

MEMORANDUM

CITY OF GRAND RAPIDS

Date: July 6, 2020

To: Mark Washington
City Manager

From: Eric Payne
Chief of Police

Re: Outcome Projections Based on Budget Reduction

For the past several years, my department has been working closely with city leadership to compile an extensive review of the last five studies or plans with which the agency has been involved. These date back to 2016 and include:

- The City 12 Point Plan
- Lamberth Traffic Stop Study
- 21CP Policy Review Task Force
- Staffing & Deployment Study
- City of Grand Rapids Strategic Plan

These five studies/plans resulted in approximately 90 unique recommendations. Our current review of the studies shows that about 96% of the recommendations have either been implemented or are in the process of being implemented/considered. We have listed what we believe to be the status of each of those recommendations on Appendix A to this memo. The Office of Public Accountability is reviewing progress on implementation of the 90 recommendations and we look forward to the report from that office.

These five endeavors, plus the implementation of the body camera program and reviving the sponsored police academies to improve diversity, represent a commitment of \$4.8 million to improving police/community relations in our city. As a result of these efforts, external Internal Affairs Unit (IAU) complaints have fallen from 261 in 2016 to 90 in 2019. At the same time, internal complaints have risen from 75 to 92, illustrating officers are holding each other accountable at a higher rate. The department hopes to continue building on this success and retain momentum to improve police services.

The Staffing & Deployment study suggested that the GRPD had adequate staffing levels of sworn personnel to meet the community's needs, provided more non-sworn positions could be obtained to free up sworn personnel from performing non-sworn duties. The study did not recommend reduced staffing levels. Examples of recommendations include:

- Developing a strategic plan to guide change in the department.

- Developing data analytic capacity to improve department operations through the addition of non-sworn data analysts.
- Adding the capacity for non-sworn administrative support.
- Converting functions to non-sworn support that are currently performed by sworn officers, including:
 - Hiring a non-sworn property clerk to send one sworn officer to community policing duties
 - Hiring a non-sworn traffic unit office assistant to send one sworn officer to community policing duties
 - Hiring a non-sworn subpoena server to send one sworn officer to community policing duties
 - Hiring two crime/data analysts to be more strategic and data driven responding to crime and deploying resources.

As of this report, non-sworns to be hired under this initiative include the crime/data analysts and the subpoena server. Also hired have been a victim services specialist and an officer wellness coordinator.

The other positions have not been filled due to the current budget situation. Three sworn personnel were reassigned to patrol duties anyway and the city approved the hiring of two more sworn officers. This allowed for the creation of an afternoon/weekend Community Policing shift, which was a priority request from the community at many town halls and listening sessions.

Work is underway on the department’s strategic plan, which will focus heavily on implementing the recommendations of the Hillard Heintze Report in order to provide capacity for evolution of the Police Department. One concept under consideration is to build on the work of the Victim Service Coordinator by securing the availability of on-call mental health response services every day of the week to support community members and the Department.

Similar Sized City/Agency Comparison

Grand Rapids was compared to six other cities of similar population size and crime rates. Below is the breakdown of that comparison showing the number of authorized sworn staff, budget allocation, and officers per 1000 residents.

<u>City</u>	<u>Population</u>	<u>Officers/1000</u>	<u>Sworn</u>	<u>Annual Budget</u>
Madison, WI	258,054	1.88	486	\$81M
Glendale, CA	201,361	1.21	244	\$97M
Huntington Beach, CA	200,641	1.15	230	\$79M
Salt Lake City, UT	200,591	2.70	542	\$71M
Grand Rapids, MI	200,217	1.48	297	\$55M
Amarillo, TX	199,924	1.85	371	\$49M
Yonkers, NY	199,663	3.06	611	\$107M
Aurora, IL	199,602	1.53	307	\$77M
<i>AVG. W/O GR</i>	<i>208,548</i>	<i>1.91</i>	<i>398</i>	<i>\$80M</i>

Projected Outcomes Based on Budget Reductions

In 1995 the community of Grand Rapids voted to amend the city charter, stating that the police department will receive “no less than 32%” of the general operating budget. At the time of this initiative the department had an authorized sworn strength of about 300 police officers. As a result of the amendment the department’s authorized strength rose to a maximum of 408 officers, which it never achieved. In the early 2000s the GRPD topped out in the 390s. The current authorized strength is 297, which is about where the department was in 1995.

Recent calls for police defunding have suggested cutting the GRPD budget back to the Charter floor level of 32%. This would account for an approximately \$9.5 million budget reduction in the FY2021 Police Department budget. After having already cut \$1 million due to the COVID-19 pandemic and allocating \$400,000 for new civilian positions, little is left to reduce outside of personnel. To demonstrate what this reduction would look like, the department would have to first lay off all 27 Interns before next laying off between 75 and 80 sworn police officers. To give you the idea of what that would do to staffing, the entire night shift of the GRPD is 66 officers.

A reduction of 75 to 80 officers would take the department from 297 sworn to 217 to 217. The department currently deploys 114 officers to patrol functions. This covers 86% of the beats 24/7. Part of the City Strategic Plan is to cover 100% of the beats 24/7. This would require 132 officers. To maintain current patrol staffing, a reduction in 75-80 officers would leave 102-107 officers to fill the command structure and other units of the department.

Most likely outcomes based on these reductions would include:

- Increased response times to calls for service.
- The reduction of the Community Engagement Unit in order to redeploy to patrol operations
- Decreased personnel assigned to the Detective and Vice Units would result in longer investigation times.
- The re-deployment of other non-patrol sworn personnel. This would most likely include officers assigned to the Boys & Girls Clubs, Prison Re-Entry program, Homeless Outreach Team, Community Policing Specialists, and Code Enforcement.
- The Staffing & Deployment study suggested that the department would have adequate staffing if the department stopped responding to lower priority calls for service, such as property damage accidents and alarms. A reduction of this size would require not responding to these low priority calls, as well as moving up into other higher priority calls for service.
- Front desk and walk-in service to for the public would be limited due to the loss of the Intern program.
- The current grow-our-own recruitment would be impacted due to the loss of the intern program.
- The initiative to revise the sponsored academy classes has resulted in some of the most diverse recruit classes in the department’s history. The number of layoffs that a budget

reduction of this size would require will certainly reach those academy classes, thereby greatly reducing agency diversity.

These are only some of the projected outcomes and there are also many unknowns. The primary points can be summarized as:

1. The Staffing & Deployment study stated that the department had adequate staffing at 297 sworn personnel.
2. The Staffing & Deployment study suggested hiring more non-sworn personnel in order to redeploy sworn personnel and provide more community-based services.
3. The Staffing & Deployment study recommended not responding to low priority calls for service.
4. The GRPD has worked hard to improve police/community relations and remains dedicated to this endeavor, but a 26% reduction in sworn personnel will significantly affect this priority.

I remain available and committed to working through our continued evolution with you, the City Commission and the community.

EPP/dla

Appendix A

Recommendation

Status

12 Point Plan

Review hiring practices to increase diversity	Completed and ongoing
Create additional opportunities to engage with community	Completed and ongoing
Cultural Competency and Implicit Bias training	Completed and ongoing
Develop police strategic plan that strengthens relations	In process
Implement a body worn camera program	Completed
Develop protocols for body worn camera program	Completed
Hire a consultant to research arrests disparities	Deferred for future study
Hire a consultant to research traffic stop disparities	Completed
Revise diversity and inclusion practices with CRC	Completed
Develop surveillance acquisition policy	Completed
Develop policy for outside agency to investigate OIS	Completed
Public education campaign regarding IAU and CAB	Completed and ongoing

Lamberth Traffic Stop Study

Analyze 2016 traffic stop data	Deferred for future study
Annually report stop data and analysis	In process
Examine policies and procedures for disparities	Completed
Review data acquisition	In process
Assess and evaluate training for disparity or bias	Completed
Assess and evaluate rewards and promotions	In process
Assess and evaluate Field Training Officers (FTOs)	Completed
Assess and evaluate FTO program	Completed
Assess Early Warning System (EWS)	Being evaluated
Conduct community engagement sessions	Completed and ongoing
Initiate regular community feedback surveys	Completed and ongoing
Update community on plans moving forward	Completed

21CP Policy Review Task Force

Conduct staffing and deployment study	Completed
Develop clear directives for crime control strategies	Completed
Conduct public meetings before increased police presence	Completed
Examine data when department initiates crime strategies	Completed

Examine 2016 traffic stop data	Deferred for future study
Expand traffic stop data collected	In process
Conduct regular analysis of stop data	Being evaluated
Partner with academic institution for data analysis	Being evaluated
Participate in police open data initiative	Completed
Add conflict of interest language to IAU policy	Completed
Increase ways to file IAU complaints	Completed
Improve IAU filing procedures	Completed
Conduct community education on IAU process	Completed
Conduct 5-year review of IAU complaints	Completed
Annually publish IAU complaint data	Completed
Add traffic stop data to Early Warning System	Being evaluated
Conduct an assessment of annual training needs	Completed and ongoing
Include community in training development	Completed and ongoing
Include community in cultural competency training	Completed and ongoing
Create and implement a youth interaction policy	Completed
Prohibit handcuffing of juveniles under 12	Developed Youth Policy
Require supervisor on scene when children handcuffed	Completed
Require parent notification when child handcuffed or searched	Completed
Conduct training on child development	Completed and ongoing
Understand concept of traumatic events on children	Completed and ongoing
Utilize more resources when interacting with children	Completed and ongoing
Adopting concept of community policing	Completed and ongoing
Develop citywide community policing plan	Completed and ongoing
Include community in crime analysis meetings	Being evaluated
Develop patrol strategy for positive non-enforcement contacts	In process (budget limits)
Require problem-oriented policing (POP) training for CPSs	Completed and ongoing
Incorporate community policing in officer evaluations	Completed and ongoing
Require officers to use POP at least quarterly	In process (budget limits)
Develop POP incentive program	Being evaluated
Continue recruiting efforts to increase diversity	Completed and ongoing
Continue the Intern program as a recruiting ground	Completed and ongoing
Continue to utilize community members in interviews	Completed and ongoing
Engage in national recruitment efforts	Completed and ongoing

Staffing and Deployment Study

Develop formal policing strategy to align with vision	In process
Formalize task expectations for officers to maximize time	In process
Review calls for service to ensure sworn response needed	In process
Provide civilian support staff to free up sworn personnel	In process

Align support staff for strategic use of sworn resources	In process
Implement a continuous improvement plan	Being evaluated
Expand parking services authority	Completed and ongoing
Develop staffing plan for Records Unit	In process (budget limits)
Create crime analysis unit	Completed and ongoing
Review detective unit schedule for maximum efficiency	Completed
Evaluate need to write reports for unnecessary calls	In process
Determine need for officers on all calls for service	In process
Develop staffing plan that accounts for upcoming changes	In process
Conduct skills gap analysis	Being evaluated (budget)
Establish policies on officer rest and overtime	In process
Provide routine contact between command and officers	Completed
Develop non-sworn staffing plan	In process
Hire additional non-sworn records unit staff	In process (budget)
Develop job position catalog for all positions	In process
Develop strategy to transition sworn positions to patrol	Completed
Develop work-load model for patrol allocation	In process
Examine patrol schedule	Completed

City of Grand Rapids Strategic Plan

Create plans and communication strategies for major risks	In process
Provide professional community policing services	Completed and ongoing
Embed equity throughout the organization and its services	Completed and ongoing
Evaluate and design innovative policing models	Being evaluated