



AGENDA
CITY OF CEDAR FALLS, IOWA
STANDING COMMITTEE MEETING
TUESDAY, JUNE 20, 2023
5:20 PM AT CITY HALL, 220 CLAY STREET

Committee meetings will begin at the time noted above with succeeding Committee meetings starting immediately following the conclusion of the previous meeting. Time periods for individual topics represent an estimate and is based on the time of completion of the previous Committee topic.

Call to Order

Roll Call

Committee of the Whole

1. Youth Commission Presentation.
(15 Minutes, Mr. Keegan Herzmann and Mayor Rob Green)
2. Longevity of Board and Commission Members.
(25 Minutes, City Attorney Kevin Rogers)

Public Safety Committee

1. Public Safety Update.
(50 Minutes, Public Safety Director Craig Berte)

Adjournment

CEDAR FALLS YOUTH COMMISSION

By: Keegan Herzmann

BENEFITS OF A YOUTH COMMISSION

- Helps to grow future leaders
- This is designed to let elected officials know what the youth think
- Supports the growth of the city
- Promotes volunteerism and give back to the community
- Introduces youth to government early on
- Youth members gain confidence

LOCAL YOUTH COMMISSION EXAMPLES

- Des Moines Youth Commission coordinates with City departments and boards about items that affect the youth; they work with other local agencies if need be to help deliver services to the youth. They host free talk events ranging from Mental Health to the climate and environment
- Clinton Mayor's Youth Commission goal is to get youth involved in city government and processes

LOCAL YOUTH COMMISSION EXAMPLES

- Sioux City Iowa Mayor's Youth Commissions their goal is to work with the City Council to help provide and solves issues affecting their youth. They try to provide opportunities for youth to volunteer in the community as a way to give back and to learn new skills.
- Waterloo Youth City Council has members from all 4 schools, their purpose is to create goals and have young people think critically and help create a better future.

YOUTH COMMISSION EXAMPLES OUT OF STATE

- Milwaukee WI Youth Commission works to serve and advance youth interests in the area
- Rochester MN (ROYC) meets monthly to hear about community issues that impact the youth and they work with local agencies to work on projects that help support mental health, the environment, community engagement

MY RECOMMENDATION

I would recommend that the Cedar Falls City Council pass an ordinance to create a Youth Commission. I propose that this Youth Commission should meet once a month. This commission will advise the Mayor and the City Council on issues that affect the youth population of Cedar Falls. The end goal would to have the Youth Commission to collaborate with the City Council and local agencies to provide community involvement and engagement with the youth of Cedar Falls.

RECOMMENDATIONS

My recommendation would be to have two youth from each ward on the commission; with one youth from grades 7-9 and one youth from 10-12. It would be beneficial to have 2 year term and able to serve 2 consecutive terms, so that once youth start something they can see it through to the end.

I would recommend that interested and qualified youth fill out and submit an application along with 2 letters of recommendation.

RECOMMENDATION

Item 1.

Based on research of other Youth Commissions there should be at 5 adults. Adults should be appointed by the Mayor, with 1 adult being appointed by the Youth Commission. All recommendations should be approved City Council.

Place	# of Students	Election / Appointment process	Student Ages	Organizational Name	Meeting Frequency	Term Length	What they do
Gwinnet County GA	30	Write a essay and submit a application	Freshmen to Senior	Gwinnett County Youth Commission	once a month	1 Year	They focus on leadership and do some services projects
Newton MA	9 Students and advisory board	Appointed by the mayor	8th-12th	City of Newton Youth Commission	once a month	Commission terms are three year terms, with no more than two consecutive terms, Advisory Board terms are two year terms, with no more than three consecutive terms	They do a lot of leadership they also coordinate city wide programs and activities
Riverside, CA	1 person for each district	Elected by district	High School	Riverside County Youth Commission	Meet throughout the school year or as needed		Advise the board of supervisors about issues that face teens
Minnesota	4 different committees	Application	Middle and High Schoolers	Minnesota Youth Council (MYC)			Based on what the communities give them for feedback
Sioux IA	23	Application	9th-10th	Mayor's Youth Commission	once a month	January till december of their senior year provided they follow the code of conducts set	Explore communicate provide for the needs problems and issues facing the youth
Iowa	21		14-20 Year Olds	SIYAC	Quarterly meetings in person monthly zooms		Inform the governor on issues facing the youth
Clinton IA	11		7th grade to 1st year college	Mayor's Youth Commission	once a month	3 year terms max of 2 terms without a vacancy	Advises the city council
Des Moines IA	11-47	Application	14-18	youth advisory board	once a month	1 Year	Coordinates with city departments boards and commissions about things affecting them
San Francisco CA	17	Appointed	12-23	Youth Commission			advising the Board of Supervisors and the Mayor on policies and laws related to young people
Milwaukee WI	20		14-18	Milwaukee County Youth Commission	once a month		Serve and advance the interests of Milwaukee County youth
Rochester MN	30	Application	High School	Youth commission	once a month	Senior year or after depending if they go to college locally	Advocate for civil engagement
San Jose CA	11	Application	14-20	Youth commission	once a month		Advises the mayor and the city council concerning youth
Lexington MA	6	Appointed		Youth commission	once a month	3 years	programs to provide opportunities or to meet challenges and problems of youth in the town.
miami-dade county FL	1 person for each district	Full interview process	10th-12th	Youth commission			Advises the mayor and the city council concerning youth
Dallas TX	10		9th-12th	Youth commission			inspire Dallas youth to become lifelong leaders actively engaged in civic affairs, public policy, and advocacy.
San Mateo County CA	up to 27	application	13-21	Youth commission	once a month	Every school year	advisory commission to the San Mateo County Board of Supervisors
Oakland city CA	17	application	13-18	Oakland Youth	2 times a month	2 years	issues related to public safety, housing, civic
Tacoma WA	10	application	Middle and high schoolers	Mayor's Youth Commission of Tacoma			advice on policies, codes, plans, and practices through a youth-lens;
Elk Grove CA	10	Appointed by mayor approved by council	13-18	Youth commission	once a month	2 years	the Commission regularly reports back to the City Council with information and recommendations on topics related to youth.
Waterloo IA				Waterloo Youth City Council			

City of Cedar Falls

Boards & Commissions

Referral: Consideration of an ordinance regarding longevity of members on Boards & Commissions.

City of Cedar Falls Boards & Commissions

- There are currently no Cedar Falls ordinances governing the longevity of members serving on Boards & Commissions.
- No state law provision was found which dictates how many terms a City Board or Commission member may or must serve.
- Several larger cities impose term limits for Board and Commission members – usually two consecutive terms maximum.

City of Cedar Falls Boards & Commissions

Art & Culture Board

Board of Adjustment

Board of Appeals

Board of Electrical Appeals

Board of Mechanical Appeals

Board of Plumbing Appeals

Board of Rental Housing Appeals

Civil Service Commission

Community Center & Senior Services Board

Health Trust Fund Board

Historic Preservation Commission

Housing Commission

Human Rights Commission

Library Board of Trustees

Parks & Recreation Commission

Planning & Zoning Commission

Utilities Board of Trustees

Visitors & Tourism Board



City of Cedar Falls Boards & Commissions

- Code of Ordinances section 2-276: “Members of boards & commissions established by this Code are appointed by the mayor with the approval of the council.”
- In the various sections of the Code of Ordinances establishing the Boards & Commissions, this is repeated – appointed by Mayor with approval of Council.
- Also, Code of Ordinances Sec. 2-187(b)(5) grants the Mayor the power to appoint all members to City authorized boards and commissions, subject to Council approval.
- Reappointment of members for additional terms shall be at the discretion of the Mayor and Council. Code of Ordinances Sec. 2-276

City of Cedar Falls Boards & Commissions

- Under the Code of Ordinances, as now stated, the Mayor is the appointing authority for City Boards & Commissions. See Waddell v. Brooke, 684 NW2d 185 (Iowa 2004).
- The Council's authority to approve appointment does not make Council the appointing authority. LaPeters v. City of Cedar Rapids, 263 NW2d 734, 737 (Iowa 1978).
- The confirming body does not in any sense choose the appointee. Id
- However, term limits for Board or Commission members are allowed under Iowa law, if provided for by Ordinance.

City of Cedar Falls Boards & Commissions

Options:

1. Add term limits to existing Ordinances by way of amendment.
2. Remove the appointment power of the Mayor and instead vest it in the Council, with or without term limits, by way of amendments.

City of Cedar Falls Boards & Commissions

Option 1: Mayor remains the appointing power, but Ordinances would be amended to include term limits.

City of Cedar Falls Boards & Commissions

Option 2: Vest appointment power in the Council, with or without term limits.

- Iowa Code § 372.13(4): “Except as otherwise provided by State or City law, the Council may appoint City officers ... and prescribe their powers, duties, compensation and terms.”
- Ordinance establishing city administrative agencies must address, among other topics, “term of members.” Iowa Code § 392.1.
- Council has the authority to be the appointing authority for Boards & Commissions if it changes City law on the matter, and if the change complies with State law.
- Does State law allow Council to appoint members to the City’s Boards & Commissions?
 - ~ Yes for many, but not for all.

City of Cedar Falls Boards & Commissions

Breakdown of State Law – May Council Appoint?

Art & Culture Board – State law is silent, so yes.

Board of Adjustment – Council “shall provide for the appointment,” so yes.

Board of Appeals – State law is silent, so yes.

Board of Electrical Appeals – same.

Board of Mechanical Appeals – same.

Board of Plumbing Appeals – same.

Board of Rental Housing Appeals – same.

City of Cedar Falls Boards & Commissions

Breakdown of State Law – May Council Appoint? Cont'd

Civil Service Commission – Mayor must appoint. Iowa Code §400.1.

Community Center & Senior Services Board – State law is silent, so yes.

Health Trust Fund Board – This was an elected position when there was a City hospital; under the current arrangement State law is silent, so yes.

Historic Preservation Commission – State law is silent, so yes.

Housing Commission – Mayor must appoint. Iowa Code §403A.5.

Human Rights Commission – State law is silent, so yes.

City of Cedar Falls Boards & Commissions

Breakdown of State Law – May Council Appoint? Cont'd

Library Board of Trustees – Council establishes method of appointment by ordinance, and that is what Cedar Falls has done, but a change in this method is subject to the approval of the voters, i.e. a referendum. Iowa Code §392.5(3)(a).

Parks & Recreation Committee – Permanent Park Board statute rescinded in 1972, so yes.

Planning & Zoning Commission – Council shall appoint, so yes. Iowa Code §414.6.

Utilities Board of Trustees – Mayor must appoint. Iowa Code §388.3.

Visitors & Tourism Board – State law is silent, so yes.

City of Cedar Falls Boards & Commissions

Considerations if Option 1 is Chosen:

- Potentially lose institutional and subject matter expertise.
- Would require a larger pool of volunteers to fill the frequent vacancies.

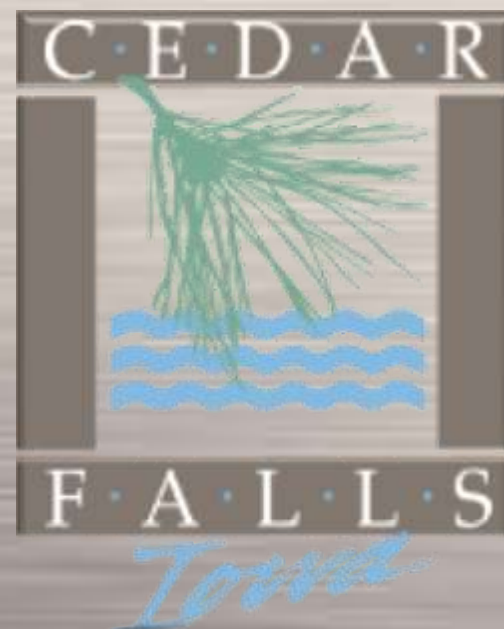
City of Cedar Falls Boards & Commissions

Considerations if Option 2 is Chosen

- Lack of Consistency in approach if some appointed by Mayor and some by Council.
- Consider exactly how Council would handle appointments administratively:
 - Process challenges
 - Open meetings
 - Staffing needs
- If Option 2 is chosen, term limits could still be imposed.

PUBLIC SAFETY

Department



PUBLIC SAFETY REVIEW

- **February 20th – Public Safety Committee Meeting**
- It was motioned by deBuhr and seconded by Dunn to have Public Safety provide an update on the Public Safety Special Report, with how Public Safety is performing on the mentioned Strategic Plan goals by August 15, 2023. The motion was put to vote. Aye: DeBuhr, Dunn, Ganfield, Kruse and Schultz; Nay: Harding and Sires.



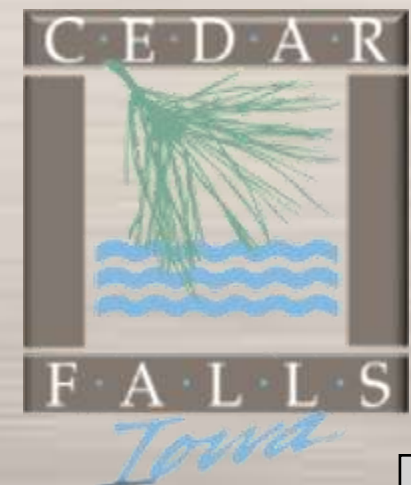
PUBLIC SAFETY REVIEW

- **2022 Activity:**
 - **Police**
 - 19,917 Calls
 - 2,300 Reportable crimes
 - 856 Arrests
 - **Fire**
 - 2,426 Calls
 - 1,509 Medical calls



PUBLIC SAFETY REVIEW

- **Department Personnel:**
- 75 Sworn Personnel
- **Police**
 - 49 Police Officers
 - Currently 4 vacancies / 1 retirement this fall
 - Medical leave, military leave
 - Operate 5-10% down on a regular basis.
- **Fire**
 - 26 Fire Fighters



PUBLIC SAFETY REVIEW

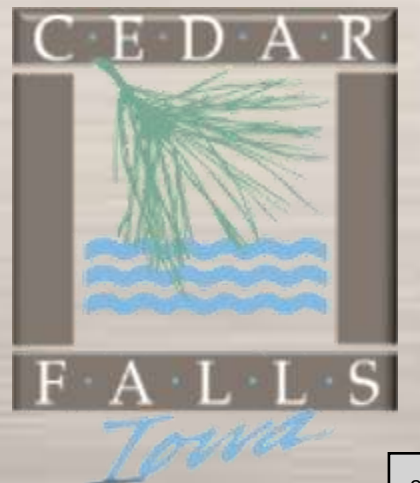
- **Public Safety Special Report 2021-2025:**
 - *Created to establish core values, along with recognizing department strengths, weaknesses, opportunities, challenges, and service gaps.*
 - *7 Goals and Objectives*



PUBLIC SAFETY REVIEW

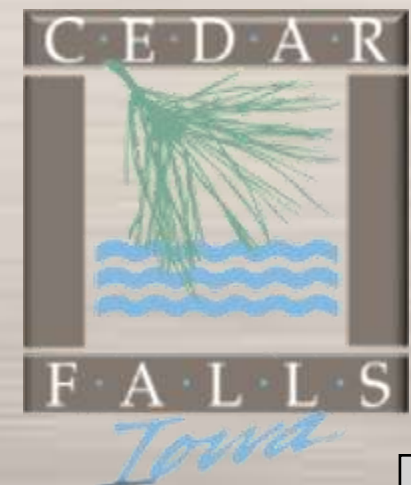
GOALS

1. Staffing
2. Departmental Practices
3. Training
4. Facilities
5. Equipment and Vehicles
6. Community Engagement
7. Officer Well-Being












PUBLIC SAFETY REVIEW

- **1. ACHIEVE OPTIMAL STAFFING:**
 - **1.1 Increase PSOs in the department / encourage promotions**
 - All new hired employees are crossed trained
 - Yearly goals at shift level encouraging leadership training
 - Current Fire Captain attending law enforcement academy
 - **1.2 Decrease Overall full-time staff count/Phase out non-PSO**
 - 73 of 75 employees are cross-trained
 - Currently only 1 Fire POC employee
 - Short term goal: is to test / recruit Fire POC this fall
 - Long term goal: add reservist / part time to fire staffing
 - Currently 9 Police POC / Reservist
 - Short term Goal: Recruit / test increase (15)



PUBLIC SAFETY REVIEW

CEDAR FALLS PUBLIC SAFETY OFFICER Training, Education, Experience, and Qualifications Matrix [CFD 5010.XX]

	FIELD OFFICER LEVEL				SUPERVISOR LEVEL				EXECUTIVE LEVEL		
	PSO-1 (Police Division)	PSO-2 (Police Division)	PSO-2 (Fire Division)	PSO-2 (Fire Division)	PSS-LT (Police Division)	PSS-CAPT (Police Division)	PSS-LT (Fire Division)	PSS-CAPT (Fire Division)	Police Chief	Fire Chief	Director of Public Safety
INSIGNIA DEVICE											
TYPICAL ROLES	Patrol Officer School Resource Officer Bike Patrol Team	Patrol Officer Field Training Officer Cell Forensics Officer Tri-County Drug Task Force Investigator K-9 Handler SWAT Team Member Armorer On-Call Firefighter (FFI)	On-Shift Firefighter Rental Inspector Fire Engineer Ice Rescue Team Water Rescue Team High Angle Rescue Team Haz-Mat Awareness & Ops FFI On-Call Police Officer	On-Shift Firefighter Rental Inspector Ladder Operator FF II Driver/Operator On-Call Police Officer	Shift Assistant Supervisor Support Services LT Training Officer Detective SWAT Team Leader On-Call Firefighter	Shift Supervisor Acting Police Chief On-Call Firefighter	Shift Assistant Supervisor Training Officer Instructor I Fire Officer I On-Call Police Officer	Shift Supervisor Acting Fire Chief Fire Officer II On-Call Police Officer	Assist. Public Safety Director E-911 Board Member Major Incident Commander	Assist. Public Safety Director Chief Medical Officer Major Incident Commander	County Emergency Management Commission Delegate Executive Management Team (EMT) for City of Cedar Falls Major Incident Commander
FORMAL EDUCATION	Associate's Degree (in any field) or 60 college credit semester hours Required; Bachelor's Degree strongly preferred				Bachelor's Degree (in any field) required; Master's Degree (in related field) preferred				Bachelor's Degree (in any field) required; Master's Degree (in related field) strongly preferred		
EXPERIENCE	N/A	PSO-2 after Fire Academy	N/A	5+ Years as PSO-1 or equivalent	5+ Years as PSO-2 or equivalent	5+ Years as PSS-LT or equivalent	4 Years Public Safety Experience with at least 2 years at Fire Division	6 Years Public Safety experience including fire and police, at least 2 years supervisor experience at	5+ Years Supervisory in Law Enforcement preferred	5+ Years Supervisory in Fire/Rescue preferred	5+ Years as a Police Chief or Fire Chief preferred
LAW ENFORCEMENT	Iowa Law Enforcement Academy (ILEA) or Equivalent				<Advanced school>	<Advanced school>	Fire Officer 1 required	Fire Officer 2 required	FBI Academy or equivalent and LEEDA FBI Trilogy		<Executive Level School>
FIREFIGHTING	Firefighter 1	Firefighter 1 required, Firefighter 2 preferred	Firefighter 1	Firefighter 2	Fire Officer 1 preferred	Fire Officer 2 preferred	Fire Officer 1 required	Fire Officer 2 required		National Fire Academy or equivalent	
EMERGENCY MEDICINE	EMR		EMR	EMR	EMR	EMR	EMT	EMT	EMR	EMT (Need not be current)	EMT-2 (Need not be current)
NIMS/ICS	IS-100 (Introduction to the Incident Command System) IS-700 (Introduction to the National Incident Management System) IS-200 (Basic ICS for Incident Response) IS-800 (Introduction to the National Response Framework)				ICS-300 (Intermediate ICS for Expanding incidents)				ICS-400 (Advanced ICS for Complex Incidents)		
ICS PROFICIENCY	N/A	INCIDENT COMMANDER - TYPE 5 INCIDENTS	N/A	INCIDENT COMMANDER - TYPE 5 INCIDENTS	INCIDENT COMMANDER - TYPE 4 INCIDENTS				INCIDENT COMMANDER - TYPE 3 INCIDENTS		
PHYSICAL FITNESS STANDARDS	1.5 Mile Run Push Ups Sit ups Based off age & gender COOPER TEST		Annual Fit Test Annual Fire Physical Biannual Confidence course								

NOTE: The above expectations may be modified on an individual basis to ensure operational readiness, at the discretion of Public Safety Department Leadership



PUBLIC SAFETY REVIEW

- **1. ACHIEVE OPTIMAL STAFFING: (Continued)**

- **1.2 Decrease Overall full-time staff count/Phase out non-PSO**

- Future need / discussion: Currently 1 School Resource Officer for 11 school buildings (since 1990s)

- **1.3 Departmental Diversity/targeted recruiting**

- Recruiting efforts: Colleges, Athletic Depts, fairs, advertising: radio / digital
- Meeting with HRC to create recruiting ideas
- Including DEI specialist in advertising efforts
- Participating / creating events inviting to all:
 - Fire truck and tent back at Sturgis Falls
 - Spring Open House at PS center/ National Night Out Open at PSC



PUBLIC SAFETY REVIEW

- **Goal 2: Improve Departmental Practices:**
 - **2.1 Increase readiness:**
 - Working directly with ISO
 - Adopting new practices in training and improving how the training is recorded
 - Vector Solutions
 - Continue to study, visit, and communicate with other similar programs throughout the country
 - Actively ensure we are using/training NIMMS/ICS
 - Fire scenes
 - Table-top exercises



PUBLIC SAFETY REVIEW

- **Goal 2: Improve Departmental Practices:**

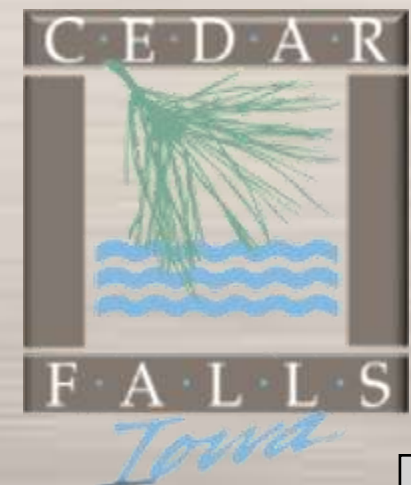
- **2.2 Strengthen Mutual Aid Agreements:**

- Becoming more present at area meetings: Regional COP group, 911 Executive Board, ICPA Conference, Consolidated Dispatch Board
- Tabletop Exercises - strengthen our mutual aid throughout Black Hawk County
- Reaching back out to surrounding communities to rebuild mutual aid agreements
- Invite to training held in CF: Fire Service Training Bureau Burn Trailer, ISO class, others
- We interact daily with our mutual aid partners during normal fire and police operations



PUBLIC SAFETY REVIEW

- **Goal 3: TRAIN/CERTIFY COMPREHENSIVELY:**
 - **3.1 Increasing department expertise:**
 - Advanced Certifications:
 - Firefighter 2, Fire Officer, Fire Instructor, Fire Engineer / Operator, ICS, (all take State of Iowa certification exams)
 - All captains attend Police Command School (FBI Academy, SPI, Northwestern) or Executive Fire Academy Courses
 - Instructor Core: Rebuild and increased opportunity
 - **3.2 Departmental Competencies in Citizen engagement:**
 - 80% of entire organization has been to CIT (Crisis/mental health intervention) - county goal is to train 100% of Black Hawk County law enforcement officers.
 - Mental Health calls continue to increase for police and medical – continual challenge
 - Yearly Bias training Including Implicit Bias training through Drake University in 2019
 - Continued/ more engagement with HRC to help with training on interactions with minorities and LGBTQ



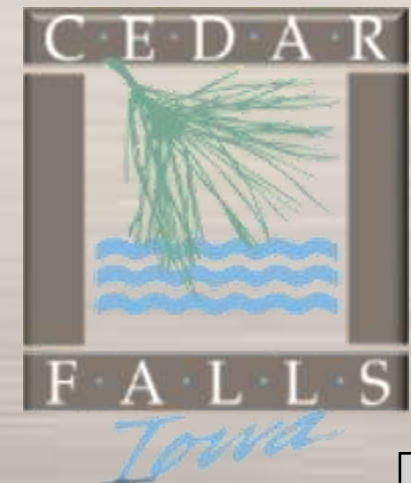
PUBLIC SAFETY REVIEW

- **Goal 3: TRAIN/CERTIFY COMPREHENSIVELY:**
 - **3.3 Effectiveness/Appropriateness of Department training:**
 - Long-range training program:
 - Leadership succession: Push our future leaders to training/opportunities/specialty assignments
 - Expanding instructor opportunities:
 - Removing supervisors, creating opportunity for others
 - **3.4 Incentivize/ Prioritize education and training, promote continued learning and professionalism**
 - Encourage staff to utilize tuition assistance
 - Police Division has had 60 credit college requirement since late 1980s. Consider raising educational standard / balance with recruiting challenges
 - Over 80% have Bachelor's degree. Both chiefs have Master's Degrees
 - Two employees currently in Graduate Degree programs, four currently pursuing BA
 - A lieutenant attend the CVLI in 2023 – will continue to send leadership.



PUBLIC SAFETY REVIEW

- **Goal 4: Manage Department Facilities:**
 - **4.1 Increase capabilities with construction of new/improved facilities:**
 - Continue to plan for new Public Safety Facility on 1st Street corridor / northern CF – will also be satellite PD office
 - 2016 Fire Station study
 - Continue to explore a joint training facility (fire/police/burn building) in Cedar Falls
 - Potential for grant funds
 - Possible collocate with other City facility
 - Large evidence storage
 - SWAT, police bikes, special event signage, riot gear



PUBLIC SAFETY REVIEW

■ Goal 5: Field New Equipment/Vehicles:

■ 5.1 Increasing response capabilities with new/improved vehicles:

- Grass fire truck in 2022 (replace 30 year old truck)
- Medical Emergency Response vehicle in 2023 (help to reduce mileage on large apparatus)
- Replacement of Aerial Fire Truck in CIP for FY28 (approx. \$2,000,000) (30 years)
- Patrol Ford F150 in 2022
- New SWAT van in 2023

■ 5.2 Increasing capabilities through state-of-the-art equipment/tools:

- Conversation to convert to National Standard threads
- Battery-powered extrication tools in 2020 (3rd set of tools)
- Replacement SCBAs in FY27
- BWC/in-car systems update in 2023/24 (need)
- Patrol shield
- 2nd Less-lethal added to patrol



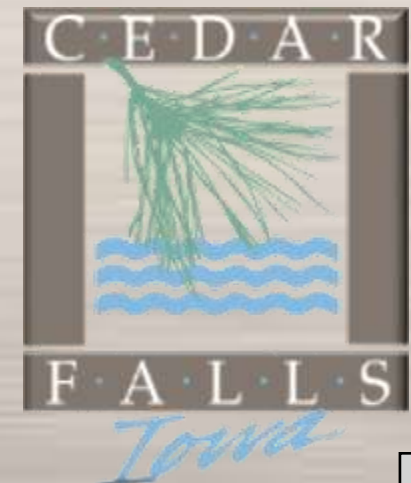
PUBLIC SAFETY REVIEW

- **Goal 6: Engaging the Community:**
 - **6.1 Increase outreach to community stakeholders:**
 - Work with CFCSD to add School Resource Officer (currently 1 for 11 school buildings)
 - Adding Community Engagement Officer assignment in FY24 to consolidate / improve / streamline community engagement / public relations efforts (Currently completed by multiple personnel)
 - North Cedar Neighborhood Assoc., College Hill Neighborhood Assoc., Community Main Street
 - We enjoy strong community support because of these long partnerships and networking
 - **6.2 Increase Positive public recognition and engagement with public to see PS activities, operations, facilities, and equipment**
 - Create a Citizens Fire and Police Academy
 - Fire: Kids Fire Academy in July 2023
 - Created CPR program
 - Red Cross blood drive in late June
 - Continue annual Awards Ceremony recognizing staff each year
 - Public Safety Open House two times per year including National Night Out



PUBLIC SAFETY REVIEW

- **Goal 6: Engaging the Community :**
 - **6.3 Increase citizen awareness of safety topics**
 - Active shooter classes
 - Social Media training
 - Expand online reporting/complaint process
 - Added Programs
 - CFU, Extinguisher training, UNI partnership, Mallard Point, City employee training
 - **6.4 Targeted, reoccurring outreach activities**
 - Coffee with a Cop
 - Training businesses/churches/schools (Active Shooter)
 - 54 year Safety City Partnership with CFCSD
 - **6.5 Community Policing philosophy**
 - Continue working toward the Guardian v. Warrior
 - Recognizing public service when it occurs as officers go beyond expectations
 - Continue to create/train officers to be more approachable



PUBLIC SAFETY REVIEW

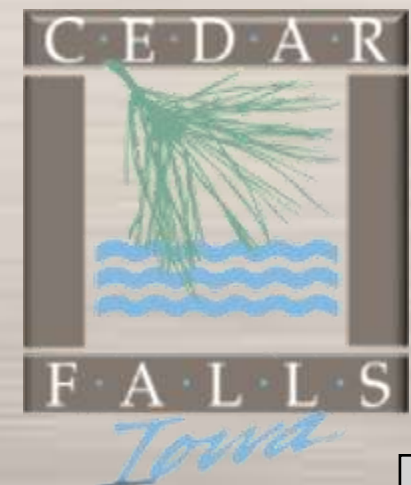
- **Goal 7: Officer Wellness :**

- **7.1 Increase support and care for officers:**

- Ensure continued use of Critical Incident Stress Debriefings
- Continue purchases / acquire physical fitness machines for both public safety locations
- Continue / increase participation in Peace Officers Memorial
- Publicize officer recognition through Social Media platforms: (Training received, Years of service, Awards, Outstanding Customer service)
- Support/promote public events good for the community
 - Annual Beyond Pink TEAM breast cancer Awareness Fundraiser
 - Annual Scott Sterrett Memorial Race

- **7.2/7.3 Invest in Addressing issues with morale within department:**

- Mentor Program
- Peer Support Program (In development)
- Create opportunities for officers (Training, Specialized assignments)
- Increase outreach to retired PS personnel
- Family involvement in recognition ceremonies



PUBLIC SAFETY REVIEW

Summary - Priorities

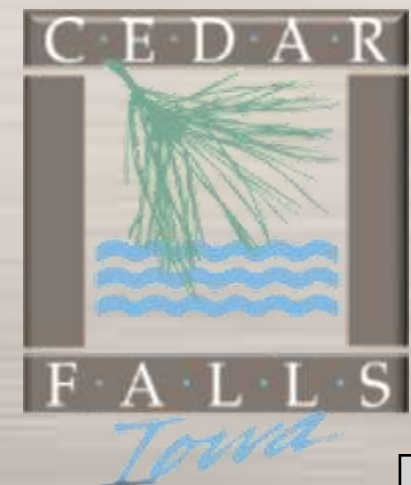
- Recruitment / Retention
- Partnership with Mercy One paramedics
- Initiate K-9 Program
- Increase community engagement efforts
- Legal update / review of all department policies
- Recurring Live Fire Training



PUBLIC SAFETY REVIEW

Summary - Challenges

- Recruitment / Retention
- Increased technology costs (body /car cameras)
- Increased costs of goods and services
- Consolidated Dispatch (funding)
- PS is new program – looking for the best use of personnel resources
- Police / Fire scene management
- Balancing police / fire training



PUBLIC SAFETY REVIEW

Questions / Discussion

