues. To illustrate, in 2017, PCAT officers conducted 267 foot patrols and made 593 subject stops – a clear indicator of neighborhood engagement. It is part of a three-pronged approach of relationship building, enforcement, and deterrence. PCAT continued to grow and expand intelligence gathering to document violent groups or individuals. The information is distributed amongst internal sources and external sources. The lists that are created include some of the most active members of these groups. Through this information sharing, PCAT has been able to assist placing individuals into correctional placement facilities or placing juveniles in treatment and behavioral facilities through a partnership with Juvenile Probation. Several juveniles that were placed ended up graduating with high school diplomas.

Similarly, PCAT has continued to build relationships with outside agencies and has worked collectively with these agencies on shooting investigations, federal firearms investigations and placement of violent offenders in a correctional facility. Throughout 2017, PCAT officers seized 18 guns that were illegally possessed. PCAT has also taken part in Welcome and Resource Notification activities in conjunction with the Sixth Judicial Department of Corrections and United States Attorney’s Office for the Northern District of Iowa to keep individuals previously incarcerated from reoffending. Further, PCAT officers expanded “messaging” to juveniles – this is a process by which officers provide information about social services available to help them escape the criminal lifestyle and warning that continuing to engage in crime would bring the kind of enforcement actions targeting them and their associates.

1 new PCAT Police Officer wages and benefits ~\$95,00	
1 new promoted PCAT Sergeant wages and benefits ~\$115,000	
Total for 5 PCAT members =	\$495,000

Total : \$3,243,131