POLICE 2020
What Does "Defund," "Reform" or "Change" Look Like for Policing?

Part 2 on Policing in the 21st Century

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Today's Presenters

CPSM: The Exclusive Provider of Public Safety Technical Assistance to ICMA
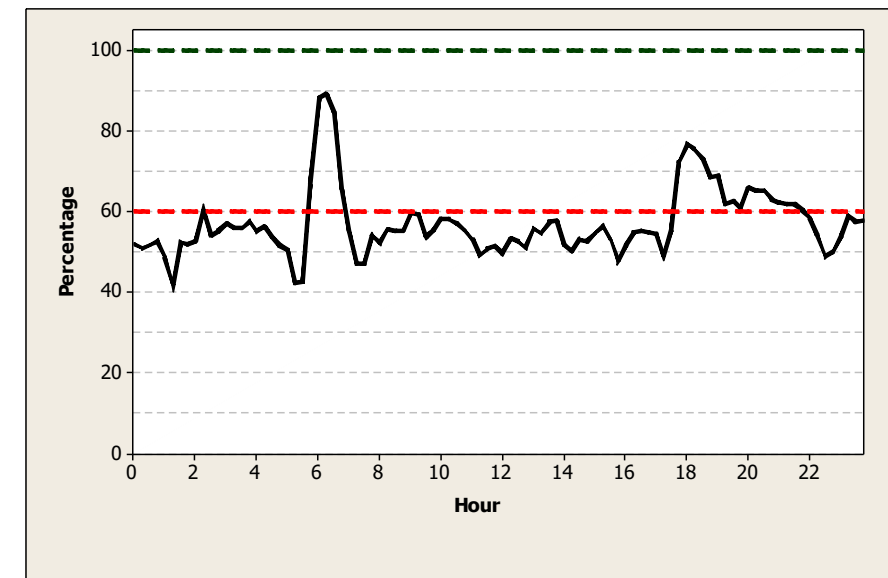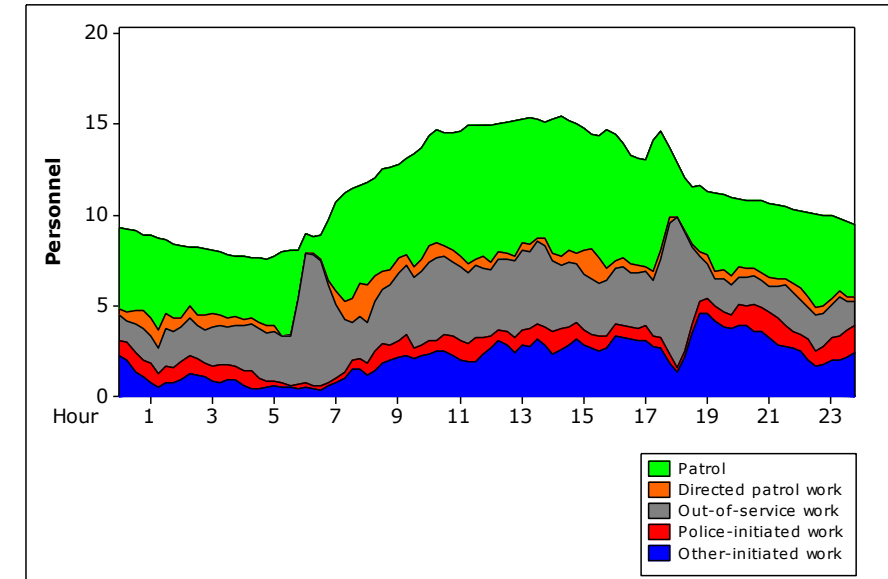
- **Who we are?**
  - Created by ICMA in 2004 as "Consulting Services", CPSM was spun off during reorganization in 2014
  - Your team for determining answers to questions from a management perspective using experts in the disciplines.
  - Conducted more than 340 studies in 43 states and Canada

- **Services**
  - Forensic analysis of data to determine workload and tasks
  - MOU with NCR for Police Survey
  - Community-Focused Policing
  - Strategic planning
  - Operational analysis for dispatch, police, fire, and EMS
  - Police Chief Selection
  - Standard of Response Coverage Studies
  - Risk Assessments
  - **NEW**: Ongoing data assessment to monitor staffing demand

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Most communities and past work has been developed based on:

- Forensic analysis of data to determine workload: "How Many Officers Do You Need."

- Comprehensive operational review to determine needed improvements

- What is the culture?

Calls for Service – Mistakes and Importance

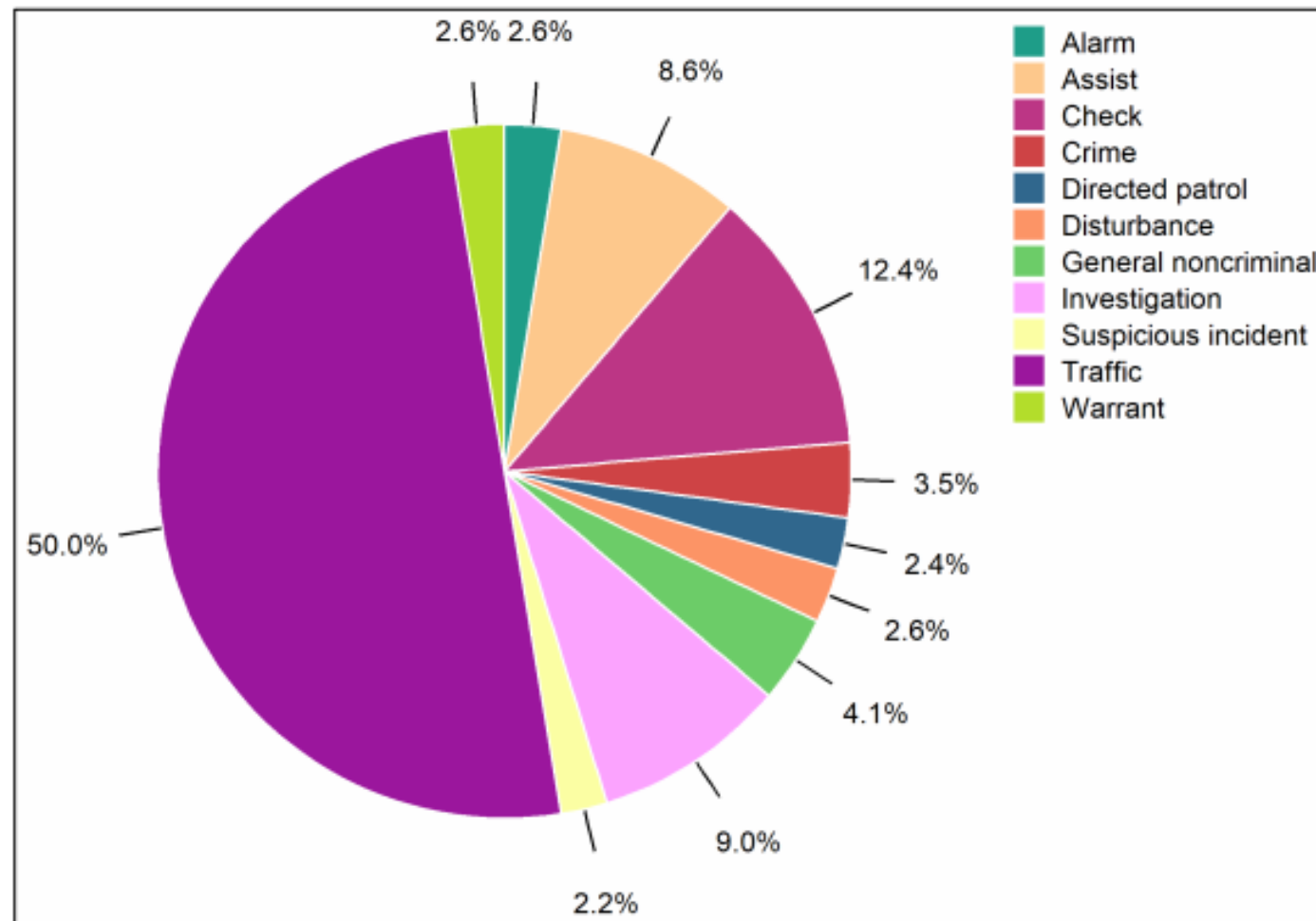## FIGURE 9-2: Percentage Events per Day, by Category

Legend:
- Alarm
- Assist
- Check
- Crime
- Directed patrol
- Disturbance
- General noncriminal
- Investigation
- Suspicious incident
- Traffic
- Warrant

Pie chart labels: 2.6%, 2.6%, 8.6%, 12.4%, 3.5%, 2.4%, 2.6%, 4.1%, 9.0%, 2.2%, 50.0%

TABLE 9-3: Calls per Day, by Category

Category	No. of Calls	Calls per Day
Accident	412	1.1
Alarm	405	1.1
Animal	243	0.7
Assist citizen	328	0.9
Assist other agency	986	2.7
Check	1,855	5.1
Crime–person	156	0.4
Crime–property	382	1.0
Disturbance	400	1.1
Investigation	1,388	3.8
Juvenile	142	0.4
Miscellaneous	232	0.6
Suspicious incident	328	0.9
Traffic enforcement	625	1.7
Traffic stop	6,826	18.7
Warrant and transport	404	1.1
Total	**15,112**	**41.4**

What are you sending and when?

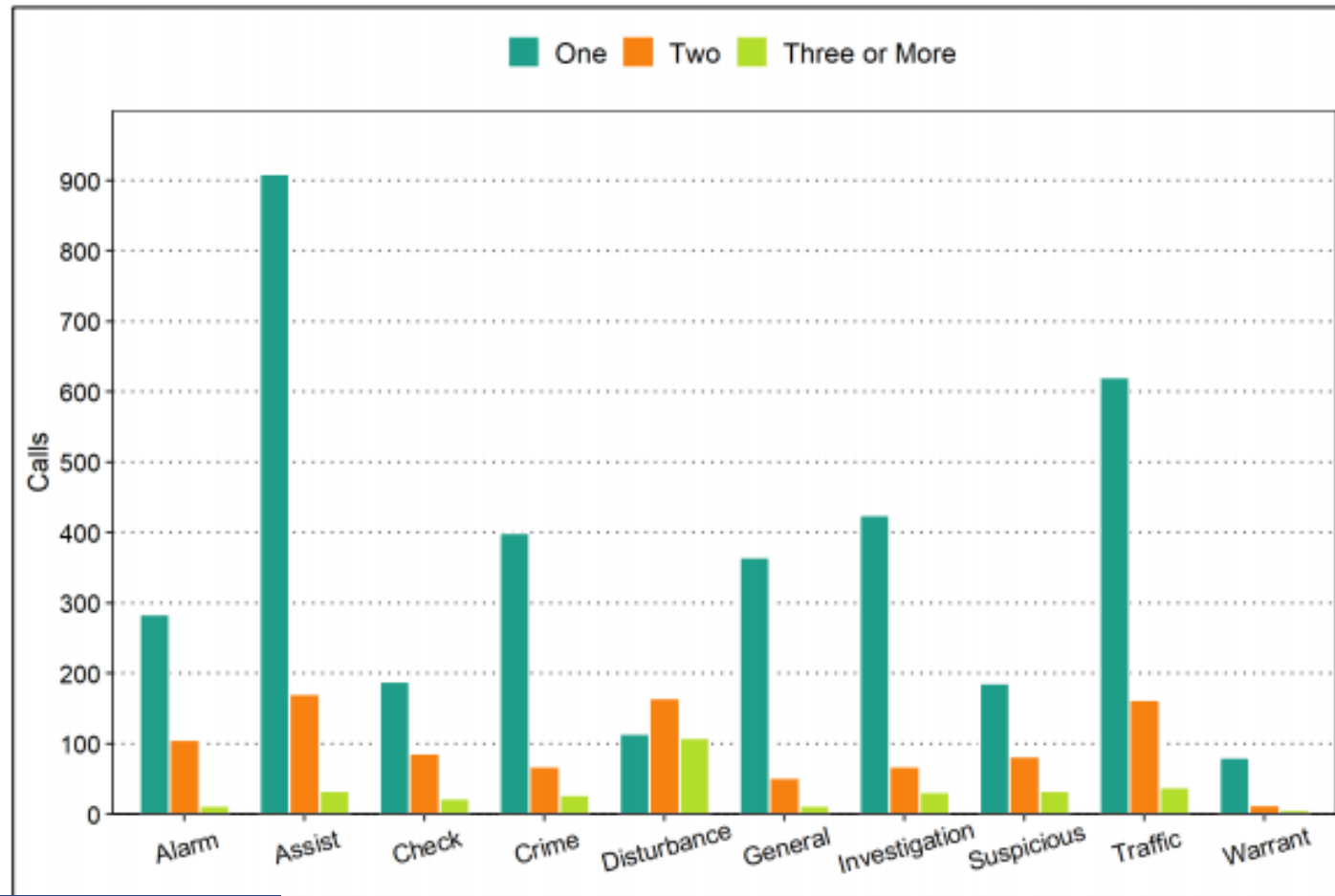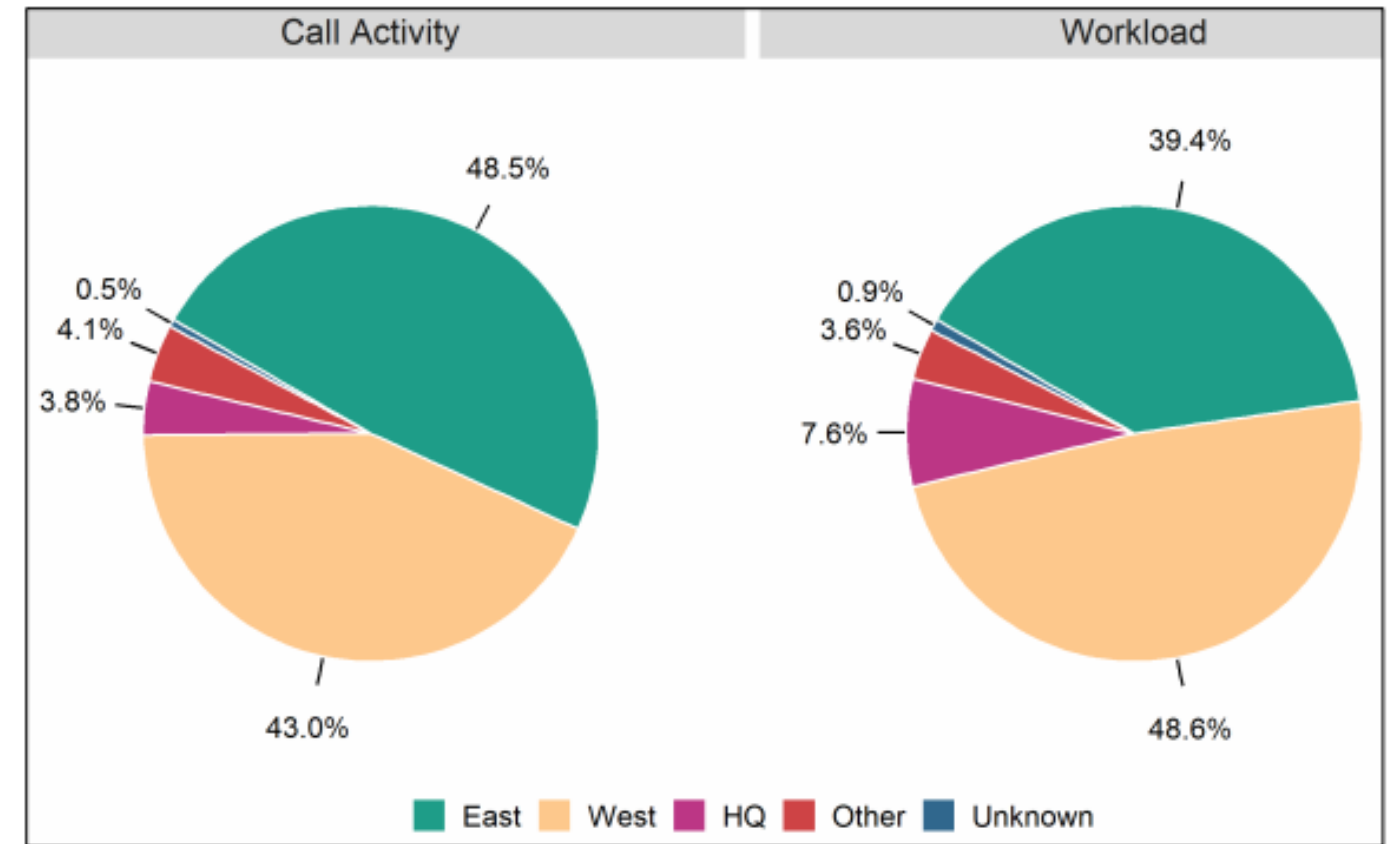**FIGURE 9-8: Number of Responding Units, by Category, Community-initiated Calls**

Legend: One, Two, Three or More

FIGURE 9-9: Percentage Calls and Work Hours, by Response Area

Call Activity
- 48.5%
- 0.5%
- 4.1%
- 3.8%
- 43.0%

Workload
- 39.4%
- 0.9%
- 3.6%
- 7.6%
- 48.6%

Legend: East, West, HQ, Other, Unknown

Using data to focus on what your department IS doing

FIGURE 9-10: Percentage Calls and Work Hours, by Category, Winter 2019

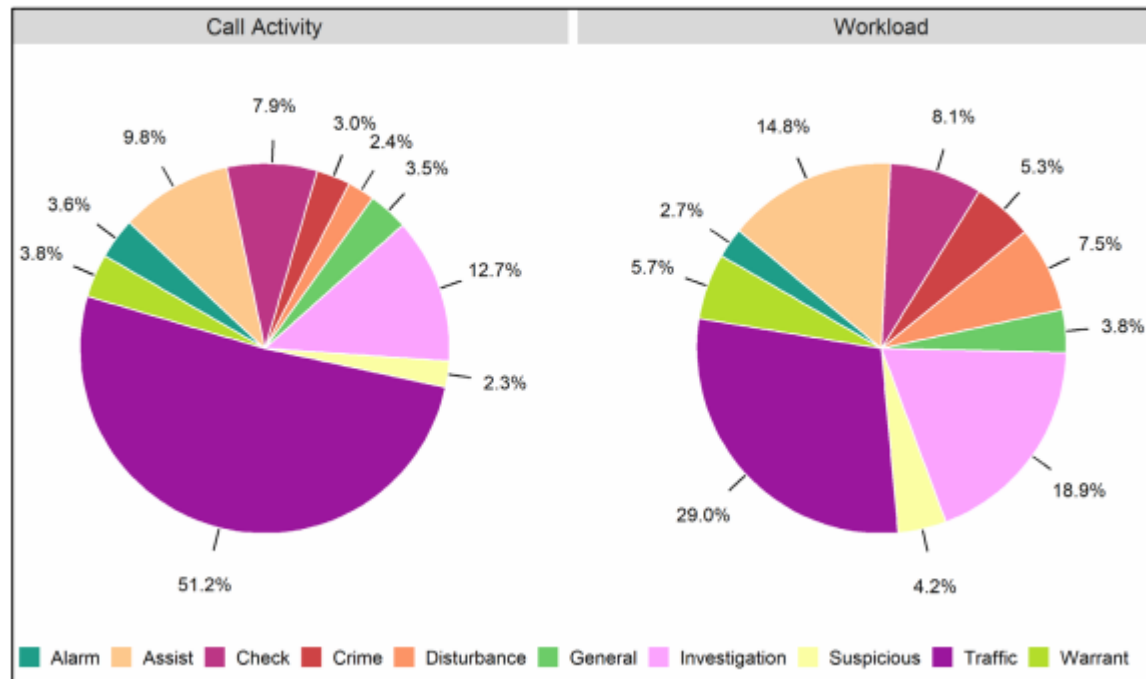**TABLE 9-10: Calls and Work Hours per Day, by Category, Winter 2019**

Category	Per Day	
	Calls	Work Hours
Accident	1.0	0.5
Alarm	1.2	0.2
Animal	0.3	0.1
Assist citizen	0.6	0.2
Assist other agency	2.8	1.2
Check	2.7	0.8
Crime–person	0.3	0.2
Crime–property	0.8	0.3
Disturbance	0.8	0.7
Investigation	4.4	1.8
Juvenile	0.2	0.1
Miscellaneous	0.6	0.1
Suspicious incident	0.8	0.4
Traffic enforcement	1.7	0.5
Traffic stop	14.9	1.7
Warrant and transport	1.3	0.5
Total	**34.4**	**9.3**

Note: Workload calculations focused on calls rather than events.

Observations, Winter:

- Total calls averaged 34 per day, or 1.4 per hour.

- Total workload averaged 9 hours per day, meaning that on average 0.4 officers per hour were busy responding to calls.

- Traffic calls constituted 51 percent of calls and 29 percent of workload.

- Checks constituted 8 percent of calls and 8 percent of workload.

- Investigations constituted 13 percent of calls and 19 percent of workload.

- Assists constituted 10 percent of calls and 15 percent of workload.

- These top four categories constituted 82 percent of calls and 71 percent of workload.

- Crimes constituted 3 percent of calls and 5 percent of workload.

What are you able to change?

TABLE 9-12: Activities and Occupied Times by Description

Status Code	Out of Service Description	Occupied Time	Count
BI	Bike patrol	65.3	3
CO	Complex	50.5	2,830
CT	Court	83.4	44
EX	Exeter hospital	15.4	5
ST	Foot patrol streets	27.0	39
HI	Highway	14.3	22
OT	Other	33.0	5
AT	Out at	28.7	288
OU	Out of town	49.8	28
PD	Paid detail	127.7	85
PP	Parking patrol	9.0	3
RW	Report writing	1.0	1
SR	School resource officer	73.2	4
TR	School/training	81.6	39
SA	Special	58.5	26
VM	Vehicle maintenance	35.6	18
Administrative - Weighted Average/Total Activities		**50.7**	**3,440**
Personal - BR	**Break**	**33.0**	**1,119**
	Weighted Average/Total Activities	**46.4**	**4,559**

Observations:

- The most common out-of-service description was "complex."

- The recorded personal activities were breaks.

- The description with the longest average time was for paid details.

- The average time spent on administrative activities was 50.7 minutes and for personal activities, it was 33.0 minutes.

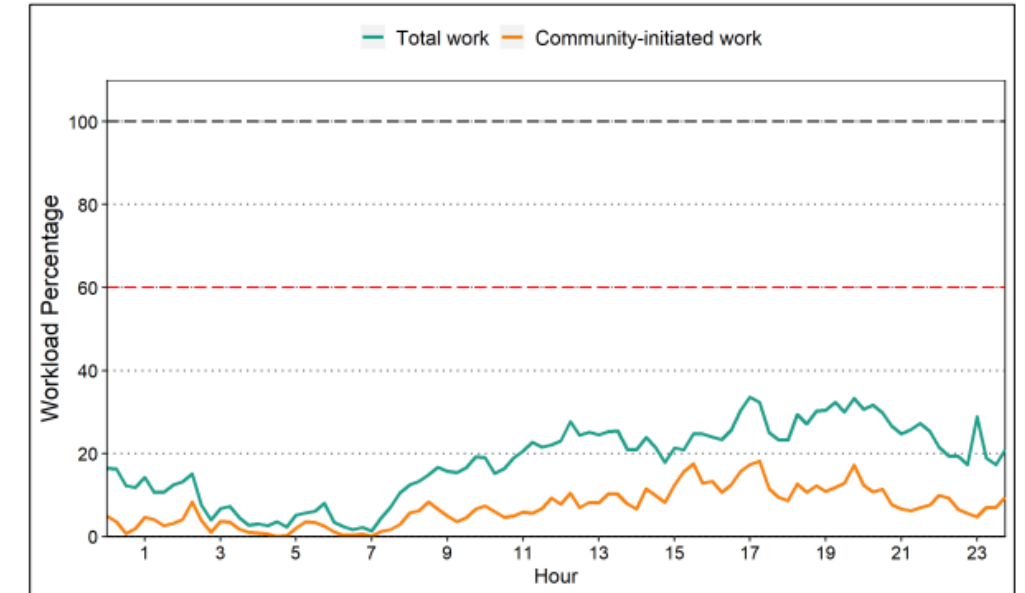FIGURE 9-25: Percentage of Workload, Weekdays, Summer 2019

FIGURE 9-26: Percentage of Workload, Weekends, Summer 2019

What is the true workload? Defund? Reform? Others?

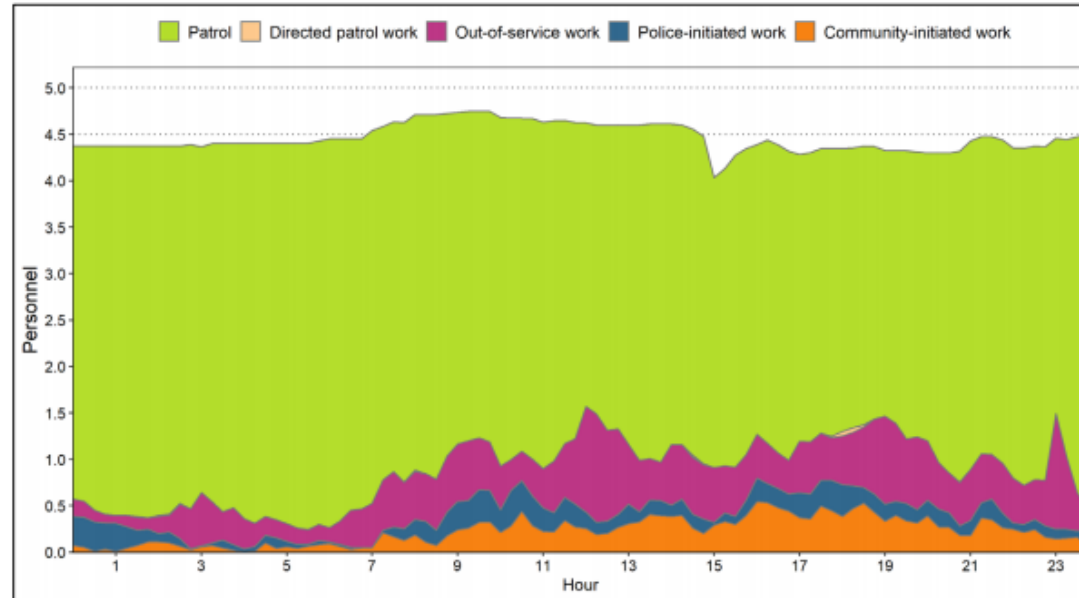**FIGURE 9-19: Deployment and All Workload, Weekdays, Winter 2019**

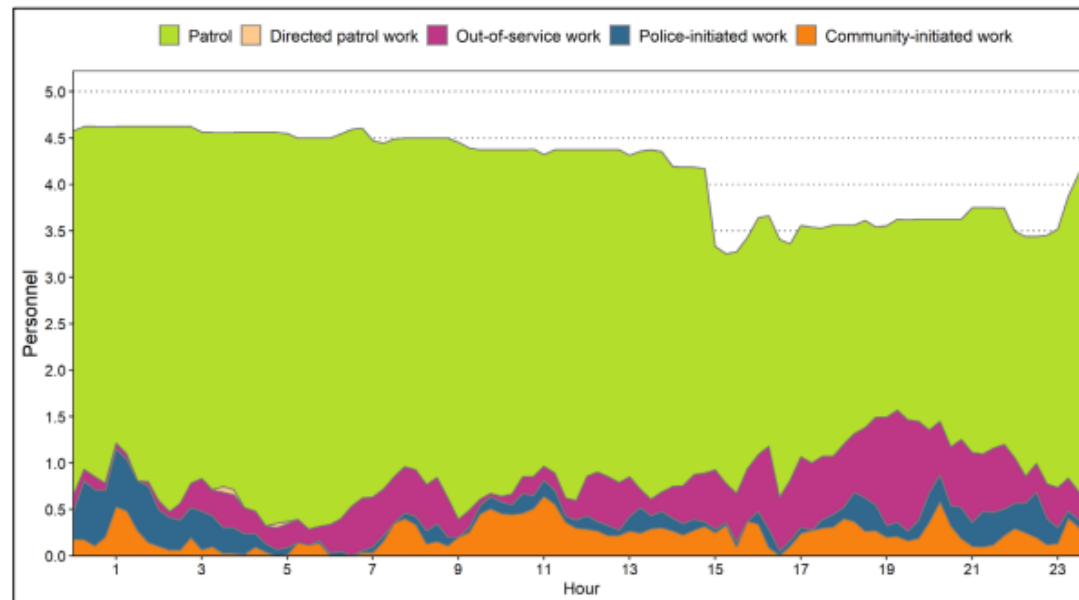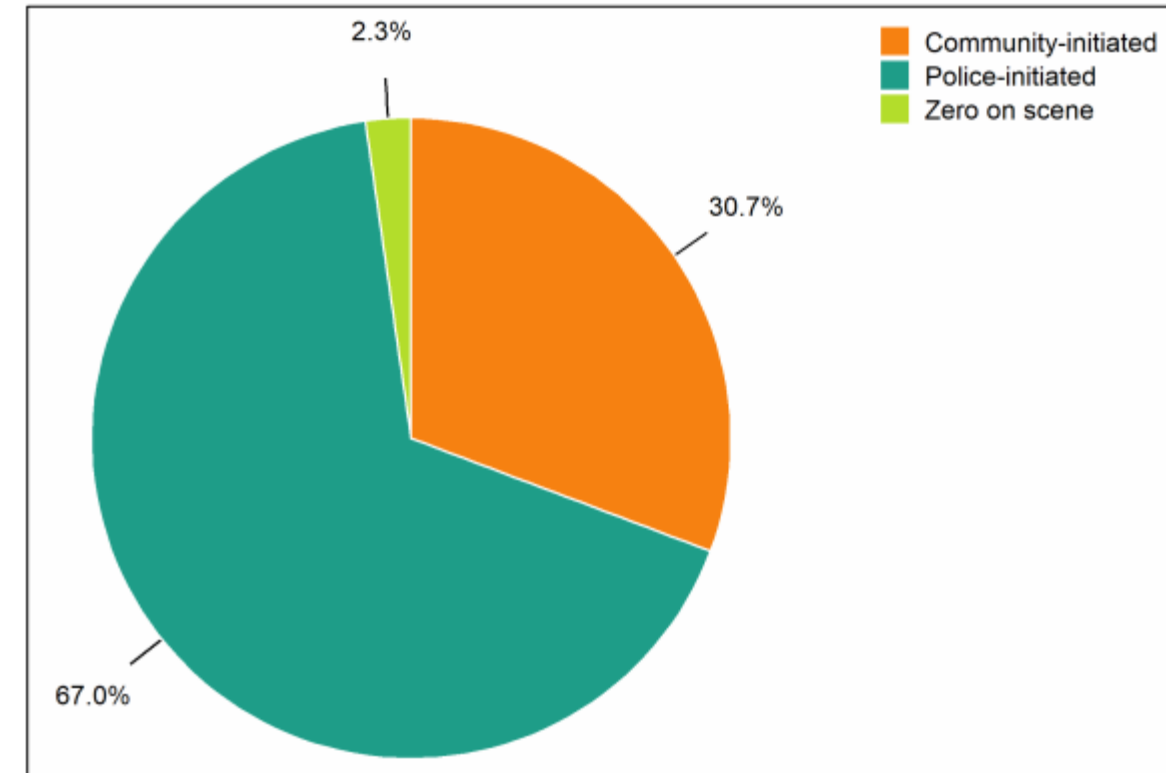**FIGURE 9-20: Deployment and All Workload, Weekends, Winter 2019**

FIGURE 9-1: Percentage Events per Day, by Initiator

Legend:
- Community-initiated
- Police-initiated
- Zero on scene

2.3%
30.7%
67.0%

Note: Percentages are based on a total of 15,843 events.

TABLE 9-1: Events per Day, by Initiator

Initiator	No. of Events	Events per Day
Community-initiated	4,868	13.3
Police-initiated	10,613	29.1
Zero on scene	362	1.0
Total	**15,843**	**43.4**

If you are going to "defund" or "reform" or assign to other agencies – do you know what the calls for service are and how much time is being expected?

APPENDIX A: CALL TYPE CLASSIFICATION

Call descriptions for the department's calls for service from September 1, 2018, to August 31, 2019, were classified into the following categories.

TABLE 9-20: Call Type, by Category

Call Type	Call Type Description	Table Category	Figure Category
ALMH	Alarm, hold-up	Alarm	Alarm
ALPN	Alarm, panic		
ALPS	Alarm, pump station		
ALRA	Alarm, audible		
ALRB	Alarm, bank		
ALRM	Alarm, burglar		
ALRM	Alarm, burglar]		
ALRP	Alarm, public building		
ALRR	Alarm, residence		
ALRS	Alarm, business		
ALRV	Alarm, vehicle		
ASSC	Assist citizen	Assist citizen	Assist
CIVI	Civil standby		
VIN	Vin verification		
ASF	Assist fire department	Assist other agency	
ASR	Assist rescue		
ASST	Assist other agency		
DRGO	Drug overdose		
FAP	Fire, alarm private		
FDN	Fire, dept. business/non emer.		
FIRA	Fire, auto		
FISA	Fire, smoke in the area		
FLOC	Fire, lock out		
FMBX	Fire, box received		
FPA	Fire, public assist		
FPLD	Fire, power lines down		
HAZ	Hazardous condition		
MED	Medical emergency		
MMAG	Medical emergency m/a given		
CHKB	Building check	Check	Check
DOOR	Open door		
PDCK	Pedestrian check		
VEHC	Vehicle check		
WEL	Welfare check		
ABUS	Abuse of a child	Crime–person	Crime

Community Policing

"If we don't have the **trust** of the community, then we're not able to do our job effectively."

- Carmen Best, Chief of Police, Seattle WA

To this?

How do we move from this:

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How building community relationships has paid off in high resident satisfaction with police

"Throughout City operations, we've begun to recognize that to be that place where we serve all people, we need to make sure we see all people. We're taking some active steps to widen our view and ensure that inclusivity and engagement are at the core of every service we provide and each facility we own." - Mayor Mike Maguire

Eagan, MN emerges as a national leader in safety through innovative community engagement

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community surveys - Coffee with A Cop - officers visible as community members -
building programs - renovations making police dpt. more effective, accessible

Ratings of Police / Sheriff Services In Eden Prairie, MN

Being trustworthy — 78%
Acting in the best interest of the community — 78%
Acting within the law — 77%
Being a positive influence in the community — 75%
Using the appropriate of force — 75%
Caring about the well-being of the people they deal with — 75%
Protecting individual civil rights — 72%
Treating all residents fairly — 71%
Holding police officers accountable for their actions — 69%

Data from Eden Prairie, MN 2018 Quality of Life Survey

Percent excellent or good

Community Quality of Life

Sense of Safety

Community Safety Issues

Departmental Performance

Contact with Police

Types of Police Interaction

Police Officer Performance

Community Safety Priorities

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THE NPSS™
The National Police Services Survey™

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Customer Service Ratings of Police Officers

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8 in 10

Excellent or good
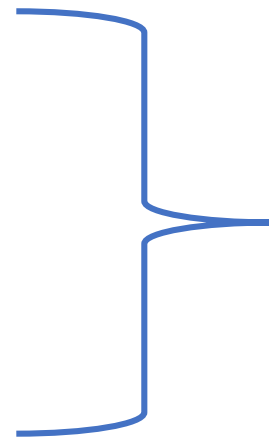
Fairness

Responsiveness to requests

Treating all people in a respectful manner

Knowledge
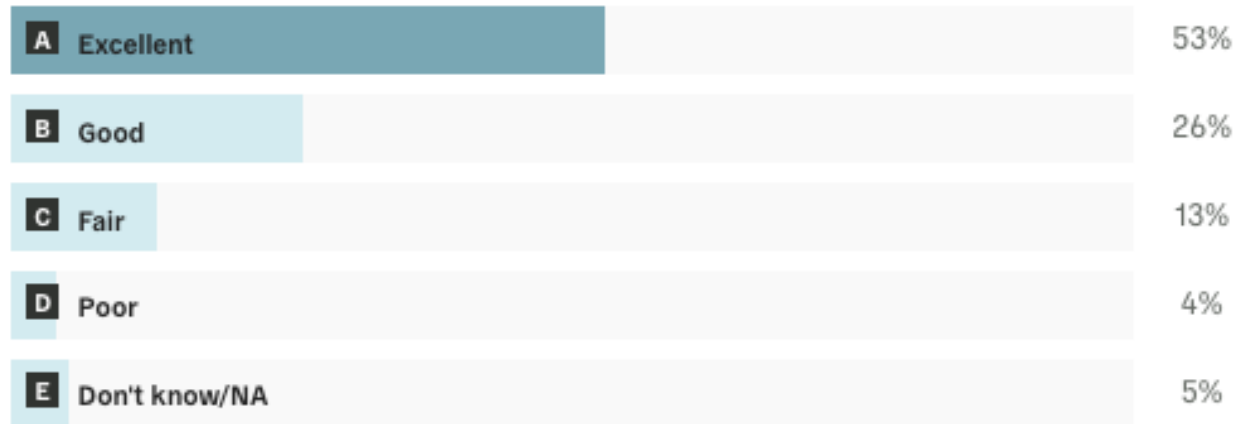
Timeliness

Resolution of concerns

Overall impression

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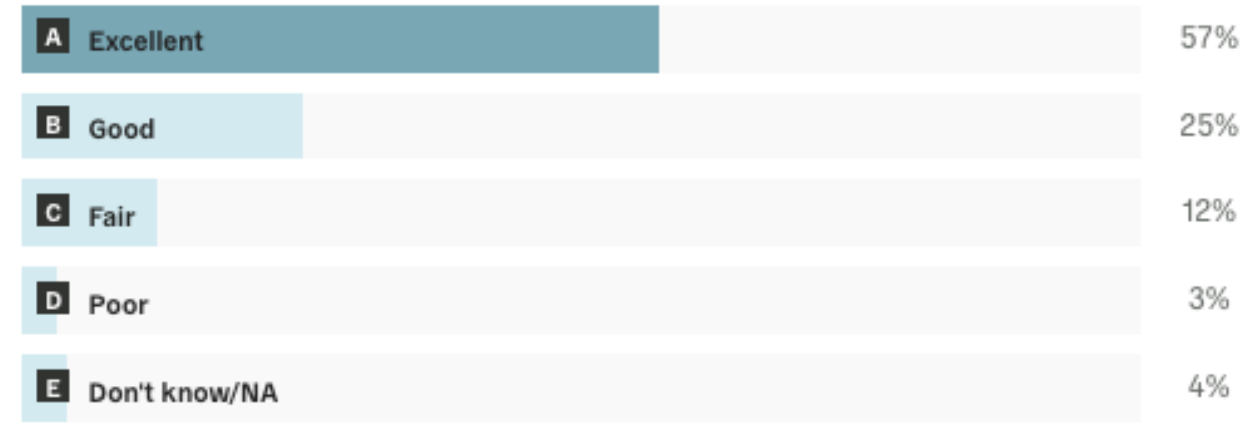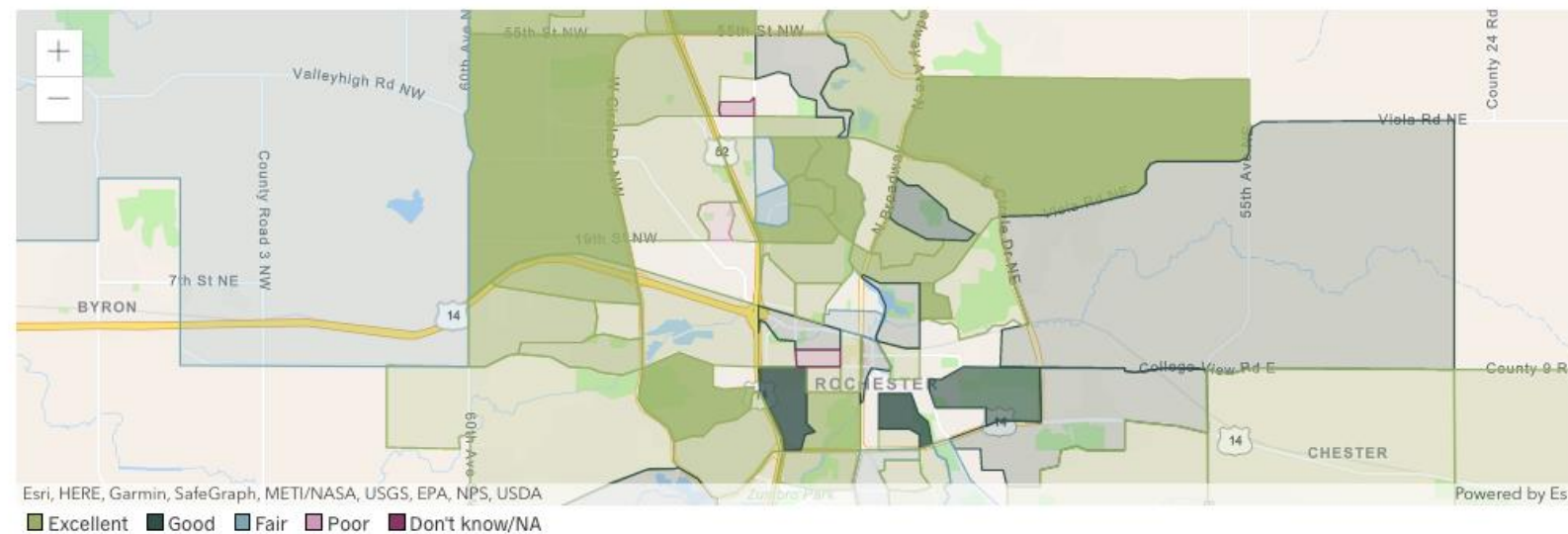
Data from Rochester, MN survey on Polco

How Black and White Americans See Law Enforcement Differently

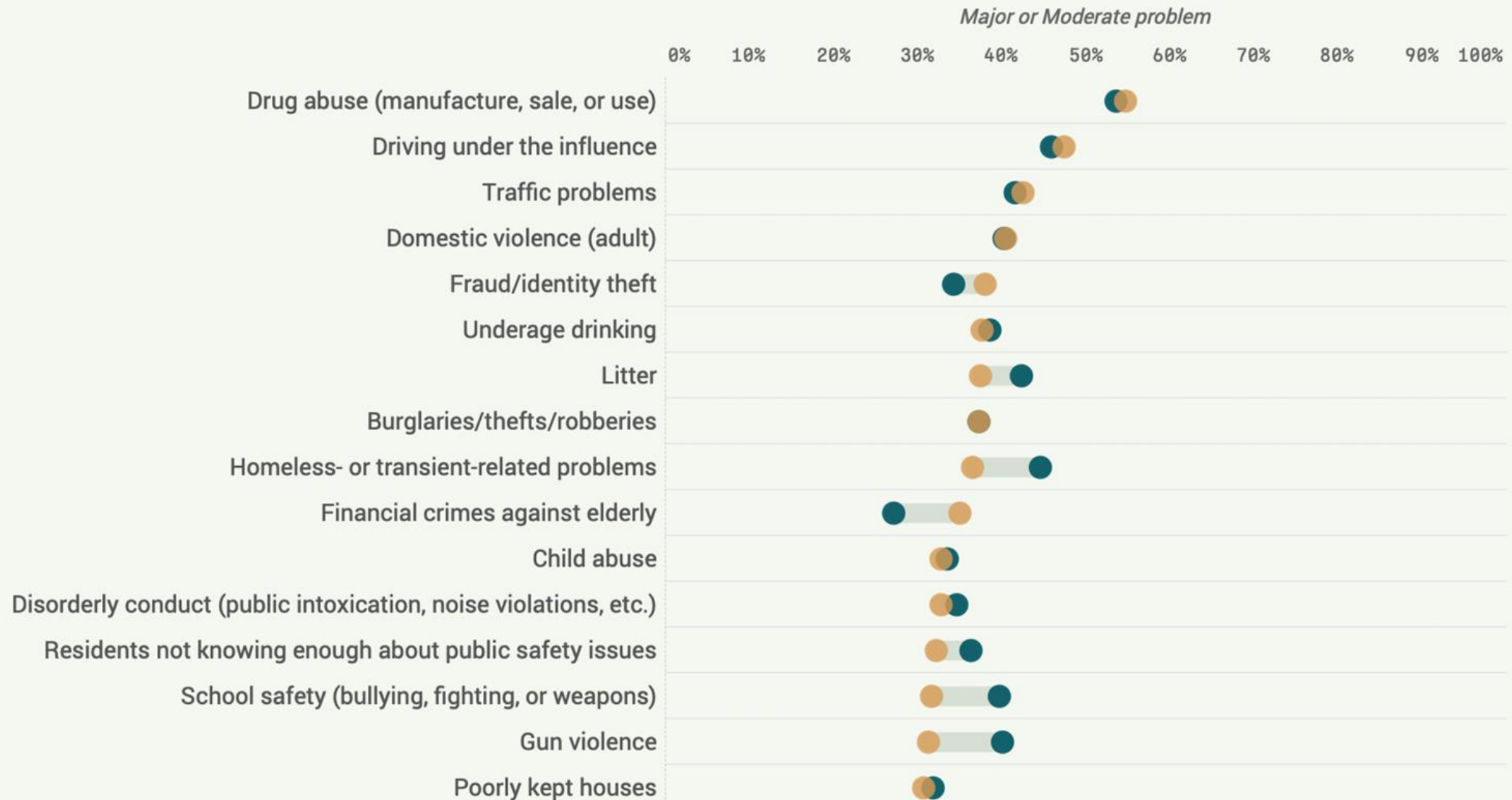# How do **white residents** ● and **black residents** ● differ on...

❖ **Polco** ▷ **NRC**

Priorities

How much of a priority, if at all, should the police department in your community place on each of the following in the next two years?

High or Medium priority

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%

School safety/security

Drug enforcement

Control of juvenile crime

Working with residents to solve neighborhood problems

Increasing connections with the community

Increasing resident accessibility to police and police-related..

Traffic enforcement

Dealing with the homeless population

Enforcing nuisance code violations

Data from The National Police Services Survey (The NPSS)

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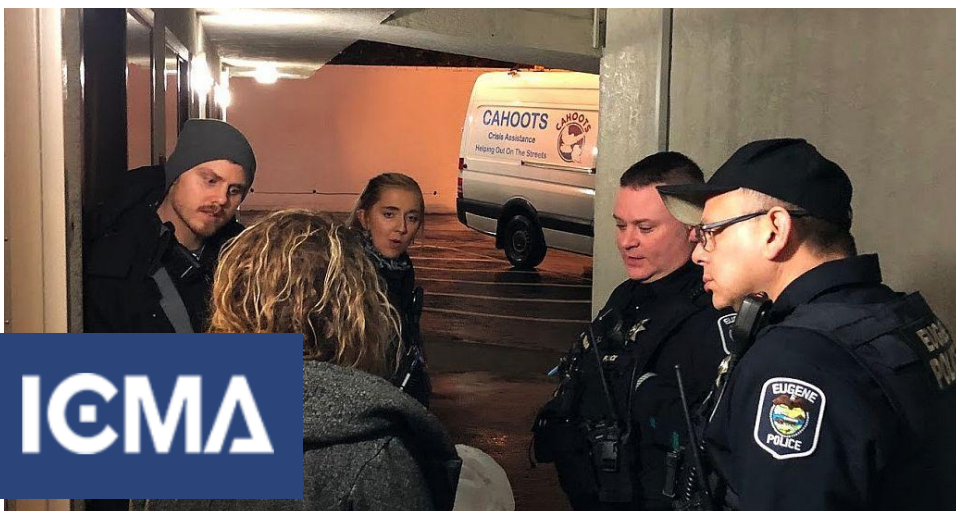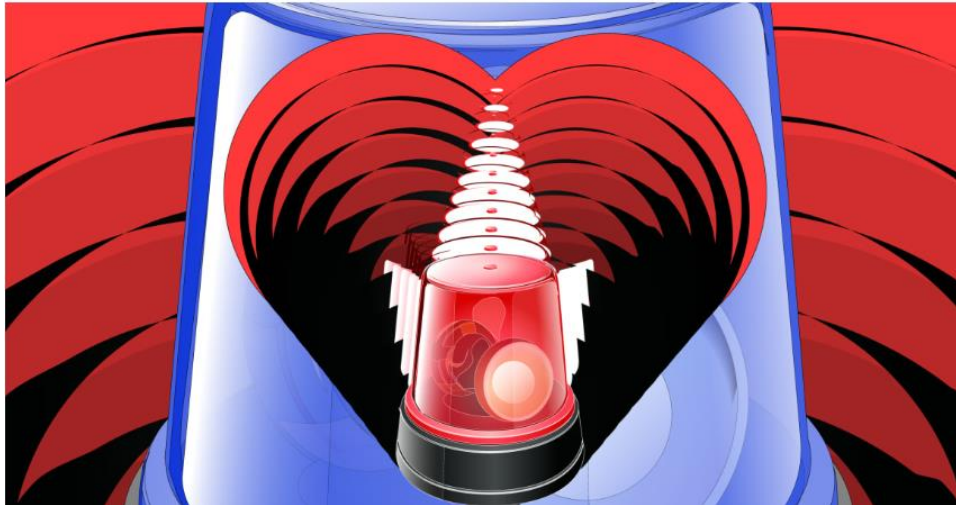
EMS Crisis Intervention Teams
Model Programs to Make Effective Use of Police Resources

Dallas: RIGHT Care Program

- RIGHT Care team:
  - Social worker from Parkland
  - Police officer (DPD)
  - Paramedic (DFD)
- Responds to selected 911 call types in selected districts
- Outcomes:
  - ER use decreased by 9% in the targeted zip codes
  - Arrests dropped by 8%
    - 2% of the RIGHT Care calls led to arrests
    - Repeat call rate is less than 7%
- Funded through a grant from the W.W. Caruth Foundation

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Memphis: CARE (*Crisis Assessment and Response to Emergencies*)

- Focuses on behavioral health emergencies
- Team members:
  - Crisis Intervention Team (CIT) police officer
  - Community Paramedic who is also CIT-trained
  - Social worker who specializes in crisis assessment
- 80% of its calls are handled without ambulance transport to an ER or jail

Fort Worth: Mental Health Crisis Intervention Team (CIT)

- Focuses on behavioral health emergencies
- Team members:
  - Crisis Intervention Team (CIT) police officer
  - Mental health worker from County Mental Health Services
- Goals:
  - Reduce the hazards associated with interactions between law enforcement and people suffering from mental illness
  - Proactively engage mental health consumers who pose a threat to the community as a whole
  - Reduce return calls for service related to mental health consumers

Colorado Springs: Community Response Team

- Focuses on behavioral health emergencies
- Team members:
    - Crisis Intervention Team (CIT) police officer
    - Mental health worker from private organization
- 2019 Outcomes
    - 1747 patient contacts
    - 63.6% treated in place, no transport

Eugene: Crisis Assistance Helping Out on the Streets (CAHOOTS)

- Focus on homeless and mental health outreach
- Run out of the nonprofit White Bird Clinic
- Team members:
  - Paramedic
  - Mental health workers from White Bird
- Responds to behavioral health 9-1-1 calls
  - 24,000 in 2019

Eagle County, CO: The Hope Center

- Focus on behavioral health crisis intervention
- Team members:
  - Community Paramedic
  - Mental health clinician
- Responds to behavioral health crisis 9-1-1 calls
- PD responds only to determine scene safety, then clears
  - 76% of calls resolved without ER or Jail

Bernard Melekian

Former director of the U.S. Department of Justice, Office of Community Policing (COPS)

A "COPS" perspective

The Evolution of Community Policing

- **1973: The Professional Model of Policing**
  - Just the facts: No racial issues because we are going to treat everyone the same
  - Do Not Interact with the Public

- **1980: The Beginning of Social Problem Solving**
  - Defusing domestic disputes
  - Displaying empathy for sexual assault victims

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The Evolution of Community Policing

- **1990: Colliding Narratives**
  - The Drug Wars
  - Community Policing; Problem Oriented Policing
  - The COPS Office

- **2000: Homicide Reduction**
  - Prevention, Intervention & Enforcement (Pasadena)
  - Stop & Frisk (New York)

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The Evolution of Community Policing

- **2005: The beginning of true dissatisfaction with the Police**
  - Maurice Clark in Pasadena
  - The focus was moving to the system policing rather than specific acts
  - Funding was solid which allowed for two-part policing

- **2010: The COPS Office**
  - Projects over people
  - The impact of the recession
  - Collaborative Reform

The Evolution of Community Policing

- **2014: Ferguson**
  - The collision of narratives comes into full view
  - The unraveling of Collaborative Reform

- **COVID and George Floyd**
  - What is the role of the police in the 21st century
  - How do we respond to the ever increasing complexity of diversity
  - How do we recruit & retain people in this environment

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Questions/Comments?

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