



2013 City Council Goals



2013 City Council Goals Quarters 1 - 4 Initiatives/Timeline Report

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Timeline of 2013 City Council Goals

June 11, 2013	City Council Goal Setting
October 2013	Quarter 1 (July - September 2013) Initiatives/Timeline Report
January 2013	Quarter 2 (October - December 2013) Initiatives/Timeline Report
April 2014	Quarter 3 (January - March 2014) Initiatives/Timeline Report
July 2014	Quarter 4 (April - June 2014) Initiatives/Timeline Report



Make bold moves in community planning

Desired Outcome

- Build upon disaster recovery success; rebuilding as a sustainable community
- Make Cedar Rapids a place people want to work and live by creating livable neighborhoods with:
 - Mixed-use developments
 - Connectivity
 - Complete streets for pedestrians, bicycles, and cars
 - Vibrant centers
 - Housing options, including downtown and workforce housing
 - Parks as active places for families
- Targeted use of resources to maximize impact and rebuild core of city and second tier of neighborhoods surrounding the core
- Provide for ease and continuity in the development process
- Draw on best practices and creatively apply
- Maximize national and regional media opportunities to set Cedar Rapids apart and differentiate
- Focus on visual appeal of the community

Q1: Initiatives/Timeline

Comprehensive Plan Update

1. Community leaders appointed by City Council to Steering Committee and initial meeting conducted in September
2. Steering Committee assisted with recommendation of RDG to assist in preparation of the Comprehensive Plan document; anticipated City Council consideration on 10/22

Connectivity Policy Clarification

1. Street Typology – Jeff Speck presented Public Work’s draft to Joint Development/Infrastructure City Council Committees on 8/20

Coordination of Redevelopment

1. Blue Zones initiatives
 - a. Community gardens – on-going coordination with Parks & Recreation
 - b. Updated parking standards, PUD ordinance, and installation of parklets tied to Blue Zone milestones
2. New Billboard and Sign Ordinance
 - a. Coordination with sign company representatives, Building/Development Services
 - b. Ordinance provisions reviewed and recommended by Development Committee on May 22; approved by City Council on July 9, sign moratorium was ended in 160days, less than 180 days
 - c. Development Committee recommends Conditional Use for use of video in signs – 9/25
 - d. Key ordinance provisions reviewed and recommended by Development Committee – 9/25; anticipated to be presented in November to City Council for consideration



Q1: Initiatives/Timeline

Coordination of Redevelopment (continued)

3. Alcohol/Tobacco Distance Separation Ordinance
 - a. Initial provisions selected by Development Committee (July/Aug), based on best practices to address local concerns
 - b. Coordination with City Clerk's Office, Police Department, Development Services, and Nuisance Abatement staff
 - c. Key ordinance provisions reviewed and recommended by Development Committee – 9/25; anticipated to be presented in November to City Council for consideration
4. Greenway Planning
 - a. Secured \$1.5 million in Disaster Recovery funds for removal of infrastructure in the Greenway pending selection of consultant and public outreach effort
5. Continued cooperation with Army Corps of Engineers on proposed developments that may impact future Flood Management System – CRST office facility and casino project
6. Nuisance Property Abatement – Initiated by Development Committee Feb. 2012; final ordinance passed Jan. 8, 2013; and administration began Oct. 1, 2013
7. Housing Redevelopment
 - a. Single Family New Construction Program
 - i. 643 total units allocated in Rounds 1-3
 - ii. 513 units completed to date
 - iii. 80 units completed in Round 3
 - iv. 13 units completed during Q1
 - b. Multi-Family New Construction Program
 - i. 547 total units allocated
 - ii. 93 units completed to date
 - iii. 4 units completed during Q1
8. Section 8 Housing Choice Voucher (HCV) Program
 - a. Secured an additional \$411,870 from HUD to cover budgetary shortfall for rent assistance payment resulting from the 2013 federal sequestration
 - b. Conducted study which showed less than 80% of program families with children are residing in low poverty census tracts

Q2: Initiatives/Timeline

Comprehensive Plan Update

1. Community leaders appointed by City Council to Steering Committee and initial meeting conducted in December of 2013
2. Steering Committee assisted with recommendation of RDG to assist in preparation of the Comprehensive Plan document
3. City Council anticipated to adopt in late 2014

Coordination of Redevelopment

1. Blue Zones initiatives
 - a. Completed community gardens and urban agriculture coordination with Parks & Recreation
 - b. Completed documentation of parking standards, PUD ordinance, and parklets to achieve the Blue Zone requirements
2. Alcohol/Tobacco Distance Separation Ordinance
 - a. Coordination with City Clerk's Office, Police Department, Development Services, Nuisance Abatement and Building Services staff for implementation
 - b. Presentation to City Council for consideration in March



Q2: Initiatives/Timeline

Coordination of Redevelopment (continued)

3. Flood Mitigation Program Application Approved
 - a. Secured grant of \$263,773,000 over 20 years to construct flood protection on both sides of the river
 - b. Flood Mitigation Program a result of the City's Growth Reinvestment Initiative (GRI)
4. Highway 100 Corridor Management Plan Participation
 - a. Open house conducted in conjunction with Iowa Department of Transportation on November 13, 2013
 - b. City working with the Corridor MPO on development of the plan, which will help determine land use and infrastructure improvements in along and leading to the Highway 100 corridor.
5. Housing Redevelopment
 - a. Single Family New Construction Program
 - i. 643 total units allocated in Rounds 1-3
 - ii. 513 units completed to date
 - iii. 103 units completed in Round 3
 - iv. 23 units completed during Q2
 - b. Multi-Family New Construction Program
 - i. 548 total units allocated
 - ii. 111 units completed to-date
 - iii. 22 units completed during Q2
6. Section 8 Housing Choice Voucher (HCV) Program
 - a. Received "High Performer" rating of 104% in HUD's Section Eight Management Assessment Program. Additional bonus points were awarded to the program for the deconcentration for families with children outside of high poverty census tract areas in Linn and Benton counties.
 - b. Upgraded the Section 8 program's technological infrastructure.
7. Historic Preservation
 - a. Creation of a Kirkwood Community College historic preservation curriculum to train individuals in hands-on preservation techniques for historic buildings and is the first of its kind in Iowa.
8. Neighborhood Service Delivery Initiative:
 - a. Established a neighborhood certification and registration process to assist neighborhoods in capacity building. Resources available participating neighborhood associations include:
 - i. Transitional year funding, up to \$3,000;
 - ii. 2014 Skill Building Workshops;
 - iii. Assistance with workplan development; and
 - iv. Access to future year funding, up to \$10,000 (25% match required) for certified associations.

Q3: Initiatives/Timeline

EnvisionCR (Comprehensive Plan Update)

1. Steering Committee met on January 21st and discussed the goals and principles of the comprehensive plan.
2. Targeted stakeholder meetings including groups such as start-ups and entrepreneurs, regional planners, and young professionals were held to gather input on the strengths and opportunities in Cedar Rapids.
3. On March 24th, "We Create Here" hosted an online forum. Approximately 60 people participated tuned in and listened to a four person panel share their thoughts on Cedar Rapids.



Q3: Initiatives/Timeline

EnvisionCR (Comprehensive Plan Update) (continued)

4. On March 26th, two events were held:
 - a. A large focus group including members from City boards, commissions, and neighborhood associations met to conduct a gap analysis.
 - b. A public kick-off was held providing the nearly 300 residents in attendance the opportunity to provide input on comprehensive plan elements including:
 - Land Use
 - Community Character
 - Environmental Features
 - Transportation
 - Housing and Neighborhoods
 - Public Facilities and Infrastructure
 - Parks and Recreation
 - Collaboration
 - Economic Development
5. Questions have been posted on crtalks.com to provide residents with additional opportunities to share their feedback on what they envision for the City.
6. School Initiative Kick-off on April 7th. Four Jefferson High School Classes will work on their vision for what will make Cedar Rapids a Sustainable City. The classes will meet in May to report out on their visions.
7. Community Workshops are being held April 7th – April 10th.

Development Policy

1. Chapter 32 Updates
 - a. Staff has been working on updating standards for urban agriculture. A recommendation for an ordinance was made in February and a public hearing is scheduled for April 22nd.
 - b. A presentation and memo will be presented to Development Committee in April on street interfaces which is a look at what happens on the private side of the right of way line including how the site design should interface with sidewalks and what development standards should be.
 - c. Staff is working with Public Works on the Street Typology project. This is a comprehensive look at everything within the public right of way. The goal is to develop standards and priorities for complete streets in the community.
2. Alcohol/Tobacco Distance Separation Ordinance
 - a. Working with Police, City Clerk's Office and Nuisance Abatement to implement a comprehensive solution for alcohol/tobacco through updates to Chapter 51 and the SAFE-CR program through fall 2014.
3. Housing Redevelopment (need to make sure these #s are in the right spots)
 - a. Single Family New Construction Program
 - i. 68 units allocated to 25 different builders in Round 4
 - ii. 549 units completed to date
 - iii. 9 units completed during Q3
 - b. Multi-Family New Construction Program
 - i. 548 total units allocated
 - ii. 105 units completed to-date
 - iii. 0 units completed during Q3 however construction continues on 2 large Round 2 projects
 - iv. Construction and site preparation is underway for 7 out of 7 Round 5 projects



Development Policy (continued)

4. Section 8 Housing Choice Voucher (HCV) Program
 - a. On January 31, 2014, Staff submitted the annual Family Self Sufficiently (FSS) program logical report to HUD.
 - b. Staff provided case management to 151 FSS families.
 - c. By the end of 2013, 20 participants successfully graduated transitioning to non-subsidized housing, of which 3 families moved to homeownership.
 - d. The average escrow savings disbursed per graduate was \$4,840.
 - e. 93 families increased their annual earned income, with an average increase of \$7,030 per household.
5. Historic Preservation
 - a. The first historic preservation curriculum in Iowa was completed for Kirkwood Community College in March.
 - i. It will train individuals in hands-on preservation techniques for historic buildings.
 - ii. Nine historic preservation classes will be offered at Kirkwood during the fall semester.
 - b. Implemented a 15 business day review period for demolitions of buildings 50 years old or older to help create a more consistent and effective schedule for the HPC, staff and applicants. The review period may also help to reduce 60 day holds placed on demolitions.
 - c. The Historic Preservation Commission offered support for the relocation of the historic Luther Brewer house to the Oak Hill-Jackson neighborhood where it will be restored and preserved for future generations.
6. Neighborhood Service Delivery Initiative:
 - a. The first 3 Skill Building Workshops were held in January, February, and March and were attended by board members from 7 neighborhood associations.
 - i. Topics included: conflict management, volunteer management, and communication management
 - ii. Upcoming workshops in April and May will cover meeting management and grant writing/resource management
 - iii. Associations are encouraged to participate in long term planning sessions offered through the City to assist with work plan development and future funding requests.

Corridor Metropolitan Planning Organization

1. Funding for 2 Neighborhood Transportation Service buses was approved by the Metropolitan Planning Organization on February 20, 2014.
2. Currently in the process of planning a MPO wide bike ride for September 20th to show what the MPO has built and what they are planning on building (Cedar Rapids, Hiawatha, Robbins, and Marion).



Q4: Initiatives/Timeline

EnvisionCR (Comprehensive Plan Update)

1. Steering Committee met on April 11th, May 19th, and June 18th to provide updates on the plan
2. Continue to meet with stakeholders including the colleges and MedQ
3. Community Workshops held April 7th – April 10th
4. Jefferson High School Initiative
 - a. Kick-off on April 7th- met with four Jefferson High School classes to talk about EnvisionCR and what they like/dislike about Cedar Rapids
 - b. Student Event on May 19th brought approximately 100 students together to present their big ideas for Cedar Rapids regarding economic development, parks and recreation, neighborhoods, health, transportation, entertainment, and arts and culture
 - c. Presentation will be made at City Council in July/August on the results of this effort
5. Performed a visual preference survey at the June 7th Farmer's Market Resident Appreciation Day.
 - a. Over 200 people gave feedback on multi-family, single family, streetscapes, and commercial development
6. Large Group Discussion at the African American Museum – June 17. Discussed proposed goals and received feedback on how to adjust the goals to provide the greatest benefit to the City

Development Policy

1. Chapter 32 Updates
 - a. An amendment allowing urban agriculture in all zone districts was approved on May 13. This amendment supports BlueZones goals
 - b. Staff presented an overview of different types of zoning ordinances to Development Committee on June 30
 - i. Proposed using EnvisionCR to provide guidance for a comprehensive update to the City's Zoning Ordinance
 - ii. The new Zoning Ordinance will emphasize site design characteristics including pedestrian connectivity, placement of buildings, and design
 - c. Staff is working on a Complete Streets Policy with adoption anticipated in the next quarter
2. Housing Redevelopment
 - a. Single Family New Construction Program
 - i. 111 units allocated to 25 different builders in Round 4
 - ii. 562 units completed to date
 - iii. 12 units completed during Q4
 - b. Multi-Family New Construction Program
 - i. 548 total units allocated
 - ii. 163 units completed to date
 - iii. 58 units completed during Q4
 - iv. Construction and site preparation is underway for 7 out of 7 Round 5 projects.
 - v. 1 Round 5 project is complete.
3. Section 8 Housing Choice Voucher (HCV) Program
 - a. On May 16, the U.S. Department to Housing and Urban Development approved the City's Section 8 Housing Choice Voucher (HCV) Program Public Housing Agency's (PHA) 5-Year Plan, Annual Plan, and amendments to the PHA Administrative Plan



Q4: Initiatives/Timeline

Development Policy (continued)

4. Historic Preservation
 - a. Implementation of the first historic preservation curriculum in Iowa at Kirkwood Community College is underway between Kirkwood, City staff, HPC and the Iowa Economic Development Authority.
 - ii. The program will train individuals in hands-on preservation techniques for historic buildings
 - iii. Nine historic preservation classes will be offered at Kirkwood during the fall semester, as well two certificate tracks for indoor and outdoor restoration techniques.
 - b. HPC began working with Save CR Heritage, Main Street Iowa, and the Iowa Economic Development Authority in planning the statewide Preserve Iowa Conference to be held in Cedar Rapids August 21-23. HPC will be hosting an evening reception and awards ceremony during the event.
 - c. In May, HPC representatives met with residents of the local historic districts and provided new educational materials to explain the historic guidelines and City review process. The creation of additional materials is underway.
5. Neighborhood Service Delivery Initiative:
 - a. Skill Building Workshops were held in April and May on meeting management and grant writing/resource management
 - b. Associations are encouraged to participate in long term planning sessions offered through the City to assist with work plan development and future funding requests
 - c. 3 neighborhood association attended focused meetings to develop strategic plans

Corridor Metropolitan Planning Organization

1. Currently in the process of planning a MPO wide bike ride for September 20th to show what the MPO has built and what they are planning on building (Cedar Rapids, Hiawatha, Robins, and Marion).
2. Secured Rockwell Green Communities Grant of \$1,500 for bike parking at the Convention Center
3. Laid first green paint for bike lanes in Iowa on 3rd Ave SE via a demo project from manufacture at no cost to the City or MPO
4. Secured Iowa Public Health Department grants of
 - a. \$1,000 for bike racks in Cedar Rapids
 - b. \$2,500 for bike racks in Marion
 - c. \$6,500 for durable green pavement markings
5. Developed and produced a city cycling map
6. Spearheaded an effort with the City to purchase Iowa's second on-street bike corral.
 - a. Installation expected on July 14th between parklets on 3rd Street SE
7. Bike to Work Week was a success and included bike pit stops with Monday morning news coverage
8. Completed the FY18 funding cycle with approval of the following Cedar Rapids projects:
 - a. Bowling Street Trail (Segment 1)
 - b. Edgewood Road Trail – Ellis to Glass
 - c. Highway 100 Complete Street Project at Lindale
 - d. Phase I of 6th Street SW Improvements
 - e. Downtown Walkway
9. Initiating an update to the Connections 2040 long-range plan, which will result in an updated Vision Plan and fiscally constrained list of priority transportation projects for the next 25 year horizon.

Flood Mitigation Project

1. Interview firms for implementing the City's Flood Mitigation Project



Projected Council Actions for 2013-2014

- Selected RDG as consultant for Comprehensive Plan – November 19, 2013
- Approved funding for Kirkwood Community College historic preservation curriculum – September 20, 2013.
- Approved extending the Historic Preservation Commission demolition review period to 15 business days – March 25, 2014.
- Approved an ordinance allowing agriculture in all zone districts along with small garden tractors - May 13, 2014
- Made on-site navigational signs less than six square feet exempt from sign area limitations - May 13, 2014
- Approved gyms and other similar businesses to operate by conditional use in industrial areas - May 13, 2014
- Gave staff authority to approve detached garages larger than 900 square feet as long as the garages meet other performance requirements - May 13, 2014



Create current and future financial strength

Desired Outcome

- Maintain and enhance existing funding sources
- Maintain AAA bond rating
- Balanced budget
- Long-term financial plan
- Efficiency of services delivered
- Cost known prior to beginning projects capital and operating
- Determine levels of service
- Streets/infrastructure/CIP
 - Find alternate funding sources
- Fees for services
 - Match to cost of services
- Dispose of excess city owned property
- Finance flood protection

Q1: Initiatives/ Timeline

- Maintain AAA bond rating – Reaffirmed May 2013
- Balanced budget – FY 2015 budget process started September 1, 2013
- Long term financial plan – To be completed November 1, 2013
- Flood protection application to State – Complete by November 30, 2013

Q2: Initiatives/ Timeline

- Local option sales tax for streets/infrastructure CIP passed by citizens – November 2013
- City awarded \$264 million for flood protection by the State – December 2013
- Efficiency of services delivered:
 - Completed citywide compliance training on-line allowing over 1000 hours of staff time to be devoted to citizen service rather than classroom training. Testing indicates content was retained as well or better than in classroom settings.
 - Days away from work due to employee injuries has been reduced by an equivalent of 3 1/3 FTE's since 2009. For calendar 2013 the City achieved a lower injury rate than the State of Iowa average.
 - City is designated as a Blue Zone organization and over 800 employees participated in health screening in calendar 2013 which is anticipated to result in medical cost savings and reduced absenteeism.
 - HR facilitated a PW Lean process improvement event December 9-10, 2013. “Vacation of Right Away and Easement.” New process will be fully implemented by June 2013.



2013 City Council Goals



Q3: Initiatives/ Timeline

- Fiscal year 2015 budget adopted March 11, 2014.
- City presented financial update rating to Moody's Investors
- LOST – Streets projects being financed prior to July 1, 2014

Q4: Initiatives/ Timeline

- City Council approved FY 2014 Amended Budget – May 2014
- Moody's rate City's bonds Aa with stable outlook – May 2014
- City sold \$14.75M in general obligation bonds and \$16.14M in revenue bonds – May 2014
- Year end budget – Not available until September 2014
- Year end general fund reserve – Not available until September 2014

Projected Council Actions for 2013-2014

- FY 2015 Budget – Approval by March 15, 2014
- Flood protection application – Approval November 26, 2013
- Fiscal year 2014 budget amendment – May 2014
- Approval of City debt issuance – May 2014



Make bold moves in economic development, Lead regionally, think Cedar Rapids first

Desired Outcome

- Increase number of high-quality jobs
- Maximize property tax revenue
- Create an environment for private investment
- Attract workers with quality of life amenities
- Ensure workforce housing options
- Increase marketing/branding of Cedar Rapids
- Diversify economic base
- Develop urban renewal districts where needed
- Retain and expand existing businesses; attract new and startup businesses
- Clarify relationships with other economic development organizations
- Increase retail development

Q1: Initiatives/Timeline

Economic Development Policy & Administration

1. City Council approved contract with Angelou Economics for analysis to prepare an Economic Development Strategic Plan – 9/24
2. City Participation in New Private Investment (Minimum Investment)
 - a. Development Agreement - Casino (\$150 m)
 - b. Urban Revitalization Tax Exemption – RuffaloCODY (\$15 m); Flex-Space (\$4.7 m)

Workforce Development

1. University of Iowa graduate student team working with Economic Development Liaison on Workforce Study with kick-off meeting scheduled for August 20th 2013 Project presentation September 30th 2013
2. Assisting with ERGC Diversity Summit conference on October 17
3. Assisting Corridor Alliance on Creating Culture Conference in February

Core Area Redevelopment

1. Disposition and redevelopment
 - a. New Bo: New Bo Station/former Brosh Chapel – Phase II Environmental study completed; 3 historic properties completed Development Agreements
 - b. Kingston Village: 2 of 4 historic properties completed Development Agreements
 - c. Viable Business Corridors: Kingston Village and 1st Street East approved by IEDA; two workshops completed for Ellis Boulevard, draft plan presented to Development Committee on 9/28, and City Council presentation scheduled 10/22
2. Downtown redevelopment
 - a. Met with downtown property owners in August – discussed marketing opportunities; follow up meeting in November
 - b. Work group 10/2 of downtown business leaders, property owners, EDC, Alliant Energy and CRMEA to discuss marketing analysis of downtown. Will work with EDC staff to conduct analysis.



Q1: Initiatives/Timeline

Economic Development Communications and Branding

1. Staff conducted seven (7) presentations on City’s Economic Development to Rotary, Uptown District, local FDIC workshop, and commercial realtors
2. Worked with other major cities in Iowa to prepare response to proposed changes to the State’s Enterprise Zone and will monitor as legislature considers alternatives

Economic Development Outreach

1. Enhanced business expansion & retention
 - a. Economic Development Liaison made connected with 56 existing business/industry contacts
 - b. Staff conducted meetings with 19 existing business on project assistance or expansion: BHFO, Croell Ready Mix, Truenorth, Raining Rose, WestSide Transport, American Building Project, Genencor, Auxient, RexCo, Mercy/CRCSD, Geonetric/Newbo City Market parking, Collective Data, Hybrid Transport, JW Bell, Nordstrom, Samsung, Holmes Murphy, Circle Computers
2. Assisted commercial districts in establishing or administering a SSMID
 - a. Worked with Med Quarter (established 2011) to draft service agreement
 - b. Provided technical assistance to Czech Village/New Bo Main Street District to establish a SSMID
3. Business attraction
 - a. Staff conducted meetings with prospective new 21 businesses projects: CRST HQ, CRST driving Range, Ashley Furniture, Furniture Mart, New Pioneer, Berthel Fisher, GLD, Hunter Parks (NF and Edgewood Station 2,) Golden Corral, 2 mobile vendors, Twisters Gymnastics, Blonde and Brunette, , ITC, LBA,, Kmart East Redevelopment, Sealed Air, Ahman 27th St project, Ruffalo Cody, Goodwill
4. Focus on entrepreneurs, small business, and retail
 - a. Economic Liaison assisted in location of New Pioneer

Q2: Initiatives/Timeline

Economic Development Policy & Administration

1. Kick off of Economic Development Strategic Plan
 - a. Angelou Economics met with Steering Committee of public and private sector executives to outline the process and acquire their input on the development of the 3-5 year City of Strategic plan for Economic Development. They also met with over 70 stakeholders in 4 focus group sessions and conducted 12 one-one-one interviews with the leaders of 12 of CR’s largest employers.
 - b. Creation of project website and community and employer surveys for data collection.
 - c. Will finish qualitative and quantitative data collection and benchmarking for presentation to steering committee in February 2014.
2. Working on data collection of incentive programs and assembling list of incentive “programs”
3. City Participation in New Private Investment (Total Project Cost)
 - a. Urban Revitalization Tax Exemption – Bowling Street Flex-Space (\$4.7 m) Westside Transport (\$13.2 m)

Workforce Development

1. University of Iowa Students presented on their draft of preliminary findings of data collection on 12/2/2013. Launched their website and obtained 356 community surveys, and collected responses to 232 community activity sheets through face-to-face surveying. Held first focus group 11/21 with additional surveys planned for Q3.
2. Employee Resources Group Consortium held workforce conference on 10/17. Over 100 attendees representing over 40 employers in both private and public sectors present.
3. Set date and began planning for March TEDx Cedar Rapids Workforce Culture Conference.



Q2: Initiatives/Timeline

Core Area Redevelopment

1. Disposition and redevelopment
 - a. 3 historic properties completed Development Agreements
 - b. Ellis Boulevard Viable Business Corridor approved by IEDA
2. Downtown redevelopment
 - a. Continued planning with Julie Zielinski (EDC) to create downtown commercial space and branding plan. Will convene with property owner's end of January to discuss next steps.
 - b. Assisting United Fire with acquisition of the American Building.
 - c. Working with CRMEA to assist in acquisition of fire station building adjacent to CRMEA.
 - d. Assisting Auxiant with redevelopment plans for old Chamber
 - e. Assisting developers interested in downtown housing

Economic Development Communications and Branding

1. Creating public websites for research projects
2. Setting up regular meetings with Airport property owners and City Staff (first meeting 12/13)
3. Presentation on ED efforts at GCRCF to 50 nonprofit and service organizations.

Economic Development Outreach

1. Enhanced business expansion & retention
 - a. Sign Productions—moved to new facility in Sign Productions building
 - b. Auxiant- New
2. Business attraction
 - a. Continued assistance with New Pioneer Food Coop
 - b. Met with Kirkwood and LBA about possible acquisition of former resource center for new business venture
 - c. Met with CEO's of Ashley Furniture and Furniture Mart about prospective project
 - d. Met with franchisers of Golden Corral
 - e. Continued work on corporate HQ project at River Ridge Park, projected construction start 3/14

Q3: Initiatives/Timeline

Economic Development Policy & Administration

1. Economic Development Strategic Plan
 - a. Online surveys eliciting participation from 1,484 residents and 136 business owners and managers. Information from the surveys, interviews, and focus groups provided a qualitative balance to the quantitative research that was conducted to analyze the local market area.
 - b. On February 26th, AE delivered the Cedar Rapids Market Assessment report to city staff, the project steering committee, and additional stakeholders.
2. City participation in new private investment (total project cost)
 - a. Met with developers to discuss results of data collection related to potential incentive programs. Preparing for small group City Council presentations in May 2014.
 - b. Urban Revitalization Tax Exemption – Acme Electric (\$1.4M), Fleck Sales Company (\$2M), Auxiant (\$1.8M), Armar Ventures, LC (\$800K)



Q3: Initiatives/Timeline

Workforce Development:

1. University of Iowa Students presented preliminary findings and next steps for final phase of Workforce Retention Project on March 10th. Continued data collection and began comparison research with other benchmark cities.
2. ERGC welcomed three new companies in January and formalized a board/committee structure at the January 30th meeting. Employer interest shows a continued demand for assistance in workforce retention. Also planned a shared community speaker Dr. Steve Robbins for June 12th at the Doubletree to discuss Workplace Diversity.
3. Solidified plans and formed subcommittees for the workplace culture conference for June 2014. Formalized partnerships for the event with Diversity Focus, City of CR, ICAD and Kirkwood as presenting sponsors.
4. Jeff Spoke about City Partnership with Kirkwood Community College and Workforce Development at the March 20th grand opening of their new Transportation and Safety Training Facility.

Core Area Redevelopment

1. Disposition and redevelopment
 - a. Developers of two historic properties in New Bohemia received amended deed restrictions and closed on the purchase of the property in order to start construction in spring 2014.
 - b. Developers of two historic properties in the 3rd Avenue SW historic district closed on the purchase of the property and construction is underway.
2. Downtown redevelopment
 - a. Preparing lease purchase agreement for construction of casino parking ramp pending April 17 approval by the IRGC.
 - b. Negotiating Development Agreement with CRST for proposed office on former 1st street parkade site.
 - c. Assisted with request for TIF reimbursement on renovation of Sokol Gymnasium.

Economic Development Outreach

1. Business expansion and retention
 - a. Modern Piping (new building, connecting with CRMEA for potential State assistance in new manufacturing venture).
 - b. Mediacom: Launch of new 305 product and Gigabit service. Will increase technological capability and hopefully promote job growth both at the company and serve as a magnet for other business attraction.
 - c. IMON: Assisting IMON on fiber to the home and gigabit service capabilities. Assisting with facilitating meetings with other partners and looking for possibilities to help offset financial costs associated with technology conversion.
 - d. Cargill (Soy Plant) working with Cargill on updating an 8 million corn dryer
 - e. D&S Sheet metal: Locally owned manufacturing company expanding in SW Cedar Rapids
 - f. Met with airport property owners to discuss next steps which may include a MOA to formalize their goals.
 - g. Arranged visit to ISU for Cargill, ADM, Quaker Oats, Penford and Dupont to talk about partnership opportunities.
 - h. Worked with Lisa Rowe from Westdale in January on assisting tenants interested in relocation or SBA assistance with business plan development or free consulting through the SBDC
 - o Something Special
 - o Li's Garden
 - o C & Y Sports
 - o Popcorn Shoppe
 - o Drop Inn



Q3: Initiatives/Timeline

Economic Development Outreach (continued)

2. Business Attraction
 - a. Met with business owner interested in locating 40-60 technical jobs to a new facility in the NewBo district in March
 - b. Working with investor on two new service projects to NewBo district
 - c. Spoke with company about project adding 200 jobs to the CR Metro Area about possibility of Downtown CR
 - d. Sponsored Start Up Weekend. City Manager sat on judging panel for potential start-ups, one looking at continuing on as viable business.
 - e. Assisting biofuel company based out of California on possible new business project
 - f. Assisting CRMEA with potential retail/distribution project
 - g. Working with ISU on researching compatible industry for CR's ag/bioscience/processing industry base

Q4: Initiatives/Timeline

Economic Development Policy & Administration

1. Economic Development Strategic Plan
 - a. Steering Committee met on June 9th
 - b. AE delivered
 - i. Retail leakage assessment
 - ii. Market conditions assessment
 - iii. Industry clusters and niche identification updates
 - iv. Main Stream Study in data collection process
2. City participation in new private investment (total project cost)
 - a. Urban Revitalization Tax Exemption
 - i. 1612 C Street SW - mixed use in Czech Village (\$350K)
 - ii. Kingston Village LLC – 64 units using Low Income Housing Tax Credits (\$9.7M)
 - b. 4 Economic Development Programs were approved by City Council on June 24th
 - i. Downtown/MedQ Housing (10 years / 100% tax reimbursement or tax exemption)
 - ii. Targeted Development (10 years/50% tax reimbursement or 10 years/44% tax exemption)
 - High Quality Jobs
 - Core Development
 - Large Site Master Plan
 - Historic Preservation
 - Removing/Avoiding Blight
 - iii. Commercial Reinvestment (10 years / 44% tax exemption)
 - iv. Community Benefit (commensurate with demonstrated gap and public purpose)

Workforce Development

1. Received final report from University of Iowa Students in May
2. Assisting with Strategic Skills Alignment
3. Workforce Revolution Conference held on June 12th with 340 attendees and representatives from 70 companies
 - a. Launched the TEAM model



Q4: Initiatives/Timeline

Core Area Redevelopment

1. Disposition and redevelopment
 - a. The developer for the 2nd Street Row House project in New Bohemia received amended deed restrictions from IEDA and closed on the purchase of the vacant City-owned land
 - b. Council authorized negotiating a development agreement for the Pratt Audio site for a 4-story, mixed use redevelopment
 - c. Closed on the 3rd property in the 3rd Ave SW historic district and construction/rehab is underway
 - d. Held a public hearing to initiate competitive proposal process for the 1871-1919 Ellis Blvd (Happel), Zika Ave & 16th St NW (Chipping Green), and 400 12th Ave SE (Iowa Iron) properties
 - e. On June 30, Development Committee recommended calling for proposals on 400 Block 1st Street SE & 525 Valor Way (Knutson) properties
2. Downtown redevelopment
 - a. Downtown Infill Taskforce working with the SSMID and Economic Alliance
 - b. Creating a standardization of event parking fees
 - c. Finished parklets
 - d. Working with the SSMID on creating a standard level of property cleanliness and maintenance
 - e. Working on planning a downtown dining event scheduled for the middle of September for the All-America City kick-off
 - f. Executed Development Agreement with CRST for proposed office building on former 1st Street parkade site
 - o Minimum investment of \$31M. Construction to start by the end of July

Economic Development Outreach

1. Business expansion and retention
 - a. Futureline: Facility Expansion and addition of Manufacturing Jobs
 - b. Working with IEDA and Developers on changes to Brownfield Grayfield Program
 - c. Crandic looking to expand rail line near airport, working with property owners.
 - d. ImOn: Continue to assist ImON with FTTH project. Also working with ImON, EIA and property owners involved in Airport Megasite Certification on inclusion of Fiber infrastructure.
 - e. Cargill (Soy Plant) continue to assist in dryer project
 - f. Assisting ADM with request for vacation of Waconia, meeting with adjacent business (Klinger Paint, Diamond V, PMX, J.L. Watts, CR Conveying, Allied, John Crane and Captain Clean) regarding business impact/
 - g. Creation of Downtown Infill Task Force: looking at entrepreneurial, retail, housing uses
 - h. Working with local developer on expansion of facility to accommodate 30 new HQJ in manufacturing.
 - i. Met with GE Capital to assist them with workforce planning and rebranding efforts.
 - j. Working with ISU to plan next Industry meeting
 - k. CRST Project
 - l. TrueNorth, Steve Dummermuth, Ann Lipsky, Ryan, DT SSMID GTC Renovation
 - m. Working with Nordstrom on Bus Service, Sidewalks and communication during construction to not impact 500 temp hires for anniversary sale
 - n. Working with Paulsen Electric on possible hotel/development projects
 - o. Assisting Steve Dummermuth with the 323 project and potential redevelopment



Q4: Initiatives/Timeline

2. Business Attraction
 - a. Renewable Energy Company from MN looking to open CR facility. Creation of 30 jobs, currently has an option on the property
 - b. Working with Buxton research on potential opportunity for retail recruitment
 - c. Working with Des Moines Developer interested in locating national grocer
 - d. Met with entrepreneur in algae based bio renewables/pharmaceutical/neutraceuticals
 - e. Steve Emerson, large market rate housing redevelopment and business expansion project
 - f. Hunter Parks, continue to assist with Nasch Finch
 - g. Working with Jim Satler and Walmart reps on proposed project
 - h. Working with Eric Englemann on Business Accelerator

Projected Council Actions for 2013-2014

- Approved Ellis Boulevard Viable Business Corridor Plan on November 5, 2013.
- Approved Urban Revitalization Tax Exemption designation for:
 - Bowling Street Flex Space – October 22, 2013
 - Westside Transport – November 19, 2013
- Approved Urban Revitalization Tax Exemption designation for:
 - Acme Electric – March 25, 2014
 - Auxiant – March 25, 2014
 - Armar Ventures, LC – March 25, 2014
 - Fleck Sales Company – March 25, 2014
- Approved Urban Revitalization Tax Exemption designation for:
 - 1612 Development LLC – May 27, 2014
 - Kingston Village LLC – June 10, 2014
- 4 Economic Development Programs approved – June 24, 2014



2013 City Council Goals



Tell our story, strategically

Desired Outcome

- Build and implement a strategic communications plan
- Celebrate our progress in recovery
- Address negative force- use strategic positive messaging
- Cultivate and encourage public participation in government
- Continue to build confidence in the City's communication channels as accurate, informative, and trustworthy sources for City news
- Leverage every opportunity to listen, educate and engage with citizens
- Disseminate facts

Q1: Initiatives/ Timeline

Strategic Communications Plan

- Presented to the City Council at goal work session on June 11, 2013
- Reorganize structure of citywide communications, creating a division within the City Manager's Office to provide centralized services to all City departments and to assist in the implementation of the plan.

Celebrate Recovery Progress

- Five year anniversary events, June 2013
- Opening of City facilities:
 - Library, Central Fire, Amphitheatre, City Services Center (Aug-Sept 2013)
 - Animal Care & Control (Nov 2013)
 - Ground Transportation Center (Dec 2013)

Citizen Engagement

- Implementation of CRTalks.com
 - Use for issues (Jones Golf, Pools, Solid Waste & Recycling, Ellis Boulevard, Fifth Season re-introduction)
 - Continuing to maximize use for Comprehensive Plan 2013-2014
 - Provide a complementary online tool for public participation

Agenda Automation Project

- Streamline agenda preparation and management processes and improve access to information (City Clerk's Office/IT Department) Spring 2014



Q2: Initiatives/ Timeline

Communications Division

- During Q2 advertise and fill two positions: Communications Division Manager and Development Services Communications Coordinator – both slated to begin January 2014 (Q3)

Our CR and Other Communications Tools

- Distributed November 2013 edition of Our CR, focusing on recycling efforts of the city and community.

Celebrate Recovery Progress

- Opening of City facilities:
 - City Services Center - October
 - Animal Care & Control – November
 - Ground Transportation Center – December

Q3: Initiatives/Timeline

Strategic Communications Plan

- Created Communications Division within the City Manager's Office to centralize communications strategies and focus on City-wide initiatives

Celebrate Recovery Progress

- Working with team including City staff and community partners to share our story and celebrate our successes through an application to receive the All-America City Award

Address negative force using strategic positive messaging

- Paving for Progress (including pothole news conference)
- Ice Jams
- EnvisionCR

Cultivate and encourage public participation in government

- EnvisionCR and Greenway
 - Google Hangout
 - Twitter conversations
 - Public meeting

Leverage every opportunity to listen, educate and engage with citizens

- Building use of CRtalks, Facebook and Twitter as communication tools
- Updates on website to highlight key City events and programs



Q4: Initiatives/Timeline

Strategic Communications Plan

- Created and continue to implement strategic communications plans for SAFE-CR, EnvisionCR, Paving For Progress and the Greenway project, integrating overall communications goals in each plan

Celebrate Recovery Progress

- Achieved All-America City Award, including telling our story through positive media communication and strategic use of social media
- Continue to look for opportunities to celebrate and market this win in the community and throughout the region and nation

Address negative force using strategic positive messaging

- Continue to communicate positive messages through social media, special events such as resident Appreciation Day, and emergency response such as during high water and flash flood events in June

Cultivate and encourage public participation in government

- EnvisionCR, Greenway, All-America City
 - Google Hangout
 - Twitter conversations
 - Public meetings

Leverage every opportunity to listen, educate and engage with citizens

- Continue to build use of CRtalks, Facebook and Twitter as communication tools
- Update on website to highlight key City events and programs

Projected Council Actions for 2013-2014

- Oct 2013 Communications Division structure reorganization on Council agenda



Complete flood recovery projects

Desired Outcome

- Owners of flood properties able to relocated through sale of damaged properties and removal of damaged property from neighborhood
- Assist flooded homeowners, business owners, and landlords in repair of damaged property and businesses
- Revitalize core neighborhoods with reinvestment of new housing
- New restored and improved public facilities
- Rebuild damaged infrastructure
- Recover funds and secure additional funds for recovery
- Improved Flood Protection protecting reinvestment

Q1: Initiatives/ Timeline

Acquisition/Demolition Program

- Hazard Mitigation Acquisition Program
 - Final documents submitted for Program Close-out.
- Acquisition Program Status:
 - 1326 parcels purchased
 - 49 parcels remaining
- Demolition Program Status:
 - 1140 parcels cleared: demo continues as parcels are acquired

Business Programs: Final Disbursements Complete (Q1). Final Draws (Q2)

Rehabilitation Programs: Final Disbursements Complete (Q2). Final Draws (Q2/Q3)

ROOTs Program:

- 13 units completed (Q1)
- 513 total completed in Rounds 1-3
- Prepare Administrative plan for Round 4 (Q2)

MFNC Program:

- 4 units completed (Q1)
- 93 total completed
- Round 5 Construction Start (Q2)

Facilities opened: Main Library, Central Fire Station, Amphitheatre

Infrastructure Replacements: E Ave. and 2nd St. Sewer complete (Q2)

Infrastructure Removal: Funding approved. Preparing for Public Input Period (Q2).

Flood Protection:

- WRDA bill passed by senate with CR project included. Bill introduced in House with CR project included.
- Flood Mitigation Board approved rules. Preparing application for submission (Q2)
- WPC Flood Wall Project Began

FEMA Project Worksheets:

- 130 submitted for close-out
- 92 close-outs complete
- Pursuing appeals for funding as appropriate



Q2: Initiatives/ Timeline

Acquisition/Demolition Program

- Acquisition Program Status:
 - 1338 parcels purchased
 - 26 parcels remaining
- Demolition Program Status:
 - 1152 parcels cleared: demo continues as parcels are acquired

Business Programs: Steam programs closed and final draws completed.

Rehabilitation Programs: Rental Rehabilitation Program completed pending final payment issuance.

ROOTs Program:

- 23 units completed
- 513 total completed in Rounds 1-3
- Requested and received proposals for Round 4 properties

MFNC Program:

- 22 units completed
- 105 total completed
- Construction/Site preparation began for 6 out of 7 Round 5 projects

Facilities opened: City Services Center Administrative Building, Animal Care & Control

Flood Protection:

- Iowa Flood Mitigation Board application submitted and approved for \$264 million over 20 years.
- WRDA bill passed by senate and house with CR included. Bill currently in conference committee.
- Design began for East Side Reach 1(Quaker Oats area)

FEMA Project Worksheets:

- 139 submitted for close-out
- 100 close-outs complete
- Pursuing appeals for funding as appropriate

Q3: Initiatives/Timeline

Acquisition/ Demolition Program

- Acquisition Program Status:
 - 1341 parcels purchased
 - 17 parcels remaining
- Demolition Program Status:
 - 1153 parcels cleared: demo continues as parcels are acquired

Rehabilitation Programs: Rental Rehabilitation Program final draw submitted. Eleven owner-occupants working to complete their rehabilitation projects.

ROOTs Program:

- 9 units completed
- 549 total completed in Rounds 1-3
- 68 units allocated to 25 different builders in Round 4

MFNC Program:

- 0 units completed in quarter 3 – however, construction continues on
- 2 very large Round 2 projects
- 105 total completed
- Construction/Site preparation underway for 7 out of 7 Round 5 projects

Facilities opened: Ground Transportation Center

Flood Protection:

- Iowa Flood Mitigation Board agreement for \$264 million over 20 years has been executed.
- WRDA bill passed by senate and house with CR included. Bill currently in conference committee.
- Design continues for East Side Reach 1(Quaker Oats area).

FEMA Project Worksheets:

- 142 submitted for close-out
- 100 close-outs complete
- Pursuing appeals for funding as appropriate



Q4: Initiatives/Timeline

Acquisition/ Demolition Program

- Acquisition Program Status:
 - 1355 parcels purchased
 - 1 parcel remaining (acquisition extension for this parcel approved by IEDA)
- Demolition Program Status:
 - 1165 parcels cleared. Weather permitting all field work for remaining parcels will be complete Nov. 2014

Rehabilitation Programs: The program closed on June 30th. Staff will submit final draws and closeout the programs with the State by the end of July 2014.

Housing Redevelopment

- Single Family New Construction Program
 - 111 units allocated to 25 different builders in Round 4
 - 562 units completed to date
 - 12 units completed during Q4
- Multi-Family New Construction Program
 - 548 total units allocated
 - 163 units completed to-date
 - 58 units completed during Q4
 - Construction and site preparation is underway for 7 out of 7 Round 5 projects.
 - 1 Round 5 project is complete.

Flood Protection:

- RFP issued and staff negotiating contracts with consultants for Flood Mitigation Program Development
- WRDA passed and signed. Funding needs to be appropriated and assigned to Cedar Rapids project.
- Design Continues for East Side Reach 1(Quaker Oats area)

FEMA Project Worksheets:

- 147 submitted for close-out
- 110 close-outs complete
- Pursuing appeals for funding as appropriate

Projected Council Actions for 2013-2014

- Development Committee and Council Approval for ROOTs Round 4 Administrative Plan (Q2)
- Review and approval of application for funding to Iowa Flood Mitigation Board (Q2)



Increase neighborhood safety

Desired Outcome

- Increased overall feeling of living in a safe neighborhood
- Reduce victimization, revitalize neighborhoods, draw neighbors together
- Increase satisfaction with the delivery of public safety services
- Provide lasting collaboration between police and the community to identify and solve problems
- Promote active participation and involvement from everyone
- Identify crime trends, issues, and problems while establishing methods to manage or reduce them

Q1: Initiatives/Timeline

Increased overall feeling of living in a safe neighborhood

Gun Reduction Initiative

- Gun Reduction Initiative: Initiative begun at the beginning of 2013 due to the level of gun violence that occurred in the city during 2012. Current statistics resulting from this initiative reflect a seizure 77 guns YTD. **Timeline:** Ongoing
- The police department focuses on issues on a weekly basis to devise strategies in which to implement in order to achieve the above initiative. Weekly strategy sessions include:
 1. Monday session involving chief and the 3 division commanders to review previous trends and plan for the week ahead.
 2. Tuesday meeting with Crime Analyst to identify city-wide crime trends and issues.
 3. Wednesday Crime Strategy meeting with patrol commander and department commanders from patrol and investigations. Crime trends are reviewed and priorities are established. Historical knowledge is used to forecast personnel distribution and selective enforcement activities. Pertinent crime information is distributed and discussed for dissemination to all patrol personnel. **Timeline:** Ongoing
 4. Thursday is weekly senior staff meeting used to discuss variety of issues facing the department, city government, and the community.

Neighborhood Association Initiative

- Police department executive officers attend every neighborhood association meeting to relay crime statistics, crime issues/activities, relay information concerning quality of life issues in affected neighborhoods. **Timeline:** Ongoing

Citizen Survey Initiative

- Citizen survey information is captured on a monthly basis and reviewed. Results for July, August, and September 2013 is 4.40, 4.38, and 3.64 respectively out of a possible 5.00. **Timeline:** Ongoing

Reduce victimization, revitalize neighborhoods, draw neighbors together

Participated and coordinated National Night Out. **Timeline:** First Tuesday of August each year.

SAFE-CR Initiative

- This program has been in its planning stages for more than a year. Since obtaining Council funding effective July 1, the program has moved forward with the hiring of personnel for the effective start date of October 1, 2013. **Timeline:** Ongoing

Child Youth Academies

- This program was held during the summer months to provide and expose youths to the workings of the police department. The camp is coordinated and managed by officers assigned to the Crime Prevention Unit. **Timeline:** Every summer



Q1: Initiatives/Timeline

Reduce victimization, revitalize neighborhoods, draw neighbors together (continued)

Citizen's Police Academy

- This 10-week program is designed to provide information to citizens on the inner workings of a police department. At the conclusion of the program, attendees leave with a better grasp of every area of the department and are urged to share their experiences with family, friends, and neighbors.

Timeline: Twice a year

Total Child Initiative

- Partnership with Four Oaks that features police department working together with Four Oaks to provide quality housing and essential needs. **Timeline:** Ongoing

Town Hall Meetings

- Chief Jerman held two Town Hall meetings at The Harambee House to discuss items of concern with residents of the Wellington Heights neighborhood. Discussions centered on reducing victimization, neighborhood issues, and improving police relationships with citizens. **Timeline:** Ongoing

Neighborhood Association Initiative

- Police department executive officers attend every neighborhood association meeting to relay crime statistics, crime issues/activities, relay information concerning quality of life issues in affected neighborhoods. **Timeline:** Ongoing

Increase satisfaction with the delivery of public safety services

Citizen Survey Initiative

- Citizen survey information is captured on a monthly basis and reviewed. Results for July, August, and September 2013 is 4.40, 4.38, and 3.64 respectively out of a possible 5.00. **Timeline:** Ongoing

Town Hall Meetings

- Chief Jerman held two Town Hall meetings at The Harambee House to discuss items of concern with residents of the Wellington Heights neighborhood. Discussions centered on reducing victimization, neighborhood issues, and improving police relationships with citizens. **Timeline:** Ongoing

Neighborhood Association Initiative

- The Chief of Police and/or police District Commanders attend every monthly neighborhood association meeting. Information is relayed to those in attendance and feedback that is received is acted upon accordingly. Concerns regarding the satisfaction levels of police services are a main focus. **Timeline:** Ongoing

Citizen's Police Academy

- Citizen's Police Academy: This 10-week program is designed to provide information to citizens on the inner workings of a police department. At the conclusion of the program, attendees leave with a better grasp of every area of the department and are urged to share their experiences with family, friends, and neighbors. **Timeline:** Twice a year

Realignment of Fire Stations

The realignment of the fire stations will increase the area of the City that is within 1 ½ miles of a fire station by 8.93 square miles, or 12.5 percent of the community. Timely response increases the odds of saving lives and reducing property loss. For example, a pulseless, breathless patient has a 90 percent chance of survival if the first shock from a defibrillator is delivered within one minute of cardiac arrest. The odds of successful recovery decrease approximately 10 percent for every minute that passes, which highlights the need for strategically located fire stations and medically-trained firefighters. For fires, a room and contents fire can accelerate to a fully-involved structure fire in eight minutes.

Performance metrics – currently we average 5 minutes or less for emergency response for 62 percent of our emergency calls; the goal is to achieve 80 percent or higher with the realignment of fire stations. **Timeline:** Phase 1 began 09/11/13. Completion schedule for 12/13 with completion of Station #3.



Q1: Initiatives/Timeline

Provide lasting collaboration between police and the community to identify and solve problems

Police department executive officers attend every neighborhood association meeting to relay crime statistics, crime issues/activities, relay information concerning quality of life issues in affected neighborhoods. **Timeline:** Ongoing

The police department works closely with the High Risk Unit of the Department of Corrections, Parole and Probation, Juvenile Probation officials, school district officials, and other government and non-government organizations to identify and solve problems in the community. Other partnerships/initiatives include:

- Economic Alliance—The Crime Free Business Initiative
- Uptown College District
- Mobile Crisis Outreach—Police officers work in partnership with Foundation II members to address citizens who are in emotional/mental crisis.
- Child Protection Center—Police officers work with officials to address current issues as they relate to child welfare matters.

Timeline: Ongoing

Promote active participation and involvement from everyone

The police department operates under the philosophy of Community Policing. As such, this philosophy promotes working in partnership with various community stakeholders to address crime and quality of life issues. Programs/initiatives that validate this philosophy include:

- SAFE-CR **Timeline:** Ongoing
- Traffic projects—District Commanders work in conjunction with traffic unit supervisors to address traffic-related complaints that are received from citizens are identified through analysis as needing enforcement.
Timeline: Ongoing
- African-American Liaison Committee—Chief Jerman was meeting monthly with leaders of the African-American community to address police-related issues/concerns. **Timeline:** Ongoing
- Neighborhood Watch Programs—Crime Prevention officers meet with community members to involve residents in program to report suspicious incidents to police. **Timeline:** Ongoing
- Text-a-Tip—Program promoted by the police department that allows callers to anonymously report crimes and provides investigators with information relative to previously reported incidents. **Timeline:** Ongoing
- Crime Stoppers—Program that provides an avenue for residents to provide information to police and receive compensation. This is done anonymously to promote activity. **Timeline:** Ongoing
- Shop with a Cop—Program that promotes police in a favorable image. Officers accompany less-fortunate children when shopping for school supplies and for Christmas gifts.
Timeline: Twice a year
- Workplace Learning Connection: Program in conjunction with Kirkwood Community College and area high schools to introduce students to career opportunities and requirements in law enforcement. **Timeline:** Twice yearly
- Hands-Off Program: Program in conjunction with the juvenile court system that introduces first time shoplifting offenders to the juvenile justice system without formally charging the offender with a crime. Successful completion results in the dismissal of charges. **Timeline:** Once a month
- International Walk to School Day: Program in partnership with the Cedar Rapids School District to promote healthy lifestyles, teach pedestrian safety, promote traffic congestion awareness around schools. **Timeline:** Ongoing



Q1: Initiatives/Timeline

Identify crime trends, issues, and problems while establishing methods to manage or reduce them

The police department focuses on issues on a weekly basis to devise strategies in which to implement in order to achieve the above initiative. Weekly strategy sessions include:

1. Monday session involving chief and the 3 division commanders to review previous trends and plan for the week ahead.
2. Tuesday meeting with Crime Analyst to identify city-wide crime trends and issues.
3. Wednesday Crime Strategy meeting with patrol commander and department commanders from patrol and investigations. Crime trends are reviewed and priorities are established. Historical knowledge is used to forecast personnel distribution and selective enforcement activities. Pertinent crime information is distributed and discussed for dissemination to all patrol personnel.
4. Thursday is weekly senior staff meeting used to discuss variety of issues facing the department, city government, and the community. **Timeline:** Ongoing

Safe Streets Task Force—The police department has an officer assigned to the FBI who coordinates activities based on reported trends, priorities, and initiatives. Many if not all cases assigned to this task force are prosecuted federally to acquire lengthy prison sentences.

Timeline: Ongoing

SAFE-CR-- The goal of the program is to reduce City provided calls for service to properties with chronic problems by requiring the property owners to undertake their own efforts to abate the nuisance or be charged fees for excessive calls for service by any city department. It is an effort to be fiscally responsible by trying to reduce the numbers or repeated service delivery to these properties. The program's intent is to limit or reduce the high rate of those services to any given property by proactively addressing problems. **Timeline:** Ongoing

Outside Agency Involvement-- The police department works collaboratively with other agencies on a regular basis: ATF, FBI, DEA, DNE, DCI, DOC-HRU, Juvenile Probation, School Districts, DHS, Department of Inspections and Appeals, Health Department, Building Services Division, and DOT.

Timeline: Ongoing

Linn County Attorney's Office—Investigators work closely with prosecutors of the Linn County Attorney's Office during complex or serious cases to ensure the strongest case is presented for prosecution. **Timeline:** Ongoing

Q2: Initiatives/Timeline

Increased overall feeling of living in a safe neighborhood

Gun Reduction Initiative

- Continues from Q1. Initiative began at the beginning of 2013 due to the level of gun violence that occurred in 2012. As a result, **77** guns taken off the street by Patrol year to date in Q1.
- In Q2, **25** more firearms were taken off of the street by Patrol, giving 2013 a total of **102**. Additional firearms were removed from the street and offenders by Investigations, Narcotics and the Safe Streets Task Force.
- The police department focuses on issues on a weekly basis to devise strategies in which to implement in order to achieve the above initiative. Weekly strategy sessions include:
 - Monday session involving Chief, Deputy Chief and the 3 division Commanders to review previous trends and plan for the week ahead.
 - Tuesday session with Crime Analyst to identify city-wide crime trends and issues and to forecast responses. **Timeline:** Ongoing

Neighborhood Association Initiative

- Police Department Executive Officers attend every Neighborhood Association meeting to relay crime statistics, crime issues/activities, relay information concerning quality of life issues in affected neighborhoods. **Timeline:** Ongoing



Q2: Initiatives/Timeline

Increase satisfaction with the delivery of public safety services

Citizen Survey Initiative

- Citizen survey information is captured on a monthly basis and reviewed.
- Results for Q1 are (out of a possible 5.00):
 - July 4.40
 - August 4.38
 - September 3.64
- Results for Q2 are (out of a possible 5.00):
 - October 3.70
 - November 3.89
 - December 4.29
- The CRPD has partnered with other public safety agencies to deliver more efficient services:
 - Upgraded radio system which promotes interoperability with the Linn County Sheriff's Office, Marion Police Department and Johnson County Law Enforcement agencies is due to go live in late December/early January.
- Shared records management with the Linn County Sheriff's Office has gone online with continued user group meetings to work outstanding transition issues. The CRPD has initiated a workload/staffing analysis with the initial report due in September 2014 for use in next FY budget preparation. **Timeline:** Ongoing

Reduce victimization, revitalize neighborhoods, and draw neighbors together

SAFE-CR Initiative

- This program has been in its planning stages for more than a year.
- Since obtaining Council funding effective July 1, the program has moved forward with the hiring of personnel for the effective start date of October 1, 2013.
- In Q2, three employees (Two Nuisance Property Abatement Coordinators and one Background Check Specialist) make up the SAFE-CR team. They rely upon the Police Department and other City Departments to do their duties.
- Since going live October 1:
 - 28 nuisance properties have been identified
 - 138 reports of nuisance activity has been noted
 - 44 properties have been placarded
 - 240 background checks were completed for landlords using the program
- Of the 138 reports of nuisance activity:
 - 131 were reported to Police
 - 5 were reported by Building Services
 - 2 were reported by Solid Waste
- **Timeline:** Ongoing

Total Child Initiative

- Partnership between Police Department and Four Oaks to provide quality housing and essential needs.
- In Q2, 10 properties have been identified and purchased to provide the community additional affordable housing opportunities. **Timeline:** Ongoing



Q2: Initiatives/Timeline

Promote active participation and involvement from everyone

Text-a-Tip Initiative

- Program promoted by the Police Department that allows callers to anonymously report crimes and provides investigators with information relative to previously-reported incidents.
- Crime Mapping Program connected with the TipSoft website will be active.
- Preparation occurred in Q2 with implementation taking place in Q3.
- The activation of this crime-mapping program will allow the news media to also plot crimes that are occurring, which is something they have been asking for.
- This site will also allow public timely access to information that is important to them and will allow them to see what and when is occurring in their neighborhoods. **Timeline:** Ongoing

Cedar Rapids Fire Department

Central Fire Station Initiative

- Central Fire Station is open as of December 27
- Opening of the new Central allows pieces of equipment that respond to the whole city to have better access to the main traffic arteries in the city
- The opening of the new west side station allows 12.5% more of our population is within a mile and a half of a fire station. **Timeline:** Complete

Q3: Initiatives/Timeline

Increased overall feeling of living in a safe neighborhood

Gun Reduction Initiative

- In Q3, 27 more firearms were taken off of the street by Patrol. Additional firearms were removed from the street and offenders by Investigations, Narcotics and the Safe Streets Task Force.
- The police department focuses on issues on a weekly basis to devise strategies in which to implement in order to achieve the above initiative. Weekly strategy sessions include:
 - Monday session involving Chief, Deputy Chief and the 3 division Commanders to review previous trends and plan for the week ahead.
 - Tuesday session with Crime Analyst to identify city-wide crime trends and issues and to forecast responses. **Timeline:** Ongoing

Sex Offender Registry Check Initiative

- In Q3, the Patrol Division will be doing a complete verification of registered sex offenders and their listed addresses. **Timeline:** Verification to be completed by April. The Criminal Investigation Division will follow up on results.

Increase satisfaction with the delivery of public safety services

Citizen Survey Initiative

- Citizen survey information is captured on a monthly basis and reviewed.
- Results for Q3 are (out of a possible 5.00):
 - January 4.00
 - February 4.14
 - March 4.08
- Results for Q2 are (out of a possible 5.00):
 - October 3.70
 - November 3.89
 - December 4.29
- Results for Q1 are (out of a possible 5.00):
 - July 4.40
 - August 4.38
 - September 3.64



Q3: Initiatives/Timeline

Increase satisfaction with the delivery of public safety services (cont'd)

Citizen Survey Initiative

- The CRPD has partnered with other public safety agencies to deliver more efficient services:
 - (Q3) Radio system has gone live, mobile units are being installed. Preliminary discussion has occurred to bring other corridor counties online.
 - (Q2) Upgraded radio system which promotes interoperability with the Linn County Sheriff's Office, Marion Police Department and Johnson County Law Enforcement agencies is due to go live in late December/early January.
 - (Q2) Shared records management with the Linn County Sheriff's Office has gone online with continued user group meetings to work outstanding transition issues.
- The CRPD has initiated a workload/staffing analysis with the initial report due in September 2014 for use in next FY budget preparation. **Timeline:** Ongoing

Reduce victimization, revitalize neighborhoods, and draw neighbors together

SAFE-CR Initiative

- In Q3, one additional Background Check Specialist was filled to now complete the SAFE-CR team.
- Since going live October 1:
 - 35 nuisance properties have been identified
 - 1 commercial properties
 - 14 owner-occupied properties
 - 20 rental properties
 - 118 founded nuisance activity has been noted
 - Tier A – 23
 - Tier B – 59
 - Tier C – 30
 - Tier D – 6
 - 7 nuisance abatement plans have been turned in
 - 3 bills sent for calls for service totally \$611.94
 - 8 administrative appeals have been held or scheduled
 - 0 designations reversed
 - 2 designations upheld
 - 6 pending
 - 183 background checks were completed for landlords using the program
 - 64 landlords have used this service this quarter
- Of the 118 reports of nuisance activity:
 - 112 were reported to Police
 - 5 were reported by Building Services
 - 1 were reported by Solid Waste
- **Timeline:** Ongoing

Total Child Initiative

- In Q3, 2 additional properties have been identified and purchased to provide the community additional affordable housing opportunities.
- In Q2, 10 properties have been identified and purchased to provide the community additional affordable housing opportunities.
- Partnership between Police Department and Four Oaks to provide quality housing and essential needs. **Timeline:** Ongoing



Q3: Initiatives/Timeline

Promote active participation and involvement from everyone

Text-a-Tip Initiative

- 31 total tips
 - 15 January
 - 8 February
 - 8 March
- Intelligence was gathered on all tips and 3 arrests have been made (2 for drug; 1 for traffic)
- Program promoted by the Police Department that allows callers to anonymously report crimes and provides investigators with information relative to previously-reported incidents.
- Crime Mapping Program is now being used to forecast criminal activity and to plan patrol and district policing response.
- The activation of this crime-mapping program will allow the news media to also plot crimes that are occurring, which is something they have been asking for.
- This site will also allow public timely access to information that is important to them and will allow them to see what and when is occurring in their neighborhoods.
- **Timeline:** Ongoing

Q4: Initiatives/Timeline

Increased overall feeling of living in a safe neighborhood

NEW! Gun Violence Reduction Initiative

A plan was created and resources reallocated to deter increased gun violence within the city. Year to date there have been 39 gun violence incidents.

- Dedicated Wellington Heights patrol car
- Reassigned the MAT Unit to work evenings (3:00 p.m. – 11:00 p.m.)
- Set a 10-hour SRT reassignment day for a Saturday evening in an effort to increase police presence in focused neighborhoods.
- Reallocated overtime hours for increased number of officers in Moundview and Wellington Heights neighborhoods
- Increased focus by Narcotics Unit
- **Timeline:** Ongoing

Gun Reduction Initiative

In Q4, 12 more firearms were taken off of the street by Patrol. Additional firearms were removed from the street and offenders by Investigations, Narcotics and the Safe Streets Task Force.

- The police department focuses on issues on a weekly basis to devise strategies in which to implement in order to achieve the above initiative. Weekly strategy sessions include:
 - Monday session involving Chief, Deputy Chief and the 3 division Commanders to review previous trends and plan for the week ahead.
 - Tuesday session with Crime Analyst to identify city-wide crime trends and issues and to forecast responses.
- **Timeline:** Ongoing

Sex Offender Registry Check Initiative

In Q4, this initiative, led by Sgt. Jabens, was completed with a verification of 238 registered sex offenders and their listed addresses.

- 93% compliance rate
- 5% unconfirmed information (US Marshal Service following up on)
- 2% noncompliant (US Marshal Service following up on)
- **Timeline:** Verification to be completed by April. The Criminal Investigation Division will follow up on results.



Q4: Initiatives/Timeline

Increase satisfaction with the delivery of public safety services

Citizen Survey Initiative

Citizen survey information is captured on a monthly basis and reviewed.

- Results for Q4 are (out of a possible 5.00):
 - April 4.35
 - May 4.25
 - June 4.30
- Results for Q3 are (out of a possible 5.00):
 - January 4.00
 - February 4.14
 - March 4.08
- Results for Q2 are (out of a possible 5.00):
 - October 3.70
 - November 3.89
 - December 4.29
- Results for Q1 are (out of a possible 5.00):
 - July 4.40
 - August 4.38
 - September 3.64

Implementation of Upgraded Radio System

The CRPD has partnered with other public safety agencies to deliver more efficient services:

- (Q4) Radio system functioning as designed.
- (Q3) Radio system has gone live, mobile units are being installed. Preliminary discussion has occurred to bring other corridor counties online.
- (Q2) Upgraded radio system which promotes interoperability with the Linn County Sheriff's Office, Marion Police Department and Johnson County Law Enforcement agencies is due to go live in late December/early January.
- (Q2) Shared records management with the Linn County Sheriff's Office has gone online with continued user group meetings to work outstanding transition issues.

Workload/Staffing Analysis

The CRPD has initiated a workload/staffing analysis with the initial report due in September 2014 for use in next FY budget preparation.

- **Timeline:** Ongoing



Q4: Initiatives/Timeline

Reduce victimization, revitalize neighborhoods, and draw neighbors together

SAFE-CR Initiative

- In Q4:
 - 40 nuisance properties have been identified
 - 1 commercial
 - 10 owner-occupied
 - 29 rental
 - 274 reports of nuisance activity have been reported
 - Tier A: 25
 - Tier B: 50
 - Tier C: 189
 - Tier D: 10
 - Of the 274 reports of nuisance activity:
 - 264 were reported to Police
 - 10 were reported by Building Services
 - 0 were reported by Solid Waste
 - 308 background checks were completed
 - 35.7% have a criminal history
- FYTD (Since October)
 - 102 nuisance properties have been identified
 - 3 commercial
 - 33 owner-occupied
 - 66 rental
 - 562 reports of nuisance activity have been reported
 - Tier A: 67
 - Tier B: 205
 - Tier C: 265
 - Tier D: 25
 - Of the 562 reports of nuisance activity:
 - 532 were reported to Police
 - 28 were reported by Building Services
 - 2 were reported by Solid Waste
 - 57 properties have been placarded
 - 816 background checks were completed
 - 35.7% have a criminal history
 - 42.6% have a criminal history
- **Timeline:** Ongoing

Total Child Initiative

Partnership between Police Department and Four Oaks to provide quality housing and essential needs.

- In Q4, 5 properties were acquired with 8 rehabbed.
- The rehab part is still in full swing with three full-time crews hard at it.
- As the 100th acquisition is approaching, starting to slow down to ensure making the most impact with the purchases that remain.
- **Timeline:** Ongoing



Q4: Initiatives/Timeline

Promote active participation and involvement from everyone

Text-a-Tip Initiative

- 23 total tips
 - 13 April
 - 8 May
 - 2 June
- Intelligence was gathered on all tips and 3 arrests have been made (2 for drug; 1 for traffic)
- Program promoted by the Police Department that allows callers to anonymously report crimes and provides investigators with information relative to previously-reported incidents.
- Crime Mapping Program is now being used to forecast criminal activity and to plan patrol and district policing response.
- The activation of this crime-mapping program will allow the news media to also plot crimes that are occurring, which is something they have been asking for.
- This site will also allow public timely access to information that is important to them and will allow them to see what and when is occurring in their neighborhoods.
- **Timeline:** Ongoing

Projected Council Actions for 2013-2014

SAFE-CR

- Propose to bring any recommended changes needed for the ordinances guiding the SAFE-CR program to the City Council January 2014



Emphasize intergovernmental relations

Desired Outcome

- Seek opportunities to increase intergovernmental relations
- Strengthen City Council's work with City Commissions: Library, Veteran's, Civil Rights, and Airport and their consistency with City policies and goals
- Integrate schools into City planning
- Increase coordination with Linn County and other Linn County communities
- Share the burden of large and regional projects and initiatives
- Require accountability of City funds provided to organizations

Q1: Initiatives/ Timeline

Intergovernmental Relations

1. Marion annexation agreement, finalizing October 2013
2. CR/Marion Wastewater Treatment 28E agreement update. Oct-Dec 2013
3. Corridor Metropolitan Planning Organization demonstrates strong involvement from City Council members and City staff.
4. CR/LC Solid Waste Agency items:
 - a. Potential changes with Marion under discussion, presented to CRLCSWA 9/2013
 - b. Site 1 closure planning

Proposal to strengthen City Council's work with City Commissions:

Develop a City Council Committee to serve the City Commissions: Library, Veteran's, Civil Rights, and Airport. Provide a method for these commission chairs and directors to interact directly with City Council members and connect with the citywide organization.

Initiatives representative of coordination with other entities:

1. Northwest Recreation Center planning includes partnering with the Cedar Rapids Community School District (CRCSD) superintendent and staff to develop the proposal for FEMA site approval and agreement regarding school use of the facility. Timeline: Oct 2013 - Mar 2014
2. Joint Communications Network (fiber optic) coordinates with CRCSD and Linn County. Project moving from construction to maintenance, effective Jan 2014.
3. Public Safety technology improvements include coordination with CRCSD in fall 2013.
4. New wireless technology project with CRCSD being launched.
5. City IT hosts Linn County Sheriff 911 system. Completed May 2013, currently maintaining. Coordination for operations ongoing.

Regional Projects

1. Shared participation in casino amenity development under discussion.

Initiatives related to City donations to community organizations:

1. Preparing agreements with organizations requesting funds from the City that require reporting.
2. Anticipate new process in spring 2014 to consider FY15 funding requests.



2013 City Council Goals



Q2: Initiatives/ Timeline

Intergovernmental Relations

- Corridor Metropolitan Planning Organization – continued involvement from City Council and City staff with other jurisdictions represented.

Q3: Initiatives/ Timeline

1. CR/Marion Wastewater Treatment 28E agreement update.
 - a. Completing technical revisions to the proposed agreement related to peak hour sewer capacity that Marion can utilize in the existing interceptor until the new Indian Creek/Dry Run sewer is finished (March 2014)
 - b. Draft document receives final staff review. Submittal to CR City Attorney for Legal Review (projected April/May 2014)
 - c. Submittal to Council (projected June/July 2014)
2. Corridor Metropolitan Planning Organization demonstrates strong involvement from City Council members and City staff.
3. CR/LC Solid Waste Agency items:
 - a. Site 1 closure planning –
 - i. Selection of Consultant (Ayres & Associates – Madison, WI & Lance LeTellier, PE, Cedar Rapids)

Activity	Date Completed	Anticipated Completion Date
Post RFP	10/30/13	-
Mandatory Pre-submittal Meeting	12/12/13	-
Requests for Clarification Due	1/21/14	-
Proposals Due	1/24/14	-
Individual Committee Member Proposal Review Period	2/13/14	-
Proposal Review Committee Meeting	2/13/14	-
Schedule Interviews with Selected Firms	2/26/14	
Firm Selected by CRLCSWA Board	3/18/14	
Contract Negotiation & Execution	-	4/15/14
Recommendation to Board & Board Approval of Contract	-	4/15/14
Project Completion		10/15/14



Q4: Initiatives/ Timeline

1. Highway 100
 - a. Phase I underway
 - b. Phase II design in progress
 - c. CMPO/City Engineer/City staff actively working with DOT on outstanding design
2. Fair Play Agreement with Hiawatha
 - a. The City of Cedar Rapids has no objection to the City of Hiawatha providing for the general use of economic incentives, including, but not limited to tax increment financing under Chapter 403, for any potential urban renewal project or development agreement between the City of Hiawatha and any incoming business currently located in the City of Cedar Rapids and proposing to relocate to the City of Hiawatha, provided that the business initiated the first contact regarding its move to the City of Hiawatha.
 - b. The City of Hiawatha has no objection to the City of Cedar Rapids providing for the general use of economic incentives, including, but not limited to tax increment financing under Chapter 403, for any potential urban renewal project or development agreement between the City of Cedar Rapids and any incoming business currently located in the City of Hiawatha and proposing to relocate to the City of Cedar Rapids, provided that the business initiated the first contact regarding its move to the City of Cedar Rapids.
 - c. If a development agreement is entered into by the City of Cedar Rapids or the City of Hiawatha with an incoming business previously located in the other city, the city that has entered into a development agreement will notify the other city of the execution of such development agreement within 14 days of the execution of such development agreement. Such notification is for information purposes only and shall not allow the city that the business is exiting from to negate the provisions in Section A and B above.
3. City of Cedar Rapids partnered with Linn County to host the National Academy of Sciences' visit regarding Community Resiliency.
4. A stakeholder group is being organized to work with OPN on the design of Green Square Park. The stakeholder group includes a City of Cedar Rapids elected official, Linn County elected official, Cedar Rapids Metro Economic Alliance official, City staff and representatives of the Cedar Rapids Public Library, Cedar Rapids Museum of Art, Waypoint, and First Presbyterian Church along with other community members.
5. City of Cedar Rapids staff is working with Linn County regarding the property disposition of the Knutson and Mott buildings for potential redevelopment.

Projected Council Actions for 2013-2014

- Oct. 2013 Consideration of Marion annexation agreement