



MISSION STATEMENT AND DEPARTMENT GOALS AND OBJECTIVES

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INDEX AS

Annual Objectives
 Department Goals
 Goals and Objectives of Iowa City Department
 Mission Statement
 Organizational Values

PURPOSE

The purpose of this order is to establish the mission statement, organization values, and goals of the Iowa City Police Department and to outline the policies and procedures for the development of annual objectives for the Department.

This order consists of the following numbered sections:

- I. Mission Statement – Iowa City Police Department
- II. Iowa City Police Department Motto
- III. Iowa City Police Department Vision Statement
- IV. Organizational Values
- V. Goals of the Iowa City Police Department
- VI. Department Annual Objectives

I. MISSION STATEMENT – IOWA CITY POLICE DEPARTMENT

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

II. IOWA CITY POLICE DEPARTMENT MOTTO

Excellence in Service

III. IOWA CITY POLICE DEPARTMENT VISION STATEMENT

A safe and peaceful community full of culture, diversity, and respect, supported by an inclusive, compassionate and collaborative policing philosophy.

IV. ORGANIZATIONAL VALUES

- A. A respect for oneself and others is essential to the attainment of the Department's organizational goals.
 - 1. Each of us has a valuable contribution to make to the community.
 - 2. Each of us has differing values, skills, needs, and potential that the organization should recognize and respect.
 - 3. Each of us should respect the differing points of view and concerns of others.
- B. Each employee is accountable to all other employees for individual organizational actions and performances.
- C. In order to achieve the Department's goals, each employee must continually strive to exhibit organizationally expected behavior.
- D. The achievement of the organizational goal and the health of the Department are dependent upon recognition of employee needs for growth and development.
- E. The organization places high value on a situational management style.
 - 1. A situational management style makes use of a wide range of problem-solving methods.
 - 2. A situational management style allows managers to select the most appropriate method of achieving both long-term and short-term objectives.
 - 3. It is the organization's responsibility to assist employees in developing skills and practicing situational management.
- F. Innovation and risk-taking are supported and encouraged in the achievement of the organizational goal.

- G. Decision-making should be at the lowest appropriate level, and individuals must be willing to accept personal responsibility and organizational accountability for their decisions.
- H. Shared organizational success is borne of organizational trust, healthy competition, teamwork, and open communication at all levels of the organization.

V. GOALS OF THE IOWA CITY POLICE DEPARTMENT

A. PREVENTION OF CRIME

The Police Department is responsible for generating understanding about the nature and extent of crime and encouraging public support for crime prevention.

B. DETERRENTS OF CRIME

Crimes can be deterred by proactive police and an involved citizenry. The Police Department is responsible for deploying forces to deter crime and to inspire confidence in its ability to promote a peaceful and crime free environment.

C. APPREHENSION OF OFFENDERS

Once a crime has been committed, it is the duty of the Police Department to initiate the criminal justice process:

1. Identify and apprehend the offender
2. Obtain necessary evidence
3. Cooperate in prosecuting the case
4. Use force that is reasonable, necessary, and legal to effectively bring an incident under control.

D. RECOVERY AND RETURN OF PROPERTY

The Police Department shall attempt to recover lost and/or stolen property, to identify its owners and to ensure its prompt return.

E. TRAFFIC SERVICES

The Police Department shall enforce traffic laws, investigate accidents, and direct the safe movement of motor vehicles, bicyclists, and pedestrians.

F. PUBLIC SERVICE

The public relies upon the policies, assistance and advice of the Police Department in routine and emergency situations. The Police Department shall respond to calls for service, aid or advice as necessary and/or possible.

G. USE OF PERSONNEL

The Police Department shall develop personnel capable of providing the public with professional law enforcement.

H. USE OF RESOURCES

The Police Department shall develop annual objectives which make efficient and effective use of its resources and plan for the future public safety needs of the community.

I. INTERDEPARTMENTAL COOPERATION

The Police Department shall continue to seek cooperative working relationships with other departments and agencies promoting public safety.

VI. DEPARTMENT ANNUAL OBJECTIVES

A. POLICY

1. It shall be the policy of the Iowa City Police Department to develop annual objectives for the Department; Field Operations Division and its sections and units; and, Support Services Division and its sections and units.
2. The basis for developing annual objectives will be the Department Goals; direction from the City Council and City Manager through policy directives, budget development and authorized budget; and, the participation of Department personnel.
3. It is expected that all supervisory personnel will participate in the process of developing unit, section, division and department annual objectives. All Department personnel will be encouraged and will be given an opportunity to participate in the process of developing annual objectives.

B. FORMULATION OF DEPARTMENT/DIVISION OBJECTIVES

1. Role of Executive Staff - As the first step in the process of formulating Department and Division Objectives, the Chief of Police and Division Commanders will perform the following tasks:
 - a] Review Annual Reports of Progress Toward Objective Attainment for the Department Objectives, Field Operations Division Objectives and Support Services Division Objectives.
 - b] Identify areas for new and/or repeat objectives.
 - c] Develop a list of draft objectives for the Department and Divisions.
2. Employee Review and Comment - The draft Department and Division Objectives will be distributed to all section and unit supervisors. The supervisors will be responsible for providing the forum for review of these draft objectives by all personnel and for written comment by all personnel, if they so desire.
 - a] The Supervisory and Command Staff will meet to review and discuss the draft objectives and any employee comment. The end result of this meeting will be the development of a list of recommended annual objectives for the Department, Field Operations Division and Support Services Division.

- b] The Chief of Police will review the recommended list of annual objectives for consistency with City Council goals and policy direction and Department goals and objectives. If acceptable, the Chief will approve them for publication and distribution.

C. FORMULATION OF SECTION/UNIT OBJECTIVES

1. The Division Commander will meet with each respective section/unit supervisor(s) to perform the following tasks:
 - a] Review the appropriate Annual Report on Progress Toward Objective Attainment for that unit or section.
 - b] Identify a list of new and/or repeat objectives for the unit or section.
2. The draft list of annual unit or section objectives will be distributed to the affected section/unit personnel for their review and comment. The supervisor is encouraged to conduct a special meeting with his personnel to discuss the draft objectives and to develop a list of recommended annual objectives for their unit or section.
3. The unit or section objectives will be reviewed by the Division Commander and Chief of Police. If approved by the Chief of Police, the unit or section objectives will be published and distributed to the appropriate section/unit annual objectives will be made available to any member of the Department.

D. ANNUAL REPORTS ON PROGRESS TOWARD OBJECTIVE ATTAINMENT

1. As detailed below, supervisory and command personnel will be responsible for preparing a written evaluation of the progress made by their unit, section, and/or division toward the attainment of their annual objectives. These reports will be directed to the Chief of Police through the chain of command.
2. Responsibility for Report Submission

	<u>Report on Objectives</u>	<u>Staff Member(s)</u>
a]	Department	Chief of Police & Executive Staff
b]	Field Operations	Commander, Field Operations
c]	Support Services	Commander, Admin. Services
d]	Patrol	Patrol Commanders
e]	Investigation/Youth	Investigations Commander
f]	Planning & Research	Planning & Research Commander
g]	Records	Records Supervisor
h]	Animal Control	Animal Shelter Supervisor

E. TIME FRAMES/DUE DATES

1. Annual Reports on Progress Toward Objective Attainment – Due: July 15
2. Formulation of Department/Division Objectives – Due: May 15
3. Formulation of Section/Unit Objectives – Due: June 15

Jody Matherly, Chief of Police

WARNING

This directive is for departmental use only and does not apply in any criminal or civil proceeding. The department policy should not be construed as a creation of a higher legal standard of safety or care in an evidentiary sense with respect to third-party claims. Violations of this directive will only form the basis for departmental administrative sanctions.