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

Part 2 on Policing in the 21st Century
Today’s Presenters

John E. Perez
Chief of Police, City of Pasadena, California

Angelica Wedell
Director of Communications and Marketing, Polco/NRC

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Retired City Manager Ionia, MI; Director CPSM, LLC

Bernard Melekian
Former director of the U.S. Department of Justice, Office of Community Policing (COPS)
Today’s Presenters

Matt Fulton
Vice President of National Engagement, Polco / NRC

Matt Zavadsky
MS-HAS, NREMT Senior Associate
Basing Decisions on Data and Not Emotion
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
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**

**Table 9-3: Calls per Day, by Category**

<table>
<thead>
<tr>
<th>Category</th>
<th>No. of Calls</th>
<th>Calls per Day</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accident</td>
<td>412</td>
<td>1.1</td>
</tr>
<tr>
<td>Alarm</td>
<td>405</td>
<td>1.1</td>
</tr>
<tr>
<td>Animal</td>
<td>243</td>
<td>0.7</td>
</tr>
<tr>
<td>Assist citizen</td>
<td>328</td>
<td>0.9</td>
</tr>
<tr>
<td>Assist other agency</td>
<td>986</td>
<td>2.7</td>
</tr>
<tr>
<td>Check</td>
<td>1,855</td>
<td>5.1</td>
</tr>
<tr>
<td>Crime-person</td>
<td>156</td>
<td>0.4</td>
</tr>
<tr>
<td>Crime-property</td>
<td>382</td>
<td>1.0</td>
</tr>
<tr>
<td>Disturbance</td>
<td>400</td>
<td>1.1</td>
</tr>
<tr>
<td>Investigation</td>
<td>1,388</td>
<td>3.8</td>
</tr>
<tr>
<td>Juvenile</td>
<td>142</td>
<td>0.4</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>232</td>
<td>0.6</td>
</tr>
<tr>
<td>Suspicious incident</td>
<td>328</td>
<td>0.9</td>
</tr>
<tr>
<td>Traffic enforcement</td>
<td>625</td>
<td>1.7</td>
</tr>
<tr>
<td>Traffic stop</td>
<td>6,826</td>
<td>18.7</td>
</tr>
<tr>
<td>Warrant and transport</td>
<td>404</td>
<td>1.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>15,112</strong></td>
<td><strong>41.4</strong></td>
</tr>
</tbody>
</table>
What are you sending and when?

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

- Alarm
- Assist
- Check
- Crime
- Disturbance
- General
- Investigation
- Suspicious
- Traffic
- Warrant

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

- Call Activity
  - 48.5% General
  - 43.0% Traffic
  - 3.6% Suspicious
  - 0.5% Disturbance
  - 4.1% Crime

- Workload
  - 39.4% General
  - 48.8% Traffic
  - 7.6% Suspicious
  - 0.9% Disturbance
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**

<table>
<thead>
<tr>
<th>Category</th>
<th>Per Day</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Calls</td>
</tr>
<tr>
<td>Accident</td>
<td>1.0</td>
</tr>
<tr>
<td>Alarm</td>
<td>1.2</td>
</tr>
<tr>
<td>Animal</td>
<td>0.3</td>
</tr>
<tr>
<td>Assist citizen</td>
<td>0.6</td>
</tr>
<tr>
<td>Assist other agency</td>
<td>2.8</td>
</tr>
<tr>
<td>Check</td>
<td>2.7</td>
</tr>
<tr>
<td>Crime-person</td>
<td>0.3</td>
</tr>
<tr>
<td>Crime-property</td>
<td>0.8</td>
</tr>
<tr>
<td>Disturbance</td>
<td>0.9</td>
</tr>
<tr>
<td>Investigation</td>
<td>4.4</td>
</tr>
<tr>
<td>Juvenile</td>
<td>0.2</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>0.6</td>
</tr>
<tr>
<td>Suspicious incident</td>
<td>0.8</td>
</tr>
<tr>
<td>Traffic enforcement</td>
<td>1.7</td>
</tr>
<tr>
<td>Traffic stop</td>
<td>14.9</td>
</tr>
<tr>
<td>Warrant and transport</td>
<td>1.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>34.4</strong></td>
</tr>
</tbody>
</table>

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**

<table>
<thead>
<tr>
<th>Status Code</th>
<th>Out of Service Description</th>
<th>Occupied Time Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>BI</td>
<td>Bike patrol</td>
<td>65.3</td>
</tr>
<tr>
<td>CO</td>
<td>Complex</td>
<td>50.5 2.830</td>
</tr>
<tr>
<td>CT</td>
<td>Court</td>
<td>83.4 44</td>
</tr>
<tr>
<td>EX</td>
<td>Exeter hospital</td>
<td>15.4 5</td>
</tr>
<tr>
<td>ST</td>
<td>Foot patrol streets</td>
<td>27.0 39</td>
</tr>
<tr>
<td>HI</td>
<td>Highway</td>
<td>14.3 22</td>
</tr>
<tr>
<td>OT</td>
<td>Other</td>
<td>33.0 5</td>
</tr>
<tr>
<td>AT</td>
<td>Out at</td>
<td>28.7 288</td>
</tr>
<tr>
<td>OU</td>
<td>Out of town</td>
<td>49.8 28</td>
</tr>
<tr>
<td>PD</td>
<td>Paid detail</td>
<td>127.7 85</td>
</tr>
<tr>
<td>PP</td>
<td>Parking patrol</td>
<td>9.0 3</td>
</tr>
<tr>
<td>RW</td>
<td>Report writing</td>
<td>10.0 1</td>
</tr>
<tr>
<td>SR</td>
<td>School resource officer</td>
<td>73.2 4</td>
</tr>
<tr>
<td>TR</td>
<td>School/training</td>
<td>81.6 39</td>
</tr>
<tr>
<td>SA</td>
<td>Special</td>
<td>58.5 26</td>
</tr>
<tr>
<td>VM</td>
<td>Vehicle maintenance</td>
<td>35.6 18</td>
</tr>
<tr>
<td>Administrative - Weighted Average/Total Activities</td>
<td>50.7 3,440</td>
<td></td>
</tr>
<tr>
<td>Personal - BR</td>
<td>Break</td>
<td>33.0 1,119</td>
</tr>
<tr>
<td>Weighted Average/Total Activities</td>
<td>46.4 4,559</td>
<td></td>
</tr>
</tbody>
</table>

**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.
What is the true workload? Defund? Reform? Others?
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?
Operational review of policies, process, and function

Forensic analysis of calls for service and workload

Community focus
Taking the Community’s Pulse: Change Using Community Engagement

Angelica Wedell
Director of Communications and Marketing, Polco/NRC

Matt Fulton
Vice President of National Engagement, Polco / NRC
Community Policing from the Residents' Point of View
Matt Fulton and Angelica Wedell, Polco
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
A RIOT IS THE LANGUAGE OF THE UNHEARD
How do we move from this:

To this?
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
community surveys - Coffee with A Cop - officers visible as community members - building programs - renovations making police dpt. more effective and accessible
**EXCELLENCE IN SAFETY**

**Eagan, MN**

<table>
<thead>
<tr>
<th>Service</th>
<th>Percent Rated Positively (2018)</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall feeling of safety</td>
<td>91%</td>
<td>Above</td>
</tr>
<tr>
<td>Police services</td>
<td>94%</td>
<td>Above</td>
</tr>
<tr>
<td>Crime prevention</td>
<td>89%</td>
<td>Above</td>
</tr>
</tbody>
</table>
Ratings of Police / Sheriff Services In Eden Prairie, MN

Data from Eden Prairie, MN 2018 Quality of Life Survey

Percent excellent or good

- Being trustworthy: 78%
- Acting in the best interest of the community: 78%
- Acting within the law: 77%
- Being a positive influence in the community: 78%
- Using the appropriate force: 78%
- 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%
Civic Engagement Objectives, Design Principles

- **More Participation**
  - Easier Accessibility

- **More Informed Participation**

- **Better Balanced Participation**
  - More representative
  - More of the thoughtful, broader majority relative to the vocal few

- **Good Government**
  - Transparency, Accountability
  - Better Connected, Stronger, More Resilient

- **Data Driven Performance Management**

- **Saved Staff Time & Effort**
  - Unify Channels
  - Automated Tabulation and Reporting

- **Checks Accountability & Promotes Transparency**

- **Smarter Decisions**
Contact with Police/Sheriff Department

48%

• Most Common Reasons:
  - Casual encounter (e.g., chatted with an officer on the street or at an event)
  - Called or sought help from the police
  - Reported a crime to the police in your community
  - Attended a safety or educational program (e.g., a civilian police academy or other program)
Customer Service Ratings of Police Officers

8 in 10

Excellent or good

- Fairness
- Responsiveness to requests
- Treating all people in a respectful manner
- Knowledge
- Timeliness
- Resolution of concerns
- Overall impression
Real-time, Verified Results
Resident Perceptions of Rochester Police Department

All Responses

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>53%</td>
</tr>
<tr>
<td>Good</td>
<td>26%</td>
</tr>
<tr>
<td>Fair</td>
<td>13%</td>
</tr>
<tr>
<td>Poor</td>
<td>4%</td>
</tr>
<tr>
<td>Don't know/NA</td>
<td>5%</td>
</tr>
</tbody>
</table>

Registered Voters

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>57%</td>
</tr>
<tr>
<td>Good</td>
<td>25%</td>
</tr>
<tr>
<td>Fair</td>
<td>12%</td>
</tr>
<tr>
<td>Poor</td>
<td>3%</td>
</tr>
<tr>
<td>Don't know/NA</td>
<td>4%</td>
</tr>
</tbody>
</table>

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...

**Trust in police**

*Please rate your community's police department on the following.*

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

*Data from The National Police Services Survey (The NPSS)*
### Feelings of safety

*How much of a problem, if at all, are these issues in your community?*

<table>
<thead>
<tr>
<th>Issue</th>
<th>0%</th>
<th>10%</th>
<th>20%</th>
<th>30%</th>
<th>40%</th>
<th>50%</th>
<th>60%</th>
<th>70%</th>
<th>80%</th>
<th>90%</th>
<th>100%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drug abuse (manufacture, sale, or use)</td>
<td></td>
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<tr>
<td>Driving under the influence</td>
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<tr>
<td>Traffic problems</td>
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<td></td>
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<tr>
<td>Domestic violence (adult)</td>
<td></td>
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<td></td>
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<tr>
<td>Fraud/identity theft</td>
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<tr>
<td>Underage drinking</td>
<td>10</td>
<td>20</td>
<td>30</td>
<td>40</td>
<td>50</td>
<td>60</td>
<td>70</td>
<td>80</td>
<td>90</td>
<td>100</td>
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<tr>
<td>Litter</td>
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<tr>
<td>Burglaries/thefts/robberies</td>
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<tr>
<td>Homeless- or transient-related problems</td>
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<tr>
<td>Financial crimes against elderly</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>40</td>
<td>50</td>
<td>60</td>
<td>70</td>
<td>80</td>
<td>90</td>
<td>100</td>
</tr>
<tr>
<td>Child abuse</td>
<td></td>
<td></td>
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<tr>
<td>Disorderly conduct (public intoxication, noise violations, etc.)</td>
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<tr>
<td>Residents not knowing enough about public safety issues</td>
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<tr>
<td>School safety (bullying, fighting, or weapons)</td>
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<tr>
<td>Gun violence</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Poorly kept houses</td>
<td></td>
<td></td>
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<td></td>
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</tr>
</tbody>
</table>

*Data from The National Police Services Survey (The NPSS)*
How do **white residents** and **black residents** differ on...

**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?_

- 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)*
Questions about The NPSS or our research?

Contact Us:
Matt@Polco.us
Angelica@Polco.us

Thank You!
Matt Zavadsky
MS-HAS,
NREMT
Senior Associate

Changing the Police Calls for Service
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
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
A “COPS” perspective
The Evolution of Community Policing

One Cop’s Journey
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
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)
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 21\textsuperscript{st} century
  - How do we respond to the ever increasing complexity of diversity
  - How do we recruit & retain people in this environment
Questions/Comments?

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