

# Idaho Falls Police Citizen Review Committee Report



July 8, 2015

# Idaho Falls Police Department Citizens Review Committee Report

**July 8, 2015**

## I. Executive Summary

On January 23, 2015, Mayor Rebecca Casper organized the Idaho Falls Police Department Citizen Review Committee (IFPD CRC) with the purpose of reviewing the organization and operation of the Idaho Falls Police Department (IFPD). The Mayor stated a goal, "to encourage city-wide efficiency and innovation in an open atmosphere. The city needs committees that reflect a broad array of interests and opinions about local government. It is hoped that 'fresh eyes' will reveal new or exciting directions for city management, budgeting and innovation."

The committee began weekly meetings on February 14, 2015 with the last official meeting held on July 8, 2015. The meetings included tours of the facilities (office building, dispatch, animal control), presentations from police and administrative staff, visits from Mayor Casper, one-on-one sessions with individual IFPD employees including ride-alongs, and a 'meet and greet' pizza session with patrol officers and patrol Sergeants. The police and city administrative staff prepared requested information and answered specific questions about mission, budget, policies and organization.

The visiting individuals included Chief McBride, Captain Clements, Captain Cawley, Irene Brown (Animal Shelter), Lieutenant Squires (Dispatch), Chief Hanneman (Fire Department), Mark Haggendorf (Risk Manager) and Melonie Marsh (Human Resources Director). It should be noted that Chief McBride was in nearly every IFPD CRC meeting and was particularly helpful in not only preparing requested information and handouts, but in making numerous presentations, coordinating visits, and patiently answering questions.

The committee identified many positive attributes and good practices in the operation of the IFPD. Prime examples are discussed in the body of this report (Section V). The committee also identified numerous opportunities for improvement but zeroed in on four major issues that, in the opinion of all committee members, require immediate attention by senior IFPD leadership, the Mayor, and the City Council. These major issues are:

1. A budgeting process that is top-down with an emphasis on maintaining status quo or even reducing funding, while failing to adequately consider growth of the city and identified real needs of the IFPD.
2. Critical staffing shortages and personnel issues having a direct impact on IFPD's ability to perform its mission.
3. Communication between Police Officers, IFPD leadership, the Mayor, and the City Council seem to be having a negative effect on morale and creating doubts about trust and support within IFPD and with city leadership.
4. The dismal, neglected, and perhaps unhealthy condition of the building currently serving as the Police Station.

Each of these issues is discussed in detail on the following pages with observations made by the committee and suggested recommendations. The committee believes that appropriate and timely action on the recommendations is necessary to improve IFPD operations and position the department for continued success in the future.

Other issues, of lesser significance but still important, are addressed in the body of the report. These include increasing the number of female officers, resolving pay and benefit issues, addressing secondary employment, and the rise in the number of juvenile repeat offenders. Finally, the committee identified several issues that may need to be addressed on a city-wide basis since they affect more than just the IFPD. These issues and associated recommendations are covered in Section VI of the report.

<b><u>Table of Contents</u></b>	<b><u>Pages</u></b>
I. Executive Summary	2 - 3
II. Committee Membership and Signatures	4
III. Excellent IFPD Programs, Performance and Accomplishments	5 - 6
IV. Four Major Maximum Impact Topics, Observations and Recommendations	6 - 12
V. Significant Impact Topics, Observations and Recommendations	12 - 14
VI. Significant City-Wide Topics, Observations and Recommendations	14 - 16

**II. IFPD Citizens Review Committee Members and Signatures.**

Kent Granat	Chairman	<u>K. Granat</u>
Don Stevens	Vice Chairman	<u>Don Stevens</u>
Christie Bevis	Secretary	<u>Christie Bevis</u>
Ed Conn	Member	<u>Ed Conn</u>
Robert Coombs	Member	<u>Robert Coombs</u>
Robert Copp	Member	<u>Robert D. Copp</u>
Keith Daum	Member	<u>Keith Daum</u>
Russell Johnson	Member	<u>Russell Johnson</u>
Robert Stallman	Member	<u>Robert Stallman</u>

### **III. Excellent IFPD Programs, Performance and Accomplishments**

1. The general attitude conveyed to the committee by a large number of police department employees was a serious focus on service, performance and professionalism. The observed police interaction with the public during ride-a-longs was extremely courteous, friendly and positive, even with those citizens stopped for violations.
2. In January of 2015 a formal IFPD performance evaluation was implemented. There had been no performance evaluations in the Police Department since 1998. The new police performance evaluation consists of an officer self-evaluation of their performance on 15 'core competencies', a supervisor performance review using the same form, and then a one-on-one discussion. The performance measurements include 'safety' as a core officer competency.
3. The annual actual dollar cost, including total legal fees, for legal claims of wrongful arrest, false imprisonment and excessive force against IFPD is extremely low.
4. Traffic fines and forfeiture revenue are not being utilized to fund the department. Officers have the discretion of giving 'tickets vs. warnings' and choose what action to take.
5. IFPD CRC members observed the very professional police communications between patrol officers and dispatchers during ride-a-longs. It was noted radio communications was extremely clear, concise and professional.
6. The city recently went to a self-insured workers' compensation program and during the study and analysis, recognized there would be a \$1,000,000 savings over time when comparing past insurance premiums with actual program costs. The new self-insured program builds in more local safety prevention and direct accountability.
7. Community policing has moved from introducing the concept and directing officer participation, into voluntary community involvement and building of rapport. Successful activities include a positive presence at community events, elementary schools, city parks, the green belt, blue in the schools, community night out, etc.
8. The Department selection process provides for a thorough psychological screening test to screen candidates who are ill-suited for police officer work.
9. Use of Force Policy, Citizen Oversight and Body Cameras  
Chief McBride is rewriting the existing IFPD "Use of Force" Policy that will be compliant with the State of New Mexico Consent Decree, and the Cleveland Department of Justice (Department of Justice / DOJ) Consent Decree. Essential features include:
  - Citizen oversight of Police Department Internal Affairs activities;
  - 100% usage of body cameras for all police officers;
  - Increased patrolman training for use of force and suicide response;
  - DOJ oversight of implementation of features.

10. The Idaho Falls crime statistics, when compared to the average crime statistics for U.S. Cities with a population between 50,000 and 100,000, is below the national average in all categories. These categories are: violent crimes (murder, rape, robbery, aggravated assault), property crimes (burglary, larceny, vehicle theft), and dispatch calls for service.

11. The police training is adequate and comprehensive. The State required Block training includes classroom lectures, required certifications (e.g. Taser and firearm), discussion and role playing scenarios (e.g. vehicle assaults Taser deployment, building clearing, active shooter, arrest techniques, suicide response). The block training is almost exclusively handled “in house” although all the training officers get certified in a course teaching “how to train”. The IFPD has hired a Training Coordinator to organize specialized training in such areas as forensic interviews, elder abuse, sexual deviant killers, critical incidents, investigations, finger printing, blood spatter, evidence, CSI, use of force, etc.

#### **IV. Four Major Maximum Impact Topics**

##### **1. IFPD Budget Issues**

###### **Observations**

Nationwide, police are facing increased scrutiny over their activities, particularly use of force, and the level of citizen distrust of the police is growing. One of the key concerns of the IFPD CRC has been to make recommendations which will allow the Idaho Falls Police Department to continue to enhance its effectiveness. The intent is to avoid confrontations or, when unavoidable, deal with them in an open and honest manner enhancing citizen’s trust in the organization.

One of the keys to having an effective police force lies in the budget. Adequate funds must be available for staffing, training, equipment and facilities and it’s the IFPD CRC’s position that this is not happening. Since 2010, the population of Idaho Falls has increased at a rate of roughly 1% per year. During the same time frame, the police force has lost 3 sworn officer positions, and due to retirements and the time it takes to hire and train an officer, is now down approximately 7 sworn officers. Block training has been reduced from a historical 40 hours per year, to the state minimum for certification of 20 hours per year, due to staffing limitations. Training budgets are down, ammunition budgets are down, and police officer morale is down because they don’t feel they’re getting the financial support of the city.

The budget cuts and freezes over the last several years have been enacted as “City Edicts”. This “Top down Budgeting” is not an effective budget management technique. It allows the city to cut the budget without fully understanding the consequences of their actions. It puts tremendous pressure on division managers and their subordinates who have to live within budget constraints that they, in some cases, strongly disagree with but have had no opportunity to present their case.

## **Recommendations**

To deal with these issues, the IFPD CRC supports an increase of three sworn officer slots this coming year and additional slots the following year to bring the organization to, at least, the same level as 2009, or higher. Further, we support an increase of two slots for dispatch and one additional slot for Information Technology. Budgets for training, ammunition, etc. should be increased commensurate with need.

The IFPD CRC strongly recommends more police input into the budgeting process allowing direct discussions from all levels of police so that the City Council understands the tradeoffs it may be making with budget considerations and the risks associated to the police.

## **2. Critical Staffing Shortages and Personnel Issues**

### **Observations**

Sworn IFPD police officers are presently short staffed by 7 officers out of 87 authorized officer positions with dispatchers presently short-staffed by 4 of 18 positions. The present number of authorized IFPD personnel has largely remained the same the past three years as a result of either a flat or a 5% budget reduction. Also, the forecasted annual 2% population growth for Idaho Falls, indicates IFPD will need additional police officers to provide the same level of services.

The short staffing situation in patrol and dispatch leads to overtime pay being spent to cover minimum patrol and dispatch staffing (e.g. currently the annual overtime budget is \$180,000, with 88% of budget spent through the first seven months of the year). This increase in overtime spending reduces overall available wage dollars.

The IFPD officer hiring process is slow and laborious. It may take 36-52 weeks from the time an opening is identified until an applicant is certified and can be placed independently on the IFPD as a police officer.

The IFPD sworn police officers are hired under a City of Idaho Falls established Civil Service System. This governmental administrative system establishes the rules, policies and procedures governing the employment of police officers. This merit based system is intended to cover the employment of individuals on the basis of professional merit as proven by competitive examinations. The system also establishes the beginning pay level for all new employees (including those with prior police experience), and sets the rules, policies and procedures for personnel actions (e.g. discipline).

The current Civil Service System is a cumbersome process that adds delay time to the already lengthy officer employment process. The civil service process also inhibits the city from attracting qualified experienced police officer applicants.

The IFPD patrol division does not have a minimum physical fitness standard and test for officers after hire. IFPD allows officers paid time off for physical exercise and there is a department

culture among some officers to stay physically fit. The committee's informal discussions with officers reported that implementing a physical fitness standard would be generally accepted.

The pre-employment process for city employees and IFPD does not contain a 'drug testing' step, and there is not an ongoing drug testing program or policy. The city attorney has reported via a committee member that having a drug testing policy is legal.

Reported dispatch problems include ongoing turnover / retention, a slow hiring process, and long twelve hour, stressful shifts.

### **Recommendations**

The committee recommends that:

IFPD take immediate action to fill the vacancies in the patrol and dispatch organizations.

Implement a creative task force to reduce the time it takes to get an officer hired and on the street. Develop changes that will allow and attract qualified / certified officers to be hired in a substantially shorter time period. The task force should include civilians.

Continue discussions across the state to reduce the wait time for the police officer academy by having much of the training performed at the regional / more local level. This would also shorten the hiring process time.

Begin the hiring process early (e.g. 'hiring ahead' of anticipated job openings, using historic and known turnover, rather than beginning the process after the opening occurs). This concept will pay for itself through 'overtime' dollar savings.

Eliminate Civil Service from the police officer employment process. This will allow IFPD to have a greater chance to hire experienced officers. This will also shorten the lengthy hiring process because experienced officers require less training time.

To replace the employee protections found in the Civil Service Rules, IFPD should establish a written personnel policy with a 'fair treatment' / 'just cause' standard to govern personnel actions. Included in the policy would be the establishment of an independent review board of five individuals that consists of three selected IFPD personnel, and two non-employee civilians to review all disciplinary personnel matters.

IFPD must implement a physical fitness program as soon as possible to improve the safety, performance, and professionalism of the department. This policy change should be phased in with the details to be worked out with a designated group of internal stakeholders.

IFPD must implement an ongoing drug testing program. This policy change should cover pre-employment, and also include an ongoing policy covering 'for cause' drug tests, or 'random' drug tests, with the details to be worked out with a designated group of internal stakeholders.

### **3. Internal and External Communications**

#### **Internal and External Communications**

One key area for improvement found by the IFPD CRC is communications. This includes:

##### Internal communications

Between IFPD management and the staff

Between the Mayor / City Council and the IFPD

##### External communications

Between the IFPD and the community

Between the Mayor / City Council and the community

For several years, the IFPD has been moving toward a Community-Oriented Policing model. Community-Oriented Policing is a strategy of policing that moves from a static, reactive, incident-driven system to a more dynamic, open, quality-oriented partnership with the community. Activities typically include a positive presence at community events (e.g. elementary schools, city parks, etc.). This model requires that the IFPD build positive interactions and partnerships with members of the community and involve them in designing and implementing crime prevention strategies and problem-solving measures. It also implies that officers are confident of community support and involvement in their decisions and actions. The model requires that the Chief and Captains actively demonstrate their commitment and that the Mayor / City Council, as stewards of the IFPD, be active in their support to build a department on the Community-Oriented Policing model.

#### **Observations**

The introduction of Community-Oriented Policing is a cultural change for IFPD and Idaho Falls. The IFPD CRC met with IFPD employees in several different settings. Information obtained during these sessions, although not a formal study, suggested that upward and downward communications should be improved. One way, top-down communications, and favoritism, are perceived by some staff. In addition, staff did not think they were heard when many wanted to keep the old patrol schedule when a new one was implemented.

As part of the move to the Community-Oriented Policing model, changes in the use-of-force policy are being updated, so they are consistent with both guidelines being developed by the US Department of Justice and International Association of Chiefs of Police. .

The Mayor / City Council are an important cog in implementing Community-Oriented Policing. In our individual and group meetings, the IFPD CRC observed that IFPD Staff often did not have enough information to understand decisions made by the Mayor / City Council regarding budget, staffing and benefits. For this reason, they did not feel supported by the Mayor / City Council. Another area important for the Community-Oriented Policing model is participation from volunteers from the community. IFPD Staff reported a shortage of volunteers in three specific areas: (1) the reserve police officer program (currently not functioning), (2) citizens watch (14 volunteers who, when available, perform traffic accident site control, etc.), and (3) animal services (5 volunteers, need 5 more).

## **Recommendations**

The IFPD CRC recommends that the Chief and Captains foster their responsibility in Community-Oriented Policing by actively and personally meeting with all staff on a regular basis. This will allow the Chief and Captains to understand staff concerns while at the same time actively demonstrating their commitment to the Community-Oriented Policing model.

The IFPD CRC recommends that Police Officers take advantage of these personal meetings to voice concerns before they become problems. Implementing additional personal meetings with staff will allow staff to ask questions to understand why this, and other, policy changes are needed.

As a matter of ongoing practice, the IFPD should have as many employees as practical be involved and participate before implementing changes to any policy and procedure. This will allow for the joint resolution of grievances and problems.

It is recommended the Chief conduct regular quarterly meetings with a set of designated employee representatives (including, but not limited to, the local Fraternal Order of Police / FOP).

It is recommended the Chief and Captains conduct a semi-annual series of 'question and answer' meetings with all staff to explain what is happening, answer questions, respond to problems, etc.

For the Mayor / City Council, the IFPD CRC recommends conducting direct meetings with IFPD staff including 'question and answer' sessions. As part of these meetings, present information about how decisions are made so that decisions do not seem arbitrary. Framing information around how decisions support the Community-Oriented Policing model would be useful.

It is recommended that management training be conducted to move the organization to a style of management that includes internal and external openness.

For external communications with the community, the IFPD CRC recommends that citizens be included in all review panels, boards, task force, etc. There should be a specific effort to determine the costs of re-implementing the reserve police officer program. The IFPD CRC understands that re-starting the reserve police officer program will require 120 hours of volunteer training.

## **4. Police Department (IFPD) Office Building**

### **Observations and Introduction**

IFPD CRC toured the IFPD Office Building at 585 North Capital Avenue. The office building houses IFPD, Bonneville County Sheriff's Office, Prosecution Attorney's Office, Emergency Operations and the District 7 Courts.

IFPD CRC determined the facility had potentially serious and urgent health, safety, lighting, odor and access problems (e.g. possible asbestos and mold, sewer gas, restrooms and locker-

room sanitation, forensic lab dryers and evidence storage). IFPD CRC decided there may be urgent health conditions and should not wait until the final report.

IFPD CRC followed the established request procedure and sent a formal inspection request letter to the State Industrial Commission requesting the State Division of Building Safety conduct a health and safety inspection as soon as possible. The inspection happened on 3-21-15 from a State Building Safety inspector and the City Fire Marshal. A three-page written inspection report identified several code violations and requested a formal response from the city in twenty days.

Mayor Casper's written response to the building inspection report, and action activities included:

a) Assignment of an IFPD Captain to address the 'quick to fix' deficiencies that were the city's responsibility;

b) Building Maintenance Supervisors from the city and county developed an action plan to address identified issues;

c) Noted more time was needed to address all of the inspection issues and determine what building deficiencies were the responsibility of the city (the tenants), and what deficiencies were the responsibility of the county (the owners);

d) Asked several questions (i.e. allowed time line to complete compliance, process for tracking future compliance, procedure for compliance on items outside of building tenants authority);

e) Completion items included: Hallways cleared of obstructions; Approved fire escape signage installed; Lab eye station ordered and installed; new carpet placed into budget for purchase; Electrician inspection of building with work order completion; and, the Industrial hygiene inspection found no asbestos.

f) The city received a letter from the State Attorney General's office addressing the question of whether a city fire marshal may cite a county for violations discovered in an inspection for violating a city's fire code. The letter explained that "authority for inspection of county buildings within the city limits falls within the jurisdiction of the city fire marshal", and that a notice of violation may be issued, if the city fire marshal has an up-to-date certification from the State Fire Marshal's office.

NOTE: IFPD CRC understands the City's risk management wisdom in not wanting to assume a liability risk that is the building owners (County) responsibility.

### **Recommendations:**

Despite the urging of the IFPD CRC and the various inspections, a comprehensive industrial hygiene inspection has not occurred. This inspection is imperative in order to protect the city and county from liability as well as protect the health and safety of building occupants.

The building is still likely in ‘code violation’ as fire detection and sprinkler systems were not in service. If fire protection devices are still not working, this needs corrected immediately.

It is unclear what government agency has responsibility for outside health and safety inspections on a county or city building. The answer to this question needs to be determined so a working relationship can be developed between the city / county and state inspection agency so the neglected building conditions do not occur again.

One specific position in the city should be assigned responsibility for city-wide health and safety, so these dismal, neglected, and perhaps unhealthy building conditions never occur again anywhere in the city.

The city fire marshal reports fire trucks cannot get close to the building or fire hydrants due to a parking lot addition. This situation needs to be satisfactorily addressed.

Not correcting the building health and safety issues, and code violations, was an example of an ongoing disconnect between the city and county working together to solve problems.

The IFPD office building does not have the space where there are separate interview rooms far enough apart from the victims of the crime and the alleged perpetrators. This needs to change soon, even with the current size / layout of the present building.

IFPD needs a different facility for current and anticipated future operational activities. The ‘different facility’ can take several approaches (e.g. remodel, moving to different location, etc.).

## **V. Significant Impact Topics**

### **1. Increase the Number of Female and Minority Police Officers**

#### **Observations**

The patrol division currently has two female officers, and six minority officers. These numbers do not provide a balanced ratio for the city population, and does not fit the community policing model being emphasized by IFPD. For example, the present gender and minority officer make-up does not currently provide for a sufficient number of officers to deal with such issues as community Spanish speaking needs, and specific situations where female victims would prefer a female officer respondent.

A stumbling block for female applicants has been the ‘vertical leap’ standard established by the state as a physical fitness requirement.

#### **Recommendations**

Regularly scheduled employment fairs targeted to females and minorities.

Establish a public committee made up of community female and minority citizen leaders to recommend positive actions.

IFPD take the lead in recommending a state-wide review of the vertical leap standard and whether this part of the test is a necessary job requirement.

## **2. Police Department Pay and Benefits**

### **Observations**

Department leadership reports that the IFPD pay structure is comparable to near-by city and county police pay structures.

During the committee's informal discussions with employees, some employees noted that pay is too low for a 'life on the line' type of job, health insurance benefits have decreased, and employees in the Idaho Falls Fire Department have better benefits.

The patrol staff believes that these 'substandard' benefits, relative to other state-wide Idaho Police Departments, impedes qualified officers from applying for employment.

The PERSI retirement contribution percentage paid by the city is 12% for IFPD, and 29% for the Fire Department.

The current IFPD and city wage structure has an 11 step process that takes 20 years to reach the maximum pay rate. This wage structure generally follows the federal government wage step structure of 18 years to the top step. The federal pay system allows for a "quality step increase" which can advance an employee one step within their pay grade, regardless of time at the previous step.

The IFPD Comp Time Policy has a 120 hour maximum accrual amount, and the comp time accrual amount for IFPD and across the city is un-funded.

The committee's informal discussions with employees found that few officers seriously consider obtaining required certifications for S.W.A.T., Bomb Squad, Accident Reconstruction and Breath-a-lizer because there is not a financial incentive for doing so.

### **Recommendations**

The committee believes there should be wage and benefit parity between Firemen and Police Officers. Therefore, it is recommended that a detailed fireman vs patrol officer pay and benefit survey be conducted (including a review of the current vacation differences).

A study be undertaken to weigh the pros and cons of offering incentive pay for those officers who acquire certifications for S.W.A.T, Bomb Squad, Accident Reconstruction, Breath-a-lizer.

The committee believes that the city's 11 step / 20 year wage structure is too long for an employee to achieve the top pay step of their occupation. This is a political device to control costs but not an effective long-term compensation policy. It is recommended that a city-wide study be undertaken to weigh the pros and cons of modifying the wage structure, and determine the economic effects of modifying the system. The study should also include the pros and cons of adopting a policy that allows for a "quality step increase".

A broad internal stakeholders study be undertaken to weigh the pros and cons of eliminating comp time, and instead pay overtime when it is earned.

### **3. Secondary Employment**

#### **Observations**

IFPD policy provides the Police Chief with the authority to approve secondary employment requests by officers. Currently there are 39 officers (out of 52 total officers) involved in secondary employment. These volunteer officers work about 20,000 annual hours, with 14,000 of those hours at the Eastern Idaho Regional Medical Center (EIRMC). The majority of committee members are in favor of secondary employment but are concerned because of the inadequate staffing situation at IFPD.

#### **Recommendation**

This issue is complicated with a variety of competing interests. The committee recommends a task force, including citizens, be organized and collectively develop a workable plan.

### **4. Juvenile Repeat Offenders**

#### **Observation**

Captain Cook reported the number one problem he was concerned about at this time, was the rise in juvenile repeat offenders.

#### **Recommendation**

The committee endorses the idea of establishing an effective program with all parties working together in the spirit of community policing (community, officers, prosecutors, correctional facilities and judiciary).

## **VI. Significant City-Wide Topics**

It was noted during IFPD CRC discussions that a number of topics that were reviewed and discussed were city-wide policy topics. As a result, it was determined that these topics better fit future city-wide discussions.

## **1. Vacation Accrual**

### **Observation**

The annual vacation accrual carry-over for all city employees is un-funded.

### **Recommendation**

Discuss this issue with the City Finance Department and outside auditors to determine if this issue should be addressed during the annual budget process.

## **2. Light Duty**

### **Observation**

The present workers' compensation administration plan does not have an active light duty return to work program.

### **Recommendation**

Implement a city-wide light duty return to work program across all departments, establishing a uniform policy. This will save workers' compensation dollars.

## **3. Drug Testing Program**

### **Observations**

The pre-employment process for city employees does not contain a 'drug testing' step.

The city does not have an ongoing drug testing program. The City Attorney has reported via a committee member that having a drug testing policy is legal.

### **Recommendations**

It is recommended that a pre-employment drug testing policy be implemented city-wide, and an ongoing drug testing program be implemented, either 'for cause' or at 'random', with the details to be worked out with a designated group of internal stakeholders.

## **4. Risk Management Meetings**

### **Observation**

There is currently a quarterly risk management meeting held on the City's Property and Loss (P&L) issues, and a separate quarterly meeting held for Workers' Compensation issues. The meeting membership includes the Risk Manager, Finance Director, Human Resources Director and City Attorney. City Directors receive periodic reports on P&L and Workers' Compensation.

## **Recommendation**

Combine the two meetings (P&L and Workers' Compensation), and add the City Directors as permanent members of the review committee. This will place those directly responsible for claims in a prevention mode rather than an after-the-fact reporting and defense mode.

## **5. Health and Safety Responsibility**

### **Observations**

It is unclear what government agency has responsibility for outside health and safety inspections on a county or city building. The answer to this question needs to be determined so a working relationship can be developed between the city / county and state agency so that the dismal, neglected, and perhaps unhealthy IFPD building conditions do not occur again.

### **Recommendations**

One specific city employee / position be assigned responsibility for city-wide health and safety so the types of neglectful building conditions found in the IFPD office never occurs again anywhere in the city.

Determine what government agency has responsibility for outside health and safety inspections and develop a working relationship.