

Part 3:

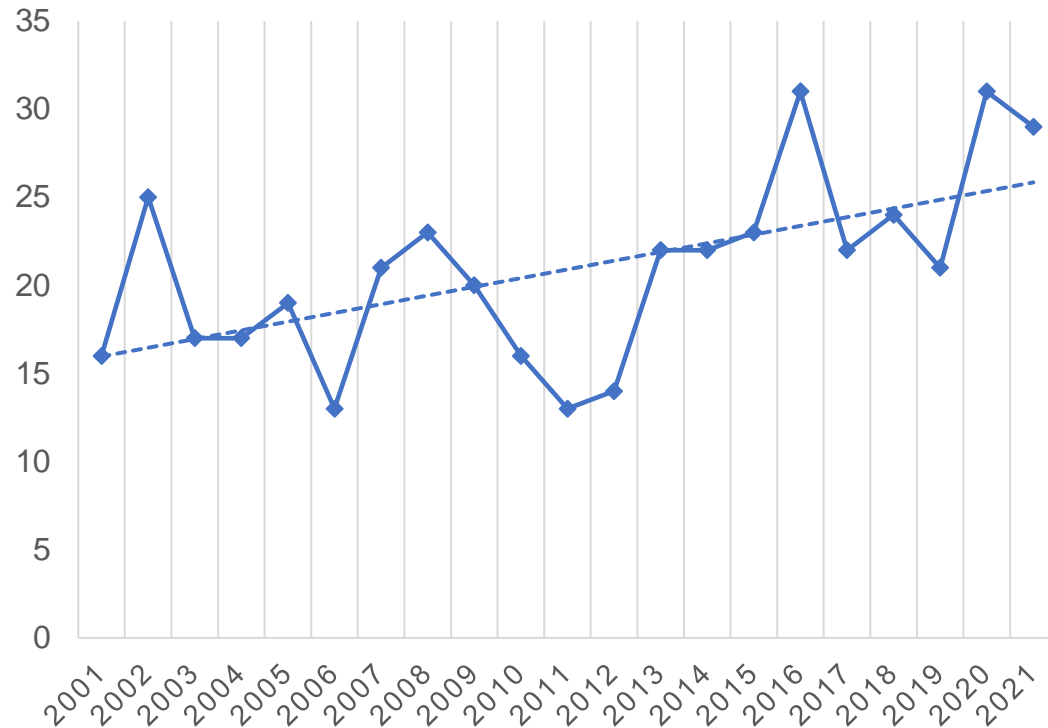
Causes

The Role of Law Enforcement

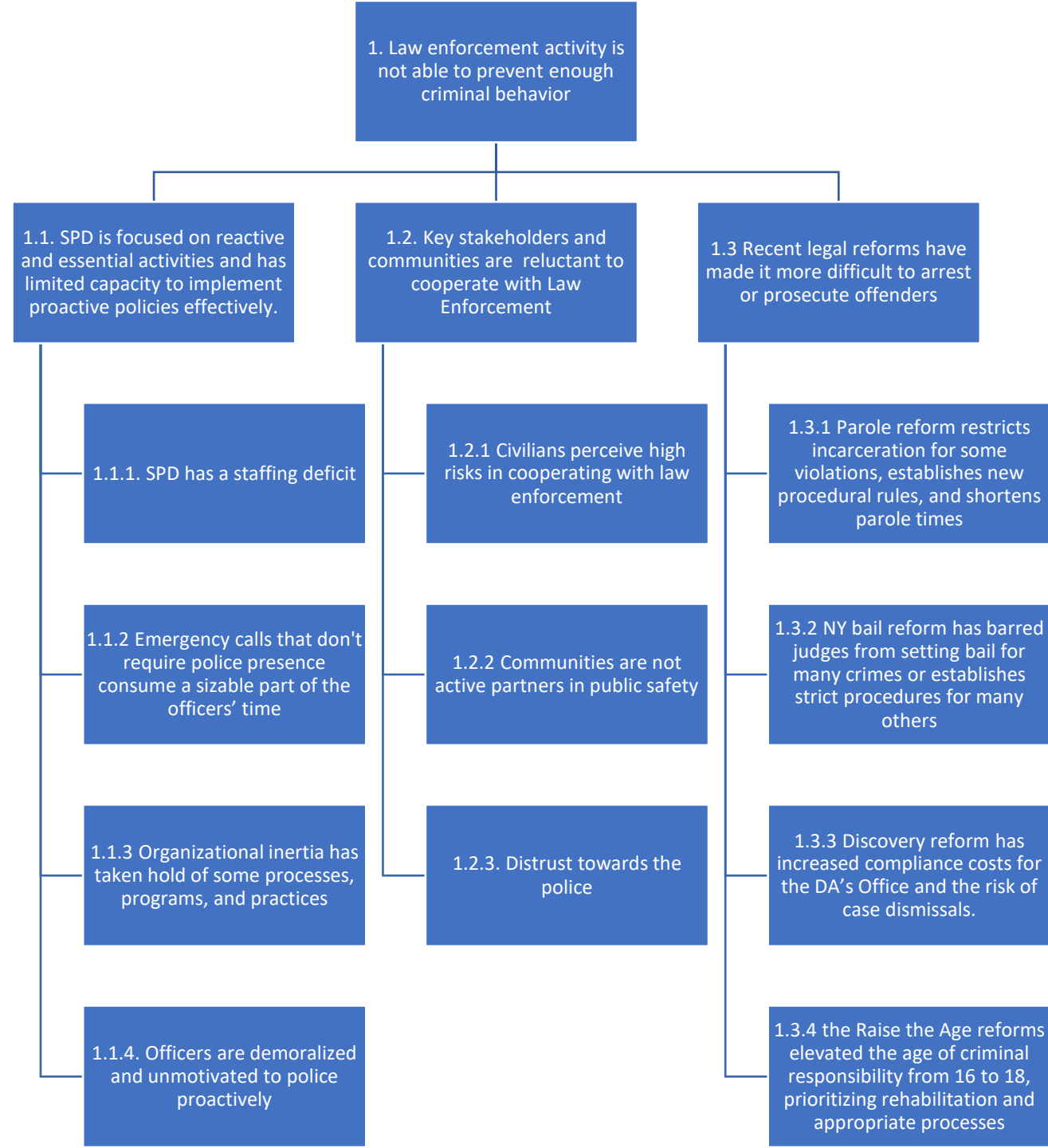
Cause 1: Law enforcement activity is not able to prevent enough criminal behavior

Law enforcement services, as they are currently provided, are not preventing enough violent criminal behavior

NUMBER HOMICIDES, 2001-2021



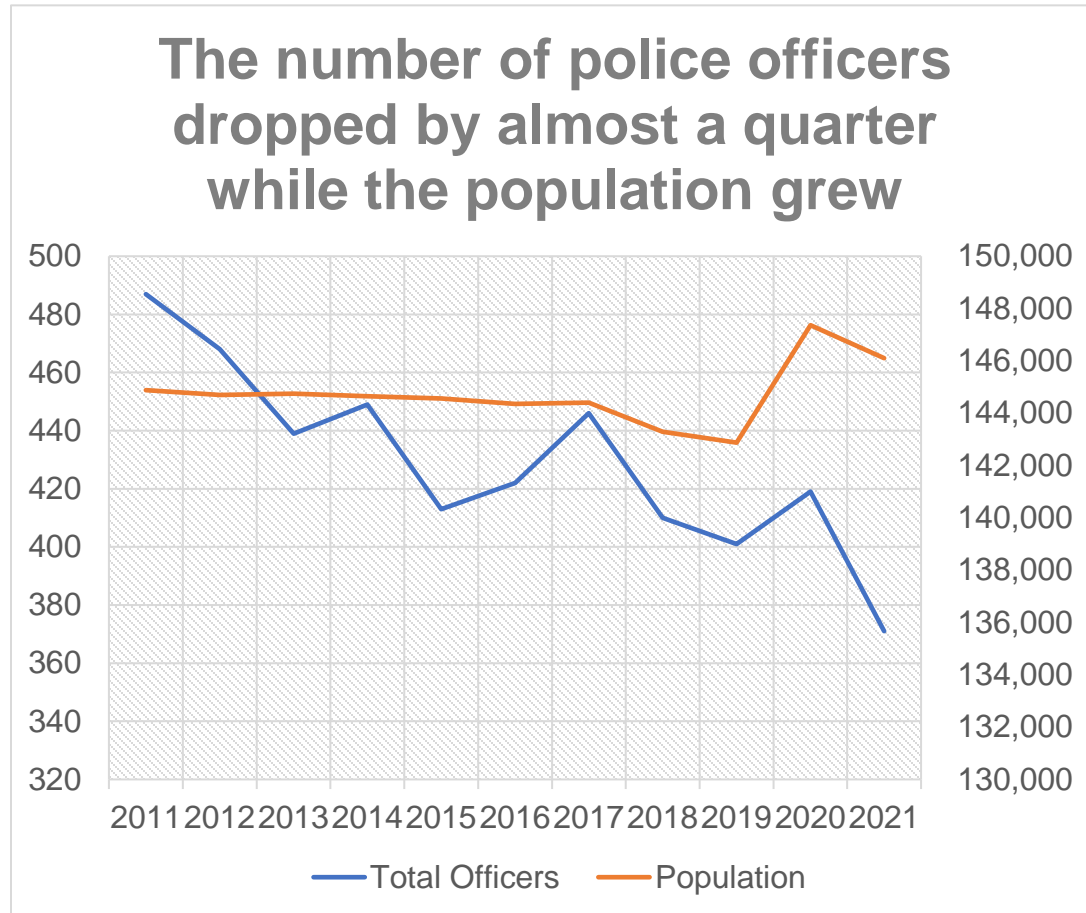
- 26 different proactive programs.
- GIVE.
- RICO.
- Drug conspiracy and gun trafficking investigations.
- Plus, regular patrolling and emergency work.
- All this driven by highly proficient data analysis



Sub-cause 1.1:
SPD is focused on reactive and essential activities and has limited capacity to implement proactive policies effectively.



Sub-cause 1.1.1: The first is that SPD has a substantial staffing deficit



The number of police officers per ten thousand inhabitants went from 33.6 to 25.4.

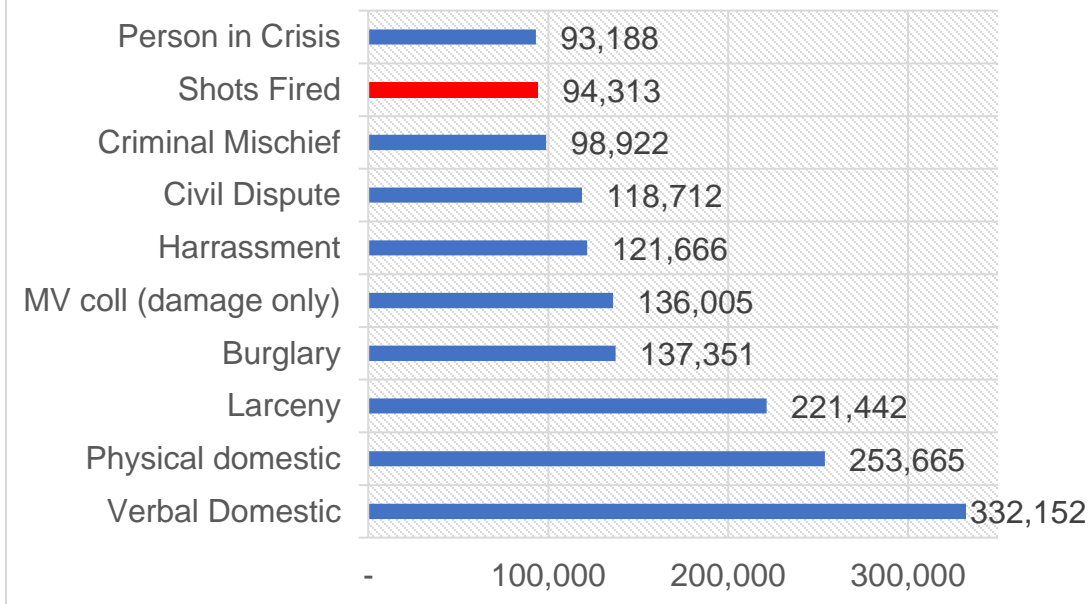
The workload of 487 officers must be distributed among 371.

This work overload will result in tradeoffs: prioritizing emergencies over proactive activities.

If SPD's officers must answer more service calls, they will have less time for discretionary patrolling, building relationships with community members, or solving public safety-related problems.

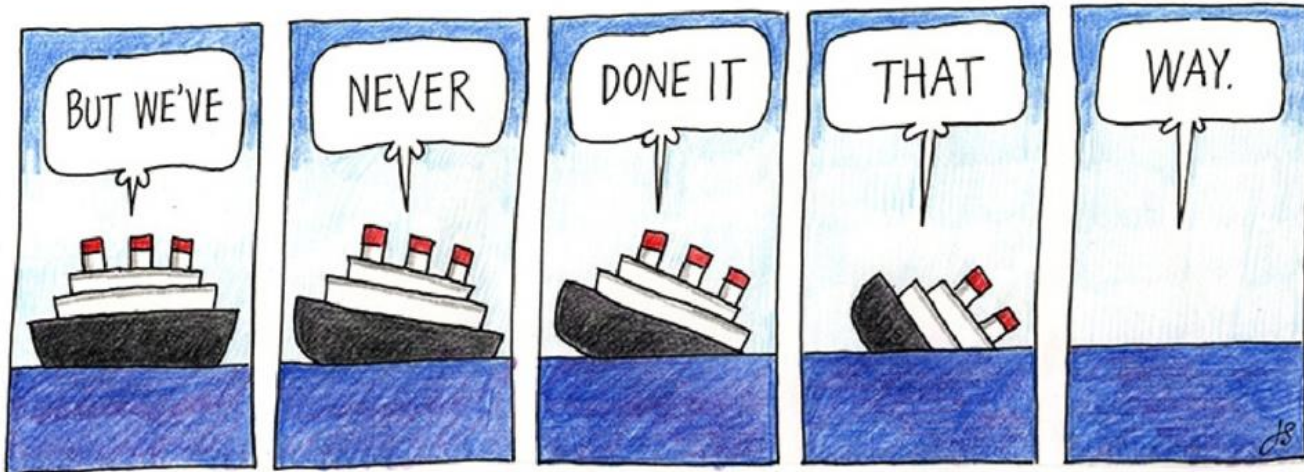
Sub-cause 1.1.2: Emergency calls that don't require police presence consume a sizable part of the officers' time

SPD officers spend seven times more minutes on non-police-related calls than attending to gunshots



- The time officers spend on emergencies is disproportionately consumed by calls that could be handled by other government agencies, such as civil disputes between neighbors that don't involve violence.
- Example: Officers spend 3.5 times more minutes in domestic verbal disputes (no physical violence) than in shootings

Sub-cause 1.1.3: Organizational inertia has taken hold of many processes, programs, and practices



- SPD has established a set of responses to violent crime.
- At specific points in time, these responses were quite successful.
- Initial success gave way to rigidity, keeping these policies and processes unaltered, despite the evident growth in violent crime.
- Example: the GIVE initiative.
- Where is the experimentation? Problem-solving? Learning?

Sub-cause 1.1.4: Officers are demoralized and unmotivated to police proactively

The number of resignations grew exponentially in the last two years

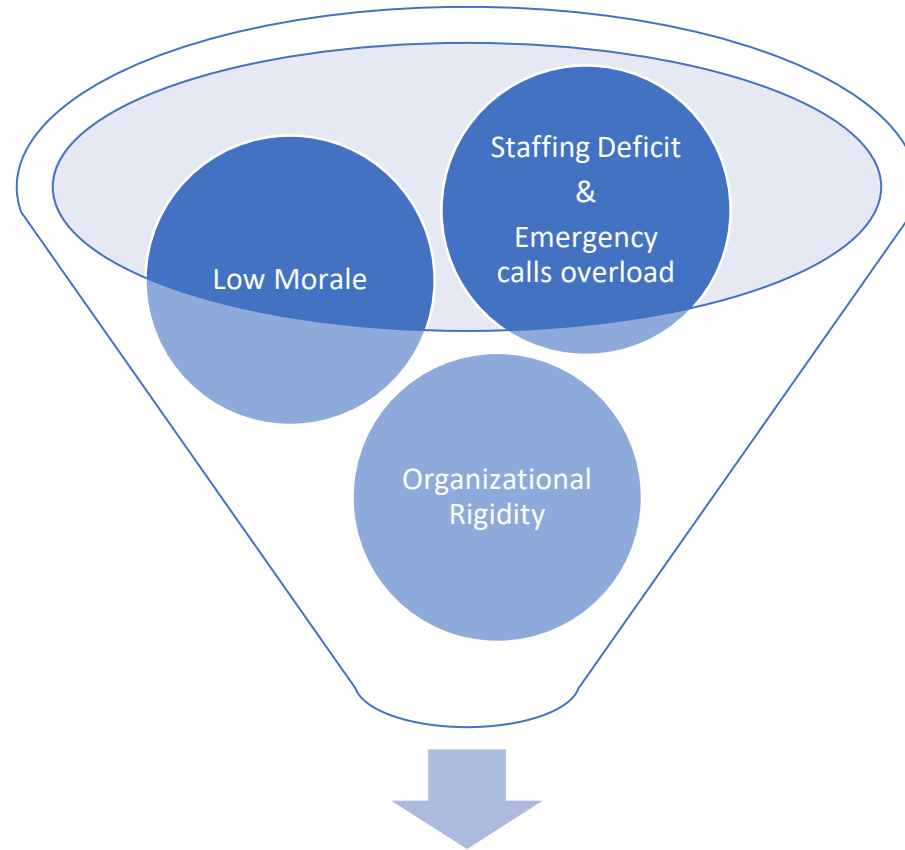


- George Floyd's killing was a watershed moment.
- Syracuse didn't burn, but it had its fair share of protests and some vandalism.
- Key legal reforms to increase oversight and controls.
- Legal challenges.
- The post-Floyd political and legal landscape is hostile, with significant risks for those who police proactively.

Sub-cause 1.1.4: Officers are demoralized and unmotivated to police proactively



- This increase in resignations is coupled with a historical decrease in applications for police officer exams.
- Since 2013 the number of people that apply for this exam has decreased by 67%.
- Fewer people are attracted to a police officer's career.



Little proactivity

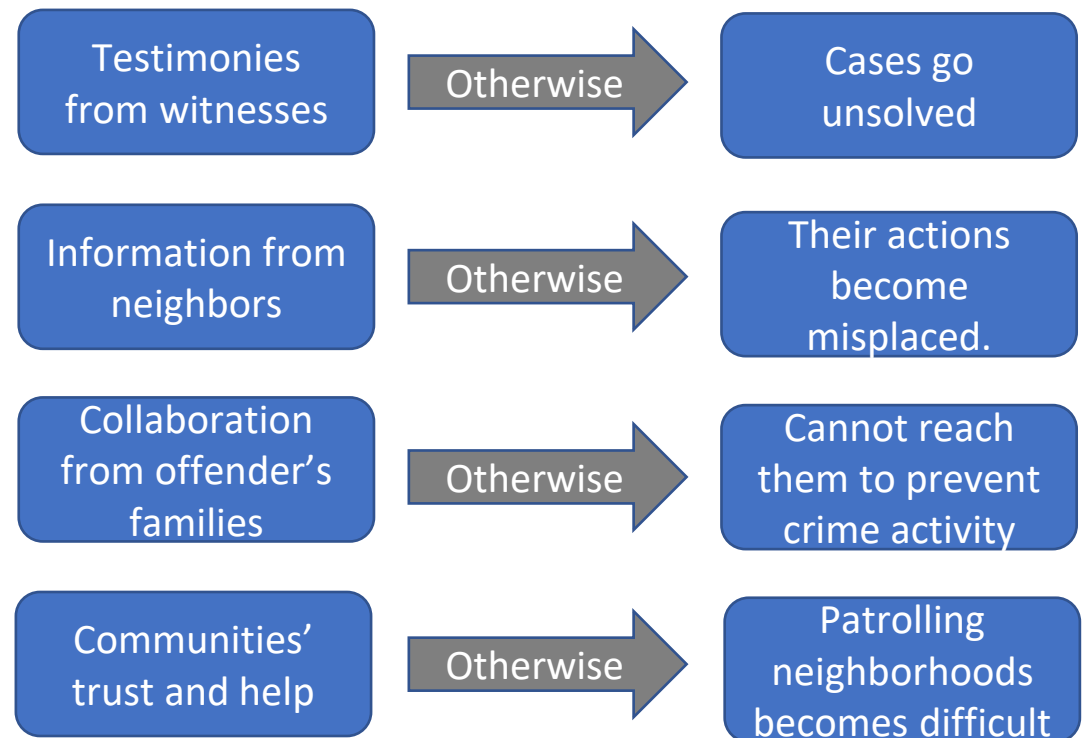
Sub-cause 1.2: Key stakeholders and communities are not cooperating with Law Enforcement.

“The police are the public, and the public are the police” – Sir Robert Peel



SIR ROBERT PEEL.

The Police need:



Sub-cause 1.2.1: Civilians perceive high risks in cooperating with law enforcement



Photo: Syracuse.com

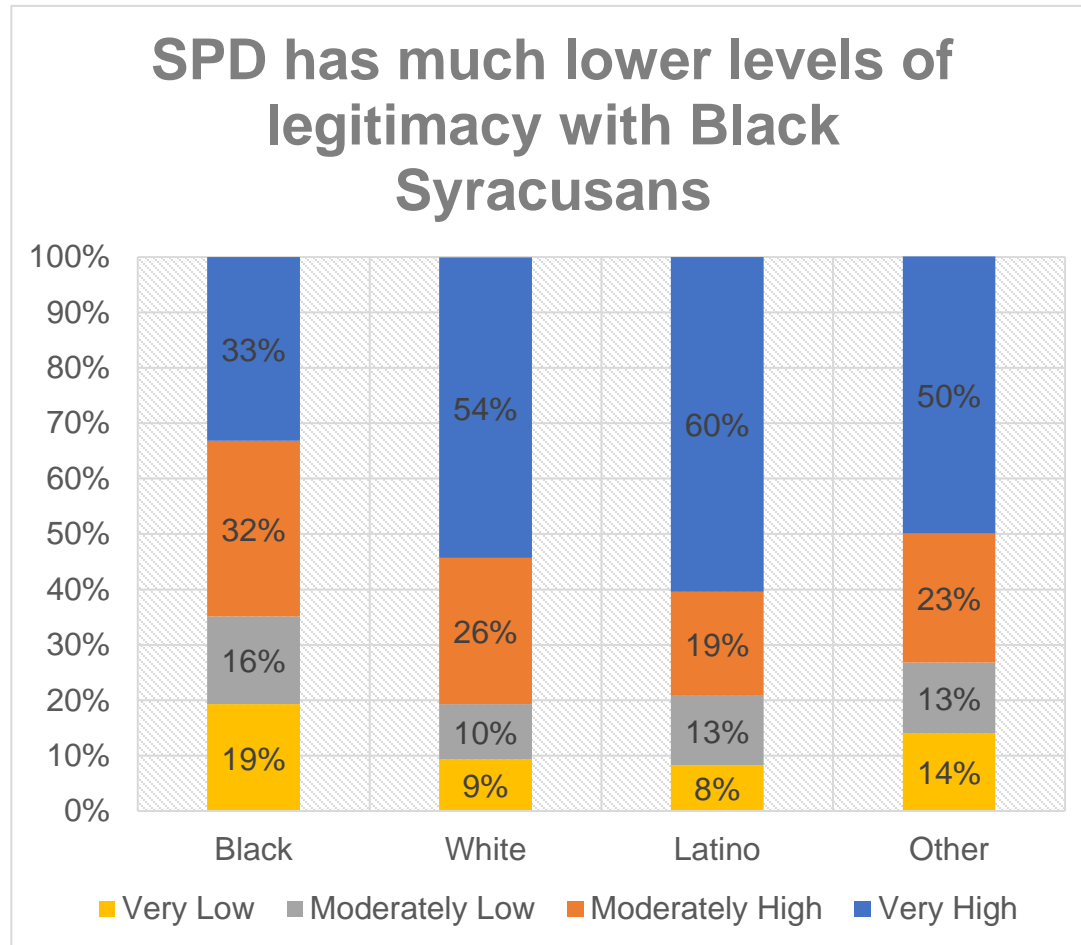
- People refuse to cooperate because they are afraid of the consequences.
- They live in places where gang and associated individuals have a powerful influence.
- Shootings are regular occurrences, and gang and associated individuals members are willing to kill someone for the most trivial reasons.
- Ex: Zachary Holloway's murder witness.



Sub-cause 1.2.2: communities are not active partners in public safety

- SPD and other law enforcement agencies do try to contact citizens constantly.
- For example, district commanders and supervisors attend monthly community meetings where they engage directly with citizens.
- BUT, civilians are not active partners in Law Enforcement's planning, implementation, and evaluation processes because there are no programs where the public engages in building solutions to public safety problems beyond providing information.
- People do not feel any ownership over what law enforcement does and, consequently, do not actively cooperate with them

Sub-cause 1.2.3: Distrust towards the police



SPD is distrusted more by the communities from which it needs the most help to tackle this issue:

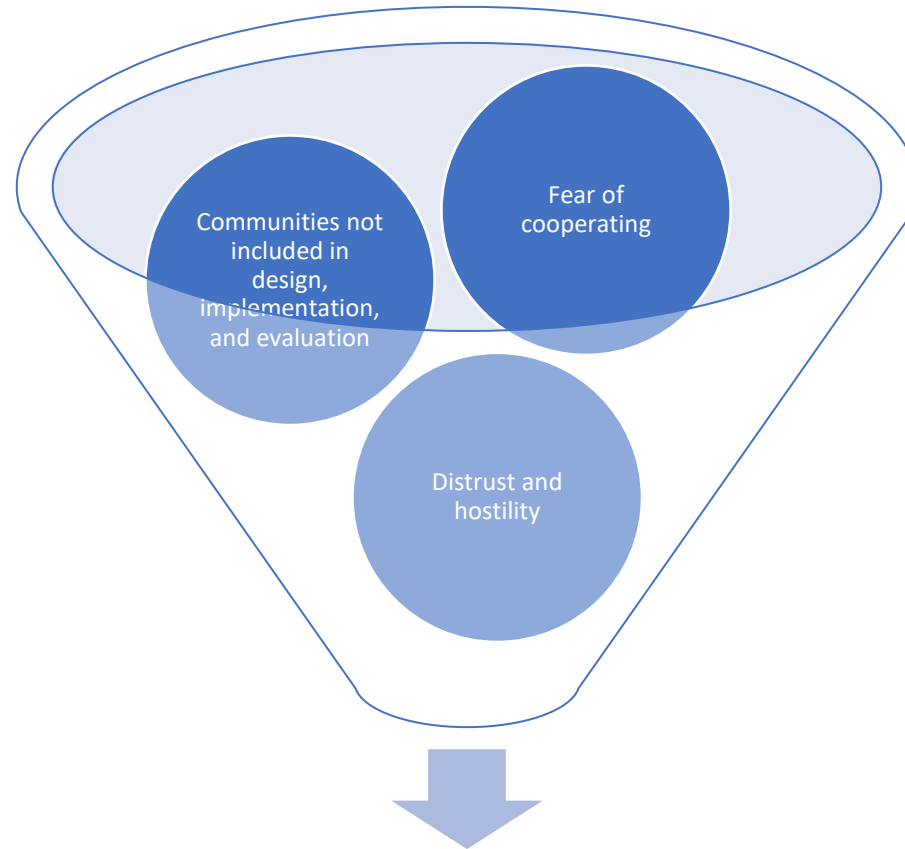
After Floyd: Criticism, calls for reform, contentious debate, and massive protests.

This took a toll on the public's trust in the police. Particularly with Blacks and Hispanics.

Black Americans had lower levels of trust, to begin with.

Syracuse follows this national trend.

Clusters of violence have higher levels of Black and Latino residents.



Opposition and reticence from stakeholders and communities