

# Mid-Peninsula City Manager Summer research

Selected Focus Areas:  
Frameworks & Case Studies

# Key questions and focus areas

## June 2020 Scoping questions

- What are **effective alternative policing policies, practices and structures** that can be implemented in the short- to medium-term in our mid-peninsula, suburban cities?
  - What are **existing policing structures** and training in each of our local cities? What decisions drive/drove these existing structures?
  - What are the policing structures and training practices that most affect **marginalized communities** in the mid-peninsula cities? What populations are most impacted by these policies
  - What are **best practices of alternative forms of public safety delivery** that might replace current policing structures? Is there a difference between policies that work in urban and suburban cities? What is the efficacy of each proposed reform?



## Mid-point Focus areas

- Data collection and standards
- Culture change
- Independent oversight

# Three research branches and progress to-date

## Literature Review

- Organizational reports
- Academic papers

## Interviews

- Stanford faculty
- Community experts

## Case studies

- Selected peer cities



# Key takeaways: Possible short- and long-term actions for cities



## Data collection and standards



## Culture change



## Independent oversight

### Short-term

- Analyze 911 and non-emergency calls to **identify areas of highest need**

- Identify **existing areas of over-reliance** on police and possible alternative services

- **Diagnose community-police sentiment** to identify level of oversight needed

### Long-term

- Report **data in standardized format to national** databases e.g. National Justice Database (CPE) or the Uniform Crime Reporting database (FBI)

- Consider long-term **collaboration between cities**, esp in areas of recruitment, training, data collection and community engagement

- Consider **increasing permanent civilian engagement** in current oversight model



## Data collection and standards



# Areas of data collection fall into 3 broad areas; each achieves different analytic and transparency goals

	PD collects and analyze internally	PD shares data with third party for analysis e.g. university, think tank	Aggregate/anonymize data and post publicly
<div data-bbox="112 336 340 460">Personnel data</div>	<ul style="list-style-type: none"> <li>Compare dept. <b>demographics</b> to city, routes, neighborhoods served</li> </ul>	<ul style="list-style-type: none"> <li><b>Comparative analyses of dept demographics</b> compared to national average</li> </ul>	<ul style="list-style-type: none"> <li>Collect and <b>post department demographics</b> (e.g. race, gender) on website</li> </ul>
<div data-bbox="112 543 340 668">Operations data</div>	<ul style="list-style-type: none"> <li><b>Analyze 911 and non-emergency calls</b> vs officer-initiated contact to identify citizen demand, geographic need</li> </ul>	<ul style="list-style-type: none"> <li>Identify <b>Officer Discretionary Index</b> for an officer badge number</li> <li>Analyze <b>body cam footage</b> for bias using ML</li> </ul>	<ul style="list-style-type: none"> <li>Collect and <b>post annual aggregated data</b>, e.g. stops and arrests, use-of-force data</li> </ul>
<div data-bbox="112 762 340 886">Public opinion</div>	<ul style="list-style-type: none"> <li>Conduct <b>satisfaction survey</b> at community townhalls e.g. My90 texting service</li> </ul>	<ul style="list-style-type: none"> <li>Conduct <b>trust and satisfaction poll</b> of residents controlled for race, neighborhood</li> </ul>	<ul style="list-style-type: none"> <li>Survey and <b>post overall satisfaction or trust scores</b> among residents</li> </ul>

**Degree of public transparency** 

Possible analyses

Possible analyses

# There are a growing number of national or regional databases which a PD can choose to participate in

- Center for Policing Equity (CPE)'s National Justice Database
  - Participation and data are not publicly available
  - Provide analyses and recommendations on a city level
- FBI Uniform Crime Reporting (UCR) database
  - Includes the new National Use-of-Force database
- Police Data Initiative
  - Menlo Park and Palo Alto already provide accidents/crashes and traffic stops/citations data
- Stanford's Open Policing Project database
  - Provides network-level analysis on traffic stop data
  - Collects traffic stop data, including race and gender of officer/civilian

# Center for Policing Equity (CPE) provides data collection and reporting standards for racial bias analyses and inclusion in the National Justice Database project

## Recommended vehicle and pedestrian stop variables

- 22 data fields including:
  - Pedestrian stop (0,1)
  - Vehicle stop (0, 1)
  - Incident number
  - Date and time of stop
  - Location of stop
  - Officer: ID, Race, Rank, DOB, Service years, Gender, District
  - Suspect: ID, Race code, Race, Gender, DOB
  - Stop reason
  - Disposition
  - Searches and results of searches

## Recommended Use-of-force variables

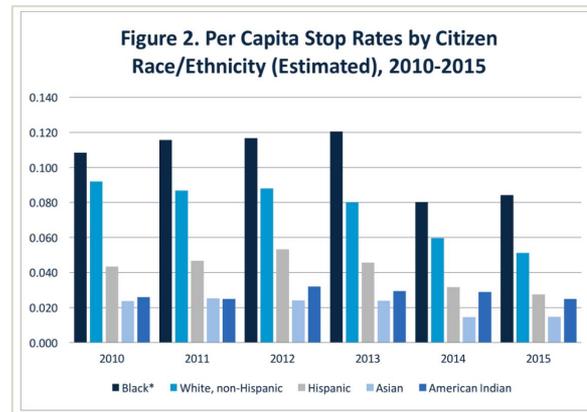
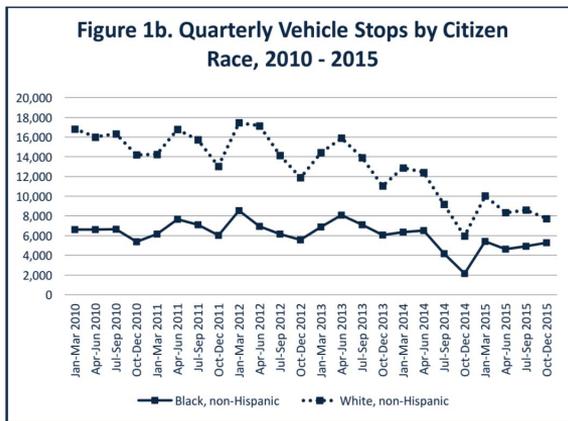
- 14 data fields including:
  - Date Received
  - IAD Number
  - Incident Type
  - Type of force used
  - Outcomes (citizen injuries, officer injuries, arrests)
  - Officer Race, Gender, Age, Rank, Tenure, Badge number
  - Citizen Age, Race, Sex

## CPE-administered Climate survey

- Answers 2 questions: predictors of positive officer experiences & predictors of unfair officer behaviors.
- *Independent variables*: Procedural justice, stereotype threat, social dominance orientation
- *Dependent variables*: Job satisfaction, job stress, compliance, police identification, community trust, cynicism, support for use of force policy etc

# Based on data variables from previous slide, the following analyses are possible

## Stops and arrests by citizen race/ethnicity



## Officer Discretionary Index

*I.e. Whether arrests of minority citizens comprise a greater proportion of discretionary stops vs resident-initiated stops*

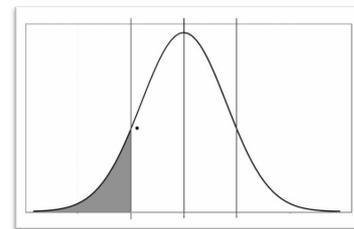
**Table A1. Officer Discretionary Indices, 2010-2015**

	2010	2011	2012	2013	2014	2015
Black-White	-0.07	-0.14	-0.19	-0.18	-0.15	-0.12
Hispanic-White	0.00	0.00	0.00	0.00	0.00	0.00
Asian-White	0.00	0.00	0.00	0.00	0.00	0.00
American Indian-White	0.00	0.00	0.00	0.00	0.00	0.00
Other/Unknown-White	0.00	0.00	0.00	0.00	0.00	0.00

\* Positive numbers indicate greater disparities in stops for Traffic Violations than in Investigative Stops. Negative numbers indicate greater disparities in Investigative Stops than in stops for Traffic Violations.

## Regional Comparison of Everytown PD's Officer Discretionary Index

(Again, all regional and national comparisons are based on dummy data)



When we compare Everytown PD's ODI to that of other participating departments in the US, 50% of police departments in the United States have an ODI that is lower than that of Everytown PD.

# Possible analyses (con't)

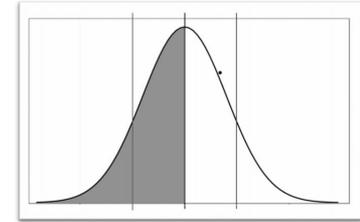
## Hit Rates by Race and Gender

*i.e. If hit rate (search resulting in contraband) for minorities is lower than whites, minority drivers are being arrested with lower level of suspicion*

**Table B1. Descriptive Statistics on Vehicle Stop Results by Citizen Race and Gender**

	Number of Stops	Share of Stops Resulting in Search	Share of Stops Resulting in Arrest	Number of Searches	Share of Searches Yielding Contraband
All Drivers					
Black	146859	0.15	0.08	21718	0.20
White	314117	0.09	0.04	29211	0.24
Hispanic	6339	0.18	0.05	1115	0.08
Asian	4559	0.04	0.02	187	0.12
American Indian	333	0.14	0.07	45	0.16
Other/Unknown	3618	0.06	0.01	226	0.11
All drivers	475825	0.11	0.05	52502	0.22

**Regional Comparison of Everytown PD's Stops Hit Rates**

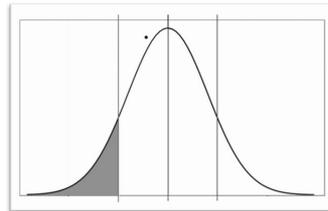


When we compare Everytown PD's Hit Rates to that of other departments in the US, 25% of participating departments have Hit Rates that are lower than that of Everytown PD.

## Use of force conditional on stop severity

*i.e. Does probability of Use of force conditional on reason for stop vary by citizen race?*

**Figure 27. Regional Comparison of Everytown PD's Use of Force**



When we compare Everytown PD's racial disparities in use of force rates conditional on stop severity to that of participating departments across the US, 75% of participating departments rates that are lower than that of Everytown PD.

# Possible analyses (con't)

## Officer-Level analyses

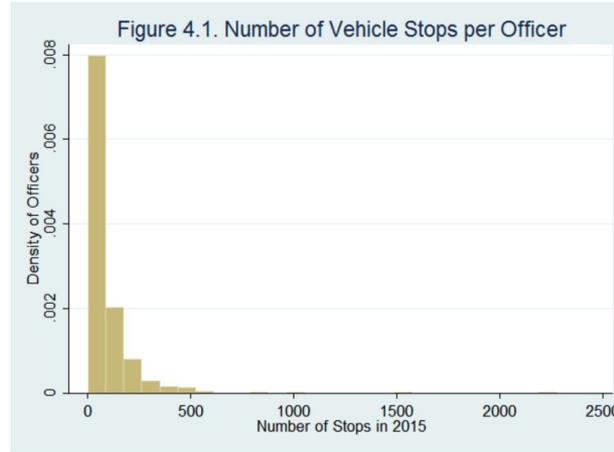
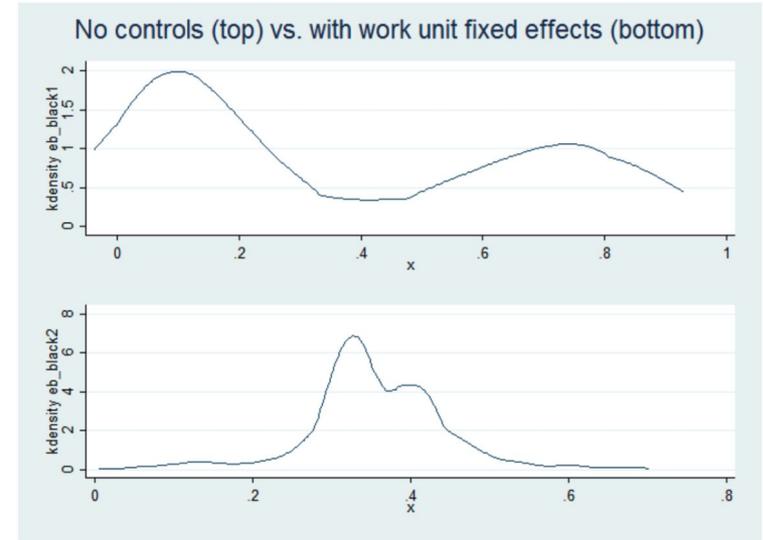


Figure 4.5. Kernel density plot displaying percentage of Black drivers stopped, with empirical Bayes adjustment for number of stops made by each officer and including district fixed effects.

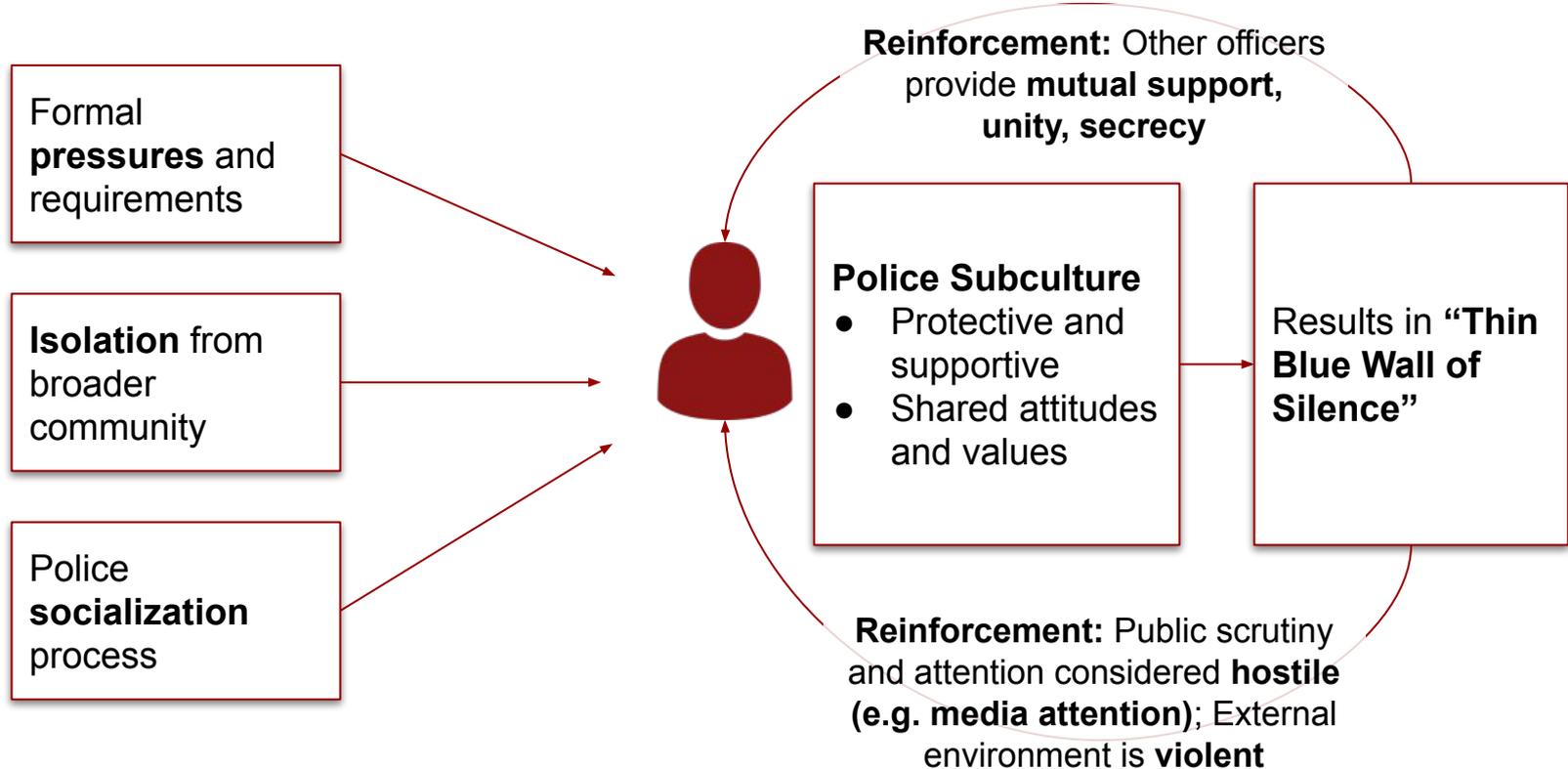




## Culture change



# Summary of research depicts formation of “police culture” is necessary for solidarity and unity of police officers



# Summary of research shows that police values and instincts are created through shared norms; stereotyping help officers make instant decisions in dangerous situations

## Rough and Respectable

- Officers **react negatively** to groups they cannot place within **“middle class respectability”**
- Leads to **ethnic stereotyping** based on “perceived criminality” of certain ethnic groups

## “Look for the unusual”

- Officers **develop their own criteria** for proactive policing e.g.:
  - **Individual out of place**
  - Individuals in specific places
  - Individuals of particular types
  - **Unusual circumstances** re: property

## Cover Yourself; Don't Rat

- Officers **unwilling to report misconduct**; more willing to perjure themselves to save their partner's reputation
- Solidarity is caused by **isolation from community** and the **need for reliance on other officers**

## The Thin Blue Line

- Officers see their role as **“maintaining order”** - sense of the police force as **“the thin blue line”** keeping chaos at bay
- Need to maintain order **may justify illegal or aggressive tactics**

# Previous initiatives to change police culture have 5 interlinked areas of reform that lead to systemic change

Recruitment initiatives to increase percentage of officers who identify with served communities e.g. Black, Hispanic, women, linguistic diversity

## Recruitment

*San Diego, CA:* Restructure PD to focus on beat/community policing e.g. creating community engagement posts, removing levels between beat police and management

## Organization

*East Palo Alto, CA:* Develop programs to increase positive interactions with served communities, e.g. youth education, social services referral programs

## Community Engagement

## Training

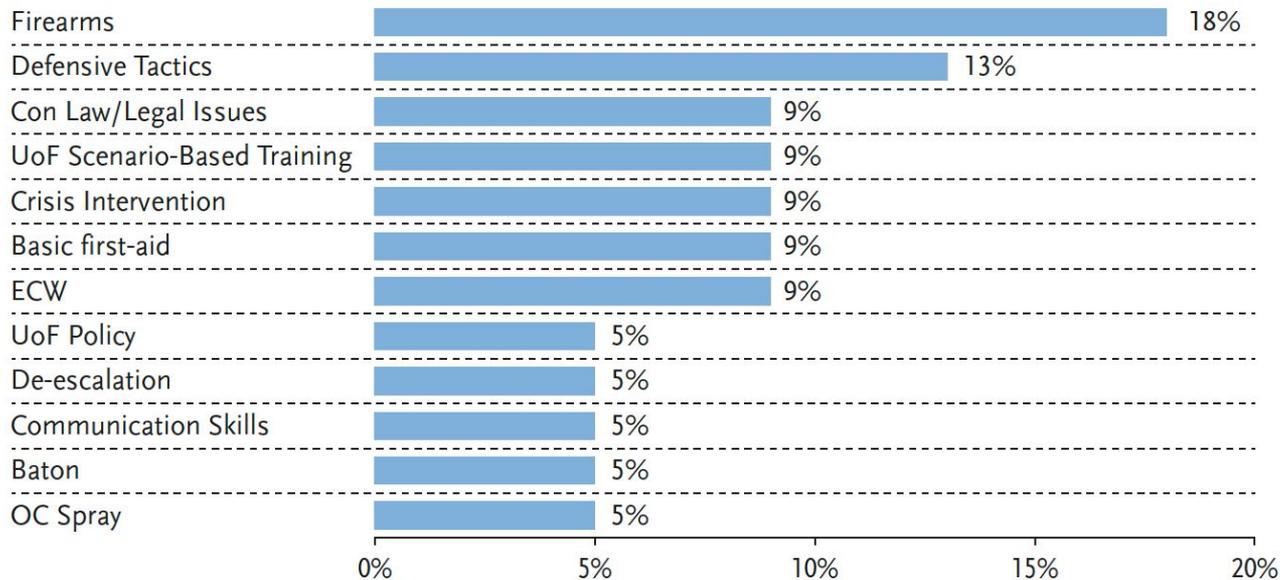
*King County, WA:* Training for beat officers on conflict resolution, mediation, youth development frameworks; historical role of law enforcement in racism

## Data Collection & Evaluation

*Oakland, CA:* Collect and evaluate data on a regular basis to measure progress on selected indicators e.g trust in law enforcement, crime metrics, public safety satisfaction

# PERF: Recruits spend majority of in-service training on firearms, with ~10% in de-escalation and communication

*Percent of In-Service Hours Spent on...*



Source: Police Executive Research Forum

# King County police academy has re-engineered training to focus on “guardian” vs “warrior” mindset

- Susan Rahr, former King County sheriff, argues that protecting constitutional rights “is the mission of police in a democracy” and that police require important critical thinking and decision-making skills
- Current training tends toward the warrior mentality beginning from recruit training.
- Recruits trained to respond to orders and rules without question
- However in reality, officers working the street do not have consistent or even regular supervision - There is no way to create enough rules for every situation an officer might face
- Focus in training should be on critical thinking and decision making, as well as de-escalation
- Recent changes to Washington State curriculum include:
  - Emphasizes the nobility of policing; highlights distinction between roles of warriors and guardians
- Integrates behavioral and social science programs e.g.:
  - “Blue Courage” program
  - “Justice Based Policing” using the Listen and Explain with Equity and Dignity program (LEED)
  - Crisis Intervention Training: Recruits are trained to recognize cues linked to mental illness; develop de-escalation strategies
  - Tactical Social Interaction: Teaches specific, measurable actions that lead to positive social interaction

# Camden, NJ county-wide force is example of police reform for budget reasons with little initial community input or collaboration

## Disbanding a department

- 2010: Camden (pop 77,000) was one of the most dangerous cities in the U.S. with record violent crime rates. Due to \$14M budget deficit, Camden laid off 50% of their police force
- 2012: State Senator Norcross and Mayor Dana Redd proposed dissolving the city force and creating a county-led force to replace it
- 2013: City Council approves resolution. Existing officers were laid off; reapplied under non-union contracts (have since unionized)

## Shaky start; Increases in excessive force

- New force does not reflect community demographics; increases excessive force:
  - Number of officers increases due to lower salaries (268 in 2012 -> 418 in 2013)
  - % of white officers increases disproportionately to city demographics
  - Excessive force complaints goes up (35 in 2013 -> 65 in 2014; highest in NJ). 44 of 44 complaints investigated were dismissed

## Crime reduction reflects state-wide trend

- Crime in Camden drops between 2012-2018; becomes rallying point for county-wide force advocates
  - 23% drop in violent crime
  - 48% drop in non-violent crime
- However, according to FBI crime statistics, the same pattern is true for other neighboring cities

## Activist calls result in culture reforms

- After activist calls for reform, police dept pursues a number of cultural change reforms.
  - 2015: All officers required to join a de-escalation mentoring program
  - 2019: Revision of use-of-force policies in conjunction with NJ ACLU and NYU Policing Project, including requirement to intervene and requirement to call medical services
- Excessive force complaints dropped 95% since 2014
- Force is still predominantly white and has a larger budget than before

- Recruitment 
- Training 
- Organization 
- Data Collection & Evaluation 
- Community Engagement 

# Community Safety Partnership in Watts, LA increased trust in law enforcement while decreasing crime and arrests

- **Context:**

- Goal to **increase welfare and decrease crime rates** for Watts residents who were suffering from high levels of violence
- Increase residents' **levels of trust in law enforcement**

- **Deployed new, relationship-based officer positions in selected housing developments**

- 400 LAPD officers applied for **45 positions in a special unit with an independent chain of command**. Positions lasted for 5 years.
- Rigorous interview process looking for cultural competency, bilingual abilities, aptitude for conflict resolution, and interest to work with broad cross-section of stakeholders

- **Training and incentives focused on building collaborative relationships with community**

- Police officers were **trained on collaboration, mediation skills and understanding of youth development principles**
- **Incentive structures created to reward positive officer behaviors** such as diversion of youth offenders, safe passage for students travelling to school, partnering with community stakeholders to solve safety issues

- **Community Programs** included gang prevention education campaigns at schools, gun buy-back programs, family services orientations and referral programs to service agencies

- **Regular data collection allowed for evaluation of measurable indicators**

- Measured feedback from community across 5 years of project incl. relationships and trust levels with LAPD, crime metrics, number of arrests
- Arrests declined by 50%, violent crime declined by more than 50% in first three years of operation

- Recruitment ✓
- Training ✓
- Organization ✓
- Data Collection & Evaluation ✓
- Community Engagement ✓

# New South Wales (AU) police reform (1996)

- **Recruitment of multilingual candidates, ethnic minorities, women**
  - Launched **bridging programs** to help local recruits meet school requirements
  - Added **aptitude tests** for conflict resolution and multicultural understanding
- **Training focused on training “guardians” vs “warriors”**
  - Add **core classes on cross-cultural issues**; Highlight ways trust in policing can be broken due to stereotyping and racism
  - Use **decision-making pedagogy** e.g case studies, experiential learning
- **Organization restructuring to highlight community interactions**
  - Reduced chain of command from beat police to police chief
  - Moved from seniority- to merit-based promotion
  - Appoint civilian “ethnic community” liaison to mediate between minority groups and police
- **Community-based programs built trust through regular interactions and deeper understanding**
  - **Introduced beat policing** - police meet regularly with residents, businesses and people on their beat
  - Appointed “**Ethnic Client Consultant**” - responsibilities include providing advice to chief, developing policies and programs to improve police and minority relations
  - Appointed civilian “**Ethnic Communication Liaison**” officers in selected patrols

- Recruitment ✓
- Training ✓
- Organization ✓
- Data Collection & Evaluation ✗
- Community Engagement ✓

Chan, Janet. 1996. “Changing Police Culture.” *British Journal of Criminology* 36 (1): 109–34.  
<https://doi.org/10.1093/oxfordjournal.s.bjc.a014061>.

## Outcomes:

- Because the reform did not specify success outcomes or metrics, and did not track minority satisfaction with police, success on building minority relationship was inconclusive (Chan, 1996)
- 97% of officers surveyed agreed that all cultural groups should have equal access to police services

# Urban and suburban cities are participating in recent conversations to reimagine public safety

## Minneapolis, MN:

- June 2020: City Council unanimously passed a resolution to create a **"transformative new model for cultivating safety"** based on holistic, public health measures
  - Set up a "Community Safety Work Group" to provide recommendations for the new public safety model.

## Berkeley, CA:

- July 2020: **Omnibus legislation** to transform public safety in Berkeley
  - Hired consultant to assess police calls, responses and research alternative models of justice
  - Create a new Dept. of Transportation to write parking citations, handle traffic violations

## New Haven, CT:

- August 2020: City Hall announced **pilot launch of Community Crisis Response team** that will respond to dispatch calls related to behavioral health, substance abuse, shelter and basic living needs.
  - Analyzed 2019 call data that showed 11,000 calls could have been responded to by non-law enforcement, non-medical teams

## Cambridge, MA:

- July 2020: Proposal in City Council to divert traffic enforcement to **non-armed civilian unit**

# CPE released a roadmap for cities considering new models of public safety



## Steps proposed:

- Identify services** to replace and reduce footprint of law enforcement
  - Conduct rigorous analysis of public safety demand
  - Evaluate officer-initiated activity
- Identify inefficiencies** in existing police activity
- Locate and create "**Public Safety Opportunity Zones**" which need more resources
- Measure public response** to changes
- Respond to violent crime through
  - Focused deterrence**
  - Collaborations with community organizations and leaders**



## Independent Oversight



# PARC: Three main groups of oversight models depending on type of review or investigation

	Role	Pros/Cons
<b>Review and Appellate Models</b>	<ul style="list-style-type: none"><li>● <b>Review completed internal investigations of citizen complaints</b>; Recommends (a) to sustain/reverse decision; (b) if further investigation should be carried out</li><li>● <b>Reports to Police Chief</b></li><li>● <b>Cannot make policy recommendations</b> or look for patterns of police misconduct.</li></ul>	<ul style="list-style-type: none"><li>✔ Allows <b>civilian input</b> into internal investigations</li><li>✘ <b>Limited powers</b>; can't investigate beyond individual comments</li></ul>
<b>Investigative and Quality Assurance models</b>	<ul style="list-style-type: none"><li>● <b>Outside entity that investigates in part or in full any citizen complaints</b>; may have full disciplinary power or report recommendations to Police Chief</li><li>● Can be made up of <b>civilians, group of lawyers/ investigators, ombudsman, or individual</b> leading IA dept</li><li>● In some cases, entity can <b>review PD budget and policies</b></li></ul>	<ul style="list-style-type: none"><li>✔ Allows <b>unbiased</b> investigation</li><li>✘ Oversight <b>usually restricted to complaint cases</b>; no broader policy recommendations</li></ul>
<b>Evaluative and Performance-based models</b>	<ul style="list-style-type: none"><li>● Usually an auditor that <b>identifies patterns of police misconduct, systemic failures</b> by reviewing the process of investigations (instead of one-off cases)</li><li>● <b>Compares police performance over time</b> and against other similarly situated law enforcement agencies.</li><li>● <b>Typically does not consult with the community</b></li></ul>	<ul style="list-style-type: none"><li>✔ Auditors are <b>focused on systemic change</b> vs. specific case resolution</li><li>✘ Independent expertise means <b>less community input</b></li></ul>

# Details on selected examples of police oversight models

## Review and Appellate Models

- **Albany, NY:** Community Police Review Board
  - Size: 8 members (1 vacancy). 5 members appointed by Common Council, 4 members appointed by Mayor
  - Role: Reviews and comments on completed complaints of misconduct by Police Officers; Provides recommendations to Police Chief
  - Budget: \$250,000 (2020 adopted)

## Investigative and Quality Assurance models

- **Palo Alto, CA:** Independent Police Auditor
  - Size: 2 auditors
  - Receives complaints directly, reviews investigations for objectivity; Provides recommendations to Police Chief on investigations, dispositions and processes
  - Budget: \$75,000 for 3-year contract
- **Cambridge, MA:** Police Review and Advisory Board
  - Size: 5 civilian members (volunteer, not compensated) appointed by City Manager. 2 staff members (1 Exec. Secretary, 1 Investigator appointed as necessary)
  - Investigates complaints of police misconduct, consults with Police Chief in establishing rules and regulations for Cambridge PD, reviews PD budget with City Council, makes disciplinary recommendations to Police Chief and City Manager
  - Budget: \$130,000 (FY2021: Office of Professional Standards + Police Review Board)

## Evaluative and Performance-based models

- **Boise, ID:** Office of Police Oversight
  - Size: 4 staff members incl. 1 attorney (director), 1 analyst, 2 investigators
  - Role: Independent review of police actions, provides policy recommendations, investigates misconduct; Reports directly to Mayor, City Council
  - Budget: \$150,000 (FY2021 proposed)

# PARC: Process for determining best oversight model begins with correct diagnosis of problem

## Diagnose sentiment of police- community relations:

Increasing mistrust

- **Strained but not broken**

- *Concerns about police budget*
- *Suspicion that police are covering up misconduct*



**Review and Appellate Models**

- **Eroded trust, little goodwill**

- *Shootings involving victims, usually people of color*
- *Police use-of-force or misconduct circulated on video*



**Investigative and Quality Assurance models**

- **Deep erosion of trust**

- *Community refuses to cooperate with law-enforcement*



**Evaluative and Performance-based models**

# Could be civilian-only, a hired professional, or a hybrid (1/2)

	Citizen oversight models	Hybrid oversight models	Third-party oversight models
Temporary	<p><b>Community Police Task Force (Aurora, CO)</b></p> <ul style="list-style-type: none"><li>• Citizen board <u>tasked to make recommendations</u> to improve relationships between residents and PD; review process of critical police incidents, operations, practices and procedures</li><li>• Reports to City Council</li><li>• Members elected for 2-year term or until task force is disbanded</li></ul>	<p><b>City Manager's Review Board (Stockton, CA)</b></p> <ul style="list-style-type: none"><li>• Advisory review board to examine police policies and practices, incl. Citizens' complaints, police calls for service, officer-related shootings and use of force</li><li>• Reports to CM</li><li>• 25 members including community leaders, officials and PD members</li></ul>	<p><b>Special Prosecutors (Madison, WI)</b></p> <ul style="list-style-type: none"><li>• Special prosecutor appointed to review officer-involved incidents, e.g. Marion County, WI shooting of Dreasjon Reed</li><li>• Allows independent investigation of law enforcement involved shootings and increases community faith in outcome</li></ul>

# Could be civilian-only, a hired professional, or a hybrid (2/2)

	<b>Citizen oversight models</b>	<b>Hybrid oversight models</b>	<b>Third-party oversight models</b>
<b>Permanent</b>	<p><b>Citizen Advisory Panel (Palo Alto; San Jose, CA)</b></p> <ul style="list-style-type: none"><li>• Group of citizens selected by City Council act as liaisons between PD and community; learn and provide feedback about policies and procedures</li><li>• Reports to Police Chief</li><li>• Limited oversight</li></ul>	<p><b>Police Commission (San Francisco, CA)</b></p> <ul style="list-style-type: none"><li>• Appointed by City Council; duties include reviewing policies and practices, participating in important personnel decisions, overseeing officer misconduct investigations, hold public hearings on department's budget</li><li>• Police Chief may serve as non-voting member; 1 councillor may serve on commission</li><li>• Reports to City Council</li></ul>	<p><b>Independent auditor (Palo Alto, CA; San Jose, CA)</b></p> <ul style="list-style-type: none"><li>• Third party professional firm (usually a law firm) appointed to review police investigations and report findings.</li><li>• Receives citizen complaints directly</li><li>• PA auditor reports to Police Chief, SJ auditor reports to Mayor and City Council</li></ul>

# Appendix



# Seattle, WA: Hybrid oversight commission and civilian review board

Seattle's Community Police Commission (CPC) is an example of a hybrid oversight commission and civilian review board. It was established in 2013 as part of a consent decree with the Department of Justice. The fifteen member commission represents diverse community interests, including two police union representatives.

The CPC provides system oversight for the civilian-led accountability process conducted by an independent civilian Auditor and a civilian Director of the Office of Police Accountability. In addition to its role overseeing the accountability system, the CPC, which includes police reform advocates, comments on police policies that affect community trust and fairness, and works with the Seattle Police Department training section to revise training curriculum in key areas, including bias-free policing, stops and detentions, crisis intervention training, and use of force.

## San Francisco, CA: Civilian oversight board conducts independent investigations through Office of Civilian Complaints

San Francisco has one of the strongest civilian oversight boards in the country with significant disciplinary power. In their model, the Citizen Police Commission determines all disciplinary action beyond 10-day suspensions and is the appellate body for all officer appeals. Additionally, San Francisco uses a model that does not rely on internal divisions within the police department to conduct investigations.

Typically, allegations of excessive force, civilian harassment, and other infractions by police while on duty are investigated by the Office of Civilian Complaints, rather than a unit within the police department. Many civilian oversight boards are forced to rely on the investigations of internal departments or units, which can limit their access to information.

In San Francisco, the Office of Citizen Complaints (OCC) receives complaints from community members and has the power to investigate any allegations brought forth by residents.

# Camden, NJ: County-wide force provided lower pay for officers and had higher numbers of white officers

## Pay & Benefit Changes

Camden County Police Department officers receive significantly less pay and benefits than those with the former city department. This table shows costs for 300 officers.

Category	City Police	Camden County Police Department
Salary	\$22,559,276	\$18,895,922
Fringe Benefits	\$25,399,921	\$10,203,798
Overtime	\$3,105,120	\$748,130
Longevity	\$1,894,800	\$0
Shift Differential	\$1,053,801	\$0
Other Pay, Uniform Allowance	\$752,241	\$148,500
<b>Total</b>	<b>\$54,765,159</b>	<b>\$29,996,350</b>

SOURCE: Camden County

Sources:

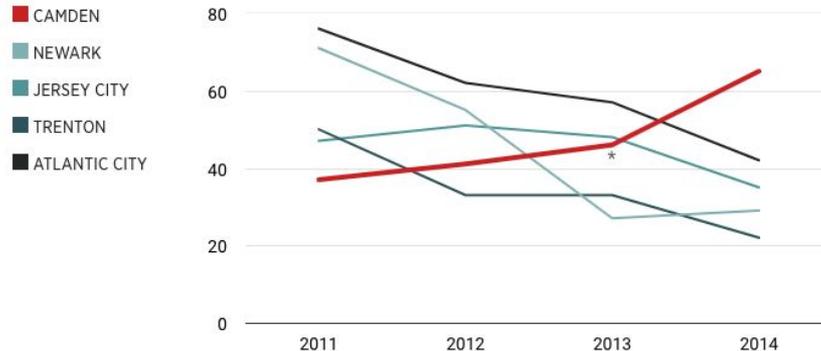
- [Governing](#) (2014)
  - An analysis of [police employment data](#) indicates that in the course of a year, Camden has gone from a bare-bones force to having at or near the highest police presence of any larger U.S. city on a per capita basis. By the time the force is fully staffed, which the county expects will be later this summer, Camden will have 411 full-time sworn officers, or about 53 for every 10,000 residents. Cities of populations exceeding 50,000 employed an average of 17 officers per 10,000 residents in the most recent 2012 data reported to the FBI.
  - The makeup of the newly expanded force is more suburban -- and much more white -- than the old city police department. More than two-thirds of the former department's officers were minorities; they now account for about 43 percent of sworn personnel in a city that is 95 percent minority.
  - No other municipalities have joined the county-wide police force
- [Politico](#) (2020)
- [WashPo](#) (2020)

# Camden, NJ: County-wide force resulted in higher excessive force complaints

## Excessive force complaints

Camden's excessive force complaint numbers are higher than cities with much larger populations and more police officers.

**Hover** to view the number of excessive force complaints.



\*Of the 46 complaints in 2013, 35 were against the Camden County Police Department, which took over policing in the city of Camden in May 2013. The other 11 were filed against the city's previous police department, which patrolled Camden prior to being disbanded.

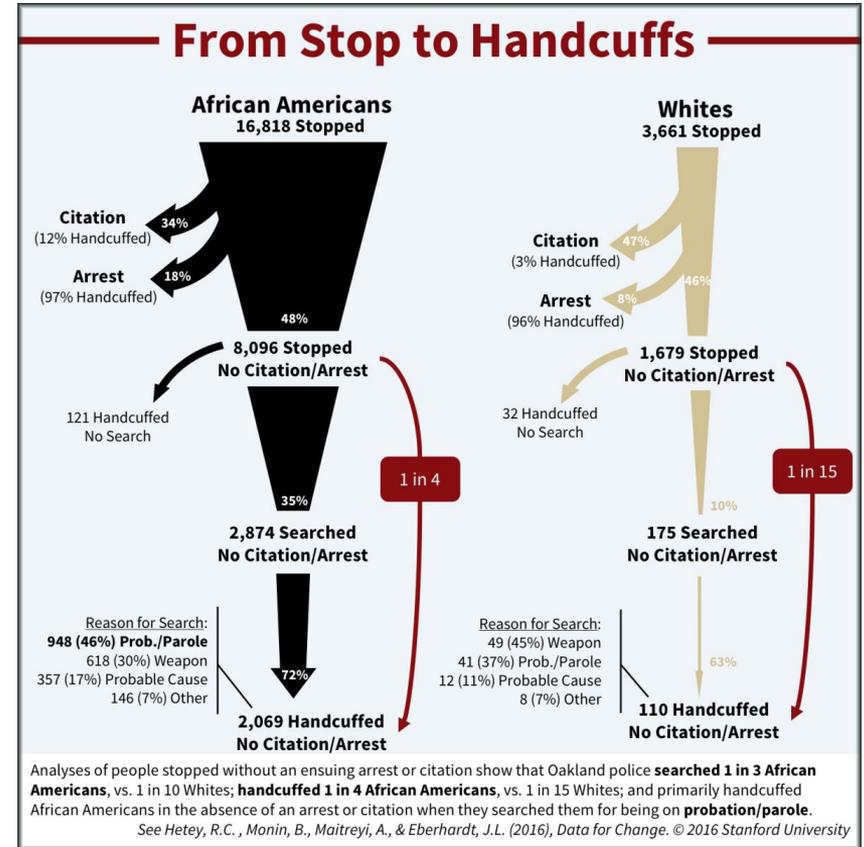
Sources:

- [CityMetric](#) (2020) - “[Camden’s experience] was a conjunction of opportunities and circumstances that would be really tough to replicate,” says Alan Mallach, a senior fellow at the Center for Community Progress and a veteran of New Jersey’s local policymaking world. “It’s a city that’s hyper-segregated and hyper-poor in terms of the people who live there and the fiscal resources of the local government. By the time the police issue came to a head, Camden was a ward of the state.”
- The new Camden County police force is actually larger than its predecessor and [enjoys a larger budget](#), routed through the county government. Its officers are younger, [whiter](#), and less likely to live in the city. After its establishment, the force ramped up “proactive” policing, which many younger residents experience as harassment. [Use-of-force complaints surged](#), and a new, more progressive rule book was only adopted [after a serious campaign by local activists](#).

# SPARQ / Oakland PD

## The 5 Research Initiatives

- Statistical analyses of stop data from 28,119 forms that 510 OPD officers filed after stopping drivers and pedestrians in Oakland, Calif., between April 1, 2013 and April 30, 2014;
- Development of computational tools to analyze linguistic data from body-worn cameras (BWCs) and, using these tools, analyses of some 157,000 words spoken by OPD officers during 380 stops in April of 2014
- Development of computational tools to analyze written narratives from police stop data forms, and, using these tools as well as human experts, analyses of some 1,000 OPD officer narratives from April of 2014
- Two surveys of 416 Oakland community members regarding their attitudes toward and experiences with OPD officers
- Development and evaluation of implicit bias and procedural justice training modules with 675 OPD officers.



# Eugene, OR: Successful mental health diversion program working with PD to reduce officer responsibilities



## Background

- **CAHOOTS: Crisis Assistance Helping Out On The Streets**
- Started in 1989 by the White Bird Clinic in Eugene, OR along with Eugene PD; one of the oldest assistance diversion programs in the U.S.
- Medics or crisis workers respond to calls. On average, workers have 500 hrs of training incl. Medical care, conflict resolution and crisis counseling
- CAHOOTS is assisting in the development of programs in other states, including California, New Mexico, Indiana, Connecticut and New York.

## CAHOOTS in numbers

- 60% of CAHOOTS patients are homeless, 30% have some form of mental illness
- Funded by Eugene and Springfield at \$2M/year - 2% of annual police budget; responds to an average of 20% of total call volume to 911 and local police stations
- Calls have grown from ~9,600 calls (2014) to 24,000 (2019)
- Required police backup 150 times in 2019 (<1%).

## Possible success metrics for mid-peninsula cities

- # of calls per year responded to by mental health assistance program
- % of 911/police calls diverted
- % of calls involving clients with homelessness or mental health challenges
- Annual budget for program