To: St. George City Commissioners & Mayor

I object to the silencing of the people of St. George city residents by forbidding them speaking at public hearings.

We the people have a right to free speech and redress from our local government officials.

Each elected officer in state, local & municipal offices take an Oath of Office. In this oath, each person swears to support, obey and defend the Constitution of the United States and the Constitution of the State of Utah.

The 1st Amendment of the U.S. Constitution protects the right of free speech of the people.

The Utah Constitution Article 1, Section 1 also protects the free speech of the people. "All persons have the inherent and inalienable
Right to . . . assemble peaceably, protest against wrongs, and petition for redress of grievances; to communicate freely their thoughts and opinions.

On the website of The Utah Division of Archives and Records Service it explains about the Oath of Office. It states "§ Acts of Officials not Voided. No official act of any municipal officers shall be invalid for the reason that he failed to take the oath of office."

I would like to reference the Supreme Court Case Miranda v. Arizona, 384 U.S. 436, 491 "Where rights secured by the Constitution are involved, there can be no rule making or legislation which would abrogate them."

This is an official record of my objection of the City Council and the Mayor of St. George City refusing to allow public comment during public hearings.

Kristen Hafen
Good Evening Mayor Randall, and City Council Members.

My Question is, what is the benefit for the tax payer in St. George?

My second question is, who makes money from this shuttle service?

The hotels are almost always filled with visitors, how would our city benefit?

We have tourism without a shuttle bus to Zion. I would suggest that the city reject this shuttle service!

Thank You

CURT SORWIND

ST. GEORGE, UT 84770
Effectiveness of a Citizen Review Board

Abstract

The purpose of this research paper was to determine if Florida law enforcement agencies are using citizen review boards as a way to be transparent within their communities. 11 agencies that use citizen review boards were surveyed. 4 Sheriff's Offices and 7 City Police Departments were surveyed. The data illustrates that the agencies are using these panels for different types of reviews and if these panels are being successful. This paper offers suggestions for starting a citizen review board, which types of reviews the panel should conduct as well as criteria that should be used in the selection and appointment of panel members. The background the members should have is just as important to achieve the success of the panel. Keep in mind that community input and transparency are the key words used over and over in today's agencies.

Introduction

Citizen review boards are now commonplace in policing in the larger cities in the United States. According to media outlets there are over 100 police oversight agencies within the United States' largest cities. These citizen review boards are responsible for a wide range of police activities. These include use of force, citizen complaints and policy and procedure development.

The first push for citizen review boards began in the early 1900's. This push became more intense starting in 1920 with the civil liberties activists. Lasting into the 1940's. This was due to many racial issues experienced during that period in history. The first real presentation of any type of citizen review board began where most trends begin, Los Angeles California. The California Bar Association began looking into the idea as part of a Constitutional rights committee, reviewing the complaints about police misconduct.

Early citizen review boards had little to no authority involving policy or punishment. These citizen review committees were more for appearances than anything else, in hopes of boosting the public perception of the police agency. Many police agency heads were reluctant to get involved in these citizen review boards, for the times they were deemed to be too radical. The citizen review boards that did exist did so in name only were not official in any manner.

The first recognized citizen review board was established in Washington D.C in 1948. Known as the CRB, Complaint Review Board. However, as with those earlier unrecognized versions of citizen review boards, this board was weak and ineffective. The movement for citizen oversight exploded into a national issue in the 1960s as the civil rights movement challenged police misconduct in virtually every city. Along with the hiring of more African American officers, the creation of a civilian review board was one of the principal civil rights demands. Demands for civilian review appeared in many cities.
The growth of police oversight agencies steadily gained momentum. Now there are over 100 oversight agencies in the largest cities in the United States. This covers a large chunk of the U.S. population. These oversight agencies can be grouped into three basic oversight categories. The first category would be the investigative review board. This board would be comprised of non-police civilian investigators to look into complaints against officers. These types of citizen review boards tend to have individuals with specialized training. The second category would be the review type board. This board would oversee internal affairs investigations and make recommendations about operations to police. These review boards tend to be staffed by volunteers and community members, an approach that can make the board seem more responsive to the community. The third category would be the auditing review board. This board would focus attention on patterns of officer misconduct rather than individual incidents.

There are many different thought processes on the value and effectiveness of a police citizen review board. These opinions differ widely from the law enforcement community to the civilian population. Agency heads want to maintain the transparency of the agency within their community as well as protect their officers from unwarranted community outcry. Maintaining a positive relationship with the community is important to any agency and their community policing efforts.

The elected agency heads have a very strong interest in the value of a citizen review board and public perception. The greater the diversity in communities the more value in a review comprised of the members of that community.

Is a citizen review board an effective tool for agency discipline? Is a citizen review board an effective way to include the community in the operations of a police agency? Is a citizen's review board a fair way to determine what actions a trained police officer should have or should not have taken during an incident? Is a citizen's review board even qualified to determine what police policy and procedure should follow? This study is an attempt to find the answers to these questions.

**Literature Review**

**Definition of Citizen Oversight:**

Citizen oversight is defined by the author, Samuel Walker, as an agency or procedure that involves participation by persons who are not sworn officers in the review of citizen complaints against the police and/or other allegations of misconduct by police officers. In one fundamental respect, all law enforcement agencies in the United States are subject to control and direction by citizens through their elected representatives. This is the essence of policing in a democratic society. The elective representatives appoint law enforcement chief executives and they have a large say in the directing of law enforcement agencies under their control through the appointment of these chief executives and the setting of basic policies. City councils, county boards, state legislatures and congress exercise control through the budgetary process. This definition is more limited and refers to direct citizen involvement in the citizen complaint process. The nature of this involvement varies considerably among jurisdiction. (Walker, 2001)
Citizen oversight is now an established feature of the institutional landscape of U.S. policing. The growth of citizen oversight in the last 35 years represents a dramatic change not only in formal criminal justice institutions but an even more profound change in public expectations about the police and in how police leaders respond to citizen input into the complaints process. (Walker, 2001)

By mid-2005 more than 100 oversight agencies covered the police departments in almost every large city in the United States. Additionally, an increasing number of agencies covered county sheriff's departments and police departments in medium sized cities. The growth of citizen oversight is not confined to the United States. (Walker, 2001)

There is no single model of citizen oversight. However, most procedures have features that fall into one of four types of oversight systems:

- **Type 1:** Citizens investigate complaints of police misconduct and recommend findings to the police chief or the sheriff.

- **Type 2:** Police internal affairs investigate allegations and develop findings. The citizen review board reviews the findings and make recommendations to the police chief or sheriff to approve or reject the internal affairs findings.

- **Type 3:** Complainants of police misconduct may appeal the findings of the police internal affairs investigation to a citizens review board for review. The board then make recommendations based on their findings to the police chief or the sheriff.

- **Type 4:** An auditor investigates the process by which the police or sheriff's department accepts and investigates complaints. The board then reports on the thoroughness and fairness of the process to both the department and the public.

Each type of review system has its advantages and disadvantages. No matter what the pro or con of each system is, any type of citizen's review board needs to be part of a larger structure of internal and external accountability. Citizen oversight alone cannot ensure that the police will act responsibly. (Finn, 2001)

**Goals of a review board:**

Back in July 2016, a newly elected Hampton Councilman Jimmy Gray, in his first meeting as a member of the council, said he is hearing the community wanted to see some sort independent review of police actions. This is an important idea and it is interesting too, that it comes from someone who in his days as an assistant city manager (for Hampton), had oversight of public safety. (Newport News, Va. Daily Press)

Fairfax County police Chief Edwin C. Roessler Jr. commented that such external review is "greatly needed in the law enforcement profession," and noted, "We need to restore the confidence and public trust from our community members to be effective as a community." (Newport News, Va. Daily Press)

So far, it looks as if the idea is that the Fairfax review board would refer complaints of police abuse to the police department for investigation. It would review those investigations to make sure they were thorough. It could also ask the police department for a follow-up if it thought the first was unsatisfactory. It's a much more modest oversight than what many police officers and citizens think of when they think of a review board. (Newport News, Va. Daily Press)
A Department of Justice survey, dating back to the law-and-order George W. Bush administration, said a citizen review board can, in fact, benefit police by increasing public understanding of police work, including the use of force, promoting community policing, improving the quality of internal investigations, vindicating officers and discouraging misconduct. People with complaints feel validated, regardless of outcome, as long as they feel an independent entity listened to them carefully. (Newport News, Va. Daily Press)

Allegheny County Council took the first step toward creating a countywide citizen's police review board Tuesday by a narrow vote. The ordinance, which the council approved 8-6, will allow two council members to hold up to four public meetings across the county to gather input to help them draft an ordinance to create the board. Calls have been renewed in the wake of the June 19 fatal shooting of unarmed teen Antwon Rose by East Pittsburgh officer Michael Rosfeld. The Pittsburgh Citizen Police Review Board oversees the city police, but no such body exists for county police or the more than 100 police departments within the county. (Clift, 2018)

Around the country, more and more communities are calling for heightened power for citizens to review police actions in their community. Fort Collins was ahead of the game -- more than 10 years ago, it established the Citizen Review Board, which acts as an oversight on Fort Collins Police Services. A Citizen Review Board is an independent group of community representatives who meet to review and discuss police policies and procedures in their local department. The Fort Collins board mainly deals with oversight in police investigations into citizen complaints, but it also makes recommendations to the department based on other police departments' actions and policies. (Petrovich, 2015)

Jason Sydoriak, president of the Associated Students of Colorado State University and chairperson of the Fort Collins Citizen Review Board, wants to establish a similar board for the Colorado State University Police Department. Sydoriak has served as chairperson of the Fort Collins board for more than a year, and he said he believes a citizen review board would create an oversight of CSUPD actions and procedures. Student complaints would be handed over to internal affairs at CSUPD for investigation, and the board would ensure the investigation was carried out with dignity and fairness.

"We are a progressive institute, and we should pursue progressive policy," Sydoriak said. "This is a democratic mechanism that holds administrations, particularly the police department, accountable for the missions and goals on their website, which they hold themselves to." (Petrovich, 2015)

The Atlanta City Council gave the city's Citizen Review Board several new tools to investigate citizen complaints against police and corrections officers. One of the biggest changes expands the board's authority in types of cases it can review. The board can now investigate and make disciplinary recommendations on allegations of discrimination, discriminatory references, abuse of authority, discourteous behavior and failing to provide identification. Previously, the board only had authority in alleged cases of false arrest, false imprisonment, harassment, excessive force and abusive language. Citizens also can make anonymous complaints to the board for the first time, under the revised ordinance. (Klepal, 2016)
Setbacks:

When looking to institute a citizens review board a very important factor with any agency is the costs of maintaining the board once empaneled. Starting a review board without this consideration would be irresponsible. The type 1 review board has been considered the most expensive. To conduct this board the agency must hire professional investigators to conduct the investigations, as lay citizens do not have the expertise or the time. Type 2 systems have been found to be the least expensive because volunteers typically review the finding of the agency internal affairs unit. Type 3 review systems can also be inexpensive as they are typically staffed by volunteers as well. Type 4 review systems can fall into the midlevel expense. Typically only one person is needed to conduct the review. This person is still a professional for the auditing process but more than one is not necessary. (Finn, 2001)

A recent dispute between the Orlando Police Department and its citizen review board has arisen. The citizen review board is upset about how an officer should be disciplined for making offensive Facebook comments. The review board felt that the officer, who was suspended for his remarks should have been fired. However the Orlando Police Department only suspended the officer for the violation. To further fuel the controversy, the board learned that another officer involved in the same controversial postings received no punishment at all. The board later learned that he had been spared any punishment for testifying against the original officer. The board had no input on either officers’ punishment or lack thereof. (Ocasio, 2018)

Members of the citizen’s review board drafted a letter asking to be apprised of all citizen’s complaints against city police officers. The board has no power to conduct an independent investigation nor can the board compel an officer to testify or hand out discipline. The Orlando Police Chief John Mina said during a FOP candidate forum that he was extremely disappointed in the review board’s misunderstanding of their role. (Ocasio, 2018)

Police Assessment Resource Center Executive Director Merrick Bobb advises that a citizen’s review board is one of the weakest models in the country when it comes to police accountability. Bobb continues to advise that the strongest model for citizen review is the monitor model. In this model, the “monitor” has access to all police department documents and records. The monitor model is used in several agencies including Los Angeles, Portland, Seattle and New York City. There are still those who have studied the topic and believe that civilian boards can lead to mistrust, frustration and conflict because citizens don’t have the training to review police investigations. (Ocasio, 2018)

In Greenville North Carolina a group of citizens spoke up against the formation of a citizen’s review board for the Greenville Police Department. During a city council meeting discussing the possible formation of the board several citizens expressed to the city manager and the City Council that they were not in favor of a review board for the police department. The original request for the review panel came from another citizen that reported being discriminated against due to his race. He was stopped and detained while walking home from donating blood. He was ultimately released from the encounter with no charges. (Bright, 2018)

A Greenville resident advised she is against the approval of a citizens review board because she feels it would send a message that the citizens do not feel the police are
doing their job correctly. The same resident advised this is certainly not the case with the Greenville Police Department. She also explained that people who do not know the regulations and laws that apply to law enforcement should not be able to make decisions about how officers go about their jobs, and "no one wants some random person to tell them how to do their job." (Bright, 2018)

In August 2015 the Palm Beach County Commission began discussions on the creation of a citizen's review board to oversee the Palm Beach County Sheriff's Office. The proposed review board will not have the broad powers that some citizens desire. The hurdle at this time for the commission is the Sheriff, Ric Bradshaw. Bradshaw is against the forming of a citizen's review board. The call for a review board came after a local T.V. station reported that it had researched and found that Palm Beach County Deputies were disproportionately shooting black people. One County Commissioner wants the commission to consider other options for Sheriff's Office oversight. (Mower, 2015)

If the board were implemented it would not be able to force Sheriff Bradshaw nor his deputies to cooperate with its investigations. The board would have no subpoena powers for department records. They could only get records through public records requests. The board could not begin its own investigations into incidents until the Sheriff's Office has finished its criminal and internal investigations. (Mower, 2015)

Bradshaw does not want a citizen review board because he says they are ineffective and expensive. Instead, he proposed a series of citizen advisory meetings throughout the county, but he has said nothing publicly about the idea since. The county staff apparently looked at being included in those community groups, too. Regarding the County's ability to formally participate in any oversight or community groups established by the Sheriff, the Sheriff's Office does not welcome that involvement. (Mower, 2015)

Some places, such as Los Angeles County in California, have a civilian monitor that looks at big-picture issues and reports on long-term trends, such as police use of force. The sheriff's office hasn't had that kind of review. When The Post and WPTV examined all of the department's shootings since 2000, it found that the Sheriff's Office had done no meaningful studies about how and why its deputies use deadly force. However, the monitor wouldn't have the power to enforce changes.

Methods

The purpose of this research was to identify whether or not the use of a citizen oversight board had any impact on the agency or officer. Contact was made with the Florida Sheriff's Association to determine which agencies use a citizen's oversight board in the state of Florida. Contact was made with agencies within the 5th Judicial Circuit to determine which agencies use a citizen's oversight board as part of their operations.

Data was gathered through surveys given to the Seminole County Sheriff's Office, the Marion County Sheriff's Office, the Broward County Sheriff's, the Miami Police Department, the Orlando Police Department, the Palm Beach County Sheriff's Office, the Tampa Police Department, the St. Petersburg Police Department, the Sarasota Police Department, the Key West Police Department and the Ft. Lauderdale Police Department. The different types of agencies and sizes of agencies were used in order to represent a diverse group of departments and responsibilities. The survey questions were designed
to determine what types of citizen oversight each agency uses as well as what areas the oversight group was responsible for following up with. Questions asked related to how the board is used and to what extent the agency was bound by the board’s decisions and if there were any notable changes in the statistics in the area the board was providing oversight. A weakness in the data collected was that the citizen oversight boards provide oversight of several different areas within each agency.

Results

The survey was sent to 11 Florida law enforcement agencies. I received 7 responses, for a response rate of 64%. Of those 7 responses, one respondent chose to answer all the questions as well as answer by e-mail, further explaining their answers to the particular questions. One respondent advised that they no longer have a Citizens review board, making the statistical answers for 6 respondents.

The first question on the survey asked for the size of the agency. 4 respondents (67%) reported the agency had 301+ sworn members. 2 respondents reported they had 76-150 (33%) sworn members.

TABLE 1: Agency Size

<table>
<thead>
<tr>
<th>Agency Size (Sworn)</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>25 to 75 sworn members</td>
<td>0</td>
</tr>
<tr>
<td>76 to 150 sworn members</td>
<td>3</td>
</tr>
<tr>
<td>151 to 300 sworn members</td>
<td>0</td>
</tr>
<tr>
<td>300+ sworn members</td>
<td>67%</td>
</tr>
</tbody>
</table>

The second question on the survey asked for the total population for the jurisdiction. 4 respondents (67%) reported having a population of 100,000+. 1 respondent (17%) reported having a population of 40,001 to 60,000. 1 respondent (17%) reported having a population of 20,001 to 40,000.

The third question asked what type of review board the agency has. 3 respondents (50%) reported having other types of review boards. 1 of the three respondents to this
question advised they use all the types listed. 1 of the three respondents advised they have 2 police advisory panels that review all types listed. 1 of the three respondents advised “Civilian review board”. 2 respondents (33%) have internal affairs case review. 1 respondent (17%) has a Citizen complaint review.

The fourth question asked how are the citizen review board members chosen. 4 respondents (67%) reported using other methods. 1 of the 4 respondents reported that the City’s ADA Coordinator selects the member from a combination of local business owner, community leaders and citizens. 1 of the 4 respondents reported that the member must complete the Civilian Law Enforcement Academy (CLEA), be a County Citizen then they are selected by the Citizen advisory committee. 1 of the 4 respondents reported the members are appointed by the City Commission. 1 of the 4 members reported that a nominating board recommends appointments to the Citizens’ review board to the mayor and appointments are confirmed by the City Council. 2 respondents (33%) reported that member are citizen volunteers.

The fifth question asks how many citizens are assigned on the review board. 4 respondents (67%) report 6 to 10 board members. 1 respondent (17%) reports 11 to 20 board members. 1 respondent (16%) reports 1 to 5 members.

TABLE 2: How many citizens are assigned to the review board?

<table>
<thead>
<tr>
<th>Number of citizens on the Board</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>0</td>
</tr>
<tr>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>4</td>
<td>17%</td>
</tr>
<tr>
<td>3</td>
<td>16%</td>
</tr>
<tr>
<td>2</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td></td>
</tr>
<tr>
<td>0</td>
<td>67%</td>
</tr>
<tr>
<td>1 to 5 citizens</td>
<td>0</td>
</tr>
<tr>
<td>6 to 10 citizens</td>
<td>0</td>
</tr>
<tr>
<td>11 to 20 citizens</td>
<td>0</td>
</tr>
<tr>
<td>21 to 30 citizens</td>
<td>0</td>
</tr>
<tr>
<td>31 or more citizens</td>
<td>0</td>
</tr>
</tbody>
</table>

The sixth question asks the number cases reviewed by the citizens review board. 3 respondents (50%) report 31 or more cases reviewed. The email from one respondent showed 2016 171 cases reviewed, 2017 140 cases reviewed and 2018 132 cases reviewed, a total of 443 cases reviewed in the last 3 years. 2 respondents (33%) reported 1 to 5 cases reviewed. 1 respondent (17%) reported 11 to 20 cases reviewed.
TABLE 3: Number of cases reviewed by the Citizens review board

Number of citizens on the Board

<table>
<thead>
<tr>
<th>Cases Reviewed</th>
<th>1 to 5 cases reviewed</th>
<th>6 to 10 cases reviewed</th>
<th>11 to 20 cases reviewed</th>
<th>21 to 30 cases reviewed</th>
<th>31 or more cases reviewed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responses</td>
<td>33%</td>
<td>0</td>
<td>17%</td>
<td>0</td>
<td>50%</td>
</tr>
</tbody>
</table>

The seventh question asked when the review board reaches a conclusion is the conclusion/result binding. 5 respondents (83%) reported that the conclusion of the board was not binding. The respondent that emailed an expanded response reported that the board may offer opinions and recommendations to the Chief of police, none of which are binding. Both boards are advisory only. 1 respondent (17%) reported that the board results/conclusion is binding.

TABLE 4: Is the review board conclusion binding?

Review board conclusion binding?

<table>
<thead>
<tr>
<th>Conclusion Binding</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responses</td>
<td>17%</td>
<td>83%</td>
</tr>
</tbody>
</table>

The eighth question asks if the citizen review board has had positive results as far as professional standards reviews. 5 respondents (83%) reported yes, the board has had
positive results on the professional standards reviews. The respondent that emailed advised of a positive response and gave examples in the areas of Law Enforcement response to mental health, 21st century policing accreditation and Domestic violence policy. 1 respondent (17%) answered no positive results as far as professional standards reviews.

TABLE 5: Has the citizen review board had positive results as far as professional Standards reviews?

Has the citizen review board has positive professional standards results?

The ninth question asks if the citizen review board has received a positive reaction by the rank and file of the agency. 4 respondents (67%) reported yes, the review board has received a positive response by the agency rank and file. The respondent that emailed reported that the citizen review board was not well received at first. 2 respondents (33%) reported no positive reaction to the citizen review board by the rank and file.

The tenth question asks if the citizen review board has received a positive reaction from the community it serves. 4 respondents (67%) reported yes to positive reaction from the community the board serves. 2 respondents (33%) report no positive reaction from the community for the citizen review board. The respondent that emailed reported that community does not participate in or attend meetings. The boards will begin to collect data on this question through surveys in the coming year.
TABLE 6: Has the citizens review board had a positive reaction from the community it serves?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>67%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>33%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Discussion

The results of the survey appear to support the research I found. The use of Civilian review boards by Law Enforcement agencies varies in type use and members. It was interesting to find that one of the survey respondents has as one of their prerequisites to being on the board the member must have attended the Civilian Law Enforcement Academy. One of the issues found during research, was the lack of any law enforcement experience for the board members. Law Enforcement officials were skeptical about civilian boards reviewing something they have no knowledge or experience in. That same board you must be a citizen of the county in which the board operates. The final requirement is to be appointed by the citizen advisory committee. Three of these agencies with civilian review boards have them appointed by the city commission/council.

During my research and survey, it was found that all but one of the agencies is not bound by any conclusion or recommendation by the civilian review board. The biggest found in research was that the communities want the review boards to have more power. In Tampa the review board was petitioning to have the subpoena power, which is leading to quite a few issues. In Orange County Florida the county did away with the review board due to these issues. Miami Police Department no longer has a civilian review board. Broward County has disbanded their review board as well. This seems to be a trend in a time where communities are demanding more transparency in their law enforcement agencies.
They type of review boards employed by agencies varied. One agency actually has two police advisory panels. They review all the types in the survey. Another agency has one board that reviews all the types in the survey. The types listed in the survey are the 5 most common types of review. However, these agencies as well use the boards as advisory only and their conclusions are not binding. The other issue citizens complain about the review of uses of force by law enforcement officers. Only 2 of the agencies surveyed have a citizen review board for the uses of force. Review boards were actually first formed to review some egregious uses of force in the 50’s and 60’s. Now they more or less do not review the very thing they were created to monitor.

Reviewing my research and the results of the survey, it appears that the agencies that are using the citizen review boards are experiencing some success. 5 of the 6 agencies that responded to the survey report that the board has had a positive effect on the agency professional standards reviews. The policy recommendations, the discipline review and citizen complaint review are motivating factors. These results and conclusions have helped administrators draft and develop policies consistent with the communities they serve. The citizens in the community are beginning to see the results of these review boards and police administrators working together.

The only thing I found a little odd, is one survey respondent advised that the community does not participate in or attend meetings. I feel this would be an important part of the process. Give you citizens the ability to see their constituents working on issues within their community agency.

Overall, based on the data collected I would say that the use of citizens review board for the most part is being used and are being effective. Even to the point that survey data reveals that the rank and file are accepting of the boards and their recommendations. A step in the right direction in this day and age of police mistrust.

Recommendations

The survey results indicate that agencies that are using the civilian boards are experiencing some positive results both from the agency and the community. The agency heads that are using these boards are showing transparency to the communities that they are serving. The officers have come to accept these boards and it appears that the officers are responding positively to the challenge.

The types of review boards vary. Only a small number deal with one of the largest issues, police use of force. It would appear from the research material that this should be a higher priority addressed with citizen review boards. The board should review incidents up to but not including deadly force. I understand the police statement “they do not know or have any experience with our job”. As one agency has done, make the attendance of a Citizen Law Enforcement Academy a pre-requisite to be on the citizen review board. These boards also deal with citizen complaints on officers. This is very important as well to the feeling that our citizens have a stake in the agency that polices their community. The best way to connect with your community is to get them involved with policing their community. Community involvement.

Based on my research and survey data I would recommend agencies impanel a citizen review board. As a pre-requisite this review board have attended a Citizens Law
Enforcement Academy in the jurisdiction of the agency they are going to be impaneled. Also, the members of the board should be recommended to the board by an independent coordinator not affiliated with the agency. The member must then be reviewed and voted on by the city or county commission to be members of the board. The board would then be appointed to review citizen complaints, uses of force up to but not including deadly force, officer discipline as a result of IA and new policy revisions. At least one board member should be a member of the local bar association. This gives the agency transparency to the community and feel more like stake holders in the agency. This will benefit each agency within the community and the professionalism of Law Enforcement Officers within the agency.

Lieutenant James Dilimone has been in law enforcement for over 29 years. He started his law enforcement career in 1990 as a patrol officer with the City of Fruitland Park. He rose to the rank of Sergeant at Fruitland Park before continuing his career at the Lake County Sheriff’s Office in 2001. Jim started as a road patrol deputy then moved into the Criminal Investigations Bureau as a detective at the end of 2002. Jim remains in the Criminal Investigations Bureau having been promoted several times and is now the Lieutenant over the Major Crimes division of the Lake County Sheriff’s Office. Included in this division are Crime Scene Investigations, Evidence and the Finger Print section. He is working on his Bachelor’s degree in Criminal Justice from Lake-Sumter State College.
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Appendix A

Survey Questions

Introduction:

I am conducting a brief survey for the FDLE's Senior Leadership Program. I would greatly appreciate your assistance in gathering information for this research project by answering a few short questions in this survey. The information is related to the use of a Citizen Review Board by the agencies surveyed. Thank you in advance for your time and participation.

1. The Size of your agency
   a. 25 to 75 sworn members
   b. 76 to 150 sworn members
   c. 151 to 300 sworn members
   d. 301+ sworn members

2. Total County Population
   a. 1,000 to 20,000
   b. 20,001 to 40,000
   c. 40,001 to 60,000
   d. 60,001 to 100,000
   e. 100,000+

3. What type of board?
   a. Policy review
   b. Use of force review
   c. Citizen complaint review
   d. Deputy/ Officer Discipline review
   e. Internal affairs case review
   f. Other (please specify)

4. How are board members chosen?
   a. Local business owners
   b. Community Leaders
   c. Local Citizens chosen by the agency to serve
   d. Citizen volunteers
   e. Other (please specify)
5. How many citizens are assigned on the review board?
   a. 1 to 5
   b. 6 to 10
   c. 11 to 20
   d. 21 to 30
   e. 31 or more members

6. Number of cases reviewed by the citizen board in the last 3 years.
   a. 1 to 5
   b. 6 to 10
   c. 11 to 20
   d. 21 to 30
   e. 31 or more cases

7. When the review the review board reaches a conclusion and presents the results
to the agency is that result/ conclusion binding?
   a. Yes
   b. No

8. Has the citizen review board had positive results as far as agency professional
   standard's reviews?
   a. Yes
   b. No

9. Has the Citizen review board received a positive reaction by the rank and file of
   the agency?
   a. Yes
   b. No

10. Has the Citizen review board received a positive reaction from the community it
    serves?
    a. Yes
    b. No
Moving to email-only comments for public meetings will only serve to further insulate you and the council members from your constituents. The better course would be to solicit and include email comments while also allowing for in-person comments. If a citizen takes the trouble to attend a public meeting, give them the courtesy of free speech. Amazing that I have to write that sentence in the USA.

Betty Kincaid
St. George, UT 84790
Re: Public Comment
1 message

Patricia Roy <redacted>
To: public-comments@sgcity.org

Thu, May 4, 2023 at 4:46 PM

My name is
Patricia Roy
Saint George, UT 84790

Get TypeApp for Android
On May 4, 2023, at 4:40 PM, Patricia Roy <patricia_roy@att.net> wrote:

Why are there no in person comments allowed at a public city council meeting in Saint George?

How can an individual make an in person comment at the Saint George city council meetings?

Get TypeApp for Android
I left my printed comments today at the council meeting, but realized I hadn’t included my name and address. Please accept my submittal here.

Kassandra Leavitt
St George, UT 84770

I’ve taken Paul Harvey’s words from 1965 and given them a 2023 spin.

If I were the Devil..... I’d want to engulf the whole world in darkness.

I’d subvert the churches first, I’d begin with a campaign of whispers, I would then be so bold as to lock all the doors, in response to a “virus”.

If I were the devil, I would tell my congregation, my employees, the school children that they couldn’t return to church or work or school without covering their face with a mask.
The devil knew that mask was just a placeholder, for the vaccine.

If I were the devil I would remove all liability from the vaccine manufacturers. I would tell the people that it makes no difference if you inject female DNA into baby boys, and vice versa.

I would profess that Health comes from an injection, that abortion is health care, and that sunlight, organic food, and a good nights rest has no effect.

I would deify science, as the new religion. Criticize anyone that wouldn’t comply, as blasphemous.
I’d partner with the government to spread misinformation. Have the mainstream media repeat the lies 24/7.

To the young I would whisper that the Bible is a myth, I would insist that gender is fluid, & that every man may choose. I would praise the men that dress in drag, performing for children in a park, and call it art.
I would convince women to fight for the rights of men to take away their identity.

If I were the devil, I would remove health freedom groups from a city sponsored market, but allow men in dresses to advertise their drag events.

If I were the devil I would affirm the lies, and insist that genitalia and chromosomes do not indicate gender.

I would expose young minds to the transgender agenda, and allow them to make life altering decisions.

I’d place lurid books in school libraries.

I’d indoctrinate the children sitting in front of their screens every day, minimizing active play and interaction with family, while social media, music and other apps dictate their thoughts.
I’d separate the right from the left.
The rich from the poor
The white from the black.
I’d use religion and equality to separate them more.

I’d peddle narcotics to whom I could, many will tranquilize themselves.

I’d remove the public’s voice by disallowing vocal comments in City Council meetings.

Soon I could evict God from the courthouse the school house & the Council chambers.
But, the pride flag will fly.

If I were the Devil I would take from those who have, and give to those who wanted. I would implement a digital ID to track and trace their every move.

I would caution against extremes:
In hard work
In patriotism
In moral conduct

I would convince the young that marriage between a man and a woman is old fashioned.

I would take a black woman off of a syrup bottle and put a white fake “woman” on a beer can.

If I were the devil I would whisper to the adults, “sit back, be nice, don’t make waves”. The devil knows that the only thing necessary for his triumph is for good men to do nothing.

If I were the devil, I would preach tolerance. That is a valuable word in the service of Satan.

In other words if I were the Devil I’d just keep right on doing what he’s doing.

And as Paul Harvey always said, Good day.

Thank you, it’s a shame that our mayor is removing our right to publicly address the council.

-Kasandra Leavitt

Sent from Proton Mail for iOS
To St. George City Officials:

I am Donna Williams and I also speak for my husband Ernest Phildon Williams; address: [redacted] St. George.

Since no public comments were allowed last night, please include these comments in your record and minutes of your May 4th meeting:

(1) The City of St. George should absolutely be accepting and welcoming public comment on all issues if we are still a Constitutional Republic (which you say you are in your Pledge of Allegiance to the Flag of the United States of America.) By cancelling the voices you may not want to hear, you are cancelling Freedom of Speech of which we are guaranteed in our First Amendment. (Item #2 on your Agenda.)

(2) The shuttle proposal should not have been voted on with other issues; but should have received a separate up and down vote. And it should be known that such an endeavor, though it may sound like a nice idea; is not part of City Government, as it competes with other transportation businesses already operating on a free market basis. Government has no place competing with private businesses. Tourism is a tricky subject; but we don't need incentives to bring it here, it's obvious with all the restrictions at Zion Park that such is the case. (Item #3 on your Agenda.)

(3) Our City is the Board of Canvassers for the upcoming elections; and as such is authorized to implement hand-counted ballots in municipal primary elections this year. This will restore public trust in the process, eliminating current vulnerabilities to software errors and digital manipulation. (Miscellaneous Item not on Agenda.)

Respectfully,
Donna and Ernest Phildon Williams