

RPS Subcommittee A - Meeting #12

Monday, January 24 | 4:30-6:00pm ET

RPS Subcommittee Attendees: Travis Brooks, Laura Lewis, George Mcgonigal, Rob Gearheart, Mary Orsaio, Tim Little, Harry Smith

CPE Attendees: Josh Young, Hans Menos, Lillian Hua

MEETING PURPOSE:

- Review Matrix Consulting's beat design analysis and finalize beat design recommendations
- Review Matrix Consulting's shift assignments analysis and finalize shift assignments recommendations

AGENDA & NOTES:

4:30-4:35pm **Welcome | All**

- Check-in

4:35-4:40pm **Housekeeping | Lillian**

- Next meeting is Monday, January 31 at 6:00-7:30pm EST, when we review this subcommittee's recommendations vis-a-vis our technical writer's report draft

4:40-5:20pm **Beat Design Analysis and Deliberation | All**

- Should individual officers be assigned to specific beats long term, or does it change each day?
- Do they have specific assignments for community policing within their beat, such as attending community meetings, etc?
- [REDACTED]: East Hill is where Cornell is; daytime calls are low but nighttime noise complaints rise esp around the weekend. Would like to see workload equalized but I fear that if we expanded out the western beats that the hill would be too big and insurmountable
- [REDACTED]: Does it make sense to add South Hill to 204?
 - [REDACTED]: Possible, but that would leave 201 with just [one] road. Maybe it could be the back half of Hudson street connected to 204. 201 currently IC parties; 204 currently Ithaca parties; expanding out South Hill might be too much for that beat
- [REDACTED]: What if there was a nighttime and daytime beat?
 - Rob: I had the same thought
 - [REDACTED]/Josh: Interesting thought
- [REDACTED]: Is there seasonality?
 - [REDACTED]: There is a lot of difference in seasonality. If 204 were to be expanded it should be expanded into the 203 beat (slice of 203 goes to 204 to equalize).
- [REDACTED]: Does severity of calls vary from beat to beat?
 - [REDACTED]: Yes - West Hill/West Village/Adelaine have more shots fired and stabbings. Rare to get a shots fired call on East or South Hill. 201 will have some calls with the Jungle.
 - [REDACTED]: So maybe there can be more support for those beats due to the nature of the calls.

- [REDACTED] It could be difficult for the west beat to reach east of Route 13 due to geography and access - they are already covering a huge patrol area.
- [REDACTED] I would have that middle section expand to Route 13 to get that little pie shape. Also two sides of Aurora street being in separate beats is strange to me.
- [REDACTED] Agreed - Ithaca is designed uniquely. It doesn't really make sense that West Green St and W Seneca St are together - would overwhelm the call volume
- [REDACTED] What about walking beats?
 - Rob: That smaller, middle beat on the new map wouldn't completely encompass the downtown pedestrian area but would benefit from the ability of having more people staffed. Also the right green area is the college area. Those both sorta make sense. But there are many pockets of density with pedestrians around that should be recognized - if not as their own walking beat, then at least as places to engage with pedestrians.
 - [REDACTED] I'd like to see as many walking beats as possible. They don't have to be the same every day. You could walk around West End on the flats; go up to West Village and Chestnut; walk south side and north side; get to know people. I appreciate the data on calls but it would seem to me that local PD should be making the recommendations for changing these boundaries.
 - Josh: Matrix does recommend to further engage community and officers, and to use these as a starting point.
 - [REDACTED] The one walking beat I heard that makes sense in context of this process's goals are the one [REDACTED] suggested on West Hill, perhaps the north and south side by the housing complex. A walking beat on a college campus is not the goal. Outside of that, the pockets of poc are not downtown, East Hill, etc.
 - [REDACTED] I do think we should look at the unarmed officers to support beats
 - [REDACTED] That's a slippery slope - it suggests that the unarmed officers' roles are to do more of the same policing.
 - [REDACTED] That is my concern as well. What I'm worried about is: this unarmed contingent, some of them are doing things that don't require full police training, mental health training, etc.
 - [REDACTED] First, pretend that the unarmed officers don't exist. The housing department on West Hill is a sort of satellite office for those beats. If someone is up there, not for a call but for conversations, it's gonna make things better. I would be in favor of a walking beat on West Hill if they have a satellite office to keep warm, do paperwork, and interact with the public and do community policing every single day.
 - I used to staff a Commons office - that was good, and people came in
 - [REDACTED] Agreed. The folks seeing officers as an asset is what will change things
 - [REDACTED] The Commons beat goes down to Green St. and I had New Route School. I built relationships with students and pre teens who didn't necessarily like us. I think we may have lost that. Having a consistent downtown officer for that was great; if you have the right person on the

commons beat, it could make a huge difference. At the end of the day it's about pushing the right people to talk to different people

- [REDACTED] We had the valley house. I don't think it'd be trouble at all to get management at West Village to reserve a space for this.
- [REDACTED] Do you remember why they stopped the program with the officer in West Village?
- [REDACTED] They put an officer up there, and he had a boat taking up all the parking spaces, which pissed off the locals. The other officer engaged with people and did well. It's just about having the right people up there
- Rob: Groupings of people around activity might be useful. Could a group of unarmed officers start out working with a group of armed officers by beat?
 - [REDACTED] Good idea - we can start looking at what beats they could be assigned to, and they can take on beats more around Commons, the Jungle, etc.
- [REDACTED] We weren't thinking about unarmed officers as 24/7, so we could think about them being assigned to various times and places depending on call volume. Communication between the two groups will be critical.
- [REDACTED] Where will unarmed officers be based out of?
 - Josh: We don't know that yet - after Common Council approves recommendations and types of unarmed officers working, then they will give it a decision
 - [REDACTED] If IPD is down 16 people, how don't they have capacity for 1-2 extra people per shift?
 - [REDACTED] Good point. Unarmed officers as their own department may need their own admin, office space, etc. Maybe they could be in West Hill at the satellite office. I think it depends on what responsibilities and authorities they will have.
- [REDACTED] What about bike beats?
 - [REDACTED] We're not about to deploy anyone on bike beats anymore because of capacity.
- [REDACTED] Something I wanted to add about the proactive activity - if it's Friday night and there are only 3 or 4 officers working, need to keep officers available as much as possible to keep a baseline in case of emergencies/calls, and can't be proactive. Higher proactivity would be nice but might just not be possible
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5:20-5:55pm **Shift Assignment Analysis and Deliberation | All**

- [REDACTED] From my personal perspective - not my union - the 12-hour schedule is preferred by new troopers because it gives them more flexibility. Older officers prefer the current schedule because they have saved vacation, etc.
 - 12 hour schedule would be 84 hours biweekly - that's 4 extra hours of overtime. A huge selling point would be if Council could get those hours as overtime. Young officers value their social life, work-life balance, etc. more. The 12 hour

schedule would get more people as new recruits. It would be a point of contention because the PD is split.

- [REDACTED] What's your ratio of old/new officers?
 - [REDACTED] It's changing - older officers are retiring and there are more new recruits. If we want to recruit young talent we need to not treat them like crap. It's something I feel strongly about but others might feel differently.
- [REDACTED] What about the 10hour?
 - [REDACTED] Still think the 12 hour is ideal. 10hour gives you fewer weekends off. To me it's a no brainer.
- [REDACTED] What about the length of the shift?
 - [REDACTED] Could be a concern, but we're getting a lot of mandates anyway. Knowing you'll be there for 12 is helpful instead of waiting to find out. You get split into 2 platoons and there are more officers per shift. It's helpful to know you can have the whole day or evening off.
- [REDACTED] Again, this is contentious and we have considered starting subcommittees within IPD to research. It would be an MOU to change this.
- Rob: Two questions. 1) With the current schedule, it noted that equates to 38.6 hours/ancillary week?
 - Josh: Correct - it's the average per calendar week.
 - Rob: Noted that in the 84, it indicated that it would exempt people from overtime? -Correct
 - Josh: A certain SoCal agency had built in 4-6 hours of overtime, and found that over the year it decreased overtime by ~40% and improved community response time. The predictability is built in. About ~89% of the officers preferred that schedule.
 - [REDACTED] The key to getting buy-in from officers will be the 4 hours of overtime, and people could readily schedule 4-day weekends if they need to.
 - (To [REDACTED] Present Council members seemed agreeable to the idea of building in the above 4 hours of overtime into the budget and adopting the 12-hour shift)

5:55-6:00pm **Final Subcommittee Thoughts | All**

Beat Design: Guiding Principles

What is a beat?

A beat is the territory that a police officer patrols. Beat policing is based on traditional policing models developed in the late 19th and early 20th century, and utilizes the close relationship with the community members within the assigned beat to strengthen police effectiveness and encourage cooperative efforts to make a safer community.

Ithaca's Patrol Division ([sourced here](#))

The mission of the Patrol Division is to improve the quality of life in the Ithaca community while working within the framework of the United States Constitution, New York State laws, and local Ithaca city codes. Officers assigned to the Patrol Division are proactive in their approach to helping serve the Ithaca community and work hard to ensure public safety is not compromised. You will find officers that are active in their assigned sectors; getting to know employees, business owners, and developing working relationships with the people in their sector neighborhoods. The Patrol Division responds to more than 20,000 calls for service each year.

The Patrol Division is the largest and most visible division of the Police Department. It has 3 platoons:

B-Line 7 a.m. - 3 p.m.

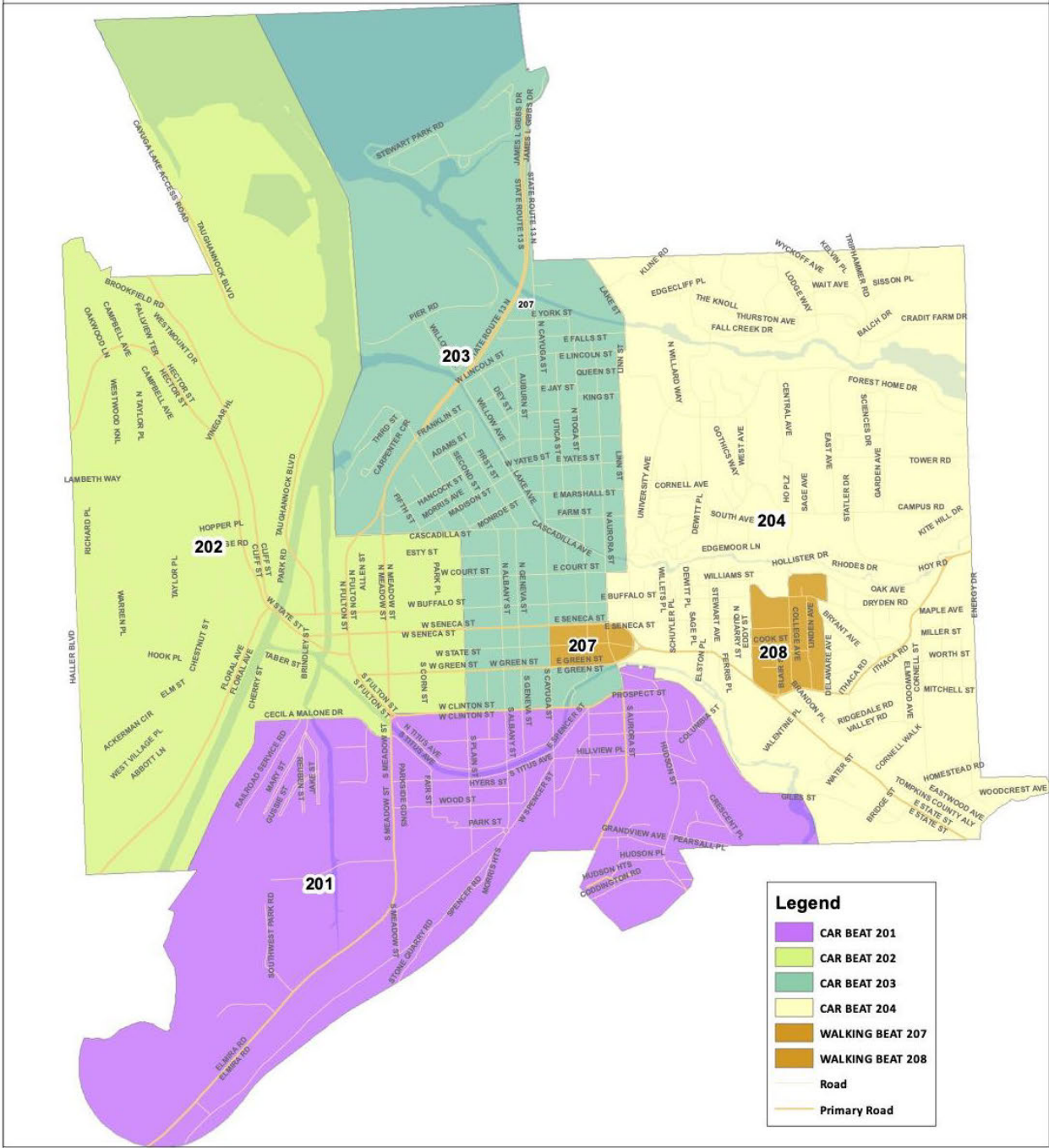
C-Line 3 p.m. - 11 p.m.

A-Line 11 p.m. - 7 a.m.

Each platoon consists of 1 Lieutenant, 2 Sergeants, and 12 officers. The patrol officers are currently assigned to permanent shifts with rotating days off. The city is divided into 4 sectors and 2 walking posts. Officers cover their respective sectors and posts using cars, bicycles, and foot patrol.

An image of the Ithaca Police Department's current beat/patrol design can be found below. [A higher-definition PDF can be found here in the shared Subcommittee drive as well.](#)

POLICE BEATS 2018 - CITY OF ITHACA NY



0 1,600 3,200 Feet

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NY State Plane, Central GRS 80 Datum
 Map Source: Tompkins County Digital Planimetric Map 1991-2018
 Dat Source: City of Ithaca Police Dept. 2018
 Map Prepared by: GIS Program, City of Ithaca, NY, November 2018

Guiding Principles Questions

The subcommittee should try to have a comprehensive discussion and reach some consensus around the topics below, with the understanding that the notes taken here will be translated by a technical writer into the subcommittee's recommendations.

<p>How might officer workloads currently be imbalanced by the beat design? Where is there excessive variation?</p>	<p>█████ Sergeants have supervisory discretion as to who is assigned to beats.</p> <p>█████ If there is a sense that some officers are not pulling their weight, how does that affect their beat assignment? Think this is related to culture shifts of the whole department.</p>
<p>Should individual officers be assigned to specific beats long term, or does it change periodically?</p>	<p>█████ Officers should rotate in and out of various beats so people (especially newer recruits) aren't left with "easy" or relatively relaxed beats.</p> <p>█████ If you assign someone a walking beat and they don't want to be proactive, they will do their best to not be proactive. But an officer who wants the walking beat will do it well. Maybe they receive some sort of incentive for doing so and get a e.g. 4 month tenure on it. Should it be randomized or assigned/incentivized?</p> <p>Hans: Both might be good; deliverables might be effective. Recent example of an officer handing out business cards with QR codes for people to rate how they're doing re: communicating with the community, etc. If supervisors reframe what they want from officers to be "communication and engagement with the community" instead of "gun arrests," it could change things.</p> <ul style="list-style-type: none"> • █████ Metrics and such are hard because if officers are e.g. down on a quota, they might just end up pulling over whomever. I don't want arrests and such to be prioritized over de-escalation, etc. <p>█████ I like the incentives idea, I like the questions █████ raised. People being assigned something they don't want to do is a fundamental problem - incentives might help. You also have to hold people accountable. When I look at the structure of Ithaca, there are only so many places you could be effective on foot. A few hotspots are downtown but most are on the Hill. Also, beats made decades ago don't represent where people actually live in the community now. There are good,</p>

	implementable ideas being suggested to quantify and promote community engagement.
How should the design of the beats facilitate community policing? Do officers have specific assignments for community policing within their beat (e.g. attending community meetings)?	Hans: Most foot patrols in Philadelphia were focused on hot spots/"problem areas," with the idea that foot patrols would be more effective at deterring crime and violence. Foot patrol consisted of district officers; they did not constitute their own unit. They found that this did decrease the problem, albeit sometimes shifted the problem. ██████ I think we really need to listen to IPD, since they do this work.
Should call diversion and expanded alternative response systems affect beat design? If so, how?	██████ Not sure, because we need to see the descriptions and figure out how they will be most useful.

██████ Is it possible or beneficial, instead of having 12 officers/platoon, for day or evening shift to have more bodies than the 11-7 shift?

██████ I don't think so - when something happens at night, it's very hard to reach people or find enough assistance. Even though call volume is lower, there are also fewer resources available (ex. there are currently no investigators, investigative supervisors, etc.). Night shift would benefit from having more resources

Rob: Perhaps looking at a zone and identifying certain places where you can expect officers to get out of their car to engage people would be helpful. There is a lot of pedestrian traffic in certain places; if officers were engaging there it'd be great.

I can't imagine that we would want officers who don't want to talk to people; it's a fundamental part of the role.

██████ It's important that a cultural shift in the department and an acknowledgement of what culture is valued play a fundamental role. It seems important that all officers respond when there is a crisis. It's important that we have metrics to ensure that needs are being met, but that they aren't seen as quotas to be met.

██████ Our most important charge is not changing the name but changing the culture of IPD. I would love to see officers walking in West Village, Chestnut, my ward. Let's say someone is in West Village walking, then goes to Chestnut, walks, gets to know people, then goes downtown. Is that practical? Is that something one person could do?

██████ No, because we don't have enough people.

██████ When you say at our current levels, who do you mean?

██████ If we were back up to 12-12-12 on our platoons, then it'd be possible and would

really change things. But we have so many officers out that there is no way people can get out of their calls and walking beats.

██████ Agree - what's on paper does not accurately show who is showing up to work. My understanding is there has been real displacement of people of color in particular; there used to be a more spread out population of Black and brown community members, who are now more concentrated in West Hill. There has been population growth as a whole, but in the central part of the city, there is more housing being built and correspondingly will have greater population density, so needs may shift.

██████ ████████ hit the nail with where walking beats would be helpful. Capacity is an issue but let's think about this long-term. I do want to get into some ideas about how we can increase and build relationships between officers and the community. This whole thing falls flat if we don't figure that out.