Reimagining the Role of Police in Public Safety

Friday, Feb. 5, 11am
City Managers Conference
“We’re asking cops to do too much in this country... Every societal failure, we put it off on the cops to solve. Not enough mental health funding, let the cops handle it... Here in Dallas we got a loose dog problem; let’s have the cops chase loose dogs. Schools fail, let’s give it to the cops... That’s too much to ask. Policing was never meant to solve all those problems.”

—former Dallas Police Chief David Brown
Too Many Responsibilities

Typical responsibilities such as law/code enforcement, traffic enforcement & 911 support.

But also first responders for issues related to:

- Poverty
- Lack of housing
- Mental illness
- Drug addiction
Why Change? Why Now?

Nationwide calls for “defunding police”
Have Your Cake & Eat It, Too?

• Does a reduction of budget automatically mean a reduction of service level?

• How would you prioritize the most important services officers provide?

• What third-party support do you need in place first before you entertain the thought?

• Could a reduction in budget & personnel be harmful to community? How do you communicate that out to your public?
“The Future of Policing”
Who/What is CPSM?

Launched by ICMA to provide support to local governments in the areas of Police, Fire, and Emergency Medical Services.

Also represents local governments at the federal level, such as the Department of Justice and the Department of Homeland Security.

In 2014, CPSM spun out as a separate company and is now the exclusive provider of public safety technical assistance for ICMA.

CPSM’s local government technical assistance experience includes workload and deployment analysis, using our unique methodology and subject matter experts to examine department organizational structure and culture, identify workload and staffing needs as well as industry best practices.

We have conducted over 348 such studies in 39 states and provinces and 211 communities ranging in size from 8,000 to 800,000.
Organizational Assessment

Two Phases

1. Data Analysis
2. Operational Assessment
Phase 1 – Data Analysis

1. Calls for Service for one-year period
2. Break down main categories
3. Define “Citizen-Initiated” versus “Police-Initiated”
4. Historical review of crime for Dept. compared to state and U.S. trends
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<thead>
<tr>
<th>Category</th>
<th>Community-Initiated</th>
<th>Police-Initiated</th>
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<tr>
<td>Weighted Average/Total Calls</td>
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<td>23,881</td>
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## Avg. Number of Responding Units, by Initiator and Category

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<thead>
<tr>
<th>Category</th>
<th>Community-Initiated</th>
<th>Police-Initiated</th>
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<td>No. of Units</td>
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<tr>
<td>Weighted Average/Total Calls</td>
<td>1.8</td>
<td>23,881</td>
<td>1.3</td>
<td>17,209</td>
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Phase 2 – Operational Assessment

1. Team of SMEs with decades of executive law enforcement experience
2. Focus groups within Dept. (sworn, professional staff, supervisors)
3. Workload analysis
Phase 2 – Operational Assessment

4. Review all key areas of Dept.
5. Recommendations for best practice and improved efficiencies
6. Opportunities for civilianization and/or alternative service delivery
Hidden Costs: How Police Reform Could Change the Shape of Other Public Safety Agencies
Shawny Williams
Chief of Police
City of Vallejo
Vallejo PD: Re-Imagining the Role of Police in Public Safety

PRESENTED BY: CHIEF OF POLICE, SHAWNY WILLIAMS
Why is it important?

Important, because what we are doing affects our community, city and officers.

Important, because the world is talking about police reform in new ways.

And important, as Vallejo moves to the next stage of a process already underway.
Mission, Vision & Values

Our mission, vision and values statement has been updated to reflect the positive steps we are taking as a department to bring about real change and better serve our community.
Core Values that Matter

In order to reimagine our role in public safety, it is important to first reform the core ethics and values upon which we stand and serve our community. Our new statement includes direct buy-in from department members at all levels and details the core values critical in serving the public.

- Exceptional service through fair and impartial policing
- Reducing crime and the fear of crime
- Strong Community Partnerships
What steps have we taken so far?

- Organizational Assessment (OIR)/ Community Input
- Effective Communication and Crisis Management Teams
- Department of Justice Collaboration
- Reorganization, Community Service Officers and Cultural Change
Operation PEACE

Operation PEACE has allowed the department to bring about a series of changes that utilize redeployment, federal, state and local partnerships, technology and innovation and community engagement to reduce crime and redefine how we engage with our community.
Change is happening...

REDEPLOYMENT
The department has re-assigned several dedicated positions to assist with predictive enforcement, outreach and engagement. We have also transitioned to solo-vehicle beat officers, increasing officer visibility to deter crime. Police Assistants will now assist the Patrol Division in responding to low priority calls, reducing officer reporting, writing and other administrative tasks by at least 60%.

TECHNOLOGY & INNOVATION
The department is investing in technology and working to enhance its information systems and programs. Improvements include the launch of a new website, the creation of an accountability and transparency page, the implementation of our use of force analysis dashboard and the addition of ALPR cameras via Flock Safety.

FEDERAL, STATE & LOCAL PARTNERSHIPS
The department entered into a collaborative reform agreement with the California, Department of Justice (DOJ) to ensure we complete and implement all 45 OIR recommendations. Last year, we also announced the results of the joint-initiative with U.S. Attorney McGregor Scott to eradicate gun violence in Vallejo. Our partnerships are both broad and intimate, allowing us to focus our efforts on crime reduction and community engagement.

COMMUNITY ENGAGEMENT (4CS)
The department is proactively working to build strong community partnerships. Key stakeholders/initiatives include our Operation PEACE Community Taskforce (25 members and counting), Chief's Advisory Board (60+ applications received) and a myriad of Courageous Conversations, virtual community events and workshops.
Other key community projects & improvements:

- Improved diversity, recruitment, and inclusion efforts.
- Creation of Community Resource Center
- Key grant opportunities through partnerships with groups like NAMI
- Improved social media, website and communications plan.
21st Century Policing

The finalized Implementation Plan will be our path towards 21st Century Policing and fulfill our vision of Exceptional Service.
The Path Towards 21st Century Policing

By taking steps to protect the community and reduce harm to residents and officers, VPD is working towards a Vallejo that is safer for all. With a vision of Exceptional Service, we are implementing 21st Century Policing and working with the community to create an environment of transparency, engagement and trust.
Six Pillars of 21st Century Policing

PILLAR 1
Building Trust & Legitimacy

PILLAR 2
Policy & Oversight

PILLAR 3
Technology & Social Media

PILLAR 4
Community Policing & Crime Reduction

PILLAR 5
Training & Education

PILLAR 6
Officer Wellness & Safety

We can do this.
David Reynoso
Chief of Police
City of El Monte
TRADITIONAL ROLES OF THE POLICE

• Mental health crisis: Police response instead of mental health professionals.

• Homelessness: Police response instead of social services professional.

• Simple neighbor disputes: Police response instead of trained conflict resolution mediator.

• 9-1-1 dependent society.
DEFUNDING

• There was a call in America to defund the police after the actions of a police officers that led to civil unrest across our country.

• Many cities are experiencing budget constraints due to the current pandemic. Public safety (Police) makes up at least 40% of many budgets.

• 9-1-1, the three easiest numbers to remember-Learned behavior.
DEFUNDING

- A city with a population of 120,000 residents still has 50,000+ calls for service annually.

- What would a 10% reduction in police services look like?

- How do you choose which calls for service go unanswered or drastically delayed?

- Solutions that maintain public safety.
LAPD/THERAPEUTIC TRANSPORTATION

• Jan. 2021- new model for unarmed crisis response that will dispatch mental health workers to some 911 calls for emergency assistance with nonviolent situations.

• Respond to and de-escalate emergency mental health calls 24 hours a day. Individuals in crisis stabilized in a therapeutic van designed to meet their needs and accompanied by clinicians who can provide support and access to mental healthcare.
CAHOOTS

• CAHOOTS (Crisis Assistance Helping Out On The Streets) is a mobile crisis intervention program in Eugene, Oregon.

• Deploys to crisis scenes independently. Dispatchers route calls for service to nonviolent situations to CAHOOTS.

• According to the organization, police backup was requested only 150 times out of 24,000 CAHOOTS deployments.
CAHOOTS

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• **2019:** CAHOOTS handled 18,583 calls for service or diverted 5-8% of calls for service from the police department.

• Does this equate to a reduction in police officers of 5-8%?
SERVICE-BASED POLICING

• Have multiple resources available to respond to non-violent calls for service.

• Embed mental health professionals, children & family services and other resource-based professionals in Police Departments.

• Already deployed in over 50% of agencies in L.A County.
• London has over 690,000 CCTV Cameras with “live facial recognition” capabilities.

• NYPD utilizes over 9,000 cameras.

• Sending officers only after you can verify a police response is needed.
VERIFIED RESPONSE

• Invest in your infrastructure.

• Provide for cameras/automatic license plate readers.

• Utilize volunteer staff to monitor camera rooms and report suspicious activity or verify the need for a police response.

• Technology can replace people.
Panel Discussion
(Audience Q&A is next!)

- Can cities have both (1) lower policing budgets and (2) high levels of service?
- How does the future of policing look different in contract cities?
- How can PDs engage communities of color in the process?
- Do certain policing models work better in small cities vs. large ones?
- What are pitfalls for cities that want to update their policing model?
Audience Q&A
Thank You!

Full presentation available: www.cacities.org

For more info about CCMF: www.cacitymanagers.org