

# BROOKLYN CENTER POLICE DEPARTMENT WORKLOAD STUDY

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*June 2023*



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# EXECUTIVE SUMMARY

## *Background*

The Brooklyn Center Police Department (BCPD) partnered with the National Policing Institute (the Institute) to conduct a workload study and organizational assessment in 2022. Police and City leaders wanted an independent assessment of the number of officers necessary to respond to service demand from the community in conjunction with an examination of the overall operations of the department. As talks were progressing, the City of Brooklyn Center became the focus of national attention after BCPD Officer Kim Potter shot and killed an unarmed African-American man, Daunte Wright, during a traffic stop. In the following months, numerous officers and non-sworn employees resigned, and the ones that remained felt they were under increased scrutiny. The resignations and resulting increased workload made the study even more important for the department as they sought to renew themselves and provide safety for the community.

## *Methods*

The National Policing Institute (the Institute) began work on the study in early 2022. The methodology consisted of a mixed methods approach using surveys, interviews, and quantitative analyses. Surveying department employees and community members was done using the Institute's National Law Enforcement Applied Research Data Platform. Department employees, sworn and non-sworn, were surveyed along with attempts to survey the community. The employee survey yielded a high response rate with most parts of the survey having a 60-70% response rate. The community survey was distributed through various means to community members but resulted in a very small number of responses that could not be used for analysis.

Institute staff interviewed numerous department employees along with community members. The interviews of department staff included individuals at all ranks, sworn and non-sworn. The sessions were instrumental in contextualizing the data from the quantitative analyses and truly understanding the operations and experiences of department staff. The interviews make it possible to formulate tailored and actionable recommendations.

To examine the patrol workload, calls for service were analyzed and coupled with relief factor calculations to determine the optimal number of patrol officers based on workloads and service levels. The methods used by Institute staff use the time taken to respond to community-initiated calls for service, the time officers are available, and the service level to calculate the number of officers needed. The result is a staffing model that provides enough time for a quality response from officers while also providing time for training and wellness.

## *Key Findings*

**The following are key findings from the surveys of department employees:**

- Employees felt that the general public does not have a good understanding of what police officers deal with on a daily basis. At the same time, they felt that working in law enforcement, in either a non-sworn or sworn capacity, is a noble profession in which they take pride.
- Regarding training, officers seemed to feel least prepared for dealing with scenarios involving de-



escalation and shoot-don't shoot.

- Non-sworn staff felt that they were not afforded as many training opportunities as their sworn counterparts.
- Employees indicated perceptions of fairness and transparency concerning the disciplinary and promotion processes, and although promotions were perceived as rare, both groups agreed they were merit-based.
- Employees felt respected, trusted, and supported by their supervisors.
- Employees indicated that they know the values of the department and incorporate them into their work.
- Roughly 40 percent of sworn employees indicated that agency leadership rarely or never includes employees in decision-making processes; 60 percent of non-sworn agreed with this assertion.
- About half of the officers surveyed experienced a high degree of emotional exhaustion because of their work, and roughly 60 percent felt a high degree of burnout. All non-sworn respondents felt emotionally exhausted by their work.
- Fifty-three percent of officers answered that they were considering quitting law enforcement altogether.
- Employees experienced stress related to the amount of work they have and working too much overtime.
- Employees felt that the BCPD prioritizes all areas of safety, with the exception of building and parking lot safety and intentional attacks.

**The following are key findings from the interviews and the focus group with the community:**

- Similar to the survey findings, employees expressed high levels of emotional exhaustion.
- The majority of employees are dedicated to the department and optimistic about the future despite high levels of exhaustion.
- Employees expressed frustration about the workload.
- Officers expressed a sense that crime is out of control in the city and the department lacks a clear crime control strategy.
- The department has numerous community service officers that have capacity for patrol activities.
- Detectives carry high caseloads and are unable to hand-off investigations to other departments.
- The records department is understaffed and not keeping up with entry of investigative reports from officers.
- Community focus group members expressed support for the police department but wanted to see more proactive patrols.

**The following are key findings from the quantitative analyses:**

- The number of calls for service from the community is relatively stable for the period of analysis but decreased slightly in 2020 and 2021.
- Calls for service demand peaks during the evening hours.
- The current staffing levels do not provide enough patrol officer staffing to answer call for service demand, accommodate training, and proactive time for problem-solving.
- The number of sergeants assigned to patrol is not sufficient to have a sergeant on-duty at all times.



## *Recommendations*

### **The following are selected key recommendations based on the findings:**

- The department should authorize a total of 36 officers for patrol to ensure officers have adequate time for problem-solving, training, and vacation time.
- The department should authorize two additional sergeants in the Patrol Division to ensure sergeants are able to attend training and proactively supervise officers.
- The department should add an additional detective to lower the workload of detectives.
- The department should immediately hire individuals to fill the authorized records technician positions and add an additional position to compensate for the recommended officer increase.
- The department should champion and expand the department employee wellness program and seek grants to provide additional resources.
- The department should create a comprehensive crime reduction strategy in collaboration with the community and communicate it internally and externally.
- The department and City should initiate programs with the community to foster positive interactions between community members and department employees.



## SECTION 1:

# INTRODUCTION

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In 2022, officials from Brooklyn Center, Minnesota, contracted with the Institute to conduct a workload study and organizational assessment for the Brooklyn Center Police Department (BCPD). City officials initially requested a concept paper from the Institute in 2019, and interest in the analysis accelerated when the nation experienced an increased focus on policing after widespread publicity about a number of police shootings of Black men and women.

The high-level goals of the analysis were to:

- Analyze the police department's current workload, organizational structure, and resources
- Use workload data to assess the potential impact of diverting some calls for service
- Examine the community and internal police department sentiment about policing in Brooklyn Center

The analysis used a variety of methods, which are described throughout this report, and included surveys using the Institute's National Law Enforcement Applied Research and Data Platform (the Platform), interviews, focus groups, direct observations, and analysis of department data.

## *Background of Study*

Although the conversation between the Institute and the City of Brooklyn Center regarding a workload study of the BCPD began in 2019, discussions lull during the COVID-19 pandemic of 2020 and 2021. With social distancing measures in place and strained staffing, the project was put on hold as the pandemic and the response to it unfolded. In tandem with the pandemic, the Minneapolis (Minnesota) Police Department (adjacent to Brooklyn Center) was at the center of nationwide protests over police brutality after the death of George Floyd in May of 2020. Minneapolis officer Derek Chauvin would be arrested, tried, and convicted of murder. According to Brooklyn Center Police Department employees, the looting and unrest from the protests in Minneapolis extended to Brooklyn Center during a brief time in 2020.

During the spring of 2021, many people in the Minneapolis area watched the Derek Chauvin murder trial with nervousness and trepidation. On April 11, BCPD Officer Kim Potter inadvertently shot and killed an unarmed man, Daunte Wright, during a traffic stop. Officer Potter intended to discharge her TASER at Mr. Wright but mistakenly used her Glock firearm. Officer Potter remained employed while the investigation ensued. The shooting sparked a wave of protests at the Brooklyn Center Police Department that lasted for over a week and included clashes between the police and protestors. The Minnesota State Patrol and National Guard troops were called in to secure the police station and provide crowd control. During the protests, officers faced hostile crowds, and tear gas was used to disperse the protestors. BCPD employees had to be escorted to the police station from off-site locations using a caravan of police cars. The entire police station was surrounded by concrete barriers and fencing.

In the days following the death of Daunte Wright, Officer Kim Potter resigned and was charged with Second Degree Manslaughter. Shortly thereafter, the city manager was terminated. Police Chief Tim Gannon also resigned after refusing to fire Officer Potter, citing her right to due process. Subsequently, the new city manager





selected BCPD Commander Tony Gruenig to the position of interim police chief. The departures did not end with City and BCPD leadership: 19 officers and sergeants left the department throughout the remainder of 2021, according to department records. Currently, 15 of the 22 Patrol Division officers have less than two years of experience as Brooklyn Center Police Officers.

By the summer of 2022, the City selected a new police chief, Kellace McDaniel. Chief McDaniel had been a Lieutenant with the Hennepin County Sheriff's Office prior to joining the BCPD. Chief McDaniel grew up locally and still resides in the area. Commander Gruenig, who served as the acting chief, returned to a commander role with the department.

The sudden and dramatic changes that took place in 2021 are important because they provide the context for the research detailed in this report. Analysis of interviews and survey data indicate that employees of the BCPD have experienced high degrees of emotional burnout. Their perceptions of policing and working for the city continue to be colored by those events. They are reminded daily of the protests with the concrete barrier and fencing they drive through into the employee parking lot. The recommendations within this report consider the challenges BCPD employees face and represent an opportunity for a fresh look at some lingering problems and affirmation of a promising future.

## *Population and Demographics*

Brooklyn Center is an inner ring suburb located northwest of Minneapolis in Hennepin County, MN. Incorporated as a city in 1966, the city's population is 33,782, according to the 2020 census. Brooklyn Center is the most diverse city in the state of Minnesota, with around 38 percent of residents being White alone, 30 percent Black and the remaining community members being Asian or Latino.<sup>1</sup> These demographics have changed drastically in the last three decades, with the city going from a majority of White residents to a considerably more diverse population, including an almost 40 percent increase in the Black population. The demographic trends are similar to those found in Ferguson, MO, where in 2014, an unarmed African-American man was killed by the Ferguson Police Department. Like Brooklyn Center, the city of Ferguson experienced a significant change in demographics as many White residents left the city in the 1990s and early 2000s.<sup>2</sup> In both cases, the makeup of the police department was much slower to change, leaving a mostly White force policing a majority-minority community. Table 1 shows the changes in Brooklyn Center's demographics.

1 Brooklyn Center, Minnesota's Most Diverse City, Is In The Spotlight After Shooting. (April 18, 2021). KPBS Public Media. <https://www.kpbs.org/news/2021/04/18/brooklyn-center-minnesotas-most-diverse-city-in>

2 Stancil, W. (April 17, 2021). What Daunte Wright's killing foretells for the Suburbs. *The Atlantic*. <https://www.theatlantic.com/ideas/archive/2021/04/left-behind-suburbs-are-civil-rights-battleground/618616/>

**Table 1: Brooklyn Center Demographics**

Year	1980 <sup>3</sup>	1990 <sup>4</sup>	2000 <sup>5</sup>	2010 <sup>6</sup>	2021 (July 1) <sup>7</sup>
<i>Population estimate</i>	31,503	29,254	29,172	30,104	32,104
<i>White alone</i>	96.0%	90.0%	70.4%	45.9%	41.2%
<i>Black or African American alone</i>	1.2%	5.2%	14.0%	25.7%	30.9%
<i>American Indian and Alaska Native alone</i>	0.6%	0.9%	0.8%	0.6%	0.5%
<i>Asian alone</i>	1.6%	2.9%	8.7%	14.3%	16.8%
<i>Native Hawaiian and Other Pacific Islander alone</i>	N/A* <sup>8</sup>	N/A*	0.0%	0.0%	0.3%
<i>Two or More Races</i>	N/A*	N/A*	3.0%	3.7%	4.2%
<i>Hispanic or Latino</i>	0.9%*	1.3%*	2.8%	9.6%	12.2%

## Crime Statistics

During 2021 violent crime increased across the state of Minnesota and in the seven-county Minneapolis metro area as well; this region includes Hennepin County and Brooklyn Center.<sup>9</sup> The Minnesota Bureau of Criminal Apprehension's data containing BCPD's crime statistics from the year 2021 report the following:

- 90 aggravated assaults; 43 (47.8 percent) were cleared.
- 64 robberies in 2021; 10 (15.6 percent) were cleared.<sup>10</sup>
- 20 rapes; seven (35 percent) were cleared.<sup>11</sup>
- 4 homicides (not including manslaughter); one (25 percent) was cleared.<sup>12</sup>

3 Comprehensive Plan 2030 – 1 Community Profile. (n.d.). Brooklyn Center, MN. Retrieved from <http://mybrooklyncenter.org/cp/01-CommunityProfile.pdf>

4 Comprehensive Plan 2030 – 1 Community Profile. (n.d.). Brooklyn Center, MN. Retrieved from <http://mybrooklyncenter.org/cp/01-CommunityProfile.pdf>

5 City of Brooklyn Center 2040 Comprehensive Plan Update - Appendix C Background Information. (2018). Brooklyn Center, MN. Retrieved from <https://www.ci.brooklyn-center.mn.us/home/showpublisheddocument/72/637489899034970000>

6 City of Brooklyn Center 2040 Comprehensive Plan Update - Appendix C Background Information. (2018). Brooklyn Center, MN. Retrieved from <https://www.ci.brooklyn-center.mn.us/home/showpublisheddocument/72/637489899034970000>

7 QuickFacts: Brooklyn Center City, Minnesota. U.S. Census Bureau. (n.d.). Retrieved November 21, 2022, from <https://www.census.gov/quickfacts/fact/table/brooklyncentercityminnesota/PST045221>

8 \*Note: Data for the fields “Native Hawaiian and Other Pacific Islander alone” and “Two or More Races” were not captured in this report for the years 1980 and 1990. Also note that, for 1980 and 1990, Hispanic population consists of people of any race. “Percent minority” includes all persons of minority races plus persons who identified themselves as white and Hispanic.

9 Minnesota Department of Public Safety. (2022, August 12). BCA Releases 2021 Uniform Crime Report. Office of Communications. Retrieved November 28, 2022, from <https://dps.mn.gov/divisions/ooc/news-releases/Pages/BCA-Releases-2021-Uniform-Crime-Report.aspx>

10 Minnesota Bureau of Criminal Apprehension. (2022). Minnesota Crime Data Explorer. Retrieved November 28, 2022, from <https://www.cde.state.mn.us/DownloadData/OffenseCountyMunicipalByAgencyDownload>

11 Minnesota Bureau of Criminal Apprehension. (2022). Minnesota Crime Data Explorer. Retrieved November 28, 2022, from <https://www.cde.state.mn.us/DownloadData/OffenseCountyMunicipalByAgencyDownload>

12 Minnesota Bureau of Criminal Apprehension. (2022). Minnesota Crime Data Explorer. Retrieved November 28, 2022, from <https://www.cde.state.mn.us/DownloadData/OffenseCountyMunicipalByAgencyDownload>



Minnesota experienced increases in two property crime categories, motor vehicle theft and arson; however, burglaries and larcenies decreased across the state from 2020 to 2021. Brooklyn Center reported 204 motor vehicle thefts in 2021 of which 48 (23.5 percent) were cleared, and five acts of arson of which one (20 percent) was cleared.<sup>13</sup> There were 188 burglaries of which 25 (13.3 percent) were cleared, and there were 96 reports of larceny, of which 5 (5.2 percent) were cleared.<sup>14</sup> When assessing the BCPD's report numbers and clearance rates, it becomes apparent that a focus has been placed on violent crime, and rightly so. The BCPD also grappled with numerous instances of other crimes in 2021: 288 shopliftings of which 253 (87.8 percent) were cleared; 225 theft from a motor vehicle of which 6 (2.7 percent) were cleared; 194 vandalisms of which 26 (13.4 percent) were cleared; and 143 simple assaults of which 108 (75.5 percent) were cleared.<sup>15</sup>

## City Governance

Brooklyn Center is a home rule charter city under Minnesota state law. According to the City's website, a home rule charter was adopted in 1966.<sup>16</sup> Compared to a statutory city in Minnesota, a city with a home rule charter has the power to use any form of government and has a wide range of discretion for enacting laws and ordinances as long as they are not statutorily prohibited. Brooklyn Center uses a "Council-Manager Plan" where the City Council exercises all legislative power and makes policy for the City.<sup>17</sup> Under the arrangement, the city manager is the head of the administrative branch of the City and shall exercise control of all City departments according to the charter.

The mayor is the presiding officer of the City Council and votes as a member. According to the City Charter, the Mayor is recognized as the official head of the City for ceremonial purposes. However, the City Charter also states that the mayor, with the consent of the City Council, can take control of the police to maintain order and enforce the law. That occurred in April of 2021 when the mayor was placed in control of the police department by order of the Council.

## Brooklyn Center Police Department Organizational Structure

The BCPD currently has 49 authorized sworn officer positions and 10 part-time community service officers. The current organizational structure is shown in Figure 1. The department is divided into three divisions: Patrol, Community Services, and Investigations. The Patrol Division is significantly larger in terms of staffing, with over half of the sworn officers serving in a patrol function. Each division is led by a sworn officer at the rank of commander. Although the authorized strength is 49, as of the fall of 2022, the BCPD was currently employing 35 sworn officers, leaving vacancies throughout the divisions. The shortages in patrol are backfilled with officers working overtime. While this does fill the positions on a shift-by-shift basis, prolonged shifts can

13 Minnesota Bureau of Criminal Apprehension. (2022). Minnesota Crime Data Explorer. Retrieved November 28, 2022, from <https://www.cde.state.mn.us/DownloadData/OffenseCountyMunicipalByAgencyDownload>

14 Minnesota Bureau of Criminal Apprehension. (2022). Minnesota Crime Data Explorer. Retrieved November 28, 2022, from <https://www.cde.state.mn.us/DownloadData/OffenseCountyMunicipalByAgencyDownload>

15 Minnesota Bureau of Criminal Apprehension. (2022). Minnesota Crime Data Explorer. Retrieved November 28, 2022, from <https://www.cde.state.mn.us/DownloadData/OffenseCountyMunicipalByAgencyDownload>

16 Brooklyn Center, MN. (n.d.). City Charter & Charter Commission. Brooklyn Center at the Center. Retrieved December 12, 2022, from <https://www.ci.brooklyn-center.mn.us/government/city-charter>

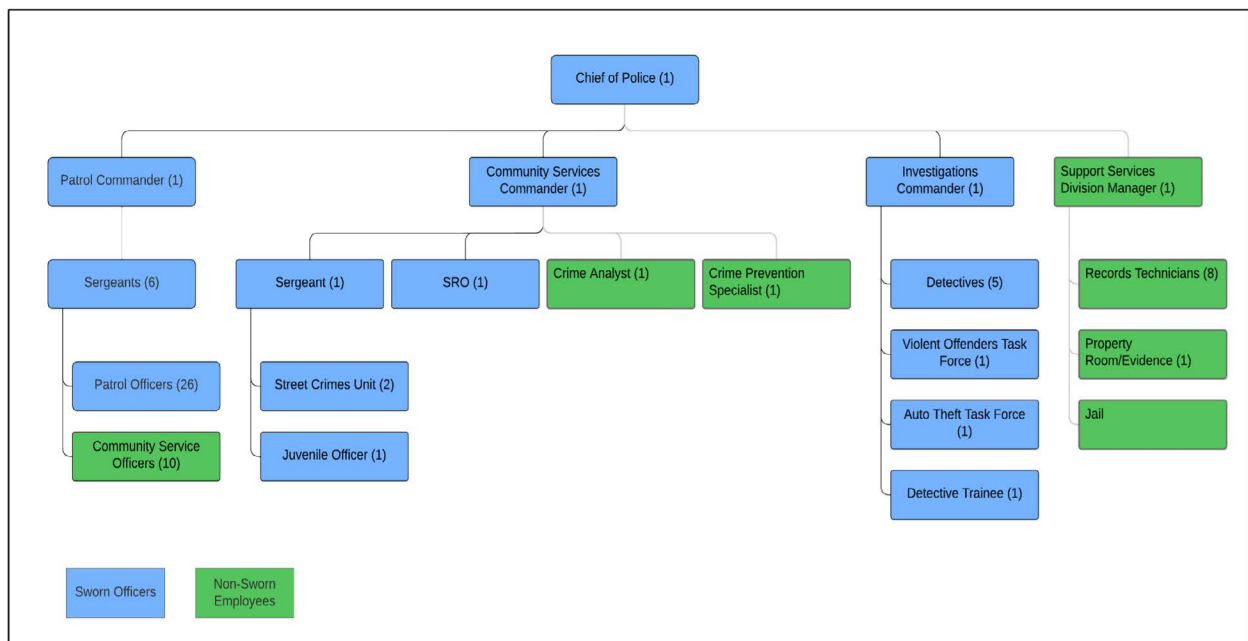
17 Brooklyn Center Minnesota City Charter. (2019). City of Brooklyn Center Minnesota. <https://www.ci.brooklyn-center.mn.us/home/showpublisheddocument/286/637535212058930000>



contribute to several negative consequences, such as complaints and increased racial bias.<sup>18,19</sup> For the other two divisions, positions remain vacant.

**Figure 1. Brooklyn Center Police Organizational Chart**

Source: Brooklyn Center Police Department



## PATROL DIVISION

The function of the Patrol Division, according to the BCPD policy 400.11, is to “patrol assigned jurisdictional areas, respond to call(s) for assistance, act as a deterrent to crime, enforce state, local and, when authorized or empowered by agreement or statute, federal laws, and respond to emergencies 24 hours per day, 7 days per week.” The policy further states the patrol function will, among other things, provide problem-solving activities through community-oriented policing. The functions of the BCPD are consistent with other agencies across the United States. The City is divided into five sectors for patrolling. Those sectors are shown using a map in Figure 2.

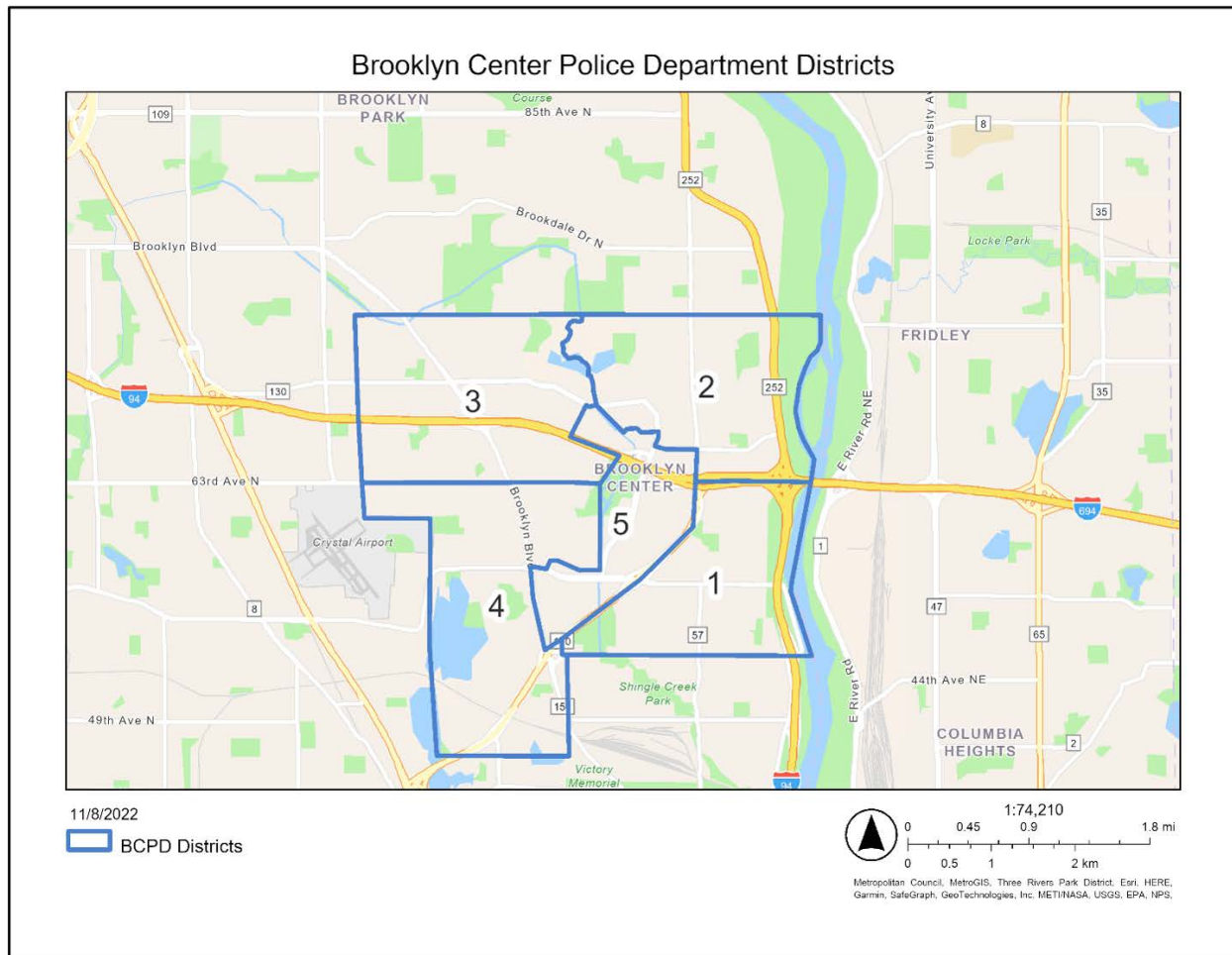
The Patrol Division operates four patrol shifts. Each 12-hour shift is authorized five officers and one sergeant. Two of the squads work the day shift (6 a.m. to 6 p.m.), and the two other squads work the night shift (6 p.m. to 6 a.m.). The two squads working days and nights mirror each other as they work on opposite days. For example, on the day shift, as squad A works, squad B is off, and vice versa. The officers and supervisor on one squad do not work with the other squads as there is no overlap. When at full strength, the BCPD also has three swing shifts or “power shifts” that work 12-hour shifts starting at 10 a.m., 2 p.m., and 4 p.m. These shifts are

18 Bell, L. B., Virden, T.B., Lewis, D. J., Cassidy, B.A. (2015) Effects of 13-hour 20-minute work shifts on law enforcement officers’ sleep, cognitive abilities, health, quality of life, and work performance: The phoenix study. *Police Quarterly*, 18(3). <https://journals.sagepub.com/doi/full/10.1177/1098611115584910>

19 James, L. (2017). The stability of implicit racial bias in police officers. *Police Quarterly*, 21(1), 30–52. <https://doi.org/10.1177/1098611117732974>



Figure 2. Brooklyn Center Police Department Patrol Districts



used to supplement standard patrol shifts during the busiest times of the day. The structure of the BCPD's patrol schedule is common among departments using 12-hour shifts. As mentioned, the Patrol Division is commanded by one employee at the commander level. The commander of patrol reports to the chief of police. The patrol commander has six sergeants as direct reports to supervise the patrol function. All three commanders rotate in an on-call status, so there is always one designated command staff person available around the clock to consult via phone or respond to incidents in person.

The Patrol Division is also made up of 10 part-time community service officers (CSOs) who are non-sworn employees of the department who are unarmed, wear uniforms similar to but not identical to patrol officers, and drive marked police vehicles. They are primarily responsible for responding to animal complaints, abandoned autos, and administrative tasks, according to BCPD employees.<sup>20</sup> The BCPD policy references CSOs but does not define the position's authority, responsibilities, or qualifications.

20 Brooklyn Center Police Department Site Visit Notes. (2022). [Personal communication].



## INVESTIGATIONS DIVISION

BCPD policy 600.1 states that the purpose of the Investigations Division is to prepare cases for appropriate clearance or presentation to a prosecutor for criminal charges. The Division is authorized for one commander, five detectives, one violent offender task force officer, one auto theft task force officer, and one detective trainee. The Investigations Division is responsible for all follow-ups and filing of charges with the prosecutor. BCPD policy does not delineate responsibility for case follow-up by crime type or severity. Rather, all follow-up investigations are by default assigned to the Investigations Division. Interviews with employees revealed the Investigations Division is responsible for the filing of charges for all arrests made by BCPD officers.<sup>21</sup> Investigators must review the cases from all arrests made and file charges with the prosecutor within the 36 hours allowed by Minnesota law in addition to conducting investigations.<sup>22</sup>

## COMMUNITY SERVICES DIVISION

The Community Services Division's authorized staffing includes one commander, one sergeant, two street crimes officers, one juvenile officer, one school resource officer, one crime analyst, one embedded social worker, one crime prevention specialist, and one joint community police partnership liaison.<sup>23</sup> Although the BCPD Policy Manual does not define the responsibilities of the Community Services Division, it was clear from interviews and observations that the Division plays a critical role in the day-to-day operation of the department. Currently, the Division possesses several vacancies with no street crimes officers, juvenile officer, or school resource officer.

## SUPPORT SERVICES DIVISION

The Support Services Division is responsible for the administrative functions of the BCPD and is authorized to have one non-sworn manager, eight record technicians, and one property room technician. According to the BCPD Policy Manual, the Division also serves as the department's liaison with the City's Information Technology Department. Currently, the Support Services Division has numerous vacancies for record technicians, which will be discussed later in Section 7, Support Services Division and Non-Sworn Workload.

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21 Brooklyn Center Police Department Site Visit Notes. (2022). [Personal communication].

22 MN Court Rules. (n.d.). Retrieved December 21, 2022, from [https://www.revisor.mn.gov/court\\_rules/cr/id/3/](https://www.revisor.mn.gov/court_rules/cr/id/3/).

23 BCPD Policy 200.2.1



## SECTION 2:

# METHODOLOGY AND APPROACH

To conduct the Brooklyn Center Police Department (BCPD) organizational assessment and staffing study, the Institute's team employed several complementary methods. The methodology for the assessment was comprised of four primary components:

1. Document and Data Collection
2. Surveys of BCPD employees and community members
3. Focus groups and interviews with BCPD employees and community members
4. Analysis
  - a. Calls for Service Data Analysis
  - b. Relief Factor Data Analysis
  - c. Bench Marking Analysis
  - d. Policy Analysis

## *Data Collection*

During the initial stages of the project, the Institute's team made a request for data from the BCPD. The list of the materials and data requested are listed in Appendix A. The request covered a wide variety of topics to provide the Institute's team with a comprehensive picture of the BCPD and its operations. Some of the data included: organizational charts, staffing levels, policies and SOPs, budgets, training documents, call for service data, crime data, and economic data from the City of Brooklyn Center. The data provided a foundation for understanding the department's operations.

The Institute's team surveyed the employees of the BCPD using the Institute's National Law Enforcement Applied Research and Data Platform, referred to as "Platform" surveys. The Platform surveys for the employees are divided into four different surveys. An additional survey of the Brooklyn Center community was also conducted to gather information on the community's perception of the police. The surveys were offered to all BCPD employees, sworn and non-sworn. The community survey was a convenience survey where respondents were recruited from social media and department contacts in the community. Those surveys are as follows:

1. Sworn Personnel – Safety and Wellness
2. Sworn Personnel – Perceptions of the Department and Community
3. Non-sworn Personnel – Safety and Wellness
4. Non-sworn Personnel – Perceptions of the Department and Community
5. Community Survey

Platform surveys are administered by the Institute electronically and have been used extensively by the Institute in other departments and communities. The surveys cover a variety of topics and are intended to provide the Institute, the department, and the community with a sense of the internal sentiment and dynamics of the department along with how the department is perceived within the community.

The community survey measured responses regarding how well the BCPD does its job, on scales ranging from very poor to very good. It also measured community levels of worry, from very worried to not at all worried.





Questions assessed levels of agreement, using a four-point Likert scale, ranging from strongly disagree to strongly agree. The survey also offered responses for how likely or unlikely certain events or actions are, ranging from very uncommon to very common, and very unlikely to very likely.

The surveys that were administered to staff largely measured agreement on a four-point Likert scale, ranging from strongly disagree to strongly agree, and a six-point Likert scale ranging from disagree very much to agree very much. The survey also asked BCPD staff to measure how often they wear protective equipment, how many times they had been injured on the job, the degree to which certain aspects of the job caused stress, and how many training hours they had received in various topic areas.

## *Interviews and Focus Group*

One focus group was held with community members. Independent of the community focus groups, 19 in-person interviews were conducted with BCPD employees using semi-structured methods. The focus group participants were chosen by the BCPD and consisted mostly of members of the local business community. The interviewees were selected jointly by the BCPD and Institute staff. The focus group and interviews were critical to providing context to documents, policies, and survey data. The information gathered during these sessions gives life to events and provides a deeper understanding of relationships and organizational dynamics. Focus groups and interviews were primarily conducted during a week-long site visit held in the last week of September 2022.

The focus groups and interviews were conducted in a conference room at the BCPD police headquarters with assurances that the Institute's report and findings would exclude identifiable information. The focus group and interviews were memorialized with note-taking as the sessions took place. The topics of the focus group were as follows:

- Challenges for the community and police department
- Expectations for public safety and policing in the community
- Recommendations for improvements

The topics for the interviews of BCPD employees were tailored to the roles of the employees but covered a core set of topics, including the following:

- Challenges for the department
- Workload
- Training
- Crime reduction
- Supervision

## *Data Analysis*

The data analysis for the report touches on many aspects of the research undertaken by the staff. The specific methodology used for different parts of the research will be discussed in detail later in the report. For example, the data analysis methods used to create the staffing models will be discussed in Section 4, The Patrol Officer Workload.





## SECTION 3:

## SURVEY RESULTS

### *Employee Perceptions of Workload, Culture, and Safety*

The Institute administered two surveys to departmental staff – both sworn and non-sworn – within the BCPD. The survey remained open from June 16 to August 22, 2022. The Institute’s staff administered the survey to BCPD staff members by sending emails through Qualtrics containing the survey link, and one reminder was sent for survey completion. Response rates for both sworn and non-sworn employees were high.<sup>24</sup> Among sworn employees, the response rate for the perceptions survey was 63 percent, with 24 respondents, while the response rate for the safety and wellness survey was 74 percent, with 28 respondents. Non-sworn employees responded to the non-sworn version of the same two surveys at rates of 67 percent (14 respondents) and 71 percent (15 respondents), respectively. The surveys sought to measure the BCPD employees’ perceptions of working in the department, on-the-job training opportunities, the community they serve, workplace culture, and aspects surrounding safety and wellness. Responses were received through Qualtrics and accessed by approved Institute team staff only. They were kept anonymous, and results were only shared with the BCPD at the aggregate level. An overview of the survey findings is outlined below, and the full survey reports are included in Appendices B-E.

### *Officers’ Perceptions*

Participants responded positively when asked if officers should be spending time answering community members’ questions (16 of 19<sup>25</sup> respondents, or 84 percent, agreed or strongly agreed) that everyone should be treated with respect regardless of attitude (16 of 19, or 84 percent, agreed or strongly agreed). However, 100 percent of respondents indicated the general public does not understand what it means to be a police officer. Furthermore, 58 percent of officers disagreed or strongly disagreed that community members seem grateful for their services. Nevertheless, 14 of 19, or 74 percent of officers disagreed or strongly disagreed when asked if they have reason to distrust community members and also disagreed that officers should only gather information from victims of crime rather than comfort them.

24 A recent meta-analysis of over 1,000 published articles in which surveys were administered online revealed an average response rate of 44.1% (Wu, Zhao, and Fils-Aime, 2022). Other meta-analyses have revealed response rates for online surveys to be between 34% and 36% (Shih & Fan, 2009; Daikeler, 2021). Regarding surveys of police officers, Nix and colleagues (2019) found that response rates have declined over time, especially for surveys that are not conducted in person, and noted that the rates have diminished due to survey fatigue in recent years. In their meta-analysis, Nix and colleagues reported an average response rate of 64% for published studies (n = 390) between 2008 and 2017. Nix and colleagues found that the average response rate had dropped to about 45% in 2016 for all modes of survey administration, other than those administered in person.

Wu, M. J., Zhao, K., & Fils-Aime, F. (2022). Response rates of online surveys in published research: A meta-analysis. *Computers in Human Behavior Reports*, 7, 100206.

Shih, T. H., & Fan, X. (2008). Comparing response rates from web and mail surveys: A meta-analysis. *Field Methods*, 20(3), 249–271. <https://doi.org/10.1177/1525822X08317085>

Nix, J., Pickett, J. T., Baek, H., & Alpert, G. P. (2017b). Police research, officer surveys, and response rates. In *Policing & Society* E-pub ahead of print.

25 The total number of respondents to a given question in all four surveys varied. All percentages are based on the total number of valid respondents.



## TRAINING

The officers were asked about the training they had received in the past 12 months. The majority of officers said they had received four or more hours of training covering de-escalation (12 of 19, or 63 percent), dealing with individuals experiencing a mental health crisis (12 of 19, or 63 percent), and firearms (10 of 19, or 53 percent). Most officers had received less than four hours of training in non-lethal methods to control a combative or threatening individual (11 of 19, or 58 percent), communication skills for treating people fairly and respectfully (13 of 19, or 68 percent), and implicit bias (12 of 19, or 63 percent). Responding to related competency questions, most officers indicated they felt adequately prepared to deal with de-escalation (12 of 17, or 71 percent, agreed or strongly agreed), shoot-don't shoot scenarios (13 of 18, or 72 percent), mental health (12 of 18, or 67 percent), combative individuals (16 of 18, or 89 percent), fair and respectful communication (15 of 18, or 83 percent), and bias issues (12 of 16, or 75 percent). On the other hand, roughly 30 percent of officers responded negatively of not feeling competent in scenarios involving de-escalation and shoot-don't shoot situations.

## DISCIPLINE

The BCPD's officers were asked about the department's disciplinary process and promotions. The majority of officers (16 of 19, or 84 percent) either strongly agreed or agreed the department helps with coaching and counseling for minor mistakes rather than punishment. Similarly, officers perceived the disciplinary process as fair (15 of 19, or 83 percent), and felt they were treated respectfully during disciplinary investigations (16 of 19, or 84 percent). A large majority of officers felt they were comfortable "blowing the whistle" if they found anything wrong with the department (15 of 19, or 79 percent). Furthermore, many believed that if they were subject to an involuntary personnel action, the BCPD would adequately inform them of their appeal rights (12 of 19, or 63 percent).

## PROMOTIONS

Regarding promotions, the majority of officers agreed that the promotion process is open and fair (11 of 19, or 58 percent) and that getting good assignments is based on merit (13 of 19, or 68 percent). Sixty-three percent of officers noted they are aware of the performance evaluation standards to which they are held. Seventy-four percent of officers felt that those who do a good job in the department have good odds of receiving a promotion. The majority of officers indicated that they were aware of how they could get a promotion in the department (13 of 19, or 68 percent). However, most were neutral (12 of 19, or 63 percent) when asked whether affirmative action policies or diversity and inclusion practices have helped advance employment opportunities in the organization. Moreover, 63 percent agreed that there is little chance of a promotion, and 58 percent felt that the agency's policies and procedures make it challenging to do a good job.

## SUPERVISORS

Regarding supervisors, a majority agree that their supervisor is competent (18 of 19, or 95 percent, agree very much, agree moderately, or agree slightly) and fair (100 percent agree very much, agree moderately, or agree slightly), and that they receive recognition for doing a good job (14 of 19, or 74 percent agree very much, agree moderately, or agree slightly). Ten of 19, or 53 percent of respondents felt their supervisors always or often explain their decisions; 12 of 19, or 63 percent of respondents indicated their supervisors are always or



often supportive of employees when things get tough; 15 of 19, or 79 percent responded that their supervisors always or often treat employees with respect and trust employees to make important decisions. Thirteen of 19 respondents, or 68 percent noted that their supervisors always or often recognize when employees are having problems on the job and make clear what is expected. Eleven of 19, or 58 percent of respondents stated that their supervisors always or often encourage input when decisions are made. The majority of officers (12 of 19, or 63 percent) indicated that their supervisors' decisions are always or often fair and consistent, and that they stand up for their employees. Further, most officers disagreed that their job is made more difficult because of the incompetence of others, with 11 of 19, or 58 percent of respondents disagreeing very much, moderately, or slightly. However, 53 percent agree that there is too much bickering at work.

## DEPARTMENT CULTURE

When asked about departmental culture, officers agreed or strongly agreed that employees are treated the same regardless of gender (15 of 19, or 79 percent) or race/ethnicity (14 of 19, or 74 percent). All but two officers (17 of 19, or 89 percent) indicated that they knew the values of the department and incorporated them into their daily work. The majority of officers also agreed that the goals of the organization are clear (11 of 19, or 58 percent agreed very much, moderately, or slightly). When asked about organizational changes, 15 of 19 (or 79 percent) agreed or strongly agreed that they are told promptly when there is a policy change. Fifty-three percent (11 of 19) disagreed or strongly disagreed that it was difficult to make changes within the organization, and 47 percent (9 of 19) disagreed or strongly disagreed that employees usually lose out when organizational changes are made. The survey inquired further about the agency overall and the agency's leadership. Forty-seven percent (9 of 19) indicated that leadership always or often communicates effectively with the media and public, sets a good example, and makes their expectations clear for employees. Forty-two percent (8 of 19) stated that agency leadership encourages input from employees in decision-making, while the same amount indicated that they rarely or never include employees in these processes.

## JOB SATISFACTION

Officers were asked about their feelings surrounding their job and working in the policing field. Eleven of 19 (53 percent) disagreed that their jobs were meaningless (disagreeing very much, moderately, or slightly disagreeing), and yet the same amount agreed very much, agreed moderately, or agreed slightly that their work is not appreciated. Similarly, 67 percent of respondents (12 of 18) agreed very much, agreed moderately, or agreed slightly that they have too much to do at work. Sixty-three percent (12 of 19) disagreed or strongly disagreed that they were currently looking for a job with another law enforcement agency. However, 53 percent of respondents answered that they were considering quitting law enforcement altogether, with 10 of 19 agreeing or strongly agreeing. Eleven of 19 (58 percent) agreed or strongly agreed that they intended to stay with the BCPD because they feel they have invested a lot in the job and enjoy working for the department. Additionally, 17 of 19 (89 percent) agreed or strongly agreed that they feel committed to policing because it is a noble and honorable profession. Fifteen of 19 (79 percent) agreed or strongly agreed that they feel a sense of pride in their job, and 12 of 19 (63 percent) indicated that their job is enjoyable. On the other hand, 47 percent (9 of 19) experience a high degree or very high degree of frustration and emotional exhaustion because of their work, and 58 percent (11 of 19) feel a high degree or very high degree of burnout. Forty-two percent (8 of 19) noted that working with the public drains their energy to a high degree or very high degree. Sixty-three percent (12 of 19) felt that they give more than they get back when working with the public.



## ON-DUTY INJURIES

Unfortunately, when asked about injuries on the job, 74 percent of respondents (14 of 19) indicated that they had been injured at least once within the past two years, and 53 percent (10 of 19) have been assaulted by a perpetrator or a suspect at least once in the past two years. In the same timeframe, most of the BCPD officers who responded had never been in an at-fault vehicle collision on the job (15 of 19, or 79 percent), had disciplinary action taken against them (13 of 19, or 68 percent), been the subject of an internal affairs investigation (13 of 19, or 68 percent), or been harassed by a fellow employee or supervisor (16 of 19, or 84 percent). Fifty-eight percent (11 of 19) indicated that they have had a resident complain about them unjustly at least once in the past two years. When officers were asked about their pay and benefits, 79 percent agreed that they were being paid a fair amount (15 of 19 agreed very much, moderately, or slightly), while 63 percent disagreed when asked if raises are too few and far between (12 of 19 disagreed very much, moderately, or slightly). Seventy-four percent of officers felt that the agency's benefits are as good as other law enforcement agencies (14 of 19 agreed very much, moderately, or slightly), but 89 percent indicated that there are benefits the officers should have and do not (17 of 19 agreed very much, moderately, or slightly).

## *Non-Sworn Employee's Perceptions*

Six of 10 (60 percent) of the non-sworn employee respondents disagreed or strongly disagreed when asked if community members seemed grateful for police services. However, 6 of 10 (60 percent) disagreed or strongly disagreed that the police have reason to distrust community members. Sixty percent (6 of 10) stated that officers should spend time answering community members' questions. Nine of 10 (90 percent) agreed or strongly agreed that everyone should be treated with respect, regardless of their attitude, and 100 percent of respondents agreed or strongly agreed that the public does not understand what it means to be a cop. The results were evenly divided when presented with the statement that "police officers are expected to gather information from victims of crime, not comfort them;" 50 percent agreed or strongly agreed, and 50 percent disagreed or strongly disagreed.

## TRAINING

When asked about training, 70 percent of respondents (7 of 10) agreed or strongly agreed that they are provided training opportunities to stay up to date, and yet 70 percent (7 of 10) disagreed or strongly disagreed that they received the same number of training opportunities as sworn staff and sufficient training when they started in their position. One hundred percent agreed or strongly agreed that they would like more training opportunities.

## DISCIPLINE

Non-sworn employees were asked about their disciplinary processes. Seventy percent (7 of 10) agreed or strongly agreed that the department helps non-sworn staff rather than punishing them when they make a mistake, that the disciplinary process is fair, and that non-sworn employees are treated with respect during disciplinary investigations. Fifty percent (5 of 10) of employees agreed or strongly agreed that disciplinary actions taken by the BCPD are fair and justified, while the other 50 percent were neutral. Six of 10 (60 percent) of non-sworn participants agreed or strongly agreed that they were not afraid to "blow the whistle" if they found anything wrong within the organization and also believed that if they were subject to an involuntary personnel



action, the agency would adequately inform them of their appeal rights.

## PROMOTIONS

Regarding promotions, 70 percent (7 of 10) disagreed or strongly disagreed that good assignments were based on who you know over merit, and 60 percent (6 of 10) agreed or strongly agreed that the BCPD's promotional process is fair. Sixty percent (6 of 10) were neutral regarding their understanding of the standards used to evaluate their performance. Moreover, when asked about how to get a promotion, 40 percent (4 of 10) agreed or strongly agreed that they were unsure of what determines that process. Sixty percent (6 of 10) of non-sworn employees agreed very much, moderately, or slightly that there is too little chance to be promoted, whereas 7 of 10 (70 percent) agreed very much, moderately, or slightly that those who do well stand a fair chance of being promoted. Seven of 10 (70 percent) disagreed very much, moderately, or slightly that policies and procedures make it difficult to do a good job, and 100 percent agreed very much, moderately, or slightly that the goals of the organization are clear. Six of 10 (60 percent) of respondents were neutral when asked if affirmative action has helped advance employee opportunities in the organization.

## SUPERVISION

When asked about their supervisors, 100 percent of non-sworn respondents agreed very much, moderately, or slightly that their supervisor is competent and fair. Seven of 10 (70 percent) agreed very much, moderately, or slightly that they receive recognition when they do a good job. Fifty percent (5 of 10) of employees, however, felt that their supervisors rarely or never explain their decisions, and 40 percent (4 of 10) felt that their supervisors rarely or never recognize when they are having problems on the job. Forty percent (4 of 10) indicated that their supervisors' decisions are always or often fair and consistent. Forty percent (4 of 10) felt as though their supervisors rarely or never encouraged input when decisions were made, while an equal amount of non-sworn staff indicated that their supervisors did. When asked if their supervisors are supportive of employees when things get tough and treat them with respect, 60 percent (6 of 10) of employees indicated theirs always or often did. Eighty percent (8 of 10) stated their supervisors always or often trust them to make important decisions. Only 20 percent felt their supervisors always or often made expectations clear, while 70 percent (7 of 10) indicated their supervisors sometimes or rarely do. Furthermore, 70 percent agree that they find they must work harder at their job because of the incompetence of others (7 of 10 agreed very much, moderately, or slightly). Only 30 percent (3 of 10) agreed very much, moderately, or slightly that there is too much fighting or bickering at work.

## DEPARTMENT CULTURE

When asked about the agency's internal culture, unfortunately, 90 percent (or 9 of 10) of non-sworn employees agreed or strongly agreed that the BCPD does not understand the value of its non-sworn staff. On the other hand, 70 percent (7 of 10) agreed or strongly agreed that the agency accepts its non-sworn staff and that their sworn colleagues are supportive. Furthermore, only 30 percent (3 of 10) agreed or strongly agreed that their personal experiences are dismissed by their sworn colleagues, and yet 60 percent felt that employees are not treated the same whether they are sworn or non-sworn. Nevertheless, the majority of those surveyed noted that everyone is treated the same regardless of gender (70 percent, or 7 of 10 agreed or strongly agreed) or race/ethnicity (80 percent, or 8 of 10 agreed). Additionally, 100 percent of survey participants agreed or strongly agreed that they



know the department's values and incorporate them into their everyday work. Employees were asked about organizational changes, and 60 percent (6 of 10) agreed or strongly agreed that they are told promptly when changes are made. Fifty percent (5 of 10), however, agreed or were neutral when asked if making changes at the BCPD is impossible. When asked whether employees were on the losing side when changes are made within the department, 60 percent (6 of 10) of employees were neutral. The survey inquired further about the agency overall and the agency's leadership. Sixty percent (6 of 10) of respondents indicated that leadership always or often communicates effectively with the public, and 50 percent (5 of 10) of respondents indicated that leadership always or often sets a good example and makes expectations clear. However, 60 percent (6 of 10) of respondents felt that leadership rarely or never asks for input from employees when making decisions.

## JOB SATISFACTION

The majority of BCPD non-sworn employees felt that their job has meaning (70 percent or 7 of 10) and that their work is appreciated (60 percent or 6 of 10). Nine of 10 (90 percent) agreed very much, moderately, or slightly that they have too much to do at work, but also that they found it enjoyable. One hundred percent of the respondents agreed very much, moderately, or slightly that they felt a sense of pride in their job. Eighty percent (8 of 10) disagreed or strongly disagreed when asked whether they were currently looking for a job at another agency, or if they were considering quitting the law enforcement profession. Similarly, the same amount stated that they intended to stay with the BCPD as they had invested a lot in the agency and the job, they enjoy working there, and 90 percent (9 of 10) agreed or strongly agreed that they felt committed to policing because it is noble and honorable. However, 80 percent (8 of 10) indicated that they feel either somewhat frustrated, a high degree or very high degree of frustration due to their work, and 60 percent (6 of 10) noted that they felt a low degree or very low degree of frustration due to their expertise being dismissed by sworn employees and from working with the public. Most telling, 100 percent of respondents felt somewhat emotionally exhausted or exhausted to a high degree or very high degree by their work.

## ON-DUTY INJURIES

Ninety percent (9 of 10) of non-sworn personnel had never been injured on the job, and 80 percent (8 of 10) had never had disciplinary action taken against them or been harassed. However, 20 percent (2 of 10) had been harassed once by a fellow employee based on race, ethnicity, religion, sexual orientation, or gender identity. Non-sworn staff were asked questions relating to pay and benefits. Sixty percent disagreed they are paid a fair amount (6 of 10 agreed very much, moderately, or slightly), and 70 percent agreed that raises are too few and far between (7 of 10 agreed very much, moderately, or slightly). Seventy percent (7 of 10) agreed moderately or slightly that their benefits are as good as other law enforcement agencies, and yet 80 percent (8 of 10) agreed very much or moderately that there are benefits they should have that they do not.

## *Officer Safety and Wellness*

Officers were asked about their views concerning the media attention and public protests related to officer-involved shootings and other high-profile incidents involving law enforcement in recent years. One hundred percent of respondents (27 of 27) indicated feeling that increased public attention and scrutiny have made them more concerned for their safety to some degree or to a great degree. Additionally, 100 percent of respondents (27 of 27) felt to a minimal degree, to some degree, or to a great degree that the public treats them with much





less respect than in the past and that they are less willing to stop and question those engaging in suspicious behavior.

## EQUIPMENT

When asked whether certain types of equipment increase feelings of safety, the majority of officer respondents indicated that ballistic vests or body armor (26 of 27, or 96 percent), body-worn cameras (23 of 27, or 85 percent), cell phones (20 of 27, or 74 percent), in-car video cameras (24 of 27, or 89 percent), protective gear for crowd control (22 of 27, or 81 percent), reflective vests for traffic control (20 of 27, or 74 percent), and tasers or other conducted energy devices (CED) (24 of 27, or 89 percent) make them feel safer. Fifty-two percent (12 of 23) said that heroin or fentanyl-resistant gloves make them feel safer, while 43 percent (10 of 23) were unsure. When asked how frequently officers used safety equipment, the majority responded that they frequently or always wear their ballistic vests or body armor (26 of 27, or 96 percent), while 100 percent (27 of 27) of officers reported frequently or always wearing body-worn cameras and seatbelts. On the other hand, 83 percent (20 of 24) reported wearing their reflective vests occasionally.

## RESOURCES

Officers were asked several questions regarding the levels of resources available to them in the performance of their job and shift duties. The majority responded that they always or mostly have properly functioning vehicles (78 percent or 21 of 27), properly functioning radios (96 percent or 26 of 27), replacement of safety gear when needed (85 percent or 23 of 27), and refresher training on safety topics (67 percent or 18 of 27). Seventy percent of officers (19 of 27) stated that they always or mostly receive safety equipment purchases requested through the department. On the other hand, many respondents answered that they inconsistently or almost never have backup support for calls (70 percent or 19 of 27) or enough officers on shift to ensure their safety (96 percent or 26 of 27).

## TRAINING

Regarding the various types of training they have received, the majority of officers indicated receiving very sufficient or somewhat sufficient training about contact with the mentally ill (89 percent or 24 of 27), hands-on driving tactics (78 percent or 21 of 27), high-speed pursuit safety (78 percent or 21 of 27), and scenario-based encounter training (70 percent or 19 of 27). A further 56 percent of officers (15 of 27) reported receiving very sufficient or somewhat sufficient training related to active shooter response, and 59 percent (16 of 27) felt very sufficiently or somewhat sufficiently trained in crowd control. However, 56 percent (15 of 27) noted that they had received insufficient training or no training in foot pursuit safety, recognizing indicators of ambush attacks, and identifying characteristics of weapon concealment. Fifty-nine percent (16 of 27) felt they had received insufficient training or no training in officer rescue tactics and recognizing indicators of assaults on officers. Finally, 52 percent (14 of 27) received insufficient training or no training in the safe handling of illicit drugs and precursor chemicals.

## HEALTH AND WELLNESS

The BCPD's sworn employees were asked a series of questions related to healthy habits, including but not limited to nutrition, physical training or exercise, caffeine intake, seeking emotional support, and stress management. The results showed that respondents always or frequently focused on maintaining a healthy weight (85 percent



or 23 of 27), getting undisturbed sleep (67 percent or 18 of 27), and stress reduction activities (67 percent or 18 of 27). The health areas that officers applied focus to infrequently or not at all included attending regular physical exams (70 percent or 19 of 27), reducing caffeine intake (67 percent or 18 of 27), and quiet relaxation (59 percent or 16 of 27). Fifty-two percent of respondents stated that reducing tobacco use is not applicable, suggesting most respondents did not use tobacco products at the time they were surveyed. When asked about health concerns, officers stated that they had symptoms of or had been diagnosed with poor sleep quality (69 percent or 18 of 26), a job-related injury (57 percent or 13 of 23), high blood pressure (75 percent or 12 of 16), or mental health issues (59 percent or 10 of 17).

The survey asked several questions regarding work-related stressors. Fifteen percent of respondents (4 of 26) indicated that they are frequently stressed by supervisors, and 38 percent of officers (10 of 26) stated that they are frequently stressed by workplace culture. Fifty percent of officers responded that they were frequently stressed by the amount of work they must do, and 27 percent (7 of 26) were frequently stressed by too much overtime. Forty-two percent of officers (11 of 26) indicated that they were not stressed by their work/life balance, while the same amount stated they were. Fifteen percent (4 of 26) answered that they were frequently stressed by insufficient training. Thirty-five percent (9 of 26) are frequently worried about an unclear career path, and the same amount are frequently stressed about a lack of professional development.

Participants were surveyed regarding how they perceived BCPD's safety priorities. The majority of officers agreed or strongly agreed that the department prioritizes safety equipment (96 percent or 25 of 26), fire safety (72 percent or 18 of 25), weather safety (72 percent or 19 of 26), and the ability to summon assistance (77 percent or 20 of 26). Similarly, 58 percent (15 of 26) agreed or strongly agreed that the BCPD prioritizes emergency training and planning. On the other hand, 50 percent (13 of 26) agreed or strongly agreed that the department does not focus enough on intentional attacks. The majority of respondents disagreed or strongly disagreed that building (65 percent or 17 of 26) and parking lot security (88 percent or 23 of 26) are safety priorities for the BCPD.<sup>26</sup>

## *Non-Sworn Employee Safety and Wellness*

The BCPD's non-sworn staff were asked how frequently they focus on a number of health-related habits. The areas that non-sworn employees frequently or always prioritized were getting undisturbed sleep (80 percent or 12 of 15), getting enough rest or sleep (73 percent or 11 of 15), and eating healthy (80 percent or 12 of 15). The areas that employees infrequently or never focused on were quiet relaxation (60 percent or 9 of 15), reducing caffeine intake (53 percent or 8 of 15), and seeking emotional support (53 percent or 8 of 15). Sixty-seven percent of respondents (10 of 15) stated that reducing tobacco use is not applicable, suggesting most respondents did not use tobacco products at the time they were surveyed. When asked about their health concerns, non-sworn staff responded by indicating they had symptoms of or had been diagnosed with mental health issues (63 percent or 10 of 16), poor sleep quality (53 percent or 8 of 15), high cholesterol (64 percent or 7 of 11), and sleep disorders (54 percent or 7 of 13).

When asked about work-related stressors, only 20 percent (3 of 15) reported being frequently stressed by their supervisors, and 13 percent (2 of 15) by their coworkers. Forty percent (6 of 16) were never concerned by workplace culture, and the same amount were never stressed by their peer relationships. Regarding workloads,

<sup>26</sup> In follow-up discussions with BCPD officials, the Institute team ascertained that improvements have been made since the administration of the survey surrounding these specific safety concerns.





73 percent of employees (11 of 15) noted that they were frequently stressed by the amount of work they have, yet 80 percent were infrequently or never worried about the state of their work/life balance. Thirty-three percent of respondents (5 of 15) stated that insufficient training was a frequent cause of their stress, 27 percent (4 of 15) were frequently worried about an unclear career path, and 40 percent (6 of 15) were frequently stressed by their lack of professional development. Eighty-six percent (12 of 14) agreed or strongly agreed that they experienced high levels of stress at work.

When asked about the department's safety priorities, the majority of non-sworn staff agreed or strongly agreed that the BCPD focused on building safety (80 percent or 12 of 15), safety equipment (87 percent or 13 of 15), fire safety (80 percent or 12 of 15), weather safety (80 percent or 12 of 15), and the ability to summon assistance (93 percent, or 14 of 15). While 53 percent (8 of 15) agreed or strongly agreed that emergency training and planning are priorities for the department, another 53 percent (8 of 15) felt that the BCPD does not focus enough on parking lot safety or planning for intentional attacks. In general, however, 57 percent of respondents (8 of 14) agreed or strongly agreed that they felt safe at work.

The non-sworn staff were surveyed about the BCPD's Employee Wellness Program. Most agreed or strongly agreed that they were aware of the program (86 percent or 12 of 14), what is offered through the program (64 percent or 9 of 14), and that they do or would use the program if needed (79 percent or 11 of 14). However, 36 percent (5 of 14) also indicated that they do not know how to access the benefits of the Employee Wellness Program. At least 50 percent reported never using the Employee Wellness Program's mental health counseling (71 percent or 10 of 14), career growth counseling (79 percent or 11 of 14), legal referrals (64 percent or 9 of 14), resource library (71 percent or 10 of 14), health tracking (57 percent or 8 of 14), wellness classes (71 percent or 10 of 14), fitness class discounts (79 percent or 11 of 14), primary care appointments (50 percent or 7 of 14), or specialty care appointments (50 percent or 7 of 14). Further, 36 percent (5 of 14) had never used the financial planning component of the program.

## *Summary of Departmental Platform Survey Results*

The Platform surveys indicated several key findings regarding sworn and non-sworn employees' perceptions of the department itself and regarding their own health and safety.

- Both groups felt that the general public does not have a good understanding of what police officers deal with on a daily basis. At the same time, they felt that working in law enforcement, in either a non-sworn or sworn capacity, is a noble profession in which they take pride.
- Regarding training, officers seemed to feel least prepared for dealing with scenarios involving de-escalation and shoot-don't shoot. Furthermore, non-sworn staff overwhelmingly felt that they were not afforded as many training opportunities as their sworn counterparts and would take more training if it was offered.
- Both groups indicated perceptions of fairness and transparency concerning the disciplinary and promotion processes, and although promotions were perceived as rare, both groups agreed they were merit-based.
- Many respondents felt respected, trusted, and supported by their supervisors, yet non-sworn staff indicated that they were less likely to be involved in decision-making.
- All staff noted that they know the values of the department and incorporate them into their work. Both groups also agreed that everyone is treated the same regardless of gender, race, or ethnicity. Unfortunately, a strong majority of non-sworn employees also believed that the BCPD does not understand the value of its non-sworn staff.



- Roughly 40 percent of sworn employees indicated that agency leadership rarely or never includes employees in decision-making processes; 60 percent of non-sworn agreed with this assertion.
- About half of the officers surveyed experienced a high degree of emotional exhaustion because of their work, and roughly 60 percent felt a high degree of burnout. All non-sworn respondents felt emotionally exhausted by their work.
- Although both groups agreed that they saw meaning in their work, 53 percent of officers answered that they were considering quitting law enforcement altogether.
- When asked about health and wellness, the uneasy environment that officers find themselves in was apparent:
  - ◆ A majority of officers felt that the public treats them with much less respect than in the past and that they are less willing to stop and question those engaging in suspicious behavior.
  - ◆ Perhaps most telling, the majority of officers answered that they inconsistently or almost never have backup support for calls or enough officers on shift to ensure their safety.
  - ◆ Similarly revealing were responses surrounding officer training: many officers reported insufficient training in recognizing indicators of ambush attacks, identifying characteristics of concealed weapons, officer rescue tactics, and recognizing indicators of officer assaults.
- Both groups experienced stress related to the amount of work they have and working too much overtime.
- Unclear career paths were a worrisome area for officers, while non-sworn staff seemed to be stressed by insufficient training; both groups experienced similar levels of stress due to a lack of professional development.
- Both groups felt that the BCPD prioritizes all areas of safety, with the exception of building and parking lot safety and intentional attacks.

## *Community Perceptions of the Brooklyn Center Police Department*

The Institute's team, with input and assistance from the BCPD command staff, developed and administered a community survey to gauge community members' perceptions of the department. The survey sought to measure how members of the public viewed the BCPD in several areas, including job performance, comportment and behavior, levels of trust, and their perceptions regarding other topics such as a general sense of safety as a resident in the community, likelihood of assisting the police, and police use of technology. The Institute's Platform Surveys are offered in 10 languages and, at the request of BCPD and the City, were translated into two additional languages - Lao and Hmong. Moreover, the Institute provided City staff and the BCPD with a flyer that was intended to promote the accessibility of the community survey. The flyer was made available in four languages: English, Spanish, French, and Somali. The survey was available to members of the community via Qualtrics using an electronic link contained on the promotional flyers. The responses were completely anonymous, and results were only shared with the BCPD at the aggregate level. The City, the BCPD, and some community groups assisted in encouraging community members to access and participate in the community survey by distributing fliers in several languages throughout the Brooklyn Center community and via social media. The survey was open from August 11 to October 5, 2022, yet only 128 individuals responded. Because of the low response rate, these results cannot be presented in this report because the findings would not be representative of the opinions held by the community members of Brooklyn Center. However, the Institute's project team compiled the open-ended responses received through the survey and provided them to the BCPD for informational purposes.



## SECTION 4:

# PATROL OFFICER WORKLOAD

## *Approach*

Determining the number of patrol officers needed is an important, nuanced, and difficult question faced by many communities. It is not uncommon for at least some segments of a community to desire more officers. These desires are often communicated as simply wanting more patrol cars driving in residential neighborhoods for general crime deterrence. The challenge is that hiring, retaining, and equipping officers is expensive and the desire for officers must be justified. Police departments often make up a sizable percentage of municipal budgets, and the biggest expense for the police department's budget is personnel. Discussions surrounding police staffing levels quickly become conversations about budgets and affordability. As discussed by Wilson and Weiss, answering the question of "want" is different from the question of "need."<sup>27</sup>

Determining a community's police staffing needs has historically been done using several methods. The per capita method has been commonly used by calculating the ratio of officers to the population. Although the per capita method is straightforward to calculate and understand, it struggles to capture the workload nuances of individual jurisdictions. For example, two cities with 100,000 residents could differ significantly in calls for service demand and crime level, which makes the per capita method ineffective for determining the need for officers. In other words, it fails to capture the nuances of service demand for individual jurisdictions.

Other traditional methods discussed by Wilson and Weiss are the minimum staffing and authorized level approach. In both approaches, the staffing levels for officers are fixed, based on a non-analytical method. For the minimum staffing level, a department decides what the minimum number of officers working at one time should be or what the total authorized positions are for the police department. The determination of minimums is often based on perceptions of workload and the need to ensure officer safety with a minimum level of officers working. The authorized staffing level approach is budgetarily based, with a specified number of officers authorized in the budget. Once budgeted, the authorized number is often carried over from year-to-year with modifications being politically negotiated.

The method advocated by Wilson and Weiss and used in this report is a workload-based approach in which the demand for service from the community is used to determine the number of positions needed to meet that demand. The methods used in this report are broken into five tasks:

1. Analyze the calls for service (CFS) data to determine fundamental patterns of demand
2. Determine the CFS demand from the community
3. Determine the number of positions needed (demand + service level)
4. Apply the "relief factor"<sup>28</sup> to the number of positions to determine the number of officers needed
5. Determine the optimal temporal allocation of officers

27 Wilson, J. M., & Weiss, A. (2014). A performance-based approach to police staffing and allocation, U.S. Department of Justice, Office of Community Oriented Policing Services. <https://cops.usdoj.gov/ric/Publications/cops-p247-pub.pdf>

28 Defined in Table 2.



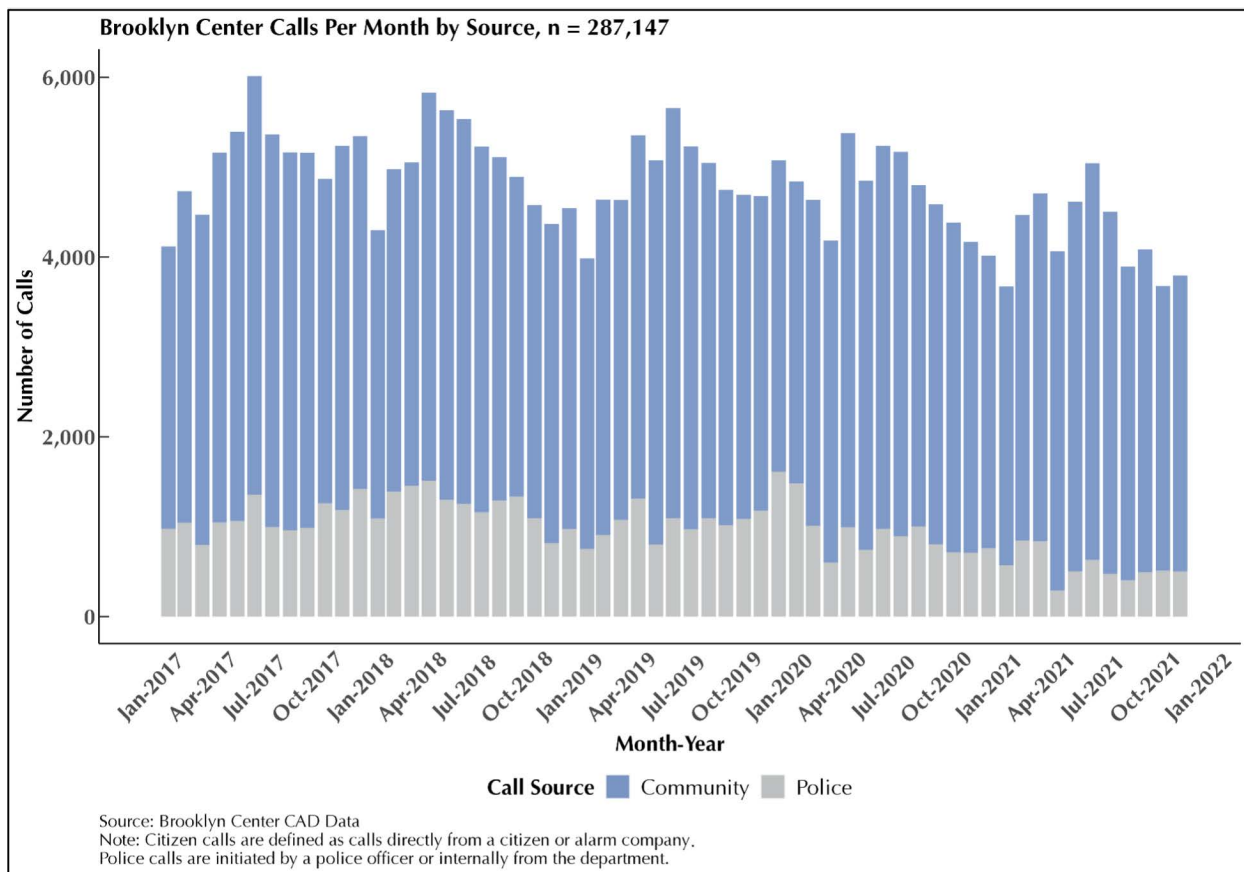
Before moving on to the analysis of BCPD workload, several terms, presented in Table 2, must be defined because they are relevant to the remainder of this report.

**Table 2. Definitions**

<b>Call for Service (CFS)</b>	A request for police service initiated by community members. Typically called into a police dispatch center and communicated through a dispatcher.
<b>Position</b>	An area of coverage or responsibility for one shift (e.g., 6 a.m. to 6 p.m.).
<b>Relief Factor</b>	The ratio of time required for a position to the time available.
<b>Service Level</b>	The proportion of time officers are able to devote to proactive activities.

Source: Adopted from Wilson, J. M., & Weiss, A. (2014).

**Figure 3. Calls for Service by Month and Source**

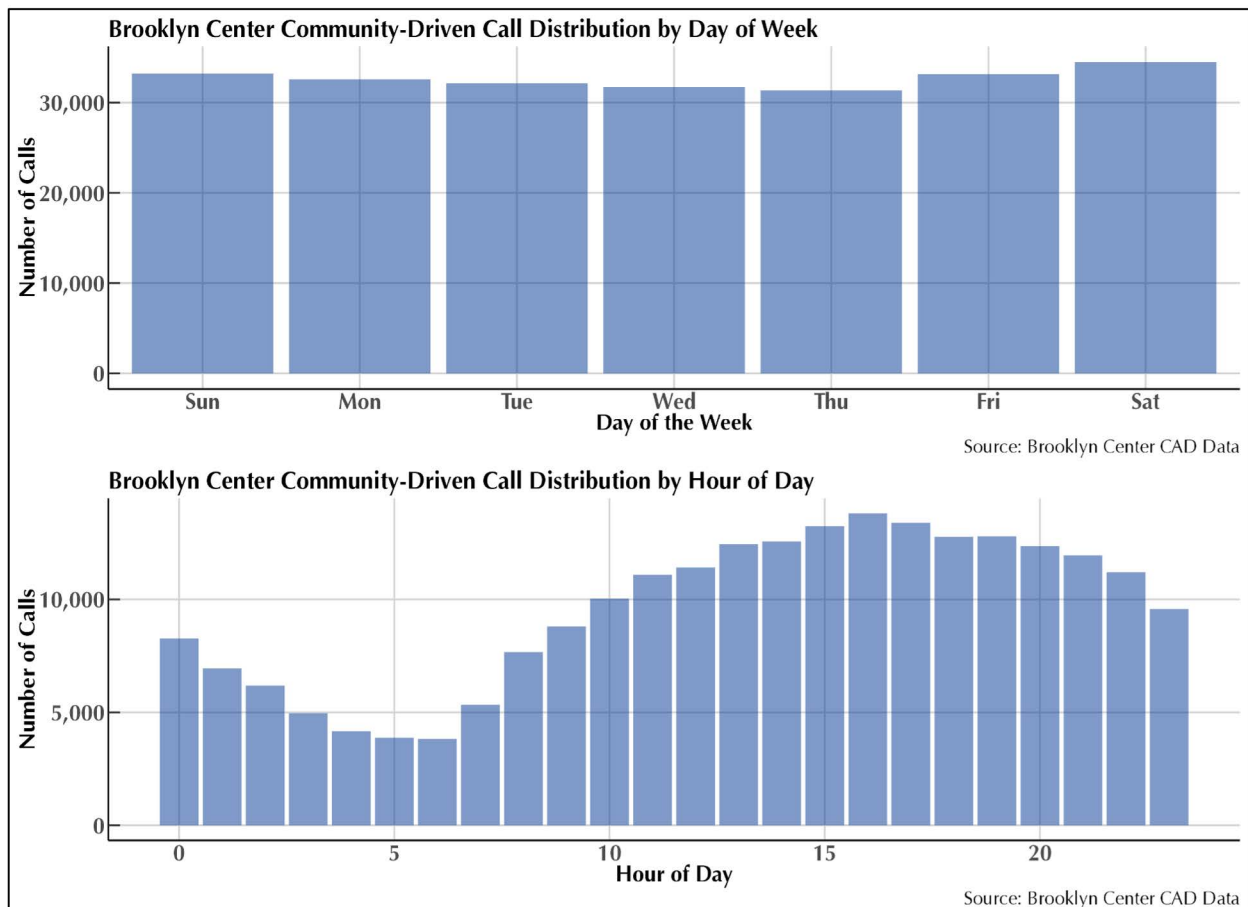




## Foundational Analysis

The BCPD relies on the Hennepin County Sheriff's Office for dispatching services. When residents of Brooklyn Center call 911 or a non-emergency number, they are connected with the Communications Center in the Sheriff's Office where the request for service is processed and dispatched to a BCPD officer. The quantitative data for this workload analysis, including data from 2017-2021, originates from the Computer Aided Dispatch (CAD) database in the Sheriff's Office. Appendix F is a table of all the CFS types with volumes by year. The CAD data provided to the Institute contained a record for each officer dispatched or assigned to a call. For example, one 911 call may require two officers to be dispatched for a response. The data contain a record for the primary officer arriving and closing the call with timestamps and contain a separate record for the assisting officer arriving and closing the call with timestamps. The analyses used each individual record for each incident. The implication of this data structure is that the exact amount of time recorded on each call, by all responding officers, can be determined. Even though the officers may spend different amounts of time on each call, the data provide the time in separate records. The CAD data also provide a record for each time an officer is assigned to a call by self-initiating the activity. It is a customary practice for officers to conduct self-initiated activities when they notify the dispatcher when they are conducting a traffic stop or investigation. In those circumstances, the dispatcher creates a record in the CAD system that is similar to a call from a community member. This allows

**Figure 4. Calls for Service by Day of Week and Hour of Day, 2017-2021**





the data about the call to be captured and provides the location and status information of the officer to the call taker for safety purposes.

To understand macro trends in community-driven calls for service, Figure 3 shows the number of calls initiated by the community and the police by month. Several trends stand out. First, community-driven calls make up the majority of the CFS. Second, there is evidence of seasonality as the call volumes peak during the summer months and decline in the winter months. Finally, Figure 3 shows that while both police- and community-initiated calls have decreased since 2021, police-initiated activity has declined to a greater degree.

**Figure 5. Heatmap of CFS by Year, Day, and Hour**

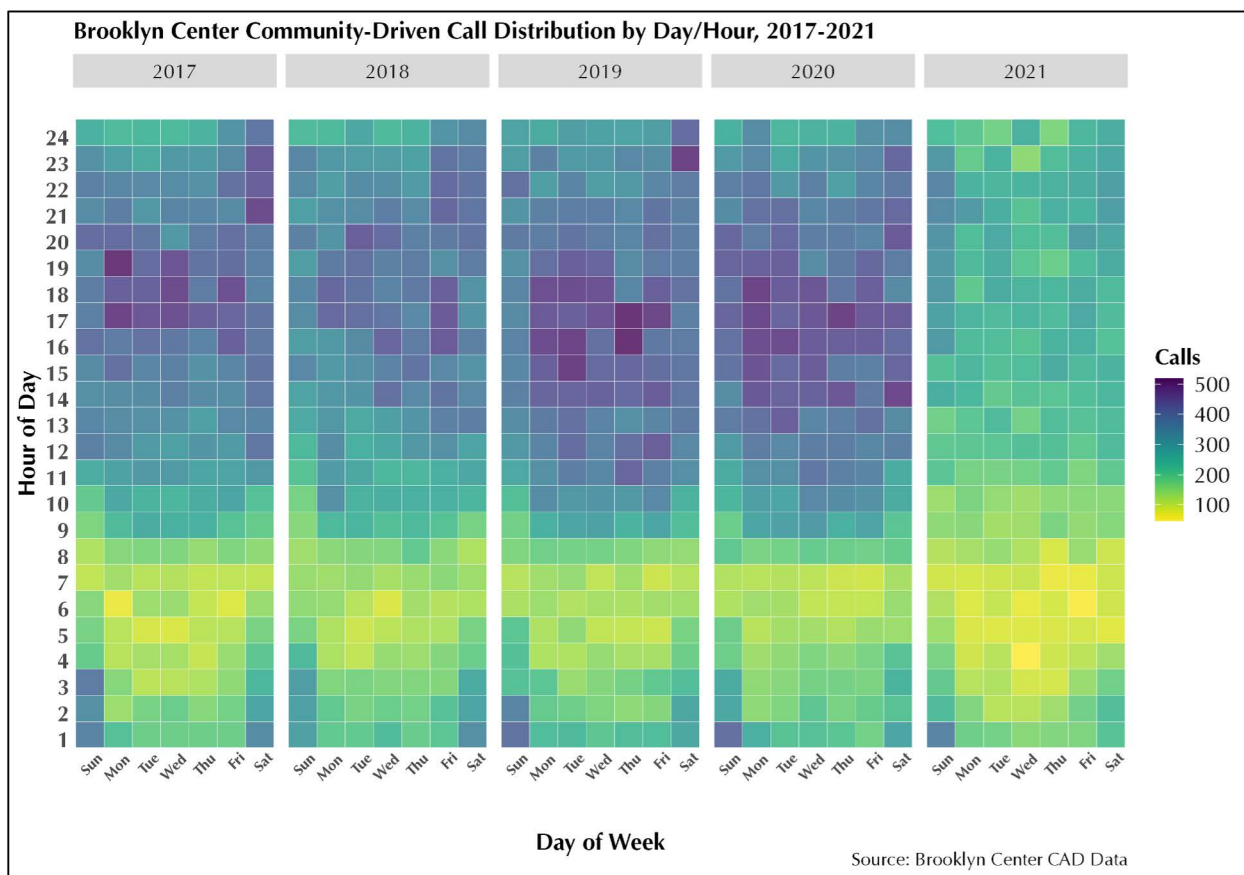


Figure 4 shows the community-driven calls by the day of the week and hour of the day. Looking at the calls by day of the week shows a slight increase on Saturday and Sunday and a slight decrease on Thursday. Viewing the calls by the hour of the day shows much greater variation. The number of calls from the community peak at 4:00 p.m. and hit the lowest level at 6:00 a.m. over the five-year period. The significant variation in CFS over a 24-hour period calls suggests that having two 12-hour squads with five officers each does not match the demand. BCPD employees reported that when at full staff, they would use swing or power shifts depending on trends in CFS to supplement the busiest times of the day. For example, they would start a power shift at 2 p.m. to provide support to the regular squads during the busiest times of the day.

**Figure 6. Forecast of CFS using the Prophet Model**

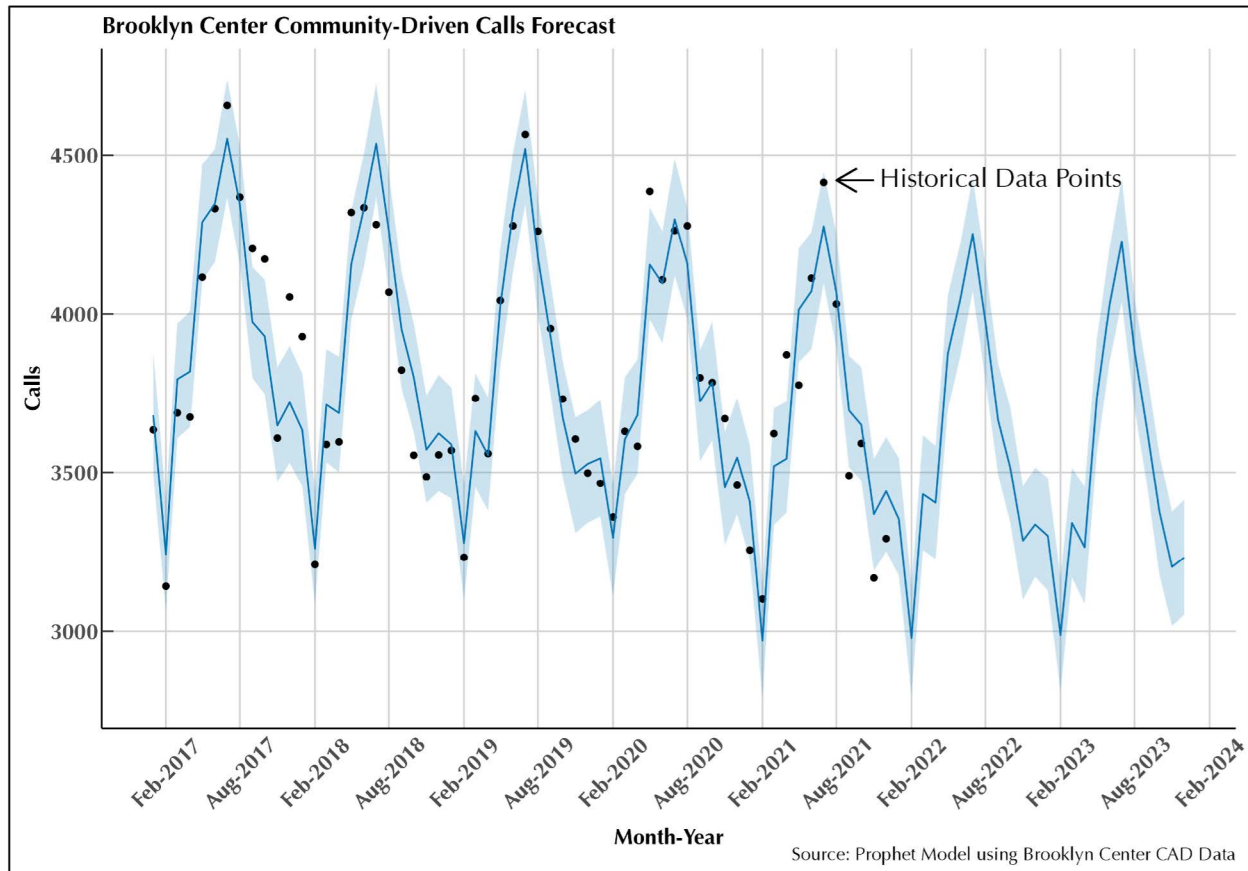


Figure 5 is a heatmap showing the CFS distribution across year, days of the week, and hours of the day from 2017 to 2021. These styles of tables are beneficial in showing year-over-year trends with data. The graphic shows a consistent trend of the late afternoon throughout the week as having the highest demand from community-driven CFS, while the early morning hours have the lowest. The trend is likely to continue because the patterns of commerce, education, and daily activities of the community appear to be consistent. During interviews with BCPD employees, many noted the high prevalence of “group homes” in Brooklyn Center and the high demand they generated. The Institute team explored the impact of group homes on overall demand and found no significant impact. Regardless, the calls from these homes should be addressed proactively with problem-solving strategies to lessen the demand impact and improve the quality of service to community members. Figure 5 also shows that the volume of calls is notably lower in 2021 compared to the previous years. The pattern is consistent with the pattern shown in Figure 3 and with recent research finding a general decrease in calls for service (demand) with an increase in some specific types of calls.<sup>29</sup>

Turning to forecasts of CFS demand, Figure 6 shows forecasted community-driven CFS through 2024. Institute researchers used Prophet, a forecasting procedure developed to model and forecast time series data. Prophet is

29 Lum, C., Maupin, C., & Stoltz, M. (2022). The supply and demand shifts in policing at the start of the pandemic: A national multi-wave survey of the impacts of COVID-19 on American law enforcement. *Police Quarterly*, 109861112211482. <https://doi.org/10.1177/10986111221148217>





based on an additive model where non-linear trends are fitted with yearly seasonality. Forecasting was done for future call volume. The model fits the full dataset, which includes 60 months (January 2017 through December 2021), and makes predictions for the next 36 months (January 2022 through December 2024). The model indicates that the seasonality of the demand will remain with the overall demand continuing to decrease in the future. The influence of individual factors contributing to the forecast are implicitly included in the model based on the historical data.

## *Determining Demand from Community-Driven CFS*

To determine the number of officers needed to staff a department, several factors are needed:

1. The community demand, based on CFS
2. The amount of time allocated for administrative time
3. The desired service level or amount of time available for proactive activities and tasks
4. The relief factor or the number of hours officers are available for patrol

### CFS

Using the Prophet Model's forecast, the predicted number of CFS generated from the community is 42,210 for 2023. From the analysis of the CFS data, it can also be determined that the average time spent on calls by officers is 19.3 minutes or .32 hours. That time includes driving to the call and on-scene processing. With these two numbers, the hours of annual demand from the community can be calculated.

### ADMINISTRATIVE TIME

Another key factor when determining the number of officer positions is the administrative time needed for post-call processing. It is not uncommon for officers to collect evidence or take an extended time to write reports once departing from the call. Interviews with BCPD officers revealed that they have a practice of returning to service after a call is complete and work on administrative tasks while in service and are available for additional assignments. The officers do not put themselves out of service for administrative tasks. Because this is the custom at BCPD, as it is with many agencies, administrative time must be added to the time encumbered on CFS. The convention for administrative time as a percent of the total time is approximately 25 to 33 percent.<sup>30</sup> For this report, the Institute's team used 30 percent to represent administrative time in the staffing model.

### SERVICE LEVEL

The final consideration for determining staffing needs is the service level desired by the community and policymakers. Service level was defined earlier as the proportion of time officers are available for proactive activities. Proactive policing refers to a police agency's attempts to prevent crime, rather than respond to calls.<sup>31</sup> The amount of proactive time available to officers is important for two reasons. The first reason is that when officers spend most of their time answering CFS and then completing the required administrative work (such as reports and evidence processing), they have little time to solve problems proactively and engage in

30 McCabe, J. (2013). An analysis of police department staffing: How many officers do you really need. ICMA Center for Public Safety Management White Paper. [https://icma.org/sites/default/files/305747\\_Analysis%20of%20Police%20Department%20Staffing%20\\_%20McCabe.pdf](https://icma.org/sites/default/files/305747_Analysis%20of%20Police%20Department%20Staffing%20_%20McCabe.pdf)

31 Weisburd, D., & Majmundar, M. K. (2018). *Proactive policing: Effects on crime and communities*. National Academies Press.





community policing. Once overwhelmed with CFS, officers reach a saturation point where they are primarily reactive and no longer in an appropriate mindset to initiate activities.<sup>32</sup> It is important for officers to be guided by a mission and set of objectives by their department, and then also to have the time available to carry out those objectives.

The second reason the service level is important concerns officer health and wellness. Research in the area has shown that officers with high workload levels possibly face a series of negative effects, such as increased stress and poor sleep.<sup>33,34</sup> Such effects may then have an impact on police-community relationships and performance more generally. To prevent the negative effects of high stress and burnout, policymakers should consider these factors as they make decisions about the staffing levels of police departments.

## Relief Factor Calculations

Relief factor is defined as the ratio of time required for one police position to the time available. The ratio helps determine how many employees are required to staff one position. Relief factors are used in organizations whenever a position has mandatory staffing requirements. For example, it is often used in policing and corrections where round-the-clock staffing is required, as it is in policing.

To understand relief factor, consider an employee who works in a position where they are the only person required, and when they are away from work, the position and duties are not filled. The relief factor for the position would be one. In other words, to staff that position only takes one full-time employee. Consider what would occur if the employer decided the position requires staffing whenever the incumbent employee is away from work. In that case, the employer would need to determine the amount of time the incumbent will be away from the position. If the annual hours worked of 2,080 is taken as the basis, the days off and leave time can be subtracted, leaving the amount of time needed for coverage. More formally, the relief factor can be expressed with the following equation:

$$\text{Relief Factor} = \frac{(\text{Total Hours Required})}{(\text{Hours Worked})}$$

Following the example, if the employer determines that the incumbent employee was present at the job for 1,800 hours, the relief factor would be 1.15, meaning that filling the position at all times would require 1.15 full-time employees. As the time away from the position increases, so does the relief factor.

To calculate the relief factor of the BCPD Patrol Division, the Institute's team requested payroll data that captured the time away from patrol taken by patrol officers in the last five years. The away time was averaged to determine the average annual hours away from patrol per officer. The time away included sick time, vacation, holidays, and other categories of leave. The relief factor calculation also accounted for training time, breaks, and workout time. The average amount of hours available for patrol was 1,522 annually. The total hours required for one 12-hour position is 4,380. Using those numbers in the formula produces a relief factor of **2.88**. The relief factor can then be multiplied by the number of positions to determine the total number of employees needed.

32 Ibid

33 Collins, P. A. (2003). Stress in police officers: A study of the origins, prevalence, and severity of stress-related symptoms within a county police force. *Occupational Medicine*, 53(4), 256–264. <https://doi.org/10.1093/occmed/kqg061>

34 Charles, L. E., Slaven, J. E., Mnatsakanova, A., Ma, C., Violanti, J. M., Fekedulegn, D., Andrew, M. E., Vila, B. J., & Burchfiel, C. M. (2011). Association of perceived stress with sleep duration and sleep quality in police officers. *International Journal of Emergency Mental Health*, 13(4), 229–241. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4681282/>



## Staffing Recommendations

The number of officers needed to staff the Patrol Division of the BCPD can be determined by using the CFS demand, administrative time, service level, and the relief factor. Table 3 shows the number of officers needed at BCPD with three service-level scenarios. Scenario A requires 7.75 positions and 22 total officers to meet the community-driven service demand and allows for 30 percent proactive time. This scenario provides a minimal amount of time for proactive time but does provide enough time to answer calls for service and complete administrative work. Based on the number of positions and officers, Scenario A is similar to the current patrol staffing for the BCPD with lowered minimums. Scenario B requires 10.33 positions and 30 officers with 40 percent proactive time. Scenario C is similar to the past staffing levels of the BCPD when 12 total positions were staffed with five for days, five for nights, and two power shifts. Scenario C provides officers with 45 percent proactive time but requires 12.4 positions and 36 total officers. Officers having this much time unencumbered allows them to have larger blocks of time to initiate problem-solving activities.

**Table 3. Staffing Level Scenarios**

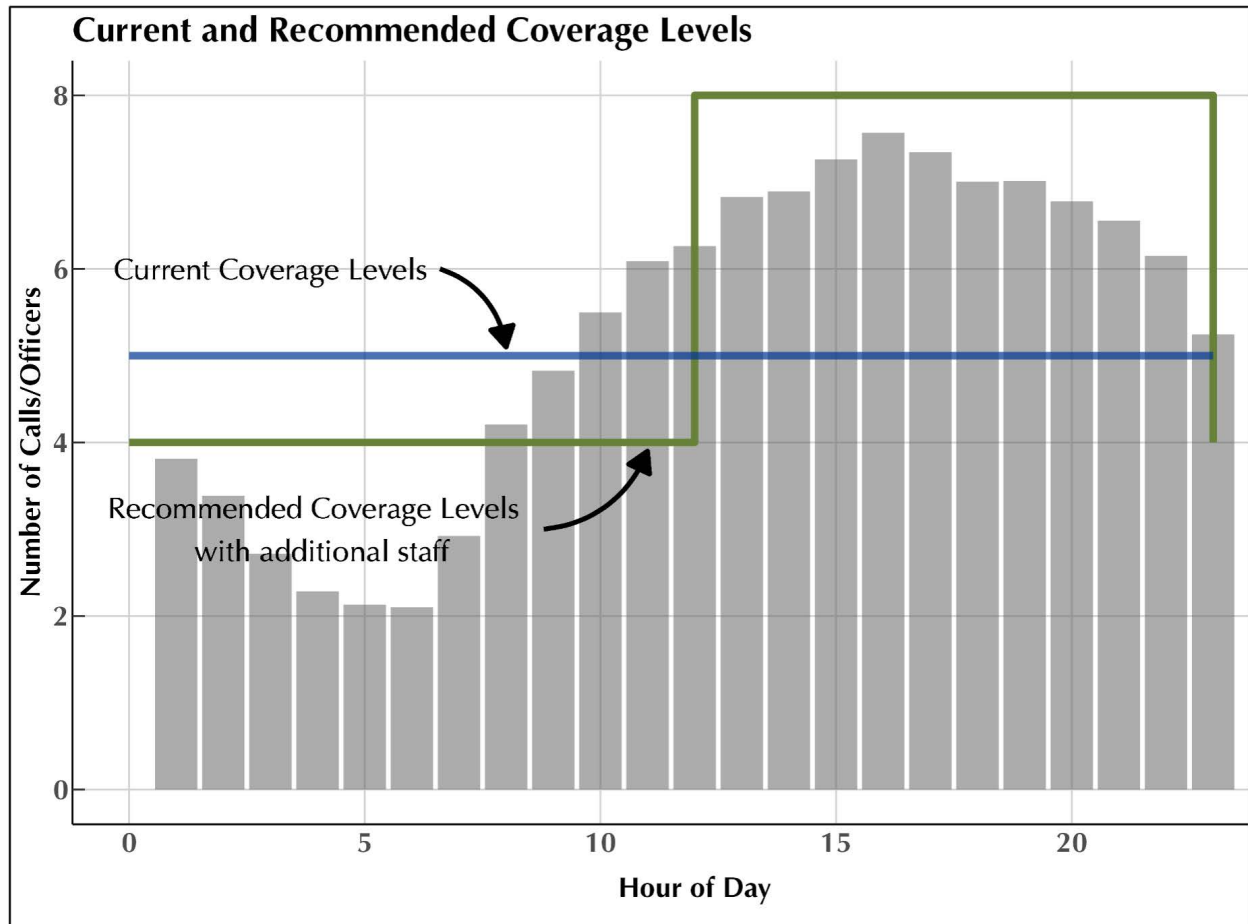
	<i>Service Level</i>		
	<b>A</b>	<b>B</b>	<b>C</b>
<i>Proactive Time as Percent of Total Time</i>	30%	40%	45%
<i>Positions Needed</i>	7.75	10.33	12.40
<i>Relief Factor</i>	2.88	2.88	2.88
<i>Officers Needed</i>	22	30	36

The Institute team recommends the BCPD staff patrol in alignment with Scenario C with 12 positions, giving officers approximately 45 percent time for proactive, community engagement and public safety activities. The 12 positions allow the BCPD to return to having power shifts if they desire. Twelve positions would require 10 additional officers dedicated to patrol based on the relief factor of 2.88. It is important to remember that this number was calculated using data from the payroll system and not projections or estimates. Officers attending more training and using benefit time increases the relief factor. With the numerous new officers at the BCPD, training should be a priority, and an appropriate relief factor can ensure staffing is sufficient to allow it.

Currently, the BCPD staffs a static number of officers across a 24-hour day. In the past, power shifts were used to supplement the staffing during the busy afternoon hours. The Institute recommends that the BCPD stagger their start times to accommodate for the wide variation in demand throughout the day. Figure 7 shows the recommended allocation of officers for a 24-hour period based on the current demand distribution and the 12 officers recommended. The demand increases steadily through the daytime hours and peaks at 4:00 p.m. The current staffing, limited due to resignations, maintains constant coverage throughout the 24-hour cycle. Figure 7 shows that a static distribution does not follow the demand. It is important to point out that although the demand represented by the gray bars exceeds the static coverage levels, it does not mean the on-duty staff could not handle the demand. In fact, they often do handle the demand based on officer accounts. Figure 7 is intended to show that the static distribution is not the optimal allocation of officers throughout the day. Having

four officers starting at 6 a.m., 12 p.m., and 6 p.m. would provide the best coverage for CFS.

**Figure 7. Recommended Staffing by Hour**



## Community Service Officer Use

The BCPD employs 10 part-time Community Service Officers (CSOs). CSOs are non-sworn employees who wear uniforms and drive marked police vehicles. The CSO uniforms are similar but different from the BCPD sworn officers' uniforms. The CSOs wear light blue shirts as opposed to dark blue, but both CSOs and sworn officers drive black and white police vehicles. The CSO uniforms are similar enough to sworn officers' uniforms to provide a crime deterrent effect. According to BCPD employees, CSOs respond to animal complaints, abandoned autos, and perform administrative duties. According to a document provided by the BCPD, the CSOs respond to 16 types of calls.<sup>35</sup> None of the calls they are assigned involve crimes in progress.

According to BCPD employees, CSOs typically do not investigate crimes, although they do recognize that certain animal complaints could develop into criminal charges. It is unclear where the statutory authority

<sup>35</sup> CSO Call Categories from BCPD: Astpol-Assist/Police, Biket4-Bike Theft/Rpt, Cara-Vehcl Abandoned, Deer-Hit Deer, Finger-Finger Prints, Junker-Junker Vehicle, Litter-Litter/Dumping, Lock-Locked Out/In, Motor-Motorist Assist, Pkperm-Parking Permit, Prop-Prop Lost/Found, Road-Condition/Debris, Sign-Sign/Signal Prob, Stall-Car/Stalled, Trans-Transport, Util-Utility Check



for CSOs to investigate crimes originates or if they have it at all. While the CSOs do represent an “alternative response model” that could be financially beneficial to the City budget, the BCPD should research the ability of CSOs to investigate crimes in the state of Minnesota. If permissible, the BCPD should develop a policy to assign misdemeanor crimes with no suspect information to the CSOs. If suspects develop during the investigation, case responsibility can be turned over to a sworn officer or detective.

During the times when CSOs are not on an assignment, they are free to patrol, just like sworn officers. While the added patrols are certainly a benefit of having CSOs, the BCPD could make better use of their proactive patrol capabilities by using them systematically to patrol property crime hot spots. The Institute’s team found no evidence that the CSOs are guided in their patrol locations or patterns. At the very least, the BCPD should create patrol assignments throughout the city for the CSOs. The patrol assignments should focus on areas with elevated levels of property crime, such as shopping centers. The CSOs are in marked police vehicles with police radios. They should be able to serve as a deterrent for crime and quickly alert dispatch and other officers if a crime is in progress. Research suggests that patrolling a crime hotspot for just 15 minutes at a time can reduce disorder.<sup>36</sup> The BCPD has a great opportunity with the CSOs to patrol crime hot spots and allow sworn officers to focus on crimes with greater violence.

## *Call Diversion*

Adding officers to the BCPD will provide more proactive time for officers, but the department should also research ways to reduce the current call volume through preventative measures or diverting calls for alternative service delivery. To be clear, the community should call the police when needed. As officers respond to calls, they should assess resources that can supplement the police response and eventually alleviate the need for the police to respond at all. Sworn officers can make a tremendous difference in many situations. However, the police may not be the best solution in the long term for calls involving people in crisis or mental health considerations. Figure 8 shows the top 20 CFS categories from the community in terms of volume. These 20 categories make up 58 percent of all the CFS for the period examined. Several of these call types (some Domestic calls, Alarm/Police calls, and Theft Reports) are candidates for mitigation strategies or diversion to alternative service delivery. Approaches to responding to these CFS will be discussed in the following paragraphs.

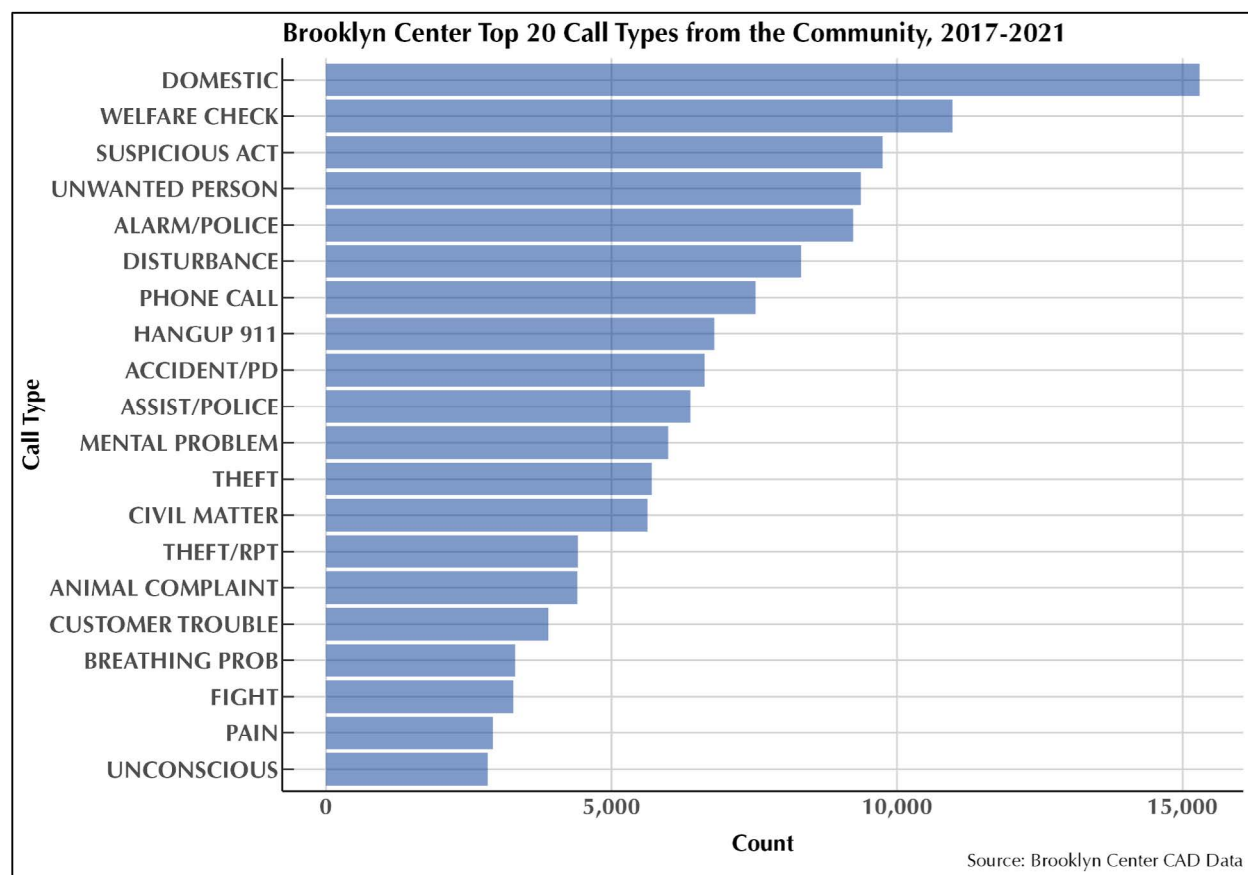
### **DOMESTIC CFS**

The CFS data in Figure 8, shows that the highest volume CFS category is “Domestic.” A number of factors contribute to making domestic the highest category. First, the term domestic violence can cover many circumstances and subsequently a wide spectrum of responses. For example, domestics can range all the way from a verbal family dispute to an egregious assault that requires extensive time on scene compared to a verbal altercation. Further examination into what crimes and/or call types are folded under the classification of domestic is recommended to gain greater insight into the workload and response required. It is also worth considering that a call of any type that falls under the umbrella classification of domestic should remain a CFS in which BCPD’s sworn personnel should continue to respond, especially when the CFS includes elements of physical assault, strangulation, or other similar allegations.

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36 Koper, C. S. (1995). Just enough police presence: Reducing crime and disorderly behavior by optimizing patrol time in crime hot spots. *Justice Quarterly*, 12(4), 649–672. <https://doi.org/10.1080/07418829500096231>

**Figure 8. Top Community-Driven CFS, 2017-2021**



Adding to the complexity of investigating domestic calls is the concern of safety for community members and officers.<sup>37</sup> This is due to several factors, including officers being provided limited information during dispatch, heightened emotional states, unfamiliarity with the residence or building structures, not knowing whether firearms are present, etc. The Institute does not recommend diverting the initial response to these calls.

A second consideration related to domestics being the highest volume CFS type is that it is not necessarily a negative finding when examined through a police legitimacy lens. Indeed, research from the field indicates that there can be a meaningful relationship between police and victim-survivor interactions during domestic violence response that can then impact, for better or worse, perceptions of police trustworthiness, legitimacy, and authority.<sup>38</sup> Local survey results indicated that the community believes in BCPD's ability to handle the calls to which they are requested to respond and the CFS data show that a majority of calls are being driven by community members themselves. Therefore, one can surmise that the community not only believes in the legitimacy of the BCPD, but that victims and survivors of domestic violence feel that calling BCPD will render

37 Model Policy Center: Domestic Violence. (2019). In *International Association of Chiefs of Police*. International Association of Chiefs of Police. Retrieved December 22, 2020, from <https://www.theiacp.org/sites/default/files/2021-07/Domestic%20Violence%20FULL%20-%2006292020.pdf>

38 Fedina, L., Backes, B.L., Jun, H.-J., DeVlyder, J. and Barth, R.P. (2019), "Police legitimacy, trustworthiness, and associations with intimate partner violence", *Policing: An International Journal*, 42(5), pp. 901-916. <https://doi.org/10.1108/PJPSM-04-2019-0046>



them the support and resolutions that they are seeking.

Since it is not the recommendation of this report for domestic violence calls to be diverted for an alternate response, and because evidence exists that the community believes in BCPD's ability to respond to CFS, the agency's leadership must support officers as they respond to these calls. One potential resource that might ameliorate the effects of this high call volume is comprehensive training and resource support, particularly for patrol officers. Given that BCPD has a younger professional workforce, with fewer years of experience on the job, it becomes even more critical that these personnel are supported with current, evidence-based training. Like proficiency in firearm usage, the more training an officer receives around domestic violence, coupled with meaningful opportunities to practice the skills needed for this call type, the more efficient officers will be when called to respond. Opportunities for training can range from annual in-service blocks on effective and trauma-informed responses to domestic violence to roll-call trainings on available resources that can be called upon in the local area. A pre-existing resource within BCPD is the existence of the embedded social worker. This individual could teach or provide guidance on effective skills and resources to sworn counterparts as both the field of social work and public safety often engage with the same client populations.

Furthermore, a wealth of resources that have been employed by agencies around the country are readily available to the BCPD. The International Association of Chiefs of Police (IACP) policy center, for example, includes templates for policies as well as investigative checklists specifically designed around supportive responses to domestic violence. Furthermore, the Institute recently concluded work with a large policing agency in the Midwest where the final deliverable was an 8-hour evidence-based and community-informed in-service curriculum entitled, *A Comprehensive Response to Gender-Based Violence*. This training, produced under the U.S. Department of Justice, Office on Violence Against Women, could be adapted for use in the Brooklyn Center community. In conjunction with the additional recommended training and tools, the BCPD can continue to utilize its *Domestic Violence Lethality Screen for First Responders* form to ensure a smooth handoff to services within the community. Finally, the federal government, specifically under the U.S. Department of Justice, Office on Violence Against Women and Office for Victims of Crime releases annual solicitations for proposals from agencies just like Brooklyn Center, whose community would benefit from providing resources for police departments that respond to domestic violence calls for service.

Implementing specific training around domestic violence is also a way the current administration could directly address the feedback officers gave as part of the Institute's staffing assessment. When leadership can tie their responses directly to feedback provided to them by their staff, a sense of organizational justice and positive feedback loops are created. Appendix G contains resources for the BCPD to consider for improving the response to domestic calls.

## ALARM/POLICE

The CFS data from 2017-2021 showed that the BCPD responded to 9,684 alarm calls, in which the police were the primary responders. The alarm calls, also known as burglar alarms, represent approximately four percent of the CFS from the community. Standard practice in many locations across the United States is for an alarm activation at a residence or business to be routed to the alarm company. The alarm company attempts to contact the home or business owner, and if no response is provided or the wrong code is given, the alarm company notifies police dispatch for an officer to respond. False activations can occur for a variety of reasons, including technology malfunctions, user errors, and pets triggering the alarm. Research from the early 2000s found that



94 to 98 percent of all burglar alarm calls were false alarms costing \$1.8 billion in police response.<sup>39</sup> Some researchers point out that the benefits of false alarm responses accrue to alarm owners, while the cost is borne by the police and non-alarm owners.<sup>40</sup> In the vast majority of alarm calls, the police are responding to a private residence or business for an electronic trigger that does not inherently represent criminal or dangerous activity.

A promising strategy to reduce the number of false alarms police respond to is called verified response (VR). The strategy requires confirmation or verification that a break-in is occurring. The confirmation can be done by having an individual on-scene, such as a homeowner or private security officer, or can be done through surveillance video. Only once the break-in is confirmed will the police respond. Cities using VR often pass an ordinance requiring a verified response before an officer will be dispatched. Salt Lake City, Utah, was one of the first cities to implement VR and has reduced the number of false alarms by 98 percent.<sup>41</sup> Other cities have found similar success with VR. The community benefits from VR by shifting the responsibility of false alarms to private parties rather than tax-funded police departments. Officers can use the additional time to focus on community priorities. The BCPD should examine leveraging the City's ordinance and implementing a public information and education strategy to require VR for alarms.

## THEFT REPORTS

The BCPD received 10,117 calls for theft from 2017-2021. In many cases, theft calls result in no suspects or no evidence to collect; many go unsolved. According to the Minnesota Department of Criminal Apprehension, in 2021, only 2.7 percent of thefts from motor vehicles were cleared in Brooklyn Center and only 5.2 percent of all other larcenies were cleared.<sup>42</sup> Often, the victims of theft ask the police to respond and file an investigative report in order to make an insurance claim. Given the characteristics of theft reports (often no evidence and no suspect) and the high volume of them, a large majority of them could be submitted online. The BCPD is currently working with a vendor to allow community members to report crimes or information through an online portal. The BCPD should continue to pursue this goal and develop a set of policies and public outreach and education that encourages the use of the portal. With online reporting, the submitted reports can be viewed in real-time or the next day to triage and conduct follow-ups where needed. Online reporting represents a convenience for the community and an opportunity to decrease the need for an officer response.

## SWAT Team and Warrant Service

BCPD's Policy 404 discusses the Emergency Operations Unit, which is the umbrella unit for the Special Weapons and Tactics (SWAT) Unit. The BCPD operates a SWAT Unit to "provide specialized support in handling critical field operations where intense negotiations and/or special tactical deployment methods beyond the capacity of field officers appear to be necessary." By the nature of their mission, SWAT units engage in high-risk activities. They are often deployed when an individual is barricaded with a weapon or has taken a hostage. SWAT teams can be of tremendous value for a narrow set of circumstances that require skills and resources that exceed those of patrol officers. In circumstances such as barricaded subjects, the skills and resources available to SWAT

39 Sampson, R. (2011). False burglar alarms, 2nd edition, 56, NCJ Number 224662, U.S. Department of Justice, Office of Community Oriented Policing. <https://www.ojp.gov/ncjrs/virtual-library/abstracts/false-burglar-alarms-2nd-edition>

40 Blackstone, E. A., Hakim, S., & Meehan, B. (2020). Burglary reduction and improved police performance through private alarm response. *International Review of Law and Economics*, 63, 105930. <https://doi.org/10.1016/j.irle.2020.105930>

41 Ibid

42 <https://cde.state.mn.us/>





teams may increase the safety of everyone involved.

The cost of maintaining a competent SWAT team, however, is high. Because of the advanced tactics and weapons used by these teams, the training demand is ongoing and intense. The tactics SWAT teams employ must be choreographed and executed with precision. To be proficient, the unit must train together and often. The National Tactical Officers Association (NTOA) recommends that collateral duty teams train at least 16 hours a month or 192 hours per year.<sup>43</sup> Collateral duty teams are comprised of officers who have full-time assignments in the department other than the SWAT unit. For example, the officers may be assigned to patrol or a detective bureau. The BCPD is not currently positioned to operate a SWAT unit because of their staffing shortages. With the sworn officer turnover during the past two years, the experience in the department is not adequate to support such a specialized and resource-intensive unit. Additionally, to be a successful SWAT operator requires adept judgment under stress, a skill that is developed over many years as a patrol officer. The turnover and staffing shortages in BCPD prevent a team of SWAT officers from training with the frequency and volume needed to be effective. Following the NTOA's recommendations would mean that the officers assigned to the SWAT unit must dedicate two days a month to training and be away from patrol or investigations. The BCPD does not currently meet those training demands.<sup>44</sup> As a replacement for their own SWAT unit, the BCPD should consider partnering with the Hennepin County Sheriff's Office to conduct all search warrants and handle barricaded individuals. The BCPD could revisit operating its own SWAT unit once the patrol force has matured and the staffing levels are stable.

## Section 4 Recommendations

NUMBER	FINDING	RECOMMENDATION
4.1	The BCPD does not have adequate patrol staffing to respond to the current level of community-driven CFS and have appropriate proactive time.	Based on the relief factor calculated for the BCPD, the department should authorize 12 additional positions and 36 officers for patrol to ensure the department employs enough officers who are able to conduct proactive community-policing activities and time away for training. The number of officers incorporates all time off including "Kelly" days. <sup>45</sup>
4.2	With limited staffing, the BCPD uses a staffing model that does not respond to the CFS demand from the community.	The BCPD currently authorizes 10 positions for a 24-hour period. The result is two 12-hour shifts with five positions each. The CFS analysis indicates that demand is significantly higher during the afternoon hours and lowest during the early morning hours. The BCPD should allocate only four positions or sector cars from midnight to noon and then use the increased staffing to staff eight positions from noon to midnight.

43 National Tactical Officers Association. (2018). Tactical Response and Operations Standard for Law Enforcement Agencies (p. 48). <https://ntoa.org/pdf/swatstandards.pdf>

44 BCPD SWAT Training records, 2017-2022.

45 A Kelly day is the term used for a time away from work because of the accumulation of hours in excess of 80 hours during a two-week pay period.



NUMBER	FINDING	RECOMMENDATION
4.3	The BCPD uses CSOs for selected CFS but does not fully utilize them for proactive assignments.	The BCPD should continue to use CSO for animal complaints and low-priority assignments, but also deploy them for proactive patrols in business districts or property crime hotspots to serve as a deterrent for crimes and call for an officer if they witness a crime in progress. The CSOs should patrol areas based on crime trends, staying in the location for at least 15 minutes.
4.4	The BCPD handles a high volume of domestic violence calls.	The BCPD should explore training resources available for patrol officers' response to domestic violence along with integrating the embedded social worker into follow-up when appropriate. The BCPD should also recognize that elevated levels of domestics may indicate that the community believes in their ability to resolve disputes and help victims.
4.5	The BCPD handles a high volume of burglar alarm calls.	The BCPD should work with other City agencies on researching a verified response ordinance and response model. The ordinance could alleviate the prevalence of false alarms and shift the burden of response to private companies.
4.6	The BCPD responds to a high volume of theft reports. Theft reports are common in Brooklyn Center with most of them never being cleared.	The BCPD should continue to pursue a platform for online reporting of criminal offenses and general information from the public. Using online reporting will alleviate the need for a sworn officer to respond to take the report and make reporting more convenient and timelier for the community. The BCPD should additionally research the ability of CSOs to take original investigative reports for theft or other misdemeanor property crimes where there is no suspect information.
4.7	The BCPD maintains its own SWAT Unit to respond to barricaded subjects and hostage situations.	The BCPD should pause using its own SWAT team until staffing levels are stable and the pool of experienced officers increases. Because of the high-risk nature of SWAT operations, frequent training is necessary and the BCPD does not currently have the required staffing. The BCPD should partner with the Hennepin County Sheriff's Office to respond to incidents requiring a SWAT Unit in Brooklyn Center.



## SECTION 5:

# SERGEANTS' WORKLOAD

The BCPD has sergeants authorized in both the Patrol Division and the Community Services Division. The focus of this section will be the six sergeants authorized for assignment to patrol. Four of the sergeants are responsible for a squad of four to six officers. The sergeants in charge of a squad work the same days as the squad and provide immediate supervision during response to CFS and for management of the workload during the 12-hour shift. The two remaining sergeants supervise the swing shifts and fill in when the squad sergeants are off work.

Working the same 12-hour shifts with the officers means that the sergeants have a relief factor of 2.88. With four permanent positions to be staffed all hours of the day and 365 days a year, the BCPD should have 5.76 sergeants just to cover the squad supervision. In other words, the six sergeants assigned to patrol are enough to cover the four patrol squads, but not enough to provide supervision to the patrol squads and the swing shifts.

## *Shift Supervision*

The BCPD's turnover, on-duty injuries, and extended leave time experienced from on-duty injuries in the last 18 months have impacted sergeant staffing. According to numerous department employees, it is common to not have a sergeant available for patrol. When this occurs, the senior officer on duty is designated the acting shift supervisor.<sup>46</sup> While the arrangement seems acceptable as a policy, in practice it is problematic. According to department employees, there are exceptions to the senior officer rule. First, the senior officer must consent to be the acting supervisor, and many senior officers reportedly refuse. Second, officers are precluded from being the acting supervisor if they are field training another officer. With the high turnover of experienced officers in the last 18 months, field training is nearly constant, and a large portion of officers have less than 18 months as an officer. It is possible that a new and relatively inexperienced officer will be an acting shift supervisor. Because events can unfold rapidly in policing, where decisions about policy need to be made immediately, having new officers as acting shift supervisors is problematic. The BCPD should reduce the use of this practice and staff the sergeants' positions adequately to avoid the need for an acting shift supervisor.

## *Training*

Not only are many officers new to the department, but several sergeants reported that they are newly promoted. Like new officers, new sergeants need additional training to develop their knowledge and expertise in leadership and management. Research indicates that officers who believe their supervisor is fair are more likely to have high job satisfaction and use procedural justice.<sup>47</sup> Other research has found that officers who are in procedurally fair organizations are less likely to be distressed and less mistrustful of the communities they police.<sup>48</sup> New sergeants should be provided training on foundational leadership practices and understand how their treatment

46 Brooklyn Center Police Department Policy 422.2.

47 Wolfe, S. E., Rojek, J., Manjarrez, V. M., & Rojek, A. (2018). Why does organizational justice matter? Uncertainty management among law enforcement officers. *Journal of Criminal Justice*, 54, 20–29. <https://doi.org/10.1016/j.jcrimjus.2017.11.003>

48 Trinkner, R., Tyler, T. R., & Goff, P. A. (2016). Justice from within: The relations between a procedurally just organizational climate and police organizational efficiency, endorsement of democratic policing, and officer well-being. *Psychology, Public Policy, and Law*, 22(2), 158. <https://psycnet.apa.org/record/2016-13452-001>



of officers impacts the way officers interact with the community. Other research on police supervision has found that front-line supervisors can have a direct impact on the policing styles of officers. Active supervisors that lead by example and are involved in patrol activities have the most influence.<sup>49</sup> As the research points out, the influence can be positive or negative. First-line supervisors, most notably sergeants, can use their influence to set positive examples of community policing and problem-solving.<sup>50</sup> Conversely, they can also become role models for authoritarian behavior.

With many new officers and sergeants, the BCPD is at a pivotal point that creates an opportunity to proactively shape the department into a progressive, community-focused agency. The risk is that without clear direction and guidance, officers may form perverse subcultures that do not further the mission and vision of the department. It is up to the leaders of the department to ensure the message is clear on the mission of the department and how that mission is to be accomplished. The sergeants act as lynchpins to enact the mission every day.

## Section 5 Recommendations

NUMBER	FINDING	RECOMMENDATION
5.1	Six sergeants are needed to maintain 24/7 sergeant staffing.	BCPD should add two sergeants dedicated to supervising the patrol function. Adding the two sergeants to the existing six will allow sergeants to coach and mentor new officers while also providing more flexibility in the schedule to attend training themselves.
5.2	Sergeants' time away from patrol necessitates using acting supervisors.	The BCPD should end the acting supervisor practice once two additional sergeants are added. The acting supervisor practice is problematic with new or reluctant officers providing supervision.
5.3	New sergeants need appropriate training to ensure they have basic competencies and advanced skills.	Ensure new sergeants attend a mandatory training program that promotes community policing and organizational justice. With the addition of two sergeant positions, staffing will be sufficient for extended time away for training. Training first line supervisors is fundamental to creating a healthy culture and effective workforce.
5.4	Sergeants are key to fulfilling the mission of the department and set examples for officers about how to carry out the mission.	BCPD should ensure that all sergeants understand how the mission of the department is to be accomplished. Sergeants should be instructed on what specific activities they should model and the management style they should use.

49 Engel, R. S. (2003). How police supervisory styles influence patrol officer behavior. U.S. Department of Justice, National Institute of Justice. <https://www.ojp.gov/ncjrs/virtual-library/abstracts/how-police-supervisory-styles-influence-patrol-officer-behavior>

50 Engel, R. S. (2002). Patrol officer supervision in the community policing era. *Journal of Criminal Justice*, 30(1), 51–64. [https://doi.org/10.1016/S0047-2352\(01\)00122-2](https://doi.org/10.1016/S0047-2352(01)00122-2)



## SECTION 6:

# INVESTIGATIONS WORKLOAD

The Investigations Division of the BCPD handles follow-up investigations for most crimes occurring in Brooklyn Center. According to BCPD Policy 600.4, “Follow-up investigations on all cases are evaluated and assigned by the Investigations Division commander, designee, or sergeant based upon caseload, case assignment, and an evaluation of case solvability factors.” The policy does not distinguish between cases handled exclusively by patrol officers and cases handled by Investigations. Rather, the policy assumes all investigative follow-up will be handled by Investigations and triaged based on solvability factors. The policy does not specify a timeline for triaging or assigning a case.

In addition to investigative follow-up, the Investigations Division is responsible for filing charges against all arrested individuals. Patrol officers make arrests, but the detectives file charges, when necessary, with the Prosecuting Attorney’s Office. When detectives are not working on the weekend, they may spend all day Monday filing charges from arrests over the weekend in order to comply with Minnesota’s state law for the time allowed in custody.

The BCPD leverages Hennepin County Sheriff’s Office crime scene investigations but retains case responsibility for all investigations that may result in state charges. They investigate all homicides, robberies, sexual assaults, and other felonies that occur within their jurisdiction.

In years past, the BCPD allowed officers to participate in two focus areas: Auto Theft and the Violent Offender Task Force. One officer was provided for each. The BCPD currently does not have the sworn staffing available to join the task force or to fill the Auto Theft position but should resume participation once staffing is increased. Allowing officers to participate in these focus areas provides the department greater access to regional resources and also gives individual officers a broader career path for a small department that is limited by its size.

The BCPD does not track detectives’ day-to-day activities with case management software or through their RMS, and without such data, the Institute’s team could not analyze the workload of detectives by the hours they dedicate to different investigations. Anecdotally, one detective estimated his caseload is as high as 100 cases per year. Complicating the matter is the BCPD’s general investigator model that allows a detective to be assigned to any type of case. Based on crime statistics from the Minnesota Bureau of Criminal Apprehension, the BCPD reported 188 burglaries, five arsons, two kidnappings, eight murders, 20 rapes, 64 robberies, and 204 motor vehicle thefts. The Institute recommends that the department utilize the BCPD’s current RMS or another software package for more effective caseload tracking.

Even though detailed activity data were not available, the Institute’s team was able to benchmark the number of detectives to other departments in the Minneapolis-St. Paul metropolitan area. Table 4 compares the BCPD detective staffing to other municipal agencies in the area. The 2021 Group A crime statistics were obtained from the Minnesota Bureau of Criminal Apprehension and are comprised of the most serious offenses for person and property crimes. For a full list of Group A offenses, see Appendix H. The BCPD has the highest number of reported offenses per detective with 409. Detectives will not investigate every offense because of a lack of evidence or other solvability factors, but the ratio of offenses to detectives does provide an indication of the general workload. An additional consideration is that the BCPD is authorized to have five detectives but that



was not the actual number of detectives on the force at the time of this study, meaning that the workload was even more out of proportion than the data suggest.

The conclusion from the interviews and comparison of benchmark agencies is that the BCPD needs to be staffed with at least six authorized detectives. With no ability to hand off cases to other agencies, such as the Sheriff's Office, the BCPD can easily be overwhelmed by a homicide requiring numerous officers and detectives for the investigation. Homicide investigations are labor-intensive and may require an entire team of officers for the initial investigation. As the use of such technology as doorbell cameras and smart vehicles spreads, the technical work needed during investigations increases. Many departments use non-sworn employees to conduct forensic analyses of smartphones, computers, and similar devices. In 2021, the BCPD investigated eight murders with as few as two detectives at one point. The BCPD is faced with the difficult choice of limiting investigative capacity or using patrol officers to assist with the investigation to the detriment of call response.

**Table 4. Comparison of Crime and Detective Levels<sup>51</sup>**

DEPARTMENT	POPULATION	2021 GROUP A OFFENSES	AUTHORIZED DETECTIVES (NOT INCLUDING TASK FORCE OFFICERS)	OFFENSES PER DETECTIVE
Golden Valley, Minnesota	21,740	867	4	217
Champlin, Minnesota	25,249	686	3	229
Richfield, Minnesota	36,336	2,071	9	230
Plymouth, Minnesota	80,588	2,551	10	255
Columbia Heights, Minnesota	21,238	1,029	3	343
Brooklyn Center, Minnesota	30,258	2,044	5	409

## Section 6 Recommendations

NUMBER	FINDING	RECOMMENDATION
6.1	The BCPD policy states that all follow-ups are handled by the Investigations Division. They are evaluated and assigned based on caseload, case assignment, and an evaluation of solvability factors.	The BCPD should revise its Policy Manual to specify what crimes will be investigated by the Investigations Division and what crimes can be followed-up by the Patrol Division. The policy should also include timelines for when cases will be reviewed and assigned to an investigator.

<sup>51</sup> Population and offense totals were obtained from the Minnesota Bureau of Criminal Apprehension. The number of detectives was obtained from annual reports from the respective departments.



6.2	The BCPD is authorized for five detective positions and one task force position. Currently only three detective positions are filled.	The BCPD should add one detective position to staff the Investigations Division with six detectives and one task force officer. If collective bargaining agreements allow for it, the task force positions should have tenure to allow a rotation of officers through the positions. The benefit of rotation is to provide career enhancement opportunities for patrol officers and provide the department with greater depth of knowledge for patrol officers. Additionally, task force officers can be pulled back to the BCPD for large investigations, such as homicides.
6.3	The BCPD Patrol staff has limited career advancement opportunities because of the size of the department.	The BCPD should develop a policy to allow patrol officers to be detailed or detached to the Investigations Division once staffing is increased. Doing this will allow patrol officers the opportunity to learn more about investigations, thereby increasing their skill and ability to investigate crimes. Such a policy would also increase communication and the potential for patrol officers and investigators to work together on larger investigations.
6.4	The BCPD sworn detectives conduct the forensic analysis on smartphones and similar devices.	The BCPD should research hiring a non-sworn employee to conduct the forensic analysis of technology. Doing this would free detectives to engage in activities that only sworn employees can do, such as interviews and interrogations. In addition, having such a position could be a career path for a records technician or CSO.
6.5	The BCPD currently does not track investigator caseload.	The BCPD should research whether its current RMS can support caseload tracking to better understand investigator's workload and capacity. The BCPD could also research other software platforms to manage caseload.





## SECTION 7:

## SUPPORT SERVICES DIVISION AND NON-SWORN WORKLOAD

### *Records*

The Support Services Division of the BCPD is comprised of all non-sworn employees. The leader of the division is also a non-sworn employee who oversees an authorized staff of eight record technicians and one property room technician. The division plays a critical role in the day-to-day operations of the department. At the time of the research for this project, four record technicians staffed the division, with two of them having long-term experience with the department. The staffing shortage has serious implications for the department and the service it delivers.

The record technicians for the BCPD staff the front desk in the lobby of the police station. They are one of the first contacts the public has with the BCPD. Because of their public-facing position, it is important that they project a courteous and professional demeanor. Direct observations of the record technicians provided evidence that, as a group, they were very friendly to other employees and the public entering the lobby of the police station. Their demeanor can be described as customer focused. Several of the record technicians commented on how they really enjoyed working for the police department. When asked about the struggle to hire additional record technicians, one employee said it is because of the reputation of the department. The employee further stated that the public thinks the department is a bad place to work because of what occurred in 2021, but the reality is that it is a great place to work.

One of the key roles of the record technicians is entering investigative reports and the various forms required from officers. The workflow of the BCPD consists of the patrol officers responding to a call for service and determining if an investigative report needs to be written. Officers have several forms available to use depending on the type of incident. Investigative reports are not handwritten, and the officers often dictate the report. Once the various forms and the investigative reports are complete, the officers turn them into the records division. The record technicians then enter the information from the forms and the report into the records management system (RMS). The handwritten forms also provide space for the officers to provide a short narrative. For investigative reports, which contain narratives that have been dictated into a smartphone application, the record technicians transcribe and enter the narrative into the RMS along with the data fields. Record staff indicated that the goal is to have the reports from officers entered into the RMS within 24 hours.<sup>52</sup> If the BCPD increases the staffing of patrol officers, the department should consider an increase of one record technician to ensure a commensurate increase in support staff.

With the shortage of record technicians over the past year, the entering of criminal investigative reports has fallen behind, and a backlog has developed. According to BCPD employees, the backlog is several months behind, with reports taken in July not being entered until September. The backlog has two immediate implications. The first is that the crime statistics reported using the RMS are not accurate. With a backlog in records, the crime

52 Brooklyn Center Police Department Site Visit Notes. (2022). [Personal communication].



statistics are also lagging by several months. Without current and accurate crime data, implementation of data-driven strategies for crime control become difficult to implement. Additionally, transparency with the public about current crime trends is hampered by this backlog.

The other result of the backlog is that record requests are delayed. Community members often request copies of police reports for insurance claims or as part of a court proceeding. Because many reports have not been entered, they are not available in a timely manner for the public. The release of property to the public is also delayed due to the backlog. The property unit is unable to release property without complete reporting. These types of issues place additional challenges on an already strained relationship with the community. The implications of the backlog are troubling and should be addressed immediately.

The protests at the BCPD had a lasting impact on the non-sworn staff at the BCPD. While not face-to-face with protestors, the non-sworn staff felt under siege while at work. Because many of the functions they perform must be done within the police headquarters building, they were required to physically be at work throughout the pandemic and the protests. During the protests they were required to park off-site and then be driven to the police station by officers. While at work, they were worried about their safety due to the proximity of the protests occurring outside. The sentiments expressed during the interviews supported and provided context to the survey findings about perceptions of a lack of safety for the police department. Currently, the parking lot for BCPD employees is not secured; access is allowed from both the front and the rear of the building.

## *Property Unit*

The property unit for the BCPD consists of one authorized employee. The BCPD holds evidence for all criminal cases originating in the city. Because the BCPD is responsible for investigating all crimes within the city, the evidence room holds items for serious crimes, such as murder and sexual assault. As in many states, the required length of time to keep this evidence is lengthy, and over the decades, the amount of evidence builds. The current space is slowly being used up as more cases enter than leave.

The property unit uses the proprietary FileonQ system for evidence management. The system is highly adaptable and has customizable features. One of the key features of the system is auto-disposition requests, which allows the system to generate requests to the case officer to dispose of evidence at the appropriate time. Rather than relying on a pull system where the case officer must remember to make a request to destroy the property once the statute of limitations expire or the case is adjudicated, the system pushes the request to the case officer at set dates relevant to the case. To make the system work, the BCPD must have policy and leadership support to complete the requests promptly for evidence status updates. The technology can aid the department in making the process faster and streamlined but must be sponsored by the executive level of the department and require accountability for case officers.



## Section 7 Recommendations

NUMBER	FINDING	RECOMMENDATION
7.1	BCPD is severely understaffed in record technicians causing inaccurate crime statistics and delays in fulfilling requests from community members.	The BCPD should immediately fill all authorized positions for record technicians and should add an additional position to support the expanded Patrol Division to end the report entry backlog and provide better service to community members who request reports and property.
7.2	The records clerks enjoy working at BCPD and provide outstanding customer service.	The BCPD should use current record technician testimonials as recruiting tools. The current staff reported that they enjoy their job and like working for the BCPD. Their positive testimonials could help recruit new employees to the department.
7.3	The physical security of the BCPD station is a concern for employees. Police and personal vehicles are not secured. The survey results found that 53 percent of non-sworn staff feel that parking lot safety is a concern.	The BCPD should work with the City to implement a plan for a physical security solution that balances openness to the community, aesthetics, and security for department employees. The department should consider the safety of the employees and the security of the building housing evidence and sensitive data that needs to be protected.
7.4	The survey results found that the non-sworn staff felt underappreciated compared to their sworn colleagues and lack training opportunities.	The BCPD should use the term professional staff when referring to non-sworn employees to reflect the critical nature of the roles they play for the department. Additionally, the BCPD should seek out more training opportunities for professional staff employees that may fall outside of traditional law enforcement training. For example, the BCPD should partner with local universities or vocational training institutes for computer software training.
7.5	The BCPD needs to dispose of evidence at a faster rate to keep inventory levels below their maximum space.	The BCPD should start using FileonQ to push evidence status requests to case officers and create policies that ensure they are returned promptly to avoid purchasing additional space to store evidence.



## SECTION 8:

## COMMUNITY SERVICES DIVISION AND CRIME REDUCTION STRATEGIES

Analysis of the community surveys provided evidence that those responding to the survey had confidence in the BCPD but were, at the same time, worried about crime issues. Approximately 82 percent of the respondents were somewhat worried or very worried about having their homes broken into, and 85 percent were somewhat worried or very worried about being assaulted or robbed. Eighty-one percent of respondents were somewhat worried or very worried about people using or selling drugs in their communities, and 94 percent were somewhat worried or very worried about people using or selling guns in their communities. A focus group held with community members provided similar sentiment. The participants emphasized that safety is their biggest concern. They added that the BCPD is not as visible with patrols and not as responsive as they once were. The participants were, however, sympathetic to the impacts of the protests and staffing shortages over the past 18 months. The sentiment of the participants was supportive, and they wanted to see the department add more officers. In particular, some respondents reported that they missed having the street crimes unit available to help with problems.

In interviews with BCPD personnel, it was evident that department personnel believed increased crime levels were a serious problem and that the department lacked a clear strategy for crime reduction or prevention. Officers of all ranks were inconsistent on what activities to initiate when not handling calls on patrol or how crime reduction could be achieved. Several officers stated that it was up to the individual officer to decide what to do during their proactive time. These findings are related to the recommendations in Section 5 concerning the sergeants: Patrol officers need clear direction and guidance on how to use any time allotted for proactive crime reduction activities, or departmental priorities, and the style of policing to use. Officers need department leadership and their first-line supervisors to help them outline activities that will contribute to crime reduction in Brooklyn Center.

The BCPD Community Services Division is led by a commander and is composed of a crime analyst, crime prevention specialist, embedded social worker, and joint community police partnership liaison. The Division is also authorized two street crimes officers, one juvenile officer, and one school resource officer. These officers are assigned to special details or issues that the patrol officers do not have time to address. Although not specifically declared in the Policy Manual, the division is responsible for the bulk of community outreach, while the Investigation's Division commander is responsible for public information duties. The resources of the Community Services Division give the BCPD the foundational pieces needed to build an evidence-based crime reduction strategy for the community. The strategy should draw from available research on crime reduction interventions and communicate the tactics clearly throughout the organization. The strategy should be specific, proactive, and place-based. For example, one strategy may be to determine the locations of the highest volume of calls and then implement "hot spot" patrols in those locations using principles of the Koper Curve. Research finds that 50 percent of a jurisdiction's serious crime is in locations representing less than 5 percent of all addresses.<sup>53</sup> Patrol officers should understand the nature of the hot spot and the specific tactics they should use.

53 Lum, C. M., & Koper, C. S. (2017). *Evidence-based policing: Translating research into practice* (First edition). Oxford University Press.



If the crime issue is theft from small retail stores, the tactic may be walking through the store and talking with store employees and customers. Using these types of tactics does not require any enforcement action; rather, it relies on targeted police presence and connection with the community. The absence of crime is the goal when using these tactics; it is not likely to produce arrests or tickets, but it furthers the mission of public safety.

Just as the crime reduction strategy should be communicated with officers, the department should inform the community about the strategies and tactics. Once a crime trend is identified, the BCPD should consider holding a meeting or some other type of outreach with the neighborhood or area affected. Meetings and outreach efforts can be instrumental in understanding the nature of the problem and gaining community buy-in for any mitigation strategies. The BCPD could explore opportunities for partnering with local schools to host these community convenings. Research on police use of problem-solving in crime hotspots finds that there is no long-term damage to public opinion when used temporarily.<sup>54</sup> Officers patrolling the hotspot areas should be cautioned against using general traffic enforcement efforts that are outside the scope of the identified problem because such tactics can cause harm to community members who support the police efforts in their neighborhood.

Specialty units, such as the street crimes unit, can be effective, but they can also allow patrol officers to defer responsibility. In some circumstances, patrol officers will rely on the specialty unit to do all the community policing outreach and proactive work to solve problems. Patrol officers can fall into the mindset that their job is simply to respond to a call, clear it as quickly as possible, and wait for the next call. This reactive way of policing is referred to as the standard model of policing.<sup>55</sup> A better practice is for patrol officers to shift from the standard model paradigm to a model that involves thinking strategically and proactively about crime issues. Rather than defer the bigger picture crime issues to specialty units, patrol officers should be made aware of the larger issues and work proactively and in unison with other officers and the community to problem-solve. The shift from a standard model is not easy and can be especially difficult when officers are overrun with calls. With the support of leadership, the hiring of additional employees, and focused efforts around hot spots, the department can begin to regain a sense of stability with calls for service.

54 Kochel, T. R., & Weisburd, D. (2017). Assessing community consequences of implementing hot spots policing in residential areas: Findings from a randomized field trial. *Journal of Experimental Criminology*, 13(2), 143–170. <https://doi.org/10.1007/s11292-017-9283-5>

55 Lum, C. M., & Koper, C. S. (2017). *Evidence-based policing: Translating research into practice* (First edition). Oxford University Press.



## Section 8 Recommendations

NUMBER	FINDING	RECOMMENDATION
8.1	Interviews and focus groups provided evidence that both community members and officers believe crime is out of control.	The BCPD leadership team should create a written and well communicated comprehensive crime reduction strategy collaboratively with the community. The BCPD should lead the creation but solicit and consider feedback from the community, local schools, and the city manager before implementation. The strategy should specify the methods for identifying problems and the decision-making process for formulating tactics. The strategy should be communicated to patrol officers and CSOs with enough detail that they understand how they can implement the plan. The BCPD should communicate the perception of a crime trend and possible solutions to the affected neighborhood.
8.2	Interviews found a lack of direction for patrol officers.	Using the crime reduction strategy from Recommendation 8.1, the Patrol Division leadership should make it clear to the patrol officers the style of policing desired by the department and the community. Patrol officers should be given specific guidance as to what activities to engage in for crime prevention efforts. The guidance should be driven by the overall strategy and trends based on data analysis.
8.3	The focus group found that the community supports officers and would like to see more officers hired and increased patrols. Surveys and interviews found that officers are emotionally exhausted, do not believe they are supported, and feel isolated.	The BCPD should leverage the support of community members by collaborating with the community to hold community member police academies, coffee-with-a-cop sessions, or similar events. The BCPD should research partnering with the local business owners to hold officer appreciation activities that recognize officers doing outstanding work. Bringing the community together with the officers for positive interactions should foster a reciprocal appreciation for both groups and help to foster renewed partnerships.



## SECTION 9:

# OFFICER WELLNESS

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The killing of Daunte Wright and the subsequent protests and scrutiny of the BCPD have had and continues to have a lasting impact on the department. In the months following the event, numerous officers resigned from the department and those who remained have been busier than ever before with calls for service. The impact on department personnel is evidenced by the survey results and the in-person interviews. Recall that 70 percent of officers indicated that they feel either somewhat frustrated or a high amount of frustration due to their work, and roughly 60 percent feel a high degree of burnout. Forty percent noted that working with the public drains their energy to a high degree, and 63 percent felt that they give more than they get back when working with the public. The most alarming finding from the survey was that 75 percent of officers felt emotionally exhausted by their work.

The emotional exhaustion was evident during the interviews of BCPD personnel. Nearly all officers stated the workload was too high and that there was no support from City government. The staffing levels were a common theme during the interviews. Officers stated that in the past they would have up to eight officers working at one time and now may have only four. According to officers, the empty shifts are posted for overtime. Many senior officers worried that the newly hired officers were going to leave for another agency because of the BCPD's high workload and lack of training opportunities. When asked about morale, officers provided a bleak assessment with some stating that they did not see how the situation could be resolved.

As dire as the situation may seem from some officers' points of view, the BCPD leadership does have several practices that can be built upon to improve officer wellness. For example, through interviews, the Institute learned that the BCPD had appointed a sergeant to create an officer wellness program. In addition to a dedicated officer wellness program, BCPD officers can participate in a city-sponsored wellness program, and when the workload permits, officers are allowed to work out on while on duty. BCPD policy 1014.9 offers employees access to mental health professionals for individualized counseling. Sworn officers are required to visit the mental health professionals at least once per calendar year. In addition, the BCPD has a chaplain program to help employees through hardships. Just as the BCPD has the foundations for creating a crime reduction strategy, it also has several pieces in place to implement a quality officer wellness program. The BCPD should build upon what it has by asking officers what they want to see in a wellness program and asking for additional resources from both the City and the community. The BCPD should continue to make employee wellness a priority with the understanding that mentally and physically healthy employees are better for the community.

Resources for Officer Safety and Wellness (OSW) policies and programs are beginning to proliferate around the nation and are based on the great work done by a number of law enforcement agencies. The International Association of Chiefs of Police has an OSW library of resources that can provide ideas and connect BCPD with others doing this work. The Chief should identify sworn and professional staff interested in this work within the department to research some potential programs and develop strategies to build OSW in BCPD. All of this takes resources in the form of funding and personnel. The City of Brooklyn Center should do what it can to support the work to identify other funding sources that can sustain expansion. Peer support programs, educational opportunities in all areas of wellness, and culturally competent mental health clinicians are all examples of components of a holistic approach to law enforcement wellness.





## Section 9 Findings and Recommendations

NUMBER	FINDING	RECOMMENDATION
9.1	Officers report emotional exhaustion, stress, and no support from City government.	The Chief should proactively sponsor the officer wellness program and identify, to the extent possible, greater resources by allocating more personnel to the wellness effort and reaching out to other agencies with similar programs to use as a model. BCPD should seek external funding through grants from such sources as the U.S. Department of Justice, Office of Community Oriented Policing Services (COPS) and the Law Enforcement Mental Health and Wellness Act (LEMHWA) Program.
9.2	Officers feel that the community does not understand the job of a police officer.	BCPD and the City should initiate programs to create positive interactions with the community enabling the community and officers to learn about each other. Some examples include citizens' police academies, police athletic leagues, and officer appreciation banquets hosted by local businesses. All of these programs contribute to officers interacting with the public in a non-enforcement context.



## APPENDIX A:

# MATERIALS AND DATA REQUESTED FOR BCPD ORGANIZATIONAL ASSESSMENT

### CONTACT LISTS FOR INTERVIEWS/FOCUS GROUPS:

- BCPD command staff and sworn and professional BCPD staff
- Brooklyn Center city leadership and key stakeholders
- BCPD union contacts
- Community members who should be included in outreach for community interviews or focus groups

### POLICIES/PROCEDURES:

- Any policies, procedures, strategies, and/or plans that have not been made publicly available at this time

### TRAINING REQUIREMENTS:

- Any calendars and course materials for academy training and lateral and in-service training

### FISCAL:

- Listing of overall expenses, including resources, staffing (including overtime), and equipment

### DATA:

- Computer-aided dispatch data, including community- and officer-initiated calls for service (item requested from crime analyst)
  - ♦ Fields needed at the minimum: event ID (which can be used to link CFS with incident and arrest data), time (see below), location (xy coordinates, geocoded address, beat, district or patrol area, etc.), type of call, call disposition, call source (citizen or officer-initiated), unique unit/ID number at the officer level, and back up information (e.g., if several officers respond to the same call, that information should be provided either as separate rows with the same event ID, or with multiple officer ID numbers for the same event)
- Incidents with event IDs that can link the data with CFS and arrest (item requested from crime analyst)
- Citations
- Arrests with IDs that can link the data with CFS and incident (item requested from crime analyst)
- Officer staffing and assignment by hour, shift, day (item requested from crime analyst)
  - ♦ Including the length of a shift and the shift schedule (e.g., 10-hr shift, morning shift: 5am – 3pm, evening shift, night shift, etc.)
- Civilian/professional staffing and assignment (item requested from crime analyst)
- Automated vehicle locator (AVL) data (item requested from crime analyst)
- Any information on projected population or business/economic trends (item requested from community development director)



- Agency geographic boundaries (e.g., beats, districts) (item requested from crime analyst)

**OTHER REQUESTS RELATED TO DATA:**

- All CAD, incident, and arrest data should go back five years or more to better show trends over time
  - ♦ Including a common identifier that allows the tracking of a single event from the initial call, to the incident, and arrest
- All CAD, incident, and arrest data should be geocoded to the exact address, with no generalizing
- All CAD and incident data should have start/end times and information on the officer(s) who were assigned to the event
  - ♦ Including the time the call was received, the time officers were dispatched, the time the officers arrived, and the time the call was closed
- Officer staffing data should allow us to determine how many officers were working in a patrol capacity on a per shift basis
- Geographic boundaries should be in shape file or other spatially referenced data type



## APPENDIX B:

OFFICERS PERCEPTIONS OF  
DEPARTMENT AND COMMUNITY

<i>Please indicate whether you agree or disagree.</i>	<i>Strongly Agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>	<i>Total</i>
The community members we encounter often seem grateful for the services police provide	0	8	9	2	19
Officers should spend the time it takes to answer all of a community member's questions	3	13	3	0	19
All people should be treated with respect regardless of their attitude	7	9	3	0	19
The public doesn't understand what it means to be a cop	9	10	0	0	19
Police officers have reason to be distrustful of most community members	1	4	12	2	19
Police officers are expected to gather information from victims of crime, not comfort them	1	5	10	3	19

<i>In the PAST 12 MONTHS, how much training, if any, have you received in each of the following areas?</i>	<i>4 hours or more</i>	<i>Less than 4 hours</i>	<i>None</i>	<i>Total</i>
How to de-escalate a situation so that you do not use force, or use the least amount of force necessary	12	5	2	19
Firearms training involving shoot-don't shoot scenarios	10	8	1	19
How to deal with individuals who are having a mental health crisis	12	6	1	19
Non-lethal methods to control a combative or threatening individual	8	11	0	19
How to deal with people so they feel they've been treated fairly and respectfully	6	12	1	19
Bias /implicit bias and fairness	7	9	3	19

<i>Indicate the extent to which you agree with the following statements:</i>	<i>Strongly Agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>	<i>Total</i>
I feel competent to deal with de-escalation situations	8	4	5	0	17



<i>Indicate the extent to which you agree with the following statements:</i>	<i>Strongly Agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>	<i>Total</i>
I feel competent to deal with shoot-don't shoot situations	7	6	5	0	18
I feel competent to deal with mental health situations	8	6	4	0	18
I feel competent to deal with situations involving combative individuals	11	5	2	1	19
I feel competent to deal with people so they feel they've been treated fairly and respectfully	7	8	3	0	18
I feel competent to deal with bias and fairness issues	7	5	3	1	16

<i>Please indicate whether you agree or disagree with the following statements:</i>	<i>Strongly Agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>	<i>Total</i>
For minor mistakes, the department helps officers with coaching and counseling rather than punishment	7	9	2	1	19
Getting good assignments depends on who you know, not on merit	4	2	10	3	19
In this agency, the disciplinary process is fair	4	11	1	2	18
Officers are treated with respect during disciplinary investigations	3	13	1	2	19
Employees are treated the same regardless of their gender	6	9	3	1	19
Employees are treated the same regardless of their race/ethnicity	7	7	4	1	19
The process for getting promoted within this agency is open and fair	5	6	7	1	19
I know the department's values and incorporate them into my daily work	4	13	2	0	19

<i>Please indicate whether you agree or disagree with the following statements:</i>	<i>Strongly Agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>	<i>Total</i>
I am considering/actively looking for a job with another law enforcement agency	4	3	9	3	19
I am considering quitting law enforcement and seeking a different career altogether	2	8	5	4	19



<i>Please indicate whether you agree or disagree with the following statements:</i>	<i>Strongly Agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>	<i>Total</i>
I intend to stay with my current agency because I feel I have a lot invested	2	9	6	2	19
I intend to stay with my current agency because I like working here	4	7	5	3	19
I feel committed to policing because I think it is a noble and honorable profession	9	8	2	0	19

<i>Think about your experiences on the job. To what extent do you feel the following?</i>	<i>To a very high degree</i>	<i>To a high degree</i>	<i>Somewhat</i>	<i>To a low degree</i>	<i>To a very low degree</i>	<i>Total</i>
Frustrated by my work	6	3	4	5	1	19
Burnt out because of my work	7	4	3	4	1	19
It drains my energy to work with the public	6	2	2	7	2	19
Frustrated because of working with the public	4	1	3	9	2	19
Emotionally exhausted because of my work	5	4	5	4	1	19
In working with the public, I feel I give more than I get back	7	5	2	4	1	19

<i>Please indicate the extent to which you agree with the following:</i>	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither agree nor disagree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>	<i>Total</i>
I am not sure what determines how I can get a promotion in this organization	3	2	3	10	1	19
I am told promptly when there is a change in policy, rules, or regulations that affects me	4	11	2	2	0	19
It's really not possible to change things around here	1	3	5	9	1	19
There are adequate procedures to get my performance rating reconsidered if necessary	0	6	7	5	1	19



<i>Please indicate the extent to which you agree with the following:</i>	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither agree nor disagree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>	<i>Total</i>
I understand the performance appraisal system being used in this organization.	2	6	6	4	1	19
When changes are made in this organization, the employees usually lose out in the end	2	2	6	9	0	19
Affirmative action policies and/or diversity or inclusion practices have helped advance employment opportunities in this organization	0	1	12	4	2	19
In general, disciplinary actions taken in this organization are fair and justified	3	8	5	1	2	19
I am not afraid to “blow the whistle” on things I find wrong with my organization	6	9	2	2	0	19
If I were subject to an involuntary personnel action, I believe my agency would adequately inform me of my grievance and appeal rights	5	7	5	2	0	19
I am aware of the specific steps I must take to have a personnel action taken against me reconsidered	3	7	5	4	0	19
The procedures used to evaluate my performance have been fair and objective	3	5	8	1	2	19
I am aware of the standards used to evaluate my performance	4	8	3	3	1	19

<i>For the following, please indicate how many times this has happened to you in the last TWO YEARS?</i>	<i>4 or more times</i>	<i>2 or 3 times</i>	<i>Once</i>	<i>0 or Never</i>	<i>Total</i>
I have been injured on the job	1	9	4	5	19
I have been assaulted by a perpetrator/suspect	4	5	1	9	19
I have been in an at-fault vehicle collision on the job	0	2	2	15	19
I have had a disciplinary action against me by the department	0	2	4	13	19
There was an IA investigation of me at work	1	1	4	13	19





<i><b>For the following, please indicate how many times this has happened to you in the last TWO YEARS?</b></i>	<i><b>4 or more times</b></i>	<i><b>2 or 3 times</b></i>	<i><b>Once</b></i>	<i><b>0 or Never</b></i>	<i><b>Total</b></i>
I have been harassed by a fellow employee or supervisor based on race, ethnicity, religion, sexual orientation/gender identity	2	0	1	16	19
A resident complained about me unjustly	1	6	4	8	19

<i><b>Please indicate your level of agreement with each of the following:</b></i>	<i><b>Agree very much</b></i>	<i><b>Agree moderately</b></i>	<i><b>Agree slightly</b></i>	<i><b>Disagree slightly</b></i>	<i><b>Disagree moderately</b></i>	<i><b>Disagree very much</b></i>	<i><b>Total</b></i>
I feel I am being paid a fair amount for the work I do	3	5	7	1	2	1	19
There is really too little chance for promotion on my job	3	5	4	2	3	2	19
My supervisor is quite competent in doing his/her job	6	7	5	0	1	0	19
When I do a good job, I receive the recognition for it that I should receive	2	6	6	4	0	1	19
Many of our policies and procedures make doing a good job difficult	1	2	8	5	2	1	19
I sometimes feel my job is meaningless	1	4	3	5	4	2	19
Raises are too few and far between	1	1	5	7	3	2	19
Those who do well on the job stand a fair chance of being promoted	4	6	4	3	1	1	19
My supervisor is fair to me	8	5	6	0	0	0	19
The benefits we receive are as good as most other LE agencies offer	3	3	8	1	3	1	19
I do not feel that the work I do is appreciated	2	5	4	4	4	0	19



<i>Please indicate your level of agreement with each of the following:</i>	<i>Agree very much</i>	<i>Agree moderately</i>	<i>Agree slightly</i>	<i>Disagree slightly</i>	<i>Disagree moderately</i>	<i>Disagree very much</i>	<i>Total</i>
I find I have to work harder at my job than I should because of the incompetence of the people I work with	2	1	5	8	2	1	19
The goals of this organization are clear to me	3	4	4	4	2	2	19
I have too much to do at work	7	1	4	6	0	0	18
I often feel that I do not know what is going on with the organization	5	2	4	5	1	2	19
I feel a sense of pride in doing my job	4	6	5	3	1	0	19
There are benefits we do not have which we should have	4	8	5	2	0	0	19
There is too much bickering and fighting at work	3	3	4	3	5	1	19
My job is enjoyable	3	4	5	3	2	2	19

<i>Please indicate how often your supervisor acts in this way:</i>	<i>Always</i>	<i>Often</i>	<i>Sometimes</i>	<i>Rarely</i>	<i>Never</i>	<i>Don't Know/Not Applicable</i>	<i>Total</i>
My supervisor explains his/her decisions	5	5	7	2	0	0	19
My supervisor is supportive of employees when things get tough	7	5	6	1	0	0	19
My supervisor treats his/her employees with respect	6	9	4	0	0	0	19
My supervisor trusts me to make important decisions	8	7	4	0	0	0	19
My supervisor recognizes when employees are having problems on the job	6	7	4	2	0	0	19



<i>Please indicate how often your supervisor acts in this way:</i>	<i>Always</i>	<i>Often</i>	<i>Sometimes</i>	<i>Rarely</i>	<i>Never</i>	<i>Don't Know/Not Applicable</i>	<i>Total</i>
My supervisor makes clear what is expected	5	8	5	1	0	0	19
My supervisor encourages input when decisions are made	5	6	6	2	0	0	19
My supervisor's decisions are fair and consistent	5	9	5	0	0	0	19
My supervisor stands up for employees when they have done nothing wrong	8	4	6	1	0	0	19
My agency's leadership communicates effectively with the media and public	3	6	4	6	0	0	19
My agency's leadership sets a good example for everyone in the organization	3	6	6	3	1	0	19
My agency's leadership makes clear what is expected of employees	3	6	5	4	1	0	19
My agency's leadership encourages input from employees when decisions are made	3	5	3	5	3	0	19

<i>When are you planning on retiring from this agency?</i>	<i>Percent</i>	<i>Count</i>
Less than 1 yr.	5.56%	1
From 1 yr. to less than 2 yrs.	0.00%	0
From 2 yrs. to less than 5 yrs.	16.67%	3
From 5 yrs. to less than 8 yrs.	16.67%	3
Not for 8 years or more	61.11%	11
Total	100%	18

<i>Do you plan to retire at:</i>	<i>Percent</i>	<i>Count</i>
Full Retirement	83.33%	15
Early Retirement	16.67%	3
Total	100%	18



## APPENDIX C:

NON-SWORN PERCEPTIONS OF  
DEPARTMENT AND COMMUNITY

<i>Please indicate whether you agree or disagree.</i>	<i>Strongly Agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>	<i>Total</i>
The community members we encounter often seem grateful for the services police provide	0	4	3	3	10
Officers should spend the time it takes to answer all of a community member's questions	2	4	4	0	10
All people should be treated with respect regardless of their attitude	4	5	1	0	10
The public doesn't understand what it means to be a cop	2	8	0	0	10
Police officers have reason to be distrustful of most community members	0	4	5	1	10
Police officers are expected to gather information from victims of crime, not comfort them	0	5	3	2	10

<i>Please indicate whether you agree or disagree with the following statements on training:</i>	<i>Strongly Agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>	<i>Total</i>
I am provided with opportunities to stay up to date in my field	3	4	2	1	10
I receive the same number of opportunities for training in my field as sworn personnel	1	2	5	2	10
I received sufficient training when I started in my current position	0	3	5	2	10
I would like to have more training opportunities	4	6	0	0	10
My agency does not understand the value of non-sworn staff	4	5	1	0	10



<i>Please indicate whether you agree or disagree with the following statements:</i>	<i>Strongly Agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>	<i>Total</i>
For minor mistakes, the department helps non-sworn staff with coaching and counseling rather than punishment	2	5	3	0	10
Getting good assignments depends on who you know, not on merit	0	3	5	2	10
In this agency, the disciplinary process is fair	1	6	2	1	10
My personal experiences and opinions are often dismissed by sworn personnel	1	2	5	2	10
The agency culture is accepting of non-sworn professionals	2	5	3	0	10
Non-sworn staff are treated with respect during disciplinary investigations	1	6	2	1	10
Employees are treated the same regardless of their sworn or non-sworn status	0	4	6	0	10
Employees are treated the same regardless of their gender	3	4	3	0	10
Employees are treated the same regardless of their race/ethnicity	2	6	2	0	10
The process for getting promoted within this agency is open and fair	2	4	3	1	10
I know the department's values and incorporate them into my daily work	4	6	0	0	10
My sworn co-workers are supportive	3	6	1	0	10
My non-sworn co-workers are supportive	2	5	3	0	10

<i>Please indicate whether you agree or disagree with the following statements:</i>	<i>Strongly Agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>	<i>Total</i>
I am considering/actively looking for a job with another law enforcement agency	1	1	5	3	10
I am considering quitting law enforcement and seeking a different career altogether	0	2	4	4	10
I intend to stay with my current agency because I feel I have a lot invested	3	5	2	0	10
I intend to stay with my current agency because I like working here	4	4	2	0	10
I feel committed to policing because I think it is a noble and honorable profession	5	4	1	0	10



<i>Think about your experiences on the job. To what extent do you feel the following:</i>	<i>To a very high degree</i>	<i>To a high degree</i>	<i>Somewhat</i>	<i>To a low degree</i>	<i>To a very low degree</i>	<i>Total</i>
Frustrated by my work	2	2	4	1	1	10
Burnt out because of my work	1	4	2	2	1	10
Frustrated because my expertise is often dismissed by sworn members	0	2	2	1	5	10
It drains my energy to work with the public	2	2	1	4	1	10
Frustrated because of working with the public	2	1	1	3	3	10
Emotionally exhausted because of my work	1	3	6	0	0	10

<i>Please indicate the extent to which you agree with the following:</i>	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither agree nor disagree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>	<i>Total</i>
I am not sure what determines how I can get a promotion in this organization	0	4	2	2	2	10
I am told promptly when there is a change in policy, rules, or regulations that affects me	2	4	2	2	0	10
It's really not possible to change things around here	1	3	1	5	0	10
There are adequate procedures to get my performance rating reconsidered if necessary	0	2	5	3	0	10
I understand the performance appraisal system being used in this organization	1	2	3	2	2	10
When changes are made in this organization, the employees usually lose out in the end	0	1	6	3	0	10
Affirmative action policies and/or diversity or inclusion practices have helped advance employment opportunities in this organization	0	2	6	0	2	10
In general, disciplinary actions taken in this organization are fair and justified	1	4	5	0	0	10



<i>Please indicate the extent to which you agree with the following:</i>	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither agree nor disagree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>	<i>Total</i>
I am not afraid to “blow the whistle” on things I find wrong with my organization	3	3	3	1	0	10
If I were subject to an involuntary personnel action, I believe my agency would adequately inform me of my grievance and appeal rights	2	4	3	1	0	10
I am aware of the specific steps I must take to have a personnel action taken against me reconsidered	1	2	5	2	0	10
The procedures used to evaluate my performance have been fair and objective	0	4	4	2	0	10
I am aware of the standards used to evaluate my performance	0	2	6	2	0	10

<i>For the following, please indicate how many times this has happened to you in the last TWO YEARS:</i>	<i>4 or more times</i>	<i>2 or 3 times</i>	<i>Once</i>	<i>0 or Never</i>	<i>Total</i>
I have been injured on the job	0	0	1	9	10
I have had a disciplinary action against me by the department	0	0	2	8	10
I have been harassed by fellow employee or supervisor based on race, ethnicity, religion, sexual orientation/gender identity	0	0	2	8	10

<i>Please indicate your level of agreement with each of the following:</i>	<i>Agree very much</i>	<i>Agree moderately</i>	<i>Agree slightly</i>	<i>Disagree slightly</i>	<i>Disagree moderately</i>	<i>Disagree very much</i>	<i>Total</i>
I feel I am being paid a fair amount for the work I do	1	3	0	2	1	3	10
There is really too little chance for promotion on my job	3	3	1	1	0	2	10
My supervisor is quite competent in doing his/her job	4	2	2	2	0	0	10



<i><b>Please indicate your level of agreement with each of the following:</b></i>	<i><b>Agree very much</b></i>	<i><b>Agree moderately</b></i>	<i><b>Agree slightly</b></i>	<i><b>Disagree slightly</b></i>	<i><b>Disagree moderately</b></i>	<i><b>Disagree very much</b></i>	<i><b>Total</b></i>
When I do a good job, I receive the recognition for it that I should receive	1	4	2	2	1	0	10
Many of our policies and procedures make doing a good job difficult	0	1	2	5	1	1	10
I sometimes feel my job is meaningless	0	2	1	2	1	4	10
Raises are too few and far between	3	4	0	3	0	0	10
Those who do well on the job stand a fair chance of being promoted	3	4	1	1	1	0	10
My supervisor is fair to me	4	2	3	0	0	1	10
The benefits we receive are as good as most other LE agencies offer	0	2	5	1	0	2	10
I do not feel that the work I do is appreciated	2	1	1	1	3	2	10
I find I have to work harder at my job than I should because of the incompetence of the people I work with	2	1	4	0	1	2	10
The goals of this organization are clear to me	4	2	3	0	1	0	10
I have too much to do at work	5	2	2	1	0	0	10
I often feel that I do not know what is going on with the organization	3	1	2	2	1	1	10
I feel a sense of pride in doing my job	5	5	0	0	0	0	10
There are benefits we do not have which we should have	3	5	0	2	0	0	10
There is too much bickering and fighting at work	2	1	1	2	2	2	10
My job is enjoyable	4	3	2	1	0	0	10





<i>Please indicate how often your supervisor acts in this way:</i>	<i>Always</i>	<i>Often</i>	<i>Sometimes</i>	<i>Rarely</i>	<i>Never</i>	<i>Don't Know/Not Applicable</i>	<i>Total</i>
My supervisor explains his/her decisions	2	0	3	4	1	0	10
My supervisor is supportive of employees when things get tough	3	3	2	1	1	0	10
My supervisor treats his/her employees with respect	4	2	3	1	0	0	10
My supervisor trusts me to make important decisions	3	5	1	0	0	1	10
My supervisor recognizes when employees are having problems on the job	0	2	3	3	1	1	10
My supervisor makes clear what is expected	2	0	5	2	0	1	10
My supervisor encourages input when decisions are made	3	1	2	3	1	0	10
My supervisor's decisions are fair and consistent	2	2	3	3	0	0	10
My supervisor stands up for employees when they have done nothing wrong	5	1	3	0	1	0	10
My agency's leadership communicates effectively with the media and public	3	3	2	2	0	0	10
My agency's leadership sets a good example for everyone in the organization	2	3	4	1	0	0	10
My agency's leadership makes clear what is expected of employees	2	3	4	1	0	0	10
My agency's leadership encourages input from employees when decisions are made	0	0	3	5	1	1	10



## APPENDIX D:

## OFFICER SAFETY AND WELLNESS

<i>To what degree, if any, do you feel each item increased attention/scrutiny...</i>	<i>Not at all</i>	<i>To a minimal degree</i>	<i>To some degree</i>	<i>To a great degree</i>	<i>Total</i>
made you more concerned about your safety than in the past?	0	0	7	20	27
resulted in the general population treating you with less respect than in the past?	0	1	6	20	27
made you less willing to stop and question those engaging in suspicious behavior?	0	2	6	19	27

<i>Please indicate how the following safety equipment items make you feel:</i>	<i>Safer</i>	<i>Less safe</i>	<i>Unsure</i>	<i>Total</i>
Ballistic vest/body armor	26	0	1	27
Body-worn camera	23	1	3	27
Cell phone	20	0	7	27
Latex gloves	12	1	10	23
In-car video camera	24	0	3	27
Protective gear for crowd control	22	0	5	27
Reflective vest for traffic control	20	2	5	27
Taser or other CED	24	0	3	27

<i>Please rate the sufficiency of the following training types in your agency</i>	<i>No training</i>	<i>Insufficient training</i>	<i>Somewhat sufficient training</i>	<i>Very sufficient training</i>	<i>Unsure</i>	<i>Total</i>
Active shooter response	3	9	7	8	0	27
Contacts with the mentally ill	2	1	9	15	0	27
Crowd control	2	9	11	5	0	27
Foot pursuit safety	10	5	5	6	0	26
Hands-on driving tactics (versus classroom)	0	6	6	15	0	27
High speed pursuit safety	0	6	9	12	0	27



<i>Please rate the sufficiency of the following training types in your agency</i>	<i>No training</i>	<i>Insufficient training</i>	<i>Somewhat sufficient training</i>	<i>Very sufficient training</i>	<i>Unsure</i>	<i>Total</i>
Identifying characteristics of weapon concealment	7	8	8	4	0	27
Officer rescue tactics	5	11	6	5	0	27
Recognizing indicators of ambush attacks	7	8	9	2	0	26
Recognizing indicators of assaults on officers	3	13	10	1	0	27
Safe handling of illicit drugs and precursor chemicals	2	12	5	8	0	27
Scenario-based encounter training (tactics/force)	0	8	6	13	0	27

<i>If you use the following, how frequently?</i>	<i>Occasionally</i>	<i>Frequently</i>	<i>Always</i>	<i>Total</i>
Ballistic vest/body armor	1	2	24	27
Body-worn camera	0	2	25	27
Reflective vest	20	4	0	24
Seat belt	0	3	24	27

<i>Indicate whether your agency has sufficient resources in:</i>	<i>Always</i>	<i>Most of the time</i>	<i>Inconsistently</i>	<i>Almost never</i>	<i>Total</i>
Back up support for calls	2	6	16	3	27
Enough officers on shift to ensure safety	1	0	11	15	27
Properly functioning vehicles	5	16	6	0	27
Properly functioning radios	16	10	1	0	27
Purchase of safety equipment that is requested by officers/association/union	7	12	8	0	27
Refresher training on safety topics	5	13	8	1	27
Replacement of safety gear when I need it	11	12	4	0	27



<i>Indicate the frequency with which you focus on the following:</i>	<i>Not at all</i>	<i>Infrequently</i>	<i>Frequently</i>	<i>Always</i>	<i>Not Applicable</i>	<i>Total</i>
Eating healthy	0	10	16	1	0	27
Getting enough rest/sleep	0	12	15	0	0	27
Getting uninterrupted sleep	0	9	17	1	0	27
Getting regular physical exams	2	17	5	3	0	27
Physical training or exercise	0	10	10	7	0	27
Quiet relaxation	0	16	11	0	0	27
Reducing alcohol use	2	5	12	4	4	27
Reducing caffeine intake	5	13	7	1	1	27
Reducing or quitting tobacco products	1	4	3	5	14	27
Maintaining a healthy weight	0	5	14	7	1	27
Seeking emotional support	1	10	12	3	1	27
Stress reduction activities	1	7	15	3	1	27

<i>Have you been concerned about, had symptoms, or been diagnosed with the following in the last 5 years?</i>	<i>Concerned about having</i>	<i>Have had symptoms</i>	<i>Have been diagnosed with</i>	<i>Total</i>
A job-related injury	10	6	7	23
Any/some form of cancer	2	1	1	4
Diabetes	2	4	2	8
Gastrointestinal issues	4	3	4	11
Heart condition or disease	4	2	1	7
High cholesterol	3	4	3	10
High blood pressure	5	7	4	16
Mental health issues	7	5	5	17
Poor sleep quality	8	15	3	26
Sleep disorders	5	6	3	14

<i>Please indicate how often each of the following cause you stress</i>	<i>Not at all</i>	<i>Infrequently</i>	<i>Frequently</i>	<i>Total</i>
Supervisors	5	17	4	26
Amount of work I have to do	3	10	13	26



<i>Please indicate how often each of the following cause you stress</i>	<i>Not at all</i>	<i>Infrequently</i>	<i>Frequently</i>	<i>Total</i>
Insufficient training	9	13	4	26
Inconsistent schedule/rotating shifts	10	9	7	26
Too much overtime	10	9	7	26
Not enough overtime	17	9	0	26
Unclear career path	10	7	9	26
Lack of professional development	6	11	9	26
Workplace culture	7	9	10	26
Peer relationships	12	10	4	26
Work/life balance	4	11	11	26

<i>For each of the following items, indicate whether you agree or disagree that your agency makes safety a priority:</i>	<i>Strongly agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly disagree</i>	<i>Total</i>
Building security	3	6	1	16	26
Parking lot security	1	2	4	19	26
Safety equipment (fire extinguishers, AED)	6	19	0	1	26
Emergency training and planning	3	12	7	4	26
Fire safety	3	15	2	5	25
Weather safety	5	14	3	4	26
Intentional attacks	1	12	4	9	26
Ability to summon assistance	5	15	3	3	26



## APPENDIX E:

# NON-SWORN SAFETY AND WELLNESS

<i>Indicate the frequency with which you focus on the following:</i>	<i>Not at all</i>	<i>Infrequently</i>	<i>Frequently</i>	<i>Always</i>	<i>Not Applicable</i>	<i>Total</i>
Eating healthy	0	4	8	3	0	15
Getting enough rest/sleep	0	4	9	2	0	15
Getting undisturbed sleep	0	3	10	2	0	15
Getting regular physical exams	0	5	6	4	0	15
Physical training or exercise	0	7	4	4	0	15
Quiet relaxation	1	8	4	2	0	15
Reducing alcohol use	0	3	7	1	4	15
Reducing caffeine intake	1	7	4	1	2	15
Reducing or quitting tobacco products	1	0	2	2	10	15
Maintaining a healthy weight	2	5	6	1	0	14
Seeking emotional support	1	7	7	0	0	15
Stress reduction activities	3	4	5	3	0	15

<i>Have you been concerned about, had symptoms, or been diagnosed with the following in the last 5 years?</i>	<i>Concerned about having</i>	<i>Have had symptoms</i>	<i>Have been diagnosed with</i>	<i>Total</i>
A job-related injury	5	0	2	7
Any/some form of cancer	5	1	0	6
Diabetes	4	2	1	7
Gastrointestinal issues	6	2	2	10
Heart condition or disease	6	2	1	9
High cholesterol	4	4	3	11
High blood pressure	5	3	3	11
Mental health issues	6	6	4	16
Poor sleep quality	7	5	3	15
Sleep disorders	6	2	5	13



<i>Please indicate how often each of the following cause you stress:</i>	<i>Never</i>	<i>Infrequently</i>	<i>Frequently</i>	<i>Total</i>
Supervisors	3	9	3	15
Amount of work	1	3	11	15
Insufficient training	3	7	5	15
Inconsistent schedule/rotating shifts	9	3	3	15
Co-workers	5	8	2	15
Too much overtime	11	3	1	15
Not enough overtime	7	5	3	15
Unclear career path	5	6	4	15
Lack of professional development	6	3	6	15
Workplace culture	6	5	4	15
Peer relationships	6	7	2	15
Work/life balance	4	8	3	15

<i>For each of the following items, indicate whether you agree or disagree that your agency makes safety a priority:</i>	<i>Strongly agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly disagree</i>	<i>Total</i>
Building security	3	8	3	1	15
Parking lot security	0	7	4	4	15
Safety equipment (fire extinguishers, AED)	3	10	2	0	15
Emergency training and planning	3	5	6	1	15
Fire safety	3	8	4	0	15
Weather safety	3	8	4	0	15
Intentional attacks	2	5	7	1	15
Ability to summon assistance	5	9	1	0	15

<i>For each of the following, indicate your level of agreement:</i>	<i>Strongly agree</i>	<i>Agree</i>	<i>Neither Agree or Disagree</i>	<i>Disagree</i>	<i>Strongly disagree</i>	<i>Total</i>
I feel safe at work	0	8	2	3	1	14
I am able to easily move in my physical environment	5	9	0	0	0	14
I feel a social connection to my coworkers	4	6	1	3	0	14



<i>For each of the following, indicate your level of agreement:</i>	<i>Strongly agree</i>	<i>Agree</i>	<i>Neither Agree or Disagree</i>	<i>Disagree</i>	<i>Strongly disagree</i>	<i>Total</i>
I experience high stress at work	3	8	2	1	0	14
I work longer hours than I am supposed to	2	3	3	4	2	14

<i>For each of the following, indicate your level of agreement</i>	<i>Strongly agree</i>	<i>Agree</i>	<i>Neither Agree or Disagree</i>	<i>Disagree</i>	<i>Strongly disagree</i>	<i>Total</i>
I am aware that my employer has an Employee Wellness Program	6	6	0	2	0	14
I know what that Wellness program offers	3	6	2	1	2	14
I know how to access the benefits of my Employee Wellness Program	2	5	2	4	1	14
I do use/would use employee resources to improve my personal wellness	6	5	3	0	0	14
I do use/would use employee resources to reduce my stress	5	6	3	0	0	14
I do use/would use employee resources to improve my emotional wellbeing	5	4	4	1	0	14
I do use/would use employee resources to improve my personal career growth	6	5	3	0	0	14
I do use/would use employee resources to improve my physical health	6	4	3	1	0	14

<i>Please indicate the frequency with which you use the following components of your Employee Wellness program:</i>	<i>Not at all</i>	<i>Infrequently</i>	<i>Frequently</i>	<i>Didn't know it was available</i>	<i>Total</i>
Mental health counseling	10	1	1	2	14
Career growth counseling	11	0	0	3	14
Financial planning	5	4	2	3	14
Legal referrals	9	1	0	4	14
Resource library	10	1	0	3	14
Health tracking	8	3	1	2	14





<i>Please indicate the frequency with which you use the following components of your Employee Wellness program:</i>	<i>Not at all</i>	<i>Infrequently</i>	<i>Frequently</i>	<i>Didn't know it was available</i>	<i>Total</i>
Wellness classes	10	1	1	2	14
Fitness class discounts	11	0	1	2	14
Primary care appointments	7	1	3	3	14
Specialty care appointments	7	2	1	4	14

<i>What is your job assignment?</i>	<i>Percent</i>	<i>Count</i>
Administrative, secretarial, or clerical support staff; reception; officer manager	38.46%	5
Budgeting, accounting, auditing, finance, timekeeping, payroll	0.00%	0
Communications or dispatch	0.00%	0
Crime or data analysis; research analyst	7.69%	1
Other:	7.69%	1
Attorney or legal work	0.00%	0
Criminal history record of database management; NCIC specialist	7.69%	1
Community outreach, community service or support, community liaison or organizer, advocate; volunteer coordinator	23.08%	3
Data entry	7.69%	1
Detention, booking, property, evidence, lockup or jail operations	0.00%	0
Evidence: collecting, forensic, fingerprint, crime scene, crime lab, polygraph or scientific analysis	0.00%	0
IT technical or systems support	0.00%	0
Parking enforcement; traffic aide; crossing guard	7.69%	1
Personnel or human resources; counseling	0.00%	0
Planning, policy, grant writing, program development	0.00%	0
Public affairs or media relations	0.00%	0
Trainer, instructor, or training coordinator	0.00%	0
Victim assistance or services, domestic violence outreach	0.00%	0
Facilities or fleet custodial maintenance or management	0.00%	0
Total	100%	13



## APPENDIX F:

# TABLE OF CFS

INCIDENT TYPE	2017	2018	2019	2020	2021	% CHANGE 2017-2021
ACCD UNK/INJURY	226	208	229	194	232	2.65%
ACCIDENT/PD	1674	1650	1552	1370	1184	-29.27%
ACCIDENT/PD/RPT	262	296	306	282	251	-4.20%
ACCIDENT/PI	615	492	480	646	633	2.93%
ACCIDENT/PI/RPT	9	11	8	7	13	44.44%
AFTER HOURS	153	162	63	58	33	-78.43%
ALARM/APARTMT	0	46	145	99	113	
ALARM/HOLDUP	221	145	104	118	98	-55.66%
ALARM/MEDICAL	91	137	104	100	157	72.53%
ALARM/POLICE	2047	2080	2020	1784	1753	-14.36%
ALLERGIC REACT	45	42	25	38	47	4.44%
ALM C/O MEDICAL	7	10	3	4	6	-14.29%
ALM CARBON MONOX	43	44	65	59	54	25.58%
ALM FIRE/APARTMT	94	93	0	0	0	-100.00%
ALM FIRE/BUSINESS	120	134	190	123	100	-16.67%
ALM FIRE/FALSE	3	2	6	1	0	-100.00%
ALM FIRE/HOUSE	76	82	90	65	77	1.32%
ALM FIRE/SCHOOL	7	6	17	6	2	-71.43%
ALM FIRE/TROUBLE	2	3	5	2	1	-50.00%
AMPUTATION	0	8	3	0	1	
ANIMAL COMPLAINT	1003	1095	1113	877	871	-13.16%
APARTMENT FIRE	14	16	13	14	8	-42.86%
APPLIANCE FIRE	23	24	37	34	10	-56.52%
ASSAULT	419	447	456	422	377	-10.02%
ASSAULT/RPT	158	129	122	130	156	-1.27%
ASSIST/CANINE	0	0	0	1	6	



INCIDENT TYPE	2017	2018	2019	2020	2021	% CHANGE 2017-2021
ASSIST/FIRE	39	36	28	39	49	25.64%
ASSIST/POLICE	1518	1465	1679	1587	1294	-14.76%
BIKE THEFT/RPT	38	26	40	29	18	-52.63%
BIRTH OF BABY	79	66	47	67	34	-56.96%
BLEEDING	229	193	210	230	282	23.14%
BOMB/DEVICE	11	0	0	0	5	-54.55%
BOMB/THREAT	7	0	0	7	11	57.14%
BREATHING PROB	634	655	743	761	693	9.31%
BROKEN BONES	53	52	63	53	66	24.53%
BURGLARY	232	273	195	239	351	51.29%
BURGLARY/RPT	129	113	113	101	173	34.11%
BURN	13	8	10	17	5	-61.54%
BUSINESS FIRE	18	0	12	10	21	16.67%
CAR IMPOUND	2	2	4	4	2	0.00%
CAR RELEASE	123	156	183	177	134	8.94%
CAR THEFT	112	167	214	205	193	72.32%
CAR THEFT/RPT	282	283	354	369	373	32.27%
CAR/STALLED	511	579	477	277	236	-53.82%
CHASE/PURSUIT	40	41	35	73	41	2.50%
CHILD ABUSE	104	84	93	74	47	-54.81%
CHOKING	28	18	21	44	22	-21.43%
CIVIL MATTER	1271	1191	1179	1260	1038	-18.33%
CK PROBLEM BURN	94	94	71	117	70	-25.53%
CONDITION/DEBRIS	140	121	117	110	73	-47.86%
COURT ORDERS	200	143	196	212	238	19.00%
CPR NEEDED	0	0	0	0	121	
CUSTOMER TROUBLE	900	697	752	928	774	-14.00%
DAMAGE PROP	187	108	216	147	177	-5.35%
DAMAGE PROP/RPT	271	282	308	287	313	15.50%



INCIDENT TYPE	2017	2018	2019	2020	2021	% CHANGE 2017-2021
DECIBLE LEVEL	0	2	0	0	0	
DISTURBANCE	1817	1742	1783	1957	1863	2.53%
DIZZY/FAINT	155	157	168	123	152	-1.94%
DK/SUSPECTED	325	282	259	149	184	-43.38%
DOMESTIC	3345	2989	3262	3415	3321	-0.72%
DOMESTIC/RPT	162	150	183	164	171	5.56%
DOWN/UNK PROB	158	110	202	235	193	22.15%
DRILL OR TEST	14	31	0	0	0	-100.00%
DROWNING	9	12	12	14	16	77.78%
DRUG OVERDOSE	321	329	357	389	422	31.46%
DRUNK PROBLEM	506	444	448	351	241	-52.37%
DUMPSTER FIRE	12	17	26	16	32	166.67%
ELECTRICAL FIRE	13	7	15	20	11	-15.38%
EMS/PRI 1	41	61	38	25	27	-34.15%
EMS/PRI 3	18	39	37	52	80	344.44%
ESCAPE	0	4	3	0	0	
ESCORT	191	146	148	146	151	-20.94%
EVICTION	4	5	3	7	3	-25.00%
FALL	438	462	425	428	433	-1.14%
FIGHT	823	849	854	734	440	-46.54%
FINGER PRINTS	58	44	70	30	12	-79.31%
FIRE OUT REPORT	6	8	3	9	1	-83.33%
FIRE/PRI 1	2	7	11	9	18	800.00%
FIRE/PRI 3	21	29	39	37	29	38.10%
FIREWORKS	105	116	121	213	105	0.00%
FORGERY	144	86	103	50	39	-72.92%
FORGERY/RPT	126	124	199	156	119	-5.56%
GARAGE FIRE	9	22	12	33	34	277.78%
GAS ODOR	72	95	73	72	57	-20.83%



INCIDENT TYPE	2017	2018	2019	2020	2021	% CHANGE 2017-2021
GRASS FIRE	20	25	12	27	81	305.00%
GUN PERMIT	0	6	1	4	0	
HANGUP 911	1381	1377	1638	1691	1395	1.01%
HARASSMENT	417	410	395	347	359	-13.91%
HAZARDOUS MATTER	0	0	0	1	0	
HEAD INJURY	53	72	90	63	83	56.60%
HEART	549	527	527	534	409	-25.50%
HELP/UNK PROBLEM	363	296	350	366	340	-6.34%
HIT DEER	24	28	17	21	25	4.17%
HOUSE FIRE	38	68	52	58	47	23.68%
HUNTING COMPLAIN	0	3	0	0	0	
ILLEGAL GRILLING	1	0	4	5	1	0.00%
ILLNESS	457	528	548	603	621	35.89%
INFORMATION ONLY	455	553	517	673	661	45.27%
INSPECTION	0	0	1	1	0	
INSULIN PROBLEM	125	138	105	150	136	8.80%
JUNKER VEHICLE	4	1	2	3	2	-50.00%
JUVENILE PROB	570	466	506	303	163	-71.40%
KIDNAP/ABDUC	8	0	20	0	14	75.00%
LANDLORD/TENANT	37	42	33	51	35	-5.41%
LICENSE/CANCEL	0	3	8	2	0	
LICENSE/REVOKED	4	5	2	4	4	0.00%
LICENSE/SUSPEND	2	5	1	0	0	-100.00%
LIFT ASSIST	250	263	401	433	495	98.00%
LITTER/DUMPING	59	53	54	88	63	6.78%
LOCATE ATTEMPT	354	505	419	335	326	-7.91%
LOCKED OUT/IN	98	123	127	87	92	-6.12%
LOUD MUSIC	388	398	406	575	534	37.63%
LOUD PARTY	193	159	152	201	176	-8.81%



INCIDENT TYPE	2017	2018	2019	2020	2021	% CHANGE 2017-2021
MENTAL PROBLEM	923	1099	1149	1419	1831	98.37%
MISSING PERSON	266	305	335	259	264	-0.75%
MOTORIST ASSIST	60	69	176	122	74	23.33%
MUTUAL AID POL	331	315	270	407	397	19.94%
NARCOTICS COMPL	751	705	694	484	304	-59.52%
NEIGHBOR TROUBLE	108	95	88	90	101	-6.48%
NO DATA RECEIVED	1	0	0	0	0	-100.00%
NO PAY	160	90	0	0	0	-100.00%
NOPAY	0	49	124	68	27	
NOTIFICATION	39	42	47	37	27	-30.77%
ON HOLD	0	3	0	0	0	
OPEN DOOR	99	61	84	79	43	-56.57%
PAIN	529	581	637	610	697	31.76%
PARKING COMPLAIN	1240	1223	2343	2601	1236	-0.32%
PARKING PERMIT	115	163	150	119	62	-46.09%
PHONE CALL	1294	1564	1635	1882	2101	62.36%
PHOTOS	0	0	0	1	0	
PICKUP/WARRANT	754	866	764	474	292	-61.27%
POISON	3	5	4	8	13	333.33%
POLICE INVESTIGATN	0	4	5	5	13	
POLICE/PRI 1	10	4	5	31	0	-100.00%
POLICE/PRI 3	34	39	22	16	9	-73.53%
PRACTICE BURN	2	0	0	3	2	0.00%
PROP LOST/FOUND	510	459	425	425	409	-19.80%
PROWLER	81	114	130	142	108	33.33%
PURGE/TEST	0	0	17	25	46	
RECOVERED VEH	400	357	426	451	424	6.00%
REFER ELSEWHERE	0	1	0	0	2	
REPO/PRIVATE TOW	0	123	603	608	690	



INCIDENT TYPE	2017	2018	2019	2020	2021	% CHANGE 2017-2021
REPO/PRIVATETOW	644	359	0	0	0	-100.00%
REPORTED DEAD	149	146	120	140	224	50.34%
RESCUE/EXTRICATE	17	9	10	22	15	-11.76%
RESIDENCE REVIEW	0	19	1	1	1	
RESIDENCE VISIT	407	600	572	162	87	-78.62%
ROBBERY	345	253	234	197	198	-42.61%
ROBBERY/RPT	24	23	49	32	61	154.17%
RUNAWAY	215	202	235	354	187	-13.02%
SAFETY CHECK	200	123	154	173	112	-44.00%
SEIZURE	278	278	292	229	205	-26.26%
SERVE PAPERS	109	97	59	32	34	-68.81%
SEX CRIME	64	117	68	47	74	15.63%
SEX/CRIME/RPT	65	107	131	101	106	63.08%
SHOOTING	57	92	61	154	283	396.49%
SHOOTING RPT	0	0	0	0	51	
SHOPLIFTER	557	552	513	434	304	-45.42%
SHOTS HEARD	305	160	282	365	554	81.64%
SIGN/SIGNAL PROB	46	58	63	56	44	-4.35%
SLUMPER	132	142	202	226	195	47.73%
SMOKE INDOORS	0	23	59	72	38	
SMOKE SEE/SMELL	76	53	0	0	0	-100.00%
SNOWMOBILE COMPL	0	0	1	5	4	
SPILL	12	10	2	4	4	-66.67%
SPOT CHECKING	801	955	659	586	308	-61.55%
STABBING	64	20	46	65	32	-50.00%
STROKE	122	97	135	118	107	-12.30%
SUBJECT STOP	537	615	464	373	124	-76.91%
SUSPICIOUS ACT	2909	3045	2738	2615	1990	-31.59%
SYSTEM DOWN	24	5	0	0	0	-100.00%



INCIDENT TYPE	2017	2018	2019	2020	2021	% CHANGE 2017-2021
TASK AT OFFICE	7	20	1	10	0	-100.00%
TEMP CODE	0	0	0	0	1	
THEFT	1317	1240	1446	1634	932	-29.23%
THEFT FROM AUTO	23	13	50	51	40	73.91%
THEFT/RPT	958	1024	1041	882	866	-9.60%
THFT FRM AUTO RP	331	315	357	392	460	38.97%
THREAT	480	390	483	386	471	-1.88%
TRAFFIC STOP	4852	6265	3931	3969	2356	-51.44%
TRAFFIC/COMPLAIN	650	580	508	535	448	-31.08%
TRAFFIC/WATER	0	0	0	0	1	
TRANSPORT	223	130	41	39	9	-95.96%
TREE/POLE FIRE	5	18	10	30	23	360.00%
TRESPASSING	419	417	500	578	489	16.71%
TRUCK WT/SIZE	0	1	0	0	0	
UNCONSCIOUS	572	577	628	633	564	-1.40%
UNWANTED PERSON	2003	2043	2154	2032	1795	-10.38%
UTILITY CHECK	107	119	136	79	87	-18.69%
VANDALISM	17	8	27	11	15	-11.76%
VANDALISM/RPT	39	36	96	32	27	-30.77%
VEH IN DITCH	40	79	80	34	52	30.00%
VEHCL ABANDONED	198	211	227	188	265	33.84%
VEHICLE FIRE	108	120	90	103	103	-4.63%
WASHDOWN	4	0	0	2	1	-75.00%
WATER/INCIDENT	0	21	13	0	0	
WEAPONS/CARRYING	313	390	440	452	378	20.77%
WEATHER PROBLEM	1	0	0	0	0	-100.00%
WELFARE CHECK	2307	2533	2455	2426	2371	2.77%
WIRE ARCING	9	15	6	18	9	0.00%
WIRE DOWN	12	14	12	10	9	-25.00%





## APPENDIX G:

# DOMESTIC VIOLENCE RESOURCES

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### END VIOLENCE AGAINST WOMEN INTERNATIONAL (EVAWI)

- [Online Learning Institute \(OLTI\) Training Courses](#)

### INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE (IACP)

- [Law Enforcement Response to Domestic and Sexual Violence and COVID-19](#)
- [IACP Agency Self-Assessment and Community Assessment: Approaches to Domestic & Sexual Violence](#)
- [IACP Intimate Partner Violence Response Policy and Training Content Guidelines](#)
- [IACP Model Policy Domestic Violence](#)
- [IACP Domestic Violence Report Review Checklist](#)
- [IACP Successful Trauma-Informed Victim Interviewing](#)
- [Training Program on Enhancing Rural Law Enforcement Response to Violence Against Women](#)

### THE OFFICE OF COMMUNITY ORIENTED POLICING SERVICES (COPS)

- [Identifying and Preventing Gender Bias in Law Enforcement Response to Sexual Assault and Domestic Violence: A Roundtable Discussion](#)
- [Problem-Oriented Guides for Police: Domestic Violence](#)



## APPENDIX H:

# GROUP A OFFENSES

### Group "A" Offenses

<u>NIBRS OFFENSES</u>	<u>NIBRS CODES</u>	<u>NIBRS OFFENSES</u>	<u>NIBRS CODES</u>
<b>Arson</b>	200	<b>Human Trafficking</b>	
<b>Assault Offenses</b>		-Commercial Sex Acts	64A
-Aggravated Assault	13A	-Involuntary Servitude	64B
-Simple Assault	13B	<b>Kidnapping/Abduction</b>	100
-Intimidation	13C	<b>Larceny/Theft Offenses</b>	
<b>Bribery</b>	510	-Pocket Picking	23A
<b>Burglary/B&amp;E</b>	220	-Purse Snatching	23B
<b>Counterfeiting/Forgery</b>	250	-Shoplifting	23C
<b>Destruction/Damage/Vandalism of Property</b>	290	-Theft from Building	23D
<b>Drug/Narcotic Offenses</b>		-Theft from Coin-Operated Machine or Device	23E
-Drug/Narcotic Violations	35A	-Theft from Motor Vehicle	23F
-Drug/Narcotic Equip. Violations	35B	-Theft of Motor Vehicle Parts or Accessories	23G
<b>Embezzlement</b>	270	-All Other Larceny	23H
<b>Extortion/Blackmail</b>	210	<b>Motor Vehicle Theft</b>	240
<b>Fraud Offenses</b>		<b>Pornography/Obscene Material</b>	370
-False Pretenses/Swindle/ Confidence Games	26A	<b>Prostitution Offenses</b>	
-Credit Card/Automatic Teller Machine Fraud	26B	-Prostitution	40A
-Impersonation	26C	-Assisting or Promoting Prostitution	40B
-Welfare Fraud	26D	-Purchasing Prostitution	40C
-Wire Fraud	26E	<b>Robbery</b>	120
<b>Gambling Offenses</b>		<b>Sex Offenses (Forcible)</b>	
-Betting/Wagering	39A	-Forcible Rape	11A
-Operating/Promoting/ Assisting Gambling	39B	-Forcible Sodomy	11B
-Gambling Equip. Violations	39C	-Sexual Assault with An Object	11C
-Sports Tampering	39D	-Forcible Fondling	11D
<b>Homicide Offenses</b>		<b>Sex Offenses (Non-Forcible)</b>	
-Murder/Non-Negligent Manslaughter	09A	-Incest	36A
-Negligent Manslaughter	09B	-Statutory Rape	36B
-Justifiable Homicide	09C	<b>Stolen Property Offenses</b>	280
		<b>Weapon Law Violations</b>	520



## APPENDIX I:

## TABLE OF RECOMMENDATIONS

NUMBER	FINDING	RECOMMENDATION
4.1	The BCPD does not have adequate patrol staffing to respond to the current level of community-driven CFS and have appropriate proactive time.	Based on the relief factor calculated for the BCPD, the department should authorize 12 additional positions and 36 officers for patrol to ensure the department employs enough officers who are able to conduct proactive community-policing activities and time away for training. The number of officers incorporates all time off including “Kelly” days. <sup>56</sup>
4.2	With limited staffing, the BCPD uses a staffing model that does not respond to the CFS demand from the community.	The BCPD currently authorizes ten positions for a 24-hour period. The result is two 12-hour shifts with five positions each. The CFS analysis indicates that demand is significantly higher during the afternoon hours and lowest during the early morning hours. The BCPD should allocate only four positions or sector cars from midnight to noon and then use the increased staffing to staff eight positions from noon to midnight.
4.3	The BCPD uses CSOs for selected CFS but does not fully utilize them for proactive assignments.	The BCPD should continue to use CSO for animal complaints and low-priority assignments, but also deploy them for proactive patrols in business districts or property crime hotspots to serve as a deterrent for crimes and call for an officer if they witness a crime in progress. The CSOs should patrol areas based on crime trends, staying in the location for at least 15 minutes.
4.4	The BCPD handles a high volume of domestic violence calls.	The BCPD should explore training resources available for patrol officers’ response to domestic violence along with integrating the embedded social worker into follow-up when appropriate. The BCPD should also recognize that elevated levels of domestics may indicate that the community believes in their ability to resolve disputes and help victims.
4.5	The BCPD handles a high volume of burglar alarm calls.	The BCPD should work with other City agencies on researching a verified response ordinance and response model. The ordinance could alleviate the prevalence of false alarms and shift the burden of response to private companies.
4.6	The BCPD responds to a high volume of theft reports. Theft reports are common in Brooklyn Center with most of them never being cleared.	The BCPD should continue to pursue a platform for online reporting of criminal offenses and general information from the public. Using online reporting will alleviate the need for a sworn officer to respond to take the report and make reporting more convenient and timelier for the community. The BCPD should additionally research the ability of CSOs to take original investigative reports for theft or other misdemeanor property crimes where there is no suspect information.

56 A Kelly day is the term used for a time away from work because of the accumulation of hours in excess of 80 hours during a two week pay period.



NUMBER	FINDING	RECOMMENDATION
4.7	The BCPD maintains a SWAT Unit to respond to barricaded subjects and hostage situations.	The BCPD should pause using its own SWAT team until staffing levels are stable and the pool of experienced officers increases. Because of the high-risk nature of SWAT operations, frequent training is necessary for which the BCPD does not currently have the required staffing. The BCPD should partner with the Hennepin County Sheriff's Office to respond to incidents requiring a SWAT Unit in Brooklyn Center.
5.1	Six sergeants are needed to maintain 24/7 sergeant staffing.	BCPD should add two sergeants dedicated to supervising the patrol function. Adding the two sergeants to the existing six will allow sergeants to coach and mentor new officers while also providing more flexibility in the schedule to attend training themselves. A total of eight sergeants will allow the department to end the acting supervisor practice.
5.2	Sergeants' time away from patrol necessitates using acting supervisors.	The BCPD should end the acting supervisor practice once two additional sergeants are added. The acting supervisor practice is problematic with new or reluctant officers providing supervision.
5.3	New sergeants need appropriate training to ensure they have basic competencies and advanced skills.	Ensure new sergeants attend a mandatory training program that promotes community policing and organizational justice. With the addition of two sergeant positions, staffing will be sufficient for extended time away for training. Training first line supervisors is fundamental to creating a healthy culture and effective workforce.
5.4	Sergeants are key to fulfilling the mission of the department and set examples for officers about how to carry out the mission.	BCPD should ensure that all sergeants understand how the mission of the department is to be accomplished. Sergeants should be instructed on what specific activities they should model and the management style they should use.
6.1	The BCPD policy states that all follow-ups are handled by the Investigations Division. They are evaluated and assigned based on caseload, case assignment, and an evaluation of solvability factors.	The BCPD should revise their Policy Manual to specify what crimes will be investigated by the Investigations Division and what crimes can be followed-up by the Patrol Division. The policy should also include timelines for when cases will be reviewed and assigned to an investigator.
6.2	The BCPD is authorized for five detective positions and two task force positions. Currently only three detective positions are filled.	The BCPD should add one detective position to staff the Investigations Division with six detectives and one task force officer. If collective bargaining agreements allow for it, the task force positions should have tenure to allow a rotation of officers through the positions. The benefit of rotation is to provide career enhancement opportunities for patrol officers and provide the department with greater depth of knowledge for the Patrol Division. Additionally, task force officers can be pulled back to the BCPD for large investigations, such as homicides.



NUMBER	FINDING	RECOMMENDATION
6.3	The BCPD Patrol staff has limited career advancement opportunities because of the size of the department.	The BCPD should develop a policy to allow patrol officers to be detailed or detached to the Investigations Division once staffing is increased. Doing this will allow patrol officers the opportunity to learn more about investigations, thereby increasing their skill and ability to investigate crimes. Such a policy would also increase communication and the potential for patrol officer and investigators to work together on larger investigations.
6.4	The BCPD sworn detectives conduct the forensic analysis on smartphones and similar devices.	The BCPD should research hiring a non-sworn employee to conduct the forensic analysis of technology. Doing this would free detectives to engage in activities that only sworn employees can do, such as interview and interrogations. In addition, having such as position could be a career path for a records technician or CSO.
6.5	The BCPD currently does not track investigator caseload.	The BCPD should research whether its current RMS can support caseload tracking to better understand investigator's workload and capacity.
7.1	BCPD is severely understaffed in record technicians causing inaccurate crime statistics and delays in fulfilling requests from community members.	The BCPD should immediately fill all authorized positions for record technicians, and should add an additional position to support the expanded Patrol Division to end the report entry backlog and provide better service to community members who request reports and property.
7.2	The records clerks enjoy working at BCPD and provide outstanding customer service.	The BCPD should use current record technician testimonials as recruiting tools. The current staff reported that they enjoy their job and like working for the BCPD. Their positive testimonials could help recruit new employees to the department.
7.3	The physical security of the BCPD station is a concern for employees. Police and personal vehicles are not secured. The survey results found that 53 percent of non-sworn staff feel that parking lot safety is a concern.	The BCPD should work with the City to implement a plan for a physical security solution that balances openness to the community, aesthetics, and security for department employees. The department should consider the safety of the employees and the security of the building housing evidence and sensitive data that needs to be protected.
7.4	The survey results found that the non-sworn staff felt underappreciated compared to their sworn colleagues and lack training opportunities.	The BCPD should use the term professional staff when referring to non-sworn employees to reflect the critical nature of the roles they play for the department. Additionally, the BCPD should seek out more training opportunities for professional staff employees that may fall outside of traditional law enforcement training. For example, the BCPD should partner with local universities or vocational training institutes for computer software training.



NUMBER	FINDING	RECOMMENDATION
7.5	The BCPD needs to dispose of evidence at a faster rate to keep inventory levels below their maximum space.	The BCPD should start using FileonQ to push evidence status requests to case officers and create policies that ensure they are returned promptly to avoid purchasing additional space to store evidence.
8.1	Interviews and the focus group provided evidence that both community members and officers believe crime is out of control.	The BCPD leadership team should create a written and well communicated comprehensive crime reduction strategy collaboratively with the community. The BCPD should lead the creation but solicit and consider feedback from the community, local schools, and the city manager before implementation. The strategy should specify the methods for identifying problems and the decision-making process for formulating tactics. The strategy should be communicated to patrol officers and CSOs with enough detail that they understand how they can implement the plan. The BCPD should communicate the perception of a crime trend and possible solutions to the affected neighborhood.
8.2	Interviews found a lack of direction for patrol officers.	Using the crime reduction strategy from Recommendation 8.1, the Patrol Division leadership should make it clear to the patrol officers the style of policing desired by the department and the community. Patrol officers should be given specific guidance as to what activities to engage in for crime prevention efforts. The guidance should be driven by the overall strategy and trends based on data analysis.
8.3	The focus group found that the community supports officers and would like to see more officers hired and increased patrols. Surveys and interviews found that officers are emotionally exhausted, do not believe they are supported, and feel isolated.	The BCPD should leverage the support of community members by collaborating with the community to hold community member police academies, coffee- with-a-cop sessions, or similar events. The BCPD should research partnering with the local business owners to hold officer appreciation activities that recognize officers doing outstanding work. Bringing the community together with the officers for positive interactions should foster a reciprocal appreciation for both groups and help to foster renewed partnerships.
9.1	Officers report emotional exhaustion, stress, and no support from City government.	The Chief should proactively sponsor the officer wellness program and identify, to the extent possible, greater resources by allocating more personnel to the wellness effort and reaching out to other agencies with similar programs to use as a model. BCPD should seek external funding through grants from such sources as the US Department of Justice, Office of Community Oriented Policing Services (COPS) and the Law Enforcement Mental Health and Wellness Act (LEMHWA) Program.
9.2	Officers feel that the community does not understand the job of a police officer.	BCPD and the City should initiate programs to create positive interactions with the community enabling the community and officers to learn about each other. Some examples include citizens' police academies, police athletic leagues, and officer appreciation banquets hosted by local businesses. All of these programs contribute to officers interacting with the public in a non-enforcement context.