



RESTRUCTURING THE IOWA CITY POLICE DEPARTMENT:

A Preliminary Plan to
Accelerate Community Policing

DECEMBER 2020

Introduction

The City Manager's Office is pleased to present this Preliminary Plan to the City Council and Iowa City community. The plan aims to help inform the reader on past and current operations of the Department, as well begin to chart a path forward to a more robust community policing model.

Community Policing is a term that may have different meaning to individual community members. The City has described Community Policing as a philosophy that seeks to address the root causes of crime and build confidence in police through problem-solving strategies and police/community partnerships. It recognizes that law enforcement cannot solve complex societal problems alone and that creative solutions and partnerships are needed to ensure the best outcome for all residents.

The Iowa City Police Department is committed to this philosophy and fully supports a wide-range of solutions that will ensure that residents in need of assistance receive safe and effective short and long-term outcomes. These outcomes may or may not require the involvement of law enforcement. The Iowa City Police Department is eager to engage with a collaborative spirit and offer the best assistance we can provide toward this important objective.

This preliminary report builds on a history of City Council commitments to fair and impartial policing and the equitable treatment of all residents in our community. Examples of such past commitments include:

- 2012 formation of the Ad-Hoc Diversity Committee and subsequent adoption of recommendations
- 2012 Creation of the Equity Director position in City government
- 2014 commencement of an annual Equity Report
- February 2015 adoption of an Equity Action Plan
- December 2016 Resolution Rejecting Acts of intimidation and Supporting a Diverse and Safe Community
- January 2017 Resolution Reaffirming the Public Safety Function of Local Law Enforcement
- May 2017 Resolution Reaffirming the City of Iowa City Law Enforcement Non-Discrimination Policy
- June 2020 Resolution addressing the Black Lives Matter Movement and Systemic Racism

In addition to these notable actions above, City Council has expressed values and provided direction to staff through numerous proclamations, strategic plan commitments, Board and Commission appointments, and programming efforts such as the Social Justice and Racial Equity grant program. It is important for the City Council to be aware of this history and understand that there will always be more work to be done. Frequently renewed and intentional commitments will be needed to continue down a path toward meaningful progress. This Preliminary Plan serves as another significant step forward, but will not solely achieve the goal of eliminating systemic racism in our community. Only sustained community effort, continued education, and a united commitment to significant change will enable us to achieve that objective.

The aforementioned June 2020 resolution addressing Black Lives Matter and systemic racism (Appendix I) contained the following commitment:

“By December 15, 2020, develop a preliminary plan to restructure the Iowa City Police Department (ICPD) towards community policing, including, but not limited to, reduction of the

Introduction (continued)

public's reliance on police in nonviolent situations through use of unarmed professionals, and consideration of community policing initiatives in other cities, including, but not limited to, Minneapolis, MN, Camden, NJ, Los Angeles, CA and San Francisco, CA.”

Following this commitment, the City Council held six listening posts and solicited online input from the community. A memo summarizing that public input process was prepared by the City Manager's Office and distributed publicly in October 2020 (Appendix II).

While this preliminary plan was influenced by public input received, it deserves an opportunity to be vetted by the larger community before final changes are made and adoption is considered. With that in mind, the City Council is encouraged to delay adoption for several months and allow the community to offer feedback. Specifically, the City Council should consider requesting feedback from the Community Police Review Board and Human Rights Commission, in addition to stakeholder groups and the general public. The preliminary plan has been made available on the City's website along with a public feedback mechanism.

The City Manager's Office would like to thank the City Council for your ongoing leadership and allowing us to present you with this document. We look forward to its public review and the opportunity to implement its final recommendations.

Geoff Fruin

City Manager

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Iowa City Police Department

1.1 Iowa City Police Department Mission Statement

In March 2019, the Iowa City Police Department adopted a revised mission statement that explicitly focuses on community partnership, trust building and victim-centered policing. The following mission statement continues to guide all department activities:

To work in partnership with the community, enhance trust, protect with courage and compassion, and empower victims of crime through excellence in service.

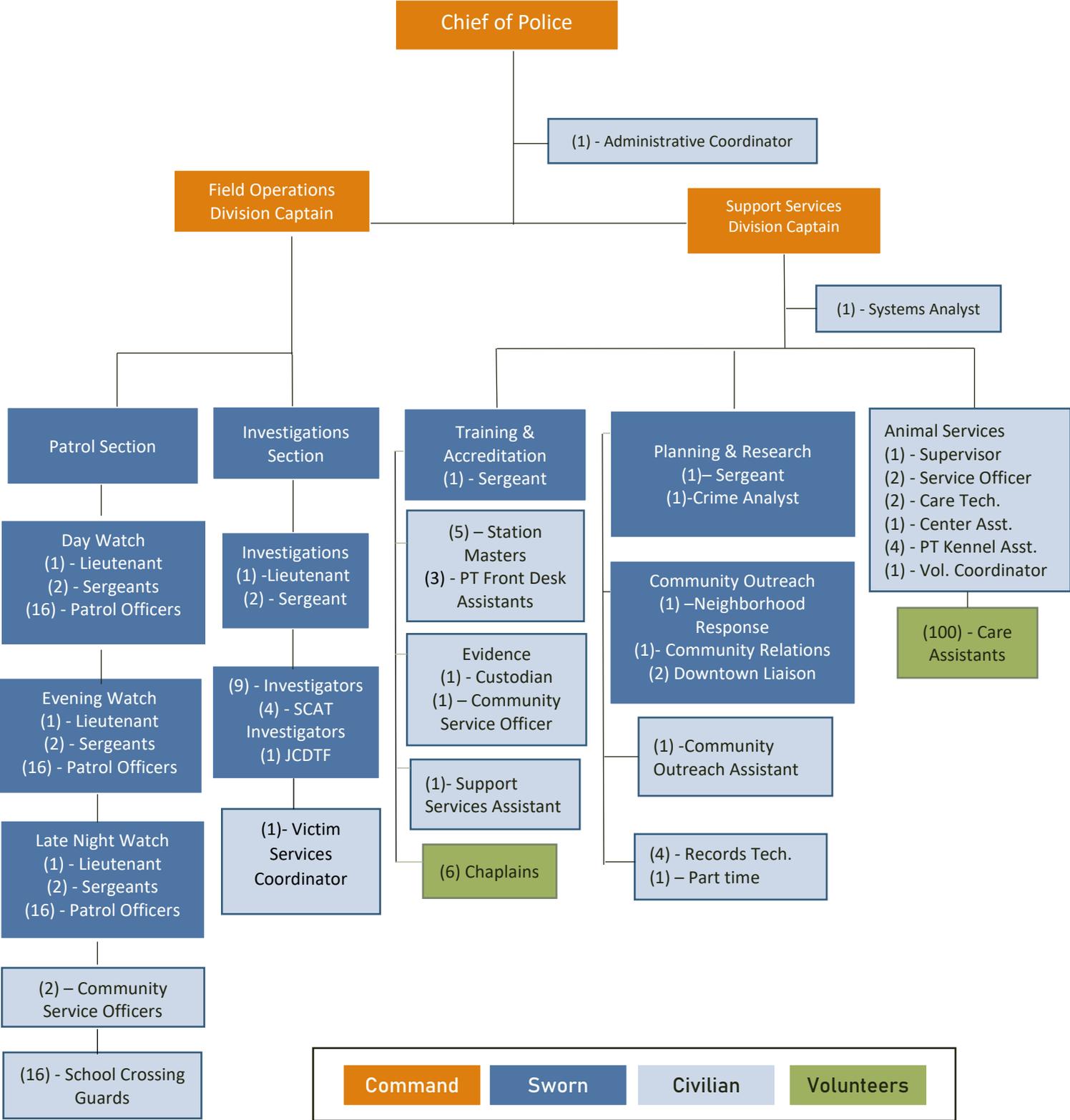
1.2 Organizational Chart + Permanent Position Descriptions

The Iowa City Police Department currently has budget authority for 109.26 permanent positions. Of those 109.26 positions, 84 (or 76.8%) are sworn police officers (including supervisory staff). The Department is currently authorized for 25.26 civilian positions. Additionally, the Department benefits greatly from temporary staff, such as school crossing guards, and numerous volunteer positions.

The department is led by a Chief of Police, who reports directly to the City Manager. The Chief is supported by two Captains and an Administrative Coordinator. One Captain focuses on Field Operations, which generally includes traditional patrol and investigation activities. The second Captain focuses on Support Services, which includes training and accreditation, planning and research, and animal services.

An organization chart is provided on the following page to illustrate the full hierarchy of positions and breadth of operations of the Department. Brief position narratives are subsequently noted to offer general details on roles and responsibilities.

Iowa City Police Department Organization Chart



CHIEF OF POLICE: The Chief of Police is the departmental authority on all matters of policy, operations, and personnel. The Chief is responsible for the planning, directing, coordinating, controlling, and staffing of all activities of the Department. The position ensures efficient operation and enforcement of rules and regulations within the Department. The Police Chief leads community relation efforts and coordinates with City and community leaders, community organizations, and other law enforcement agencies to successfully accomplish the mission of the Department.

DIVISION CAPTAIN: The Division Captain reports directly to the Chief of Police and provides administrative and executive level assistance. The Division Captain issues directives as may be necessary to promote the effective operation of the Department, and is empowered to act with full authority and responsibility over all personnel within the division.

LIEUTENANT: Designated by the Chief of Police, the Lieutenant is responsible for the supervision and command of the activities of a uniformed patrol watch or other specialized police section.

SERGEANT: The Sergeant provides direction to Police Officers assigned to their command, subject at all times to the orders of their Lieutenant or other superior officer.

TRAINING & ACCREDITATION SERGEANT: The Sergeant is assigned to maintain Commission on Accreditation for Law Enforcement (CALEA) compliance, policy review, and departmental training. The position directly supervises the Station Master, Evidence and Chaplain functions.

PLANNING & RESEARCH SERGEANT: The Sergeant is assigned to maintain and oversee records compliance, data distribution and analyzation, public information requests, media relations, alcohol/taxi license reviews, and community outreach efforts. Directly supervises Community Outreach personnel, Records, and the Crime Analyst.

PATROL OFFICERS: Sworn members of the Police Department who are charged with traditional law enforcement responsibilities. Prior to assuming sworn status, Officers take an oath of office swearing to uphold the Constitution and laws of the State of Iowa and City of Iowa City.

INVESTIGATORS: Sworn members of the Police Department assigned to the Investigations Section to follow up and investigate sexual assault, domestic assault, deaths, juvenile crime, computer/cybercrime, financial crime, and other similar criminal activity.

STREET CRIMES ACTION TEAM (SCAT): Sworn members of the Police Department assigned to the Investigations Section to proactively investigate and respond to violent crime including crimes involving guns and narcotics.

JOHNSON COUNTY DRUG TASK FORCE: Sworn member of the Police Department assigned to the county joint task force on serious narcotics investigations.

DOWNTOWN LIAISON: Sworn members of the Police Department assigned to Community Outreach who fosters positive relationships with Downtown businesses and patrons through public education, proactive patrols, and homeless outreach.

NEIGHBORHOOD RESPONSE OFFICER: Sworn member of the Police Department assigned to Community Outreach who works closely with Neighborhood Outreach, Housing and Inspection Services, landlords, tenants, and neighborhood associations to address specific issues within neighborhoods.

CRIME ANALYST: Sworn member of the Police Department assigned to Support Services tasked with leveraging data to assist department administration with making data-driven operational decisions and directives.

COMMUNITY RELATIONS OFFICER: Sworn member of the Police Department assigned to Community Outreach who works with the Community Outreach Assistant to foster positive relationships in the community through programming, public education, and social media platforms.

VICTIM SERVICES COORDINATOR: Non-sworn (civilian) member of the Police Department assigned to assist victims of crime in navigating the criminal justice system and connecting with support services in the community.

COMMUNITY SERVICE OFFICERS: Non-sworn (civilian) members of the Police Department who are assigned various duties within the community and Police Department.

COMMUNITY OUTREACH ASSISTANT: Non-sworn (civilian) member of the Police Department assigned to Community Outreach to foster positive relationships in the community through programming, public education, and social media platforms.

STATION MASTERS: Non-sworn (civilian) members of the Police Department who are assigned to the front desk of the Police Department.

PART-TIME FRONT DESK ASSISTANTS: Non-sworn (civilian) members of the Police Department who supplement Station Master duties and provide coverage in their absence.

RECORD TECHNICIANS: Non-sworn (civilian) members of the Police Department who are assigned to the Records Section of the Police Department.

ADMINISTRATIVE COORDINATOR: Non-sworn (civilian) member of the Police Department who is assigned to provide payroll, budget, human resource and other administrative assistance for the Department.

SYSTEMS ANALYST: Non-sworn (civilian member) of the Police Department who is assigned to Support Services and generally coordinates technology efforts.

EVIDENCE TECHNICIAN: Non-sworn (civilian) member of the Police Department assigned to manage evidence and property.

SUPPORT SERVICES ASSISTANT: Non-sworn (civilian) member of the Police Department assigned to assist the Evidence Technician and Evidence Community Service Officer.

ANIMAL SERVICES SUPERVISOR: Non-sworn (civilian) member of the Police Department assigned to Animal Services, responsible for the management of the Iowa City Animal Care and Adoption Center and its employees.

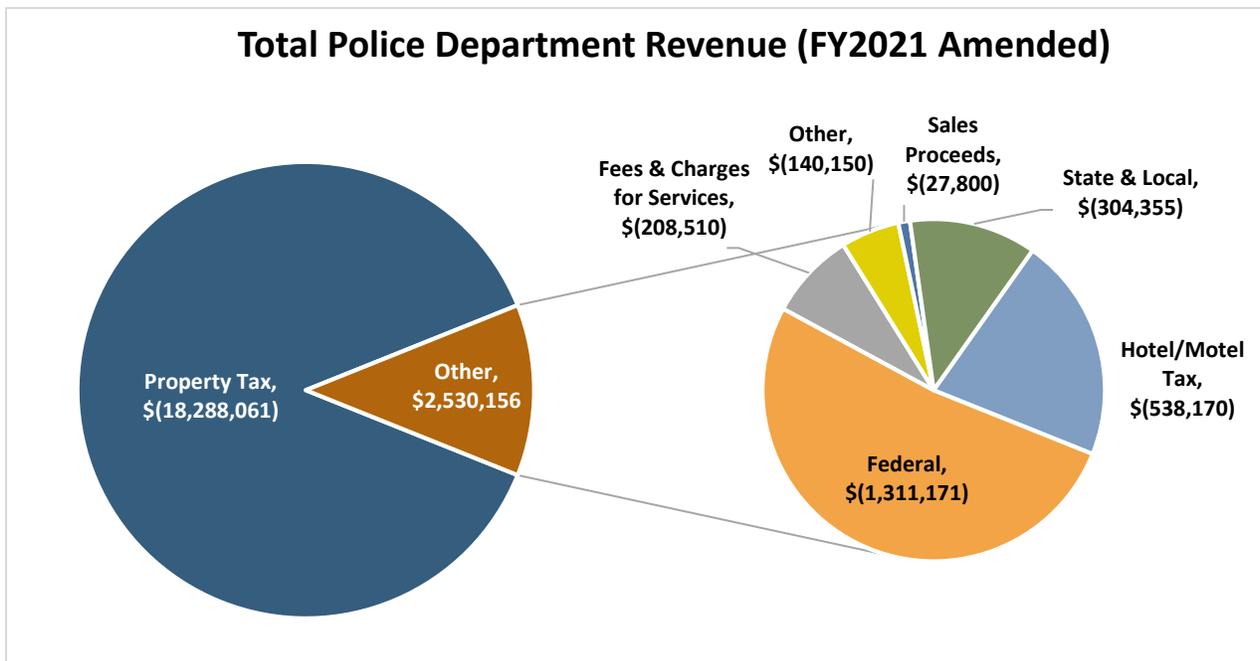
ANIMAL CONTROL OFFICERS: Non-sworn (civilian) members of the Police Department who are assigned to the Animal Services Unit of the Police Department. Patrols and enforces the City and State codes for animals, catches and impounds strays, issues written citations. Educates the public regarding animal-related issues. Works with other Animal Services personnel to maintain shelter operations, including animal care, administrative processes, and customer services duties.

ANIMAL CARE TECHS: Non-sworn (civilian) members of the Police Department assigned to the Animal Services Unit who maintain a safe and sanitary facility for center animals and the public. Provides and is responsible for the humane care of all center animals and their housing areas. Assures industry best practice standards for all animals' nutritional, housing, emotional, and medical needs.

ANIMAL CENTER ASSISTANTS: Non-sworn (civilian) members of the Police Department assigned to the Animal Services Unit who serve as a front office public relations receptionist, cashier, dispatcher, and adoption coordinator. Impounds animals and assist with animal care and cleaning of the entire facility.

1.3 Fiscal Year 2021 Budget Overview

Based on the Fiscal Year 2021 revised budget, the Police Department is 87.85% funded by property tax support. The remaining revenue sources are broken out in the chart below:



Police Department employee wages and benefits expenses account for 86.02% (\$13,555,633) of total department expenditures, with the bulk of this budget funding sworn officers (84.00 FTE). Additionally, the FY2021 amended police budget includes funding for 25.26 civilian police employees.

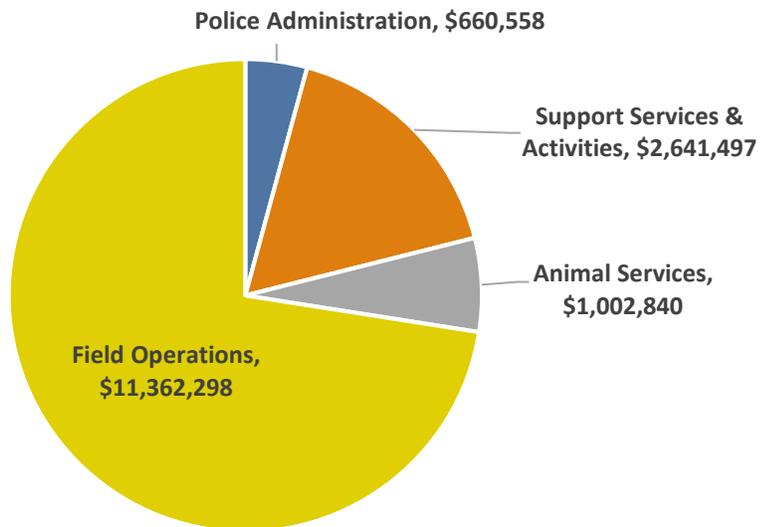
Total Police Department Expense Budget (FY2021 Amended)



A summary of personnel expenses by division and breakdown of supplies and services expenses are included in the division sections below.

Expenditure Budget by Division

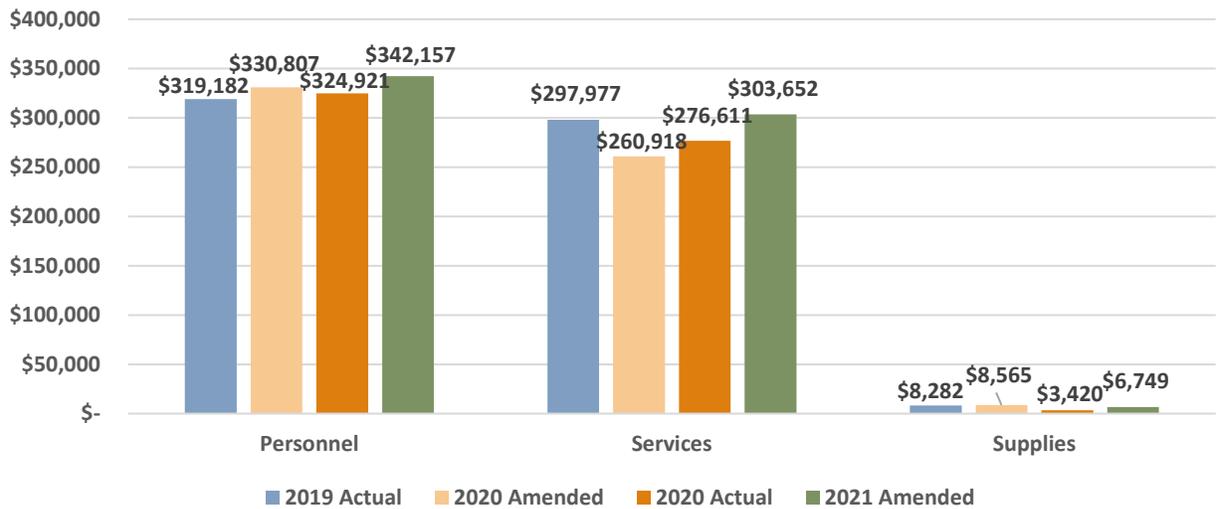
ICPD Expenditures by Division (FY2021 Amended)



In the historical expenditure summaries below, both the FY 2020 Amended Budget and FY 2020 Actual Expenditures are shown to provide context for some 2020 budget irregularities due to the Covid-19 pandemic.

The Police Administration division is supported by 2.00 Full-Time Equivalent (FTE) employees which includes the Police Chief and an Administrative Coordinator.

Police Administration Expenses: 3-Year Historical Comparison

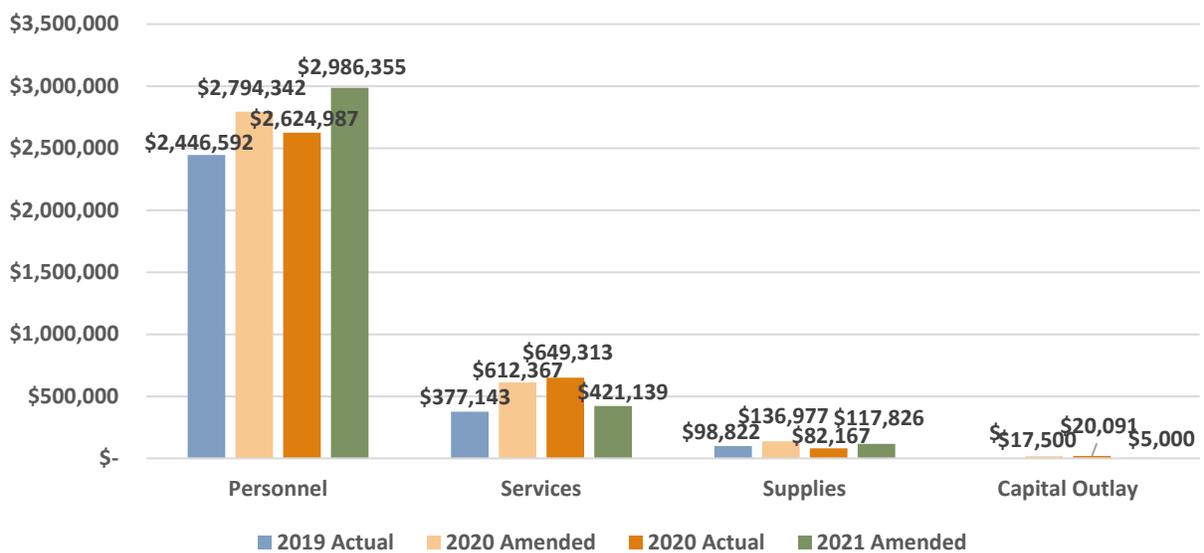


Police administration services expenditures increased in Fiscal Year 2021 primarily due to the addition of \$50,000 for a facility space needs study.

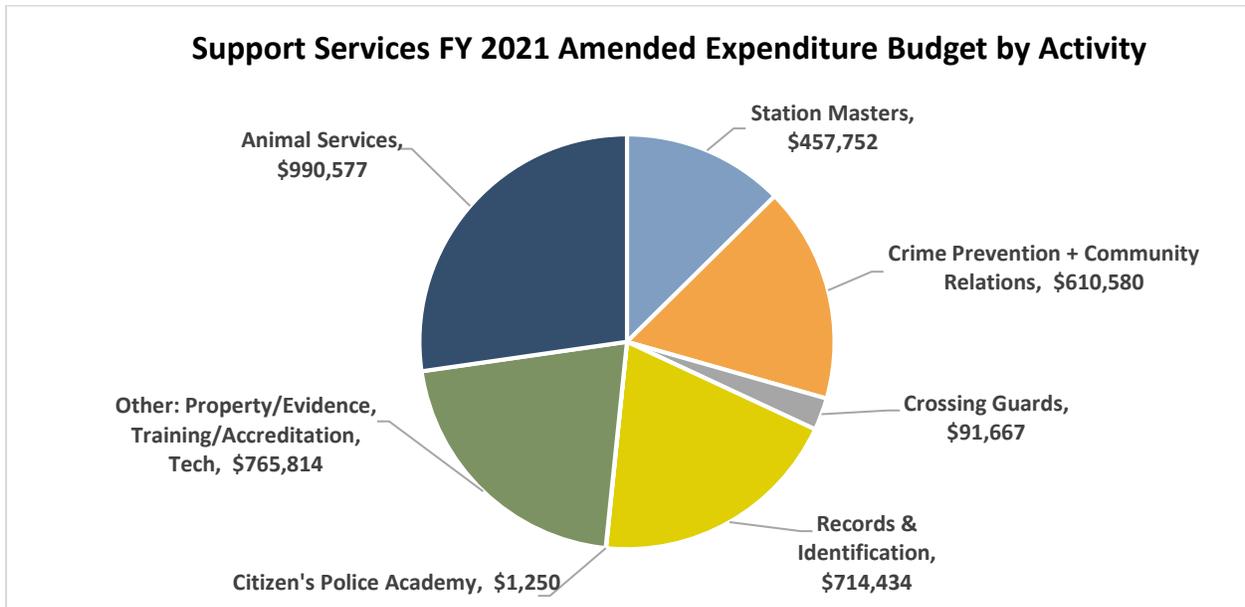
The Support Services division includes records retention and dissemination, customer service, property and evidence management, training and accreditation efforts, community outreach, and animal services.

The Police Department’s Support Services division is supported by 29.26 FTE, including Animal Services employees (6.26 FTE), Community Service Officers (8.00 FTE), a Community Outreach Assistant (1.00 FTE), a Computer Systems Analyst (1.00 FTE), Records Technicians (4.00 FTE), and sworn officers (7.00 FTE).

Police Support Services Expenses: 3-Year Historical Comparison



The services expenditure increase in FY 2020 was primarily due to \$250,000 that was allocated for deer population management.

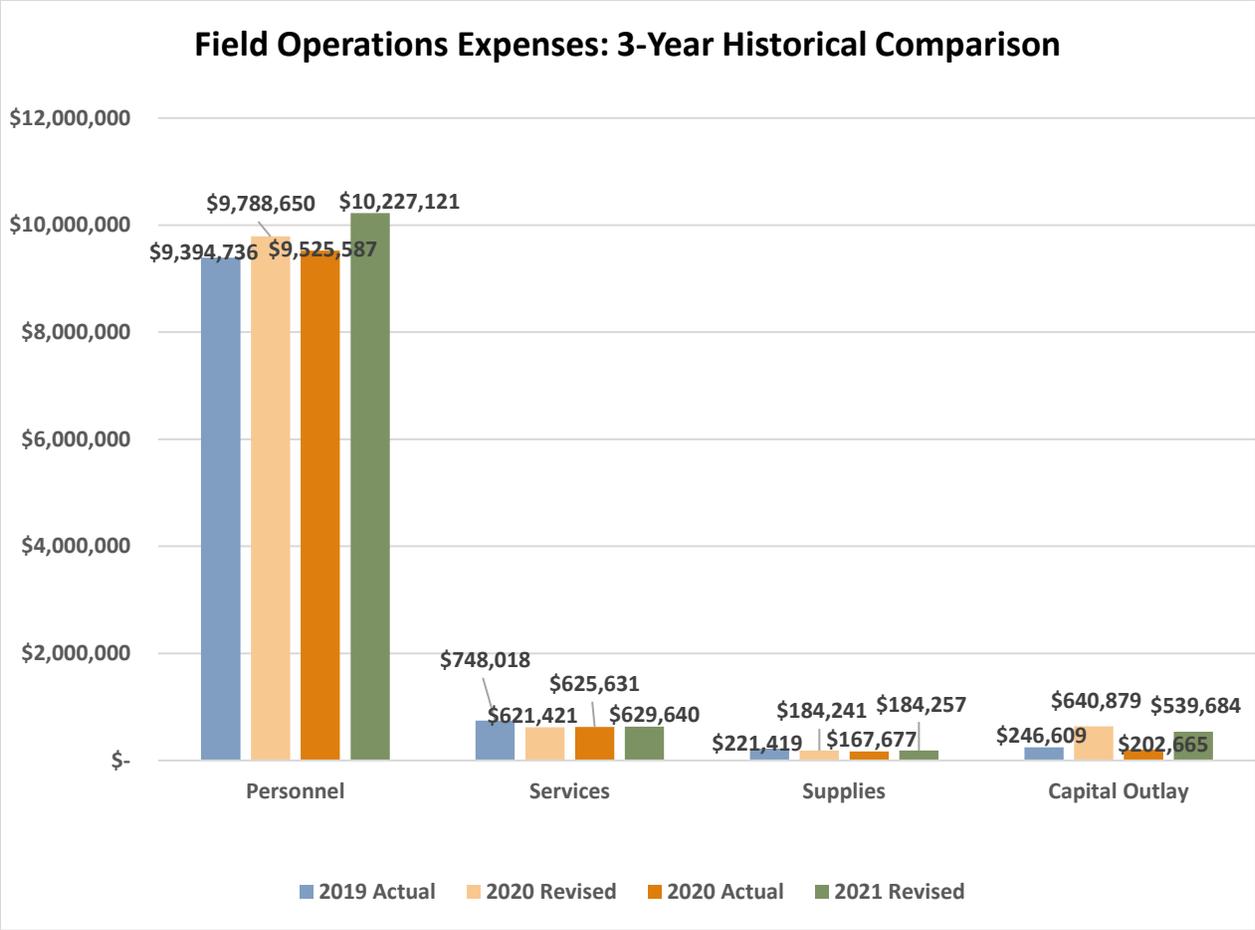


Improving community relations and advancing equity has been a major focus of this division, with recent efforts including the closing of the southeast substation, completion of two grants (\$750,000) obtained to empower victims of crime, reduce chronic homelessness, and reduce gender bias in investigations, and a conscious effort to increase foot patrol and build relationships through non-enforcement interactions within the community.

Additionally, in calendar year 2019, the ICPD has documented participation in 394 community outreach events, 149 community presentations, 3 public education efforts on rights, and 119 community partnership events.

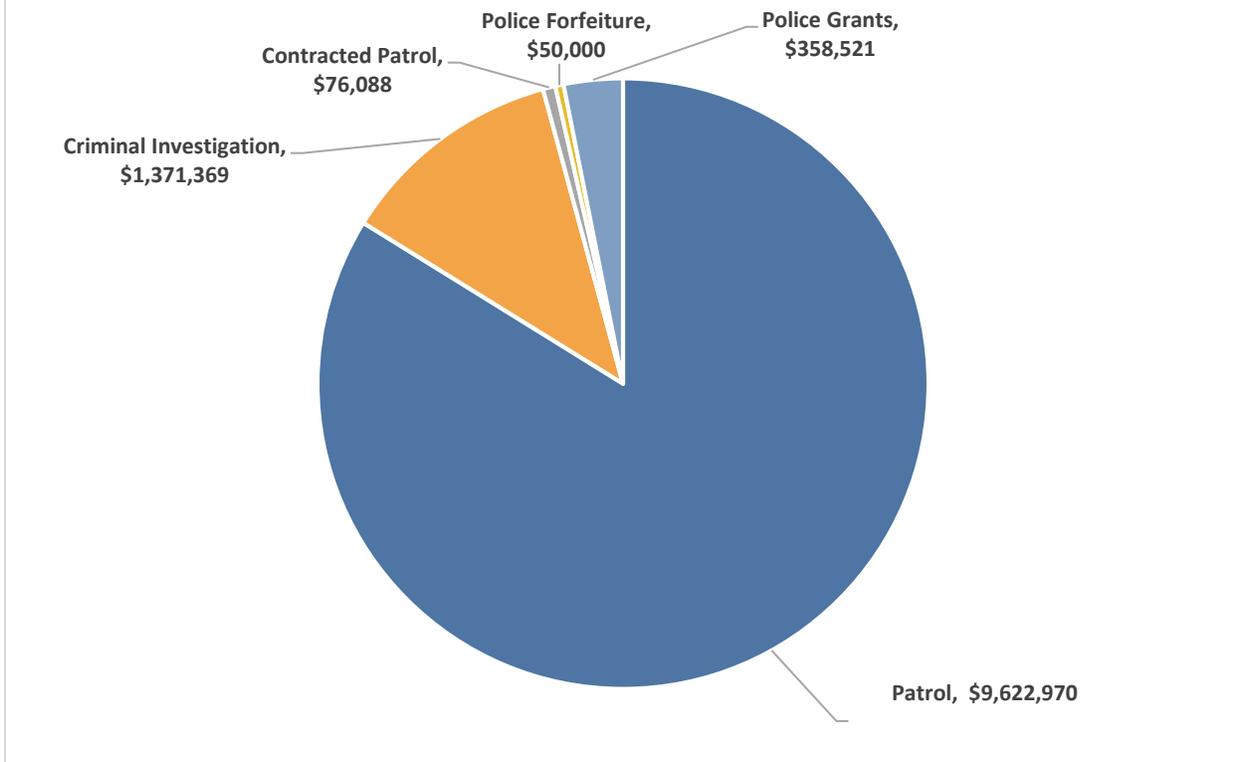
The Field Operations division includes patrol and investigations. Patrol is the largest activity in the department and, in addition to traditional patrol units, includes canine units, bicycle officers, community service officers, a crisis negotiation team, a special response team and crime scene technicians. The Investigations unit manages criminal investigations and works with the Johnson County Drug Task Force, Domestic Abuse Response Team, and a Street Crimes unit.

The Police Department's Field Operations division is supported by 78.00 FTE, which includes 1 captain, 4 lieutenants, 8 sergeants, 63 officers, 2 Community Service Officers (CSOs), and 1 civilian Victim Services Specialist.



Activity expenditures in the Field Operations division include patrol, investigations, criminal forfeitures, contracted patrol, and police grants (Johnson County Task Force, Stop Violence, and International Association of Chiefs of Police):

Field Operations FY21 Amended Expenditure Budget by Activity



Recently, Field Operations has focused on increasing training and community relations among the largest division of Police Department employees. Efforts include beginning Threat Assessment training to increase community safety and reduce arrests, completing Crisis Intervention Training (CIT) and refresher training for all officers, and increasing patrol presence at community events and in neighborhoods for non-enforcement purposes.

Additionally, the unit was successful in working with community groups to enact a City Ordinance on Hate Crimes and implementing internal processes to track and fully investigate such activities ([Ord. 17-4692](#)).

Statistical Overview

2.1 Personnel and Budget

The table below outlines the change in authorized personnel from 2010 (FY 2011) to 2020 (FY 2021) and uses annual United States Census Bureau estimates to calculate the number of sworn officers per 1,000 population. The table also shows the growth in the Police Department budget relative to the City's General Fund budget.

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Total Police Employees	104	103	103	105	105	105	105*	105	107	107	109.26*
Sworn Positions	81	80*	80	82*	82	82	82	82	84*	84*	84
Sworn Positions per 1,000 Population	1.19	1.16	1.14	1.15	1.13	1.12	1.10	1.08	1.11	1.12*	--
Total Department Budget (millions)	11.043	11.342	12.350	12.692	13.217	13.016	13.457	13.827	14.847	15.319	15.758
Department Budget as a Percentage of City General Fund	21.68%	21.39%	25.65%	24.04%	24.42%	24.02%	24.29%	23.88%	24.59%	24.49%	24.78%

2011 One sworn patrol position was eliminated from the budget

2013 Two community policing specialty positions were added (downtown liaison officer and neighborhood response officer).

2016 One Community Outreach Assistant was added and one civilian Records Division position was eliminated,

2018 One sergeant position was added in Investigations. A second community policing specialty downtown liaison / neighborhood response officer was added.

2019 An 85th position was temporarily authorized to support a grant funded position. Overall budget authority remained at 84. Due to the 85th temporary position, the federally determined officer per 1,000 inhabitants data was 1.13.

2020 One civilian Victim Services Coordinator position was added. 1.26 civilian Animal Care Assistant positions were added. No Census population estimate is available for 2020.

The United States Department of Justice collects and reports data on the number of full-time law enforcement officers. 2019 data indicates that the average number of officers per 1,000 inhabitants in the United States is 2.3 (Midwest Region is 2.2). For cities with a population between 50,000-99,999 the average is 1.6 (Midwest Region is 1.5). The table above illustrates that the Iowa City Police Department has been consistently operating below these national averages over the past decade. For Iowa City to equal the Midwest Region figure of 1.5 sworn

positions per 1,000 inhabitants (cities with a population between 50,000-99,999), the department would need 113 sworn positions, or an increase of 29 positions.

In looking at other larger Iowa cities, Iowa City tends to have significantly fewer officers per 1,000 inhabitants. The four Iowa cities with higher populations relative to Iowa City have between 1.52 – 1.66 sworn positions per 1,000 inhabitants (Des Moines, Cedar Rapids, Davenport and Sioux City).

In comparing 13 Big Ten college communities, Iowa City ranks toward the lower end with only East Lansing, Michigan, Ann Arbor, Michigan and West Lafayette, Indiana having fewer sworn officers per 1,000 inhabitants. All other Big Ten communities have a ratio that is equal to or greater than Iowa City. The overall average of all Big Ten communities, excluding Iowa City, is 1.48 sworn positions per 1,000 inhabitants. College Park, Maryland is excluded from this analysis as it relies on a regional police agency to serve its community.

With relatively little growth in overall positions, the Department's budget figures have grown at an expected rate comparable to other city operations. This is reflected in the Department's budget as a percentage of the overall General Fund. Since 2012 the Department's budget has consistently ranged from 23.88% of the General Fund to 25.65%.

With comparatively larger staff numbers due to the around-the-clock nature of their service, it is expected that budget growth will naturally occur. In the period noted above the average annual growth in the Police Department budget was a modest 3.6%. Much of this is attributable to personnel expenses such as bargained wages, health insurance premiums, and mandatory state pension contributions. Other non-personnel items such as fuel, information technology, and similar line items also generally experience incremental growth or inflation from year-to-year. Occasionally, one-time expenses can influence annual budget numbers. Examples of this may include a group of new vehicle purchases, a consultant study or deer management activities (i.e. private sharpshooting).

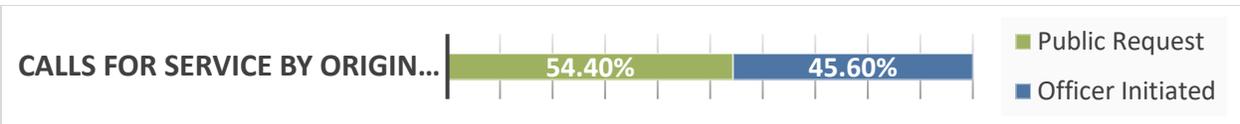
2.2 Calls for Service

Between 2015 and 2019, the ICPD handled an average of 68,513 calls for service each year. This does not include calls that were handled by dispatchers or cancelled by the caller before an officer could be dispatched, as is shown in the Annual Report.



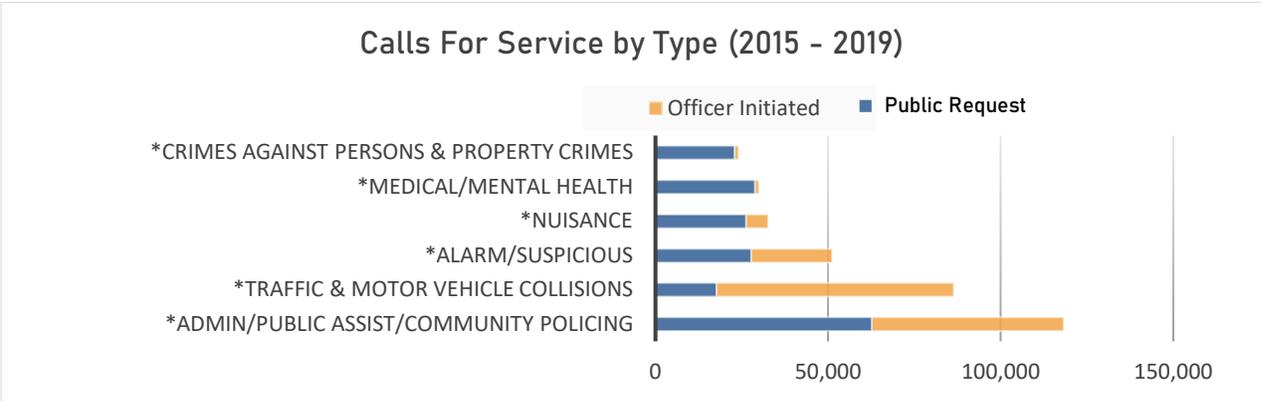
2019 saw a +7.3% increase in calls for service over the previous 4-year average, with 72,431 calls for service handled in 2019. That equates to approximately, 6,036 calls for service per month or 201 calls for service per day.

On average, just over half (54.4%) were in response to a public request, such as a call to dispatch or an individual waving down an officer in the street. Just under half (45.6%) were officer initiated, such as when an officer observes a criminal violation, traffic violation, or other public safety issue.



Out of all Calls for Service, 35% fell in the “Administration/Public Assistance/Community Policing” category. Examples include alcohol/tobacco compliance, attending community engagement events, residence and business checks, and vehicle unlocks.

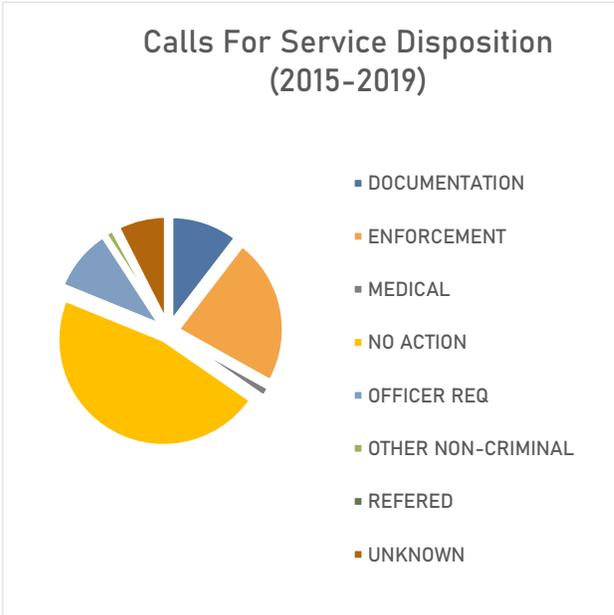
“Traffic and Motor Vehicle Collisions” accounted for 25% of all Calls for Service, and “Alarm/Suspicious” (i.e. alarm notifications, attempt to locate, 911 hang-ups, etc.) for 15%.



Note: The number of calls does not necessarily correlate to a percentage of officers’ time. For example, one traffic stop may take 2-3 minutes, while one domestic abuse call could take three hours or more.

The most common outcome of Calls for Service is No Action (47%). This means the call was completed, but no official enforcement was conducted. An example of this would be a call for service about unsafe bicycling in the pedestrian mall, but the responding officer does not locate any bicyclists, thus no action can be taken.

- 21% of all calls for service resulted in enforcement, which includes actions such as warnings, parking tickets, and vehicle tows.
- 11% of all Calls for Service resulted in documentation, such as incident reports.
- 10% of all Calls for Service fall into the Officer Required category, which includes citations and arrests.



2.3 Crime Statistics

Federal Bureau of Investigation (FBI) reporting guidelines and requirements provide definitions for Group A offenses and Group B offenses. In general, Group A crimes are considered more serious.

Group A Offenses: The table below shows number of incidents and is sorted from most to least, by the total number of incidents occurring over the 5-year period:

GROUP A CRIME INCIDENTS	2015	2016	2017	2018	2019	% Change of 2019 total over previous 4 yr. avg.
Larceny/Theft Offenses	1,519	1,221	1,436	1,130	1,081	-19%
Assault Offenses (Aggravated, Simple, Intimidation)	729	800	786	771	889	+15%
Fraud Offenses	608	598	571	528	583	+1%
Drug/Narcotic and Drug Equipment Violations	545	416	518	654	663	+24%
Destruction/Damage/Vandalism	488	628	516	386	424	-16%
Burglary/Breaking & Entering	398	299	338	299	367	+10%
Motor Vehicle Theft	83	95	87	114	81	-15%
Sex Offenses	87	88	64	100	92	+9%
Weapons Law Violation	20	24	49	35	63	+97%
Robbery	34	46	56	32	32	-24%
Embezzlement	20	17	21	13	10	-44%
Kidnapping/Abduction	5	7	9	13	23	+171%
Stolen Property Offenses	7	11	11	12	11	+7%
Extortion/Blackmail	1	6	7	7	7	+33%
Pornography/Obscene Material	3	4	7	5	10	+111%
Prostitution Offenses	1	13	2	3	7	+47%
Arson	3	1	5	2	3	+9%
Homicide Offenses	0	0	4	0	1	0%
Bribery	0	1	0	0	0	-100%

As the table depicts, there can be quite a bit of variability in some categories. The area of greatest concern from the Iowa City Police Department's standpoint is the sharp rise in weapons law violations that took place in 2019. Unfortunately, this sharp rise has continued in 2020. As of December 6, 2020, Iowa City has experienced 56 shots fired incidents resulting 301 rounds fired and 16 individuals shot. This compares to just 15 such incidents in 2019 that resulted in 56 rounds fired and 5 individuals shot. This is a very concerning trend that presents a significant public safety challenge for Iowa City and has required significant labor resources from patrol and investigations.

Group B offenses are generally less serious crimes and tracked only by arrest rather than incident:

GROUP B CRIME ARRESTS	2015	2016	2017	2018	2019	% Change of 2019 total over previous 4-year avg.
OWI, DUI, or Operating w/ Controlled Substance Present	601	691	588	602	590	-5%
Public Intoxication	801	762	539	435	465	-27%
Driving License + Registration Violations	486	489	437	418	534	+17%
Under 21 in a bar after 10pm	296	298	268	305	791	+171%
Liquor Law Violations (Unlawful drinking locations, open container, PAULAs, providing alcohol to a minor, etc.)	359	364	427	356	208	-45%
Interference (includes interference causing/intending injury)	226	261	184	228	248	+10%
No Contact, Abuse, Stalking Protective Order Violations	132	120	153	137	152	+12%
Disorderly Conduct	156	171	121	121	119	-16%
Criminal Trespass and Trespass Injury/Damage	166	124	132	105	108	-18%
Use of Another's ID or Providing False Identification Info	110	75	54	71	93	+20%
Possess. Suspended, fake, or altered ID	66	82	71	62	91	+30%
Disorderly House	105	90	47	62	46	-39%
Harassment (2nd Degree, 3rd Degree, of Public Official)	44	27	38	45	49	+27%
Urinate in Public	72	49	21	21	38	-7%
Neglect / Endangerment of a minor	22	26	20	35	45	+75%

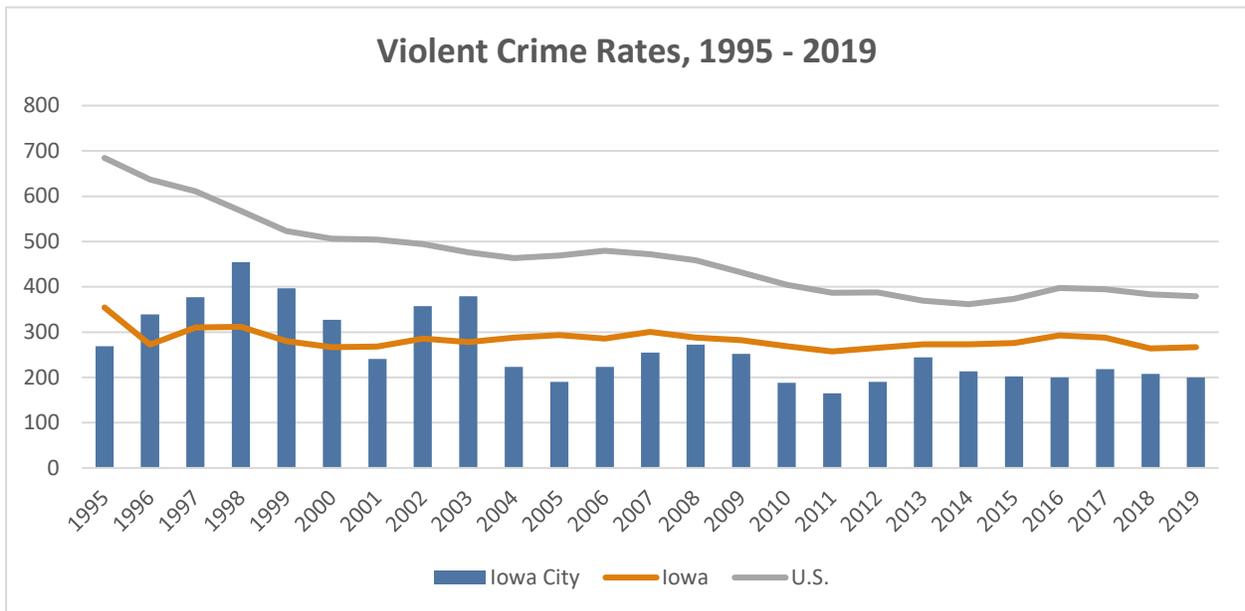
Group B offenses, which average less than 20 arrests per year are not shown (for example: smoking in prohibited areas, juvenile curfew violations, littering/illegal dumping, animal neglect, etc.).

Much of the Group B volume reflects alcohol-related violations. For many years the community has called for proactive policing on alcohol issues, particularly in the downtown area. Proactively policing alcohol issues can prevent more serious incidents such as fatal traffic accidents, sexual assaults, domestic assaults and property damage. OWI numbers have stayed fairly constant in recent years while public intoxication and liquor law violations have decreased. 2019 saw a big spike in underage bar violations. It is expected that 2020 alcohol-related numbers will show considerable drops due to reduced proactive policing measures as a result of COVID-19.

The FBI collects and reports on crime data through the Uniform Crime Reporting (UCR) program. In 2019, 246 of the 257 law enforcement agencies in Iowa participated in this program, including

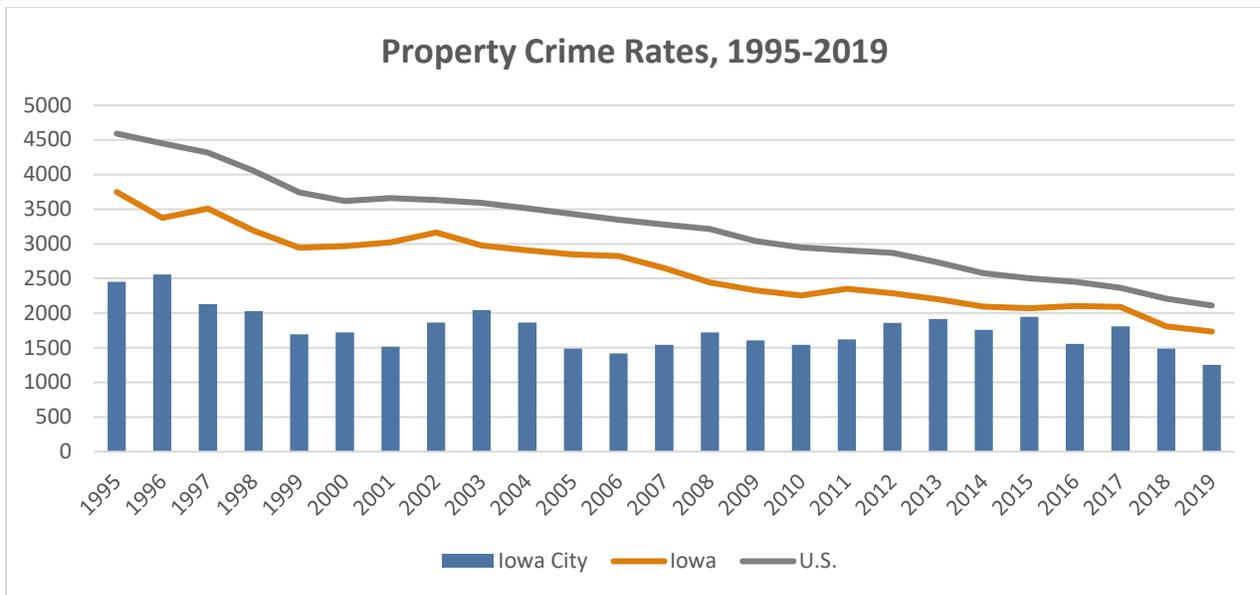
the Iowa City Police Department. It is important to note that data included in the FBI UCR statistics represent reported crime and is not an exhaustive report of all crime that occurs.

The UCR **violent crime** statistics include offenses of murder and nonnegligent manslaughter, rape, robbery, and aggravated assault. Violent crimes involve force or threat of force. Based on the 25-year period between 1995 and 2019, Iowa City began maintaining a violent crime rate consistently lower than the statewide rate in 2004 and beyond. In this time period, violent crime rates in Iowa City peaked at 454 in 1998, compared to a statewide rate of 312 and a national rate of 568 that same year. In 2019, Iowa City had a violent crime rate of 200, compared to a statewide violent crime rate of 267 and a national violent crime rate of 379.



The UCR **property crime** statistics include offenses of burglary, larceny-theft, and motor vehicle theft. Based on the 25-year period between 1995 and 2019, Iowa City has consistently held a property crime rate lower than both the statewide and national rates. In 2019, Iowa City had a property crime rate of 1,252, compared to a statewide property crime rate of 1,734 and a national property crime rate of 2,110. Based on the 2019 data, property crimes in Iowa City have decreased by 48.9% since 1995, while the statewide rate decreased by 53.8% and the national rate decreased by 54.0% during that same time period.

However, both the statewide and national property crime rates have decreased in a more linear downward trend than the property crime rate in Iowa City.



The crime statistics in this section illustrate that Iowa City is a very safe community relative to state and national figures. This is despite status quo staffing levels in a growing community which are well below national and peer community staffing level averages. However, there is concerning criminal activity that occurs on a daily basis with great consequences to the victims of that crime and residents in neighborhoods that experience trauma from nearby criminal activity. Growth in weapon-related incidents should be a significant concern for the City Council and the larger Iowa City community. The Council also needs to consider how future decisions on alcohol-related enforcement activities may impact resident safety and the overall health of our city, university and local economy.

2.4 Use of Force

The Department’s Use of Force General Order is available for review online on the Police Department’s website. The General Order was updated in the fall of 2019 and again during the summer of 2020. As with all General Orders, the updates are shared with the Community Police Review Board (CPRB) for review and comment. Additionally, the Department submits monthly reports to the CPRB on Use of Force incidents. Beginning in November of 2020 those reports were retooled to share additional information with the board and the general public.

The Department and its officers aim to use the minimal amount of force necessary to bring an incident under control while protecting the lives of all persons involved. The following table shows use of force statistics from 2015-2019. As the data indicates, force is used in less than one percent of all calls for service.

	Use of Force Incidents	Total Calls for Service	Use of Force as a Percentage of Total Calls for Service
2015	286	67,350	.42%
2016	365	68,697	.53%
2017	264	67,584	.39%
2018	279	66,505	.42%
2019	317	72,431	.44%

Note: As of the end of October 2020, the Department's use of force as a percentage of calls for service is approximately .32%.

It should be noted that many examples of use of force do not involve a physical altercation with an individual. For example, the display (not deployment) of a taser or firearm is counted as a use of force incident. Similarly, an officer that uses a firearm to euthanize a wounded animal also records that action as a use of force.

The Department continues to invest in Crisis Intervention Training (CIT) and other de-escalation trainings to keep use of force numbers as low as possible. Supervisory review of every use of force incident is mandated by policy. This includes review by the employee's immediate supervisor, as well as the Captain, Chief of Police and an internal use of force review committee. The Department places a strong emphasis on evaluating and learning from each use of force incident.

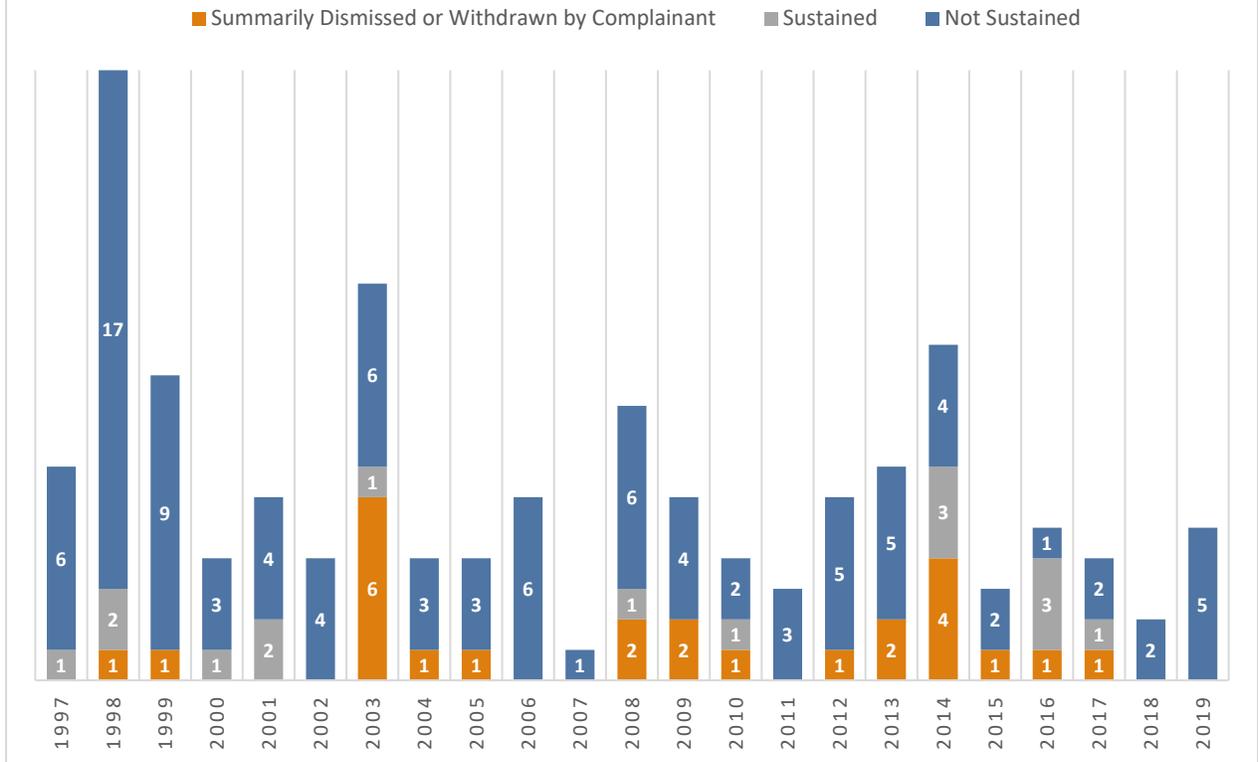
2.5 Community Police Review Board Complaints

In October 2020, staff released a comprehensive report on the 23-year history of the City's Community Police Review Board (CPRB). The full report is available on the City's website and is included in this plan as Appendix III. The following complaint history is reprinted from the October 2020 CPRB report.

Since 1997, there have been **119 total complaints** filed with the Community Police Review Board (not including 25 filed complaints which were withdrawn by the complainant or summarily dismissed).

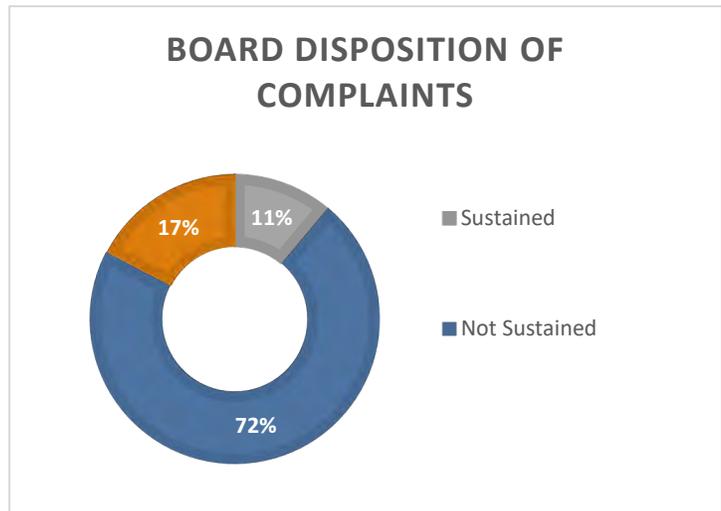
The chart below shows the total number of complaints, but please note there may be *several allegations* included in a single complaint and the Board issues a *decision for each allegation*. For purposes of graphical representation in the chart below, complaints categorized as "sustained" involve those in which at least one allegation was sustained (even if several others were not), and complaints categorized as "not sustained" involve only cases in which zero allegations were sustained.

TOTAL COMPLAINTS BY YEAR AND BOARD DISPOSITION



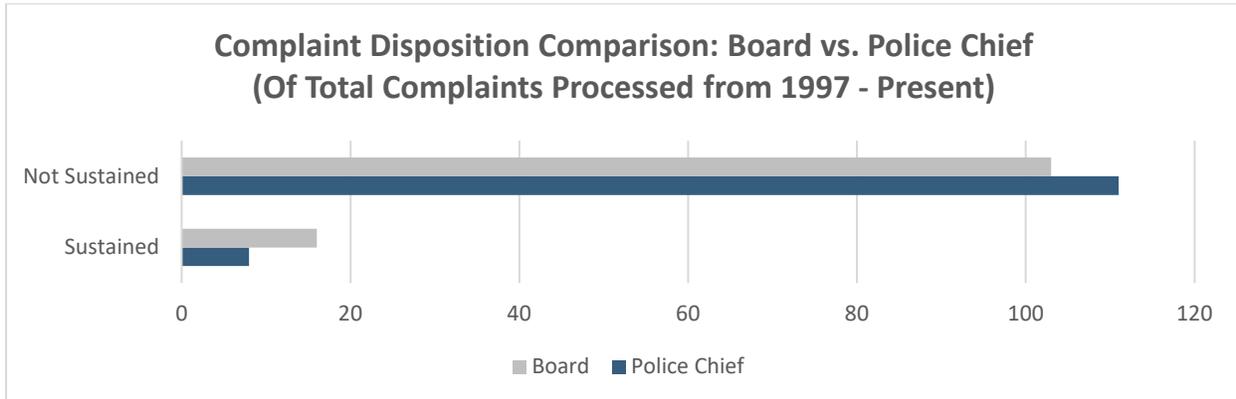
Since 1997:

- **72%** of all complaints had **no allegations sustained** by the Board (“Not Sustained” at right)
- **17%** of all complaints were **Summarily Dismissed* or Withdrawn** by the Complainant
- **11%** of all complaints had at least **one or more allegations sustained** by the Board (“Sustained” at right)



**Reasons for summary dismissal may include: if complaints are not filed within the 90-day window, do not involve a sworn Iowa City police officer, or complainant does not have “personal knowledge” of alleged misconduct.*

In total, of 119 complaints filed **over the past 23 years**, the Board has found that **16 complaints in which at least one allegation was “sustained.”** In half of these 16 cases, the Board’s disposition differed from that of the Police Chief. Overall, in both cases involving allegation(s) that were “sustained” and cases involving allegations which were “not sustained,” **the Police Chief and Board reach the same disposition 92.79% of the time.** This means that over 9 times out of 10, if the Police Chief finds a complaint involves an allegation that is “sustained,” the Board agrees with that finding, and likewise for complaints in which all allegations are “not sustained.”

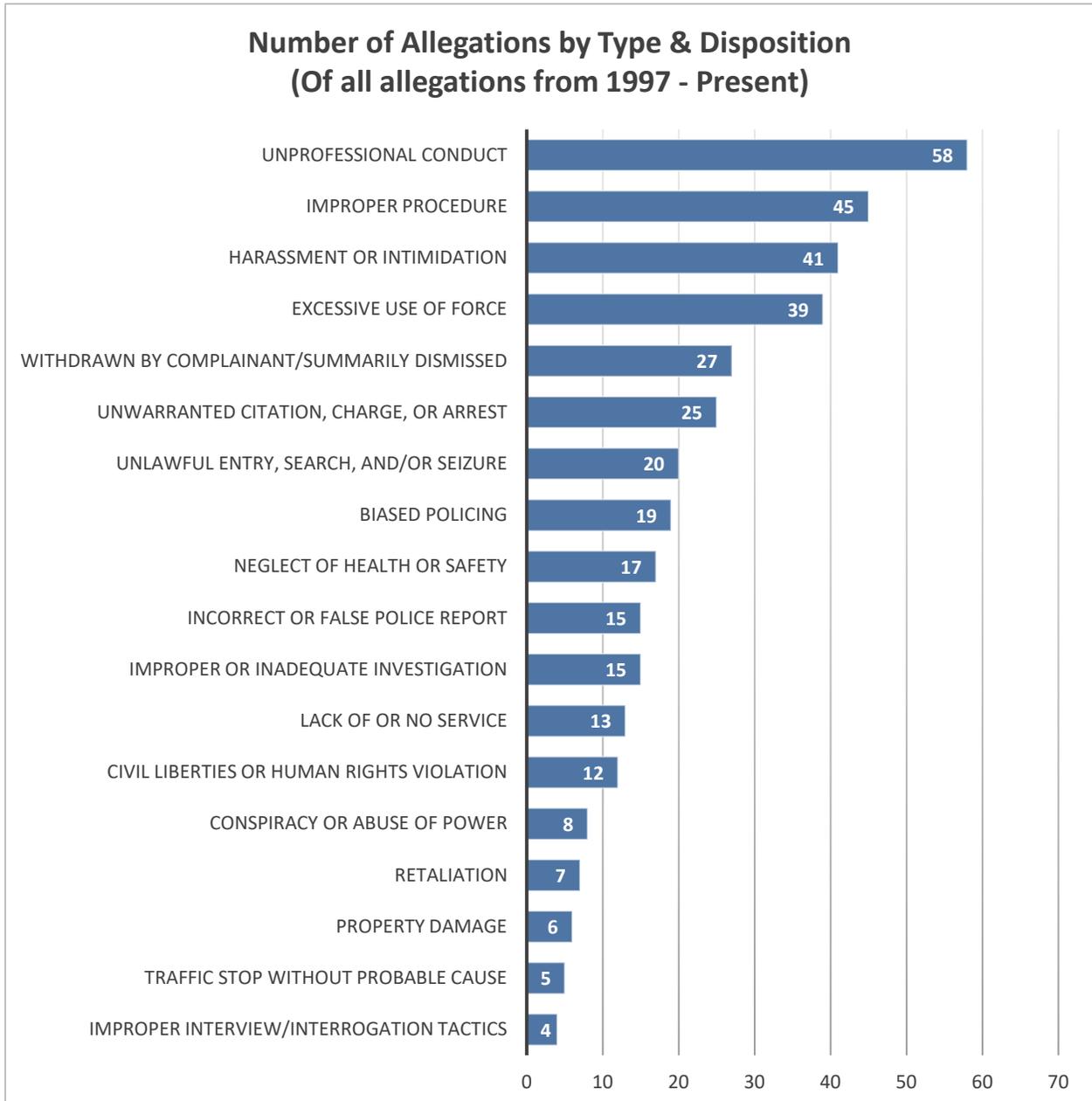


Of all complaints processed, the Board agreed with all of the Police Chief’s investigation findings **111 out of 119 times.** For the other eight cases, the Board disagreed on at least one allegation’s disposition and reversed the Chief’s decision.

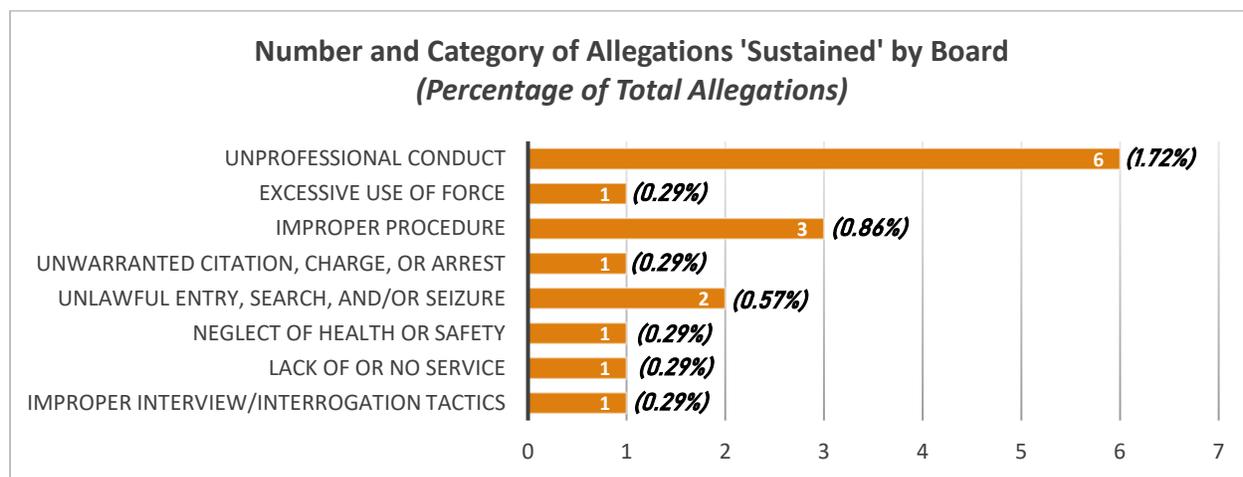
Complaints Disaggregated by Allegation Type

Many complaints filed with the Community Police Review Board include several different allegations. For this reason, the graphical representations below will show a higher number of *allegations* than *complaints*.

For statistical purposes, these allegations have also been categorized by type to produce the visualizations below. Please see Appendix E to this report for definitions of these categories.



The Board “sustained” 4.5% of all allegations made in complaints filed between 1997 and September 2020. The following graph shows the categories of the 16 allegations “sustained” by the Board:



Comparatively, the Police Chief Report found 2.29% of allegations sustained. The chart below highlights the categories of allegations in which the Chief and Board reached differing dispositions. These include: (1) improper interview/interrogation tactics, (1) lack of or no service, (2) unlawful entry, search, and/or seizure, (1) excessive use of force, and (2) unprofessional conduct.

Category	Chief Sustained	Chief Not Sustained	Board Sustained	Board Not Sustained
Improper Interview/Interrogation Tactics	-	4	1	3
Traffic Stop without Probable Cause		5		5
Property Damage		6		6
Retaliation		7		7
Conspiracy or Abuse of Power		8		8
Civil Liberties or Human Rights Violation		13		13
Lack of or no service	-	13	1	12
Improper/Inadequate Investigation Tactics		15		15
Incorrect or False Police Report		15		15
Neglect of Health or Safety	1	16	1	16
Biased Policing		19		19
Unlawful Entry, Search, and/or Seizure	-	19	2	17
Unwarranted citation, charge, or arrest		25	1	24
Improper Procedure	3	42	3	42
Excessive Use of Force	-	39	1	38
Harassment or Intimidation		41		41
Unprofessional Conduct	4	54	6	52
Total	8	341	16	333

Overall, the Police Chief’s investigation found 97.71% of allegations “not sustained,” and the Board found 95.42% of all allegations made in complaints filed since 1997 “not sustained.”

Recent Community Policing Initiatives

3.1 Community Outreach and Crime Prevention

In recent years, the Iowa City Police Department has worked earnestly to expand community outreach and crime prevention activities in the community. This effort has been spearheaded by Department leadership and supported through investments in community policing endorsed by the City Manager's Office and past City Councils. Leading these investments has been the creation of new sworn and civilian community policing positions in the Department. These positions were strategically added in order to provide personnel the ability to focus on community policing strategies, rather than concentrating solely on calls for service activity.

Downtown Liaison Officer

In 2013, the Police Department created a sworn position to focus on building positive relationships and resolving public safety issues without a strong enforcement focus. The Downtown Liaison Officer position was originally funded, in part, by a federal community policing grant and the Iowa City Downtown Business District (ICDD). While the federal grant ended after the first three years, the ICDD has continued to support this position with a salary contribution each year.

The Officer assigned to work in this position spends a large portion of their time performing foot and bike patrol in the downtown business district. They act as a liaison between the City and downtown businesses and patrons. Through relationship building, they proactively work to connect homeless individuals with social service and government resources, thus preventing what had often resulted in calls for service to the Police Department. The officers work to identify root causes of issues and aim to resolve those underlying matters instead of relying on traditional enforcement of criminal codes to address nuisance behavior. Examples of such work include helping to establish a winter homeless shelter and working with state and federal authorities to eliminate the sale of synthetic drugs that were causing significant behavioral issues.

A critical element with this position is that the Officer is not routinely dispatched to calls for service, which allows them to focus on community policing strategies, communication, and relationship building. This long-term view has produced great dividends for the City of Iowa City. The business community and our local social service agencies have widely praised the efforts of the Officers that have filled this role. Due to the positive community impact of this position, an evening Downtown Liaison Officer was added to supplement the efforts of the daytime Officer providing attention to the nighttime scene in Downtown Iowa City.

Due primarily to staffing shortages, the City has struggled to keep these roles filled in 2020. As multiple police officer vacancies occur at any given time, specialty positions such as these often get pulled back into routine calls for service response. If the City wants to continue to invest in this type of effort, overall staffing will need to remain stable so staff time can consistently focus on non-dispatched activity. This allows for more community relationship building and mindful public safety approaches in the Downtown area.

Neighborhood Response Officer

In 2013, the City Council authorized a second new community policing specialty position with the help of a federal grant. This position is referred to as a Neighborhood Response Officer and works closely with the City's Neighborhood and Development Services Department, property owners, landlords, tenants, and neighborhood associations to address issues affecting neighborhood stabilization. The Neighborhood Response Officer was originally stationed out of the former Police Department Substation in Pepperwood Plaza.

One of the primary initial tasks of the Neighborhood Response Officer was to follow up on habitual sources of neighborhood complaints related to loud music, littering, and other nuisances often associated with large parties. By intervening in these matters outside of the actual occurrences, the officer aimed to reduce future violations and strengthen neighborhood relationships so such matters could be resolved without the need for traditional police intervention and enforcement.

Neighborhood Response Officers typically work flexible hours, depending on the problems they are asked to help resolve. Issues can range from parties, neighbor disputes, vandalism, upticks in localized crime, and other similar issues. They are a primary resource for neighborhood associations and businesses. The Neighborhood Response Officer has also worked to establish relationships with University of Iowa students and has conducted trainings for the Greek community and incoming students. These Officers will often participate in special events such as National Night Out, neighborhood association gatherings, Special Olympics, and more. A second Neighborhood Response Officer was added in 2018. That position splits time with neighborhood assignments and serves as the aforementioned evening Downtown Liaison Officer.

Community Outreach Assistant

In 2015, an hourly civilian Community Outreach Assistant position was established. The position was assigned to the Crime Prevention Office to assist in the planning, coordination, set up, and execution of community outreach events. The focus of the Community Outreach Assistant was to establish new relationships and communication channels within the community. The position was additionally assigned to assist the Community Service Officers on patrol with various tasks, like traffic control. In 2016, the Community Outreach Assistant became a full-time permanent position.

In 2019, the civilian position was retooled to improve outreach efforts to better meet the Department's mission. The Community Outreach Assistant (COA) was no longer assigned to assist the Community Services Officers with their routine duties and was fully focused on community outreach. The COA maintains a positive, active, and visible presence throughout the community. The position attends various community events and also represents the Police Department on community-wide committees like the Johnson County Disproportionate Minority Contact committee and the Prevent Child Abuse-Johnson County group.

The COA develops, implements, and administers community outreach programs, materials, and activities that support the mission of the Police Department. The position develops strategies to support relationships and community efforts with people who represent all segments of the community. It is the priority of the COA to engage with under-represented groups, like refugee and immigrant communities, to create relationships, promote accessibility to police services, and educate on police procedures. Additionally, the position responds to questions and suggestions from the public and City staff and assists with management of the Department's social media platforms.

Community Relations Officer

The four positions outlined above helped to significantly expand the Department's community policing efforts over the past decade. They joined the previously established Community Relations Officer as being the Department's dedicated staff charged with building proactive relationships through prevention and outreach efforts.

As early as 1989 the Iowa City Police Department had an officer assigned to Crime Prevention. In the 1990's this position included participation in the popular DARE program which aimed to develop relationships with area youth. From 2005 to 2009 the Department did not have anyone assigned to the position. In 2009, the Crime Prevention Office was reformed when DARE was no longer a viable program.

The new Crime Prevention Officer was established in August 2009. The Officer was tasked with planning and coordinating community outreach programs such as the Citizens Police Academy, Neighborhood Watch, Crime Free Business, and Safety Village. The Crime Prevention Officer took on several tasks to monitor and proactively address community-related issues such as graffiti and youth violence.

The Crime Prevention Officer was involved in programming for at-risk youth in the schools and neighborhoods. The Officer also reported police incidents involving students to the schools they attend in effort to address needs for counseling and monitoring. In 2017, to better reflect a more concentrated focus on community outreach and building positive relationships in the community, the position was retitled Community Relations Officer. The Community Relations Officer continues to work with the Community Outreach Assistant to develop relationships in the community through outreach events, presentations, and programming. The Officer continues to focus on engaging youth and minority communities, along with public education on crime prevention.

Community Outreach Examples

The six following examples are by no means an exhaustive list of outreach activities that the Department is involved in within a given year. However, these examples illustrate some of the larger efforts which take place on a regular basis. Throughout the year, Officers will collectively participate in hundreds of outreach activities. These events are critical and help build trust and legitimacy between community and the Police Department

- **Citizens Police Academy:** The Iowa City Police Department, in cooperation with the Coralville Police Department, Johnson County Sheriff's Department, University of Iowa Department of Public Safety, and North Liberty Police Department, offers an annual Citizens Police Academy for members of the community. The goal of the Academy is to educate participants on the many aspects of law enforcement while promoting a stronger relationship between police officers and residents.

The Citizens Police Academy is a 10-week program in which participants meet one night per week, typically January through April. Past academies have covered topics such as: Police Officer recruitment and training; search and seizure; ethical issues in law enforcement; use of force; firearms; defensive tactics; drug investigations; and bomb and SWAT team overviews. Participants also tour the Johnson County Jail and conduct a ride along with Officers on patrol.

The Academy is effective in enhancing communication between Officers and the public. At the conclusion of the program, participants have a better understanding of the demands

placed upon their Police Officers, while at the same time allowing Officers the opportunity to gain valuable insight and feedback from the people they serve.

- Safety Village: Safety Village is a two-week summer camp for children ages five to seven to learn about safety in a hands-on way. Safety Village is a child-size "village" complete with buildings, streets, traffic lights, and pedal-driven cars. It is located on the grounds of Grant Wood Elementary School and provides a setting where children can prepare for and practice real-life situations. Through classes, crafts, and interaction with real emergency vehicles and officials, campers receive a well-rounded introduction into a variety of safety topics. Safety Village is staffed by a certified director, paid staff, and community volunteers, with participants organized into small groups to ensure adequate individual attention. Police Officers and Firefighters from the Coralville and Iowa City Police and Fire Departments participate each day during the two-week camp. This early Officer interaction helps build positive connections with children and their families.
- National Night Out: This event is part of a nationwide effort to heighten crime prevention awareness, build partnerships between neighborhoods and law enforcement, and send a strong community message that neighborhoods are organized and engaged on neighborhood improvement matters. Several neighborhoods host child-friendly block parties with food, games, and music. Special appearances are made by Herky the Hawk and McGruff the Crime Dog. Iowa City Police Officers attend all hosted parties to meet neighbors, play games, hand out special gifts to children, and host a back-to-school backpack raffle. National Night Out is traditionally held the first Tuesday in August.
- Coffee with a Cop: Coffee with a Cop is a national initiative that aims to build trust between community members and Police Officers. Police and community members come together in an informal, neutral space to discuss local issues and build connections. Coffee with a Cop provides the opportunity to break down communication barriers. One of the keys to the program's success is that it removes barriers that routinely exist, allowing for relaxed, one-on-one interactions which are the necessary foundation of partnerships. This program has been hosted in a variety of locations throughout the Iowa City community, such as Downtown coffee houses, McDonald's, Starbucks, Retirement Homes/Assisted Living Communities, and more. Iowa City's events are often attended by numerous Officers and Department leaders. The Department has been successful in encouraging segments of the population, such as our local special needs community, to attend targeted offerings of this program.
- Kid's Day: In 2017, the Police Department's Community Relations Officer developed an event for children and families to learn about local public safety and meet the people behind these uniforms. This annual event takes place during the summer at a city park. Several other agencies are recruited to participate in the event, including Johnson County Ambulance Services, the Iowa City Fire Department, the Coralville Police Department, the University of Iowa Department of Public Safety, the Metro Bomb Squad, and the Iowa City Metro Area Special Response Team. Families have the opportunity to talk with First Responders, try on gear, and experience the inside of emergency vehicles. The Police Department provides food through partnerships with area businesses and other giveaways, such as pool passes, are also available.

- Holiday with Heroes: The annual holiday shopping trip is hosted by Target and made possible in part by donations from Officers through the Iowa City Police Association and donations made by the Iowa City Masonic Lodge #4. The Police Association selects children who have experienced traumatic life experiences with the assistance of the Iowa Department of Human Services, the Iowa City Community School District, and the Officers' personal interactions with families in the Iowa City area. Children are paired with Officers to shop for necessity items, as well as gifts for family members and themselves. Many Officers and employees volunteer their time to assist with this event. This program was formally known as Shop with A Cop. These shopping events have been hosted by the Iowa City Police Department for over 25 years.

Crime Prevention Training Examples

In addition to outreach activities, the Police Department delivers crime prevention messaging throughout the year in a variety of ways. The crime prevention training programs that the Department offers provide some of the best opportunities for officers to build relationships in the community. Police Officers often have opportunities to receive specialized training and professional development coursework and are encouraged to share that knowledge with the community they serve. Examples of trainings we provide include:

- Active Shooter Response Training (ALICE)
- Alcohol safety
- Bartenders and server awareness (TIPS)
- Fraud prevention
- ICPD 101
- De-escalation
- Self Defense
- Hate Crimes
- Personal Safety
- K9 Presentations
- Child Abuse & Domestic Violence Law
- Social Media Safety
- Bike Rodeos/Bike Safety
- Distracted Driving
- Crisis Intervention
- Internet Crimes Against Children

Although the Department lacks a dedicated communications position, community policing oriented staff attempt to message timely crime prevention messaging through social media, traditional email listservs, and established community contacts. Examples of this include messaging on avoiding financial scams or home security over holiday and school breaks.

Finally, the Iowa City Police Department has invested in Crime Prevention Through Environmental Design training (CPTED). CPTED is a multi-disciplinary approach to crime prevention that uses urban and architectural design and the management of built and natural environments. CPTED strategies aim to reduce victimization, deter offender decisions that precede criminal acts, and build a sense of community among inhabitants so they can reduce crime and minimize fear of crime. The Department has four employees certified in CPTED (2 sworn/2 civilian). Those staff are available to consult with other City staff when designing capital projects or reviewing private development projects. The staff can also work with neighborhoods and businesses to help proactively prevent crime through design.

3.2 Diversion

The Iowa City Police Department recognizes the importance of diverting individuals from the criminal justice system. The Department maintains close contact and continual communication channels with the Johnson County Attorney's Office and the Johnson County Jail Alternatives Administrator. Below are some illustrative examples of such diversion efforts.

Juvenile Detective Position

The Investigations Division of the Iowa City Police Department has one detective solely dedicated to crimes involving juveniles. This Detective facilitates criminal investigations for crimes perpetrated by juvenile offenders as well as for crimes committed against juvenile victims. The Detective maintains a close working relationship with the Juvenile Court, the Iowa City Community Schools District, and juvenile support services in the community, particularly United Action for Youth. This Detective tracks juvenile crime and actively seeks ways to divert juveniles from the criminal justice system.

Georgetown Project

In the fall of 2013, the Iowa City Police Department sent an officer to Georgetown University for an intensive training, along with representatives from our local judicial branch, schools, juvenile court and community-based organizations. The Georgetown Team, as they are now known, were tasked with reviewing current practices to see if there are researched-based solutions that can be incorporated into our local system to keep low-level offenders out of the formal Juvenile Court system.

The Georgetown Team developed a pre-referral diversion concept for all juveniles cited for Disorderly Conduct, which was implemented in 2014 before the start of the school year. The Juvenile Court Office assess each diversion referral from local law enforcement to determine if the juvenile qualifies for the diversion program. To qualify for the diversion program, the juvenile must not have had any prior adjudication and must not currently be on probation. Previous referrals on other criminal offenses including disorderly conduct will be taken into consideration to determine if the juvenile meets the criteria for diversion. If the juvenile does not meet the criteria for diversion or does not successfully complete the diversion program, the Juvenile Court Office will follow through with a court referral.

The diversion program requires the juvenile to complete a series of assignments which include an impact letter, thinking errors curriculum, and community service. These requirements will be done one-on-one with a Juvenile Court tracker from the Linn County Detention Center. The benefit to the juvenile if they complete the diversion program is that they are never entered into the Juvenile Court's ISIS System. The juvenile could then confidently represent that they were never formally referred to Juvenile Court.

Another advantage of the pre-referral diversion program is the concept that the schools are no longer calling the police for first-offense Disorderly Conduct. The agreed upon model for these situations is that the school is expected to handle disruptive behavior with school sanctions and only call the police if their remedies fail, if there is continued disorderly behavior by a certain student, or if the incident is so disruptive, they need police assistance for de-escalation.

In 2016, the diversion program was expanded to include the offense of theft 5th degree.

Theft Diversion Program with United Action for Youth

The Georgetown Team continues to explore diversion options beyond Disorderly Conduct incidents. Recently, the team developed a theft diversion program in cooperation with United Action for Youth (UAY) that focuses on a younger demographic. In this program, youth ages 12 and under are referred to UAY's Youth and Family Advocacy Program. The juvenile works with an assigned advocate who provides social-emotional support and helps assess needs and available resources. The advocate assists in both getting needed services in place and follow-up with the juvenile to provide continued support. Youth over the age of 13 are referred to Juvenile Court Services and are given the option for themselves and their caregiver to attend UAY's Shoplifter Diversion Program in exchange for having their charges removed. The diversion class offers education and support to help both youth and their parents.

Juvenile Court Services tracks recidivism rates for the theft diversion program and in 2020, the recidivism rate for youth in the program was 2.4%. This low rate, along with the number of cases diverted, demonstrates the success of this program.

LADDERS

Juvenile Court uses a program called LADDERS (Learning Alternative Daily Decisions to Ensure Reasonable Safety). The premise of LADDERS is to prevent formal charges from being filed against youth for disorderly conduct charges. Instead, if the youth has not had prior formal court involvement, the youth will be asked to participate in a diversion program that will provide them an opportunity to rethink how he/she can handle conflict in the future. Examples of diversion requirements include an apology letter, a thinking errors class, risk assessment, and community service. Once the requirements are completed, no formal charges will be filed. The expectation is that after completing the LADDERS program, there will be no future involvement with the juvenile justice system. This program is currently implemented in Johnson County and referrals come from the Iowa City Police Department, other law enforcement agencies, and the Juvenile Court system.

The LADDERS program seeks to reduce:

- The number of disorderly conduct charges that are filed against youth in Johnson County.
- The number of referrals made to the juvenile court system on simple misdemeanor charges.
- The disproportionate number of minority youth involved in juvenile court.

University of Iowa's Students Helping Out (SHOUT) Program

The SHOUT program is managed by the University of Iowa Department of Public Safety and provides trained civilian student ambassadors to patrol student-sponsored events, student gatherings, and Downtown Iowa City during high-traffic weekend hours with a focus on bystander intervention and overall safety. The Iowa City Police Department fully supports this program and continues to coordinate with the University of Iowa on this important diversion and public safety program. The Police Department can request SHOUT's assistance during the nighttime bar scene, which limits the need for Officers to be involved with minor incidents.

The primary mission of the SHOUT program is to provide a community service to students and other patrons by helping a lost person find their group and arranging safe transportation for the individual. This program is focused on community service and safety rather than law enforcement and compliance. SHOUT does not request Police assistance for minor infractions such as

jaywalking, riding bikes in unauthorized areas, tobacco compliance, or loitering unless there is an immediate concern for someone's safety.

Due to the assistance of the SHOUT student ambassadors, there are fewer incidents requiring Police intervention. For example, if SHOUT provides an intoxicated person a safe ride home there is less of a chance that person will commit a minor crime or become a victim of a crime. SHOUT's intervention can reduce incidents of public intoxication, public urination, vandalism, and even assault. Thus, their efforts are viewed as diverting individuals from the criminal justice system and prioritizing safety through bystander intervention.

Building Unity Linking Businesses for Safety (BULBS)

The Iowa City Police Department launched BULBS in October 2017. This program allows Officers who stop vehicles and notice a minor equipment violation the option to give the driver a voucher to get the defective equipment repaired for free. Local businesses listed on the vouchers voluntarily participate in the program and are reimbursed by the Police Department for the cost of the repair.

This program is need-based and is used, at the Officer's discretion, when it is determined that the individual may need help getting the defective equipment replaced due to financial or other personal hardships. Issuing a voucher instead of a citation is a proactive way for the Officer to divert an individual from the criminal justice system through a positive interaction instead of a punitive ticket.

Since implementation of the program, Iowa City Officers have issued more than 215 vouchers and have seen over 60 redeemed at local automotive repair businesses.

3.3 Supportive Services

Outreach, prevention and diversion efforts all serve important roles in a Police Department. Just as critical are the supportive services law enforcement can provide that help ensure those susceptible to recidivism, along with victims of crime, get the care, support and services they need to rebound and move forward in a positive manner. The Iowa City Police Department has spent considerable effort and resources in recent years helping to ensure that the Department's and the community's networks of supportive services continue to grow and strengthen.

Data Driven Justice Initiative (DDJI)

In November 2017, Iowa City was awarded a grant from the Laura and John Arnold Foundation (now Arnold Ventures) to pursue innovation in data sharing between local government, healthcare, and social service providers. Iowa City was one of only three pilot sites in the nation chosen for this work. The goal of the work was to (1) identify individuals who were cycling through criminal justice and healthcare systems that were not improving the individual's situation; and (2) support new and improved social service solutions guided by the data.

Iowa City's progress on data sharing has been the focus of numerous industry articles, webinars, and national conference presentations. Many tools for integrating, analyzing, and visualizing data specific to law enforcement and shelter services are available to agencies across the country as

a result of the work in Iowa City. Locally, several examples of enhanced social services received strong support due, in large part, to the efforts of this initiative.

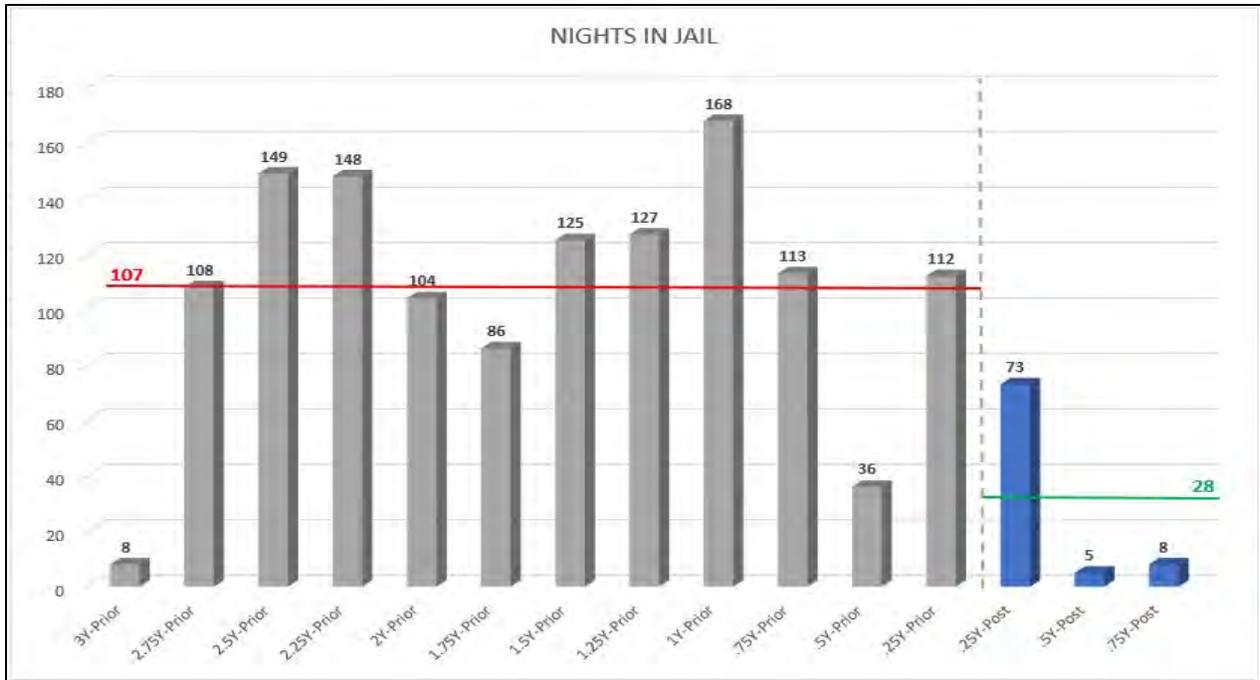
The Arnold Ventures grant ended in 2020. However, the success of the effort led to the creation of a dedicated Data Analyst position in the Police Department. The Data Analyst position will carry on much of the work inspired by the grant while also helping the Department become more data driven in all aspects of its service to the community.

Cross Park Place Housing First Project

Cross Park Place served as a demonstration project for the state of Iowa and formed by the Collaboration Committee of the Johnson County Local Homeless Coordinating Board. Cross Park Place incorporates the Frequent User Systems Engagement (FUSE) and Housing First models, two nationally recognized programs. Housing opportunities are made available through a Housing First approach and target chronically homeless members of our community who demonstrate high utilization of local healthcare and criminal justice systems.

The initial work on Cross Park Place began around 2014. Staff from Shelter House and members of the Local Homeless Coordinating Board agreed that Housing First and Permanent Supportive Housing would be a valuable asset to members of our community. A small multi-disciplinary group, which included the Downtown Liaison Officer, volunteered to study the impact this type of service would have on individuals and the community. The data collected and analyzed told a very compelling story. Shelter House was able to obtain funding to build and launch the project that would be named Cross Park Place, which opened in January 2019. Today, 24 individuals who previously lived on the streets of the Iowa City area, are now permanently housed and supported with on-site services at Cross Park Place.

The chart below shows number of nights persons experiencing homelessness spent in jail – from three years before the opening of Cross Park Place through the nine months following the opening. The dotted vertical line indicates the opening of Cross Park Place. There was a significant decrease in nights spent in jail for this population, dropping from an average of 107 nights in the three years prior, to an average of just 28 nights after its opening. This number is expected to continue to decrease as residents of Cross Park Place continue to realize the benefits of stable housing and supportive wrap-around services.



The opening of Cross Park Place, along with the addition of the Downtown Liaison Officer positions and enhanced relationships between the Iowa City Police Department and the social service community, has led to a reduction in homeless-related calls for service and arrests/citations. In 2016, there were over 450 homeless-related calls for service with approximately 5% resulting in arrest or citation. In 2019, there were less than 300 such calls with only about 1% resulting in arrest or citation. The progress made on homeless response and care over the past five years, with the active support of the Iowa City Police Department, is a significant achievement for this community.

GuideLink Center

For several years, the Johnson County Jail Alternatives staff has led a community-wide investment in Crisis Intervention Training (CIT) and also helped conceptualize a facility that would better serve those in crisis and provide law enforcement an alternative supportive service option instead of relying on the jail or emergency room. Through a cooperative government effort led by the Johnson County Board of Supervisors, the GuideLink Center facility is expected to open in February of 2021. The City of Iowa City contributed Police Department staff and elected official planning resources, as well as \$2.5 million in critical financial support.

The GuideLink Center is designed to offer a welcoming space where professionally trained healthcare and social service staff can deliver 24/7 services, including rapid assessment, triage, stabilization, and follow-up healthcare resources. The GuideLink Center's mission is to provide immediate care for adults facing emotional, mental health, or substance use challenges. The facility will also work with individuals and their families to provide support as they seek to transition to ongoing, follow-up resources. Initial GuideLink Center Services include:

- Behavioral Health Crisis Stabilization: Prompt evaluation and treatment for individuals presenting with acute symptoms or distress, including both 23-hour “crisis observation” beds that allow for a thorough evaluation, initiation of treatment and connection with follow-up

services, as well as “crisis stabilization” beds for stays up to 5 days as necessary to maintain safety and restore the individuals’ ability to return to the community.

- Sobering Service: A safe place where someone can be closely watched while they withdraw from alcohol or other substances, including an opportunity to examine one’s interest or need to become involved in substance use treatment.
- Detoxification: Provides a safe, medically supervised space for individuals to withdraw from drugs or alcohol and stabilize before engaging in a treatment program.
- Referrals to Affiliated Partners:
 - Community mental health services
 - Sub-acute stabilization services (beyond 5 day stays)
 - Substance use services
 - Peer support
 - General medical services
 - Housing support
 - Vocational support

The Iowa City Police Department intends to use the GuideLink Center to its fullest extent and expects that the services will provide appropriate care for individuals in crisis. This care is expected to improve long-term outcomes, provide support, and reduce recidivism. The Department will work with Johnson County staff to track usage and outcomes after its February 2021 opening.

Supporting Victims of Domestic and Sexual Assault

In 2018, the Iowa City Police Department was awarded a substantial grant through the International Association of Chiefs of Police and the Department of Justice, Office for Victims of Crime’s national demonstration initiative entitled *Integrity, Action, and Justice: Strengthening the Law Enforcement Response to Domestic and Sexual Assault*. For this intensive 20-month project, which concluded in the fall 2019, Officers worked to elevate their response to victims of crime through increased training efforts, development or improvement of policies and MOU’s, and strengthened partnerships with community-based victim service programs. The effort ultimately inspired the Department to change its mission statement to emphasize the priority of serving victims of crime.

The following is a list of items accomplished through grant efforts:

- Updated agency vision/mission statement to embrace the spirit of a victim-centered response. It now reads, “*To work in partnership with the community, enhance trust, protect with courage and compassion, and empower victims of crime through excellence in service.*” From this, a new Departmental motto was created, “Excellence in Service”.
- Created stand-alone policies, updated existing policies, and implemented parallel training efforts in collaboration with community partners. The Department created a Sexual Assault Response policy and is continuing efforts on a Stalking Response policy. The Department also updated its *Domestic Assault Response* policy and amended notification procedures to include involvement in crimes of sexual, domestic, or harassment involving Officers.
- Expanded Officer training content to include additional victim response information and the impact of trauma during victim interviews, and investigations of domestic violence, sexual assault, strangulation, and stalking, as well as topics of victim rights and the LGBTQ+ community.

- Restructured an existing report writing room into a trauma-informed 'soft interview room'. This is an intentionally-designed space which helps create comfort for victims/survivors at the who have experienced trauma.
- Purchased a literature rack which contains educational information on domestic violence, sexual assault, stalking, and strangulation.
- Initiated reconciliation of all domestic assault, sexual assault, and stalking cases to ensure reporting requirements are being met.
- Established a permanent Sexual Assault Detective position which is declared in the ICPD's Organization policy.
- Established the Iowa City Human Trafficking Initiative, an inclusive group comprised of community partners which meets quarterly to discuss topics of human trafficking.

A major portion of the grant included funds for training and technical assistance for Officers and community partners. The following is a list of training and technical assistance events during the grant period:

2018

- Conference on Crimes Against Women – 3 staff, 3 community partners (CPs)
- End Violence Against Women International Conference – 3 staff, 3 CPs
- IACP First Line Supervisor Training on Violence Against Women – 2 staff
- National Center for Victims of Crime Conference – 1 staff
- Battered Women's Justice Conference – 1 CP
- 6th Annual Technology Summit – 1 staff, 1 CP
- IACP Annual Conference – 5 staff
- Vicarious trauma training - 16 staff, 39 CPs

2019

- Trauma Informed Sexual Assault training – 1 staff
- Iowa Sex Crimes Investigator's Association conference – 6 staff
- Family Justice Alliance Conference – 10 staff, 2 CPs
- Conference on Crimes Against Women – 8 staff, 4 CPs
- End Violence Against Women International Conference – 10 staff, 2 CPs
- Nat'l Bilingual Sexual Assault Conference – 1 staff, 2 CPs
- FBI Human Trafficking training event – 6 staff, 9 CPs
- Trauma Informed Victim Interview training – 1 staff
- IACP Leadership Institute – 2 staff
- Nat'l Sexual Assault Conference – 3 staff
- Predominant Aggressor training – 1 staff
- Domestic Assault Response event – 1 staff, 5 CPs
- Strangulation training – 16 staff, 8 CPs
- Stalking training – 12 staff, 4 CPs
- General training on grant topics – 36 staff
- Trauma Informed Investigation – 13 staff, 21 CPs
- LGBTQ+ training – 13 staff, 1 CP
- Drug and Alcohol Facilitated SA and Title IX training – 22 staff, 27 CPs
- Victim Rights training – 12 staff, 6 CPs

This grant provided the opportunity to focus with detail on internal policies and procedures to ensure proper response to victims of domestic and sexual assault. More importantly, the grant

afforded the Iowa City Police Department the time and resources to invest in relationship building and team building with area social services providers that offer professional supportive services to victims. The co-training opportunities highlighted above illustrate the types of enhanced collaborations that were formed and continue to pay dividends today. These connections help ensure victims receive the support they need and, as a result, minimize the chances that they will again be victimized in the future.

During this grant period, the Department developed its first social work position, the Victim Services Coordinator, through a practicum partnership with a graduate-level student. This practicum partner began working with the Department's Investigations Team and focused solely on the care and well-being of the victim. Due to its success and the support offered by local social service providers, the City Council authorized making this position permanent in the fall of 2020. Iowa City will now have a permanent civilian social worker as the Victim Services Coordinator to bolster its services to the community.

While the *Integrity, Action, and Justice: Strengthening the Law Enforcement Response to Domestic and Sexual Assault Grant* provided the opportunity for the Department to accelerate its efforts in this area, it should be noted that Iowa City has always placed a high emphasis on domestic abuse response. In 1997, the Police Department initiated a Domestic Abuse Response Team (DART) in order to have a positive impact on persons, especially minorities and women, affected by domestic abuse. The DART consists of the Domestic Abuse Investigator, a Domestic Violence Intervention Program Advocate, and a Johnson County Domestic Abuse Prosecutor. The Domestic Violence Investigator partners with a member of the Domestic Violence Intervention Program (DVIP) to provide a joint, united approach in assisting victims with safety planning, navigating the criminal justice system, and referrals to support services in the community. The Domestic Abuse Investigator also works closely with the prosecution to increase offender accountability and conviction rates.

In 2017, the Iowa City Police Department and all other agencies in Johnson County implemented a research-based risk assessment program called ODARA, the Ontario Domestic Assault Risk Assessment, as a pilot program for the State of Iowa. Officers use the ODARA score to assign a risk level to each domestic assault offender after the arrest. That number is then used by the judicial system and other programs to provide an appropriate response, congruent to the needs of that specific offender. This pilot has been received very well and has the potential to impact how domestic assault cases are handled throughout the State of Iowa. The Department believes ODARA has been effective in ensuring that each offender is treated fairly and justly by the criminal justice system, while also protecting the safety of the victim and the public at-large.

In 2015 the Iowa City Police Department received the national Hopeline Champion Award by Verizon. The award recognizes select law enforcement agencies across the country for extraordinary commitment and focus on preventing domestic violence and raising community awareness. The Police Department was nominated by its longstanding community partner, the Domestic Violence Intervention Program (DVIP).

Iowa City Police Department Chaplain Program

The purpose of the Chaplain Program is to offer opportunities for men and women in religious communities and from a variety of faiths, to assist Officers and residents of Iowa City as spiritual leaders. The Chaplains seek to lighten the burden of Officers by performing tasks that have a spiritual or social nature rather than a law enforcement nature. The Chaplains strive to strike a balance between serving the needs of the Officers in their personal and professional lives and

servicing the Iowa City area community. The Chaplains may also assist Officers with performing duty-related tasks, including:

- Providing assistance to victims
- Making death notifications
- Crisis response and non-emergency transportation
- Assisting victims of domestic violence
- Assisting families of suicide victims
- Serving as liaison with other clergy in the community
- Providing spiritual counseling to an arrestee
- Assisting the homeless.

The volunteer services provided by the Police Chaplains can go a long way in assisting Officers, persons charged with crimes, and victims of crimes. These connections help provide a bridge of support and stability for individuals who have experienced trauma or crisis. The Department is currently working to expand the number of chaplains to diversify offerings for the community.

The City of Iowa City would like to thank all the current and past Police Chaplains:

Current:

- | | |
|------------------|-------------------------------------|
| • Mel Schlachter | Trinity Episcopal Church |
| • Heather Weber | LIFEchurch |
| • Joshua Tilley | The River Community Church |
| • David Arnold | Cornerstone Evangelical Free Church |
| • Tom Wolthuis | Geneva Campus Ministry |
| • Larry Chambers | Family Visitation Center |

Past:

- | | |
|-----------------------------|--|
| • Tom Widmer | Grace Community Church |
| • Darron Murphy | Life Tabernacle Church |
| • Anthony Smith | New Creations International Church |
| • Sister Annamarie Marcalus | Sisters of St. Francis/Catholic Worker House |
| • Carroll Yoder | Peace Mennonite Church |

3.4 Connections with Targeted Populations

Part of the Iowa City Police Department's community policing strategy has been to focus on building relationships and connections with various segments of the community. This strategy has helped to build cultural understanding to positively influence the way Officers respond to calls and support victims of crime. Some examples of programs which are designed to enhance relationships and improve outcomes are noted below.

Loved Ones Safe and Together (LOST)

The Iowa City Police Department (ICPD), in collaboration with the East Central Iowa Chapter Alzheimer's Association, University of Iowa Children's Hospital Autism Center, Iowa City Area Autism-Asperger Syndrome Family Group, Handicare, The Village Community and the Autism

and Safety Risk Initiative, operate the Loved Ones Safe and Together (LOST) program. This program assists in identifying and locating community members who have been separated from their families or caretakers. Individuals who suffer from Alzheimer's disease, autism, or other medical conditions which involve memory loss or confusion, may wander away from their home. Police Officers are called upon to assist in these situations by family members or Officers may come across individuals who are lost but have not been reported as such. Time is a critical factor in safely locating missing persons, especially in dangerous weather conditions. Prompt dissemination of information about the missing person to the Police and public is essential, so providing necessary information to the police in advance may result in a timelier reunification.

The LOST program operates through an ICPD-managed database that contains voluntarily submitted information about a person who may be prone to wandering including their name, address, physical description, birth date, and a photograph. The database also includes information about the potential activities of the person, where they may be going, where they have been found when lost previously, and what symptoms they may exhibit when located by the Police Officer. Additional information can include communication tips or techniques, unusual behaviors, sensory needs, triggers and ways to effectively interact with the individual. There is no cost for families to register for and participate in this program.

Project Lifesaver

Project Lifesaver (<https://projectlifesaver.org/>) is an international search and rescue program managed by a non-profit agency and implemented through local public safety agencies. The program is strategically designed for "at risk" individuals who are prone to the life-threatening behavior of wandering. The primary mission of Project Lifesaver is to provide timely response to save lives and reduce potential injury for adults and children with the propensity to wander due to a cognitive condition.

The Iowa City Police Department is a participant in this international program and receives technology and training to support the local effort. The training includes the use of the locating equipment, implementation of strategic methods specifically designed for the program, and community policing courses that provide a basic understanding of cognitive conditions to better comprehend the behaviors of an individual with said condition. The program relies on proven radio technology and specially trained search and rescue teams. Individuals who voluntarily enroll in Project Lifesaver wear a small transmitter on their wrist or ankle that emits an individualized frequency signal. If an enrolled person goes missing, the caregiver notifies their local Project Lifesaver agency and a trained emergency team responds to the wanderer's area. The first responders will then use the client's individualized frequency to locate the position of the individual and apply their training to appropriately approach the client and return them to safety.

Project Blue Able

Project Blue Able is a program currently under development. Although the project has been delayed due to the pandemic, the ICPD hopes to launch a pilot program by the end of 2021, in partnership with local disability service agencies and advocates.

Project Blue Able was inspired by a program operated by the Connecticut Department of Transportation, where drivers on the autism spectrum or with hearing or vision impairments, carry colored envelopes to hand Officers during a traffic stop. The envelopes provide an immediate visual cue to the Officer that the driver has a disability so the Officer can modify their approach

appropriately. Additionally, the envelopes contain information on the driver's condition and contact information for their care providers.

By launching a similar program in Iowa City, the Department hopes to provide individuals with disabilities another layer of security when interacting with law enforcement. The ICPD has partnered with Access 2 Independence, the University of Iowa's Speech and Hearing program, and other special needs advocates to develop the pilot program in alignment with the real struggles those with disabilities may have while communicating with the Police.

LGBTQ+ Liaisons

LGBTQ+ liaisons are recommended as a best practice for law enforcement by the National Human Rights Campaign's Municipal Equality Index. The ICPD has embraced this effort and actively seeks ways to demonstrate support for the LGBTQ+ community, such as participation in the annual Pride parade in Downtown Iowa City.

Additionally, The ICPD currently has ten officers assigned as liaisons to the Lesbian, Gay, Bisexual, Transgender, Queer/Questioning+ communities. These Liaison Officers work to foster positive relationships and trust between the Department and LGBTQ+ residents, facilitate dialogue with investigation units concerning LGBTQ+ related crimes, expand education about and involvement with the LGBT+ community, and help train other Officers in these topics.

Community Trainings

The Iowa City Police Department regularly participates in cultural competency, diversity, equity, and inclusion trainings. Many of these trainings are conducted in collaboration with social services agencies and advocacy groups in the community. These community-based trainings help educate our Officers in a locally-relevant manner while also building critical relationships that strengthen community policing efforts.

Below is a list of organizations that have assisted the Police Department with trainings since 2015:

- Domestic Violence Intervention Program (DVIP)
- Rape Victim Advocacy Program (RVAP)
- Nisaa African Family Services
- National Association for the Advancement of Colored People (NAACP)
- Monsoon Asian and Pacific Islanders in Solidarity
- National Alliance on Mental Illness (NAMI)
- United Action for Youth (UAY)
- Juvenile Court Services
- University of Iowa School of Social Work
- State of Iowa Department of Human Services
- The Village Community
- Prelude Behavioral Services
- CommUnity Crisis Center Mobile Crisis Outreach
- Brain Injury Alliance

The City of Iowa City would like to thank these service providers and all other community partners that have assisted the Police Department by offering trainings and educational opportunities.

Restructuring the Iowa City Police Department

Outcome Oriented: A Continuum of Responses to Crisis Calls

Over the last several months, much of the national and local conversation around policing has focused on the appropriateness of sending law enforcement personnel on calls that involve a person in some type of crisis. Over the last several decades, Police Officers have seen an increase in crisis-related calls for service while, at the same time, federal and state governments have reduced funding or failed to keep pace with resources to properly treat and care for these individuals. As a result, many persons in crisis, as well as the concerned public, rely on Police Officers to intervene. Recently, the public has voiced their preference that professionally trained crisis professionals be involved in those calls so that the individual in distress can receive the appropriate care both during and after the incident. The Iowa City Police Department supports this notion and will work to ensure that civilian responders can safely respond as these programs are expanded or developed and implemented.

Calls for Police assistance vary considerably. Some calls do not require an Officer to intervene with a subject at all, while others may involve an active threat with a dangerous weapon. An understanding that no two calls are the same is an important consideration when discussing response types. As such, no single response model will sufficiently address every call. Such a singular focus would be a great disservice to the community as it would serve a limited number of people, unnecessarily jeopardize the safety risk of the public, civilian responders, and law enforcement.

Instead, the core component of the plan to restructure the Police Department should be a commitment to a Crisis Calls for Service Continuum with various response strategies targeted at different points along the continuum. This continuum is illustrated in the following graphic and generally focuses on (1) preventing as many calls for crisis as possible, (2) maximizing the number of calls that can be safely diverted away from law enforcement to civilian responders, (3) enabling police to safely co-respond with civilian crisis professionals when a safety concern is present, and (4) ensuring that when a Police response is needed, the Officers are fully equipped to deescalate, stabilize the situation, and conduct a safe handoff to the appropriate aftercare option.

It is important to keep in mind when considering this continuum that individual calls can shift between points in the continuum throughout the span of a response. For example, a call that is diverted away from law enforcement initially could escalate to a point where law enforcement is needed. This fluidity of calls underscores the need for focus, preparation, and coordination at all points along the continuum.

Crisis Calls for Service Continuum



The following sections of this report will introduce strategies that can be explored and implemented in each of the four stages noted in this continuum.

4.1 Prevent (Avoiding Calls for Service)

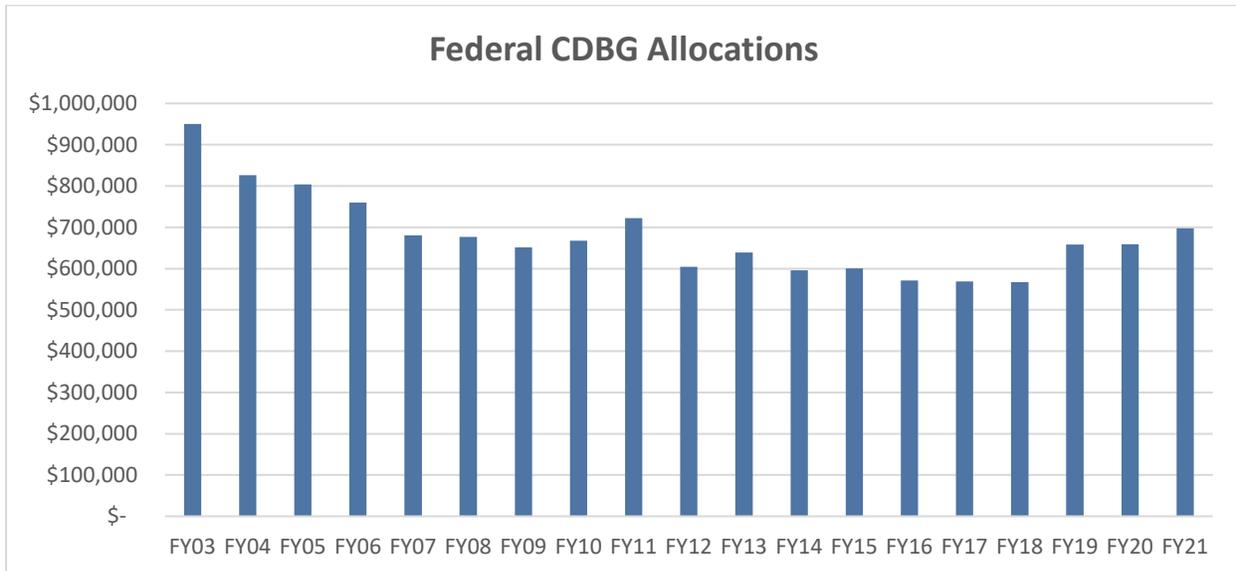
The community's goal, first and foremost, should be to prevent the need for anyone to call for law enforcement assistance. This should not be misconstrued to mean that anyone should hesitate to call the Police for assistance when needed. Rather, it simply emphasizes that the community should do all it can to create a safe, supportive and accessible network of resources to keep people from entering a stage of crisis.

Investment in Social Services

Traditionally, across the country and in Iowa, county governments have assumed the responsibility of providing human and social services. While Johnson County makes significant investment in this area, the City of Iowa City has long supplemented this effort with its own targeted financial investment. The City primarily does this through an annual Aid to Agencies grant program, as well as one-time and recurring contributions for special initiatives. Examples of the latter include investment in the annual winter shelter, support of the 1105 social service agency project, the GuideLink Center investment of \$2.5 million and the annual allocation of \$1 million for local affordable housing projects (including the planned second Housing First project under development by the Shelter House).

The Aid to Agencies grant program utilizes federal Community Development Block Grant (CDBG) dollars and local dollars to assist Iowa City-based non-profit agencies in their various missions. Unfortunately, federal support has steadily declined over the last 20 years while community

population and need have expanded. The chart below shows annual federal allocations of CDBG dollars that are, in part, used to fund the Aid to Agencies grant program. Federal CDBG rules state that no more than 15% of annual allocations can be used for programs such as our Aid to Agencies grants. The chart below shows the steady decreasing trend in Federal CDBG funding since Fiscal Year 2003.



With Federal dollars stagnating, there has been more pressure for scarce local resources to keep up with the demands placed on our non-profit community. From Fiscal Year 2010 to Fiscal Year 2019 the total allocation (local and federal) for the Aid to Agencies program ranged from \$378,700 to \$445,026 annually with only modest increases in local funding supporting the program. In Fiscal Year 2020, the City Council increased the Aid to Agencies budget 54% to \$681,544. For the current Fiscal Year 2021, the City Council increased the amount again to \$705,000. It should be noted that this increase required an intentional dedication of significant local resources that may have otherwise been considered for personnel, programming, or capital project needs of the City, including the Police Department.

This increase in local funding has greatly aided the 20 social service agencies that have been allocated funding this current year. While this increase is significant, it still falls well short of providing the resources that agencies need to meet the full demand of the community. Staff intends to annually increase the Aid to Agencies grant allocation at an inflationary rate consistent with budget constraints; however, the City Council should consider whether a new revenue source could provide a significant stabilizing revenue stream for these agencies whose missions and services will help prevent calls for service from ever being made.

RECOMMENDATION #1:

Pursue a Local Option Sales Tax that would in part bolster the annual Aid to Agencies grant program and provide additional flexibility for strategic one-time investments in our non-profit community

Innovative Targeted Civilian Outreach Initiatives

One of the best methods for preventing calls for service is to proactively engage with targeted segments of the population to educate and connect people with resources. While this is the overall vision for our existing community policing positions, the Officers filling these roles often do not have the time, resources, professional training, or language skills to effectively engage with all segments of our population. Expanding our capabilities through external community partnerships and internal civilian positions would undoubtedly provide great benefit to the community and help prevent calls for service.

The top two targeted outreach priorities for the Police Department are the homeless population and the immigrant and refugee population. In recent years, the Department has done an exceptional job in using our sworn Downtown Liaison Officer position to compassionately engage with individuals experiencing homelessness. While this has worked well, the effort could be even more impactful if that work was done by a civilian Street Outreach and Engagement Specialist who could dedicate 100% of their time to this effort. This position would ideally be employed by an outside agency whose mission is related to homeless services. A close working relationship between the Police Department and a Street Outreach and Engagement Specialist position would help connect individuals to services and prevent nuisance calls to the Department from the public. Over time, this position could also help respond to non-public safety related calls for service that are received by the Iowa City Police Department.

RECOMMENDATION #2:

Partner with the Shelter House to jointly fund a new Street Outreach and Engagement Specialist, to be employed by the Shelter House and that would work in close cooperation with the Iowa City Police Department, to proactively connect individuals to services and prevent police calls for service generated by the public

The second top priority for specialized outreach is with Iowa City's growing immigrant and refugee population. While Police staff have worked to develop and build these relationships, a position dedicated solely to this effort would lead to quicker and more effective outcomes. The ideal candidate for this internal civilian position would be someone from within the community who has established relationships, language skills, and a deep understanding of differences in social and cultural norms, especially around law enforcement. The position would not only educate the immigrant and refugee community on local, state and federal laws, but would also deliver equally important training and education to Officers and other City staff as we strive to improve service levels to this population. Examples of new outreach programs this dedicated position could lead include development of multi-lingual refugee and immigrant guides, cultural exchanges between Officers and residents (modeled after Coffee with a Cop), and first responder open houses at community centers and gatherings. Due to the highly focused scope of the position, the

recommendation is for the position to begin as a part-time permanent role and grow into a full-time position.

RECOMMENDATION #3:

Create a half-time permanent civilian Community Outreach Assistant position that focuses solely on outreach and engagement with Iowa City's growing immigrant and refugee population

4.2 Divert (Responding Without Law Enforcement)

Beyond prevention efforts, Iowa City should seek to increase opportunities for a civilian response to individuals in crisis. Trained mental health professionals should be called upon to respond to calls with no immediate public safety threat. Johnson County is fortunate to already have a 24/7/365 mobile crisis service that is managed by CommUnity Crisis Center. Mobile Crisis is accredited under Chapter 24 of the Iowa State Code and strictly follows all professionally developed guidelines in this Chapter. During COVID, Mobile Crisis has been utilizing telehealth procedures, which has decreased its overall call volume. However, in the fiscal year immediately preceding the pandemic, the Mobile Crisis team responded to 551 calls in Iowa City alone (737 in Johnson County). Calls for Mobile Crisis services come from a variety of sources with individuals (those in need or calling on behalf of someone in need) and law enforcement as the top two sources of calls.

Mobile Crisis is staffed by full-time employees in a central office Monday through Friday from 8 a.m. to 8 p.m. Outside of these hours, the service is staffed by on-call counselors who are dispatched from a decentralized location and then mobilize with a Mobile Crisis teammate before responding. Thus, response times during the on-call hours lag behind those during the staffed office hours. The Mobile Crisis team averaged 38 minutes for response time within Johnson County and 27 minutes inside of Iowa City. The program has an impressive 85% diversion rate (clients are considered diverted if counselors were able to stabilize those clients at home or connect them with resources outside of the emergency room or jail). The most common Mobile Crisis responses during this past year were crisis de-escalation (50%), suicide risk screening (24%), resource connections / referrals (15%) and crisis bed screenings (11%).

Although Johnson County is extremely fortunate to have this service available, many people in the community are not aware of this service. The City of Iowa City, including the Police Department, should actively market local available crisis services including, but not limited to, CommUnity's Mobile Crisis unit. Consistent and intentional promotion of these services may contribute to an increase in calls diverted from the Police Department to local mental health professionals.

RECOMMENDATION #4:

The City should take an active role in marketing local crisis services to the public including the 24/7/365 Mobile Crisis unit with the aim to increase the diversion of calls away from the Police Department to trained mental health counselors

Expanding Mobile Crisis

Increased community awareness of crisis services will likely lead to higher usage of these services. Additionally, a new federal law which established a streamlined, national ‘988’ crisis hotline is pending implementation, which may further drive usage increases of non-law enforcement responses, such as Mobile Crisis. While these changes are positive, it is prudent to take steps in the near-term to ensure that Mobile Crisis will be equipped with sufficient resources to handle increased call volume.

City staff has had initial discussions with CommUnity on possible expansion scenarios. Through these conversations, it has been determined that an ultimate goal should be to replace the current hybrid model that uses centralized staffing Monday through Friday from 8 a.m. to 8 p.m. and on-call counselors during off hours with centralized staffing 24/7/365. Moving away from on-call primary responders will ensure faster response times and help build permanency with the staff, which will ultimately reduce turnover, improve consistency in service, and contribute to stronger relationships between law enforcement and other community stakeholders. In addition to increased personnel costs (wages and benefits), there will be a need to secure new office space, an additional vehicle, and added fuel and maintenance costs.

Gradual expansion towards this goal is feasible, but further conversation is needed to determine the most appropriate steps forward. Currently, Mobile Crisis is a county-wide service. At this time, it is unknown whether other governmental entities in Johnson County will be willing to partner and provide resources for expansion. Expanding the service only in Iowa City, and not the rest of the county, would likely raise additional complexities that would require more time to work through. Another important first step in planning a gradual expansion is a careful study of calls for service. Such analysis, which proved to be invaluable for the development of the Cross Park and GuideLink projects, would help guide decisions on priority days/times for enhanced staffing as well as expected increases in call volumes.

RECOMMENDATION #5:

Following in the path of the Cross Park Place and GuideLink projects, the Iowa City Police Department should work cooperatively with CommUnity and other local governments in 2021 to take a data driven justice approach to planning for expansion of the existing Mobile Crisis service

Mobile Crisis Integration with the Joint Emergency Communication Center (JECC)

Mobile Crisis services are currently dispatched in centralized locations in each mental health region. In the region serving Iowa City, mobile crisis services are dispatched by Foundation 2 based in Linn County. This dispatch is separate from 911 emergency dispatch. This means that Mobile Crisis dispatches calls from members of the public who intentionally dial a crisis hotline, such as a 1-800 number or eventually the 988 national hotline that is planned to be implemented in July of 2022. The only way Mobile Crisis is dispatched to an incident that originated with a 911 call is if a law enforcement Officer requests Mobile Crisis after assessing the situation.

People are trained at a very young age to dial 911 when in crisis, and typically do not have a lengthier 1-800 line committed to memory. While the 988 hotline will help with this in the long-run, there is still an opportunity to explore how Mobile Crisis services could be dispatched directly from the same dispatchers who field 911 calls. This step could divert hundreds, if not thousands, of calls per year from law enforcement without having to rely on retraining the public on who to call when in crisis.

This change would require extensive conversations with the Joint Emergency Communication Center (JECC), which is home to the Johnson County 911 dispatch center and the regional mental health dispatch operations. To integrate with JECC, appropriate mental health protocols and training requirements will need to be developed to help dispatchers make appropriate decisions when receiving calls. Those protocols would be vetted by the JECC User Advisory Committee, which includes local law enforcement, fire personnel, and emergency medical service providers. Subsequently, the JECC policy board would also have to approve such an expansion of service and responsibility. While Iowa City has representation on these boards, it does not control a majority. Thus, intergovernmental cooperation will again be essential to achieve this goal. If approved, other decisions, including deployment of technology such as radios, mobile terminals, and GPS coordinates would also need to be discussed and resourced.

Fortunately, JECC dispatchers already have some experience with civilian dispatch protocols. Iowa City Community Service Officers, as well as Animal Services staff are already integrated into the 911 dispatch system. The work previously done to establish these civilian response opportunities should make the path forward a little less daunting and the new approach more comfortable.

RECOMMENDATION #6:

The City should convene stakeholders from the mental health region, CommUnity Mobile Crisis team, and Joint Emergency Communication Center staff and board to discuss integration of Mobile Crisis services into the 911 dispatch process

Evaluation of the Community Service Officer Positions

The Iowa City Police Department currently employs three civilian Community Service Officers. These positions are perhaps best recognized in the community by the white pickup trucks that they drive. These civilian positions assist with a variety of tasks both internally at the station and externally in the community. Internally, Community Service Officers assist with backup coverage of Station Master positions, help with vehicle maintenance responsibilities, and also assist with evidence management. Externally, they assist with routine traffic control assignments (removing hazards in the road, setting up speed trailers, etc.) and can address minor enforcement activities such as parking violations. In 2019, Community Service Officers completed more than 4,400 calls for service in the community.

It has been several years since the Department conducted a comprehensive review of the Community Service Officer positions. A data-driven analysis of calls for service should be reviewed to see if any changes to the current job description may be warranted. If additional duties could be diverted to Community Service Officers, then a full review of the position would need to take place to see if the pay and classification would need to change. While current staff do not have capacity to significantly expand duties, such a study may influence decisions to add Community Service Officer positions and further reduce pressure to add sworn patrol positions.

RECOMMENDATION #7:

The Police Department should conduct a comprehensive, data-driven review of the civilian Community Service Officer position and determine if those civilian positions can safely divert duties from sworn staff

Automated Traffic Enforcement

Conversations around eliminating bias-based policing often involve consideration of changes which reduce the role Police play in situations that carry a higher risk of escalation, such as traffic stops. This has led to some floating the idea of Automated Traffic Enforcement (ATE) as a method for enhancing roadway safety while eliminating opportunities for real or perceived bias-based traffic stops. The most common form of ATE is the use of cameras and monitoring technology to capture and enforce speeding or red-light violations in high-risk areas. As of 2018, Iowa was one of 19 states that use ATE cameras for both speeding and red-light violations.

In 2011, City staff proposed the idea of utilizing ATEs to aid in traffic enforcement. The Council concurred with staff's recommendations and passed an enabling ordinance in early 2012. While the staff was working with the State Department of Transportation, a local group of residents submitted an initiative to restrict the use of ATEs. The City Council ultimately changed course and in 2013 passed an ordinance that restricts the use of ATEs in Iowa City. This restriction is still in City Code today and would need to be lifted in order for the City to deploy this technology. Should this be done, the City Council should expect robust debate in the community on the merits of ATEs. The technology, while effectively used in some communities, can be extremely polarizing and a consistent point of contention in cities that utilize them.

The last several state legislative sessions have seen regular activity around this topic, including proposals to ban ATEs entirely, as well as proposals to scale back cities' ability to use these devices through regulation of the cameras and returning some of the revenue to the state. Other concerns that have been raised about the use of ATE equipment include due process complaints and equity considerations for traffic fines, which can reinforce cycles of poverty and discrimination.

There are several jurisdictions in Iowa that use ATE on Iowa's primary road system, including the larger cities of Des Moines, Davenport, Council Bluffs, Muscatine, Sioux City, Cedar Rapids, and Waterloo. If the City Council wishes to move forward with a study of ATEs, staff will need to evaluate data from these communities and work to better understand the Department of Transportation rules, regulations and application procedures for state roadways including Highways 1/6. Staff would also need time to evaluate locations where cameras would be most effective in reducing accidents.

RECOMMENDATION #8:

The City Council should determine if they wish to revisit the concept of automated traffic enforcement. If the technology is something the City Council wants to explore, direction should be provided to staff on what information is desired to make an informed decision

4.3 Co-Respond (Responding with Law Enforcement as Secondary)

While prevention and diversion of calls should be a priority for the community, there will continue to be a large volume of calls for service to which a civilian team response is not comfortable or safe responding. These instances could include situations involving weapons, persons with a known history of violence, or other similar factors that become apparent through the dispatch process. For some of these calls, it will be possible to respond with a co-responding pair, which would include one law enforcement officer and one civilian mental health professional.

While each call will vary, the premise of these co-responding teams would be to use the law enforcement professional to ensure the situation is initially safe and remains safe for the civilian mental health professional to assume the lead response role. Ideally, the law enforcement professional is dressed in a soft uniform that will minimize the risk of triggering the person in crisis. Such teams have been successfully created and deployed in many other agencies. Locally, the Cedar Rapids Police Department has found great success with such a model through a partnership with Foundation 2, a non-profit crisis services provider in Linn County.

In October of 2020, City staff joined Johnson County (Sheriff's Office and Jail Alternatives) and CommUnity Crisis Services in applying for and ultimately receiving a grant that was made available by the Mental Health / Disability Services of the East Central Region (ECR). The grant will allow for the development and implementation of a civilian law enforcement co-response program within the Iowa City Police Department. With this grant, the ECR will fund a position to be employed by CommUnity Crisis Services (Mobile Crisis Team). The funding commitment includes 100% of personnel costs in year 1, 75% in year 2, 50% in year 3 and 25% in years 4 and beyond. While the position will be employed by CommUnity, the Police Department will pay the portion of the salary that is not covered under the grant.

The City is in discussions with the ECR, CommUnity Crisis Services and Foundation 2 about how the program will be structured. Foundation 2 brings great expertise to the table from their successful program with the Cedar Rapids Police Department. Their guidance, training, and expertise will help ensure the co-responding partnership finds success here in Iowa City. Once MOUs are established, the City Council will be presented with more information and asked to formally commit to the program.

The benefits of this co-responding program go far beyond the outcomes of individual calls for service. Other law enforcement agencies who have adopted this model have found that the position's presence within the Department increases overall awareness of mobile crisis services and increases the number of referrals made by law enforcement. The program can also positively influence individual Officer discretion over time. The civilian position can play a role in training Officers in de-escalation techniques and educating the community about prevention resources and diversion opportunities. Lastly, this model is easier to expand if desired in the future and such expansion will be needed in the future to ensure a co-responder team is on-duty at all times.

RECOMMENDATION #9:

The City Council and Iowa City Police Department should join Foundation 2 and CommUnity Crisis Services in developing and implementing a co-response team that pairs a specially trained Police Officer with a CommUnity Mobile Crisis mental health professional. The program will be funded in partnership with the East Central Mental Health Region and will include a new Police Officer specialty position that will be accommodated through a reduction in one Sergeant position.

4.4 Stabilize and Connect (Law Enforcement as Primary)

Despite all efforts to prevent, divert and co-respond, there will be calls for service that require law enforcement to assume control of the scene. Such calls include volatile situations where public safety is clearly a concern, or when a co-responder team or mobile crisis is not available to handle the call in a timely manner. In these situations, the City needs to ensure that Officers have proper training and are focused on securing a safe scene and de-escalating the immediate threat or crisis. After the scene is stabilized, the Officers need to have resources available other than jail and emergency rooms to connect individuals to receive proper follow-up care.

Crisis Intervention Training

For the last several years, law enforcement agencies in Johnson County have invested heavily in Crisis Intervention Training (CIT). The Iowa City Police Department is one of a select number in the state of Iowa and across the nation that requires all of its Officers to complete CIT training. This 40-hour training program caters to law enforcement officers and other first responders with a focus on how best to respond to individuals experiencing mental health crisis and substance use issues.

Partnering agencies within Johnson County work together to offer the week-long training throughout the year. Non-Law Enforcement partners and stakeholders who are involved include: Johnson County Jail Diversion, Mobile Crisis, Brain Injury Alliance, Meadowlark Psychiatry, Prelude, Shelter House, Cross Park Place, and NAMI. The goal of the program is to educate Officers on how to recognize and respond appropriately when dealing with individuals in crisis, specifically training on aspects such as de-escalation and active listening techniques. Topics throughout the week include CIT response, a Lived Experience Panel, Adverse Childhood Experiences, Child & Adolescent Intervention, Autism, Brain Injury, Addiction and Co-Occurring Disorders, Suicide & Mood Disorders, Personality Disorders, Excited Delirium, Mental Health Law, Intellectual Disabilities, Homelessness, and Mobile Crisis Response.

The Iowa City Police Department currently has six certified CIT instructors on staff. In addition to these six employees being lead instructors for the CIT program, two individuals provide ongoing training to outside law enforcement agencies and corporate entities. This external training offered by the Department has been extremely well-received. Department CIT Instructors have also been asked to present at statewide conferences and at the CIT International Conference.

The Iowa City Police Department's commitment to CIT training has not only improved service to the community, it has created an enhanced awareness of mental health crises, increased referrals to Mobile Crisis, and helped expand a culture of problem-solving and compassion in response.

RECOMMENDATION #10:

The Iowa City Police Department should continue to ensure that all Officers receive initial Crisis Intervention Training and subsequent continuing education in de-escalation techniques. The Department shall continue to encourage personnel to obtain CIT instructor certification

Use of Narcan to Counter Opioid Overdoses

The Police Department is often the first on scene to a call for service and Officers do everything they can to stabilize situations and provide care for victims or persons in crisis. One way the Department can better assist the public is through use of Narcan. Narcan is an opioid antagonist that can quickly counter the effects of opioid overdoses. It was designed for use by first responders and caregivers and requires no formal medical training to dispense. Timely use of Narcan can save lives and allow medical professionals who may arrive to the scene later than the Police more time to properly care for the person in crisis.

In collaboration with the Iowa Department of Public Health, all Iowa City Police Officers will begin carrying Narcan in December to better respond to victims of drug overdoses. This harm reduction strategy is accomplished through the donation of Narcan doses from the Iowa Department of Public Health. The Iowa City Police Department has instituted new standard operating guidelines and training for the dispensing of Narcan.

RECOMMENDATION #11:

The Iowa City Police Department should partner with the Iowa Department of Public Health to begin carrying Narcan to better assist those experiencing an opioid overdose when no medical professional is on scene to assume such care.

Coordinate Assess Respond Engage (CARE)

The Iowa City Police Department, through the work of the Data-Driven Justice Initiative, has helped to provide feedback informing the development of a product named CARE. CARE is an online reporting tool that empowers law enforcement agencies to better understand issues surrounding calls for service involving individuals in crisis. The use of CARE will allow the Department to better understand the number of types of crisis calls, the disposition of those calls, effective techniques to resolve the calls, and to determine if training is consistent with the types of calls received. In addition, the system can automate the referral process, so local service providers can quickly and easily make connections with individuals who may benefit from services.

RECOMMENDATION #12:

The Iowa City Police Department should move forward with implementation of the Coordinate Assess Respond Engage (CARE) reporting tool to better inform Officer response and training, as well as to increase efforts to expand and automate referrals to local service providers.

GuideLink Utilization and Future Planning

The anticipated February 2021 opening of the GuideLink Center in Iowa City is a major step forward for the community. GuideLink will provide law enforcement a much needed third option (other than jail or the emergency room) for people who may need some type of professional assistance with a crisis or substance abuse issue. This facility will enhance services to those in need in a non-punitive manner and provide the best opportunity for someone in crisis to access both the short and long-term help that they need.

The Police Department must closely monitor how Officers are using GuideLink and ensure that we are maximizing usage of this facility. The Police Chief should designate a command staff team to lead this Department-wide analysis. Regular usage reports should be reviewed by the Police Chief and should also include analysis of responses that perhaps could have used GuideLink and did not for one reason or another. These instances need to be reviewed with appropriate follow-up and training to the involved Officers.

Finally, the Department needs to be actively engaged in intergovernmental discussions about GuideLink operations and opportunities to continually expand its offerings to the community. These future planning efforts will be important, especially as gaps in service become more apparent after the facility opens in 2021.

RECOMMENDATION #13:

The Police Chief should designate a command staff team to analyze the Department's usage of the GuideLink Center and to actively participate in ongoing intergovernmental evaluation and planning efforts to explore how the facility can best meet the changing needs of our community.

Victim Services Position

As previously noted in this document, the Police Department created a Victim Services position through a practicum partnership with a Master's degree level student. This practicum partner began working with the Department's Investigations Team a couple of years ago and focused solely on the care and well-being of the victim. With the support of local social service providers, the City Council authorized making this position permanent in the fall of 2020. Iowa City is now in the process of hiring a permanent civilian trained in social work as the Victim Services Coordinator.

In order to maximize effectiveness of this new permanent full-time position, the Department must work closely with local social service providers to ensure there are strong relationships and communication channels. The Victim Services Coordinator will play a significant role in bolstering those connections and ensuring that victims experiencing trauma have access to needed services in the community. These efforts will help ensure that individuals do not become re-victimized and

that they can move forward with their lives with the support and care of the City and greater Iowa City community.

RECOMMENDATION #14:

The Victim Services Coordinator should engage in regular meetings with local service providers for the purpose of continually evaluating how the Iowa City Police Department can best utilize the professionals in those organizations to support victims experiencing trauma and crisis.

Outcome Oriented: A Commitment to Unbiased Policing

Reducing racial disparities in law enforcement contact and outcomes has been central in guiding conversations around police restructuring. In response to the larger reckoning with systemic injustices and violence against Black Americans, the community's demands for racial justice in Iowa City's public safety strategy have been clear. The extensive research pointing to racial disproportionality in the criminal justice system cannot be ignored. Many of the recommendations included in this plan address issues that intersect with race and offer steps forward for eliminating this disparity. Additionally, the recommendations included in this section have been specifically identified as opportunities to more directly address the disparities and systemic racism.

4.5 Department Training

The Iowa Law Enforcement Academy (ILEA), provides the training foundation for all Officers in the State of Iowa. ILEA has several functional areas of basic training that total over 600 hours for each Officer. While ILEA trains in topics such as unbiased policing, race relations, ethics and professionalism, verbal defense and influence, and trauma informed interviews, these topics are a small percentage of the overall training a new Officer receives.

Although the City of Iowa City does not have control over ILEA basic training, it does have control over our local Field Training program. The Field Training program is a nationally accepted training process designed to assist probationary Officers in making the transition from the classroom environment (typically ILEA) to the application of learned skills in field situations. Field Training Officers, or FTOs, have been selected for their abilities to perform the job professionally and impart necessary knowledge. All FTOs are required to attend training specific to the Field Training and Evaluation Process.

The Iowa City Police Department Field Training and Evaluation Process is divided into five training or evaluation "steps", with a minimum of 16 weeks of training while assigned to at least three different FTOs on various patrol watches. Probationary Officers rotate watches as they advance to the next training/evaluation step. Each of the steps represents time spent on different tasks and learning experiences. In this manner, the Iowa City Police Department assures exposure to the multiple responsibilities required of a Police Officer. The five steps of the Field Training and Evaluation Process are designed to provide:

- A systematic approach to in-the-field training
- Consistent and standardized training
- The means of developing ability to perform the tasks necessary for the competent execution of solo patrol assignments
- An introduction to all areas of a Police Officer's role and responsibilities
- The opportunity to learn from a number of the Department's FTOs who will help Probationary Officers learn Departmental policies and procedures

The current Field Training program requires Probationary Officers to review Departmental policies such as those on racial profiling and unbiased policing. However, the process should be modified moving forward to dedicate intentional and meaningful training time and resources towards

ensuring all new Officers understand the history of policing, past and ongoing disproportionate impacts on minority communities, and steps they can take in their daily duties to be unbiased and anti-racist. Additionally, the Field Training program should provide additional training on Crisis Intervention, de-escalation and the availability of Mobile Crisis and other prevention and diversion options in the community. This effort will require a comprehensive review of the Field Training program and exploration of training and education partnerships with external experts and members of the community.

RECOMMENDATION #15:

The Iowa City Police Department should conduct a comprehensive review of its Field Training program for Probationary Officers and partner with the community to expand training on the history of policing, past and ongoing disproportionate impacts on minority communities, steps Officers can take in their daily duties to be unbiased and anti-racist, crisis intervention, de-escalation, and awareness of existing prevention and diversion resources in the community.

Past and Annual Trainings

In recent years, the Department has focused on expanding training opportunities for its staff beyond traditional law enforcement topics. Examples of recent trainings include topics such as:

- Strengthening Relationships with LGBTQ+ Communities
- Diversity Focus
- Mental Health for Veterans
- Cultural Competency
- Mental Health
- Ethics
- Bias-Based Policing/Racial Profiling
- Fair and Impartial Policing
- Alzheimer's & Autism
- Crisis Intervention
- De-Escalation
- Effective Communication with Aggressive, Mentally Ill, and Emotionally Disturbed Individuals
- Developmental Disabilities and Dementia
- Consequences and Impacts of Police Interactions on Minority Communities
- Responding to and Investigating Hate Crimes

The Department should continue to seek innovative and progressive training opportunities for its Officers and, when possible, identify internal champions who can become certified trainers in specialty topics. Within the next year, the Department should actively seek training in bystander intervention. With the Department's new General Order on Duty to Intervene, it is incredibly

important that Officers have the training and confidence that they need to step in prevent any Law Enforcement Officer from exhibiting biased policing or excessive use of force.

One premier training opportunity is through the Georgetown Innovative Policing Program, in partnership with global law firm Sheppard Mullin. Georgetown has created the Active Bystandership for Law Enforcement (ABLE) Project to prepare Officers to successfully intervene to prevent harm and to create a law enforcement culture that supports peer intervention. Trainings are limited and require letters of support from community organizations. The Department is working with the NAACP and Black Voices Project to apply for the four-day ABLE training. Officers who complete the training will be in turn able to share their knowledge and offer training to fellow Officers in the Department.

RECOMMENDATION #16:

The Police Department should actively pursue the Georgetown Innovative Policing Program's Active Bystandership for Law Enforcement (ABLE) training with the goal of preparing Officers to intervene to prevent harm and create a culture of peer intervention.

Community Led Training

While training for statewide and national subject matter experts will always be important, it is increasingly important that Police Departments seek local training through partnerships with community organizations and groups. In the past, the Iowa City Police Department has done a good job partnering with social service agencies and groups like the NAACP on community-led trainings. However, this effort can and should be expanded in the coming years. These locally led training opportunities can be incredibly impactful as the community can describe lived experiences and facilitate open, respectful dialogue with Officers in a way that builds understanding, humanizes issues, and quickly influences change.

Within the next two years, the Police Department should pursue race-related community trainings through partnerships with organizations, including but not limited to, Black Voices Project, NAACP, Immigrant and Refugee Association, University of Iowa Student Government and University of Iowa Athletics. The City has already initiated discussions with several of these groups and will continue to explore ways to allow the community to take the lead on training their Police Department.

RECOMMENDATION #17:

Community-led training opportunities should become an increased focus for the Department, especially on the topic of race. The Department should actively pursue several community-led trainings in partnership with groups such as Black Voices Project, NAACP, Immigrant and Refugee Association, University of Iowa Student Government and University of Iowa Athletics

4.6 City Code and Departmental Policy Changes

It is imperative that the City stay committed to continually developing and modifying police related policies in an open and transparent manner. The Department should constantly seek best practices from other departments and consider recommendations from non-law enforcement organizations that research, analyze and critique emerging trends in law enforcement.

The Iowa City Police Department is one of only ten Iowa law enforcement agencies accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA). Only 4% of all law enforcement agencies in the country have earned this distinction. The purpose of CALEA's Accreditation program is to improve the delivery of public safety services. Specifically, CALEA's goals are to:

- Strengthen crime prevention and control capabilities
- Formalize essential management procedures
- Establish fair and nondiscriminatory personnel practices
- Improve service delivery
- Solidify interagency cooperation and coordination
- Increase community and staff confidence in the agency

This accreditation program challenges the Department to continually review policies and meet best practice standards. External reviewers hold the Department accountable by confirming compliance with said standards. Maintaining accreditation (Iowa City has been accredited since 2002) requires a dedicated effort of the Police Department to review policies and monitor Department standards and compliance on a daily basis, not just during annual reviews or four-year accreditation cycles.

Currently, accreditation efforts are managed by a sworn Sergeant within the Iowa City Police Department. Long-term, these duties may be best suited for a civilian position that would bring a non-law enforcement perspective to policy development and compliance review efforts.

RECOMMENDATION #18:

Iowa City should consider a civilian Accreditation Manager position that could bring a non-law enforcement perspective to police policy development and compliance review efforts.

All Police Department General Orders are available for public review on the Police Department website. For additional transparency and community feedback purposes, each time a General Order is modified, or a new one is created, the General Order is shared with the Community Police Review Board (CPRB) for their feedback before final adoption of the policy.

In 2020, the Department reviewed and revised the following General Orders, which were all reviewed by the CPRB:

- Use of Force
- Body Cams and In-Car Recorders
- Juvenile Procedures

In addition, the Department created a new General Order: Duty to Intervene and Report. This new General Order came after the Department entered a memorandum of understanding with area law enforcement on this topic. The memorandum of understanding was facilitated with assistance from the NAACP.

Looking ahead to calendar year 2021, the Iowa City Police Department intends to review 36 of its General Orders. Those scheduled for review include:

- Search and Seizure
- Harassment and Sexual Harassment
- Off-Duty Conduct: Powers of Arrest
- Bias-Based Policing
- Juvenile Procedures
- Detainee Processing
- Firearms
- Less Lethal Weapons
- Investigating Sexual Assault
- Duty to Intervene and Report
- Civil Rights
- Police Vehicle Pursuits
- Alarm-Open Door Response
- Prisoner Transport
- Use of Force
- Domestic Violence
- Arrests
- Field Interviews and “Pat-Down” Searches
- Informants
- Shootings/Lethal Incident Investigations
- Police Media Relations/Public Information
- Criminal Intelligence
- Narcotics, Organized Crime and Vice Investigations
- Canine Operations
- Internal Affairs Investigations
- Special Purpose Vehicles
- Temporary Light Duty
- Persons with Mental Illness
- Fiscal Management
- Communication, Coordination, and Cooperation

- Polygraph
- Contractual Agreements and Contracted Duty Employment
- Radio Communications Procedure
- Licensee Background Investigation
- Investigative Case Screening Process
- Infectious Disease Control

RECOMMENDATION #19:

The Police Department should strive to update each of the 36 General Orders scheduled for review in 2021 with a racial impact lens, make necessary policy changes to eliminate racial inequities in resulting outcomes, and incorporate the inclusion of a Racial Impact Statement into the review process beginning in 2021 and for all General Order reviews moving forward.

Unbiased Policing Ordinance

On November 17, 2020 the City Council passed the first reading of an unbiased policing ordinance. A second reading similarly passed on December 1 and final consideration is slated for December 15. The ordinance language was largely developed by the Iowa-Nebraska NAACP, and codifies police policy prohibiting racial profiling and any form of bias-based policing. It further defines the grievance process for those who have experienced or witnessed bias policing and requires annual police training in implicit bias, cultural competency, bystander intervention, or other similar topics. Additionally, the ordinance requires intervention and reporting when an Officer witnesses biased policing actions.

Codifying these policies is an important step as it amplifies the City's commitment to fair and impartial policing and increases the transparency of this commitment to the public. The City supports the greater effort by the NAACP to place the similar language in State of Iowa Code. It is our hope that Iowa City's adoption of the unbiased policing ordinance provides momentum for other cities and the State of Iowa to do the same. Widespread or statewide adoption of such language will have a greater impact on law enforcement and its future workforce.

RECOMMENDATION #20:

The City Council should adopt the Unbiased Policing Ordinance and the City should actively advocate alongside the NAACP and other advocates for similar language to be adopted into State law.

Interim Guidelines for Traffic Stops

In October 2020, Interim Police Chief Denise Brotherton issued new guidelines to all Officers for traffic stops. The new measure acknowledges disparities in stops and outcomes and notes the societal costs of such disparities. These costs ultimately inhibit the Department's ability to achieve its mission to work in partnership with the entire community.

The new guidelines provide clear direction to Officers to focus traffic enforcement efforts on issues of driver and public safety. The desired outcome is for the public to view traffic enforcement solely as an effort to help ensure safety of the public and not as a punitive action for non-safety related issues. The intent of following this traffic stop guideline is also consistent with the overall goal of eliminating any occurrence of bias-based policing practices.

The guidelines prohibit Officers from initiating stops based solely on secondary / pedestrian and regulatory violations such as minor equipment violations and jaywalking. If a stop is initiated for a public-safety reason, then Officers are limited to issuing a warning or a BULBS voucher to address any secondary / pedestrian and regulatory violations. Lastly, the new guidelines prohibit indiscriminate checking of license plates without an articulable and non-bias public safety reason.

The guidelines were issued with a scheduled review by the Police Chief after 60 days. After that review the Police Department will determine whether to modify the order or make it permanent through amendment of a General Order.

RECOMMENDATION #21:

The Police Department shall make permanent the prohibition on indiscriminate license plate checking and initiation of traffic stops based on non-public safety secondary violations after any modifications are considered after the initial 60-day review period.

Public Safety Camera System and Usage Policy

In the FY 2019 budget, the City set aside funds to expand public safety cameras into the Pedestrian Mall. The infrastructure portion of the project was completed with the Pedestrian Mall rehabilitation project that took place in 2019 and was completed in 2020. The City now needs to install the cameras and adopt the policy that governs their use. The City has circulated an initial draft policy to the American Civil Liberties Union (ACLU) and is working through comments before finalizing the document.

The public safety camera network is intended for investigations of serious crimes and is not intended for use as a surveillance tool. Over the years the Department has seen numerous significant public safety issues in the Downtown that has required hundreds of hours of investigatory work. Such incidents include shootings, hate crimes, sexual assaults, and seriously injured persons. Without a camera system, the Department utilizes Investigators to try to identify witnesses and private video sources. This limits the Department's success rate in quickly resolving the crimes and bringing answers and justice to the victims. It also heightens the risk that

a criminal, such as a sexual predator, may repeat an offense and further victimize additional people.

The City appreciates that there will be public sensitivity to cameras that cover public spaces. The development of a strict usage policy will help ensure that the cameras are not used for live monitoring, unless there is an active public safety emergency, such as a fire or active shooter situation. This policy will be presented to City Council so the corresponding intent and use is transparent and speaks to the goals of solving crimes and assisting victims.

RECOMMENDATION #22:

A public safety camera usage policy shall be developed before the installation of previously approved cameras and should focus on investigations of serious crimes and not surveillance activity.

4.7 Renewed Support for Community Police Review Board and Human Rights Commission

Community policing is rooted in the idea that law enforcement must partner with the community in a meaningful way in order to gain trust and legitimacy. The Community Police Review Board (CPRB) has a unique role that serves to provide residents with a trusted forum to evaluate grievances and concerns with the Police Department. While it is critical that the CPRB remain neutral, the Police Department should be strong partners. A strong partnership begins with appreciation, respect, and understanding of each other's roles and commitment to work together to serve the greater good of the community. The Police Department can help the CPRB do their work by providing education and data both at the macro and micro levels of operations. Additionally, a strong relationship and open lines of communication with the Police Department will help the CPRB more effectively recommend relevant policy and practice improvements proactively, rather than after an issue occurs or complaint is filed and investigated.

The CPRB is developing its own set of recommendations for the City Council to consider that relates to their powers and ability to serve the public. The City Council should fully vet those recommendations and consider the following recommendations as separate. The following staff recommendations do not focus on the authority and powers of the CPRB, but rather on how the Police Department can strengthen their relationship with the CPRB.

- Ensure the Police Chief attends each CPRB meeting and has an opportunity to provide updates on Department operations and answer questions from board members. To accomplish this recommendation, a Police Chief report can be added to the end of each CPRB meeting agenda. As part of this agenda item, the Police Chief should consider introducing one Department staff member to the CPRB and public. This would be an excellent opportunity to build bridges by allowing CPRB members and the public a chance to learn more about the men and women who serve the community.

- Continue to share Department policy updates with the CPRB and seek their feedback for further improvements. The Department should aim to submit at least one policy for review for each regular CPRB meeting.
- The Police Department revised the monthly Use of Force reports submitted to the CPRB beginning in October 2020. These enhanced reports should continue to be delivered monthly and an annual Use of Force report should be submitted separately to the CPRB.
- Annually, the Police Chief should report to the CPRB on the Department's compliance record with the body camera and in-car video systems General Order. The compliance report should focus on required monthly Supervisor checks, Use of Force checks, and Internal Affairs complaints checks.
- For the past two Police Chief hiring processes, a member of the CPRB was invited to participate in semi-finalist candidate interviews. Going forward the same opportunity should be extended for participation in new Officer interviews and internal promotional processes.
- Lastly, the Police Department should extend all members of the CPRB an extensive orientation process including a station tour, ride-along, data and policy overview and internal investigation training session.

RECOMMENDATION #23:

The Police Department should renew its commitment to the Community Police Review Board through regular Police Chief updates, staff introductions, frequent policy reviews, enhanced Use of Force reporting, Body Cam compliance reporting and a more extensive new board member orientation and internal investigation training.

In addition to strengthening the relationship with the CPRB, the Police Department should seek to partner more directly with the Iowa City Human Rights Commission (HRC). The HRC not only consists of diverse Iowa Citizens, but their mission focuses on ensuring all residents know their rights and have equitable opportunities. A closer relationship with the HRC will provide unique opportunities for the Police Department to build better understanding of and relationships with diverse subsets of our community. Specifically, the Department should assign a Human Relations Commission liaison to attend regular meetings. Furthermore, the Department should actively participate in HRC outreach and special events throughout the year.

RECOMMENDATION #24:

The Police Department should assign a liaison to the Human Rights Commission and actively participate in their community education, recognition and outreach events in order to build more understanding and connections with diverse populations in the community.

4.8 City Advocacy

While there are many solutions that are within direct control of the City of Iowa City, numerous efforts will require actions from other governing boards or partnerships with other governmental agencies. In these situations, Iowa City should advocate for the sought-after solutions and work to build coalitions that can influence the decision-makers.

The City Council established its 2021 Legislative Priorities for the State of Iowa in November 2020 (Appendix III). A number of priorities directly related to criminal justice reform and ending systemic racism, were shared including:

Decriminalization of marijuana

According to an ACLU report based on law enforcement data, a Black person in Iowa is 7.3 times more likely to be arrested for possession of marijuana even though studies show Black and white people use at about the same rate. Additionally, Iowa has the fifth-worst racial disparities involving marijuana arrests of any state.

Marijuana possession, sale, and manufacture are regulated by both state and federal law. In Iowa, marijuana is classified as a Schedule I substance and possession is a simple misdemeanor. At the state level, various proposals have been circulated in recent years to address Iowa's strict marijuana sentencing practices, but thus far these proposals have not advanced. Iowa City has supported past decriminalization efforts and will continue to do so during the 2021 legislative session.

The Johnson County Attorney's Office currently operates a marijuana diversion program based on prosecutorial discretion. Under the program, defendants who were found to possess less than 1.5 oz. of marijuana, show no evidence of distributing, are eligible for deferred judgement, and free of other pending charges or forms of probation may complete a list of requirements to have their case dismissed. The City supports this program and will continue to voice support if it is expanded in the future.

Governor's FOCUS Committee on Criminal Justice Reform Recommendations

The Governor charged the committee to make recommendations for building an unbiased criminal justice system in Iowa in 2020. The committee includes representatives of law enforcement, prosecutors, corrections officials, the Iowa-Nebraska NAACP, the Commission of Latino Affairs, and other agencies which advocate for communities of color.

The recommendations released by the committee in the fall of 2020 include:

1. *Require and automate data collection on race/ethnicity from law enforcement stops.* Currently, recording an individual's race during traffic stops is not required by all law enforcement agencies and it is often completed based on the Officer's perception of the driver's race. This recommendation would seek uniformity through an automated method, such as embedding voluntarily-provided self-identified race/ethnicity information into driver's licenses and state identification cards. This data would then be automatically recorded into the Department of Transportation's TraCS system that is currently used by Iowa law enforcement for traffic stop data.
2. *Analyze and study the resulting data and provide annual reports on the findings.* The committee has tasked a reformed state Justice and Community Policing Advisory Board with developing and implementing the process for the automated data collection. Additionally, the Board will annually analyze and report on this data and provide policy recommendations related to the findings.
3. *Adopt a statutory ban on disparate treatment in law enforcement activities and the delivery of police services.* Currently, racially discriminatory pretextual stops (as defined by the U.S. Supreme Court and Iowa Supreme Court) are unconstitutional and prohibited, racial profiling is statutorily banned in 16 states, and the U.S. Department of Justice banned federal law enforcement from engaging in racial profiling. This committee recommends Iowa adopt a ban on disparate treatment based on a person's individual demographics, with violation the basis for administrative personnel action and any civil remedies under state or federal law.

Specialty Courts

Specialty courts are designed to leverage relationships between courts and communities and solve problems by addressing underlying needs that have contributed to an individual's contact with the justice system. Treatment teams include a judge, substance abuse treatment professionals, attorneys, and non-profit agency providers. Effective specialty courts are a valuable resource for jail diversion efforts.

Iowa currently has several mental health, substance abuse, and drug specialty courts which are criminal courts only. This means the clients served must be criminal defendants or offenders. Due to budget constraints, the Iowa judicial branch imposed a moratorium on the expansion of specialty courts in 2017 and that moratorium is still under effect. For the existing specialty courts, there is a significant lack of consistency in court operations as well as funding levels and resources.

Locally, a committee of legislators, county staff, and service providers are working on establishing the Sixth Judicial District Civil Mental Health Court, which would be the first civil specialty court in Iowa. The court would be similar to Iowa's existing criminal mental health courts and utilize best practices from the Treatment Advocacy Center, but individuals would not need to be charged with a crime in order to access the court and its services. The current State Court Administrator has been supportive of this proposal, but outstanding matters to be addressed before moving forward include acquiring accreditation, a lift of the moratorium on specialty courts, and adequate funding levels to support the court and additional inpatient and outpatient treatment.

Iowa City supports lifting the moratorium on specialty courts and increasing funding levels and stability for specialty courts in Iowa.

Juvenile Court

Juvenile Court in Iowa is a specialized court that is involved primarily with Child in Need of Assistance (CINA) proceedings and some juvenile delinquency cases in which defendants are under the age of 18 at the time of committing a crime. If a juvenile defendant is found guilty of committing a crime, the court will enter a dispositional order which could place the juvenile in a detention center, state training school, residential treatment facility, or other out-of-home placement, or could allow the juvenile to live at home while completing terms and conditions of probation. Iowa also allows the Juvenile Court Services Department to review criminal charges involving juveniles and resolve the criminal charge informally, before reaching Juvenile Court.

However, there are some criminal cases which the Juvenile Court does not handle even if the defendant is under the age of 18. For example, some minor crimes such as violations of some city or local ordinances, curfew and traffic violations, and certain simple misdemeanor violations of the Iowa Code are only handled by the District Court system, without regard to the defendant's age.

The City supports an amendment to State Code which would grant jurisdiction to the Juvenile Court for all violations committed by juveniles that would be simple misdemeanors if committed by an adult. Some of these minor offenses such as tobacco possession, hunting and fishing violations, and city curfew are currently prosecuted as simple misdemeanors even for defendants under age 18, and such an early first contact point with the justice system disrupts a critical period in the youth's life for education and job skill training and contributes to the 'cradle-to-prison pipeline.'

Law Enforcement Vision for Equality Task Force

In June 2020, the Iowa-Nebraska NAACP and Iowa Police Chiefs Association (IPCA) partnered to establish a joint equity task force to work towards unbiased policing in Iowa. ICPD staff participated in the first joint NAACP-law enforcement work session, in which it joined five other area law enforcement agencies in a Memorandum of Understanding to intercede if an Officer observes another Officer engaged in unreasonable use of force.

This task force has also advanced the adoption of anti-biased policing ordinances by Iowa cities, including the ordinance considered by Iowa City's City Council. Additional ongoing and future priorities of the task force which are supported by Iowa City include improvements to community police review boards, changes to the review and release policies for body-worn cameras in cases involving allegations of biased policing, increased implicit bias and cultural awareness training, and encouraging officers to live in the communities they serve.

Statewide Data Collection

Several of the advocacy priorities outlined on this section depend upon consistent, uniform, and quality data collection statewide. Some of the most critical data needs include:

- Traffic Stop Disparities: The Iowa City Police Department was the first city in the state of Iowa to voluntarily collect demographic data during traffic stops. Since 2006, Iowa City has contracted with Dr. Christopher Barnum of St. Ambrose University to conduct an annual Disproportionate Minority Contact Study of traffic stops. This information has been critical for enabling the Police Department to make policy and practice changes to eliminate the identified disparities. Additional state actions and resources would depend on collection and analysis of more comprehensive, statewide data. Accordingly, Iowa City supports the FOCUS Committee on Criminal Justice Reform’s recommendation for uniform, automated traffic stop data collection.
- Review of citizen police review boards: Iowa City has had a Community Police Review Board since 1997. Recently, many other cities in Iowa and across the nation have renewed interest in developing a local review board for the first time or further expanding the scope or authority of existing boards. As these initiatives advance, new challenges and new solutions will undoubtedly arise. Iowa City supports a statewide analysis of community police review boards to help identify gaps or needs for legislative policies that will improve the oversight authority of these bodies.

The City will work with our elected delegation and our lobby consultant to effectively advocate for these and other changes that align with the City Council strategic plan goals on race and equity.

RECOMMENDATION #25:

City staff should work with our State elected delegation, contracted lobbyist and partners such as the NAACP to pursue meaningful changes to the criminal justice system that align with the City Council’s adopted 2021 legislative priorities

State Law Prohibiting Race Based Calls

During one of the City Council’s Listening Post events in the fall of 2020, considerable attention was given to all-too-frequent occurrences of the public calling 911 to report suspicious behavior of minority individuals. These calls often prove to be baseless, with race playing a motivating factor. An example call may be someone reporting suspicious behavior of three unknown Black males walking down their street or hanging out in a neighborhood park. These calls often put Police Officers in a difficult position as they must respond to all calls received, but the report lacks any illegal behavior to warrant making contact with the individual(s). Police Officers currently use their discretion on how best to respond, which could range from a simple drive by observation without stopping or approaching the individual(s) for a conversation.

More awareness is needed on this issue and the community must become more educated and accountable when making race-based calls for law enforcement with no reasonable basis for suspecting an emergency or illegal behavior. A lawful prohibition on race-based calls would need to occur at the State level of government. Per Iowa Code Section 718.6, making a false report to the police or reporting the occurrence of a crime knowing the act did not occur, or calling 911

knowing that it is not an emergency is a simple misdemeanor. This current code section does not address situations in which race is a motivational factor in someone making the call. The State would need to make an amendment to the false reporting or hate crimes provisions (or both) such that racially motivated calls to police elevate the offense beyond a simple misdemeanor. This simple act would not only create a stronger penalty but would also importantly send a message and raise awareness to all Iowans. It should be noted that similar legislation has been passed or is being considered by several states across the country.

RECOMMENDATION #26:

The City should work with its legislative delegation and professional associations and stakeholder groups to introduce legislation at the State level that would explicitly prohibit race-based calls to law enforcement when there is no emergency or criminal activity and initiate a public service campaign to build awareness of this phenomenon and eliminate race-based calls.

Regional Community Police Review Board

One concept that is worthy of further exploration is a county-wide Community Police Review Board. Currently, Iowa City and University Heights are the only two communities in the state of Iowa with a Community Police Review Board. In wake of the renewed national focus on policing, it is expected that other communities, both locally and across the State, will adopt similar civilian oversight boards. While this is encouraging, it also could prove to be confusing and inefficient for residents who do not often know the jurisdictional boundaries of communities or understand the different governance structures of local law enforcement.

In Johnson County alone, there are four municipal law enforcement agencies in addition to the University of Iowa Department of Public Safety and Johnson County Sheriff's Office. One can begin to imagine that if there were a similar number of oversight boards, all with unique policies and procedures, it could make navigating the complaint process more confusing and difficult. In addition to removing barriers for the public, a regional civilian oversight board could help achieve many other goals. A regional board would allow external law enforcement agencies to conduct initial investigations, as opposed to having the department that is the subject of the complaint complete the initial investigation. For an affordable cost for each agency, an independent staff person could be hired to assist complainants and monitor investigatory processes. The same staff person could also more effectively lead public education efforts. We believe this concept merits further review and discussion with the City Council's elected peers in Johnson County.

RECOMMENDATION #27:

The City Council should consider conversations with other local elected officials to gauge interest in the formation of a regional Community Police Review Board that can replace those already in place or under consideration in individual municipalities within Johnson County

Outcome Oriented: Policing Forward

Successful implementation of a plan to restructure the Police Department will depend on our courage to pursue unique and innovative solutions to meet the challenges in our community. This might be characterized as “policing forward,” or using unconventional but proactive strategies to embody a more modernized interpretation of public safety. We should approach the future of policing and public safety with a renewed emphasis on equity advancements, data capabilities, and forward-thinking communication and service delivery methods.

4.9 Employee Recruitment, Wellness, and Community Service

The Iowa City Police Department has long been able to recruit Officers of strong character with a desire to serve the community at the highest of levels. Nationally, recruitment into the police field has become more challenging over the past decade. This challenge has also presented itself locally, which has been evident in reduced applicant numbers for the Iowa City Police Department and other area law enforcement agencies. It is imperative moving forward that the Department do all it can to attract the highest quality, diverse applicant pool it can to serve our growing community.

In addition to a strong focus on recruitment, the City must take steps to ensure that the high stressors of the position do not negatively impact the ability of our current Officers to perform their job. Officer wellness is more important now than ever before. Ensuring our Officers have a strong support system and wellness resources will help make sure they are in a position to perform to the best of their ability.

Officer Recruitment

With Police Officer application numbers down nationally and very low unemployment rates locally, the City must seek every opportunity to recruit individuals with a strong desire to serve the public through community policing. Some individuals have an interest in public safety but need additional information on the career. Others are individuals who may have never even considered a career in law enforcement because they are not used to seeing Officers who look like them. These

individuals must be engaged in recruitment processes well before the next Police Officer testing process even commences.

For the last several years the Department has offered a variety of internships opportunities. The Iowa City Police Department has partnered with several area colleges including the University of Iowa, Kirkwood Community College, and Mt. Mercy University, as well as out-of-state institutions, to provide criminal justice students with patrol internships that help fulfill academic program requirements. The internships run for a semester and introduce the student to municipal law enforcement through observations obtained on ride-a-longs and assisting in non-sworn divisions like Records and Animal Services.

In 2019, the Department began offering month-long internships to members of under-represented communities interested in a career in criminal justice. These are abbreviated patrol internships where insight is gained through ride-a-longs and observation of policing activities. The Department has specifically reached out to members of minority communities for these opportunities.

Internships are an excellent opportunity to expose those with an interest in law enforcement to the realities of the day-to-day work. Ideally, those who find success in the internship will eventually apply, test, and be hired for a position in the Department. However, the infrequency of hiring sometimes means that these good candidates will find employment with another Department sooner than a position becomes open in the Iowa City Police Department. Thus, it is important to try to establish a strong pipeline of candidates, often beyond what you can produce through limited internship programs.

The City should consider creating a local public safety apprenticeship program that can help bolster the number and diversity of candidates for several different positions. While this type of program could be structured to focus solely on Police Officer recruitment, there are likely several benefits to expanding it to include Firefighters and some Public Works positions, such as utility workers, where recruitment historically been historically difficult. This program would be a large undertaking for the City and may require dedicated staff and/or funding partnerships with external organizations.

An apprenticeship program can take a variety of forms, but likely would include a stipend of some form for those participating in the program. Program participants would not only learn about the public safety positions but would also help to prepare for the application process and any certifications that may be required upon hire. Participants could perform limited duties in their areas of interest and may also be required as part of the program to perform community service. Those successfully completing the program should have an advantage in the application process and the City will gain valuable insight into their work ethic, interpersonal skills, and public service commitment.

RECOMMENDATION #28:

The City should explore the creation of a local public safety apprenticeship program to bolster efforts to increase the number and diversity of applicants for a variety of public safety positions including police officer, firefighter, and some public works positions. The program would pay a stipend to participants, who would learn critical skills and perform limited duties and community service

Enhanced Applicant Testing Support

While initial Police Officer application numbers may meet targets, many exit the process due to failure to satisfactorily complete the written or physical testing requirements. The Department should explore ways to ensure that those testing are adequately prepared for the various steps in the hiring process. In the past, the Department has placed study guides at the Iowa City Public Library and in the Human Resources Office at City Hall. However, those were rarely, if ever, used, which suggests that a more personal touch may be needed.

A candidate open house is one way to engage interested individuals and provide guidance for them in how best to prepare for the testing process. This type of open house, which is used in Ann Arbor, Michigan and other Police Departments across the country, can also make critical connections between active officers and applicants. Those connections can help build confidence and a greater desire to serve the public through law enforcement. If there was a demand, a series of open houses could be offered with an emphasis on various testing procedures at each session.

While open houses can help provide direct mentoring for the written portions of the recruitment process, they are limited in what they can do to support the physical components of the test. In the weeks and months leading up to the physical test date, the Department can host “run with your recruiter” events. Departments like the Houston, Texas Police Department have used these opportunities to help get candidates in shape and put them at ease on testing day. This would also allow for Officers to feel involved in the hiring process and allow candidates to explore law enforcement topics with future coworkers.

RECOMMENDATION #29:

The City should implement written and physical testing support programs that minimize barriers to successful testing and increase the number and diversity of candidates eligible for hire by the Department

Officer Well-Being

An increasing amount of focus nationwide is centering on Officer well-being. Officers experiencing their own trauma and crisis from work-related experiences are not able to perform at their peak and may be more prone to making poor decisions in the field. Making sure Officers get the support they need to work through stress will translate to higher performance and better decision-making on the streets.

In recent years, the Iowa City Police Department created a Peer Support Team. This team of sworn and civilian employees provides confidential assistance and outreach to Iowa City Police Department personnel, as well as their families, who may be experiencing personal and/or professional crisis. If these problems are identified at an early stage, they are more likely to be successfully treated or resolved. Examples of common problems in law enforcement are relationship problems, substance abuse, suicide, and psychological symptoms that may be caused by or worsened by stress related to the profession. Members of the Peer Support Team are not psychologists but have received training to make them more effective when offering support, guidance, and referral to professional and/or community resources. Two of the members have been trained to hold group debriefs after critical incidents for employees. Three members have received executive level peer support training. In addition to the Peer Support Team, Officers can utilize the previously described Chaplain Program for support.

Eye Movement Desensitization and Reprocessing (EMDR) Certified Mental Health Evaluations

Police Officers that encounter disturbing, graphic situations often need specialized assistance to help process such experiences. While the City has wellness resources, including an employee assistance program, Officers often need a more specialized service. One increasing popular therapy with first responders is Eye Movement Desensitization and Reprocessing (EMDR). EMDR is an integrative therapeutic approach for dealing with distressing memories. EMDR certified professionals can help Officers process negative memories associated with their work and help them move forward with comfort in continuing to serve the public in their policing role. The City should explore partnerships with EMDR certified professionals and cover the expense for initial Officer consultations with subsequent visits being applied to individual health insurance plans. The City-paid initial consultation will help eliminate barriers for Officers to seek this service. Through increasing utilization rates, the City will be taking steps to ensure our employees are well cared for and are able to perform to the best of their abilities.

RECOMMENDATION #30:

The City should seek partnerships with EMDR certified professionals and cover the expense for initial Officer consultations in order to reduce barriers to this service and ensure Officers have needed resources to process distressing memories and perform at the best of their abilities

Pilot Program: Mandatory Community Service

Iowa City Police Officers have a strong ethic toward community service. As a group, they collectively support local charities throughout the year. Individually, Officers have been known to personally assist people in need that they come across in their daily duties. Many also volunteer and contribute to the community through service with non-profits, schools, and extra-curricular youth activities. The benefits of community service go well beyond the individual act of volunteering. In high stress work, such volunteerism can help keep Officers grounded and relieve anxiety while simultaneously building important connections in the community.

The City should explore a mandatory community service requirement for existing Officers that would take place on-shift and allow them to pursue their own passions and interests by partnering with an Iowa City based non-profit agency. This program could be as simple as requiring a couple of hours of shift time each month or could be more elaborate with an identified community service project that occurs throughout the year. Exploration of this pilot program would require discussions with Police Administration and the Police Labor Relations Organization of Iowa City.

RECOMMENDATION #31:

The City should explore a pilot program that requires Officers to spend a portion of shift time volunteering with an Iowa City based non-profit or working toward a community service project

4.10 Public Data and Communications

It is increasingly important for law enforcement agencies to collect, analyze, publish and communicate information about its operations and the public safety trends in the community. The Iowa City Police Department has historically relied on specialty Officer positions and other sworn staff to manage data and perform communication duties. The personnel completing these duties often have competing public safety or management responsibilities. This often leads to the de-prioritization of data analyzation and non-urgent messaging.

As previously described, the community has seen the positive impact of data collection efforts through the Department's Data Driven Justice Initiative the last several years. Because of the successes of that effort, in 2020 the Department shifted one regular patrol position to a dedicated Crime Analyst position. The Crime Analyst utilizes the analytical skills and organizational capabilities developed during the Data Driven Justice Initiative. Responsibilities of the position include regular reporting to Police Administration and City leadership on departmental activities, development of customized and specific analysis and data visualizations, and providing recommendations to improve various operational aspects of the department. To further public reporting and accountability, the Crime Analyst will work with Police Administration on more regular reporting to the public on departmental activities. This may include adding public dashboards to the City website and participation in public data portals.

The creation of the Crime Analyst position was an important step forward, but more attention is needed for the Department to improve its reporting and communication to the community. To aid this effort, it is recommended that a dedicated public safety communications position be added to the City Manager's Office, Communications Division. This position would be external to the Police Department but work closely with the Department on public communication efforts. Its positioning outside of the Police Department will provide more of a community perspective on needed communication strategies. This position, while serving both the Police and Fire Departments, will help improve social media messaging, enhance the Department's website presence, improve responsiveness with media and utilize other important communication platforms.

RECOMMENDATION #32:

A Public Safety Communications Professional position should be created in the City Manager's Office to focus on improving transparency, responsiveness and proactive messaging with the community

One of the initial efforts of the Public Safety Communications Specialist and Crime Analyst will be to revamp the Department's website. The current website contains some useful information, such as links to annual reports and Department General Orders. However, it fails to clearly communicate basic organizational and community safety information to the public. In addition to Department policies and crime statistics, the website should communicate important information that is provided to the Community Police Review Board (CPRB), such as complaint data and Use of Force data. This information, while publicly reported to the CPRB, is largely inaccessible to the public. One of the more critical topics on the current website is the Department's ongoing partnership with St. Ambrose University to analyze traffic stop data for disproportionality. While study information is available on the website, it is not presented in a clear or transparent manner.

With the adoption of the final plan to restructure the Iowa City Police Department, the City should completely rebuild its website content and make certain it clearly conveys up-to-date information that speaks to how the Department is serving the public and making progress toward its mission and the various recommendations of the plan.

RECOMMENDATION #33:

With the adoption of the Final Plan, the City should commence an overhaul of the Police Department's website content and ensure it provides clear, transparent information about policing operations and reports on progress towards its mission and the various recommendations in the plan

In addition to ensuring the website has up-to-date operations information, the Police Department should explore participation in public data portals that are aimed to enhance a greater understanding and accountability of law enforcement. One such public data portal is the Police Data Initiative (www.policedatainitiative.org). This national effort has over 130 law enforcement agencies currently participating. However, there are no agencies reporting from the state of Iowa. These public portals not only promote transparency and accountability, but they often assist with critical research efforts and the sharing of best practices that improve policing efforts for participating agencies.

RECOMMENDATION #34:

The Iowa City Police Department should participate in the Police Data Initiative and other similar public data portals that aim to enhance understanding of public safety data, increase accountability and innovate through the sharing of best practices

Finally, it is important to recognize that a strong communication strategy is not only about sharing information with the public. Equally as critical is making sure the Police Department is proactively seeking opportunities to meet with and hear from the public about their views of the Department and the community. Several of these efforts currently exist through Department outreach activities, the accreditation process, the Community Police Review Board annual forum and other events such as neighborhood association meetings.

In order to increase opportunities for the public to interact with leadership, the Department should expand on the City Council's listening posts from the fall of 2020. These sessions, which were held in public parks, community centers, and online proved to be valuable and were appreciated by the public. These efforts should continue to a minimum of four Police Department listening posts per year that would be open to the public and held in different locations each time.

RECOMMENDATION #35:

Beginning in 2021, The Police Department should begin quarterly town hall style listening posts with the public in alternating locations throughout the community

For several years, a City Manager's Roundtable group has met on a monthly basis over lunch to discuss equity issues in City operations. The group consists of approximately 15 to 20 community leaders from various stakeholder groups such as the Center for Worker Justice, Black Voices Project, Immigrant and Refugee Association and various faith-based organizations. This group provides valuable feedback to City leaders on a variety of operational topics related to the City.

The group has not met during the pandemic and there is an opportunity to restart in 2021 with a renewed focus. To kick-off this new effort, the City Manager and Police Chief will utilize the Leadership Conference on Civil and Human Rights 2019 report entitled, “*New Era of Public Safety, A Guide to Fair, Safe and Effective Community Policing.*” This document was recommended to the City Manager’s Office by officials with the Iowa-Nebraska NAACP and contains 12 chapters focusing on important policing issues such as bias-free policing, use of force, the First Amendment, data and video footage, and more. At each meeting of the City Manager’s Roundtable, the group can focus on a specific chapter or two and have open dialogue on current Department practice and possible opportunities for enhancement of services.

RECOMMENDATION #36:

Reconvene the City Manager’s Roundtable in 2021 and initiate a review of the Leadership Conference on Civil and Human Rights 2019 report entitled, “New Era of Public Safety, A Guide to Fair, Safe and Effective Community Policing”

Funding Considerations

Numerous components of this plan will require City investment, both in the short-term and the long-term. Some of the costs are known at this time, such as new civilian responder partnerships with non-profit partners including the Shelter House, CommUnity Crisis Services, and Foundation2. Others, including the long-term expansion of Mobile Crisis and integration into the dispatch system are not as easily identifiable right now and will require further research and discussion with various partners in the community. This section of the plan shares perspectives on various ways in which the City Council can pursue funding objectives outlined in this plan.

5.1 “Defund” Model

Across the country there have been calls for defunding police departments and diverting allocations of funds to non-police related causes such as social service efforts. As previously noted in this document, approximately 86% of the Police Department’s budget is tied to wages and benefits of both sworn and civilian positions. As with most City departments, the Police Department is inherently a very labor-intensive operation. Thus, in any scenario, a significant reduction of the Department budget will necessarily require the elimination of sworn and/or civilian positions.

As the staffing numbers in this document illustrate, Iowa City Police Department is already a comparatively lean operation. No regular Patrol Officer positions have been added since 2010, despite robust community growth and increases in calls for service. Specialty community policing, investigative and civilian positions have been added in moderation to further the Council’s strategic plan goals and improve core services, such as Animal Services, to the community. Those positions have paid great dividends, but again have not translated to increased patrol operations on the streets of Iowa City over the past decade.

With additional community growth expected, and in recognition of increasing calls for service and crimes involving weapons, the City should be extremely cautious when considering any type of immediate defunding scenario. The ramifications on our ability to carry out core public safety responsibilities as a local government could be significant and have negative consequences for our residents and community. Instead, the City should commit to the recommendations in this plan with the goal of reducing the occurrence of calls for service. With success of this approach, the City should be able to slow or stem the need to add additional patrol staff over the long-term. Any new financial resources, whether through new revenue sources or through property tax base growth, can then responsibly be diverted to other needs in the community.

This has essentially been the City’s practice over the last decade and intentional budget commitments to social services and community building have been prioritized over expanding Iowa City’s patrol operations. While overall City budget resources have increased with tax base growth, the Police Department budget has remained fairly status quo with an average annual increase of 3.6%. Meanwhile, increases in budget capacity have resulted in millions of dollars being deployed for Council initiatives, such as the creation of an Affordable Housing Fund,

creation of a Climate Action Division, increasing the minimum wage, increasing aid to non-profits, funding new bike and park master plan projects, launching a Bookmobile service, and important one-time capital investments such as the \$2.5 million GuideLink Center contribution.

5.2 Increased Property Tax Support

The City Council can explore expanded use of property tax levies to support growth in operations that support the recommendations of this plan. A one-cent increase in the property tax rate can generate approximately \$40,000. Council could choose to use the remaining three cent capacity in the Emergency Levy, which would generate approximate \$120,000. Similarly, expansion of the Employee Benefits Levy may be able to be used to support some efforts. Given, (1) the City's decade long commitment to reducing our overall property tax rate in order to bring it more in line with comparable communities, (2) our emphasis on affordable housing, and (3) the limited remaining capacity in our Emergency Levy, a property tax solution is unlikely to be a popular or ideal choice for supplemental funding.

5.3 Increased Utility Tax Support

State of Iowa law allows cities to pass, by ordinance, up to a 5% tax on gas and electric utilities. Iowa City currently has a 1% utility tax that generates approximately \$900,000 per year. Currently those funds support our Fire Department operations, as well as roadway and rights-of-way improvements in the community. The City Council can impose up to 4% more in additional utility tax and can designate the funds for any purpose. While staff has not yet put forward any formal recommendations for an increase in this tax, Council should be peripherally aware of the eventual need for a revenue boost such as this to support the staffing needed when the City's fifth fire station opens. That leap in operations will require well over a million dollars in annual funding, which will be difficult to achieve without a 1% boost in this revenue source.

5.4 Introduction of a Local Option Sales Tax (LOST)

Iowa City is the lone metropolitan area in the State of Iowa without a 1% Local Option Sales Tax (LOST). The community passed a four-year LOST after the 2008 flood that aided the City in completing the Gateway Project and expanding the South Wastewater Treatment Plant to allow for the creation of the new Riverfront Crossings Park. A LOST requires 50% voter approval and could generate upwards of \$5-\$10 million per year, depending on votes in neighboring communities. State law requires that 50% of proceeds be dedicated to property tax relief. The remaining balance can be spent in accordance with the approved ballot language.

5.5 Recommendations for the upcoming FY 2022 Budget

The City Manager's budget will be presented to the City Council in late December 2020 and will be reviewed in the following months before the State of Iowa adoption deadline in March 2021. Due to the financial uncertainties associated with the pandemic, the overall City budget will largely be status quo. No new revenue sources or rate increases will be recommended given the challenging financial situation that many households and businesses are currently navigating. The recommended budget will include a modest reduction in the City's property tax rate through continued lowering of the debt service levy.

The Police Department budget will be held below its annual increase of 3.6% the department averaged over the last decade. The recommendation will include an increase of 1.5 permanent civilian positions and salary contributions to two new non-profit positions, including one at the Shelter House and one at CommUnity Crisis Services. One new civilian supervisor position is being recommended to take over much of the civilian operations that are currently managed by a sworn Sergeant position. Through attrition, this vacant Sergeant position will be re-designated to a specialty patrol position that works directly with CommUnity Crisis Center on bolstering community and law enforcement usage of Mobile Crisis and co-responding with the new CommUnity mental health position that is being funded in part by the East Central Mental Health Region. The half-time addition of staff will be for a Community Outreach Assistant that focuses solely on building relationships and improving services to the Immigrant and Refugee population in Iowa City.

These internal and external staffing enhancements will help the Department make immediate progress toward the goals of this plan. At the same time, the Police Department will not expand sworn positions and the budget will increase less than 3.5% overall. Eighty-six percent of the overall increase in the budget will be associated with the above-mentioned new positions, increases in previously bargained staff salary and benefits, and state mandated pension payments. Comparing the various divisions of the Department, the largest increases percentage-wise in budgets will be Crime Prevention, Records, and Investigations. The largest division of the Department, the Patrol Division, will see less than a 1% increase in overall budget.

The Police Department budget recommendation from the City Manager's Office accomplishes several key objectives for the City. First, it invests in key components of the preliminary plan, particularly in the prevent, divert, and co-respond portions of the Crisis Calls for Service Continuum. It creates new partnerships with local non-profits and bolsters our crime prevention and outreach activities. Second, it does not expand sworn positions and keeps the overall budget growth below the already low decade average. This means that substantial progress toward the objectives of this plan can be made without identifying new revenue sources or raising taxes. At the same time, current sworn staffing levels will be held in place to continue our effort to root out the serious criminal activity in our community, particularly the concerning increases in crimes with weapons that have been experienced the last two years. Lastly, outside of the Police Department a civilian public safety communications position is being recommended to help increase proactive messaging and build greater transparency.

Final Recommendations

6.1 Review of Recommendations

This preliminary plan outlines 36 recommendations that staff believes can effectively accelerate the Iowa City Police Department's Community Policing commitment.

These recommendations are rooted in unbiased policing, the four categories of the Crisis Calls for Service Continuum (Prevent, Divert, Co-Respond and Stabilize & Connect), and general community policing principles that promote meaningful community partnerships, open communication, equity, and transparency within the community.



A full list of the recommendations is provided below:

1. Pursue a Local Option Sales Tax that would in part bolster the annual Aid to Agencies grant program and provide additional flexibility for strategic one-time investments in our non-profit community
2. Partner with the Shelter House to jointly fund a new Street Outreach and Engagement Specialist to be employed by the Shelter House and that would work in close cooperation with the Iowa City Police Department to proactively connect individuals to services and prevent police calls for service generated by the public
3. Create a half-time permanent civilian Community Outreach Assistant position that focuses solely on outreach and engagement with Iowa City's growing immigrant and refugee population
4. The City should take an active role in marketing local crisis services to the public including the 24/7/365 Mobile Crisis unit with the aim to increase the diversion of calls away from the Police Department to trained mental health counselors
5. Following in the path of the Cross Park Place and GuideLink projects, the Iowa City Police Department should work cooperatively with CommUnity and other local governments in 2021 to take a data driven justice approach to planning for expansion of the existing Mobile Crisis service

6. The City should convene stakeholders from the mental health region, CommUnity Mobile Crisis team, and Joint Emergency Communication Center staff and board to discuss integration of Mobile Crisis services into the 911 dispatch process
7. The Police Department should conduct a comprehensive, data-driven review of the civilian Community Service Officer position and determine if those civilian positions can safely divert duties from sworn staff
8. The City Council should determine if they wish to revisit the concept of automated traffic enforcement. If the technology is something the City Council wants to explore, direction should be provided to staff on what information is desired to make an informed decision
9. The City Council and Iowa City Police Department should join Foundation 2 and CommUnity Crisis Services in developing and implementing a co-response team that pairs a specially trained Police Officer with a CommUnity Mobile Crisis mental health professional. The program will be funded in partnership with the East Central Mental Health Region and will include a new Police Officer specialty position that will be accommodated through a reduction in one Sergeant position.
10. The Iowa City Police Department should continue to ensure that all Officers receive initial Crisis Intervention Training and subsequent continuing education in de-escalation techniques. The Department shall continue to encourage personnel to obtain CIT instructor certification
11. The Iowa City Police Department should partner with the Iowa Department of Public Health to begin carrying Narcan to better assist those experiencing an opioid overdose when no medical professional is on scene to assume such care.
12. The Iowa City Police Department should move forward with implementation of the Coordinate Assess Respond Engage (CARE) reporting tool to better inform Officer response and training, as well as to increase efforts to expand and automate referrals to local service providers
13. The Police Chief should designate a command staff team to analyze the Department's usage of the GuideLink Center and to actively participate in ongoing intergovernmental evaluation and planning efforts to explore how the facility can best meet the changing needs of our community
14. The Victim Services Coordinator should engage in regular meetings with local service providers for the purpose of continually evaluating how the Iowa City Police Department can best utilize the professionals in those organizations to support victims experiencing trauma and crisis
15. The Iowa City Police Department should conduct a comprehensive review of its Field Training program for Probationary Officers and partner with the community to expand training on the history of policing, past and ongoing disproportionate impacts on minority communities, steps Officers can take in their daily duties to be unbiased and anti-racist,

crisis intervention, de-escalation and awareness of existing prevention and diversion resources in the community

16. The Police Department should actively pursue the Georgetown Innovative Policing Program's Active Bystandership for Law Enforcement (ABLE) training with the goal of preparing officers to intervene to prevent harm and create a culture of peer intervention
17. Community-led training opportunities should become an increased focus for the Department, especially on the topic of race. The Department should actively pursue several community-led trainings in partnership with groups such as Black Voices Project, NAACP, Immigrant and Refugee Association, University of Iowa Student Government and University of Iowa Athletics
18. Iowa City should consider a civilian Accreditation Manager position that could bring a non-law enforcement perspective to police policy development and compliance review efforts
19. The Police Department should strive to update all 36 General Orders scheduled for review in 2021 with a racial impact lens and make necessary policy changes to eliminate racial inequities in resulting outcomes
20. The City Council should adopt the Unbiased Policing Ordinance and the City should actively advocate alongside the NAACP and other advocates for similar language to be adopted into State law
21. The Police Department shall make permanent the prohibition on indiscriminate license plate checking and initiation of traffic stops based on non-public safety secondary violations after any modifications are considered after the initial 60-day review period
22. A public safety camera usage policy shall be developed before the installation of previously approved cameras and should focus on investigations of serious crimes and not surveillance activity
23. The Police Department should renew its commitment to the Community Police Review Board through regular Police Chief updates, staff introductions, frequent policy reviews, enhanced Use of Force reporting, Body Cam compliance reporting and a more extensive new board member orientation and internal investigation training
24. The Police Department should assign a liaison to the Human Rights Commission and actively participate in their community education, recognition and outreach events in order to build more understanding and connections with diverse populations in the community
25. City staff should work with our State elected delegation, contracted lobbyist and partners such as the NAACP to pursue meaningful changes to the criminal justice system that align with the City Council's adopted 2021 legislative priorities

26. The City should work with its legislative delegation and professional associations and stakeholder groups to introduce legislation at the State level that would explicitly prohibit race-based calls to law enforcement when there is no emergency or criminal activity
27. The City Council should consider conversations with other local elected officials to gauge interest in the formation of a regional Community Police Review Board that can replace those already in place or under consideration in individual municipalities within Johnson County
28. The City should explore the creation of a local public safety apprenticeship program to bolster efforts to increase the number and diversity of applicants for a variety of public safety positions including police officer, firefighter and some public works positions. The program would pay a stipend to participants, who would learn critical skills and perform limited duties and community service
29. The City should implement written and physical testing support programs that minimize barriers to successful testing and increase the number and diversity of candidates eligible for hire by the Department
30. The City should seek partnerships with EMDR certified professionals and cover the expense for initial Officer consultations in order to reduce barriers to this service and ensure Officers have needed resources to process distressing memories and perform at the best of their abilities
31. The City should explore a pilot program that requires Officers to spend a portion of shift time volunteering with an Iowa City based non-profit or working toward a community service project
32. A Public Safety Communications Professional position should be created in the City Manager's Office to focus on improving transparency, responsiveness and proactive messaging with the community
33. With the adoption of the Final Plan, the City should commence an overhaul of the Police Department's website content and ensure it provides clear, transparent information about policing operations and reports on progress towards its mission and the various recommendations in the plan
34. The Iowa City Police Department should participate in the Police Data Initiative and other similar public data portals that aim to enhance understanding of public safety data, increase accountability and innovate through the sharing of best practices
35. Beginning in 2021, The Police Department should begin quarterly town hall style listening posts with the public in alternating locations throughout the community
36. Reconvene the City Manager's Roundtable in 2021 and initiate a review of the Leadership Conference on Civil and Human Rights 2019 report entitled, "New Era of Public Safety, A Guide to Fair, Safe and Effective Community Policing"

6.2 Next Steps

This plan contains 36 recommendations, with some that are already underway by direction of the City Manager and Interim Police Chief. Many of the recommendations have not been formally pursued yet, but all of them could see progress in 2021 with support of the City Council and the larger community.

While this Preliminary Plan was influenced by public input received, it deserves an opportunity to be vetted by the larger community before final changes are made and adoption is considered. With that in mind, the City Council is encouraged to delay adoption for several months and allow the community to offer feedback. Specifically, the City Council should consider requesting feedback from the Community Police Review Board and Human Rights Commission, in addition to stakeholder groups and the general public. The preliminary plan has been made available on the City's website along with a public feedback mechanism.

In closing, it is imperative that the City Council welcomes forthcoming public feedback, incorporates any changes or modifications, and shows strong support for the path forward. A clear vision from our City Council, coupled with the trust in your staff to implement the various recommendations, will ensure successful outcomes and help us retain our committed workforce and continue to recruit the best candidates that will represent the future of the Iowa City Police Department.

Appendix I

City Council Resolution No. 20-159: Black Lives Matter and Systemic Racism

RESOLUTION NO. 20-159

Resolution of Initial Council Commitments addressing the Black Lives Matter Movement and Systemic Racism in the wake of the murder of George Floyd by the Minneapolis Police and calls for action from protesters and residents.

Whereas, protests have erupted across the country and in Iowa City in response to the murder of George Floyd by the Minneapolis police; and

Whereas, the City of Iowa City strongly supports the fundamental, constitutional right to free expression and assembly, as carried out in peaceful protest; and

Whereas, protesters and residents are demanding that the City and the City Council take action to address the Black Lives Matter movement and systemic racism; and

Whereas, systemic racism is deeply embedded in the fabric of our country and our city such that an extended and intense effort will be required; and

Whereas, the City Council is committed to that effort and it is in the best interests of the City of Iowa City and its residents; and

Whereas, the City Council desires to set forth its initial commitments to the Black Lives Matter movement.

Now, therefore, be it resolved by the City Council of the City of Iowa City, Iowa, that:

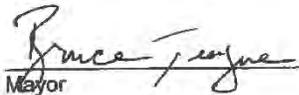
The Council commits to an extended and intense effort to address the Black Lives Matter movement and systemic racism, including but not limited to the following:

1. By December 15, 2020, develop a preliminary plan to restructure the Iowa City Police Department (ICPD) towards community policing, including, but not limited to, reduction of the public's reliance on police in non-violent situations through use of unarmed professionals, and consideration of community policing initiatives in other cities, including, but not limited to, Minneapolis, MN, Camden, NJ, Los Angeles, CA and San Francisco, CA; and
2. Allocate City funds in the amount of \$1,000,000 during the Fiscal Year starting July 1, 2020 for efforts to promote racial equity and social justice, including expansion of the Special Populations Involvement [SPI] program, creation of a new robust affordable housing plan, including, but not limited to, housing in the downtown and core neighborhoods, support of the to be determined efforts of a Truth and Reconciliation Commission, and hold a Council work session on or before August 1, 2020 to address specific allocations; and,

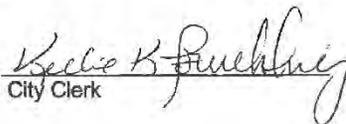
3. Elevate the City's commitment to racial equity and social justice, including expanding efforts to increase the number of minorities employed by the City including eliminating barriers to applications, increase resources devoted to those efforts as needed to better train all city employees and coordinate and report on the use of funds dedicated for racial equity and social justice; and,
4. By August 1, 2020, receive a report from the City Manager on the ICPD's involvement in the use of gas and flash-bang devices during the protest in Iowa City on June 3, 2020; and,
5. By October 1, 2020, create an ad hoc Truth and Reconciliation Commission to bear witness to the truth of racial injustice in Iowa City and to carry out restorative justice, through the collection of testimony and public hearings, with such work to include a recommendation to the Council of a plan for dedicating and/or renaming public spaces and/or rights of way in honor of the Black Lives Matter movement; and,
6. Make it a 2021 City Council legislative priority to advocate for and support our state delegation in enacting criminal justice reform, eliminating the war on drugs and making changes to state law that enable the City's plan to restructure the police department, enhance the authority of the Community Police Review Board (CPRB) and reduce disproportionate minority contact, including support of state legislation decriminalizing small amounts of marijuana; and,
7. Continue use of the racial equity toolkit by city departments and expand such training to the City Council, and work with our local business partners to educate and train the business community on use of a racial equity toolkit; and,
8. Request and receive, by January 1, 2021, a report and recommendation from the CPRB, in consultation with an attorney of its choice, regarding changes to the CPRB ordinance that enhance its ability to provide effective civilian oversight of the ICPD, including but not limited to those that address compelling the testimony of officers, with the report to include a summary of measures considered and rejected by the CPRB, whether it be for policy or legal reasons; and,
9. Direct staff to provide a detailed expenditure summary of the police budget on the City's website; and,
10. Send the letter attached as Exhibit "A" to the Johnson County Sheriff supporting divestment of the MRAP (Mine Resistant Ambush Protected) vehicle and obtain a report from city staff on the military grade equipment in the ICPD's inventory and the federal contracts that provide support to the police department; and,
11. Direct the City Manager to expressly ban, in the ICPD's general orders, any use of chokeholds or any other maneuver that cuts off oxygen or blood flow; and,
12. Direct the City Manager to ensure that ICPD's policy and practices regarding employment of officers is consistent with the goals of recently enacted Iowa House File 2647 to ensure that officers working in Iowa have not committed serious misconduct, as defined therein.; and,

- 13. Direct the City Manager to review the systems and reporting mechanisms in place at the ICPD for evaluating compliance with the ICPD's Body Worn Cameras and In-Car Recorders general order, ensure that such systems result in consistent compliance with the general order, revise as necessary to achieve that goal, include real consequences for non-compliance, and report back to the Council upon completion of the review.; and,
- 14. Direct the City Manager to revise the ICPD's general orders to require officers to intervene and stop excessive force used by other officers and report the incident directly to a supervisor, and enter into a memorandum of understanding with other area law enforcement agencies regarding such intervention when the excessive force is being used by an officer of another agency such as that currently being discussed and circulated among area law enforcement attached as Exhibit "B"; and,
- 15. Request and receive a report and recommendation from the City's Public Art Advisory Committee, after input from and consultation with local Black artists, on measures Council should consider to provide opportunities for artistic expression by the Black Lives Matter movement and communities of color, including but not limited to visual arts as well as a public festival dedicated to the celebration of Black culture.
- 16. Prohibit the use of tear gas, rubber bullets and flashbangs against peaceful protesters.
- 17. Beginning in calendar year 2021 Juneteenth, June 19, shall be a city holiday and shall replace an existing city holiday.

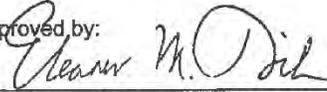
Passed and approved this 16th day of June 2020.



Mayor

Attest: 

City Clerk

Approved by: 

City Attorney's Office (06/17/2020)

It was moved by Salih and seconded by Mims the Resolution be adopted, and upon roll call there were:

Ayes:	Nays:	Absent:
<u> X </u>	_____	_____ Bergus
<u> X </u>	_____	_____ Mims
<u> X </u>	_____	_____ Salih
<u> X </u>	_____	_____ Taylor
<u> X </u>	_____	_____ Teague
<u> X </u>	_____	_____ Thomas
<u> X </u>	_____	_____ Weiner

Appendix II

City Manager Memo: Community Policing Public Input Summary



CITY OF IOWA CITY MEMORANDUM

Date: October 15, 2020
 To: City Council
 From: Geoff Fruin, City Manager
 Re: Community Policing Public Input Summary

Introduction

On Tuesday, June 16, 2020, City Council adopted Resolution No. 20-159, which outlined seventeen actions to respond to the Black Lives Matter Movement and address systemic racism. Updates on the City Council’s progress can be viewed at www.icgov.org/blm. Item number one of this resolution commits to the development of a preliminary plan to restructure the Iowa City Police Department (ICPD) towards community policing, by December 15, 2020. Attached is a summary of the City Council led public input phase which initiated the plan development.

Background

Throughout September and October, the City Council held six listening posts on community policing at various locations. Each listening post emphasized a specific area of focus, although public comment was welcomed on any issue related to community policing. Two or three Councilors attended each event and local community service providers and ICPD staff were invited to provide perspective and respond to questions from the community. Staff from the City Manager’s Office also attended all sessions to listen and document the input received.

Listening Post	Councilors in Attendance	Presenting Service Providers*	ICPD staff in Attendance
Focus: Mental health, crisis intervention, addiction Wednesday, Sept. 16 - 5:30 p.m. at Mercer Park	Teague, Bergus, Weiner	CommUnity Crisis Services, Prelude Behavioral Services	Ofc. Fowler Sgt. McKnight
Focus: Special needs population Tuesday, Sept. 22 - 5:30 p.m. via Zoom (virtual)	Mims, Thomas, Weiner	The Village Community, Access 2 Independence	Ofc. Hayes Daisy Torres
Focus: University of Iowa students Saturday, Sept. 26 – 10 a.m. at Hubbard Park	Teague, Taylor, Weiner	University of Iowa Student Government (USG)	Interim Chief Brotherton
Focus: Abuse and victim services Tuesday, Sept. 29 – 5:30 p.m. at Wetherby Park	Teague, Bergus	Domestic Violence Intervention Program, Johnson County Attorney’s Office, Nisaa African Family Services, Monsoon Asians & Pacific Islanders in Solidarity	Sgt. Stevens Ofc. Clarahan Ofc. Nieland
Focus: People experiencing homelessness Monday, Oct. 5 – 5:30 p.m. at Chauncey-Swan Park	Mims, Thomas, Taylor	Shelter House, Guidelink Access Center	Ofc. Schwindt Sgt. McKnight Ofc. Fowler
Focus: Youth engagement Thursday, Oct. 8 – 5:30 p.m. at Dream City	Teague, Bergus	United Action for Youth, Dream City	Sgt. Bailey Daisy Torres

*Note: In addition to the presenting service providers, other local service providers attended various meetings and answered questions and shared thoughts and perspective.

City staff promoted the listening posts using a variety of mediums to inform the public of each event's date, time, and location. Listening posts details were promoted via:

- Seven separate news releases and news articles (approximately 8,712 reads in total). Many of these news releases or event details were also printed or broadcast by local news media.
- Facebook Events for each listening post (13,606 people reached in total, and 218 responded as going or interested).
- 10 unique Facebook posts (9,208 people reached in total).
- 10 unique Tweets (16,457 impressions total).
- Two Instagram Stories on the days before the listening posts which were targeted towards younger audiences (UI students and youth engagement).
- Four separate Iowa City Update videos (published on YouTube, Nextdoor, Facebook, and Twitter).
- The City's Black Lives Matter webpage: www.icgov.org/blm (average of 264 page views per week).
- Announcements of upcoming listening posts during City Council meetings and at the end of each listening post for the next scheduled event.

Listening Post Promotion Schedule			
	Facebook	Twitter	News Release
Listening Post #1 (Sept. 16)	Sept. 10, 15, 16	Sept. 10, 15	Sept. 10
Listening Post #2 (Sept. 22)	Sept. 17, 22	Sept. 17, 22	Sept. 16, 22
Listening Post #3 (Sept. 26)	Sept. 24, 25	Sept. 24	Sept. 23
Listening Post #4 (Sept. 29)	Sept. 26, 27	Sept. 26, 27	Sept. 24
Listening Post #5 (Oct. 5)	Oct. 1, 3	Oct. 3, 5	Sept. 28
Listening Post #6 (Oct. 8)	Oct. 5, 6	Oct. 6	Sept. 30
People reached:	9,208	16,457	8,712

In addition to the listening posts, comments were also collected via an online public input form on the City's Black Lives Matter webpage. This form was made available on August 25, 2020 and closed on October 15. The online form was promoted in each of the seven news releases issued for the listening posts, announced as option by Councilors at the events and during City Council meetings, and included as a link in the Facebook Events.

General Summary

In total, there was an attendance of approximately 138 between the six listening posts. While this is a very small fraction of our population, the numbers are more or less in line with our expectations based on past outreach events and considering the challenges of the pandemic. An additional 57 submissions were received through the online public input form.

In each listening post it was evident that the Iowa City Police Department has a strong foundation of community partnerships with many local social service agencies. These agencies, along with the Police Department and the attending members of the public all expressed a clear desire and need to expand and invest even more in these relationships in order to best serve those in need and the community in general. As the City now begins the work of drafting preliminary plan toward more community policing, bolstering these already strong partnerships should be a cornerstone of the plan.

Other key takeaways from the public input received is a desire to continue to consider how critical preventative and follow-up care services are to limiting calls for assistance from those in crisis. Examples such as CommUnity's 24/7/365 Mobile Crisis Outreach Program team, Shelter House's Cross Park Place and the soon to open GuideLink Center were referenced by service providers as being key contributors that have or will ensure that the need for police involvement will be minimized for individuals in crisis. The City has been a partner in all of these projects and continues to be a key player that advances these and other critical wrap-around services.

Finally, there was consistent support expressed for making certain that people experiencing a crisis receive care from the professionals who are best-suited to provide a safe initial contact and long-term care and support for their individual situation. This would include an effort to divert calls from law enforcement officers whenever possible through promotion and enhanced utilization of existing civilian mobile crisis teams or civilian staff employed by the City. Secondly, when a law enforcement presence is required for safety reasons, an analysis is needed on how best to maximize the opportunity for crisis professionals to intervene safely and effectively in the presence of law enforcement. Lastly, for calls in which the police are the only suitable responders, the City must continue to make certain that those responding receive frequent training and support to deescalate the situation and safely connect the individual in crisis with professionals that can step in and explore the most suitable follow-up care for each unique situation.

The conversation at each listening post is summarized in the following pages. In some instances, we have added some data that may help the City Council and the public understand the state of current operations. A more detailed account of the listening posts and verbatim online public input submissions are also attached.

Area of focus: Special Needs Population

Presenting Service Providers: The Village Community, Access 2 Independence

Estimated Number of Public Attendees: 16

Discussion Summary

Service Providers in attendance (presenting providers and others):

- Have partnered successfully with ICPD to proactively expose clients to positive police interactions and continuing to foster these existing relationships is critical.
- Diversity of disabilities prohibits a 'one-size-fits-all' approach, but if police can enter a situation knowing a person has a disability and what their related behaviors/communication styles are, that response is better.
- Currently engaged with ICPD to launch a pilot, voluntary disability identification program.
- Familiar people are important to an individual with special needs experiencing a crisis.

Members of public in attendance:

- Inquiry about the possibility of a CIT unit separate from police that focuses on de-escalation and the relevant trainings provided to ICPD.
- Questions about the most important traits of a successful response to an individual with special needs and how existing services function (i.e. Project Lifesaver).
- Interest in how police restructuring plan will help with other institutional punitive culture.

Police officers in attendance:

- Extensive outreach with special needs population (i.e. Coffee with a Cop) to help these individuals become comfortable with the police and the idea of asking them for help.
- Project Lifesaver and LOST Program are two existing resources for this population.
- Training never stops: "Every day is a training day, with every call."
- If officers can be informed of an individual's disability and related behaviors, they can provide more efficient and better service when responding to the call.

Supplemental Information *[The following may be helpful in addition to listening post discussion summary]*

- [Project Lifesaver](#): An international program that the ICPD participates in which allows caregivers to enroll individuals at risk of wandering, so police can quickly locate the individual if this occurs. [www.projectlifesaver.org]
- [Loved Ones Safe Together \(LOST\) Program](#): Existing, free program that is a joint-initiative of the ICPD and area caregivers to help locate enrolled individuals who have been separated from their families or caregivers. [www.icgov.org/LOSTprogram]
- Project Blue Able: Pilot project in the planning phase which would provide drivers with disabilities a way to voluntarily identify their disability and communication tips with an officer during a traffic stop.

Area of focus: Crisis intervention, mental health, and addiction

Presenting Service Providers: CommUnity Crisis Services, Prelude Behavioral Services

Estimated Number of Public Attendees: 40

Discussion Summary

Service Providers in attendance (presenting providers and others):

- Mental health calls for service are complicated by other needs, such as housing, transportation, and food security as well as social obstacles, such as stigma.
- Jail and hospital diversion efforts have proven to be successful & mental health referrals by police increased after law enforcement's Crisis Intervention Training initiative.
- Demand always outpaces supply of social service providers, so incident response times from these agencies are often slower than the pace police can respond.
- Guidelink Access Center will be a valuable new resource for those experiencing crises.

Members of public in attendance:

- Multiple mentions of response models which emphasize mental health and crisis intervention professionals in responding to these types of calls.
- Several supportive of increased funding for social service agencies and more strategic and innovative partnerships to limit when police need to be involved.
- Need to address implicit bias and systemic racism.

Police officers in attendance:

- Excited about prospect of co-response program and supportive of increased crisis intervention training for officers.
- Prefer to have public health professionals involved and view officer role as de-escalating the situation in order to get individuals to providers and health professionals.
- Need a solution/provider for involuntary patients, so officers do not have to be involved.

Supplemental Information *[The following data may be a helpful supplement to the listening post discussion.]*

Based on calls for service between 2015 and 2019, the ICPD responds to an average of 8,622 calls for service each year that could be considered "crisis or behavioral health" calls.

These types of calls account for approximately 11.97% of all calls between 2015 and 2019. The split by type of these calls includes: 36.1% suspicious activity, 26.5% public assistance, 13.4% welfare check, 7.5% intoxicated pedestrian, 4.2% vagrant/transient, 3.2% suicide, 2.9% mental impairment, 4.5% medical, and 1.8% unknown. Most of these calls result in a non-criminal resolution, such as a referral to a service provider or a verbal warning.



Area of focus: Special Needs Population

Presenting Service Providers: The Village Community, Access 2 Independence

Estimated Number of Public Attendees: 16

Discussion Summary

Service Providers in attendance (presenting providers and others):

- Have partnered successfully with ICPD to proactively expose clients to positive police interactions and continuing to foster these existing relationships is critical.
- Diversity of disabilities prohibits a 'one-size-fits-all' approach, but if police can enter a situation knowing a person has a disability and what their related behaviors/communication styles are, that response is better.
- Currently engaged with ICPD to launch a pilot, voluntary disability identification program.
- Familiar people are important to an individual with special needs experiencing a crisis.

Members of public in attendance:

- Inquiry about the possibility of a CIT unit separate from police that focuses on de-escalation and the relevant trainings provided to ICPD.
- Questions about the most important traits of a successful response to an individual with special needs and how existing services function (i.e. Project Lifesaver).
- Interest in how police restructuring plan will help with other institutional punitive culture.

Police officers in attendance:

- Extensive outreach with special needs population (i.e. Coffee with a Cop) to help these individuals become comfortable with the police and the idea of asking them for help.
- Project Lifesaver and LOST Program are two existing resources for this population.
- Training never stops: "Every day is a training day, with every call."
- If officers can be informed of an individual's disability and related behaviors, they can provide more efficient and better service when responding to the call.

Supplemental Information *[The following may be helpful in addition to listening post discussion summary]*

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- Project Blue Able: Pilot project in the planning phase which would provide drivers with disabilities a way to voluntarily identify their disability and communication tips with an officer during a traffic stop.

Area of focus: University of Iowa Students

Presenting Service Providers: University of Iowa Student Government

Estimated Number of Public Attendees: 10

Discussion Summary

Service Providers in attendance (presenting providers and others):

- More resources are always needed for stability and to expand services, especially after-care services (mental health care, drug court, mental health court, etc.) – the call for service is the beginning, not the end.
- There are existing UI staff dedicated to substance abuse and alcohol safety, but more support services from professionals, and training within the community on how to respond/intervene would be beneficial.
- Mobile Crisis Unit cannot respond to situations involving involuntary committals.

Members of public in attendance:

- Questions about the roles USG and UIPD play in responding to various public/student safety issues.
- Interest in response models which involve trained mental health professionals.
- Inquiry into current mental health calls received by police – including types of calls received and ICPD's existing workload.
- Focus on systemic issues and address existing, non-police related gaps in services such as housing and food insecurity.

ICPD in attendance:

- Existing partnership with Mobile Crisis Unit has yielded good results, and a need to focus on aftercare services and an expansion of resources remains.
- Officers enjoying helping others and want everyone to feel safe asking the police for help.

Listening Post #4 Summary

Sept. 29, 2020 | Wetherby Park

Area of focus: Abuse and victim services

Presenting Service Providers: Domestic Violence Intervention Program, Nisaa African Family Services, Monsoon Asians and Pacific Islanders in Solidarity, Johnson County's Attorney Office

Estimated Number of Public Attendees: 40

Discussion Summary

Service Providers in attendance (presenting providers and others):

- Existing partnerships have been beneficial and continue to improve, but opportunities remain to strengthen these even more and increase use of referrals.
- Need to further consider how personal characteristics, demographics, language, and cultural experiences impact an individual's trust in systems & ability to reach out for help.
- Important to confront biases, challenge systems, and have tough conversations.

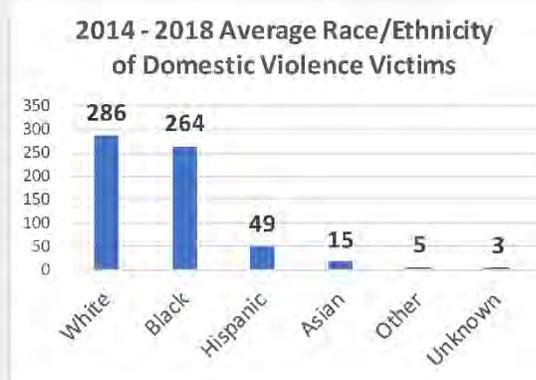
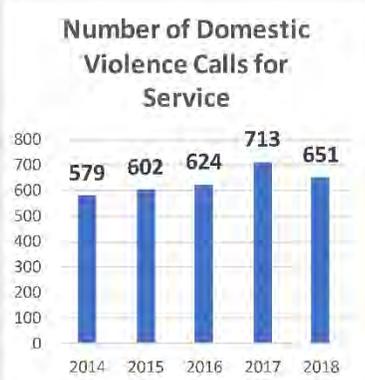
Members of public in attendance:

- Inquiries about ICPD's use of social workers and increasing this type of assistance.
- Discussion of how to support victims dealing with trauma or who are uncomfortable reporting abuse.

Police officers in attendance:

- Important to remain culturally humble and work to understand biases.
- Partnerships are critical and valued by ICPD and hope to expand and strengthen these.
- City has had domestic violence position since 1997 + dedicated sexual assault detective – ongoing efforts include better partnerships, a social work intern program through UI, and victim services position, but continual improvement is so important.
- Policing is more than just law enforcement.

Supplemental Information *[The following may be helpful in addition to listening post discussion summary]*



Listening Post #5 Summary Oct. 5, 2020 | Chauncey-Swan Park

Area of focus: People experiencing homelessness

Presenting Service Providers: Shelter House, Guidelink Access Center

Estimated Number of Public Attendees: 7

Discussion Summary

Service Providers in attendance (presenting providers and others):

- Service providers do more than just provide shelter: wraparound services such as mental health care, rehousing/stabilizing housing, meals, and job training and placement are all ongoing and have continued need for expansion.
- The ICPD position created to focus on community policing in the downtown district helped improve relations with those experiencing homelessness and helped provide the data and perspective needed to move forward Cross Park Place and Guidelink.
- Significant (and unique) collaboration occurs in Johnson County between law enforcement and service providers to divert individuals from jail and hospitals.
- Situations in which agencies may ask for police assistance include involuntary committals, violent situations, and for de-escalation until care providers can respond.

Members of public in attendance:

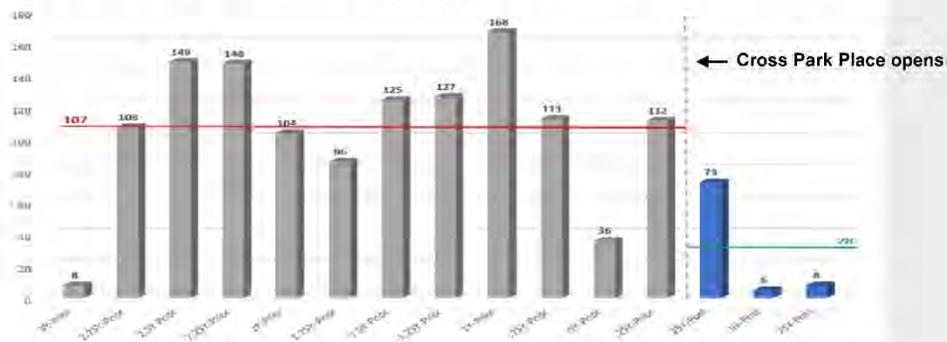
- Discussion of police officer's role in responding to these crises and determining what type of care/referral the individual needs. How would alternative response models work?
- Questions about how existing resources operate (Cross Park Place, Mobile Crisis Unit, Shelter House, etc.) and how the Guidelink Access Center will work as a new resource.

Police officers in attendance:

- Downtown liaison position was critical to improving trust with these individuals, and data shows the success of Cross Park Place in providing an alternative to jail or the ER.
- Meeting with other cities who have co-response models to learn more; police prefer mental health professionals respond to mental health calls, but often these providers do not want their staff to go without police when safety concerns are present.

Supplemental Information [The following may be helpful in addition to listening post discussion summary]

Nights Spent in Jail for Individuals Who Moved into Cross Park Place: Before and After Cross Park Place Opened



The number of nights spent in jail was tracked for residents who moved into Cross Park Place for the 3 years before Cross Park Place opened (indicated by dotted line), and in the nine months after it opened.

Area of focus: Youth

Presenting Service Providers: Dream City, United Action for Youth

Estimated Number of Public Attendees: 25

Discussion Summary

Service Providers in attendance (presenting providers and others):

- UAY has found success in partnerships with ICPD such as the shoplifting diversion program; Dream City is interested in exploring ways to partner that give both youth and police an opportunity to reconstruct their perspectives of one another.
- Community input is essential for service providers to understand what resources, support, and programs the public want and need.
- Increased education for the community is critical – black voices have been asked to come to the table for years, but fear of people of color persists. Cops are part of the conversation, but so are the people who are calling the police on persons of color.

Members of public in attendance:

- Discussion of Iowa City Community School District's role in addressing systemic racism.
- Expression of the need for white people to educate themselves and confront implicit biases – Why are white people calling the police on persons of color?
- Discussion of community-driven solutions, such as the active South District Neighborhood Association and informal mediation options, healthcare and crisis worker response models.

Police officers in attendance:

- Calls about “suspicious” persons of color are a real phenomenon. Officers respond to all calls for service, but if supervisors hear this type of call, they will often direct the officer to just drive by and assess if there is a threat and not make contact.
- Gaps: Only supervisors can give this direction, and they aren't able to hear every call that comes in. Impossible to know the perspective or motivation of the caller, therefore it can be difficult to make a judgement call about how to respond.

Councilors in attendance:

- This is a unique opportunity Councilors are committed to – not just ‘checking a box.’
- Public input is first step and there is a lot of work left to do, mistakes might be made and coming back to the table again and again is likely. Public participation is key.

Supplemental Information *[The following may be helpful in addition to listening post discussion summary]*

In 2019, the Southeast & Grant Wood neighborhoods had the highest numbers of juvenile calls for police department service. While four of the five top neighborhoods showed a decline between 2018-19 the Southeast neighborhood increased by almost 100%.

Top 5 Neighborhoods for Juvenile Related Calls for Service (2014 – 2019)							
Neighborhood	2014	2015	2016	2017	2018	2019	% change from 2018 to 2019
Southeast	23	55	50	34	32	63	+96.88%
Grant Wood	32	75	79	87	71	60	-15.49%
Downtown	40	47	30	58	57	53	-7.02%
Wetherby	42	63	79	71	58	46	-20.69%
Lucas Farms	16	22	37	50	47	45	-4.26%

Online Public Input Form

Open: Aug. 25 – Oct. 15, 2020

Number of Submissions: 57

Form location: www.icgov.org/blm

Input Summary

Individuals had the opportunity to submit input through an online form, with no restrictions on the number of submissions and the option to submit anonymously. The submissions included a variety of opinions and ideas about policing in Iowa City. Ordered by an approximation of frequency, the most common sentiments are summarized below:

- Support for a shift of responsibilities to social service providers and the corresponding investment needed to support this shift.
- Support for maintenance of existing policing levels, citing crime and public safety.
- Support for various alternative response models, including those which involve mental health and crisis professionals, peer response methods, and co-response models which emphasize a mental health-first response and optional police support.
- Increase informal, non-enforcement outreach and engagement by police officers to build relationships in neighborhoods and spend more time outside the vehicle.
- Avoid a dichotomized approach and address both the value of good policing and the need to re-imagine new strategies to find a fit unique for our community.
- Address policy and procedure issues such as hiring practices, broadening training, de-emphasizing weapons, and ensuring options other than use of force.

All online responses received are included at the conclusion of this memo.

Next Steps

Upon review and consideration of the public input received, the City Manager's Office is prepared to develop a preliminary plan for City Council and public review. Prior to staff starting work on the plan, the City Council should discuss and express to staff any specific expectations for the plan.

The recommended next steps include:

- October – November 2020: Staff acts under City Council direction and in response to public input to develop a preliminary plan.
- December 2020: Preliminary plan presented.
- Winter 2021: Additional public input solicited on the preliminary plan that is presented, and any corresponding refinement of the plan.
- Spring 2021: Adoption of final plan.

LISTENING POST #1 NOTES: Sept. 16, 2020 at 5:30 p.m. at Mercer Park

LISTENING POST TOPIC: Crisis Intervention/Mental Health/Addiction

COUNCILORS IN ATTENDANCE:

TEAGUE SALIH MIMS THOMAS TAYLOR BERGUS WEINER

CITY STAFF IN ATTENDANCE: Geoff Fruin, Officer Fowler, Sgt. McKnight

SERVICE PROVIDERS IN ATTENDANCE: CommUnity Crisis Services, Prelude Behavioral Services

ESTIMATED TOTAL NUMBER OF PUBLIC ATTENDEES: 40

(COUNCILOR OR SERVICE PROVIDER COMMENTS DENOTED WITH AN ASTERISK (**))
 ("PUBLIC" REFERS TO A MEMBER OF THE PUBLIC)

	TYPE OF COMMENT			
	IDEA	PERSONAL EXPERIENCE	EXISTING SERVICE	ROOT OF PROBLEM/ QUESTION/ CONCERN
SUMMARY OF LISTENING POST CONVERSATION:				
CommUnity Staff* - Overview of Crisis Intervention Service, including suicide hotline.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
CommUnity Staff* - Explanation of Mobile Crisis Services.				
Prelude Staff* - Overview of Prelude Behavioral Services.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
CommUnity Staff* - Description of crisis Intervention Services, including emotional services support.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Public: For Mobile Crisis Unit – what is going well and what are structural obstacles? CommUnity Staff* - Obstacles include that mental health resources are complicated by housing, transportation, food insecurity, etc. and promoting service to the community is difficult. What works well is that jail/hospital diversion rates are good and follow-up services are strong & effective.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Public: What are mental health services for people in the judicial system? Prelude Staff* - Description of jail alternatives program.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Public: What about prevention services? Prelude/CommUnity Staff* - Overview of 40-hour Crisis Intervention Training provided to law enforcement, which includes role playing. After training – mental health referrals went up Prelude* - One structural obstacle is stigma from families and friends. Provided example of CIT training being used with good	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

(COUNCILOR OR SERVICE PROVIDER COMMENTS DENOTED WITH AN ASTERISK *)
 ("PUBLIC" REFERS TO A MEMBER OF THE PUBLIC)

	TYPE OF COMMENT			
	IDEA	PERSONAL EXPERIENCE	EXISTING SERVICE	ROOT OF PROBLEM/ QUESTION/ CONCERN
SUMMARY OF LISTENING POST CONVERSATION:				
outcome. Talked about Iowa Youth Survey and improved outcomes due to prevention services.				
Public: If officers are getting training, why are there still lack of resources? Prelude Staff* - Guidelink center will help by providing more options to police and more services to the public.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Public: Can 911 dispatch other services rather than police? CommUnity Staff* - Incident response rate can be slow because counselors are often on call and not ready for action. Guidelink Center will help and need to make sure that operation is adequately funded. There always will be a mental health counselor at that facility.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public: Is the city looking at co-response model? Ex: CAHOOTS program in Oregon.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public: Based on personal experience with both non-profit and law enforcement, individuals are more willing to work through issues with non-profit than law enforcement.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public: Can we set a limit on how many officers can respond to a call? More officers leads to escalation. What type of force needs to be used?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Public: Lack of funding is a problem. Funding needs to be redirected from ICPD to non-profits.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public: 40 hours of crisis training per year is not enough.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Public: Has experience as counselor and educator (With Nisaa). Make sure African immigrants are represented, Nisaa did not get invited to tonight's event. Need to work harder to improve relationships with marginalized population.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Public: Barriers are at the state and federal level. People need to advocate at state and federal level. Locals are supportive. Personal positive experience with local police during crises with son.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public: Help us understand legal implications of changing dispatch system.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public: Funds should be reallocated from police to mental health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public: Issue with public intoxication arrests – discuss with law enforcement and county attorney on how to reduce those charges and use Guidelink Center instead.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public: Pursue innovative programs here even if numbers don't fully meet criteria to launch program. Be a leader.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(COUNCILOR OR SERVICE PROVIDER COMMENTS DENOTED WITH AN ASTERISK ^{“a”})
 (“PUBLIC” REFERS TO A MEMBER OF THE PUBLIC)

	TYPE OF COMMENT			
	IDEA	PERSONAL EXPERIENCE	EXISTING SERVICE	ROOT OF PROBLEM/ QUESTION/ CONCERN
SUMMARY OF LISTENING POST CONVERSATION:				
Public: Can prelude and mobile crisis work together and not call police?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public: New police chief should support co-responder plan and bring forward restorative justice programs. City should communicate with community on those issues.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public: Society’s problems shouldn’t all fall to police. Sympathizes with the police, people need to call who is most responsible for the issue.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public: Students have been drugged against will. Need better options than jail or hospital.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public: Upset with different response in judicial system and/or police for people with different color skin. Need to solve implicit bias.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Public: Did police contact Prelude with crack epidemic or just meth? Systemic racism exists.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sgt. Mcknight* : Involved in implementation of the CIT program for ICPD. Personally has 200+ hours in training. More training for officers is always better. Supportive of a co-responder model and the department is excited about the possibility of a co-responder program. Law enforcement can be overwhelmed and want to provide the public with better service. Officer Fowler* - Officer’s job is not be a counselor. Our job is to de-escalate and get people to providers. We don’t want to criminalize mental health.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fowler* – Involuntary patients have to involve PD. Can that obstacle be removed and another service provider work with involuntary patients?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public: What level of force is needed? Fowler* - Always as little as necessary.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Public: Officers don’t want to escalate, but that may be unavoidable in cases. PD needs more training.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
CommUnity Staff* - Public can volunteer with Crisis Center. You don’t need to be a professional to have an impact.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prelude Staff* - Guidelink Center overview: includes sobering unit, detox services, crisis stabilization/observation, and winter shelter.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Councilor Weiner* - Offer to be French translator for African immigrants.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>8:00 p.m. Meeting Concludes. One on one conversations with elected officials, service providers and police representatives</i>				

LISTENING POST #2 NOTES: Sept. 22, 2020 at 5:30 p.m. via Zoom

LISTENING POST TOPIC: Special Needs Population

COUNCILORS IN ATTENDANCE:

TEAGUE SALIH MIMS THOMAS TAYLOR BERGUS WEINER

CITY STAFF IN ATTENDANCE: Daisy Torres, Officer Hayes, Geoff Fruin, Rachel Kilburg

SERVICE PROVIDERS IN ATTENDANCE: The Village Community, Access 2 Independence (A2I)

ESTIMATED TOTAL NUMBER OF PUBLIC ATTENDEES: 16

(COUNCILOR OR SERVICE PROVIDER COMMENTS DENOTED WITH AN ASTERISK "*"*)
 ("PUBLIC" REFERS TO A MEMBER OF THE PUBLIC)

	TYPE OF COMMENT			
	IDEA	PERSONAL EXPERIENCE	EXISTING SERVICE	ROOT OF PROBLEM/ QUESTION/ CONCERN
SUMMARY OF LISTENING POST CONVERSATION:				
A2I Staff*: Overview of A2I functions, including independent living training/transitions, advocacy, and resource center.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Prelude Staff* - Overview of Prelude Behavioral Services.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The Village Community Staff*: Overview of The Village Community services: disability advocacy and service organization focused on community living and residential services. Also is the parent of adult children with autism disorders, who had several interactions with ICPD due to autism disorder behaviors. <ul style="list-style-type: none"> o What has worked: Village Community interactions with law enforcement have been positive, with many successful proactive efforts: clients participate in Coffee with a Cop, Officer Hayes has done extensive outreach, and the ICPD is heavily involved with the Special Olympics. o Areas for improvement: Continuing to foster these existing relationships as they have been is important. CIT Training should be continued, and disability-specific training opportunities are available if additional training needs exist. 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
A2I*: Working with Torres and Officer Neeld on Project Blue Able, which would create a disability ID card to help individuals self-identify with a disability and help officers understand better how to interact with the individual. Received positive feedback for this type of program from the community, but the pandemic has halted the project for now.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(COUNCILOR OR SERVICE PROVIDER COMMENTS DENOTED WITH AN ASTERISK ^{“a”})
 (“PUBLIC” REFERS TO A MEMBER OF THE PUBLIC)

	TYPE OF COMMENT			
	IDEA	PERSONAL EXPERIENCE	EXISTING SERVICE	ROOT OF PROBLEM/ QUESTION/ CONCERN
SUMMARY OF LISTENING POST CONVERSATION:				
Torres* (ICPD Public Outreach Assistant): Project Blue Able idea sourced from the State of Connecticut’s Blue Envelope Program and felt it would be a positive proactive action to implement a similar project locally. Also important for the Police Department to have frequent, friendly, and informal interactions with these populations.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Officer Hayes*: Served as Community Relations Officer for 4 years and developed a good relationship with The Village Community. Coffee with a Cop was very popular with clients – they became comfortable approaching officers, trusting officers, and understanding that an interaction with an officer in uniform is not something to fear. All police officers continue to participate in trainings which help officers identify triggers and behaviors and how to respond to these crises. Also helps families understand programs like PLI and LOST.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Public: (Intern at Successful Living) What are efforts to respond to mental health crises in the community? Hayes*: All officers have gone through 40 hours of initial CIT training and have ongoing trainings & talks about what a crisis can look like and what appropriate behavior is during a crisis for both the officer and the individual. Officers also conduct proactive outreach and informal conversation and relationship-building in the community, so that a crisis isn’t the first-time people have contact with a uniformed officer. <ul style="list-style-type: none"> o CIT training focuses on: listening to the individual in crisis and caregivers, developing a longer-term plan to help recurring individuals get to a stable place without having police contact every day, and learning effective referral strategies and resources. Mims*: Guidelink center will be opening in 2021 and be a place for adults experiencing a crisis to get the care, treatment, and attention they need; diverting them from the ER and jail. A2I Staff*: Police currently has a robust jail diversion program, specifically for individuals experiencing mental health and substance abuse issues, in which a social worker is assigned to recurring individuals so they can get the health and treatment they need	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
The Village Community*: Experience with the CIT training that police receive is that it is very robust and covers the needs of this population.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(COUNCILOR OR SERVICE PROVIDER COMMENTS DENOTED WITH AN ASTERISK ^{“*”})
 (“PUBLIC” REFERS TO A MEMBER OF THE PUBLIC)

	TYPE OF COMMENT			
	IDEA	PERSONAL EXPERIENCE	EXISTING SERVICE	ROOT OF PROBLEM/ QUESTION/ CONCERN
<p>SUMMARY OF LISTENING POST CONVERSATION:</p> <p>Public: Is council considering a CIT unit/team separate from police that focuses on de-escalation? (root problem: intersection b/t mental health and race. Personal experience: son has mental illness and sight of police during a crisis can invoke panic). Mims*: Interested in the idea. There is an existing Mobile Crisis Unit (through CommUnity) and wants to learn more about how could that be expanded or better integrated with the ICPD. Improving the categorizations of 911 calls at dispatch phase is important, so the data can help us understand needs. Weiner*: Also interested in the model of including a mental health professional and non-uniformed officer on crisis calls for service, to help de-escalate the situation.</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Public: Appreciative of councilors doing listening posts and would like to see increased efforts to promote these events. Weiner + Mims*: LP info being pushed out via news release, social media posts, and online, but will evaluate if there are other ways to do so also. Reminder to subscribe to City notifications and follow on social media.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Public: What are most important things for a first responder or standard citizen to know and/or understand when an individual in special needs is in crisis? The Village Community*: The individual in crisis will benefit from having familiar people around during the experience, so partnering and cooperating with first responders is important so that the technical medical care + personal social knowledge work in tandem. AZI*: De-escalation tactics are critical to get the individual out of crisis so they can feel safe and communicate more effectively. Hayes*: If someone is with the individual in crisis, it is helpful if they can notify dispatch of any triggers or behaviors, so responders are prepared (i.e. Does individual dislike lights/noises? Then, officers won't use lights/siren. Does individual not like to be touched? Then officers will keep a comfortable distance. Do they like Kum & Go drinks? Officers will respond with a Kum & Go drink). Also, Officers don't just respond with the intention of taking action – they will let the individual do what they need to do to feel comfortable. So, If the individual in crisis is in a situation where they are safe and can move out of their crisis through physical exertion, the officers will allow them the space to do that.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(COUNCILOR OR SERVICE PROVIDER COMMENTS DENOTED WITH AN ASTERISK "*")
 ("PUBLIC" REFERS TO A MEMBER OF THE PUBLIC)

	TYPE OF COMMENT			
	IDEA	PERSONAL EXPERIENCE	EXISTING SERVICE	ROOT OF PROBLEM/ QUESTION/ CONCERN
SUMMARY OF LISTENING POST CONVERSATION:				
<p>Public: In ICCSD climate surveys police presence in schools often comes up. How will police be restructuring help with institutional punitive culture?</p> <p>Mims*: Feels the current social climate is conducive to re-evaluating these systems and implementing real change. We have an opportunity to lead there.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Public: How to sign up for Project Lifesaver?</p> <p>Hayes*: Can sign up any time on the city website. After completing an application, the app is processed and then officers and applicant meet in-person about why participation in the program is a good fit and to better understand why individual is getting on the program and what true needs are. Note: Project Lifesaver not catch-all, sometimes people do not to like to wear the band/necklace so then officers look at other alternatives to find a better fit for them. If interested, can find more info online or stop at police department for assistance in signing up.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p>Hayes*: Overview of how Project Lifesaver works. Every officer is trained and does practice test twice a year.</p> <p>The Village Community*: Not many PDs in Iowa that have the PLI program, so appreciative that ICPD put in the effort to bring the program here.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Public: What type of training is mandatory for police and are trainings one-time or ongoing?</p> <p>Hayes*: Training never stops (occurs daily in meetings, policy updates, formal trainings). "Every day is a training day, with every call." Required monthly to do police legal science trainings, additional training opportunities are optional or highly encouraged. All officers trained in CIT (40 hours initially, refreshers annually).</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Public: Other trainings in partnership with non-profits?</p> <p>The Village Community*: ICPD has done work with Alzheimers Assoc. Non-profits also table at CIT trainings to meet with and talk to officers.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p>Torres*: All area law enforcement agencies attend MATS annually (Multi-Agency Training Sessions), which is mandatory two-day training with local organizations and service providers.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p>Thomas*: What is a traffic stop like for a person with special needs?</p> <p>A21*: There is so much variety in the disability community, so each stop looks different depending on an individual's specific disability barriers. This is why the idea of a disability ID card was</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

(COUNCILOR OR SERVICE PROVIDER COMMENTS DENOTED WITH AN ASTERISK "*")
 ("PUBLIC" REFERS TO A MEMBER OF THE PUBLIC)

	TYPE OF COMMENT			
	IDEA	PERSONAL EXPERIENCE	EXISTING SERVICE	ROOT OF PROBLEM/ QUESTION/ CONCERN
SUMMARY OF LISTENING POST CONVERSATION:				
<p>floated. Example: individual with brain injury may express behaviors of an intoxicated individual, although it is typical behavior for them.</p> <p>The Village Community*: Has a son with autism disorder and finds it important to notify officer as they are approaching the vehicle of what type of behavior her son may be exhibiting. Illinois had yellow dot program in which an individual with a disability can request a yellow dot sticker from the DOT to put on vehicle and provide visual indicator to officer.</p> <p>Hayes*: Encourages use of Road ID, which is a band that provides name, DOB, and custom info (such as disability). This can help the officer understand the situation better and respond appropriately, especially in situations where the individual is non-verbal.</p>				
Mims* : The more info officers can have and the sooner they can get it will help the response be more effective and efficient.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Councilors: Wrap-up and thank you.</p> <p>The Village Community*: Appreciative of interactions her family/clients have had with ICPD – always find them helpful, prepared, and professional.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7:00 p.m. Meeting Concludes.				

LISTENING POST #3 NOTES: Sept. 26, 2020 at 10 a.m. at Hubbard Park

LISTENING POST TOPIC: University of Iowa Students

COUNCILORS IN ATTENDANCE:

TEAGUE SALIH MIMS THOMAS TAYLOR BERGUS WEINER

CITY STAFF IN ATTENDANCE: Interim Police Chief Brotherton, Geoff Fruin

SERVICE PROVIDERS IN ATTENDANCE: UI Student Government, UI Police Department, CommUnity

ESTIMATED TOTAL NUMBER OF PUBLIC ATTENDEES: 10

(COUNCILOR OR SERVICE PROVIDER COMMENTS DENOTED WITH AN ASTERISK "*"*)
("PUBLIC" REFERS TO A MEMBER OF THE PUBLIC)

SUMMARY OF LISTENING POST CONVERSATION:	TYPE OF COMMENT			
	IDEA	PERSONAL EXPERIENCE	EXISTING SERVICE	ROOT OF PROBLEM/ QUESTION/ CONCERN
<i>Mayor + UISG welcome</i>				
Public: How is student government involved in process to evaluate public safety? UISG*: Focus is primarily on campus. Two liaisons to City Council that are engaged in city discussions. Focus on mental health services and residence hall interactions with police.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Public: Students should connect in with GuideLink Center and see what partnerships can develop.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public: What resources are in place for students struggling with alcohol issues? UISG*: Trained staff available to work with students with substance abuse issues (out of IMU), lots of non-alcohol centric programming. Full-time staff on prevention (Partnership for Alcohol Safety).	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Public: What would UISG do with unlimited funds? UISG*: More support services from professionals, alternative programming, training bar staff on how they can intervene (medical amnesty).	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public: Feels there is widespread community support for mental health professionals to respond to crisis calls. Examples: CAHOOTs (Eugene, OR), CCIT NYC program (New York). Explanation of CAHOOTs program.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CommUnity Staff* – Explanation of local crisis services and needs, including Mobile Crisis Unit. Good relationship with ICPD and fortunate that Johnson County has invested in CIT training. Mobile Crisis funded through Mental Health Region and need more investment to create stability and expand services.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

(COUNCILOR OR SERVICE PROVIDER COMMENTS DENOTED WITH AN ASTERISK ^{“*”})
 (“PUBLIC” REFERS TO A MEMBER OF THE PUBLIC)

	TYPE OF COMMENT			
	IDEA	PERSONAL EXPERIENCE	EXISTING SERVICE	ROOT OF PROBLEM/ QUESTION/ CONCERN
SUMMARY OF LISTENING POST CONVERSATION:				
ICPD* - Explains existing Data Driven Justice Initiative (DDJI) efforts and collaboration with Mobile Crisis, GuideLink, Cross Park Place, etc. Officer training includes how to use these programs.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Public: 40 hours of CIT not appropriate to provide care needed. Need response from trained professionals, not ICPD.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Councilor Weiner* : How do involuntary committals work? Can Mobile Crisis respond to these types of crises? CommUnity Staff* : Mobile crisis cannot respond to these crises -- must be law enforcement. Probably a state law issue.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Public: What is breakdown of calls for service? How many are mental health related? Police* : Calls are complex and involve multiple issues (e.g. domestic situation with alcohol abuse, shoplifting with mental health, etc).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Public: Do officers like responding to mental health? Police* : Like helping people and hire compassionate people who want to help all people and find best solution with our available resources.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public: Are police overloaded? Police* : Focus needs to be on aftercare services. Need more resources (i.e. Guidelink Access Center, more mental health beds, drug court, mental health court)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public: Some individuals are uncomfortable calling the police. ICPD* : We really focus on providing exceptional care and want everyone to feel safe. Need to change narrative that calling the police is unsafe. We are here to help and people should feel safe asking for us to help.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
CommUnity* : Loss of mental health beds has hurt us. Agree with ICPD that more aftercare services are really needed. The call for service is the beginning and not the end – that’s what gets the individual in need connected to the resources.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
UIPD* : UIPD constantly re-imagining services as new students come in with more ideas. Percentage of calls is very low for mental health, alcohol. Officers good at going into tense situation and de-escalating. Agree there is need for aftercare services to help people, repeat callers are an issue because of lack of aftercare. Mobile crisis has been a ‘godsend’ for law enforcement.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
UISG* : Is there an update on changes with police department and what’s being done across the country?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(COUNCILOR OR SERVICE PROVIDER COMMENTS DENOTED WITH AN ASTERISK ^{“*”})
 (“PUBLIC” REFERS TO A MEMBER OF THE PUBLIC)

	TYPE OF COMMENT			
	IDEA	PERSONAL EXPERIENCE	EXISTING SERVICE	ROOT OF PROBLEM/ QUESTION/ CONCERN
SUMMARY OF LISTENING POST CONVERSATION:				
UIPD*: Too early to tell where UIPD is going. Mental health response units are already being developed and have been. Must really focus on victim services to help them – in part to avoid them falling into crisis. Also new programs always being developed – medical amnesty practice, SHOUT program, etc. We are heading down the right path and excited to go down the path of reimagining and strengthening our service.				
UISG*: Do we talk to other Big 10 cities about these issues? Suggestion to bring student government into conversations with other cities. UIPD/ICPD*: We have an annual meeting and ongoing listservs to share practices. These partnerships drive innovation.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Councilor Weiner*: Need a drug and mental health court. UIPD/ICPD*: Agree that those are needed services here.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UISG*: Does alcohol enforcement downtown can create tension with PD? ICPD*: Downtown used to be an unsafe environment due to excessive alcohol. We are there to help people stay safe. UISG*: Could bars police themselves? ICPD*: Alcohol Beverage Division’s training programs, such as TIPS (Training for Intervention Procedures) aimed to do that.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Public: Budgetary hole that fosters these problems. Need to think more about front end services so that the calls are avoided (housing, food security, etc.).	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public: Focus on societal problems before calls are made. Need to understand experiences of persons of color. Personal experiences with police are positive, but what about BIPOC experiences with police? Every year that changes with new students and the experiences they bring with them. ICPD*: Agree and community outreach officer role intends to help with this issue. Public: Think of big problems and existing gaps (e.g. food insecurity). What struggles that people have can we help with as a community? Let’s solve those problems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<i>MEETING CONCLUDES AT 11:15 A.M. WRAP-UP AND THANK YOU.</i>				

LISTENING POST #4 NOTES: Sept. 29, 2020 at 5:30 p.m. at Wetherby Park

LISTENING POST TOPIC: Abuse and victims of abuse

COUNCILORS IN ATTENDANCE:

TEAGUE SALIH MIMS THOMAS TAYLOR BERGUS WEINER

CITY STAFF IN ATTENDANCE: Sgt. Stevens, Officer Clarahan, Officer Nieland, Geoff Fruin, Ashley Monroe

SERVICE PROVIDERS IN ATTENDANCE: Domestic Violence Intervention Program (DVIP), Nisaa African Family Services, Rape Victim Advocacy Program (RVAP)

ESTIMATED TOTAL NUMBER OF PUBLIC ATTENDEES: 40

(COUNCILOR OR SERVICE PROVIDER COMMENTS DENOTED WITH AN ASTERISK "*")
("PUBLIC" REFERS TO A MEMBER OF THE PUBLIC)

SUMMARY OF LISTENING POST CONVERSATION:	TYPE OF COMMENT			
	IDEA	PERSONAL EXPERIENCE	EXISTING SERVICE	ROOT OF PROBLEM/ QUESTION/ CONCERN
<i>Councilor welcome</i>				
DVIP* : Overview of services and importance of partnerships.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Public : What does DVIP want to see from a reimagined police department? DVIP* : Work with ICPD and has for 20 years. A lot of improvement has been made, continued growth is important particularly with race and poverty. City made big step forward with Victim Services Coordinator position approval. There is a big population that is not able to or not willing to accept services from DVIP. Need to improve that offering.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
RVAP* : Overview of services for victims of sexual violence. Race, gender, age and other personal characteristics all matter and it is impossible to erase violence. Partnerships are necessary. We need to challenge systems (e.g. hiring processes) and challenge ourselves.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Nisaa* : Overview of services: Focus on African Immigrant services and culturally-specific responses. Work on sexual violence, domestic violence, and human trafficking. Language translation services important and system mistrust is an issue that they help victims through. Need help building awareness of services throughout entire community. Need more conversations – including uncomfortable ones. Important to acknowledge racial bias. There is a fear for victims to call police because of fear of violence from police...even though it hasn't happened in Iowa City. The belief and fear is real. If you don't speak the same language you don't get the same level of service.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

(COUNCILOR OR SERVICE PROVIDER COMMENTS DENOTED WITH AN ASTERISK "*")
 ("PUBLIC" REFERS TO A MEMBER OF THE PUBLIC)

	TYPE OF COMMENT			
	IDEA	PERSONAL EXPERIENCE	EXISTING SERVICE	ROOT OF PROBLEM/ QUESTION/ CONCERN
SUMMARY OF LISTENING POST CONVERSATION:				
– Nisaa helps bridge this gap. Cultural competency training is very important. Police bringing in a social worker is a positive step forward. We are talking with police about this position and building relationships, the social worker will help create a comfortable environment for victims. Those discussions have been ongoing for a few years, not just a new initiative. Outreach assistant is working with us on educational efforts on U.S. laws because cultural disconnects can occur. Nisaa also works on human trafficking issues with ICPD. Need to intervene and communicate with each other early to best help victims.				
Public: What are biggest obstacles to serving this population? Nisaa*: Uncomfortable conversations can be a barrier, community needs to be open to discussions. Also, referrals are important and currently working on that with law enforcement and court systems. Language barriers are big problem too. There is trust with systems and racial injustice and we need to continue discussions after listening posts.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public: Personal experience with sexual abuse, thankful for those who support victims.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sgt. Stevens*: Career focused on victim support and domestic assault specialty. So important to be culturally humble. City has had a domestic violence position since 1997 and has a dedicated sexual assault detective as well. Johnson County has sexual assault response team. Overview of grant with focus on gender bias and LGBTQ support, and of Victim Support Coordinator position. Partnerships are so important, we value existing partnerships and want to improve. Continual improvement is key.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Public*: Will ICPD look to more social work assistance? Sgt. Stevens*: Current relationship with UI School of Social Work to continue intern program. Would love to see a whole division of social work in the ICPD. Noted Chattanooga, TN as a model police department in this area.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public: What about social work response to calls? Teague*: Have heard from the community that this is important and will continue to explore it.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public: What is status of hiring full-time social worker? Sgt. Stevens*: – In progress right now, currently have an intern and volunteer on board.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Public: Is it normal for a sexual assault to take a year to investigate and process?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

(COUNCILOR OR SERVICE PROVIDER COMMENTS DENOTED WITH AN ASTERISK “*”)
 (“PUBLIC” REFERS TO A MEMBER OF THE PUBLIC)

	TYPE OF COMMENT			
	IDEA	PERSONAL EXPERIENCE	EXISTING SERVICE	ROOT OF PROBLEM/ QUESTION/ CONCERN
SUMMARY OF LISTENING POST CONVERSATION:				
Sgt. Stevens* : Yes, sometimes lab result can take many months. Delayed reporting, evidence availability, etc. all impact timing.				
Public* : What would community policing look like to you? Sgt Stevens* : Policing means more than law enforcement. These conversations need to take place to identify positive “policing” techniques.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
DVIP* : Adding a social worker is an important element but not enough. We also need to carefully evaluate how inserting a one profession into another potentially changes services and we need to address key issues of housing, substance abuse, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Public : Support CAHOOTs model (Eugene, OR). What support exists for those traumatized from interactions with police? ICPD/City Staff : Space to make people comfortable talking at police department and opportunities to include outside organizations and Human Rights Office.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
RVAP* : Survivors want acknowledgement and accountability. What is one thing inside the police culture that you can do differently to help build bridges and continue with accountability? Teague* : We need to have police continue to hear stories of negative interaction. Sgt. Stevens* : Understanding bias is a big component.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Public : how do we continue conversations after this series? Teague* : This is a long process and council is committed to navigating it.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Public : Advocate for RVAP – survivors don’t often report. Need transformative justice approaches. Cautious about pairing police and social work based on Des Moines experience. Lost trust after tear gas incident.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Nisaa* – Must address racial profiling.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<i>MEETING CONCLUDES AT 7:15 P.M. WRAP-UP AND THANK YOU.</i>				

LISTENING POST #5 NOTES: Oct. 6, 2020 at 5:30 p.m. at Chauncey-Swan Park

LISTENING POST TOPIC: People experiencing homelessness

COUNCILORS IN ATTENDANCE:

TEAGUE SALIH MIMS THOMAS TAYLOR BERGUS WEINER

CITY STAFF IN ATTENDANCE: Sgt. McKnight, Officer Schwindt, Officer Fowler

SERVICE PROVIDERS IN ATTENDANCE: Shelter House, Guidelink Access Center, Mobile Crisis Unit, United Action for Youth

ESTIMATED TOTAL NUMBER OF PUBLIC ATTENDEES: 7

(DENOTE COUNCILOR OR SERVICE PROVIDER COMMENTS WITH AN ASTERISK "**")
 ("PUBLIC" REFERS TO A MEMBER OF THE PUBLIC)

PUBLIC COMMENT SUMMARY:	TYPE OF COMMENT			
	IDEA	PERSONAL EXPERIENCE	EXISTING SERVICE	ROOT OF PROBLEM/ QUESTION/ CONCERN
<p>Shelter House*: Overview of Shelter House services – provide year-round 70-bed emergency shelter for single adults + families with children, low-barrier winter shelter, short-term rental assistance, help people find and retain housing, own 46 rental properties, eviction prevention and homeless prevention programs.</p> <p>Overview of Cross Park Place – 24 units for those who are chronically homeless, partnered with police to ensure being homeless isn't a crime in Iowa City. Work with police in a lot of programs and services. ICDD + ICPD created a position in 2013 to focus on community policing in downtown, and this position frequently interacted with individuals experiencing homelessness, which helped to reveal needs of homeless and how police and agencies could partner to address these needs and determine how Cross Park Place could work best.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p>Councilor Mims*: Cross Park Place is an example of some of the partnerships that have been going on for a long time. Number of nights in jail + number of times individuals were in ER were 2 important data points in understanding what was needed in starting this project.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(DENOTE COUNCILOR OR SERVICE PROVIDER COMMENTS WITH AN ASTERISK "**")
 ("PUBLIC" REFERS TO A MEMBER OF THE PUBLIC)

PUBLIC COMMENT SUMMARY:	TYPE OF COMMENT			
	IDEA	PERSONAL EXPERIENCE	EXISTING SERVICE	ROOT OF PROBLEM/ QUESTION/ CONCERN
<p>Guidelink Representative*: Overview of County's jail alternative efforts & post-booking jail diversion program. Johnson County was one of first communities in Iowa to adopt the full 40-hour CIT training. All hired officers have completed training (except new hires since COVID) and staff are currently working on continuing education/training opportunities. Overview of Guidelink Access Center - in the works, will provide crisis observation, crisis stabilization, sobering and detox, and near winter shelter. In the past, jails and ERs were the only place for people to go if they needed somewhere safe - Guidelink will provide a more effective alternative. Many ways to access the center including referral by other agencies or police, referral by friends/family, walk-ins, self-referral. No wrong way to get the help/resources you need.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p>Officer Schwandt*: Was first downtown district liaison, did foot and bike patrol full-time in downtown district. PD had been receiving a lot of complaints related to homelessness so spent bulk of time in this position doing outreach and having conversations with individuals who are homeless. At first, they would scatter b/c they were used to police only showing up when there was a problem. However, consistent relationship-building and trust-building with these individuals allowed them to begin feeling comfortable approaching police.</p> <p>Also was involved in data collection for Cross Park Place project. Guidelink will be alternate option to jail or ER for police, which has traditionally been the only options for officers. Found that before Cross Park opened, residents spent 107 nights every quarter in jail and half a year after opening this number had dropped to 5.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Mims*: Cross Park also has partnerships with UI and has mental health caregivers come and provide services for residents.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p>Public: What is available for runaway youth?</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>UAY*: UAY has a program for homeless youth, which is meant to be an independent living program. If shelter is needed, refer to Foundation 2 in Cedar Rapids or Shelter house/Cross Park for those over 18. Currently no emergency youth shelter in Johnson County.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p>Public: How long can people stay at Cross Park Place?</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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	TYPE OF COMMENT			
	IDEA	PERSONAL EXPERIENCE	EXISTING SERVICE	ROOT OF PROBLEM/ QUESTION/ CONCERN
PUBLIC COMMENT SUMMARY:				
Shelter House* : It is permanent housing. We expect many people to live there the rest of their life. Some may live there for a while and then decide they don't want that level of support and move into an affordable independent housing option. But residents can live there as long as they want. Of course, 24 units isn't enough so exploring ways to increase this service since it has shown such good results and outcomes. Have been awarded funds through national housing trust fund and are hoping to build approx. 36 more units within next year or so, but still some things that need to be worked out before this goes forward.				
Public : What types of things does Shelter House or Cross Park staff need to call police for? Shelter House* : Staff are trained to de-escalate situations. If a situation gets dangerous, they call law enforcement. If it is a safety issue and staff don't feel they can handle it or fear violence may happen or is happening, that is when they rely on police and their skills.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public : When the Guidelink Center opens, will there be an opportunity for the public to tour it? Guidelink* : Slated to open in Feb. 2021. With COVID in mind, there will be some smaller open houses, details TBD.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Mims* : During work on Cross Park Place (CPP), learned an individual cannot get into assisted living unless they have a permanent address. An example is of one individual who was in CPP for only a month, but that allowed them to establish a permanent address and get into an assisted living facility.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public : With new Guidelink Center – if an officer is called, how do they determine where to take someone? Guidelink* : It is a voluntary facility so individual must be willing and aware that's where they're going. Must also be non-violent and medically stable. So, if they are free of concerning injury and are agreeable to go there, they can go. Shelter House* : A front desk/triage system will help determine what people who come in need. Is it crisis stabilization, detox, shelter, etc.? Staff will work with officer to determine which type of service the individual needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

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PUBLIC COMMENT SUMMARY:	TYPE OF COMMENT			
	IDEA	PERSONAL EXPERIENCE	EXISTING SERVICE	ROOT OF PROBLEM/ QUESTION/ CONCERN
Guidelink* : Mobile Crisis Unit is another resource which helps determine where the individual should go.				
Public : What is Mobile Crisis Unit? CommUnity* : Teams of mental health counselors who will respond to a crisis. The team will assess the situation and determine what types of services may be needed. The goal is to not call police and not send to hospital – 88% rate of hospital diversion. With Guidelink, everyone will be seen by Mobile Crisis team, who will help determine best type of care and service for the individual. Will work both in access center and also still out in the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Public : Does the Mobile Crisis Unit respond to people even if they aren't home? CommUnity* : Yes, have responded to hospitals, schools, other agencies, and just on the street. They will go anywhere to respond to people as they need to.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public : What additional efforts are being made with COVID and colder winter months to get homeless people somewhere safe during the day? Shelter House* : A lot of public facilities are closed so people don't have the same options they did in previous years. A group of providers are collaborating right now to determine what we're going to do this winter.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Public : Are we housing anyone outside Johnson County jail? Johnson County* : We are still housing some individuals out of county. The services we're talking about tonight are helping to reduce the numbers. Every week, meet to discuss how recurring individuals can get into diversion and stabilization programs. Shelter House* : There is a group who meets with individuals who are currently homeless or having a housing crisis to learn what the best response is for them. Agencies also get calls from law enforcement when there are people are in jail who the officers do not feel needs to be in jail, but just needs a stable housing situation. Unique that we have jail diversion staff involved in these meetings, many communities do not.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

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	TYPE OF COMMENT			
	IDEA	PERSONAL EXPERIENCE	EXISTING SERVICE	ROOT OF PROBLEM/ QUESTION/ CONCERN
<p>PUBLIC COMMENT SUMMARY:</p> <p>Public: Whenever people are being cared for, there is opportunity for abuse. How do we prevent that at Shelter House and CPP?</p> <p>Shelter House*: The people we work with are not in dependent adult caregiving situation, but we also have people under the roof who are not our employees (i.e. nurses, mental health professionals, etc.) who can provide checks and balances. Have processes for reporting or grievances if people feel they've been mistreated.</p> <p>Mims*: GuideLink is for people 18 and over. Aware there is a need to have an option for people under 18.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Public: Has anyone who entered cross park place left?</p> <p>Shelter House*: Nobody else left by their own volition, and if they had to leave, they saved their unit for them until they could come back.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Public: Statement of support for IFRs stance on policing and mental health. Does not feel cops are trained as mental health professionals. CAHOOTSs model suggested (Eugene, OR).</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Public: Do people who live in these facilities have jobs?</p> <p>Shelter House*: At Shelter House many people have jobs and want to have jobs and are able to have jobs. Also have 'job lab' at shelter with a staffer dedicated to helping people find jobs.</p> <p>At Cross Park, mental health needs or other situations make it a little harder for people to find work. So we started our own contractual janitorial service where many CPP residents work. Also have a job coach who helps make sure job is done, but also handles any mental health issues that impact the group and/or the work. Fresh Starts program has been going on for 8-9 years and been a way to help employ people who struggle or have struggled due to their disability to keep job. There are also some who are not employed.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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 ("PUBLIC" REFERS TO A MEMBER OF THE PUBLIC)

	TYPE OF COMMENT			
	IDEA	PERSONAL EXPERIENCE	EXISTING SERVICE	ROOT OF PROBLEM/ QUESTION/ CONCERN
PUBLIC COMMENT SUMMARY:				
Mims*: Thank you to providers. They have expertise and do so much to bring this all together. With Guidelink the emphasis is to make sure people are connected to other services, so when they leave they have a "warm hand-off" so they aren't just back to where they were before. Programs and services are designed to help people avoid revolving door as much as possible.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public: Can you explain Shelter House services and meals? Shelter House*: Shelter serves breakfast and dinner and many use Free Lunch Program. Salvation army also serves dinner for people not in shelters. At Cross Park, each unit has kitchenette – meals aren't provided but staff provide education about nutrition and how to make meals and buy groceries or access other resources. Other services - Rapid re-housing program. Try to make episodes of homelessness end as quickly as possible and help people with short-term with deposits and rent and then other wraparound services to help them maintain housing. Many are able to retain their own housing after a year.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Public: As we consider CAHOOTs model, important to remember we have resources and expertise in our community to do this. Be intentional about who we are sending – not sending police at all to these calls is an idea and models exist for this. Schwindt*: Has been in touch with the organizations in Eugene who are running CAHOOTs. The Eugene PD does frequently respond with CAHOOTs team -- CAHOOTs team is primary contact but they are very often dispatched together. Police would love if mental health professionals could respond to mental health calls, but many times mental health professionals do not want their staff to go alone for safety reasons. Public: Heard that in Eugene, 1 in 80 calls involve asking PD for backup. When it goes through dispatch, PD hears it and can be on standby if they are needed. Discretion on when to bring in PD should lie with peer professional instead of officer.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(DENOTE COUNCILOR OR SERVICE PROVIDER COMMENTS WITH AN ASTERISK "**")
 ("PUBLIC" REFERS TO A MEMBER OF THE PUBLIC)

	TYPE OF COMMENT			
	IDEA	PERSONAL EXPERIENCE	EXISTING SERVICE	ROOT OF PROBLEM/ QUESTION/ CONCERN
PUBLIC COMMENT SUMMARY:				
Schwindt* : Noticed there is significant difference between the data that is provided by CAHOOTs clinic and what is provided by Eugene police. Likely because they were originally doing this model for their community's unique needs, and didn't know they would be a model for others so data collection wasn't a top priority. Would be happy to discuss further.				
MEETING CONCLUDES AT 6:30 P.M., WRAP-UP AND THANK-YOUS.				

LISTENING POST #6 NOTES: Oct. 8, 2020 at 5:30 p.m. at Dream City

LISTENING POST TOPIC: Youth engagement

COUNCILORS IN ATTENDANCE:

TEAGUE SALIH MIMS THOMAS TAYLOR BERGUS WEINER

CITY STAFF IN ATTENDANCE: Sgt. Bailey, Daisy Torres, Ashley Monroe, Rachel Kilburg

SERVICE PROVIDERS IN ATTENDANCE: Dream City, United Action for Youth

ESTIMATED TOTAL NUMBER OF PUBLIC ATTENDEES: 25

(DENOTE COUNCILOR OR SERVICE PROVIDER COMMENTS WITH AN ASTERISK "**")

PUBLIC COMMENT SUMMARY:	TYPE OF COMMENT			
	IDEA	PERSONAL EXPERIENCE	EXISTING SERVICE	ROOT OF PROBLEM/ CONCERN
UAY* : Overview of UAY services -- have been partnering with ICPD on shoplifter diversion program. COVID-19 spawned start of coordinated truancy outreach program.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Dream City* : Youth programs designed to keep youth out of systems. Currently operating a Return to Learn program, providing school space for youth and working with young fathers. Interested in doing a partnership with the ICPD to start addressing police relations with young, black men – helping both sides to see each other in a different light and change perceptions/build relationships. Example: invited families to this event, but there was resistance to being involved in anything with/about police.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Public : How would Dream City reimagine relationships with police? Dream City* : Basketball was great but the teams were small and not many could play; seeking new options to have more people participate. Need to identify why there is fear about even having conversations. UAY* : Agreed; events that invite police can lead kids to dismiss value; youth will say "this is great but it's not how they treat us in our neighborhood."	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public : Recommends documentary "Ernie + Joe: Crisis Cops"; NAMI is sponsoring film in spring.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(DENOTE COUNCILOR OR SERVICE PROVIDER COMMENTS WITH AN ASTERISK "**")

	TYPE OF COMMENT			
	IDEA	PERSONAL EXPERIENCE	EXISTING SERVICE	ROOT OF PROBLEM/ CONCERN
PUBLIC COMMENT SUMMARY:				
Torres* (ICPD Community Outreach Assistant): In her experience uniform can be scary for some populations, need to break down those walls, being face-to-face and going to groups where they're comfortable has been best; first impressions of police on youth so important Public (teen services, ICPL): Is there a way to see how we're doing with policing? Torres*: Annual report, website	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UAY*: We can design the programs we think you need, but community input is so important so we know what you need and want for our youth.; honest dialogue needed, "fear all around" and have vulnerable conversations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public: Overview of CAHOOTs model (Eugene, OR)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public: Need to increase direct neighborhood outreach, not many members of the neighborhood here. Public (Member of South Dist. Neighborhood Assoc.): That's why we created the South District Neighborhood Assoc. and what we've been trying to do. It's in early stages but it is working, the new mural is a good example.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Public/Lori: County DMC Committee and ICCSD Youth Development Policy Board are good ways to continue this conversation Public: In 2008, we had a discussion with the schools on disproportionate expulsion and discipline and 10 years later, we're having the same conversation. Need to get POC at the table and be ready to talk about difficult things.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

(DENOTE COUNCILOR OR SERVICE PROVIDER COMMENTS WITH AN ASTERISK "**")

	TYPE OF COMMENT			
	IDEA	PERSONAL EXPERIENCE	EXISTING SERVICE	ROOT OF PROBLEM/ CONCERN
<p>PUBLIC COMMENT SUMMARY:</p> <p>Dream City*: Black voices have been saying the same thing for so many years – why should they keep coming to public input meetings and saying the same thing when we know what the problem is. Also, focus keeps getting put on cops, but who calls the cops for issues at school or community? The community – they are scared of POC.</p> <p>Public*: Police is important part of convo, but what are White people doing to educate themselves? White people need to understand more about social injustices, historical inequities. White people call police on Black people. Everyone pays taxes, but only one race can call the police for help. Are these efforts just checking a box?</p> <p>Mayor Teague: City Council is not considering this “checking a box.” We’re committed and this is a unique opportunity. COVID has offered a time for the community to reflect. This won’t be a ‘one and done’ thing – we’ll make mistakes and have to come back to the table, but [action] starts here.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>UAY*: How do we get white people to do the work and explore bias without putting pressure on black people to lead that? We love Iowa City but we are not untouched by racism. UAY is putting out some trainings.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Public: Ref. Robin D’Angelo: ‘progressive, White people are barrier to ending racism.’ We feel so good about going to meetings and feeling like we’re doing something that we forget how we need to be an ally.</p> <p>Public: Not just ally, but accomplice. Idea – could develop a rating system, like LEED, but for diversity and inclusion.</p> <p>Public: What about courses taught at school? Is there anything (cited Southern Poverty Law Center curriculum) about tolerance, history of race? In US? Students are asking for these topics.</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Cordell Campbell (ICCS): Next step is to create an action plan. As a social worker, sees that excessive Use of Force is one of the biggest problems (with kids), what is PD doing to address UoF?</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

(DENOTE COUNCILOR OR SERVICE PROVIDER COMMENTS WITH AN ASTERISK "**")

	TYPE OF COMMENT			
	IDEA	PERSONAL EXPERIENCE	EXISTING SERVICE	ROOT OF PROBLEM/ CONCERN
PUBLIC COMMENT SUMMARY:				
<p>Public: Why is this time going to be any different?</p> <p>Mayor*: Floyd video broke through – 2020 has been hard but its forced us to slow down, thus everyone is experiencing and processing this differently than in the past. We have a lot to do, but City has used racial equity toolkit to make meaningful change.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Public: Thankful for council starting this, but people need to keep showing up to support them in this work. Has personally witnessed excessive use of force against POC in Iowa City.</p>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Bergus: Iowa City is majority White and a lot of times White people will call the police on Black people -- not intending harm, but it can lead to that. Does ICPD see this?</p> <p>Sgt. Bailey*: That is a real phenomenon. If he hears this on the radio, he'll usually tell officers just drive by, don't make contact but supervisors can't listen to dispatch 24/7 to give that direction. PD does not have time to make contact for every call, so they let things go that may have otherwise resulted in a positive or negative interaction. These calls don't happen every day, but often enough. It can be hard for POD to know what the caller is perceiving and make a judgement call based on assumptions. Mental health resources are important.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Public: Works and lives in area of affordable housing and had been getting about 4 calls a day to his properties – a lot unjustified. In response, they created “community boards” so complaints would go there to get mediated by the community before police engagement – action has resulted in approx. 70% drop in calls to police. Solved by “community nourishment and personal level education.” Also has construction business and recruits young, black men and has found success in teaching youth what officers’ goals are – not always ticket, punishment.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Public: Can next work session be an update on what councilor’s are thinking about CAHOOTs model?</p> <p>Mayor*: Need to digest public input, not everyone attended every session. We know CAHOOTs has been mentioned, but it’s not the only model. This needs to be a full council discussion about next steps. But still a lot of work to do and a lot of time to talk to us.</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(DENOTE COUNCILOR OR SERVICE PROVIDER COMMENTS WITH AN ASTERISK "**")

	TYPE OF COMMENT			
	IDEA	PERSONAL EXPERIENCE	EXISTING SERVICE	ROOT OF PROBLEM/ CONCERN
PUBLIC COMMENT SUMMARY:				
Public: school curriculum very important to address topics of systemic racism. "Oppression is learned very young".	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Mayor*: Thank you and wrap-up. Long way to go, but it will result in a plan that is the best fit for our community.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

MEETING CONCLUDED AT APPROXIMATELY 7:30 P.M.

Community Policing Online Public Input Form – Summary of Submissions

Collected: August 25 – October 15, 2020

Date	Submission Text
3-Sep	<p>Anyone that says the ICPD is perfect is wrong. Literally nothing is perfect but there are things that can get pretty close. ICPD has a lot of untapped potential and some things that could change. Also the fact that I've not heard ANYONE from the City or Council come out and say more than a subtle comment in favor of this police department blows my mind. There are a lot of things they're doing right and one of the only PDs in the state doing. I would like to see more outreach being done. I see the same few people and it looks like it's those few people that carry outreach efforts. Iowa City is big enough that to make the work impactful and not overbearing for the people doing it there needs to be a legit team. Also why are they at the rec center in like a closet? I used to go to RAL all the time before COVID and noticed the like 1 or 2 people that do outreach were in basically a closet. Regular patrol people should be going to stuff too and if you have the outreach people in a whole different building I don't know how much harder they have to work to be seen by coworkers. I'm not against them being there but you'd think they'd all be housed together. I've been harassed by bad cops in the past and I can tell you ICPD doesn't have them. They have maybe a few that enjoy their job a lil too much but none that I'd be scared to get shot or killed by. Like literally not one person has died here from police brutality in the last like 20 years. I'm for change but yall need to take a look at what you have locally rather than makin decisions based on stuff hundreds of miles away. We have it really good here and it could be better but only listening to the turds in the street doesn't help. They hate police way more than they care about black lives.</p>
11-Sep	<p>It seems to me that we can sample the activity log and develop profiles of the types of police calls we actually have across seasons and years, and restructure the police department accordingly. By which I mean that many of the calls clearly do not need the attention of armed officers or people trained in violence. Once we know those proportions, we can reallocate the budget accordingly, hire medical and social workers and mediators in the numbers we need, and look for people and communities that manage to police violent crimes and situations well so that we can learn from them. I would also think that when we say "law enforcement can rarely solve complex societal problems alone," if we mean there "normal police can rarely solve...alone" at that point we're talking about the proportion of calls that actually are violent or likely to be violent, and then that's the part we're looking at here. I don't think this meeting should be about the entirety of police responsibility as we have it described now. So - bit of cart before horse, then.</p>

12-Sep	<p>ICPD would open a dedicated office for training officers in local community relations. This training would be field work and would be reclaimed as credit hours for counting towards an officers resume. Effective Training is arguably even more important than careful recruitment, in part because its a more pragmatic solution. This training in particular would involve field work with medical users for education on marijuana and its application with the medical community, immigration counseling with refugees or asylees with limited english proficiency, job shadowing domestic abuse neighborhood counselors, speak at LGBTQ advocacy agencies, and engage BLM initiatives. Their role in practical training would consist of individual officers being assigned and effectively taking part, and participating in several initiatives with the community at large in connection with those issues, instead of just low income neighborhoods, since those typically already suffer from a stereotypical relationship with the police, and consequently should not be used as pilot studies for yet another experimental program. The options would be diverse. This would happen during office hours. This training could eventually help officers establish community relations with residents in a more personable and non confrontational way. Outcomes of such reassignment of officers during work hours hypothetically comes at a price of having less officers patrolling, but regular program evaluations would determine if this would indeed affect their typical policing work alongside communities, compared to a fully deployed police department doing typical police work. Some previous adjustments could be made, i.e. different precincts could make up for each others staff shortages in between reassignments. The bottom line is: the PD at large, not only in Iowa City, should want to expand their levels of expertise and influence in the communities, and only they have the resources, and its in their own interest for acting towards that. Any arguments that this is a two way street, and how the police has a good part of the constituency always supporting what they do regardless, will only result in procrastination. This is an opportunity for the police to rise to the occasion, not a contingency, and in fact also a unique opportunity because the alternative of working together with the communities, is to continue to work with or without them.</p>
13-Sep	<p>1) The CPRB should be expanded to allow for complaints into other areas of city government (housing ect.) 2) There should be a formal process by which members of the CPRB can be removed if necessary. 3) Officers should hands on training in physical restraint tactics (wrestling ect.) 1-2 times a year minnimum</p>

14-Sep	<p>First off, I want to make sure it's clear that I don't support defunding the police (when defund means abolish). Restructuring to include more community policing is the way to go, and I think Iowa City is already doing a good job of doing this. I think community policing means more collaboration between the police department and our local social service agencies. I think it would be great to have someone who specializes in mental health/crisis situations on the police force who can tag team with police officers in responding to mental health calls. Same could go for responding to sexual assault situations and domestic abuse. Community police liaisons, similar to what you have in the Iowa City Downtown District. Have someone who is directly assigned to a neighborhood, that is trained in mental health situations/abuse/etc. Serve as a connector to resources, builds positive relationships with the neighborhood constituents. I do think they need to have all of the skills/training of a traditional police officer too though in case they encounter a dangerous situation. You may do this already - but I think you should pay police officers to take time to volunteer at a local nonprofit every month. Dream City, Shelter House, Free Lunch Program, Harm Reduction Coalition. Building positive relationships (especially with the youth) is key. Thank you to our police for everything that they do!</p>
15-Sep	<p>For the sake of citizens as well as the police, mental health professionals should respond to mental health calls. Mental health professionals deal with these issues on a daily basis. Once they respond, they can properly determine if and when the police may need to be involved. The goal is to avoid situations like the Daniel Prude police response in NYC and the George Maser police response in Coralville earlier this month. Seeing uniformed police can create fear and unnecessarily escalate a situation. A person in mental health distress needs to be calmed down. Police do not have the same professional training in this area as do Mental Health professionals.</p>
16-Sep	<p>Please note that doctors and nurses in hospitals and ER rooms deal with individuals undergoing mental health distress constantly. Yet they are almost never injured or in any real danger. What is the difference between this scenario and when police respond to an incident with a mentally unstable individual or someone having an acute event? The answer is the weaponry and dominance inherent in the police system in the US. When they respond to a scene, they automatically escalate whatever was happening before they arrived. People involved in mental health crises, addiction crises, and even most domestic disputes need a calming authoritative presence -- not an officer with a gun, taser and the attitude that someone is doing something wrong and needs to be stopped. This is how we end up with many of the high-profile incidents we see in the news these days --- and many, many more of the low-profile cases we don't ever see. There are not only two options: (1) keep supporting ICPD as usual or (2) completely dismantle the police with nothing in its place and don't prosecute any violent crimes. That is how some people wish to frame it, but think of the million variations on these themes that fall somewhere between the two. Let's be innovative, look at the data and research, and make the changes necessary to keep our most marginalized citizens safe.</p>
16-Sep	<p>Mandatory ride alongs for City Council members and those involved in police budget decisions. Also better communication and stories from Iowa City Police on the threats they face every day. The general public probably has no idea.</p>

25-Sep	Those trained in mental health and social services would work together with a police escort on calls pertaining to those issues. No funding for riot gear and military weaponry/ vehicles. Police walk beats, communicate and get to know neighborhoods where they live and work. Deescalation and non-lethal methods of policing used whenever possible.
26-Sep	Iowa City community policing should center on the community more than on the police. It should prioritize the preferences and values of the many neighborhoods in IC, and respect their differences and the different ways they want to interact with, or NOT interact with, the police. It should include full transparency and accountability for police officers and other city employees with respect to the use of force (including discharge of firearms AND crowd control devices), racial disparity in policing acts (including those that do not result in citations), and other abusive behavior while on and off duty including domestic violence. Rebuilding and maintaining the trust of all those who live and work in Iowa City is essential, and greater transparency and accountability are crucial, more important than positive interactions with police officers. It should also include far greater investment in community mental health, substance abuse, food banks, and other community resources, especially crisis counselors and conflict resolution experts who are not police officers.
26-Sep	Don't get rid of police. Don't switch to community policing. Let them do their jobs or you are going to make the entire community unsafe and not worth living in and people of many races will move away from areas without justice. Stop focusing so much on race and let the police focus on justice. Don't change the police. You don't need police reform. You already have good police. Stop trying to follow trends like this of big cities that most people don't want. Don't let BLM represent the majority because they don't represent most people here or their desires so if their will is carried out you would not be representing or pleasing the majority of people. Listen to the citizens that aren't defacing public property but are building up the community through work and paying taxes that are of the majority or quite frankly, the city will reflect the changes by becoming much lower quality. Consider alternative opinions to the popular but fleeting trends that don't consider the reality of those trends. If you dismantle police, or fundamentally change police so they can't carry out justice, you will make a much less safe community. You will make this an undesirable place to live.
27-Sep	We need real accountability to the community. No profiling, no being pulled over for minor infraction because the person is not white. We need the police to be working with our citizens not against them. (that is no violence! tear gas toward individuals just attempting to exercise their first amendment rights is wrong!) Many riots across this nation have been a threat to their communities but many of them are instigated by the police. This cannot happen in Iowa City. I would like to see city budgets evaluated for a future beyond policing... more community safety and partnering. Trust must be developed. Other organizations, maybe even churches need to be involved besides the police. I am glad to hear the city talking about root causes of crime. This is an importance facet. And I agree that law enforcement should not be solving complex societal problems alone. Officers need more training about how to socially interact with citizens. I do not know what the requirements are to become a police officer, but I think more than attending police school is in order. Possibly a college degree. I would like to see a citizens review board that really has teeth, not a rubber stamp. We need peace officers, not police bullies. Thank you for the opportunity to voice my concerns.

27-Sep	<p>I have lived in Iowa City for 59 years. When we moved here in 1962 there were less than 10 black families living in Iowa City. Two of those families had children that were classmates of mine. One was from 5th grade onto high school graduation and one from 7th grade on. Both of these classmates have achieved a high level of success in life. One has been a US Ambassador and the other a successful well known attorney. These two classmates as well as all of the other (to my knowledge) black families had one thing in common. THEY HAD PARENTS THAT VALUED EDUCATION AND CITIZENSHIP! Raising children to respect authority is "the elephant in the room." Lack of respect for parents, elderly, teachers, elected officials and POLICE is the the real systemic problem. You may not always agree with these important people in your life but the level of disrespect that is rampant today IS a root cause of societal problems. I have known several police officers during my life in IC and they have been really solid members of this community. I don't think most people really care about what color your skin is. I think most people care about people's behavior. When I saw the sickening spray painting of FUCK ICPD in many places this summer it was very unsettling to me. THIS LEVEL OF DISRESPECT is not systemic racism but systemic BAD PARENTING!</p>
28-Sep	<p>I would like to see police funding completely redistributed to social service organizations included but not limited to: DVIP Shelter House Prelude CommUnity Crisis Services and Food Bank NISAA NAMI RVAP The Housing Fellowship "Crime" is often the result of unmet needs like mental health diagnoses, homelessness, poverty, trauma, food insecurity, and other unmet basic needs. These issues should be left to professionally trained counselors, social workers, therapists, advocates, etc.</p>
28-Sep	<p>I am very supportive of Iowa City addressing the 17 point BLM plan. I think city officials should work with the Iowa Freedom Riders and other BIPOC community leaders to insure their input into proposals to comply with the 17 points. I believe it is time to restructure the police department in order to insure that community services which do not focus on enforcement of the law can work toward a healthier, more inclusive community. Programs to provide housing, food, legal aid, reentry counseling, health care, education (including vocational training), and employment need substantially more funding than they currently receive. I believe that it is appropriate to allocate some funding currently allocated to law enforcement to these community services.</p>

1-Oct	<p>I have lived in Iowa City most of my life. It has always been a city filled with diversity due to the University. I feel that while changes are often necessary that listening and responding to one side of the scenario does not always provide all the facts. There are always 2 sides to a story and for now it appears the information being received is primarily 1 sided. When it comes to making drastic changes to our police force- I feel that defunding is not going to correct the problems but in a sense create more. We have had more instances of reports of shots fired and violent crimes than in any of the years I can remember. I can't imagine sending anyone but a police officer out to check on those calls. I also understand the need for have social workers and mental health professionals involved but I can't imagine sending them into that situation without a police officer because although they are trained to help deal with people with mental or social issues they could easily become the next victim of a violent crime by the person they are there to help. The police should have equipment available to keep our community as well as our police officers safe. Crime is not going to go away by defunding the police. Evil is not going to go away. There are good and bad people in all professions. I understand the frustration and anger on both sides. But I also feel the police are doing a good job in remaining calm when confronted by large groups that are in a sense advocating for harm to them. They still have a job to do and if someone is injured or harmed by them not doing their job then they will be blamed for that as well. Without support people are less likely to do a good job because why would they care. It is time that we show support for our police and help to involve them in the community to build support and trust. Any changes should be put on a ballot and/or surveys should be sent out to get the opinion of the entire community. I agree with having a fair and impartial review board to oversee disputes and make recommendations for areas of improvement. At this time the city council should not make changes without asking for all community input.</p>
2-Oct	<p>I would like to start off by saying that as a tax payer for the City of Iowa City for over 23 years, I believe that the Police department should stay funded. I do think we need more Police officers for this growing city. Life would be so much simpler if everyone were law abiding citizens. But as you know in today's society, that is not the case. We have laws that make it hard for law enforcement to do there jobs. The law that permits the public to carry guns on there person is a very big problem. This makes it difficult for police officers to make a clear "judgment call" as to the intent of individuals who are carrying a weapon. On the other hand, I think under those circumstances, I feel that local government "elected officials" who serve the public, need to come up with solutions to better provide our law enforcement officials with better resources to do there jobs affectively. Community involvement activities is one idea. A larger presence of officials in the public eye is another idea. Extensive frequent training for officers and security officials is another. Also, to hold bad policing personnel accountable, like anyone else would in there place of employment. In closing, this is not going to be an easy task to get started. But I believe defunding the police force is not the way to go, because as a tax payer and law abiding citizen of this city, I have the right to stay safe in my neighborhood and in public.</p>

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4-Oct	<p>Community policing as we've done it so far isn't enough. We've talked about this for decades, and there has been some progress, but it's not enough if poor and/or Black or Brown people still get over-policed by officers who live in their communities. Mental health calls, traffic violations, code violations (loud house calls and the like), really ALL nonviolent offenses, should be responded to by people who are unarmed and not part of the police department. Cameras should do the traffic monitoring, and they should be placed by physical city area and not demographics. Patrols should not be planned by how many offenses were committed in an area in the past, but by geographic area and population density. The number of police officers on patrol should be reduced. 911 calls should be triaged to non-police emergency responders when appropriate, and response times should be short. I don't necessarily think that the police budget needs to be cut, but the responsibilities of the department should be more limited. We can't get there from here if the philosophy still is that pro-social behavior should be enforced by the police. Real change is more fundamental than a PR campaign.</p>
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6-Oct	I would just ask that city leaders and others involved in this decision making process spend a proportional amount of time listening to the police officers as well and gathering their thoughts and opinions too before any “defunding” goes on. I think every council member needs to go on a ride along and see policing in our community first hand if they haven’t already to get a better idea of the challenges they face in performing the job and what some of the public’s proposed ideas would actually mean for them on the back end. Even if they have rode before, that’s not something that should be done just once or twice just to check the box. These are the people who are in it every single day and so to not consider or take time to hear directly from them through their own listening posts where officers can be free to really speak their mind to staff and council in a private setting and NOT a public setting where they have to be politically correct cause that’s what we expect of our officers would be an unfortunate shame. I’m sure they have a pretty good insight on whats been done in the past, what’s worked, what hasn’t, and what would be best for all parties in our own community moving forward. I really hope this is already being done, but saying it now just in case it isn’t.
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9-Oct	Iowa City needs some sort of a crisis response team comprised of mental health professionals. This is the team that should then respond to any kind of mental health, substance abuse, homelessness, other social issues to provide assistance and support. Not the police! People in crisis situations such as these do not need enforcement they need compassion and care.
9-Oct	I would like to see policing restructured to reinvest a significant portion of the ICPD budget to social services. This should be designed as a way to address the core problems that led to social issues that are often addressed by police, such as homelessness, substance abuse/addiction, and mental health crisis by providing meaningful assistance and preventative measures, rather than using law enforcement as a way to deal with the public consequences of these situations. I also support the implementation of a crisis response system that follows the model of CAHOOTS.

9-Oct	IFR strongly supports Iowa City adopting a peer-response model for non-violent calls for emergency response. CAHOOTS is one model of this, but the broad model involves not sending police on non violent emergency calls, but instead sending a team of a medic along with a peer professional trained in crisis response, compassion, and resource provision. Some models also include a licensed mental health professional in this team. There are many types of calls that this team can respond to, including wellness checks, mental health concerns, homelessness concerns, substance use, interpersonal conflict, traffic/road safety problems, resource/food/shelter needs, short-term safety, and much more. A co-responder model that pairs a police officer with other support will be firmly rejected. This model has been denounced by local clinicians, community members, national groups of mental health professionals such as NAMI, the American Psychiatric Association, and many others. It has also been denounced by CIT International, the group that our police hold up as the gold standard for crisis intervention training. Iowa City has many local organizations that already does, or is prepared to do, crisis and rapid response. The research and local opinion also favor this model. The only thing missing is the political will to fund this effort. These local organizations need to be funded so they can adequately handle the new workload, and local dispatch needs to be updated to be able to respond to new demands that will require appropriately filtering non-violent emergency calls to unarmed and trained crisis response teams. Since the police are funded at approximately 50% more than the second highest funded government department, funding must come out of their budget and into the new, emboldened response teams, since police will no longer need to respond to these calls.
9-Oct	Stop funding military-type equipment, and focusing on Pot and DWIs. Get rid of the stealth white cruisers. Get out of cop cars and walk the beat. Get to know the neighborhood. Require officers to live IN Iowa City.
9-Oct	Mayor pro tem, we see your anti police rhetoric that you post and I've downloaded your videos from the protests you deleted....

9-Oct	<p>I picture something akin to community safety on colleges and other local spaces, where figures are elected or appointed by an official who is elected by a neighborhood. 911 directs calls depending on the type of emergency. A social worker, crisis worker, housing advocate or mental health professional would handle most calls. If there is a real, necessitated use of force that the victim or caller is asking for, community armed, elected and responsible safety agents would be trained in how to de-escalate the conflict and hold a weapon in case of an extreme incident. There would be no police culture or incentives to use force, violence or cite anyone unjustly for crimes that are not violent. The hierarchical system would be deconstructed. Agents would be held accountable for an improper conduct. Victims of violent crime would be given resources and constant support; including the ability to contact an organization like Common Justice of New York City to ensure a transformative process alleviates any leftover trauma or pain from the incident. Minor offenses such as speeding and other things to do with property can be taken care of by any trained officials; carrying guns isn't warranted. That's the future I envision. A decentralized, local and remote force of elected and accountable community members able to respond to only the worst calls. Other funding would go towards what we know decreases violence in the first place: affordable housing, healthcare and community support. That's the thing about community: Communities take care of themselves. It is the ongoing eviction crisis and destitute poverty that leaves people placeless and unable to look after their neighbor in favor of their own (urgent) needs. Let communities do their own work. This doesn't mean "police" in the way we know it; it means true democracy, decentralization, and lots of care. Thanks for reading. For any questions or concerns, I'm contactable at:</p>
9-Oct	<p>Would like to see ICPD's budget reduced in order to cover the costs of a CAHOOTS style mental health response team composed of unarmed people who have been specially trained for this - not police. I would also like to see marijuana enforcement deprioritized and the removal of access to militarized equipment including tear gas and rubber bullets and MRAPS. It's just simply not how I want my tax money spent. I'd also like to see requirements for police to file substantial paperwork every time a weapon is charged. I'd also like to see the road infrastructure changed to the police- itself plan to reduce the disproportionate minority stopping.</p>
9-Oct	<p>The PD is doing just fine. Keep the policies in place that hold officers accountable, you don't need to reinvent the wheel. There is not "systemic racism" in policing. Icpd has some of the most liberal and forward thinking, well trained officers in the state and midwest. Don't let the IFR continue to bully their way into this conversation by using a platform that is based on LIES</p>
9-Oct	<p>Officers, citizens, and suspects shall never be placed in danger in the name of diversionary tactics. Iowa city has community service officers that can be trained to increase their responsibility beyond parking calls to help mediate simple non violent disputes. Trained social workers like the crisis intervention teams that police already use, could be closer integrated within the department to decrease response times to mental health crisis issues. If there is any question of scene safety, officers need to continue to respond. Officer foot patrols of the neighborhoods they work in should be encouraged whenever possible with a focus on community engagement.</p>

9-Oct	The city of Iowa City (excluding the PD) have let the IFR and the BLM movement destroy the city. The taxpayers are responsible for paying over \$1,000,000 in damage because of coward city officials. I pray every night for the police officers in the Iowa City area, including the surrounding communities. Nearly all of the city leaders offer no support to these fine men and women. Turn Iowa city around. It's quickly turned into the armpit of Iowa. It's the city where I will never raise my family in. Bring police into the schools. Build rapport with the students of different ethnic groups. Get a school resource officer. Get an explorer program. Most of all, give the police more resources to reach out into the community. Instead of "defunding the police", increase their funds for more training to build relationships within the community.
9-Oct	ICPD and UIPD do a fantastic job as is, I encourage them to continue with their compassion, professionalism, and diligence in pursuing public safety. My family came to this country for the kind of safety, opportunity, and community that I see here in Iowa City and the surrounding towns that make up this community. Law enforcement included. The answer doesn't lie in police reform in Johnson county but in resources from the state for mental health.
9-Oct	Stop being soft and let the police do their job.
9-Oct	Iowa City needs to stand up to the bully tactics of BLM. They are a terrorist group who incite riots and intimidate government and its citizens. The police enforce the laws put in place by elected officials. Period. Do not cave their demands. Enforce the laws!
10-Oct	On a simple level, having more officers walking the streets, unarmed, would help deescalate the threat ICPD has posed to the citizenry both in terms of optics and functionally. Would also help enforce the mask ordinance that so many are ignoring openly, in public, with no repercussions. Like the majority of the protesters in town, I support the CAHOOTS style crisis response system, which functions similarly to crisis response in the European countries progressives often look to for more stable, people-prioritizing government. I would like to see the majority of officers given the opportunity to train for, and work in non-confrontational public service positions; such as assisting therapeutic and psychiatric public servants in mobile and office settings. If "policing" is to be accepted as a public program as much as the current desire for abolition and anew self-defense force, then "policing" must be redefined as a resource, and not an authority. The growing public protests are demanding a change in power dynamics on a fundamental level, and that requires fundamental changes, such as power in the Community Police Review Board to not only hold officers accountable, but institute changes in how the police department operates. It is currently operated similarly to a private business, with top-down hierarchical power, and citizens only having a say indirectly via elections.
10-Oct	I believe reform is needed in order to address the response to non-violent crises across Iowa City. I believe we need a response team trained in de-escalation in order to protect the community and at-risk individuals, primarily people of color, who are targeted by implicit racial bias among police officers. I also believe that police officers must undergo significant re-training and evaluation to filter out those with such implicit bias and whose presence and actions escalate a scenario to violence rather than de-escalate. I believe that a community-centered approach is the best way to move

	forward in service to the community while protecting people of color from implicit bias in policing.
10-Oct	The city already implements community policing. I have personally seen positive police interactions with the public at numerous community events. What I would really like is to be able to take my family downtown without seeing the “f” word all over buildings and calling for the killing of police officers. I have also heard the city Officials have told law enforcement to stand down in regards to enforcement of this kind of activity. This is really a shame. As a long time member of the community, it is really sad what this city is starting to become. I would personally like to see it be mandated for city council members and elected city government leaders have to complete a ride along shift a month with ICPD. Maybe this would help determine if social workers or other options could handle certain situations. Thank you for your time.
10-Oct	No guns. I'm serious. The majority of police interactions do not require the use of guns, and the presence of a lethally-armed officers needlessly escalates the majority of these non-violent interactions. Even as a white person, I'm terrified of the people who are supposed to protect the community because they all carry deadly weapons. Now imagine how our black citizens feel when they see an armed officer, after they've watched video after video of people of color being gunned down by officers. You can keep your tazers, you can keep your batons, but you should leave your guns in the squad car or at the station. If you're responding to an event you know is lethally violent, then sure, bring your gun. But routine traffic stops? Community patrols? Non-violent drug offenses? You don't need a gun, and if things do escalate you'll still have your tazer, melee weapons, police training, and backup. Simply taking guns out of the equation would go a long way to improve our community's trust of the police.
10-Oct	I think the Iowa City Police did a great job before all this and would have probably liked to do even more. I appreciated getting to know the officers when they were able to do foot patrols down on Taylor Dr. ICPD regularly attended events and meetings put on by the S.E. Neighborhood association. They even held annual spring events with the youth at the R.E.C centers. People are quick to forget all the good they've done and focus on the bad several states away. I encourage more activities like those they've done in the past. I look forward to meeting some of the new officers.
10-Oct	The Iowa city police department already does an outstanding job of bridging the gap between the police and the public. They deserve more funding, not less.
10-Oct	I support the demands of the Iowa Freedom Riders to divest a large chunk of the ICPD's budget away to social services that will help the community more than policing has. It makes more sense to empower those who are trained to deal with mental illness, poverty, and other social issues than it does to pay for more gunds and boots on the ground.
10-Oct	Black Lives Matter is a domestic terrorist group, along with ANTIFA, is destroying our communities and causing animosity among all groups. Instead of focusing on how to improve community policing, focus on how city government can grow a backbone and deal with the real problem and get rid of these terrorists.

10-Oct	I support the demands of the Iowa Freedom Riders to divest a large chunk of the ICPD's budget away to social services and to institute a CAHOOTS style response program.
10-Oct	Invest in social workers to respond to most calls. Please save police response for instances where it is really needed. No chemical weapons! No rubber bullets! No shooting ANYONE who is not actively in the process of trying to kill someone and then only as an absolute last resort if the area cannot be safely cleared. No intimidation/violence/arresting protesters! PLEASE listen to the demands of the Iowa Freedom Riders and BLM activists.
10-Oct	I would like to see rational discussion about all issues not bullying that causes fear of a real discussion because those who disagree will be called racist.
11-Oct	I support IFR because I support Black lives in my community. IFR strongly supports Iowa City adopting a peer-response model for non-violent calls for emergency response. CAHOOTS is one model of this, but the broad model involves not sending police on non-violent emergency calls, but instead sending a team of a medic along with a peer professional trained in crisis response, compassion, and resource provision. Some models also include a licensed mental health professional in this team. There are many types of calls that this team can respond to, including wellness checks, mental health concerns, homelessness concerns, substance use, interpersonal conflict, traffic/road safety problems, resource/food/shelter needs, short-term safety, and much more. A co-responder model that pairs a police officer with other support will be firmly rejected. This model has been denounced by local clinicians, community members, national groups of mental health professionals such as NAMI, the American Psychiatric Association, and many others. It has also been denounced by CIT International, the group that our police hold up as the gold standard for crisis intervention training. Iowa City has many local organizations that already does, or is prepared to do, crisis and rapid response. The research and local opinion also favor this model. The only thing missing is the political will to fund this effort. These local organizations need to be funded so they can adequately handle the new workload, and local dispatch needs to be updated to be able to respond to new demands that will require appropriately filtering non-violent emergency calls to unarmed and trained crisis response teams. Since the police are funded at approximately 50% more than the second highest funded government department, funding must come out of their budget and into the new, emboldened response teams, since police will no longer need to respond to these calls.
11-Oct	Don't change a thing. They are doing a great job.
13-Oct	I would like police officers to be reserved for dangerous criminal scenarios- not for mental health, substance use, homelessness, or traffic/vehicle maintenance issues. I would like to see response teams created for those situations that involve appropriately trained professionals with a problem-solving and helping focus rather than a punitive one. Police officers should not be a part of these teams. Cahoots is a good example. I would like to see funding redirected from the police department and towards setting up these programs, working with existing agencies such as Community Crisis Center, DVIP, Shelter House, and Iowa Harm Reduction Coalition.
14-Oct	Dramatically decrease budget for police and instead spend those funds on expanding social safety nets and programs such as after school activities, homelessness assistance, and free public access spaces. Instead of dispatching police to mental health crises or

Appendix III

History of the Iowa City Community Police Review Board (October 2020)

A History of the Iowa City Community Police Review Board

October 8, 2020

Introduction

The Iowa City Community Police Review Board (hereafter referred to as the 'Board' or 'CPRB') is a five-person board appointed by City Council, with its own legal counsel. The Board was established to provide oversight of investigations of claims of Iowa City police misconduct and assure that investigations are conducted in a manner which is fair, thorough and accurate; and to assist the Police Chief, the City Manager and the City Council in evaluating the overall performance of the Iowa City Police Department (ICPD).

The CPRB ordinance is codified at Title 8, Chapter 8 of the City Code. The following report outlines the complete history of the Ordinance governing the Community Police Review Board, as well as a summary of all official complaints filed with the Board since it was established in 1997.

In addition to receiving complaints, the Board maintains other responsibilities, such as reviewing ICPD policy changes and holding an annual public forum. Although those activities are not the focus of this report, they are matters of public record. The full scope of Board activities can be reviewed in the current Ordinance (Appendix A) and Standard Operating Procedures (Appendix B).

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History of Ordinance

Initial Ordinance (1997)

Iowa City's Community Police Review Board has existed since 1997, when the City Council passed an ordinance creating such Board to assist the City in processing complaints concerning the police department and to ensure the police department is responsive to community needs. This initial Ordinance (Ord. 97-3792), detailed the intent, goals, and guiding principles of the Board, alongside the process for receiving and investigating allegations of misconduct against sworn police officers. As a general summary, these provisions included:

- Authority to conduct fair, thorough, and accurate investigations into complaints that are formally filed with the Board and allege sworn police officer misconduct. (The Ordinance explicitly denies the Board any authority over police disciplinary matters, in accordance with State of Iowa law. Additionally, the Board is not intended to be a criminal court or formal litigation process of any kind).
- The processes and deadlines for (1) filing a complaint, (2) the Police Chief or City Manager investigation of the complaint and report to the Board, and (3) the Board's review and report to the City Council.
- Complaint tracking and reporting requirements, and ability to hold general forums on police policies, practices, and procedures.
- Board member composition and term lengths.
- Clarification of power limits of the Board and preservation and protection of the police officers' and complainants' rights.

Amendments (1998 – Present)

In the 23 years since, efforts to increase the effectiveness of the Board have resulted in various changes to the board's charge, composition, and general policies and procedures. The following is a complete timeline and description of all amendments to the Ordinance governing the Board:

Year	Ord.	Amendment
1997	97-3792	<i>Creation of the Iowa City's police citizen's review board.</i>
1998	98-3865	Removes the opportunity for the complainant to participate in the "name-clearing hearing," which is a due process hearing required to be held before the Board issues a report that is critical of an officer.

Year	Ord.	Amendment
1999	99-3877	<p>Increases the time allowed for filing a complaint with the Board from "within 60 days" to "within 90 days" from the alleged misconduct</p> <p>Increases the time for the Police Chief or City Manager to investigate and deliver their report to the Board from "within 30 days" to "within 90 days" after the complaint is filed.</p> <p>Increases the time for the Board to review and deliver their report to City Council from "within 30 days" to "within 45 days" of receipt of the Chief or City Manager's report.</p> <p>Adds a section to define time computation and ensure that complaints can be accepted the full, following business day if the filing or reporting deadline falls on a weekend or City holiday.</p>
1999	99-3891	<p>Adds a standard (balancing test) for the Board to use in determining whether to include complainant or officer names in the final report of a sustained complaint. The Board may do so if it determines that the public interest in such disclosure outweighs the public harm and privacy interests of the parties involved. If the Board decides the public interest is greater, it must provide detailed, written reasons for this determination AND notify any persons whose names will be disclosed.</p>
2001	01-3976	<p>Clarifies that complaints can be submitted to either the Board or the Police Department, but the Board will only process those filed with the Board.</p> <p>Requires the Police Chief to report at least quarterly to the Board on the nature/disposition of complaints filed with the Police Department.</p> <p>Allows the Board to comment on concerns about an officer's misconduct or police policies, practices, and procedures in their report to Council, even if they affirmed the Chief/Manager's decision.</p> <p>Allows the Board to request the City Council hold general informational hearings regarding policing.</p> <p>Replaced the sunset clause with a 2-year review of the effectiveness of the Board.</p>
2003	03-4096	<p>Amends the Board Composition requirements so that the seat for the current or former peace officer cannot be filled by any peace</p>

Year	Ord.	Amendment
		officer employed as such by the City of Iowa City within 5 years of the appointment date.
2007	07-4260	Clarifies that if the Police Chief seeks an extension for their report to the board beyond the 90-day window, the Board will grant an extension if good cause is shown.
2007	07-4291	Removes the 2-year review of the Board
2007	07-4296	<p>Makes amendments to the ordinance to be consistent with the 2007 amendment to the City Charter to include a permanent community police review board vested with certain minimum powers.</p> <p>Requires the Board to hold at least one community forum each year on policing and report back to City Council.</p> <p>Authorizes the Board to subpoena witnesses when it chooses to perform its own investigation after receipt of the Chief/Manager report.</p> <p>In addition to the annual report and community forum, authorizes the Board to review and make recommendations to the Council on police policies, practices and procedures.</p>
<i>2012</i>	<i>Resolution No. 12-320</i>	<i>City Council established an Ad Hoc Diversity Committee. The Committee's charge included reviewing the policies, practices, and procedures of both the Police Department and the Police Citizens Review Board and providing a set of recommendations to the City Council on diversity-related matters.</i>
<i>2013</i>		<i>The Ad Hoc Diversity Committee issued a report of recommendations to City Council in March 2013. The full recommendations for the Police Citizens Review Board are found on pages 6-7 of this report and were adopted by City Council (below: Res. 13-217, Ord. 13-4555). A summary of other, non-legislative changes to the Board following these recommendations is available in the next section.</i>
2013	13-4555 <i>Resolution No. 13-217</i>	<p>Adopts recommendations of the Board and the Ad Hoc Diversity Committee including:</p> <ul style="list-style-type: none"> Renaming the "Police Citizens Review Board" (PCRB) to the "Citizens Police Review Board" (CPRB).

Year	Ord.	Amendment
		<ul style="list-style-type: none"> • Removing formal mediation from the process. • Requiring the City Manager to participate in the interview process with the officers involved in the complaint. • Requiring a copy of all complaints filed with the Board to be forwarded to the Equity Director. • Developing an exit survey for the complainant regarding the process and publishing this data in the Annual Report.
2015	15-4627	Renamed from the "Citizens Police Review Board" to the "Community Police Review Board," and amended to remove the word "citizen" throughout as recommended by the 2015 Charter Review Commission.
<i>2015</i>	<i>Resolution No. 15-223</i>	<i>City Council adopted the Board Standard Operating Procedures and Guidelines.</i>
2019	19-4783	<p>As recommended by the Board:</p> <p>Requires that the internal investigation be provided to the Board in the event a determination is made that it is a public record, which may occur when the Chief and Manager find misconduct and impose discipline.</p> <p>Requires the Board to include in their annual report whether the Board's decision on any complaint differed from that of the Chief/Manager.</p> <p>Requires the Chief to meet in a closed session with the Board if their decisions on a complaint differ, to discuss the discrepancy in opinion.</p> <p>Requires that the Board include whether their decision affirmed or rejected that of the Chief/Manager in their public report of the disposition of a complaint.</p>
2019	19-4804	Creates a City Council liaison to the Board, with the intention of improving communication between the bodies and providing a safe and comfortable space for the Board to express any concerns about the composition, cohesiveness, and effectiveness of the Board.

Ad Hoc Diversity Committee Recommendations

On June 19, 2012, the City Council established an Ad Hoc Diversity Committee to review issues relating to diversity within the Police Department and Transportation Services Department. In addition, the committee was charged with reviewing the Police Citizen’s Review Board (now CPRB). The scope of the committee was to review the policies, practices, and procedures of each and provide a set of recommendations to City Council on diversity-related matters.

The committee delivered a set of recommendations to City Council in March 2013, below is a summary of each of the recommendations made for the police review board:

Diversity Committee Recommendation	Outcome
1. Increase public awareness of the Board and the process by which to file a complaint.	<ul style="list-style-type: none"> • Creation of educational video • Distribution of informational brochure • Process information posted on City website • Police officer public outreach and education
2. Change the process and procedure for the Board to address the issue of public distrust.	<ul style="list-style-type: none"> • City Manager required to participate in investigation interview process with officers • Equity Director notified of complaints filed • Complainants offered an exit survey, and this data published in the Board’s annual report
3. Recommendations on changes to the Board’s ordinance	<ul style="list-style-type: none"> • Resolution No. 13-217 and Ord. 13-4555 adopt and codify the Diversity Committee’s recommendations

The Board’s Report of recommendations also included recommendations for changes to the ICPD, including: (1) Changes to create a more positive culture that focuses on the “protect and service” approach, including restructuring of the department to adopt a Community Policing model; and (2) Through education, increase mutual understanding of roles and stereotypes between officers and minority communities.

Please find the March 2013 Ad Hoc Diversity Committee Report to the City Council in Appendix B.

Board Standard Operating Procedures and Guidelines

On June 16, 2015, the City Council adopted by resolution (15-223) standard operating procedures and guidelines for the Community Police Review Board. These procedures and guidelines further detail the process outlined in the Board ordinance.

Please find the Community Police Review Board Standard Operating Procedures and Guidelines in Appendix C of this report.

Complaint Process

Board Complaint Process

The Community Police Review Board complaint process is designed to promote both internal and external accountability of the Police Department. The City Council determined one method for accomplishing such internal accountability is to have the police conduct their own investigations into claims of inappropriate police conduct. This is supplemented through two additional external accountability strategies: (1) Board oversight, tracking, and reporting of complaints; and (2) detailed, quarterly reports by the Police Chief of all complaints formally filed with the department (rather than with the Board).

Any person with "personal knowledge" of the alleged misconduct of a sworn Iowa City police officer can file a complaint with the Board, within 90 days of the alleged misconduct. After the complaint is filed, the Police Department first conducts an internal investigation and delivers a report to the Board, which includes factual findings and a written conclusion of whether the complaint is "sustained" or "not sustained." The Reports must include any recommended remedial actions (such as new or changed policy), but shall not include disciplinary plans or other personnel matters. If the Police Chief and the City Manager find the police officer's actions constitute misconduct and discipline is imposed by the Police Chief or City Manager, the internal affairs investigation may become a public record to be released by the City Attorney to the extent provided by law.

After receiving the report from the Police Department, the Board can decide, through a simple majority vote, their preferred level of review -- selecting from any or all of the following:

- On the record, with no additional investigation
- Interview/meet with the complainant and/or named officer(s) and other officers
- Request additional investigation or assistance in the Board's own investigation from the Police Chief or City Manager
- Perform its own investigation with the authority to subpoena witnesses
- Hire independent investigators

The Board reviews the Chief's report using a "reasonable basis" standard of review. If the Board determines that the findings in the Chief/Manager Report are not supported by substantial evidence, are unreasonable, or are contrary to an existing policy, practice, or regulation, they can recommend that the Chief or Manager reverse or modify their findings. If this occurs, the Board and Police Chief hold a meeting to discuss their differences. The City Manager will also attend if the Board requests the City Manager's presence. If the Board affirms the decisions of the Chief or Manager with respect to the allegations of misconduct but nonetheless has concern about the officer's conduct or police policies, practices or procedures they may so comment in their report to the City Council

Finally, the Board issues a report to the City Council which includes detailed findings of the complaint investigation and an explanation of whether the complaint is “sustained” or “not sustained.” If the complaint is not sustained the report shall not include names of the complainant or officer. If the complaint is sustained, the Board may include names if it determines in writing that the public interest outweighs privacy interests and/or public harm and provides 10 days’ notice to affected parties prior to the release. Additionally, if the Board is critical of the officer(s) conduct in its final report to City Council, it must offer the officer a “name-clearing hearing” prior to releasing the report.

Final complaint reports are available for public viewing: www.icgov.org/city-government/boards/community-police-review-board-cprb.



Other Complaint Methods

The Community Police Review Board will only process complaints against sworn police officers that are directly filed with the Board, within 90 days of the alleged misconduct. There are two other options for individuals who wish to file a complaint against an officer, which are not reviewed by the Board:

- (1) ICPD Complaint: Department policy will determine the level of investigation, the complainant will determine their level of disclosure, and final reports will be nonpublic and confidential. There is no statute of limitations to file this type of complaint.
- (2) Human/Civil Rights Complaint: The Office of Equity and Human Rights receives complaints from individuals who believe they have been discriminated against due to age, race, marital status, national origin, sexual orientation, disability, creed, sex, color, religion, gender identity or retaliated against. Due to conflict of interest issues complaints against the City of Iowa City (including ICPD officers) are referred to the Iowa Civil Rights Commission for processing. Such complaints must be filed within 300 days of the alleged discriminatory or unfair practice.

Please note that whether a complaint is filed with the Board, department, or Human Rights Commission, under state law, disciplinary matters remain the authority of the Police Chief or City Manager only.

Complaint History

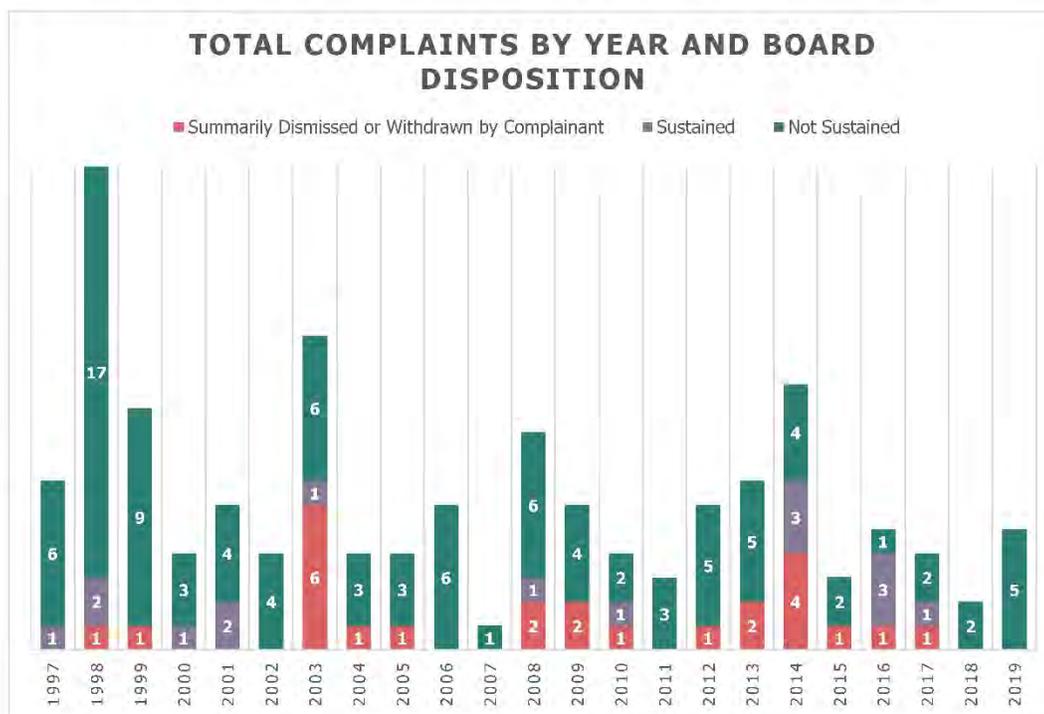
Each year, the Board releases an [Annual Report](#) which includes a yearly summary of all complaints received, number and type(s) of allegation(s), and disposition by both the Chief and the Board.

Appendix D of this report includes a detailed history of all complaints and allegations filed with the Community Police Review Board, since its inception in 1997. Additional summaries are provided below.

Total Board Complaints and Dispositions

Since 1997, there have been **119 total complaints** filed with the Community Police Review Board (not including 25 filed complaints which were withdrawn by the complainant or summarily dismissed).

The chart below shows the total number of complaints, but please note there may be *several allegations* included in a single complaint and the Board issues a *decision for each allegation*. For purposes of graphical representation, in the chart below complaints categorized as “sustained” involve those in which at least one allegation was sustained (even if several others were not), and complaints categorized as “not sustained” involve only cases in which zero allegations were sustained.



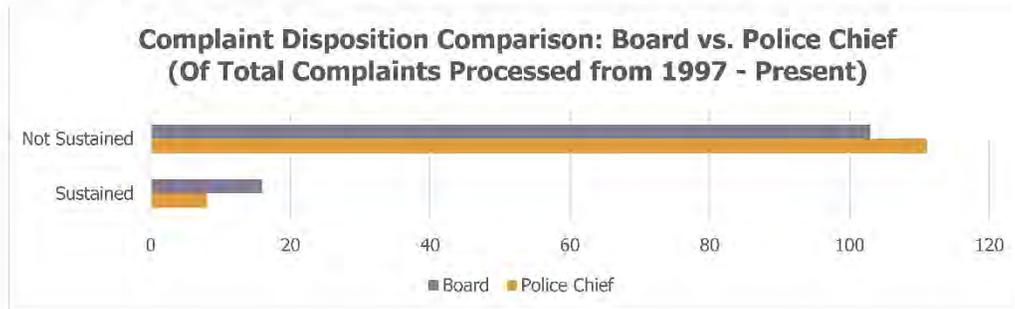
Since 1997:

- **72%** of all complaints had **no allegations sustained** by the Board ("Not Sustained" at right)
- **17%** of all complaints were **Summarily Dismissed* or Withdrawn** by the Complainant
- **11%** of all complaints had at least **one or more allegations sustained** by the Board ("Sustained" at right)



**Reasons for summary dismissal may include: if complaints are not filed within the 90-day window, do not involve a sworn Iowa City police officer, or complainant does not have "personal knowledge" of alleged misconduct.*

In total, of 119 complaints filed **over the past 23 years**, the Board has found that **16 complaints in which at least one allegation was "sustained."** In half of these 16 cases, the Board's disposition differed from that of the Police Chief. Overall, in both cases involving allegation(s) that were "sustained" and cases involving allegations which were "not sustained," **the Police Chief and Board reach the same disposition 92.79% of the time.** This means that over 9 times out of 10, if the Police Chief finds a complaint involves an allegation that is "sustained," the Board agrees with that finding, and likewise for complaints in which all allegations are "not sustained."



Of all complaints processed, the Board agreed with all of the Police Chief's investigation findings **111 out of 119 times.** For the other eight cases, the Board disagreed on at least one allegation's disposition and reversed the Chief's decision.

Complaints Disaggregated by Allegation Type

Many complaints filed with the Community Police Review Board include several different allegations. For this reason, the graphical representations below will show a higher number of *allegations* than *complaints*.

For statistical purposes, these allegations have also been categorized by type to produce the visualizations below. Please see Appendix E to this report for definitions of these categories.



The board **"sustained" 4.5% of all allegations** made in complaints filed between 1997 and Sept. 2020. The following graph shows the categories of the 16 allegations "sustained" by the Board:



Comparatively, the Police Chief Report found 2.29% of allegations sustained. The chart below highlights the categories of allegations in which the Chief and Board reached differing dispositions. These include: (1) improper interview/interrogation tactics, (1) lack of or no service, (2) unlawful entry, search, and/or seizure, (1) excessive use of force, and (2) unprofessional conduct.

Category	Chief		Board	
	Sustained	Not Sustained	Sustained	Not Sustained
Improper Interview/Interrogation Tactics	-	4	1	3
Traffic Stop without Probable Cause		5		5
Property Damage		6		6
Retaliation		7		7
Conspiracy or Abuse of Power		8		8
Civil Liberties or Human Rights Violation		13		13
Lack of or no service	-	13	1	12
Improper/Inadequate Investigation Tactics		15		15
Incorrect or False Police Report		15		15
Neglect of Health or Safety	1	16	1	16
Biased Policing		19		19
Unlawful Entry, Search, and/or Seizure	-	19	2	17
Unwarranted citation, charge, or arrest		25	1	24
Improper Procedure	3	42	3	42
Excessive Use of Force	-	39	1	38
Harassment or Intimidation		41		41
Unprofessional Conduct	4	54	6	52
<i>Total</i>	<i>8</i>	<i>341</i>	<i>16</i>	<i>333</i>

Overall, the Police Chief's investigation found 97.71% of allegations "not sustained," and the Board found **95.42% of all allegations made in complaints filed since 1997 "not sustained."**

APPENDIX A

Current Community Police Review Board (Ordinance 15-4627, 6-16-15)

**CHAPTER 8
COMMUNITY POLICE REVIEW BOARD**

SECTION:

[8-8-1: Creation Of Community Police Review Board](#)

[8-8-2: Intent, Goals And Guiding Principles](#)

[8-8-3: Definition Of Complaint; Complaint Process In General](#)

[8-8-4: Reserved](#)

[8-8-5: Police Department And Police Chief Investigatory Duties; City Manager Investigatory Duties](#)

[8-8-6: Police Chief's Report To Board; City Manager's Report To Board](#)

[8-8-7: Duties Of Board; Complaint Review And General Duties](#)

[8-8-8: Board Composition; Limited Powers Of Board](#)

[8-8-9: Police Officer's And Complainant's Rights Preserved](#)

[8-8-10: Council Review \(Rep. by Ord. 07-4291, 10-16-2007\)](#)

[8-8-11: Time Computation](#)

[8-8-12: Liaison](#)

8-8-1: CREATION OF COMMUNITY POLICE REVIEW BOARD:

As permitted under Iowa's home rule authority and as required by the city's home rule charter, the city creates the community police review board (hereinafter "board"), subject to the duties and limited powers set forth herein. (Ord. 15-4627, 6-16-2015)

8-8-2: INTENT, GOALS AND GUIDING PRINCIPLES:

A. Investigations into claims of inappropriate conduct by sworn police officers will be conducted in a manner which is fair, thorough, and accurate.

B. An annual reporting system regarding complaints against sworn police officers will be established to give the city council sufficient information to assess the overall performance of the Iowa City police department in these matters. (Ord. 13-4555, 9-17-2013)

C. Persons may make a formal written complaint to either the board or the Iowa City police department. In accordance with this chapter the board shall process only those complaints filed with the board but will receive reports from the police chief briefly describing the nature of the allegations made in formal written complaints filed with the police department and the disposition of the same. (Ord. 13-4555, 9-17-2013; amd. Ord. 15-4627, 6-16-2015)

D. The board will:

1. Oversee a monitoring system for tracking receipt of formal complaints lodged against sworn police officers with either the board or the Iowa City police department.

2. Provide oversight of police investigations through review of such investigations.

3. Provide the opportunity for a hearing to the police officer if the board's findings on the complaint to the board are critical of the police officer, as required by constitutional law, and give the police officer the opportunity to present testimony and evidence.

4. Issue a final public report to the city council on each complaint to the board which sets forth factual findings and a written conclusion which explains why and the extent to which the complaint is either "sustained" or "not sustained".

E. The board shall have no authority over police disciplinary matters because only the police chief or city manager may impose discipline under Iowa law.

F. No findings in the board's report shall be used in any other legal proceeding.

G. The board shall only review the conduct of sworn Iowa City police officers and shall only act in a civil, not criminal, capacity. The board is not intended to be a court of law, a tort claim process or other litigation process. No action of the board shall be deemed to diminish or limit the right of any person to file a claim or a lawsuit against the city.

H. A complaint to the board may be filed by any person with personal knowledge of an incident. "Personal knowledge" means the complainant was directly involved in the incident or witnessed the incident. If the person with personal knowledge is underage or otherwise unable to complete a complaint form, the complaint may be filed by such person's designated representative. The City Manager, the Police Chief, the City Council, or the board may file a complaint to the board based upon a reasonable belief that police misconduct has occurred regardless of personal knowledge.

I. In order to assure that people feel confident in the complaint process, nonpolice City staff shall be available at a public location other than the Police Department to receive complaints, although complaints may also be filed at the Police Department.

J. The board shall not interfere with or diminish the legal rights of sworn police officers, including those rights protected under the union contract, Civil Service Commission, and State and Federal law. Similarly, the board shall respect the rights of privacy and freedom from defamation shared by complainants and witnesses, as well as those same rights enjoyed by police officers under the law.

K. The City Council finds that internal accountability within the Police Department is a valid legislative purpose, and one method of accomplishing such internal accountability is to have the police do their own investigations into claims of inappropriate police conduct. If a complaint is asserted against the Police Chief, the City Manager will investigate the claim and report to the board and the City Council. (Ord. 13-4555, 9-17-2013)

L. Investigation of all formal complaints to the board is a mandatory duty of the Police Chief, and a report of each complaint investigation shall be given to the board. Such reports to the board shall include the factual findings of the Police Chief as well as a written conclusion explaining why and the extent to which a complaint is either "sustained" or "not sustained". However, such reports shall not include discipline or other personnel matters. If the Police Chief and the City Manager find the police officer's actions constitute misconduct and discipline is imposed by the Police Chief or City Manager, the internal affairs investigation may become a public record to be released by the City Attorney to the extent provided by law, in which case the City Attorney shall forward a copy of such internal affairs investigation report to the board. (Ord. 13-4555, 9-17-2013; amd. Ord. 19-4783, 3-12-2019)

M. In order to assure external accountability of the actions of the Police Department, the Police Chief shall provide the board with a report at least quarterly of all formal complaints filed directly with the Police Department, which report shall state the date and location of the incident and a brief description of the nature of the allegation and the disposition of the complaint. (Ord. 13-4555, 9-17-2013)

N. External accountability will further be provided by the board's maintenance of a central registry of all formal complaints. In addition to the central registry, the board shall provide an annual report to the City Council, which report shall be public and shall set forth the general types and numbers of complaints, how they were resolved, whether the board's decision differed from that of the Police Chief and/or City Manager, demographic information, and recommendations as to how the Police Department may improve its community relations or be more responsive to community needs. (Ord. 13-4555, 9-17-2013; amd. Ord. 19-4783, 3-12-2019)

O. The board shall hold at least one community forum each year for the purpose of hearing views on the policies, practices and procedures of the Iowa City Police Department, review police practices, procedures, and written policies as those practices and procedures relate to the Police Department's performance as a

whole, and report their recommendations, if any, to the City Council, City Manager and Police Chief. (Ord. 13-4555, 9-17-2013; amd. Ord. 15-4627, 6-16-2015)

8-8-3: DEFINITION OF COMPLAINT; COMPLAINT PROCESS IN GENERAL:

A. A "complaint to the board" is an allegation of misconduct lodged against a sworn police officer ("police officer" or "officer") employed by the Iowa City Police Department, where the complained of activity occurred while the officer was acting in the capacity of a sworn police officer.

B. Any person with personal knowledge of the alleged police misconduct may file a complaint with the board. In order to have "personal knowledge", the complainant must have been directly involved in the incident or witnessed the incident. If the person with personal knowledge is underage or otherwise unable to complete a complaint form, the complaint may be filed by such person's designated representative. The City Manager, the Police Chief, the City Council or the board itself may file a complaint based on a reasonable belief that police misconduct has occurred regardless of personal knowledge. The person or official filing the complaint may hereafter be referred to as the "complainant".

C. All complaints to the board shall be in writing and on forms provided by the board. Complaint forms shall be available to the public in easily accessible locations, and nonpolice staff shall be available to receive the complaint forms. Assistance may be available to complete the form as designated by the board.

D. All complaints to the board must be filed with the City Clerk within ninety (90) days of the alleged misconduct.

E. Only those complaints to the board which do not involve the conduct of an Iowa City sworn police officer or are not filed within ninety (90) days of the alleged misconduct may be subject to summary dismissal by the board. (Ord. 13-4555, 9-17-2013)

8-8-4: RESERVED:

(Ord. 13-4555, 9-17-2013)

8-8-5: POLICE DEPARTMENT AND POLICE CHIEF INVESTIGATORY DUTIES; CITY MANAGER INVESTIGATORY DUTIES:

A. Reserved.

B. Investigation: It shall be the mandatory duty of the Police Chief to do the following:

1. Prior to investigation of any board complaint, the Police Chief shall first give Garrity and Gardner advice to all police officers implicated in the complaint, as required by constitutional law. This means the officer cannot be required to waive the officer's constitutional right against self- incrimination. However, the officer may be required to answer questions during the investigation as a condition of the officer's

employment, but any admissions made by the officer cannot be used against the officer in a criminal proceeding.

2. Reserved.

3. Assign the complaint to designated investigators within the Police Department for investigation into the factual allegations of the complaint.

4. The complainant shall be interviewed by the Police Department and shall be entitled to have a neutral City staff person or some other person chosen by the complainant present during the interview. The police officer is entitled to have a union steward present during any interviews. The City Manager will participate in the interview process with the officers involved in the complaint. A review of the City Manager's involvement under this provision will be done in two (2) years to ensure the practice is producing its intended purpose.

5. Investigators will prepare and forward a report of their investigation to the Police Chief, and shall make detailed findings of fact as to the allegations in the complaint, and shall also set forth a written conclusion which explains why and the extent to which the complaint is either "sustained" or "not sustained". (Ord. 13-4555, 9-17-2013)

6. In the event the board's decision differs from that of the Police Chief, the Chief shall meet with the board in closed session to discuss the discrepancy of opinion. If the board requests the City Manager's presence at said meeting the City Manager will also attend. Such meeting shall take place prior to the issuance of the board's public report to the City Council. (Ord. 19-4783, 3-12-2019)

C. Legal Advice: If litigation, including criminal charges, relating to the matter of the complaint is commenced or is being contemplated by or against any party to the complaint, the Police Department, the Police Chief and/or the board shall consult with the City Attorney and/or the board's own attorney on a case by case basis, to determine whether and how the investigation of the complaint should proceed.

D. Complaints Against Police Chief: If a board complaint is filed concerning the Police Chief's conduct, the City Manager shall investigate or cause an investigation to be completed.

E. Disciplinary Action: Nothing in this chapter shall prevent the Police Chief or the City Manager from taking disciplinary action prior to the board's review of the complaint. (Ord. 13-4555, 9-17-2013)

8-8-6: POLICE CHIEF'S REPORT TO BOARD; CITY MANAGER'S REPORT TO BOARD:

A. The Police Chief shall receive the designated investigator's report within the time frame indicated by the Police Chief. The Police Chief shall conduct a review of the investigators' report, and may do any or all of the following: conduct interviews or request the police investigators to conduct additional investigations; request additional information, or that additional questions be asked; interview or direct that other persons or

witnesses be interviewed; request that other documents be reviewed and/or retrieved; and any other investigative matters the Police Chief deems appropriate.

B. The Police Chief will consult with the City Personnel Administrator and the City Attorney prior to finalizing the Police Chief's report to the board, and shall then forward this report to the board, which shall include the following:

1. Detailed written findings of fact concerning the allegations in the complaint;
2. A written conclusion which explains why and the extent to which the complaint is either "sustained" or "not sustained"; and
3. Recommended remedial actions, if any, including amending current policies or adopting new policies.

C. The Police Chief's report to the board shall not include discipline or personnel matters.

D. A copy of the Police Chief's report to the board shall be given to the police officer, the complainant, and the City Manager. If the complaint concerns the Police Chief, copies of the City Manager's report to the board shall be given to the Police Chief, the complainant, and the City Council.

E. The Police Chief's report to the board shall be completed within ninety (90) calendar days after the complaint is filed. The board will grant extensions from this deadline for good cause shown.

F. All investigations shall be performed in a manner designed to produce a minimum of inconvenience and embarrassment to all parties, including the complainant, the police officer, and other witnesses.

G. If a complaint is filed concerning the Police Chief, the City Manager's report shall include the same findings of fact and conclusions as required for the Police Chief's report to the board. (Ord. 13-4555, 9-17-2013)

8-8-7: DUTIES OF BOARD; COMPLAINT REVIEW AND GENERAL DUTIES:

A. Complaints: The board shall forward copies of all complaints received to the Police Chief for investigation; or where the complaint concerns the Police Chief, forward a copy of the complaint to the City Manager for investigation. A copy of all complaints shall be forwarded to the Equity Director.

B. Review Of Police Chief's Report Or City Manager's Report:

1. The board shall review all Police Chief's reports and City Manager's reports concerning complaints. The board shall decide, on a simple majority vote, the level of review to give each Police Chief's or City Manager's report, and the board may select any or all of the following levels of review:

- a. On the record with no additional investigation.

- b. Interview/meet with complainant.
- c. Interview/meet with named officer(s) and other officers.
- d. Request additional investigation by the Police Chief or City Manager, or request police assistance in the board's own investigation.
- e. Perform its own investigation with the authority to subpoena witnesses.
- f. Hire independent investigators.

2. The board shall apply a "reasonable basis" standard of review when reviewing the Police Chief's or City Manager's report. This requires the board to give deference to the Police Chief's or City Manager's report because of the Police Chief's and City Manager's respective professional expertise. The board may recommend that the Police Chief or City Manager reverse or modify their findings only if:

- a. The findings are not supported by substantial evidence;
- b. The findings are unreasonable, arbitrary or capricious; or
- c. The findings are contrary to a Police Department policy or practice, or any Federal, State, or local law.

3. If, in accordance with said standard, the board affirms the decision of the Police Chief or City Manager with respect to the allegations of misconduct but nonetheless has concern about the officer's conduct or police practices, policies, or procedures, it may so comment in its report to the City Council. If such comments are critical of the officer's conduct the board shall provide the officer a name clearing hearing pursuant to subsection B6 of this section. When collecting and reviewing additional evidence, the board shall rely on evidence which reasonably prudent persons are accustomed to rely upon in the conduct of their serious affairs.

4. If the board disagrees with the decision of the Police Chief or City Manager with respect to the allegations of misconduct, the board and the Police Chief and/or City Manager shall meet in closed session to discuss their disagreement about the complaint. If the board requests the City Manager's presence at its meeting with the Police Chief, the City Manager will also attend. Such meeting shall take place prior to the issuance of the board's public report to the City Council.

5. At the conclusion of the board's review, the board shall issue a public report to the City Council concerning the complaint investigation. Such public report shall include detailed findings of fact concerning the complaint, together with a clearly articulated conclusion which explains why and the extent to which the complaint is "sustained" or "not sustained". If the complaint is "not sustained", the public report shall not include the names of the complainant(s) or the police officer(s). If the complaint is "sustained" the board may include the names of the complainant(s) and/or the police officer(s) if it determines that the public interest in such disclosure outweighs the public harm and privacy interests of the complainant(s) and/or police

officer(s). Said determination shall be made in writing and shall state, in detail, the board's reasons for such determination. The board shall notify the person(s) whose name(s) it intends to disclose, the City Attorney and the Police Chief (or City Manager if the Police Chief is the subject of the complaint), of its intent to make such disclosure by confidential written communication sent by regular mail or hand delivery at least ten (10) working days prior to such disclosure. In addition, the board's public report shall not include any discipline or personnel matters, although the board may comment generally as to whether the board believes discipline is appropriate without commenting on the extent or form of the discipline. A copy of this public report to the City Council shall be given to the complainant(s), the police officer(s), the Police Chief, Equity Director, and the City Manager. The public report shall indicate whether the board affirmed or rejected the decision set forth in the report of the Police Chief and/or City Manager.

6. The board shall not issue a report which is critical of the sworn police officer's conduct until after a "name clearing hearing" has been held, consistent with constitutional due process law. The board shall give notice of such hearing to the police officer so that the officer may testify before the board and present additional relevant evidence. The board shall be responsible for protection of all State and Federal rights enjoyed by the officer. The officer may waive the right to this hearing upon written waiver submitted to the board.

7. If the board's report is not critical of the officer's conduct, the board is not required by law to offer a hearing to the officer, but the board may hold hearings as deemed appropriate by the board.

8. The board's report to the City Council shall be completed within ninety (90) calendar days of receipt of the Chief's or City Manager's report. The City Council may grant requests for extensions to this deadline upon good cause shown.

9. Nothing in this chapter shall in any way impede or interfere with the Police Chief's and the City Manager's lawful ability to perform their personnel supervisory duties over sworn police officers, including the ability to impose discipline as deemed appropriate by the Police Chief or City Manager.

10. No findings or report submitted to the board or prepared by the board shall be used in any other proceedings. (Ord. 19-4783, 3-12-2019)

C. General Powers And Duties: The board shall also carry out the following duties:

1. Maintain a central registry of written complaints filed with the board or with the Iowa City Police Department.

2. Collect data and do an annual report to the City Council which shall be public and shall set forth the general types and numbers of complaints, disposition of the complaints, the discipline which was imposed, if any, and demographic information. This annual report shall not include the names of the complainants or officers involved in complaints which were not sustained, and shall otherwise be in a form which protects the confidentiality of the parties while providing the public with information on the overall performance of the Police Department. The board's annual report may also include recommended changes in police practices,

policies or procedures. The annual report will also include data derived from the exit survey tool developed for the complainant to provide staff and the public with perceptions of the process. (Ord. 13-4555, 9-17-2013)

3. In addition to the annual report, the board shall report to the City Council, from time to time, on police practices, procedures and policies, including recommended changes, if appropriate, and hold at least one community forum each year for the purpose of hearing views on the policies, practices and procedures of the Iowa City Police Department. (Ord. 13-4555, 9-17-2013; amd. Ord. 15-4627, 6-16-2015)

4. The board shall adopt procedural rules and bylaws governing the board's activities, including the receipt and processing of complaints, and such procedural rules and bylaws shall be approved by the City Council. (Ord. 13-4555, 9-17-2013)

8-8-8: BOARD COMPOSITION; LIMITED POWERS OF BOARD:

A. Board Composition:

1. The board shall consist of five (5) members appointed by the City Council, who shall be Iowa City eligible electors and shall serve without compensation. The City Council shall strive to appoint members who represent the diversity of the community. Appointments to the board shall include one current or former "peace officer" as that term is defined by State law, except that a peace officer employed as such by the City of Iowa City within five (5) years of the appointment date shall not be appointed to the board. The City Council reserves the right to waive the residency requirement for good cause shown. The City Council also reserves the right, for good cause shown, to waive the requirement that the board include one current or former peace officer.

2. Following final adoption and publication of the ordinance codified herein, the City Council shall appoint members to the board for staggered terms. All appointments shall be for a four (4) year term, except for the initial appointments which shall be as follows:

- a. One person appointed for a two (2) year term.
- b. Two (2) persons appointed for three (3) year terms.
- c. Two (2) persons appointed for four (4) year terms.

3. Training shall be available to all board members to enable them to perform the duties imposed herein, including training on Iowa's Public Records and Open Meetings Laws.

B. Limited Powers: The board shall have the following limited powers:

1. On its own motion, by a simple majority vote of all members of the board, the board may file a complaint.

2. The board shall decide the level of review to give the Police Chief's or City Manager's report by a simple majority vote of all members of the board.

3. The board has no power to review police officer personnel records or disciplinary matters except to the extent such matters are made public by the City Attorney or are the subject of an enforceable subpoena.

4. The board has only limited civil, administrative review powers, and has no power or authority over criminal matters. The board is not a court of law, and is not intended to substitute as a tort claims procedure or as litigation against the City.

5. If criminal charges are brought or are being considered against a particular police officer(s), the board's review or investigation may proceed with interviewing other officers or witnesses, or collecting documents, as appropriate. Any statements given by an officer who is subject to criminal investigation cannot later be used against the officer in a criminal proceeding, as provided under the Fifth Amendment to the U.S. Constitution, unless such constitutional right is waived.

6. The board may obtain outside counsel and independent investigators in order to carry out the board's duties.

7. The board may request that the City Council hold general public informational hearings concerning Police Department practices, procedures or written policies. (Ord. 13-4555, 9-17-2013)

8-8-9: POLICE OFFICER'S AND COMPLAINANT'S RIGHTS PRESERVED:

A. All rights enjoyed by sworn police officers employed by the City are preserved in this chapter, and nothing herein is intended to waive, diminish or interfere with any such rights protected by the union contract, Iowa's Civil Service Commission laws and other applicable State and Federal laws.

B. All common law rights enjoyed by complainants and police officers, such as privacy and freedom from defamation, shall be protected during the process set out in this chapter, and it shall be the board's duty to protect said rights.

C. Notwithstanding the above provisions, no board member shall be liable to any person for damages or equitable relief by reason of any investigation or recommendation or report made by either a board member or by the board itself. (Ord. 13-4555, 9-17-2013)

8-8-10: COUNCIL REVIEW:

(Rep. by Ord. 07-4291, 10-16-2007)

8-8-11: TIME COMPUTATION:

In computing time under this chapter, the first day shall be excluded and the last included, unless the last falls on a Sunday, in which case the time prescribed shall be extended so as to include the whole of the

following Monday. However, when the last day for the filing of a complaint or the completion of a report falls on a Saturday or Sunday, or a day on which the Office of the City Clerk is closed due to a City holiday, the time shall be extended to include the next day on which the Office of the Clerk is open to receive the filing of a complaint or the report. (Ord. 13-4555, 9-17-2013)

8-8-12: LIAISON:

At the beginning of each even numbered calendar year, the City Council shall appoint one council member to serve as a liaison to the board. The general purpose of the liaison position shall be to help facilitate communication between the members of CPRB and members of the City Council about the overall makeup and function of the CPRB. The liaison will be a specific person to contact to provide a safe and comfortable vehicle for members of CPRB to express any concerns about the composition, cohesiveness and effectiveness of the CPRB. This will allow the Council to receive information needed to be aware of concerns related to the function of the CPRB, and make decisions/ changes when necessary. This will also be especially beneficial in cases in which a CPRB member(s) do not feel comfortable airing concerns related to the inner workings of the CPRB openly during CPRB meetings. (Ord. 19-4804, 8-20-2019)

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APPENDIX B

Ad Hoc Diversity Committee Report

Document begins on the next page.

**DIVERSITY COMMITTEE REPORT
TO THE CITY COUNCIL
March 2013**

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In June 2012 the City Council passed Resolution 12-320 (pages 2-3) establishing an Ad Hoc Diversity Committee to study City transit and law enforcement operations as they relate to minority populations.

Members appointed to the six month Ad Hoc Committee were:

Bakhit Bakhit (resigned 1/31/13)

Kingsley Botchway, Chair

Joe Dan Coulter

Donna Henry (resigned 9/17/12)

LaTasha Massey (started 9/24/12 replacing Henry)

Cindy Roberts

Orville Townsend

Joan Vanden Berg

The City Manager, City Attorney, and City Clerk, or their designees staffed the meetings.

Over the course of six months, the Ad Hoc Diversity Committee held 22 Committee meetings. Several public information gathering sessions were held to meet with local community members from diverse backgrounds to discuss and receive feedback about transit and law enforcement operations.

November 15, 2012: Iowa City Public Library (Full Committee Meeting)

January 8, 2013: Pheasant Ridge Neighborhood Center (Sub-committee)

January 9, 2013: West High (Sub-committee)
Waterfront Hy-Vee (Sub-committee)

January 10, 2013: City High (Sub-committee)
The Spot (Sub-committee)

Prepared by: Susan Dulek, Asst. City Atty., 410 E. Washington St., Iowa City, IA 52240 (319) 356-5030

RESOLUTION NO. 12-320

RESOLUTION ESTABLISHING AN AD HOC DIVERSITY COMMITTEE TO STUDY CITY OPERATIONS AS THEY RELATE TO MINORITY POPULATIONS

WHEREAS, the population of Iowa City is becoming increasingly racially diverse; and

WHEREAS, on May 15, 2012, City Council passed a resolution of intent to establish an ad hoc committee to study City operations as they relate to minority populations with a view toward promoting just and harmonious interaction between local government and minority segments of the community (Resolution No. 12-260).

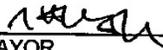
NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF IOWA CITY, IOWA, THAT:

1. The Ad Hoc Diversity Committee is established.
2. The Diversity Committee shall consist of seven (7) members to be appointed by the City Council. Members of other City boards and commissions may serve on the Diversity Committee. Members must be residents of Iowa City.
3. Applications for membership on the Diversity Committee shall be announced, advertised, and available in the same manner as those for all City boards and commissions.
4. City Council shall select the Chair, who when present will preside over all meetings, and the Vice-Chair, who will serve as chair in absence of the Chair.
5. The City Manager, City Attorney, and City Clerk, or their designees, shall staff the Diversity Committee.
6. The Diversity Committee shall determine the frequency and conduct of its meetings. The meetings will be open to the public in accordance with Chapter 21 of the Iowa Code.
7. The Diversity Committee shall have an organizational meeting no later than September 10, 2012.
8. The charges of the Diversity Committee are as follows:
 - A. To study the operation of the City's transit system, including but not limited to the downtown interchange, as it relates to minority populations with a view toward promoting just and harmonious interaction between City government and minority segments of the community.
 - B. To study the operations of City law enforcement, including but not limited to the Police Citizen Review Board (PCRB), as it relates to minority populations with a view toward promoting just and harmonious interaction between City government and minority segments of the community.

9. The Diversity Committee shall submit a written report to the City Council by March 10, 2013, that responds to each of the charges listed above and that contains recommendations, if any, with respect to each of the charges.

10. Absent further action by the City Council, the Diversity Committee will dissolve on March 10, 2013.

Passed and approved this 19th day of June, 2012.



MAYOR

ATTEST: 
CITY CLERK

Approved by
 6-13-12
City Attorney's Office

**Police Citizens Review Board and Law Enforcement Introduction / Needs Assessment
(3-1-13)**

As a result of the input received at public information gathering sessions, a public forum, and Committee meetings the following themes emerged:

1. Lack of awareness and faith in the Police Citizen Review Board

The majority of citizens participating in the community sessions had never heard of the Police Citizen Review Board (PCRB). The few number of community members who did know about the PCRB felt it was ineffective and lacking in fairness.

2. The importance of relationship-building and “customer service.”

At public information gathering sessions, we consistently received extremely positive comments regarding the Iowa City Police Department’s Community Relations officer. (e.g. “He knows us.” “He gives us good advice.” “He understands.”)

Students gave additional examples of other officers who smiled and said “hi” to them. Students noted how they appreciated when officers know their names. However, students also cited examples of officers who “just look at you like you are about to do something bad” and felt that some officers assumed the worst of them without knowing who they are.

Community members also commented that they would like to have an opportunity to visit with police officers directly, and they like to see officers at neighborhood gatherings.

3. Participants in the public information gathering sessions shared multiple concerns about a lack of consistency of how officers carried out police policies. Comments shared with the Committee included the following:

- Two young ladies indicated that they were stopped by a police officer. They stated that the police officer approached the car and began asking them questions; at one point the officer asked if they had drugs in the car. The young ladies asked the officer why they had been stopped and he indicated that the license plate light was not working. Both young ladies questioned if it was standard procedure for an officer to inquire if they had drugs in the car when the stop was based on a malfunctioning license plate light. They also questioned if it was appropriate for the officer to not inform them of the reason of why he stopped the car.
- It was reported that multiple squad cars frequently respond to calls made to a minority communities member’s home for minor incidents.
- Similarly, they observed that additional police officers are often called in for traffic stops. A gentleman who does not speak English shared that he was pulled over for a traffic stop. The officer called for an interpreter, but additional officers were also called to the scene. It was questioned whether additional back-up was needed just because a translator was needed.
- At one of the student group sessions, a student shared a story of how an officer used unnecessary force with an African-American student after a party had been shut down. The student wasn’t doing anything and the police officer got rough, and wrestled the student to the ground.

4. Lack of community understanding of rights and responsibilities.

Questions from the community were asked about how our law enforcement system works here.

- What are their rights?
- What are their responsibilities?
- How are fines determined?

Participants at the forums stated that they would appreciate more opportunities to learn about how the Iowa City law enforcement system works.

I. Recommendations for the Police Citizen Review Board

A. Issue:

The majority of citizens participating in the community forums were unaware of the Police Citizen Review Board.

Recommendation:

Increase Public Awareness of the Police Citizen Review Board and the process by which to file a complaint.

1. Distribute literature regarding the Police Citizen Review Board in the community so that information is readily available to the public.
2. Prepare a video to be shown to a variety of local organizations and on the City Cable Channel.
3. Increase police officer involvement in community activities to share information about Police Citizen Review Board.

B. Issue:

Of those who had heard of the Police Citizen Review Board, a major area of concern was that the current system is structured so that the police department is policing itself. The high level of public suspicion related to the Police Citizen Review Board is such that many citizens feel that if they participate in process the outcome will prove disadvantageous to them.

Recommendations:

The Committee proposes the following changes in the process and procedure for the Police Citizen Review Board to address the issue of public distrust.

1. The person filing the complaint will have the option of requesting that a member from the Police Citizen Review Board participate in the complainant's interview with the police department. (See recommendation # 3 from PCRB)
2. It is recommended that the Human Rights Coordinator serve as an advocate and provide education about the process. Once a complaint has been received, the Human Rights Coordinator will be informed and will send a letter to the person filing the complaint to offer support through the process. The Human Rights Coordinator will be available to address any questions or concerns that the individual may have and will extend an invitation to participate in the complainant's interview with the police department.
3. It is recommended that the City Manager participate in the interview with the police department and officer in question.
4. The complainant will be offered an exit survey.
5. Terms for the Police Citizen Review Board should be limited to two four-year terms.

6. It is recommended that the performance of the Police Citizen Review Board be reviewed and evaluated one year after changes have been implemented. Citizen involvement will be critical to the process; this could be accomplished through a committee appointed by City Council or Council designee. If at that time it is felt that there are still problems and that the process isn't working, it is recommended that the Police Citizens Review Board be eliminated. It is further recommended that if the City Council chooses to create a new system, that the advisory group include members from the minority communities, and that public information sessions such as focus groups be involved in the process.

Committee Response to the Pending Recommendations to Council from the Police Citizen's Review Board:

1. To change the name to Citizens Police Review Board. (June 12, 2012) - It is recommended that the name be changed to the Citizens Police Review Board.
2. To remove the language regarding Formal Mediation within the City Code and from the Standard Operating Procedures. (June 12, 2012) - It is recommended that the language regarding Formal Mediation within the City Code and the Standard Operating Procedures be removed.
3. To offer as an option, the ability for a Board member to accompany the complainant during the police investigation interview process for a PCRFB complaint, at the complainant's request. (June 12, 2012) - It is recommended the person filing the complaint be given the option of requesting that a member from the Police Citizen Review Board participate in the complainant's interview with the police department.
4. To change the Board's 45-day reporting period to 90-days. (October 9, 2012) - It is recommended that no changes be made at this time regarding the 45 day reporting period. The recommended changes in procedures may impact the time needed to process a complaint.

II. Recommendations for the Iowa City Police Department

A. Issue

After receiving comments from the public, it is the belief of the Committee that the police department is currently functioning under a "control and monitor" approach to dealing with our minority citizens, which has led to mutual feelings of distrust.

A publication from the National Institute of Justice on Police Integrity dated January 10, 2013. (pages 11-12) states the following:

"Current research finds that the management and culture of a department are the most important factors influencing police behavior. How the department is managed will dramatically affect how officers behave toward citizens. And how officers behave toward citizens will affect whether citizens view law enforcement as an institution with integrity.

Organizations that place priorities in the following areas will do better at maintaining integrity:

- Accountability of managers and supervisors
- Equal treatment for all members of the organization
- Citizen accessibility to the department
- Inspections and audits
- Quality education for employees.

Defining values and principles and incorporating them into every facet of operations may be more important than hiring decisions. Diligence in detecting and addressing misconduct will show officers that managers practice what they preach."

Recommendations

Changes need to be made in the department to create a more positive culture that focuses on a "protect and serve" approach.

1. Replace the recruitment video

The Committee reviewed the Police Department's Recruitment video and believes that it is a reflection of the current culture in our police department, which is leading to much of the public's concerns about negative treatment. It is recommended that the current recruitment video be removed from the website and that a new video that emphasizes a public service be created. More importantly, the culture underlying the video needs to be changed to one that is more of "protect and serve"

2. Encourage more relationship-building activities with the police officers and members of the public

Chief Hargadine shared with the Committee a list of outreach activities in which his officers were currently participating. Most of the activities listed were committees, and not community meetings that were open to the general public. It is our recommendation that the police officers be more positively engaged in all parts of the Iowa City community, but especially in the minority communities. This can be accomplished by participation in community and neighborhood events, but also through the day-to-day interactions with individual community members. During the meeting with students at a high school several students stated that they would like police officers to be more friendly and talk with them. The expectation should be clear to all officers that they are to provide good customer service to all members of the community-- which includes greeting all citizens in a friendly manner, respectfully sharing information and using all contacts with the public as an opportunity to develop relationships and build trust.

3. Research the viability of restructuring the Police Department to adopt a Community Policing model.

Attached is a description from the US Department of Justice on the key principles of a Community Policing Program. Community Policing is more than a single program or a Community Relations Officer; it is the transformation of a traditional police department. Police departments who adopt a community policing model, transform from being a closed system, designed to react to crime to an open and proactive department designed to prevent crime.

It is recommended that the City of Iowa City continue to research the viability of the Police Department receiving additional training and administrative support to adopt a Community Policing approach.

B. Issue:

There is a lack of mutual understanding between some police officers and members of the minority communities.

Recommendations for officer education:

1. All Police Officers need to receive information / education so that they are less likely to make assumptions regarding our minority populations.
2. During the public meeting two young ladies shared that a police officer stopped them. He approached their car and began asking questions. At one point he asked if they had drugs in the car. They replied "no" and then asked why he stopped them. He stated that the license plate light wasn't working. It is questionable that this is standard department procedures and it is recommended there be more training and accountability to assure that procedures are followed. Officers need to handle situations consistently for all community members. This expectation needs to be clearly communicated and officer behavior needs to be monitored.

Recommendations for Community Education

1. Additional education and information needs to be provided to members of the minority communities for them to gain an understanding of their rights and responsibilities. Information-sharing and outreach is particularly important for people who are new to our community.
2. Strengthen community partnerships with community and neighborhood organizations to provide education opportunities, disseminate information.
3. Develop partnerships with the schools and community youth groups to implement a Police Cadet Program, which introduces youth to the field of law enforcement. This will not only help young people gain an understanding of police work, but would also be an opportunity for minority youth to become interested in the field of law enforcement, a "grow your own" strategy to get more diversity on the police force.

C. Issue:

Data that reflects what is happening in the Iowa City Police Department with our minority population is not being collected or shared in a meaningful manner.

Recommendation:

See "Oversight, Implementation, and Further Study" Section III

Committee Response to the Pending Recommendations to Council from the Human Rights Commission:

1. The Human Rights Commission recommends to the Iowa City City Council that a committee be established to review the Police Citizen Review Board. That committee can be comprised of city staff, councilors or community members, but must contain at least one human rights commissioner. The review board would investigate the strengths and challenges of the current Police Citizen Review Board model and consider whether it is the right model for the city. In reviewing the strengths and the challenges of the current Police Citizen Review Board, the review committee would determine whether the current structure best serves the city. (March 20, 2012) – **NO ACTION**
2. The Human Rights Commission would support the City in pursuing a municipal issued identification card, implemented in a manner to protect the safety of undocumented persons. (December 18, 2012) - **SUPPORT**

(pages 13-28)

U.S. Department of Justice, Office of Justice Programs
National Institute of Justice
The Research, Development, and Evaluation Agency of the U.S. Department of Justice

Police Integrity

On this page find:

- [Overview of Integrity](#)
- [Management and Culture Affect Integrity](#)
- [How to Improve Integrity](#)

Overview of Integrity

A police force with integrity is one with little or no misconduct or corruption. In the past, most studies viewed the problem of misconduct as one of individual problem officers, the so-called bad apples on the force. More recent studies show that whites generally see misconduct as episodic and confined to individual officers, while blacks tend to see misconduct as a more entrenched aspect of policing.^[1]

Management and Culture Affect Integrity

Current research finds that the management and culture of a department are the most important factors influencing police behavior.^[2] How the department is managed will dramatically affect how officers behave toward citizens. And how officers behave toward citizens will affect whether citizens view law enforcement as an institution with integrity.

Organizations that place priorities in the following areas will do better at maintaining integrity ^[3]:

- Accountability of managers and supervisors
- Equal treatment for all members of the organization
- Citizen accessibility to the department
- Inspections and audits
- Quality education for employees

Defining values and principles and incorporating them into every facet of operations may be more important than hiring decisions. Diligence in detecting and addressing misconduct will show officers that managers practice what they preach.

How to Improve Integrity

Findings from a study of 3,235 officers from 30 mostly municipal law enforcement agencies reveal the following recommendations for police managers^[4]:

- Address and discipline minor offenses so officers learn that major offenses will be disciplined too.
- Open the disciplinary process to public scrutiny.
- Rotate officer assignments to discourage the formation of bonds that lead officers to cover up the misconduct of others.

Many departments are improving integrity and raising the standards for officers by taking the following steps:

- Improving the way they hire and train officers in ethics and cultural awareness.
- Collecting data to track traffic stops and other encounters with citizens.

- Soliciting community input through citizen review boards, ombudsmen or community problem-solving initiatives.

Learn more from [Enhancing Police Integrity](#) (pdf, 16 pages) by Carl B. Klockers et al. 2005.

Learn more from [Principles for Promoting Police Integrity](#) (pdf, 45 pages) a report from the U.S. Department of Justice, 2001.

[Back to: Law Enforcement: Race, Trust and Legitimacy.](#)

Notes

[1] Weitzer, Ronald, and Steven A. Tuch, "Race and Perceptions of Police Misconduct," *Social Problems* 51 (August 2004): 305–325.

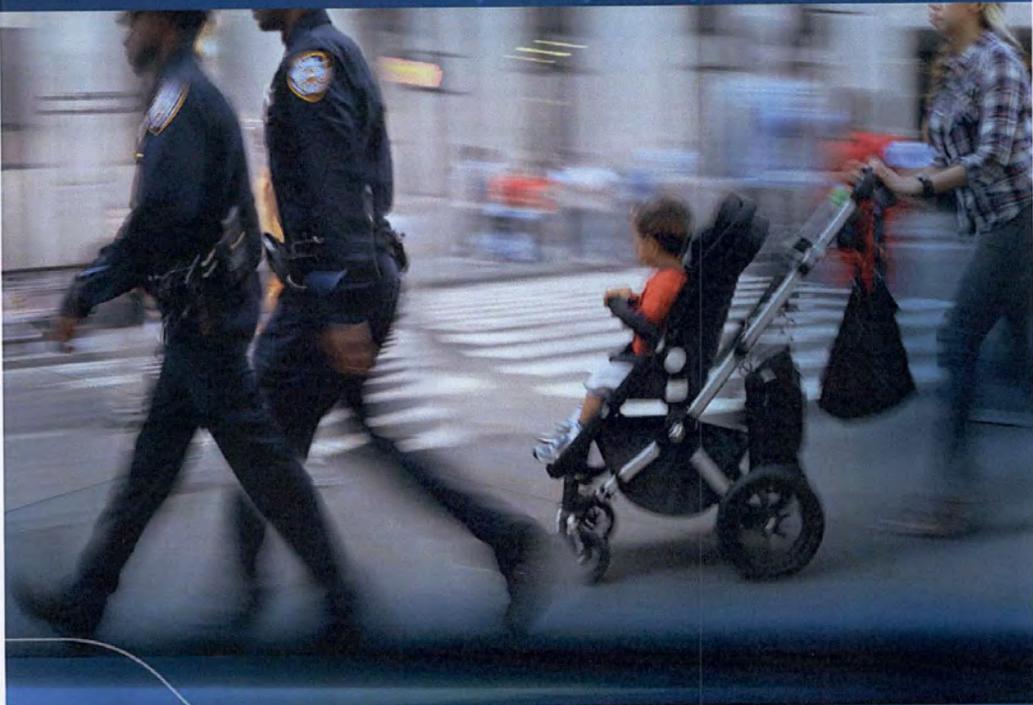
[2] Fridell, Lorie, Robert Lunney, Drew Diamond, and Bruce Kubu, [Racially Biased Policing: A Principled Response](#) (pdf, 175 pages), Washington, D.C.: Police Executive Research Forum, 2001, [Exit Notice](#).

[3] Gaffigan, Steven J., and Phyllis P. McDonald, eds., [Police Integrity: Public Service With Honor](#) (pdf, 103 pages), Washington, D.C.: U.S. Department of Justice, National Institute of Justice, January 1997, NCJ 163811.

[4] Klockars, Carl B., Sanja Kutnjak Ivkovich, and Maria R. Haberfeld, [Enhancing Police Integrity](#) (pdf, 16 pages), NIJ Research in Brief, Washington, D.C.: U.S. Department of Justice, National Institute of Justice, December 2005, NCJ 209269.

Date Created: January 10, 2013

Community Policing Defined



COPS

COMMUNITY ORIENTED POLICING SERVICES
U.S. DEPARTMENT OF JUSTICE

The Primary Elements of Community Policing

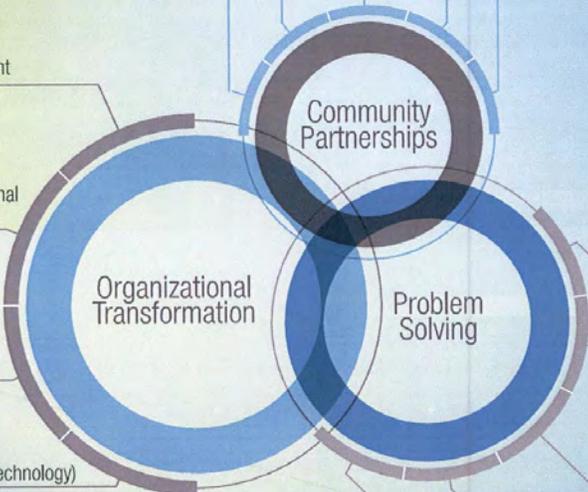
- Other Government Agencies
- Community Members/Groups
- Nonprofits/Service Providers
- Private Businesses
- Media

Agency Management

Organizational Structure

Personnel

Information Systems (Technology)



- S Scanning
- A Analysis
- R Response
- A Assessment
- Using the crime triangle

Community policing is a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.

Community policing is comprised of **three** key components:

Community Partnerships

Collaborative partnerships between the law enforcement agency and the individuals and organizations they serve to develop solutions to problems and increase trust in police.

Organizational Transformation

The alignment of organizational management, structure, personnel, and information systems to support community partnerships and proactive problem solving.

Problem Solving

The process of engaging in the proactive and systematic examination of identified problems to develop and evaluate effective responses.





Community Partnerships

Collaborative partnerships between the law enforcement agency and the individuals and organizations they serve to develop solutions to problems and increase trust in police.

Community policing, recognizing that police rarely can solve public safety problems alone, encourages interactive partnerships with relevant stakeholders. The range of potential partners is large and these partnerships can be used to accomplish the two interrelated goals of developing solutions to problems through collaborative problem solving and improving public trust. The public should play a role in prioritizing and addressing public safety problems.

Other Government Agencies

Law enforcement organizations can partner with a number of other government agencies to identify community concerns and offer alternative solutions. Examples of agencies include legislative bodies, prosecutors, probation and parole, public works departments, neighboring law enforcement agencies, health and human services, child support services, ordinance enforcement, and schools.

Community Members/Groups

Individuals who live, work, or otherwise have an interest in the community—volunteers, activists, formal and informal community leaders, residents, visitors and tourists, and commuters—are a valuable resource for identifying community concerns. These factions of the community can be engaged in achieving specific goals at town hall meetings, neighborhood association meetings, decentralized offices/storefronts in the community, and team beat assignments.

Nonprofits/Service Providers

Advocacy and community-based organizations that provide services to the community and advocate on its behalf can be powerful partners. These groups often work with or are composed of individuals who share common interests and can include such entities as victims groups, service clubs, support groups, issue groups, advocacy groups, community development corporations, and the faith community.

Private Businesses

For-profit businesses also have a great stake in the health of the community and can be key partners because they often bring considerable resources to bear in addressing problems of mutual concern. Businesses can help identify problems and provide resources for responses, often including their own security technology and community outreach. The local chamber of commerce and visitor centers can also assist in disseminating information about police and business partnerships and initiatives, and crime prevention practices.

Media

The media represent a powerful mechanism by which to communicate with the community. They can assist with publicizing community concerns and available solutions, such as services from government or community agencies or new laws or codes that will be enforced. In addition, the media can have a significant impact on public perceptions of the police, crime problems, and fear of crime.



4

Organizational Transformation

The alignment of organizational management, structure, personnel, and information systems to support community partnerships and proactive problem solving.

The community policing philosophy focuses on the way that departments are organized and managed and how the infrastructure can be changed to support the philosophical shift behind community policing. It encourages the application of modern management practices to increase efficiency and effectiveness. Community policing emphasizes changes in organizational structures to institutionalize its adoption and infuse it throughout the entire department, including the way it is managed and organized, its personnel, and its technology.

Agency Management

Under the community policing model, police management infuses community policing ideals throughout the agency by making a number of critical changes in climate and culture, leadership, formal labor relations, decentralized decision-making and accountability, strategic planning, policing and procedures, organizational evaluations, and increased transparency.

Climate and culture

Changing the climate and culture means supporting a proactive orientation that values systematic problem solving and partnerships. Formal organizational changes should support the informal networks and communication that take place within agencies to support this orientation.

Leadership

Leaders serve as role models for taking risks and building collaborative relationships to implement community policing and they use their position to influence and educate others about it. Leaders, therefore, must constantly emphasize and reinforce community policing's vision, values, and mission within their organization and support and articulate a commitment to community policing as the predominant way of doing business.

Labor relations

If community policing is going to be effective, police unions and similar forms of organized labor must be a part of the process and function as partners in the adoption of the community policing philosophy. Including labor groups in agency changes can ensure support for the changes that are imperative to community policing implementation.

Decision-making

Community policing calls for decentralization both in command structure and decision-making. Decentralized decision-making allows front-line officers to take responsibility for their role in community policing. When an officer is able to create solutions to problems and take risks, he or she ultimately feels accountable for those solutions and assumes a greater responsibility for the well-being of the community. Decentralized decision-making involves flattening the hierarchy of the agency, increasing tolerance for risk-taking in

problem-solving efforts, and allowing officers discretion in handling calls. In addition, providing sufficient authority to coordinate various resources to attack a problem and allowing officers the autonomy to establish relationships with the community will help define problems and develop possible solutions.

Strategic planning

The department should have a written statement reflecting a department-wide commitment to community policing and a plan that matches operational needs to available resources and expertise. If a strategic plan is to have value, the members of the organization should be well-versed in it and be able to give examples of their efforts that support the plan. Components such as the organization's mission and values statement should be simple and communicated widely.

Policies

Community policing affects the nature and development of department policies and procedures to ensure that community policing principles and practices have an effect on activities on the street. Problem solving and partnerships, therefore, should become institutionalized in policies, along with corresponding sets of procedures, where appropriate.

Organizational evaluations

In addition to the typical measures of police performance (arrests, response times, tickets issued, and crime rates) community policing calls for a broadening of police outcome measures to include such things as greater community satisfaction, less fear of crime, the alleviation of problems, and improvement in quality of life. Community policing calls for a more sophisticated approach to evaluation—one that looks at how feedback information is used, not only how outcomes are measured.

Transparency

Community policing involves decision-making processes that are more open than traditional policing. If the community is to be a full partner, the department needs mechanisms for readily sharing relevant information on crime and social disorder problems and police operations with the community.

Organizational Structure

It is important that the organizational structure of the agency ensures that local patrol officers have decision-making authority and are accountable for their actions. This can be achieved through long-term assignments, the development of officers who are “generalists,” and using special units appropriately.

Geographic assignment of officers

With community policing, there is a shift to the long-term assignment of officers to specific neighborhoods or areas. Geographic deployment plans can help enhance customer service and facilitate more contact between police and citizens, thus establishing a strong relationship and mutual accountability. Beat boundaries should correspond to neighborhood boundaries and other government services should recognize these boundaries when coordinating government public-service activities.

Despecialization

To achieve community policing goals, officers have to be able to handle multiple responsibilities and take a team approach to collaborative problem solving and partnering with the community. Community policing encourages its adoption agency-wide, not just by special units, although there may be a need for some specialist units that are tasked with identifying and solving particularly complex problems or managing complex partnerships.

Resources and finances

Agencies have to devote the necessary human and financial resources to support community policing to ensure that problem-solving efforts are robust and that partnerships are sustained and effective.

Personnel

The principles of community policing need to be infused throughout the entire personnel system of an agency including recruitment, hiring, selection, and retention of all law enforcement agency staff, from sworn officers to civilians and volunteers. Personnel evaluations, supervision, and training must also be aligned with the agencies’ community policing views.

Recruitment, hiring, and selection

Agencies need a systematic means of incorporating community policing elements into their recruitment, selection, and hiring processes. Job descriptions should recognize community policing and problem-solving responsibilities and encourage the recruitment of officers who have a “spirit of service,” instead of only a “spirit of adventure.” A community policing agency also has to thoughtfully examine where it is seeking recruits, whom it is recruiting and hiring, and what is being tested. Agencies are also encouraged to seek community involvement in this process through the identification of competencies and participation in review boards.

Personnel supervision/evaluations

Supervisors must tie performance evaluations to community policing principles and activities that are incorporated into job descriptions. Performance, reward, and promotional procedures should support sound problem-solving activities, proactive policing, community collaboration, and citizen satisfaction with police services.

Training

Training at all levels—academy, field, and in-service—must support community policing principles and tactics. It also needs to encourage creative thinking, a proactive orientation, communication and analytical skills, and techniques for dealing with quality-of-life concerns and maintaining order. Officers can be trained to identify and correct conditions that could lead to crime, raise public awareness, and engage the community in finding solutions to problems. Field training officers and supervisors need to learn how to encourage problem solving and help officers learn from other problem-solving initiatives. Until community policing is institutionalized in the organization, training in its fundamental principles will need to take place regularly.

Information Systems (Technology)

Community policing is information-intensive and technology plays a central role in helping to provide ready access to quality information. Accurate and timely information makes problem-solving efforts more effective and ensures that officers are informed about the crime and community conditions of

their beat. In addition, technological enhancements can greatly assist with improving two-way communication with citizens and in developing agency accountability systems and performance outcome measures.

Communication/access to data

Technology provides agencies with an important forum by which to communicate externally with the public and internally with their own staff. To communicate with the public, community policing encourages agencies to develop two-way communication systems through the Internet that allow for online reports, reverse 911 and e-mail alerts, discussion forums, and feedback on interactive applications (surveys, maps), thereby creating ongoing dialogues and increasing transparency.

Technology encourages effective internal communication through memoranda, reports, newsletters, e-mail and enhanced incident reporting, dispatch functions, and communications interoperability with other entities for more efficient operations. Community policing also encourages the use of technology to develop accountability and performance measurement systems that are timely and contain accurate metrics and a broad array of measures and information.

Community policing encourages the use of technology to provide officers with ready access to timely information on crime and community characteristics within their beats, either through laptop computers in their patrol cars or through personal data devices. In addition, technology can support crime/problem analysis functions by enabling agencies to gather more detailed information about offenders, victims, crime locations, and quality-of-life concerns, and to further enhance analysis.

Quality and accuracy of data

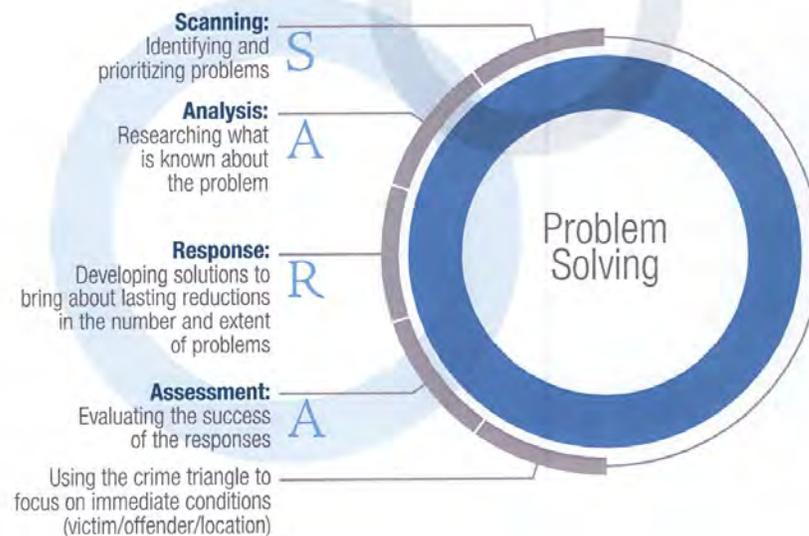
Information is only as good as its source and, therefore, it is not useful if it is of questionable quality and accuracy. Community policing encourages agencies to put safeguards in place to ensure that information from various sources is collected in a systematic fashion and entered into central systems that are linked to one another and checked for accuracy so that it can be used effectively for strategic planning, problem solving, and performance measurement.

Problem Solving

The process of engaging in the proactive and systematic examination of identified problems to develop and evaluate effective responses.

Community policing emphasizes proactive problem solving in a systematic and routine fashion. Rather than responding to crime only after it occurs, community policing encourages agencies to proactively develop solutions to the immediate underlying conditions contributing to public safety problems. Problem solving must be infused into all police operations and guide decision-making efforts. Agencies are encouraged to think innovatively about their responses and view making arrests as only one of a wide array of potential responses. A major conceptual vehicle for helping officers to think about problem solving in a structured and disciplined way is the SARA (Scanning, Analysis, Response, and Assessment) problem-solving model.

10



Scanning: Identifying and prioritizing problems

The objectives of scanning are to identify a basic problem, determine the nature of that problem, determine the scope of seriousness of the problem, and establish baseline measures. An inclusive list of stakeholders for the selected problem is typically identified in this phase. A problem can be thought of as two or more incidents similar in one or more ways and that is of concern to the police and the community. Problems can be a type of behavior, a place, a person or persons, a special event or time, or a combination of any of these. The police, with input from the community, should identify and prioritize concerns.

Analysis: Researching what is known about the problem

Analysis is the heart of the problem-solving process. The objectives of analysis are to develop an understanding of the dynamics of the problem, develop an understanding of the limits of current responses, establish correlation, and develop an understanding of cause and effect. As part of the analysis phase, it is important to find out as much as possible about each aspect of the crime triangle by asking Who?, What?, When?, Where?, How?, Why?, and Why Not? about the victim, offender, and crime location.

Response: Developing solutions to bring about lasting reductions in the number and extent of problems

The response phase of the SARA model involves developing and implementing strategies to address an identified problem by searching for strategic responses that are both broad and uninhibited. The response should follow logically from the knowledge learned during the analysis and should be tailored to the specific problem. The goals of the response can range from either totally eliminating the problem, substantially reducing the problem, reducing the amount of harm caused by the problem, or improving the quality of community cohesion.

Assessment: Evaluating the success of the responses

Assessment attempts to determine if the response strategies were successful by understanding if the problem declined and if the response contributed to the decline. This information not only assists the current effort but also gathers data that build knowledge for the future. Strategies and programs can

be assessed for process, outcomes, or both. If the responses implemented are not effective, the information gathered during analysis should be reviewed. New information may have to be collected before new solutions can be developed and tested. The entire process should be viewed as circular rather than linear meaning that additional scanning, analysis, or responses may be required.

Using the crime triangle to focus on immediate conditions (victim/offender/location)

To understand a problem, many problem solvers have found it useful to visualize links among the victim, offender, and location (the crime triangle) and those factors that could have an impact on them, for example, capable guardians for victims (e.g., security guards, teachers, and neighbors), handlers for offenders (e.g., parents, friends, and probation), and managers for locations (e.g., business merchants, park employees, and motel clerks). Rather than focusing primarily on addressing the root causes of a problem, the police focus on the factors that are within their reach, such as limiting criminal opportunities and access to victims, increasing guardianship, and associating risk with unwanted behavior.



Eck, John E. 2003. "Police Problems: The Complexity of Problem Theory, Research and Evaluation." In Johannes Knutsson, ed. *Problem-Oriented Policing: From Innovation to Mainstream*. Crime Prevention Studies, vol. 15. pp. 79–114. Monsey, New York: Criminal Justice Press and Devon, U.K.: Willan Publishing.

About the COPS Office

The Office of Community Oriented Policing Services (COPS Office) is the component of the U.S. Department of Justice responsible for advancing the practice of community policing by the nation's state, local, territory, and tribal law enforcement agencies through information and grant resources.

Rather than simply responding to crimes once they have been committed, community policing concentrates on preventing crime and eliminating the atmosphere of fear it creates. Earning the trust of the community and making those individuals stakeholders in their own safety enables law enforcement to better understand and address both the needs of the community and the factors that contribute to crime.

COPS Office resources, covering a wide breadth of community policing topics—from school and campus safety to gang violence—are available, at no cost, through its online Resource Information Center at www.cops.usdoj.gov. This easy-to-navigate website is also the grant application portal, providing access to online application forms.





COPS

COMMUNITY ORIENTED POLICING SERVICES
U.S. DEPARTMENT OF JUSTICE

U.S. Department of Justice
Office of Community Oriented Policing Services
145 N Street, N.E.
Washington, DC 20530

To obtain details on COPS Office programs,
call the COPS Office Response Center at 800.421.6770.

Visit COPS Online at www.cops.usdoj.gov.

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August 2012

Transportation Introduction / Needs Assessment

During the course of community information gathering sessions and Committee meetings the Committee repeatedly listened to issues regarding miscommunications between the Iowa City Transportation Department and community members about:

- lack of Sunday service
- limited Saturday service
- difficulty accessing public transit to get to work
- rules and regulations while being a passenger
- procedures for disruptions
- the role of Transit bus drivers in regards to their position when en route

Community members and local organizations who serve and work with diverse populations also expressed frustration with:

- long bus rides due to lack of information
- missing the bus due to time interpretations
- delays in riders with cross-town destinations due to the downtown interchange

Other concerns such as the cleanliness of high volume bus stops and the lack of community outreach to assist youth and new residents about acceptable rider conduct were mentioned.

A. Service/schedule Issue:

Pursue additional transit needs for certain areas of the community and minority populations as it relates to service and schedule.

Recommendation:

The Committee proposes the Iowa City Transportation Department work on providing additional transit needs as specified below:

1. Sunday Service options
 - a. Assessing the Free Downtown Shuttle as a potential revenue route to offset additional bus services or researching how to develop a free shuttle service in other areas
2. Expand time on Saturdays
3. Increase start times for weekday services
 - a. Specifically for certain routes that service areas where there are swing shifts such as the Heinz Road Area. We are also suggesting that Transit Services contact management of the business in that area that may be able to assist with surveying the bussing needs of their employees.
4. Public forum input suggested there may be issues with buses leaving a bus stop early. Current transit policy requires drivers not to leave a stop early. The central bus facility uses an atomic clock for the purpose of drivers to sync their clocks/watch. The Transit office is placing a clock at the downtown interchange that syncs with a clock posted on BONGO and the City website. This would allow drivers and riders to routinely sync their watches, etc. with the transit time. The Committee concurs.

B. Education Issue:

Lack of education about acceptable behavior on public transit and understanding how to use public transit.

Recommendation:

This Committee recommends the Iowa City Transportation Department look into alternatives to notifying the public about acceptable behavior expectations and procedures. Specifically, the Committee recommends:

- Creating a document/pamphlet outlining the procedure followed by the Iowa City Transportation Department when there is an incident on the bus
 - This information should be displayed on the bus, website, Downtown Interchange, and schools.
- Create youth liaison by partnering with local schools to find students in leadership roles to help drivers with incident is involving other youth
 - Youth liaisons can be rewarded with free bus passes and/ or other incentives to help maintain order during school times.
 - Youth liaisons would be trained in peer mediations and de-escalation techniques and bus safety protocols.

- o Youth liaisons need to be current riders

This Committee recommends the Iowa City Transportation Department increase their community outreach efforts. Specifically, the Committee recommends:

- o Creating a video with local youth/community members that explains how to appropriately use city transit services. The video would address, but is not limited to, the following suggestions:
 - How to understand transit maps/schedules
 - How to understand and use the website
 - Provide access to online language translator
 - How to understand and use BONGO
- o Providing an interactive informational kiosk at the Downtown Interchange
 - How to understand transit maps/schedules
- o Connecting with local schools, neighborhood associations, etc. to inform the community on ongoing changes and improvements in transit services.
- o Iowa City Transportation Department staff participate in ongoing culturally and linguistically appropriate diversity trainings as the community continues to grow.

This Committee recommends the Iowa City Transportation Department create a survey addressing current transportation needs of the community. Specifically, the Committee recommends questions assessing:

- o Community needs for Sunday and extended Saturday service
- o Community needs for extending service both AM & PM on weekdays
- o Assessing needs for low-income areas
- o Broad outreach and publicizing of survey

In addition consideration must be made for individuals not being able to access the survey electronically (access to hard copy) and translation needs for different languages and email distribution.

Note: This survey needs to be implemented and analyzed in 2013. Subsequent surveys should be completed every two years. All survey results should be accessible to the general public.

C. Environment Issue:

Improve overall environment of Downtown Interchange and high volume bus stops/shelters.

Recommendation:

The Committee proposes the Iowa City Transportation Department work on providing additional transit needs as specified below:

- o Pursue additional seating in downtown interchange
- o Increase number of shelters
- o Increase frequency of maintaining bus stops (e.g. litter, overall appearance)

D. Communication Issue:

Improve communication between other transit services in Iowa City/Coralville vicinity.

Recommendation:

The Committee proposes the Iowa City Transportation Department work on providing additional transit needs as specified below:

- Establish radio communication with the other transit services in order to provide transfer options
- Trip planner to include all local transit services and assist riders to travel throughout the Iowa City/Coralville area
- Review current services for streamlining and/or duplication of services with other transit services
- Consideration should be given to social and cultural issues when considering structural changes to the transit system

a. EQUITY REPORT

That the City of Iowa City (City), City Manager provide an annual report to the City of Iowa City Council (City Council) and the public concerning the status of law enforcement, public transportation, and other City services or programs as these City services relate to the needs and concerns of the City's racial/ethnic minority, immigrant, juvenile and elderly, disabled, poor, veteran, and other special populations. This annual report of the City Manager shall be called "The City of Iowa City Annual Equity Report" (Report) and shall involve and include the following:

1. The Report format and composition shall be developed by the City Manager in consultation with the City Council, the City of Iowa City Human Rights Commission, and any other committees determined by the City Council.
2. The Report will include the most recent data and information available regarding the Iowa City Police Department: a.) stops and arrests, b.) police calls from schools and action taken, c.) incarcerations, d.) offences/infractions, e.) formal complaints made to or about the Police Department, f.) administrative procedures and practices, e.g. personnel, recruitment, and training, including cultural, linguistic interpretation and communication skills, and performance reviews, g.) community outreach and communication programs and services, h.) other pertinent information.
3. The Report will include the most recent data and information available regarding the Iowa City Transportation Services Department: a) routes, stops, and frequency of service, b.) occupancy/ utilization, c.) coordination with other public transportation services, including public schools d.) users/ridership communication services, e.) use of surveillance technology, f.) disruptions of service, g.) complaints, h.) administrative procedures and practices, e.g. personnel, recruitment, and training, including cultural, linguistic interpretation and communications skills, i.) other pertinent information.
4. The Report data and information (whenever available and aggregated to protect individual/personal identification) shall include: a.) race/ethnicity, b.) citizenship, c.) gender d.) juvenile/adult status or age, e.) disability status, f.) geographical location, g.) socio-economic status, h) veteran status.

b. HOUSING AND CITY EMPLOYMENT

Comments were received regarding housing and city employment issues not related to the scope of the work of this Committee.

c. PUBLIC ACCESS AND UPDATES

After adoption of the recommendations by the City Council the recommendations should be available to the public via the City website and timeframes identified for each and progress updates provided to the site.

APPENDIX C

Community Police Review Board Standard Operating Procedures

Document begins on the next page.

Prepared by: Marian Karr, City Clerk, 410 E. Washington St., Iowa City, IA 52240 (319) 356-5041

RESOLUTION NO. 15-223

RESOLUTION TO ADOPT THE IOWA CITY COMMUNITY POLICE REVIEW BOARD STANDARD OPERATING PROCEDURES AND GUIDELINES TO REFLECT THE NAME CHANGE FROM CITIZENS POLICE REVIEW BOARD AND REMOVE OR REPLACE THE WORD "CITIZEN" IN ACCORDANCE WITH RECENT CHANGES TO THE CITY CHARTER AND REPEALING RESOLUTION 13-290

WHEREAS, the City Council adopted Ordinance 97-3792 in 1997 which created the Police Citizens Review Board ("PCRB") to assure that investigations into claims of police misconduct are conducted in a manner which is fair, thorough, and accurate; and

WHEREAS, the PCRB was designed to assist the Police Chief, the City Manager and the City Council in evaluating the overall performance of the Police Department as a whole, by having a review process for Police Department investigations into complaints; and

WHEREAS, the PCRB was renamed the "Citizens Police Review Board" ("CPRB") in 2013 at the request of the Board and the Ad Hoc Diversity Committee; and

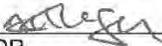
WHEREAS, the Charter Review Commission reviewed the Charter and suggested changing the name to the "Community Police Review Board" ("CPRB") and removed references to "citizens" in 2015; and

WHEREAS, the only change in the proposal is the name and to remove or replace the word "citizen" in accordance with recent changes to the City Charter.

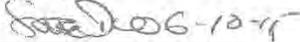
NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF IOWA CITY, IOWA, THAT:

1. That Resolution 13-290 is hereby repealed.
2. The Iowa City Community Police Review Board Standard Operating Procedures and Guidelines are hereby adopted, as attached.

Passed and approved this 16th day of June, 2015.


MAYOR

ATTEST: 
CITY CLERK

Approved By: 
City Attorney's Office

Resolution No. 15-223
Page 2

It was moved by Payne and seconded by Botchway the
Resolution be adopted, and upon roll call there were:

AYES:	NAYS:	ABSENT:	
<u>X</u>	<u> </u>	<u> </u>	Botchway
<u>X</u>	<u> </u>	<u> </u>	Dickens
<u> </u>	<u> </u>	<u> X </u>	Dobyns
<u>X</u>	<u> </u>	<u> </u>	Hayek
<u>X</u>	<u> </u>	<u> </u>	Mims
<u>X</u>	<u> </u>	<u> </u>	Payne
<u>X</u>	<u> </u>	<u> </u>	Throgmorton

**CITY OF IOWA CITY IOWA
COMMUNITY POLICE REVIEW BOARD
STANDARD OPERATING PROCEDURES AND
GUIDELINES**

June 16, 2015

The Community Police Review Board formerly known as the Citizens Police Review Board (hereafter referred to as the Board) was established to assure that investigations into claims of police misconduct are conducted in a manner which is fair, thorough and accurate and to assist the Police Chief, the City Manager and the City Council in evaluating the overall performance of the Police Department by having it review the Police Department's investigation into complaints. To achieve these purposes, the Community Police Review Board shall comply with Chapter 8 of the Iowa City Code, Board By-Laws and Standard Operating Procedures and Guidelines.

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- III. Meetings
- IV. Complaint Review Process
- V. Identification of Officers
- VI. Review of Policies, Procedures and Practices of the Iowa City Police Department
- VII. Annual Report
- VIII. General

I. Complaint Process

In an effort to assure the Iowa City community that the Iowa City Police Department's performance is in keeping with community standards, the Board shall review investigations into complaints about alleged police misconduct to insure that such investigations are conducted in a manner which is fair, thorough and accurate. The Board shall achieve this by receiving, reviewing and reporting on complaints in accordance with the procedural rules in Chapter 8 of the City Code, following the Board By-Laws, and Standard Operating Procedures and Guidelines.

A. Complaints shall be filed in accordance with Chapter 8 of the City Code:

1. All documents and related materials filed with the Board shall not be returned.
2. Complaints filed in the City Clerk's Office shall be assigned a complaint number consisting of the last two digits of the present year with consecutive numbers, starting with one (1) (e.g. 98-1).
3. Complaint copies will be sent to the Equity Director, Police Chief or City Manager. The complaint copy sent to Board members shall have all references to police officer names and other identifying information deleted. A letter will be sent to the Complainant confirming receipt of the complaint and identifying the Equity Director as another resource for them to contact throughout the complaint process.
4. Board deadlines are contained in Chapter 8 of the City Code.
5. A copy of each complaint filed shall be provided to Board members in the next meeting packet.
6. Amendments to a complaint must be in written form.
7. The complainant may withdraw the complaint at any time prior to the Board's issuance of its report to City Council.

B. Procedures for complaints subject to summary dismissal follow:

1. A complaint that appears to be untimely filed or a complaint that does not involve the conduct of an Iowa City sworn police officer shall be handled in the same manner as outlined in subsection "A" of the Complaint Process.
2. The copy of the complaint furnished to the Police Chief or City Manager, shall include a cover letter from the Board indicating that it appears to be an untimely complaint or a complaint that does not involve the conduct of an Iowa City sworn police officer and will be reviewed by the Board at its next meeting.

3. The Board shall determine whether additional information is necessary to assess whether the complaint should be summarily dismissed and, if additional information is necessary, the method by which such information will be obtained. The methods available include an interview of the complainant by a subcommittee of the Board, a request to the complainant for a written submission on the issue presented and an investigation by the Board, but shall not include an invitation to the complainant to address the Board at a public meeting or an interview of the complainant at a public meeting.
4. Upon the completion of such investigation and the Board's determination that additional information is not necessary, the Board shall, by motion in open session, vote to determine whether the complaint will be dismissed under Section 8-8-3E of the Ordinance. The Board shall not discuss the facts or substance of the complaint at said open meeting.
5. If the Board dismisses the complaint, staff shall:
 - a. Untimely Complaints:
 1. Forward a copy of the decision to the Police Chief or City Manager including a cover letter stating that the complaint has been dismissed and that a report to the Board by the Police Chief or City Manager is not required by Chapter 8 of the Code.
 2. Forward a copy of the decision to the complainant including a cover letter advising that although the complaint has been dismissed and will not be reviewed by the Board, there is a method for the complainant to file a complaint directly with the Iowa City Police Department.
 3. Forward a copy of the decision to the City Council indicating the dismissal and referring to the section of the City Code.
 - b. Complaints not involving a sworn Iowa City police officer:
 1. Forward a copy of the decision to the Police Chief or City Manager including a cover letter stating that the complaint has been dismissed and that a report to the Board by the Police Chief or City Manager is not required by Chapter 8 of the Code.
 2. Forward a copy of the decision to the complainant including a cover letter stating why the complaint was dismissed.
 3. Forward a copy of the decision to the City Council indicating the dismissal and referring to the section of the City Code.

4. If the Board determines the complaint shall not be dismissed, it shall so advise the Police Chief or City Manager so that the investigation may continue and make the required report to the Board.

II. RESERVED

III. Meetings

Regular meetings shall be held monthly. Special meetings may be called by the Chair as needed. The Board shall comply with the Board's By-Laws and the Board Standard Operating Procedures and Guidelines.

- A. Meeting packets shall be distributed to Board members at least two (2) days prior to a meeting when possible.
- B. Place of Posting Notices and Agendas.
 1. Follow requirements of Section 21.4, The Code of Iowa.
 2. The City of Iowa City provides the Notice Bulletin Board in the lobby of City Hall.
- C. Consent Calendar shall include:
 1. Minutes of the last meeting(s);
 2. Correspondence and/or memoranda directed to the Board (not complaint-related). Staff shall be given directions based on Board discussion as to whether staff shall respond or whether Board members shall respond, with copies furnished to the Board.
- D. Time for open public discussion shall be made available at all open meetings as provided by the Board By-Laws.
- E. Time for "Board Information" and "Staff Information" shall be made available at all meetings.
- F. Decisions made in executive session shall be ratified in open session.
- G. Taped minutes of open meetings shall be kept thirty (30) days from acceptance and approval of minutes.
- H. Taped minutes of executive meetings shall be kept for one year from the date of the meeting.
- I. To the extent practicable, legal counsel for the Board shall attend all meetings of the Board.

J. Electronic Participation

1. Follow the requirements of Chapter 21, The Code of Iowa for "electronic meetings".
2. It shall be the rule of the Board to secure electronic participation by absent members whenever it is physically feasible where such participation is necessary or desirable because of statutory voting requirements or the importance of the subject matter to the public. This rule shall not apply to electronic participation by a majority of the Board members.

K. Quorum and Voting Requirements

1. Quorum. See By-Laws.
2. Voting. See By-Laws.
3. Voting to close a session. See Chapter 21, The Code of Iowa.

L. Iowa Open Records Law

1. The Board must follow all the requirements of Chapter 22, The Code of Iowa, Examination of Public Records (Open Records). This means every person has the right to examine and copy the public records of the Board pursuant to that Chapter.
2. The lawful custodian of the Board public records is the City Clerk of Iowa City. If the City Clerk requires legal counsel concerning whether a document is public or confidential, the Clerk shall notify both the City Attorney's Office and counsel to the Board of the request.
3. In accordance with Iowa Law, the Board shall maintain the confidentiality of complaints, reports of investigations, statements and other documents or records obtained in investigation of any complaint as outlined in the Board's By-Laws.
4. In accordance with Iowa Law, the Board shall maintain the confidentiality of information protected by the Iowa Open Records Law as outlined in the Board's By-Laws.

M. Iowa Open Meetings Law.

1. In accordance with Iowa Law, the Board must follow all the requirements of Chapter 21, Official Meetings Open to Public (Open Meetings).
2. In accordance with Iowa Law, confidentiality of information protected by the Iowa Meetings Law as outlined in the Board's By-Laws.

N. Conflicts of Interest and Ex Parte Contacts

1. Conflicts of Interest. See By-Laws.
2. Ex Parte Contacts. See By-Laws.

IV. Complaint Review Process

The Board shall review all Police Chief's reports and City Manager's reports concerning complaints utilizing Sections 8-8-6, 8-8-7 and 8-8-8 of the City Code and the Board Standard Operating Procedures and Guidelines.

- A. Review of Police Chief's report or City Manager's report as outlined in Chapter 8 of the City Code.
- B. Select a level of review as outlined in Chapter 8 of the City Code. The Board shall notify the Complainant and the Police Chief, or the City Manager if the complaint is against the Police Chief, of the selected level of review. The Police Chief shall notify the officer of the selected level of review.
- C. Pursuant to Chapter 8 of the City Code, the Board may choose to subpoena witnesses or documents.
 1. A motion to issue a subpoena to compel the appearance of a witness or for the production of documents may be made by any Board member pursuant to the voting procedure outlined in the Board's By-Laws. Such a motion if made in closed session will be ratified in open session.
 2. The subpoena will be prepared by legal counsel for signature by the Board Chair.
 3. Funds for the payment of witness fees, mileage and service will be issued by the City Clerk.
 4. The subpoena may be issued to compel the appearance of a witness to be interviewed by a committee, of no more than two Board members assigned by the Chair, at a time and place determined by the committee.
- D. The Board may request an extension of time to file the Board's public report as outlined in Chapter 8 of the City Code.
- E. The Board shall not issue a public report critical of a police officer until after a name-clearing hearing has been held or waived by the police officer as outlined in Chapter 8 of the City Code.
- F. Name-clearing hearing procedure
 1. If the Board determines that the comments or findings contained in its proposed report will be critical of the conduct of a sworn police officer, it

must offer the officer a name-clearing hearing prior to the issuance of the Board's report to Council.

2. The Board shall select a proposed date for the name-clearing hearing.
3. Written notice of the date, time and place of the name-clearing hearing shall be given to the officer no less than ten working days prior to the date set for hearing. The notice to the officer should be transmitted via the Police Chief. The notice to the officer shall provide a written response form for the officer to demand or waive the name-clearing hearing. Said written response form shall also allow the police officer to state whether he or she requests an open or closed session.
4. If the officer provides a written waiver of the name-clearing hearing prior to the date set for hearing, the hearing shall not be held.
5. If the officer does not respond to the notice prior to the time of the hearing, the hearing shall be convened. If the officer does not appear, the hearing shall be terminated.
6. If the officer demands a hearing or appears at the hearing, the Board will first determine whether the hearing shall be open or closed. If the officer requests a closed session, the Board shall close the session pursuant to motion specifically identifying an appropriate provision of Chapter 21 Iowa Code as the basis for closure. If the officer does not request a closed session the session shall be open except where closure is appropriate pursuant to Section 21.
7. Before the hearing, the Board shall advise the officer of the Board's proposed criticism(s). At the hearing, evidence supporting the criticism shall be presented. The officer shall be given the opportunity to be heard and to present additional evidence, including the testimony of witnesses.
8. If, subsequent to a name-clearing hearing or waiver of a name-clearing hearing by the officer, the Board changes its level of review, it shall issue a new written notice pursuant to subparagraph B, hereof. If, following said change, the proposed report is critical of the sworn officer's conduct, the Board shall offer another name-clearing hearing to the officer pursuant to the name-clearing hearing procedures herein.
9. The complainant shall not receive a notice of, or have the right to participate in, a name-clearing hearing.

G. Report Writing – See Chapter 8 of the City Code

1. The Chair shall appoint a committee to prepare draft reports. The committee may request assistance from staff as needed.
2. When possible, a draft report shall be included in the agenda packet prior to the meeting at which it is discussed.

3. Draft reports shall be discussed in executive session and finalized by the full Board.
 4. Draft reports shall be confidential.
 5. Final Public Reports shall be reviewed by legal counsel to the Board before being submitted to the City Council.
- H. Final Board Public Reports shall be distributed according to Chapter 8 of the City Code. The copy sent to the City Council shall be accompanied by the minutes of the meeting which approved it and be sent to the City Clerk for inclusion in the next Council agenda packet.
 - I. Once the Public Report is sent to designated parties, the complaint file is closed.
 - J. An exit survey tool will be mailed to the complaint and responses returned will be contained in the Board's annual report.

V. Identification of Officers

- A. The reports of the Police Chief and the City Manager to the Board will identify the officers with unique identifiers, i.e. same number for same officer from one complaint to the next, but not by name. In its public reports, however, the Board shall not use the same number for the same officer from one report to the next, in order to guard against inadvertent identification of the officer to the public by the Board. The Board reserves the right, however, to identify the officer in a sustained complaint pursuant to Chapter 8 of the City Code and may obtain the officer's name from the City Clerk for this purpose.
- B. An allegation of misconduct or previous allegation of misconduct against an officer is not and shall not be used by the Board as evidence of misconduct.

VI. Review of Policies, Procedures and Practices of the Iowa City Police Department

As stated in Chapter 8 of the City Code, the Board's By-Laws, and Standard Operating Procedures and Guidelines, the Board shall, from time to time, report to the City Council on policies, procedures and practices of the Iowa City Police Department, including recommended changes, if appropriate.

- A. Policy-review discussions shall be held at regular meetings, when possible.
- B. Pursuant to Chapter 8 of the City Code, on at least one occasion each year the Board shall hold a community forum for the purpose of hearing views on the policies, practices and procedures of the Iowa City Police Department. The format, location, date and time, of the forum will be determined by the Board. The procedures and requirements set forth in the Board's By-Laws, will be satisfied.

- C. When persons have a concern about police procedures or practices, but there is no allegation of individual officer misconduct, there may be an issue of policy. Any person or Board member may raise an issue at a Board meeting.
- D. The Board encourages signed written correspondence but will accept anonymous correspondence concerning policies, procedures, and practices of the Iowa City Police Department.

VII. Annual Report

The Board shall maintain a central registry of all formal complaints against sworn police officers and shall provide an annual report to the City Council which will give the City Council sufficient information to assess the overall performance of the Iowa City Police Department.

- A. The annual report shall include information required by Chapter 8 of the City Code.
- B. The Board's annual report may also include recommendations to amend Chapter 8 of the City Code.

VIII. General

- A. The lawful custodian of the Board records and the central depository for all information is the City Clerk's Office of the City of Iowa City.
- B. The Chair is the official spokesperson for the Board.
- C. When legal counsel and/or staff are contacted on Board business, they shall report that information to the Chair and to each other.
- D. Contacts between a Board member and the Police Chief and/or City Manager shall be in the form of written communication when possible.
- E. Requests for information from the Board to the Police Chief or City Manager shall be in writing.
- F. The City Clerk's office shall provide the Board a monthly "Office Contacts Report," stating the number of telephone calls and in-office contacts which come directly to the City Clerk's office, the general substance of such contacts, and their disposition.
- G. Voice Mail telephone messages to the Board office shall not be retained nor will messages be transcribed unless there are extenuating circumstances on a case-by-case basis determined by legal counsel for the Board and the City Attorney's Office.
- H. The Board shall utilize its own letterhead stationery.

APPENDIX D

Summary of all Complaints Filed with the Community Police Review Board from 1997 to 2020

Note: In some cases, the Board may have found some allegations in a complaint to be "sustained," while other allegations in the same complaint were "not sustained" In these instances, multiple Board dispositions are listed, followed by the allegation number to identify the difference. Otherwise, the reader should assume the listed disposition applies to all allegations included in the complaint.

1997

Complaint Number	Allegation(s) Summary	Chief's Finding	Board's Finding
97-01	(1) Excessive use of force (2) Inappropriate response to complaint	Not Sustained	Not Sustained (1), Sustained (2)
97-02	(1) Conspiracy against the complainant (2) Officers vindictive and fabricated charges	Not Sustained	Not Sustained
97-03	(1) Excessive use of force (2) Harassment, slander, and attempt to incite complainant (3) Unwarranted videotaping by officer	Not Sustained	Not Sustained
97-04	(1) Privacy violation (video-taping)	Not Sustained	Not Sustained
97-05	(1) Unwarranted arrest for public intoxication (2) Arrest on private property	Not Sustained	Not Sustained
97-06	(1) Privacy violation (video-taping)	Not Sustained	Not Sustained
97-07	(1) Harassment and denial of human rights (2) Officers cracked glass on front door (3) Malicious prosecution	Not Sustained	Not Sustained

1998

Complaint Number	Allegation(s) Summary	Chief's Finding	Board's Finding
98-01	(1) Right to be protected by police violated (2) Denied ability to live peacefully (3) Harassment	Not Sustained	Not Sustained
98-02	(1) Harassment (2) Vehicle stopped without probable cause (3) Unreasonable search and seizure	Not Sustained	Not Sustained

98-03	(1) Human rights denial and harassment (2) Failure to respond to correspondence (3) Trespassing and damage to front door	Not Sustained	Not Sustained
98-04	(1) Harassment	Not Sustained	Not Sustained
98-05	(1) Harassment	Not Sustained	Not Sustained
98-06	(1) Use of derogatory term & harassment (2) Vehicle stopped without probable cause (3) Officer did not respond to call for service	Not Sustained	Not Sustained
98-07	(1) Right to live in peace violated (2) Harassment	Not Sustained	Not Sustained
98-08	(1) Harassment (2) Illegal Investigation	Not Sustained	Not Sustained
98-09	(1) Right to live in peace denied (2) Harassment	Not Sustained	Not Sustained
98-10	Complaint not filed within allowed time	Summarily Dismissed	
98-11	(1) Excessive Use of Force (2) Unprofessional conduct and contact	Not Sustained	Not Sustained
98-12	(1) Officer not uniformed during traffic enforcement (2) Use of profanity (3) Unwarranted charges filed	Not Sustained	Sustained (1), Not Sustained (2, 3)
98-13	(1) Civil rights violation and harassment (2) Officer wore wrong nametag (3) Unnecessary breath test (4) Unreasonable traffic stop	Not Sustained	Not Sustained
98-14	(1) Conduct was cruel and racially motivated	Not Sustained	Not Sustained
98-15	(1) Complainant not informed of outstanding warrant (2) Complainant not allowed to take medication (3) Improper and rude behavior	Not Sustained	Not Sustained
98-16	(1) Excessive use of force (2) Unreasonable search	Not Sustained	Not Sustained
98-17	(1) Vehicle stopped without probably cause (2) Inappropriate, condescending language (3) Inappropriate behavior and made complainant wait in car too long	Not Sustained	Not Sustained (1, 3) Sustained (2)
98-18	(1) Complainant was arrested with limited contact and warnings from officer (2) Disagreement between officer and complainant assessment of situation	Not Sustained	Not Sustained
98-19	(1) Use of Excessive Force (2) Unfair treatment and charges	Not Sustained	Not Sustained
98-20	(1) Unnecessary breath test (2) Unreasonable vehicle stop and search (3) Racial discrimination	Not Sustained	Not Sustained

1999

Ten total complaints filed: 1 summarily dismissed, 9 not sustained.

Complaint Number	Allegation(s) Summary	Chief's Finding	Board's Finding
99-01	<i>Complaint not filed within allowed time</i>	<i>Summarily Dismissed</i>	
99-02	(1) Unfairly targeted in vehicle stop (2) Intimidated into allowing vehicle search	Not Sustained	Not Sustained
99-03	(1) Vehicle stopped due to racial bias	Not Sustained	Not Sustained
99-04	(1) Breath test administered without reasonable suspicion (2) Officer failed to advise that the breath test could be refused (3) Officer used inaccurate breath test	Not Sustained	Not Sustained
99-05	(1) Officer threatened to use OC spray (2) Complainant handled roughly (3) Officer did not communicate reason for arrest or advise Miranda rights	Not Sustained	Not Sustained
99-06	(1) Arrest due to bias, not probable cause (2) Medical treatment not offered for injuries (3) Officers planted a controlled substance on the person	Not Sustained	Not Sustained
99-07	(1) Excessive force used during arrest (2) Failure to provide medical attention (3) Arrested without reason	Not Sustained	Not Sustained
99-08	(1) ICPD communicated inappropriately with news media regarding case	Not Sustained	Not Sustained
99-09	(1) Complainant detained and harassed based on racial bias (2) Vehicle stopped without probable cause	Not Sustained	Not Sustained
99-10	(1) Officer used excessive physical force (2) Handcuffs placed too tightly	Not Sustained	Not Sustained

2000

Four total complaints filed: 1 partially sustained, 2 not sustained, 1 withdrawn by complainant.

Complaint Number	Allegation(s) Summary	Chief's Finding	Board's Finding
00-01	(1) Race and gender discrimination (2) False testimony during court	Not Sustained	Not Sustained

00-02	(1) Officer used excessive physical force (2) Coerced compliance through threats (3) Interviewed child without permission (4) Caused damage to front door	Not Sustained	Not Sustained
00-03	(1) Officer was accusatory, intimidating, and invasive of personal space (2) Complainant believes follow-up on complaint from neighbor was misuse of police resources (3) Officer failed to provide timely notice of warrant for arrest	Not Sustained (1,2), Sustained (3)	Not Sustained (1,2), Sustained (3)
00-04	<i>Withdrawn by Complainant</i>		

2001

Six total complaints filed: 2 partially sustained, 1 withdrawn by complainant, 3 not sustained.

Complaint Number	Allegation(s) Summary	Chief's Finding	Board's Finding
01-01	(1) Unlawful entry into residence (2) Residence unlawfully searched	Not Sustained	Not Sustained (1), Sustained (2)
01-02	(1) Misuse of pepper spray (2) Officers failed to communicate rights and charges against individual (3) False information given to media (4) Damage to property (5) Rude behavior	Not Sustained	Not Sustained
01-03	<i>Withdrawn by Complainant</i>		
01-04	(1) Officer abused power and kept complainant on public display (2) Handcuffs applied too tightly (3) Officer was overly aggressive and condescending	Not Sustained	Not Sustained
01-05	(1) Officer initially failed to arrest the intoxicated person that the complainant reported (2) Officer used word "vindictive" to describe the complainant's wish to have the individual arrested	Not Sustained (1), Sustained (2)	Not Sustained (1), Sustained (2)
01-06	(1) Inappropriately arrested for public intoxication and obstruction of justice	Not Sustained	Not Sustained

2002

75

Four total complaints filed: 4 not sustained.

Complaint Number	Allegation(s) Summary	Chief's Finding	Board's Finding
02-01	(1) Excessive use of force (2) Failure to provide for safety and protection of arrested individual (3) Discourteous behavior	Not Sustained	Not Sustained
02-02	(1) Officer used unnecessary force and applied handcuffs too tightly (2) Officer was rude and disrespectful	Not Sustained	Not Sustained
02-03	(1) Officer made inappropriate contact with complainant and made improper referral to DHS	Not Sustained	Not Sustained

2003

Thirteen total complaints filed: 1 summarily dismissed, 2 partially summarily dismissed, 1 partially sustained, 1 withdrawn by complainant, 8 not sustained.

Complaint Number	Allegation(s) Summary	Chief's Finding	Board's Finding
03-01	(1) Videotape of incident altered (2) Three additional allegations not filed within allowed time frame: rude and offensive, failure to provide medical assistance, and excessive use of force	Not Sustained (1), Summarily Dismissed (2)	Not Sustained (1), Summarily Dismissed (2)
03-02	(1) Excessive use of force (2) Inappropriate comments	Not Sustained (1), Sustained (2)	Not Sustained (1), Sustained (2)
03-03	Complaint not filed within allowed time period	Summarily dismissed	
03-04	(1) Officers were mean, rude, and inconsiderate (2) Unlawful arrest	Not Sustained	Not Sustained
03-05	(1) Inadequate investigation (2) Dissatisfied with Press-Citizen publishing son's name in assault charge (3) Dissatisfied son spent two days in Linn County Juvenile Detention	Not Sustained (1), Summarily Dismissed (2, 3)	Not Sustained (1), Summarily Dismissed (2, 3)
03-06	(1) False report (2) Improper conduct (3) Unlawful arrest	Not Sustained	Not Sustained
03-07	(1) False report (2) Improper conduct (3) Unlawful arrest	Not Sustained	Not Sustained
03-08	(1) Excessive Use of Force	Not Sustained	Not Sustained

	(2) Rudeness		
03-09	(1) Failure to supervise	Not Sustained	Not Sustained
03-10	(1) Failure to investigate	Not Sustained	Not Sustained
03-11	(1) Officers made false statements (2) Failure to provide medical care (3) Unlawful searches	Not Sustained	Not Sustained
03-12	Withdrawn by complainant		
03-13	(1) Excessive use of force (2) Unnecessary use of OC spray (3) Post-arrest harassment (4) Failure by officers to identify themselves	Not Sustained	Not Sustained

2004

Three total complaints filed: 1 summarily dismissed, 2 not sustained.

Complaint Number	Allegation(s) Summary	Chief's Finding	Board's Finding
04-01	Complaint did not involve ICPD sworn officer	Summarily Dismissed	
04-02	(1) Excessive use of force (2) Failure to inform	Not Sustained	Not Sustained
04-03	(1) Excessive use of force	Not Sustained	Not Sustained

2005

Four total complaints filed: 1 summarily dismissed, 3 not sustained.

Complaint Number	Allegation(s) Summary	Chief's Finding	Board's Finding
05-01	Complaint not filed within allowed timeframe	Summarily Dismissed	
05-02	(1) Aggressive and improper language	Not Sustained	Not Sustained
05-03	(1) Differential treatment (2) Improper conduct	Not Sustained	Not Sustained
05-04	(1) Did not properly investigate complaint (2) Use of condescending tone	Not Sustained	Not Sustained

2006

Six total complaints filed: 6 not sustained.

Complaint Number	Allegation(s) Summary	Chief's Finding	Board's Finding
06-01	(1) Violation of Fourth Amendment	Not Sustained	Not Sustained
06-02	(1) Officer refused to allow prayer (2) Intimidation, harassment, and threats	Not Sustained	Not Sustained
06-03	(1) Personal unprofessional conduct	Not Sustained	Not Sustained

	(2) General bad conduct on duty		
06-04	(1) Inappropriate behavior (2) Wrongful arrest	Not Sustained	Not Sustained
06-05	(1) Harsh tone and manner, insulting, degrading, and showing prejudice (2) Unwarranted delay in accomplishing ticketing and searching	Not Sustained	Not Sustained
06-06	(1) Destruction of property (2) Retaliation	Not Sustained	Not Sustained

2007

One total complaint filed: 1 not sustained.

Complaint Number	Allegation(s) Summary	Chief's Finding	Board's Finding
07-01	(1) Threatened revocation of Section 8 rental assistance (2) Unauthorized search of residence	Not Sustained	Not Sustained

2008

Nine total complaints filed: 1 summarily dismissed, 1 partially sustained, 7 not sustained.

Complaint Number	Allegation(s) Summary	Chief's Finding	Board's Finding
08-01	(1) Improper use of force (2) Verbal abuse (3) Unlawful arrest	Not Sustained	Not Sustained
08-02	(1) Police did not respond to complaint (2) Did not allow complaint to be filed (3) Driving citation received as retaliation (4) Unfair parking ticket	Not Sustained	Not Sustained
08-03	Complaint did not involve ICPD sworn officer	Summarily Dismissed	
08-04	(1) Excessive use of force (2) Inadequate investigation of incident (3) Interference with medical emergency (4) Unprofessional behavior	Not Sustained	Not Sustained
08-05	(1) Inappropriate comments	Not Sustained	Not Sustained
08-06	(1) Harassment (2) Slander of complainant by officer	Not Sustained	Not Sustained
08-07	(1) Rude and bullish behavior (2) Unwilling to listen	Not Sustained	Not Sustained
08-08	(1) Officer not trained in service dog laws (2) Harassment and rude behavior	Not Sustained	Not Sustained

	(3) Retaliation		
08-09	(1) Handcuffs applied too tightly (2) Excessive use of force (3) Officers did not assess situation well (4) Officer lied in police report (5 – 7) Officer did not care for victim properly (8) Officer used bad judgement in moving the patrol car while individual was standing near it	Not Sustained (1 – 7), Sustained (8)	Not Sustained (1 – 7), Sustained (8)

2009

Six total complaints filed: 1 summarily dismissed, 5 not sustained

Complaint Number	Allegation(s) Summary	Chief's Finding	Board's Finding
09-01	(1) Officer maliciously made false statements, resulting in complainant behind suspended & fired from job	Not Sustained	Not Sustained
09-02	Complainant did not have "personal knowledge" of incident	Summarily Dismissed	
09-03	(1-3) Threatened with force and tear gas (4 -5) Complainant not given opportunity to give statement about incident (6) Miranda warning not communicated (7– 9) Officers unresponsive to information about attacker and assault (10 – 18) Complaints related to incidents in Johnson County Jail, not ICPD-related	Not Sustained	Not Sustained
09-04	(1) Harassed	Not Sustained	Not Sustained
09-05	(1 – 3) Safety and protection violated, lack of humane treatment, and handcuffs applied too tightly, causing injury	Not Sustained	Not Sustained
09-06	Complaint did not involve ICPD sworn officer	Summarily Dismissed	

2010

Four total complaints filed: 1 partially sustained, 3 not sustained.

Complaint Number	Allegation(s) Summary	Chief's Finding	Board's Finding
10-01	(1) Use of excessive force	Not Sustained	Not Sustained
10-02	Complainant did not have "personal knowledge" of incident	Summarily Dismissed	

10-03	(1) Officer was racially motivated (2) Officer's handling of investigation influenced by relationship to driver (3) Officer was rude, intimidating, and accusatory (4) Failure to record interactions (5) Ticket issued unfairly	Not Sustained (1-3, 5), Sustained (4)	Not Sustained (1-3, 5), Sustained (4)
10-04	(1) Officer touched complainant inappropriately while applying handcuffs	Not Sustained	Not Sustained

2011

Three total complaints filed: three not sustained.

Complaint Number	Allegation(s) Summary	Chief's Finding	Board's Finding
11-01	(1) Officer inappropriately contacted complainant's employer and landlord, to encourage recourse against complainant (2) Officer was untruthful in statements and reports, and did not communicate charges to complainant (3) Officers did not respond in timely manner and were unprofessional (4) Audio/video missing from in-car cams	Not Sustained	Not Sustained
11-02	(1) Intimidated and threats	Not Sustained	Not Sustained
11-03	(1) Followed and harassed by officer, and mistreated with false accusations	Not Sustained	Not Sustained

2012

Six total complaints filed: 1 summarily dismissed, 5 not sustained.

Complaint Number	Allegation(s) Summary	Chief's Finding	Board's Finding
12-01	(1) Excessive use of force (2) Harassment (3) False Arrest (4) Violation of Civil Rights	Not Sustained	Not Sustained
12-02	Complaint did not involve ICPD sworn officer	Summarily Dismissed	
12-03	(1) Officer's actions jeopardized safety of child (2) Improper conduct and demeanor	Not Sustained	Not Sustained
12-04	(1) Illegal search	Not Sustained	Not Sustained
12-05	(1) Officer calls locations where complainant applies for jobs and tells them not to hire	Not Sustained	Not Sustained

	(2) Harassment in several locations throughout Iowa City (3) Charges filed in retaliation for PCR B complaint		
12-06	(1) Excessive use of force (2) Illegal search	Not Sustained	Not Sustained

2013

Seven total complaints filed: 2 summarily dismissed, 4 not sustained.

Complaint Number	Allegation(s) Summary	Chief's Finding	Board's Finding
13-01	(1) Racist behavior (2) Harassment	Not Sustained	Not Sustained
13-02	Complaint not filed within allowed timeframe	Summarily Dismissed	
13-03	Complaint not filed within allowed timeframe	Summarily Dismissed	
13-04	(1) Excessive use of force	Not Sustained	Not Sustained
13-05	(1) Excessive use of force (2) Miranda warning not read	Not Sustained	Not Sustained
13-06	(1) Assault and excessive use of force (2) Failure to complete a use of force report (3) Failure to use body camera (4) Withholding evidence	Not Sustained	Not Sustained
13-07	(1) Excessive use of force (2) Improper conduct	Not Sustained	Not Sustained

2014

Eleven total complaints filed: 3 summarily dismissed, 1 withdrawn by complainant, 3 partially sustained, 4 not sustained.

Complaint Number	Allegation(s) Summary	Chief's Finding	Board's Finding
14-01	(1) Harassment (2) Lack of professionalism	Not sustained (1), Sustained (2)	Not sustained (1), Sustained (2)
14-02	(1) Excessive Use of Force	Not Sustained	Sustained
14-03	(1) Use of racial epithet (2) Harassment (3) Illegal search of vehicle	Not Sustained	Not Sustained
14-04	(1) Disobedience to laws and regulations (2) Neglect of responsibilities (3) Incompetence	Not Sustained	Not Sustained
14-05	Complaint not filed within allowed timeframe	Summarily Dismissed	
14-06	(1) Unlawful search and seizure	Not Sustained	Not Sustained

14-07	Withdrawn by complainant		
14-08	(1) Inaccurate information included in official police report (2) Retaliation for filing an earlier complaint with CPRB	Not Sustained	Not Sustained
14-09	Complaint not filed within allowed timeframe	Summarily Dismissed	
14-10	Complaint did not involve ICPD sworn officer	Summarily Dismissed	
14-11	(1) Citation due to prejudice (2) Collision not investigated adequately (3) Officer's determination complainant was "at-fault" was incorrect and citation should not have been issued	Not Sustained	Not Sustained (1, 2), Sustained (3)

2015

Three total complaints filed: 1 summarily dismissed, 2 not sustained.

Complaint Number	Allegation(s) Summary	Chief's Finding	Board's Finding
15-01	(1) Racial profiling (2) Discourtesy	Not Sustained	Not Sustained
15-02	(1) Differential treatment (2) False reports (3) Rude and harassment	Not Sustained	Not Sustained
15-03	Summarily Dismissed		

2016

Five total complaints filed: 1 summarily dismissed, 1 sustained, 1 partially sustained, 2 not sustained.

Complaint Number	Allegation(s) Summary	Chief's Finding	Board's Finding
16-01	Summarily Dismissed		
16-02	(1) Questionable interview and interrogation tactics (2) Unlawful seizure of cell phone	Not Sustained	Sustained
16-03	(1) Unnecessary use of force (2) Unlawful entry	Not Sustained	Not Sustained
16-04	(1) Unnecessary use of force (2) 1 of 3 officers failed to activate body-worn camera	Not Sustained (1), Sustained (2)	Not Sustained (1), Sustained (2)
16-05	(1) First Amendment rights violated (2) Complainant not given opportunity to provide verbal identification or take pre-arrest sobriety/breath test	Not Sustained	Not Sustained

	(3) Reason for arrest not communicated (4) Probable cause fabricated (5) Improper application of handcuffs (6) Unlawful search after arrest (7) Unlawful arrest and detention (8) Profanity		
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2017

Four total complaints filed: 1 withdrawn by complainant, 1 partially sustained, 2 not sustained.

Complaint Number	Allegation(s) Summary	Chief's Finding	Board's Finding
17-01	(1) Failure to properly investigate accident (2) Discourtesy	Not Sustained	Not Sustained (1), Sustained (2)
17-02	Withdrawn by Complainant		
17-03	(1) Discrimination	Not Sustained	Not Sustained
17-04	(2) Discrimination	Not Sustained	Not Sustained

2018

Two total complaints filed: 2 not sustained.

Complaint Number	Allegation(s) Summary	Chief's Finding	Board's Finding
18-01	(1) Failure to perform duties	Not Sustained	Not Sustained
18-02	(1) Improper investigation (2) Misinformation on collision report	Not Sustained	Not Sustained

2019

Five total complaints filed: 5 not sustained.

Complaint Number	Allegation(s) Summary	Chief's Finding	Board's Finding
19-01	(1) Excessive use of force (2) Apartment wrecked during search (3) Failure to provide copy of warrant	Not Sustained	Not Sustained
19-02	(1) Excessive use of force	Complainant lacked standing due to lack of personal knowledge	Not Sustained
19-03	(1) Improper towing of vehicle	Not Sustained	Not Sustained

19-04	(1) Officer's decision not to file charges influenced by personal relationship (2) Incident not investigated properly (3) Illegal search and seizure	Not Sustained	Not Sustained
19-05	(1) Improper investigation	Not Sustained	Not Sustained

APPENDIX E

Definitions of Allegation Categories

To aid in the development of data visualizations, complaint allegations were categorized into 19 different allegation types. For example, if a complaint allegation alleges that an officer was rude and disrespectful, this was sorted into the 'Unprofessional Conduct' category. Definitions for all types of allegations are included below, in alphabetical order:

- **Biased Policing:** Allegations of an officer displaying discrimination, prejudice, or bias based race, gender, religion, or any other protected class.
- **Civil Rights or Liberties Violation:** Allegations in which the complainant invoked a real or perceived civil right, civil liberty, or human right as the basis of the allegation. Examples include allegations in which an officer is alleged to have violated an individual's right to live in peace. This category serves as a catch-all for these types of allegations that are not included in other categories, such as the "Unlawful Search and/or Seizure" category (which is still a Fourth Amendment right), or the "Biased Policing" category which includes allegations specific to discrimination motivated race, gender, etc.
- **Conspiracy or Abuse of Power:** Allegations which involve an officer/officers plotting against the complainant or contacting a complainant's employer or landlord to encourage them to take disciplinary action against the complainant.
- **Excessive Use of Force:** Allegations of an officer using a level of force that is not consistent with the circumstances, or that does not align with the ICPD Use of Force policy.
- **Harassment or Intimidation:** Allegations of an officer using aggressive verbal badgering, or coercing compliance and behavior through verbal threats and scare tactics.
- **Improper Interview or Interrogation Tactics:** Allegations of an officer conducting investigative interviews without permission or which involve deceptive or otherwise unnecessary behavior.

- **Improper or Inadequate Investigation:** Allegations of an officer failing to conduct an investigation as requested, or performing an investigation which the complainant finds insufficient or in some way compromised.
- **Improper Procedure:** Allegations which do not fit into another identified category and accuse an officer not following ICPD policies, practices, or procedures. Examples of allegations in this category include officers not informing individuals of rights or charges against them, applying handcuffs too tight, failing to activate an in-car or body-worn camera, or administering a breath test inappropriately.
- **Incorrect or False Police Report:** Allegations of officers including incorrect or false information in official incident or collision reports, media statements, or court testimony.
- **Lack of or No Service:** Allegations of officers failing to respond, in part or in whole, to calls for service, complaints, or requests for information or an investigation.
- **Neglect of Health or Safety:** Allegations of officers failing to provide needed medical attention, or taking an action which puts the safety and wellbeing of those involved at risk.
- **Property Damage:** Allegations of officers causing damage to personal property.
- **Retaliation:** Allegations of officers issuing citations or charges or otherwise taking inappropriate action, in response to a prior grievance with the complainant.
- **Summarily Dismissed or Withdrawn by Complainant:** Complaints and allegations are summarily dismissed if they are not filed within the allowed timeframe, do not involve an Iowa City sworn police officer, or the complainant does not have "personal knowledge" as defined by the ordinance. On some occasions, complainants also withdraw complaints by their own accord before the complaint is processed by the Police Chief or Board.
- **Traffic Stop without Probable Cause:** Allegations of officers making vehicle stops without a legitimate reason for the stop.
- **Unlawful Entry, Search, and/or Seizure:** Allegations of officers entering personal property, conducting an unreasonable or illegal search of private property, and/or seizure of personal property without reason.

- **Unprofessional Conduct:** Allegations in which officers act in a manner that is disparate from the professional behavioral expectations of a peace officer. Examples include swearing, inappropriate language, discourtesy, and rudeness.
- **Unwarranted Citation, Charge, or Arrest:** Allegations of an officer making issuing a citation or charge or making an arrest that is wrongful or without reason.

Appendix IV

Iowa City's 2021 State of Iowa Legislative Priorities

13.

Prepared by: Rachel Kilburg, Assistant to the City Manager, 410 E. Washington St., Iowa City, IA 52240 (319) 356-5014

Resolution No. 20-263

Resolution Establishing The City Of Iowa City's 2021 Legislative Priorities

Whereas, the Iowa City City Council seeks to encourage legislation that enhances the quality of life for residents in Iowa City as well as the State of Iowa; and

Whereas, the City of Iowa City and other cities play a critical role in the future of the State; and

Whereas, it is in the interest of the residents of Iowa City that the City Council establish legislative priorities and convey said priorities to our State delegation and other relevant stakeholders.

Now, therefore, be it resolved that the Iowa City City Council hereby outlines its legislative proposals to the Iowa City area legislative delegation for the 2021 Iowa State legislative session as follows:

Strategic plan objective: demonstrate leadership in climate action

Support for Climate Action Initiatives

Support initiatives and legislation that further the goals contained in Iowa City's Climate Action and Adaptation Plan and Accelerating Iowa City Climate Actions report. Iowa City encourages the State to adopt the 2021 International Energy Conservation Code and provide cities the ability to make local amendments. The City also encourages the state to initiate a statewide climate action plan and invest directly in environmental and ecological efforts that will support all Iowans.

Strategic plan objective: advance social justice, racial equity, and human rights

Support reform measures to reduce racial disparity in the criminal justice system and address systemic racism

In the state of Iowa, Black people and persons of color are a small percentage of the population but are significantly overrepresented in the criminal justice system. Discriminatory criminal justice policies and disparate enforcement outcomes should be addressed through uniform minimum implicit bias and cultural competency training requirements for law enforcement and decriminalization of small amounts of marijuana. Iowa City also supports the recommendations issued by the Governors FOCUS Committee on Criminal Justice Reform to promote unbiased policing, which include requiring and automating data collection on race/ethnicity from traffic stops and adopting a statutory ban on disparate treatment in law enforcement activities. Additionally, the City requests the State conduct a statewide review of community police review boards and corresponding legislative policies to ensure these bodies have adequate oversight powers.

Law enforcement agencies also need expanded legal avenues for addressing hate related acts. Currently, the State Hate Crimes provision, Iowa Code Chapter 729A, enhances the penalty for certain crimes when they are committed because of a person's race, color, religion, ancestry, national origin, political affiliation, sex, sexual orientation, age or disability, but harassment and

trespass with the intent to harass are not included as enhanceable offenses. Iowa City encourages the State to amend the existing Iowa hate crimes law to include harassment as an enhanceable offense.

Support crisis intervention efforts and provide adequate funding for localities to implement a mental health care continuum of services responsive to local need

Local law enforcement agencies are developing innovative solutions for preventing or improving the response to calls for service which involve individuals experiencing a behavioral health, substance abuse, housing, or other similar form of crisis. One strategy being explored locally involves law enforcement documenting information about the contact made with an individual in these types of incidents and sharing this information with licensed health care or social service providers. The goal of information sharing is to provide opportunity for referral or intervention and reduce the likelihood of the need for future police involvement. To ensure an effective response is not dampened by confidentiality concerns for the crisis victim's information, Iowa City supports confidentiality protections for reports by law enforcement regarding contact with a person experiencing a crisis that contain personally-identifiable information.

Additionally, Iowa City encourages the State to enhance and expand support for mental health care and intervention services to better treat those individuals who are at-risk for hospitalization or jailing. Specifically, the City supports lifting the moratorium on specialty courts and increasing funding through the Iowa Department of Corrections and Iowa Department of Justice for specialty courts, including the proposed Sixth Judicial District Civil Mental Health Court. Additionally, the State is encouraged to seek additional capacity for mental health care in Iowa, including investing in Assistive Outpatient Treatment (AOT) and increasing the reimbursement rates for mental health providers.

Strategic plan objective: invest in public infrastructure, facilities, and fiscal reserves

Ensure the continued funding of commercial & industrial property tax replacement payments

2013 property tax reform measures are placing significant financial pressures on cities across the state. Backfilling a portion of property tax revenue lost to local jurisdictions was an important component of the 2013 legislation and recognized the necessity of this revenue for local government operations. However, in recent years, state-level discussions of eliminating or phasing out the backfill payments has been a threat to Iowa cities' abilities to maintain basic service levels.

The Fiscal Year 2021 backfill payment to Iowa City is estimated to be approximately \$1.6 million. To demonstrate the magnitude of these payments, this equates to the annual personnel expenses for approximately 15 full-time firefighters. Cuts to such basic services would be necessary, in addition to raising property tax rates, to compensate for lost reimbursement revenue. Raising tax rates to compensate for reduced taxable value negates the intention of property tax reform. The City of Iowa City encourages the State to continue funding for commercial and industrial property tax backfill payments to cities and fulfill these reimbursements at the full amount.

Continue Resource Enhancement and Protection (REAP) funding

The REAP grant program has been critical for improvements and protection of Iowa City's natural resources, park areas, and open spaces. Although REAP has been authorized to receive \$20 million in funding until Fiscal Year 2021, the state legislature has historically appropriated less. In 2020, the REAP was appropriated \$12 million (approximately \$12.5 million including interest income). The City encourages the State to extend funding authorizations for REAP and increase the annual appropriation to ensure continued conservation of Iowa's natural resources.

Strategic plan objective: foster health neighborhoods and affordable housing throughout the city

Protect Home Rule authority for local governments

Local governments are uniquely positioned to respond to the needs and priorities of our residents and taxpayers. Cities innovate in response to local conditions and implement new ideas that can benefit the State as a whole, and more closely reflect the priorities of the public we serve. This includes local flexibility in local building codes, revenue options, and land use decisions and the preservation of cities' authority to restrict housing discrimination based on source of income.

Support University of Iowa Student Government (USG) proposal regarding rental property move-in checklists

During the 2020 Iowa legislative session, a bill (S.F. 2216) was introduced which would require landlords to provide and use an inventory checklist at the start and end of a tenancy and included a process for implementation. Important requirements which protect tenants against unfair withholdings of rental deposits are detailed in the bill, including a list of required items to be included on the checklist, a file retention period, and a requirement for landlords to provide a copy of this documentation to tenants. Iowa City registered in support of this proposal.

With University of Iowa students representing a significant portion of rental tenants in the Iowa City, the University's student government has advocated for these protections. Iowa City stands with USG in encouraging the State to pursue rental property move-in checklists.

Support legislation protecting the rights of manufactured housing residents

Recent sales of manufactured housing communities statewide and the resulting impact on those communities has led to discussions at both the state and local levels regarding how best to protect the rights of the families living in these communities. The City of Iowa City supports rights for the residents of manufactured housing which include: rent protections including a statewide cap on frequency and percentage of increases and lengthened notice periods for proposed increases, uniform good cause eviction statewide standards, fair fee regulations including standardized time frames for assessing late fees, and fair lease provisions and effective enforcement mechanisms to combat illegal provisions.

Additionally, when manufactured housing communities are put up for sale, residents should be offered first right of purchase and be protected from premature eviction during pursuit of local ownership. If displacement is forced as a last resort, the owners profiting from the sale of the park must be required to provide fair relocation assistance. The City also encourages the State

to consider a tax credit program which incentivizes the transfer/sale of land to residents of the community, allowing them to build equity, and protects against "bad-actor" ownership.

During the 2020 state legislative session, the City of Iowa City registered in support of H.F. 2351, which addressed many of these issues. Iowa City continues to support the protections for manufactured housing residents outlined in this bill and encourages the State to resurrect and adopt such legislation.

Promote equitable access and affordability of high-speed, broadband internet, including sustainable investment in cities' critical technological infrastructure

High-speed broadband is a driving force behind the local and state economy and is an indicator of quality of life alongside minimum basic needs such as clean water and maintained roadways. The COVID-19 pandemic has revealed many inequities in availability and affordability of high-speed broadband internet access in cities across Iowa. It is critical that Iowans of all income levels are on a level playing field when it comes to broadband access, speed, choice, and cost. This will require the State to pursue significant investments in and sustainable funding for critical infrastructure, such as fiber, and next-generation technology which will drive education, employment, and basic human services.

Iowa City encourages the State to take measures which will expand access to high-speed, affordable broadband in cities, specifically for low- and moderate-income Iowans in urban neighborhoods. Additionally, the City supports efforts which incentivize public-private partnerships and ensure reasonable local flexibility as communities work towards cost-effective, universal broadband access.

Strategic plan objective: promote an inclusive & resilient economy throughout the city

Support the continued excellence of the State's primary, secondary, and higher education institutions and advocate for additional education funding

Iowa's primary and secondary schools are fundamental drivers of the State's economic growth, standard of living, and future prosperity. Due to the COVID-19 pandemic, the decreased enrollment at primary and secondary schools would result in significant funding decreases based on the State's existing per pupil finance formula. It is essential for the success of the State and our local communities that support for our schools is a top priority in the State's budget and funding is responsive of COVID-19 impacts.

The City also encourages the State to expand access, affordability, and quality of early childhood education and care. Specifically, the City supports increased reimbursement rates for Child Care Assistance (CCA) providers, to ensure families with parents who wish to enter the workforce can find and afford quality child care

The University of Iowa plays a critical role in the supporting statewide economic, social, and cultural growth. It is important the State of Iowa provides the university the needed resources to ensure the university's continued ability to facilitate growth opportunities in varied sectors of the business community. Likewise, community colleges play an important role in ensuring the continued competitiveness and inclusivity of the state's economy. The City encourages the State

to carefully consider and support the legislative and financial priorities of the University of Iowa and Kirkwood Community College.

Continue use of federal funding to support residents and businesses in recovery from the COVID-19 pandemic

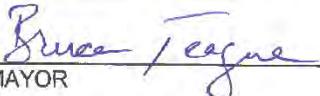
Cities across Iowa are experiencing severe economic impacts due to the COVID-19 pandemic. Even after aggressive spending cuts to operations and capital outlays, the revenue loss is of such magnitude that it limits cities' abilities to provide basic assistance to local businesses and residents in responding to the pandemic. Direct and flexible funding allocations to cities are essential to ensuring local needs are addressed adequately through locally viable and effective solutions. Iowa City encourages the State to continue investing available CARES Act dollars and other federal funding in local municipalities to support Iowa residents and businesses in recovering from the COVID-19 pandemic.

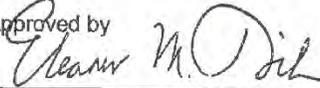
Strategic plan objective: strengthen community engagement and intergovernmental relations

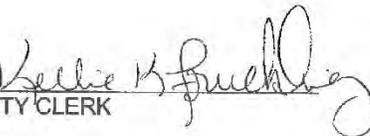
Support the legislative efforts of the Iowa League of Cities and the Metro Coalition

Iowa City, as a member of both organizations, supports the legislative priorities set forth by the Iowa League of Cities and by the Metropolitan Coalition for the 2021 session.

Passed and approved this 17th day of November, 2020.


MAYOR

Approved by

City Attorney's Office – 11/12/2020

ATTEST: 
CITY CLERK

Resolution No. 20-263
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It was moved by Weiner and seconded by Taylor the
Resolution be adopted, and upon roll call there were:

AYES:	NAYS:	ABSENT:	
<u>X</u>	<u> </u>	<u> </u>	Bergus
<u>X</u>	<u> </u>	<u> </u>	Mims
<u>X</u>	<u> </u>	<u> </u>	Salih
<u>X</u>	<u> </u>	<u> </u>	Taylor
<u>X</u>	<u> </u>	<u> </u>	Teague
<u>X</u>	<u> </u>	<u> </u>	Thomas
<u>X</u>	<u> </u>	<u> </u>	Weiner

Appendix V

Case Studies on Community Policing

The City Council adopted Resolution 20-159, which included the following:

*“By December 15, 2020, develop a preliminary plan to restructure the Iowa City Police Department (ICPD) towards community policing, including, but not limited to, reduction of the public’s reliance on police in non-violent situations through use of unarmed professionals, and **consideration of community policing initiatives in other cities, including, but not limited to: Minneapolis, MN, Camden, NJ, Los Angeles, CA, and San Francisco, CA.**”*

The following case studies explore only the commitments and actions since the date of George Floyd’s death on May 25, 2020, with the exception of Camden, NJ and Eugene, OR, which have previously implemented community policing programs that are of particular interest for this resolution item. Each of the following cities had implemented varying levels of community policing and police oversight measures prior to the period of time focused on in the following reviews. Additionally, these case studies focus only on changes made at the municipal level and does not expand into actions taken at a county or state level which may have resulted in additional changes for cities (San Francisco, CA is the exception since it is a consolidated city and county).

A. Minneapolis, Minnesota

In response to the death of George Floyd at the hands of Minneapolis police officers, a series of protests – which later launched a global movement -- began in the Minneapolis-St. Paul area. This included a three day stretch in which protests escalated into violence before reverting to peaceful demonstrations calling for action and change.

Minneapolis Quick Stats

Population: 429,606

Officers per 1,000 Residents: 2.00

City of Minneapolis Commitments

In June, the Minneapolis City Council passed a resolution which committed commencing a “yearlong process of community engagement, research, and structural change to create a transformative new model for cultivating safety in the community.”¹ The resolution also called for a focus on equity, truth, and reconciliation processes and established a Future of Community Safety Work Group comprised of staff from various city departments. The work group was tasked with the following:

- Report to council by July 24, 2020 with a set of preliminary recommendations for conducting an inclusive public engagement process for improving community safety.

¹ From Minneapolis City Council, [“Resolution Transforming Community Safety.”](#)

- Regularly report to council with recommendations for policy changes, investments, and partnerships which center a public health approach to community safety and support alternatives to policing.
- Explore options for potentially creating a new City Department of Community Safety.
- Recommend strategies to transition work of MPD to alternative, more appropriate responses and determine partnerships or investments that may be needed to do so.

Shortly after the protests began, nine City Councilors held a gathering in a public park where they informally pledged to dismantle and defund the Minneapolis Police Department. However, several news articles since this event have reported that some of these councilors have shifted their perspective about this pledge and/or have confusion about what it meant.

Actions and Implemented Changes

In early June, City Council approved the terms of a temporary restraining order with the State of Minnesota Department of Human Rights, which banned the use of chokeholds by police and requires officers to report and intervene when they see unauthorized use of force by another officer. The MPD already had a “duty to intervene” policy, but the city-mandated ban and intervention ruling are enforceable in court since they were done in conjunction with state agency. The new agreement also requires officers to radio their commander when a neck restraint or chokehold is taking place on scene and further requires authorization from a police chief or designated deputy chief to use crowd control like tear gas and rubber bullets.

Additionally, the MPD implemented a policy change which prohibits officers from reviewing body-worn camera footage before writing policing reports involving the use of force. Instead, officers must submit their initial reports for “critical incidents” without looking at body camera video. Other MPD policy changes included requiring officers involved in an incident with use of force to file their reports “as soon as practical” and denying officers the ability to speak to a union representative about incidents while still on the scene (they retain their right to speak to legal counsel and to talk to union representatives once back at headquarters).

In late June, the city council moved forward a proposal to put an amendment to the city charter on the November 3, 2020 ballot which would replace the police department with a Department of Community Safety and Violence Prevention.² However, such a proposal must first be reviewed and approved by the Charter Commission, and this body rejected the proposal for further study since they did not feel they had adequate time to review at that the proposed amendment did not meet several guidelines, including legal provisions and public input. Several council members have expressed their plan to push for this amendment to be included on the ballot in 2021.

In July, council passed a resolution declaring racism a public health emergency in the City of Minneapolis.³ The resolution called for actions to name, reverse, and repair harm done to BIPOC residents, including a review of City policies and procedures by the Racial Equity Community

² From Minneapolis City Council, [“Ordinance pertaining to the creation of a new Charter Department to provide for community safety and violence prevention, and the removal of the Police Department as a Charter Department.”](#)

³ From Minneapolis City Council, [“Resolution Declaring Racism a Public Health Emergency in the City of Minneapolis.”](#)

Advisory Commission; advocating for criminal justice reform measures; taking budget measures to improve services, support, and opportunity for the BIPOC community; improving workplace culture; and developing annual report with racially disaggregated data on the health of Minneapolis BIPOC residents, including recommendations for actions to eliminate disparities and overall health.

Councilors also voted to shift \$1.1 million from the MPD budget to the Office of Violence Prevention to fund an outreach initiative in which community members work as outreach workers on neighborhood-specific teams, facilitating informal mediation, non-physical conflict resolution, and de-escalation of potentially violent situations.

The MPD adopted additional policy changes in August including barring officers from shooting at moving vehicles (unless safety is an issue), requiring officers to provide explanations every time they unholster weapons, requiring officers to place anyone put into a hobble restraint on their side, and requiring officers to use the minimal amount of force necessary to gain compliance. The policy updates also included more explicit definitions of what constitutes resistance to police.

In August, the mayor of Minneapolis released a recommended budget for 2021, which included hiring a diverse class of 28 Community Service Officers, diverting staff from MPD to 311 to handle crime report-only calls, investing in accessible office space for the Office of Violence Prevention, and investing in equitable, affordable housing and BIPOC businesses. The Minneapolis city council is currently in the review and development phase of the budget process and is expected to adopt the 2021 budget in December 2020.

In September, the city council's Public Health & Safety Committee developed an outline for expansive community engagement on how to improve the public safety system in Minneapolis.⁴ The four-phased process is currently underway with council members gathering input from surveys and public forums. City staff will gather all the input together and report to the council members on the main takeaways in December, including a draft vision for consideration and adoption by council. This will be followed by additional opportunities for public input and feedback. The council plans to finalize recommendations for building a new public safety plan in midsummer, 2021.

Most recently, in October 2020, the Minneapolis city council approved a resolution establishing a truth and reconciliation process for the City of Minneapolis. The resolution creates a working group to explore and develop a recommended Truth & Reconciliation process and to provide a report back on the proposed truth and reconciliation process and commission framework to the Policy & Government Oversight Committee in January 2021. This initiative is being led by the Division of Race & Equity, in collaboration with several other city departments.⁵

⁴ From the City of Minneapolis, "[Office of Violence Prevention presents community engagement timeline for transforming public safety work.](#)" Sept. 29, 2020.

⁵ From Minneapolis City Council, "[Resolution Establishing a Truth and Reconciliation Process for the City of Minneapolis.](#)"

B. Camden, New Jersey

Nearly a decade prior to the national movement for police reform after the death of George Floyd, Camden, New Jersey had initiated their own policing overhaul. In 2013, the city of Camden was plagued by some of the highest crime rates in the country, including extremely high homicide rates and a thriving open-air drug market. The city wanted to combat these crime rates by putting more officers on the street but could not afford to based on the union contracts and also had an issue with internal corruption with existing officers.

Camden Quick Stats

Population: 73,562

Officers per 1,000 residents: 4.78

Policing Changes

As a solution, the Camden mayor and city council dissolved the city's police force and signed an agreement with the county to provide shared services. The new force was not unionized, so officers were paid much lower salaries and benefits and the city was able to afford more officers. The new police department was double the size of the old one. After the transition, Camden had about 53 officers for every 10,000 residents (comparatively, the national average at this time for cities roughly the same size as Camden was approximately 17 officers per 10,000 residents). A majority of the officers who were laid off in the transition were rehired, but each had to complete a 50-page application, retake psychological testing, and go through an interview process.⁶ According to the FBI UCR data, Camden had 4.8 sworn officers per 1,000 residents in 2019, compared to the national average of 2.8 for county agencies.⁷

All these additional officers were deployed to increase visibility in neighborhoods on foot patrol, bike patrol, and in cruisers. There was an emphasis on hosting more community events, with officers holding barbeques and hosting ice cream trucks and drive-in movies for the public. Additionally, new officers were required to knock on the doors of homes in the neighborhood they are assigned to, in order to introduce themselves and ask the neighbors what needs to be improved.

In addition to doubling patrol, all officers received de-escalation training and body-worn cameras and more cameras and devices to detect gunfire were installed throughout the city.⁸ The department also uses a mobile observation tower which extends 40 feet high and have equipped some police cruisers with license plate readers that alert officers if known offenders are nearby.⁹

⁶ From NPR, "[Former Chief of Reformed Camden, N.J., Force: Police Need 'consent of the People.'](#)" Doubek, James. June 8, 2020.

⁷ From FBI Uniform Crime Reporting Program, [2019 Crime in the U.S. Police Employee Data.](#)

⁸ From Bloomberg Businessweek, "[The City That Remade its Police Department.](#)" Holder, Sarah. June 4, 2020.

⁹ From Governing, "[Why Camden, N.J., the Murder Capital of the Country, Disbanded Its Police Force.](#)" Maciag, Mike. June 2014.

Results

Since 2014, excessive force complaints have dropped by approximately 95% and the city saw a steep decline in homicides.

However, following the city's shift in their approach to policing, various news reports revealed the increased police presence was uncomfortable for many residents as first. A report by the local New Jersey ACLU showed a significant increase in low-level arrests and summonses.¹⁰ In response to these concerns, the Police Chief announced measures would be taken to mitigate these outcomes, but research conducted for this case study was not able to uncover details on what those measures were.

Other news reports and criticisms from the New Jersey NAACP indicated that due to the changes in policing, more officers now live outside city limits and are not as representative of the community. Prior to the change, more than two-thirds of the department's officers were minorities and now minorities account for 43% of sworn officers and 95% of the city population.

Recent Changes

Following the death of George Floyd, protests in Camden were largely peaceful with officers marching with the community. However, the local Black Lives Matter group still issued a set of demands which included demilitarizing the police, removing officers from school districts, creating a civilian police review board, confronting and eliminating racial bias, and providing de-escalation. Research conducted for this case study did not uncover notable changes which resulted from these demands.

Recently, the police department engaged in a data-sharing initiative to create a screening tool to divert individuals who are frequently hospitalized and arrested away from the criminal justice system.

¹⁰ From the ACLU, "[Policing in Camden has Improved, but Concerns Remain.](#)" May 18, 2015.

C. Los Angeles, California

Los Angeles Quick Stats

Population: 3,979,576

Officers per 1,000 residents: 2.51

Following demonstrations by Los Angeles community members to demand law enforcement reforms, several initial commitments were issued.

On June 3, 2020, several Los Angeles city council members introduced a motion directing the Mayor and city staff to identify at least \$100 - \$150 million of cuts to the LAPD budget, for diversion to disadvantaged communities and communities of color.

That same day, the LAPD released a reform agenda which included expanding Community Safety Partnership (CSP) sites, working with the public to accurately reflect and candidly describe the history of the department for the public, a moratorium on new entries into the CalGang database, an expansion of the Juvenile Diversion Program, advocating for change to the City Charter regarding the discipline of officers, adopting a duty to intervene and report policy, support independent prosecution for officers who engage in misconduct, train more officers in crisis intervention training, train the entire department in de-escalation and crowd control, deliver training in procedural justice and implicit bias, review effectiveness of early warning system for problematic officer behavior in the Use of Force policy, identify additional oversight systems for officers who have exhibited patterns of high-risk behavior, improve the department webpage, and further analyze racial profiling data.¹¹

Later in June, the Ad Hoc Police Reform Committee passed the following motions:

- Develop an unarmed model of crisis response that would divert non-violent calls for service away from LAPD to the appropriate non-law enforcement agencies.
- Require independent oversight of an investigation into use of force by LAPD officers against protesters in George Floyd demonstrations.
- Request staff report on options to make it illegal to use the 911 emergency system to make a report, or cause a report to be made to law enforcement agencies, that an "emergency or threat" exists when the call is motivated/based on racial bias, and the caller knows that the report is false or frivolous.
- Equip all police officers with body-worn video cameras.
- Direct the LAPD to provide an overview of LAPD Special Orders related to the Use of Force (Special Order 4), Body Worn Video Cameras (Special Order 12) and Digital In-Car Video (Special Order 45) and related matters.
- Update use of force standards as related to the use of carotid holds.
- Analyze the LAPD's crowd control tactics and compliance with existing departmental policies and legal mandates during the recent civil unrest and related matters.

¹¹ From the L.A. Police Commission, "[Demands for Law Enforcement Reform.](#)" June 3, 2020.

- Investigate allegations of misconduct resulting from the LAPD's response to recent protests and report on what disciplinary actions will be imposed on any officers found to have used excessive force against protesters or otherwise violated LAPD policies.

Actions and Implemented Changes

In June, the Los Angeles city council adopted a resolution declaring racism a public health crisis and commitments to advancing diversity, equity, and inclusion in City operations and City hiring, recruitment, and retention.¹²

In July, the Los Angeles city council voted to reduce the LAPD budget by \$150 million, which was a cut of approximately 8% to the police's discretionary budget of \$1.86 billion. Most of this cut was to sworn officer overtime and the council's vote also reduced the authorized force of sworn officers by 2.5% (from 10,009 to 9,757 by 2021). From the budget cut, \$90 million is to be redirected to programs serving marginalized communities, \$10 million will go to a summer program promoting youth employment and workforce development, and the remaining \$50 million will go to reducing city worker furloughs and mid-year budget adjustments.¹³

The mayor also created a Community Safety Partnership Bureau within the LAPD to oversee and expand the existing community safety program which places officers in neighborhoods for several years to build relationships with the people they serve. The Bureau is led by a sworn deputy chief partnered with a civilian commander. Additionally, the Police Commission announced a ban on the carotid restraint control hold in both training and practice and directed permanent discontinuation of the CalGang database.¹⁴

Throughout September and October, the Los Angeles Board of Police Commissioners and the Advisory Committee on Building Trust and Equity held a series of five community forums to hear ideas and suggestions for police review. Staff also presented to city council a report on unarmed models of crisis response and the council voted unanimously to have a chief administrator develop an unarmed team to respond to nonviolent 911 calls in partnership with a nonprofit. The mayor later announced a joint city-county partnership to launch a pilot model for unarmed crisis response that will dispatch mental health workers to 911 calls for emergency assistance with nonviolent situations. The pilot is set to launch in early 2021 and examined for one year. Individuals in crisis will be transported to a location where they can be stabilized in a therapeutic van designed to meet their needs and accompanied by clinicians who can provide support and access to mental healthcare.

¹² From the L.A. City Council, "[Resolution Declaring Racism a Public Health Crisis.](#)"

¹³ From the City of Los Angeles, "[Memo on reducing LAPD budget to reinvest into disadvantaged communities and communities of color.](#)" June 19, 2020.

¹⁴ From the LAPD, "[Community Safety Partnership NR20151rc.](#)" July 27, 2020.

D. San Francisco, California

Note: San Francisco is a consolidated city and county, exercising the governmental powers of both a city (police department) and a county (sheriff's office) under California law. In San Francisco, the Police Chief is appointed by the Mayor and the Sheriff is an elected position.

San Francisco Quick Stats

Population: 881,549

Officers per 1,000 Residents: 2.56

Initial Commitments

Following the death of George Floyd, the mayor of San Francisco announced priorities for police reform in the City and County of San Francisco, which included:

- Directing the San Francisco Police Department (SFPD) to establish an explicit policy barring the use of military-grade weapons against unarmed civilians. This includes, but is not limited to, chemical weapons such as tear gas, bayonets, and tanks. This plan calls on SFPD to inventory and plan how to divest the Department of any such weapons currently in their possession by the end of 2021, and to create safeguards to disconnect the SFPD from federal grants for weapons of attack used against the community.
- Over the next year, developing a systematic response plan to improve direct connection to community-based or City service providers, such as the CAHOOTS model of crisis response or the Homeless Outreach Team or Street Medicine behavioral health professionals. This plan will also reduce the need for armed police interventions in our schools.
- Directing the Department of Human Resources, Department of Police Accountability, and SFPD to identify and screen for indicators of bias, improve training systems, improve data sharing across Departments, and strengthen the SFPD's Early Intervention System for use of force violations.
- Department of Human Resources auditing all SFPD and San Francisco Sheriff hiring and promotional exams to incorporate state-of-the-art testing for bias and potential for abuse of force. Moving forward, the SFPD and Police Commission will also strengthen the affirmative duty to act policy and tie any violation to transparent disciplinary action.
- Directing the Department of Police Accountability to expand their focus beyond individual instances of misconduct, using the Department's chartered authority to evaluate patterns and practice of bias within the SFPD.
- Divesting from law enforcement to support intentional investment of funds in programs and organizations that serve communities that have been systematically harmed by past City policies.

Actions and Implemented Changes

In early June, the SFPD announced they will stop the practice of releasing booking photos of suspects to the media or allowing officers to post them online, in an effort to stop perpetuating racial stereotypes. The only mugshots released will be limited to suspects who pose a threat to the public or if officers need help locating a suspect or at-risk person. The policy also requires approval from the police department's public relations team before photos or information on a

person who is arrested is released. The Police Commission also passed a resolution requiring the police department to put a large Black Lives Matter sign inside every district station to send the message that all members of the community are safe to trust the police for help without being prejudged based on the color of their skin.

In July, the Mayor unveiled a budget proposal to reduce the Police Budget by 6% over the next two years (mostly achieved through not filling vacant positions and reducing overtime expenditures) and redirect the funds to: 60% mental health, wellness, and homelessness initiatives in the Black community, 35% education, youth development, and economic opportunities, and 5% to develop a plan to replace officers with social workers as the main responders to noncriminal calls involving the homeless and mentally ill.

The San Francisco Human Rights Commission facilitated a community engagement process with members from the Black community on where to redistribute funds to from the SFPD budget, which included a citywide survey, comment accepted via e-mail, and 13 public input meetings. The HRC compiled a report in August of the public input findings.¹⁵ The HRC also released an implementation plan for diversion of police funding, which included defining goals and priorities based on public input in September, designing an RFP and benchmarks in October, releasing the proposal by November, and with all submissions received by December and review and selection (including public opportunity for input) before January 2021.

By August, Mayor announced the creation of a pilot program that will provide a team of non-law enforcement to respond to behavioral health emergencies in San Francisco. Each Street Crisis Response Team – a collaboration between the San Francisco Department of Public Health and the San Francisco Fire Department – will include a community paramedic from the San Francisco Fire Department, a behavioral health clinician, and a behavioral health peer from the Department of Public Health. The pilot program began being implemented in October with the new, unarmed, non-police teams are scheduled, at first, to take over police calls for code 800 – a broad, catch-all category the police describe as behavioral health report. The hope is that these teams can then expand into responding to welfare check calls for service. Other types of calls this team may be able to take over are still under discussion.¹⁶

Additionally, the SFPD created a new unit called the Community Liaison Unit which will serve as a liaison to San Francisco's diverse communities, including the Asian and Pacific Islander, African American, LGBTQ, Muslim, and Latino communities, communities with limited English proficiency, and older residents. The unit is a team of five officers and will regularly attend community meetings with an emphasis in getting to know the community well, building partnerships and establishing trust, provide educational information to the community to prevent individuals from becoming victims of crime and to encourage reporting, and coordinate presentations and connect with the community with nonprofit agencies and other resources that specifically address hate crimes and prejudice-based incidents.

¹⁵ From the San Francisco Human Rights Commission, "[Investment of Funds to Support the Black Community in San Francisco Input Status Update](#)," August 2020.

¹⁶ From NPR, "[Removing Cops from Behavioral Crisis Calls: 'We Need to Change the Model.'](#)" Westervelt, Eric. Oct. 19, 2020.

The final 2020 – 2021 budget was also adopted in October, which included the mayor’s previous proposals as well as redirects \$7 million funding to support youth and their families and teachers and schools and invests \$4 million in additional funding for ongoing equity programming for the community.

Finally, voters in San Francisco considered two measures on the November 3, 2020 ballot and both initiatives passed by a simple majority. Proposition D creates the Sheriff’s Department Oversight Board and the Sheriff’s Department Office of Inspector General and Proposition E removes the mandatory police staffing level from the city’s charter. The latter shifts evaluation of police staffing levels to a police commission and also ends a requirement that there are a specified number of full-duty sworn officers assigned to neighborhood policing and patrol.

E. Eugene, Oregon

Beginning in 1989, a Eugene non-profit teamed up with the local government to provide a unique solution for responding to crisis calls. This program, Crisis Assistance Helping Out on the Streets, or CAHOOTS has frequently surfaced in conversations taking place in cities across the country on police reform.

Eugene Quick Stats

Population: 172,622

Officers per 1,000 residents: 1.05

About CAHOOTS

CAHOOTS is administered by a nonprofit, the White Bird Clinic, and publicly funded by the Eugene municipal government. CAHOOTS has a van on duty 24 hours a day and another provides overlap coverage 7 hours a day. CAHOOTS calls come to Eugene's 911 system or the police non-emergency number and the dispatchers, who are trained to recognize non-violent situations with a behavioral health component, decide whether to route the calls to the police or to the CAHOOTS mental health professionals. The CAHOOTS team will respond, assess the situation, and provide immediate stabilization in case of urgent medical need, psychological crisis, assessment, information, referral, advocacy, and, when warranted, transportation to the next step in treatment. There are deliberate and strict limits to the degree and duration of intervention and CAHOOTS rules permit only a response to a present crisis, as opposed to something that involves plans and forward arrangements. These limits were honed over decades of operation, unique to the community needs and climate.¹⁷

CAHOOTS evolved out of a grassroots, non-profit initiative and still operates under a charter mirroring these roots. According to the organization's charter, no member can make more than 25% more than the lowest-paid employee's wage (CAHOOTS responders currently earn \$18 an hour, but members are pressing to raise this hourly wage to \$25). Since it is a consensus-based organization for all decision-making, staff members must persuade all their colleagues their jobs merit raises and then renegotiate contracts with local police department.

Results

In 2019, CAHOOTS handled 18,538 calls for service (the Eugene Police Department received 137,099).¹⁸ According to a report released by the EPD in August 2020 which provided an analysis of the CAHOOTS program, it was estimated after a full and comprehensive study of calls that CAHOOTS diversion rates are likely between ~5% to ~8% of all EPD calls for service. In 2019, CAHOOTS called for backup from the EPD in 311 instances and "CODE 3 Cover", or an immediate police emergency response with lights and sirens, was needed in ~8% of the backup calls. The report found that backup rates are higher in natures of calls that are traditionally dispatched to police, such as criminal trespass.¹⁹

¹⁷ From the *New York Review*, "[In Place of Police: The Oregon Experiment.](#)" Varagur, Krithika. Sept. 18, 2020.

¹⁸ From the Eugene Police Department, [CAHOOTS Information Page.](#)

¹⁹ From Eugene Police Department Crime Analysis Unit, "[CAHOOTS Program Analysis.](#)" Aug. 21, 2020.

Recent Actions and Implemented Changes

On May 29th and 30th, protests in Eugene related to the death of George Floyd escalated into incidents involving destruction to businesses and fires set in the streets. Following these events, several use of force complaints were reported. In response to the protests, several Eugene councilors released a statement committing to addressing systemic racism, directing the EPD Police Auditor to investigate the protest incidents and complaints, and revising the EPD's policy on the use of chokeholds.²⁰

In July, the Eugene City Council held two work sessions – one to review public safety funding and a second focused on police policies. The outcomes of these work sessions included:

- Eugene City Council voted to set up workshops and a committee with communities of color focused on changes in the way the police department operates. The workshops are focused on the police budget and the committee on policy.
- The council also voted to form an ad hoc committee made up of police, civilians and groups representing communities of color. The committee is designed to make recommendations to the City Council by January 31, 2020. The city manager will be asked to bring a funding strategy to the council to pay the committee members who will be paid \$15 per hour for meeting hours.

In November, this Police Policy Ad Hoc Committee asked for an extension to the original January 31st deadline until the end of March 2021. The committee also reported the four priority areas they intend to focus on are limiting the use of force, hiring and training officers, creating community oversight, and requiring body-worn cameras.

²⁰ From the Eugene Mayor's Office, "[Statement from Eugene City Councilors Evans, Pryor, Semple, Syrett, Yeh and Zelenka and Mayor Vinis regarding Black Lives Matter.](#)" June 22, 2020.