



**NOTICE OF MEETING**  
The Regular Meeting of the  
**CEDAR RAPIDS CIVIL RIGHTS COMMISSION**

Will Be Held

**Wednesday, September 21, 2016 at 5:30 p.m.**

Civil Rights Commission Office  
50 2nd Avenue Bridge, 4th Floor, Cedar Rapids, IA

**A G E N D A**

- I. Call to Order
- II. Roll Call – Introductions
- III. Public Response
- IV. Approval of Minutes from August Meeting
- V. Cedar Rapids Community School District Diversity Dashboard Update
- VI. Action Items
  - Motion authorizing the CRCRC Chair to sign a FY17 Cooperative Agreement with the Iowa Civil Rights Commission and staff to take additional action as needed to fully execute the agreement
  - Motion authorizing the Executive Director to sign a FY16 Cooperative Agreement with HUD and staff to take additional action as needed to fully execute the agreement
- VII. Report from Chair
- VIII. Committee Reports
  - Development & Personnel Committee Liaison
  - Outreach Committee Liaison
  - Marion Civil Rights Commission Liaison
- IX. Director’s Report
- X. Mission Moment - No Sustainability without Health & Equity Presentation – Eric Holthaus
- XI. Adjournment

**NOTICE: Anyone who requires an auxiliary aid or service for effective communication, or a modification of policies or procedures to participate in a City program, service, or activity, should contact Civil Rights at 319-286-5036 or email [civilrights@cedar-rapids.org](mailto:civilrights@cedar-rapids.org) as soon as possible but no later than 48 hours before the event.**

**CEDAR RAPIDS CIVIL RIGHTS COMMISSION (CRCRC)**  
**MEETING MINUTES**  
**August 17, 2016 5:30 p.m.**  
Civil Rights Commission  
50 2<sup>nd</sup> Avenue Bridge  
Cedar Rapids, IA 52401

**Commissioners Present:** Ms. Salma Igram, Chair  
Mr. Keith Rippy, Vice Chair  
Mr. Leland Freie  
Ms. Laura O’Leary  
Mr. Esaie Toingar  
Dr. Ruth White  
Mr. Keith Wiggins

**Staff Present:** Ms. LaSheila Yates, Executive Director  
Ms. Judy Goldberg, Investigator  
Ms. Alicia Abernathey, Administrative Assistant

**Guests:** Bret Nilles, Ana Clymer, Leslie Wright

**I. Call to Order**

Commissioner Igram, Chair, called the meeting to order at 5:30 p.m.

**II. Roll Call/Introductions**

Commissioners, staff and guests introduced themselves.

**III. Public Response**

No public response.

**IV. Approval of Minutes from the July Meeting**

Commissioner White moved to approve the minutes. Commissioner Rippy seconded the motion, which was unanimously approved.

**V. Action Items**

*Motion authorizing staff to work with the Development & Personnel Committee to develop a Public Policy Development and Review Process*

Judy Goldberg, Investigator, stated staff is proposing the creation of a Public Policy Development and Review process that when be used when considering policy and code changes. Ms. Goldberg provided an example of the Commission choosing to add weight as a protected class and walked them through the various elements of the process that it would go through in order to be approved. Ms. Goldberg stated part of the process would be gathering feedback from stakeholders.

Commissioner O’Leary arrived at 5:34 p.m.

Ms. Goldberg stated the process would involve review by the Development & Personnel Committee, review by the full Commission and review by City Council. If approved by all entities staff would meet with stakeholders to prepare them for the change. If not approved, staff would go back to the drawing board to see what changes need to be made.

LaSheila Yates, Executive Director, stated Ms. Goldberg would serve as the lead for the Public Policy Development and Review process. Ms. Yates stated this process is identified in the FY17 Work Plan as an action item.

Commissioner O'Leary moved to authorize staff to work with the Development & Personnel Committee to develop a Public Policy Development and Review Process. Commissioner Freie seconded the motion, which was unanimously approved.

**VI. United Way Community Conversations Presentation – Ana Clymer & Leslie Wright**

Leslie Wright, United Way, stated there is a Safe, Equitable and Thriving (S.E.T.) Task Force that works to address issues of equity in Cedar Rapids. United Way is working with the task force on “Community Voices for Safe, Equitable and Thriving Neighborhoods” conversations.

Ana Clymer, United Way, provided a handout explaining the overview of the conversations. Ms. Clymer stated the conversations are happening all across Cedar Rapids and are a way to get feedback from groups of people who usually do not get to have their voices heard. Ms. Clymer stated the conversations include groups of 6-12 people and all information collected will be kept confidential. The information will be used to create a report for the Mayor of Cedar Rapids that will provide recommendations on how to make Cedar Rapids a safe, equitable and thriving community. Ms. Clymer stated each conversation will have a host, conversation leader and recorder. The conversations will last between one and one and half hours depending on the group.

Commissioner White asked how the information has been communicated to the public. Ms. Clymer stated it has been published in the Gazette, on social media sites and through various partnerships. Commissioner Toingar asked if there would be discussion groups with immigrants or refugees. Ms. Clymer stated United Way is working with the Catherine McAuley Center to coordinate translated conversations.

**VII. Report from Chair**

Chair Igram stated she attended the ADA Celebration with the Commission's Intern, Briana Gipson, that were over 100 visitors to the Civil Rights booth. Chair Igram stated people liked the trivia wheel and receiving prizes from the Commission. Chair Igram stated the FY17 Work Plan was shared and approved at the August 9<sup>th</sup> City Council meeting.

**VIII. Committee Reports**

*Outreach Committee*

Commissioner Freie stated upcoming outreach events include Veterans Stand Down and Festival Latino coming in September. Commissioner Freie stated the Commission is hosting ADA training on August 29<sup>th</sup> at the downtown Library. Commissioner Freie stated there will be a multicultural expo in 2017 and a dialogue will take place with the Police Department to discuss concerns immigrants have and to get a better understanding of local laws.

*Marion Civil Rights Commission Liaison*

Bret Nilles, Marion Civil Rights Commission, stated the Marion Commission had a social event last week in which Commissioners and staff were able to get together and get to know each other in a social setting. Mr. Nilles stated planning sessions will be held to plan out guest speakers and other items to be completed.

**IX. Director's Report**

Ms. Yates stated the Commission partnered with the U.S. Department of Justice on a re-entry event in July and a thank you card was received for staff participation in the event. Ms. Yates stated

the Commission was represented at the end of summer event hosted by the Library in which staffed provided popcorn to the public and Donna the Dolphin made an appearance. A thank you card was received from the Library for staff participation at the event. Ms. Yates stated the Commission will be hosting “Legacies” speaker series and will include 10 minute talks from various individuals in a TED Talk format. The first series will focus on Black Women. Ms. Yates stated the Commission is working with the City to get the word out on a new MicroLoan program the City has. Ms. Yates stated she participated in interviews with the Cedar Rapids Community School District for the new Human Resources Manager.

X. **Adjournment**

Commissioner Freie moved to adjourn the meeting at 6:56 p.m. Commissioner Rippy seconded the motion, which was unanimously approved.

*Respectfully submitted by Alicia Abernathy*

DRAFT

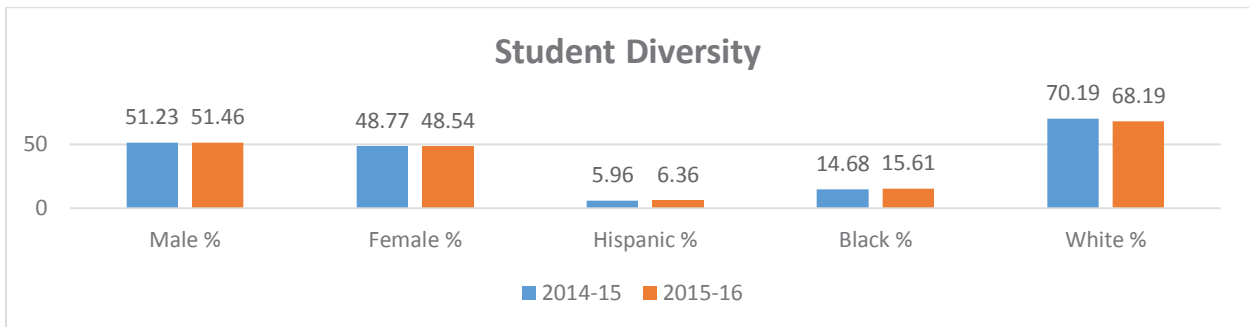
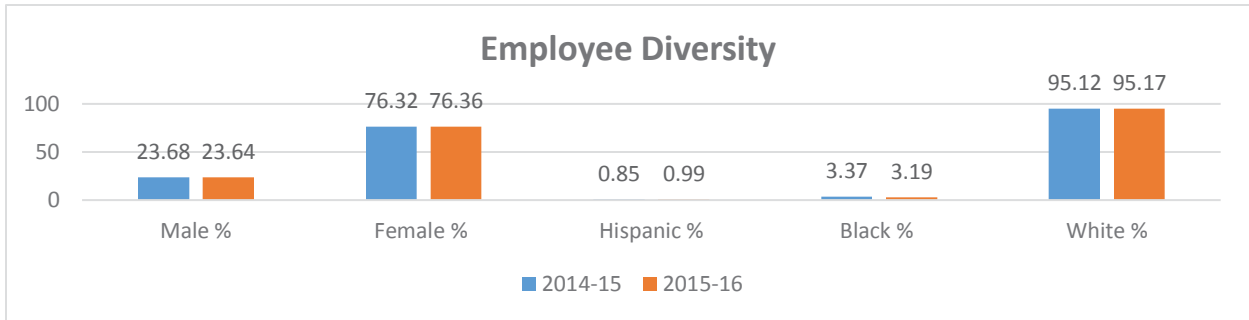
# Cedar Rapids Community School District Diversity Dashboard

These graphs represent the percentage of employees and students in each ethnic category.

Minority representation of District employees does not reflect that of the student body.

Actions:

- AppliTrack Hiring System
- Recruitment and Retention efforts

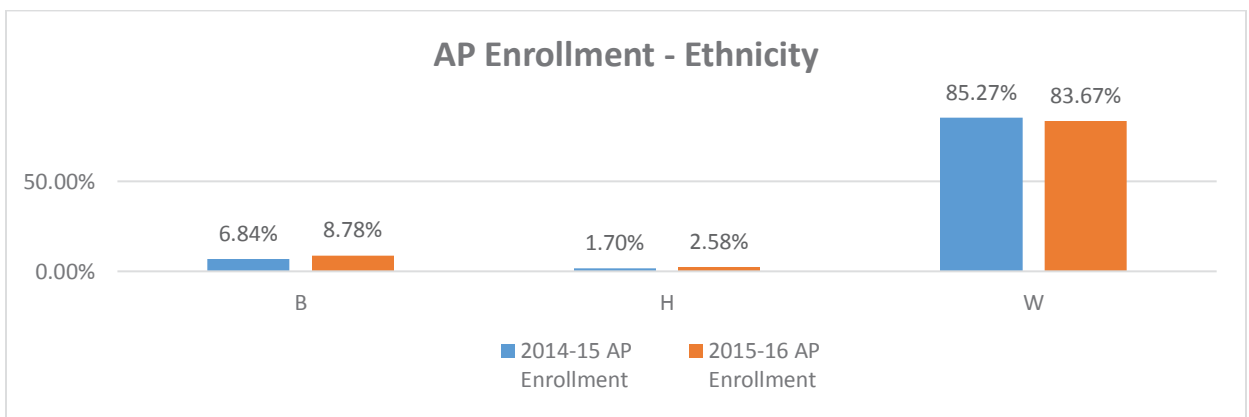


This graph represents the percentage of students by ethnicity who were enrolled in at least 1 Advanced Placement course in the 2014-15 and 2015-16 school years.

Participation in AP classes, while increasing, does not reflect the minority enrollment in the District.

Actions:

- Goals and strategies developed by counselors to increase minority enrollment in rigorous courses



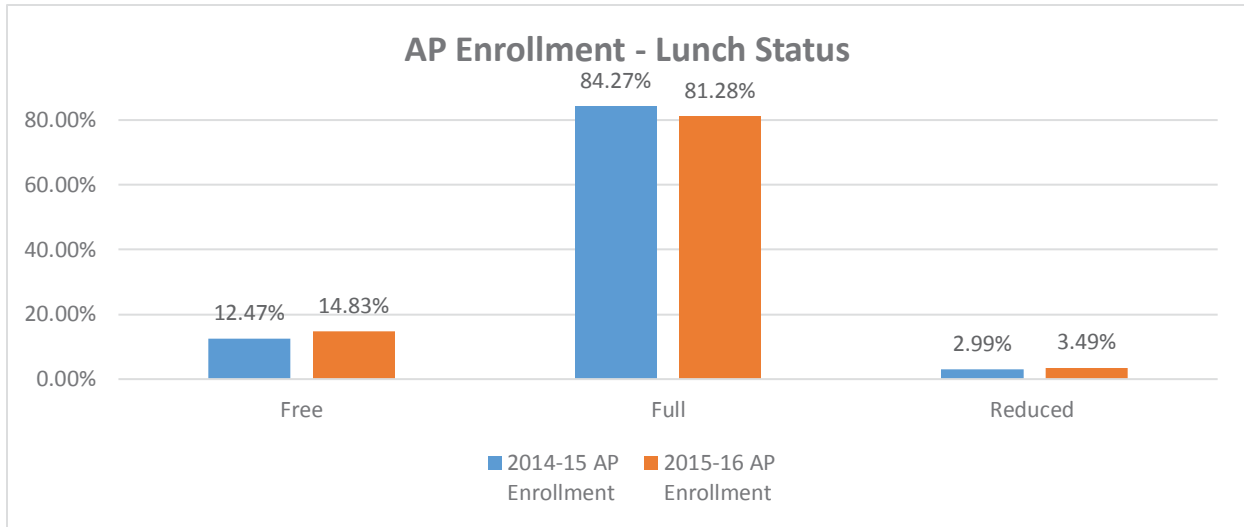
# Cedar Rapids Community School District Diversity Dashboard

This graph represents the percentage of students on free, reduced, or full-price lunches who were enrolled in at least 1 Advanced Placement course in the 2014-2015 and 2015-2016 school years.

Low SES representation in AP classes does not reflect the low SES enrollment in the District

Actions:

- Contract with National Center for Transforming School Counseling
- Goals and strategies developed by counselors to increase Low SES enrollment in higher level courses

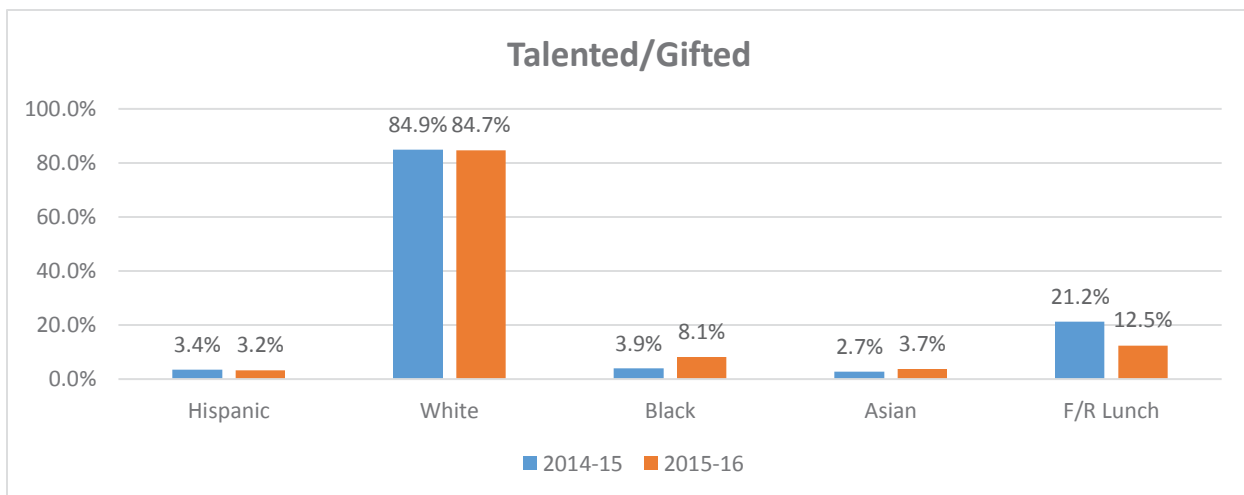


This graph represents the percentage of students by ethnicity and on F/R lunches who participated in the PACT program in the 2014-15 and the 2015-16 school years.

Efforts to increase the minority participation have been successful.

Actions:

- AAAP
- The Academy and Academy Expansion programs

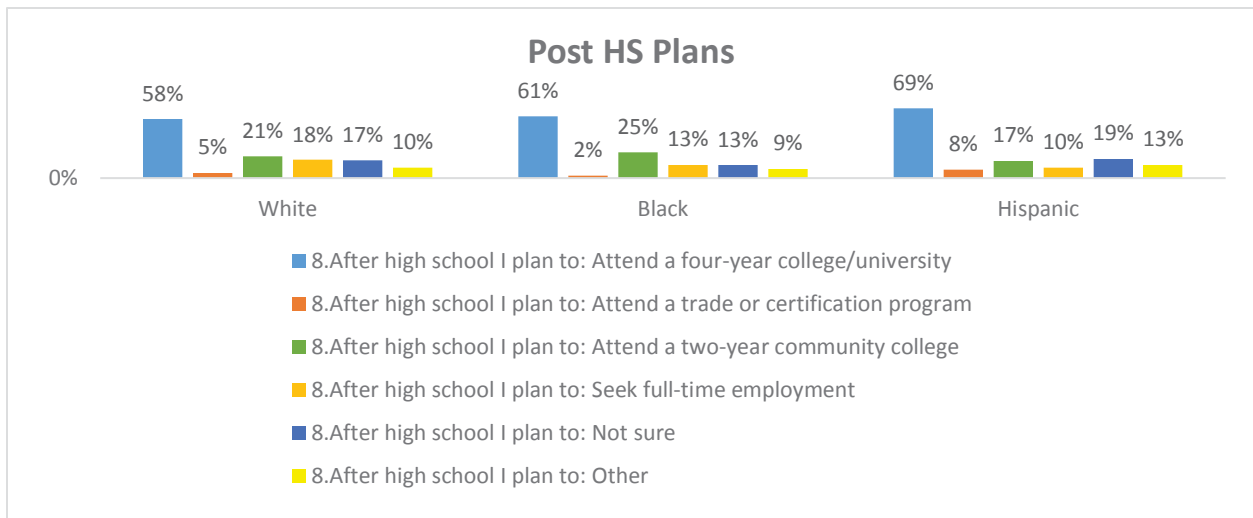


# Cedar Rapids Community School District Diversity Dashboard

These percentages refer to the students who responded the phrases below regarding their plans after high school

Actions:

- College/Career Readiness and GEAR Up Facilitator
- Partnership with Kirkwood CC
- Renewed focus on available opportunities

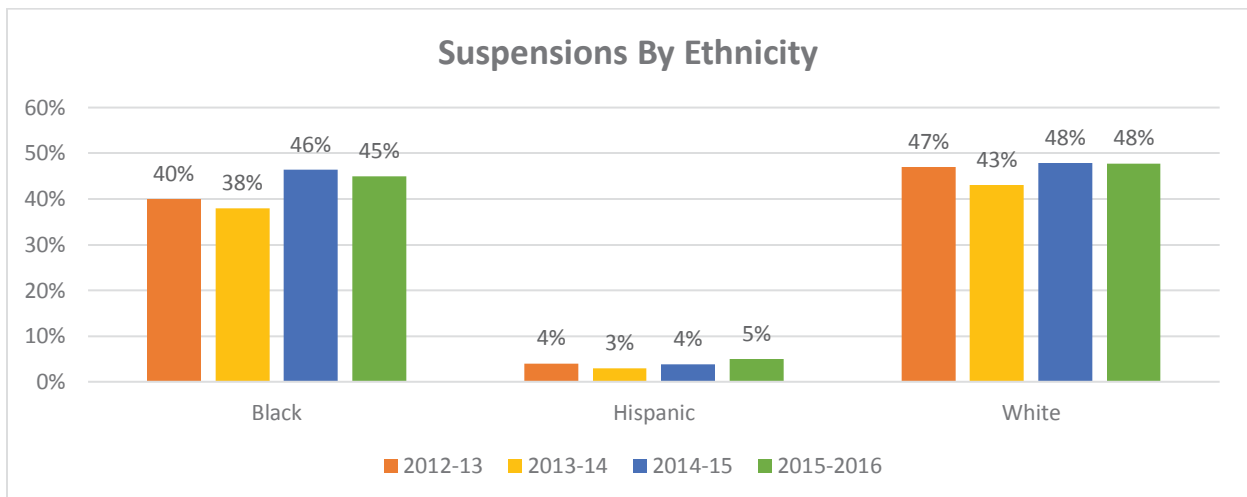


This graph represents the percentage of students in each ethnic category who received at least one suspension over the past four years.

While overall suspensions numbers are decreasing, the percentage of black students being suspended remains above the district black student enrollment percentage.

Actions:

- Addition of Discipline/Attendance Facilitator
- Focus on Restorative vs. Punitive Practices



**COOPERATIVE AGREEMENT**  
**Between Cedar Rapids Civil Rights Commission**  
**&**  
**IOWA CIVIL RIGHTS COMMISSION**

1. **Definitions:** As used in this Cooperative Agreement the following terms are defined as follows:

- a) "ICRC" means the Iowa Civil Rights Commission.
- b) "Fiscal Year 2017" runs from July 1, 2016 to June 30, 2017.

2. **Authority:** In order to effectuate the purposes of the "Iowa Civil Rights Act," (ICRA) the ICRC now enters into a Cooperative Agreement with the Cedar Rapids Civil Rights Commission. Iowa Code §216.19.

3. **Purpose:** Our purpose is to assist local agencies in resolving discrimination complaints and to reduce case backlogs without compromising quality or the integrity of the system. We have designed criteria to ensure an efficient, effective, and coordinated effort between the ICRC and local agencies.

4. **Scope:** Under this Cooperative Agreement, ICRC contracts with the Cedar Rapids Civil Rights Commission for the satisfactory intake and resolution of complaints whose allegations fall within the prohibitions of Iowa Code §§216.6, 216.6A, 216.7, 216.8, 216.8A, 216.9, 216.10 and 216.11.

3. **Period:** This Cooperative Agreement will run during Fiscal Year 2017. There is no commitment on the part of ICRC to contract with the Cedar Rapids Civil Rights Commission for the resolution of complaints after June 30, 2017.

4. **Total Amount:** The total amount ICRC can be required to spend, as aggregate compensation to all contracting local commissions for work performed under cooperative agreements for Fiscal Year 2017 is \$45,000.00 maximum. If insufficient funds exist for payment of all cases tendered for payment by the contracting Local Commissions, payment shall be allocated on a first-come first-served basis, according to the date of submission of the intakes or resolutions to the ICRC.

5. **Payment Date:** ICRC agrees to provide payment on a quarterly basis based upon satisfaction of the conditions established in this agreement. Payment will be provided for work performed and accepted under this Agreement by the ICRC, and in the case of cases cross-filed with the EEOC or HUD, when credit has been approved by that agency. Payment will be provided only for cases that are determined by the ICRC to be jurisdictional under the ICRA, if the complaints are timely received by the ICRC, and in the case of cases cross-filed with the EEOC or HUD, credit has been approved by that agency. In the case of payment for intake services, ICRC accepts the work if/when ICRC opens the case file corresponding to the intake. Payment is conditioned upon execution of this contract which must be accomplished and returned to the ICRC no later than November 1, 2016. Agreements presented after that date will be rejected by the ICRC absent prior written approval for late submission by the Director of the ICRC.



6. **Payment Schedule\*\*\*:**

(a) **Intakes** – See attached Schedule A for breakdown of reimbursement rates based on the timing of receipt of the complaint for housing and non-housing referrals to the ICRC. For purposes of the contract, intake is defined as receipt by the ICRC of a completed, signed, jurisdictional complaint in any area covered by the ICRA, including housing, that are forwarded to the ICRC for processing and investigation, with accompanying release, contact information and jurisdictional review documentation. No payment will be made for non-housing intakes that are more than 60 days old or housing intakes that are more than 30 days old on the date received by the ICRC.

(b) **Resolutions** – **See Schedule A (attached) for rate of payment based on time received.** For purposes of the contract, resolution includes case closures resulting in Satisfactory Adjustments, Administrative Closures for reasons *other than* failure to cooperate or unable to locate, No Probable Cause Orders, Probable Cause Orders or closures after Public Hearings. In the case of administrative closures for failure to cooperate or failure to locate complainant, no reimbursement will be provided. Further, this clause does not apply to resolutions submitted by the local agency to the EEOC or HUD for contract credit or payment by the federal agencies in which case, the ICRC will provide no payment. Settlement agreements for cross-filed EEOC cases **cannot include** a no-rehire clause and **must indicate** in the agreement itself that the agreement was signed voluntarily. These are EEOC requirements that will not be waived by the EEOC and cannot be waived by the ICRC. Any agreements with language that includes the impermissible language or that is missing the required EEOC voluntary settlement language will be rejected by the ICRC (and EEOC) and no payment will be made until the settlement agreements are revised accordingly. Resolution date shall be the date of receipt of the case closure by the ICRC. In the case of resolutions on complaints cross-filed with the EEOC or HUD, if the EEOC or HUD refuses credit for the resolution, the ICRC's payment obligations under this agreement shall be extinguished.

(c) **Jurisdictional** – Any and all complaints submitted for credit and payment, must be jurisdictional including meeting the 300 day limit when the complaint **is received by the ICRC** and must be a claim under the Iowa Civil Rights Act.

7. **Maintenance of Effort:** Iowa Code §216.19(2) provides that a local government required to maintain a civil/human rights agency shall structure and adequately fund the local human/civil rights agency in order to effect cooperative undertakings with ICRC and to aid in effectuating the purposes of the “Iowa Civil Rights Act.”

8. **Reports:** The local agency agrees to submit quarterly reports on the electronic templates provided by the ICRC to ICRC listing each intake and resolution submitted for contract credit or payment under this Agreement. Quarterly Reports are due, as applicable, on **November 5, 2016** (for July 1 – September 30, 2016 activity); **January 5, 2017** (October 1 – December 31, 2016); **April 5, 2017** (for January 1 - March 31,

2017 activity), and **July 5, 2017** (for April 1 - June 30, 2017 activity). Payments under this contract will be made after the Quarterly Reports are completed and submitted to the ICRC. Failure to provide Quarterly reports within 30 days of due date will result in forfeiture of funds for the quarter for which the quarterly report is not timely filed. As a condition of final payment, the local commission must submit, and ICRC must have received, all cases no later than July 15, 2017. Cases submitted after July 15, 2017 will not be paid.

9. **Training.** ICRC and the local agency will cooperate in planning, sponsoring, and conducting necessary complaint processing training for staff and commissioners.

10. This contract recognizes the 300-day filing period for initial complaints, as set forth in Iowa Code Ch. 216, is measured by the day the complaint *is received by the ICRC*, not the day received by the local. Therefore, local commissions **are responsible for ensuring that cases are received by the ICRC within 300 days of the date of the last incident of discrimination.** The local agency agrees that complaints that are not received by the ICRC within the 300 day time limit **are not jurisdictional** on their face and **no payment will be made in that case.** To be considered received by the ICRC, the complaint must be physically received by the ICRC either through mail, fax, personal delivery or electronically, by 4:30 pm, Monday through Friday. Complaints received after 4:30 pm will be considered filed on the next business day.

13. **Closures.** Closure submissions must include the following closing documents from the local commission: Copies of closures notices sent to all parties by the local commission and a copy of the local commission's findings/decision. *All closure documents including settlement agreements and withdrawals must include local and state case numbers, and when cross filed with EEOC or HUD, federal case numbers.* Payment may be denied if closure papers or settlement agreements do not include case numbers, or if any case number is incorrect. ICRC may be required to obtain a full copy of the case file maintained by the local commission. The copies should be provided to ICRC at no cost and within two weeks of request.

If required by your local protocol, ordinance or practice, separate signature lines have been provided for your Mayor and Commission Chair.

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Mayor

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Date

Chairperson, Cedar Rapids Civil Rights Commission

Date

Kristin H. Johnson, Director, Iowa Civil Rights Commission

Date

**SCHEDULE A**

\*\*\*The following summarizes the payment schedule.

<b>Intake:</b> (See definition for Intake below)	Complaint sent to ICRC for processing and investigation within 7 days (housing) or 30 days (non-housing) of initial filing date with local agency.	\$500 for housing cases; \$250 for non-housing cases
	Complaint sent to ICRC for processing and investigation greater than 7 days but within 30 days (housing); greater than 30 days but within 60 days (non-housing) of initial filing date with local agency.	\$250 for housing cases; \$150 for non-housing cases
	Complaint sent to ICRC for processing and investigation greater than 30 days (housing) or 60 days (non-housing) of initial filing date with local agency.	\$0
<b>Resolutions for Non-housing Cases:</b> (See definition for Resolutions below)	Complaint Resolutions sent to ICRC for closure processing within 180 days of initial filing date with local agency.	\$325
	Complaint Resolutions sent to ICRC for closure processing greater than 180 days but within 600 days of initial filing date with local agency.	\$200
	Complaint Resolutions sent to ICRC for closure processing greater than 600 days of initial filing date with local agency.	\$0

For the purpose of this contract the definition for the terms of payments are as follows:

**“INTAKE”**

A completed and signed complaint that meets the jurisdictional requirements of ICRA and forwarded to the ICRC for initial processing and investigation with accompanying release, contact information and jurisdictional review documentation.

**“RESOLUTIONS”**

Case closures resulting in an administrative closure (except for failure to cooperate or locate Complainant); conciliated and settled cases; satisfactory adjustments; No Probable Cause Orders; Probable Cause Orders; and closures after Public Hearing.



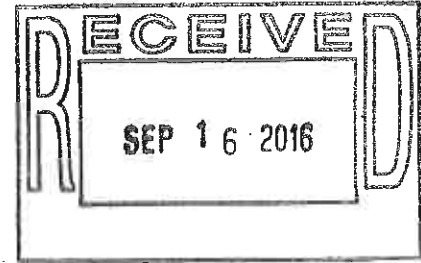
U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
Region VII  
OFFICE OF FAIR HOUSING AND EQUAL OPPORTUNITY  
Gateway Tower II, 4<sup>th</sup> Floor  
400 State Avenue  
Kansas City, KS 66101-2406

SEP 15 2016

LaSheila Yates, Director  
Cedar Rapids Civil Rights Commission  
50 Second Avenue Bridge, 7<sup>th</sup> Floor  
Cedar Rapids, IA 52401

Dear Ms. Yates:

SUBJECT: FY2016 Cooperative Agreement



Enclosed are four (4) copies of Cooperative Agreement Numbers **FF207K167012** for the Fair Housing Assistance Program. The total amount of the agreement is \$51,050.00 for complaint processing, administrative costs, supplemental payments, if any, additional training and partnership funds. The funding amount is based on the following:

- \$ 7,300.00 for Complaint Processing, total of 4 cases
- \$ 0.00 for Supplemental Payment, 0 cases
- \$ 16,250.00 for HUD approved Training
- \$ 12,500.00 Administrative Cost (AC) funds
- \$ 15,000.00 Partnership Funds (Previously Awarded)

Please sign three (3) copies and return them to the address below no later than September 23, 2016:

U. S. Department of Housing and Urban Development  
Office of Fair Housing and Opportunity  
Kansas City Regional Office  
400 State Avenue  
Kansas City, KS 66101-2406



## **Standard Operating Procedure Public Policy Development and Review Process**

**PROCESS/TASK:** Public Policy Development and Review Process

**DEPARTMENT:** Cedar Rapids Civil Rights Commission

**DATE:** September 2016

**PURPOSE:** To create Standard Operating Procedures to ensure that stakeholders are informed and provided the opportunity to give feedback and proposals are fully considered before any changes are made to Chapter 69 and other community impact policies within the Commission's scope of authority.

**POLICIES:** See §69 Cedar Rapids Ordinance and Rules of Practice

**RESPONSIBILITY:**

- Person responsible: Staff and Development and Personnel Committee Members
- The designated City Department representatives shall be responsible for compliance with this SOP

**PROCEDURE (Detail the Step by Step Process):**

*Verify and Define the Problem*

1. Commissioners and/or Staff define the issues to be addressed and reviewed
2. Commissioners and/or Staff determine who will be affected
3. Staff researches and determines the cause of the issue and brings research to Development and Personnel Committee Members
4. Development and Personnel Committee Members and/or Staff determine if the solution will require a change in policy, practice or both

*Explore Alternatives*

1. Staff researches and considers pros and cons of proposed solutions and who the potentially affected stakeholders are
2. Staff presents findings to Development and Personnel Committee Members for review and modification
3. Staff presents proposed solutions approved by Development and Personnel Committee to affected stakeholder representatives. (Depending on type of changes, stakeholders may include HUD, the City Attorney and/or City Council)

*Develop Preferred Alternative*

1. Staff presents recommended alternative and implementation steps to Development and Personnel Committee for review and modification
2. Staff presents recommended alternative and implementation steps approved by Development and Personnel Committee to relevant stakeholder representatives

*Authorization*

1. Staff and/or Development and Personnel Committee Members present recommendation to Commission and, if necessary City Council, HUD, Iowa Civil Rights Commission, and/or enforcement agencies impacted by the proposed amendments

*Implement Approved Changes*

1. If approved, Staff notifies stakeholder representatives and implements changes
2. Staff documents results and makes note of any needed changes
3. If rejected, Staff and Development and Personnel Committee Members meet to discuss whether there is another feasible solution

# Cedar Rapids Civil Rights Commission

## Director's Report

September 21, 2016

### CASE PROCESSING

- Successful Mediation and Conciliation Cases

- Mediations

Area	Basis	Adverse Action	Settlement Terms
Housing	Physical Disability	Failure to relocate to 1 <sup>st</sup> floor unit	CP awarded \$200, Training for RP
Employment	Race, Retaliation	Loss of wages, loss of training opportunity	CP awarded \$1,000, Training for RP

- Conciliations

Area	Basis	Adverse Action	Settlement Terms
Housing	Sex, Mental Disability	Sexual harassment, failure to allow companion animal, termination of tenancy	CP awarded \$600, Training for RP
Employment	Sex	Termination and sexual harassment	CP awarded \$700, Training for RP
Employment	Mental Disability, Retaliation	Excessive hours, harassment, termination	CP awarded \$900, RP will provide neutral reference for CP, CP employment status changed from termination to resignation, Training for RP

### PARTNERSHIPS

*Project Lead: LaSheila*

- CRCRC is working with Flowmedia and the CR Public Library to host a quarterly “Legacies” speaker series. The first series with feature Black Women and will be held on September 22<sup>nd</sup>.
- CRCRC is working with the CR Community School District and the City of Cedar Rapids to provide a Career Day to underrepresented students on October 13<sup>th</sup>.
- CRCRC is working with the CR Public Library, Department of Human Rights and Kirkwood Community College to host a Cultural Expo in the spring of 2017.
- CRCRC is working with the CR Public Library, Community CPA & Associates, Inc., Diversity Focus and other community partners to host an Iowa Immigrant Entrepreneur Summit tentatively set for August 22, 2017.

### OUTREACH AND EDUCATION

- **CRCRC Community Quarterly Trainings**

*Project Lead: Bernie*

- *Veterans Stand Down*

The Veterans Stand Down event was held at the Kernels Stadium on September 9<sup>th</sup>. Commissioner Wiggins and Investigator Goldberg staffed the Commission's informational booth.

- *Public Accommodation/ADA Outreach*

The training was held on August 29<sup>th</sup> at the Cedar Rapids Public Library. Great Plains ADA Center provided a presentation to approximately 30 attendees.

- *Veterans' Employment Rights Education*  
This educational event will be held on November 9<sup>th</sup> from 9:30 AM – 12:30 PM at the Veterans Memorial Building. The event is co-sponsored by the Commission, US Attorney's Office of the Northern District of Iowa, Linn County Veteran's Affairs and the Employer Support of the Guard and Reserve. The agenda includes session involving employment rights under the ADA, employment rights under USERRA, and employment resources from Home Base Iowa and IowaWorks. Those who wish to attend can register at [www.eventbrite.com](http://www.eventbrite.com).
- *Immigrant Document Literacy*  
The training is tentatively set for February or March 2017.
- Upcoming Outreach Events
  - September 18 – Festival Latino, Mays Island, 12:00 – 6:00 PM
  - January 2017 – MLK Day Movie Night / Public Employment Job Fair

Respectfully,

LaSheila Yates  
Executive Director







STATE OF AFFAIRS:

# The City of Cedar Rapids' Pursuit of Sustainability

SPRING 2016



# What is Sustainability?

To be sustainable is to meet the needs of today without preventing future generations from meeting their needs.

## Why is Sustainability Important?

The following information illustrates the need to broaden our conversations and how we measure success in the face of challenging, unsustainable trends.

**LAND USE:** 40-50% of land on Earth and increasing has been changed from prairie, forest, or wetland to cities and agriculture.

**ENERGY:** Gas, oil, and coal we use pollutes the air, land, and water and releases the energy equivalent to five atomic bombs per second into the atmosphere, which increases temperature, flooding, and drought and impairs species, habitats, and food and water supply.

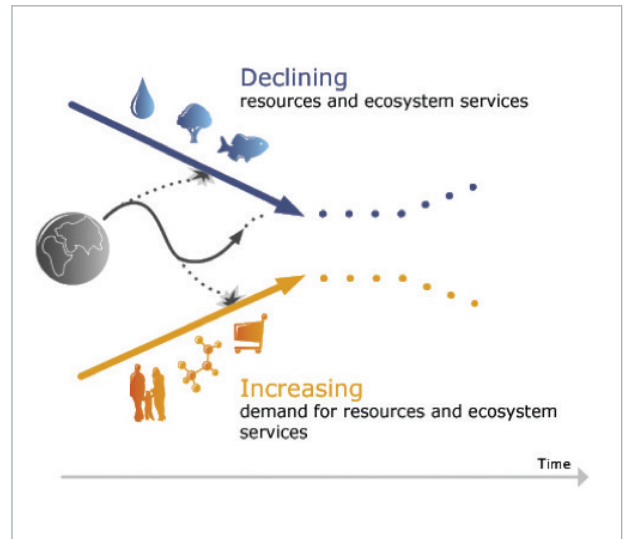
**WATER:** Conventional urban development does not absorb rain water but instead channels it quickly into streams and rivers, which worsens flooding and water quality.

**CONSUMPTION:** Americans consume natural resources five times faster than they can be regrown. Products we demand like batteries, coffee, fish, and clothes drive industries supported in part by 21 million forced laborers.

**FOOD:** 40% of food grown is wasted. 17% of children in Cedar Rapids are hungry. The food we demand relies on growing methods that degrade soil, water, habitat, and species.

**EQUITY:** Average graduation rate from high school is 87%; it is 76% for low income students. 26% of households do not make a living wage.

**HEALTH:** Persistent poverty and hunger are chronic stresses that create barriers to success in school and at work. In Iowa, 31% of adults are obese, and 29% do not participate in physical activity more than once per month.



The sustainability "funnel" illustration by The Natural Step

## Why Commit to Sustainability?

Committing to sustainability can address several priorities.

- **COST SAVINGS:** Reducing long-term, often compounding resource costs
- **ATTRACTING AND RETAINING TALENT:** Employee morale and satisfaction
- **CUSTOMER EXPECTATIONS:** Strengthening image and recognition
- **REGULATORY COMPLIANCE:** Staying ahead of legislation
- **LEADERSHIP:** Aligning practices with values, leading by example
- **STEWARDSHIP:** Committing to protection of public resources, the public good

## Who's Pursuing Sustainability?

Four out of five of the 40 largest U.S. cities identify sustainability as a top-five priority. 93% of the world's largest companies address sustainability in annual corporate responsibility reporting. In Iowa, all three regent universities prioritize sustainability in their strategic plans. Iowa cities including Dubuque, Iowa City, Davenport, Des Moines, Fairfield, Charles City, and Decorah have sustainability commitments.

**GRAND RAPIDS, MI:** In the last year of its 2011-2015 Sustainability Plan, the city reported being more resilient, healthier, and a better place to live, achieving 188 of 232 social, economic, and environmental targets. Prominent areas addressed are renewable energy, social equity, water pollution, recreation, and walkability. They won "Nation's Most Sustainable City" from the U.S. Chamber of Commerce in 2010 and the U.S. Conference of Mayors' Climate Protection Award in 2012.



**Member:** Compact of Mayors and STAR Communities.  
**[www.grcity.us/enterprise-services/officeofenergyandsustainability](http://www.grcity.us/enterprise-services/officeofenergyandsustainability)**

**BOULDER, CO:** The Climate and Sustainability Division prioritizes energy (efficiency and local renewables), climate (for health and resilience), and zero waste (reduce, reuse, recycle). The community aims to reduce carbon emissions by 80% from 2005 to 2050.



**Member:** Compact of Mayors.  
**[www.bouldercolorado.gov/planning](http://www.bouldercolorado.gov/planning)**

**FORT COLLINS, CO:** Plans include the Municipal Sustainability Plan and Community Climate Action Plan. The municipal plan has 11 focus areas: Carbon; Energy; Fleet; Waste Minimization; Education; Funding; Biodiversity; Water Conservation; Purchasing; Safety, Health, and Wellness; and Local Food. Guiding principles include Leading by Example, Place Matters, Shared Prosperity, and Climate Economy. From 2005 to 2014, city government reduced electricity by 15%, solid waste by 44%, and fleet fuel emissions by 27%.



**Member:** Compact of Mayors and STAR Communities.  
**[www.fcgov.com/sustainability](http://www.fcgov.com/sustainability)**

**ASHEVILLE, NC:** The Office of Sustainability is guided by a Sustainability Management Plan that integrates sustainable design, technology, and practice into municipal operations, infrastructure, and services. Focuses include management, employee education, greenhouse gas emissions, land use, facilities, transportation, water, and waste. Asheville prioritizes a management-driven approach to sustainability.



**[www.ashevillenc.gov/departments/sustainability/sustainabilityresources](http://www.ashevillenc.gov/departments/sustainability/sustainabilityresources)**

**DUBUQUE, IA:** Sustainability efforts include economic, social, and environmental priorities. Work is guided by 11 sustainability principles and the "50% by 2030 Community Climate Action and Resilience Plan," a plan to reduce GHG emissions 50% below 2003 levels by 2030. Dubuque's goal is to become an "international model for sustainability" for communities under 200,000.



**Member:** Compact of Mayors and STAR Communities.  
**[www.sustainabledubuque.org](http://www.sustainabledubuque.org)**

**DES MOINES, IA:** The municipality's "GreenDM" effort increased fuel efficiency in city fleet choices, use of LED street lights, and anaerobic digestion for city sewage to save roughly \$950,000 in operating costs.



**Member:** Compact of Mayors and STAR Communities.  
**[www.greendm.org](http://www.greendm.org)**

**IOWA CITY, IA:** Sustainability is driven by a "regenerative cities" approach that focuses on food, community, and energy systems that are regenerative. Iowa City releases an annual sustainability assessment. Collaboration and leadership is strengthened with the University of Iowa's presence, notably the Iowa Initiative for Sustainable Communities and Office of Sustainability.



**Member:** Compact of Mayors and STAR Communities.  
**[www.icgov.org/city-governments/departments-and-divisions/sustainability-services](http://www.icgov.org/city-governments/departments-and-divisions/sustainability-services)**

## Tools for Evaluating and Incorporating Sustainability

Sustainability is a pursuit to optimize long-term environmental, social, and economic health, often called the Triple Bottom Line. The following tools are widely used to guide and measure these pursuits.

### **FOR BUILDINGS AND NEIGHBORHOODS: Leadership in Energy and Environmental Design (LEED)**

LEED is a prominent planning and recognition tool. Seven goal areas include:

1. Reduce contribution to global climate change
2. Enhance individual human health
3. Protect and restore water resources
4. Protect and enhance biodiversity and ecosystem services
5. Promote sustainable and regenerative material cycles
6. Build a green economy
7. Enhance community quality of life.

### **FOR COMMUNITIES: STAR Communities (Sustainability Tracking and Rating System for Communities)**

STAR Communities provides an assessment tool, technical guide, and a ranking system for community sustainability performance. A full assessment requires the collection of 500 data points over 9-12 months. Cedar Rapids completed a shortened version called "Leading STAR Community Indicators." In Iowa, the following communities have completed the full STAR Community assessment: Indianola (no certification requested), Des Moines (3-star), Charles City (3-star), Dubuque (4-star), Iowa City (4-star), and Davenport (4-star). 5-star is the highest rating a community can achieve.

**The full assessment addresses 44 objectives and 7 goal areas:**



**1. Built Environment:** Quality, choice, and access on where to live, work, and play



**5. Equity and Empowerment:** Inclusion and access for all community members



**2. Climate and Energy:** Increase efficiency, reduce impact



**6. Health and Safety:** Strong, resilient, and safe










**3. Economy and Jobs:** Quality jobs, shared prosperity



**7. Natural Systems:** Protect and restore the resources of life



**4. Education, Arts, and Community:** Vibrant, connected, and diverse culture

 BUILT ENVIRONMENT	 CLIMATE & ENERGY	 ECONOMY & JOBS	 EDUCATION, ARTS & COMMUNITY	 EQUITY & EMPOWERMENT	 HEALTH & SAFETY	 NATURAL SYSTEMS
Ambient Noise & Light	Climate Adaptation	Business Retention & Development	Arts & Culture	Civic Engagement	Active Living	Green Infrastructure
Community Water Systems	Greenhouse Gas Mitigation	Green Market Development	Community Cohesion	Civil & Human Rights	Community Health & Health System	Invasive Species
Compact & Complete Communities	Greening the Energy Supply	Local Economy	Educational Opportunity & Attainment	Environmental Justice	Emergency Prevention & Response	Natural Resource Protection
Housing Affordability	Industrial Sector Resource Efficiency	Quality Jobs & Living Wages	Historic Preservation	Equitable Services & Access	Food Access & Nutrition	Outdoor Air Quality
Infill & Redevelopment	Resource Efficient Buildings	Targeted Industry Development	Social & Cultural Diversity	Human Services	Indoor Air Quality	Water in the Environment
Public Spaces	Resource Efficient Public Infrastructure	Workforce Readiness		Poverty Prevention & Alleviation	Natural & Human Hazards	Working Lands
Transportation Choices	Waste Minimization				Safe Communities	

STAR Communities' 7 goal areas and 44 objectives

**FOR PRODUCTS: Life Cycle Assessment (LCA)**

LCAs assess a building's materials and systems over its life cycle (whole-building LCA) or an individual product's total environmental impact over its lifespan from raw material extraction to the end of its life (product LCA).

**FOR INFRASTRUCTURE: Envision**

A planning, rating, and evaluating system that engages all participants in optimizing long-term environmental, social, and economic outcomes in sustainable infrastructure projects.

**FOR DEFINING SUSTAINABILITY: The Natural Step**

A sustainability communications and planning tool, The Natural Step is useful for identifying core sustainability challenges.




**FOR CLIMATE CHANGE: Compact of Mayors (CoM)**

Fossil fuel use, consumption, and land use changes increase energy inputs into the atmosphere and decrease the land's ability to absorb the energy. To catalyze cities, CoM is a commitment to measure greenhouse gas emissions and set goals for their reductions. In Iowa, mayors of Dubuque, Iowa City, and Des Moines are participants.


**URBAN SUSTAINABILITY DIRECTORS NETWORK (USDN)**

Cedar Rapids is a member of this national and regional network that provides resources, discussion forums, focus groups, and financial resources for innovative projects and partnerships.

In a sustainable society, nature is not subject to systematically increasing...

-  ...concentrations of substances extracted from the Earth's crust,
-  ...concentrations of substances produced by society,
-  ...degradation by physical means,

and, in that society...

-  ...people are not subject to conditions that systematically undermine their capacity to meet their needs.

The Natural Step: 4 systems conditions of a sustainable society

## Sustainability Assessment for Cedar Rapids Community

Cedar Rapids completed the Leading STAR Community Indicators assessment in January 2016, which was developed for cities beginning their sustainability pursuits. It spans environmental, social, and economic goal areas. Similar in breadth to the full STAR Community assessment (500 data points, 9-12 mo. to complete), the abridged version includes 21 indicators (roughly 50 data points, 2 mo. to complete) and was developed for cities beginning their sustainability pursuits.

	INDICATOR	PERFORMANCE Data for Cedar Rapids community, most recent available year
1	Drinking Water Quality	Zero EPA violations for total coliform, turbidity, or water pathogen levels.
2	Safe Wastewater Management	Zero EPA violations at treatment plant; 4 violations at regulated dischargers
3	Housing and Transportation Costs	88% of low income populations spend more than 45% of income on housing and transportation costs
4	Transportation Mode Split	Commuters: 82% drive-alone; 9.2% carpool; 1.3% transit; 2.6% walk; 0.6% bike; 3.3% work from home
5	Transportation Safety	0 bicycle and pedestrian fatalities
6	Climate Adaptation, Vulnerability Assessment	Not available
7	Greenhouse Gas Emissions	Not available
8	Renewable Electrical Energy Supply	12.7%
9	Total Solid Waste	190,691 tons
10	Third Grade Reading Proficiency	70.8%
11	High School Graduation Rate & Graduation Rate Equity	87% average: 74% African American; 78% Hispanic; 89% White; 73% Special Education; 85% English Language Learners; 76% Free and Reduced Price Lunch
12	Environmental Justice, Risk, and Exposure	Potential environmental hazards in predominantly low income and minority census tracts for airborne particulate matter (2.5), Traffic Proximity, Lead Paint, Superfund sites, RMP, hazardous substance sites (RMP); and significant concentrations of poverty, young, elderly, linguistically isolated, and less than high school education.
13	Equitable Access & Proximity to Foundational Community Assets	Insignificant findings; more disconnection found for large-lot, affluent sections of town
14	Businesses	6,559 business establishments in city
15	Employment	3.3% unemployment; 70.9% employment rate
16	Median Household Income	\$72,044 median household income
17	Living Wages	73.6% that meet a living wage standard
18	Food Security and Assistance	12.2% overall population food insecure; 17.3% children food insecure
19	Access to Healthful Food	8.3% population in food desert; 33.8% children and 28.7% seniors with low food access
20	Violent Crime Rate	Per 100,000: 167.96 assaults, 4.64 murders, 30.96 rapes
21	Green Infrastructure	8.5% land in green infrastructure (park, forest, prairie, wetland, ROW)

This assessment was used as an initial tool to benchmark and understand community sustainability performance. This 21 Indicator tool and the full STAR Assessment are options for future use.

Takeaways include.

- **Economic health:** Unemployment is low; roughly 75% of residents working earn a living wage, which is identified as a wage that can afford housing and transportation at 45% of earnings or below.
- **Social health:** Food access is a challenge for 34% of children and 29% of seniors; educational attainment gaps exist by race and income; transit, biking, and walking rates are low; reading proficiency is low.
- **Environmental health:** Drinking water and wastewater management quality is high; greenhouse gases have not been measured. Indicator #12 has a variety of issues that need to be explored.

## Sustainability Assessment City of Cedar Rapids Staff

To educate city staff about broad sustainability concepts and ask for their areas of interest and support, a Sustainability Assessment was delivered to all City of Cedar Rapids staff that included both a survey and an educational quiz.

**SURVEY RESULTS:** 322 responses out of roughly 1,400 staff

- 83 indicated they wish to stay closely connected to sustainability efforts
- Asked how important sustainability is: 49.4% very, 40.6% moderately, 1.9% not, 8.2% not sure what it means yet
- Most popular areas of interest: Recycling, paper waste reduction, water conservation, and energy conservation

**QUIZ RESULTS:** A 10-question quiz was for educational purposes and brought important global and local concepts to light.

- Quiz questions answered incorrectly most frequently included 1) the definition of environmental justice (fact that minorities and low income earners are disproportionately affected by environmental pollution) and 2) the percent of children in Cedar Rapids School District on Free and Reduced-Price Lunch (49%).
- Quiz questions answered right most frequently included 1) question asking about access to nature and improvements in work performance, classroom performance, and hospital stay times and 2) negative impact of nitrates in waterways and in the Gulf of Mexico.
- Percentage of people that found the quiz useful for educational purposes:
  - 17.7% strongly agree; 52.8% agree; 17.1% undecided; 8% disagree; 4.3% strongly disagree
  - Most common criticism was related to broadness and lack of focus with sustainability and wanting to know specific ways they could apply sustainability in their line of work.

**TAKEAWAY MESSAGES:**

- Many people value sustainability and want to stay involved. These are potential advocates.
- Most connect to environmental objectives, like waste and energy reduction, activities requiring high participation.
- Sustainability is a broad concept. The learning curve is high, and focus is a challenge.
- People pointed out importance of using public resources efficiently and making financially prudent decisions.



## Recognizing Existing Sustainability Efforts

Important to recognize is that sustainability efforts are not new for the City of Cedar Rapids. A short list of projects follows that have triple bottom line considerations and impacts. The list is not exhaustive.

- **Parks and Recreation:** Goal to grow 1,000 acres of pollinator habitat will enhance human and ecosystem health.
- **Community Development:** Envision CR, the city's comprehensive planning document, prioritizes sustainability, a greenhouse gas inventory, infill development, parks, ecosystem services, neighborhood building, and more.
- **Public Works:** Stormwater infiltration through green infrastructure is a priority which will reduce flooding, increase green space, and improve water quality. Three employees are Envision Sustainability Professionals. Traffic Engineering is converting street lights to LED lights to decrease costs and fossil fuel use.
- **Utilities:** Middle Cedar Partnership Project prioritizes collaboration to reduce nutrients in waterways. The installation of electric sub-meters and software at wastewater and drinking water facilities will reveal efficiency opportunities.
- **Transit:** A study to increase ridership of transit services is underway. Ridership has increased partly due to making Saturday transit use free of charge.
- **Finance:** New policy includes Styrofoam ban, green cleaning supplies, and paper with recycled content. Waste reduction and idling reduction practices are improving. City has 90KW solar array on new bus garage. Downtown Library and Central Fire are LEED Platinum facilities.
- **Information Technology:** Reducing waste, all city printers print two-sided by default. Idling reduction technologies are being explored in IT and Fleet Services partnership.
- **Diversity:** A standing committee works to improve access and equity for current and prospective staff.
- **Library:** Promotes access of resources to all citizens, educational assistance, and the sharing economy.
- **Airport:** Grows Miscanthus, a dedicated energy crop, on airport grounds to sell as fuel for University of Iowa's power plant. Farmland owned by the airport also utilizes prairie strips to reduce erosion and improve water quality.
- **iGreenCR:** A network of city employees meets to share work, goals, and education.

## Recommendation: Build a "Sustainable City Government Plan."

The City of Cedar Rapids recognizes sustainability as a core value and the importance of it as a lens through which all decisions and opportunities are viewed. To operationalize sustainability, two actions are recommended for Fiscal Year 2017.

- **SUSTAINABILITY AT WORK:** Promote sustainability efforts that city employees in city buildings can take today (like composting, idling reduction, biking) in order to grow competence, adoption, and culture of sustainability in city staff. Communicating these efforts externally is an opportunity to create dialogue and find leaders within the community.
- **SUSTAINABILITY INTEGRATION COMMITTEE:** Form high-level committee of directors and operational managers to create Sustainable City Government Plan that integrates sustainability into municipal operations and defines priorities, metrics, goals, and funding.