



Current State, Promising Practices, Needs
Assessment, Recommendations

Law Enforcement Data Report



Top 5 Strategies Towards Data-Informed Law Enforcement

Resulting from the City of Des Moines "Code and Law Enforcement Data Initiative"



1

COMMIT TO A DATA-INFORMED CULTURE

Police departments across the country are engaging the digitization of data and platforms syncing up multiple data sources. If they seek to analyze it, data can enlighten decision-making, dispel misconceptions, pick up predictive patterns, uncover bias, determine if strategies are working and assess performance. Learning from solid, trustworthy data is a value held by all within the organization.



2

MAKE DATA ACCOUNTABLE

What's counted, is what's measured. It's the foundation from which analysis and informed decision-making take hold. It's why collecting data on all stops – not just those that result in a citation or arrest – is widely supported by Des Moines community members and has prompted 23 states to pass legislation requiring it. Knowing why an officer chose to stop someone, in the first place, with data on race, ethnicity, sex and age is good practice.



3

MAKE DATA ANALYTIC

Data is much more than adding numbers and reporting totals. It's learning to dig deeper, unravel patterns, understand connections. Software can help, but it starts with asking probative questions. Nine out of ten survey respondents want to know rates on use of force by police officer, crime rates in neighborhoods, and an analysis of crime reduction rates. They also support the idea of a Data Analysis Unit within DMPD and forming task forces to study issues raised by data.



4

MAKE DATA TRANSPARENT

Sharing data with the community is paramount to gaining trust. It enables candid and informed dialogue between police and the public. And it sparks insights neither would have had without interpreting the data together. Open Data Portals and Dashboards that allow the public to easily interact, filter, & analyze policing data posted on DMPD's website is a winning strategy.



5

MAKE DATA ACTIONABLE

The goal of collecting reliable and analyzed data is to act upon what's learned from it. The strategies, solutions, and innovations needed to act knowledgeably are more likely to succeed when community members are partners in the process. It's why Community Advisory Review Boards make good sense for both law enforcement and the people they've sworn to protect. It's the forum by which data becomes accountable, analytic, transparent and actionable.



This project engaged nearly 400 Des Moines residents via interviews, surveys, & focus groups to learn what data they'd like DMPD to collect, analyze & share with the public. Public Works LLC consulting firm also conducted a needs assessment, a review of promising practices on data and policing and proposed 21 recommendations to foster a data-informed culture at DMPD and with the community. See the full report at www.dsm.city

Executive Summary

The City of Des Moines commissioned the consulting firm Public Works LLC to perform five basic functions:

1. Identify the current state as to how and what data is being collected by and within the Des Moines Police Department (DMPD) and how that data is applied to inform the practice and policies of law enforcement.
2. Identify promising (best) practices in the field of law enforcement data and show the ways that police departments are applying these practices to enhance how they collect, analyze, share, and act upon what they learn from data.
3. Conduct a needs assessment to identify gaps the DMPD faces between the current state and what could ideally be achieved by implementing promising practices in the field.
4. Identify opportunities to address those gaps and enhance what and how data is collected, analyzed, shared with the community, and acted upon.
5. Engage and learn from the community as to their perspectives and insights as to how and what law enforcement data is being collected, analyzed and shared.

Public Works created a conceptual framework to research, examine, assess and organize the law enforcement data initiative we were tasked to develop. It centers upon the basic principle that data systems should achieve four core attributes – they should be **accountable, analytic, transparent, and actionable**. These four core data attributes serve as the architecture for the entire project, the framework for our research determining and describing the DMPD’s current state of data policy and practice, and our research in scoping out promising practices in the field of law enforcement data. This structure also guided how we determined needs, how we framed questions and gathered insights from the community and, finally, how we came to recommend action steps for the City of Des Moines to pursue in order to realize the ideal state in the field of law enforcement data policy and practice.

Data Collection in Des Moines

The goal of data collection is to record integral information on policing encounters and activities that enable the identification of trends, patterns, and outcomes leading to informed insights and action through policy and practice. The Des Moines Police Department currently collects data on: stops resulting in citations, arrest data, calls for service, use of force, offenders and victims of crimes.

Data on Stops: The Des Moines Police Department does not currently collect data on stops that do *not* result in a citation, warning, or arrest.

Data on Citations: Police officers issuing citations after a stop enter the citation data using the TraCS software that has been installed in their vehicles. A large part of the data is generated automatically from the cited individual’s driver’s license, but the driver’s license does not always include race and ethnicity data. Officers may manually enter that data based on observation, but the TraCS software does not require that the race and ethnicity data fields be collected. The Tyler New World System recently launched should alleviate the need for staff to manually enter data.

Data on Arrests: When arrests are made in the field, an officer enters the incident into the Intergraph Field Reporting (IFR) Incident module, which is available in the police officer’s vehicle. Police Information Technicians use this information to generate an arrest record in the RMS.

Data on Calls for Service: Calls for service to law enforcement agencies generally include calls to “911” for emergency assistance and calls to non-emergency numbers. Calls for service data are input into Hexagon CAD and imported to RMS I/LEADS. Calls for service data (CFS) input screens are set up for law enforcement, as well as for Fire/EMS calls. CFS data are collected by DMPD Public Safety Dispatchers by entering information into Hexagon CAD; they are then imported to Hexagon I/LEADS.

Data on Use of Force: On January 1, 2019, the FBI began collecting use of force data from law enforcement agencies across the country that voluntarily participate. The data collection offers big-picture insights, rather than information on specific incidents. The collection neither assesses nor reports whether officers followed their department’s policy or acted lawfully. The data includes any use of force that results in death, serious bodily injury, or discharge of a firearm by law enforcement. The Des Moines Police Department collects use of force data through web based IPro/BlueTeam software programs, which enables input of complaints, use of force incidents, pursuits, and city-owned vehicle accidents.

Reporting of Data: The Des Moines Police Department uses a Hexagon RMS custom-tailored data package for sending monthly crime and arrests data to the Iowa Department of Public Safety’s Uniform Crime Code Classification (UCR) program. At present, Des Moines is moving from UCR codes to National Incident-Based Reporting System (NIBRS) codes. Crime data are organized by incident, offense, victim, known offender, and arrestee. They are collected by the Des Moines Police Department RMS/I/LEADS Incident and Arrest modules by entering information into FBI UCR/NIBRS.

Geographic Data: The Des Moines Police Department currently collects GIS coordinates, and zip code data for Calls for service incidents. The citation module in RMS is exclusively used by the Police Information Technicians to re-enter selected citation information from the PDF copy generated by the TraCS system, making it vulnerable to human error. When the Police Information Technicians enter the “Offense location,” the RMS system uses that information to automatically populate GeoX and GeoY coordinates. The Des Moines Police Department uses GIS data with its CrimeView system that links crime data with GIS information to map out where the crime took place. The Des Moines Police Department does not analyze the GIS data of Stops resulting in a citation, nor does it connect it to the rest of the Stop data collected. Not having such analysis makes it very challenging to produce any summary of analytic results by census track or zip code.

ACCOUNTABLE

Accountable data must meet standards of integrity, validity, and reliability. There was widespread agreement amongst stakeholders in Des Moines as to what sort of data this comprises: Nearly 85 percent of survey respondents believe that collecting data on **all** police stops – not just those resulting in a citation or arrest – is either “Extremely Valuable” or “Valuable,” the majority of whom saw it as Extremely Valuable.” The outcomes of the stakeholder engagement comport with the findings of research and promising practices from around the country: Research demonstrates the importance of collecting and analyzing stop data. Limiting data collection only to stops that result in citations or arrests misses the opportunity to learn why the stop was made in the first place, if stops are made more frequently in certain locations, for certain reasons or among certain populations, and if an officer shows a pattern of high stop rates resulting in arrests. When it comes to building trust with the community, this data is valuable. In addition, capturing race/ethnicity and gender data is considered critical to being able “to identify any disparities in individuals stopped or how they are treated during the stop.” Promising practice examples presented in the compendium, some of which are listed below, recommend that police officers record his/her *initial perception* of the stopped person’s demographic

information. At least twenty-three states and the District of Columbia have laws related to or requiring collection of stop data; all of Iowa's neighbors – Illinois, Kansas, Nebraska and Missouri –have stop data collection and reporting laws.

Comparing the current state of data collection and analysis in Des Moines with the desired state that emerges from both stakeholder engagement and promising practices nationwide indicates that Des Moines needs to:

- record data on “All Stops.”
- enhance data collection on race, ethnicity, and sex.
- create a unique identifier system.
- apply officer data on stops and other actions.
- integrate and sync up crime data by neighborhoods.

We recommend that Des Moines:

- Institute the practice of collecting data on All Stops.
- Expand the type of data collected on stops based on promising practices.
- Address the collection of Race and Gender data to reflect best practices.
- Consider expanding and refining Calls for service, Crime/Offense, and Use of force data to meet promising practices.

ANALYTIC

Analytic data fosters an informed interpretation and allows for multi-disciplinary research that furthers an understanding of causal factors that influence trends and outcomes.

Data analytics helps researchers, policymakers, stakeholders, police officers, and members of the public interpret data collected by law enforcement. Data analytics enables stakeholders to discover patterns, trends, and connections among a host of variables. A data framework requires that data standards, platforms, and objective evidence-based metrics are used to assure that those reviewing it have an informed and trustworthy understanding.

The Tyler Technologies New World Services suite of law enforcement and public safety data collection, analysis, community engagement, and decision-making tools, which the Des Moines Police Department recently launched in April 2022, is intended to increase the analytic capacity of DMPD.

Currently, the Des Moines Police Department conducts very few analyses on the data it collects; this limits the use of data analytics in decision-making and keeping the public informed. The Police Department neither analyzes nor produces regular reports on stops resulting in citations, stops resulting in arrests, or calls for service (CFS), which can lead to a lack of accountability between the Police Department and the public. Currently, the department does not have any staff (sworn or civilian) dedicated to data analysis. The DMPD also has purchased a suite of analytic platforms from Tyler Technologies New World intended to conduct a wide range of analyses, including “real-time data mapping and charts for internal use, actionable insights for resource allocation and tactic deployments, and mapped data sets for citizens.”

Comparing the current state of data collection and analysis in Des Moines with the desired state that emerges from both stakeholder engagement and promising practices nationwide indicates that Des Moines needs to:

- hire analysts and fill the senior management position to oversee data analysis.
- fully assess the skillsets and resources needed and available among current staff (including IT) to generate more in-depth and insightful reports to advance their work in policing and acquire the additional training to do so; develop a comprehensive internal “Data Analysis Handbook” for police officers; and including a session on data initiatives and analysis at annual training events.
- develop relationship with local higher education institutions in the form of a data partnership or in commissioning them to conduct in-depth and independent studies on the data it collects.
- start analyzing data collected on stops other than simply reporting the counts of citations, arrests, and/or warnings – as well as start recording, collecting and analyzing stop data.
- develop metrics, measures, indices, and criteria to analyze data.
- institute comprehensive, frequent, and in-depth community member and stakeholder surveys.
- develop more comprehensive reports that use an analytic and equity lens to interpret data and explore the rationale behind patterns and trends revealed in the analysis.

We recommend that Des Moines:

- Establish a Police Data Task Force to guide the Data Analysis Unit in implementing the recommendations cited throughout this report.
- Create and staff a Data Analysis Unit within the Des Moines Police Department.
- Computerize/automate and upload the updated/modified data sets to the new RMS.
- Analyze Stop Data and prepare an annual report to share with the public.
- Develop a data analysis plan including metrics/measures and indices for each data set and create data analysis templates.
- Add a data training module to the Des Moines Police Department’s annual training program.
- Form Analytic Data Partnerships with local colleges and universities
- Link disposed charges and convictions data to DMPD data on stops resulting in citation or arrest.

TRANSPARENT

Transparent data are presented in an open, clear, accessible, and timely manner. Transparency builds a foundation from which informed dialogue among community stakeholders and those enforcing laws is achieved. Openly analyzing and interpreting findings creates the opportunity for shared problem-solving and creating solutions that are embraced by those invested in making them work. Transparency fosters trust among all parties when they openly derive their insights and solutions from data they mutually understand and embrace. There are essentially four key strategies that police departments deploy to make their data more shareable and transparent to the public:

- **Producing Data Briefs and Reports.** While The Des Moines Police Department provides a significant number of general resources and information on its website, the amount of publicly available data and reports displayed for public review are few.
- **Providing Open Datasets and Dashboards Online.** The DMPD does not offer an Open Data platform or Dashboard (a way of organizing and displaying information at a glance) on the data it collects and reports to state and federal agencies for the public to independently view, analyze, research or share.

- **Participating in Civil Society Database Initiatives.** The emergence of digitizing massive amounts of data and the capacity to analyze it with artificial intelligence and machine learning has given rise to the Open Data movement. Some non-profit organizations have formed voluntary partnerships with local police departments that share data beyond what is reported to state and federal agencies. The DMPD currently does not have such an Open Data relationship.
- **Enhancing Transparency via Websites.** The only DMPD open dataset now available online is through the crime mapping platform that allows the user to see incidents of various types of crime by location. It does not, however, enable the public to aggregate sets of data and conduct an analysis of comparing, for example, crime rates over a set period within certain neighborhoods.

Comparing the current state of data collection and analysis in Des Moines with the desired state that emerges from both stakeholder engagement and promising practices nationwide indicates that Des Moines needs to:

- develop an Open Data database accessible to the public with user-friendly, intuitive dashboards so that independent sources can conduct their own analyses.
- enhance the DMPD's website to support the sharing of reports and hosting Open Data initiatives.
- make FOIA requests more accessible and user-friendly and streamlined.
- enhance the data included in the DMPD Annual Statistics Report.

We recommend that Des Moines:

- Produce a comprehensive “Annual State of Policing and Public Safety Report.”
- Develop, launch, and maintain an online, interactive Open Data Portal with a User-Friendly Dashboard.
- Enhance and redesign the current Des Moines Police Department website to support an Open Data Portal, Dashboards and Reports that engage the community.
- Participate in national Open Data initiatives.
- Enhance and streamline the Freedom of Information Act (FOIA) Process.

ACTIONABLE

Data collected, analyzed, openly discussed, and researched present an opportunity for the Des Moines Police Department to foster informed, insightful policy and practice that generate continuous quality improvement in law enforcement. It also empowers those reviewing the data to act upon what they've learned from it – this is what makes data actionable. Beyond conducting their own analysis of law enforcement data, and investing in the infrastructure to do so, police departments across the country have been reaching out to the public and community stakeholders to review the policing data they collect to collaboratively analyze and respond to issues, trends and questions raised by data. To effectively act upon data, it is helpful for a police department to:

- **Build a sound and accountable infrastructure to support how data informs decision-making.** There are essentially three components to creating an infrastructure that allows accountable, analytic, and transparent data to be acted upon: Strategic Plans, Key Performance Indicators, and Implementation Plans.
- **Build a collaborative and ongoing community engagement infrastructure that enlightens shared decision-making being made with community members.** Currently, the City of Des Moines employs three approaches to engaging the community as it relates to making data actionable:

- The Community Policing and Code Enforcement Policy and Practice Review Committee (PPRC).
- A bi-annual city-wide community satisfaction survey on city department services. Neighborhood Based Service Delivery (NBSD) Officers.

Comparing the current state of data collection and analysis in Des Moines with the desired state that emerges from both stakeholder engagement and promising practices nationwide indicates that Des Moines needs to:

- Develop a DMPD Strategic Plan, as well as Quality Assurance policies on assuring the accuracy, completeness, validity, consistency and timeliness of data and information.
- Institute Key Performance Indicators related to the collection, analysis and use of data within the police department; what is shared publicly and how; methodology for assessing how data informs the decision-making of police management or officers in the field; and how it is used for collaborative community problem-solving.
- Develop an Implementation Plan and Schedule.
- Create an Ongoing, Collaborative, Formalized, Community Advisory & Review Board.
- Enhance the current resident satisfaction survey, create police department-specific surveys, and perform “Service Quality Surveys” of persons who have interacted with police in the field.

We recommend that Des Moines:

- Create a three-to-five-year strategic plan for the DMPD that includes a focus area on data accountability, analytics, and transparency.
- Develop Data Key Performance Indicators to assess and track the outcomes DMPD intends to achieve resulting from collecting, analyzing, sharing, collaborating, and acting upon data.
- Create a *Data Initiative Plan and Implementation Schedule* citing tasks, timelines, and persons responsible to execute the recommendations of this report.
- Form a Law Enforcement Community Advisory & Review Board (CARB) representing diverse community members, stakeholders, advocates, and people with lived experience to both review and collaborate with the DMPD on matters of public safety.
- Enhance the current bi-annual survey and solicit ongoing “customer service” feedback among persons who have recently interacted with law enforcement via calls for service, citation, warnings or arrest, along with a quarterly review of complaints made.

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1.0 Introduction

1.0 Introduction

“In God we trust. All others must bring data.”¹

A major goal of collecting, analyzing and sharing data is to *act* upon what is learned from it. Reliable, timely, accurate and valid data can answer probing and hypothetical questions, enlighten dialogue, guide decision-making, inform problem-solving, correct misconceptions, and provide the foundation for advancing towards and measuring progress. This is the power and promise of trustworthy data.

In its quest to better understand how law enforcement data is collected, analyzed, shared and acted upon, the City of Des Moines commissioned the consulting firm of Public Works LLC to perform five basic functions:

1. Identify the current state as to how and what data is being collected by and within the Des Moines Police Department (DMPD) and how that data is applied to inform the practice and policies of law enforcement.
2. Identify promising (best) practices in the field of law enforcement data and show the ways that police departments are applying these practices to enhance how they collect, analyze, share, and act upon what they learn from data.
3. Conduct a needs assessment to identify gaps the DMPD faces between the current state and what could ideally be achieved by implementing promising practices in the field.
4. Identify opportunities to address those gaps and enhance what and how data is collected, analyzed, shared with the community, and acted upon.
5. Engage and learn from the community as to their perspectives and insights as to how and what law enforcement data is being collected, analyzed and shared.

This report fulfills each of these functions by describing (1) a Current State, (2) an Ideal State, and (3) a Needs Assessment that identifies the gap between the current and ideal state, and (4) Recommendations and Implementation Strategies to address the needs identified in reaching an ideal state in the field of law enforcement data. Finally, (5) Community perspectives and insights are presented throughout the report describing how community members perceive the current state and the desired path going forward.

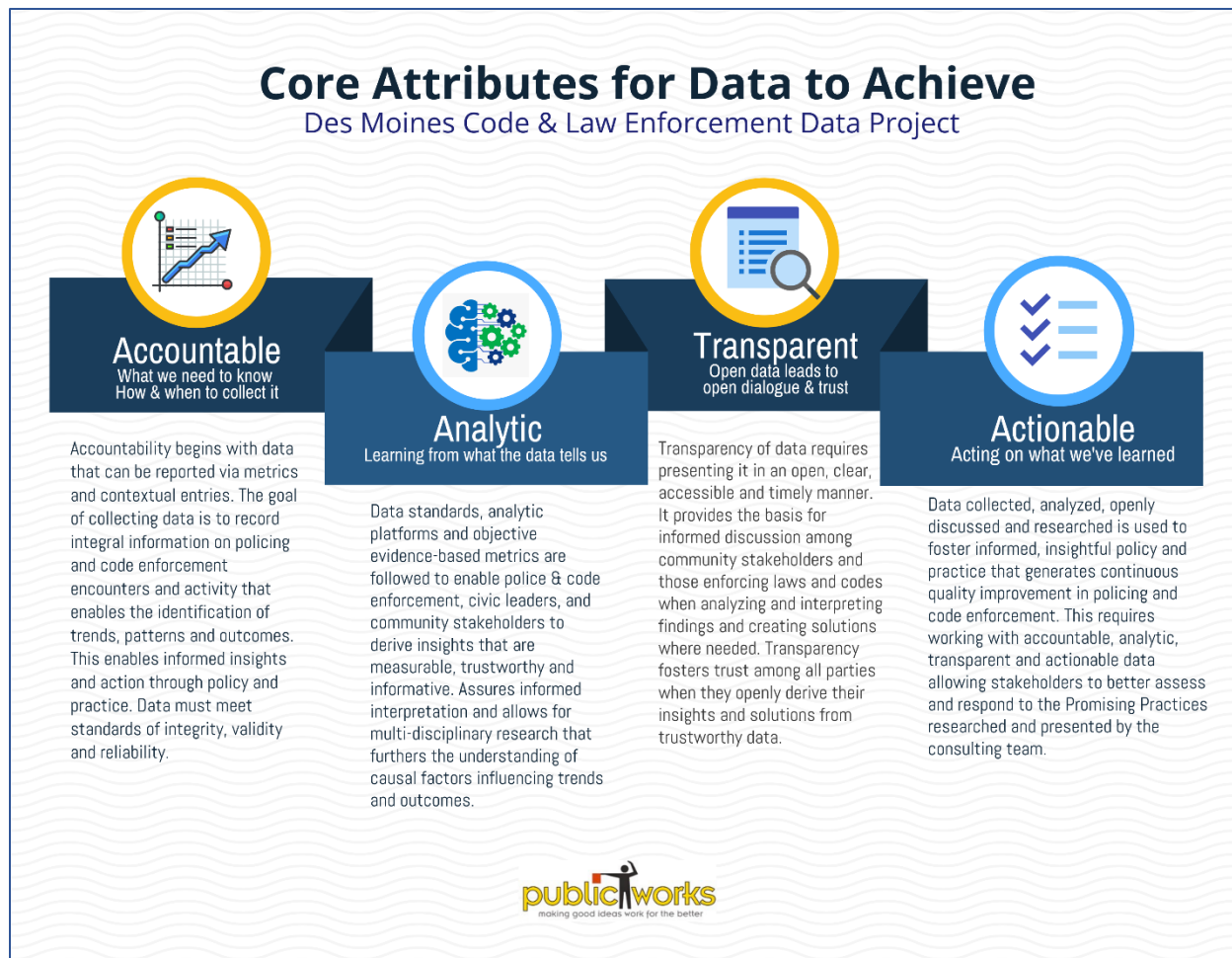
A Conceptual Framework

Public Works created a conceptual framework to research, examine, assess and organize the law enforcement data initiative we were tasked to develop. It centers upon the basic principle that data

¹ This quote is credited to the late William Edwards Deming, an American statistician, professor, author, lecturer, and consultant to governments across the globe. He is perhaps best known for the “Plan-Do-Check-Act” cycle. <https://deming.org/overview-and-status-of-the-w-edwards-deming-institute/>.

systems should achieve four core attributes – they should be accountable, analytic, transparent, and actionable – as illustrated and described in the graphic below.

Why this framing of our report? Quite simply, our goal was to ensure that everything we learned about data related to law enforcement *makes sense* to all those who read this report and are tasked to act upon it. This “concept map” allowed us to organize the massive amount of information on data collection processes into attributes that would enable the DMPD, policymakers and community members to take what is learned about data through this report – and act upon it.



These four core data attributes serve as the architecture for the entire project, the framework for our research determining and describing the DMPD’s current state of data policy and practice, and our research in scoping out promising practices in the field of law enforcement data. This structure also guided how we determined needs, how we framed questions and gathered insights from the community and, finally, how we came to recommend action steps for the City of Des Moines to pursue in order to realize the ideal state in the field of law enforcement data policy and practice.

Engaging the Community

Community input and engagement was a primary aim of this project. This included Key Informant Interviews, an online survey – sent to leaders of nearly 100 organizations who forwarded it to their members – that garnered 207 respondents from across the City, and seven focus groups held in-person or virtually.

The survey presented a variety of strategies that police departments may employ to achieve each of the four Core Data Attributes (accountable, analytic, transparent, and actionable). Quantifiable questions asked respondents to rate these strategies in terms of how valuable or how much of a priority they felt each should receive. Respondents were given opportunities to share their rationale for their ratings and to present their own ideas on how to address the issues raised. Their insights and quantitative ratings are presented in each of the four Core Data Attribute sections of this report. A copy of the full survey is provided in the Appendix.

Focus group participants were also presented with the same set of topics and questions as in the survey and discussed them through virtual white boards, word clouds and dialogue via Zoom sessions.

All told, the voices of nearly 400 community members in the City of Des Moines influenced this initiative and report.

How This Report Is Organized

This report is organized into four sections, each focused on one of the four core attributes of data: Accountable, Analytic, Transparent and Actionable. Within each section, we present the results of our research and analysis in the order of the five deliverables required by the project's Scope of Work: the Current State, an Ideal State gleaned from promising practices research, a Needs Assessment, and finally our Recommendations and Implementation Strategies for that attribute. (The fifth required deliverable, Community Engagement, is described throughout each chapter.) This report includes 20 specific recommendations distributed across the four Core Data Attribute sections; these are also consolidated in a "Recommendation Inventory" at the conclusion of the report.

A Few More Notes on Methods and What This Report Is Not

We summarized above how we conducted our community engagement process, and how we developed a conceptual framework to fulfill our scope of work. We finish here with a quick summary of our research methodology.

When it came to researching the *Current State* we conducted in-depth interviews with key staff in the DMPD and other city departments responsible for data collection and analysis, along with those who rely on data to inform programmatic decisions. We are very grateful for the time they invested in enlightening us to be able to share back with you "what and how" data currently are collected throughout the Information Technology and Police departments. We also reviewed procedural documents and reports regarding data collection methods presented to us.

As for promising practices, we have found that the essence of promising practices research is to examine the experience of others. Any issues – no matter how unique or intractable they may seem – are likely to have occurred, been addressed, and solved somewhere. Promising practices research yields examples of successful processes or activities that apply principles and theoretical constructs that have been studied and adopted by leaders in the field – and produced meaningful results. We researched the literature on law enforcement data initiatives, national reports and studies on law enforcement data collection, and analyses of transparency initiatives that involved collaborative stakeholder involvement. Throughout this report, we cite the reference materials we utilized and provide links to the many reports and studies we reviewed.

Finally, it is essential to note that this report focuses solely on the issue of *data*. It is not a general performance review of the police department. It is not an analysis of use of force or racial disparity in policing in Des Moines. It is not a policy blueprint for addressing these latter issues. We report on how such data is collected, analyzed, and shared, but it was not within our scope of work to comment on the practice of use of force or racial disparity, to gather or report data on these ourselves, to speculate on the state of these issues in Des Moines, or to recommend what might need to be done in Des Moines to address them. But the first step in understanding and addressing *all* these challenges is to properly gather and report accurate data on them; this report details how Des Moines can do that.

Whatever needs to be done to provide even better policing to all residents of Des Moines will hopefully then follow.

2.0 Accountable Core Attribute

What, When and How Data are Collected

2.0.1 Introduction

The goal of data collection is to record integral information on policing encounters and activities that enable the identification of trends, patterns, and outcomes leading to informed insights and action through policy and practice. Accountable data must meet standards of integrity, validity, and reliability.

The DMPD, like most law enforcement agencies in the nation, collects and reports crime data that the federal government uses to produce information about crime in the U.S. The collection of crime data is not new – New York began collecting crime statistics in 1829² -- and the most well-known criminal justice dataset, the Federal Bureau of Investigations' (FBI) Uniform Crime Reporting (UCR) Program, began collecting and generating estimated national crime statistics in 1930.³ However, what data are collected and how data are used has evolved. Promising practices for using and sharing crime data at local levels are identifiable and replicable.

Under Iowa law,⁴ the DMPD is required to collect crime and arrest data and provide it to the Iowa Department of Public Safety, who in turn generates annual statistics and shares the data with the FBI for inclusion in national publications. Iowa's UCR program displays data through a software-enabled dashboard that shows crime rates, crime by county (per 100,000 population), crime count and density by county, and a year-over-year percentage change, which are included on the public-facing website.⁵

On January 1, 2021, the FBI moved from UCR reporting to the National Incident-Based Reporting System (NIBRS). The NIBRS "captures details on each single crime incident—as well as on separate offenses within the same incident—including information on victims, known offenders, relationships between victims and offenders, arrestees, and property involved in crimes,"⁶ and includes context for crimes, such as location and time of day. In 2020, the FBI received data from 15,875 of 18,623 law enforcement agencies in the country, including all 251 local law enforcement agencies in Iowa.⁷

2.0.2 Background on Information and IT Systems

Departments, Systems, and Data

The organizational section of the Des Moines Police Department handling data collection and compilation is the Public Safety Technology Services unit, which is housed within the Administrative Services Division. While located within the Police Department, this section reports to the Chief Information Officer (CIO) of the City of Des Moines Information Technology (IT) Department. The official role of the Public Safety Technology Services unit is to provide mobile computer, software application, and database support. The

² Robinson, Louis N. History of Criminal Statistics (1908-1933), 24 Am. Inst. Crim. L. & Criminology 125 (1933-1934)

³ <https://www.fbi.gov/services/cjis/ucr/>

⁴ <https://www.legis.iowa.gov/docs/code/692.15.pdf>

⁵ <https://icrime.dps.state.ia.us/CrimeInIowa>

⁶ <https://www.fbi.gov/services/cjis/ucr/nibrs>

⁷ <https://crime-data-explorer.app.cloud.gov/pages/home>

Public Safety Technology Services unit has four staff positions located in the Police Department, one position located in the Fire Department, and one manager position that is currently vacant.

The main information systems and applications that the DMPD employs are also used for data collection by some Des Moines metro public safety agencies, including the City of Des Moines 911 Dispatch Communications Center (serving Des Moines Police and Fire), Polk County Sheriff's Office, Polk County 911 Dispatch Communications Center (serving county and some suburban law enforcement and emergency services), and multiple suburban law enforcement agencies.

The two major information systems the Police Department uses for data collection are Hexagon and TraCS (Traffic and Criminal Software). The TraCS program is a public safety data collection, form-management, and reporting system. It was initiated by the Iowa Department of Transportation (DOT) to collect and process data from Iowa law enforcement agencies at the scene of motor vehicle collisions and at traffic stops resulting in a citation or arrest. Information on more than 95 percent of crashes and more than 87 percent of citations written in Iowa are submitted electronically.

Hexagon has several modules:

- Hexagon I/LEADS Records Management System (RMS) includes records on incidents, citations, arrests, calls for service, field contact, and name (person).
- Hexagon I/LEADS Jail Management System (JMS): although RMS and JMS are a combined system, the Polk County Sheriff's Office, which operates the jail, manages the JMS data.
- Hexagon IFR Intergraph Field Reporting (IFR) is the mobile version of RMS for use in police vehicles.
- Hexagon I/CAD – Computer Aided Dispatch.
- Hexagon recently created a data conversion tool, which transforms the exported data from Uniform Crime Report (UCR) categories to National Incident-Based Reporting System (NIBRS) codes.

Preparation of Reports

The Public Safety Technology Services unit prepares monthly and annual reports. On a monthly basis it prepares a spreadsheet of Part 1 Crime Closure Statistics for the Des Moines Police Chief and Command Staff. Part 1 Crimes, as defined by the FBI Uniform Crime Report, include data on murder, aggravated assault, forcible rape, robbery, motor vehicle theft, burglary, larceny/theft, arson, and arrests for other offenses.⁸ It also prepares a data package that is sent to the state, which then compiles state-wide crime data to send to the FBI. Annually, it helps produce a two-page statistical report that the Des Moines Police Department posts on its website. In addition, the Public Safety Technology Services unit responds to ad-hoc data queries and Freedom of Information Act (FOIA) requests.

The Des Moines Police Department has recently replaced its Hexagon I/LEADS Records Management System/Java Message Service plus IFR system with the Tyler Technologies New World Law Enforcement Reporting Management System (LERMS),⁹ that includes a suite of modules that the company offers in law enforcement analytics, decision-making, and community engagement. The existing reporting

⁸ https://ucr.fbi.gov/additional-ucr-publications/ucr_handbook.pdf

⁹ <https://www.tylertech.com/products/enterprise-public-safety/enterprise-law-enforcement-records>

management system was purchased in 2003 and it has reached its end of life, running on equipment that will no longer be supported by the vendor.

Launch of Enhanced Data Collection & Reporting

The Tyler New World describes its software system as providing integrated, configurable, and scalable solutions for public safety agencies including dispatchers, officers, firefighters, first responders, command and civilian staff. These modules are described as having the following functionality and benefits:¹⁰

- Enterprise Records or Law Enforcement RMS (LERMS) “capture, process, analyze and share data on cases, incidents, persons, buildings, businesses, vehicles, property, citations, and crashes.” LERMS’ user-defined fields allow users to track information by sharing data across all roles and ensuring the integrity, security, and auditing of information. It also allows access to real-time data and informs users to make better proactive decisions.
- Field Reporting works on laptops, most of which will be mounted in vehicles. It allows access to real-time role-specific data intended to increase efficiency and safety. It offers a case and crash report, immediate updates about an incident or calls for service, and feature-rich instant mapping.
- Decision Support & Dashboards are designed to simplify ad-hoc reporting, trend analysis, and delivery of information through high-level easy-to-use dashboards that provide operations and performance overviews. Users receive instant access to information on crimes, response times, and incidents. It offers dynamic graphs and charts and electronic enterprise report distribution. This functionality is intended to enhance decision making, response planning and thereby organizational performance.

With authorization from the Des Moines City Council, the DMPD has purchased the Tyler New World modules described above intended to enhance their capacity to conduct more in-depth analyses, make informed decisions based on these analytics and share them with the community. The Decision Support & Dashboards modules are presented in more detail in the section on *Analytics and Transparency* later in this report.

The City of Des Moines Chief Information Officer listed the following benefits of the Tyler New World system:

- The system can be run on-premises using City virtual servers, which align with the City's technology standard and infrastructure investments.
- The application is web-based (runs in a web browser), so it can be made accessible to an unlimited number of authorized users in DMPD and Polk County agencies.
- It utilizes SQL Server database storage, which is the City's technology standard and aligns with City IT database administrator and report writing capabilities.
- Historical data from the former RMS can be converted to the new RMS.
- The system supports interfacing with other existing information systems so that records originating in CAD or TraCS can be imported into RMS without manual re-entry of data.
- It supports ESRI GIS map services, which is the City's technology standard for mapping.

¹⁰ www.tylertech.com (Law Enforcement Records Management)

- It includes a crime mapping dashboard for daily reports and basic spatial analysis of incidents and for publishing anonymized crime maps/data to the public (replaces City's use of crimemapping.com).
- It includes decision support reporting tools for advanced, data-cube or pivot-table capabilities in Excel (allows City to train and provide access to more analysts using a familiar tool).

2.1 Des Moines Police Department (DMPD) Current State

Data Collected

The Des Moines Police Department currently collects data on:

- Stops resulting in citations.
- Arrest data.
- Calls for service.
- Use of force.
- Offenders and victims of crimes.

The following section of this report describes each type of data along with several attributes:

- Source of data.
- How the data is organized.
- Listing of data elements.
- IT System where the data is compiled.
- Department where the data is housed.

2.1.1 Citation Data

Police officers issuing citations after a stop enter the citation data using the TraCS software that has been installed in their vehicles. A large part of the data is generated automatically from the cited individual's driver's license, but the driver's license does not include race and ethnicity data. Officers may manually enter that data based on observation, but the TraCS software does not require that the race and ethnicity data fields be collected.

The TraCS software electronically transmits citation data to the courts. In addition, the software creates a PDF version of the citation, which is available to the DMPD's Police Information Technicians in the Records Section. The technicians re-enter selected data manually into the Hexagon Records Management System (RMS) citations module.

Citation data are organized by one record per citation. They are collected by the Des Moines Police Department using the following IT Systems: TraCS software, and Hexagon RMS I/LEADS Citations Module. The following data elements are collected per citation:

Driver Data Elements

-
- | | |
|------------------------------------|-----------------|
| • Name of person stopped and cited | • Date of Birth |
| • Race | • Sex |
| • Height | • Weight |
-

Citation Data Elements

- Driver's city, state, zip code; license state, class, endorsements, restrictions, State of vehicle registration
- Fine, Surcharge, Court costs
- Location of stop – address
- Description of violation/charge cited
- Property damage (Y/N), Personal injury (Y/N), Fatality (Y/N)
- Actual and Posted Speed
- Officer's ID
- Reference Info: Record type; Citation #; ENF agency; County; Court; street address, city, zip code
- CMV (Commercial Motor Vehicle), Hazmat (hazardous materials)
- Reason for citation
- Citation date and time
- Section code
- Violation description
- Total costs

2.1.2 Pedestrian and traffic stops that do not result in a citation, warning, or arrest

The Des Moines Police Department does not currently collect data on stops that do not result in a citation, warning, or arrest.

2.1.3 Arrests Data

When arrests are made in the field, an officer enters the incident into the Intergraph Field Reporting (IFR) Incident module, which is available in the police officer's vehicle. Police Information Technicians use this information to generate an arrest record in the RMS.

Arrest data are organized by one record for each booking charge. They are collected by Des Moines Police Department using the following IT Systems: Hexagon RMS I/LEADS Arrests and (IFR) Incidents modules. The following data elements are collected per arrest:

Arrests Data Elements

Data in Person Arrested

- Name of person arrested
- Ethnicity/Race
- Color of hair, eyes, skin
- Date of birth (age)
- Gender
- Height and Weight
- Scars, Marks, Tattoos
- Address

Data on the Arrest

- Name of person arrested
- Arrest Date and Time
- Arresting agency
- Arrest offense code
- Arrested person status at arrest (injured, chemically impaired, mental health symptoms, resistive, used a weapon, etc.)
- Charge description

- Arrest location
- Arresting officer: name, badge #
- Weapon arrestee had
- Disposition of arrestee under the age of 1

2.1.4 Calls for Service

Calls for service to law enforcement agencies generally include calls to “911” for emergency assistance and calls to non-emergency numbers. Calls for service data are input into Hexagon CAD and imported to RMS I/LEADS. Calls for service data input screens are set up for law enforcement, as well as for Fire/EMS calls.

Calls for service (CFS) data are organized by one record for each CFS. They are collected by Des Moines Police Department Public Safety Dispatchers by entering information into Hexagon CAD; they are then imported to Hexagon I/LEADS. The following data elements are collected per CFS:

Calls for Service Data Elements

- | | |
|-------------------------------------|--|
| • Name of person arrested | • Activity Date, Activity Time |
| • Ethnicity/Race | • Street #, name, Apt. Floor, City, Zip |
| • Call ID, Case ID, Received Person | • Time Disposition, Time Arrival, Time Cleared |
| • Nature Code | • Disposition |
| • Loc. Comment, Ident. | |
| • How Received | |

2.1.5 Use of Force

On January 1, 2019, the FBI began collecting use of force data from law enforcement agencies across the country that voluntarily participate.¹¹ The data collection offers big-picture insights, rather than information on specific incidents. The collection neither assesses nor reports whether officers followed their department’s policy or acted lawfully. The Des Moines Police Department participates in this program. The data includes any use of force that results in:

- The death of a person due to law enforcement’s use of force.
- The serious bodily injury of a person due to law enforcement’s use of force.
- The discharge of a firearm by law enforcement at or in the direction of a person not otherwise resulting in death or serious bodily injury.

The Des Moines Police Department collects use of force data through web based IAPro/BlueTeam software programs.¹² IAPro supports the needs of Internal Affairs and Professional Standards units of public safety agencies. It is used in more than 900 public safety agencies in the U.S., Canada, New Zealand,

¹¹ <https://www.fbi.gov/news/pressrel/press-releases/fbi-releases-2019-participation-data-for-the-national-use-of-force-data-collection>

¹² <https://www.iapro.com/>

and Australia. BlueTeam¹³ is the front-line software to IAPro used for paperless use of force reporting and review. It supports patrol, command, and supervisory staff on the front lines. It enables input of complaints, use of force incidents, pursuits, and city-owned vehicle accidents.

Use of force data are organized by one record per use of force report. They are collected by Des Moines Police Department by entering information into IAPro/BlueTeam. The following data elements are collected use of force records:

Data Elements of Person in Use of Force Incident

- | | |
|---------------|------------------------|
| • Citizen Age | • Citizen Race |
| • Citizen Sex | • Citizen Height/Build |

Use of Force Data Elements

- | | |
|--|--|
| • Reason for use of force | • Service being rendered |
| • Citizen arrested (Y/N) | • Distance to citizen |
| • More than one citizen involved (Y/N) | • Case number |
| • Citizen injured (Y/N) | • Type of force used |
| • Employees injured (Y/N); Employee taken to hospital (Y/N) | • Narrative of incident |
| • Body worn camera used (Y/N) | • Date of occurrence; Time of occurrence; Address of occurrence |
| • Citizen taken to hospital (Y/N) | • Employee role; Force used by employee; Injuries caused to employee |
| • Citizen role; Resistance offered by citizen; Charges; Injuries caused to citizen | • Lighting condition |
| • Employee assessment of citizen condition during incident | |
| • Weather conditions | |

2.1.6 Crimes: Offenders and Victims

The Des Moines Police Department uses a Hexagon RMS custom-tailored data package for sending monthly crime and arrests data to the Iowa Department of Public Safety's Uniform Crime Code Classification (UCR) program. The Iowa Department of Public Safety generates annual statistics that show the following by county: crime rate per 100,000 population, crime counts by type of crime for a two-year period (current and previous year), and percent of change, as well as an interactive map of crime density by county.

The Iowa Department of Public Safety sends the data to the FBI for inclusion in its national publications. At present, Des Moines is moving from UCR codes to National Incident-Based Reporting System (NIBRS) codes.

Crime data are organized by incident, offense, victim, known offender, and arrestee.

¹³ <https://www.iapro.com/pages/blueteam>

They are collected by the Des Moines Police Department RMS/I/LEADS Incident and Arrest modules by entering information into FBI UCR/NIBRS. The following data elements are collected per crime record:

Crime Data Elements

- Victim and offender information
- Demographic data on victim and offender: age, sex, race/ethnicity
- Relationship of victim to their offender(s), where known
- Violence crime offense characteristics: type of weapon involved by offense; offense linked to another offense
- Crime classification code (UCR)

2.1.7 Offense Location and GIS Data

The Des Moines Police Department currently collects GIS coordinates, and zip code data for Calls for service incidents. The citation module in RMS is exclusively used by the Police Information Technicians to re-enter selected citation information from the PDF copy generated by the TraCS system, making it vulnerable to human error. When the Police Information Technicians enter the “Offense location”, the RMS system uses that information to automatically populate GeoX and GeoY coordinates.

A GEO (GIS) geographic information system creates, manages, analyzes, and maps all types of data. GIS connects data to a map, integrating location data (where things are) with all types of descriptive information (what things are like there). This provides a foundation for mapping and analysis that is used in many industries and fields. GIS helps users understand patterns, relationships, and geographic context. It improves communication and efficiency and leads to better management and decision making.

Since July 2018, x/y coordinates are collected in TraCS on every citation issued by the Des Moines Police Department by way of a mandatory field setting in TraCS. Prior to July 1, 2018, collecting x/y coordinates were optional, although, according to staff interviews, most of the officers in the Traffic Unit did so. At present, there is no electronic interface between TraCS and I/LEADS. According to staff, the multi-step transfer of citation information from TraCS, developed by the Iowa Department of Transportation to the Police Department’s Hexagon RMS, is a burdensome and highly inefficient process.

The Des Moines Police Department does not analyze the GIS data of Stops resulting in a citation, nor does it connect it to the rest of the Stop data collected. However, there is capability built into the TraCS software that allows for the department to map citation data. The creation of such maps can be very useful for decisions involving the allocation of resources and to the analysis of policing disparities by location. Not having such analysis makes it very challenging to produce any summary of analytic results by census tract or zip code.

The Des Moines Police Department uses GIS data with its CrimeView system that links crime data with GIS information to map out where the crime took place. The Police Department sends the GIS information on crashes to the Iowa Department of Transportation which, in turn, uses this information to produce public maps on their website of crash locations statewide.

Currently there is no electronic interface between TraCS and I/LEADS causing staff to manually enter data. The Tyler New World System, should allow for interfacing between TraCS and I/LEADS, alleviating the need for staff to manually enter data.

2.2 Community Engagement

Our community engagement process included Key Informant Interviews, focus groups held in-person and virtually and an online survey sent to leaders of nearly 100 organizations within Des Moines who sent it onto their members. The following findings on rating responses and highlights of open-ended comments capture responses and results from the stakeholder survey and focus groups related to the Accountable Core Attribute of law enforcement data. Overall, 207 individuals provided insights on the topics of what and how data is collected.

2.2.1 Stakeholder Survey

Respondents were asked to rate how valuable they believed various types of data are to collect when a community member is stopped by a police officer. The following tables show the quantifiable results of the responses and are followed by an analysis of all the open-ended comments that were submitted in addition to their ratings on data.

Nearly 85 percent of respondents believe that collecting data on all police stops – not just those resulting in a citation or arrest – is either “Extremely Valuable” or “Valuable,” the majority of whom saw it as Extremely Valuable.”

The following two tables exhibit what respondents of the Stakeholder Survey rated as valuable data points to collect on a stop conducted by a police officer. The tables are broken into two sections of five data points each. In Table 1, data that respondents felt are predominantly “extremely valuable” to collect are: the reason for the stop (82%) and the record of the results of the stop (72%). The majority also felt that a description of the type of stop was “extremely valuable,” (65%) while a majority (58%) believe that collecting data on race/ethnicity is as, well. In fact, all of these data points are considered valuable among nearly all of the respondents.

Table 1
Value Rating of data on Stop Type, Reason, & Results; Race, Ethnicity, Age of Person Stopped

How valuable do you consider the collection of the following data during a police stop?	Extremely Valuable	Valuable	Neither Valuable or Not Valuable	Somewhat Valuable	Not Valuable
Description of type of stop (e.g. traffic or pedestrian).	64.5%	31.5%	1.5%	1.5%	1.0%
Reason for the stop (e.g. identify suspected violation)	81.7%	17.3%	0%	0.5%	0.5%

Record of the results of the stop (e.g. warning, citation, arrest or none)	71.6%	26.5%	1.5%	0.5%	0%
Race/Ethnicity of person stopped	58.2%	18.9%	9.5%	5.0%	8.5%
Age of person stopped	39.9%	33%	14.3%	6.4%	6.4%

In the second table below, data that respondents felt are “extremely valuable” to collect on a stop by a police officer are: details of any use of force (90%), results of enforcement action taken (82%), reason for the stop (e.g. identify suspected violation) (82%), and record of the results of the stop (e.g. warning, citation, arrest or none) (72%). Very few, if any, respondents rated data points as “Somewhat Valuable or Not Valuable.” These responses were among the highest “extremely valuable” ratings throughout the survey.

Table 2

Value Rating of Details on Location, Searches, Use of Force and Gender of Person Stopped

How valuable do you consider the collection of the following data during a police stop?	Extremely Valuable	Valuable	Neither Valuable or Not Valuable	Somewhat Valuable	Not Valuable
Gender of person stopped	42.2%	27.5%	16.7%	5.9%	7.8%
Detailed location of stop	52.5%	36.1%	6.9%	3.5%	1.0%
Details of any searches conducted	74.4%	23.2%	1.0%	1.0%	0.5%
Details of any use of force applied	90%	9.0%	0.5%	0.5%	0%
Results of enforcement action taken	81.9%	18.1%	0%	0%	0%

OPEN-ENDED RESPONSES ON SURVEY

The following are the main themes on accountability covering what, how, and by whom data is collected drawn from open-ended questions from the Stakeholder Survey.

Officer Data

Respondents reported that:

- The following data points are important to collect: an officers’ age, race, ethnicity, gender, badge number, and whether the officer lives in the City of Des Moines.
- It should be reported when an officer turns off their camera during an interaction. Respondents also mentioned the use of logged footage from body cameras and car mounted cameras as a tool to review data on interactions.

- Data could be aggregated and categorized by nature of citizen complaints per officer and the result of the complaint, i.e., whether it was justified or resolved.
- Data does not always tell the whole story and suggested there be a way for qualitative information—particularly from people of color in the community—to be collected and aggregated as well.
- Data should be collected on what officers spend their time doing.

Traffic Stops

Respondents reported that:

- Race, ethnicity, gender, attitude/condition should be collected on the citizen whether they are stopped, cited, or arrested. There were concerns about how race would be determined—whether the officer would ask, or guess. Many respondents report that this data can be used to uncover bias.
- There is an opportunity to use bystanders –both other officers and people in the area—as a data source.
- Data on if and why use of force was used was very important.
- Data on why an individual was stopped was very important. *“If the officer has enough reason to stop someone, they should be willing to fill out a report of what led to that stop.”* Respondents overwhelmingly report similar sentiments.

Data Collection Methodology:

Respondents had concerns about:

- The methodology in which data would be collected at a stop and then compiled into meaningful data. Some voice concerns about it being too great of a burden on the officer to collect such data for every stop. A few responders mention the potential of using an audio recording system where officers dictate the reason and results of the stop.

The following question exhibited clear and consistent themes in the survey: **“Some police departments require officers to complete reports for every stop they make -- not just those that result in a citation or arrest. How valuable do you find providing data on every stop? Feel free to expand on your answer”**

- 36% of open-ended answer comments said that because of officer “harassment”, “intimidation”, and “racial bias” collecting data on every stop is valuable.

2.2.2 Focus Group Sessions

Focus Group Participants gave considerable attention to traffic stops, which is summarized as follows.

The following data needs to be collected:

- Data on person stopped
 - Race, ethnicity, gender, age, make and type of car, number of people in the car as well as their demographics, whether they're a resident of community, presence of weapons or drugs
- Data on the stop itself
 - How long the person was followed before being pulled over
 - Reason the person was being followed
 - Why the person was stopped
 - How long the stop took
 - If the driver agreed that they did what they were pulled over for
 - What happened at the stop; if the person was frisked or searched
 - If re-enforcement was called in
 - Time of day the stop occurred
 - Stop location
 - If the stop was related to a call
 - If drugs were confiscated
 - A record on all stops of whether a citation or arrest was made or not
 - What the result of the stop was i.e., no action, citation, warning, arrest
 - Whether the officer kept their body camera on during the stop
 - Whether the situation was escalated or de-escalated by the officer
- Focus group participants had the following concerns about the collection of stop data
 - How will an officer identify an individual's race and ethnicity?
 - Whether officers who self-report race intentionally mis-identify a person's race so that data does not show bias.
 - Whether collecting too much data will take too much time and result in inefficiencies.

Participants in every focus group felt that data should be collected on use of force. Some data points include:

- Details of any use of force applied
- The involvement of tasers, tear gas, weapons
- Types of restraint, demeanor of offender, reason force was applied

Participants in every focus group spoke about data that should be collected involving mental health related cases:

- If there was a previously known mental health issue with either the citizen or officer involved
- If there was a trained mental health professional at the scene
- What happened when the interaction took place?
- The nature of the mental health call when it was received

Many participants spoke about the role that bias can play in all areas of data, including calls for service. One participant remarked that “biased calls result in biased outcomes”. The following are data points participants suggested to be collected on calls for service

- Response time
- Person and location of the call
- Nature of the call
- Who was in the call room?
- Who is sent when no active crime is occurring?

Additional comments on data accountability

- Participants suggested that data be collected on any type of barrier, such as language barriers, or issues related to the citizen’s physical and mental abilities.
- For crime incidents, participants wanted to know the type and location of the crime.
- All focus groups discussed wanting increased transparency on officer data—mostly related to complaints. This is further described in the Analytic, Transparency, and Actionable sections. Items that fall into the Accountable attribute regarding data on officers are data on both formal and informal officer training.

2.3 Ideal State on Data Accountability

A core component of this *Law and Code Enforcement Data Initiative* is to research best practices on law enforcement data, centering on how and what data are collected, and how they are analyzed, shared, and collaboratively acted upon between police departments and community stakeholders. We refer to the examples we use as “promising practices” of law enforcement data initiatives relating to one of the four core Data Attributes – Accountable, Analytic, Transparent, and Actionable - that frame this study.

In this chapter we focus on those practices that highlight programs and strategies recognized as exemplars of law enforcement data initiatives on data accountability: what, how, and by whom data should be collected.

2.3.1 Stop Data

Research demonstrates the importance of collecting and analyzing stop data. The Center for Policing Equity and Policing Project at NYU School of Law articulates significant benefits to law enforcement when data is collected on every traffic and pedestrian stop.¹⁴ Furthermore, the Center for Policing Equity’s Justice Navigator relays that “Stop records should clearly distinguish vehicle stops from pedestrian stops. If the department collects data on consent-based encounters such as witness interviews, these should be clearly distinguished from stops in which the person is not free to leave.”¹⁵

Benefits of collecting data on every stop include¹⁶:

- Obtaining concrete evidence on whether stops are achieving law enforcement and public safety objectives.

¹⁴ https://policingequity.org/images/pdfs-doc/COPS-Guidebook_Final_Release_Version_2-compressed.pdf

¹⁵ <https://justicenavigator.org/for-law-enforcement/collect-data>

¹⁶ https://policingequity.org/images/pdfs-doc/COPS-Guidebook_Final_Release_Version_2-compressed.pdf

- Providing a better understanding of how stops impact the community and whether certain groups bear a disproportionate burden from those stops.
- Permitting agencies to better assess the conduct of individual officers.
- Building community trust through improved transparency and dialogue about policing practices.

These benefits allow law enforcement departments to determine the effectiveness and efficiency of their policing strategies; determine the presence of disparities and disproportionality of enforcement for some groups; and identify officer behavior outliers.

Two national leading centers, the *Center for Police Equity & Policing*¹⁷ and the *New Center*¹⁸ have published seminal works on how to collect and analyze stop data. Both present guides and promising practices on how and what data to collect at a stop. They, among others, consider it imperative that data be collected on all traffic stops, regardless of the reason why the vehicle or pedestrian is stopped. Limiting data collection only to stops that result in citations or arrests misses the opportunity to learn why the stop was made in the first place, if stops are made more frequently in certain locations, for certain reasons or among certain populations, and if an officer shows a pattern of high stop rates resulting in arrests. When it comes to building trust with the community, this data is valuable.

2.3.2 Race, Ethnicity, and Gender

Capturing race/ethnicity and gender data is considered critical to being able “to identify any disparities in individuals stopped or how they are treated during the stop.”¹⁹ Promising practice examples presented in the compendium, some of which are listed below, recommend that police officers record his/her *initial perception* of the stopped person’s demographic information.

According to the National Conference of State Legislatures, as of December 2020 at least twenty-three states and the District of Columbia had laws related to or requiring collection of stop data.²⁰ All states’ laws include reporting or other requirements for evaluation of the data collected; the kind of data varies by state. Most laws require the collection of demographic data including race, ethnicity, color, age, gender, minority group, or state of residence. Most states created a form based on statutory guidance, with attorneys general offices or specific state agencies providing mandated or at least suggested templates.

Considered a crucial element in an effective stop data law is an enforcement mechanism to incentivize law enforcement agencies to comply. For example, in North Carolina the penalty for failing to submit data is ineligibility for any state grants. If an agency in Texas fails to comply with the stop data law, it is liable to the state for up to \$5,000.²¹

¹⁷ Ibid.

¹⁸ <https://newcenter.org/policing-data-gap/>

¹⁹ https://policingequity.org/images/pdfs-doc/COPS-Guidebook_Final_Release_Version_2-compressed.pdf p.15

²⁰ <https://www.ncsl.org/research/civil-and-criminal-justice/traffic-stop-data.aspx>

²¹ <https://www.policingproject.org/news-main/2019/9/27/its-time-to-start-collecting-stop-data-a-case-for-comprehensive-statewide-legislation>

Missouri. Based on concerns raised by Missouri residents and the state legislature about racial profiling, several changes to questions that officers must answer when making a stop were implemented in 2021 (form provided as Figure 4).²³ These new questions relate to the officer's assignment, the residential zip code of the driver stopped and the reason for issuing a citation or warning. Note that "Driver's Race/Minority Status" is "based **only** on visual observation **after** stops."

Similar to that of Missouri, the law requires the State Attorney General (CADOJ) to collect data. However, California data collection mandates include all vehicle *and pedestrian stops*, not just vehicle stops as is the case in Missouri. Data collection includes all citations, searches, arrests, uses of force, and more.

When officers collect data, they are required to indicate the perceived identity groups to which they believe each person belongs. These identity groups include:

- Race or ethnicity
- Gender
- Lesbian, Gay, Bisexual and Transgender (LGBTQ) status
- Age

VEHICLE STOP INFORMATION DATE <u> mm </u> <u> dd </u> <u> yr </u> TIME <u> </u> (military)	VEHICLE STOP INFORMATION DATE <u> mm </u> <u> dd </u> <u> yr </u> TIME <u> </u> (military)
1 OFFICER ASSIGNMENT (Time of Stop) <input type="checkbox"/> General Patrol <input type="checkbox"/> Dedicated Traffic Enforcement <input type="checkbox"/> Special Assignment	1 OFFICER ASSIGNMENT (Time of Stop) <input type="checkbox"/> General Patrol <input type="checkbox"/> Dedicated Traffic Enforcement <input type="checkbox"/> Special Assignment
2 LOCATION OF STOP <input type="checkbox"/> Interstate Highway <input type="checkbox"/> U.S. Highway <input type="checkbox"/> State Highway <input type="checkbox"/> County Road <input type="checkbox"/> City Street <input type="checkbox"/> Other	2 LOCATION OF STOP <input type="checkbox"/> Interstate Highway <input type="checkbox"/> U.S. Highway <input type="checkbox"/> State Highway <input type="checkbox"/> County Road <input type="checkbox"/> City Street <input type="checkbox"/> Other
3 VIOLATION RESULTING IN STOP (✓ all that apply) <input type="checkbox"/> Moving <input type="checkbox"/> Equipment <input type="checkbox"/> License/Registration <input type="checkbox"/> Investigative If an "Investigative" violation, ✓ category of violation. <input type="checkbox"/> Call for Service <input type="checkbox"/> Officer Initiative <input type="checkbox"/> Detective or Crime Bulletin <input type="checkbox"/> Other	3 VIOLATION RESULTING IN STOP (✓ all that apply) <input type="checkbox"/> Moving <input type="checkbox"/> Equipment <input type="checkbox"/> License/Registration <input type="checkbox"/> Investigative If an "Investigative" violation, ✓ category of violation. <input type="checkbox"/> Call for Service <input type="checkbox"/> Officer Initiative <input type="checkbox"/> Detective or Crime Bulletin <input type="checkbox"/> Other
4 DRIVER'S RACE/MINORITY STATUS (based only on visual observation after stop) <input type="checkbox"/> White <input type="checkbox"/> African-American/Black <input type="checkbox"/> Hispanic/Latino <input type="checkbox"/> American Indian/Alaska Native <input type="checkbox"/> Asian <input type="checkbox"/> Other	4 DRIVER'S RACE/MINORITY STATUS (based only on visual observation after stop) <input type="checkbox"/> White <input type="checkbox"/> African-American/Black <input type="checkbox"/> Hispanic/Latino <input type="checkbox"/> American Indian/Alaska Native <input type="checkbox"/> Asian <input type="checkbox"/> Other
5 DRIVER'S AGE <input type="checkbox"/> Under 18 <input type="checkbox"/> 18-29 <input type="checkbox"/> 30-39 <input type="checkbox"/> 40-64 <input type="checkbox"/> 65+	5 DRIVER'S AGE <input type="checkbox"/> Under 18 <input type="checkbox"/> 18-29 <input type="checkbox"/> 30-39 <input type="checkbox"/> 40-64 <input type="checkbox"/> 65+
6 DRIVER'S GENDER <input type="checkbox"/> Male <input type="checkbox"/> Female	6 DRIVER'S GENDER <input type="checkbox"/> Male <input type="checkbox"/> Female
7 ZIP CODE OF DRIVER'S CURRENT RESIDENCE _____	7 ZIP CODE OF DRIVER'S CURRENT RESIDENCE _____
8 IS DRIVER A RESIDENT OF LAW ENFORCEMENT AGENCY'S JURISDICTION? <input type="checkbox"/> Yes <input type="checkbox"/> No	8 IS DRIVER A RESIDENT OF LAW ENFORCEMENT AGENCY'S JURISDICTION? <input type="checkbox"/> Yes <input type="checkbox"/> No
9 WAS A SEARCH INITIATED? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, probable cause/authority for search. ✓ all that apply. <input type="checkbox"/> Consent <input type="checkbox"/> Reasonable suspicion-weapon (terry stop) <input type="checkbox"/> Incident to arrest <input type="checkbox"/> Plain View Contraband <input type="checkbox"/> Other <input type="checkbox"/> Drug Dog Alert <input type="checkbox"/> Inventory <input type="checkbox"/> Drug/Alcohol Odor	9 WAS A SEARCH INITIATED? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, probable cause/authority for search. ✓ all that apply. <input type="checkbox"/> Consent <input type="checkbox"/> Reasonable suspicion-weapon (terry stop) <input type="checkbox"/> Incident to arrest <input type="checkbox"/> Plain View Contraband <input type="checkbox"/> Other <input type="checkbox"/> Drug Dog Alert <input type="checkbox"/> Inventory <input type="checkbox"/> Drug/Alcohol Odor
10 WHAT WAS SEARCHED? <input type="checkbox"/> Driver Only <input type="checkbox"/> Property Only <input type="checkbox"/> Driver and Property	10 WHAT WAS SEARCHED? <input type="checkbox"/> Driver Only <input type="checkbox"/> Property Only <input type="checkbox"/> Driver and Property
11 DURATION OF SEARCH <input type="checkbox"/> 0-15 minutes <input type="checkbox"/> 16-30 minutes <input type="checkbox"/> 31+ minutes	11 DURATION OF SEARCH <input type="checkbox"/> 0-15 minutes <input type="checkbox"/> 16-30 minutes <input type="checkbox"/> 31+ minutes
12 WAS CONTRABAND DISCOVERED? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, type of contraband. ✓ all that apply. <input type="checkbox"/> Drugs/Paraphernalia <input type="checkbox"/> Alcohol <input type="checkbox"/> Currency <input type="checkbox"/> Weapon <input type="checkbox"/> Stolen Property <input type="checkbox"/> Other	12 WAS CONTRABAND DISCOVERED? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, type of contraband. ✓ all that apply. <input type="checkbox"/> Drugs/Paraphernalia <input type="checkbox"/> Alcohol <input type="checkbox"/> Currency <input type="checkbox"/> Weapon <input type="checkbox"/> Stolen Property <input type="checkbox"/> Other
13 RESULT OF STOP <input type="checkbox"/> Citation <input type="checkbox"/> Warning <input type="checkbox"/> Custodial Arrest <input type="checkbox"/> No action <input type="checkbox"/> Other	13 RESULT OF STOP <input type="checkbox"/> Citation <input type="checkbox"/> Warning <input type="checkbox"/> Custodial Arrest <input type="checkbox"/> No action <input type="checkbox"/> Other
14 IF CITATION OR WARNING ISSUED, VIOLATION ALLEGED <input type="checkbox"/> Moving <input type="checkbox"/> Equipment <input type="checkbox"/> License/Registration	14 IF CITATION OR WARNING ISSUED, VIOLATION ALLEGED <input type="checkbox"/> Moving <input type="checkbox"/> Equipment <input type="checkbox"/> License/Registration
15 IF ARREST MADE, CRIME/VIOLATION ALLEGED (✓ all that apply) <input type="checkbox"/> Outstanding Warrant <input type="checkbox"/> Offense against person <input type="checkbox"/> Resisting Arrest <input type="checkbox"/> Drug Violation <input type="checkbox"/> DWI/BAC <input type="checkbox"/> Property Crime <input type="checkbox"/> Traffic Violation <input type="checkbox"/> Other	15 IF ARREST MADE, CRIME/VIOLATION ALLEGED (✓ all that apply) <input type="checkbox"/> Outstanding Warrant <input type="checkbox"/> Offense against person <input type="checkbox"/> Resisting Arrest <input type="checkbox"/> Drug Violation <input type="checkbox"/> DWI/BAC <input type="checkbox"/> Property Crime <input type="checkbox"/> Traffic Violation <input type="checkbox"/> Other

Figure 1: Missouri Vehicle Stop Data Collection form approved June 2019.

²² Missouri Attorney General, Eric Schmitt, see: [2020 Executive Summary \(mo.gov\)](#)

²³ https://ago.mo.gov/docs/default-source/vsr/2020-vehicle-stops-annual-report.pdf?sfvrsn=ffd40b8a_2

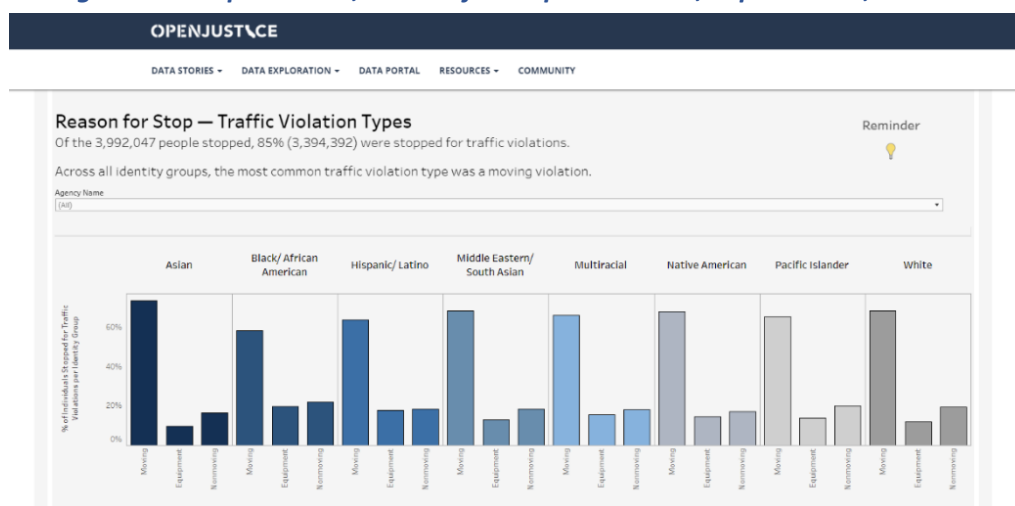
²⁴ Bill Text - AB-953 Law enforcement: racial profiling. (ca.gov)

- Disability
- Limited/no English fluency

Because demographic information is based on the officer's perception, an officer's perception may differ from how that person self-identifies.²⁵ The CADOJ provides a data collection template form for use by all local law enforcement agencies.²⁶ Data are then aggregated and shared through the CADOJ's OpenJustice website, which provides a series of dashboards of RIPA Stop Data, summary statistics, and a glossary of key terms pertaining to stop data.²⁷ OpenJustice represents a promising practice in dashboards, an important area of data science. Dashboards visualize a consolidated set of data for certain purposes that enable users to see what is happening in their area. Dashboards like OpenJustice "should not only be used to communicate with the public, but also to gain feedback from them and to stimulate interaction. Engagement in dashboards, with citizens having the opportunity to provide data and discuss results, plays a crucial role in achieving the benefits."²⁸

Two screenshots taken from the State of California's OpenJustice website illustrate how RIPA Stop Data are presented in accessible and easy to understand dashboards.²⁹ Eighty-five percent of stops were for traffic as shown. The most common traffic stop was for a moving violation.

Figure 2: CA OpenJustice, Reason for Stop screenshot, September 8, 2021.



- Action Rate in Figure 3 refers to the proportion of individuals who had one or more actions taken towards them during a stop. Eighty-one percent of individuals had no action taken

²⁵ <https://openjustice.doj.ca.gov/exploration/stop-data>

²⁶ <https://oag.ca.gov/sites/all/files/agweb/pdfs/ripa/regs-template.pdf>

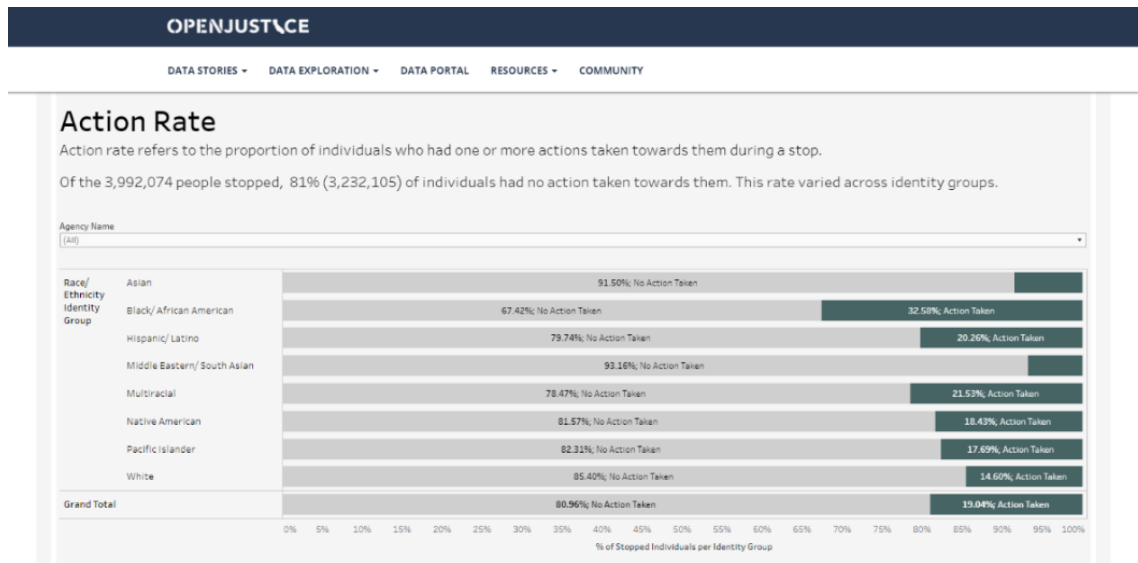
²⁷ <https://openjustice.doj.ca.gov/exploration/stop-data>

²⁸ Ricardo Matheus, Marijn Janssen, Devender Maheshwari. "Data science empowering the public: Data-driven dashboards for transparent and accountable decision-making in smart cities." Government Information Quarterly, Volume 37, Issue 3, 2020. <https://doi.org/10.1016/j.giq.2018.01.006>.

²⁹ <https://openjustice.doj.ca.gov/exploration/stop-data>

towards them, but this easy-to-understand website shows that Blacks/African Americans had the most action taken towards them at nearly 33 percent.

Figure 3: CA OpenJustice, Action Taken screenshot, September 8, 2021.



Oregon. In 2017, the state of Oregon followed California’s lead and passed Oregon’s HB 2355, which requires all law enforcement agencies to collect data regarding officer-initiated traffic and pedestrian stops.³⁰ The statute created the Statistical Transparency of Policing “STOP Program,” which was charged with the development of data collection standards and software for Oregon local law enforcement agencies.

Law enforcement agencies can elect to submit data to the STOP Program in several ways: the STOP software solution can (a) receive data directly from preexisting law enforcement records regarding traffic and pedestrian stops, (b) provide a web-based form for inputting stops data, and/or (c) provide mobile phone applications (both iOS and Android) for inputting stops data. Agencies receive a generic login role to view the STOP web form, mobile applications, and administration hub.³¹

Virginia’s recent Community Policing Act³² required local law enforcement to begin collecting stop data on July 1, 2020. A uniform statewide database was developed to transparently expose all data, searchable by local agency. The Virginia Department of State Police’s Data Analysis and Reporting Team compiles

³⁰ https://www.oregon.gov/cjc/CJC%20Document%20Library/STOP_Report_2020_FINAL.pdf

³¹

https://www.oregon.gov/cjc/stop/Documents/STOP_FAQ.pdf#:~:text=In%202017%2C%20HB%202355%20was%20enacted%20into%20law.,and%20technical%20assistance%20as%20required%20by%20the%20bill.

³² [Code of Virginia Code - Chapter 6.1. Virginia Community Policing Act](#)

data submitted by local agencies and shares it via the Virginia Open Data Portal, which uses dashboard visualizations.³³

Each time a local law-enforcement officer, sheriff, deputy sheriff or State Police officer in Virginia stops a driver of a motor vehicle, the officer must collect the following data, based on the officer's **observation or information** provided to the officer by the driver:³⁴

- The race, ethnicity, age, and gender of the person stopped.
- The reason for the stop.
- The location of the stop.
- Whether a warning, written citation, or summons was issued or whether any persons were arrested.
- If a warning, written citation, or summons was issued or an arrest was made, the warning provided, violation charged, or crime charged.
- Whether the vehicle or any person was searched.

Additionally, Virginia law mandates that the following data are collected: all records of investigatory motor vehicle stops, all stop-and-frisks of a person based on reasonable suspicion (Terry Stops), other investigatory detentions that do not result in an arrest or the issuance of a summons, and records of complaints alleging the use of excessive force.³⁵

Civil Society Groups offer additional guidance on stop data collection, associated policies, and comprehensive nationwide stop data. The following figure depicts three key examples.

Figure 4: Stop Data Implementation Resources

The Center for Policing Equity and New York University School of Law's Policing Project recommends that data be collected on all stops. "*Collecting, Analyzing, and Responding to Stop Data: A Guidebook for Law Enforcement Agencies, Government, and Communities*,"³⁶ is a guidebook that details the needs and benefits of stop data collection, what data to collect and methods for collection, how to ensure data integrity, and more.

³³ <https://law.lis.virginia.gov/vacode/title52/chapter6.1/> For questions regarding the collection of the data, please view the Virginia Department of State Police, Criminal Justice Information Systems, Data Analysis & Reporting Team (DART) website here: [VSP CJIS DART](#).

³⁴ Ibid.

³⁵ <https://law.lis.virginia.gov/vacode/title52/chapter6.1/>

³⁶ https://policingequity.org/images/pdfs-doc/COPS-Guidebook_Final_Release_Version_2-compressed.pdf

Cities & Counties for Fine and Fee Justice³⁷ is a national leadership network of local communities committed to meaningful reforms relating to stops. Currently, there a disproportionate burden on residents living in low incomes and people of color because of fines, fees and tickets. Ten communities received grants to focus on fine and fee reform, including one of the City’s citizen satisfaction regional benchmark communities, Dallas, Texas. The initiative provides a guidebook, *“Roadmap to Equitable Fine and Fee Reform”*³⁸ and additional resources.

Stanford’s Open Policing Project³⁹ provides the most comprehensive, nationwide stop data repository: datasets, video tutorials and research findings. Starting in 2015, an interdisciplinary team of researchers and journalists at Stanford University began requesting data from states. The project has now collected and standardized over two hundred million records of stop and search data from across the county. The project has found significant racial disparities in policing.⁴⁰ The only stop data available on Iowa for the Stanford project to openly share and analyze is the Iowa State Patrol. No data on municipal police departments is available on their site.

2.3.3 GIS DATA

GIS (x/y coordinates) data provides a foundation for mapping and analysis and is used in many industries and fields including Police Departments. GIS data allows the creation of maps that help visualize patterns, relationships, and geographic context. The creation of such maps has multiple uses for Police Departments from decision making involving allocation of resources to the analysis of policing disparities by location. The use of GIS data allows Police Departments to produce analytic results efficiently and accurately by census track or zip code. Such maps are also an effective tool showing the community how police resources are distributed throughout the community in addressing crime, responding to calls for service or making traffic stops.

2.3.4 Use of Force Data

There is little uniformity in the U.S. for data collection on use of force incidents, although the National Conference of State Legislatures reports that at least twenty-one states require some data collection on use of force incidents.⁴¹ However, the amount and kind of data collection varies by state; in 2020, just sixteen states mandated reporting on officer involved civilian deaths.

California Assembly Bill No. 71 (October 2015) requires all California law enforcement agencies (state and local) to collect data on all incidents of use of force by a civilian or peace officer against the other that

³⁷ <https://finesandfeesjusticecenter.org/campaigns/counties-and-cities-for-fine-and-fee-justice/>

³⁸ <https://www.policylink.org/resources-tools/equitable-fine-fee-reform>

³⁹ <https://openpolicing.stanford.edu>

⁴⁰ <https://doi.org/10.1038/s41562-020-0858-1>

⁴¹ <https://www.ncsl.org/research/civil-and-criminal-justice/use-of-force-data.aspx>

involves a firearm or results in serious bodily injury or death.⁴² “Serious bodily injury” means a bodily injury that involves a substantial risk of death, unconsciousness, protracted and obvious disfigurement, or protracted loss or impairment of the function of a bodily member or organ.

AB No. 71 data collection and reporting requirements (phased in across the state) include:

- The gender, race, and age of each individual who was shot, injured, or killed.
- The date, time, and location of the incident.
- Whether the civilian was armed, and, if so, the type of weapon.
- The type of force used against the officer, the civilian, or both, including the types of weapons used.
- The number of officers involved in the incident.
- The number of civilians involved in the incident.
- A brief description regarding the circumstances surrounding the incident, which may include the nature of injuries to officers and civilians and perceptions on behavior or mental disorders.⁴³

The **Seattle Police Department’s** (SPD) data collection and reporting on use of force incidents promotes data transparency in its practices and investigations.⁴⁴ In 2012, the City of Seattle entered a consent decree with an ongoing court monitoring requirement. Under the consent decree, policies, and procedures around use of force incidents were developed in collaboration with the U.S. Department of Justice; these policies and corresponding data collection practices were implemented in January 2014.

The SPD’s use of force policy now defines the types of force that require data collection and reporting. All uses of force are reportable except de minimis force:⁴⁵

- **De Minimis:** Physical interaction meant to separate, guide, and/or control without the use of control techniques that are intended to or are reasonably likely to cause any pain or injury.
- **Type I:** Force that causes transitory pain or the complaint of transitory pain.
- **Type II:** Force that causes or is reasonably expected to cause physical injury greater than transitory pain but less than great or substantial bodily harm.
- **Type III:** Force that causes or is reasonably expected to cause great bodily harm, substantial bodily harm, loss of consciousness, or death.

⁴² https://leginfo.legislature.ca.gov/faces/billTextClient.xhtml?bill_id=201520160AB71

⁴³ [Ibid.](#)

⁴⁴ [Microsoft Word - Findings Letter - MASTER - version 20 to CRT CLEAN - 12 14 11.docx \(squarespace.com\); spd_consentdecree_7-27-12.pdf \(justice.gov\)](#)

⁴⁵ <http://www.seattle.gov/police-manual/title-8---use-of-force/8400---use-of-force-reporting-and-investigation>

2.3.5 Calls for Service Data

There are an estimated 240 million 911 calls for service in the U.S. each year.⁴⁶ Today calls for service data are typically maintained in law enforcement computer-aided dispatch systems. These data can help agencies go well beyond call answer times and response times – although those are useful standards. Calls for service data are rich in detail and often go underused, these data can:

- Help law enforcement understand when and what kinds of crimes are occurring if any.
- Highlight patterns in a given neighborhood, and importantly, the high-volume times.
- Inform law enforcement, policymakers, and the public about the resource allocations necessary, and whether non-enforcement personnel (such as mental health professionals) should respond.
- Identify if non-law enforcement alternative responses would best meet the community's needs while also reducing law enforcement's workload.
- Serve the community by helping members understand the volume and type of crime in neighborhoods.

While federal crime data collected through the UCR (Uniform Crime Report) and NIBRS (National Incident-Based Reporting) use big, overarching categories, at a local level call for service data can help law enforcement, policymakers and community members see patterns and trends in public safety more quickly. Some communities are using calls for service data to demonstrate police accountability. Others use calls for service data to provide alternative, nonenforcement responses that better meet residents' needs.

The Boise Police Department (BPD) uses an interactive Emergency Response Time Dashboard⁴⁷ that contains data from 2017 to present; dashboard data show residents how quickly the police department responds to emergencies, by area; provides the response time of the first and second officer to arrive on the scene; and shares the average response time over 12 months.

In 2020, the BPD responded to 151,897 calls for service. The most common calls made by community members were for welfare checks (the caller requests a police officer to check on the safety or well-being of a person), citizen assistance, domestic disputes and suspicious vehicles. The most common calls made by officers were traffic stops, follow-up, extra patrol and civil duties.

Calls for service data are also used in agency-level strategic plans; the Fort Worth Police Department (FWPD) incorporated calls for service data into its multi-year strategic plan.⁴⁸ Under the FWPD's plan, the agency established four overarching Strategic Direction priorities, twenty-three goals and corresponding action items.

⁴⁶ <https://www.nena.org/general/custom.asp?page=911statistics>

⁴⁷ <https://www.cityofboise.org/government/data-transparency/data-and-dashboards/police-data-and-dashboards/emergency-response-time/>

⁴⁸ FWPD Strategic Directions FY17 – FY21, see [FWPD \(clearpointstrategy.com\)](https://www.fwprid.org/clearpointstrategy.com)

Another local Texas law enforcement agency, the Police Department of **Arlington, Texas** (pop. 394,266), uses a database to show “police activity,” related to calls for service data.⁴⁹ “This active-calls webpage is provided to community members to enhance transparency of calls for service and activity within the City of Arlington.” The webpage provides Call Types, District, Beat, Priority of Call (using a 3-priority ranking system in which call-takers rank levels), Date, Time, Call Number and Approximate Location. These calls then automatically populate the public-facing dashboard.⁵⁰

Nationwide, law enforcement agencies are evaluating calls for service data to assess whether alternatives to enforcement response are feasible. For instance, the **City of Durham, North Carolina** (pop. 283,506) has taken a research-driven approach to calls for service through its “911 Calls for Service Initiative.” In late February 2021, Durham Police Department’s professional services vendors presented an update on the multi-phased research project, highlighting that:⁵¹

- Most calls do not result in arrest.
- Most calls require the officer to perform some type of support role involving consensual resolution.
- Officers work within the structural and organizational restraints imposed by the law and their organizations but mostly work to resolve issues without resorting to enforcing the law.

In September 2021, a new **Harvard Kennedy’s Government Performance Lab (GPL)** initiative was announced. The initiative, which includes Durham, is collaborating with an initial cohort of five jurisdictions to build capacity around alternatives to law enforcement responding to all calls for service.⁵² GPL expects the work to include the creation of training curricula for response teams, design of 911 call decision trees, preparation of community briefing materials, and technical assistance in the procurement of services from local providers.⁵³

Also in September 2021, StateTech magazine reported on the **City and County of Denver’s** Support Team Assisted Response (STAR) Program.⁵⁴ Initially launched in June 2020, the STAR Program deploys Emergency Response Teams that include emergency medical technicians and behavioral health clinicians to engage with individuals experiencing crises related to mental health issues, poverty, homelessness, and substance abuse. Instead of sending police officers for some calls, vans staffed with paramedics and mental health clinicians respond to appropriate calls for service. These teams treat people with mental health issues and connect them with services.

A six-month study of Denver’s STAR Program showed the program’s value. The alternative team responded to 1,685 calls within the first four months, a volume that could potentially reduce Denver police calls for service annually by about 3 percent, producing significant budgetary savings. With very few

⁴⁹ <https://arlingtonpd.org/webapps/policeincidents/>

⁵⁰ Ibid.

⁵¹ <https://www.durhamnc.gov/DocumentCenter/View/37014/RTI-PowerPoint-Presentation>

⁵² <https://govlab.hks.harvard.edu/news/press-release-harvard-kennedy-school-government-performance-lab-selects-five>

⁵³ <https://www.thecrimson.com/article/2021/9/20/government-performance-lab-911-alternatives/>

⁵⁴ <https://statetechmagazine.com/article/2021/09/first-responders-weigh-appropriate-responses-calls-service>

exceptions, STAR was able to resolve situations without the need for police intervention. The Denver Public Health & Environment (DDPHE) is now in the process of expanding the STAR Program.⁵⁵

And in October 2021, the **City of Louisville**, Kentucky's (pop. 246,161), Mayor Greg Fischer announced an alternative response program involving the University of Louisville's Commonwealth Institute of Kentucky, housed in the School of Public Health and Information Sciences.⁵⁶ The program focuses on critical incident 911 calls from the Louisville Metropolitan Police Department's (LMPD):

- A Behavioral Health Hub with health crisis interventionists will be integrated into the MetroSafe 911 call center. Call takers will direct certain critical incident calls to an interventionist who will help triage the crisis to determine whether it may be de-escalated over the phone.
- A 24-hour "community respite center" will provide a safe place where individuals can stay for up to 24 hours when connected by a mobile response team. The center will be staffed with qualified mental health and substance use professionals able to conduct evaluations and conduct individuals to services and resources beyond what the mobile response team can provide onsite.

Current State on DMPD Mental Health Related Calls for Service

The DMPD has initiated its own promising practice initiative like those police departments previously described. Recognizing the need for mental and behavioral health professionals to assist police officers in responding to calls that appear to need such support, the DMPD operates a **Mobile Crisis Response Team** and will be initiating a **Crisis Advocacy Response Effort (CARE)** in July 2022. Both initiatives are provided in partnership between the DMPD and Broadlawns Medical Center (BMC).

The **DMPD Mobile Crises Response Team (MCRT)** is called when a dispatcher receives a call for service wherein a community member has indicated there is a mental health crises or component, asks for a Mobile Crisis Unit to respond; a police officer calls for assistance from the MCRT; and/or there is a documented history of mental health issues at the location or with the subject.

Broadlands Medical Center provides 24/7 coverage of a professionally trained mental health staff member (Mobile Crisis Worker) who will respond to a dispatched call for assistance. They co-respond with a police officer and meet the officer on the scene. The BMC mental health Mobile Crisis Worker determines a "level of care through an assessment and advise the DMPD officer of the appropriate course of action."⁵⁷ The Mobile Crisis Worker does not act alone on a scene; they collaborate with the police officer.

⁵⁵ <https://www.denvergov.org/Government/Agencies-Departments-Offices/Agencies-Departments-Offices-Directory/Public-Health-Environment/Community-Behavioral-Health/Behavioral-Health-Strategies/Support-Team-Assisted-Response-STAR-Program>

⁵⁶ <https://louisvilleky.gov/news/mayor-fischer-outlines-recommended-pilot-project-deflect-some-911-calls-non-police-response>

⁵⁷ Scope of Services Agreement Attachment 1 of Agreement between City of Des Moines DMPD and Broadlawns Medical Center.

The DMPD CARE program is intended to help divert a law enforcement or fire rescue response at the point of dispatch by embedding a mental health clinician employed by BMC at the 911 Communications Center who will assist dispatchers with and/or handle calls that are mental health related to assess whether an alternative to a police or fire rescue response is appropriate. This initiative is expected to launch in the next few months, following the training of BMC Mobile Crisis Workers. This project was informed by a team of dispatchers, DMPD management, Mobile Crisis Response Team members, Polk County Dispatch management, Polk County Health Department and Broadlawns representatives spending three days with the City of Austin Police Department reviewing its respected and innovative processes and programs in depth⁵⁸.

These two initiatives provide the opportunity for DMPD to begin conducting analyses of the data being collected and generated by the Communications Center, police officers responding to mental health assistance calls, the Mobile Crisis Response Team data along with diversions and referrals made to alternative responders and agencies.

2.4 Needs Assessment in Data Accountability

Based upon the *Current State* of data collected by the DMPD and the *Ideal State* of practices and opportunities available, the following needs are identified.

2.4.1 Need to record data on “All Stops”

The Des Moines Police Department collects data only on traffic stops that result in a citation or an arrest. It does not collect any data on traffic stops where the police do not take any action. The extent to which this practice impacts the representativeness of stop data is unclear regarding Des Moines, because data on how many stops result in no action is not reported.

2.4.2 Need to enhance data collection data on race/ethnicity/sex

Currently, gathering data on race/ethnicity is not required; thus, the ability to identify trends or patterns of racial disparities are not available. As a result, there is a gap in knowledge on whether there are racially disparate trends of people stopped by law enforcement. Currently if an individual does not have a driver’s license, then data on sex is also limited. Similarly, this limits the ability to identify disparate trends-- based on sex -- of individuals stopped by law enforcement.

2.4.3 Need to create a unique identifier System

Not having Unique Identifiers (UIDs) that mark each particular record as unique from every other record presents a gap in the DMPD’s data collection process. UIDs allow records to be referenced without confusion or unintentional overwriting from other records. The different sets of data that the Des Moines Police Department collect do not have unique identifiers, thus making the linking of data between and across datasets very difficult or unfeasible. For example, stop data cannot be linked to data about an

⁵⁸ <https://www.cbsnews.com/video/police-reform-austin-texas-60-minutes-video-2021-11-21/>

arrest, the resulting court case, or the eventual disposition of the case. Lack of a unique identifier and different data structures make tracking along the arrest-to-case-disposition continuum a challenge.

2.4.4 Need to apply officer data on stops and other actions

Currently, data that the Des Moines Police Department collect on police officers is very limited. It does not include officer demographics such as race/ethnicity, age, and gender. Nor does it include information on an officer's years of experience, rank, geographic assignment, department assignment, or military background/experience. This is information that the National Justice Database considers central to any analysis of police data. The National Justice Database⁵⁹, established by the Center for Policing Equity, is the first national database that integrates crime data, demographic data and police behavior data to analyze the presence, causes and extent of inequitable police practices.

2.4.5 Need to integrate and sync up crime data by neighborhoods

Although GIS coordinates are collected in TraCS on every citation issued by the Des Moines Police Department, at present, there is no electronic interface between TraCS and I/LEADS. According to staff, the multi-step transfer of citation information from TraCS, developed by the Iowa Department of Transportation to the Police Department's Hexagon RMS is a burdensome and highly inefficient process. It is intended that with the introduction of the newly launched Tyler New World there will be interface capabilities, removing the need for staff to manually enter data.

The TraCS software allows for the department to map citation data. However, the Des Moines Police Department does not analyze the GIS data on Stops resulting in citations, nor does it connect to the rest of the Stop data collected. This analysis could highlight policing disparities by location. Not having such analysis makes it very challenging to produce any summary of analytic results by census track or zip code.

2.5 Recommendations and Implementation Strategies

2.5.1 Collect Data on all Stops made by a police officer, not just those that result in a citation or arrest.

Currently, the Des Moines Police Department collects data only on traffic stops that result in a citation or in an arrest. The Police Department does not collect any data on traffic stops where the police do not take any action. Consequently, the total number of stops is unknown; thus, limiting the assessment of use of stops as a policing/public safety strategy, and police efficiency at implementing stops. In addition, not collecting data on all stops impacts the department's ability to determine whether stops not resulting in citations or arrests raise any policing equity concerns. Research outlined in the previous sections demonstrates the importance and benefits of collecting stop data. This is echoed in the January 2022 Des Moines Law Enforcement Data Initiative Community Stakeholder Survey conducted by Public Works LLC. This survey involved 207 representatives from advocacy groups, human services organizations,

⁵⁹ <https://policingequity.org/what-we-do/national-justice-database>

neighborhood associations, health care provider organizations, city/government departments, businesses, education, and faith-based organizations.

As shown in Table 6 nearly 85 percent of respondents (n=203) considered it “extremely valuable” or “valuable” for the police to collect data on every stop; the majority of whom considered it “extremely valuable.”

Table 3
Value Rating on Providing Data on All Stops by Police Officers

Extremely Valuable	Valuable	Neither Valuable nor Not Valuable	Somewhat Valuable	Not Valuable
51.2%	32.5%	3.5%	11.3%	1.5%

Survey participants provided their rationale through open-ended comments as to the value of police collecting data on every stop as follows: (*Des Moines Law Enforcement Data Initiative Community Stakeholder Survey, January 2022*).

“All data from every police interaction with the public is valuable information and should be available to the public. Not all interactions are negative, but how will [we] know for sure if there aren't any records.”

“Reports for every stop is an excellent standard for accountability and transparency, both of which go a long way in building community trust. We know that many Black drivers/pedestrians are stopped, harassed with no resulting citation or arrest - so what was the point of the stop. This type of data would expose biases and inequities, which must be rooted out.”

“The stops where there is no arrest/citation could be some of the most problematic encounters because those could be the interactions where the stop was based on bias even though the person had done nothing wrong”.

“This information will allow data to be collected to ensure equity among traffic stops is actually occurring, and if it isn't, it gives the people the information needed to advocate for those marginalized groups that are experiencing the bias occurring.”

“I think this is very important because it allows data to be tracked to determine if there is a pattern of racial profiling.”

“Collecting data on every stop is the only way to ensure bia- free law enforcement.”

Des Moines focus group participants further reinforced the importance of collecting data on all stops:

“When there is no record of people being just pulled over, the data is skewed.”

“We can't get the whole story, if we don't collect data on race.”

Implementation

The Des Moines Police Department and the City should jointly update the City of Des Moines Code of Ordinances, Chapter 86 - Police Department, Article III. – Unbiased Policing specify:⁶⁰

- Stops refer to all stops regardless of whether the stops resulted in citations or arrests.
- Stops include both motor vehicle stops, bicycle stops, and pedestrian stops.
- Data should be collected on all stops.
- The Code of Enforcement should provide a list of data to be collected.
- The updating of the annual trainings with the above information.

2.5.2 Expand the kind of data collected on all stops recommended by the Center for Policing Equity Stop Guidebook and others.

The *Collecting, Analyzing and Responding to Stop Data Guidebook for Law Enforcement Agencies, Government and Communities* developed by the Center for Policing Equity & Policing Project at NYU School of Law⁶¹ is a promising practice on the specification of data elements that should be reported for police stops. The Guide provides a comprehensive list of data elements and response categories. The response categories provide an array of options describing the data elements. For example, the data item “Result of stop” is followed by a list of potential results.

Having such a list of response categories makes it faster for the officer to complete the stop report as it frees the officer from having to describe the result of the stop in his/her own words; instead, the officer can select the response category that best describes the respective result from a menu of options. It is also more efficient for analysis purposes.

Table 4 compares the list of data elements that the Des Moines Police Department collects on stops to the list of data elements in the *Collecting, Analyzing and Responding to Stop Data Guidebook*.⁶² The *Guidebook*, tailored to all stops, regardless of whether they result in citations or arrests, suggests the collection of more detailed data on the reasons for a stop, actions taken during the stop, results of these actions, and final stop outcomes. In addition to race/ethnicity, gender and age data, the *Guidebook* also adds disability and limited English proficiency data elements to the demographic characteristics of the person stopped, as well as the inclusion of data on the officer: demographics, years of experience, and type of assignment.

⁶⁰ <https://councildocs.dsm.city/resolutions/20200608/EX%201%20A.pdf>

⁶¹ https://policingequity.org/images/pdfs-doc/COPS-Guidebook_Final_Release_Version_2-compressed.pdf

⁶² *Ibid.*

Table 4: Comparison of Current Practice with CPE Stop Data Guidebook on Stop Data Collection

Comparable Data	
Des Moines Police Department: Stop Data Collected	Collecting, Analyzing and Responding to Stop Data Guidebook*
<ul style="list-style-type: none"> • Citation Date and Time (to be changed to stop date and time as not all stops will result in a citation or arrest) • Location: Street Address, GeoX/GeoY coordinates • Race/Ethnicity • Gender • Date of Birth • Alleged speed, weapon, offense code • Citation, arrest • Officer's ID 	<ul style="list-style-type: none"> • Date, Time, and Duration of Stop • Location: street address, latitude/longitude, beat, precinct, district, checkpoint • Perceived Race or Ethnicity of person Stopped: (categories) • Perceived Gender of Person Stopped (categories) • Perceived Age of Person Stopped • Reason for Stop (List of reasons) • Results of Stop (No action/ or category) • Officer's ID Number
Not Comparable Data	
Des Moines Police Department: Stop Data to be Collected	Collecting, Analyzing and Responding to Stop Data Guidebook*
<ul style="list-style-type: none"> • Reason for citation (categories) • Description of violation/charge cited • Property damage (Y/N), Personal injury (Y/N), Fatality (Y/N) • Height and Weight • CMV (Commercial Motor Vehicle), Hazmat (hazardous materials) • Fine, Surcharge, Court costs, Court recommendation, Disposition days/years • Section code, Conviction date, Hearing date, Plea, Bail forfeited • Court: name, telephone #, clerk, Compliance date • Total costs • Verdict • Name of person stopped and cited 	<ul style="list-style-type: none"> • Person stopped perceived to be LGBT (Yes/No) • Stop Made in Response to a Call for Service (Yes/No) • Actions Taken by Officer(s) During Stop (List of types of actions) • Basis for Search (if search was conducted) (list of categories) • Contraband or Evidence Discovered (Yes/No) (If Yes, list of categories) • Basis for Property Seizure (If yes, list of categories) • Type of Property Seized (list of categories) • Person Stopped Has Limited or No English Fluency (Yes/No)

- Driver's city, state, zip code; License state, class, endorsements, restrictions; State of vehicle registration
- Actual and Posted speed
- Perceived on Known Disability of person Stopped (categories of disabilities)
- Officer's Years of Experience
- Type of Assignment of Officer (list of categories)
- Officer's Race/Ethnicity, Sex, Age, Rank
- Originating Agency Identifier (unique identifier)

Best Practice Source: Collecting, Analyzing and Responding to Stop Data, Guidebook for Law Enforcement Agencies, Government and Communities, Appendix C, D, Center for Policing Equity & Policing Project at NYU School of Law.

Implementation

The Des Moines Police Department should modify its *Citation* electronic file into a *Stop* file, so that data on all stops, regardless of outcome, can be recorded. Following promising practices, the file should include detailed information on the following:

- Expanded demographic information on person stopped to include English fluency, disability, and additional gender options.
- Reasons for the stop.
- Whether the stop was made in response to a Call for Service.
- Actions Taken by Officer(s) during the stop.
- If a search was conducted, basis for search.
- If contraband or evidence was discovered, what was discovered.
- If property was seized, what type of property was seized.
- Result of stop.
- Officer information.

The Des Moines Police Department should review and consider the following categories for each of these data items based on the *Collecting, Analyzing and Responding to Stop Data, Guidebook for Law Enforcement Agencies, Government and Communities, Appendix C, D, Center for Policing Equity & Policing Project at NYU School of Law.*

The table (Table 4 A) on the following page identifies the categories to consider from the CPE "Stop Data Guidebook."

**Table: 5: Stop Data Items and Response Categories Recommended by the Center for Policing Equity
“Stop Data Guidebook.”**

“Stop” Data Items	Response Categories	
Reason for Stop <i>(select one primary reason)</i>	<ul style="list-style-type: none"> • Traffic violation • Specific code (CJIS offense table; select drop down) • Type of violation (select one) <ul style="list-style-type: none"> ○ Moving violation ○ Equipment violation ○ Non-moving violation, including registration violation • Reasonable suspicion that person was engaged in criminal activity • Specific Code (drop down; select primary if known) • Officer witnessed commission of a crime • Matched suspect description • Witness or victim identification of suspect at the scene 	<ul style="list-style-type: none"> • Actions indicative of casing a victim or location • Suspected of acting as a lookout • Actions indicative of a drug transaction • Actions indicative of engaging in a violent crime • Other reasonable suspicion of a crime • Known to be on parole/probation/PRCS/mandatory supervision • Knowledge of outstanding arrest warrant/wanted person • Investigation to determine whether person was truant • Consensual encounter resulting in search • Carrying suspicious object
Whether the stop was made in response to a Call for Service	<ul style="list-style-type: none"> • Yes 	<ul style="list-style-type: none"> • No
Actions Taken by Officer(s) during the stop <i>(select all that apply)</i>	<ul style="list-style-type: none"> • Person removed from vehicle by order • Person removed from vehicle by physical contact • Field sobriety test conducted • Curbside detention • Handcuffed or flex cuffed • Patrol car detention • Canine removed from vehicle or used to search • Firearm pointed at person 	<ul style="list-style-type: none"> • Chemical spray used (e.g., pepper spray, mace, tear gas, or other chemical irritants) • Other physical or vehicle contact • Person photographed • Asked for consent to search person <ul style="list-style-type: none"> ○ Consent given ○ Consent not given • Search of person was conducted • Asked for consent to search property <ul style="list-style-type: none"> ○ Consent given

	<ul style="list-style-type: none"> • Firearm discharged or used • Electronic control device used • Impact projectile discharged or used (e.g., blunt impact projectile, rubber bullets or bean bags) 	<ul style="list-style-type: none"> ○ Consent not given • Search of property was conducted • Property was seized • Vehicle impounded • None • Canine bit or held person • Baton or other impact weapon used
If a search was conducted, basis for search <i>(select all that apply)</i>	<ul style="list-style-type: none"> • Consent given • Officer safety/safety of others • Search warrant • Condition of parole/probation/PRCS/mandatory supervision • Suspected weapons • Visible contraband 	<ul style="list-style-type: none"> • Odor of contraband • Canine detection • Evidence of crime • Incident to arrest • Exigent circumstances/emergency • Vehicle inventory (for search of property only)
If contraband or evidence was discovered, what was discovered in search/plain view <i>(select all that apply)</i>	<ul style="list-style-type: none"> • None • Firearm(s) • Ammunition • Weapon(s) other than a firearm • Drugs/narcotics • Alcohol 	<ul style="list-style-type: none"> • Money • Drug paraphernalia • Suspected stolen property • Cell phone(s) or electronic device(s) • Other contraband or evidence
If property was seized, what type of property was seized <i>(select all that apply)</i>	<ul style="list-style-type: none"> • Safekeeping as allowed by law/statute • Contraband 	<ul style="list-style-type: none"> • Evidence • Impound of vehicle • Abandoned property
Result of stop <i>(select all that apply)</i>	<ul style="list-style-type: none"> • No action • Warning (verbal or written): Code/ordinance cited (drop down) • Citation for infraction: Code/ordinance cited (drop down) • In-field cite and release: Code/ordinance cited (drop down) • Custodial arrest pursuant to outstanding warrant 	<ul style="list-style-type: none"> • Noncriminal transport or caretaking transport (including transport by officer, • Transport by ambulance, or transport by another agency) • Contacted parent/legal guardian or another person responsible for the minor • Psychiatric hold • Referred to U.S. Department of Homeland Security (e.g., ICE, CBP) • Referral to school administrator

	<ul style="list-style-type: none"> • Custodial arrest without warrant: Code/ordinance cited (drop down) • Referral to school counselor or other support staff • Field Interview Card completed
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In the Analytic Core Attribute Section of this report, we recommend that a Data Analysis Unit be housed within the DMPD and that a Data Task Force be formed by the unit to further explore how these local police departments are applying this practice in the field and the policies they've developed surrounding it.

Based on the review, the Des Moines Police Department Data Task Force should develop a new Stop Form. This Form should be reviewed by the Police Department and, following its approval, replace the current Citation Form.

2.5.3 Expand *demographic* data collected on all stops as recommended by the CPE Guidebook on Stop Data.

Demographic characteristics of the person stopped by police are a key component in the determination of equity and disparity. In the January 2022 Des Moines Law Enforcement Data Initiative Community Stakeholder Survey, a majority of respondents consider the demographic characteristics to be included on stop reports to be “very valuable” or “valuable.”

More than three-quarters of the survey respondents regard the inclusion of race/ethnicity data as “very valuable” or “valuable.” Nearly 70 percent believe gender data as being “very valuable” or “valuable” and 73 percent gave the same value rating to age data. Fewer than 10 percent do not see value in the inclusion of demographic characteristics of the person stopped to be of value.

Table 6
Value Ratings for Collecting Data on Race, Ethnicity, Age and Gender on Stops

Data	Very Valuable	Valuable	Neither Valuable or Not Valuable	Somewhat Valuable	Not Valuable
Race/Ethnicity of person stopped	58.2%	18.9%	9.45%	5.0%	8.45%
Age of person stopped	39.9%	33.0%	14.3%	6.4%	6.4%
Gender of person stopped	42.2%	27.4%	16.7%	5.9%	7.8%

Source: Des Moines Law Enforcement Data Initiative Community Stakeholder Survey, January 2022. (n = 207)

Determination of race and gender, however, pose challenges. While sex is reported on driver licenses in Iowa, race is not. In cases where the race or gender of the stopped person are unclear, police either omit this information or designate it as “Unknown.” Leaving race and gender information unspecified limits the ability to conduct analyses that could potentially indicate equity or disparity.

The Center for Policing Equity & Policing Project at NYU School of Law⁶³, recommends as do others cited in this report that police officers record “perceived” personal characteristics such as “perceived race” and “perceived gender,” without penalizing them if their perception turns out to be incorrect.

“...our recommendation is that the officer record data based on their initial perceptions. Initial perception means the earliest point in time that the officer perceives these characteristics. ...Using the officer’s perception is broadly supported in social science research as the best way to assess disparities and potential bias in stops: If bias is factoring into an officer’s decision to make a stop, perception is the relevant variable. Asking an officer to report their perceptions relies on honest reporting by that officer, but agency policy also should make clear that an officer will never be punished merely because their perception of an individual’s race, gender, or other characteristic differs from actual fact.”⁶⁴

With regard to demographic data to be collected at all stops, guidance from the CPE Stop Data Guidebook recommends the following demographic data to be collected:

Table: 7 Demographic Response Categories for Stop Data CPE Stop Data Guidebook

Demographic Data Items	Response Categories	
Demographics of person stopped	<ul style="list-style-type: none"> • Asian • Black/African American • Hispanic/Latino(a) • Middle Eastern or South Asian • Native American • Pacific Islander • White 	<ul style="list-style-type: none"> • Date of Birth and/or perceived age
Gender (expanded options) (select one)	<ul style="list-style-type: none"> • Man • Woman • Gender nonconforming 	<ul style="list-style-type: none"> • Transgender man/boy • Transgender woman/girl
Person Stopped has Limited or No English Fluency	<ul style="list-style-type: none"> • Yes 	<ul style="list-style-type: none"> • No

⁶³ https://policingequity.org/images/pdfs-doc/COPS-Guidebook_Final_Release_Version_2-compressed.pdf

⁶⁴ *Collecting, Analyzing and Responding to Stop Data Guidebook for Law Enforcement Agencies, Government and Communities*, V. The Mechanics of Data Collection: When and What to Collect; C. What Specific Data Should Officers Collect; 2. The Person Being Stopped, page 15

Perceived or Known Disability (<i>select all that apply</i>)	<ul style="list-style-type: none"> • Deafness or difficulty hearing • Speech impairment or limited use of language • Blind or limited vision • Mental health condition 	<ul style="list-style-type: none"> • Intellectual or developmental disability, including dementia • Disability related to hyperactivity or impulsive behavior • Other disability • None
Officer information	<ul style="list-style-type: none"> • Officer identification number • Race/ethnicity • Sex • Age • Agency years of experience 	<ul style="list-style-type: none"> • Rank (at date of stop) • Geographic assignment (at date of incident) • Department assignment (e.g., patrol, SWAT, SRO) (at date of stop)

Implementation

The Police Department should review its citation and other forms to ensure that the forms are culturally and racially sensitive and exclude data items such as “skin tone.”

In the Analytic Core Attribute Section of this report, we recommend that a Data Analysis Unit be housed within the DMPD and that a Data Task Force be formed by the unit to further explore how local police departments are applying the practice of entering “perceived race” in the field and the policies they’ve developed surrounding it.

Based on the review, the Des Moines Police Department Data Analysis Unit would develop a proposed Stop Form to be reviewed by Police Department Chain of Command and, following its approval, replace the current Citation Form.

Once DMPD would determine how the practice of perceived race, gender, age will be deployed, the Stop Form will be updated, and the Police Department will develop training materials on the Stop Form and integrate it in the training the DMPD provides to its officers.

2.5.4 Expand data on Calls for Service, Crime/Offense and Use of Force Recommended by the CPE Guidebook on Stop Data and others.

The following tables compare the data the Des Moines Police Department collects on Calls for Service, Crime/Offense and Use of Force with data collected on these areas that are considered promising practices.

Regarding Calls for service, in addition to using a unique identifier, promising practice data suggests that more detailed information should be collected on Location and on officer demographics.

Table 8
Calls for Service Data: Comparison Between DMPD and Center for Policing Equity Checklist

Comparable Data	
Des Moines Police Department: Calls for Service	Best Practice: Center for Policing Equity Data Checklist
<ul style="list-style-type: none"> • Activity Date, Activity Time • Nature Code • Street #, name, Apt. Floor, City, Zip • Time Disposition, Time Arrival, Time Cleared • Disposition • Officer's ID 	<ul style="list-style-type: none"> • Date and time of call • Call type (e.g., suspicious person, assault, narcotics) • Location/Address <ul style="list-style-type: none"> ○ Latitude/longitude ○ Street address details ○ Beat, precinct, district, police service zone, etc., and appropriate shapefiles/maps • Location type (as coded by NIBRS/UCR) • Date and time of response • Disposition (e.g., report taken, unfounded) • Officer's ID Number
Not Comparable Data	
Des Moines Police Department: Calls for Service	Best Practice: Center for Policing Equity Data Checklist
<ul style="list-style-type: none"> • Call ID, Case ID, Received Person • Loc. Comment, Ident. • How Received 	<ul style="list-style-type: none"> • Unique Identifier • Priority level (by number) • Officer Demographics (This should include each officer involved.) <ul style="list-style-type: none"> • Race/ethnicity • Sex • Age • Injury/hospitalization • Agency years of experience • Rank (at date of call) • Geographic assignment (at date of call) • Department assignment (e.g., patrol, SWAT, SRO) (at date of call) • Military background/experience • Subject description • Subject information

Table 9
Crime/Offense Data Comparison Between DMPD and Center for Policing Equity

Comparable Data	
Des Moines Police Department: Crime/Offense Data	Best Practice: Center for Policing Equity Data Checklist*
<ul style="list-style-type: none"> Demographic data on victim and offender: <ul style="list-style-type: none"> Age, Sex, Race/ethnicity Relationship of victim to their offender(s), where known Crime classification code (UCR) 	<ul style="list-style-type: none"> Victim Demographics (Collect this information for each victim.) <ul style="list-style-type: none"> Victim identification number (no PII) Race/ethnicity Sex Age Suspect Demographics (Collect this information for each suspect.) <ul style="list-style-type: none"> Suspect identification number (no PII) Race/ethnicity Sex Age

Not Comparable Data	
Des Moines Police Department: Crime/Offense Data	Best Practice: Center for Policing Equity Data Checklist*
<ul style="list-style-type: none"> Violent crime offense characteristics: <ul style="list-style-type: none"> Type of weapon involved by offense Offense linked to another offense 	<ul style="list-style-type: none"> Offense description Was incident a result of a call for service or officer-initiated activity? Bias motivation (as coded by NIBRS/UCR) Unique identifier Date of incident Time of incident Location/address Latitude/longitude Street address details Beat, precinct, district, police service zone, etc., and appropriate shapefiles/maps Location type (as coded by NIBRS/UCR) NIBRS or UCR classification

- Officer Demographics (This should include each officer involved.)
 - Officer identification number (no PII)
 - Race/ethnicity
 - Sex
 - Age
 - Agency years of experience
 - Rank (at date of incident)
 - Geographic assignment (at date of incident)
 - Department assignment (e.g., patrol, SWAT, SRO) (at date of incident)
- Military background/experience

Best Practice Source: Collecting, Analyzing and Responding to Stop Data, Guidebook for Law Enforcement Agencies, Government and Communities, Appendix D, Center for Policing Equity Data Checklist.

Promising practices on use of force data suggests collecting more expansive and detailed data than the data the Des Moines Police Department currently collects. Instead of Yes/No data, promising practices suggests offering a range of descriptive categories.

Table 10
Use of Force Data Comparison Between DMPD and CA Statute and Open Justice

Comparable Data	
Des Moines Police Department: Use of Force	Best Practice Example: OpenJustice ⁶⁵
<ul style="list-style-type: none"> • Case number • Date of occurrence; Time of occurrence; Address of occurrence • Narrative of incident • Reason for use of force • Type of force used • Citizen injured (Y/N) • More than one citizen involved (Y/N) • Citizen taken to hospital (Y/N) • Citizen arrested (Y/N) • Citizen age, sex, race, height, build 	<ul style="list-style-type: none"> • Unique identifier • Date, time, and location of the incident. • A brief description regarding the circumstances surrounding the incident, which may include the nature of injuries to officers and civilians and perceptions on behavior or mental disorders • Reason for Peace Officer contact⁶⁶

⁶⁵ <https://openjustice.doj.ca.gov/data>

⁶⁶ <https://openjustice.doj.ca.gov/data-stories/use-of-force>

- Type of force used against the officer, the civilian, or both, including the types of weapons used.
- Type of severe force received by a civilian⁶⁷
- Level of injury civilian sustained⁶⁸
- Type of injury civilian sustained⁶⁹
- Gender, race, and age of each individual who was shot, injured, or killed.

Not Comparable Data

Des Moines Police Department: Use of Force	Best Practice: California Assembly Bill 71 California ⁷⁰ and Department of Justice – OpenJustice ⁷¹
<ul style="list-style-type: none"> • Service being rendered • Weather conditions • Lighting condition • Distance to citizen • Employee assessment of citizen condition during incident • Employees injured (Y/N); Employee taken to hospital (Y/N) • Citizen role; Resistance offered by citizen; Charges; Injuries caused to citizen • Employee role; Force used by employee; Injuries caused to employee • Body worn camera used (Y/N) 	<ul style="list-style-type: none"> • Number of officers involved in the incident. • Number of civilians involved in the incident • The number of civilians involved in the incident • Whether the civilian was armed, and, if so, the type of weapon • Level of civilian resistance at time of incident⁷² • Number of civilians perceived to be and confirmed armed⁷³

Best Practice Source: California Assembly Bill 71 Chapter 462 (October 2015),

Best practice Source: State of California Department of Justice – OpenJustice.

Each of the State of California Department of Justice – OpenJustice Use of force data items has response categories.

⁶⁷ [Ibid.](#)

⁶⁸ [Ibid.](#)

⁶⁹ [Ibid.](#)

⁷⁰ https://leginfo.legislature.ca.gov/faces/billTextClient.xhtml?bill_id=202120220AB71

⁷¹ <https://openjustice.doj.ca.gov/data-stories/use-of-force>

⁷² <https://data-openjustice.doj.ca.gov/sites/default/files/2021-06/USE%20OF%20FORCE%202020.pdf>

⁷³ [Ibid.](#)

The OpenJustice Use of Force data is highly detailed and structured, as shown in the following table. Its pre-specified level of detail increases data accuracy and efficiency and saves time in recording the information. The level of detail also increases the quality of the data recorded.

Table 11
Use of Force Response Categories by OpenJustice Promising Practice

OpenJustice Use of Force Data Items	Response Categories
Reason for Peace Officer Contact	<ul style="list-style-type: none"> • Call for service • Crime in progress • Vehicle/Pedestrian stop • In custody event • Pre-planned activity • Other
Level of civilian resistance in time of incident	<ul style="list-style-type: none"> • Active resistance • Assaultive • Fleeing • Life threatening • No resistance • Passive non-compliance
Type of severe force received by a civilian	<ul style="list-style-type: none"> • Discharge of a firearm – hit • Discharge of firearm – miss • Electronic control device • K-9 contact • Blunt/Impact weapon • Impact projectile • Chemical spray • Carotid restraint control hold • Other control hold/takedown • Other physical contact • Threat of firearm • Knife, blade or stabbing instrument • Other vehicle contact
Level of injury civilian sustained	<ul style="list-style-type: none"> • Death • Serious bodily injury • Injury • No injury

Type of injury civilian sustained	<ul style="list-style-type: none"> • Abrasion/Laceration • Bone fracture • Bruised • Concussion • Cut/Gash requiring sutures • Dislocation • Gunshot wound • Internal injury • Obvious disfiguration • Stabbing wound • Unconscious
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Source: State of California Department of Justice – OpenJustice.

Implementation

The Data Analysis Unit with the Data Task Force should review each of the areas and datasets cited in the previous tables, compare it with the data the Des Moines Police Department currently collects and make decisions regarding data items and details associated with each that they would like to adopt and integrate into its current data collection practice.

The review and decision-making process should apply criteria such as data item priority/importance, value/benefit of expanding response categories, and estimate the level of effort, resources required and time to implement these changes.

Following the decisions, the Data Analysis Unit would create an updated data items list for each area. Upon approval through Chain of Command, these data entries would be integrated into the RMS for Police use. Training materials would be developed on the updated documents to ensure that Police Officers are knowledgeable about the updates and use them properly.

3.0 Analytic Core Attribute:

Data Assessment, Research, and Interpretation

3.1 Current State: Analytic Core Attribute

Data standards, analytic platforms, and objective evidence-based metrics are used to enable police, civic leaders, and community stakeholders to derive measurable, trustworthy, and informative insights. Analytic data fosters an informed interpretation and allows for multi-disciplinary research that furthers an understanding of causal factors that influence trends and outcomes.

3.1.1 Background

Data analytics helps researchers, policymakers, stakeholders, police officers, and members of the public interpret data collected by law enforcement. Data analytics enables stakeholders to discover patterns, trends, and connections among a host of variables. A data framework requires that data standards, platforms, and objective evidence-based metrics are used to assure that those reviewing it have an informed and trustworthy understanding.

Several well-established law enforcement analytic platforms are utilized across the country. We expound on several in our *Compendium of Promising Practices* to show how various police departments use data analytic tools to create in-depth studies and reports that inform their work, policies, and practices. The Tyler Technologies New World Services suite of law enforcement and public safety data collection, analysis, community engagement, and decision-making tools) is one of those respected platforms launched by DMPD and the City in April 2022.

Currently, the Des Moines Police Department conducts very few analyses on the data it collects; this limits the use of data analytics in decision-making and keeping the public informed.

According to interviews and email communications with the Des Moines Police Department's Public Safety Technology Services section staff and with the City of Des Moines Chief Information Officer, the Police Department neither analyzes nor produces regular reports on stops resulting in citations, stops resulting in arrests, or calls for service (CFS). When data remains unanalyzed, it jeopardizes accountability across an organization as no one is responsible to learn from or act upon what the data reveals when studied and analyzed.

Currently, the department does not have any staff (sworn or civilian) dedicated to data analysis. The department has experienced an unfilled vacancy for the Public Safety Systems Manager position since October 2021, a position which functions as the Subject Matter Expert for the Police Department. This position is tasked with overseeing the department's data management and technology needs, but not with data analysis function itself.

In addition to the modules purchased for collecting data on citations, arrests, and calls for service, as described in the Accountability Chapter of this report; the DMPD has also purchased and launched a suite of analytic platforms from Tyler Technologies New World intended to conduct a wide range of analyses.

Tyler New World Service Analytic Tools

The DMPD purchased a suite of analytic tools comprised of four modules. These tools are described by *Tyler New World Decision Support* software as data analytics that provide “customizable dashboards that gives officers a look at in-depth analytics, allowing them to make data-driven decisions by analyzing vast amounts of data to instantly identify patterns and trends enabling command staff to better manage teams and reallocate resources based on needs.”⁷⁴

The Public Safety Analytics that the City purchased is described as a “suite of tools giving agencies access to real-time data mapping and charts for internal use, actionable insights for resource allocation and tactic deployments, and mapped data sets for citizens.”⁷⁵ This suite consists of four analytic tools followed by a description of what each platform offers:

1. Citizen Connect for Community Engagement
2. Enforcement Analytics for Comparative Data
3. Law Enforcement Explorer
4. Law Enforcement Analytics

Citizen Connect for Community Engagement

Public agencies enable community members to gain access via their own devices to:

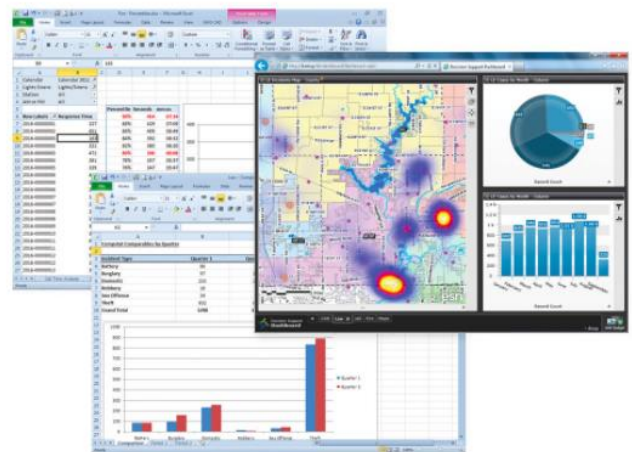
- Alerts on streets, addresses, or neighborhoods.
- Receive automatic alerts of activity in their area.
- Allows access to public information, open data and reports.

Enforcement Analytics for Comparative Data

Law enforcement analytics allow command staff to pull data showing what’s occurring in real time and compare data across days, weeks, months and years. This data is shared across departments intended to generate a comprehensive understanding of what is occurring within the agency and within the community.

- Represents crime trends and patterns visually.
- Enacts tactics and assesses outcomes to measure success.
- Uses data to improve operations and efficiency.

Public Safety Analytics



⁷⁴ <https://www.tylertech.com/solutions/courts-public-safety/public-safety/public-safety-analytics>

⁷⁵ Ibid.

Law Enforcement Explorer

Tyler's Law Enforcement Explorer is a web-based data analysis product that requires minimal training and is intended for use by anyone in the police department. With this tool, users can synthesize information to create data-informed action plans by setting timely email alerts for incidents at a specific address, beat, quadrant, or any geographic area within the jurisdiction.

- Updates data automatically.
- Provides visual, map-based imagery of problem areas.

Decision Support

Decision Support enables users to gain insights from data using rapid and flexible data models.

- Allows users to analyze information and answer questions by aggregating large sums of data.
- Simplifies data by pre-calculating it into user-friendly dimensions for tight grouping, sorting, and filtering.
- Integrates with familiar tools, such as Microsoft Excel or Power BI.

One of the most critical requirements of utilizing and realizing the full potential of the analytic tools cited above is having fully trained personnel who know how to use them and can train others to do so, as well. This will enable the DMPD to access the data and conduct analyses that can inform actionable and transparent insights within the department and for the community.

3.2 Community Engagement

As a result of this project's community engagement process of gathering insights from the community through an online survey of 207 respondents and 80 focus group participants on their views as to how data is *analyzed*, the following highlights are presented.

As shown in Table 12, respondents were asked to rate a data point in terms of how valuable they feel it is for the public to know. The *rate of police officer use of force* is the most dominant of all with nearly 80 percent stating it is "Extremely Valuable" to know. Overall, nine out of ten people believe *use of force data, crime rates by neighborhood, analysis of citizen complaints, and crime reduction rates* are either "Extremely Valuable or Valuable" for the public to know.

Eighty-four percent believe that stop and arrest rates by age, race, ethnicity and gender are either "Extremely Valuable or Valuable" for the public to know while eight out of ten people feel the same about knowing real-time incidents of crime by location.

Table 12

Level of Value “for the Public to Know” Among Seven Data Topics

How valuable is it for the public to know:	Extremely Valuable	Valuable	Total Valuable
Crime rates by neighborhood	56.3%	34.0%	90.3%
Real-time incidents of crime by location	44.2%	36.4%	80.6%
Arrest rates by race, ethnicity, age and gender	64.6%	19.0%	83.6%
Stop rates by race, ethnicity, age and gender	64.9%	19.0%	83.9%
Crime reduction rates	50.2%	39.5%	89.7%
Rates of police officer use of force	78.2%	14.9%	93.1%
Analysis of citizen complaints	51.9%	38.4%	90.3%

3.2.1 Stakeholder Survey

Survey respondents open-ended comments noted that data analytics can:

- Identify use of force patterns and the relationship between the use of force and the type of infraction.
- Identify areas where more officer training is needed, such as via de-escalation training.
- Evaluate which situation officers are best equipped to handle and those that other trained professionals can respond to, such as mental health professionals.
- Understand the relationship between the police budget and service priorities.
- “Track if enforcement is effectively addressing crime. The better the data, the more we can learn about successful/unsuccessful tactics.”
- Identify how many calls are related to mental health issues.

Other comments

- Some respondents noted that there is an opportunity for analytics to highlight positive trends in officer behavior.
- Respondents reported an opportunity to use geographical analytics to identify the relationship between crime and location. Understanding which neighborhoods have high levels of crime creates an opportunity to address factors that contribute to criminal behavior such as poverty, lack of education, housing, and health care. While some respondents echoed a similar sentiment that money and resources need to be invested in communities, others voiced their concerns for sharing data on location and its negative impact on neighborhood stigmatization.

3.2.2 Focus Group Sessions

Focus Group Participants gave considerable attention to how analytics can be used to help understand traffic stop trends. Responses are summarized as follows:

Analytics on Traffic stops can answer the following questions

- Was the officer's behavior appropriate/lawful and if not – what were the consequences?
- How often is re-enforcement called in?
- How many stops result in an arrest, citation, or no action--by race?
- How many arrests result in a conviction by race?
- What are contributing factors to whether someone is cited or not?

Analytics can also provide insight on

- Correlations between gender and race
- Correlations between police behavior and policies
- Correlation between how long a stop takes and race/ethnicity
- Whether what the person was stopped for is related to what they were cited for?
- Results of enforcement action taken

One participant said, “what gets measured gets managed” Participants discussed how analytics can

- Determine whether Key Performance Indicators are being met
- Inform outcomes
- Monitor progress
- Help achieve specific goals

Participants reported that analytics can be used to determine how many traffic stops are related to calls for service. Participants also shared concerns about bias: bias by those that call, those who answer, and those who respond.

Officer Trends and Behavior

All focus groups discussed wanting increased transparency on officer data—mainly related to complaints. They cited that analytics can inform the following:

- Whether unlawful behavior is rewarded.
- Whether unlawful behavior results in consequences/termination.
- Whether unlawful behavior is followed up with training or a conversation about performance issues.
- Whether unlawful behavior is related to quotas.
- Trends of positive police behavior.
- Trends of individual officers.
- Whether officers live in the communities they serve.
- If there is a correlation between police demeanor and the race of the person stopped.
- Individual officers stop trends by race.

Focus group participants remarked that analytics could both show crime rates in different neighborhoods and shed light on whether the police are targeting a neighborhood.

3.3 Analytic Ideal State

A *Compendium of Promising Practices on Law Enforcement Data*, presented in the Appendix, identifies policies and practices that exemplify what an ideal state looks like as it pertains to making law enforcement data accountable, analytic, transparent, and actionable. In this chapter we focus on those practices that highlight programs and strategies recognized as exemplars of analyzing law enforcement data. The promising practices presented in this section focus on those that enhance data analytics.

3.3.1 Data Analytic Personnel & Management

The Lincoln Nebraska Police Department (LPD) found it more functional to have data analysts work within one unit in the police department rather than sharing analysts who worked primarily for the City's Information Technology Department. The four analysts work under the auspices of the *Crime Data Analysis Unit*⁷⁶, headed by a Crime Analysis Manager who oversees data analytic training, the strategic plan on data, a myriad of databases, development of reports, an Open Data Portal and DashBoard, hardware and software platforms, and a host of other crime and data analytic procedures and deliverables. All data analysts must possess a college degree and considerable knowledge of research methods, statistical analysis, crime analysis, geographic information systems, and problem-oriented policing. College degrees in computer science, statistics, criminal justice, social sciences, and research methodologies are preferred.

3.3.2 Developing Relationships with Local Colleges and Universities

Numerous police departments have partnerships and joint initiatives with local colleges and universities to augment their capacity to generate studies and conduct analytic research using data collected and recorded by law enforcement. When it comes to focusing on **data partnerships** between police departments and local universities, we offer the following examples of analyses conducted by institutional partnerships, which can inform and enhance policing.

In October 2021, the Mayor of the **City of Louisville, Kentucky** (pop. 246,161) announced an *Alternative Response Program for Calls for Service*.⁷⁷ The program diverts calls at the point of dispatch currently going to law enforcement and redirects them to a Behavioral Health Hub rather than a police officer. This initiative directly resulted from a partnership with the University of Louisville's School of Public Health and Spalding University. The universities assisted with analyzing data on critical incident 911 calls with the Louisville Metropolitan Police Department (LMPD) and community stakeholders. The data showed that a significant number of calls required behavioral health intervention, **not** law enforcement. This data-driven insight included the development of two other initiatives: employment of a health crisis interventionist as

⁷⁶ <https://www.lincoln.ne.gov/City/Departments/Police/Departments/Crime-Analysis>

⁷⁷ <https://louisvilleky.gov/news/mayor-fischer-outlines-recommended-pilot-project-deflect-some-911-calls-non-police-response>

part of the MetroSafe 911 Call Center dispatch team and establishing a 24-hour community respite center.⁷⁸

The **City of Mesa, Arizona's** (pop. 504,258) **Police Department** partnered with their local university to help them determine if they should be redirecting non-enforcement calls for service to alternative response teams. Mesa Police Department (MPD) partnered with Arizona State University's (ASU) Morrison Institute for Public Policy to conduct an independent, random sampling telephone survey. ASU applied population data that closely mirrored U.S. Census data for Mesa; the sample was mildly weighted on age; gender; Hispanic, Latino, or Spanish origin; and education level. The survey included questions on Calls for service/alternatives to law enforcement responses in incidents involving mental health, substance abuse, and unhoused persons.⁷⁹ The survey results provided the MPD with analytic insight on public perceptions of police responses to mental health-related calls for service.

This kind of law enforcement community survey – in contrast to community satisfaction surveys – can inform policymakers about the level of support for calls for service responses with non-enforcement or team approaches to improving public safety. Importantly, it provides policymakers with information that can be used for budget decisions.

3.3.3 Analyzing Stop Data

San Jose Police Department Analyzes Disparity & Perception

In a 2017 study referenced in the Center for Policing Equity's, Guidebook on *Collecting, Analyzing, and Responding to Stop Data for Law Enforcement Agencies, Government, and Communities*, the San Jose Police Department worked with researchers to enhance their analysis of racial disparities in traffic and pedestrian stops.⁸⁰ The methodology included interviewing officers to understand how stops are conducted, as well as how officers perceive those they stop. It also included interviewing residents to understand how they perceive crime and those committing crimes in their neighborhoods.

This analysis enabled the department to ascertain whether stops are influenced by "demographics of a certain neighborhood, the specialization of officers' units, and the racial group each unit interacts with."⁸¹ The study resulted in a series of recommendations about "ongoing data analysis, including identifying

Guidebook Offers Analytic Tools on Police

The Center for [Policing Equity's Guidebook](#) on "Collecting, Analyzing and Responding to Stop Data" is an excellent primer for understanding multiple levels of analytic methods to gain deeper insights on how to interpret what data reveals and what further analysis is required and how to go about it. The analytic tools they provide can be applied to a host of policing interactions beyond stops.

⁷⁸ [Ibid.](#)

⁷⁹ [Mesa Residents' Perceptions of the Mesa Police Department and Community Safety | Mesa Police \(mesaazpolice.gov\)](#)

⁸⁰ Michael R. Smith et al., San Jose Police Department Traffic and Pedestrian Stop Study 101–11 (2017) https://www2.sjpd.org/records/UTEP-SJPD_Traffic-Pedestrian_Stop_Study_2017.pdf

⁸¹ https://policingequity.org/images/pdfs-doc/COPS-Guidebook_Final_Release_Version_2-compressed.pdf

potentially disparate stop patterns by individual officers and responding to those patterns constructively as part of a comprehensive early warning system for possible officer misconduct.”⁸²

3.3.4 Data Analytics Measuring Impact of Body-Worn Cameras

Even though we did not address collecting data on Body-Worn Cameras (BWC) in the Accountability section of the report, we do believe that as a matter of Data Analytics, it is valuable to consider how promising practice, Rochester New applies data analytics to video footage garnered through police officer’s body-worn cameras.

As part of its Body-Worn Camera (BWC) project, the Police Department in the [City of Rochester, NY](#) (pop. 211,328) (RPD) committed to an ongoing effort to collect and communicate data internally and externally to evaluate the impact that Body-Worn Cameras have on RPD’s delivery of police services.⁸³ The City provides weekly results (data are updated on Friday mornings) of an audit process that assesses officer compliance with RPD’s BWC policies and procedures. This auditing process is only one part of an ongoing assessment of use of force incidents; a more formal evaluation of the project is being conducted by the Rochester Institute of Technology’s Center for Public Safety Initiatives (per grant funding requirements).

The RPD also entered into various additional partnerships to ensure BWC auditing is a success:

- The City’s Information Technology, Budget and Law serves as an internal partner.
- District Attorney and Public Defender Offices, and the Civilian Review Board serve as external partners.
- Routine community meetings focused on gathering and sharing information, and community partnerships with neighborhood organizations.

The RPD has capitalized on its BWC auditing program – and public outcry – by instituting new policies and standards. In March 2021, the RPD released policy updates on two areas -- “duty to intervene” and the use of chokeholds.⁸⁴ Policy changes include:

- All members of the RPD have a duty to intervene to prevent or stop any unreasonable use of force or other misconduct.
- A member failing to intervene can result in discipline or remedial measures.
- Any intervention must be reported to a supervisor as soon as practical.
- Supervisors must address the behavior.⁸⁵

Further, RPD officers are prohibited from using chokeholds except in extreme circumstances where deadly physical force is authorized.⁸⁶

⁸² Ibid.

⁸³ <https://www.cityofrochester.gov/RPDBodyWornCamera/>

⁸⁴ <https://www.wxnews.org/government/2021-03-15/rpd-releases-new-policies-on-chokeholds-and-duty-to-intervene>

⁸⁵ https://www.scribd.com/document/498882609/RPD-Duty-to-Intervene#from_embed

⁸⁶ Ibid.

In September 2021, the RPD announced additional new policies centered on officers' use of force with children. These policies specifically prohibit the use of handcuffs, pepper spray, batons, tasers, or similar weapons with children 12 and under, unless the child is considered "a threat to an officer" or there are "no reasonable alternatives."⁸⁷ For the population ages 12 and up, officers will be required to use de-escalation techniques prior to any use of force with a "defined goal of gaining voluntary compliance of persons without resorting to the use of force to resolve situations without using force, whenever possible."⁸⁸

The policy outlines specific uses of force to avoid, including chokeholds, neck restraints, firing warning shots, or force used as punishment, and retaliation. This case study is a good example, of how analyzing data (via Bodycam footage) can indicate trends and findings that require a change in policy and practice. It also shows the benefit of working with external partners in devising those new policies.

3.3.5 Data Analytics Informing Oversight

Boise's Office of Police Accountability (OPA), known as the Office of Police Oversight until 2021, uses data analysis to compile a comprehensive report of its operations that includes statistics on the number of complaints and investigations opened.⁸⁹ The **City of Boise, Idaho** (pop. 235,684), is a similar size to Des Moines, and "Boise's oversight model has been studied by municipalities looking to implement their own oversight programs or revamp outdated existing systems. It has been cited as a "model system" by police oversight experts. The OPO has consulted with out-of-state community advocates seeking to establish police oversight. The National Association of Oversight of Law Enforcement (NACOLE) has referred communities seeking to develop oversight to the OPO and researchers have sought out the OPO for inclusion in studies."⁹⁰

The Boise OPO is staffed by a multi-disciplinary team with years of experience in criminal justice, law, civil rights, law enforcement, investigations, internal affairs, first responder, human resources, policy analysis, policy development, leadership, and community engagement. A screenshot of the Boise OPO's annual report provides a window into their work.

Figure 1: Boise Office of Police Oversight, Annual Report 2020.

OPO Investigation Cases

The following sections explain the cases opened by the OPO in 2020. Included, is discussion on classifying complaint categories, allegations and findings issued.

Cases Opened

In 2020, the OPO opened 61 investigations into matters involving both, citizen concerns and those matters the Director deemed appropriate for investigation. The OPO classified these cases as follows:

Case Types	#
Appeals	2
Commendations	2
Complaints	0
Critical Incidents	2
Information Only	17
Inquiries	38
Total	61

Table 1 - Case classifications of investigations opened by the OPO in 2020.

2020 OPO CASE TYPES



Figure 1 - Distribution of case classifications opened by the OPO in 2020.

The OPO's 61 cases in 2020 were an increase over the previous year but, on par with other past numbers.

Total OMB & OPO Cases by Year										
	2014	2015	2016	2017	2018	2019	2020			
Appeals	6	2	0	3	0	2	2			
Commendation	2	2	1	3	1	0	2			
Complaints	6	4	11	2	2	0	0			
Critical Incidents	0	4	5	3	2	1	2			
Information Only	N/A	21	18	27	28	33	17			
Inquiries	35	23	20	19	27	11	38			
Total	49	56	55	57	60	47	61			

Table 2 - Distribution of cases opened by the OMB and OPO by year.

Case Status

Of the 61 case files opened by the OPO in 2020, the OPO closed 43, and 18 remained open and being investigated. The following is the distribution of cases currently open and being investigated by the OPO:

2020 OPO CASE STATUS

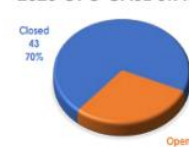


Figure 2 - Distribution of case statuses of investigations opened by the OPO in 2020.

Case Complaint Categories

⁸⁷ <https://www.wbfo.org/crime/2021-09-03/rochester-police-unveil-new-use-of-force-rules>

⁸⁸ Ibid

⁸⁹ <https://www.cityofboise.org/departments/office-of-police-accountability/>

⁹⁰ Boise Office of Police Oversight, Annual Report 2020, p. 13, [33121-20-annual-report.pdf \(cityofboise.org\)](https://www.cityofboise.org/departments/office-of-police-accountability/33121-20-annual-report.pdf)

3.3.6 The Value of Disposed Charges and Convictions Data

Analyzing data on the disposition of charges and convictions resulting from stops by police officers is an integral part of assessing the impact on individuals and on public safety.

As noted earlier, the Des Moines Police Department does not collect, store, track, analyze, or interpret any data on the proceedings and/or outcomes of those persons who were cited or arrested during a stop. The police department does, however, have an opportunity to interface with the Justice Data Warehouse to gain, analyze and share this type of data.

The Justice Data Warehouse (JDW) maintains a multi-year database on the outcomes of all cases that are filed in the district courts.⁹¹ The disposed charges and conviction data include information on the district, county, age, gender, and race of defendants, and charge details (by level, type, and subtype).

The JDW is a central repository of key criminal and juvenile justice information from the Judicial Branch Case Management System and information from the Iowa Correctional Offender Network (ICON) system. The Justice Data Warehouse platform is located within the State of Iowa's CIO Office as one part of the Enterprise Data Warehouse. The Justice Data Warehouse is managed by the Division of Criminal and Juvenile Justice Planning (CJJP), Iowa Department of Human Rights.⁹²

The overall mission of the JDW is to “provide the judicial, legislative and executive branches of State Government, and other entities, with improved statistical and decision support information pertaining to justice system activities.”⁹³

The Disposed Charges database provides data for all charged offenses, including charges that result in a conviction, as well as charges that are ultimately dismissed, acquitted, not filed, or reduced. The Convictions database provides data for all charges resulting in a conviction. Cases involving multiple charges may also involve multiple convictions, and each of those individual convictions appears in this database.⁹⁴

Justice Data Warehouse (JDW) Data Collected

Justice Data Warehouse data are organized by Criminal Justice Data, Juvenile Justice Data, Disposed Charged, and convictions. They are collected by the Division of Criminal and Juvenile Justice Planning (CJJP), and the Iowa Department of Human Rights. Justice Data Warehouse (JDW) records include the following data elements:

Justice Data Warehouse (JDW) Data Elements

- | | |
|--------------------|-----------------------|
| • Case ID, Name | • Case Initiated Date |
| • Arresting Agency | • Charge Code |
| • Sex Code | • Charge Class Code |

⁹¹ <https://humanrights.iowa.gov/cjip/justice-data-warehouse>

⁹² Ibid.

⁹³ Ibid.

⁹⁴ <https://disposedcharges.iowa.gov>

- Disposed Charges Count
- County Name
- Age at Case Initiation
- Race Code
- Charge County
- Charge Description
- Crime Type, Subtype

Currently, any individual or entity can access the above database by visiting the Iowa Department of Human Rights website by simply entering Justice Data Warehouse in the search bar.⁹⁵

3.3.7 Analyzing Data on Disparities

In January of 2021, The *Center for Policing Equity* launched the Justice Navigator, an interactive digital platform that “provides community members and law enforcement agencies with the analyses, policy insights, and other tools they need to monitor and redesign public safety in their own communities.”⁹⁶ This is a promising practice platform for the Des Moines Police Department to consider participating in.

The Justice Navigator analyzes data from police departments, that voluntarily participate, to identify inequitable practices, and determine what portion of the identified racial disparities can be attributed to police behavior. The analysis focuses on resident demographics, officer demographics, the department’s key initiatives, and department racial equity and community outreach initiatives through the analysis of data on the use of force, vehicle stops, and pedestrian stops. This type of assessment helps police departments proactively manage the factors that can lead to inequitable actions and undermine the police’s relationship with the community. Police departments can request a Justice Navigator assessment from the Center for Policing Equity free of cost.

3.3.8 Data Analysis Units Within Police Departments

The Lincoln Nebraska Police Department operates a Crime Analysis Unit that is separate from the City’s Information Technology Unit.⁹⁷ The Crime Analysis Unit reviews Lincoln Police Department reports and uses sophisticated analytical techniques such as Predictive and Preventive Analytics to identify crime patterns. The unit coordinates and produces a monthly ACUDAT (Analyzing Crime Using Data About Trends) document that functions as the Lincoln Police Department’s tailored version of COMPSTAT. The unit provides data and reports on Violent Crime & Crime Victims, Crime Statistics, Missing Persons, a Citizen Satisfaction survey as part of its quality service audits, Narcotics, Traffic, and Weapons. The Crime Analysis Unit also assists with statistical analysis requests by outside law enforcement agencies, universities, community members, and business entities.

3.3.9 Providing Analytic Reports to the Community

In 2020, the Fayetteville, North Carolina Police Department’s Internal Affairs unit produced a report that provided an analysis on a range of topics exemplifying the department’s “high value on integrity and public

⁹⁵ <https://humanrights.iowa.gov/cjip/justice-data-warehouse>

⁹⁶ <https://justicenavigator.org/>

⁹⁷ <https://www.lincoln.ne.gov/City/Departments/Police/Departments/Crime-Analysis>

trust.”⁹⁸ In 2019, the unit analyzed 293 cases consisting of the following categories: Use of force, Departmental Investigations, Citizen Complaints, Vehicle Pursuits, Vehicle Accidents, Firearms Discharges, Pointing of a Weapon, Alerts, Quality Reviews, and Positive Compliments. The report compares these data from 2016 to 2019 to identify variances and percent changes. The report offers a comprehensive comparative analysis for 2018 and 2019 of each category and concludes with a set of recommendations. For example, the use of force analysis examines:⁹⁹

- Use of force by type of force by race, age, and gender of the citizen involved.
- The race, gender, and age of the police officers who used force.
- The total number of injuries to suspects, officers, and animals.
- Investigative dispositions.
- Disciplinary actions.
- Time of day and day of the week when these incidents occurred.
- Reasons for the use of force.

The last section of the report provides a summary of all Disciplinary and Personnel Actions handled by the Internal Affairs Unit in 2019, and the subsequent actions the department has taken, such as reviewing policies, revising the disciplinary policy to reflect best practices, and providing training to supervisory staff.

3.3.10 Data Analytics Platform Designed by Police Department

The **Seattle Police Department (SPD)** has created its own Data Analytics Platform (DAP) that focuses on SPD's interactions with the public by collecting and analyzing data on a variety of operational matters including police calls and incidents, interactions with the public, administrative processes, officer training, and workforce management.¹⁰⁰ The SPD enlisted the consulting firm, Accenture, to help connect and synthesize data from six disparate data systems.

Daily operations and investigations now benefit from synthesized, real-time information and data that police data analysts and officers can access. For example, a police captain can review an officer's chain of command and lend insights on patterns of use of force common to a particular squad, Sergeant or Lieutenant. The data is easily accessible and posted in real-time. “Having clean and reliable data in one place also allows law enforcement professionals to spot crime patterns or inform crime prevention strategies and accurately report out on its use of force, stops, and detentions, and crisis events with timely and accurate information.”^{101 102}

Not only does this type of data analytic platform provide community members the ability to collaborate with the police in co-creating strategies to address crime patterns in their neighborhoods, but it also allows leadership the ability to track the use of force and officer performance across multiple measures so they may proactively intervene to address concerning patterns.¹⁰³

⁹⁸ <https://www.fayettevillenc.gov/home/showdocument?id=14907>

⁹⁹ Ibid.

¹⁰⁰ <https://www.seattle.gov/police/information-and-data/dap>

¹⁰¹ <https://seattle.gov/police/information-and-data/dap>

¹⁰² <https://www.accenture.com/us-en/case-studies/public-service/seattle-police-department-leads-insights>

¹⁰³ Ibid

3.4 Needs Assessment

Based on the Current State of Des Moines Police Department Data Analytics and the Ideal State of analytic practices and opportunities available, the following needs are identified to be addressed so that an Ideal State of Law Enforcement Data Practice can be realized.

3.4.1 Need for Data Analytic Personnel & Management

There is a lack of capacity and human resources within the Des Moines Police Department to fully utilize the software and platform tools they currently own and some of which, they are about to launch via Tyler Technologies. The Subject Matter Expert management position designated to head the department's data initiatives has recently been filled. The breadth and depth of the kind of data analyses and reports that are identified throughout this report as promising practices and standards, extolled by groups such as the Center of Policing Equity, the 21st Century Report on Policing Task Force, and the Police Foundation will require more than one or two data analysts assigned to the DMPD working in the City's Information Technology Department.

3.4.2 Need for training and ongoing technical support

The Tyler Technologies New World System does offer basic technical support on its system when modules are purchased. Given that DMPD staff has had minimal experience in generating reports using the full power of such a system, there's a need to fully assess the skillsets and resources needed and available among current staff (including IT) to generate more in-depth and insightful reports to advance their work in policing and acquire the additional training to do so.

The modules of "Enforcement Analytics for Comparative Data" and "Decision Support" are likely areas for enhanced training. To further address the training gap, there is a need to develop a comprehensive internal "Data Analysis Handbook" for police officers to follow and use as a reference resource. Additionally, including a session on data initiatives and analysis at annual training events would further bridge the training gap and promote a data-informed culture within DMPD.

3.4.3 Need for data partnerships with local higher education institutions

As described in the Analytics Ideal State section, many police departments have developed relationships with local universities to seek in-depth analytic support in reviewing, analyzing, and interpreting the vast amount of data collected by law enforcement agencies.

Currently, the DMPD has no relationship with local higher education institutions in the form of a data partnership or in commissioning them to conduct in-depth and independent studies on the data it collects. Utilizing the talent, knowledge, and skills of academic partners could significantly aid in filling the Analytic Gap in the Department.

3.4.4 Need for more in-depth reporting and analysis of data collected and reported on stops.

Currently, there is no analysis of data collected on stops other than simply reporting the counts of citations, arrests, and/or warnings. Since there is no recording of data when someone is stopped and it does not result in a citation or arrest, there is a significant vacuum of information on “Stop Data.” The gap incurred by not analyzing “Stop Data” is a missed opportunity to better understand and assess the nature of stops in the first place, the type, and rate of stops by demographics, geographic location, duration, action taken by officers, and the resulting outcome. Sharing information and discussing/problem-solving with the with stakeholders not only builds trust with the public, but also better informs policing practices and policies.

3.4.5 Need to develop metrics, measures, indices, and criteria to analyze data.

Currently, the DMPD provides an annual report on rudimentary statistics on some of the data it collects, such as the number of Calls for service by priority level, crimes reported and cleared and pounds and street value (\$) of drugs seized. There is, however, a significant gap in the analysis of the data collected, which poses questions for further research to explore findings, relationships among various factors, and potential causes that influence outcomes – all of which can better inform policies and practices in policing.

3.4.6 Need for comprehensive, frequent, and in-depth community member and stakeholder surveys

In addition to the current city-wide survey conducted every two years, the police department would benefit from gaining deeper analytic insights from the community that aren’t being currently solicited. For example, surveying residents who have had direct encounters with police (e.g. being stopped, issued warnings, citations, or arrests) would be extremely informative from a lived-experience perspective. Information on race and ethnicity and comparing rates of satisfaction among various racial groups is vital to understand the impact that race may play in police encounters and determine if disparities exist in policy and practice.

Since issues continuously evolve and change, being aware of and understanding how community members perceive policing and public safety on a yearly and/or real-time basis when an issue arises is extremely valuable. It enables leadership of the police department and City to respond in an informed manner and engage in dialogue and collaborative problem-solving with the community. Pursuing data partnerships with colleges and universities can go beyond analytics as suggested earlier by involving them in conducting community surveys, as well.

3.4.7 Need to develop more comprehensive reports that use an analytic lens to interpret data and explore the rationale behind patterns and trends revealed in the analysis.

While the DMPD provides annual statistical reports on its website showing data reported by the Administrative Services Division and the Investigation Division, there are no in-depth analytic reports, for example on stop data, use force reports, calls for service, analysis of crime and arrests among various

population groups or studies measuring the impact and outcomes of strategies being deployed by police to reduce crime. Very little data is analyzed or shared longitudinally thereby losing the opportunity to pick up trends or patterns over time.

3.5 Recommendations

3.5.1 Establish a Police Data Task Force to guide the Data Analysis Unit in implementing the recommendations cited throughout this report.

An integral component of efficient and successful execution of recommendations is the formation of a leadership team within an organization – in this case, a Data Task Force – that can guide an implementation plan to actualize recommendations chosen for adoption.

Implementation

An effective internal Data Task Force would include a representative from each of the following divisions of DMPD: the Administrative Services Division, Operations Division, and Investigations Division; a member of the Police Technology Section who is familiar with data currently being collected and compiled; a key staff member who is familiar with the new RMS – Tyler New World, and the new Crime Analyst position that the City is planning to add in conjunction with the installation of the Tyler New World RMS.

The Data Task Force work would include but not be limited to the following activities:

- Review the Law Enforcement Data Initiative Report and prioritize recommendations that will frame the work of the Data Analysis Unit.
- Specify criteria and guidelines for the review and approval of recommendations.
- Review and finalize data to be collected for each police operation: Stops, Citations, Arrests, Calls for service, Use of force, Offenders, and Victims of Crimes.
- Update the data forms (paper and electronic) based on the data items to be collected.
- Develop training materials on the data to be collected, methods of collection and data use, and the integration of these materials in the annual training for police officers.
- Prepare a list of reports for the Police Department to develop each year for internal use.
- Identify reports and information the Police Department will provide to the community.
- Determine the frequency with which certain data and reports should be prepared/published.

3.5.2 Create and staff a Data Analysis Unit within the Des Moines Police Department.

As described in the Current State section, analysts work directly under the IT Department of the city though they physically work at the DMPD. Given the breadth and depth of the recommendations on enhancing the data and analytic capabilities of the police department, it is advisable for the DMPD to create a Data Analysis Unit within the DMPD not only to implement the recommendations presented, but also to help foster a data-informed culture throughout the department and police force, itself.

Implementation

The Des Moines Police Department would establish a Data Analytics Unit like that of the Lincoln Police Department (NE) recognized as a promising practice example and described in the Ideal Section of this report. Although Lincoln NE's population (294,653) is somewhat larger than Des Moines (population of 216,594), the two cities have police departments of similar size. The analyses and reports the Lincoln Crime Analysis Unit provides are described in the transparency section of this report.

Due to the limited experience, the DMPD has with data analysis, and the scope of the data analysis tasks defined as a result of this project, the Data Analysis Unit needs more than a single analyst. We suggest the City hire, at minimum, two data analysts (a senior analyst and a junior analyst) who will assist the newly filled Senior Manager subject matter expert position that will oversee the Data Analysis Unit

If the Tyler New World RMS does not have adequate statistical analysis capabilities, the Data Analytics Unit could also select a statistical analysis software package. Potential candidates are SAS¹⁰⁴, R¹⁰⁵, and Python.¹⁰⁶

3.5.3 Automate, integrate, and upload the updated/modified data sets to the new RMS.

The Des Moines Police Department collects a range of data including:

- Stops resulting in Citations and Arrests.
- Calls for service.
- Use of force.
- Crimes: Offenders and Victims.
- Drug/Gun Seizures.

Under the current RMS, these data sets reside in different systems and modules. The City of Des Moines is moving to a new record management system RMS, Tyler New World. Assuming that the Police Department will expand its data collection, as recommended, the modified data sets will require being automated and integrated into the new RMS.

¹⁰⁴ **SAS** is considered one of the most widely used statistical software packages in both industry and academia. It is used for statistical analysis and data visualization. SAS is available only for Windows operating systems. Costs for a basic SAS license for a personal computer including maintenance is estimated at \$7,240 for the first year.

¹⁰⁵ **R** is a free software environment for statistical computing and graphics. R acts as an alternative to traditional statistical packages such as SPSS, SAS, and Stata being an extensible, open-source language and computing environment for Windows, Macintosh, UNIX, and Linux platforms. It is supported by the R Core Team and the R Foundation for Statistical Computing. It was released in August 1993. R is used among data miners and statisticians for data analysis and developing statistical software.

¹⁰⁶ **Python** is a free, open-source multi-purpose programming language widely used for analytics, web development, software development, and data science. It is used for its flexibility, as well as its extensive collection of libraries, which are valuable for analytics and complex calculations. It is an interactive high-level Object-oriented programming language known for its simplicity and readability due to its clear syntax. It is also an easy language to learn. Python has the ability to create and manage data structures quickly — offering a plethora of tools to manipulate, analyze, and represent data structures and complex data sets. This includes time series and more complex data structures such as merging, pivoting, and slicing tables to create new views and perspectives on existing sets.

Implementation

The Data Analysis Unit (DAU) will act with the objective of making their automation efficient, as well as increase ease of access and actual use of the expanded data sets recommended and described in this report. The DAU would develop a complete list of data items for each data set in the format indicated.

The Technology Section/Tyler New World staff would provide:

- A schema showing where each data set is housed under the new RMS.
- Instructions on access and use for each data set, as well as needed support.
- A training module.
- As needed improvements in data access and recording.

The Technology Section/Tyler New World staff would review the data transmitted for each data set during the first two months following the conversion to determine the accuracy and completeness of data transition and to make needed modifications.

3.5.4 Conduct an analysis of Stop Data and prepare an annual report to share with the public.

Currently, the Des Moines Police Department does not analyze aggregate data on stops resulting in citations or arrests. Nor is there information available on the rationale or action taken for a stop that did not result in a citation or arrest.

As discussed previously, collecting data on **all** stops is considered a promising practice of the 21st Century Task Force on Policing, The Police Foundation, and the Center for Policing Equity.¹⁰⁷ Currently, 23 states have passed legislation requiring police departments to collect and record information on every stop.¹⁰⁸

Implementation

The Des Moines Police Department, through its proposed Data Analysis Unit, should aggregate and analyze its data on all stops whether the stops result in a citation or arrest. The series of reports for the community, prepared at a frequency and format (graphs, tables, text) determined by the DAU should provide the following information:

- Number of police stops made during the respective time period.
- Number and percent of stops resulting in no action.
- Number and percent of stops resulting in warnings.
- Number and percent of stops resulting in citations.
- Number and percent of stops resulting in arrests.
- Average duration of stops: overall and by type of outcome (i.e., no action, warning, citation, arrest).
- Perceived demographic characteristics (i.e., age, gender, race/ethnicity, English fluency, disability) of individuals stopped by outcome of stop (i.e., no action, warning, citation, arrest).
- Primary reasons for stop: overall, by outcome (i.e., no action, warning, citation, arrest), and by the demographic characteristics of persons stopped.

¹⁰⁷ https://policingequity.org/images/pdfs-doc/COPS-Guidebook_Final_Release_Version_2-compressed.pdf

¹⁰⁸ <https://www.brennancenter.org/our-work/research-reports/state-policing-reforms-george-floyds-murder>

- Actions taken by police during stop: overall, by outcome (no action, warning, citation, arrest), and by demographic characteristics of persons stopped.
- Number of searches conducted: overall, by outcome (i.e., no action, warning, citation, arrest), and by demographic characteristics of persons stopped.
- Number of searches where contraband or evidence was discovered: overall and by demographic characteristics of persons stopped.
- Number of stops where property was seized: overall and by demographic characteristics of persons stopped.
- Type of property seized.

The Stop Reports should also include a map of Des Moines to show where stops are made.

The Stop Reports would be posted on the DMPD website and include longitudinal data over time comparing the current time-period (month, quarter, year) to two or more preceding time periods to show patterns and changes among months or years cited.

3.5.5 Develop a data analysis plan including metrics/measures and indices for each data set and create data analysis templates.

With the expansion of data collection resulting from this project, the development of a data analysis plan is imperative to guide the use and application of analytic results.

Although the Des Moines Police Department collects a wide range of data on policing, the data is largely unanalyzed focusing on listing counts such as the number of calls for service by priority level and crimes reported and cleared during the year by crime category.

A data analysis plan serves as a roadmap for how the data collected will be organized and analyzed, and how the results will be used. A review of law enforcement data analytics points to a wide range of analyses, metrics, performance measures, indices, models, and advanced statistical methods. Law enforcement data analytics can assess the effectiveness and efficiency of policing operations, the impact of police actions on the reduction of crime, and the degree of equity in police actions. Examples of such measures are presented below:

A. Traffic Stop Rates¹⁰⁹

Data used to determine rates: population total and population by ethnicity/race for a specific year; the total number of stops, resident stops; searches; contraband; arrests; and citations.

Rate metrics:

- Stop rate = (all stops/state population) X 100
- Stop rate involving only residents = (stops by residents/ state population) x100
- Search rate = (searches/stops) x 100
- Contraband hit rate = (searches with contraband found/total searches) x 100
- Arrest rate = (arrests/stops) x 100

¹⁰⁹ *Missouri [Missouri Attorney General's Office: Missouri Vehicle Stops; 2020 Annual Report.*

- Citation rate = (citations/stops) x 100

These metrics can be applied to each category of stop data collected such as reasons for stops, stop outcome, location of the stop, what was searched, probable search cause, the arrest charge, driver gender, and driver age. These rates can also be calculated by race/ethnicity and analyzed and compared longitudinally over time.

B. Traffic Stop Analyses¹¹⁰

- Vehicle stops resulting in citations by month.
- Vehicle stops resulting in arrests by month.
- Vehicle stops resulting in citations by race/ethnicity, by month, and by quarter.
- Vehicle stops resulting in arrests by race/ethnicity, by month, and by quarter.
- Per capita stops resulting in citations by quarter by race/ethnicity.
- Per capita stops resulting in arrests by quarter by race/ethnicity.
- Share of drivers subject to nonincidental searches by month by race/ethnicity.
- Nonincidental search “hit” rates by month by race/ethnicity.
- Vehicle stops resulting in citations by race/ethnicity, by month, and by quarter.
- Vehicle stops resulting in arrests by race/ethnicity, by month, and by quarter.
- Per capita stops resulting in citations by quarter by race/ethnicity.
- Per capita stops resulting in arrests by quarter by race/ethnicity.
- Share of drivers subject to nonincidental searches by month by race/ethnicity.
- Nonincidental search “hit” rates by month, by race/ethnicity.
- Vehicle stops resulting in citations by race/ethnicity, by month, and by quarter.
- Vehicle stops resulting in arrests by month by race/ethnicity, by month, and by quarter.
- Per capita stops resulting in citations by quarter by race/ethnicity.
- Per capita stops resulting in arrests by quarter by race/ethnicity.
- Share of drivers subject to nonincidental searches by month by race/ethnicity.
- Nonincidental search “hit” rates by month by race/ethnicity.
- Above analyses across years (longitudinal).

C. Analysis of Racial Disparities in Police Stops

- Estimates of stop, search, and hit rates stratified by race, age, gender, and location.
- Distribution of stop reasons by race.
- Identification of patterns and trends over time (longitudinal).

Source: Emma Pierson et. al., A Large-Scale Analysis of Racial Disparities in Police Stops Across the United States; Human Nature Behavior, Vol 4, July 2020.*

¹¹⁰ Phillip Atiba Goff, et.al., *The Science of Policing Equity, Measuring Fairness in the Austin Police Department, Urban Institute and Center for Policing Equity, October 2016*

D. Odds Ratio

When assessing the outcome of a stop, a *standard odds ratio* measure is used to compare the odds of something happening in one group to the odds of it happening in another group. The odds ratio is a measure of effect size and association. It is useful when comparing two distinct groups.¹¹¹

E. Additional Analyses

- **Traditional outcome analysis:** Identifying bias in searching drivers for contraband as a result of a stop and the verification/success rate of those searches. A lower search success rate for one group relative to another is considered evidence of bias suggesting that a lower evidentiary bar was applied when making decisions to search.
- **Veil-of-Darkness analysis:**¹¹² Comparing stop rates before and after dusk. A test was developed by Grogger and Ridgeway that looks at the racial composition of stopped drivers as a function of daylight while controlling for time of day.
- **Threshold Test of Discrimination:**¹¹³ (developed by Simoiu). Having a lower threshold for searching one group relative to another group implies the use of less evidence basis for searching.
- **Officers Decision to Search:**¹¹⁴ Using driver's race/ethnicity, driver's gender, driver's age, and whether the officer knew the driver's race/ethnicity before making the stop in a Logistic Regression Model.
- **Traffic Stops Distribution analysis:**¹¹⁵ **Examining** stop effectiveness and efficacy and officer-level differences in stop activity. Looks at whether stops are equitably distributed throughout the city or are concentrated in high crime areas. Traffic stops may be concentrated in high crime areas based on the belief that enforcement will reduce crime and increase public safety.

F. Indices

- **Disparity Index**¹¹⁶

The Disparity Index is the ratio of a particular group's share of traffic stops divided by that group's share of the population. A value of 1 indicates no difference between the share of stops and the share of local population for a given group. Values greater than 1 indicate over-representation in the share of stops relative to the group's share in the population. A value of less than 1 indicates under-representation.

¹¹¹ Chris Barnum, Robert Perfetti, & Matt Lint, *Iowa City Police Department Traffic Study (May 2014)* St Ambrose University.

¹¹² <https://doi.org/10.1038/s41562-020-0858-1>; Emma Pierson et. al., *A Large-scale analysis of racial disparities in police stops across the United States*

¹¹³ Ibid.

¹¹⁴ Phillip Atiba Goff, et.al., *The Science of Policing Equity, Measuring Fairness in the Austin Police Department*, Urban Institute and Center for Policing Equity, October 2016

¹¹⁵ Alex Cholas-Word, et.al.: *An Analysis of Metropolitan Nashville Police Department's Traffic Stop Practices*; Stanford Computational Policy Lab, November 19, 2018.

¹¹⁶ Missouri [Missouri Attorney General's Office: *Missouri Vehicle Stops; 2020 Annual*

- **Officer Discretionary Index (ODI)¹¹⁷**

The Officer Discretionary Index measures officer discretion to stop a vehicle and the decision to search it. This analysis compares the proportion of officer-initiated (i.e., discretionary) stops by race/ethnicity versus the proportion of citizen-initiated (i.e., nondiscretionary) stops. A positive or negative ODI difference implies that officers are initiating a higher/lower share of stops of a specific ethnic/racial group than are citizens.

- **Disproportionality¹¹⁸**

Disproportionality compares a baseline against actual. The *baseline* is the percentage of minority drivers who are on the road in a given area compared to the percentage of minority drivers that should be stopped by the police when no bias is occurring. If the percentage of minority drivers stopped is either higher or lower than the baseline percentage then **disproportionality** is said to occur. Disproportionality estimates can be used in citations, arrests, consent searches, and seizures from consent searches.

G. Use of Force Analysis¹¹⁹

a. Using a weighted severity scale:

- Number of Use of force incidents by month and severity.
- Use of force rates by month by race/ethnicity.
- Use of force severity rates by month and by race/ethnicity.
- The weighted severity scale developed is a 6-point scale: 1-hands/body; 2-impact weapon; 3-pepper spray; 4-canine; 5-Taser, less-lethal weapon; 6-lethal firearm.

b. Modeling

- Modeling the use of force to test the effect of neighborhood-level characteristics and demographic characteristics, within a census tract, on the number of incidents and the cumulative severity of force used.

Implementation

We've recommended that an internal DMPD Data Analytics Unit be formed that would be responsible for developing a Police Data Analysis Plan. To develop such a plan, we suggest that the unit form a cross-divisional Data Task Force to assist with the plan addressing the policies and operational procedures of data analytics for the police department. The plan should also include creating a Data and Analysis Handbook for police officers and leadership to follow. The Data Analysis Plan would be reviewed annually and updated or modified, as needed.

¹¹⁷ Phillip Atiba Goff, et.al., *The Science of Policing Equity, Measuring Fairness in the Austin Police Department, Urban Institute and Center for Policing Equity, October 2016.*

¹¹⁸ Chris Barnum et. al, *Iowa City Police Department Traffic Study (May 2014) St Ambrose University.*

¹¹⁹ Source: Phillip Atiba Goff, et.al., *Ibid.*

3.5.6 Add a data training module to the Des Moines Police Department's annual training program.

The Des Moines IW Police Code Section 86-46 – Training and the Des Moines Police Department GENERAL ORDERS: Chapter 2 - Unbiased Policing Training¹²⁰ specifies that:

At least annually all sworn officers shall receive and participate in training and guidance in regard to unbiased policing and prohibited racial profiling while conducting law enforcement activities and police services, which training shall include de-escalation, cultural diversity, cultural competency, and implicit bias and may include, but is not limited to: training on subjects related to police ethics, police-citizen interaction, standards of conduct, conducting motor vehicle stops, and related topics suitable for preventing incidents of biased policing and racial profiling.¹²¹

The Police Code and General Orders do not explicitly address the data that police collect, methods of data collection, quality control, analysis, and use of data in police operations and for public information.

With the adoption of data-related promising practices and procedures and the creation of a data infrastructure consisting of a Data Task Force, Data Analytics Unit, and a Community Advisory Team, it is vital to offer a data module at the annual training session of police officers and staff. A training module will demonstrate DMPD's commitment to rigorous data collection, completeness, and accuracy, along with the value of data analysis for informing policy and practice in daily operations, decision making, and public information.

Implementation

The Des Moines Police Department's Personnel and Training Section would collaborate with the Data Analytics Unit's Manager to develop a Data Training Module. The Data Training Module would be based largely on the Data and Analysis Handbook and/or Data Analysis Plan. The Data Training Module would address the following:

- What data are we collecting?
- What Police group is responsible for collecting what data set?
- Why is it important to collect data?
- What questions do we want the data to answer?

A list of data items and associated response categories for each data set will be presented and reviewed. Data additions and changes will be highlighted.

Data sets will include:

- Stops (resulting in Citations, Arrests, Warnings, No Action)
- Arrests
- Calls for service
- Use of force

¹²⁰ <https://public.powerdms.com/DesMoines/tree/documents/1126029>

¹²¹ https://library.municode.com/ia/des_moines/codes/code_of_ordinances?nodeId=MUCO_CH86PO

- Crimes: Offenders and Victims
- Drug/Gun Seizures

Standards of data quality would be presented and discussed with a focus on data completeness and accuracy. Potential challenges or difficulties encountered will be reviewed along with strategies for addressing them.

For each data set, the paper form and electronic form will be shown, reviewed, and completed.

The trainer will describe how data in each data set are collected. This will be reinforced through data collection videos showcasing challenges and offering solutions through role-playing.

Training participants may be assigned to different data set discussion groups based on their actual job assignments.

What happens to the data after it is collected?

The presentation would do well to address:

- How the data moves from point of collection to the respective RMS module, where it is housed (Using a flow chart)
- Format in which the data is maintained.
- Quality control procedures implemented on the collected data.
- The frequency with which each data set is aggregated and reported: weekly, monthly, etc.
- Analyses to be performed with each data set.
- List of reports that will be generated for internal and external use, showcasing some report templates.
- How the data will be used in operations.
- How the data will be used to inform and engage the community.

The data training module will be reviewed annually and updated, as needed.

3.5.7 Form Analytic Data Partnerships with local colleges and universities

The Des Moines Police Department has developed a myriad of relationships with local higher education institutions to enhance the practice of law enforcement. One of the more predominant relationships focuses on recruiting candidates for police officer training offered by Des Moines Area Community College (DMACC), Grand View University, Drake University, Simpson College, and Upper Iowa University. These recruiting efforts include the DMPD participating in job fairs, and college and university representatives are invited to the Regional Police Academy to meet with recruits to encourage them to continue their education.

Beyond recruitment efforts, the Des Moines Police Department partners with the Des Moines Area Community College (DMACC). DMACC offers credits for recruits attending the Des Moines Police Regional Academy, and their Business Resources for Leadership Training program provides training for the Academy's Sergeant School. The Police Department also partners with Drake University by enlisting them to offer Implicit Bias Training to their police officers and enrolling officers in Drake's Certified Public Manager Program.

Based upon DMPD's foundation of university and college partnerships, we're recommending that the DMPD develop a data partnership to further their analytic capacity and insight.

As described in the Ideal State section, police departments have developed relationships with local universities to seek in-depth analytic support in reviewing, analyzing, and interpreting the vast amount of data collected by law enforcement. Academic departments in Information Technology, Data Analytics, and Criminal Justice can bridge gaps in knowledge, expertise, and analytic capacity (e.g. access to sophisticated analytic software) of many local police departments by conducting studies, generating commissioned reports, exploring for patterns, disparities, trends, and interpreting data. Gaps in lack of personnel can be lessened by the work of student interns assigned to the police department.

Drake University, Iowa State University, and Grandview College all have data analytics/data science programs. For example, Drake University's Data Analytics program considers the internship experience fundamental to students' data knowledge as to "how it is stored, accessed, analyzed, modeled, scored, and applied; how to use it ethically; and how to communicate with stakeholders before and after performing analyses,"¹²² as described on their website.

3.5.8 Link disposed charges and convictions data to Police Department data on stops resulting in a citation or an arrest.

Disposed charges and convictions data are part of the continuum linking data on stops resulting in a citation or an arrest to the eventual disposition of the citation or arrest case. This data can be used to apply an equity analysis to determine whether disparities are indicated that require further exploration and, if need be, correction.

The TraCS software electronically transmits citation data to the courts. The Des Moines Police Department's Defendant Copy contains information on the person that was cited, the violation and fine amount, signed and dated by the police officer. It also informs the cited person that the citation will be filed with the district court and an initial court appearance will be required. The second part of the form is for the cited person to send to the court clerk; it contains the citation information, violation and fine amount and a declaration of the plaintiff's appearance plea of guilty or to post bail to obtain release.

The Justice Data Warehouse (JDW) is a central repository of key criminal and juvenile justice information from the Judicial Branch Case Management System and information from the Iowa Correctional Offender Network (ICON) system. The Justice Data Warehouse is located on a platform within the Office of the Chief Information Officer as one part of the Enterprise Data Warehouse. The Justice Data Warehouse is managed by the Division of Criminal and Juvenile Justice Planning (CJJP), Iowa Department of Human Rights.

The Justice Data Warehouse maintains a multi-year database on the outcomes of all cases that are filed in Iowa district courts. The disposed charges and conviction data include information on the district, county, age, gender, and race of defendants, and charge details (by level, type and subtype).

¹²² <https://www.drake.edu/analytics/>

The Disposed Charges database provides data for all charged offenses, including charges that result in a conviction, as well as charges that are ultimately dismissed, acquitted, not filed or reduced. Cases involving multiple charges may also involve multiple convictions, and each of those individual convictions appear in the database.

Linking data on stops resulting in a citation or an arrest to data on disposed charges and convictions is currently difficult because the information is collected by two different entities: the police department and the district court. The different data sets lack a unique identifier connecting both sources of data, and the data is stored using different data structures, as shown in the following table.

Table 13
Data Sets Lacking a Unique Identifier Along Continuum of Citation to Disposition, Conviction

Stops Citation Data	Booking Data	Disposed Charges and Convictions Data
Citation Number	Book ID	Case ID
Citation Date	Book Date	
Citation Time	Book Time	
Last Name	Full Name	
First Name	Officer Identity/Time	

Implementation

The Data Task Force and a representative from the Justice Data Warehouse should collaborate. Their collaboration should:

- Examine the extent to which Stop Citation and Arrest records can be matched to Disposed Charges and Convictions records.
- Identify the data items in each set of data that are needed for linking records.
- Identify barriers to linking records from the two different data sets.
- If needed, develop a system that makes linking the two data sets easier, more efficient and that results in a higher rate of matched records.
- Lay out a step-by-step process for linking records from the different data sets.
- Estimate staff time and other costs to the Police Department and the District Courts in implementing a more efficient and effective linking process.
- Develop a joint timeline for implementing the changes needed to improve data linking.

4.0 Transparent Core Data Attribute:

Transparent data leads to open dialogue and trust

4.0 Transparency Core Attribute

Transparent data are presented in an open, clear, accessible, and timely manner. Transparency builds a foundation from which informed dialogue among community stakeholders and those enforcing laws is achieved. Openly analyzing and interpreting findings creates the opportunity for shared problem-solving and creating solutions that are embraced by those invested in making them work. Transparency fosters trust among all parties when they openly derive their insights and solutions from data they mutually understand and embrace.

This overview is best described in the Police Foundation’s seminal work on Open Data Policing:

“The benefits of providing data in an open format or open data portal include better police-community collaboration as a result of increased transparency, and new ideas from researchers, community leaders and others on ways to improve the delivery of police services.”

The Police Foundation, 5 Things to Know About Open Data in Policing¹²³

4.1 Current State

There are essentially four key strategies that police departments deploy to make their data more shareable and transparent to the public:

- Producing Data Briefs and Reports
- Providing Open Datasets and Dashboards Online
- Participating in Civil Society Database Initiatives
- Enhancing Transparency via Websites

We’ll review each of these strategies as it applies to both the current state of practice by the Des Moines Police Department and how transparency is being applied in an ideal state exemplified by police departments cited in this report.

4.1.1 Data Briefs and Reports

Overall, there are three kinds of reports the DMPD provides to the public: crime incident reports, an annual report on various crime statistics, and reports and/or records that the public must submit a FOIA (Freedom of Information Act) form to receive. The following is a brief description of each.

Crime Incident Reports

Presently, the DMPD makes crime incident reports available to the public via www.crimemapping.com. The crime mapping tool is updated daily and allows users to filter information by:

- Type of crime (burglary, robbery, assault, and gun/weapon violations).

¹²³ <https://www.policinginstitute.org/publication/5-things-you-need-to-know-about-open-data-policing/>

- Time period (up to 6 months).
- Location (users can look up an address to view the approximate crime locations in a particular area).

The crime mapping data is the sole interactive data portal available to the public at this time, and it can be accessed via the DMPD website.

Annual Statistics Report and Website Transparency

While The Des Moines Police Department provides a significant number of general resources and information on its website, the amount of publicly available data and reports displayed for public review are few. Four reports are available on the website: a one-page report of a 2018 Community Event¹²⁴ involving a park improvement project with the participation of the Des Moines Police Department, Fire Department, and Parks Department; a one-page 2019 report on the dedication of Fallen Officer's Memorial on the front lawn of the Des Moines Police Department¹²⁵; and two-page 2019¹²⁶ and 2020¹²⁷ Des Moines Police Department Statistical Reports. The DMPD produces an annual report titled, "Des Moines Police Department Statistics" that presents the following information on the department's website:

- Administrative Services Division (Communications): cites the number of calls for service by priority level and the number of dispatch phone calls received (wireless 911, landline 911, and non-911).
- Investigative Division (Narcotics Control): cites the pounds and street value (\$) of drugs seized by type of drug: Marijuana, Marijuana Vape Cartridges, Methamphetamine, Cocaine, and Cocaine Base, and Heroin.
- Investigation Division (Detectives): cites crimes reported and cleared during the year by crime category: Burglary, Arson, Theft, Motor vehicle theft, Murder, Rape, Robbery, and Aggravated assault.

The most recent 2020 Annual Report¹²⁸ presents charts showing data reported by the DMPD's Administrative Services Division and the Investigation Division. Under Administrative Services, the number of *Police Calls for service* for the year is broken down by priority level; *Dispatch Phone Calls* (398,352 calls) received are broken down by type (wireless 911, landline 911, and non-911).

¹²⁴https://cms2files.revize.com/desmoines/document_center/Police/Forms%20and%20Documents/2018%20Community%20Event.pdf?pdf=2018%20Community%20Event&t=1648486536398&pdf=2018%20Community%20Event&t=1648486536398

¹²⁵https://cms2files.revize.com/desmoines/document_center/Police/Forms%20and%20Documents/Fallen%20Officers%20Memorial.pdf?pdf=Fallen%20Officer%27s%20Memorial&t=1648486536398&pdf=Fallen%20Officer%27s%20Memorial&t=1648486536398

¹²⁶https://cms2files.revize.com/desmoines/document_center/Police/Forms%20and%20Documents/2019%20Statistical%20Report.pdf?pdf=2019%20Des%20Moines%20Police%20Department%20Statistical%20Report&t=1648486536398&pdf=2019%20Des%20Moines%20Police%20Department%20Statistical%20Report&t=1648486536398

¹²⁷https://cms2files.revize.com/desmoines/document_center/Police/Forms%20and%20Documents/2020%20Statistical%20Report.pdf?pdf=2020%20Des%20Moines%20Police%20Department%20Statistical%20Report&t=1648486536398&pdf=2020%20Des%20Moines%20Police%20Department%20Statistical%20Report&t=1648486536398

¹²⁸ IBID.

Under the Investigation Division, one chart is presented from the Narcotics Division that identifies the number of pounds among the top five drugs seized by the police. The Detectives Division provides a chart highlighting the clearance rate (percent of crimes reported/cleared) among eight categories of crime (burglary, arson, theft, motor vehicle theft, murder, rape, robbery, aggravated assault).

Data on traffic and pedestrian stops such as number and type of citations, race, age, gender, and location of stops are not reported or analyzed in the aggregate. Nor is any information collected on a stop that do not require a citation. Confined to four basic charts on statistics, there is a missed opportunity to share data-driven information on law enforcement practice and programs featured in the annual report.

Since the annual statistical report contains data on a single year, it does not capture cross-year comparisons, nor does it analyze whether— or to what extent— trends have evolved and changed over time. Without interpretation, conclusions, or context, the current format of graphs and numbers limits the public's understanding of what the data mean and their full impact on the public's safety.

The website makes crime incident information available to the public via www.crimemapping.com.

FOIA Report/Record Requests.

The Municipal Code of the City of Des Moines Iowa gives “the chief of police the authority, subject to the approval of the city manager, to prescribe rules and regulations relating to the furnishing, making, and handling of all said copies, reproductions, and abstracts and the terms and conditions upon which they shall be made available.”¹²⁹ It lists the following types of records and documents the public can request:

- Copy or reproduction of records made by police officers in the course of an investigation.
- Records made by police officers in the course of a motor vehicle accident investigation.
- Photographic copies of police investigative scenes.
- Abstract of the arrest record of any person.
- Copy or reproduction of trip logs.
- Verification of theft of property from a specifically named victim.
- View police investigative reports and arrest records under supervision.
- Listen to and record excerpts of dispatch tapes within 30 days of a recorded call to the police department and observe and record excerpts of videotapes originally recorded by the police department within 30 days of the recorded event.

The City of Des Moines, Iowa *Records Request Form* informs the requester that:

The Iowa Code Chapter 22 gives every citizen the right to examine public records and to copy those records unless their access is expressly prohibited. The City of Des Moines staff should not be expected to abandon or neglect their regular public duties to comply with record requests and thus need sufficient time to fulfill any requests. If the requested material potentially contains confidential information or is otherwise exempt from disclosure, additional time may be required for review and possible redacting of the material. All requests will be processed in accordance with applicable procedures and rules. **If a**

¹²⁹ https://library.municode.com/ia/des_moiness/codes/code_of_ordinances?nodeId=MUCO_CH86PO

deposit is required, no work will begin on the request until a minimum of 50 percent of the estimated deposit is received.

The form instructs the requester to “be as detailed as possible; include names, dates, subjects, meeting dates, resolution ordinance numbers, project names, key words, etc. The request form includes a price list associated with different types of requests involving, for example, faxing, document scanning, files burned to CD, postage, and staff services. Requesters can complete and submit the Application for Public Records in person or mail it. (Simple requests can be processed the day the request is received. Requests for Video, Audio, and photos may take longer).”¹³⁰

The “for office use only” portion of the Records Request Form asks for detailed actual cost data for the different types of records: copy, fax, electronic file as well as labor involved (number of hours by employee hourly rate) for the employee performing the service, total costs, deposit, final payment, and associated dates.

The City of Des Moines Police Department uses a briefer Application for a *Public Records Requests*. The Public Record Requests asks for police case number, date and time of incident, offense, location of incident, and name of person involved.¹³¹ The form has a cost list for a variety of reports such as: vehicle accident report, police case report, trip log, OWI report, officer’s OWI certification, PBT Calibration Log, dispatch audio record, body camera recording, in-car camera recording, and photo CD. It also requests name, alternate name, address, D.O.B, and SSN for arrest records and VISA letter requests. The Application for Public Records informs the applicant that:

Application is hereby made for the requested records maintained by the Des Moines Police Department in accordance to City Ordinance 2-130. Records requested may be confidential under the City Ordinance or Code of Iowa and not available for release. Requests will be processed as soon as possible and in most cases within 10 working days.

The Police Department has received about 3,600 FOIA requests a year in the past two years. The requests cover all police reports (case, accident, etc.), digital evidence (photos, body-worn, in-car camera, and other videos), and dispatch information (trip logs, 911 and other call audio, radio traffic).

It is unknown at this time, how many person-hours Des Moines Police Department staff spend on responding to FOIA requests, whether certain categories of requests demand a large number of hours, and to what extent the response time is associated with the location, organization, and format of the data requested.

4.1.2 Providing Open Online Datasets and Dashboards

Law enforcement datasets house data such as calls for service, arrests and citations, stops, police response to resistance (e.g. use of force, de-escalation), traffic accidents, crime, complaints, assaults, demographics of age, race, and gender, location of incidents, and police officer performance indicators (e.g. arrest rates, disciplinary actions).

¹³⁰ Ibid.

¹³¹ https://www.dsm.city/departments/police-division/administrative/public_records_requests.php

A dataset is considered “Open” when it is freely accessible and available to anyone for download, modification, analysis, and redistribution to others without legal restrictions. Thus, the only DMPD open dataset now available online is through the crime mapping platform that allows the user to see incidents of various types of crime in a set location. It does not, however, enable anyone from the public to aggregate sets of data and conduct an analysis of comparing, for example, crime rates over a set period within certain neighborhoods.

Currently, the DMPD does not offer an Open Data platform or Dashboard (a way of organizing and displaying information at a glance)¹³² on the data it collects and reports to state and federal agencies for the public to independently view, analyze, research or share.

4.1.3 Participating in Civil Society Database

The emergence of digitalizing massive amounts of data and the capacity to analyze it with artificial intelligence and machine learning has given rise to the Open Data movement. Government agencies large and small now have the capacity to analyze the data they collect and share it with the public. Visualization tools like dashboards make it possible for researchers, non-profit organizations, or a single community member to access and analyze these datasets from their personal computer, tablet or cell phone.

Non-profit organizations focused on fostering civility in society now have the capacity to access law enforcement federal, state, and local databases submitted by local police departments nationwide. These Civil Society organizations can analyze the data, create their own database, present reports and share it with the public. In turn, anyone accessing the organization’s database can extract information to create their own report relevant to what they want to know about policing and public safety.

Examples of these types of Civil Society organizations focusing on law enforcement data are described later in the Ideal State section. Some have formed voluntary partnerships with local police departments that share data beyond what is reported to state and federal agencies.

The DMPD currently does not have such an Open Data relationship.

4.2 Community Engagement

As previously described in greater detail in the Methodology section of this report, community engagement included through Key Informant Interviews, focus groups held in-person and virtually and an online survey sent to leaders of nearly 100 organizations who sent it onto their members and.

The following findings on rating responses and highlights of open-ended comments capture responses and results from the stakeholder survey and focus groups related to transparency of law enforcement data. Overall, 207 individuals provided insights on the topic of transparency through the Stakeholder Survey

¹³² <https://powerbi.microsoft.com/en-us/data-dashboards/>

4.2.1 Stakeholder Survey

The survey presented a variety of strategies that police departments may employ to achieve transparency with the public in data collection, findings and analysis. Quantifiable questions asked respondents to rate these strategies in terms of how valuable or how much of a priority they felt it should be given. The following table displays the ratings given among three strategies previously discussed on Open Data that include posting datasets and dashboards online with the capacity to download data for personal or organizational analyses. It also rates the use of producing updates on data findings.

Table 14
How much of a priority do you rate each of these transparency strategies?

Transparency Strategy	Extremely High Priority	High Priority	Somewhat of a Priority	Not a Priority
Provide Data Dashboards online	43.4%	32.0%	17.2%	4.4%
Make data available for download to conduct analyses	37.0%	31.0%	20.7%	9.4%
Present updates on crime and safety initiatives	48.0%	35.6%	13.4%	1.5%
Provide updates on data findings (via websites, email, mail)	37.8%	34.8%	21.6%	3.9%

Three out of four respondents chose “Providing Data Dashboards online so groups and community members can review and give feedback,” as either an “Extremely High or High Priority” leaning significantly more (43%) towards the “extremely high” rating. An overwhelming majority (68%) rated the ability to “Make data available for download to conduct their own analysis” as an “Extremely High” or “High Priority.” When asked, “How much does this reflect your view? “Police departments that are open with their data are more likely to gain the trust of their community?” A resounding 78 percent said they “Strongly Agree” and another 17 percent “Agreed” culminating in agreement among 95 percent of the entire sample.

Respondents were asked to rate “How valuable is it for the public to know?” among seven different data topics. The top four considered “Extremely Valuable” are “Rates of police officer use of force (78%), Stop and Arrest rates by race, ethnicity, age and gender (65% each) and crime rates by neighborhood (56%).

Table 15
Level of Value “for the Public to Know” Among Seven Data Topics

How valuable is it for the public to know:	Extremely Valuable	Valuable	Total Valuable
Crime rates by neighborhood	56.3%	34.0%	90.3%
Real-time incidents of crime by location	44.2%	36.4%	80.6%
Arrest rates by race, ethnicity, age and gender	64.6%	19.0%	83.6%
Stop rates by race, ethnicity, age and gender	64.9%	19.0%	83.9%
Crime reduction rates	50.2%	39.5%	89.7%
Rates of police officer use of force	78.2%	14.9%	93.1%
Analysis of citizen complaints	51.9%	38.4%	90.3%

Community Stakeholders were given the opportunity to share their thoughts through open-ended comments on nearly every question to further explain their ratings or by answering questions that solicited text entries. Respondents were posed an open-ended question focused solely on transparency and privacy: "What concerns, if any, do you have about data transparency and privacy?"

The following highlights are presented summarizing their commentary.

Data must be accurate, accessible, timely, centrally located, in simple language, and user-friendly.

- The methodology in which data is collected should also be made transparent.
- Media coverage when data is released would help the public know when reports and findings are available
 - There are concerns regarding selective reporting by police officers and how that contributes to a relationship between communities and law enforcement that already lacks trust. One respondent noted: "Most of this data is collected by authorities, the question is: how much is shared by the communities seeking more equitable treatment when law enforcement abuses public trust?"
- Some raised concerns over the potential that if the public does not trust law enforcement, then they are unlikely to report crimes and other public safety problems.

The question **How much does this reflect your view? "Police Departments that are open with their data are more likely to gain the trust of their community"** exhibited clear and consistent themes among those that wrote extended comments:

- Over 20 percent shared the opinion that when police do not share information, it feels like they are **hiding something** that, in turn decreases overall trust.

Others echoed this opinion expressing the following thoughts:

- "If data is hidden or not revealed, it conveys the feeling that the community is not trusted and cannot use it appropriately. It also hints that there is something to hide by the police."
- "If they perform a valid stop, valid search, and utilize a reasonable amount of force to achieve compliance, they should not have issues sharing information."
- One-quarter of respondents report that transparency and accountability are essential and "will do a lot to restore trust with the public." Others shared this sentiment with comments as to how transparency on the behavior of public servants is owed to the public.
- Nearly 15 percent of respondents report feeling an overall lack of trust in the system itself and are unsure about trusting the data from the police department going forward.

The following question exhibited clear and consistent themes among those who wrote extended comments: **"What concerns, if any, do you have about data transparency and privacy?"**

- One-quarter of respondents felt that data should be public, but names should be kept private. There was a particular emphasis on protecting the names of those who make complaints and those who are victims of crimes.
- One-quarter of respondents report that they have no concerns about making data transparent and that it is "long overdue."
- Five percent of respondents raised concerns as to making data public.

- Nearly 20 percent of respondents had reservations as to who is collecting data, how it is being analyzed, and how it is being protected.
- Concerns were also raised as to assure the accuracy of the data
- A recurrent theme of distrust of the police department in being transparent was voiced. sentiments about an overall distrust in the police

4.2.2 Focus Group Sessions Synopsis

When asked about the idea of Providing a Data Dashboard online so that groups & community members could review and give feedback, focus group participants discussed:

- How it would be beneficial to have access to real-time data. The portal needs to be easy to use, and there is an opportunity for feedback loops.
- How both raw and analyzed data should be shared with the public.
- The complexities of making officer data public, including job performance indicators and past use of force complaints. In discussion, a participant remarked, "we should be able to know who is policing us".

Focus group participants shared the following insights on the idea of holding public forums on issues raised by data

- There is a need for more community engagement and collaborations, and an open forum would create the space to do so.
- This already exists on a Neighborhood Association level, but it doesn't happen consistently, and the information provided is limited.
- "Holding a public forum levels the playing field and gives people the opportunity to ask questions."
- Forums need to be accessible so that everyone can participate. Also, forums should occur not only with neighborhood associations but also with the PPRC, HRC, and City Council.

Participants discussed how data reports should be made available consistently and regularly. Many remarked that there should be press coverage as to when reports are shared so the public knows when data is released.

Participants discussed the value of Neighborhood maps, which are similar but more detailed than www.crimemapping.com to show the location of stops/arrests/citations per neighborhood.

Many discussed the need to educate the public on how to read and interpret data. They felt that while making data more transparent is important, it is equally vital for people to be able to digest the data and understand the context in which it is presented.

In most focus groups, participants discussed data transparency with a broader lens. Many queried, "What do people need to see to believe there are racial disparities in policing?" Others expressed that, "There is a gap in what the data shows and what people believe to be true." Discussions also arose centering upon

the complexities of creating the right balance of transparency and communication in letting residents know what is happening in real time, while still protecting privacy.

Participants felt that shared data should come with action steps for accountability that hold both officers and public officials accountable.

4.3 Ideal State

The following examples are provided as promising practices that exist and flourish in an Ideal State of law enforcement data initiatives.

4.3.1 National Open Online Database

Law enforcement data initiatives are a growing phenomenon that promote transparency in decision-making, creates accountability for officials, and leads to greater public engagement. Law enforcement agencies across the country are increasing their use of open data to collaborate with their communities to address public safety issues. Open data allows other entities such as community groups, the media, and the police agency itself, to analyze and make use of the data to identify potential issues, develop solutions, and improve community safety. The common base of shared information allows community groups, non-profit organizations, the business and health care sector along with local academic institutions to collaborate with police to address a community's public safety challenges.

According to the Police Foundation's *Open Data and Policing: A Five Part Guide to Best Practices*, "Open data provides police agencies opportunities to demonstrate their transparency and collaborate with community members and groups, nonprofit organizations, and private companies to tackle public safety challenges. In this way, community engagement is both a key goal of releasing open data and a critical factor in developing community solutions to other goals like reducing crime, addressing public feelings of safety and requests for information, enhancing police-community relations and understanding and more."¹³³

Two Open Databases serve as Promising Practices for the DMPD to consider: the Police Data Initiative and the National Justice Database described below.

4.3.1.1 The Police Data Initiative¹³⁴

The Police Data Initiative, spearheaded by the Police Foundation, is a national network designed to enhance understanding of crime and public safety, and enhance accountability between law enforcement and communities through open data. Because the field of open data in policing is new, participating agencies are developing innovative approaches for using open data to deliver value to their communities and their police forces. The network structure allows agencies to learn from each other and adapt

¹³³ https://www.policinginstitute.org/wp-content/uploads/2018/10/OpenDataPolicingPt5_CommunityPartnerships.pdf page 1

¹³⁴ <https://www.policedatainitiative.org>

successful approaches from other jurisdictions to their local priorities and conditions. The data that participating law enforcement agencies submit is in an open format, allowing others to read the agency's reports and access the data included in those reports to explore the issues on their own.

According to the Police Foundation, more than 120 law enforcement agencies of various sizes and 200 databases participate in the Police Data Initiative.¹³⁵ Data provided by law enforcement agencies to the Public Data Initiative include:

Accidents/crashes; stops, citations, and arrests; calls for service; complaints; use of force; assaults on officers; officer-involved shootings; incidents, assaults on officers; hate/bias crimes; community engagement; and workforce demographics.¹³⁶

The Des Moines Police Department is not a member of the Police Data Initiative.

4.3.1.2 National Justice Database

Another respected Open Data initiative is offered by the **National Justice Database (NJD)**, established by the Center for Policing Equity (CPE).¹³⁷ The National Justice Database is the first national database that integrates data on crime, demographics, and police behavior to identify the presence of inequitable practices and the causes and magnitude of racial disparities resulting from police behavior. The goal is to drive and inspire changes in public safety. The database tracks national statistics on police behavior and standardizes data collection procedures and offers an interactive tool for analyses.

The Center for Policing Equity's (CPE) database also supports the **Justice Navigator**, an interactive tool containing targeted analyses of police data to assess equity within a police department. The tool also features a range of resources to help drive change in public safety. Police departments can voluntarily enter into a Memorandum of Agreement to establish a partnership with the Center for Policing Equity. In return, they receive a free Justice Navigator assessment from CPE. Community members among the public can also seek an advocacy collaboration with the organization by contacting them through their website¹³⁸.

4.3.2 Civil Society Open Data Programs

Several Civil Society organizations have created programs to evaluate police performance and increase transparency by providing tools for the public to analyze law enforcement data.

4.3.2.1 Police Scorecard

Police Scorecard,¹³⁹ is a Civil Society Open Data program that tracks 13,147 police departments throughout the country, including the Des Moines Police Department.¹⁴⁰

¹³⁵ <https://www.policedatainitiative.org/participating-agencies/>

¹³⁶ <https://www.policedatainitiative.org/datasets/>

¹³⁷ <https://policingequity.org/what-we-do/national-justice-database>

¹³⁸ <https://justicenavigator.org/>

¹³⁹ <https://policescorecard.org>

¹⁴⁰ <https://policescorecard.org/ia/police-department/des-moines>

Police Scorecard reports data on:

- Police funding measured by police budget cost per person, misconduct settlements, fines/forfeitures, police presence/over-policing (officers per population).
- Police accountability is measured by misconduct complaints upheld, excessive force complaints upheld, and discrimination complaints upheld.
- Police violence measured by use of force in arrest, deadly force per arrest, unarmed victims or deadly force per arrest, racial disparities in deadly force)
- Approach to law enforcement measured by arrest rate for low-level offenses, homicides solved, and racial disparities in drug arrests to identify urgent intervention issues. The approach to policing score evaluates the extent to which police departments focus on arresting people for low-level offenses or focusing on solving serious crimes.¹⁴¹

The Police Scorecard obtains data from federal and state databases, media reports, and requests for information from local police departments. Through an interactive dashboard, anyone can enter either a zip code or the name of their local police department to see and download a seven-page scorecard infographic of their local police department.

Although cited in Police Scorecard, the Des Moines Police Department does not disseminate Police Scorecard data and information to the public.

4.3.2.2 Accountable Now

The Leadership Conference on Human and Civil Rights established **Accountable Now**,¹⁴² an open-source national database that collects data from state and local law enforcement departments and agencies on the use of force by police to increase transparency and accountability. Accountable Now standardizes the definitions and formats of the data it receives from different entities. Using an interactive tool, *Data Explorer*, Accountable Now analyzes the use of force data by year, city, person's race and gender, type of force used, number of use of force incidents, number of individuals affected, individuals affected per 1,000 capita, and changes of use of force by year (percent increase/reduction).

Accountable Now approached the Des Moines Police Department with an offer to participate in the program, but no agreement was reached. One hundred and fifty-two¹⁴³ law enforcement departments currently participate in the program; none from Iowa.

4.3.3 Open Data by Local Police Departments Promising Practices

An **open data portal** enables posting large quantities of raw data online so that community members can sift through it and make their own deductions. It requires community members to manipulate the data and draw their own conclusions. Although an open data portal gives community members more information than a dashboard can provide, it may be more challenging and time consuming for community members to use.

¹⁴¹ <https://policescorecard.org/about>

¹⁴² <https://www.accountablenow.com>

¹⁴³ <https://www.accountablenow.com/map/>

The following are summaries of what police departments similar in scope and size to the DMPD openly share with the public regarding law enforcement data. A table displaying and summarizing comparative components of information shared with the public via each respective website is provided at the end of this section.

Rochester, NY Police Department

The Rochester Police Department enhances police transparency through an Open Data Portal,¹⁴⁴ described as "a public platform for exploring and downloading open data... analyzing and combining Open Datasets using maps, as well as developing new web and mobile applications."¹⁴⁵ The Open Data Portal's easy-to-use navigation tools (icons) allow users to access datasets, and view statistics, charts and maps, and summaries. Data sets are available on violent and property crimes, homicides, fatal and non-fatal shootings, sex offenders, police geographic outlines of boundaries, sworn and civilian personnel rosters.

The portal also allows access to police-related reports, audits, and analyses such as crime statistics from comparable cities, weekly results of an audit process that assesses officer compliance with the Body-Worn Camera policies and procedures and an analysis of all Civilian Review Board cases since 2013.

Lincoln, NE Police Department

The City of Lincoln's Police Department provides data through its Open Data and Performance Management dashboard.¹⁴⁶ Data are provided on Public Safety and seven other areas. The Public Safety records and reports include arrest warrants, stolen property, daily police incidents, traffic crash reports, crime statics, crime maps, and police incidents per year. Users can filter data and produce data tables along with their own report that can be sent as a link or as a downloadable pdf.¹⁴⁷

Fayetteville, NC Police Department¹⁴⁸

The City of Fayetteville Police Open Data Portal¹⁴⁹ is organized into seven sections: All Police Data, Accidents, Arrests, Citations, Field Contacts, Incidents, and Traffic Stops. The portal has longitudinal data spanning up to a ten-year period. The data can be accessed in several formats including a web mapping application, feature layer, web map, Hub page, or a dashboard. The data is updated monthly.

A section on the Fayetteville Police Department's website featuring "Crime Data and Information" includes data and information on Crimestoppers, Crime Mapping, a Community Watch Groups Portal, Domestic Violence Resources, Unsolved Homicides, How to Obtain a Copy of a Police Report or a Crash Report, and Official Public Record Request.¹⁵⁰

¹⁴⁴ <https://data-rpdny.opendata.arcgis.com>

¹⁴⁵ <https://data-rpdny.opendata.arcgis.com>

¹⁴⁶ <https://opendata.lincoln.ne.gov>

¹⁴⁷ <https://opendata.lincoln.ne.gov>

¹⁴⁸ <https://www.fayettevillenc.gov/city-services/police>

¹⁴⁹ <https://data.fayettevillenc.gov>

¹⁵⁰ <https://www.fayettevillenc.gov/city-services/police/crime-data-police-reports/crime-data-information>

4.3.4 Dashboards Promising Practices

Open data dashboards are extremely valuable for the public, community stakeholders, police officers, analysts and researchers. It enables users to better comprehend all the data entered into the databases of information they seek to understand.

A **community dashboard** has a limited collection of curated data so that community members can also more easily understand a city's progress toward its main goals and priorities. Displaying considerably less data, makes it easier for community members to understand and learn from it. The data also allows police department's to gauge how public safety initiatives and policing practice are impacting data outcomes.

Nashville, TN Police Department

As explained by Police Chief John Drake of the Metropolitan Nashville Police Department (MNPd), "Data dashboards enhance the police department's transparency and present timely information in an easy-to-understand format that can be accessed on a desktop computer, a tablet, or a smart phone on the go. The dashboards help better inform the community at large about crime issues and police responses."¹⁵¹

The recently developed Metropolitan Nashville Police Data Dashboard has the following features:

- Mapping of crime incidents, gunshot injuries, vehicle stops, and crashes
- Victim & suspect demographics
- Vehicle stop outcomes
- Police interactions
- Police use of force
- MNPd employee demographics
- Officer attrition
- Community engagement activities.

¹⁵¹ <https://www.nashville.gov/departments/police/news/mnpds-first-ever-data-dashboards-now-publicly-available>

The dashboard allows users to obtain data and mapping at the county level, zip code, police precinct, or Metro Council district. The dashboards are updated through automation once a day during overnight hours.¹⁵² For example, the Vehicle Stop Outcomes Dashboard provides the following information to users

MNPD Vehicle Stop Outcomes

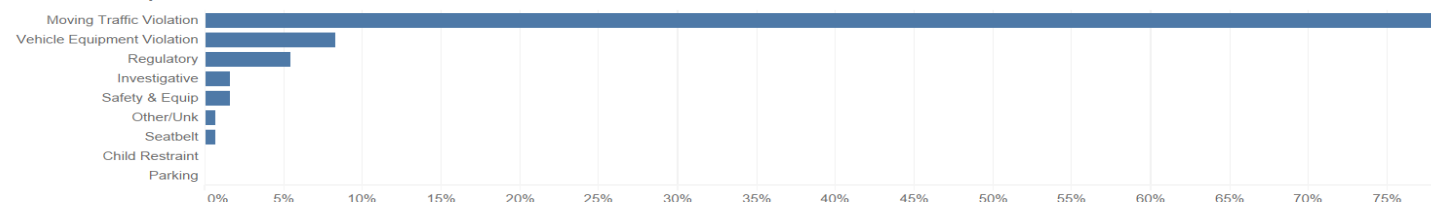
Date Range: 1/1/2021 - 12/31/2021

	Stops	Driver Arrested	Driver Cited	Driver Warned	Probable Cause Search	Probable Cause Search Yielding Evidence	% Prob. Cause Search Yielding Evidence	Pat-Down Search	Pat-Down Search Yielding Evidence	% Pat-Down Search Yielding Evidence	Consent Search Officer Request	Consent Search	Consent Search Yielding Evidence	% Consent Search Yielding Evidence
White	16,457	1,141	9,043	6,273	107	55	51.4%	188	44	23.4%	1.0%	121	32	26.4%
Black	9,693	869	4,482	4,342	124	60	48.4%	195	49	25.1%	1.8%	124	33	26.6%
Asian	381	7	199	175	2	1	50.0%	3	1	33.3%	0.8%	3	1	33.3%
Other Race	26	2	12	12	0	0		0	0		3.8%	0	0	
Race Subtotal	26,557	2,019	13,736	10,802	233	116	49.8%	386	94	24.4%	1.3%	248	66	26.6%

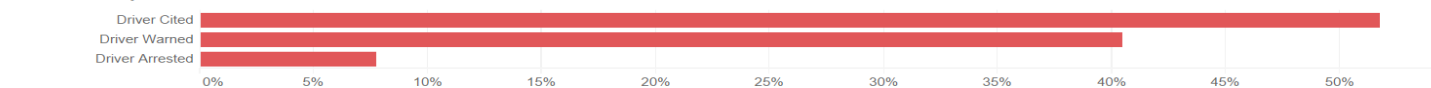
	Stops	Driver Arrested	Driver Cited	Driver Warned	Probable Cause Search	Probable Cause Search Yielding Evidence	% Prob. Cause Search Yielding Evidence	Pat-Down Search	Pat-Down Search Yielding Evidence	% Pat-Down Search Yielding Evidence	Consent Search Officer Request	Consent Search	Consent Search Yielding Evidence	% Consent Search Yielding Evidence
Hispanic	2,780	772	1,044	964	43	12	27.9%	109	11	10.1%	1.9%	46	0	0.0%
Not Hispanic	24,503	1,356	13,152	9,995	205	106	51.7%	312	85	27.2%	1.2%	203	66	32.5%
Ethnicity Subtotal	27,283	2,128	14,196	10,959	248	118	47.6%	421	96	22.8%	1.3%	249	66	26.5%

	Stops	Driver Arrested	Driver Cited	Driver Warned	Probable Cause Search	Probable Cause Search Yielding Evidence	% Prob. Cause Search Yielding Evidence	Pat-Down Search	Pat-Down Search Yielding Evidence	% Pat-Down Search Yielding Evidence	Consent Search Officer Request	Consent Search	Consent Search Yielding Evidence	% Consent Search Yielding Evidence
Male	17,450	1,607	8,803	7,040	195	91	46.7%	340	76	22.4%	1.6%	208	56	26.9%
Female	9,983	525	5,475	3,983	53	27	50.9%	82	20	24.4%	0.6%	41	10	24.4%
Gender Subtotal	27,433	2,132	14,278	11,023	248	118	47.6%	422	96	22.7%	1.2%	249	66	26.5%

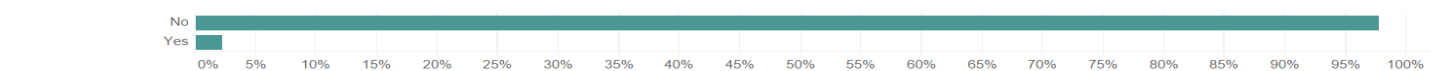
Reason for Stop



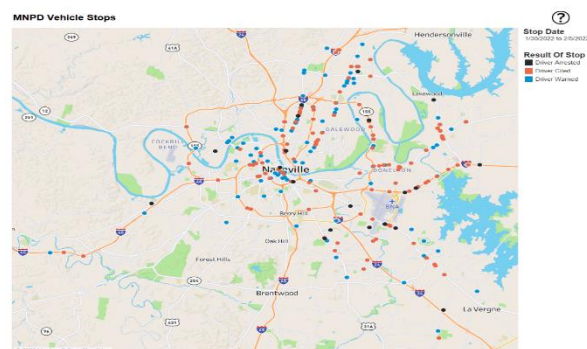
Result of Stop



Driver Searched



The dashboard allows users to obtain data and mapping at the county level, zip code, police precinct, or Metro Council district. The dashboards are updated through automation once a day during overnight hours.¹⁵³ For example, the Vehicle Stop Outcomes Dashboard provides the following information to users



¹⁵² <https://www.nashville.gov/departments/police/data-dashboard/vehicle-stop-outcomes>

¹⁵³ <https://www.nashville.gov/departments/police/data-dashboard/vehicle-stop-outcomes>

The three cities that are of similar in size to Des Moines with recognized promising practice data programs all have dashboards.

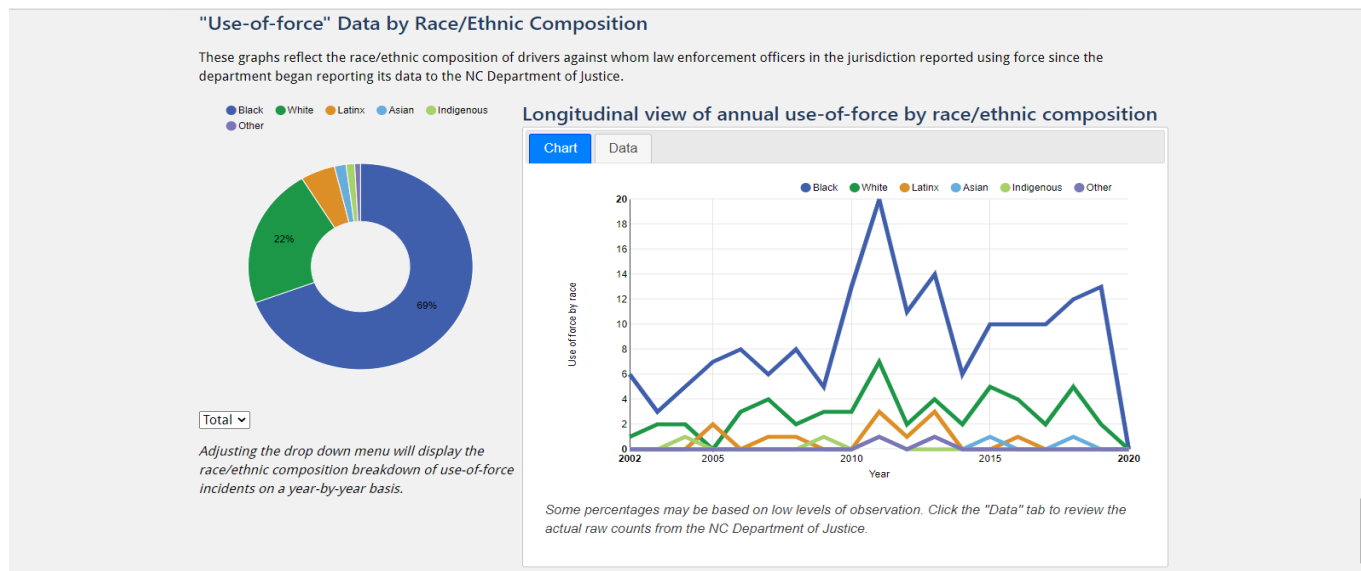
Lincoln, NE Police Department

For example, the City of Lincoln, NE provides data through its Open Data and Performance Management dashboard. Data is provided in eight areas including Public Safety. The Public Safety records and reports include arrest warrants, stolen property, daily police incidents, traffic crash reports, crime statics, crime maps, and police incidents this year. The data filters can produce the data in tables, provide a document link, feature layer, PDF, or web map.

Fayetteville, NC Police Department

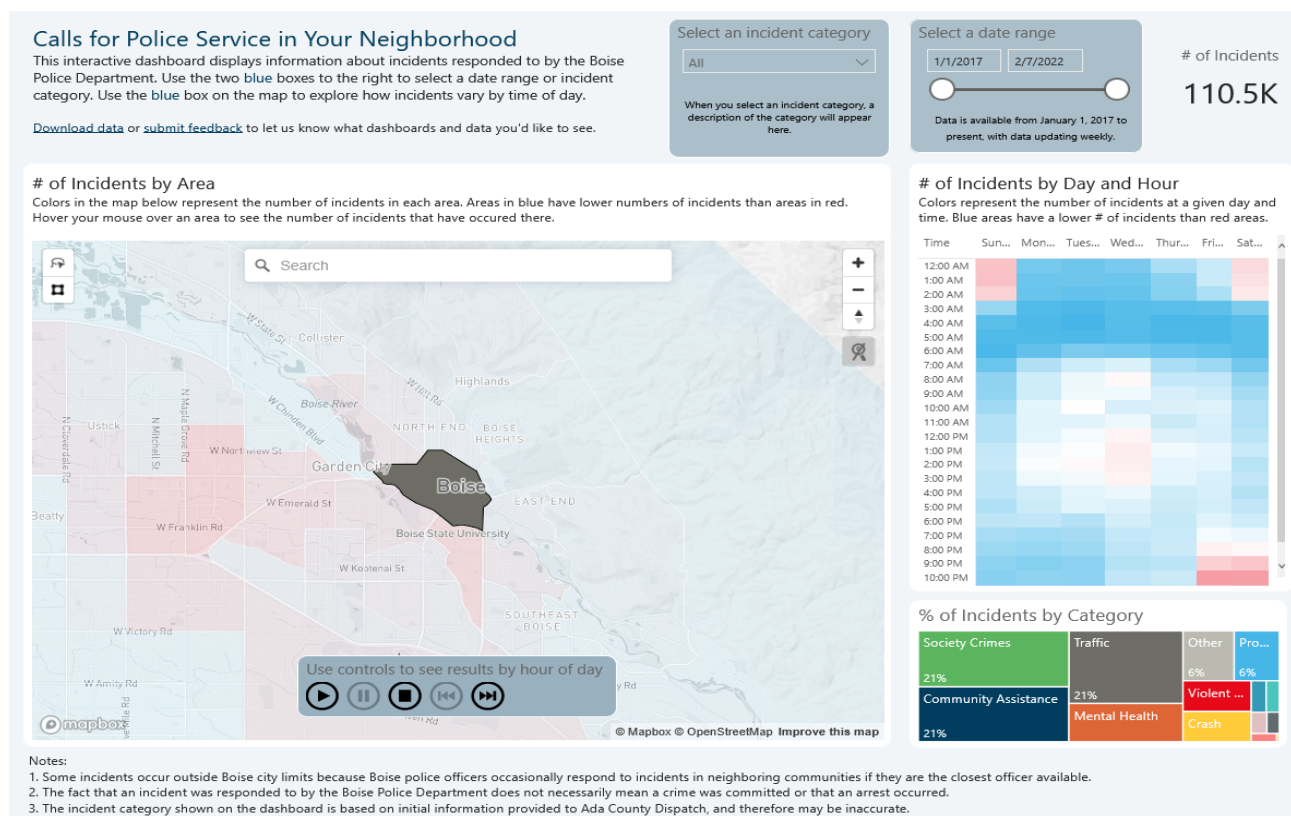
The Police Open Data Portal of Fayetteville, NC, a city of similar size to Des Moines, is organized into seven portals, and has longitudinal data spanning over a decade. The data is updated monthly and can be provided in several formats. Fayetteville, NC Police Department also participates in an Open Data Policing project which uses dashboards to give users a sense of progress in reducing use of force incidents. An example of a dashboard screen:

Open Data Policing, Fayetteville, NC Use of force screenshot, November 11, 2021.



Boise, ID Police Department

The Boise Police Department provides links to two interactive dashboards:¹⁵⁴ *Police Incidents in Your Neighborhood Dashboard* and an *Emergency Response Time Dashboard* that provide information of high interest to the community. The *Police Incidents in Your Neighborhood Dashboard*¹⁵⁵ allows users to select an incident type and range of dates to display the number of incidents by area, day, and hour; it also provides the percentage of each category of incidents, including traffic incidents. The *Emergency Response Time Dashboard*¹⁵⁶ shows average police response time by area, average response time by the first and second police officers by year (2017 to 2021), and percent of incidents by response time.



¹⁵⁴ <https://www.cityofboise.org/government/data-transparency/data-and-dashboards/police-data-and-dashboards/>

¹⁵⁵ <https://www.cityofboise.org/government/data-transparency/data-and-dashboards/police-data-and-dashboards/police-incidents-in-your-neighborhood/>

¹⁵⁶ <https://www.cityofboise.org/government/data-transparency/data-and-dashboards/police-data-and-dashboards/emergency-response-time/>

4.3.5 Police Department Reports Promising Practices

Reports that are produced and disseminated by police departments provide a vital link of communication with the community. When done well, informative reports that are transparent, valid and comprehensive yield trust and respect among those receiving it and who rely on law enforcement to assure their safety. We identified four police departments similar in scope and practice as the Des Moines Police Department who produce comprehensive annual and special reports worthy of being emulated. A brief review and illustrations of each is provided.

Rochester, NY Police Department

The Rochester, New York Police Department produces comprehensive annual reports that are available on the Rochester, NY Police Department's website spanning from 2004 to 2020.¹⁵⁷ The 2020 Annual Report contains longitudinal (3-year) statistical data that show changes in outcomes and performance over time.

The 2020 report presents the following information on data:¹⁵⁸

- Calls for service and Response by Units (2018-2020).
- Crime Statistics (2018-2020) by Category.
- 2020 Background Statistics (applications, exams, and tests).
- Statistics (Investigations – Field, Closed or Warrant Advised, Investigations – Office, Crimes Closed, Arrests, Handguns Confiscated, Long Gun Confiscated, Field information Forms Completed).
- 2020 Animal Service Statistics.

Boise, ID Police Department

The Boise Police Department enhances transparency and accountability through a comprehensive set of reports posted on their website. The Boise Police Department's annual reports¹⁵⁹ are user-friendly, available online and connected to dashboards through links to more detailed statistical reports. The annual report includes photographs, graphics, charts, and text. It is easy to follow while data-rich in content. The Boise Police Department's 2020 "A Report to Our Citizens," provides information on programs, new developments, as well as pertinent statistics.¹⁶⁰

The 2020 report includes information on and links to their new data dashboard, a brief summary of and link to the Public Safety and Policing Community Survey, a presentation made to the City Council on increasing accountability, the ongoing implicit bias training of sworn and civilian employees, plans for 2021, and the department's 2020 budget by revenue source (percent) and total.

¹⁵⁷ <https://www.cityofrochester.gov/rpdannualreports/>

¹⁵⁸ <https://www.cityofrochester.gov/WorkArea/DownloadAsset.aspx?id=21474848485>

¹⁵⁹ <https://www.cityofboise.org/departments/office-of-police-accountability/office-of-police-oversight-historical-information/annual-reports/>

¹⁶⁰ <https://www.cityofboise.org/news/police/2021/february/a-report-to-our-community/>

The data presented in the report on crimes (a 25-year crime index) and calls for service (CFS) longitudinally show changes from year to year and are supported by a section entitled "2020 Trends." The report also has a Performance Measures section, which lists five performance measures and associated data for 2018, 2019, and 2020.

Lincoln, NE Police Department

The Lincoln, Nebraska Police Department shares a wealth of reports both statistical and analytic and shares all of them on their website as shown on the following table.¹⁶¹

Table 16
Lincoln, NE Police Department's 2020 Annual Report Statistical Information

Type of information	Longitudinal Data
Calls for service	Total, by day of the week, by month, by year over a 10-year period (2011-2020) to determine trend
Part 1 Index Crimes	Overall, by crime, by year over a 10-year period (2011-2020), 10-Year trend.
Part 2 Crimes	Total, by crime, comparison 2019 and 2020.
Part 1 and Part 2 Offenses	2019 and 2020, number and percent cleared,
Criminal Arrests	By felony and misdemeanor citations 2019 and 2020, difference
Traffic Citations	Total and by Hazardous and Non-Hazardous in 2019 and 2020, difference.
Warning Citations	for 2019 and 2019, difference
Accident Citations	Hazardous and Non-Hazardous: 2019 and 2020, difference.
Accident Summary for 2019 and 2020	Total, by bicycle, motorcycle traffic accidents, pedestrian - traffic accidents, train accidents, outcomes: property damage, injury, fatality.

The Lincoln Police Department's annual report is comprehensive and contains detailed information and statistics. The 2020 Annual Report contains 36 sections including the following information on data: Part I Crime index; Part II Crime Index; Crime Statistics; Criminal Arrests and Citations; Traffic Citations; Traffic Accident Summary; and Unit Statistics.¹⁶²

The Lincoln Police Department's February 5, 2020, Traffic Stop Data report provides annual data from 2005 to 2019 to show the total number of traffic stops by race and ethnicity.¹⁶³ The data tables are color-coded for easy access. The comparison of traffic stops across population groups show a comparison of percentages, uses more advanced statistics and displays that show results graphically showcasing trends and outliers. Similarly, the 2021 Mental Health Data Report shows all mental health calls for service (number and percent) by age grouping and race/ethnicity; percent of calls by gender; and the number of

¹⁶¹ <https://www.lincoln.ne.gov/City/Departments/Police/Departments/Crime-Analysis>

¹⁶² <https://www.lincoln.ne.gov/files/sharedassets/public/police/annual-reports/lpd-annual-reports/2020.pdf>


¹⁶³ https://www.lincoln.ne.gov/files/sharedassets/public/police/crime-analysis/trafficstopdata_2005_2019.pdf

calls for service and suicides from 2011 to 2020.¹⁶⁴ The Lincoln Police Department 2020 Annual Report presents Citations Data in the following format:



ACCIDENT CITATIONS

	2018	2019	Difference
Hazardous			
Speed	4	7	+75%
Fail to yield right of way (vehicle)	1,080	1,017	-5.8%
Fail to yield right of way (pedestrian)	31	15	-51.6%
Drive left of center	5	1	-80%
Improper overtaking	16	24	+21%
Violation of stop sign	41	46	+12.2%
School bus/stop	0	0	0%
Traffic signal	262	259	-1.1%
Follow too close	228	283	+24.1%
Improper turn	88	103	+17%
Negligent driving	3,357	2,731	-18.6%
Defective brakes	3	6	+100%
Drunk driving	203	194	-4.4%
Other hazardous	644	836	+29.8%
Total Hazardous	5,932	5,522	-6.9%
Non-Hazardous			
Suspended license	227	200	-11.9%
Drivers license	525	473	-9.9%
Improper registration	269	258	-4.1%
Muffler/noise	0	0	0%
Lights	7	4	-42.9%
Seatbelt/child restraint	77	64	-16.9%
Implied consent/refusal	48	47	-2.1%
Other non-hazardous	397	328	-17.3%
Total Non-Hazardous	1,550	1,374	-11.4%
Total Traffic Violation Citations	7,512	6,896	-8.2%



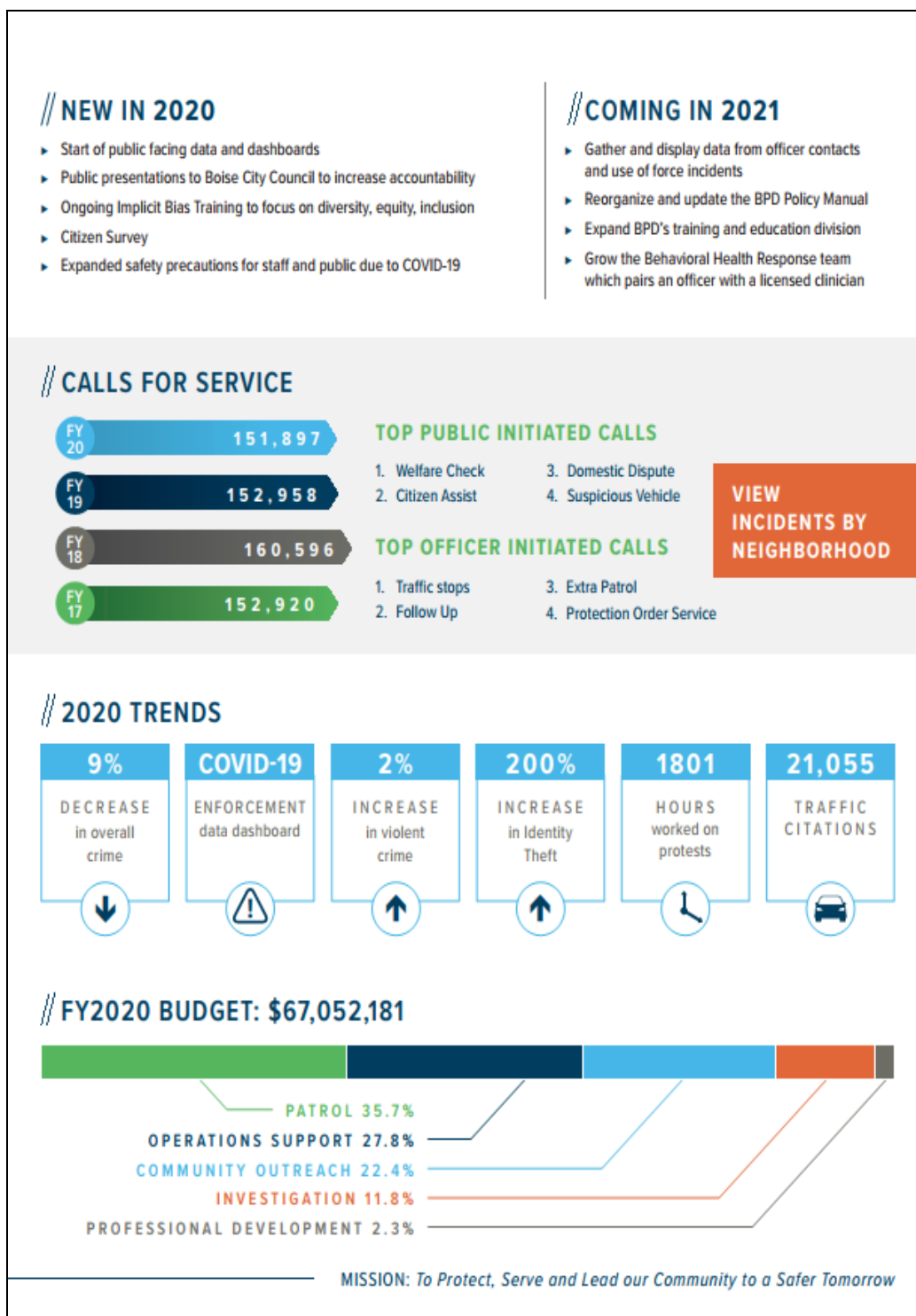
TRAFFIC CITATIONS

	2018	2019	Difference
Hazardous			
Speed	9,395	8,307	-11.6%
Fail to yield right of way (vehicle)	1,141	1,076	-5.7%
Fail to yield right of way (pedestrian)	32	18	-45.6%
Drive left of center	25	19	-25%
Improper overtaking	44	52	+18.2%
Violation of stop sign	388	323	-16.8%
School bus/stop	1	7	+85.7%
Traffic signal	1,090	975	-10.5%
Follow too close	231	296	+28.1%
Improper turn	369	322	-12.7%
Negligent driving	3,921	3,137	-20%
Defective brakes	4	9	+125%
Drunk driving	996	797	-20%
Other hazardous	1,391	1,439	+3.5%
Total hazardous	19,028	16,777	-11.8%
Non-Hazardous			
Suspended license	2,467	2,179	-11.7%
Drivers license	2,746	2,359	-14.1%
Improper registration	8,422	7,537	-10.5%
Muffler/noise	83	30	-63.9%
Lights	577	430	-25.5%
Seatbelt/child restraint	1,934	1,664	-14%
Implied consent/refusal	178	163	-8.4%
Other non-hazardous	3,533	2,908	-17.7%
Total Non-Hazardous	19,940	17,270	-13.4%
Total Traffic Violation Citations	38,968	34,047	-12.6%

¹⁶⁴ https://www.lincoln.ne.gov/files/sharedassets/public/police/crime-analysis/mh_all.pdf

Boise, ID Police Department

The Boise, Idaho Police Department's *FY 2020 A Report to Our Community* provides the following data through charts and graphics that include performance measures on policing.



Beyond illustrating a review of data, annual reports are an opportunity for the DMPD to inform the community about its programs, initiatives, accomplishments, and staff in a compelling manner garnering a wider appeal beyond the exclusive presentation of numbers.

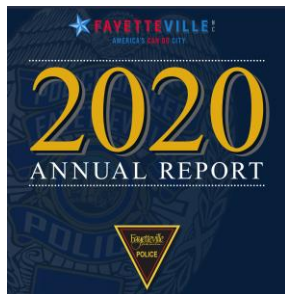
Based on a review of annual reports from similar size cities considered promising practices, the Des Moines Police Department Annual Report could consider addressing, in addition to its expanded statistical report, the following topics:

- Message/Letter from the Chief
- Mission and Values of Police Department
- Code of Ethics
- Goals & Strategies
- Organizational Structure
- Year in Review
- Highlights from each Police Division
- Police and Community Programs
- Personnel Updates: Promotions, Retirements, Police Officers who Made the Ultimate Sacrifice
- Award Programs
- Award Recipients
- New Initiatives/Programs, such as the Data Task Force, the creation of a Data Analytics Unit, and expansion of data collection and reporting
- FOIA Requests Report
- Department Budget

For examples of comprehensive annual reports by local police departments, visit the following:



Lincoln Police Department¹⁶⁵



Fayetteville 2020 Annual Report¹⁶⁶



Boise PD: A Report to Our Community¹⁶⁷

¹⁶⁵ <https://www.lincoln.ne.gov/files/sharedassets/public/police/annual-reports/lpd-annual-reports/2020.pdf>

¹⁶⁶ <https://viewer.joomag.com/2020-annual-report-digital-3-07102021/0669368001625937428>

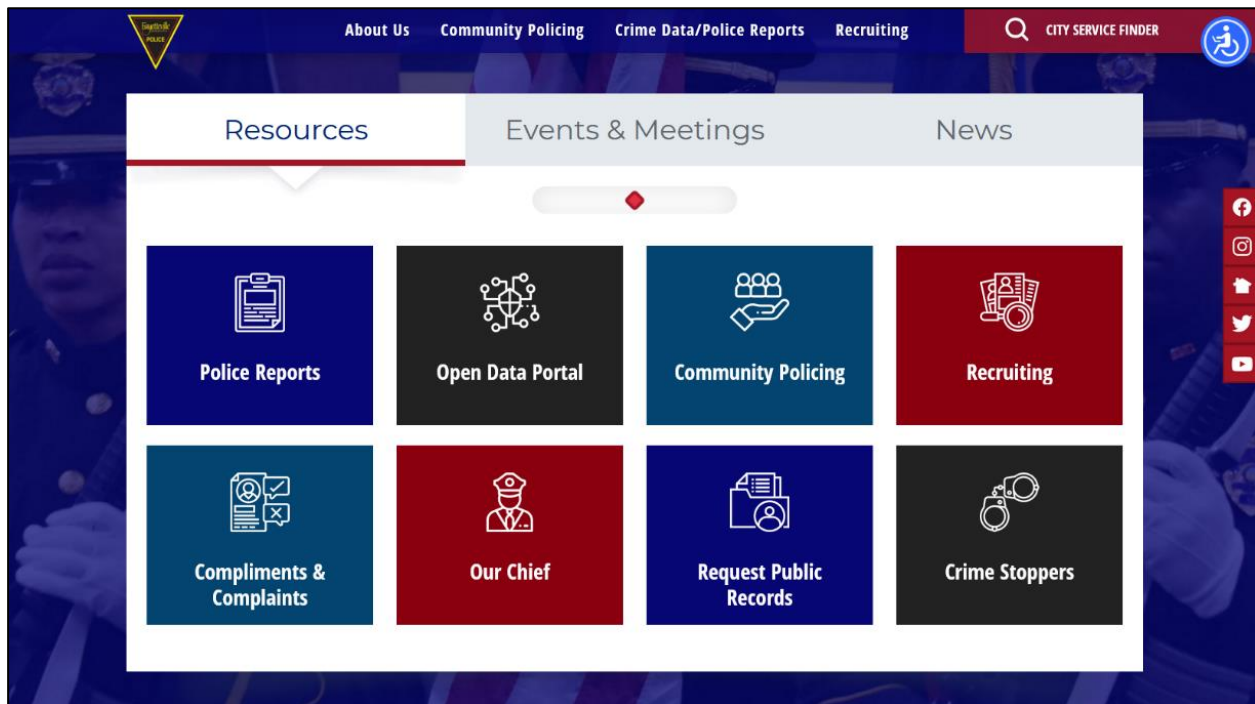
¹⁶⁷ <https://www.cityofboise.org/news/police/2021/february/a-report-to-our-community/>

4.3.6 Websites Enhancing Transparency Promising Practices

Websites are an essential venue for police departments to communicate with and engage their communities. From offering Open Data platforms to posting reports on policing and public safety along with updates on activities and initiatives including live crime-mapping, a website is one of the most effective transparency tools available to police departments.

An example of how a police department's website can be organized and presented to the public offering the kinds of information cited in the above table, is illustrated by the Fayetteville, NC Police Department. On the website's Resource page and navigation bar, the department offers multiple paths on its website for the public to access data and be informed about police activities and programs, as shown below.¹⁶⁸

The Fayetteville Police Department's Crime Data and Information web pages provide data and information on: Crimestoppers, Crime Mapping, a Community Watch Groups Portal, Domestic Violence Resources, Unsolved Homicides, How to Obtain a Copy of a Police Report or a Crash Report, Official Public Record Request, and an Open Data Portal.



¹⁶⁸ <https://www.fayettevillenc.gov/city-services/police>

The Summary Table on the following page, lists the databases, data visualization dashboards, and reports posted on websites for public consumption among three police departments similar in size and scope as Des Moines – Boise, ID; Lincoln, NE; and Fayetteville, NC.

In addition, though larger than Des Moines we're including Rochester New York's Police Department website acknowledged as a promising practice earlier in this report. These four cities are compared with the Des Moines, IA Police Department's offerings on their website. The table shows data categories (e.g., Crime, Stop, etc.) with links to the source webpages; organizing frameworks used by these four departments (such as CompStat and Open Data); and select tools such as data visualization dashboards. Note that these police departments also collect and share additional data that are not included in this summary table.

TABLE 17: PROMISING PRACTICES: CITY POLICE DEPARTMENT DATA, FRAMEWORKS, AND TOOLS SHARED WITH THE PUBLIC

POLICE DEPARTMENT	BOISE, ID	ROCHESTER, NY	LINCOLN, NE	FAYETTEVILLE, NC	DES MOINES, IA
City Population	235,684	746,000	298,126	210,044	218,266
Number of Sworn Officers	300 Sworn officers	728 Sworn Officers	348 Sworn Officers	425 Sworn Officers	372 Sworn Officers
Number of Civilian Staff	100 Civilian Staff	126 Civilian Staff	152 Civilian Staff	181 Civilian Staff	104 Civilian Staff
Website Data Shared with the Public					
Crime Data (Shared with Public)	Crime Statistics City of Boise	RPD Public Crime Map (arcgis.com)	Crime Analysis – City of Lincoln, NE; weeklstats.pdf (ne.gov); Crime Data – City of Lincoln, NE; and Crime Statistics (ne.gov)	2020 Annual Report (Digital) (3) 07102021 (joomag.com) and Open Data (see below).	DMPD uses a Hexagon RMS custom-tailored data package for submitting monthly reports to the state, which compiles the data statewide and sends it to the FBI. The DMPD publishes statistics on crimes cleared in its annual report.
Stop Data (Vehicle)	No. Does have Police Incidents in Your Neighborhood City of Boise	Used to record every stop: City of Rochester Body Worn Camera - Project Updates and in plan Final Plan for Legislation.pdf (cityofrochester.gov).	MEMORANDUM (ne.gov) and see also Calls for service Daily Summary	Traffic Stops City of Fayetteville Open Data Portal (fayettevillenc.gov)	DMPD collects data only on stops resulting in citations or arrests. Data is not published or reported to the public.
Use of force Incidents	Microsoft Word - 2020 Annual New template (cityofboise.org)	2020 Professional Standards Section Annual Report Rochester NY.pdf	Use of Control Training and Statistics – City of Lincoln, NE and LPD Use of control 2017 LPD Use of control 2017 Lincoln Open Data and Performance Management (ne.gov)	Open Data Policing Fayetteville Police Department (opendatapolicingnc.com) and to 2019, Internal Affairs reporting, e.g., 637310979893470000 (fayettevillenc.gov)	DMPD collects use of force data through web-based IAPro/BlueTeam software programs.
Calls for service (Shared with Public)	Emergency Response Time City of Boise	Only re: Uniform Crime Data; RPD Public Crime Map (arcgis.com)	Daily Call Summary – City of Lincoln, NE	The Communications Division Fayetteville, NC (fayettevillenc.gov); one of 2 emergency call centers in North Carolina to achieve the Triple Accredited Center of Excellence (TRI-ACE) accreditation from the International Academy of Emergency Dispatch; accredited through the Commission on Law Enforcement Association (CALEA).	Calls for service data is input into Hexagon CAD and imported to RMS I/LEADS. Publishes statistics on number of calls received: wireless 911, landline 911, and non-911 and by priority in annual statistical report.

Complaints/ Allegations	Microsoft Word - 2020 Annual New template (cityofboise.org)	City of Rochester Professional Standards Section - Rochester Police Department; City of Rochester Citizen Complaint Process - Rochester Police Department; and in 2022 Complaints Q&A – Police Accountability Board City of Rochester (rocpab.org)	Citizen Police Advisory Board – City of Lincoln, NE and cpab2021-1.pdf (ne.gov)	Compliments / Complaints Fayetteville, NC (fayettevillenc.gov)	DMPD's Office of Professional Standards oversees the complaint system. Complaints can be filed using a Citizen inquiry/Complaint Form.
FRAMEWORKS					
CompStat (Shared with the Public)	No. See also: Fighting crime with data: Nampa Police to implement Compstat (kivitv.com).	No.	Crime Analysis – City of Lincoln, NE and PowerPoint Presentation (ne.gov)	No.	No.
Open Data Portal	Police Calls for service Police Calls for service City of Boise Maps and GIS Open Data Portal	Rochester, NY Police Department Open Data Portal (arcgis.com)	Lincoln Open Data and Performance Management (ne.gov)	Police City of Fayetteville Open Data Portal (fayettevillenc.gov)	No.
Early Intervention System	Early Intervention System City of Boise	Final Plan for Legislation.pdf (cityofrochester.gov) (Use of The Leading Professional Standards Software. Worldwide. - IAPro)	CALEA Accreditation – City of Lincoln, NE since 1989 which requires an Early Intervention System; one half of the complaints against officers in 2020 came from internal police department sources.	Unable to locate.	No.
Strategic Plan with elements of the President's Task Force on 21 st Century Policing final report.	Strategic Priorities City of Boise (See Goal 2: 21st Century Policing)	City of Rochester Executive Order 203 - New York State Police Reform and Reinvention Collaborative and within City's Comprehensive Plan Reinforcing Strong Neighborhoods – Rochester 2034 (F. Public Health + Safety).	2017 – 2021 stratplan.pdf (ne.gov)	2019-2022 Strategic Plan 2019-2020 Strategic Plan (joomag.com)	DMPD does not have a Strategic Plan.

TOOLS					
Dashboard(s)	Police Data and Dashboards City of Boise	Use of Open Data Portal. See DataROC (cityofrochester.gov)	Uses Open Data Lincoln Open Data and Performance Management (ne.gov) and Transparency In Policing – City of Lincoln, NE.	Uses Open Data (FPD website) and Open Policing Data via Open Data Policing (opendatapolicingnc.com)	No.
GIS Crime Mapping	Police Incidents in Your Neighborhood City of Boise	DataROC (cityofrochester.gov)	CrimeMapping.com - Helping You Build a Safer Community	Fayetteville Police (faypd.com)	TraCS system has a GEO-coordinate component. Crimemapping.com provides information about crimes in neighborhoods.

4.4 Needs Assessment

As a result of comparing the Current State of DMPD data transparency compared to an Ideal State in the law enforcement data transparency, the following needs are identified.

4.4.1 Need to develop an Open Data database accessible to the public with user-friendly, intuitive dashboards so that independent sources can conduct their own analyses.

Shared information allows community groups, non-profit organizations, and researchers to collaborate with police in addressing a community's public safety challenges. Currently, the DMPD only presents data through www.crimemapping.com providing users information limited to type of crime, time period, and an approximate location. There is an opportunity for increased transparency on data across the spectrum of data being collected by the police department such as data on victim and suspect demographics, vehicle and pedestrian stops, and information on use of force. Providing the public with raw sets through an Open Data portal will enable the DMPD to analyze and interpret data, identify issues and challenges and collaborate with community groups and stakeholders to develop solutions that improve community safety overall.

Creating the Open Database portal will require creating Community Data Dashboards that enable the public to easily explore, identify, analyze, and interpret law enforcement data to better inform discussions between law enforcement and community members on policing practice and strategies that assure public safety.

4.4.2 Need to enhance the DMPD's website to support the sharing of reports and hosting Open Data initiatives.

The DMPD provides a significant number of general resources and information on its website, however, the number of publicly available data and reports is very limited when comparing it to the promising practice examples reviewed. DMPD has a wealth of data available to analyze and share with the public,

especially, with the capabilities rendered by the New World Technologies platform and modules recently purchased use. The DMPD website presents an effective way to communicate with the public by posting reports, openly sharing datasets, and providing easy access to FOIA requests. There is a need to both upgrade the design of the website and populate it with in-depth open data and reports.

4.4.3 Need to make FOIA requests more accessible and user-friendly for the public and streamlined for the DMPD.

Currently, making a FOIA request is not as user-friendly as it could be for Des Moines residents. In the past two years, the DMPD received about 3,600 FOIA requests per year, including requests on police reports, digital evidence, and dispatch information. Currently, the data and documents subject to FOIA requests are not located in one location. While it is unknown how long it takes staff to respond to FOIA requests, there is an opportunity for increasing efficiency by creating a central location for data organized by date to decrease response time and increase data that can be provided to requesters.

4.4.4 Need to enhance the data included in the DMPD Annual Statistics Report

An annual report is an occasion for police departments to share updates on activities, goals, successes, budgets, programs, and new initiatives. Currently, the DMPD's Annual Report is a 2-page statistical report that provides statistics on calls for service, narcotics control, and crimes reported by category. There is a missed opportunity to share not only more data, but also progress on departmental strategies, goals, challenges and improvements. Increased transparency of both quantitative and qualitative data decreases barriers between the DMPD and Des Moines residents.

4.5 Recommendations

After assessing the current state, an extensive review of promising practicing, and needs of the DMPD related to the Transparency Core Attribute, we make the following recommendations:

4.5.1 Produce a comprehensive “Annual State of Policing and Public Safety Report”

As summarized in the “Accountable” and “Analytic” chapters of this report, cities of similar size (in population or police force) to Des Moines’ present two-page summaries of in-depth, comprehensive information on policing and law enforcement data. Their statistics also include longitudinal data that illustrate trends that can be used to measure outcomes over time.

We recommend that the DMPD review the annual reports cited on pages (xx to xx) as a model from which to produce a more comprehensive and analytic report that can also showcase community activities, partnerships, and performance measures of the department.

Beyond illustrating a review of data, annual reports are an opportunity for the DMPD to inform the community about its programs, initiatives, accomplishments, and staff in a compelling manner garnering a wider appeal beyond the exclusive presentation of numbers.

Implementation

The Data Analysis Unit and Communications Division of DMPD would review the topics suggested for inclusion in an annual report and go through examples of annual reports of cities of similar size to Des Moines considered promising practices.

The Data Analysis Unit and Communications Division should create an annual report template that includes topics listed above for those heading up operations, programs, and initiatives at the Des Moines Police Department would complete.

4.5.2 Develop, launch, and maintain an online, interactive Open Data Portal with a user-friendly dashboard

As noted earlier, three out four survey respondents see providing data dashboards that are downloadable for analyses as a “High Priority”, while 95 percent agreed that “police departments that are open with their data are more likely to gain the trust of their community.”

Open data initiatives have been lauded by the Police Foundation, the 21st Century Task Force on Policing, the Center for Policing Equity and a host of organizations and police departments cited throughout this report. By using the full capacity of the New World Technology modules and investing in the human resources earlier cited in the Analytics section, the DMPD has the capacity to implement this recommendation. It further has the capacity to immediately increase the amount of data it currently collects and make it available to the public.

It will be extremely important to offer an Open Data Portal with user-friendly dashboards as described among the promising practices cited earlier in this section.

Implementation

The Data Analysis Unit would be tasked with working with the IT Department, Communications Division, the Tyler World Technologies Project Manager, and Data Task Force to oversee the development of the Open Data Portal and Dashboards. We recommend reaching out to the police departments with experience in developing and maintaining open data initiatives cited in this report. The Data Analysis Unit with insights from the Data Task Force would identify the areas covered, datasets included in each area, filters, presentation format, and the frequency in which it will be updated for the portal.

The content describing the dashboard/open data portal should be reviewed with the team implementing the Tyler New World RMS. The team should discuss development, implementation resources and timeline, support, maintenance, and ease of use. The content describing the dashboard/open data portal should be refined as a result of the review with the technology team and approved by the chain of command.

The Data Analysis Unit should review the results of the Stakeholder Survey to understand the public’s interest on various sets of data, and work in tandem with the Community Advisory Team recommended later in this report.

4.5.3 Enhance and redesign the current Des Moines Police Department website to support an Open Data Portal, Dashboards and Reports that engage the community.

Implementation

The Data Analysis Unit and the City of Des Moines' web design staff should jointly review the best practice websites, examine their components, and determine the structure, content and format of the Des Moines Police Department website. The decisions on content should consider the structure and operation of an Open Data Portal and Dashboards and the frequency with which specific information and data on the website must be updated. The City should assign web design and maintenance staff to the Police Department Website and develop a website maintenance schedule and processes for communication and coordination with Police Department staff overseeing the website. The City's web design staff should prepare a preliminary updated website design for review and approval and then proceed to make the website fully populated and operational.

The Police Department would continuously gain feedback from the public as to the value of postings on the website and ease of use in using the open data portal and the dashboards. Monitoring and analysis of website traffic, clicks, interactive metrics and downloads should be tracked by the Communications Division and the Data Analysis Unit. Use of press releases and social media emphasizing the information and data sharing features of the newly enhanced DMPD website is encouraged.

4.5.4 Participate in national Open Data initiatives.

Open data initiatives involving law enforcement are a growing phenomenon. Open data initiatives promote transparency of decision-making, create accountability for officials, and lead to greater citizen engagement. Law enforcement agencies across the country are increasing their use of open data to collaborate with their communities in addressing public safety issues.

According to the Police Foundation's *Open Data and Policing Guide*, "Open data provides police agencies opportunities to demonstrate their transparency and to collaborate with community members and groups, nonprofit organizations, and private companies to tackle public safety challenges. In this way, community engagement is both a key goal of releasing open data and a critical factor in developing community solutions to other goals like reducing crime, addressing public feelings of safety and requests for information, enhancing police-community relations and understanding, and more."¹⁶⁹ Giving citizens access to data about the operations and services of law enforcement increases public trust and fosters partnerships with the community.

As described earlier in the section discussing national open data initiatives in law enforcement, we encourage the Des Moines Police Department to participate in the Police Data Initiative, to share the data currently available on the DMPD from the Police Scorecard, take advantage of the Justice Navigator free assessment, and access data to share with the Des Moines community members available from the National Justice Database (Center for Policing Equity), Accountable Now using their Data Explorer dashboard on use of force data.

¹⁶⁹ https://www.policinginstitute.org/wp-content/uploads/2018/10/OpenDataPolicingPt5_CommunityPartnerships.pdf

We further recommend that the staff of the Data Analysis Unit access the training materials offered by these organizations and join regional and national associations on open data in law enforcement to remain current in the ever-evolving field, to apply those learnings, and to continuously improve DMPD's policies and practices in making data open, analytic, accountable and actionable.

Implementation

The Data Analysis Unit should review premier regional and national police data initiatives/programs and identify one or more programs in which the Des Moines Police Department should participate. In addition, the Data Analysis Unit can immediately begin accessing the national Open Data portals cited.

4.5.5 Enhance and streamline the Freedom of Information Act (FOIA) Process

Given that the Des Moines Police Department handles thousands of FOIA requests a year (3,600 in the past two years), and recognizing the multiple logistical steps community members must take to file a request, we recommend that the DMPD conduct an assessment on the average number of person-hours involved responding to requests, whether certain categories of requests demand a large number of hours, and to what extent the response time is associated with the location, organization, and format of the data requested. It would also be helpful to survey requesters to determine ways to make the process more user-friendly. This type of analysis could better inform the DMPD on how to enhance the process from both the police staff's perspective and the public's experience in using it.

Implementation

The Data Analysis Unit should obtain data on the response effort (i.e., number of person-hours) that different FOIA requests require, including requests that cannot be met because of the location, organization, and format of the data requested. Based on the results of the review and analysis of the FOIA requests data, the data analysts should consider:

- Bringing all police data and documents subject to FOIA requests into one location.
- Organizing the different data and documents by year.
- Determining the structure of the files in which such data should be kept for data likely to be requested in a multiple records format such as citations, arrests data, and calls for service. The file structure selected should allow these data to be easily and efficiently accessed, extracted, and provided.
- Giving FOIA requesters a choice as to the format in which they would like such data to be provided, such as a CSV or Excel file would be helpful. The format options should be consistent with the statistical software that the City/Police Department employs.

Police Department staff involved in addressing FOIA requests should keep a detailed log of the time it takes to meet FOIA requests by type of request and other associated costs. This time-related and cost data will be useful in determining the efficiency of the process.

5.0 Actionable Core Data Attribute

Acting on What's Learned via Data

5.0 Actionable Core Data Attribute

Introduction

Data collected, analyzed, openly discussed, and researched presents an opportunity for the Des Moines Police Department to foster informed, insightful policy and practice that generate continuous quality improvement in law enforcement. It also empowers those reviewing the data to act upon what they've learned from it -- this is what makes data actionable. Beyond conducting their own analysis of law enforcement data, and investing in the infrastructure to do so, police departments across the country have been reaching out to the public and community stakeholders to review the policing data they collect to collaboratively analyze and respond to issues, trends and questions raised by data.

In this section, we'll review the infrastructure required to make data actionable and how to engage the community and police officers in making it so. All of which leads to helping the DMPD fulfill its mission to "work in partnership with our community to protect lives and property, and to enforce laws impartially."¹⁷⁰

5.1 Current State

There are several strategies that police departments use to make data actionable beyond internal accountability and analytic methods discussed in their respective chapters of this report. In assessing the current state of the Des Moines Police Department's making data actionable, we'll review two foundational ways to do so.

To effectively act upon data, it is helpful for a police department to:

- Build a sound and accountable infrastructure to support how data informs decision-making.
- Build a collaborative and ongoing community engagement infrastructure that enlightens shared decision-making being made with community members.

These two "building blocks" of making data actionable frame our review of the current state and ideal state in the field of law enforcement data initiatives. First, we'll begin with infrastructure.

5.1.1 Building an Infrastructure for Actionable Data

There are essentially three components to creating an infrastructure that allows accountable, analytic, and transparent data to be acted upon. They are Strategic Plans, Key Performance Indicators, and Implementation Plans.

Strategic Plans

As will be discussed further in the Ideal State section, strategic plans chart the course of an organization during three-to-five-year periods by crafting a vision, mission, goals, and objectives to achieve them. Most plans assess the challenges the organization may face while delivering services and the resources they'll need to handle those challenges. Strategic plans often address stakeholders in the planning process to

¹⁷⁰ <https://www.dsm.city/departments/police-division/general/index.php>

help align goals that resonate with those they intend to serve. They also develop an *Implementation Plan* to actualize the plan. Currently, the DMPD does not have a strategic plan.

Key Performance Indicators

A second structural component in making data actionable is the identification of Key Performance Indicators (KPI). Acting as a set of quantifiable measurements used to gauge an organization's overall long-term performance, KPIs help determine an organization's strategic, operational and service achievements. KPIs can also be used to measure progress against other organizations within the same sector or to a national standard. The Des Moines Police Department currently applies four Key Performance Indicators to measure performance on 911 Answer and Processing, Call Processing Time, Part 1 Crime Closure Rates and Personnel Complaints.

Table 18
Key Performance Indicators Analyzed by the Des Moines Police Department¹⁷¹

Component	KPI 1 911 Answer Time	KPI 2 911 Call Processing Time	KPI 3 Part I Crime Closure Rates	KPI 4 Personnel Complaints
Rationale for KPI	A national industry-standard (NENA/APCO) exists stating that 90 percent of 911 calls should be answered within 10 seconds	Time spent on the phone with caller collecting essential information to dispatch emergency responders. National organizations (NENA, APCO, NFPA) disagree. Police Department must determine which standard is most applicable.	The state and FBI collect and report data about Part 1 crimes from across the country. We will evaluate the closure rate for these crimes, which is important to PD, community residents, and leaders.	Personnel complaints reflect a level of dissatisfaction with police service, contrary to department objectives.
How data is collected and where it's housed	Intrado ECATS software. Housed on the 911 phone system	Intrado software will report the length of phone calls. Intergraph CAD system will report the dispatch times. A single report with data extracted from both systems would be beneficial.	ILEADS (RMS software) - SQL database	IAPro and Blueteam software
Target/Goal	Meet the national standard of answering 90 percent of the 911 calls within 10 seconds.	Determine and meet the most appropriate standard.	Exceed national standard.	Reduce the number of complaints, especially those deemed "sustained."

The Des Moines Police Department's annual statistics reports include data on one of the four KPIs – Crime Closure Rate. The data included on Crimes Cleared in a specific year are shown by type of crime, the

¹⁷¹ Source: City of Des Moines, Performance Management System Initiative 2021.

number of crimes reported, and the number and percent cleared. The annual statistics report does not include longitudinal data, which could indicate changes in the number of crimes by type or closure rates. KPIs, including those based on a national or industry standard should include longitudinal data to determine whether the rate has increased, decreased, or remained the same over time.

5.1.2 Building an Infrastructure for Collaborative Community Engagement

Currently, the City of Des Moines employs three approaches to engaging the community as it relates to making data actionable.

- The Community Policing and Code Enforcement Policy and Practice Review Committee (PPRC).
- A bi-annual city-wide community satisfaction survey on city department services.
- Neighborhood Based Service Delivery (NBSD) Officers.

Policy and Practice Review Committee (PPRC)

The Community Policing and Code Enforcement Policy and Practice Review Committee (PPRC) was created in 2020 to “assist the City Manager in reviewing data and recommendations for modifying policies and practices to improve law enforcement work throughout the Des Moines community. It meets at least quarterly to review existing and planned policies/practices and provide recommendations to ensure the elimination of existing or potential disparities in the enforcement of the law.”¹⁷² As featured on their website page, the PPRC is tasked with fulfilling six objectives as shown below.

The Objective of the Policy and Practice Review Committee
<ul style="list-style-type: none"> • Review law enforcement and neighborhood code enforcement data • Review practices and policies related to the delivery of unbiased policing and code enforcement • Provide guidance and recommendations to the City Manager on policy and practice matters • After substantial progress is made with policy and practice review, research other committee structures to make recommendations to the City Manager and City Council concerning membership and scope of work for ongoing improvements • Report at least annually to the City Council, more frequently as circumstances warrant • Inform City Council, educate residents on the process of policymaking and educate our departments on the familiarity that residents have with the process, along with the meaning of the survey so that the community understands what information we are recording and that they feel comfortable giving us feedback
Source: Community Policing and Code Enforcement Policy and Practice Review Committee PPRC (dsm.city)

¹⁷² [Community Policing and Code Enforcement Policy and Practice Review Committee PPRC \(dsm.city\)](https://dsm.city/community-policing-and-code-enforcement-policy-and-practice-review-committee-pprc)

The PPRC has met with the consulting team on this data initiative project and members have been included in Key Informant Interviews. They anticipate using this report as a resource to address and fulfill the objectives illustrated.

Neighborhood Based Service Delivery (NBSD) Officers

The Neighborhood Based Service Delivery (NBSD) Officers attend neighborhood meetings where they present crime statistics for the neighborhood and listen to feedback from neighbors on what police officers can do to improve the quality of life in their specific neighborhood. The Traffic Section of DMPD fields traffic-related complaints from the public and sets up targeted enforcement (officer and automated) based on those complaints, providing results data back to the neighbors who raised the complaint.¹⁷³ The Neighborhood Based Services Delivery Unit of the DMPD also offers ten Community Outreach programs.

5.1.3 City of Des Moines Residents Survey

The third manner in which the Des Moines Police Department receives feedback from the community is through a community satisfaction survey conducted every other year by the ETC Institute, contracted by the City. The survey is mailed to a random sample of residents who can complete it on paper or online. The August 2020 survey received responses from 864 residents.

The survey poses a wide range of questions regarding the City's overall quality of customer service, financial soundness, sustainability, level of organizational performance, upgrades of city infrastructure and buildings, the livability of community, quality of life in neighborhoods, and community development. The goal is to assess the satisfaction levels of Des Moines residents with services provided by City departments including Police, Fire, Parks and Recreation, Communications, Public Works and Engineering, and Public Libraries.

The survey asks seven questions on Police Operations and Services. The topics cover:

- How quickly police respond to emergencies.
- Visibility of police in neighborhoods.
- Visibility of police in retail areas.
- Animal control.
- Professionalism of city police officers.
- Enforcement of local traffic laws.
- Overall quality of police protection.

The survey uses a five-point satisfaction scale ranging from very satisfied, satisfied, neutral, dissatisfied, and very dissatisfied and offers a 'don't know' option.

¹⁷³ https://www.dsm.city/departments/police-division/operations/neighborhood_based_service_delivery_programs.php#:~:text=Neighborhood%20Based%20Service%20Delivery%20is,16%20Des%20Moines%20Police%20officers.

In addition, the survey asks for demographic information of respondents including age, race/ethnicity, employment status, whether the respondent rents or owns a residence, total annual household income, and gender. The question on race/ethnicity allows respondents to choose multiple categories.

It is not clear as to whether the information gathered from the Citizen Survey is used by the police department to inform analysis, planning, or determine if Key Performance Measures are being met.

5.2 Community Engagement: Insights on the Current State

Community engagement for this project included Key Informant Interviews, focus groups held in-person and virtually and an online survey sent to leaders of nearly 100 organizations who sent it to their members. The following findings on survey rating responses, highlights of survey open-ended comments and discussion points from focus groups are presented. Overall, 207 individuals provide insights on approaches that make data actionable.

5.2.1 Stakeholder Survey

The survey presented a variety of approaches that police departments employ to collaborate with the public on collecting data, analyzing it and responding to what's learned from it. The table below shows how respondents rated six strategies that police departments can take to collaborate with community members and stakeholders regarding data. Respondents were asked to rate these strategies in terms of how valuable or how much of a priority they felt it should be given.

Table 19, shows that 70 percent of respondents resoundingly rated the strategy of *“Monitoring and responding to data that indicates racial disparities and bias in general”* as “Extremely Valuable” while an additional 22 percent saw it as “Valuable.” It was the most highly valued of all strategies. Nearly 90 percent rated the formation of a Community Advisory Team as either “Extremely Valuable or Valuable,” and investing in resources to adopt best practices in collecting, analyzing, and acting upon data. Doing further research to address findings requiring action (84%) and forming task forces to address specific issues to be addressed (78%) are both seen as “Extremely Valuable or Valuable.”

Table 19
Value Ratings of Seven Collaborative Action Steps by Police Departments

How valuable do you consider these action steps by police departments?	Extremely Valuable	Valuable	Neither Valuable or Not Valuable	Somewhat Valuable	Not Valuable
Form a Task Force to address a specific issue raised by data.	42.4%	35.4%	8.6%	11.6%	2.0%
Form a Community Advisory Team that collaborates with the police department on what's learned from data & ways to respond.	54.0%	33.0%	6.5%	5.0%	1.5%
Do further research to address findings requiring action.	44.7%	39.2%	7.5%	5.0%	3.5%
Hire data analysts dedicated to law enforcement.	33.7%	31.6%	18.6%	11.6%	4.5%
Invest in resources to adopt best practices in collecting, analyzing, and acting on data.	47.3%	38.8%	7.5%	3.5%	3.0%
Monitor & respond to data that indicates racial disparities & biases in general	70.4%	21.6%	4.0%	3.0%	1.0%

Open-Ended Comments Discussing Community Action Boards/Citizen Review Boards

The survey offered respondents the opportunity to elaborate on their rating of the value of forming a Community Advisory Team that would collaborate with the police department on what's learned from data and ways to respond. Some referred to them as Citizen Review Boards with investigative powers while others referred to them as Citizen Councils. For a clear definition of Community Advisory Boards (CAB) vs. Citizen Review Boards (CRB), please review the next section on the topic in the Ideal State.

- A significant amount of respondents report that there needs to be a Citizen Review Board. Respondents want the board to function as an independent investigative entity that holds the DMPD accountable and has no stake in the outcome. They want an entity that has the power to make decisions/changes and that deals with individual and systemic issues, as well as, have the authority to respond to investigate and make recommendations in response to community complaints.
- As one respondent reflected, they want a CRB "to work with the police department and together build trust, hold accountable, and improve the justice and well-being of [all] our citizens, despite ethnicity, color, gender, sexual orientation. At the same time, respecting the hard work and risks that our law enforcement officers take each day they are on the job. We all need to work together to enable our community to be a place of peace, safety and justice for all."
- Many respondents share the opinion that a task force, CRB or CAB needs to "reflect the diversity and skills you need to discuss and solve problems" including mixed voices and diversity in race, gender, class, and faith." And that "it is crucial that the police department [listens] to and implement recommendations made by advisory groups and task forces...otherwise these are just Public Relations stunts.

Actionable Data and Community Engagement

- Many respondents feel that collaboration between communities and the police is essential to creating real change. There is a desire for Police and communities to see each other's humanity and listen to one another.
- Respondents report that Police need to work with and for the communities they serve. Two-way "trust and equity in policing is vital to a truly effective police-community partnership."
- There is an opportunity for more community engagement with police officers at neighborhood association meetings.
- Many respondents felt that while data collection is important, it needs to be followed up with meaningful action.
 - Paraphrased: "Data-gathering and analysis can sometimes be a substitute for responding to the obvious." We already know that the DMPD uses force with and stops people of color at a rate higher than their presence in the population." The next step is to genuinely listen to people of color.
 - "Make sure the strategies adopted bring about positive action to build trust and provide a safer community where all of our citizens receive respectful treatment under the law."
 - "Work with the neighborhoods, concerned citizens, and advocates about the results of data analysis to address issues raised." Don't just shelve the report, listen to and implement recommendations made by advisory groups and task forces.
 - "The data needs to be trusted and utilized in order to gain trust."

Other Actionable Comments

- The comments show an overall sentiment of wanting officers, and City Council members to make data-informed decisions and to be more responsive to community member requests.
- Data should be used to hold officers accountable; especially those with repeated misconduct.
- The respondents that addressed surveys cautioned that *“Surveys are good, but they don't serve any purpose without transparency and action”*
- One respondent noted that *“Focus groups are more effective as they provide a space for participants to expand on their responses and explain the nuances of their situation. The next step, of course, is to listen to, really hear, them and use their input to address policies, procedures, and practices.”*

5.2.2 Focus Group Discussion Highlights

Participants were in favor of forming a Community Advisory Team that collaborates with the DMPD on what's learned from data and ways to respond.

- Discussion on a Community Advisory Team included comments about the already existing PPRC. Participants felt concerned about the PPRC not meeting regularly, and questions were raised about how to hold them accountable and empower them to do their work.
- Participants report that the police and the community need to work together to set standards for community safety.
- Participants report that the third party should be chosen by the community, rather than have City Officials pick the “usual suspects”.

A major theme among all focus groups was how to ensure that police are held accountable for their actions. Participants had the following responses to the idea of monitoring & responding to data that indicates racial disparities & biases in general:

- This could be used as an opportunity to reward good behavior
- Policies need to be enforced related to letting officers go who have "repeat offenses"
- Participants had concerns about whether police can be held accountable when there are state and federal policies that protect them in various legal ways, such as Back the Blue and Qualified Immunity
- Responding to data could look like additional training and or addressing performance issues

Participants had the following comments regarding the idea to invest in resources to adopt best practices in collecting, analyzing, and acting on data

- Data can be used to leverage protection for communities.
- There has already been research conducted by the NAACP, there is no need to re-invent the wheel.

The most popular recommendation for making data actionable is creating a Civilian Review Board (CRB).

- Participants said that creating a Civilian Review Board will show the public that they have a voice and help build trust.
- Participants remarked that some people don't complain any longer because they feel like no action will be taken. When good data is collected it needs to be shared with a Civilian Review Board and the public for accountability and transparency.
- Participants said that City leadership should enact the CRB's recommendation.

Finally, participants discussed ways that actionable data can help create safer communities and build trust between communities and law enforcement. *"We need accountability from our police, and we need partnership/trust/openness/meaningful dialogue between the community and police to continuously do better."*

5.3 Ideal State

In this section, we'll review promising practice strategies and programs that address the two core components described in the current state that are foundational to making data actionable.

5.3.1 Infrastructure Supporting Data-Informed Decision Making

Strategic Plans

Creating strategic plans for organizations forms the foundation from which all decisions are made, and it sets the vision, mission, and values that guide those decisions. Plans are designed to engage and steer a course usually between three-to-five years into the future. To effectively engage an uncertain future, plans include an analysis of the organization's Strengths, Weaknesses, Opportunities, and Threats (Challenges), often referred to as a SWOT Analysis.

Upon gaining a thorough assessment of the resources needed to forge ahead, organizations set goals and objectives with clear action steps and timelines to achieve them. Police departments are especially challenged to strategically act and respond to a constantly evolving environment to fulfill their mission to assure the public's safety. A solid, forward-thinking strategic plan – one that has engaged the community in developing it – can steady the course.

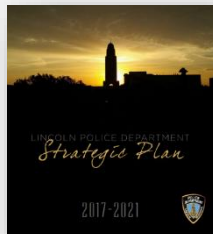
Two excellent examples of strategic plans for the DMPD to use as prototypes are offered by the Lincoln Nebraska Police Department and the Fayetteville Police Department. Both plans involved working with community members and leaders to gather their insights on the direction they want their police departments to take along with how the community can collaborate with them to do so. The table below shows the major components of each strategic plan and provides links to the full plan featured on each of their respective websites.

Table 20

Components of the Fayetteville NC Police Department (FPD) Strategic Plan 2019-2022 ¹⁷⁴		
<ul style="list-style-type: none"> Executive Staff 	<ul style="list-style-type: none"> The History of Fayetteville 	<ul style="list-style-type: none"> Operational Methods
<ul style="list-style-type: none"> FPD Principles: <ul style="list-style-type: none"> Community Policing Crime Prevention Intelligence-led Policing Community Partnerships Operational Efficiency 	<ul style="list-style-type: none"> Objectives: <ul style="list-style-type: none"> Vision statement Mission statement Crime-fighting strategy 	<ul style="list-style-type: none"> Goals & Strategies: <ul style="list-style-type: none"> List of Goals, Timeline, Funding Source, Status Data-driven Analysis Optimize Technology Infrastructure Investment
<ul style="list-style-type: none"> Fayetteville Population and Workload Trends: 	<ul style="list-style-type: none"> Population and Workload Table 2010-2023 	<ul style="list-style-type: none"> Anticipated Crime Trends Table 2012-2018

Table 21

Components of Lincoln NE Police Department Strategic Plan 2017-2021 ¹⁷⁵		
<ul style="list-style-type: none"> Welcome 	<ul style="list-style-type: none"> Mission, Values & Goals (8 goals) 	<ul style="list-style-type: none"> Progress
<ul style="list-style-type: none"> Four Focus Areas <ul style="list-style-type: none"> Community Policing Staffing & Facilities Technology Training 	<ul style="list-style-type: none"> Community Policing Programs and Recommendations: <ul style="list-style-type: none"> Social Media Recruitment Community Outreach/Relations 	<ul style="list-style-type: none"> Staffing & Facilities Programs and Recommendations: <ul style="list-style-type: none"> Police/City Garage Emergency Comm Center Southeast Team Station Electronic Evidence Unit
<ul style="list-style-type: none"> Technology Programs and Recommendations: <ul style="list-style-type: none"> Body Worn Cameras Criminal Justice Information Services & Cyber Security Cloud Service Storage Mobile Workforce Disaster Recovery of Data Automation Commissioned Employee Training Civilian Employee Training 	<ul style="list-style-type: none"> Training Programs and Recommendations: <ul style="list-style-type: none"> Supervisor Training Racial Profiling Procedural Justice De-Escalation Training 	<ul style="list-style-type: none"> Staffing & Facilities Programs and Recommendations Continued: <ul style="list-style-type: none"> Training Campus Forensic Lab Measuring Community involvement Tracking Community Outreach Staffing/Need for Additional Officers Recruiting New Employees Retention of Employees



¹⁷⁴ [Strategic Plan | Fayetteville, NC \(fayettevillenc.gov\)](https://www.fayettevillenc.gov/strategic-plan)

¹⁷⁵ *Lincoln Police Department Strategic Plan 2017-2021;*

<https://www.lincoln.ne.gov/files/sharedassets/public/police/stratplan.pdf>

Key Performance Indicators

Beyond developing a strategic plan, organizations can identify how to measure their progress towards achieving the goals and objectives.

KPIs are diagnostic tools that use data to analyze operational and service areas of an organization that *indicate* how well it is doing in achieving its objectives. These indicators sometimes referred to as benchmarks help leadership focus on areas needing attention, assure that operations and objectives are aligned and track progress toward goals.

There is a wealth of information on developing and using KPIs in law enforcement that the DMPD could consider beyond the four KPIs described earlier.

A seminal resource on law enforcement Key Performance Indicators is in a step-by-step guide, *Performance Measurement for Justice Information System Projects: A Guide*¹⁷⁶ by the U.S. Department of Justice Office, Bureau of Justice Assistance (BJA) in partnership with the Center for Society, Law and Justice of Texas State University. It lays out practical, user-friendly information, metrics, and graphics to apply in identifying and implementing Key Performance Indicators.

The following indicators are representative of an ideal state of KPIs being utilized by police departments to track and measure performance among key areas as presented by the BJA.

KPI 1: Crime Rate

Crime Rate can be measured “overall” by comparing the ratio of the number of crimes in an area to the population; expressed per 1,000 people per year. Crime rate can also be measured using the following indicators:

- *Percent or number of violent crimes*
- *Percent or number of property crimes*
- *Percent or number of times arson is committed*
- *Percent or number of domestic burglaries*
- *Percent or number of auto thefts*
- *Total value of stolen property*

KPI 2: Resolution Rate

Resolution Rate can be measured “overall” as the number of crimes solved as a percentage of the total number of crimes committed per year. Resolution rate can also be measured using the following indicators:

- *Percent or number of violent crimes solved*
- *Percent or number of property crimes solved*

¹⁷⁶ <https://bja.ojp.gov/library/publications/performance-measurement-justice-information-system-projects>

- *Percent or number of times arson is committed solved*
- *Percent or number of domestic burglaries solves*
- *Percent or number of auto thefts solves*
- *Total value of stolen property*

KPI 3: Firearm Resolution Rate

Firearm Resolution Rate can be measured by the number of firearm investigations, such as unregistered handguns that are referred for criminal prosecutions.

KPI 4: Public Safety

Public Safety can be measured using the following indicators:

- *Number of drunken driving arrests*
- *Number of other vehicle-related incidents unrelated to drunk driving*
- *Rate of home burglary*
- *Percentage of missing children recovered within 72 hours of an Amber Alert*
- *Number of or percentage of crimes against businesses*
- *Number of or percentage of crimes against people*
- *Number of or percentage of property crimes*

KPI 5: Effective, Fair, or Efficient Use of Resources

Effective, Fair, or Efficient Use of Resources can be measured using the following indicators:

- *Percentage of total police staff on active crime duty*
- *Average and total street time per police officer*
- *Distribution of crime duty officers by area*
- *Average amount of time (in minutes) to complete a crime report,*
- *Percentage of officers who attend regular firearms practice*
- *Percent of individuals who fail the annual firearms qualification test*
- *Percent of officers using de-escalation tactics on (x type of calls)*

KPI 6: Community and Customer Service

Community and Customer Service can be measured using the following indicators:

- *Number of community meetings hosted by police officers*
- *Number of rings before a 911 call is answered (DMPD applies this KPI)*
- *Number of complaints against police personnel (DMPD applies this KPI)*

The guidebook serves as a comprehensive reference manual for administrators, planners, policymakers, supervisors, and those holding positions in command to consider and apply in measuring outcomes.

5.3.2 Infrastructure Supporting Data-Informed Community Engagement

Community Advisory Boards

According to the Policing Project’s recent national study on “Community Advisory Boards: What Works and What Doesn’t,” community advisory boards (CABS) are one of the most common ways policing agencies in the United States engage the public. When working well “they are an integral part of a broader police-community engagement strategy and have the capability to amplify the influence of community voice in policing.”¹⁷⁷

After conducting site visits, interviews, and surveys across the country, researchers identified key strategies that assure the integrity and success of a Law Enforcement Community Advisory Board.

Table 22
Characteristics of Successful Community Advisory Boards

This is What Successful Community Advisory Boards Do
<ol style="list-style-type: none">1. Ensure that the municipal government is committed to CAB by providing the front-end resources necessary for it to succeed. This means equipping the board with administrative staff and an operating budget.2. Create a clearly defined charter that establishes realistic expectations, for example, clarifying the advisory role, its authority, mission, goals and procedures and defining how the policing agency is to respond to suggestions from the CAB.3. Provide volunteer members with layperson technical knowledge necessary to weigh in on policy and practice matters.4. Ensure membership diversity along dimensions of race, ethnicity, sex, age, socio-economic backgrounds, community members from marginalized and over-policed communities along with those who have experienced interaction with the justice system.¹⁷⁸

¹⁷⁷ <https://www.policingproject.org/cab>

¹⁷⁸ Ibid

¹⁷⁹ See Udi Ofer, “Getting It Right: Building Effective Civilian Review Boards to Oversee Police,” 46 SETON HALL L. REV. 1033, 1041 (2016).

¹⁸⁰ <https://www.policingproject.org/cab>

After interviewing nearly fifty police departments that have formed Community Advisory Boards, the Policing Project researchers report that “Just about every CAB we interviewed claimed to serve as an intermediary for communities to raise issues with the police.” Most were created to “serve as a bridge between a policing agency and the general public to address a seeming divide” between the two.¹⁸¹

As a result of the trust that evolves from the working relationship established by CABs, both community members and police departments benefit from the advice and problem-solving insights they bring to assuring public safety in their community. It’s why, the County Sheriff of Richland County, South Carolina uses the CAB as a sounding board “to get input from members about new policies” *before* they are implemented.¹⁸²

Creating Community Advisory Boards is recommended and considered a best practice of community policing by the Police Foundation, the Final Report of President’s Task Force on 21st Century Policing, the Center for Policing Equity, and the US Department of Justice, Office of Community Oriented Policing Services as cited throughout this report.

Thus, in an “Ideal State,” a Community Advisory Board is vital in making data actionable for both law enforcement and the community members they serve. As urged by the authors of, *Citizen Advisory Boards in Contemporary Practice: A Practical Approach in Policing*, “Today, it is critically important for all police organizations to promote and cultivate community involvement with their agencies.”¹⁸³

An example of a promising practice Community Advisory Board for the Des Moines Police Department to consider is one that was recently created by the Fayetteville North Carolina Police Department. They created a charter as highly recommended by the Policing Project and spelled out the roles of the CAB members, the City Manager, City Council, Mayor, and the Police Chief.

The table on the following page highlights major points to emulate from their experience in launching their “Community Police Advisory Board.”

¹⁸¹ Ibid

¹⁸² Memorandum from Richland County Citizens’ Advisory Council (Sept 6, 2017), Policing Project Report on CABS

¹⁸³ <https://www.policechiefmagazine.org/citizen-advisory-boards-in-contemporary-practice-a-practical-approach-in-policing/>

Key Features of the Community Police Advisory Board Charter of Fayetteville, North Carolina¹⁸⁴

Mission

The mission of the **Community Police Advisory Board (CPAB)** is to provide sound advice and recommendations to the City Council, City Manager, and Police Chief to improve the quality of policing in Fayetteville in a cooperative effort between the community and the police by reviewing and recommending policy enhancements to better meet the needs of the community, provide and support a training curriculum that allows for police and community experiences to be shared and understood with greater context, and analyzing existing public records all of which results in improved perception of procedural justice, and enhanced trust of the police.

Highlighted Goals

- Assist in identifying industry best practices and evidence-based practices in policing with the intent to improve police culture and the delivery of services to the community.
- Evaluate departmental reports generated for use of force, pursuit, traffic stops, and other metrics as deemed necessary to evaluate the performance of the department and make recommendations on providing services in an equitable manner
- Provide a venue for residents of Fayetteville to address issues and concerns relating to public safety. The primary function is to make recommendations to City Council and provide the citizens of Fayetteville with information.
- Recommend actions that may be taken by the police department to address and reduce crime and improve the quality of life for residents.

Other Features of the Charter

- Roles of the CPAB Board members are defined as are roles for the Police Chief, the City Manager, and City Council.
- The City Manager will provide staff support to the CPAB and City Police Attorney will serve in an advisory role to the board.
- The CAPB may hold public forums to facilitate building trust, understanding community concerns, sharing best practices, and sharing information.

¹⁸⁴ <https://www.fayettevillenc.gov/city-council/boards-and-commissions/community-police-advisory-board#:~:text=The%20mission%20of%20the%20Community,reviewing%20and%20recommending%20policy%20enhancements>

Community Advisory Boards are sometimes confused with Citizen Review Boards ("CRBs") that adjudicate specific complaints of police misconduct.¹⁸⁵ These entities are different from a Community Advisory Board as CRBs do their work on the "backend" of policing *after* something has gone wrong or there has been a claim of officer misconduct.¹⁸⁶ CRBs review complaints, conduct investigations, or simply review the work of internal police disciplinary processes.

CABs, on the other hand, engage with police officials on the "front end," to review matters of practice or policy before they are put into place and provide input throughout their duration. To inform the advice they provide their local police departments, CAB members review data and reports to discuss, analyze and interpret findings. Both police and community members use the CAB as a forum to collaboratively explore and solve problems facing public safety together.

Community Review Board and Community Advisory Board Hybrid Models

There are also hybrids of citizen oversight models whereby the CRB both:

- (1) Functions in a community-building, collaborative role by reviewing and analyzing data, giving voice to community member concerns, conducting forums, commissioning studies and facilitating ways to address those concerns with police departments and;
- (2) Reviews investigations on police officer misconduct by the police department and renders an opinion as to whether they agree with the action taken, request additional information or further investigation or disagree.

The newly formed CRB of the City of Cedar Rapids, Iowa provides an example of a Citizen Review Board performing the role of both a CAB and CRB. The graphic on the following page illustrates key features of its Citizen Review Board.

¹⁸⁵ See Udi Ofer, "Getting It Right: Building Effective Civilian Review Boards to Oversee Police," 46 SETON HALL L. REV. 1033, 1041 (2016).

¹⁸⁶ <https://www.policingproject.org/cab>

Key Features of the Citizen Review Board of Cedar Rapids, Iowa¹⁸⁷

The City of Cedar Rapids has established an independent Citizen Review Board (CRB) to further community relations and police accountability.

General Powers and Duties

- Provides a review of police investigations in response to citizen complaints; ensures that investigations into claims of inappropriate conduct by sworn police officers are conducted in a manner that is fair, thorough, and accurate.
- Reviews Professional Standards Investigations (PSI) on officers conducted by the CRPD by way of a “Chief’s Report” submitted to the CRB. They may: decide by vote to agree, request additional information or investigation, or disagree and provide recommendations to the Chief.
- Require, receive and review quarterly reports from the Chief, including data such as traffic stops and arrests with breakdowns of the attending demographic information by race/ethnicity.
- Review police data to identify areas for improvement and create a baseline for each area and keep track of progress.
- Oversee a monitoring system for tracking of complaints lodged against sworn police officers with either the CRB, the CRPD, or the City Clerk.
- Develop, implement a program of community outreach aimed at soliciting public input. One forum focused on hearing views on performance, policies, practices & procedures of the police department.
- Engage in a long-term planning identifying major problems or trends, evaluating efficacy of existing law enforcement practices and establish a program of resulting policy suggestions and studies each year.
- The CRB will review and analyze policy, analysis studies, and trend data collected or developed by the CRPD, and recommend policies relating to training programs and procedures or other matters related to the CRPD.

The Cedar Rapids Citizen Review Board Ordinance lays out structure and requirements for the board.¹⁸⁸

- The boards consists of nine voting members appointed by the Mayor in staggered terms with consent and advice from the City Council of which a minimum of (5) members identify as people of color.
- Three members are selected from organizations that serve for the “advocacy of, and racial justice for, underrepresented citizens.”
- Two members who serve populations in areas of mental & physical health, homelessness, food insecurity, or other social issues.

¹⁸⁷ [https://www.cedar-rapids.org/local_government/city_boards_and_commissions/citizen_review_board_\(crb\).php](https://www.cedar-rapids.org/local_government/city_boards_and_commissions/citizen_review_board_(crb).php)

¹⁸⁸ [https://cms8.revize.com/revize/cedarrapids/Ord%20%20%20-%20%20%20\(CD-0067-2020\)%20CD%20%20CITIZEN%20REVIEW%20BOARD%20%20%20ADD%20CH%2074-CITIZEN%20REVIEW%20BOARD%20FOR%20COMMUNITY%20LAW%20ENFORCEMENT.pdf](https://cms8.revize.com/revize/cedarrapids/Ord%20%20%20-%20%20%20(CD-0067-2020)%20CD%20%20CITIZEN%20REVIEW%20BOARD%20%20%20ADD%20CH%2074-CITIZEN%20REVIEW%20BOARD%20FOR%20COMMUNITY%20LAW%20ENFORCEMENT.pdf)

- One voting member will be a lawyer practicing law in Iowa.
- No member may be an employee of the City.

All members complete a training course of 30 hours within 6 months of appointment, and 10 hours per year and spend 16 hours per year accompanying an on duty CRPD officer.

Communities across the country are forming a myriad of oversight models to increase policing accountability and ensure public safety. Both approaches shown in the examples above, provide the Des Moines City leadership and Police Department a blueprint to develop with advocates and community members a *Community Advisory and Review Board* that seeks to ensure public safety and accountability among those sworn to achieve it.

5.3.3 Feedback from Experience: Quality Service Surveys

In addition to providing general community satisfaction and insight surveys on law enforcement, Quality Service Surveys is integral to gathering data and insights from the community that inform whether Key Performance Indicators on service are being delivered.

A Quality Service Surveys (or audits) is a type of survey that reaches out to people who have recently received a service and asks them to rate and describe their experience in receiving it.

Police departments use this type of survey to determine the quality of interactions between police officers and the public. This lived-experience perspective can provide very valuable information as to how community members perceive police officers in the field and how public safety is delivered. These surveys occur shortly following their interaction with law enforcement. We offer promising practice examples from two police departments that have been performing this type of survey for well over a decade.

Lincoln, NE Police Department

The Lincoln, NE Police Department has conducted Quality Service Audits since 1993 gauging citizen satisfaction with the delivery of police services. Telephone interviews are conducted with Lincoln citizens who have had a recent contact with the police by receiving a traffic ticket, being a driver in an accident, or being a crime victim.

The survey is conducted by student interns, volunteers and recruit officers and was designed in conjunction with Gallup Inc. In 2021, over 3,500 surveys were conducted.¹⁸⁹

The survey asks questions such as:

- Did the officer seem to know what he/she was doing?
- Did the police listen to the side of the story or the point of view of the respective citizen?
- Was the respective citizen treated with dignity when the officer approached him/her?
- Does the respective citizen feel he/she were treated fairly?

¹⁸⁹ <https://www.lincoln.ne.gov/City/Departments/Police/About-LPD/Quality-Service-Audits#:~:text=Since%201993%2C%20the%20Lincoln%20Police,for%20both%20officers%20and%20administrators.>

- Was the behavior of the office professional in every way?
- Was the officer considered of the respective citizen's feelings during the contact?
- Did the officer say he/she will contact the respective citizen again, or do something to follow up with the case? Did the officer re-contact the respective citizen, as promised?
- Did the officer introduce himself/herself to the respective citizen?
- Did the officer explain the citation and the steps that the respective citizen must take to comply with the law or educate the respective citizen in any way about the law?
- How safe and secure does the respective citizen feel in his/her neighborhood?
- How would the respective citizen rate the officer's overall performance in this situation?

Seattle, WA Police Department

The Seattle, Washington Service Quality Survey surveys Seattle residents who have had personal contact with the police after calling 9-1-1. The Seattle Police has been conducting the survey since 2006 upon which every quarter 200 residents are randomly selected from a list of 9-1-1 callers who had an officer dispatched to provide assistance. Sensitive cases such as domestic violence calls are excluded. The interviews take between 10 to 12 minutes and are conducted within two weeks of the 9-1-1 call. The results of the quarterly surveys are posted on the SPD website.¹⁹⁰

The survey queries:

- Customers' overall satisfaction with their experience with the Department after calling 9-1-1.
- Experiences with and opinions of the services provided by the officer who first visited customers after their calls to 9-1-1.
- Opinions regarding the Seattle Police Department overall.
- Satisfaction with the assistance provided by the 9-1-1 operator and the speed with which the call to 9-1-1 was answered.
- Impact of the incident and Police Department service on feelings of safety (safety scale): Did accident that caused the caller to call 9-1-1 made caller feel safer than before, less safe, or about as safe as before the incident; Did the service caller received from the Police Department resulting from the call to 9-1-1 make the caller feel safer than before, less safe, or about as safe as before the incident.

The results of the survey are used to assess service delivery; inform Key Performance Indicators; examine differences between precincts; identify strategies to achieve specific service objectives; and provide feedback to officers, precinct captains and watch lieutenants.

Overall, these three ways of engaging the community – Community Advisory Boards, Community Member "Satisfaction and Insight Surveys," and Quality Service "Experience" surveys, serve as engagement platforms to collect, analyze, interpret, discuss and **act** on data.

¹⁹⁰ <http://www.seattle.gov/police/about-us/about-the-department/service-quality-survey>

5.4 Needs Assessment on Actionable Data Attribute

To reach an *Ideal State* of making law enforcement data actionable based on the promising practices and policies presented, the Des Moines Police Department can address the following five needs that currently challenge the organization.

5.4.1 Need for a DMPD Strategic Plan

Strategic plans set an organization's vision and strategic course as to how they will achieve that vision usually over a three-to-five-year time-period. The process involves identifying goals and objectives along with Key Performance Indicators that measure how well an organization operationalizes those goals and realizes their vision. Monitoring progress allows an organization the capacity to fine-tune its strategies as needs and circumstances arise. Data is an essential building block to the foundational support that a strategic plan brings to an organization.

Currently, the DMPD functions without a Strategic Plan for the department. The Department also lacks Quality Assurance policies on assuring the accuracy, completeness, validity, consistency and timeliness of data and information collected and recorded.

5.4.2 Need for Key Performance Indicators on Data

Key Performance Indicators are quantifiable measures of performance over time for specific goals and objectives. These KPIs provide **benchmarks** for teams to gauge progress over time and reassess and/or refine the strategies used to attain them. KPIs further serve as guideposts for determining an organization's strategic, operational and service performance. Currently, the DMPD has identified four Key Performance Indicators for the department: 911 Answer Time, 911 Call Processing Time, Part 1 Crime Closure Rates, and Personnel Complaints.

There are, however, no Key Performance Indicators on data related to the collection, analysis and use of data within the police department or how and what is shared with the public, City leadership, policymakers and community stakeholders. Furthermore, there is no methodology for assessing how data informs the decision-making of police management or officers in the field or is used for collaborative community problem-solving.

5.4.3 Need for developing an "Implementation Plan and Schedule."

The needs assessment, community engagement insights and recommendations presented in this "DMPD Law Enforcement Data Initiative Report" will require a thorough assessment by the Mayor, City Management, and City Council along with the leadership of the police department to determine priorities and next steps going forward. An Implementation Plan will necessitate identifying action steps, resources required, tasks, timelines and persons responsible to actualize the recommendations chosen for adoption. Insights from the PPRC, the proposed Community Advisory Team and the internal Data Task Force would be extremely valuable to consider.

5.4.4 Need for Creating an Ongoing, Collaborative, Formalized, Community Advisory Board.

The need to create a formalized entity, as illustrated by Fayetteville, North Carolina Community Police Advisory Board, was highly rated by nearly 90 percent of the Community Stakeholder Data Initiative Survey respondents as “valuable” (the majority of which considered it “extremely valuable”) to “Form Community Advisory Team that collaborates with police on what’s learned from data and ways to respond.” Focus Group Participants and respondents who entered open-ended comments on advisory boards opined that there is also the need for such a board to review police department investigations of police misconduct.

As indicated in the Ideal State review of how to make data actionable, groups nationwide are citing the need for police departments to engage the communities they serve in collaborative problem-solving through Community Advisory Boards, “one of the most common forms of police-community engagement in the United States.”¹⁹¹

5.4.5 Need to enhance the current resident satisfaction survey, create police department-specific surveys, and perform “Service Quality Surveys” of persons who have experienced an interaction with police in the field.

Currently, the resident satisfaction survey conducted every two years by the City has limited space and time to cover multiple departments, and thus, only seven questions are directed at assessing police services. Given the fluid environment in which law enforcement finds itself, a bi-annual survey is extremely limiting in advising the police department as to perceptions in the community and in determining progress on Key Performance Indicators. Thus, there is a need to gather more current, and in some cases, rapid feedback, from community residents. Beyond, gaining insights on overall “customer satisfaction” measures, the police department is in need of feedback on service quality experiences from residents who have interacted with police officers in the field whether from responding to a call for service or being stopped, given a citation, warning or arrested having been a victim of crime. Data on encounters are informative-- an opportunity that shouldn’t be missed.

¹⁹¹ <https://www.policingproject.org/cab>

5.5 Recommendations & Implementation

Based upon the needs identified resulting from comparing the current state of the DMPD in making data actionable with an ideal state applying promising practices in doing so, we make the following recommendations:

5.5.1 Create a three-to-five-year strategic plan for the DMPD that includes a focus area on data accountability, analytics, and transparency as presented in Law Enforcement Data Initiative report.

Implementation Strategies to Consider:

Since this will be the first time that the Des Moines Police Department is developing a strategic plan, it should appoint an employee or hire an experienced strategic planner with strong facilitation skills to guide the process and produce the plan. A strategic planner may be an employee of the City of Des Moines who has the skillset and experience, university interns and/or professors who perform strategic plans as a case study or a consulting group that performs strategic planning.

The Chief of Police should form a Strategic Planning Team that includes representatives from each of the three divisions as well as sections and units. The team will represent different focus areas, such as Community Policing, Staffing, Facilities, Technology, Data, and Training. The Core Team would form a committee for each focus area consisting of internal and external stakeholders such as commissioned (all ranks) and civilian personnel, representatives from the city government, PPRC members and community members (non-profits, faith-based, and advocacy groups). A Core Team member would head each of the Focus Area committees. The Facilitator with the Core Team will review promising practice examples of strategic plans of police departments, described in this report and select the components they want to include from one or more of the plans. Plan elements would include refining the mission of the DMPD and identifying values and a vision statement for the organization. A Strengths, Weaknesses, Opportunity, and Challenges (Threats) analysis would guide each of the focus teams to assess what resources will be needed over the course of the next three to five years. Goals, objectives, action steps, timelines and Key Performance Measures would then be developed to complete the plan.

The Data Analysis Unit and Data Task Force would be involved in the development of the data-related focus area of the strategic plan. To ensure the implementation of the strategic plan, the Chief of Police will appoint a small committee that will oversee the implementation of the plan and its annual review and updating.

5.5.2 Develop Data Key Performance Indicators to assess and track the outcomes DMPD intends to achieve resulting from collecting, analyzing, sharing, collaborating, and acting upon data.

Implementation Strategies to Consider:

The DMPD can use its experience in developing, tracking through data metrics, and assessing the current four Key Performance Indicators they monitor and identify among the multitude of Key Performance

Indicators identified by the Bureau of Justice Services¹⁹² those that they find helpful to adopt. For example, the example KPIs identified in the Ideal State section of this chapter would be a good start. It would be beneficial to form a KPI Team that solicits suggestions from officers and those in the Chain of Command as to what indicators they would find helpful in measuring progress in areas under their watch and command. Data on the KPIs would be shared on the DMPD enhanced website and with PPRC and the proposed Law Enforcement Community Advisory Board.

5.5.3 Create a *Data Initiative Plan and Implementation Schedule* citing tasks, timelines, and persons responsible to execute the recommendations of this report.

Implementation Strategies to Consider:

An implementation plan is a vital tool for carrying out a series of changes in an organization. Its most common benefits include:

- Better organization and management of resources.
- More structured project timeline and daily workflow.
- Increased accountability for everyone involved in the project.
- Improved communication between team members and key stakeholders.
- Improved collaboration between/among team members.

At the core of such a plan is a schedule specifying activities, tasks, who is responsible for developing deliverables in the development and implementation of each activity all of which align to a timeline. The Schedule shown in Appendix (C) proposes a six-month period for the implementation of several of the recommendations of this report. The key to the implementation of the schedule, as proposed, lies in the development of the data-related infrastructure, specifically, establishing a Data Task Force under the guidance of a fully staffed Data Analytics Unit within the police department. This unit would immediately begin developing an internal strategic plan that would later be incorporated into the overall department strategic plan.

A good amount of work could be accomplished within the next six months. For example, making data changes, embedding them in the software system (Tyler New World RMS), and producing an internal *Data and Analysis Handbook* could be accomplished in a three-month period: Months 1-4. As the Police Department website will constitute an increasingly important data and information source for the community, it will go through a major redesign in Months 4 and 5. By the sixth month of the implementation schedule, with all data changes and data delivery structures in place, the Department could carry out its updated stop data collection policy and collect data on all stops; start posting stop and other data on its website, and join one or more policing data initiatives.

Please note that several tasks that will be designed during the six-month period will not be implemented until a later date. For example, the Annual Report will be outlined, and a template will be created, but the newly modified annual report will not be prepared until the end of the calendar year.

¹⁹² <https://bja.ojp.gov/library/publications/performance-measurement-justice-information-system-projects>

5.5.4 Form an ongoing Community Advisory & Review Board (CARB) representing diverse community members, stakeholders, and advocates to review and collaborate with DMPD on matters of public safety and community well-being.

This should be considered an extremely high priority of DMPD given both the widely-held support for forming such community engagement boards by national leaders among advocacy and police-led organizations and police departments throughout the country – and by Des Moines community residents who, as a result, of the stakeholder survey, Key Informant Interviews and focus groups consider creating such a body as extremely valuable.

Implementation Strategies to Consider

This board should be formalized with a charter, meet regularly, be staffed, operate under clear goals, objectives, and roles with members representing a broad cross-section of stakeholders. It should have a formalized structure with members holding staggered three-year terms.

Given the interest expressed through focus groups for a Citizen Review Board and those expressed via open-ended survey comments requesting the same, we advise the City to consider the hybrid model for the CAB that would also *review* Professional Standards Investigations of police officer misconduct by the DMPD.

We suggest that a first and immediate step would be for the City Manager to form an Exploratory Committee that includes the PPRC, DMPD, and community stakeholders to develop a plan for creating a Community Advisory Board that includes a charter, objectives, vision and organizational structure.

Developing a CRB that has investigatory powers on its own could be something the CAB considers later in its development as it requires considerably more resources and time to develop and could encounter some challenges under state law.

And right now, time is of the essence to seize this bridge-building opportunity.

5.5.5 Enhance the current bi-annual survey and solicit ongoing “customer service” feedback among those persons who have recently interacted with law enforcement.

Measures on customer feedback would include assessing calls for service, citation, warnings or arrest, along with a quarterly review of complaints made and responses taken.

Implementation Strategies to Consider:

The survey in which the City of Des Moines participates in every two years can be enhanced in several ways:

- The survey could add a question on whether the respondents have had contact with the police in the past two years through a 9-1-1 call, traffic stop, being a driver in an accident, crime victim, and so forth.
- The sample would assure proportional participation among marginalized groups.
- The data analysis should include a comparison by race/ethnicity that includes comparative responses among White respondents to African American, Hispanic respondents.

The Des Moines Police Department, through the auspices of the Data Analytics Unit (DAU) would design, analyze, conduct, and oversee the deployment of service quality surveys similar to those that the Lincoln, NE and Fayetteville, NC police offer that is presented in this report. The service quality survey can apply to all contacts with the police, as does the LPD survey, or focus on a single area, such as 9-1-1 calls. The Des Moines Police Department would conduct such surveys soon after a community member has experienced an encounter with dispatch and or a police officer. They will need to determine the frequency with which they want to conduct this survey and allocate resources for conducting telephone interviews. It may follow Lincoln Police Department's approach and use resources such as student interns, volunteers and recruit officers for conducting the interview.

5.5.6 Form a Behavioral and Mental Health Work Group to inform ongoing data analysis and efficacy regarding crisis response and diversion efforts.

Implementation Strategies to Consider:

As discussed in the Ideal State section, police departments have found it very helpful to analyze the complex and growing need for behavioral health professionals to assist police officers when they are responding to calls indicating a mental or behavioral health need. DMPD has taken proactive steps through its MCRT team and now through a CARE team to potentially divert calls from police by redirecting callers to more appropriate services. The data collected on each encounter by each responder (dispatcher, police officer, and/or the Mobile Crisis Worker) is extremely valuable to study in-depth for continuous quality improvement and gathering insights how to respond to the ever-changing landscape of mental health. This includes information derived from qualitative debriefs with officers and Mobile Crisis Workers following a response to an incident.

Such a Work Group would meet on a regular basis to review data collected by DMPD and Broadlawns Medical Center to analyze findings, pose questions to further research the data, determine Key Performance Indicators in mental health response, identify ways to fine-tune strategies such as dispatch guidelines informed by the data, identify other databases that can inform the demand for calls for service or associative impact of redirecting callers to other forms of service. For example, do repeat calls for assistance decrease when a caller has been redirected to an alternative source than DMPD? What alternative source seems to be most effective? Is there something we can learn from Emergency Department visits and admissions in relationship to increase in kinds of mental and behavioral health calls that Communication Center is receiving? It's these kinds of probative questions that such a Work Group can posit and explore.

The Work Group would do well to include non-profits, health care providers, and those working with youth beyond the circle of DMPD and Broadlawns Medical Center staff. Developing a relationship with a university department in behavioral and mental health to provide student interns and researchers would reap added benefits to analyzing such data.

6.0 Task Force on 21st Century Policing & Data on the Horizon

President Obama’s Task Force on 21st Century Policing brought together law enforcement officials and others from across the nation to develop recommendations that would help communities and law enforcement agencies across the country to strengthen trust and collaboration, while reducing crime.¹⁹³ The resulting final report is serving as a national blueprint for law enforcement reform that includes data

Figure 5: Six Pillars of 21st Century Policing, Public Works LLC.

6 Pillars of 21st Century Policing



¹⁹³ [What 21st Century Policing Means | whitehouse.gov \(archives.gov\)](https://www.whitehouse.gov/archives.gov)

collection, strategic planning, studies on specific areas of policing activities, new anti-bias training for officers, and a range of community engagement initiatives.¹⁹⁴ The Task Force’s recommendations are organized around six pillars (Figure 5). Use of Task Force recommendations may be called “best practices” in that they are seen as innovations and have been widely replicated.

In “*An Evidence-Assessment of the Recommendations of the President’s Task Force on 21st Century Policing — Implementation and Research Priorities*,”¹⁹⁵ a research team was charged with reviewing existing research related to the Task Force recommendations, particularly those relevant to state and local law enforcement. With regard to data collection, researchers note that “clarified policies on data collection and release will arguably introduce transparency into these processes and likely will increase public satisfaction with the police, thus improving police legitimacy. Also, better data collection can provide metrics to police departments that can be used to better evaluate the effects of policy changes on use of force or efforts to reduce disparate outcomes. Further, the potential benefits of better data collection practices go beyond what is identified in the Task Force report.”¹⁹⁶

Promising Practices in Action

The one-year progress report on the implementation of Task Force recommendations includes:¹⁹⁷

The Federal Bureau of Investigation’s (FBI) Criminal Justice Information Services (CJIS) Advisory Policy Board approved Task Force recommendations for the FBI to collect and report information on use of force by a law enforcement officer (as defined by the Law Enforcement Officers Killed and Assaulted program) resulting in death or serious bodily injury to a person, as well as the discharge of a firearm at or in the direction of a person; the inclusion of certain data points recommended by the task force; and the creation of a separate collection mechanism under the FBI CJIS Uniform Crime Reporting (UCR) program for the reporting of use of force data.

The **Vera Institute of Justice** received funding to seed a national initiative to develop, test, and implement national models for enhancing law enforcement agencies’ CompStat processes. This project is mentioned previously in 4.2. CompStat, i.e., CompStat360 (detailed above, page 32-33), which seeks to better institutionalize community policing by expanding the metrics of CompStat to include performance measures associated with community policing, problem solving, and evidence-based

¹⁹⁴ President’s Task Force on 21st Century Policing. 2015. Final Report of the President’s Task Force on 21st Century Policing. Washington, DC: Office of Community Oriented Policing Services. [Final Report of the President’s Task Force on 21st Century Policing \(usdoj.gov\)](https://www.usdoj.gov/oepp/pdfs/President%20Task%20Force%20on%2021st%20Century%20Policing.pdf).

¹⁹⁵ Lum, C., Koper, C.S., Gill, C., Hibdon, J., Telep, C. & Robinson, L. (2016). An Evidence Assessment of the Recommendations of the President’s Task Force on 21st Century Policing — Implementation and Research Priorities. Fairfax, VA: Center for Evidence-Based Crime Policy, George Mason University. Alexandria, VA: International Association of Chiefs of Police. And see: [IACP-GMU-Evidence-Assessment-Task-Force-FINAL.pdf \(cebcp.org\)](https://www.iaacp.org/~/media/Files/Research/2016-2017/IACP-GMU-Evidence-Assessment-Task-Force-FINAL.pdf)

¹⁹⁶ Id at 18.

¹⁹⁷ COPS Office. 2016. President’s Task Force on 21st Century Policing: One-Year Progress Report. Washington, DC: Office of Community Oriented Policing Services [President’s Task Force on 21st Century Policing: One-Year Progress Report \(usdoj.gov\)](https://www.usdoj.gov/oepp/pdfs/President%20Task%20Force%20on%2021st%20Century%20Policing%20One-Year%20Progress%20Report.pdf).

practices. Funding was also intended to support local departments' capacity to collect data on a wider range of activities.

The National **Police Foundation** created the Public Safety Data Portal to track police department participation in the White House **Police Data Initiative (PDI)**,¹⁹⁸ and provide guidance to the public on how to interpret data about policing. The PDI compiles data from local police departments, including but not limited to:

- **Complaint Data:** Citizen-driven complaints and “internal affairs” investigations into officer misconduct;
- **Officer-Involved Shootings Data:** Data on discharges of firearms, which may include accidental and intentional discharges by a police officer whether on or off duty;
- **Stops, Citations, and Arrests Data:** These data can include an array of information, from standard traffic stops to Terry stops;¹⁹⁹ and,
- **Use of Force Incidents Data:** Pertaining to actions taken by police officers that can result in the death or serious bodily injury of a person, as well as when a law enforcement officer discharges a firearm at or in the direction of a person.

(To participate in the PDI, jurisdictions must commit to release data that is machine readable and disaggregated by demographic group; 140 local law enforcement agencies currently participate.)

The State of Illinois. Relying on the task force report, Illinois became one of the first states to establish wide ranging law enforcement rules for body-worn cameras (BWC), bias-free policing training, and improved data collection on stops and arrests under a law that took effect in January 2016. The prior year, the Governor of Illinois, Bruce Rauner, signed into law SB 1304—a comprehensive package of legislation on law enforcement use of BWCs and reforms aimed at improving community relations. The bill also includes the Law Enforcement Body Worn Camera Act, which represents the first statewide codification of best practices regarding police use of BWCs.²⁰⁰

Police departments in **Fayetteville** and **Charlotte-Mecklenburg, North Carolina** partnered with the Southern Coalition for Social Justice to create “Open Data Policing NC.”²⁰¹ The Open Data Policing NC effort was inspired by the departments' participation in the White House Police Data Initiative, an effort that includes leading law enforcement agencies, technologists, and researchers committed to improving the relationship between citizens and police through uses of data on police-citizen interactions that

¹⁹⁸ [Home - Police Data Initiative](#)

¹⁹⁹ A Terry Stop is a stop that authorizes police to stop and potentially detain someone based on suspicions that the person has been involved in an illegal activity. It is based on the 1968 Supreme Court case *Terry v. Ohio*, in which the Court authorized police to conduct these stops based on reasonable suspicions.

²⁰⁰ “Illinois Passes Sweeping Police Reform Bill with Rules on Chokeholds and Body Cameras,” RT News, August 13, 2015, <https://www.rt.com/usa/312311-illinois-passes-sweeping-police-reform>.

²⁰¹ [Open Data Policing: North Carolina \(ncconfederatemonuments.org\)](#)

increase transparency, build community trust, and strengthen accountability as called for in the task force report.²⁰²

Police departments of varying sizes are using the 21st Century Policing recommendations as the framework for their community engagement and strategic planning. Just a few examples include **Ashland, Oregon**²⁰³ (pop. 21,360), **Alexandria, Virginia**²⁰⁴ (pop. 159, 467), **Columbia, South Carolina**²⁰⁵ (pop. 136,632), and **Scottsdale, Arizona**²⁰⁶ (pop. 241,361). When the Police Executive Research Forum (PERF) conducted recruitment for a new Chief of Police for the **City of Lincoln, Nebraska**, the recruitment profile specifically called for “Deep understanding of and commitment to the recommendations contained in the Final Report of the President’s Task Force on 21st Century Policing and PERF’s Guiding Principles on Use of Force.”²⁰⁷

The Mayor of **Rochester, New York** (pop. 211,328) spoke directly about the Rochester Police Department’s efforts, “Rochester has been at the forefront of implementing police reforms to improve the safety of our community and residents’ confidence in law enforcement. From body-worn cameras to adopting all of National Organization of Black Law Enforcement and President Obama’s 21st Century policing recommendations to our Police Accountability Board...”²⁰⁸ Finally, the police department in the eleventh largest city in the country, **San Jose, California** (pop. 1,013,240), under the welcome message from Chief Anthony Mata is a prominent table of Task Force on 21st Century Policing recommendations and San Jose Police Department actions to implement them.²⁰⁹

On the Data Collection Horizon

The **George Floyd Justice in Policing Act of 2021** (H.R. 1280) passed in the U.S. House of Representatives on March 3, 2021. It includes new law enforcement data collection requirements such as stops, use of force, and racial profiling.²¹⁰ Despite this legislation not being taken up by the U. S. Senate, the City of Des Moines will likely wish to be aware of the data collection elements within the Act because it signals what the federally-required data collection future may hold for local law enforcement agencies.

Whether or not the specific data requirements specified in the Justice in Policing Act are enacted at the federal level; data-informed systems of this sort are clearly the future. Police departments engaging their communities in generating dialogue and insights from the data they collect, analyze, learn from and act upon will be all the better for it.

²⁰² Megan Smith and Roy L. Austin, Jr., “Launching the Police Data Initiative,” White House Blog, May 18, 2015, <https://www.whitehouse.gov/blog/2015/05/18/launching-police-data-initiative>.

²⁰³ [Strategic Plan.pdf \(ashland.or.us\)](#)

²⁰⁴ [APD 21st Century Policing \(alexandriava.gov\)](#)

²⁰⁵ [CPD-Community-Based Plan-Final-12-3-2015.pdf \(columbiapd.net\)](#)

²⁰⁶ [Scottsdale Police Department Strategic Plan 2018-2021 \(scottsdaleaz.gov\)](#)

²⁰⁷ [Lincoln Profile FINAL \(ne.gov\)](#)

²⁰⁸ [City of Rochester | News Release -- Mayor Warren, Council President Scott Call for City Residency Requirement for New RPD Officers](#)

²⁰⁹ [21st Century Policing | San Jose Police Department, CA \(sjpd.org\)](#)

²¹⁰ James, Nathan and Finklea, Kristen. Congressional Research Service. [Programs to Collect Data on Law Enforcement Activities: Overview and Issues \(fas.org\)](#). March 11, 2021.

Figure 5: Summary Table of George Floyd Justice in Policing Act Data Requirements.

Summary of George Floyd JIPA New Data Collection Provisions
<p>Stop Data. Federal, state, tribal, and local law enforcement agencies are required to report data to U.S. Department of Justice (DOJ) on:</p> <ul style="list-style-type: none"> • Traffic violation stops; • Pedestrian stops; and • Frisks and body searches. <p>Data reports must include the race, ethnicity, age, and gender of the officers and members of the public involved.</p>
<p>Use of Force Data. In incidents involving the use of deadly force, agencies are required to provide:</p> <ul style="list-style-type: none"> • A description of when and where law enforcement officers used deadly force and whether it resulted in death; • A description of deadly force directed against an officer and whether it resulted in injury or death; and • The law enforcement agency’s justification for use of deadly force, if the agency determines it there was justification. <p>Reports must include:</p> <ul style="list-style-type: none"> • The national origin, sex, race, ethnicity, age, disability, English language proficiency, and housing status of each civilian against whom a local (or tribal law) enforcement officer used force; and • Detailed information including but not limited to the date, time, and location of the incident—including whether it was on school grounds—the zip code, and whether the jurisdiction in which the incident occurred allows for the open carry or concealed carry of a firearm. <p>Other critical information such as the reason force was used, a description of any injuries sustained as a result of the incident, and a brief description of the circumstances surrounding the incident, including but not limited to the legitimate police objective necessitating the use of force and, if applicable, why efforts were not made to de-escalate the situation or minimize the use of force, are all part of the law.</p>
<p>Racial Profiling. The U.S. Department of Justice, in consultation with stakeholders, is required to issue regulations that provide for data collection on all routine or spontaneous investigatory activities. These data must:</p> <ul style="list-style-type: none"> • Be disaggregated by race, ethnicity, national origin, gender, disability, and religion; and • Include the date, time, and location of such investigatory activities sufficient to permit an analysis of whether a law enforcement agency is engaging in racial profiling. <p>Further, the Bureau of Justice Statistics (BJS) is required to analyze the data for:</p> <ul style="list-style-type: none"> • Disparities in the percentage of drivers or pedestrians stopped relative to the proportion of the population passing through the neighborhood; • Hit rates (i.e., the rate at which contraband was found during a search); and • The frequency of searches performed on drivers who are people of color relative to white, non-Hispanic drivers.

Des Moines Law Enforcement Data Initiative Report Recommendations Inventory

The following table identifies the 23 recommendations presented in the report

	Core Attribute Category	Recommendation	Report Reference #
1	Accountable	Collect Data on all Stops made by a police officer, not just those that result in a warning, citation, or arrest.	2.5.1
2	Accountable	Expand the kind of data collected on all stops as recommended by the Center for Policing Equity Stop Guidebook and others.	2.5.2
3	Accountable	Expand demographic data collected on all stops as recommended by the Center for Policing Equity Stop Guidebook and others.	2.5.3
4	Accountable	Expand data on Calls for Service, Crime/Offense and Use of Force as recommended by the CPE Guidebook on Stop Data and others.	2.5.4
5	Analytic	Establish a Police Data Task Force to guide the Data Analysis Unit in implementing the recommendations cited throughout this report.	3.5.1
6	Analytic	Create and staff a Data Analysis Unit within the Des Moines Police Department.	3.5.2
7	Analytic	Automate, integrate, and upload the updated/modified data sets to the new RMS.	3.5.3
8	Analytic	Conduct an analysis of Stop Data and prepare an annual report to share with the public.	3.5.4
9	Analytic	Develop a data analysis plan including metrics/measures and indices for each data set and create data analysis templates.	3.5.5
10	Analytic	Add a data training module to the Des Moines Police Department's annual training program.	3.5.6
11	Analytic	Form Analytic Data Partnerships with local colleges and universities	3. 5.7
12	Analytic	Link disposed charges and convictions data to Police Department data on stops resulting in a citation or an arrest.	3.5.8
13	Transparency	Produce a comprehensive "Annual State of Policing and Public Safety Report"	4.5.1
14	Transparency	Develop, launch, and maintain an online, interactive Open Data Portal with user-friendly dashboards.	4.5.2
15	Transparency	Enhance and redesign the current Des Moines Police Department website to support an Open Data Portal, dashboards and reports that engage the community.	4.5.3
16	Transparency	Participate in national Open Data initiatives.	4.5.4
17	Transparency	Enhance and streamline the Freedom of Information Act (FOIA) Process for community members to file and process a request.	4.5.5
18	Actionable	Create a three-to-five-year strategic plan for the DMPD that includes a focus area on data accountability, analytics, transparency and actionability as presented in Law Enforcement Data Initiative Report.	5.5.1
19	Actionable	Develop data Key Performance Indicators to assess and track the outcomes resulting from collecting, analyzing, sharing, collaborating, and acting upon data.	5.5.2

20	Actionable	Create a <i>Data Initiative Plan and Implementation Schedule</i> citing tasks, timelines, and persons responsible to execute the recommendations of this report.	5.5.3
21	Actionable	Form a Community Advisory & Review Board (CARB) representing diverse community members, stakeholders, and advocates to review and collaborate with DMPD on matters of public safety and community well-being.	5.5.4
22	Actionable	Enhance the current bi-annual survey and solicit ongoing “customer service” feedback among those persons who have recently interacted with law enforcement.	5.5.5
23	Actionable	Form a Behavioral and Mental Health Work Group to inform ongoing data analysis and efficacy regarding crisis response and diversion efforts.	5.5.6

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A Compendium of Promising Practices

Law Enforcement Data Initiatives

Researched by Public Works for the

City of Des Moines

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This report was researched and written by our dear colleague Jone Bosworth, JD. At her recent memorial service, friends and colleagues remembered her as passionate, insightful, encyclopedic, and kind. She held cabinet level positions in state government and was especially known for her work in juvenile justice. She had just completed this report when she unexpectedly succumbed to a heart attack. We hope that Jone will enlighten you, as she did all of us, as to how data in law enforcement can foster dialogue, generate insight, assure accountability, inform decision-making and, in the process, build community.

1. INTRODUCTION

*"In God we trust. All others must bring data."*¹

The City of Des Moines asked Public Works to research best practices in law enforcement data collection and advise as to what data the Des Moines Police Department (DMPD) should collect. Collecting the right data is crucial because data can be turned into information, information into insight, and insight into action.

The essence of best practices research is to examine the experience of others. Any issues, no matter how unique or intractable they may seem are likely to have occurred, been addressed, and solved somewhere. Best practices research yields examples of successful processes or activities that, at a minimum, produce meaningful results. Very often, best practices are seen as an innovation in comparison to what was done before. Usually, the development of best practices involves stakeholder input.

This chapter provides the City of Des Moines with:

- **Data collection that matters.** What data should be collected, why, and who is doing it well?
- **Best practices in action.** What states and local agencies serve as examples for data collection *and* the sharing of data so that policymakers and the public can understand and use data too?
- **Frameworks.** What structures and/or blueprints for data collection and data-driven decision making are used to support trust building in communities and greater law enforcement accountability?

This chapter touches upon crime data currently being collected and used by the federal government for national reports, and how these data are being used to support transparent, data-driven conversations at local levels. It also speaks to states' legislation driving best practices and the civil society (primarily nonprofits) databases that are filling gaps. Finally, the chapter concludes with federal mandates on the horizon, data collection requirements that can reasonably be anticipated in the future.

This chapter *does not* reflect a business process review or business requirements gathering typically associated with software or technology system implementations.

Commendably, the City of Des Moines has a track record of implementing improvements:

- The DMPD implemented Body Worn Cameras, developed an Unbiased Policing policy, and launched an initiative to increase gender diversity in the department;

¹ This quote is credited to the late William Edwards Deming, an American statistician, professor, author, lecturer, and consultant to governments across the globe. He is perhaps best known for the "Plan-Do-Check-Act" cycle, and his transformational role, founded on carefully designed data collection and analysis, in improving quality processes in Japanese industry after World War Two. See: [Overview and Status of The W. Edwards Deming Institute - The W. Edwards Deming Institute](#).

- As part of its award-winning work, the Civil and Human Rights Department engaged hundreds of people in the community around “Safety and Justice,” producing Bridging the Gap recommendations that pertain to DMPD action; and
- The Des Moines School Board reviewed the U.S. Department of Education’s Office for Civil Rights data and learned that Black students represented forty-two percent of all law enforcement referrals in the school district during the 2017-2018 school year, more than twice their share of the student population; based on these data-informed the school district and police department ending a longstanding contract that placed police officers in schools.²

Dr. Samuel Walker, a preeminent scholar on policing and civil liberties, comments that “law enforcement and community expectations should be the exactly the same. Communities want effective, professional, respectful, accountable, biasfree policing. Law enforcement executives want the same things.”³ Our experience with community members and the DMPD personnel during this project leads us to believe this is true in Des Moines: Everyone consulted expressed a keen interest in law enforcement data collection best practices.

Given this interest, we anticipate that the City of Des Moines can and will join the ranks of other cities with best practices in data collection and data that are accountable, analytic, transparent and actionable.

2. FEDERAL CRIME DATA, LOCAL USE

The DMPD, like most law enforcement agencies in the nation, collects and reports crime data that the federal government uses to produce information about crime in the U.S. The collection of crime data is not new – New York began collecting crime statistics in 1829⁴ -- and the most well-known criminal justice dataset, the Federal Bureau of Investigations’ (FBI) Uniform Crime Reporting (UCR) Program, began collecting and generating estimated national crime statistics in 1930.⁵ However, what data are collected and how data are used has evolved. Best practices for using and sharing crime data at local levels are identifiable and replicable.

Under Iowa law,⁶ the DMPD is required to collect crime and arrest data and provide it to the Iowa Department of Public Safety, which in turn generates annual statistics and shares the data with the FBI for inclusion in national publications. Iowa’s UCR program exposes data through a software-enabled dashboard: crime rates, crime by county (per 100,000 population), crime count and density by county, and a year-over-year percentage change are included in the public-facing website.⁷

² Mitchell, Corey. Yeradi, Joe. Ferris, Susan. “Criminalizing Kids Series,” a collaboration between USA Today and the Center for Public Integrity. [When schools call police on kids – Center for Public Integrity](#). September 8, 2021.

³ Dr. Samuel Walker, quoted in Police Executive Research Forum. July 2013. “Critical Issues in Policing Series: Civil Rights Investigations of Local Police: Lessons Learned.” [Civil rights investigations of local police - lessons learned 2013.pdf \(policeforum.org\)](#).

⁴ Robinson, Louis N. History of Criminal Statistics (1908-1933), 24 Am. Inst. Crim. L. & Criminology 125 (1933-1934)

⁵ [Uniform Crime Reporting \(UCR\) Program — FBI](#)

⁶ [692.15.pdf \(iowa.gov\)](#)

⁷ [Home \(state.ia.us\)](#)

On January 1, 2021, the FBI moved from UCR reporting the National Incident-Based Reporting System (NIBRS). The NIBRS “captures details on each single crime incident—as well as on separate offenses within the same incident—including information on victims, known offenders, relationships between victims and offenders, arrestees, and property involved in crimes,”⁸ and includes context for crimes like location and time of day. In 2020, the FBI received data from 15,875 of 18,623 law enforcement agencies in the country, including from all 251 local law enforcement agencies in Iowa.⁹

Why does crime data matter? Crime data help law enforcement agencies respond effectively to emerging crime trends and the amount and types of criminal activity occurring. As the former Chief of Police in Arlington, Texas (pop. 398,854) notes, crime data empowers agencies to “tailor responses to each crime, react faster, and even predict overall crime trends.”¹⁰

Crime data also creates the opportunity for law enforcement agencies to have data-driven discussions with policymakers and the public. Policymakers can use crime data to right-size police budget allocations, develop local laws that strengthen public safety, target community development resources, and hold law enforcement accountable. For the public to be effective co-producers of public safety, crime data reviews and discussions with law enforcement are a meaningful starting point for working together with public safety officials to prevent or reduce crime.

2.1. Crime Data Explorer

The FBI’s Crime Data Explorer (CDE) is “the digital front door” for the NIBRS data. It was developed “to provide transparency, create easier access, and expand awareness of criminal, and noncriminal, law enforcement data sharing; improve accountability for law enforcement; and provide a foundation to help shape public policy with the result of a safer nation.”¹¹ An interactive online tool, CDE enables law enforcement and the public to use and understand the crime data collected. CDE users can:

- Search, sort, and compare estimated national and state data.
- Search, sort, and compare reported agency-level crime statistics.
- Sort data by location, time period, and type of crime.
- Access data by using a national map or various drop-down filters.
- View and create charts and graphs.
- Download selected reports, National Incident-Based Reporting System (NIBRS) data, and other datasets (e.g., hate crime, law enforcement officer assault data and more).
- Access an Application Programming Interface that allows developers to create interactive applications for sharing a large amount of data.

⁸ [NIBRS — FBI](#)

⁹ [CDE: Home \(cloud.gov\)](#)

¹⁰ [Community Policing: Much More Than Walking a Beat \(usdoj.gov\)](#)

To illustrate the potential for CDE use, two screenshots are provided: Des Moines' arrest data by age, sex, and race (Figure 1), and the location and victim relationship to crime perpetrator for all violent crimes in Des Moines (Figure 2).

Figure 1: Crime Data Explorer Screenshot Des Moines Arrest Data; September 3, 2021.¹²

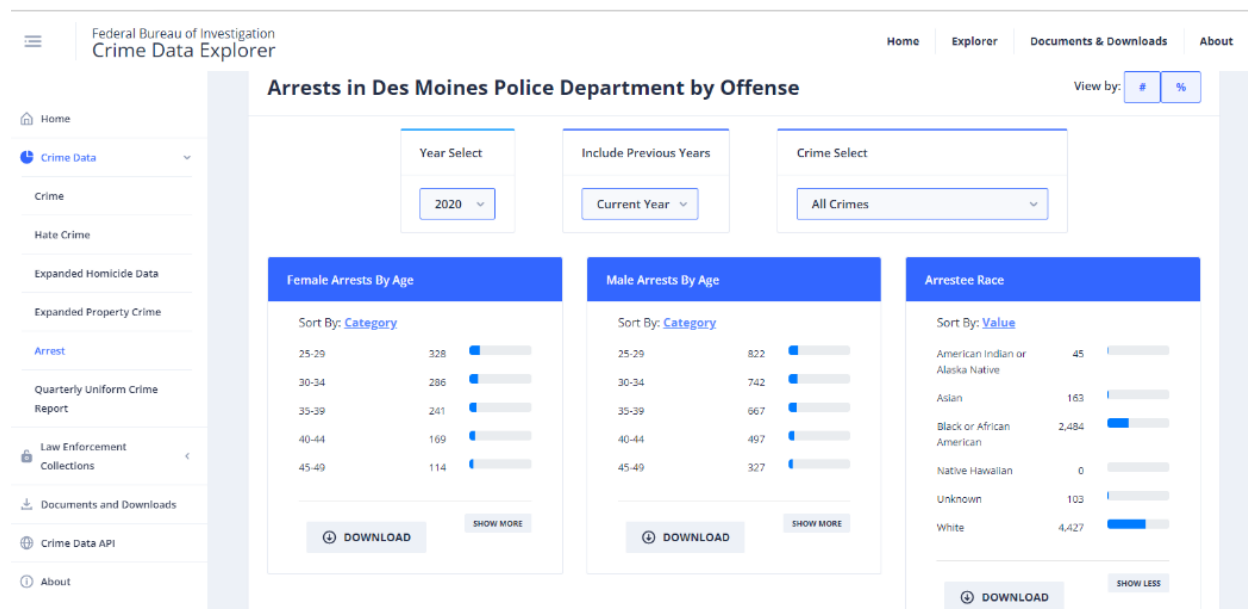
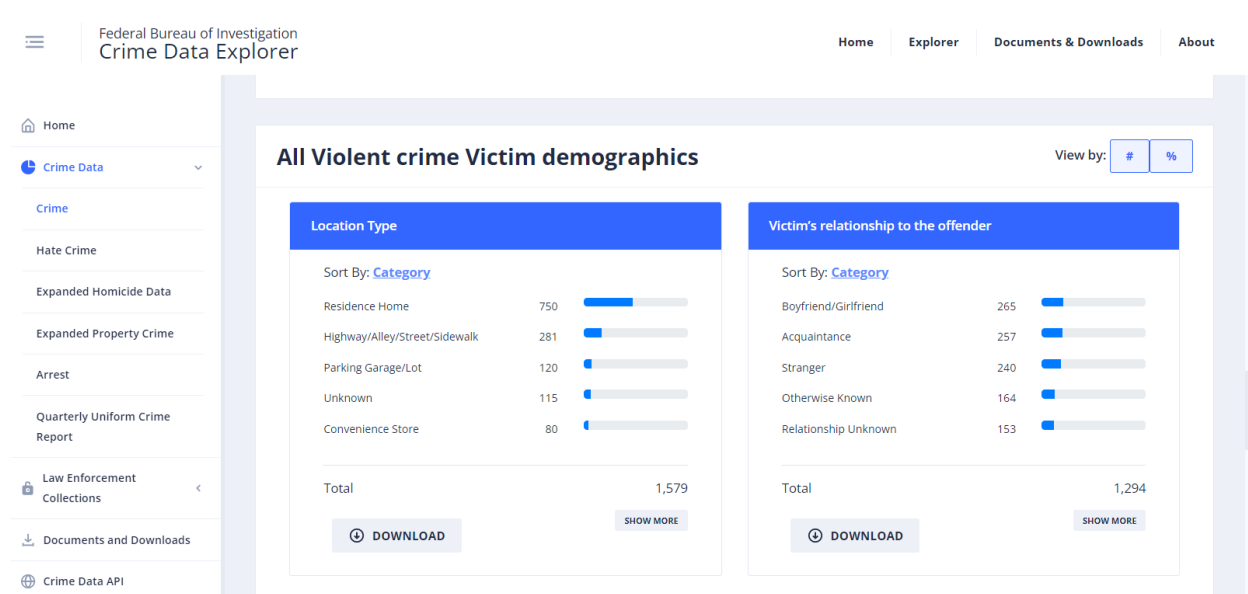


Figure 2: Crime Data Explorer Screenshot DMPD Violent Crime Victims Data, October 29, 2021.¹³



¹² [CDE: Arrest \(cloud.gov\)](#)

¹³ [CDE: Arrest \(cloud.gov\)](#)

Because these data are already collected by most law enforcement agencies, it is reasonable to expect these data to be used. Best practices in action examples demonstrate how agencies are sharing these data with policymakers and the public.

Best Practices in Action

Several Texas cities offer best practices examples for making crime data transparent and usable within local communities. The Austin, Houston and Fort Worth Police Departments all provide monthly or quarterly reports to the public that include crime statistics, and more. Both Austin and Fort Worth were used by the City of Des Moines' biennial resident satisfaction vendor, ETC Institute, as a "regional benchmark communities"¹⁴ in the 2020 Des Moines Resident Satisfaction Survey.

Figure 3: Texas Cities – NIBRS Plus, Data Publications.

The Austin Police Department publishes a "Chief's Monthly Report," a PDF document that includes NIBRS data and year-over-year percentage changes for the City of Austin.¹⁵

Similarly, the City of Houston's Police Department offers an example of a static (PDF) monthly report made public, using the NIBRS data, Calls for Service & Response Time, and data regarding personnel, citizen complaints and commendations.¹⁶

The Fort Worth Police Department provides the most robust quarterly reports that include:

- Understanding Crime Reporting context
- Quarterly Crime Report
- Quarterly Crime Rate
- Yearly Comparison
- Crime Prevention Strategies
- Crimes Against Persons & Crimes Against Property
- Crimes Against Society
- Gang Unit Report
- Offenses By Council District
- Directions Home Report
- Major Cities Comparison, and
- Department Initiatives.¹⁷

¹⁴ City of Des Moines Resident Survey Findings Report. ETC Institute. November 23, 2020. See: https://cms2files.revize.com/desmoines/document_center/City%20Manager/Performance%20metrics/2020%20Resident%20Survey.pdf?pdf=2020%20Resident%20Survey&t=1637971200058&pdf=2020%20Resident%20Survey&t=1637971200058. Benchmark Cities: Austin, Dallas, Fort Worth and San Antonio, Texas; Kansas City, Missouri; Nashville, Tennessee; and Oklahoma City, Oklahoma.

¹⁵ [022321 Chief's Monthly Report - January 2021.pdf \(austintexas.gov\)](https://www.austintexas.gov/odm/document/022321-Chief's-Monthly-Report-January-2021.pdf)

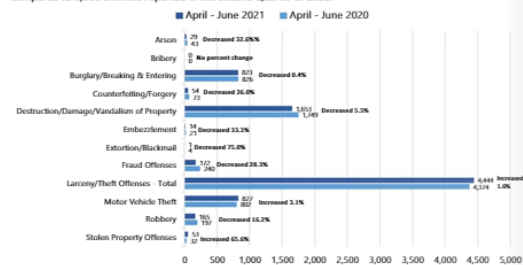
¹⁶ [NIBRS MonthlyOperationalSummary.pdf \(houstontx.gov\)](https://www.houstontx.gov/police/nibrs/MonthlyOperationalSummary.pdf)

¹⁷ [2021 1st Quarter Crime Report \(flippingbook.com\)](https://www.flippingbook.com/2021-1st-Quarter-Crime-Report/)

Figure 4: Fort Worth 2nd Quarter 2021 Crime Report, p. 10-11 Screenshot, October 30, 2021.

2021 2nd Quarter – Crimes Against Property

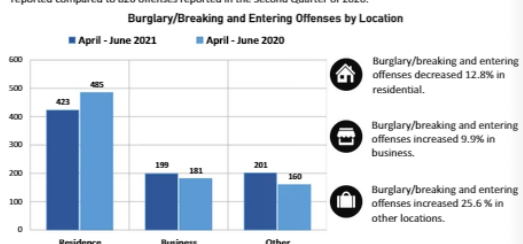
In the Second Quarter of 2021, Crimes Against Property decreased 1.5% overall with 8,235 offenses reported compared to 8,361 offenses reported in the Second Quarter of 2020.



The following provides additional information on Burglary/Breaking & Entering, Larceny/Theft, and Robbery offenses.

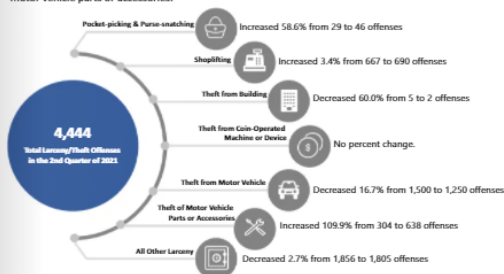
Burglary/Breaking and Entering

In the Second Quarter of 2021, burglary/breaking and entering offenses decreased 0.4% with 823 offenses reported compared to 826 offenses reported in the Second Quarter of 2020.



Larceny/Theft Offenses

In the Second Quarter of 2021, the total number of Larceny/Theft offenses increased 1.6% with 4,444 offenses reported compared to 4,374 offenses reported in the Second Quarter of 2020. In the Second Quarter of 2021, there was an increase in theft of catalytic converters resulting in an increase in the number of theft of motor vehicle parts or accessories.



Robbery Offenses

In the Second Quarter of 2021, robbery offenses decreased 16.2%.



Robbery detectives utilize resources within the FBI Task Force, U.S. Marshal Service, Intel Unit, Crime Stoppers, and the Crime Analysis Unit to develop leads. Social media and e-commerce transactions have led to several individual robberies. The Robbery Unit utilizes news media partners, social media, and Neighborhood Police Officers to remind the community who engage in online sales to remain aware of their surroundings and highly encourage the use of the following City of Fort Worth e-commerce trade site locations.

E-commerce trade site locations:

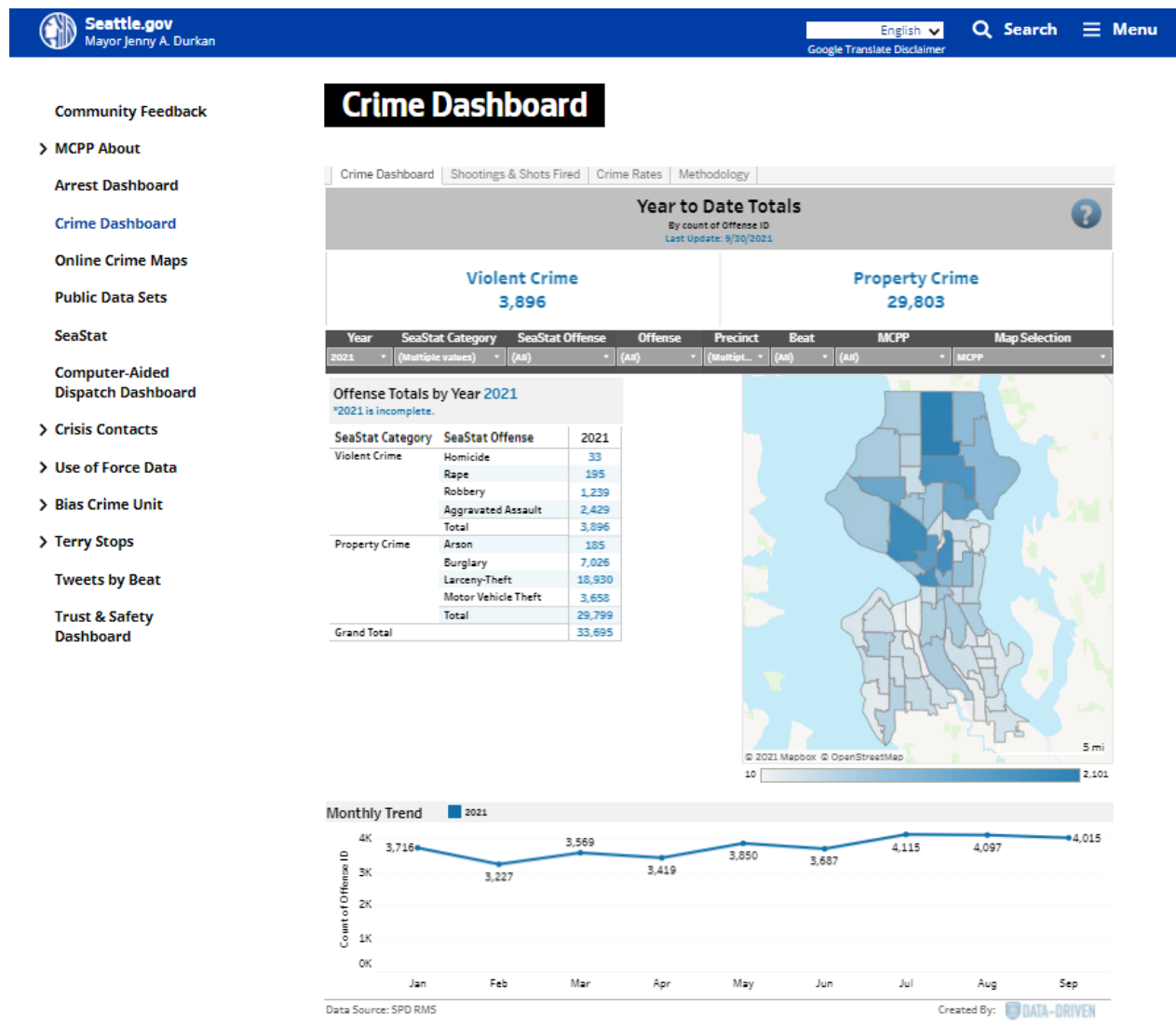
Hours may vary due to the COVID-19 epidemic. Please call the numbers listed to verify if the lobby is open.

- Bob Bolen Public Safety Complex – 505 W. Felix St. Lobby open Monday to Friday from 8:00 am to 5:00 pm. (817) 392-4200
- Northwest Division – 4651 N. Main St. Lobby open Monday to Friday 8:00 am to 5:00 pm. (817) 392-4600
- South Division – 3128 W. Bolt St. Lobby open Monday to Friday from 8:00 am to 4:00 pm. (817) 392-3400
- East Division – 1100 Nashville Ave. Lobby open Monday to Friday 8:00 am to 5:00 pm. (817) 392-4640

Alternatively, the Seattle Police Department has developed a crime data dashboard populated with local level NIBRs data by monthly trends, crime totals, and a mapping feature that shows where crimes occurred.

(See Figure 5 on the following page.)

Figure 5: Seattle Police Department Crime Dashboard Screenshot, October 31, 2021.



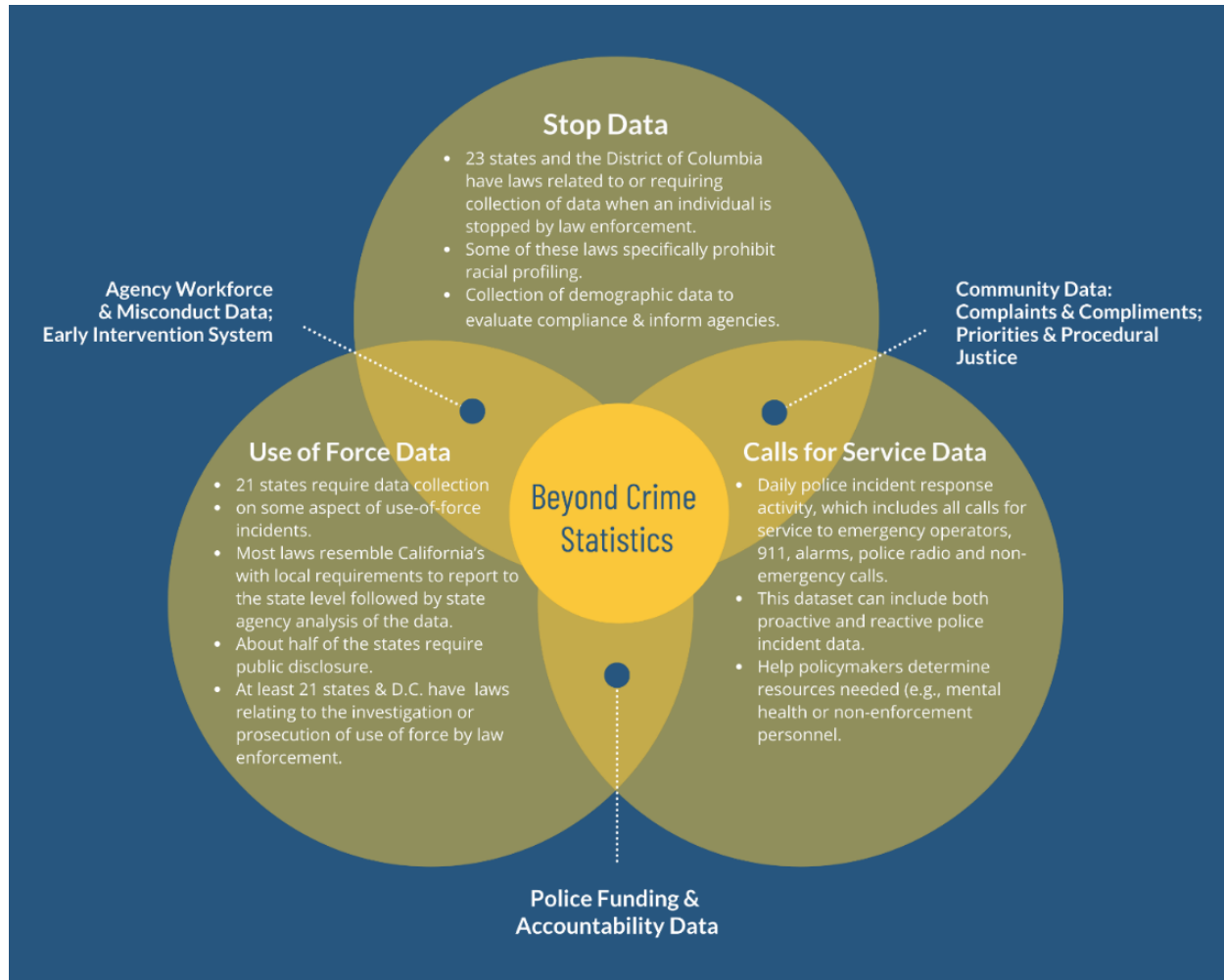
In short, data that are already collected can be shared in a variety of ways to support agencies' transparency, communication and ideally co-production of public safety with community members.

3. STATES LEGISLATURES DRIVING DATA COLLECTION

State legislatures have enacted laws that expand local law enforcement data collection, requiring agencies to report much more than crime statistics. Based on best practices research, the most prevalent data collection mandates focus on Stops (laws which often include racial profiling/anti-bias components), and Use of Force Incidents. Additionally, Calls For Service data are being used to support a shift to nonenforcement responses in order to connect people to appropriate resources.

State data collection examples in this section show the variation and inconsistency of data collection in the nation. What is consistent is that frontline officers are relied upon to gather data, and agencies are counted upon to deliver data collected to state officials.

Figure 6. Public Works LLC Data Collection Best Practices Venn Diagram.



3.1 Stop Data Collection

Why do Stop data matter? Law enforcement agencies in the U.S. make more than 50,000 vehicle stops a day.¹⁸ Studies have shown that:

- Traffic stops are an ineffective strategy for reducing crime,¹⁹ and that law enforcement departments that do not report all stop data are less accountable to the public;²⁰
- Police stops and search decisions suffer from persistent racial bias; Black drivers are, on average, stopped more often than white drivers, and blacks are more likely to be searched after a stop, even though whites were more likely to be found with illicit drugs;²¹
- Police officers speak significantly less respectfully to black than to white community members in everyday traffic stops, even after controlling for officer race, infraction severity, stop location, and stop outcome;²²
- An overemphasis on fines and fees can make police departments less effective at solving violent crimes;²³ and
- People of color who are disproportionately stopped suffer financial consequences for stops, even stops for minor infractions; “Those who cannot immediately pay these costs face additional fees, license suspensions, loss of voting rights, arrest and jail. Stuck in a cycle of punishment and poverty, people can lose their jobs, their homes, and even their children.”²⁴

According to the National Conference of State Legislatures, as of December 2020 at least twenty-three states and the District of Columbia have laws related to or requiring collection of stop data. All states’ laws include reporting or other requirements for evaluation of the data collected; the kind of data varies state by state. Most laws require the collection of demographic data including race, ethnicity, color, age, gender, minority group, or state of residence. Most states created a form based on statutory guidance, with attorneys general offices or specific state agencies providing mandated or at least suggested templates.

¹⁸ [The Stanford Open Policing Project](#).

¹⁹ Chohlas-Wood, A., Goel, S., Shoemaker, A. & Shroff, R. An Analysis of the Metropolitan Nashville Police Department’s Traffic Stop Practices <https://policylab.stanford.edu/media/nashville-traffic-stops.pdf>. The study that Black drivers were stopped more often than white drivers, particularly for non-moving violations. After the release of the study, the Metropolitan Nashville Police Department reduced traffic stops by roughly 75 percent and did not see an associated rise in serious crime.

²⁰ Baumel, Julia. July 2020, “Policing in American: Closing the Data Gap.” [The New Center | Policing in America: Closing the Data Gap](#).

²¹ Nature Human Behaviour. [A large-scale analysis of racial disparities in police stops across the United States \(nature.com\)](#).

²² [Language from police body camera footage shows racial disparities in officer respect | PNAS](#)

²³ [Exploitative Revenues, Law Enforcement, and the Quality of Government Service - Rebecca Goldstein, Michael W. Sances, Hye Young You, 2020 \(sagepub.com\)](#)

²⁴ [Fines and Fees Justice Center - Our Vision and Our Work](#)

An enforcement mechanism is essential for stop data laws to be effective. For example, in North Carolina failure to submit data results in ineligibility for state grants. If an agency in Texas does not comply with the stop data law, it may be required to pay a penalty of up to \$5,000.²⁵

Best Practices in Action

North Carolina was a forerunner, enacting legislation on traffic stop data collection for all state law enforcement officers in April 1999 (Senate Bill 76). The North Carolina General Assembly later expanded this requirement to include local law enforcement officers employed by all one hundred county sheriffs' offices and almost all police departments (in municipalities with a population of 10,000 or more persons and law enforcement officers employed by police departments in municipalities employing five or more full-time sworn officers for every 1,000 in population). In August 2009, the North Carolina law was amended with two new sections which became effective on January 1, 2010.²⁶

North Carolina data collection requirements include:

- Drivers and Passengers Searched by Sex, Race and Ethnicity
- Enforcement Action Taken by Driver's Age
- Enforcement Action Taken by Driver's Sex, Race, and Ethnicity
- Initial Purpose of Traffic Stop by Driver's Age
- Initial Purpose of Traffic Stop by Driver's Sex, Race and Ethnicity
- Initial Purpose of Traffic Stop by Enforcement Action Taken
- Initial Purpose of Traffic Stop by Physical Resistance Encountered
- Type of Search by Basis for Search

North Carolina's State Bureau of Investigation provides a searchable database on traffic stops report by each law enforcement agency.²⁷

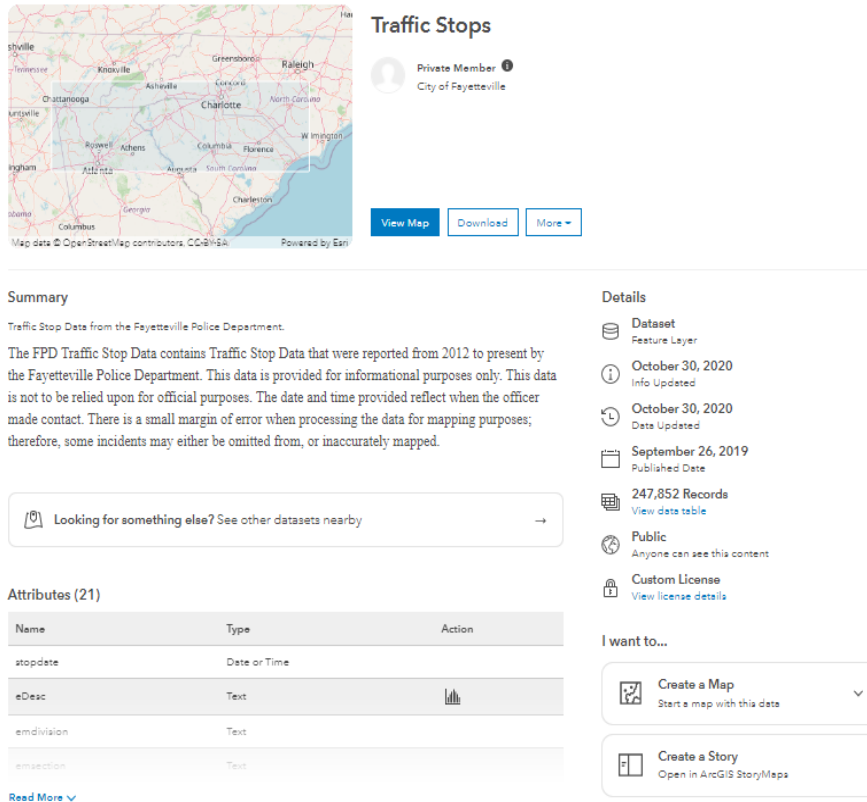
(See Figure 7 on the following page.)

²⁵ <https://www.policingproject.org/news-main/2019/9/27/its-time-to-start-collecting-stop-data-a-case-for-comprehensive-statewide-legislation>

²⁶ [GS_143B-903.pdf \(ncleg.net\)](#)

²⁷ [North Carolina State Bureau of Investigation \(ncsbi.gov\)](#)

Figure 7: North Carolina Traffic Stops Database, October 27, 2021.



At the local level in North Carolina, the [City of Fayetteville](#) (pop. 208,501) shares traffic stop data using mapping, downloadable datasets, and other options via its Open Data Portal.²⁸ (See Figure 8 below.)

Figure 8: Fayetteville, NC, Open Data Portal Traffic Stops Screenshot, October 30, 2021.

NC Traffic Stop Statistics
NC State Bureau of Investigation

Traffic Stop Reports

Enter the report criteria below, then click Display Report.

Note: All fields are required

Agency Name:

Statewide reports are available online.

Start Year: Start Month:

End Year: End Month:

Report Name:

Display Report

Click here to see the [List of Agencies](#) required to report.

Please note that Traffic Stop Statistics will be available to the public 30 days after the close of the prior month. Also note that an agency's traffic stop data may be low or non-existent for any given month due to the nature of that agency's law enforcement responsibilities.

²⁸ [Traffic Stops | City of Fayetteville Open Data Portal \(fayettevillenc.gov\)](#)

Iowa's neighbors – Illinois, Kansas, Nebraska, and Missouri – all have stop data collection and reporting laws. For instance, Missouri has had a stop data statute since 2000 which requires the office of the Missouri Attorney General “to collect data on the demographics of the traffic stops made by law enforcement officers from across the state, and to report these findings to the Governor and the public. Importantly, this data can help government and law enforcement determine any issues with disparities related to stops and searches.”²⁹

Based on concerns raised by Missouri residents and the state legislature about racial profiling, several changes to questions that officers must answer when making a stop will be included from 2021 (form provided as Figure 9 below). These new questions relate to the officer's assignment, the residential zip code of the driver stopped and the reason for issuing a citation or warning. The 2021 Missouri Vehicle Stop Report will include these new data.

The Missouri State Attorney General contracts with experts who aggregate data from the 590 local Missouri law enforcement agencies, analyze the data, and produce annual reports.³⁰ The statewide report breaks down the data as it relates to race, the number of stops, the search rate, contraband hit rate and arrest rates. Missouri's local law enforcement are invited to comment or provide context for their stop data; local agencies' comments are made public through the appendix to the annual report.³¹

(See Figure 9 on the following page.)

²⁹ Missouri Attorney General, Eric Schmitt, see: [2020 Executive Summary \(mo.gov\)](#)

³⁰ [Annual Report Template \(mo.gov\)](#)

³¹ [2020-vsr-agency-comments-appendix.pdf \(mo.gov\)](#)

Figure 9: Missouri Vehicle Stop Data Collection Form, Approved June 2019.

VEHICLE STOP INFORMATION
DATE mm dd yr TIME (military)

1 OFFICER ASSIGNMENT (Time of Stop) ☐ General Patrol
☐ Dedicated Traffic Enforcement ☐ Special Assignment

2 LOCATION OF STOP
☐ Interstate Highway ☐ U.S. Highway ☐ State Highway
☐ County Road ☐ City Street ☐ Other

3 VIOLATION RESULTING IN STOP (✓ all that apply)
☐ Moving ☐ Equipment ☐ License/Registration ☐ Investigative
If an "investigative" violation, ✓ category of violation.
☐ Call for Service ☐ Officer Initiative
☐ Detective or Crime Bulletin ☐ Other

4 DRIVER'S RACE/MINORITY STATUS (based only on visual observation after stop)
☐ White ☐ African-American/Black ☐ Hispanic/Latino
☐ American Indian/Alaska Native ☐ Asian ☐ Other

5 DRIVER'S AGE
☐ Under 18 ☐ 18-29 ☐ 30-39 ☐ 40-64 ☐ 65+

6 DRIVER'S GENDER ☐ Male ☐ Female

7 ZIP CODE OF DRIVER'S CURRENT RESIDENCE _____

8 IS DRIVER A RESIDENT OF LAW ENFORCEMENT AGENCY'S JURISDICTION? ☐ Yes ☐ No

9 WAS A SEARCH INITIATED? ☐ Yes ☐ No
If YES, probable cause/authority for search. ✓ all that apply.
☐ Consent ☐ Reasonable suspicion-weapon (terry stop)
☐ Incident to arrest ☐ Plain View Contraband ☐ Other
☐ Drug Dog Alert ☐ Inventory ☐ Drug/Alcohol Odor

10 WHAT WAS SEARCHED?
☐ Driver Only ☐ Property Only ☐ Driver and Property

11 DURATION OF SEARCH
☐ 0-15 minutes ☐ 16-30 minutes ☐ 31+ minutes

12 WAS CONTRABAND DISCOVERED? ☐ Yes ☐ No
If YES, type of contraband. ✓ all that apply.
☐ Drugs/Paraphernalia ☐ Alcohol ☐ Currency
☐ Weapon ☐ Stolen Property ☐ Other

13 RESULT OF STOP
☐ Citation ☐ Warning ☐ Custodial Arrest ☐ No action ☐ Other

14 IF CITATION OR WARNING ISSUED, VIOLATION ALLEGED
☐ Moving ☐ Equipment ☐ License/Registration

15 IF ARREST MADE, CRIME/VIOLATION ALLEGED (✓ all that apply)
☐ Outstanding Warrant ☐ Offense against person
☐ Resisting Arrest ☐ Drug Violation ☐ DWI/BAC
☐ Property Crime ☐ Traffic Violation ☐ Other

Modified June 2019

A significantly larger state, California, enacted the Racial and Identity Profiling Act (RIPA) in 2015. The purpose of RIPA is to eliminate racial and identity profiling in policing and provide greater transparency in law enforcement.³² Similar to Missouri, the law requires the State Attorney General (CADOJ) to collect data. However, California data collection mandates include all vehicle *and pedestrian stops*, not just vehicle stops as is the case in Missouri. Data collection includes all citations, searches, arrests, uses of force, and more. When officers collect data, they are required to indicate the perceived identity groups to which they believe each person belongs. These identity groups include:

³² [Bill Text - AB-953 Law enforcement: racial profiling. \(ca.gov\)](#)

- Race or ethnicity
- Gender
- Lesbian, Gay, Bisexual and Transgender (LGBTQ) status,
- Age
- Disability, and
- Limited/no English fluency

Because demographic information is based on the officer’s perception, an officer’s perception may differ from how that person self-identifies.³³

The CADOJ provides a data collection template form for use by all local law enforcement agencies.³⁴ Data are then aggregated and shared through the CADOJ’s OpenJustice website, which provides a series of dashboards of RIPA Stop Data, summary statistics, and a glossary of key terms pertaining to stop data.³⁵

OpenJustice represents best practices in dashboards, an important area of data science. Dashboards enable users to visualize a consolidated set of data on what is happening in their area for specific purposes.

Dashboards like OpenJustice “should not only be used to communicate with the public, but also to gain feedback from them and to stimulate interaction. Engagement in dashboards, with citizens having the opportunity to provide data and discuss results, plays a crucial role in achieving the benefits.”³⁶

OpenJustice: A transparency initiative led by the California Department of Justice that publishes criminal justice data so we can understand how we are doing, hold ourselves accountable, and improve public policy to make California safer.

Two screenshots taken from the State of California’s OpenJustice website illustrate how RIPA Stop Data are in accessible and easy to understand dashboards:

- Reason for the Stop (Figure 10). Eighty-five percent of stops were for traffic violations. The most common traffic stop was for a moving violation; and
- Action Rate (Figure 11). Action Rate refers to the proportion of individuals who had one or more actions taken towards them during a stop. Eighty-one percent of individuals had no action taken towards them, but this easy to understand website shows that Blacks/African Americans had the most action taken towards them at nearly 33 percent.

³³ [State of California Department of Justice - OpenJustice](#)

³⁴ [AB 953 Proposed Regulations Template \(ca.gov\)](#)

³⁵ [State of California Department of Justice - OpenJustice](#)

³⁶ Ricardo Matheus, Marijn Janssen, Devender Maheshwari. “Data science empowering the public: Data-driven dashboards for transparent and accountable decision-making in smart cities.” *Government Information Quarterly*, Volume 37, Issue 3, 2020. <https://doi.org/10.1016/j.giq.2018.01.006>.

Figure 10: CA OpenJustice, Reason for Stop Screenshot, September 8, 2021.

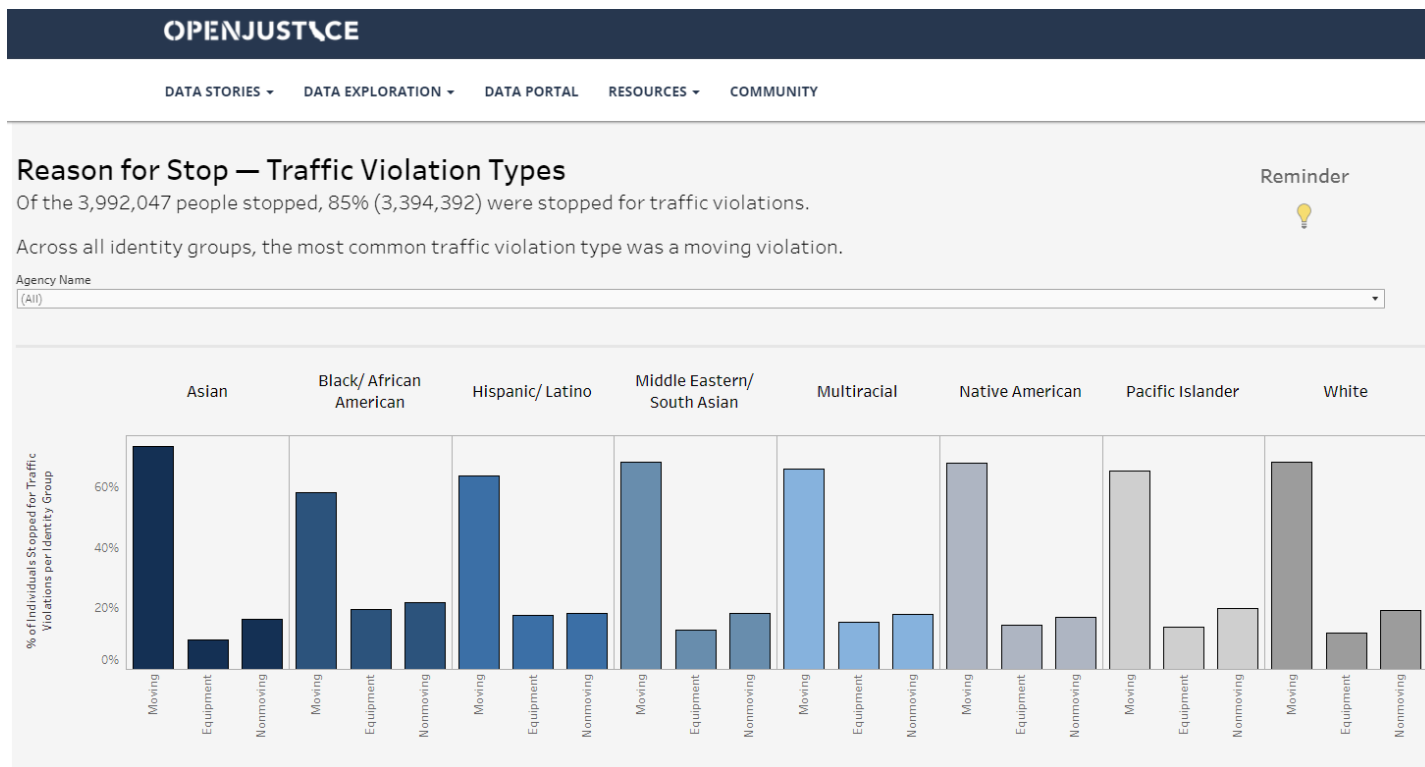
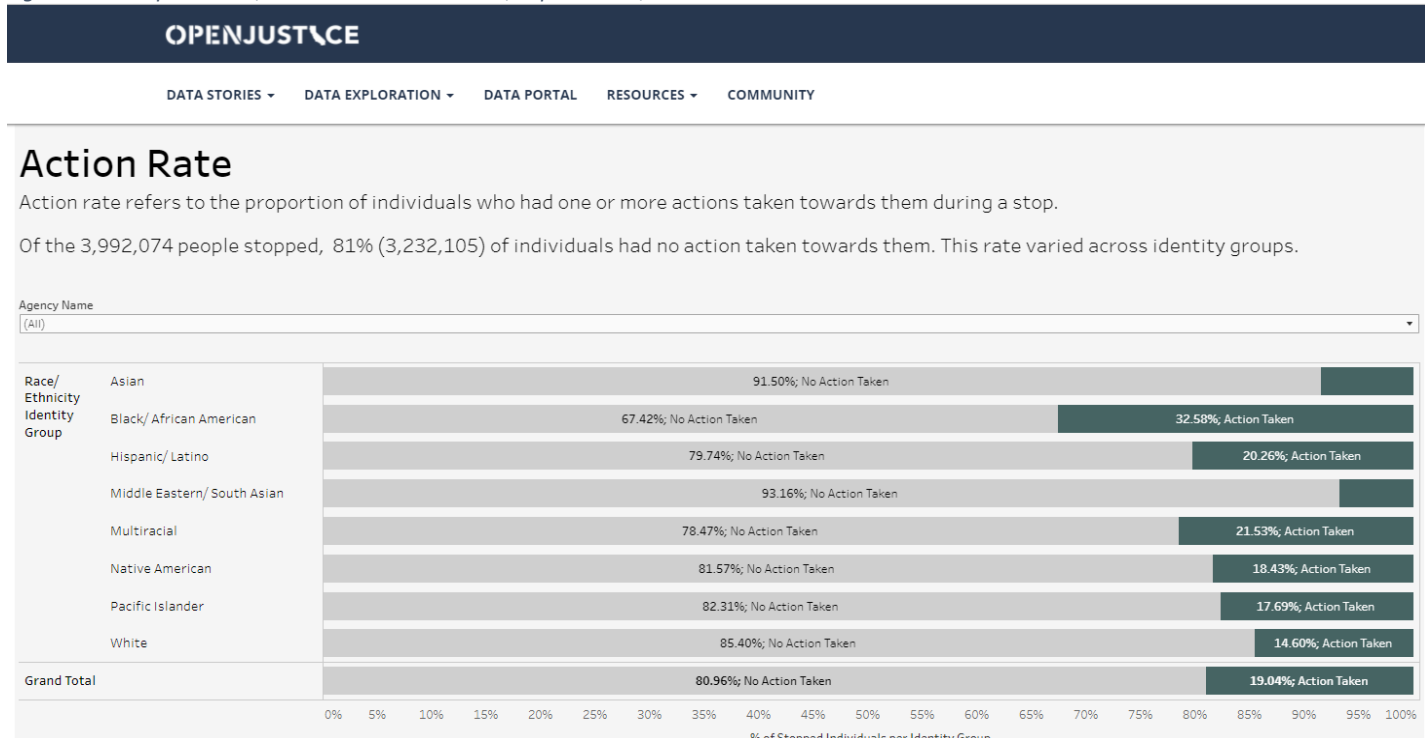


Figure 11: CA OpenJustice, Action Taken Screenshot, September 8, 2021.



The State of Oregon followed California's lead and in 2017, Oregon's HB 2355 passed which requires all law enforcement agencies to collect data regarding officer-initiated traffic and pedestrian stops. The statute created the "STOP Program," which was charged with the development of data collection standards and software for Oregon local law enforcement agencies.

Law enforcement agencies can elect to submit data to the STOP Program in several ways: the STOP software solution can (a) receive data directly from preexisting law enforcement records regarding traffic and pedestrian stops, (b) provides a web-based form for inputting stops data, and/or (c) provides mobile phone applications (both iOS and Android) for inputting stops data. Agencies receive a generic login role to view the STOP web form, mobile applications, and administration hub.³⁷

A final example is Virginia's recent Community Policing Act³⁸ that requires local law enforcement to begin collecting stop data on July 1, 2020. A uniform statewide database was developed which transparently exposes all data, searchable by local agency. The Virginia Department of State Police's Data Analysis and Reporting Team compiles data from submitted by local agencies and shares it via the Virginia Open Data Portal that uses dashboard visualization.³⁹

Each time a local law-enforcement officer, sheriff, deputy sheriff or State Police officer in Virginia stops a driver of a motor vehicle, the officer must collect the following data, based on the officer's observation or information provided to the officer by the driver: (i) The race, ethnicity, age, and gender of the person stopped; (ii) The reason for the stop; (iii) The location of the stop; (iv) Whether a warning, written citation, or summons was issued or whether any persons were arrested; (v) If a warning, written citation, or summons was issued or an arrest was made, the warning provided, violation charged, or crime charged; and (vi) Whether the vehicle or any person was searched.

Additionally, Virginia law mandates that all records of investigatory motor vehicle stops, all stop-and-frisks of a person based on reasonable suspicion (Terry Stops), and other investigatory detentions that do not result in an arrest or the issuance of a summons, and records of complaints alleging the use of excessive force are collected. Further, a bias-based profiling prohibition is included:

Virginia Community Policing Act: Bias-Based Profiling

§ 52-30.1. Definition. For purposes of this chapter, unless the context requires a different meaning, "bias-based profiling" means actions of a law-enforcement officer that are based solely on the real or perceived race, ethnicity, age, gender, or any combination thereof, or other noncriminal characteristics of an individual, except when such characteristics are used in combination with other identifying factors in seeking to apprehend a suspect who matches a specific description.

Civil society groups offer additional guidance on stop data collection, associated policies, and comprehensive nationwide stop data. Figure 12 offers three key examples.

³⁷ [STOP FAQ.pdf \(oregon.gov\)](#)

³⁸ [Code of Virginia Code - Chapter 6.1. Virginia Community Policing Act](#)

³⁹ [Virginia Community Policing Act Data Collection | Virginia Open Data Portal](#).

Figure 12: Stop Data Implementation Resources.

The Center for Policing Equity and New York University School of Law’s Policing Project recommends that data be collected on all stops. With the release of *“Collecting, Analyzing, and Responding to Stop Data: A Guidebook for Law Enforcement Agencies, Government, and Communities,”*⁴⁰ a guidebook that details the needs and benefits of stop data collection, what data to collect and methods for collection, how to ensure data integrity, and more.

Cities & Counties for Fine and Fee Justice⁴¹ is a national leadership network of local communities committed to meaningful reform that relates to Stops. Currently, there a disproportionate burden on residents living on low incomes and people of color because of fines, fees and tickets. Ten communities received grants to focus on fine and fee reform, including one of the City’s citizen satisfaction regional benchmark communities, Dallas, Texas. The initiative provides a guidebook, *“Roadmap to Equitable Fine and Fee Reform”*⁴² and additional resources.

Stanford’s Open Policing Project⁴³ provides the most comprehensive, nationwide stop data repository: datasets, video tutorials and research findings. Starting in 2015, an interdisciplinary team of researchers and journalists at Stanford University began requesting data from states. The project has now collected and standardized over two hundred million records of stop and search data from across the county. The project has found significant racial disparities in policing. These disparities can occur for many reasons: differences in driving behavior and bias play a role.

3.2. Use of Force Data

Why does use of force data matter? Beyond direct harm done to community members, witnessing use of force – either as a direct bystander or via video recordings – impacts the public’s trust and confidence in law enforcement. A slim majority (51 percent) of all Americans say they trust law enforcement. For people of color, particularly Black people, that trust rate plummets to 29 percent.⁴⁴ Importantly, there is a 40-year body of research on use of force and its impact.⁴⁵

A 2017 essay notes that “although the great majority of interactions between police and civilians do not involve force or unreasonable force, video-documented incidents of excessive force have moved the debate from one of ‘is there a problem’ to the scope of excessive force, its causes, and effective remedies. Data collection is still inexcusably deficient in many police agencies, but the data that are available demonstrate patterns of excessive force, as well as large racial disparities in the use of force. resulted from police use of force.”⁴⁶

⁴⁰ [COPS-Guidebook Final Release Version 2-compressed.pdf \(policingequity.org\)](https://www.policingequity.org/COPS-Guidebook-Final-Release-Version-2-compressed.pdf)

⁴¹ <https://finesandfeesjusticecenter.org/campaigns/counties-and-cities-for-fine-and-fee-justice/>

⁴² [Roadmap to Equitable Fine and Fee Reform | PolicyLink](#)

⁴³ [The Stanford Open Policing Project](#)

⁴⁴ Jones, Jeffrey M. Gallup Social & Policy Issues. [In U.S., Black Confidence in Police Recovers From 2020 Low \(gallup.com\)](#). July 14, 2021.

⁴⁵ [Police Use of Force Project](#)

⁴⁶ Rudovsky, David. The Regulatory Review. [The Troubling Issues Regarding Police Use of Force | The Regulatory Review \(theregreview.org\)](#). February 27, 2017.

During this project, the New York Times reported a new study that shows excessive uses of force -- law enforcement killings – have been *undercounted by more than half over the past four decades*. Researchers compared death certificates in the federal National Vital Statistics database with data from organizations that track police killings from a variety of public sources and discovered that about fifty-five percent of “fatal encounters with the police between 1980 and 2018 were listed as another cause of death.”⁴⁷ A scholar from the University of Washington School of Medicine, Edwin Lindo, reviewed the data and commented, “There's been an attempt to limit the reality of what is.”⁴⁸

Finally, the Police Use of Force Project found that:

- Police departments with policies that place clear restrictions on when officers use force had significantly fewer killings of civilians than those that did not have these restrictions in place;
- Officers are less likely to be injured or killed when tighter restrictions to use of force are present; and
- Police departments with more restrictive use of force policies have similar crime rates, including violent crime rates, as police departments with less restrictive use of force policies.⁴⁹

There is little uniformity in the U.S. for use of force incidents data collection, although the National Conference of State Legislatures reports that at least twenty-one states require some data collection on use of force incidents.⁵⁰ However, the amount and kind of data collection varies state by state; in 2020, just sixteen states mandated reporting on officer involved civilian deaths.

Some states’ mandates include use of force data collection in instances that result in serious bodily injury, officer involved shootings, officer discipline, and/or citizen complaints surrounding use of force. Individual law enforcement agencies collect and send summaries to a state agency, often the Attorney General’s Office or public safety department or division. It should also be noted that investigations stemming from use of force reporting vary from state to state as well – investigations may be conducted by Attorneys General or Inspectors General – some statutes require review by civilian review and/or advisory boards. Generally, all require at least annual reporting.

Best Practices in Action

In 2020, the Colorado State Legislature passed the Enhance Law Enforcement Integrity Act,⁵¹ which has been called “the first in the nation” law to address police accountability in that it allows victims of police violence to sue officers.⁵² Among other provisions, the Colorado law requires collection of the following data:

⁴⁷ Argano, Tim, and Dewan, Sheila. New York Times. [More Than Half of Police Killings Are Mislabeled, New Study Says - The New York Times \(nytimes.com\)](https://www.nytimes.com/2021/10/01/us/police-killing-mislabeling-study.html). October 1, 2021.

⁴⁸ Id.

⁴⁹ [Police Use of Force Project](https://www.ncsl.org/publications/Police-Use-of-Force-Project.aspx).

⁵⁰ [Use of Force Data and Transparency \(ncsl.org\)](https://www.ncsl.org/publications/Use-of-Force-Data-and-Transparency.aspx)

⁵¹ [2020a_217_signed.pdf \(colorado.gov\)](https://leg.colorado.gov/media/2020a_217_signed.pdf)

⁵² Berman, Russell. The Atlantic. “The State Where Protests Have Already Force Major Police Reform.” [Colorado's Groundbreaking Police Reform - The Atlantic](https://www.theatlantic.com/technology/archive/2020/07/colorado-police-reform/614441/). July 17, 2020.

- The perceived demographic information of the person contacted;
- The officer's identification number issued by the Colorado Peace Officer Standards and Training Board which documents and manages the certification and training of all active peace officers and reserve peace officers working for Colorado law enforcement agencies, *unless* the peace officer is charged criminally or is a defendant to a civil suit as a result arising from the use of force.

By July 1, 2023, the Colorado division of criminal justice is required to launch and maintain a statewide database with data collected, in a searchable format, and publish the database on its website.

California Assembly Bill 71 (October 2015) required all California law enforcement agencies (state and local) to collect data on all incidents of use of force by a civilian or peace officer against the other that involves a firearm or results in serious bodily injury or death. “Serious bodily injury” means a bodily injury that involves a substantial risk of death, unconsciousness, protracted and obvious disfigurement, or protracted loss or impairment of the function of a bodily member or organ.⁵³

AB 71 data collection and reporting requirements (phased in across the state) includes:

- The gender, race, and age of each individual who was shot, injured, or killed.
- The date, time, and location of the incident.
- Whether the civilian was armed, and, if so, the type of weapon.
- The type of force used against the officer, the civilian, or both, including the types of weapons used.
- The number of officers involved in the incident.
- The number of civilians involved in the incident; and,
- A brief description regarding the circumstances surrounding the incident, which may include the nature of injuries to officers and civilians and perceptions on behavior or mental disorders.⁵⁴

The statute does not authorize release to the public of the badge number or other unique identifying information of the peace officer involved. The OpenJustice⁵⁵ website provides transparency to the public.

California Use of Force Incident Reporting

“The Use of Force Incident Reporting [pertains to] incidents that result in serious bodily injury or death or involved the discharge of a firearm that are reported annually from LEAs [local enforcement agencies] and other entities throughout the state that employ peace officers. The Use of Force Incident Reporting is narrowly defined and does not represent the totality of use of force incidents that occur in California. LEAs are only required to report use of force incidents that result in serious bodily injury or death either of a civilian or the officer and all incidents where there is a discharge of a firearm. As such, caution must be used when using the data for comparisons or in calculating rates.”⁵⁶

⁵³ <https://lapdonlinestrgeacc.blob.core.usgovcloudapi.net/lapdonlinemedia/2021/05/Pages-from-Special-Order-No-22-4-245.30-Revised-3.pdf>

⁵⁴ [Bill Text - AB-71 Criminal justice: reporting. \(ca.gov\)](#)

⁵⁵ [State of California Department of Justice - OpenJustice.](#)

⁵⁶ [State of California Department of Justice - OpenJustice](#)

At local levels, law enforcement agencies have benefited from the U.S. Department of Justice’s Civil Rights Division patterns and practices investigations that typically result in expanded data collection. As acclaimed scholar Samuel Walker, a widely quoted expert on issues of civil liberties, policing and criminal justice policy, made clear in 2013: “By now, every police chief should know what these DOJ goals are and how to achieve them. No police department should be in a position where it can be sued by the Justice Department, because the past cases make clear what is expected of them to achieve professional, bias-free and accountable policing.”⁵⁷

The **Seattle Police Department** (SPD) provides a best practices example of use of force incidents data collection, reporting and data transparency driven a pattern and practices investigation.⁵⁸ In 2012, the City of Seattle entered into a consent decree with an ongoing court monitoring requirement. Under the consent decree, policies and procedures around use of force incidents were developed in collaboration with the U.S. Department of Justice; these policies and corresponding data collection practices were implemented in January 2014.

The SPD’s use of force policy now defines the types of force that require data collection and reporting. All uses of force are reportable except de minimis force:⁵⁹

- **De Minimis:** Physical interaction meant to separate, guide, and/or control without the use of control techniques that are intended to or are reasonably likely to cause any pain or injury.
- **Type I:** Force that causes transitory pain or the complaint of transitory pain.
- **Type II:** Force that causes or is reasonably expected to cause physical injury greater than transitory pain but less than great or substantial bodily harm.
- **Type III:** Force that causes or is reasonably expected to cause great bodily harm, substantial bodily harm, loss of consciousness, or death.

The screenshots on the following two pages show the SPD’s use of force incidents dashboard (See Figure 13) and officer involved shootings (See Figure 14).

⁵⁷ Police Executive Research Forum. July 2013. “Critical Issues in Policing Series: Civil Rights Investigations of Local Police: Lessons Learned.” [civil rights investigations of local police - lessons learned 2013.pdf](http://civilrightsinvestigationsoflocalpolice-lessonslearned2013.pdf) (policeforum.org).

⁵⁸ [Microsoft Word - Findings Letter - MASTER - version 20 to CRT CLEAN - 12 14 11.docx](http://MicrosoftWord-FindingsLetter-MASTER-version20toCRTCLEAN-121411.docx) (squarespace.com); [spd_consentdecree_7-27-12.pdf](http://spd-consentdecree-7-27-12.pdf) (justice.gov)

⁵⁹ [8.400 - Use of Force Reporting and Investigation - Police Manual | seattle.gov](http://8.400-UseofForceReportingandInvestigation-PoliceManual|seattle.gov)

Figure 13: Seattle Police Department Use of Force Dashboard screenshot, September 3, 2021.

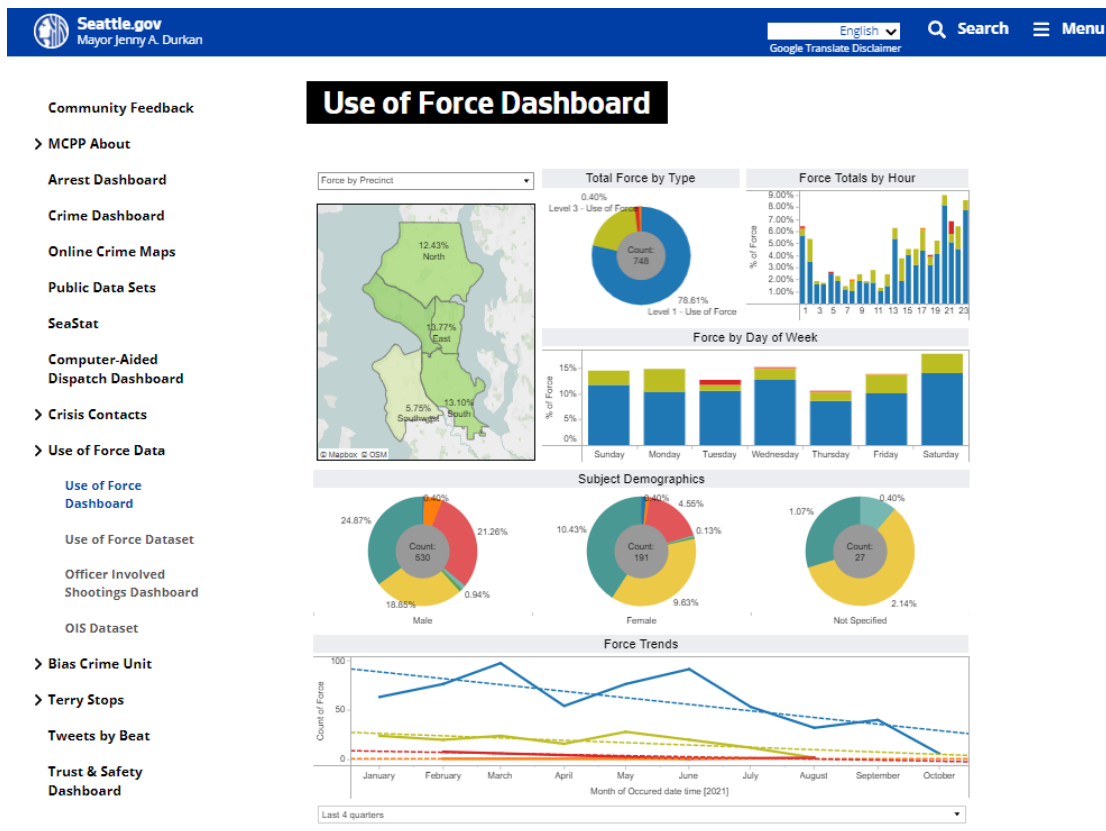
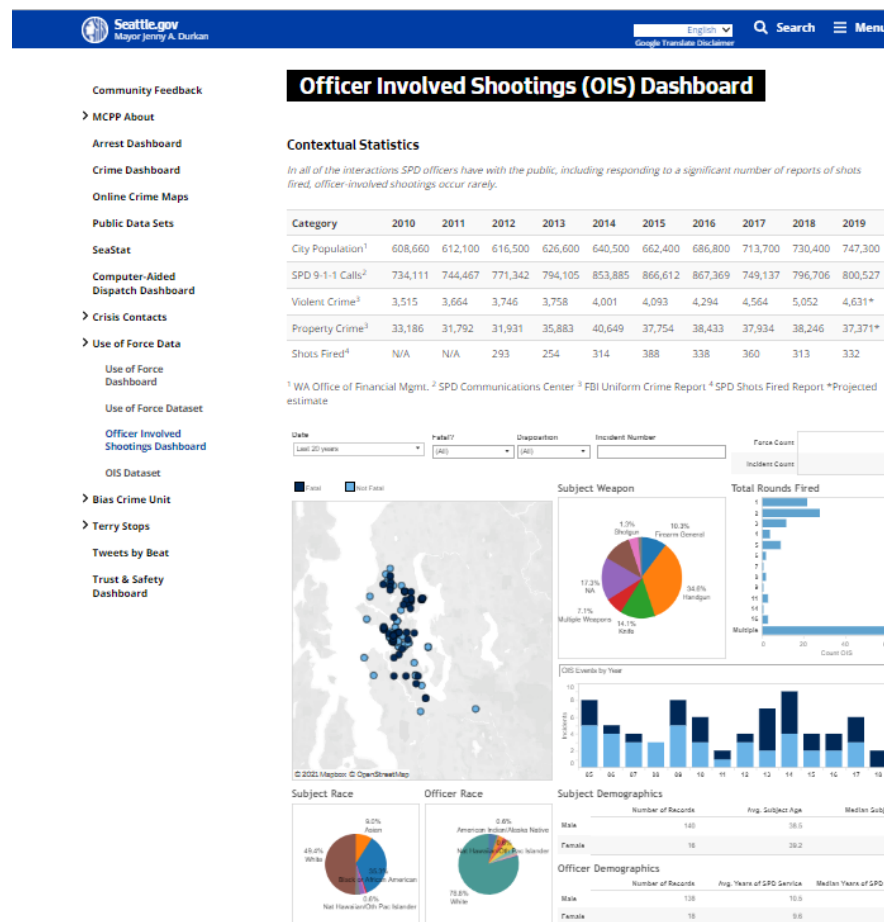


Figure 14: SPD Officer Involved Shootings, October 6, 2021.



The SPD is a best practices example because of policy, data collection, and the use of dashboards. “Public organizations can use dashboards for a variety of purposes, including transparency, performance monitoring, reporting, planning, and policy-making. Dashboards can be designed for use by governments (internal) or the public (external). Internal objectives can be related to monitoring and analysis for faster and more accurate decision-making, resulting in increased efficiency and effectiveness of operations. External objectives are often related to creating transparency and accountability, mobilizing external capacity to gain feedback, and facilitating participation by the society.”⁶⁰

The Police Department of **Wichita, Kansas** (pop. 382,368) took a different approach to making data available through its “Project Comport.”⁶¹ This Wichita Police Department (WPD) project tracks all incidents of use of force during the line of duty as part of its Office of Professional Standards. Self-reporting data from officers on both use of force incidents and civilian complaints was shared in an effort to foster transparency and trust between WPD and the citizens of Wichita. (The WPD uses “Blue

⁶⁰ Ricardo Matheus, Marijn Janssen, Devender Maheshwari. “Data science empowering the public: Data-driven dashboards for transparent and accountable decision-making in smart cities.” Government Information Quarterly, Volume 37, Issue 3, 2020. <https://doi.org/10.1016/j.giq.2018.01.006>.

⁶¹ [Project Comport](#)

Team,” a computer software program that tracks the use of force. The Des Moines Police Department also uses Blue Team.)

The Wichita Eagle newspaper used the first Project Comport publicly available dataset in 2018 to analyze WPD use of force incident data. Blacks/African Americans comprised about eleven percent of Wichita’s population and nearly fifteen percent of residents at the time were Hispanic. The newspaper’s analysis identified racially disproportionality:

- Of the 11,290 instances where a resident was shoved or “muscle” by a Wichita officer, 33 percent of them were Black and 11 percent were Hispanic.
- Of the residents who were pepper sprayed, 57 percent of them were Black and 12 percent Hispanic.
- Forty-seven people were bitten by a police dog. Thirty-two percent of them were Black; and
- Of the lethal-force cases included in the data, 43 percent of the victims were Black.⁶²

WPD’s experience with open data shared in Excel datasets shows the potential risk. With transparency in this way comes independent analysis. Being proactive rather than reactive, local law enforcement agencies are well advised to have the analytic capacity – either internally or in partnership with an academic institution or a professional services vendor – to conduct analysis prior to releasing data.

Across the country in New York state, the Police Department in the [City of Rochester](#) (pop. 211,328) is using a different approach. As part of its Body-Worn Camera (BWC) project the Rochester Police Department (RPD) committed to an ongoing effort to collect and communicate data internally and externally, and evaluate the impact body-worn cameras have on RPD’s delivery of police services. The city provides weekly results (data are updated on Friday mornings) of an audit process that assesses officer compliance with RPD’s BWC policies and procedures. This auditing process is only part of an ongoing assessment of use of force incidents; a more formal evaluation of the project is being conducted by the Rochester Institute of Technology’s Center for Public Safety Initiatives (per grant funding requirements).

The RPD also entered into various additional partnerships to ensure BWC auditing is a success:

- The city’s Information Technology, Budget and Law serves as an internal partner;
- External partners include the District Attorney and Public Defender Offices, and the Civilian Review Board; and
- Community partnerships with neighborhood organizations, as well as routine community meetings focused on the gathering and sharing of information.

The RPD has capitalized on its BWC auditing program – and public outcry – by instituting new policies and standards. In March 2021, the RPD released policy updates in two areas -- “duty to intervene” and the use of chokeholds.⁶³ Policy changes include:

⁶² Manna, Nichole. The Wichita Eagle. “Police more likely to use force against black Wichitans, Chief looks for fixes.” [Wichita police more likely to use force against blacks. | The Wichita Eagle \(kansas.com\)](#). April 23, 2018.

⁶³ [RPD releases new policies on chokeholds and 'duty to intervene' | WXXI News](#)

- All members of the RPD have a duty to intervene to prevent or stop any unreasonable use of force or other misconduct;
- Members failing to intervene can result in discipline or remedial measures;
- Any intervention must be reported to a supervisor as soon as practical; and
- Supervisors must address the behavior.⁶⁴

Further, RPD officers are prohibited from using chokeholds except in extreme circumstances where deadly physical force is authorized.⁶⁵

In September 2021, the RPD announced additional new policies centering on officers' use of force with children. These policies specifically mention use of handcuffs, pepper spray, batons, tasers or similar weapons with children 12 and under, unless the child is considered "a threat to an officer" or there are "no reasonable alternatives."⁶⁶ For the population aged 12 and up, officers will be required to use de-escalation techniques prior to any use of force with a "defined goal of gaining voluntary compliance of persons without resorting to the use of force to resolve situations without using force, whenever possible." The policy outlines specific uses of force to avoid, including chokeholds, neck restraints, firing warning shots, or force used as punishment, and retaliation.⁶⁷

A final local law enforcement example, **Boise's Office of Police Oversight** (OPO) compiles a comprehensive report of its operations which includes statistics on the number of complaints and investigations opened. The **City of Boise, Idaho** (pop. 235,684), is a similar size to Des Moines and "Boise's oversight model has been studied by municipalities looking to implement their own oversight programs or revamp outdated existing systems. It has been cited as a "model system" by police oversight experts. The OPO has consulted with out of state community advocates seeking to establish police oversight. The National Association of Oversight of Law Enforcement (NACOLE) has referred communities seeking to develop oversight to the OPO and researchers have sought out the OPO for inclusion in studies."⁶⁸

The Boise OPO is staffed by a multi-disciplinary team with years of experience in criminal justice, law, civil rights, law enforcement, investigations, internal affairs, first responder experience, human resources, policy analysis, policy development, leadership, and community engagement.⁶⁹ A screenshot of the Boise OPO's annual report provides a window into their work.

(See Figure 15 on the following page.)

⁶⁴ [RPD Duty To Intervene | PDF | Use Of Force | Applied Ethics \(scribd.com\)](#)

⁶⁵ Id.

⁶⁶ [Rochester Police unveil new use of force rules | WBFO](#)

⁶⁷ Id.

⁶⁸ Boise Office of Police Oversight, Annual Report 2020, p. 13, [33121-20-annual-report.pdf \(cityofboise.org\)](#)

⁶⁹ <https://www.cityofboise.org/media/11710/33121-20-annual-report.pdf>

Figure 15: Boise Office of Police Oversight, Annual Report 2020.

OPO Investigation Cases

The following sections explain the cases opened by the OPO in 2020. Included, is discussion on classifying complaint categories, allegations and findings issued.

Cases Opened

In 2020, the OPO opened 61 investigations into matters involving both, citizen concerns and those matters the Director deemed appropriate for investigation. The OPO classified these cases as follows:

Case Types	#
Appeals	2
Commendations	2
Complaints	0
Critical Incidents	2
Information Only	17
Inquiries	38
Total	61

Table 1 - Case classifications of investigations opened by the OPO in 2020.

2020 OPO CASE TYPES

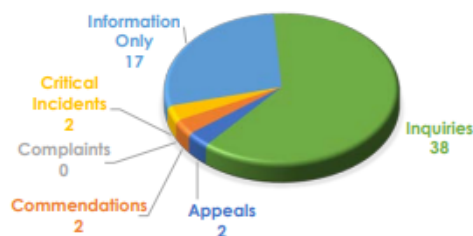


Figure 1 - Distribution of case classifications opened by the OPO in 2020.

The OPO's 61 cases in 2020 were an increase over the previous year but, on par with other past numbers.

Total OMB & OPO Cases by Year							
	2014	2015	2016	2017	2018	2019	2020
Appeals	6	2	0	3	0	2	2
Commendation	2	2	1	3	1	0	2
Complaints	6	4	11	2	2	0	0
Critical Incidents	0	4	5	3	2	1	2
Information Only	N/	21	18	27	28	33	17
Inquiries	35	23	20	19	27	11	38
Total	49	56	55	57	60	47	61

Table 2 - Distribution of cases opened by the OMB and OPO by year.

Case Status

Of the 61 case files opened by the OPO in 2020, the OPO closed 43, and 18 remained open and being investigated. The following is the distribution of cases currently open and being investigated by the OPO:

2020 OPO CASE STATUS

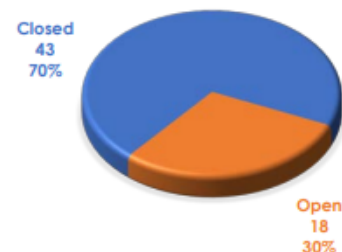


Figure 2 - Distribution of case statuses of investigations opened by the OPO in 2020.

Case Complaint Categories

A new civil society database, Accountable Now,⁷⁰ is an initiative of the policing campaign at The Leadership Conference Education Fund.⁷¹ Accountable Now creators say this initiative was conceptualized "because we do not know enough about when, where, with who, and how law enforcement agents use force. If cities can build a clear and detailed picture of police use of force, we can better understand the crisis — and address it. Using this data, we can create a country where all

⁷⁰ [Accountable Now](#)

⁷¹ [Home - The Leadership Conference Education Fund \(civilrights.org\)](#)

people can live safely and freely.”⁷² Accountable Now established the goal of making 1,000 police use of force datasets transparent; 146 datasets have been uploaded. No data from Iowa has been submitted.

3.3. Calls for Service Data

There are an estimated 240 million 911 calls for service in the U.S. each year.⁷³ Today, calls for service data are typically maintained in law enforcement computer-aided dispatch systems. These data can help agencies go well beyond call answer times and response times – although those are useful standards. Calls for service data are rich in detail and often go underused, these data can:

- Help law enforcement understand when and what kinds of crimes are occurring, if any;
- Provide patterns in a given neighborhood, and importantly, the high volume times;
- Inform law enforcement, policymakers and the public about the resource allocations necessary and whether non-enforcement personnel (such as mental health professionals) should respond;
- Identify if non-law enforcement alternative responses would best meet the community’s needs while also reducing law enforcement’s workload; and,
- Serve the community, helping members understand the volume and type of crime in neighborhoods.

Where federal crime data collected through the UCR (Uniform Crime Report) and NIBRS (National Incident-Based Reporting) use big, overarching categories, at a local level calls for service data can more quickly help law enforcement, policymakers and community members see the patterns and trends in public safety.

Why do calls for service data matter? Because calls for service are the first point of contact, 911 call takers have an opportunity not only to provide the resources callers ask for, but the nonenforcement resources they actually need.

“Police spend an inordinate amount of time responding to 911 calls for service. While most of these calls are unrelated to crimes in progress, police often respond with a tool that is most familiar and expedient to them: enforcement. This exhausts police resources and exposes countless people to avoidable criminal justice system contacts.

There is a pressing need for data-informed strategies to identify 911 calls that present a true public safety emergency and require immediate police response, while responding to other calls in ways that do not tax limited policing resources and promote better outcomes for the people involved and the communities where they reside.”⁷⁴

Best Practices in Action

⁷² [Our Story | Accountable Now](#)

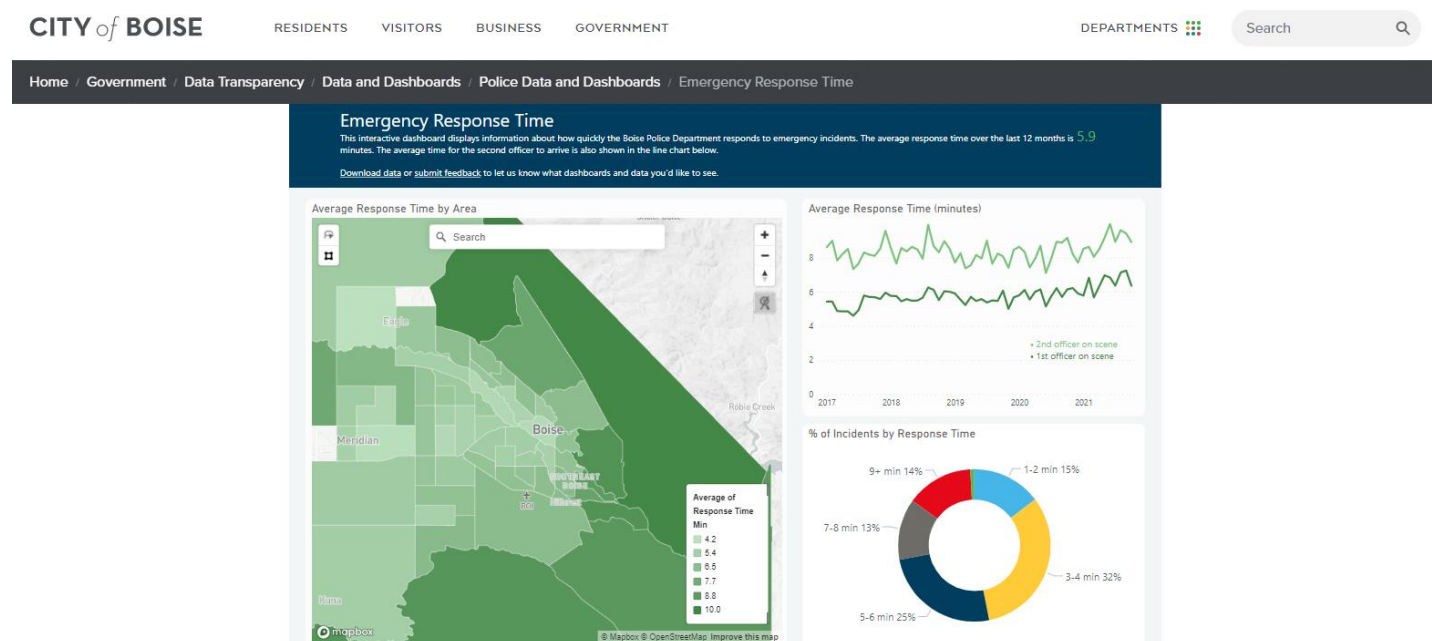
⁷³ [9-1-1 Statistics - National Emergency Number Association \(nena.org\)](#)

⁷⁴ [The 911 Call Processing System | Vera Institute](#)

Some communities are using calls for service data to demonstrate police accountability. Others use calls for service data to provide alternative, nonenforcement responses that better meet residents' needs.

The **Boise, Idaho Police Department** provides an example how law enforcement departments are using calls for service data to inform the public about policing activities. The Boise Police Department (BPD) uses an interactive Emergency Response Time Dashboard⁷⁵ that contains data 2017 to present; dashboard data show residents how quickly the police department responds to emergencies, by area; provides the response time of the first and second officer to arrive on the scene; and shares the average response time over 12 months.

Figure 16: Boise PD Emergency Response Times Dashboard, screenshot October 10, 2021.



In 2020, the BPD responded to 151,897 calls for service. The most common calls made by citizens were welfare checks, citizen assistance, domestic disputes and suspicious vehicles. The most common calls made by officers were traffic stops, follow-up, extra patrol and civil duties.⁷⁶

Calls for service data are also used in agency-level strategic plans; the Fort Worth Police Department (FWPD) incorporated calls for service data into its multi-year strategic plan.⁷⁷ Under the FWPD's plan, the agency established four overarching Strategic Direction priorities, twenty-three goals and corresponding action items.

One FWPD goal is to "Reduce Calls for Service Response Times" under its Strategic Direction 3. Operational Improvements. The FWPD specifies four actions items to decrease calls for service response times, aiming to ensure that less than three percent of calls are in queue for more than 15 seconds and

⁷⁵ [Emergency Response Time | City of Boise](#)

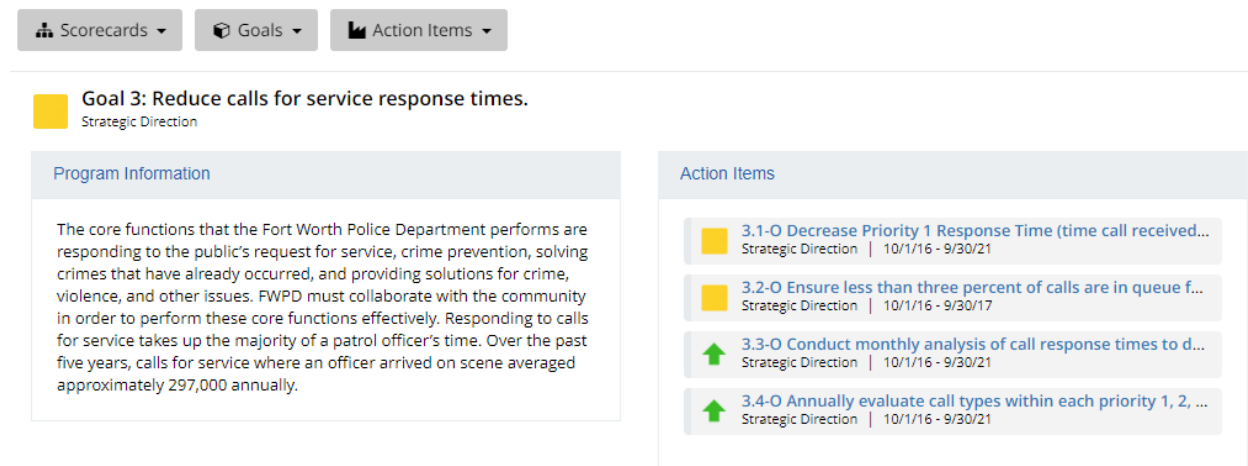
⁷⁶ BPD Annual Report 2020, see <https://indd.adobe.com/view/d04f46aa-00ab-4ad1-930f-22ddc124a5d4>

⁷⁷ FWPD Strategic Directions FY17 – FY21, see [FWPD \(clearpointstrategy.com\)](https://www.fwpd.com/clearpointstrategy.com)

conducting monthly analysis of progress, and evaluating annually the types of calls for service that are received.

The plan is transparently shared via a public-facing dashboard, a screenshot associated with its calls for service goal is provided as Figure 17 below.

Figure 17: FWPD Strategic Plan, Reduce Calls for Service Response Times, Screenshot October 15, 2021.



Another local Texas law enforcement agency, the Police Department of **Arlington, Texas** (pop. 394,266), uses a database to expose “police activity,” that embodies calls for service data:

“This active calls webpage is provided to citizens to enhance transparency of calls for service and activity within the City of Arlington. The following guidelines describe how the active calls are displayed:

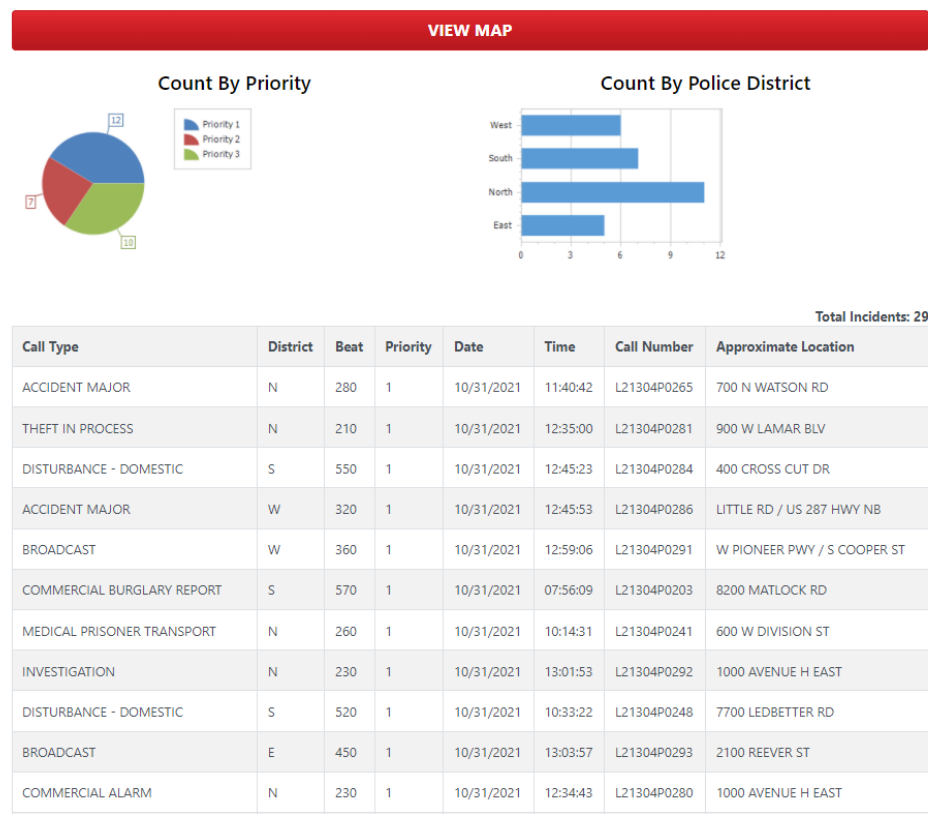
- All calls displayed are delayed for at least 60 minutes for officer safety.
- After the initial 60 minute delay occurs, calls are displayed when the page is refreshed on a 15-minute cycle.
- This page displays calls for service and self-initiated activity that have been handled and closed for at least one hour.
- This page displays calls for service and self-initiated activity that is still open and under investigation until the call is closed if longer than one hour or until 12 hours has elapsed.

Example: An officer makes a traffic stop at 9:05 a.m. and clears the traffic stop at 9:20 a.m. The traffic stop will appear on the active calls page at 10:15 a.m. during the 15-minute refresh and be removed at 11:15 a.m. during the 15-minute refresh.”⁷⁸

The webpage provides Call Types, District, Beat, Priority of Call (using a 3-priority ranking system in which call-takers rank levels), Date, Time, Call Number and Approximate Location. These calls then automatically populate the public-facing dashboard; a screenshot follows as Figure 18.

⁷⁸ [Arlington Police Department - Police Incidents \(arlingtonpd.org\)](https://arlingtonpd.org/police-incidents/)

Figure 18: Arlington, TX Police: Calls for Service Dashboard, screenshot October 31, 2021.



Nationwide, law enforcement agencies are evaluating calls for service data to assess whether alternatives to enforcement response are feasible. For instance, the [City of Durham, North Carolina](#) (pop. 283,506) has taken a research-driven approach to calls for service through its “911 Calls for Service Initiative.” In late February 2021, Durham Police Department’s professional services vendors presented an update on the multi-phased research project, highlighting that:

- Most calls do not result in arrest;
- Most calls require the officer to perform some type of support role involving consensual resolution; and
- Officers work within the structural and organizational restraints imposed by the law and their organizations but mostly work to resolve issues without resorting to enforcing the law.⁷⁹

In September 2021, a new Harvard Kennedy’s Government Performance Lab (GPL) initiative was announced that includes Durham. The initiative will be collaborating with an initial cohort of five jurisdictions to build capacity around alternatives to law enforcement responding to all calls for service. GPL expects the work to include the creation of training curricula for response teams, design of 911 call decision trees, preparation of community briefing materials, and technical assistance in the procurement of services from local providers.⁸⁰

⁷⁹ [911 Calls-for-Service Initiative \(durhamnc.gov\)](#)

⁸⁰ Cai, Joshua S. and Eric Yan. The Harvard Crimson. [Kennedy School Lab to Launch Alternative 911 Response Initiative in Five Jurisdictions | News | The Harvard Crimson \(thecrimson.com\)](#). September 20, 2021.

Also in September 2021, StateTech magazine reported on the [City and County of Denver](#)'s Support Team Assisted Response (STAR) Program.⁸¹ Initially launched in June 2020, the STAR Program deploys Emergency Response Teams that include emergency medical technicians and behavioral health clinicians to engage with individuals experiencing crises related to mental health issues, poverty, homelessness, and substance abuse.⁸² Instead of sending police officers for some calls, vans staffed with paramedics and mental health clinicians respond to some calls for service. These teams treat people with mental health issues and connect them with services.

A six-month study of Denver's STAR Program showed the program's value. The alternative team responded to 1,685 calls within the first four months, a volume that could potentially reduce Denver police calls for service annually by about 3 percent, producing significant budgetary savings. With very few exceptions, STAR was able to resolve situations without the need for police intervention. The Denver Public Health & Environment (DDPHE) is now in the process of expanding the STAR Program.⁸³

And in October 2021, the [City of Louisville](#), Kentucky's (pop. 246,161), Mayor Greg Fischer announced an alternative response program involving the University of Louisville's Commonwealth Institute of Kentucky, housed in the School of Public Health and Information Sciences. The program will focus on critical incident 911 calls from the Louisville Metropolitan Police Department's (LMPD):

- A Behavioral Health Hub with health crisis interventionists will be integrated into the MetroSafe 911 call center. Call takers will direct certain critical incident calls to an interventionist who will help triage the crisis to determine whether it may be de-escalated over the phone;
- A 24-hour "community respite center" will provide a safe place where individuals can stay for up to 24 hours when connected by a mobile response team. The center will be staffed with qualified mental health and substance use professionals able to conduct evaluations and conduct individuals to services and resources beyond what the mobile response team can provide onsite; and
- This alternative approach will initially be limited to 911 calls from just one of LMPD's divisions.

Communities like the rapidly growing [City of Mesa, Arizona](#) (pop. 504,258) are engaging the public to assess whether alternative responses are supported. The Mesa Police Department (MPD) partnered with Arizona State University's (ASU) Morrison Institute for Public Policy to conduct an independent, random sampling telephone survey. ASU applied population data that closely mirrored U.S. Census data for Mesa; the sample was mildly weighted on age; gender; Hispanic, Latino or Spanish origin; and

⁸¹ Hennick, Calvin. StateTech Magazine. "First Responders Weigh Appropriate Responses to Calls for Service." [First Responders Weigh Appropriate Responses to Calls for Service | StateTech Magazine](#). September 20, 2021.

⁸² Clark, Moe. Colorado Newsline. "Denver Program that Replaces Police with Mental Health Pros Seeks Advisory Members - and More Funding." June 23, 2021. See: <https://coloradonewsline.com/briefs/denver-program-that-replaces-police-with-mental-health-pros-seeks-advisory-board-members-and-more-funding/>

⁸³ [Support Team Assisted Response \(STAR\) Program - City and County of Denver \(denvergov.org\)](#)

education level. The survey included questions around call for service/alternatives to law enforcement responses in incidents involving mental health, substance abuse, and unhoused persons.⁸⁴

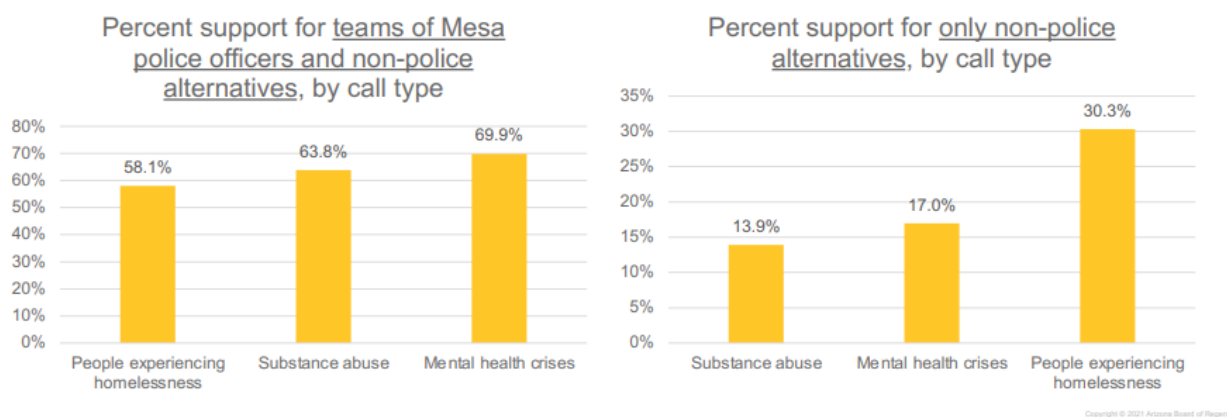
Survey participants were asked whether they would support alternatives to police-only responses to certain calls for service. Nearly seventy percent of residents said they support alternatives to police-only responses to calls for service involving mental health crises, substance abuse, or people experiencing homelessness. Nearly seventy-five percent of Mesa residents were supportive of using public funds to hire mental health professionals to handle non-violent mental health crisis calls for service, and more than half of respondents (55.9 percent) were very supportive of this idea.⁸⁵

Figure 19: Mesa Residents' Perceptions of the Mesa Police Department and Community Safety, Spring 2021.⁸⁶

How would you like the City of Mesa to address calls about mental health crises/substance abuse/people experiencing homelessness?

Examining the three questions together shows that there is majority support for team responses to all three types of calls.

Of the three call types examined, slightly less than one-third of respondents (30.3%) were in favor of only non-police alternatives for calls about people experiencing homelessness.



This kind of law enforcement community survey – in contrast to community satisfaction surveys – can inform policymakers about the level of support for call for service responses with nonenforcement or team approaches. Importantly, it also provides policymakers with information that can be used for budget decisions.

⁸⁴ [Mesa Residents' Perceptions of the Mesa Police Department and Community Safety | Mesa Police \(mesaazpolice.gov\)](https://mesaazpolice.gov)

⁸⁵ "Mesa Residents Perceptions of the Mesa Police Department and Community Safety;" [637582479241600000 \(mesaazpolice.gov\)](https://mesaazpolice.gov). See also

⁸⁶ [637582479241600000 \(mesaazpolice.gov\)](https://mesaazpolice.gov)

4. FRAMEWORKS FOR ACCOUNTABILITY & ANALYTICS

Frameworks, meaning supporting structures for law enforcement data collection, accountability and analytics and action, exist:

- **CompStat** or CompStat-like performance management approaches promote the internal and external accountability of law enforcement agencies;
- Internal **Early Intervention Systems** typically focus on individual officer performance;
- **Open Data** Initiatives that offer data transparency thought to fuel greater public trust and the ‘co-production’ of public safety by agencies in partnership with community residents; and
- **Civil Society databases** further transparency and the capacity of the public to analyze data and hold law enforcement accountable.

4.1 CompStat

Imagine you are going to the supermarket to buy groceries for the month. When you get to the store there are no signs above or at the end of the aisles to show you where things are. While you might get lucky and find some things by guessing, you will waste time walking up and down the aisles hoping to find what you need. This is similar to what police work was like before CompStat. CompStat stands for 'Computer Statistics,' considered the most significant law enforcement innovation of the 20th Century.

CompStat is not a single computer system but a data-driven performance management system. Developed in 1994 by the officers in New York City Police Department (NYPD), CompStat takes a data-driven approach to holding police officers accountable for the production of crime reduction results. On a frequent basis – biweekly for the NYPD – data, and data trends are discussed. This data-driven discussion alone makes CompStat a valuable law enforcement performance management framework. Its underlying principles are simple:

- Accurate and Timely information (know what’s happening);
- Effective Tactics (have a plan);
- Rapid Deployment (do it quickly); and
- Relentless Follow-up and Assessment (if it works, do more, if not, do something else).

Two decades after the NYPD launched CompStat, New York University Law School’s Brennan Center analyzed crime data from the fifty largest U.S. cities: forty-one used a form of CompStat, and the Brennan Center found that “the introduction of CompStat is associated with a roughly 10 percent decrease in crime.”⁸⁷

⁸⁷ Chettiar, Inimai M. “More Police, Managed More Effectively, Really Can Reduce Crime.” The Atlantic, February 11, 2015. [More Police, Managed More Effectively, Really Can Reduce Crime - The Atlantic](#).

Figure 20: NYPD CompStat 2.0 Screenshot, October 10, 2021.



Recognizing that CompStat could be a powerful communication tools with the public and press, the NYPD enhanced its approach to **CompStat 2.0**,⁸⁸ a public-facing dashboard that makes crime data available weekly, by location, by precinct, and by the time of day the incident took place. CompStat 2.0 also provides a year-over-year percentage change for each crime measure. Figure 20 (previous page) is a screenshot of the NYPD’s CompStat 2.0.

Despite the widespread use of CompStat –ParkStat (NYC’s Parks Department), BlightStat (New Orleans’ housing department) – and for entire cities (Baltimore’s award-winning CitiStat) – there has been criticism of CompStat over the years. Key criticism is largely in two veins:

1. CompStat information only accounts for a small portion of what police officers are dealing with and thus may not always be representative of community members’ highest public safety concerns; and,
2. “Juking the stats,” a phrase made famous in the HBO series, “The Wire.” In the television show set in Baltimore, CompStat meetings involved aggressive interrogations by commanders, high stress, and punitive measures. (Real life reports of police commanders throwing up before CompStat sessions gave credence to scenes in The Wire.⁸⁹) To alleviate pressure, precincts manipulated data or underreported, particularly in overpoliced neighborhoods of color. Yet, numerous studies have shown that using relentless data-driven review and follow-up found CompStat effective in reducing crime.⁹⁰

⁸⁸ New York City Police Department, CompStat 2.0, at [NYPD CompStat 2.0 \(nypdonline.org\)](https://nypdonline.org).

⁸⁹ [The trouble with Compstat: Pressure on NYPD commanders endangered the integrity of crime stats - New York Daily News \(nydailynews.com\)](https://www.nydailynews.com)

⁹⁰ Chettiar, Inimai M. “More Police, Managed More Effectively, Really Can Reduce Crime.” The Atlantic, February 11, 2015. [More Police, Managed More Effectively, Really Can Reduce Crime - The Atlantic](https://www.theatlantic.com).

This subsection briefly details how CompStat – and changes to CompStat thought to mitigate criticism – are being used by local law enforcement across in the U.S.

Best Practices in Action

Scores of local law enforcement agencies, even small city departments like [Wilmington, Delaware](#) (pop. 70,898) use CompStat. The Wilmington Police Department (WPD) implemented CompStat on May 1, 2017, and continues to publish weekly crime stats reports.⁹¹

Likewise, the police department of the [City of Lincoln](#), Nebraska (pop. 291,082), a similar-sized community and midwestern capital city, calls their CompStat program “ACUDAT,” which is short for Analyzing Crime Using Data About Trends. The LPD’s Crime Analysis Unit reviews all reports and identifies crime patterns by analyzing people, patterns, places and problems. ACUDAT meetings are monthly and static PDF reports are made public via the LPD’s website.⁹²

ACUDAT is just one set of data used by the LPD, which also makes multiple years of datasets public that involve:

- Violent Crime & Crime Victim Data
- Crime Statistics
- Missing Persons
- Mental Health
- Narcotics
- Traffic
- Weapons
- Citizen Satisfaction*

*Since 1993, the LPD has been conducting a survey to gauge citizen satisfaction with the delivery of police services post recent contact with officers, such as crime victims and recipients of traffic tickets. Developed in conjunction with Gallup, Inc., the Quality Service Audit (QSA) survey is staffed by student interns, volunteers and recruited officers.

In 2020, over 2,800 LPD QSA surveys were completed. Of the participants, 36 percent recently received a citation from LPD, 34 percent had been involved in a car accident, and 30 percent had been a victim of a crime. In the 2020 surveys, 80 percent of the respondents stated that they either always or usually feel safe and secure in their neighborhood. An annual report is published with survey results which include race/ethnicity breakdowns and more.⁹³

The latest CompStat progeny is [CompStat360](#) (“CS360”) is designed to mitigate criticism of the original CompStat by enlisting community members to partner in the process. CS360 uses much of the traditional CompStat approach but emphasizes community collaboration, responsiveness, strategic problem solving, and community satisfaction:

“At a time when communities are seeking ways to play an active role in producing public safety, it is essential that our management of police resources, priorities and responses reflect community concerns and promote trust, partnerships and accountability. By

⁹¹ [637683264910930000 \(wilmingtonde.gov\)](#)

⁹² September 2021 ACUDAT, Lincoln Police Department Crime Unit, [PowerPoint Presentation \(ne.gov\)](#).

⁹³ Lincoln Police Department Quality Service Audit Annual Report 2020 [gsa2020.pdf \(ne.gov\)](#).

leveraging the strengths of CompStat, the Police Foundation and the Vera Institute of Justice seek to develop an open and modern management tool that leverages the data most important to effective law enforcement and the co-production of public safety.”⁹⁴

CS360 developers say that this approach will answer key questions⁹⁵:

- How should successful policing be defined, measured and managed?
- How should community policing be measured?
- How should agencies measure and manage progress in problem-solving?
- How should supervisors measure community engagement?
- How can a department systematically partner with community members in solving local problems?

The **City of Manchester, New Hampshire** (pop. 115,644) – a community with similar demographics to Des Moines and around a hundred thousand less in population – announced in late July 2021 that the Manchester Police Department (MPD) had launched CS360. Since its launch, MPD has engaged with an inclusive group of stakeholders—both internal and external to the department—to promote the co-production of public safety. The CompStat360 Advisory Team is co-chaired by a community stakeholder and a MPD representative. This Advisory Team is charged with managing CS360 and ensuring resources are available to support problem-solving efforts. The team is currently developing metrics and solutions to address the critical public safety concern of rising gun violence in the community. MPD’s Chief says that CS360 provides the police department “with the framework to address community concerns, specifically in the area of gun crime, through engaging with community stakeholders and developing strategies to solve these issues.”⁹⁶

Although **Seattle’s Police Department** (SPD) doesn’t use CS360, the SPD worked with stakeholders to put similar pieces in place as part of its framework for building accountability and community trust. A 2015 case study details the evolution of SeaStat. The SPD “did not wait until they had ideal data to get started. They simply began with the readily available data, and over the course of regular meetings improved on what they collected and used by standardizing data and finding workarounds for extracting data from legacy systems. By drawing on what worked in CompStat and conveying its importance across the department, SPD was able to jumpstart this iteration of stat and make it stick.”⁹⁷

Researchers note that current SeaStat’s success rests in the changes SPD made from its previous data-driven performance management attempts and the traditional CompStat model. A key aspect of SeaStat is that, in partnership with Seattle University’s Crime & Justice Research Center, the SPD invites the

⁹⁴ [CompStat360](#)

⁹⁵ Id.

⁹⁶ <https://www.policinginstitute.org/manchester-nh-police-department-partners-with-national-police-foundation-to-adopt-the-compstat360-cs360-initiative/> Accessed July 29, 2021.

⁹⁷ Geraghty, Lena, Kristen Ahearn and Matthew Raifman. GovEx. “Investigating Seattle Police Department’s SeaStat.” [Investigating Seattle Police Department’s SeaStat - Johns Hopkins Center for Government Excellence \(jhu.edu\)](#). February 29, 2016.

public to rank public safety priorities through at least biannual surveys in a dashboard on the SPD's website.⁹⁸

Figure 21 provides a screenshot of the SPD's annual comprehensive data collection of community perceptions of public safety at the neighborhood level; these are intended to ensure that the unique needs and concerns of members of all neighborhoods and all communities are met to improve public safety and quality of life.⁹⁹

Figure 21: Seattle Public Safety Survey Dashboard Screenshot, September 20, 2021.

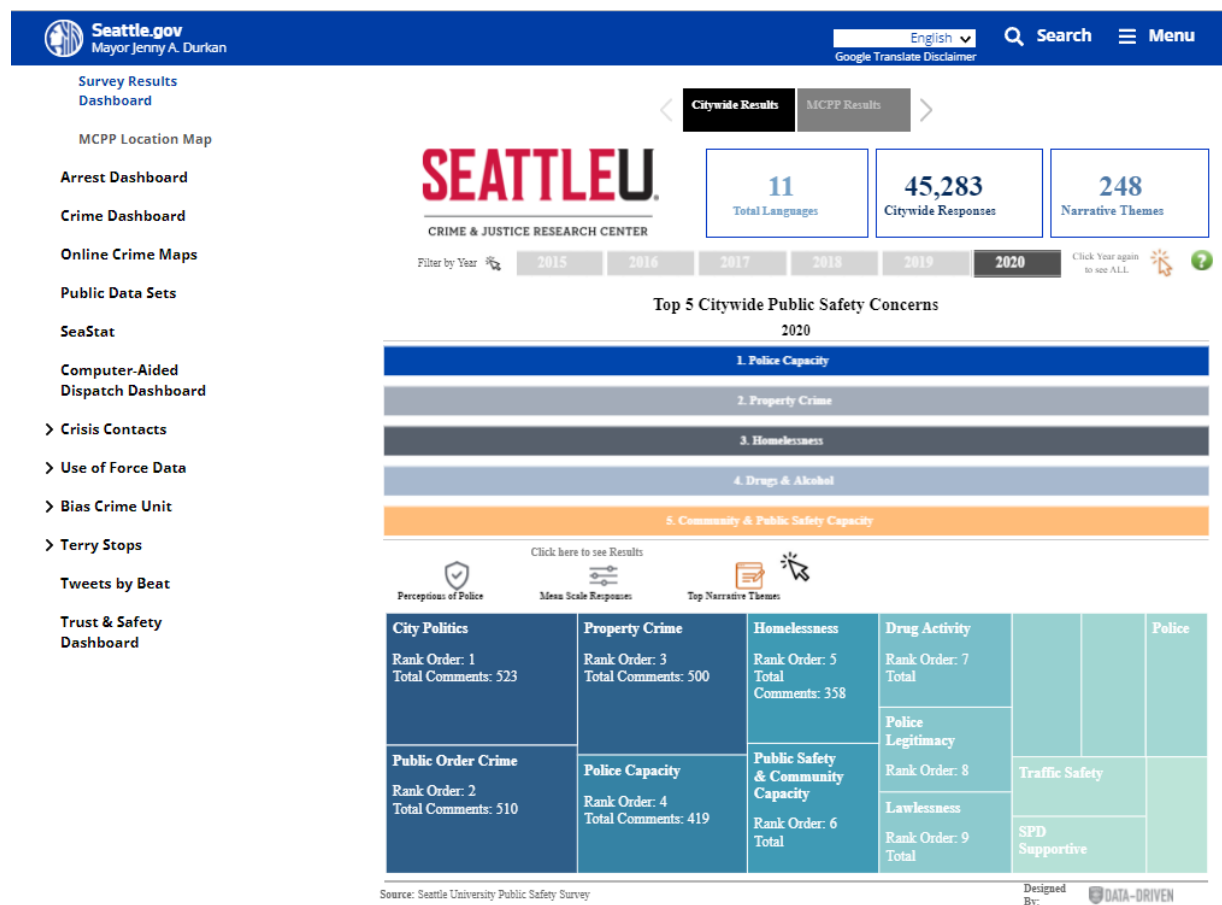
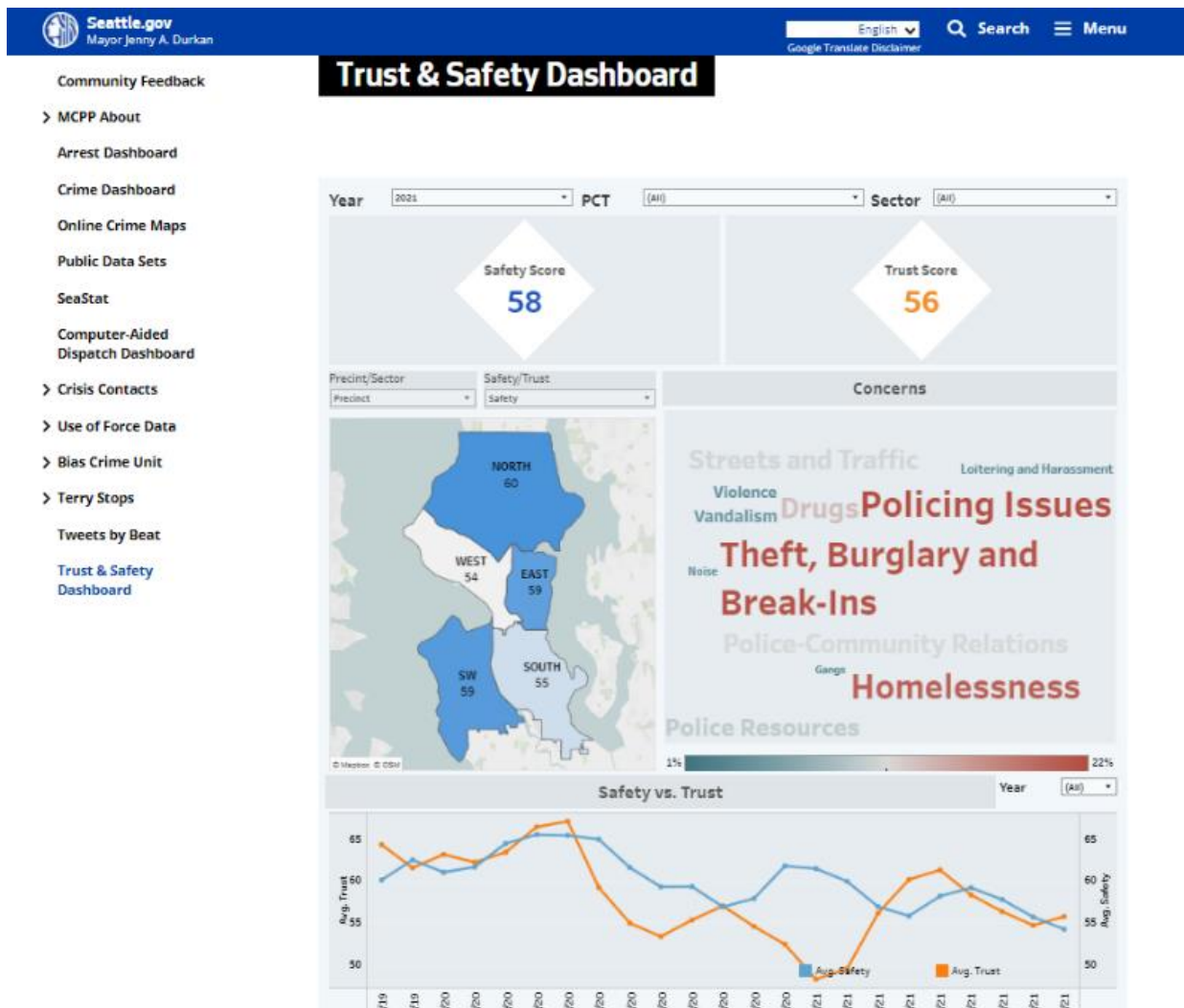


Figure 22, below, is a screenshot of the data collected through monthly short, confidential surveys which are conducted through digital ads. These surveys are designed to measure how safe city residents feel and how much they trust local police, and to identify the main concerns residents want police to address.

⁹⁸ [2020 Seattle Public Safety Survey Results](#)

⁹⁹ [Community Feedback - Police | seattle.gov](#)

Figure 22: Seattle's Trust & Safety Dashboard¹⁰⁰ Screenshot October 30, 2021.



Finally, the SPD dashboard data can be filtered and displayed using several different attributes, including the micro-community (neighborhood) policing plan areas used by SPD. Neighborhood leaders, nonprofit organizations, other governmental entities, and the police department all review *the same data* and can therefore work from common ground to solve problems in the community.¹⁰¹

4.2 Early Intervention Systems: Officer Performance Indicators

Early Intervention Systems are a data-driven framework that have been used for about 30 years. Early Intervention Systems have been *required in all of the U.S. Department of Justice consent decrees and settlement agreements*.¹⁰² “Both EI systems and CompStat programs rely on the analysis of systematic

¹⁰⁰ [Trust & Safety Dashboard - Police | seattle.gov](https://seattle.gov/police/trust-safety-dashboard)

¹⁰¹ <https://govex.jhu.edu/wiki/seastat-casestudy/>

¹⁰² See: [Early Intervention Systems - Samuel Walker](#) (multiple publications).

and timely data—in the case of CompStat the data involve crime and disorder, with EI systems the data involve individual officer performance.”¹⁰³ Early Intervention (sometimes called early warning) Systems:

- Are a central data repository and/or analytic effort where various data are collected and used for analysis should indicators (early warning triggers) require action;
- Are designed to identify officers with patterns of problematic performance and then subject each officer to an intervention designed to correct her/his performance;
- Enable a peer officer comparison; officers are identified because they have higher number or problematic indicators than other officers working the same assignment; and,
- Empower interventions to improve officer performance, which can include counseling by supervisors about the officer’s performance, retraining on areas of police conduct where a problem seems to exist, or professional counseling to address an officer’s personal and/or health and wellness problems (e.g., substantive abuse, family issues).

These systems do not, however, replace supervisors in law enforcement – as in any organization – supervisors are the cornerstone of organizational high performance and software does not and should not replace healthy and clear conversations.

Figure 23: Best Practices in Early Intervention System Implementation – Indicators.

“Best Practices in Early Intervention System Implementation and Use in Law Enforcement Agencies”¹⁰⁴ provides seventeen data indicators and considerations that should be part of an Early Intervention Systems. Indicators include:

- Arrests, especially excessive ‘discretionary’ arrests
- Assaults on police officers
- Civil litigation against the officer
- Community complaints of abusive behavior or unwarranted use of force
- Failure to appear in court May signify improper citations, neglecting duty, or illness
- Internal complaints by peers
- Number of shootings/weapons discharges
- Off-duty employment
- Resisting arrests indicated in reports
- Sick leave (excessive or abuse of)
- Traffic stops (which may highlight bias or racial profiling)
- Use of force by type (e.g., baton, pepper spray, gun, etc.)
- Vehicle/property damage
- Vehicular or foot pursuits
- Vehicular crashes
- Warrantless searches and seizures

The behavioral scientists behind the best practices in early interventions system implementation report also provide information about what each of these data points may signal, as well as the myths related

¹⁰³ Walker, Samuel. [Early Intervention Systems for Law Enforcement Agencies: A Planning and Management Guide \(usdoj.gov\)](#). 2003.

¹⁰⁴ Amendola, Karen L., PhD., and Robert C. Davis. [Best Practices in Early Intervention System Implementation and Use in Law Enforcement Agencies | National Police Foundation](#). March 2019.

to implementation. One myth is that having an early warning system automatically reduces an agency's liability. This is not the case. Not acting upon the information identified through the Early Warning System may catalyze a "failure to act" finding in federal investigations or court proceedings.

Many law enforcement agencies, like the Des Moines Police Department (DMPD), have early warning systems; the DMPD reports it uses IA/Pro Blue Team.¹⁰⁵ That early warning system software product boosts capacity to produce data by officer, in a dashboard format, which are intended for internal-use only. However, it is public-facing data that will help build trust in the community and potentially reduce civil litigation. As part of a movement in the nation to "reimagine policing," officer performance data are being shared in the aggregate and in some communities, by officer.

Best Practices in Action

The Police Department in the City of Memphis (MPD), Tennessee (pop. 633,104)) launched a comprehensive initiative called "Reimagine Policing" that started with the Mayor's Advisory Council, community engagement process, and a resulting report.¹⁰⁶ The MPD website makes clear it wants to listen and do the work to improve. It provides several ways for citizens to share concerns and complaints about interactions with police officers: telephone, email and in-person.

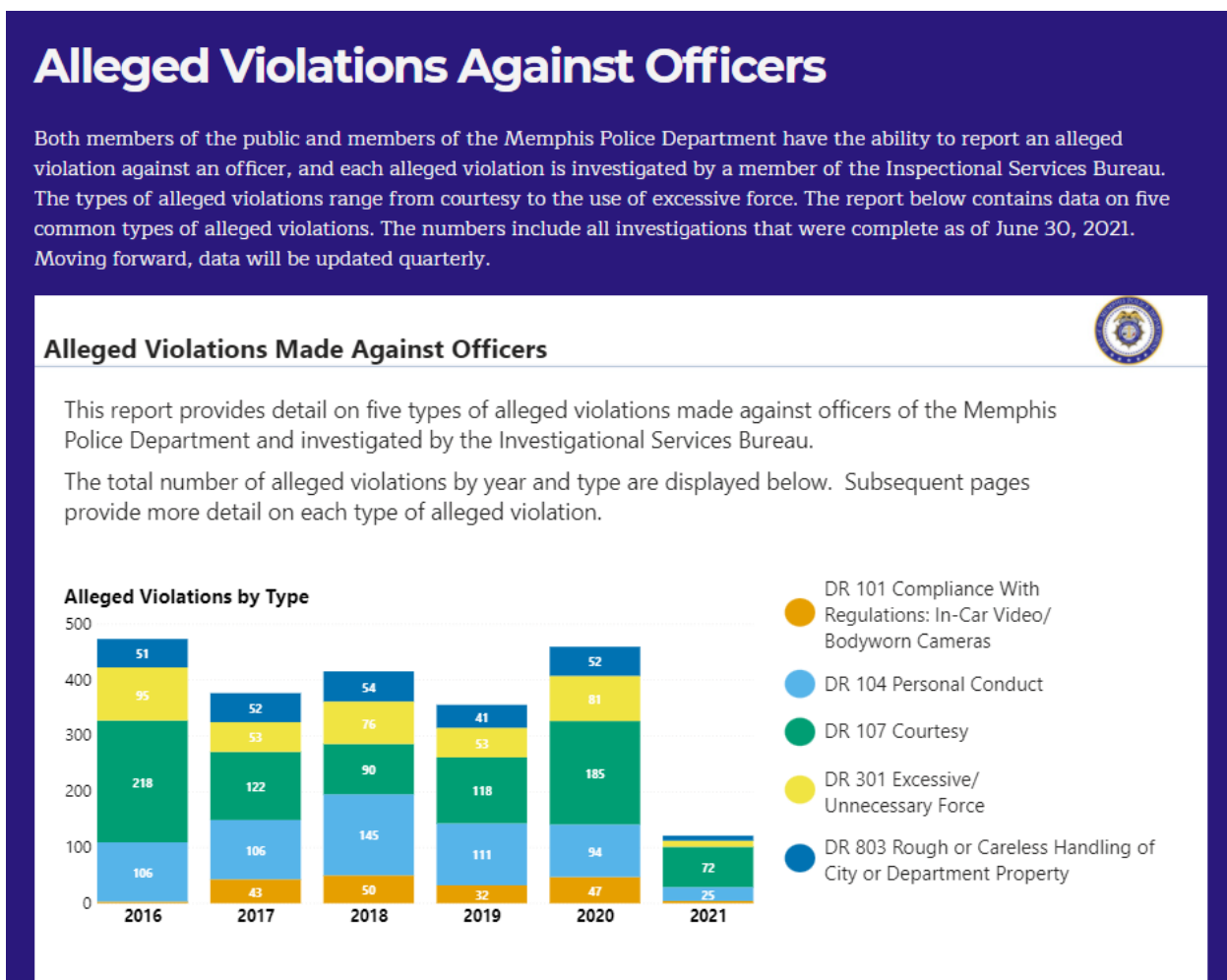
The MPD's Internal Services Bureau, which accepts and investigates complaints, provides the public with de-identified data on allegations against officers in the "ISB Dashboard"

(See Figure 24 on the following page.)

¹⁰⁵ See: [BlueTeam - IAPro](#).

¹⁰⁶ [Reimagining Police Findings Book Final.pdf \(memphistn.gov\)](#)

Figure 24: Memphis Police Department "ISB" Dashboard Screenshot, October 12, 2021.



The New York Police Department (NYPD) goes much further. Driven by an agreement between the City's Civilian Complaint Review Board and the Police Commissioner, an Officer Profile Portal provides "a variety of information about active, uniformed member's work and disciplinary history..."¹⁰⁷


The NYPD portal includes tabs, each displaying different data on each individual officers in the department:

- **Rank and Shield History:** Lists a member's rank and shield history. Please note that only members in the ranks of Police Officer, Detective, and Sergeant are issued shield numbers.
- **Department Recognition & Awards:** Lists various Department commendations that the member has received. Please note that this tab currently displays Department recognition only. Additional recognitions awarded (by civic associations, community councils and organization, and other local honors) are not yet displayed.
- **Training Summary:** A comprehensive list of the various trainings, including in-service, promotional, and other modules, that members have received.

¹⁰⁷ [Officer Profile - NYPD Online](#)

- **Disciplinary History:** Currently displays charges and specifications and corresponding penalties resulting from a plea of guilty, plea of nolo contendere, or a finding of guilty after trial. Cases from 2010 – 2021 are displayed at this time; the report also displays substantiated allegations resulting in a schedule “C” command discipline(s) and the amount of penalty days imposed.
- **Arrests Processed:** Provides a record of arrests processed by the member, grouped by classification.
- **Documents:** Displays a portion of final PDF trial decisions from 2010 – 2021 adjudicated by the Office of the Deputy Commissioner, Trials.

Figure 25: NYPD Officer Profile Portal Screenshot, October 15, 2021.



NYPD ONLINE

A MESSAGE FROM THE POLICE COMMISSIONER SERVICES STATISTICS & DASHBOARDS PERSONNEL

OFFICER PROFILE

NEW SEARCH

A B C D E F G H I J K L M N O P Q R **S** T U V W X Y Z

Name	Rank	Command	Shield	Appt. Date	Arrests Total	Department Recognitions
SAAD, OMAR S	POLICE OFFICER	HOUSING PSA 3	9102	1/7/2015	27	1
SAAL, CHRISTIAN R	POLICE OFFICER	028 PRECINCT	26739	1/10/2007	116	0
SAAVEDRA, ALBERTO	POLICE OFFICER	STRATEGIC RESP GRP 2 BRONX	11954	1/9/2013	168	2
SAAVEDRA, JILDARDO C	POLICE OFFICER	TB ANTI TERRORISM UNIT	5213	7/9/2014	32	1
SAAVEDRA, RAPHAEL E	DETECTIVE SPECIALIST	AVIATION UNIT	2349	7/7/1999	65	1
SABATANO, LAURIE A	POLICE OFFICER	OPERATIONS UNIT	7272	7/11/2012	66	0
SABATINO, ANTHONY J	POLICE OFFICER	068 PRECINCT	16995	1/7/2015	72	2
SABB, MARLANA	POLICE OFFICER	073 PRECINCT	22886	1/6/2020	13	0
SABBIO, THOMAS	SERGEANT	STATEN ISLAND COURT SECTION	1711	1/10/2005	65	7
SABELLA, MATTHEW R	POLICE OFFICER	079 DET SQUAD	3528	7/9/2013	201	30
SABELLA, ROBERT J	SERGEANT	102 PRECINCT	1413	7/6/2011	165	9
SABINO, CHRISTIAN M	POLICE OFFICER	MAN COURT SECTION	9857	1/20/2004	66	0
SABINO, NICHOLAS J	POLICE OFFICER	WARRANT SECTION	20940	1/4/2017	56	0
SABIROVA, JULIA A	POLICE OFFICER	077 PRECINCT	18279	7/8/2015	41	5

1 - 100 of 2,831 rows

4.3. Open Data Initiatives

The advent of government **Open Data**¹⁰⁸ initiatives represent a significant evolution in data transparency. Conceptualized in the early ‘oughts’ (2005 or 06), open data initiatives are now fairly ubiquitous. The premise of these initiatives is that data are key to understanding how government is working. Open Data is the idea that some data should be freely available to everyone to use and republish as they wish, without restrictions from copyright, patents or other mechanisms of control.¹⁰⁹

Law enforcement agencies have traditionally kept data close to protect privacy interests of communities or safeguard operations. What law enforcement agencies around the country now realize is that it is possible to provide data to the public without compromising privacy, operations, or safety. To facilitate dialogue on the benefits of open data with law enforcement, the **National Police Foundation** offers the following:

- Community analysis of open data could yield important insights into policing;

¹⁰⁸ Chignard, Simon. “A Brief History of Open Data.” Paris Innovation Review, March 29, 2013. [A brief history of Open Data - Paris Innovation Review](#).

¹⁰⁹ [Open data - Wikipedia](#)

- Open data helps the community understand what police do and provides opportunities for two-way engagement;
- Open data demonstrates transparency and can promote legitimacy;
- Public safety data is important in addressing broader community concerns; and
- Open law enforcement data can help identify new tools and better processes to improve public safety.¹¹⁰

The benefits of providing data in an open format or open data portal include better police-community collaboration as a result of increased transparency, and new ideas from researchers, community leaders and others on ways to improve the delivery of police services.”¹¹¹

Best Practices In Action

Figure 26: Southern Coalition for Justice, Open Data Policing.

Open Data Policing
<p>The Open Data Policing is a project of the Southern Coalition for Social Justice.¹¹² It purports to be the first-of-its-kind platform that “aims to make real the recommendations of the President’s Task Force on 21st Century Policing” (discussed in this chapter, Section 5) to make stop, search, and use of force data publicly available to ensure transparency. The site aggregates, visualizes, and publishes public records related to all known traffic stops to have occurred in North Carolina since 2002, in Maryland since 2013, and in Illinois since 2005. Data is collected in all states pursuant to mandatory data collection statutes and reported monthly to the North Carolina State Bureau of Investigation, Maryland State Police, and Illinois State Police. The platform does not alter or manipulate raw data.¹¹³ Where datasets are incomplete or missing, it is because they have not been reported to the state agency from which the site derives its records. Users can¹¹⁴:</p> <ul style="list-style-type: none"> • Learn more about the enforcement patterns of individual police agencies. Metrics include stops, searches, search rates, contraband seizure rates, and the likelihood of search for individual stop causes—each broken down by race and ethnicity; • Click on the “Agencies” tab to review who is stopped and searched in a given jurisdiction and how enforcement patterns compare to local demographics, displayed through the most recently available census data; • Use “Find a Stop” feature to locate your traffic stop. Click on the associated Officer ID number to display the enforcement history of the officer who stopped you. Maryland data includes an officer’s stop, search, and contraband seizure data, broken down by race and ethnicity. North Carolina data includes these features in addition to use-of-force data (traffic stops only); • Compare enforcement patterns, compare enforcement practices among officers and jurisdictions; and • Learn more about the enforcement patterns of individual police agencies. Metrics include stops, searches, search rates, contraband seizure rates, and the likelihood of search for individual stop

¹¹⁰ [5 Things You Need to Know about Open Data in Policing | National Police Foundation](#)

¹¹¹ National Police Foundation website. [5 Things You Need to Know about Open Data in Policing | National Police Foundation](#), accessed September 3, 2021.

¹¹² [Open Data Policing \(opendatapolicingnc.com\)](#)

¹¹³ Id.

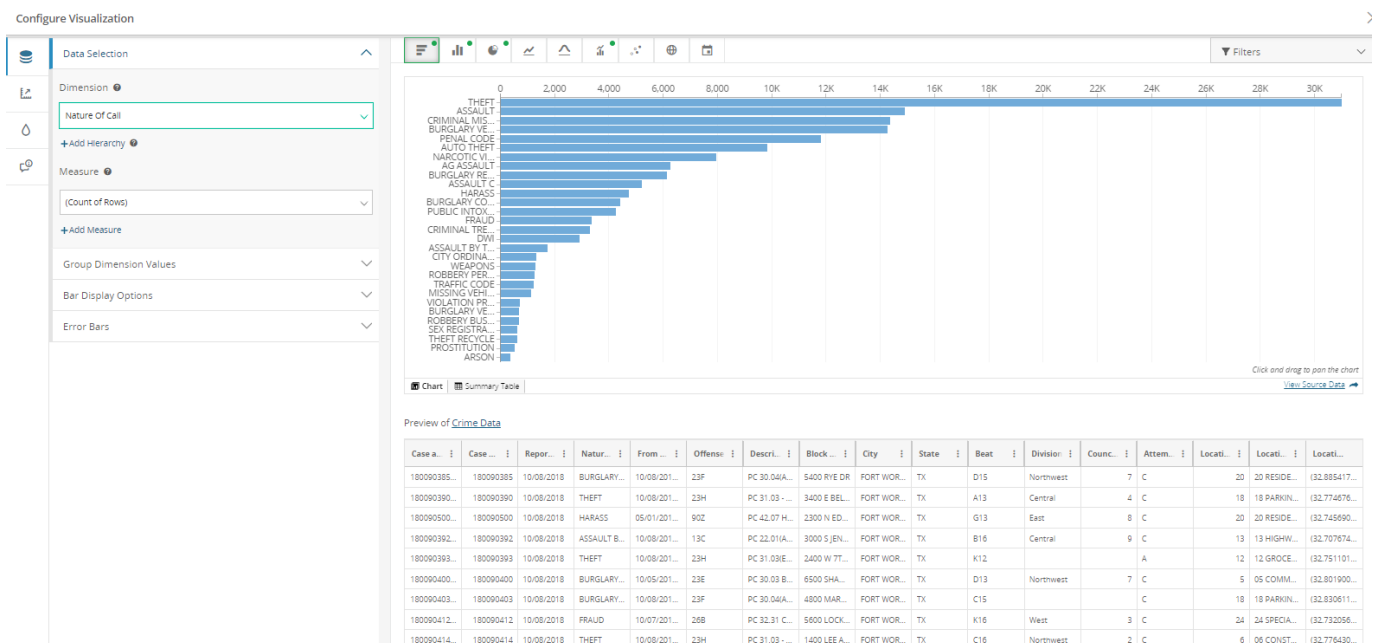
¹¹⁴ <https://southerncoalition.org/resources/open-data-policing-website-manual/>

causes—each broken down by race and ethnicity. Click on the “Agencies” tab to review who is stopped and searched in a given jurisdiction and how enforcement patterns compare to local demographics, displayed through the most recently available census data.

Other examples of open data initiatives, typically part of a comprehensive citywide approach, which include public safety or policing data:

- The City of **Portland, Oregon** (pop. 652,503) engaged with the community to develop priorities for public safety and found that a key priority was safety in the business districts. For this reason, the Portland Police Bureau focuses on open data and data visualization of business districts, an approach that includes a table showing the number of crimes and downloads to PDF capability.¹¹⁵
- **Fort Worth’s Open Data Portal** provides a best practices example with crime data from the police department and capacity to sort by offense; it is updated weekly. Some elements within the portal are updated every five minutes, such as traffic accidents. Users can export/download data in tables, or automatically configure data visualizations in charts and graphs, etc. Data visualization is Fort Worth, Figure 27 below.

Figure 27: Fort Worth Open Data Screenshot Crime Data, October 4, 2021.



4.4. Civil Society Databases

Absent federal data requirements on crime and policing, civil society organizations have stepped in to help the public understand more about how law enforcement is operating in the U.S. A key example is

¹¹⁵ [Business Districts Crime Summary | The City of Portland, Oregon \(portlandoregon.gov\)](#)

Police Scorecard,¹¹⁶ the first nationwide evaluation of policing in the U.S. that includes data on **13,147** local law enforcement agencies. Data for Police Scorecard are drawn from state and federal databases, public records requests to local police and sheriff departments, and media reports. It is intended to identify issues within police departments that require the most urgent interventions, and hold officials accountable for implementing solutions.

Police Scorecard rankings are based on a 0 to 100 percentage score: “If an agency received an overall score of 50 percent, which means it scored better than 50 percent of similar-sized agencies. Agencies were also given percentage scores in four categories: police funding, police accountability, police violence and approach to law enforcement. For example, if an agency receives a score of 44 percent on police accountability, which means it scored better than 44 percent of similar-sized agencies in the number of upheld misconduct, excessive force, and discrimination complaints.”¹¹⁷

The Police Scorecard rating for the DMPD¹¹⁸ is 45 percent. Data reported include:

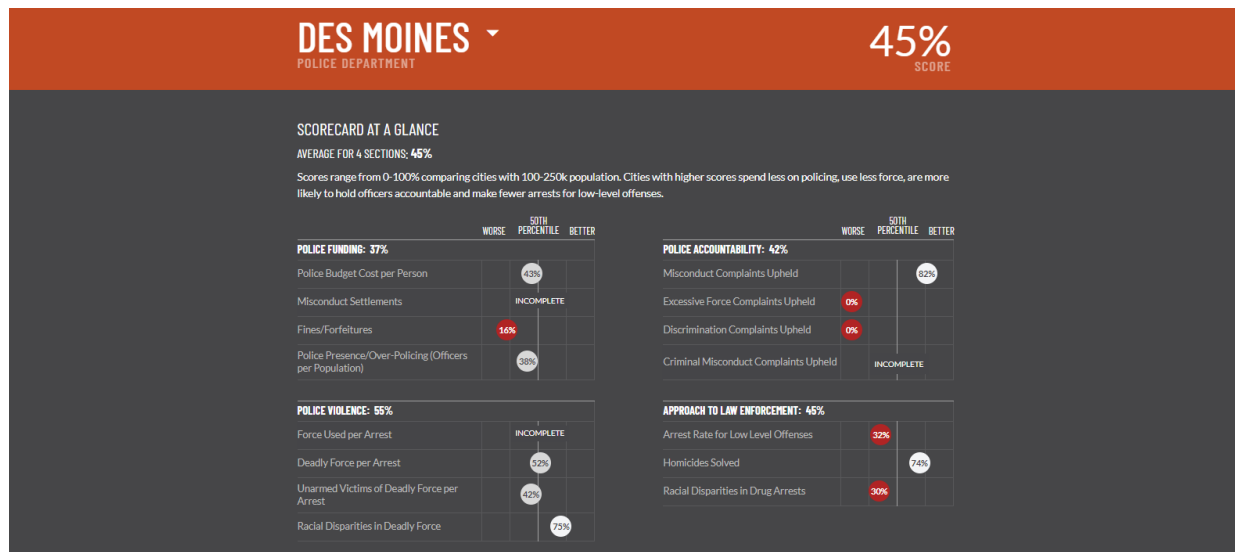
- Seven killings by police, 48 percent higher than other enforcement departments.
- Fourteen civilian complaints of police misconduct, 29 percent ruled in favor of civilians from 2016 – 2017.
- 63,879 arrests made between 2013 – 2019; sixty-three percent of all arrests were for low-level, non-violent offenses.
- Police funding is \$313 per resident, 57 percent higher per capita than other law enforcement departments.

¹¹⁶ [Police Scorecard](#)

¹¹⁷ [About \(policescorecard.org\)](#)

¹¹⁸ [Police Scorecard: Des Moines, IA.](#)

Figure 28: Police Scorecard for Des Moines, IA Screenshot, October 8, 2021.



Another civil society database, [Police Use of Force Project](#),¹¹⁹ involves the 100 largest U.S. cities. It is a *policy* database. It provides the research-based policies that local law enforcement should have in place to reduce police killings (excessive use of force incidents) and increase officer safety. “8 Can’t Wait” policies include:

1. Use of Force Policy (requires de-escalation)
2. Use of Force Continuum
3. Bans Chokeholds & Strangleholds
4. Requires Warning Before Shooting
5. Restricts Shooting at Moving Vehicles
6. Requires Exhausting All Other Means
7. Duty to Intervene; and
8. A Comprehensive Reporting Requirement

The City of [Dallas, Texas](#), (pop. over 1.3 million) is a citizen satisfaction regional benchmark community used by ETC Institute for Des Moines’ biennial resident survey in 2020, has all eight policies in place. Memphis, Tennessee Police Department’s shares (via the MPD’s website) with the public its progress on the “8 Can’t Wait.”¹²⁰

[The National Justice Database](#)¹²¹ is database that tracks national statistics on police behavior. NJD was developed by the Center for Policing Equity (CPE). CPE is a research and action organization that uses science to identify and reduce the causes of racial disparities in police interactions, and advocates for large-scale change in public safety.¹²² The National Justice Database supports the CPE’s new [Justice](#)

¹¹⁹ [Police Use of Force Project](#)

¹²⁰ [Home - Reimagine Policing in Memphis \(memphistn.gov\)](#)

¹²¹ [Center for Policing Equity - National Justice Database](#)

¹²² <https://policingequity.org/> See also: https://dailyprogress.com/opinion/columnists/opinion-commentary-lessons-from-charlottesville-using-science-to-change-public-safety/article_24b03560-05cf-11ec-8d7d-7333fab847a1.html

Navigator,¹²³ which was developed with Google. Justice Navigator is intended for use with local law enforcement and local residents. By combining policing data with demographic and crime data, CPE assesses the evidence of racial disparities in recorded police contact with members of the public, which may include pedestrian stops, vehicle stops, and use of force incidents.

A valuable source for additional civil society databases is the **Center for Open Data Enterprise's** "Open Data for Racial Equity: A Briefing Paper on Policing Data."¹²⁴ This brief provides additional civil society databases that inform the public on topics that range from policing violence to policy improvements, and sentencing data that illuminates the end results of policing action.

5. TASK FORCE ON 21ST CENTURY POLICING

President Obama's Task Force on 21st Century Policing brought together law enforcement officials and others from across the nation to develop recommendations that would help communities and law enforcement agencies across the country to strengthen trust and collaboration, while reducing crime.¹²⁵ The resulting final report is serving as a national blueprint for law enforcement reform that includes data collection, strategic planning, studies on specific areas of policing activities, new anti-bias training for officers, and a range of community engagement initiatives.¹²⁶ The Task Force's recommendations are organized around six pillars (Figure 27). Use of Task Force recommendations may be called "best practices" in that they are seen as innovations and have been widely replicated.

¹²³ [Justice Navigator](#)

¹²⁴ [Policing-Data-Briefing-Paper.pdf \(opendataenterprise.org\)](#)

¹²⁵ [What 21st Century Policing Means | whitehouse.gov \(archives.gov\)](#)

¹²⁶ President's Task Force on 21st Century Policing. 2015. Final Report of the President's Task Force on 21st Century Policing. Washington, DC: Office of Community Oriented Policing Services. [Final Report of the President's Task Force on 21st Century Policing \(usdoj.gov\)](#).

Figure 29: Six Pillars of 21st Century Policing, Public Works LLC.

6 Pillars of 21st Century Policing



In “An Evidence-Assessment of the Recommendations of the President’s Task Force on 21st Century Policing — Implementation and Research Priorities,”¹²⁷ a research team was charged with reviewing

¹²⁷ Lum, C., Koper, C.S., Gill, C., Hibdon, J., Telep, C. & Robinson, L. (2016). An Evidence Assessment of the Recommendations of the President’s Task Force on 21st Century Policing — Implementation and Research Priorities. Fairfax, VA: Center for Evidence-Based Crime Policy, George Mason University. Alexandria, VA: International Association of Chiefs of Police. And see: [IACP-GMU-Evidence-Assessment-Task-Force-FINAL.pdf](https://www.icebp.org/ACIP-GMU-Evidence-Assessment-Task-Force-FINAL.pdf) ([icebp.org](https://www.icebp.org))

existing research related to the Task Force recommendations, particularly those relevant to state and local law enforcement. With regard to data collection, researchers note that “clarified policies on data collection and release will arguably introduce transparency into these processes and likely will increase public satisfaction with the police, thus improving police legitimacy. Also, better data collection can provide metrics to police departments that can be used to better evaluate the effects of policy changes on use of force or efforts to reduce disparate outcomes. Further, the potential benefits of better data collection practices go beyond what is identified in the Task Force report.”¹²⁸

Best Practices In Action

The one-year progress report on the implementation of Task Force recommendations includes:¹²⁹

The Federal Bureau of Investigation’s (FBI) Criminal Justice Information Services (CJIS) Advisory Policy Board approved Task Force recommendations for the FBI to collect and report information on use of force by a law enforcement officer (as defined by the Law Enforcement Officers Killed and Assaulted program) resulting in death or serious bodily injury to a person, as well as the discharge of a firearm at or in the direction of a person; the inclusion of certain data points recommended by the task force; and the creation of a separate collection mechanism under the FBI CJIS Uniform Crime Reporting (UCR) program for the reporting of use of force data.

The **Vera Institute of Justice** received funding to seed a national initiative to develop, test, and implement national models for enhancing law enforcement agencies’ CompStat processes. This project is mentioned previously in 4.2. CompStat, i.e., CompStat360 (detailed above on pages 32-33), which seeks to better institutionalize community policing by expanding the metrics of CompStat to include performance measures associated with community policing, problem solving, and evidence-based practices. Funding was also intended to support local departments’ capacity to collect data on a wider range of activities¹³⁰.

The National **Police Foundation** created the Public Safety Data Portal to track police department participation in the White House **Police Data Initiative (PDI)**,¹³¹ and provide guidance to the public on how to interpret data about policing. The PDI compiles data from local police departments, including but not limited to:

- **Complaint Data:** Citizen-driven complaints and “internal affairs” investigations into officer misconduct;
- **Officer-Involved Shootings Data:** Data on discharges of firearms, which may include accidental and intentional discharges by a police officer whether on or off duty;

¹²⁸ Id., 18.

¹²⁹ COPS Office. 2016. President’s Task Force on 21st Century Policing: One-Year Progress Report. Washington, DC: Office of Community Oriented Policing Services [President’s Task Force on 21st Century Policing: One-Year Progress Report \(usdoj.gov\)](https://www.usdoj.gov/cops/report).

¹³⁰ Id.

¹³¹ [Home - Police Data Initiative](https://www.policefoundation.org/pdi/)

- **Stops, Citations, and Arrests Data:** These data can include an array of information, from standard traffic stops to Terry stops;¹³² and,
- **Use of Force Incidents Data:** Pertaining to actions taken by police officers that can result in the death or serious bodily injury of a person, as well as when a law enforcement officer discharges a firearm at or in the direction of a person.

(To participate in the PDI, jurisdictions must commit to release data that is machine readable and disaggregated by demographic group; 140 local law enforcement agencies currently participate.)

The State of Illinois. Relying on the task force report, Illinois became one of the first states to establish wide ranging law enforcement rules for body-worn cameras (BWC), bias-free policing training, and improved data collection on stops and arrests under a law that took effect in January 2016.¹³³ The prior year, the Governor of Illinois, Bruce Rauner, signed into law SB 1304—a comprehensive package of legislation on law enforcement use of BWCs and reforms aimed at improving community relations. The bill also includes the Law Enforcement Body Worn Camera Act, which represents the first statewide codification of best practices regarding police use of BWCs.¹³⁴

Police departments in **Fayetteville** and **Charlotte-Mecklenburg, North Carolina** partnered with the Southern Coalition for Social Justice to create “Open Data Policing NC.”¹³⁵ The Open Data Policing NC effort was inspired by the departments’ participation in the White House Police Data Initiative, an effort that includes leading law enforcement agencies, technologists, and researchers committed to improving the relationship between citizens and police through uses of data on police-citizen interactions that increase transparency, build community trust, and strengthen accountability as called for in the task force report.¹³⁶ (See also, the Southern Coalition for Justice’s Open Data Policing at Figure 26 above.)

Police departments of varying sizes are using the 21st Century Policing recommendations as the framework for their community engagement and strategic planning. Just a few examples include **Ashland, Oregon**¹³⁷ (pop. 21,360), **Alexandria, Virginia**¹³⁸ (pop. 159, 467), **Columbia, South Carolina**¹³⁹ (pop. 136,632), and **Scottsdale, Arizona**¹⁴⁰ (pop. 241,361).

¹³² A Terry Stop is a stop that authorizes police to stop and potentially detain someone based on suspicions that the person has been involved in an illegal activity. It is based on the 1968 Supreme Court case *Terry v. Ohio*, in which the Court authorized police to conduct these stops based on reasonable suspicions.

¹³³ COPS Office. 2016. President’s Task Force on 21st Century Policing: One-Year Progress Report. Washington, DC: Office of Community Oriented Policing Services [President's Task Force on 21st Century Policing: One-Year Progress Report \(usdoj.gov\)](https://www.usdoj.gov/cops/report).

¹³⁴ “Illinois Passes Sweeping Police Reform Bill with Rules on Chokeholds and Body Cameras,” RT News, August 13, 2015, <https://www.rt.com/usa/312311-illinois-passes-sweeping-police-reform>.

¹³⁵ [Open Data Policing: North Carolina \(ncconfederatemonuments.org\)](https://www.ncconfederatemonuments.org/open-data-policing-north-carolina)

¹³⁶ Megan Smith and Roy L. Austin, Jr., “Launching the Police Data Initiative,” White House Blog, May 18, 2015, <https://www.whitehouse.gov/blog/2015/05/18/launching-police-data-initiative>.

¹³⁷ [Strategic Plan.pdf \(ashland.or.us\)](https://www.ashland.or.us/strategic-plan)

¹³⁸ [APD 21st Century Policing \(alexandriava.gov\)](https://www.alexandriava.gov/apd-21st-century-policing)

¹³⁹ [CPD-Community-Based Plan-Final-12-3-2015.pdf \(columbiapd.net\)](https://www.columbiapd.net/cpd-community-based-plan-final-12-3-2015.pdf)

¹⁴⁰ [Scottsdale Police Department Strategic Plan 2018-2021 \(scottsdaleaz.gov\)](https://www.scottsdaleaz.gov/scottsdale-police-department-strategic-plan-2018-2021)

When the Police Executive Research Forum (PERF) conducted recruitment for a new Chief of Police for the **City of Lincoln, Nebraska**, the recruitment profile specifically called for “Deep understanding of and commitment to the recommendations contained in the Final Report of the President’s Task Force on 21st Century Policing and PERF’s Guiding Principles on Use of Force.”¹⁴¹

The Mayor of **Rochester, New York** (pop. 211,328) spoke directly about the Rochester Police Department’s efforts, “Rochester has been at the forefront of implementing police reforms to improve the safety of our community and residents’ confidence in law enforcement. From body-worn cameras to adopting all of National Organization of Black Law Enforcement and President Obama’s 21st Century policing recommendations to our Police Accountability Board...”¹⁴²

Finally, the police department in the eleventh largest city in the country, **San Jose, California** (pop. 1,013,240), under the welcome message from Chief Anthony Mata is a prominent table of Task Force on 21st Century Policing recommendations and San Jose Police Department actions to implement them.¹⁴³

6. ON THE DATA COLLECTION HORIZON

The George Floyd Justice in Policing Act of 2021 (H.R. 1280) passed in the U.S. House of Representatives on March 3, 2021. It includes new law enforcement data collection requirements such as stops, use of force, and racial profiling.¹⁴⁴ Despite this legislation not being taken up by the Senate, the City of Des Moines will likely wish to be aware of the data collection elements within the Act because it signals what the federally-required data collection future may hold for local law enforcement agencies.

Figure 30: Summary Table of Justice in Policing Act Data Requirements.

Summary of JIPA New Data Collection Provisions
<p>Stop Data. Federal, state, tribal, and local law enforcement agencies are required to report data to U.S. Department of Justice (DOJ) on:</p> <ul style="list-style-type: none"> • Traffic violation stops; • Pedestrian stops; and • Frisks and body searches. <p>Data reports must include the race, ethnicity, age, and gender of the officers and members of the public involved.</p>
<p>Use of Force Data. In incidents involving the use of deadly force, agencies are required to provide:</p> <ul style="list-style-type: none"> • A description of when and where law enforcement officers used deadly force and whether it resulted in death; • A description of deadly force directed against an officer and whether it resulted in injury or death; and

¹⁴¹ [Lincoln Profile FINAL \(ne.gov\)](#)

¹⁴² [City of Rochester | News Release -- Mayor Warren, Council President Scott Call for City Residency Requirement for New RPD Officers](#)

¹⁴³ [21st Century Policing | San Jose Police Department, CA \(sjpd.org\)](#)

¹⁴⁴ James, Nathan and Finklea, Kristen. Congressional Research Service. [Programs to Collect Data on Law Enforcement Activities: Overview and Issues \(fas.org\)](#). March 11, 2021.

- The law enforcement agency's justification for use of deadly force, if the agency determines it there was justification.

Reports must include:

- The national origin, sex, race, ethnicity, age, disability, English language proficiency, and housing status of each civilian against whom a local (or tribal law) enforcement officer used force; and
- Detailed information including but not limited to the date, time, and location of the incident—including whether it was on school grounds—the zip code, and whether the jurisdiction in which the incident occurred allows for the open carry or concealed carry of a firearm.

Other critical information such as the reason force was used, a description of any injuries sustained as a result of the incident, and a brief description of the circumstances surrounding the incident, including but not limited to the legitimate police objective necessitating the use of force and, if applicable, why efforts were not made to de-escalate the situation or minimize the use of force, are all part of the law.

Racial Profiling. The U.S. Department of Justice, in consultation with stakeholders, is required to issue regulations that provide for data collection on all routine or spontaneous investigatory activities.

These data must:

- Be disaggregated by race, ethnicity, national origin, gender, disability, and religion; and
- Include the date, time, and location of such investigatory activities sufficient to permit an analysis of whether a law enforcement agency is engaging in racial profiling.

Further, the Bureau of Justice Statistics (BJS) is required to analyze the data for:

- Disparities in the percentage of drivers or pedestrians stopped relative to the proportion of the population passing through the neighborhood;
- Hit rates (i.e., the rate at which contraband was found during a search); and
- The frequency of searches performed on drivers who are people of color relative to white, non-Hispanic drivers.

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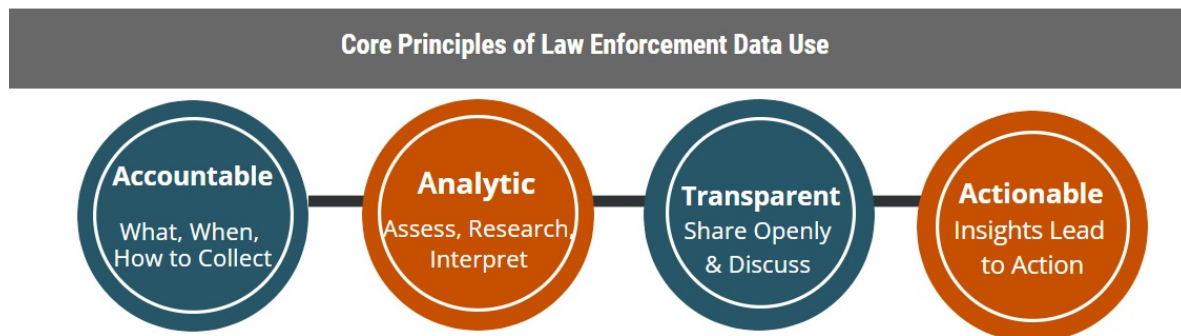
Des Moines Law Enforcement Data Initiative Community Stakeholders Survey

The Mayor and City Council has asked the public policy firm, Public Works LLC, to review how law enforcement and code-enforcing agencies (e.g. housing and zoning) collect, analyze, share and act upon the data they assemble. In addition, the consultants have been asked to identify data best practices for the City of Des Moines to consider moving forward.

The focus of this survey is to gain insights from the community on **law enforcement data**: how, when and what is collected, studied, shared with the public and used to inform sound and equitable policies and practice. Results from this survey will be included in the full report of this project due in the spring of 2022. To maintain confidentiality, this survey is anonymous.

Please complete the survey prior to January 22, 2022.

Our questions focus on four core principles that law enforcement data should achieve as shown in the graphic below. So, let's begin.



1. If you are affiliated with an organization, which category best describes it? (Please choose one)

- ☐ Advocacy
- ☐ Human Services
- ☐ Health Care Services
- ☐ City/Government Services
- ☐ Business
- ☐ Faith-Based
- ☐ Education
- ☐ No Affiliation with an Organization (Please tell us about yourself in the comment box below)

Other

ACCOUNTABLE ATTRIBUTE SECTION: What, When and How Data is Collected by Law Enforcement

2. When a citizen is stopped by a Police Officer for a potential warning, citation or arrest, the following data are or could be collected. How valuable do you consider each of the following:

	Extremely Valuable	Valuable	Neither Valuable or Not Valuable	Somewhat Valuable	Not Valuable
Description of type of stop (e.g. traffic or pedestrian).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reason for the stop (e.g. identify suspected violation)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Record of the results of the stop (e.g. warning, citation, arrest or none)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Race/Ethnicity of person stopped	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Age of person stopped	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gender of person stopped	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Detailed location of stop	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Details of any searches conducted	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Details of any use of force applied	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Results of enforcement action taken	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Any other ideas you'd like to share?

3. Some police departments require officers to complete reports for **every** stop they make -- not just those that result in a citation or arrest. How valuable do you find providing data on every stop?

- ☐ Extremely Valuable
- ☐ Somewhat Valuable
- ☐ Valuable
- ☐ Not Valuable
- ☐ Neither Valuable or Not Valuable

Feel free to expand on your answer:

4. There are other kinds of data collected by police departments. How valuable do you consider the following data:

	Extremely Valuable	Valuable	Neither valuable or not valuable	Somewhat Valuable	Not Valuable
Use of Force (e.g. type of force, circumstances, injuries)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"Calls for Service" from 911 (e.g. type of need, location)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Citizen Requests, Complaints, Suggestions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Non-emergency calls (e.g. nature of call, service provided)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Victims of crime (e.g. demographics, type of crime)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

ANALYTIC ATTRIBUTE SECTION: Ability to Assess, Research and Interpret Data

5. How valuable is it for the public to know:

	Extremely Valuable	Valuable	Neither Valuable or Not Valuable	Somewhat Valuable	Not Valuable
Crime rates by neighborhood	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Real-time incidents of crime by location	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Arrest rates by race, ethnicity, age and gender	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stop rates by race, ethnicity, age and gender	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Crime reduction rates	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rates of police officer use of force	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Analysis of citizen complaints	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Is there something else you think is valuable for the public to learn from law enforcement data?

TRANSPARENCY ATTRIBUTE SECTION: Share Data Openly & Discuss

6. How much does this reflect your view? "Police Departments that are open with their data are more likely to gain the trust of their community."

- ☐ Strongly agree
- ☐ Disagree
- ☐ Agree
- ☐ Strongly disagree
- ☐ Neither agree nor disagree

Would you like to tell us more about your choice?

7. Below are some ways that police departments make data transparent. How much of a priority would you rate any of the following strategies?

	Extremely High Priority	High Priority	Somewhat of a Priority	Not a Priority	No Opinion
Provide Data Dashboards online so groups & citizens can review & give feedback.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Make data available for download so groups can conduct their own analysis.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Present updates on crime and safety initiatives being taken.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hold public forums on issues raised by data to jointly discuss and address	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conduct Citizen Satisfaction Surveys by an independent organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide updates on data findings (via email, website, mail)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Do you have other suggestion(s) on how to enhance data transparency?

8. What concerns, if any, do you have about data transparency and privacy?

9. Some Police Departments take action steps to address issues that come to light via data through the strategies below. How valuable do you consider each of these?

	Extremely Valuable	Valuable	Neither Valuable or Not Valuable	Somewhat Valuable	Not Valuable
Form a Task Force to address a specific issue raised by data.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Form a Community Advisory Team that collaborates with the police department on what's learned from data and ways to respond.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do further research to address findings requiring action.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hire data analysts dedicated to law enforcement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Invest in resources to adopt best practices in collecting, analyzing and acting on data.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Monitor & respond to data that indicates racial disparities & biases in general	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Do you have any other strategy to consider?

10. We've reached the end of our survey but before we conclude, are there any other insights that you'd like to share?

11. It would be helpful for us to know the geographic distribution of our survey respondents. Would you be kind enough to share your zip code?