

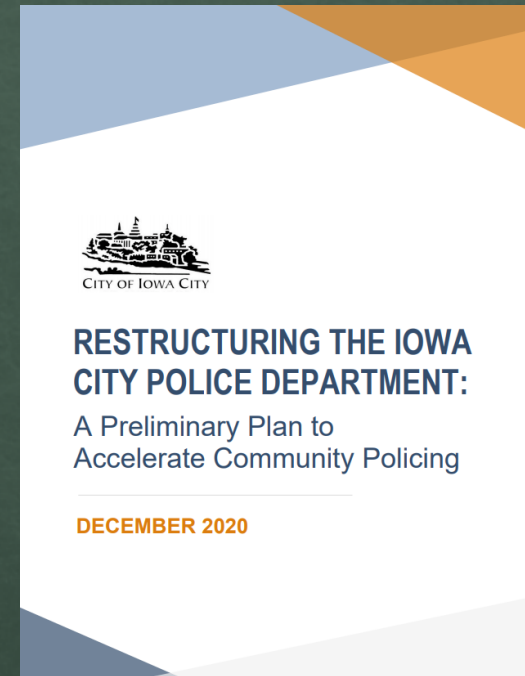
Restructuring the Iowa
City Police
Department:
A Preliminary Plan to
Accelerate Community
Policing

City Council Work
Session

December 15, 2020

Preliminary Plan Overview

- ◆ Iowa City Police Department Structure
- ◆ Statistical Overview
- ◆ Recent Community Policing Initiatives
- ◆ Restructuring:
 - ◆ Crisis Calls
 - ◆ Unbiased Policing
 - ◆ Policing Forward
- ◆ Funding Considerations
- ◆ Final Recommendations
- ◆ Appendices



www.icgov.org/preliminaryplan

Iowa City
Police
Department
Mission
Statement

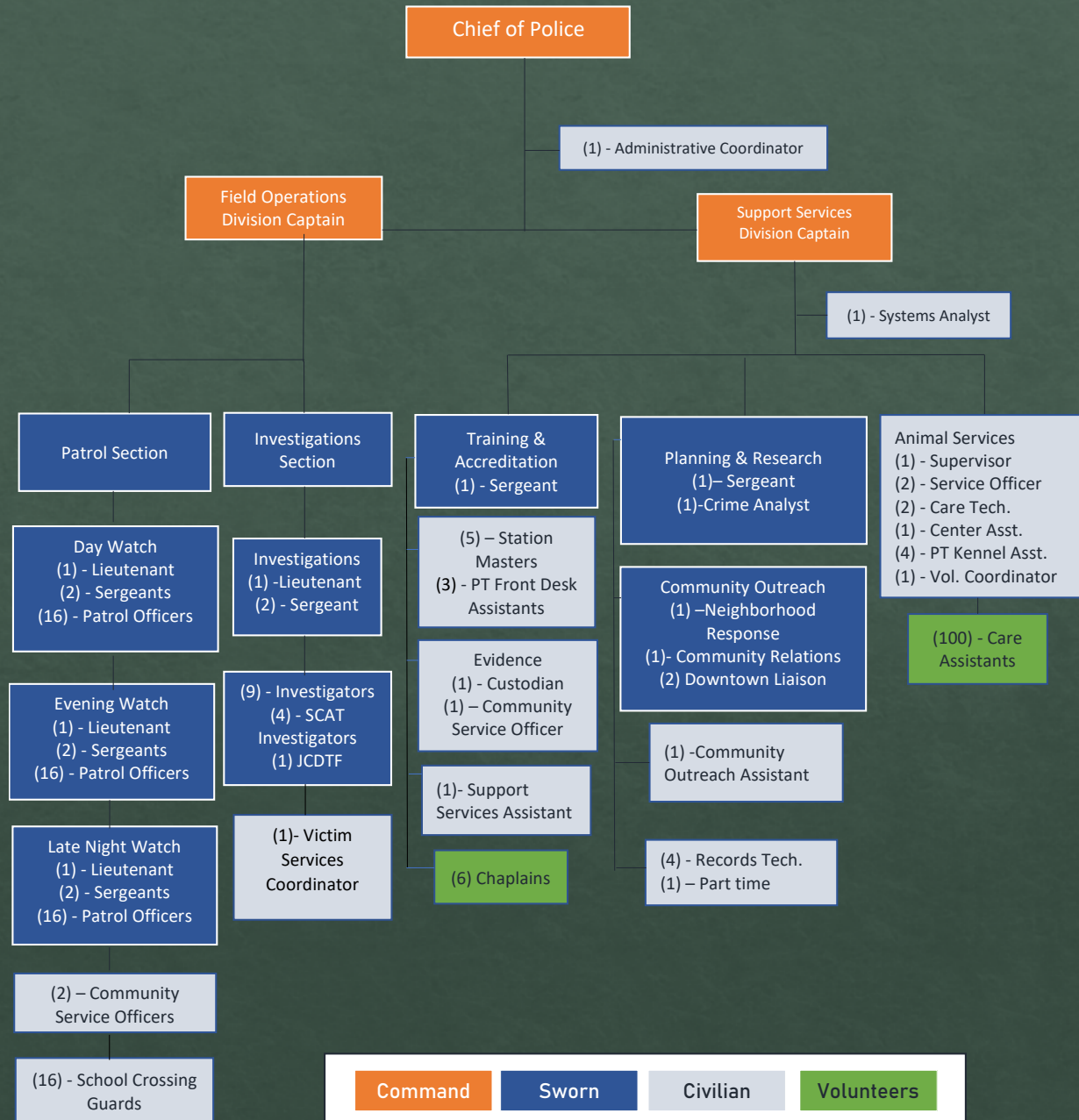
*To work in partnership with the
community, enhance trust, protect with
courage and compassion, and empower
victims of crime through excellence in
service*

Organization Chart

109.26 permanent positions

◆ 84 sworn positions
(including supervisory staff)

◆ 25.26 civilian positions



Department Staffing and Budget History

	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 85 th position was temporarily authorized to support a grant funded position. Overall budget authority remained at 84. Due to the 85 th 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.

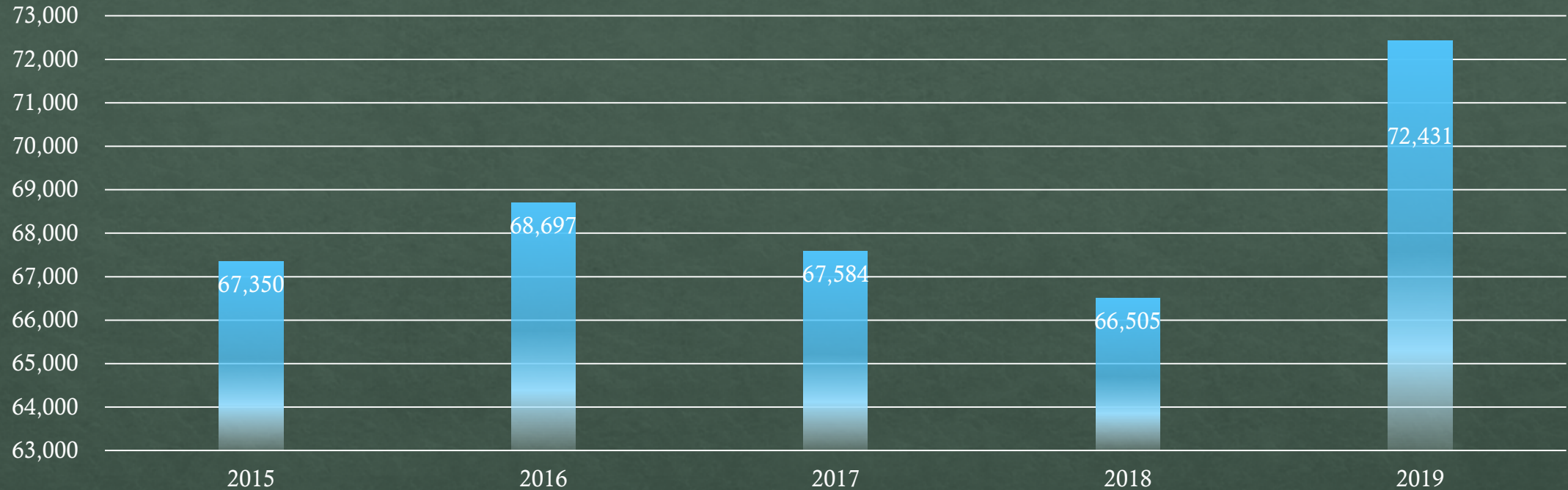
Sworn Staffing Comparisons (Per 1,000 Residents)

- ◆ Iowa City Police Department has **1.12** sworn positions per 1,000 residents
- ◆ United States average is **2.3**
- ◆ Midwestern cities with population between 50,000-99,999 is **1.5**
- ◆ Four larger cities in Iowa range between **1.52-1.66**
- ◆ Big Ten communities average is **1.48**

FY 2011 – FY 2021 Department Budget

- ◆ Average annual growth has been 3.6%
- ◆ Consistently 23.88% to 25.65% of total General Fund budget since 2012
- ◆ Increase is consistent with natural growth in experienced in other departments. Growth largely attributable to wages, health insurance, state pension system payments and inflationary growth in supplies
- ◆ One-time expenses account for some growth and include past budgeted items such as deer sharpshooting, vehicle purchases, and consulting studies

Total Calls for Service



Approximately 54% of Calls for Service are initiated by the public

Most officer initiated Calls for Service fall into Traffic, Compliance and Community Policing categories

10% of Calls of Service result in arrest or citation

Group A Crime

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	84	100	92	+6%
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%

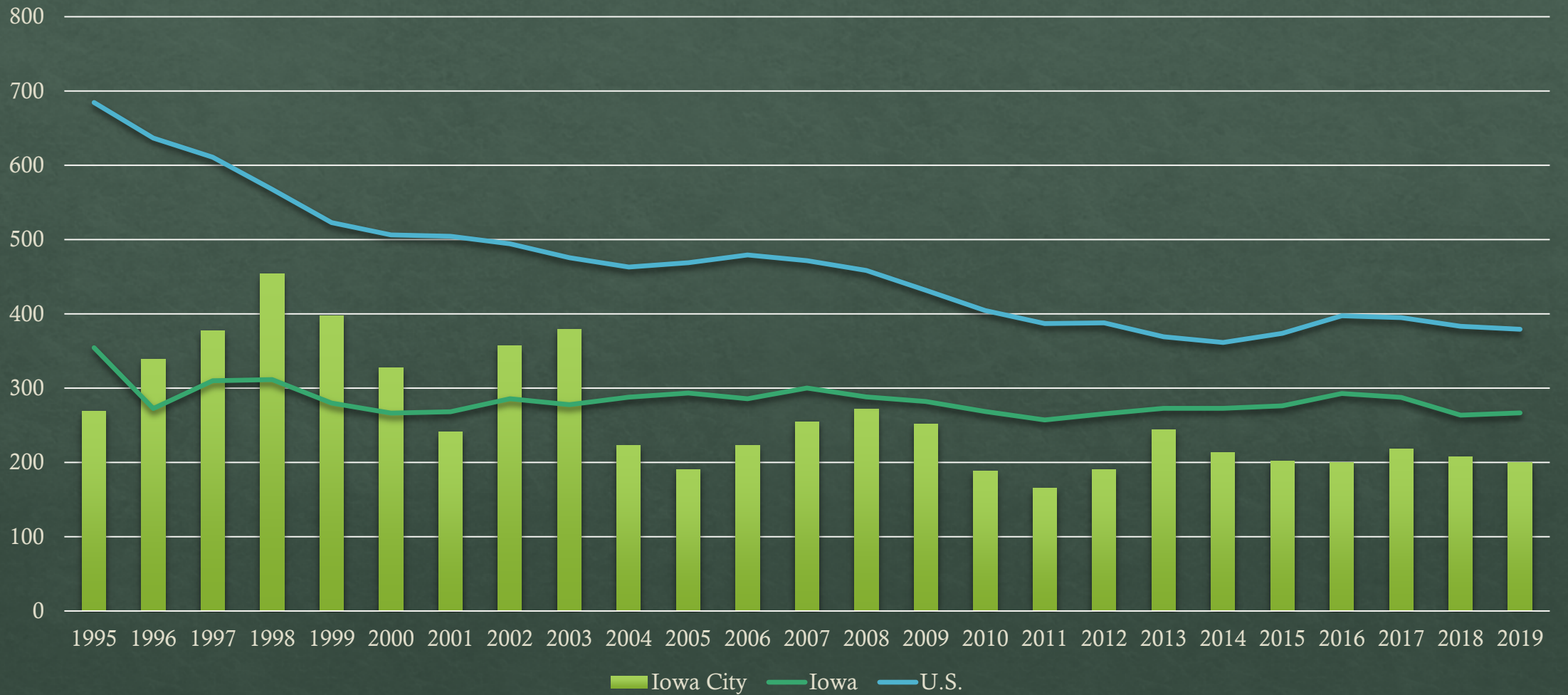
◇ 2019 Shots Fired Calls

- 15 Incidents
- 56 Rounds Fired
- 5 Individuals Injured

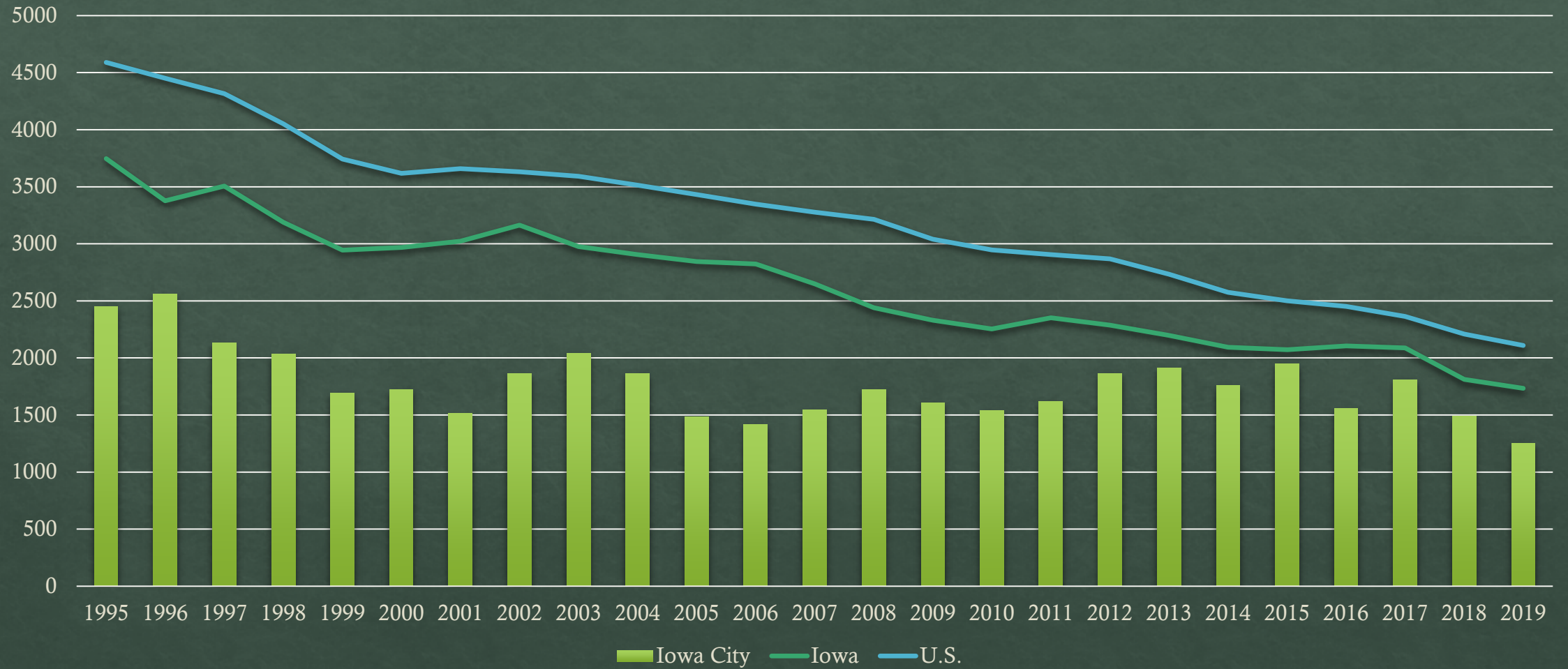
◇ 2020 Shots Fired Calls (12/6/20)

- 56 Incidents
- 301 Rounds Fired
- 16 Individuals Injured

Violent Crime Rates (1995 – 2019)



Property Crime Rates (1995-2019)



Use of Force

	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 was approximately .32%.

- Monthly Use of Force Reports are provided to the Community Police Review Board. Reports were enhanced in 2020 to include race, mental health and other important information
- Use of Force incidents do not always involve physical altercations with a member of the public.

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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Community Police Review Board

- ❖ October 2020 Report on 23-Year History of the CPRB
 - ❖ 119 Complaints
 - ❖ CPRB 'Sustained' Allegation(s) in 16 of the Complaints
 - ❖ CPRB and Police Chief Reached Same Disposition in 111 Complaints (93%)

Recent Community Policing Initiatives

Focused Positions

- ◇ Downtown Liaison Officers
- ◇ Neighborhood Response Officers
- ◇ Community Outreach Assistant
- ◇ Victim Services Coordinator

Diversion Efforts

- ◇ Juvenile Disorderly Conduct
- ◇ Juvenile Theft
- ◇ BULBS

Supportive Services (Data Driven Justice)

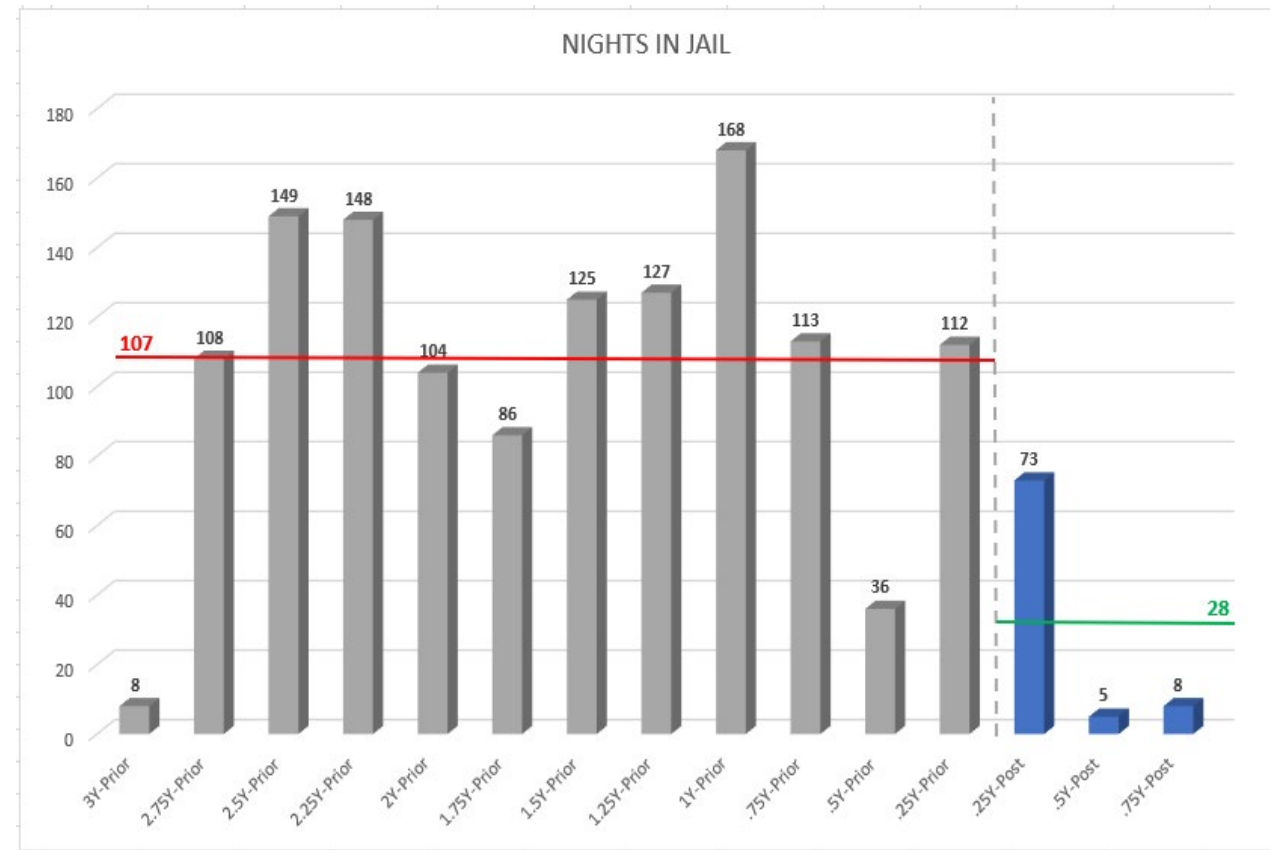
- ◇ Cross Park Place
- ◇ GuideLink Center
- ◇ Victim Support

Targeted Outreach

- ◇ Special Needs Population
- ◇ Mental Health
- ◇ LGBTQ+

Case Study: Homeless Services Partnerships

- ◆ Considerable Police Effort to Plan and Evaluate Cross Park Place Housing First Project
- ◆ Night in Jail Reduced from 3-Year Average of 107 to 28
- ◆ From 2016 to 2019 Homeless-Related Calls for Service Dropped from 450 to 300
- ◆ In 2016 5% of Homeless-Related Calls for Service Ended in Arrest or Citation. That Number Dropped to 1% in 2019.



Looking Ahead

- ◆ 36 Preliminary Plan Recommendations
 - ◆ A Continuum of Response to Crisis Calls
 - ◆ A Commitment to Unbiased Policing
 - ◆ Policing Forward
- ◆ Community Review and Comment

Outcome Oriented: A Continuum of Responses to Crisis Calls



Prevent

Crisis Calls for Service Continuum

No Response Non Police Response Police Assisted Response Police Primary Response



Prevent



Divert



Co-Respond



Stabilize
& Connect

1 MAXIMIZE OPPORTUNITIES

3 MINIMIZE OCCURRENCES



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*

Divert

Crisis Calls for Service Continuum

No Response Non Police Response Police Assisted Response Police Primary Response



Prevent



Divert



Co-Respond



Stabilize
& Connect

1 MAXIMIZE OPPORTUNITIES

3 MINIMIZE OCCURRENCES



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*

Divert

Crisis Calls for Service Continuum

No Response Non Police Response Police Assisted Response Police Primary Response



Prevent



Divert



Co-Respond



Stabilize
& Connect

1 MAXIMIZE OPPORTUNITIES

3 MINIMIZE OCCURRENCES



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*

Co-Respond

Crisis Calls for Service Continuum

No Response Non Police Response Police Assisted Response Police Primary Response



Prevent



Divert



Co-Respond



Stabilize
& Connect

1 2
MAXIMIZE OPPORTUNITIES

3 4
MINIMIZE OCCURRENCES



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.*

Stabilize & Connect

Crisis Calls for Service Continuum

No Response Non Police Response Police Assisted Response Police Primary Response



Prevent



Divert



Co-Respond



Stabilize
& Connect

1 MAXIMIZE OPPORTUNITIES

3 MINIMIZE OCCURRENCES



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.*

Stabilize & Connect

Crisis Calls for Service Continuum

No Response Non Police Response Police Assisted Response Police Primary Response



Prevent



Divert



Co-Respond



Stabilize
& Connect

1 2
MAXIMIZE OPPORTUNITIES

3 4
MINIMIZE OCCURRENCES



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.*

Outcome Oriented: A Commitment to Unbiased Policing

Department Training

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*

Outcome Oriented: A Commitment to Unbiased Policing

City Code and Departmental Policy Changes

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 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.*
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.*

Outcome Oriented: A Commitment to Unbiased Policing

City Code and Departmental Policy Changes

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.*

Outcome Oriented: A Commitment to Unbiased Policing

Renewed Support for the CPRB and Human Rights Commission

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.*

Outcome Oriented: A Commitment to Unbiased Policing

City Advocacy

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 and initiate a public service campaign to build awareness of this phenomenon and eliminate race-based calls.*
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

Employee Recruitment, Wellness and Community Service

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*

Outcome Oriented: Policing Forward

Employee Recruitment, Wellness and Community Service

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*

Outcome Oriented: Policing Forward

Public Data and Communications

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*

Outcome Oriented: Policing Forward

Public Data and Communications

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"*

FY 2022 Budget Proposal

- ◇ Key elements of Preliminary Plan are funded from existing resources
 - ◇ Homeless Outreach Position Partnership with Shelter House
 - ◇ Co-Responder Position Partnership with CommUnity and Foundation 2
 - ◇ Civilian Outreach Staff Focused on Immigrant and Refugee Population
 - ◇ Civilian Public Safety Communication Specialist Position Outside of Police Department
- ◇ Continued Investment in Data Driven Justice Efforts to Bolster Plan Implementation
- ◇ No New Fees or Taxes Proposed

- ◇ Community Police Review Board and Human Rights Commission
 - ◇ Social Service Community
 - ◇ Neighborhood Associations and Community Groups
 - ◇ Police Department Staff
 - ◇ General Public
-
- ◇ Visit www.icgov.org/preliminaryplan
 - ◇ Email comments to PolicePlan@iowa-city.org

Community Input