

# RPS 1 Sub Committee (D) Meeting Notes:

## Subcommittee Meeting - February 3, 2021

- Update on presentation to Council
  - General updates on RPS Collaborative were shared
  - Questions were asked by [REDACTED] and [REDACTED]
- General progress with committees
  - Any training recommendations is in addition to the \$70k in the 2022 budget
  - \$500k set aside for the department is largely absolved with hiring 5 Community Responders and the Commissioner. Budget will reflect funding necessary for this new department.
- Subcommittee A Budget
  - Update that recommendation is for 5 Community Responders which will include both Community Responders and Clinicians
  - Community Responders' estimates were at middle of pay band and Commissioner will be placed in a new pay band ranging from \$156k - \$210k with benefits
- Subcommittee B Budget
  - Assuming 20 armed officers and 5 unarmed officers will not complete all trainings within one year
  - Training coordinator will be housed with IPD until the Commissioner is hired, who will decide placement of training coordinator.
  - There are some concerns with the train the trainers approach. Perhaps make this the onboarding for the unarmed responders or HR staff. Also training for new Commissioner and Chief.
    - Require all current officers to go through training within 18 months, leadership within 6 months.
  - Right Academy trainings would be \$20k+ depending on who is participating in the training
- Program/performance measurement ideas
  - Measures for training, community responders and 911 diversion
    - Training
      - Successful completion (they passed), retention/follow up (maybe 6 months) testing, citizen complaints regarding all officer conduct, citizen complaints regarding racial bias, tracking of citizens complaints of against officers who had training regarding general conduct and racial bias
    - Unarmed responses
      - Track call types, track time, track call completion without transition to armed response, citizen satisfaction survey (sent to users) in collaboration with Cornell and other colleges to reach those who experience burdensome policing

- Making citizen satisfaction survey accessible (via library kiosks, smartphones)
- 911 diversion
  - Track usage, track conversions from Community Responders to Law Enforcement and vice versa, track the time it takes for Community Responders to respond to calls by call type
    - Convergence meaning call center identifies community response and then the community responder calls for armed responder.
- Homework for Ithaca residents
  - Work more on B numbers - [REDACTED]
  - Review C's report - All
  - By EOD Monday, 2/7, email 1-3 performance measurements for each category (training, community responders, 911 call diversion) - [REDACTED] [REDACTED] [REDACTED]
    - Work on program/performance - What does success look like? What does quality look like? What does effectiveness look like? How to measure it?
      - Quantifiable and time-limited
- Next subcommittee meeting: Wednesday, 2/9 6:00-7:30pm with Sarah Tofte (technical writer) joining to discuss report section

### **Subcommittee Meeting - January 27, 2021**

- Discussion of Subcommittee A: Staffing Levels, Shift Assignments and Beat Design
  - Clarification Questions to Subcommittee A, B, and C:
    - Does 911 call diversion include training and equipment needs? (i.e. 911 operators)
    - What personnel needs are each subcommittee suggesting?
    - What training needs are each subcommittee suggesting?
    - What technology needs are each subcommittee suggesting?
    - What equipment needs are each subcommittee suggesting?
  - Ask Schelley: what pay bands and benefits calculation will [community responders and clinicians](#) fall into? Where will community officers live? Are there rent / property considerations for the budget?
  - Ask Deanna: will the county allocate funding towards the call diversion based on WG and subcommittee recommendations?
  - Data analyst position needed to push data to the community
- Inputs to new department operating budget structure
  - Will mirror the City's existing budget with Department of Community Safety as umbrella department
    - Underneath the umbrella will include Police Division and "Unarmed" Division
- Vehicles: issue of road conditions, need for backup vehicles and vehicles for community officers

- County has uncommitted COVID relief funds. Need to understand the amount and capability for application in new public safety department's operating budget
  - We want to make sure we set up the community officers and police officers' for success
- *Note for future cities*: recommendation for budget subcommittee to provide heavy input in structure for additional subcommittees in order to support the process of crafting a proposed operating budget.
- Next subcommittee meeting: Wednesday, 2/2 6:00-7:30pm ET

### **Subcommittee Meeting - January 20, 2021**

- Discussion of Equipment, Technology and Training subcommittee recommendations
  - We need Subcommittee B to prioritize, explain and remove items that do not fit (i.e. personnel) and categorize training by subject matter.
  - Clarifying questions for subcommittee B
    - Does the department have a training coordinator? Who will be the administrator?
    - How many training sessions are each staff member receiving per year? What is the additive value? What are the current training requirements?
    - What does the parenting journey facilitator training mean?
    - Is there one training that covers multiple training topics outlined in the subcommittee's recommendations?
    - What needs to be done first this year? What needs to be done first next year? What training needs to be completed periodically and annually? Is there a policy mandate on what training is required vs. optional?
      - We need clarity on when certain training occurs (i.e. Police Academy, onboarding of reimagining public safety).
    - Are you proposing utilizing Cornell's translation services? What does creation of the position of persons with the main criterion being non English language speaking mean? Which language?
    - What are the approximate costs for these trainings, equipment and technology suggestions?
      - Is there a policy mandate on what training is required vs. optional?
    - There are strong results with [ICATS de-escalation training](#).
    - Some of the equipment will require an RFP
    - Rob shared [City of Norfolk's CAD system](#)
- Approaches to Budget Creation Process
  - Outline general cost estimates separately for each committee and prioritize, also include performance expectations (i.e. training budget)
  - Look at funding set aside and conduct a prioritization of recommendations to address these funding, in addition to, recommendations for additional spending

- Are we looking at the budget for this year? Or next year?
  - Both. For the fiscal year and future
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### **Subcommittee Meeting - December 16, 2021**

- Timeline Discussion
  - It will take about 3 weeks to finalize the proposed budget once the additional subcommittees submits their deliverables
  - Follow up and clarification with the City Controller, Schelley, will be the contingency to meeting the budget subcommittee deadline (1 week)
  - Once budget is drafted then will draft the performance measures (1 week)
  - Once budget and performance measures are agreed upon, then will send to WG for review (1 week)
  - Final edits (<1 week)

### **Subcommittee Meeting - December 2, 2021**

- Organizing numbers based on the org chart by identifying programs that
- Our subcommittee will be receiving the organizational chart for the umbrella department next week
  - Need to know where the labor is located (based on the org chart)
- Discussed Matrix findings and identified that the proposed operating budget is an opportunity to maximize resources for call time
- Is it reasonable to say that during certain times of the day, you will want dedicated proactive times?
  - It's an issue of contract negotiation. The current contract includes the same amount of people for each shift
- Dr. Jordan met with a member from Training, Equipment and Technology (subcommittee B) to discuss training
- A program inventory for the umbrella department is going to be important
- Does this process address the mental health of police officers? (i.e. de-escalation training, therapy)
  - This is addressed in another RPS plan.
  - Who funds mental health programs for police officers?
- What are the potential outcomes of switching to 9 hour/4 days a week shifts?
- There are examples of staffing structures that we can learn from. Kansas City study conducted by Matrix consulting was shared.
- Review of subcommittee timeline
  - We will meet two more times this month
  - Proposed budget is due January 3rd

#### Nest Steps:

- Understand who funds mental health programs for police officers
- Next meeting will be next week

#### **Subcommittee Meeting - November 4, 2021**

- Touching base with updates → Sub received prep & homework, provided info on Ithaca budget and IPD
- IPD portion of total budget trends, close to 20% consistently
- Normal salary portion of budget -- some open positions looking to be filled, as well as part-time and overtime -- large increase in OT relative to other areas but has gone back down
- Much of budget will be based on salary estimate for OT and PT staffing
- Question: How much of the police budget is designated to training, and what are the trends?
- Looking at organizational chart and going through what is logically separated by respective responsibility -- clarifies what responsibilities certain entities have within the budget, and towards outcomes
- Continuing to work with data analysis research committee regarding data and research being conducted
- Performance budgeting concept - not wanting to reinvent the wheel, whatever we come up with will make sense, but it needs to be an accountability tool too.
  - Line items hold you accountable for dollars, but not outcomes. Organizing dollars by program can put those things in conversation with the community.
- Scheduled to meet in two weeks --
- Want to make sure we have a city controller as a TA -- what kind of systems do they have? Software to track this, if divided by program?
- Accounting systems and potential transition - a conversation that needs to be had

#### **Subcommittee Meeting - October 14, 2021**

- Shared introductions and what we each bring to the Budget subcommittee
- What aspects of the budget will be new? Future budgets are based on existing budgets and dictated by personnel costs.
- The current budget includes detailed line items and does not reflect the program costs
- Organization by program (looking at organizational chart) then able to look at measures of success. You can't really make goals out of a line item budget. If we want to make a difference in going through this process, we have to think of outcomes related to the public safety department.
  - Collaborating with data analysis subcommittee
- Dr. Jordan will be gathering information over the next few weeks to understand what has historically been the budget for the City and what revenue is available (money that comes both in and out of the City)
  - Job descriptions, salaries, number of positions will be provided by staffing subcommittee A

- Chief's walkthrough of the budget was broad
- Does this reallocation all happen within the police department? Or will part of the reallocation occur in this new department?
  - Reallocation is a big deal in local government because the money is coming from somewhere. We need to understand where this money is coming from. In order to understand reallocation, we need to understand programs and that's where we are starting from.

Next Step:

- Listen to one budget hearing on the [City's Budget Website](#)
- Will meet on 10/28 to receive updates and discuss historical budget factors

**Subcommittee Meeting - September 30, 2021**

- Staffing model based on the staffing and workload analysis are both blocking this subcommittee's focus. Contractor is conducting the analyses.
- [REDACTED] will we focus on the current budget in the meantime?
  - Yes.
- Training, equipment and technology will also intersect with this subcommittee
- Dr. Jordan: This subcommittee will gather information on departments that will make up the public safety department. We can look at this prior to the completion of the workload analysis and technology, training, and equipment components.
- Rob will share out materials before subcommittee meetings to review.
- [REDACTED] will there be a placeholder for the 2022 budget for the public safety department?
  - The Mayor has advocated for funds.
- Meeting Date/Time
  - Thursday evenings work for [REDACTED], [REDACTED] and [REDACTED]
  - Dr. Jordan can meet on Thursdays in November and December.
- Dr. Ron Carlee will also be joining this subcommittee. He was a previous City Manager of Arlington, VA and created a core class on diversity, equity and inclusion in municipal budgets.

Next Steps

- Share names & contact info of community members who are missing at the table
- Schedule a meeting with City Controller to procure existing budget materials