BerryDunn

Key Staffing and Operations Review for City of Gresham

Supplemental Data and Information

CITY OF GRESHAM OREGON

Submitted by:

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Figure S1.1: Community Map

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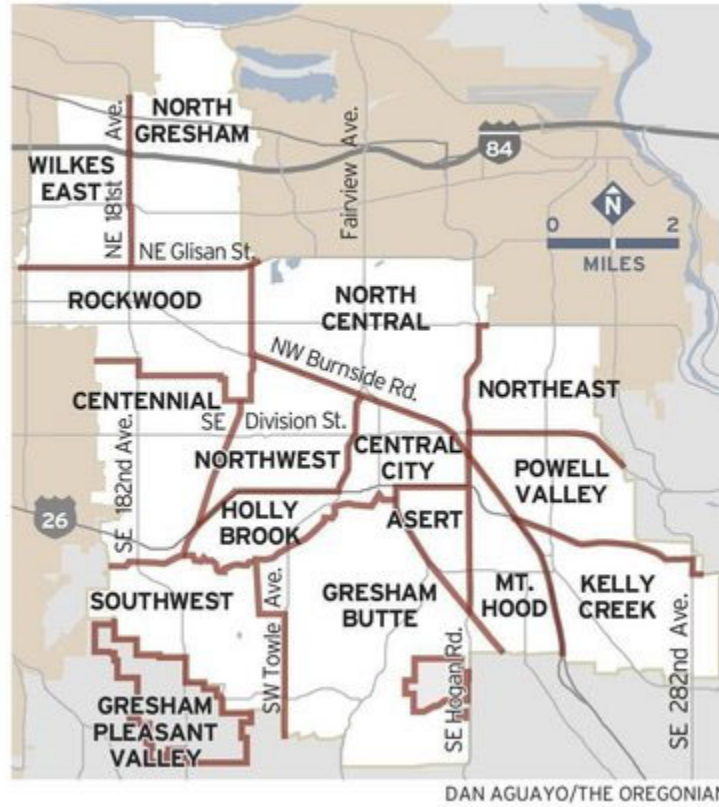
Table S1.2: Population Trends

Population	1980 Census	1990 Census	2000 Census	2010 Census	2019 ACS Est.	2020 Projected*
Population	33,005	68,235	90,205	101,450	110,494	111,499
Increase		35,230	21,970	11,245	9,044	10,049
% Change		106.74%	32.20%	12.47%	8.91%	9.91%

Source: U.S. Census Bureau

Table S1.3: Population Age Ranges

Population by Age	2010 Census	2010 Percent	ACS 2019 Number	2019 Percent	2010-2019 Pct. Change	2020 Projected	2020 Projected Pct.
0 - 4	7,185	7.08%	7,034	6.37%	-2.10%	7,017	6.29%
5 - 9	7,340	7.24%	7,525	6.81%	2.52%	7,546	6.77%
10 - 14	7,148	7.05%	7,772	7.03%	8.73%	7,841	7.03%
15 - 19	7,677	7.57%	7,298	6.60%	-4.94%	7,256	6.51%
20 - 24	7,270	7.17%	6,972	6.31%	-4.10%	6,939	6.22%
25 - 34	15,683	15.46%	15,781	14.28%	0.62%	15,792	14.16%
35 - 44	13,197	13.01%	15,097	13.66%	14.40%	15,308	13.73%
45 - 54	14,655	14.45%	13,874	12.56%	-5.33%	13,787	12.37%
55 - 59	6,037	5.95%	7,305	6.61%	21.00%	7,446	6.68%
60 - 64	4,506	4.44%	6,815	6.17%	51.24%	7,072	6.34%
65 - 74	6,125	6.04%	9,133	8.27%	49.11%	9,467	8.49%
75 - 84	3,057	3.01%	3,848	3.48%	25.88%	3,936	3.53%
85+	1,570	1.55%	2,040	1.85%	29.94%	2,092	1.88%
Total	101,450		110,494			111,499	

Source: U.S. Census Bureau

Figure S1.4: City Government Organizational Chart

City of Gresham

Residents of Gresham

Council Advisory Committees

Mayor & City Council

City Manager

City Attorney's Office
Advice, Opinions & Training
Litigation
Legislation & Legal Documents
Paralegal Services
Risk Management
Administration

Office of Governance & Management
Governance
　　Mayor & Council Support
　　City Management & Administration
　　Legislative Affairs
Citywide Services
　　Communications
　　Facilities & Fleet Management
　　Human Resources
　　Emergency Management
　　Geographic Information Systems
Community Livability
　　Livability & Code Services
　　Neighborhoods & Community Enhancement
　　Mediation Services

Environmental Services
Transportation Services
Development Services
Watershed Management
Drinking Water
Wastewater Collection & Treatment
Solid Waste & Sustainability

Information & Technology
Network Systems Administration
Web, Database & Application Services
Operations & User Support

Fire & Emergency Services
Emergency Operations
Administration
Training & Safety
Life Safety

Budget & Finance
Finance & Accounting Services
Financial Operations
Budget & Financial Planning

Police
Operations
Administration
Services / Records
Investigations

Urban Design & Planning
Development Planning & Urban Design
Comprehensive Land Use & Transportation Planning
Natural Resources

Parks
Parks Operations & Maintenance

Community Development
Community Enforcement
Rental Housing Inspections
Small Business Assistance
Building Inspection
Permit Services
Community Revitalization

Urban Renewal Administration
Urban Renewal Support

Economic Development
Economic Development Services

Source: Agency Provided Data

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Table S1.5: Gresham General Fund Operating Budget

Gresham General Fund Operating Budget	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21	% Change FY16-17 to FY20-21
Revised Budget	$58,611,975	$65,425,846	$68,804,196	$71,345,558	$72,003,159	22.85%
Percent Change		11.63%	5.16%	3.69%	0.92%	

Source: Agency Provided Data

Table S1.6: GPD Operating Budget

GPD Operating Budget	FY16-17 Revised Budget	FY17-18 Budget	FY18-19 Budget	FY19-20 Budget	FY20-21 Budget	% Change FY16-17 to FY20-21
Budget	$31,746,223	$35,440,238	$37,636,161	$39,307,078	$39,477,202	24.35%
Percent Change		11.64%	6.20%	4.44%	0.43%	

Source: Agency Provided Data

Figure S1.7: Police Department Organizational Chart
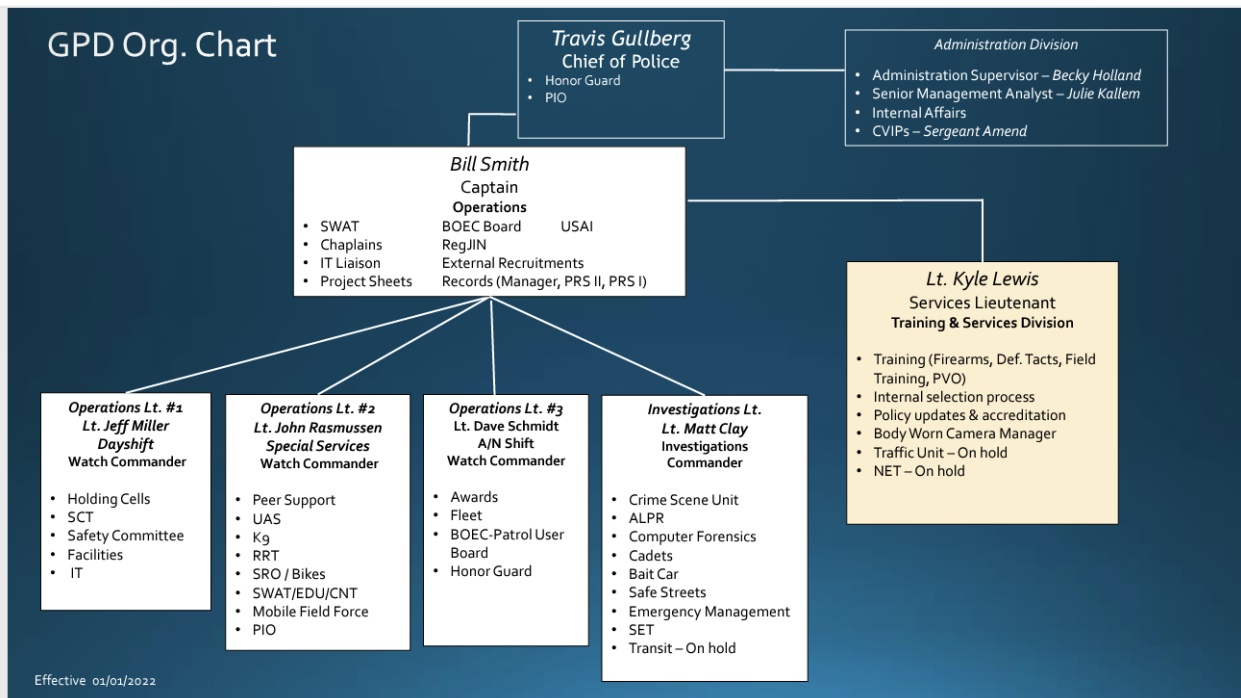
Source: Agency Provided Data

Table S1.8: Historic Staffing Levels

Year	Population	# of Sworn	# of Non-Sworn
2015	110,901	119	30
2016	111,491	122	31
2017	112,466	125	30
2018	111,797	132	31
2019	110,692	130	31

Source: FBI Uniform Crime Reports

Table S1.9: Part 2 Crimes – Agency Data

Incident Description	2019	2020	2021	Avg.	% Change '20-'21
Alcohol/Drug/Narcotic Offenses	228	82	20	110	-75.61%
All Other Offenses	257	221	156	211	-29.41%
Arson	3	4		4	-100.00%
Assault Offenses	654	670	482	602	-28.06%
Burglary	40	33	30	34	-9.09%
Carjacking	2	1	1	1	0.00%
Curfew/Loitering/Vagrancy Violations	4			4	0.00%
Destruction/Damage/Vandalism of Property	302	316	260	293	-17.72%
Disorderly Conduct/Obstruction	113	79	39	77	-50.63%
Driving under the Influence	284	220	162	222	-26.36%
Fraud/Forgery Offenses	383	404	338	375	-16.34%
Motor Vehicle Crash	425	463	515	468	11.23%
Motor Vehicle Theft	29	8	17	18	112.50%
Murder/Attempted Murder	2	4	1	2	-75.00%
Prostitution Offenses		2	1	2	-50.00%
Robbery	7	7	17	10	142.86%
Sex Offenses	54	58	36	49	-37.93%
Stolen Property Offenses	174	102	68	115	-33.33%
Traffic Violations		2	2	2	0.00%
Weapons	122	154	86	121	-44.16%
Totals	3,083	2,830	2,231	2,715	-21.17%

Source: Agency Provided Data

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Table S1.10: Part 2 Crimes – NIBRS Data

Part 2 Offenses - NIBRS	2018	2019
Simple Assault/Intimidation	734	709
Human Trafficking/Commercial Sex Acts	0	0
Kidnapping/Abduction	5	16
Bribery	0	0
Counterfeiting/Forgery	84	90
Damage/Vandalism of Property	889	842
Fraud/Embezzlement	798	750
Computer Hacking	11	13
Stolen Property Offenses	30	25
Animal Cruelty	3	5
Drugs/Narcotics	584	538
Gambling	0	0
Pornography/Obscene	29	33
Prostitution	8	0
Weapons Violations	147	161
Totals	**5,340**	**5,201**

Source: NIBRS

Table S1.11: Call for Service Totals - RMS

CFS Types	2019	2020	2021
All Other Offenses	81	47	28
Animal	6	2	1
Assistance Public/Other Agency	47	50	44
Civil Complaint	19	22	28
Damage to Property			2
Death Investigation	102	106	153
Detox	45	1	
Disorderly Conduct/Disturbance	3	2	6
Domestic	16	21	17
Drug/Narcotics	6	1	
Elder Care	2	2	1
Explosive Device Unit		1	3
Family Offense		1	2
Harassment/Phone Harassment	1		
Impound Vehicle	204	114	126
Information	142	52	84
Medical/Injury/Accident	4	6	5
Mental Health	37	66	49
Missing Persons/Runaway	280	245	236
Property Lost/Found/Confiscated	285	212	141
Protection Orders	10	5	9
Sex Offender Registration	446	99	
Suicide/Attempted Suicide	10	8	8
Suspicion	20	24	14
Threats	12	5	3
Traffic	23	12	8
Trespassing	1	1	4
Warrant Arrest	3	2	4
Weapons Violation/Shots Fired	1	1	3
Welfare Check	20	29	16

CFS Types	2019	2020	2021
Grand Total	**1,826**	**1,137**	**995**

Source: GPD Records data

Chapter 2: Organizational Leadership and Culture

Table S2.1: Respondent Profile

Unit Assignment	Total
Executive and Command Staff, Sworn	7
Non-Sworn Supervisor or Manager	23
Other Non-Sworn Personnel	5
Patrol – Sworn Officer	14
Investigations Division – Sworn	38
Specialty Division or Assignment – Sworn	12

Source: Organizational Survey

Chapter 3: Operations and Staffing

Table S3.1: Call Received to Dispatched

Priority	Incident Count	Lag Time to Dispatch
1	654	0:02:15
2	8,446	0:02:40
3	2,977	0:03:04
4	8,365	0:06:30
5	23	0:36:23
6	6,098	0:27:51
7	7,819	0:35:12
9	151	0:26:10
Total	**34,533**	

Source: Police Department CAD Data

Chapter 4: Patrol Services

Figure S4.1: District/Beat Map

The City of Gresham by Police District
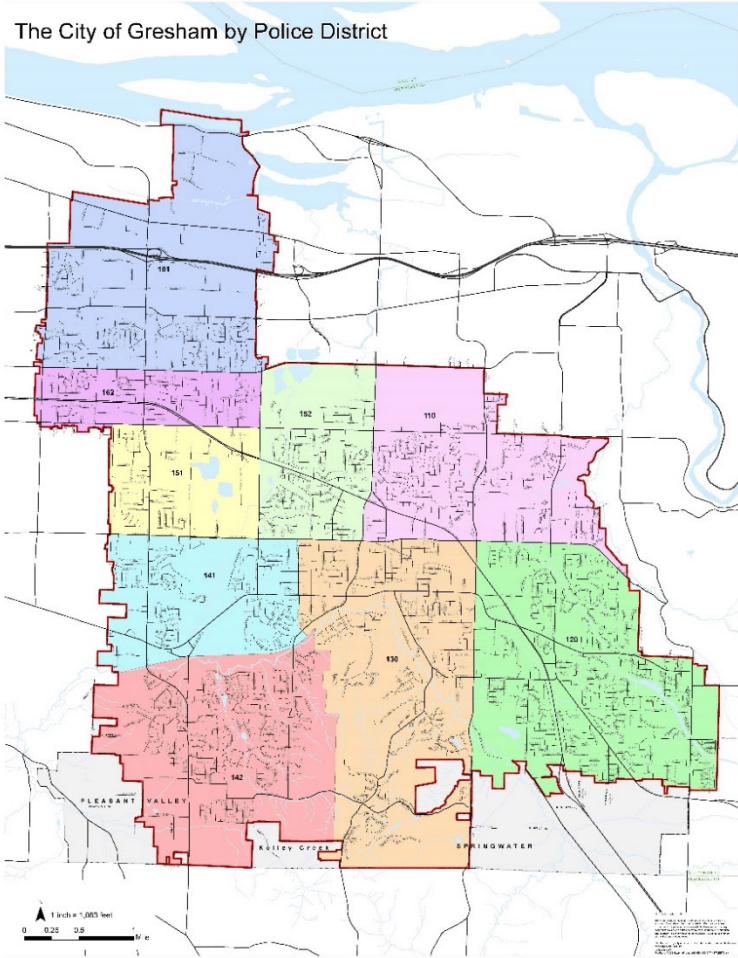
Source: Agency Provided Data

Table S4.2: Patrol Watch Shift Hours

Shift	Begin	End	# of Hours	Maximum Number Scheduled per Day	Shift Minimum (formal or informal)
Dayshift 1	0600	1600	10	3	1
Dayshift 2	0600	1600	10	12	7
Afternoon Shift 1	1430	0030	10	3	1
Afternoon Shift 2	1430	0030	10	12	7
Night Shift 1	2100	0700	10	3	1
Night Shift 2	2100	0700	10	11	7

Source: Agency Provided Data

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Table S4.3: Patrol and Supplemental Patrol Unit Hours - Full

Unit	2020 Hours on Call			2021 Hours on Call		
Patrol	**Community**	**Officer**	**Total**	**Community**	**Officer**	**Total**
Patrol	28036:47:26	3511:40:37	31548:28:03	24007:16:39	2704:13:42	26711:30:21
Sub-Total	**28036:47:26**	**3511:40:37**	**31548:28:03**	**24007:16:39**	**2704:13:42**	**26711:30:21**
Supplemental Patrol	**Community**	**Officer**	**Total**	**Community**	**Officer**	**Total**
Desk Officer	535:09:26	27:52:35	563:02:01	342:58:10	11:50:50	354:49:00
Division Commander	114:26:55	15:13:33	129:40:28	35:08:00	30:12:41	65:20:41
K-9	303:19:59	99:06:47	402:26:46	281:13:41	54:34:19	335:48:00
NET	182:31:36	377:38:38	560:10:14	85:28:19	311:37:37	397:05:56
Off-Duty Officer	36:52:22	11:31:33	48:23:55	6:21:33	12:19:43	18:41:16
Patrol Sergeant	1510:21:05	366:05:43	1876:26:48	1181:53:36	283:58:12	1465:51:48
Services Coordination Team	427:08:51	123:58:39	551:07:30	424:30:59	140:26:16	564:57:15
Street Crimes	42:56:47	63:29:48	106:26:35	24:52:10	7:02:19	31:54:29
School Resource Officer	130:38:03	434:18:57	564:57:00	52:15:15	464:31:34	516:46:49
Sub-Total	**3283:25:04**	**1519:16:13**	**4802:41:17**	**2434:41:43**	**1316:33:31**	**3751:15:14**
Investigations and Task Forces	**Community**	**Officer**	**Total**	**Community**	**Officer**	**Total**
Investigations	434:51:48	146:45:18	581:37:06	343:10:41	119:16:46	462:27:27
Investigations Sergeant	63:21:05	29:32:19	92:53:24	52:19:12	27:24:54	79:44:06
Gang Enforcement	210:56:13	209:39:43	420:35:56	104:33:55	42:57:35	147:31:30
Property/Evidence	175:42:12	31:02:58	206:45:10	63:50:48	5:48:41	69:39:29
Sub-Total	**884:51:18**	**417:00:18**	**1301:51:36**	**563:54:36**	**195:27:56**	**759:22:32**

Unit	2020 Hours on Call			2021 Hours on Call		
Non-Patrol	**Community**	**Officer**	**Total**	**Community**	**Officer**	**Total**
Air Support	35:46:42	0:32:57	36:19:39	23:17:49	3:01:29	26:19:18
Chief	0:39:36	0:31:11	1:10:47	0:24:43	1:22:41	1:47:24
Cadet/Explorer	0:00:00	0:00:00	0:00:00	18:06:19	41:38:20	59:44:39
Crisis Negotiation	5:33:45	3:42:03	9:15:48	0:00:00	0:00:00	0:00:00
Emergency Management	2:05:57	0:36:33	2:42:30	1:07:28	3:26:23	4:33:51
Gresham Road Unit	0:00:00	0:00:00	0:00:00	7:09:57	0:00:00	7:09:57
Information	0:56:33	0:00:00	0:56:33	0:00:00	0:00:00	0:00:00
Management Services	6:26:31	0:00:00	6:26:31	0:00:00	0:00:00	0:00:00
SWAT	0:00:00	0:00:00	0:00:00	1:17:04	0:00:00	1:17:04
Unknown	4:29:53	0:00:00	4:29:53	42:17:44	7:02:49	49:20:33
Sub-Total	**55:58:57**	**5:22:44**	**61:21:41**	**93:41:04**	**56:31:42**	**150:12:46**
Traffic	**Community**	**Officer**	**Total**	**Community**	**Officer**	**Total**
Traffic	1403:01:49	590:48:30	1993:50:19	1054:04:02	594:28:27	1648:32:29
Traffic Sergeant	0:33:25		0:33:25			
Sub-Total	**1403:35:14**	**590:48:30**	**1994:23:44**	**1054:04:02**	**594:28:27**	**1648:32:29**
Non-CFS	**Community**	**Officer**	**Total**	**Community**	**Officer**	**Total**
Admin Case Number Request	0:00:00	0:09:52	0:09:52	6:41:45	0:00:00	6:41:45
Area Check	308:22:33	127:18:48	435:41:21	233:15:00	137:14:28	370:29:28
Bar Check	0:00:00	0:00:00	0:00:00	0:00:00	0:03:04	0:03:04
Community Contact	0:00:00	15:10:55	15:10:55	0:00:00	6:42:50	6:42:50
Community Meeting	0:00:00	22:34:10	22:34:10	0:00:00	7:21:30	7:21:30

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Unit	2020 Hours on Call			2021 Hours on Call		
Community Other	0:00:00	19:57:01	19:57:01	0:00:00	14:40:44	14:40:44
Community Policing	29:04:10	298:48:27	327:52:37	0:00:00	196:07:37	196:07:37
Community Problem Oriented Policing	0:00:00	22:17:56	22:17:56	0:00:00	17:53:38	17:53:38
Community Service	0:00:00	3:15:46	3:15:46	0:00:00	0:00:00	0:00:00
Detail	35:51:52	731:49:10	767:41:02	13:32:47	705:54:31	719:27:18
Follow-Up	515:18:18	1891:39:42	2406:58:00	331:19:28	1494:42:08	1826:01:36
Food Basket	1:46:29	1:25:01	3:11:30	0:46:40	0:00:00	0:46:40
Information Broadcast	130:01:05	2:04:24	132:05:29	40:10:32	3:29:58	43:40:30
MCSO Counter Contact	0:00:00	0:00:00	0:00:00	0:00:00	0:52:28	0:52:28
MCSO Extra Patrol	0:01:31	0:16:02	0:17:33	0:46:01	0:00:00	0:46:01
MCSO Harbor Patrol	0:00:00	0:00:04	0:00:04	0:00:00	0:00:00	0:00:00
Neighborhood Enforcement Team	0:00:00	0:00:00	0:00:00	0:00:00	3:28:07	3:28:07
OSP Background Check Investigation	92:41:53	4:33:07	97:15:00	51:00:26	0:43:15	51:43:41
Parole and Probation	0:00:00	5:58:56	5:58:56	0:00:00	12:55:31	12:55:31
Premise Check	361:23:10	282:15:04	643:38:14	346:32:34	112:15:32	458:48:06
Targeted Patrol	0:00:00	0:32:17	0:32:17	0:00:00	6:24:24	6:24:24
Test Code	0:00:00	25:01:36	25:01:36	0:00:00	5:49:07	5:49:07
Vacation Home Check	21:30:59	0:00:00	21:30:59	0:00:00	0:00:00	0:00:00
Walking Beat	0:00:00	1:15:41	1:15:41	0:27:18	7:15:11	7:42:29
Unknown	2:51:27	0:59:51	3:51:18	0:02:54	0:05:49	0:08:43
Sub-Total	**1498:53:27**	**3457:23:50**	**4956:17:17**	**1024:35:25**	**2733:59:52**	**3758:35:17**
Grand Total	**35163:31:26**	**9501:32:12**	**44665:03:38**	**29178:13:29**	**7601:15:10**	**36779:28:39**

Source: Police Department CAD Data

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Table S4.4: Officer Workload Survey – Reports

Category	Gresham PD	*Prior Studies
Number of Responses	89	158
Number of Written Reports	111	386
Average Reports per Shift	1.25	2
Average Minutes per Report	38.10	35

Source: Patrol Workload Survey

Table S4.5: Officer Workload Survey – Calls for Service

Category	Gresham PD	*Prior Studies Avg.
Number of Responses	89	163
Number of CFS Reported	698	1,300
Average CFS Responses per Shift	8.00	8
Average Minutes per CFS	86.46	38

Source: Patrol Workload Survey

Table S4.6: Most Frequent Agency Activity by Time Spent

Community Initiated	Hours on CFS	Pct. of Total
Crime		
Disturbance - Priority	4,408	25.07%
Unwanted Person	1,917	10.90%
Assault - Priority	923	5.25%
Theft - Cold	835	4.75%
Shots Fired	622	3.54%
Crime - Total Annual Hours	**17,580**	**49.52%**
Service		
Welfare Check - Priority	1,517	14.82%
Welfare Check - Cold	1,421	13.88%
Suspicious Subject, Vehicle, or Circumstance	1,164	11.37%
Assist - Citizen or Agency	780	7.62%
Suspicious - Priority	678	6.62%
Service - Total Annual Hours	**10,239**	**54.30%**
Traffic (Motor Vehicles Crashes Only)		
Accident - Injury	1,013	60.26%
Accident - Non Injury	374	22.25%
Accident - Unknown Injury	292	17.37%
Traffic Subtotal - Total Annual Hours (M/V Crashes Only)	**1,681**	**100%**
Traffic (No Motor Vehicle Crashes)		
Parking Problem	42	93.33%
Traffic Stop	2	4.44%
Hazard - Wrong-Way Driver	1	2.22%
Traffic Subtotal - Total Annual Hours (No M/V Crashes)	**45**	**100%**
Traffic - Total Annual Hours	**1,726**	**100%**
*Community Initiated Total Hours	**29,545**	**100%**

Source: Police Department Records/CAD Data (Patrol and Patrol Sergeants; 2020 data)

Table S4.7: Most Frequent Agency Activity by Volume

*Description	Event Type	2020 Event Count	Percent
Disturbance - Priority	Crime	3,961	12.15%
Unwanted Person	Crime	3,186	9.78%
Welfare Check - Cold	Service	2,084	6.39%
Suspicious Subject, Vehicle, Or Circumstance	Service	1,940	5.95%
Welfare Check - Priority	Service	1,686	5.17%
Theft - Cold	Crime	1,615	4.96%
Alarm - Audible / Monitored	Service	978	3.00%
Assist - Citizen Or Agency	Service	939	2.88%
Vehicle Stolen - Cold	Crime	936	2.87%
Noise Disturbance	Crime	785	2.41%
Theft - Priority	Crime	724	2.22%
Civil - Civil Problem	Service	696	2.14%
Harassment - Cold	Crime	626	1.92%
911 Hang-up	Service	604	1.85%
Suspicious - Priority	Service	598	1.83%
Assault - Priority	Crime	572	1.76%
Shots Fired	Crime	499	1.53%
Suicide Attempt Or Threat	Service	486	1.49%
Threat - Cold	Crime	477	1.46%
Missing - Person Lost, Found, Runner	Service	429	1.32%
Medical Assist	Service	424	1.30%
Vandalism - Cold	Crime	423	1.30%
Assault - Cold	Crime	378	1.16%
Missing - Person Endangered	Service	361	1.11%
Grand Total		**32,589**	**100.00%**

Source: Police Department Records/CAD Data (Patrol and Patrol Sergeants; 2020 data)
*Top events by frequency with a minimum of 1% of the overall volume.

Figure S4.8: Call Volume by Month
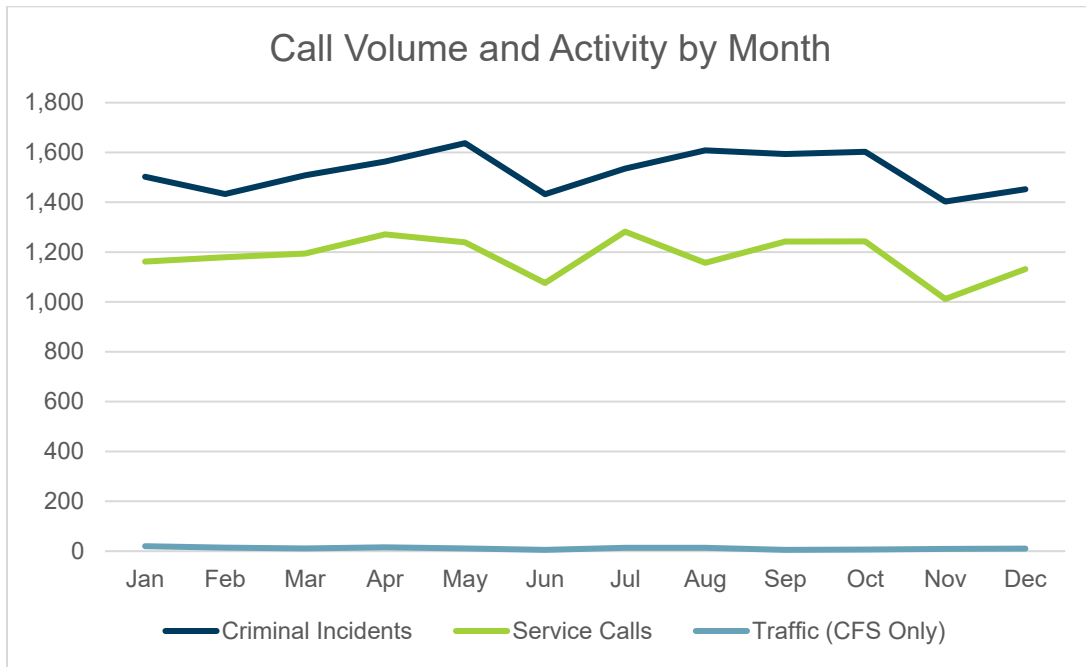
Source: Police Department Records/CAD Data (Patrol and Patrol Sergeants; 2020 data)

Table S4.9: Total Cumulative CFS Volume by Category

Call Category	Count of Calls	% of Total Calls	Sum of Time Spent (H:M)	2020 % of Total Time Spent	2021 % of Total Time Spent
Crime	19,133	48.28%	18,571.74	55.56%	57.56%
Service	17,592	44.39%	13,519.64	40.45%	38.84%
Traffic	2,903	7.33%	1,333.50	3.99%	3.60%
Grand Total	**39,628**	**100.00%**	**33,424.88**	**100.00%**	**100.00%**

Source: Police Department CAD Data (Patrol and Patrol Sergeants; 2020 data)

Table S4.10: Community-Initiated CFS Volume by Category

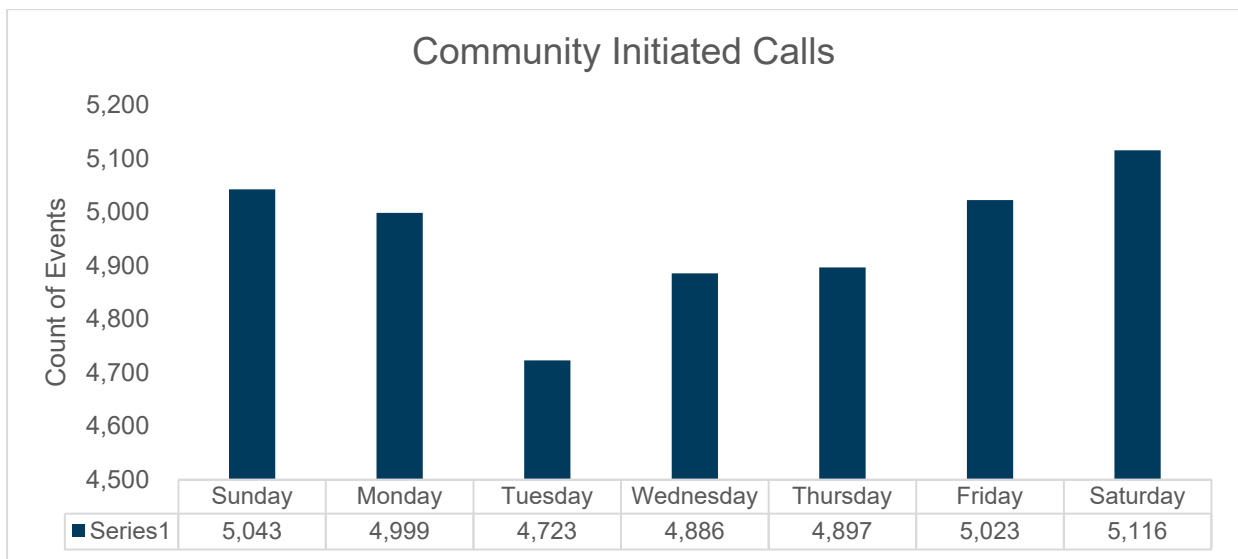| Call Category	Count of Calls	% of Total Calls	Sum of Time Spent (H:M)	2020 % of Total Time Spent	2021 % of Total Time Spent
Crime	18,268	56.06%	17,580.77	59.50%	60.98%
Service	14,189	43.54%	11,920.77	40.34%	38.88%
Traffic	132	0.41%	45.58	0.15%	0.14%
Grand Total	**32,589**	**100.00%**	**29,547.12**	**100.00%**	**100.00%**

Source: Police Department CAD Data (Patrol and Patrol Sergeants; 2020 data)

Table S4.11: Officer-Initiated CFS Volume by Category

Call Category	Count of Calls	% of Total Calls	Sum of Time Spent (H:M)	2020 % of Total Time Spent	2021 % of Total Time Spent
Crime	865	12.29%	990.97	25.56%	28.75%
Service	3,403	48.34%	1,598.87	41.23%	38.42%
Traffic	2,771	39.37%	1,287.92	33.21%	32.83%
Grand Total	**7,039**	**100.00%**	**3,877.76**	**100.00%**	**100.00%**

Source: Police Department CAD Data (Patrol and Patrol Sergeants; 2020 data)

Figure S4.12: Call Volume by Day of the Week

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
■ Series1	5,043	4,999	4,723	4,886	4,897	5,023	5,116

Source: Police Department CAD Data (Patrol and Patrol Sergeants; 2020 data)

Table S4.13: CFS by Hour – Shift Configuration

Hour	Citizen CFS Total	Percent		Officer Activity	Percent	
0700	886	2.55%		296	2.99%	
0800	1121	3.23%		392	3.96%	
0900	1342	3.87%		436	4.41%	
1000	1448	4.17%		477	4.82%	
1100	1598	4.61%	44.13%	390	3.94%	37.83%
1200	1649	4.75%		310	3.13%	
1300	1724	4.97%		310	3.13%	
1400	1745	5.03%		352	3.56%	
1500	1890	5.45%		362	3.66%	
1600	1906	5.49%		416	4.21%	
1700	1902	5.48%		392	3.96%	
1800	1897	5.47%		325	3.29%	
1900	1878	5.41%	52.41%	441	4.46%	50.74%
2000	1937	5.58%		384	3.88%	
2100	1869	5.39%		540	5.46%	
2200	1861	5.37%		839	8.48%	
2300	1620	4.67%		737	7.45%	
0000	1421	4.10%		582	5.88%	
0100	1251	3.61%	33.91%	528	5.34%	46.58%
0200	1005	2.90%		427	4.32%	
0300	863	2.49%		372	3.76%	
0400	622	1.79%		284	2.87%	
0500	576	1.66%		194	1.96%	
0600	676	1.95%		104	1.05%	
Total	34687	100.00%		9890	100.00%	

0700-1500	**38.64%**
1500-2300	**38.20%**
2300-0700	**23.16%**

Source: Police Department CAD Data (Patrol and Patrol Sergeants; 2020 data)

Table S4.14: Zone Population

Zone	Population	Population Percent	Community CFS Percent
110	14,611	12.61%	14.69%
120	22,997	19.85%	12.85%
130	12,511	10.80%	13.15%
141	12,230	10.56%	7.69%
142	12,063	10.41%	3.53%
151	8,098	6.99%	9.76%
152	9,329	8.05%	9.10%
161	11,931	10.30%	15.31%
162	12,092	10.44%	13.93%

Source: Agency Provided Data

Table S4.15: Count of Community CFS by Shift and Zone

Zone	0600-1400	CFS/Shift	1400-2100	CFS/Shift	2100-0600	CFS/Shift	Zone	Community	% of Total
110	1562	4.28	1866	5.11	1646	4.51	110	5,074	15%
120	1307	3.58	1765	4.84	1365	3.74	120	4,437	13%
130	1420	3.89	1621	4.44	1501	4.11	130	4,542	13%
141	795	2.18	1007	2.76	852	2.33	141	2,654	8%
142	366	1.00	494	1.35	358	0.98	142	1,218	4%
151	935	2.56	1248	3.42	1188	3.25	151	3,371	10%
152	1046	2.87	1248	3.42	848	2.32	152	3,142	9%
161	1606	4.40	1958	5.36	1722	4.72	161	5,286	15%
162	1375	3.77	1893	5.19	1541	4.22	162	4,809	14%
Pct. by Shift	**30.15%**	**28.53**	**37.93%**	**35.89**	**31.91%**	**30.19**	**Total**	**34,533**	**100%**

Source: Police Department CAD Data (Patrol and Patrol Sergeants; 2020 data)

Table S4.16: Patrol Allocations by Hour

Hour	Day Shift	Evening	Night	Total		Hour	Day Shift	Evening	Night	Total
0600	12		11	23		1800		12		12
0700	12			12		1900		12		12
0800	12			12		2000		12		12
0900	12			12		2100		12	11	23
1000	12			12		2200		12	11	23
1100	12			12		2300		12	11	23
1200	12			12		0000		12	11	23
1300	12			12		0030			11	11
1400	12			12		0100			11	11
1430	12	12		24		0200			11	11
1500	12	12		24		0300			11	11
1600		12		12		0400			11	11
1700		12		12		0500			11	11

Source: Agency Provided Data

Table S4.17: Community-Initiated CFS by Priority Level

Call Priority	Community-Initiated CFS	Hours	Avg. Call Handling Time	% of Total	Average of response time minutes
1	657	2283:18:27	3:28:31	2%	3.97
2	8,494	10329:48:28	1:12:58	24%	5.46
3	2,995	3453:27:19	1:09:11	9%	5.12
4	8,406	7044:13:37	0:50:17	24%	6.21
5	23	23:07:11	1:00:19	0%	4.35
6	6,109	3347:09:38	0:32:52	18%	7.97
7	7,851	4331:24:21	0:33:06	23%	7.32
9	152	39:51:09	0:15:44	0%	5.41
Totals	**34,687**	**30852:20:10**	**0:53:21**	**100%**	

Source: Police Department CAD Data (Patrol and Patrol Sergeants; 2020 data)

Table S4.18: Response Time in Minutes by Priority and Zone

	Zone								
Priority	110	120	130	141	142	151	152	161	162
1	0:04:10	0:04:55	0:03:52	0:04:40	0:05:35	0:03:46	0:03:00	0:03:52	0:03:32
2	0:05:19	0:06:34	0:04:55	0:05:46	0:07:17	0:04:44	0:05:00	0:05:41	0:05:04
3	0:05:04	0:05:33	0:04:54	0:05:18	0:08:25	0:04:48	0:04:30	0:05:09	0:04:32
4	0:05:43	0:06:42	0:05:19	0:06:48	0:08:49	0:05:52	0:05:56	0:06:35	0:06:27
5	0:08:49	0:01:39	0:05:45	0:00:00	0:00:00	0:00:00	0:00:59	0:02:07	0:02:49
6	0:07:42	0:08:02	0:06:42	0:07:43	0:06:59	0:08:26	0:07:11	0:09:19	0:08:47
7	0:06:50	0:07:09	0:07:18	0:06:24	0:07:11	0:06:45	0:06:40	0:09:21	0:07:14
9	0:04:50	0:08:53	0:04:52	0:08:02	0:00:00	0:04:29	0:16:54	0:01:57	0:09:52
Totals	0:06:07	0:06:54	0:05:47	0:06:26	0:07:33	0:06:00	0:06:05	0:07:18	0:06:19

Source: Police Department CAD Data (Patrol and Patrol Sergeants; 2020 data)

Table S4.19: Back-Up Response

Call Origin and Unit	Count of Events	% of Events
Primary Units		
Crime	18,268	25.57%
Service	13,458	18.84%
Traffic (MV crashes only)	731	1.02%
Traffic (No MV Crashes)	132	0.18%
Sub-Total	**32,589**	**45.62%**
Back-Up		
Crime	21,388	29.94%
Service	15,689	21.96%
Traffic (MV crashes only)	1,743	2.44%
Traffic (No MV Crashes)	23	0.03%
Sub-Total	**38,843**	**54.38%**
Totals	**71,432**	**100.00%**

Source: GPD CAD data (Patrol and Patrol Sergeants; 2020 data)

Table S4.20: CFS Workload Calculations

Patrol Workload Calculation*	Count of Incidents	Time per Incident	Hours	Variation in Hours**
Primary CFS				
Crime	18,690	30.50	9,500.66	278.41
Service	13,686	23.98	5,470.88	92.42
Traffic (MV crashes only)	1,060	46.30	817.98	288.54
Traffic (No MV Crashes)	141	17.98	42.25	2.39
Primary CFS Totals	**33,577**		**15,831.77**	**661.76**
Back-Up				
Crime	22,356	24.29	9,048.68	690.17
Service	16,231	19.45	5,262.55	401.89
Traffic (MV crashes only)	2,130	45.15	1,602.70	450.84
Traffic (No MV Crashes)	26	16.15	7.00	1.29
Back-Up Totals	**40,743**		**15,920.93**	**1,544.19**
Patrol Workload Total			**31,752.70**	**2,205.95**

Source: GPD CAD data (2020)

*Includes patrol, patrol sergeants, division commander, K-9, traffic, and investigations

**Variation from patrol totals only

Table S4.21: Call Types Averaging More Than Two Responding Units

Event Type*	No. of Incidents	No. of Units	Avg. No. of Units
Shooting - With Weapon	14	189	13.50
Stabbing - With Weapon	11	75	6.82
Robbery - With Weapon	31	210	6.77
Tri-met Incident - With Weapon	17	111	6.53
Disturbance - With Weapon	146	882	6.04
Assault - With Weapon	13	77	5.92
Suicide Attempt Or Threat With Weapon	57	307	5.39
Threat - With Weapon	141	744	5.28
Suspicious - With Weapon	167	836	5.01
Accident - Injury	271	1,232	4.55
Burglary - Priority	164	743	4.53
AED- AED (Gresham Police)	11	49	4.45
Robbery - Priority	59	251	4.25
Shooting - Cold	14	58	4.14
Unwanted Person - With Weapon	14	55	3.93
Tri-met Incident - Priority	229	786	3.43
Alarm - Robbery/Holdup Monitored (27a)	48	164	3.42
Restraining Order Violation - Priority	111	371	3.34
Warrant	101	336	3.33
Stabbing - Cold	12	38	3.17
Accident - Unknown Injury	161	499	3.10
Shots Fired	499	1,540	3.09
Vehicle Stolen - Priority	100	302	3.02
Disturbance - Priority	3,961	11,931	3.01
Accident - Hit & Run - Priority	209	622	2.98
Driving Under Influence	120	356	2.97
Assault - Priority	572	1,693	2.96
Suspicious - Priority	598	1,757	2.94
Fire Related	81	231	2.85

Event Type*	No. of Incidents	No. of Units	Avg. No. of Units
Suicide Attempt Or Threat	486	1,371	2.82
Disturbance - Domestic - Priority	160	442	2.76
Medical Assist	424	1,159	2.73
Alarm - Silent Monitored (27b)	113	307	2.72
Threat - Priority	257	687	2.67
Welfare Check - Priority	1,686	4,449	2.64
Prowler	20	52	2.60
Civil - Serve Papers	13	33	2.54
Alarm - Audible / Monitored - Priority	202	510	2.52
Accident - Non Injury	299	743	2.48
Death Investigation	124	308	2.48
911 Hang-up	604	1492	2.47
Animal Problem - Priority	65	159	2.45
Vandalism - Priority	204	498	2.44
Harassment	75	178	2.37
Missing - Person Endangered	361	851	2.36
Abuse - Priority	12	27	2.25
Sex Offense - Priority	56	125	2.23
Tri-met Incident - Cold	118	253	2.14
Welfare Check - Cold	2,084	4,363	2.09
Unwanted Person	3,186	6,641	2.08
Theft - Priority	724	1,453	2.01
Totals	**32,589**	**71,432**	**2.19**

*Reflects CFS types with at least ten incidents
Source: Police Department CAD Data (Patrol and Patrol Sergeants; 2020 data)

Table S4.22: Daily Officers Required by Zone and Shift Length

Zones	110	120	130	141	142	151	152	161	162	
Events/Day	14	12	13	7	3	9	9	15	14	
CFS - Daily Minutes Total*	814	708	724	424	195	537	505	852	768	
Shift Length	**Available Minutes**	**Officers Required by Shift Length**								**Totals**
12	216	4	3	3	2	1	2	2	4	4	26
10.5	189	4	4	4	2	1	3	3	5	4	29
10	180	5	4	4	2	1	3	3	5	4	31
8	144	6	5	5	3	1	4	4	6	5	38

Source: Calculations from CAD Data
*Based on 56.74 minutes/CFS average
**Includes patrol, patrol sergeants, division commander, K-9, traffic, and investigations

Table S4.23: Shift Relief Factor Calculations

Shift Hours	Raw Shift Hours Total Annual	Shift Relief Factor	Number of Daily Shifts	Officers Required to Staff Minimums
10	3650	2.15	31	67

Source: Calculations from Agency Data Provided
*Based on estimated 1,700 hours of officer availability
Source: http://www.opkansas.org/maps-and-stats/benchmark-cities-survey/; Police Department Provided Data

Figure S4.24: Self-Reported Supplemental Workload

Supplemental Work Duties for Patrol
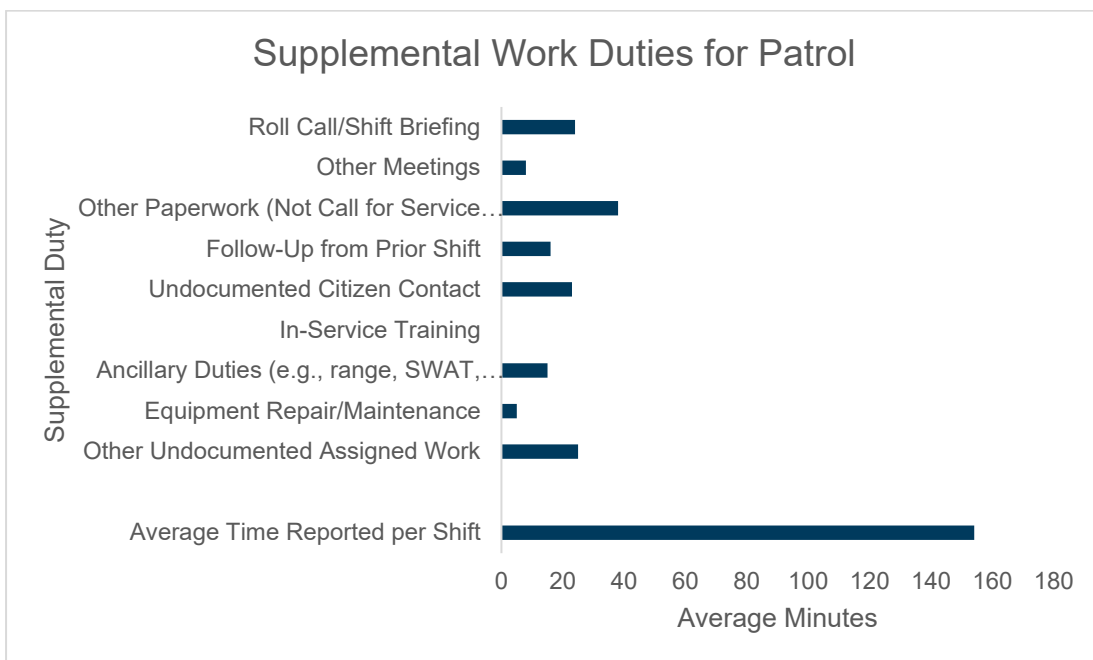
Source: Patrol Workload Survey

Figure S4.25: Actual vs. Desired Shifts

Actual vs. Desired Shifts: Two-Year Average

Source: Agency Provided Data

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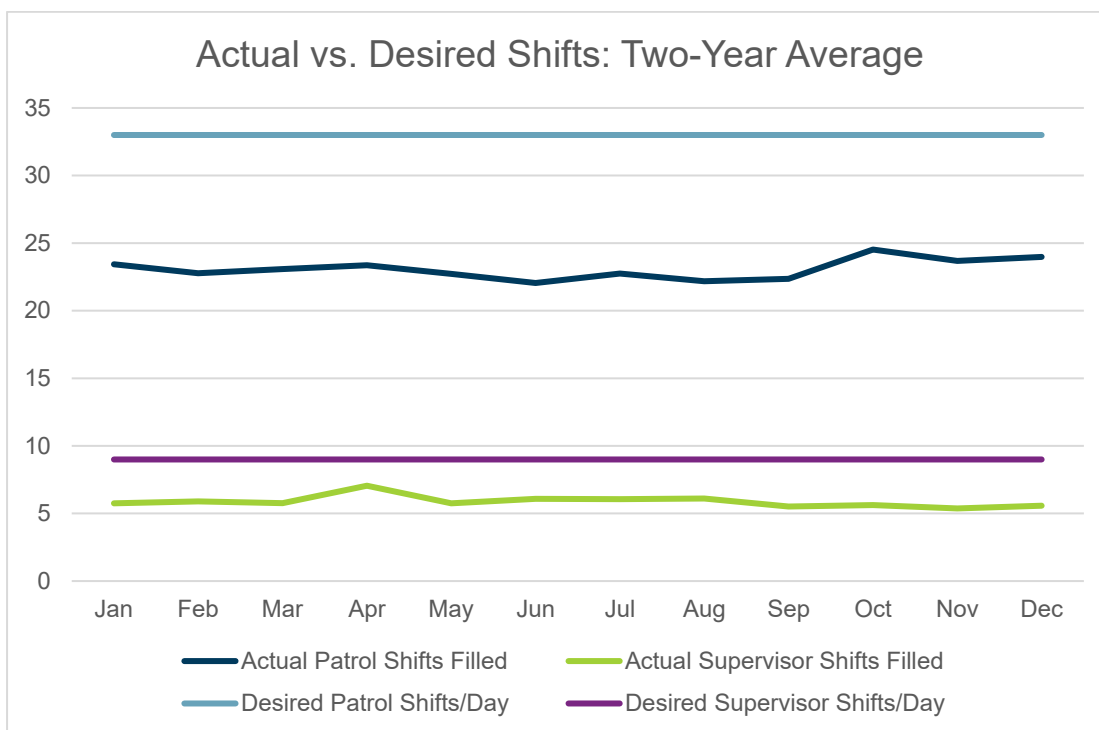
Table S4.26: CFS by Beat and Type – Heat Map

Row Labels	110	120	130	141	142	151	152	161	162	Total
Disturbance - Priority	614	545	430	306	135	410	301	577	623	3,941
Unwanted Person	627	392	651	186	29	255	184	438	423	3,185
Welfare Check - Cold	328	292	310	147	61	150	181	290	322	2,081
Suspicious Subj, Vehicle, Or Circumstance	286	275	212	186	80	202	150	315	230	1,936
Welfare Check - Priority	282	199	230	113	47	134	124	273	269	1,671
Theft - Cold	196	240	175	148	51	127	230	243	203	1,613
Alarm - Audible / Monitored	120	132	144	66	46	65	114	199	92	978
Vehicle Stolen - Cold	124	119	62	92	45	76	85	191	140	934
Assist - Citizen Or Agency	151	140	111	49	27	76	128	122	124	928
Noise Disturbance	112	101	74	66	45	120	58	102	107	785
Theft - Priority	67	137	114	49	5	135	62	77	76	722
Civil - Civil Problem	72	66	73	71	41	86	81	98	107	695
Harassment - Cold	75	88	67	43	38	51	89	94	79	624
911 Hang-up	67	67	73	45	29	62	38	114	106	601
Suspicious - Priority	84	62	67	65	15	59	56	98	89	595
Assault - Priority	72	56	68	48	16	68	36	92	112	568
Shots Fired	64	61	56	36	27	54	31	104	64	497
Suicide Attempt Or Threat	95	60	53	29	29	46	33	67	73	485
Threat - Cold	71	61	52	39	20	54	51	65	64	477
Missing - Person Lost ,Found, Runner	49	43	61	35	33	22	39	91	54	427
Medical Assist	77	49	50	34	21	38	28	78	48	423
Vandalism - Cold	63	59	49	40	14	39	43	60	56	423
Assault - Cold	50	42	34	27	15	34	67	49	49	367
Missing - Person Endangered	45	42	39	47	23	19	28	57	61	361
Hazard - Hazardous Condition	41	52	30	21	17	33	24	73	21	312
Burglary - Cold	39	23	29	36	7	40	50	45	39	308
Accident - Non Injury	48	44	23	22	6	31	25	60	39	298
Civil - Standby	31	35	28	25	14	27	39	60	29	288
Vehicle Recovered	34	32	26	15	13	31	21	71	27	270

Row Labels	110	120	130	141	142	151	152	161	162	Total
Accident - Injury	48	36	18	23	11	24	23	52	32	267
Threat - Priority	48	31	43	19	5	28	15	35	32	256
Property Lost, Found, Recovered	35	30	36	24	10	16	29	31	29	240
Trimet Incident - Priority	6	1	113	1		43	13		52	229
Vice-Drugs, Liquor, Prostitution, Gambling	29	24	35	15	4	18	11	44	41	221
Accident - Hit And Run - Cold	38	23	19	26	9	11	31	36	27	220
Accident - Hit & Run - Priority	33	15	14	18	5	23	17	44	38	207
Vandalism - Priority	27	28	30	13	6	24	13	22	41	204
Alarm - Audible / Monitored - Priority	16	25	35	12	16	17	28	30	23	202
Restraining Order Violation - Cold	29	26	12	17	6	18	26	21	35	190
Suspicious - With Weapon	21	16	22	12	4	22	15	26	29	167
Burglary - Priority	18	25	23	11	8	21	9	23	25	163
Disturbance - Domestic - Priority	21	21	16	15	5	12	24	23	23	160
Accident - Unknown Injury	21	18	14	13	8	13	13	41	15	156
Disturbance - With Weapon	13	15	15	10	6	18	11	27	31	146
Threat - With Weapon	16	12	13	8	3	11	12	32	32	139
Parking Problem	7	34	11	7	11	31	8	13	7	129
Sex Offense - Cold	20	17	16	7	3	8	39	11	8	129
Death Investigation	19	20	9	12	5	11	12	20	16	124
Trimet Incident - Cold	3		71	1		31	2	1	9	118
Driving Under Influence	21	20	15	8	2	12	8	16	13	115
Alarm - Silent Monitored (27b)	7	22	18	2	2	16	16	13	16	112
Restraining Order Violation - Priority	16	7	9	10		17	17	14	21	111
Disturbance - Cold	15	21	10	7	7	17	7	11	11	106
Vehicle Stolen - Priority	21	9	5	8	1	8	1	26	20	99
Warrant	5	13	15	4	2	11	17	15	17	99
Juvenile Problem - Priority	15	18	14	9	3	8	8	8	15	98

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Row Labels	110	120	130	141	142	151	152	161	162	Total
Fire Related	13	9	11	3	1	7	7	17	10	78
Harassment	8	9	13	4		11	6	15	9	75
Animal Problem	9	10	9	5	5	6	7	8	7	66
Animal Problem - Priority	9	12	6	6	5	9	4	7	6	64
Party Disturbance	4	12	7	7	9	4	2	7	11	63
Abuse / Neglect - Cold	11	7	11	7	1	7	8	6	3	61
Juvenile Problem	7	12	8	6	5	8	6	1	8	61
Rape - Cold (39a)	20	4	6	2		3	7	11	8	61
Robbery - Priority	9	10	8	2		5	9	4	12	59
Suicide Attempt Or Threat With Weapon	7	9	5	6	5	7	4	7	7	57
Sex Offense - Priority	9	3	16	3	1	7	4	5	8	56
Total (minimum of 50 incidents)	**4,775**	**4,208**	**4,203**	**2,481**	**1,134**	**3,148**	**2,944**	**5,003**	**4,551**	**32,447**

Source: Police Department CAD Data (Patrol and Patrol Sergeants; 2020 data)

Table S4.27: Patrol Schedule Assessment and Analysis

Schedule Components	Rating
SECTION 1	
Maximized shift coverage during the periods of greatest need for services (assessed by hour, day, month, and/or season).	2
Providing overlaps in coverage across all shift changes.	2
Flexibility to accommodate vacations, individual training, holidays, and predictable sick leave.	2
Minimized use of overtime to manage predictable leave (e.g., vacation, training).	1
Reduction of significant peaks and valleys in daily personnel allocations that occur due to leave patterns.	1
Ensuring appropriate staffing levels in all patrol beats/zones.	2
Availability of supplemental staff to manage multiple and priority CFS in patrol beats/zones.	1
An allocation or allowance of time for in-service training and internal meetings.	1
Integration of first-line supervisors into the overall schedule in a manner that includes consistent supervision of personnel groups or teams.	2
Sub-Total Section 1 (maximum of 18)	**14**
SECTION 2	
Using a single shift duration.	1
Substantial consistency and continuity of shift rotations.	1
Limiting scheduled work hours to no more than 2,080, inclusive of leave time or holiday time (unless budgets or labor practices provide otherwise).	1
Reducing available scheduled work time for each patrol officer, based on holiday hours allocated as leave time (reducing work time from 2,080 hours).	1
Conformity with labor contracts, or Fair Labor Standards Act (FLSA) allowances for public safety employees, which prescribe the maximum hours allowed within a work cycle or year.	1
A plan for easy and consistent inclusion of additional work shifts as the workforce grows on a temporary or a permanent basis (e.g., school resource officers who are available during summer months).	1
A mechanism for adjusting patrol personnel deployments, without significant service disruption, following a temporary or permanent reduction in force.	0
Sub-Total Section 2 (maximum of 7)	**6**
OVERALL TOTAL SCORE (maximum score – 25)	**20**

Source: Patrol Schedule Assessment Worksheet

<u>Self-Assessment Scores</u>

25-22:   If the patrol schedule scored in this range, it is likely relatively efficient and generally meeting operational objectives. However, if there are any components within Section 1 that were scored as a 1 or 0, adjustments may be required.

21-18:   If the patrol schedule scored in this range, it is likely that adjusting the components of the schedule would improve its effectiveness and efficiency. Priority consideration should be given to any component in Section 1 that was scored as a 1 or 0.

17 or below: If the patrol schedule scored in this range, there are several areas of effectiveness or efficiency that are not being met by the current design. It is likely that a full schedule redesign will be necessary to optimize effectiveness.

Table S4.28: Frequent Traffic Violations

Citation Type	2019	2020	2021	% Change 2019-2020	% Change 2020-2021
Speed	4,062	1,078	1,466	-63.91%	35.99%
Traffic Control Device	2,426	497	363	-85.04%	-26.96%
Registration	2,478	502	192	-92.25%	-61.75%
Lights Required	1,956	291	173	-91.16%	-40.55%
Use of Mobile Device	774	116	166	-78.55%	43.10%
Fail to Signal	789	125	53	-93.28%	-57.60%
Improper Lane Use	630	86	67	-89.37%	-22.09%
Driving while Suspended or Revoked	580	112	43	-92.59%	-61.61%
U-Turn	258	46	41	-84.11%	-10.87%
Insurance	216	19	14	-93.52%	-26.32%
Careless Driving	124	31	33	-73.39%	6.45%
Fail to Wear Seatbelt	142	26	6	-95.77%	-76.92%
Fail to Yield to Pedestrian	136	4	31	-77.21%	675.00%
Improper Turn	122	24	13	-89.34%	-45.83%
Restricted D/L	112	16	15	-86.61%	-6.25%
Failure to Exercise Due Care	63	23	42	-33.33%	82.61%
Bicycle	87	15	2	-97.70%	-86.67%
All Others	1,240	223	142	-88.55%	-36.32%
Totals	**16,195**	**3,234**	**2,862**	**-82.33%**	**-11.50%**

Source: Agency Provided Data

Table S4.29: Frequent Traffic Violations - Dispositions

Dispositions	2019	2020	2021	% Change 2019-2020	% Change 2020-2021
Citation	5,946	1,352	1,629	-72.60%	20.49%
JUVE Summons	0	2	0	0.00%	-100.00%
None	177	12	7	-96.05%	-41.67%
Physical Custody Arrest	470	73	53	-88.72%	-27.40%
Warning	9,602	1,795	1,173	-87.78%	-34.65%
Totals	**16,195**	**3,234**	**2,862**	-82.33%	-11.50%

Source: Agency Provided Data

Table S4.30: Traffic-Related CFS

Unit Category	Hours on Call Time		
	Community-Initiated	Officer-Initiated	Grand Total
Accident - Injury	1432:32:44	155:47:48	1588:20:32
Accident - Non Injury	559:04:05	80:00:44	639:04:49
Accident - Unknown Injury	409:29:53	48:50:58	458:20:51
Boat Stop		0:00:09	0:00:09
Hazard - Wrong-Way Driver	0:22:21	0:23:41	0:46:02
Parking Problem	46:33:51	39:18:09	85:52:00
Traffic Stop	2:20:41	1594:12:25	1596:33:06
Grand Total	**2450:23:35**	**1918:33:54**	**4368:57:29**

Source: Police Department CAD Data (Patrol and Patrol Sergeants; 2020 data)

Table S4.31: Traffic Crash Reports

Accident Category	2019	2020	2021	% Change
Fatal	7	13	7	0.00%
Injury	283	221	202	-28.62%
Property Damage	821	773	580	-29.35%

Source: Agency Provided Data

Table S4.32: Online Reporting Types

Gresham - Types of Online Reports
Adding Property Information (adding stole property to an existing report)
Bicycle theft (under $10,000)
Burglary of unoccupied detached garages, sheds, or storage units
Credit Card Fraud
Forgery (includes forged checks and phone scams)
Identity Theft
Illegal Dumping
Lost Property (excluding firearms, prescription drugs, or license plates)
Mail Theft
Non-Injury Hit and Run to property or vehicles
Shoplifting (non-custody)
Suspicious Activity (no immediate danger)
Theft (excluding vehicles, license plates, firearms, prescription drugs)
Theft From Vehicle (excluding stolen vehicles or license plates)
Vandalism (including graffiti)
Vandalism to Motor Vehicle

Source: Agency Provided Data

Table S4.33: Online CFS Reports

Type of Call - Online	# of Calls
Larceny -Vehicle Parts	268
Larceny -From Vehicle	246
Hit And Run	177
Vandalism	160
Larceny -Other	130
Larceny -Shoplift	128
Larceny -Of Mail	127
Crime Damage	100
Identity Theft	99
Burglary	73
Information	55
Lost Property	46
Credit Card/ATM Fraud	41
Larceny-From Buildings	38
Suspicious Activity	19
Forgery/Counterfeiting	17
Suspicious Person	17
Theft Of Boat Or Other	17
Fraud By Deception	14
Garbage/Litter Environmental Offense	13
All Others	36
Totals	**1,821**

Source: Police Department CAD Data; events with 10 or more incidents reported

Chapter 5: Community Engagement

Table S5.1: Biased Policing Complaints

Biased Policing Complaints	2019	2020	2021
Total	3	4	1
Founded	0	0	0

Source: Agency Provided Data

Chapter 6: Investigations Services

Figure S6.1: Investigations Organizational Chart
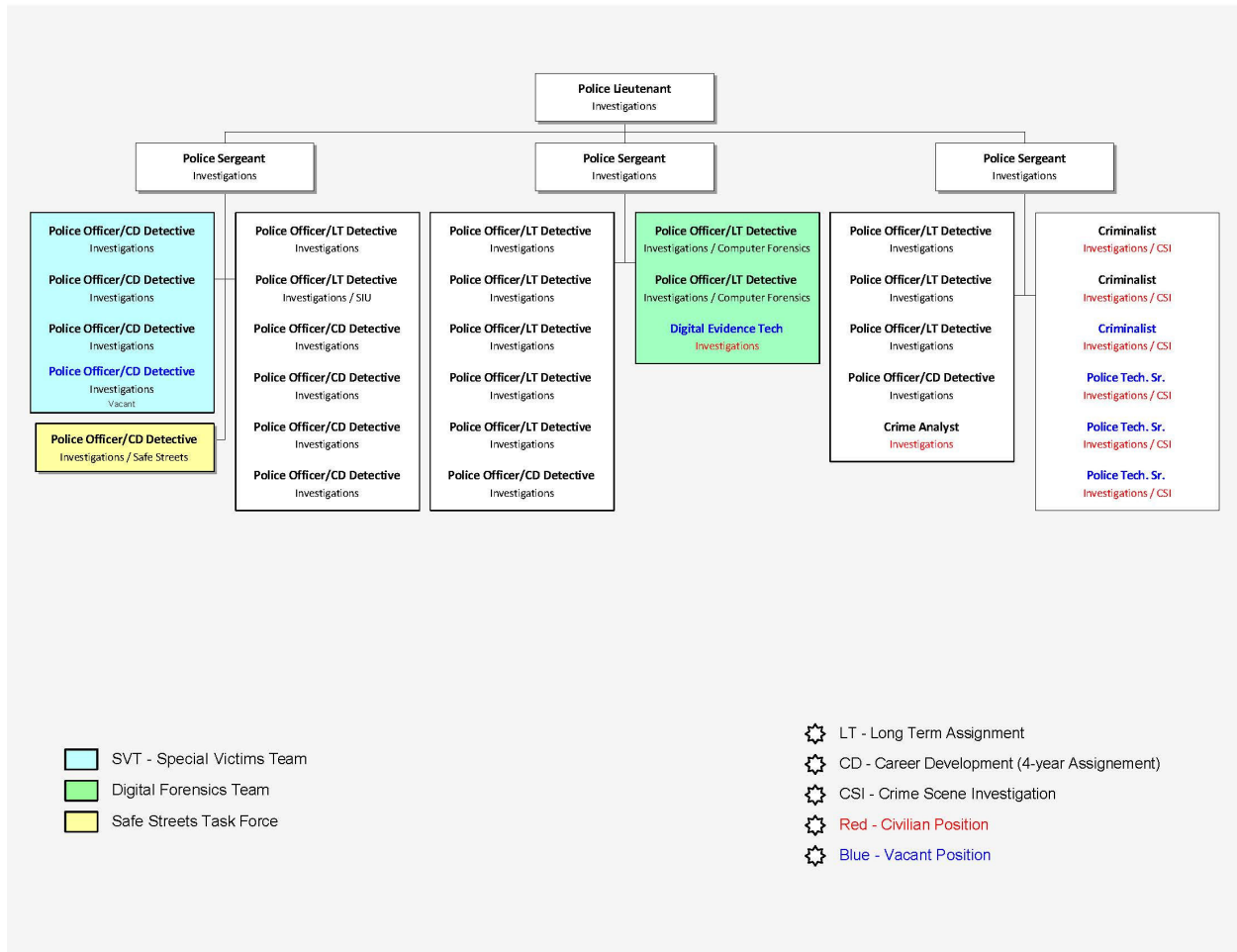
Source: Agency Provided Data

Table S6.2: Investigations Availability

Annual Paid Hours	2080	Study Averages
Leave Category	**Hours**	**Hours**
Annual Leave/Vacation	249.80	165
Sick Leave	11.46	34
COMP Time Off	14.08	20
*Holiday Time Off (Holiday 4/ Floating Holiday)	3.58	56
Military Leave	5.38	3
Injury Leave (WC)	26.79	7
FMLA Leave	38.77	
Funeral	1.92	
Critical Incident	5.00	
Safety Release	1.62	
Special Duty	5.00	
Patrol Coverage	0.77	
Training	57.00	90
Sub-Total (minus)	421.17	
Average Annual Availability (Hours)	**1,658.83**	1,677

Source: Agency Provided Data

*Table includes data from prior studies.

Table S6.3: Cases Assigned by Type

Case Type	2019	2020	2021	Grand Total
Rape	37	24	27	88
Runaway	26	47	14	87
Aggravated Assault	27	34	19	80
Missing Person	20	32	12	64
Info-Possible Sex Abuse	9	10	29	48
Pornography/Obscene Material	17	11	19	47
Fondling / Molest	19	17	10	46
Simple Assault-Misdemeanor	17	8	4	29
Department of Human Services Referral	1	16	9	26
Attempt Murder/Homicide	1	7	17	25
Sodomy	12	7	5	24
Assist Rendered-Law Enforcement Agency	19	3	1	23
Burglary-Business	17	4		21
Info-Possible Child Abuse	2	8	11	21
Larceny -Other	17	2	2	21
Robbery-Business	8	8	4	20
Burglary-Residence	12	5	1	18
Death Investigation	7	8	3	18
Homicide	3	4	11	18
Information	6	3	8	17
Criminal Mistreatment	6	7	3	16
Larceny -From Buildings	13	1	1	15
Identity Theft	9	5		14
Simple Assault-Felony	5	8	1	14
Forgery/Counterfeiting	12	1		13
Robbery-Convenience Store	2	6	4	12
Robbery-Residence	4	6	2	12
Weapons-Other	2	6	4	12
Courtesy Report	7	2	2	11

Case Type	2019	2020	2021	Grand Total
Info-Possible Child Neglect		4	7	11
Credit Card/ATM Fraud	6	3	1	10
Arson-All Other	5	3		8
Burglary-Other	6	2		8
Sex Assault With An Object	2	5	1	8
Violation Restraining Order	5	2	1	8
Robbery-Highway/St	5	1	1	7
Robbery-Other Location	4	1	2	7
Statutory Rape	2	3	2	7
Suspicious Activity	1	6		7
Fraud By Deception	6			6
Larceny -From Vehicle	5	1		6
Drug Offenses	1	3	1	5
Larceny -Shoplifting	3		2	5
Shooting Prohibited Area	1	3	1	5
Theft Of Vehicle (Unauthorized Use)	3	1	1	5
Warrant / Fugitive	2	1	2	5
All Others (less than five incidents each)	53	48	28	129
Totals	**447**	**387**	**273**	**1,107**

Source: Agency Provided Data

Table S6.4: Criminal Cases in CAD

Criminal CFS Categories	Count
THEFT	2378
VEHICLE STOLEN	1036
ASSAULT	963
THREAT	875
HARASSMENT	701
VANDALISM	627
SHOTS FIRED	499
BURGLARY	474
ACCIDENT - HIT & RUN	429
RESTRAINING ORDER VIOLATION	304
VICE-DRUGS, LIQUOR, PROSTITUTION, GAMBLING	221
DISTURBANCE - DOMESTIC	203
SEX OFFENSE - OTHER	186
DEATH INVESTIGATION	124
ROBBERY	111
RAPE / SEXUAL ASSAULT	77
ABUSE	73
FRAUD	31
SHOOTING	28
STABBING	23
BOMB OR CHEMICAL POLICE INVESTIGATION	9
ARSON	5
MISSING - KIDNAPPING OR ABDUCTION	5
Sub-Total from Table	**9382**
Sub-Total Other	**8886**
Total	**18268**

Source: Police Department CAD Data 2020

Table S6.5: Investigations Workload Survey

Category Options	Gresham PD		Prior Study	National Survey Averages		
	Detectives	Supervisors	Averages*	Det.'s	Supervisors	Total
Administrative/Other	7.21	13.33	9.47	5	8	7
Arrest	0.93	0.00	2.22	3	3	3
Community Contact	1.07	3.33	3.26	3	3	3
Crime Lab	0.00	0.00	1.33	3	1	1
Crime Scene Processing	0.57	0.00	2.05	4	4	3
Court/Trial Prep	2.21	0.00	2.08	2	2	2
District Attorney Follow-Up	3.93	0.00	3.22	2	1	1
Evidence Views/Disposition	0.36	0.00	2.16	2	1	1
Interviews	6.50	0.00	6.70	9	8	8
Investigations	29.93	33.33	18.97	21	14	14
Legal (e.g. Search/Arrest Warrant)	5.14	0.00	5.48	3	3	3
Meetings	6.07	15.00	4.66	4	4	5
Phone Calls/Emails	9.43	8.33	9.30	8	8	7
Report Writing	19.50	0.00	14.18	22	16	16
Supervisory Duties	0.00	26.67	5.01	0	14	15
Surveillance	3.71	0.00	2.46	4	4	4
Teaching	1.14	0.00	1.12	1	1	1
Threat Assessment	0.00	0.00	0.60	1	1	1
Training	0.57	0.00	2.05	2	2	2
Travel/Driving	1.71	0.00	3.55	3	2	3
Total	**99.98**	**99.99**	**99.87**	**102**	**100**	**100**

Source: Investigations Workload Survey

*Table includes data from prior studies

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Table S6.6: Self-Reported Case Closure Expectations in Days Active

Current and Reported Case Closure Timelines	GPD 0-30	GPD Pct.	Prior Cities	Natl. Pct.	GPD 31-60	GPD Pct.	Prior Cities	Natl. Pct.
Serious Persons Crimes	1	5.88%	42.18%	54.95%	4	23.53%	18.91%	17.77%
Other Persons Crimes	0	0.00%	28.44%	38.16%	2	15.38%	43.11%	40.32%
Property Crimes	0	0.00%	38.99%	30.04%	0	0.00%	28.44%	35.72%
Fraud/Financial Crimes	0	0.00%	21.55%	17.98%	0	0.00%	29.83%	25.17%

Current and Reported Case Closure Timelines	GPD 61-90	GPD Pct.	Prior Cities	Natl. Pct.	GPD Over 90	GPD Pct.	Prior Cities	Natl. Pct.
Serious Persons Crimes	3	17.65%	16.73%	11.68%	9	52.94%	22.18%	15.61%
Other Persons Crimes	1	7.69%	22.22%	14.61%	10	76.92%	6.22%	6.90%
Property Crimes	0	0.00%	24.31%	19.76%	10	100.00%	8.26%	14.48%
Fraud/Financial Crimes	0	0.00%	23.20%	27.39%	10	100.00%	25.41%	29.46%

Optimal Case Closure Timeline	GPD 0-30	GPD Pct.	Prior Cities 0-30	Natl. Pct.	GPD 31-60	GPD Pct.	Prior Cities 31-60	Natl. Pct.
Serious Persons	10	58.82%	45.79%	52.02%	3	17.65%	21.22%	21.41%
Other Persons	5	35.71%	37.37%	37.78%	7	50.00%	42.53%	39.52%
Property Crimes	1	8.33%	30.41%	28.08%	5	41.67%	43.62%	40.00%
Fraud/Financial	1	9.09%	18.73%	17.16%	2	18.18%	30.97%	31.35%

Optimal Case Closure Timeline	GPD 61-90	GPD Pct.	Prior Cities 61-90	Natl. Pct.	GPD 31-60	GPD Pct.	Prior Cities Over 90	Natl. Pct.
Serious Persons	2	11.76%	16.85%	12.47%	2	11.76%	15.96%	14.11%
Other Persons	1	7.14%	17.18%	15.35%	1	7.14%	2.93%	7.34%
Property Crimes	4	33.33%	25.15%	21.32%	2	16.67%	0.82%	10.60%
Fraud/Financial	5	45.45%	30.47%	27.84%	3	27.27%	12.62%	23.65%

Source: Investigations Workload Survey

*Table includes data from prior studies

Chapter 7: Operational Policies

There are no supplemental tables or figures associated with this chapter.

Chapter 8: Data, Technology, and Equipment

Table S8.1: Technology Scorecard

Description	Main Score	Bonus	Total
Field Technology: Primary Score	94		
Bonus Score:		2	
Agency Totals:			96

Source: Agency Provided Data

Table S8.2: Fleet

Fleet Vehicles	Allocated
Vehicle Description	# of Vehicles
Administration Vehicles (e.g., Chief, Deputy Chief)	8
Marked Patrol Vehicles (Excludes K-9 and Motorcycles)	35
Unmarked Patrol Vehicles (Excludes K-9 and Motorcycles)	10
Marked K-9 Vehicles	3
Unmarked K-9 Vehicles	0
Police Motorcycles (All)	4
Investigations Vehicles (All Units; Excludes Crime Scene)	27
Dedicated Crime Scene Vehicles	6
Marked Vehicles for Non-Sworn Personnel (e.g., Animal Control, Community Service, Police Reserves)	3
Unmarked Vehicles for Non-Sworn Personnel	3
Specialty Unit Vehicles (e.g., SWAT, Command Post)	8
All Other Standard Vehicles Not Included Above	14
All Non-Standard Vehicles (e.g., Golf Carts, ATVs)	4

Source: Agency Provided Data

Table S8.3: Fleet Budget

BUDGET	20/21	19/20	18/19	17/18	16/17
Maintenance Budget (Excluding Personnel)	$371,453	$426,723	$456,738	$443,743	$253,835
Capital Improvement					
All Patrol Vehicles – Budget	$570,644	$521,036	$439,150	$465,024	$466,939
All Patrol Vehicles – Number of Vehicles	11	9	9	9	10
All Non-Patrol Vehicles – Budget	$136,247	$135,548	$1,179,055	$115,632	$148,432
All Non-Patrol Vehicles – Number of Vehicles	4	1	16	3	4

Source: Agency Provided Data

Chapter 9: Training and Education

Table S9.1: Required Training Hours

Required In-Service Training	Hours	Frequency
Use of Force	8	Annual
Firearms	8	Annual
Emergency Driving	8	Annual
First Aid	8	Every 2 years
Ethics	1	Annual
Airway Circulatory Anatomy & Physiology	2	Every 3 years
Mental Health/Crisis Intervention	3	Every 3 years
Avg. Patrol Training Hours	**64**	**Annual**
Avg. Investigations Training Hours	**57**	**Annual**

Source: Agency Provided Data

Table S9.2: Training Budget

Section	2019/2020	2020/2021	2021/20222
Administration	$27,125	$16,190	$16,190
Investigation	$52,688	$54,518	$54,518
Services	$27,414	$17,364	$16,664
Records	$11,276	$11,576	$11,576
Operations	$162,337	$127,200	$120,016
Total	**$280,840**	**$226,848**	**$218,964**

Source: Agency Provided Data

Table S9.3: Training Requests and Approvals

Requests by Year	Total	Approved	Denied
2019	221	179	42
2020	162	124	38
2021	328	254	74

Source: Agency Provided Data

Chapter 10: Recruitment, Retention, and Promotion

Table S10.1: Experience Profile

Years of Service	Less than 1 year	1-5 Years	6-10 Years	11-15 Years	16-20 Years	21-25 Years	26-30 Years	Over 30 Years	Total Years
Chief	0	0	0	0	0	1	0	0	1
Assistant Chief	0	0	0	0	0	0	0	0	0
Captain	0	0	0	0	0	1	0	0	1
Lieutenant	0	0	0	0	2	1	2	0	5
Sergeant	0	0	0	4	5	5	2	0	16
Police Officer	0	22	21	15	17	13	0	1	89
Civilian	1	7	4	4	4	3	1	4	28
Totals	**24**	**41**	**28**	**14**	**11**	**2**	**4**	**3**	**127**

Source: Agency Provided Data

Table S10.2: Diversity Profile – GPD

Section	Race					
	Asian	African American	*Hispanic	Other	Native American	White
Executive (Chief, Assistant/Deputy Chief)	0	0	0	0	0	1
Mid-Rank (Below Chief – Above Sergeant)	1	0	0	0	0	5
Sergeants (All – Regardless of Assignment)	1	0	1	0	0	14
Patrol Officers (Excludes Supervisors Above)	2	5	4	0	0	45
Investigations (Excludes Supervisors Above)	1	0	0	0	1	20
Other Sworn Personnel						
School Resource Officers	0	0	0	0	0	4
Transit Unit	0	0	1	0	0	0
Services Coordination Team (Mental Health Team)	0	0	0	0	0	2
Totals	**5**	**5**	**6**	**0**	**1**	**91**
Percentages	**4.63%**	**4.63%**	**5.56%**	**0.00%**	**0.93%**	**84.26%**

Source: Police Department Provided Data

*Not a race; included here for diversity comparison purposes

Table S10.3: Diversity Profile – Prior Study Comparisons

Position	Asian	African American	Hispanic	Other	Native American	White
Executive (Chief, Assistant Chief)	0.00%	23.81%	0.00%	0.00%	0.00%	76.19%
Mid-Rank (Major/Capt./Lt (Regardless of Assign)	1.16%	24.42%	1.16%	0.00%	0.00%	73.26%
Sergeants (All – Regardless of Assignment)	2.04%	16.67%	2.04%	0.00%	0.68%	78.57%
*Patrol Officers (Excludes Supervisors Above)	1.18%	16.57%	3.27%	0.36%	0.15%	78.47%
**Prior Study Pct. Totals	1.27%	17.20%	2.95%	0.29%	0.20%	78.09%

	Asian	African American	Hispanic	Other	Native American	White
National Percentages	2.50%	12.30%	10.70%	0.30%	0.30%	73.90%
***Benchmark Cities Averages**	2.51%	5.50%	0.00%	1.86%	0.00%	90.49%

*Includes all officers below Sergeant, which includes Detectives, Corporals, and Trainees.

**Table includes data from prior studies conducted by the IACP.

***Hispanic is not a race and was separated from the Benchmark totals; row will not total to 100%. In addition, all minorities other than Asian and African American are grouped within the 'Other' category.

Table S10.4: Gender Profile – GPD

	Gender	
Section	Male	Female
Executive (Chief, Assistant/Deputy Chief)	1	0
Mid-Rank (Below Chief – Above Sergeant)	6	0
Sergeants (All – Regardless of Assignment)	16	0
Patrol Officers (Excludes Supervisors Above)	51	5
Investigations (Excludes Supervisors Above)	20	2
Other Sworn Personnel		
School Resource Officers	4	0
Transit Unit	1	0
Services Coordination Team (Mental Health Team)	2	0
Totals	**101**	**7**
Percentages	**93.52%**	**6.48%**

Source: Agency Provided Data

Table S10.5: Gender Profile – Prior Study Comparisons

Position	Male	Female
Chief	87.50%	12.50%
Deputy Chief	84.62%	15.38%
Major	86.96%	13.04%
Captain	91.18%	8.82%
Lieutenant	91.58%	8.42%
Sergeant	92.36%	7.64%
Police Officer*	88.85%	11.15%
Percentage	**89.37%**	**10.63%**
Benchmark Cities Avg.	**87.51%**	**12.49%**

*Includes all officers below Sergeant, which includes Detectives, Corporals, and Trainees.
Source: Table includes data from prior studies conducted by the IACP

Table S10.6: Hiring Steps

Hiring Step	Scoring/Decision
Application Submission	If applicant does not meet minimum requirements (e.g., no driver's license), they may be disqualified. All other applications are forwarded. • A noted opportunity for improvement includes supplying training or educational materials or opportunities to help applicants succeed within the hiring process.
Written Test	The written test includes reading, writing, and a video portion. It is graded on a 100 point scale, with 70% identified as a passing score. • Prior rules required a one-year waiting period for reapplication for those who failed the test. This has been corrected • Notably, as with the application process, providing training or educational materials to applicants in advance of the test may improve pass rates.
Preliminary Background	Failure factors at this step include the applicant not completing the preliminary background questions, or information about the applicant being revealed that would disqualify the person from employment. • Applicants who fail at this level can appeal to HR or the GPD for additional review. • BerryDunn notes that having an opportunity for review is a positive practice, as some applicants may be able to provide details regarding the point of failure, which may warrant reconsidering the decision.
Oral Board Interview	Applicants must meet a minimum point score to move forward. • A noted opportunity exists for the community to be involved in the hiring process at this step. • BerryDunn notes that this suggestion is consistent with collaborative policing practices.
Pre-suitability Exam	Candidates could fail if they do not complete the pre-suitability testing, and the psychologist could fail the candidate after reviewing the pre-suitability tests.
Background Investigation	Failing the background investigation can occur for a variety of reasons and there is a level of judgment applied by the background reviewer. • BerryDunn notes here that this step would benefit from an appeal process, similar to the preliminary background step.
Executive Interview	It is up to the police chief's discretion whether to make an employment offer at this stage.

Source: Agency Provided Data

Chapter 11: Internal Affairs

Table S11.1: Internal Affairs Case Origins and Dispositions

IA Case Dispositions	2017	2018	2019	2020	2021
File Only	1	2			1
Exonerated					1
Not Sustained					2
Sustained	6	7	7	7	2
Unfounded	2		1		1
Total Cases	**9**	**9**	**8**	**7**	**7**
Total External	**1**	**0**	**0**	**0**	**2**

Source: Agency Provided Data

Chapter 12: Conclusions and Recommendations

There are no supplemental tables or figures associated with this chapter.

Supplemental Appendix A: Findings and Recommendations

	Organizational Leadership and Culture	
No.	**21st Century Policing Strategy**	**Overall Priority**
	Chapter 2, Section III: Leadership Style	
2-1	**Finding:** Although the GPD strives to exemplify the characteristics outlined in the 21st Century Policing Task Force Report, there are several sections within the six main topic areas or 'pillars' that require focused attention from the GPD to achieve. **Recommendation:** The GPD should affirm its commitment to 21st Century Policing and develop a process for pursuing, maintaining, and monitoring the department's actions in pursuit of that goal. To pursue this recommendation, the GPD should carefully evaluate the extent to which the department is operationally meeting the goals and objectives for each of the six pillars. The GPD should consider each pillar, goal, and objective, and determine whether the department is meeting them, and if not, what steps the GPD can take to achieve them. Additionally, the GPD should assign 21st Century Policing strategies and monitoring to a senior leader within the department, and charge that individual with the responsibility for pursuing and maintaining 21st Century Policing standards, including identifying any policies, procedures, or actions GPD staff must take to achieve them.	

	Organizational Leadership and Culture	
No.	**Operational Communication**	**Overall Priority**
	Chapter 2, Section IV: Communication	
2-2	**Finding:** The GPD lacks a clear strategy for communication, internally and externally, and this has resulted in operational challenges and inconsistent messaging to the community. **Recommendation:** The GPD should develop a communication strategy to provide persistent and consistent communication to its staff, and to the community, on all relevant issues. As part of the process of developing a communications strategy, BerryDunn	

Organizational Leadership and Culture		
No.	Operational Communication	Overall Priority
	recommends that the GPD conduct a series of internal discussions to determine how to improve communications. These discussions should focus on current gaps in practice and establishing ongoing formal mechanisms to overcome any identified gaps. The results of these discussions and decisions should be incorporated into the formal communications plan.	

Organizational Leadership and Culture		
No.	Public Information and Communications	Overall Priority
	Chapter 2, Section IV: Communication	
2-3	**Finding:** The police department does not have a dedicated Public Information Officer to deliver timely and accurate information for the department.	
	Recommendation: The GPD should create a full-time PIO/Community Engagement Coordinator position. This position should support PIO responsibilities, and act as the community engagement coordinator for the department.	
	The use of a non-sworn person for this position can be of better benefit than a sworn person. It may be helpful to recruit a news reporter from the local media outlets who understands the deadlines and expectations of media personnel. This person can have relationships established with other media agencies that will help in improving police and media relations. This person would need to spend considerable time with the police department to understand what are the duties, responsibilities and challenges that are associated with police officers and other department personnel.	
	The Police Chief should have the department PIO develop a messaging strategy that addresses all aspects of media (traditional and social) to better inform the public. This strategy should cover who can disseminate information to department personnel and community members, how to build community trust with timely and accurate information, and how to be responsive to community concerns. This strategy can be developed in conjunction with the City of Gresham PIO. This can be recognized by all community members as the official messaging of the GPD.	
	Due to the nature of the position, the PIO is oftentimes the most visible and accessible person within the police organization. This role is very important in building and maintaining public trust with the community as well as in educating the public on various department operations. Developing a deep understanding of the varied department units and their objectives, processes, and methodologies is	

Organizational Leadership and Culture		
No.	**Public Information and Communications**	**Overall Priority**
	a key element in optimizing the effectiveness of the person in this role.	

Organizational Leadership and Culture		
No.	**Personnel Development Plan**	**Overall Priority**
	Chapter 2, Section VI: Mentoring	
2-4	**Finding:** GPD does not have a formal staff development system that includes systems or mechanisms for consistent coaching, mentoring, or succession planning.	
	Recommendation: BerryDunn recommends GPD develop a formal coaching, mentoring, and succession planning program for staff and that the program be memorialized in policy and executed consistently in practice. In order to help ensure success within each operational role and to prepare those within the department for formal supervisory and command-level positions and/or informal leadership opportunities, the department must create an atmosphere that encourages personnel development and also one that specifically prepares staff for opportunities through a deliberate and intentional process.	

Organizational Leadership and Culture		
No.	**Unified Direction**	**Overall Priority**
	Chapter 2, Section IX: Workforce Survey	
2-5	**Finding:** There is a perception of lack of trust and support between City government and the police, and community members and police. These relationships require improvement and it is important for the police to commit to relationship and trust-building with government officials and community members.	
	Recommendation: The GPD should engage in opportunities to build trust between the government officials, community members and law enforcement. The GPD should consider establishing a police department workgroup to discuss issues and concerns. This group could consist of police officials, city council members, and community members. Discussions within this group could	

	Organizational Leadership and Culture	
No.	Unified Direction	Overall Priority
	contribute to a greater understanding of the issues by all involved, and it help establish and/or improve relationships.	

	Operations and Staffing	
No.	Revise Organizational Structure	Overall Priority
	Chapter 3, Section I: Organizational Structure	
3-1	**Finding:** The organizational structure of the GPD is not optimal for meeting the operational needs of the department.	
	Recommendation: The GPD should revise its organizational structure to appropriately distribute the executive and administrative responsibilities of the command staff, and to optimize guidance and oversight of the divisions and units within the department. Appended: This recommendation includes the addition of a deputy or assistant chief position, as well a third captain position.	

	Operations and Staffing	
No.	Internal Affairs Reporting Structure	Overall Priority
	Chapter 3, Section I: Organizational Structure	
3-2	**Finding:** The functional structure and organization of the IA Unit assigns operational work to a sergeant, who reports to a lieutenant. This structure does not include direct oversight at the executive level of the organization.	
	Recommendation: The GPD should reorganize the IA reporting structure so that it reports to the deputy chief. The GPD should also adjust the rank of the staff member responsible for conducting IA investigations, to lieutenant. Due to its criticality, IA should be an executive function within the organization. This helps establish the importance of this unit within the organization, and it clearly identifies the hierarchical authority of the Unit, helping ensure compliance with IA investigations throughout the organization. Assigning the operational role within IA at the lieutenant rank will help ensure that those investigated will be in a subordinate hierarchical rank. This assignment and	

	rank could be temporary or permanent, depending upon the GPDs preference.	

Operations and Staffing		
No.	Satellite Facility Staffing	Overall Priority
Chapter 3, Section II: Policing Philosophy and Operations		
3-3	**Finding:** GPD utilizes a police facility separate from the main police facility that is not staffed to support interface with the community.	
	Recommendation: GPD should staff a reception function and/or utilize technology to allow community members to interface with the police department at the satellite facility.	
	GPD utilizes a satellite office in the Rockwood neighborhood that is not consistently staffed with a front desk or reception function to allow community members to interface with the police department. This can lead to community frustration when neighbors seek to interact with police at a police facility, especially when they see police employees coming and going.	
	The GPD should explore the possibility of having a reception staffed by department staff or possibly volunteers. Additionally, community members should have access to a 24/7 intercom that routes walk-up contact to records at main police headquarters (or some persistently staffed GPD resource). The staffing and process for contacting police staff for non-emergency services should be clearly displayed at this facility as well.	

Operations and Staffing		
No.	Use of Professional Staff	Overall Priority
Chapter 3, Section III: Support Services		
3-4	**Finding:** The GPD uses professional staff to perform numerous administrative tasks and functions. All professional staff members have additional duties aside from their primary roles and responsibilities and there is a need to review and reorganize the duties of professional staff.	
	Recommendation: BerryDunn recommends additional analysis of all professional staff positions. The analysis should include determining duties and responsibilities for each position, including the possibility of adding duties for professional staff and identifying methods to quantify workloads. The review should also include identifying tasks that could be reallocated from sworn staff to non-sworn	

Operations and Staffing		
No.	**Use of Professional Staff**	**Overall Priority**
	professional staff. The GPD should conduct a workload assessment of the primary and additional duties of all professional staff to determine where processes and procedures can be streamlined. The outcomes of this process should include determining the duties and responsibilities for each professional staff position, and identification of the number of professional staff needed to supplement department operations.	

Operations and Staffing		
No.	**Neighborhood Enforcement Team**	**Overall Priority**
	Chapter 3, Section III: Support Services, Specialty Programs, and Assignments	
3-5	**Finding:** The Neighborhood Enforcement Team represents a manifestation of community- and problem-oriented policing that may provide greater benefit than the resources required to staff the team. **Recommendation:** GPD should perform substantive evidence-based data analysis of the use of GPD personnel hours dedicated to NET versus the reduction of agency-wide workload produced by NET, before determining if continued participation in NET, in light of staffing issues, makes sense.	

Operations and Staffing		
No.	**Specialty Units**	**Overall Priority**
	Chapter 3, Section III: Support Services, Specialty Programs, and Assignments	
3-6	**Finding:** Staffing shortages and service demands have impeded the ability of the patrol and investigations divisions at the GPD to effectively manage CFS and case volumes. To mitigate these challenges, GPD leadership has recalled several officers from specialty assignments to assist the patrol and investigations divisions. Many specialty units are key to helping the police department fulfill its public safety mission, and promptly reinstating staffing in these units, as the department is able, should be a priority. **Recommendation:** The GPD should evaluate its use of specialty units, identify the number of personnel assigned, and consider the impact of each unit as it relates to meeting operational objectives, and in mitigating or reducing CFS	

Operations and Staffing		
No.	**Specialty Units**	**Overall Priority**
	volumes. As part of this process, the GPD should determine which units and positions within those units should be prioritized for reinstatement as organizational staffing allows.	

Patrol Services		
No.	**Prioritize Department Hiring**	**Overall Priority**
	Chapter 4: Patrol Services	
4-1	**Finding:** The GPD has experienced substantial turnover, which has negatively affected its ability to manage CFS volumes, and the department is in need of additional staffing to close this gap.	
	Recommendation: The GPD should prioritize hiring additional personnel to supplement overall department staffing. This process should include rapid deployment strategies, the use of sworn and non-sworn personnel, and consider both temporary and permanent solutions.	

Patrol Services		
No.	**CAD Documentation and Updates**	**Overall Priority**
	Chapter 4 Section III: Calls For Service Analysis	
4-2	**Finding:** Adjusting how certain activities are recorded within CAD can aid the GPD in understanding its workloads and in calculating future staffing needs. GPD currently employs inconsistent practices for how officers document their time spent writing incident reports originating from community-initiated CFS. The GPD does not have a mechanism for tracking CFS volume that is managed by non-patrol units.	
	Recommendation: The GPD should deploy new CAD codes that clearly designate report writing time, patrol zone, and response to CFS that are managed by non-patrol personnel. The ability to determine how much time officers individually and aggregately spend on various activities is vital in being able to assess resource and	

Patrol Services		
No.	**CAD Documentation and Updates**	**Overall Priority**
	deployment needs. BerryDunn has identified that the GPD lacks the ability to track report writing time, and supplanting efforts by non-patrol-designated personnel. Understanding these elements is important as part of the GPD's ongoing evaluation and monitoring of obligated workloads for patrol. BerryDunn recommends the GPD work with the communications center to develop appropriate codes to track these activities. Once determined, the GPD should train its personnel on their use, and work to ensure that staff utilize these reporting codes in the future.	

Patrol Services		
No.	**Additional Patrol Staffing**	**Overall Priority**
	Chapter 4 Section V: Patrol Work Schedule	
4-3	**Finding:** The staffing levels in patrol are not optimized and do not meet operational demands. **Recommendation:** The GPD should add 16 patrol officers to primary CFS response in the Patrol Section, adjusting this total to a minimum staffing level of 65 officers. Based on a thorough analysis of the obligated workload for patrol, BerryDunn calculates that the GPD needs to add a minimum of 16 officers to the Patrol Section. These additions intend to satisfy obligated workload totals outlined in Table 4.19 within this report. BerryDunn has recommended the addition of various non-sworn personnel within this report, and there is reason to believe that these personnel will mitigate obligated workloads for patrol, as operations and CFS volumes return to pre-pandemic levels. The number of patrol positions recommended presumes the addition of non-sworn field personnel as recommended elsewhere in this report. If those positions are not filled, the GPD would require additional sworn positions, particularly as workload volumes adjust to pre-pandemic levels.	

Patrol Services		
No.	**Patrol Schedule Analysis**	**Overall Priority**
	Chapter 4 Section V: Patrol Work Schedule	
4-4	**Finding:** The patrol work schedule for the GPD is not effectively or efficiently meeting staffing and personnel distribution needs for the department. The patrol schedule lacks flexibility and consistency, it does not minimize the use of overtime or appropriate staffing in all patrol zones, and it does not adjust to peaks and valleys for CFS or leave time. Because of continuity of scheduling issues, the current patrol work schedule does not consistently align with geographic policing expectations, and this reduces the ability of the department to fully engage COP work in each of the patrol districts and beats. **Recommendation:** The GPD should consider making revisions to the patrol work schedule to maximize efficiency and distribution of personnel. Based on the numerous data provided, it is evident that the current work schedule in use by the GPD is not maximizing the use of personnel. This is due in part to staffing shortages. However, even with full staffing, the schedule lacks the flexibility to adjust to staff leave, it does not minimize overtime, and it is not aligned to CFS demands and variations of CFS across the patrol zones. BerryDunn understands the complexities in making adjustments to the patrol work schedule. Patrol staff are significantly affected by these changes, and those adjustments can impact the lives of staff in a variety of ways. Although BerryDunn recognizes and understands these apprehensions, the current work schedule is not optimally serving the agency or the community. BerryDunn recommends that the GPD engage a committee to review the work schedule, in light of the information contained in this report, and that a new schedule be developed that will meet department, staff, and community needs.	🟠

Patrol Services		
No.	**Essential CFS Evaluation**	**Overall Priority**
	Chapter 4 Section VII: Alternative Response	
4-5	**Finding:** Due to various factors, the GPD is experiencing challenges in managing the CFS volume. **Recommendation:** The GPD should engage a collaborative process with department staff, city and elected officials, and the community, to evaluate its CFS	🔴

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Patrol Services		
No.	Essential CFS Evaluation	Overall Priority
	model and examine possible solutions and alternatives. This process should examine and identify immediate and long-term solutions.	

Patrol Services		
No.	Alternative CFS Response Plan	Overall Priority
Chapter 4, Section VII: Alternative Response		
4-6	**Finding:** Current staffing levels, workloads, and the national climate on police CFS response provide an opportunity for the GPD to revise its CFS response model and doing so would improve service delivery and reduce obligated workloads for sworn patrol staff. **Recommendation:** The GPD should implement the recommendations provided in the Essential CFS Evaluation, including the addition of eight non-sworn uniformed personnel to staff a TRU and provide non-sworn field response. The recommendations from the Essential CFS Evaluation include the following: • Develop a comprehensive alternative CFS response plan and seek approval from the City Council on the new model • Establish a TRU • Add non-sworn personnel (similar to CSOs) to staff the TRU, and to manage other in-person responses that do not require a sworn officer o Staffing for the TRU and non-sworn services should consistently cover two shifts per day • Develop CAD CFS types that clearly categorize certain incidents (e.g., mental health, unhoused) • Evaluate hybrid and collaborative responses for appropriate CFS types, and identify whether there are existing resources for response, or if these need to be created and/or augmented • Develop policies and procedures for the diversion of CFS to the TRU, non-sworn personnel, and other external resources; procedures should consider customer preferences and provide accommodations for those, whenever requested • Train agency personnel, dispatch, and community partners on the new model • Provide community education on the new model, including the various	

Patrol Services		
No.	Alternative CFS Response Plan	Overall Priority
	reporting capabilities, and how to provide feedback • Monitor the success of the new model and made appropriate adjustments BerryDunn adds here that any alternative response plan should include consideration of expanding collaboration and staffing of the GPD specialty units for SCT, NET, and HST.	

Patrol Services		
No.	NIBRS Submissions	Overall Priority
	Chapter 4 Section VIII: Patrol Operations	
4-7	**Finding:** Records regularly has to correct National Incident Based Reporting System (NIBRS) entries on criminal incidents, because of errors by field personnel who are responsible for entering them.	
	Recommendation: The GPD should take steps to help ensure more accurate NIBRS entry by patrol, to reduce inefficiencies created by numerous errors. The errors prohibiting automated NIBRS submissions are occurring at the field level. These errors could be substantially reduced, allowing for automated submission, by improved training for those submitting and reviewing incident reports, and by engaging supervisory personnel to ensure correction of any noted errors as part of their report review and approval process. Automating the NIBRS submission process will have a positive effect on the workload in records, which will free up time for the records staff to manage other functions. BerryDunn recommends that the GPD: 1. Work with records personnel to identify common errors that are negatively affecting automated NIBRS submissions. 2. Provide training to staff who submit incident reports to improve the understanding of submission requirements, common errors, and department expectations. 3. Require patrol chain-of-command to perform quality assurance review of NIBRS-related data in incident reports, and direct patrol supervisors to only approve incident reports that are free of submission errors. 4. Hold staff accountable for proper completion of incident reports, including critical data points required for automated NIBRS submission.	

Patrol Services		
No.	**Domestic Violence Lethality Assessment**	**Overall Priority**
	Chapter 4 Section VIII: Patrol Operations	
4-8	**Finding:** The GPD does not currently utilize a lethality assessment program for domestic violence.	
	Recommendation: The GPD should revise its policy and practices to expand its DV investigation protocols to include a lethality assessment program.	
	In contrast to many police calls, a prior history of calls and behaviors is a critical element in understanding DV incidents and in preventing them from escalating or recurring. Recording all possible DV cases is a critical step in developing a full history of events for any future instances.	
	Lethality assessment programs (LAP) were developed as a multi-pronged intervention consisting of a standardized, evidence-based lethality assessment instrument (i.e., survey) and accompanying referral protocol that helps first responders make a differentiated response tailored to the unique circumstances of high-danger victims.	
	Research indicates domestic violence perpetrators often engage in additional community violence. Proactively addressing domestic violence through implementation of a LAP can provide improved outcomes of domestic violence survivors, communities at large, and police agencies themselves.	
	The GPD should review all of its DV response protocols with all appropriate stakeholders and develop a revised policy that includes a lethality assessment	

Community Engagement		
No.	**Impartial Policing Data**	**Overall Priority**
	Chapter 4, Section VIII: Patrol Operations	
4-9	**Finding:** GPD does not regularly and consistently collect standardized demographic data, such as perceived race and gender, or outcome data (such as searches, warning, citation, etc.) on all non-consensual law-enforcement-related contacts in a single database that is easily accessed for analysis.	
	The GPD has not routinely monitored or evaluated the IPD collected by officers regarding its non-consensual encounters with individuals. Monitoring and evaluating this data is a critical step in identifying possible biased policing patterns, and in developing strategies to correct them.	

Community Engagement		
No.	**Impartial Policing Data**	**Overall Priority**
	Recommendation: GPD should collect subject demographic and encounter outcome data from all non-consensual law-enforcement-related contacts in a centralized database that can be utilized for meaningful reporting and analysis. Best-practices dictate that police agencies should record all police-related contacts within their data systems. Collecting this information provides for data analysis and accountability. Documentation of complete and consistent demographic data and outcomes of encounters by police agencies is necessary to provide complete supporting data to assess compliance with laws prohibiting bias-based profiling, address community complaints and concerns, and identify any patterns of behavior which might require intervention. All departments should collect comprehensive data from all non-consensual law enforcement encounters including, at a minimum, reasons for encounter (e.g., community-initiated or officer-initiated), perceived gender and race, and outcomes of encounter (e.g., cited, arrested, searched, warned, handcuffed). GPD should require documentation of all non-consensual law enforcement encounters to enable meaningful bias-based policing analysis and should conduct that analysis on a regular and transparent basis. The GPD should regularly monitor and evaluate its IPD to identify patterns that reflect possible bias. The OPPD should use the data to assist with development of strategies to correct possible biased policing patterns and monitor the data on an ongoing basis to evaluate the success of operational adjustments implemented to mitigate them.	

Patrol Services		
No.	**Use of Solvability Factors**	**Overall Priority**
	Chapter 4, Section VIII: Patrol Operations	
4-10	**Finding:** The review and assignment of cases from patrol to investigations is unclear, inefficient, and inconsistent.	
	Recommendation: GPD should require use of solvability factors by patrol supported by policy that clearly articulates what cases and supporting solvability factors should lead to case assignment for follow-up and centralized investigation. This information should be actively and uniformly communicated to the department and the community.	

Chapter 5 – Community Engagement		
No.	**Community Oriented Policing Training and Documentation**	**Overall Priority**
Chapter 5 Section I: Community Policing		
5-1	**Finding Area:** Although new GPD officers receive basic COP and POP training when they are hired, the GPD does not provide COP and POP training to existing staff on an ongoing basis. In addition, there are no formal tracking or measurement requirements for COP and POP activities. **Recommendation:** The GPD should provide agency-wide training for COP and POP. In addition, the GPD should establish documentation, reporting, and measurement procedures for community-policing efforts, and these should be monitored by GPD supervisors.	

Community Engagement		
No.	**Co-Production Policing**	**Overall Priority**
Chapter 5, Section I: Community Policing		
5-2	**Finding:** In general, the GPD has enjoyed a positive reputation within the community, based on its long-standing COP efforts and its overall service to the City. However, national calls for reforming the policing industry, as well as local concerns recently raised, demand an appropriate response. For the GPD, there is a need to build community trust, particularly with traditionally marginalized populations. **Recommendation:** The GPD should expand and formalize its COP efforts and pursue a collaborative model to further community involvement in police decision-making, to build upon and sustain the trust relationship the GPD enjoys with the community, and to develop those relationships where they are lacking. To accomplish this, the GPD should engage in efforts that seek greater community involvement and collaboration in ownership of policing strategies for the City. Both the report from the President's Task Force on 21st Century Policing, and the President's Commission on Law Enforcement and the Administration of Justice, call for co-production policing. As a starting point, BerryDunn recommends that the City create a committee that represents the unique diversity of the community and possesses real and substantive authority to review and guide decisions about community safety, law enforcement, justice, and the roles, strategies, and approaches of policing within that broader environment. The committee should consider possible collaborative pathways, and produce a report that outlines areas for further exploration and implementation.	

Investigations Services		
No.	**Investigation Services and Prioritizing Case Investigations**	**Overall Priority**
	Chapter 6, Section III: Policies and Procedures	
6-1	**Finding:** Workload volumes, staffing levels, unit structure and assignments, and case triage processes have resulted in a narrow focus for investigative personnel, which has resulted in the inactivation or closure of many solvable cases.	
	Recommendation: The GPD should adjust the investigations unit and allocate personnel to exclusively manage and investigate all non-prioritized criminal cases. The GPD should revise the review and assignment of all criminal cases and maximize the use of its personnel, sworn and non-sworn, throughout these processes.	

Investigations Services		
No.	**Case Assignment and Monitoring**	**Overall Priority**
	Chapter 6 Section III: Policies and Procedures	
6-2	**Finding:** The RMS of the GPD has the ability to track and monitor case assignments and progress for investigations. Interviews with investigators and supervisors indicate varied methods of case monitoring. The GPD is not maximizing the use of its RMS to monitor case assignments, and supervisors are not formally and consistently monitoring cases of investigators within the unit.	
	Recommendation: The GPD should take steps to more appropriately use the RMS to track and monitor case assignments and progress by investigators. Supervisors should be required to conduct periodic case reviews for all open cases, and to document case reviews and expectations, consistent with department standards on case updates and expected closure dates.	

Investigations Services		
No.	**Case Closure and Victim Notifications**	**Overall Priority**
	Chapter 6, Section III: Policies and Procedures	
6-3	**Finding:** The GPD does not have a practice of notifying crime victims and reporting parties of case statuses.	
	Recommendation: The GPD should re-contact all victims and reporting parties and advise them about of case statuses when the case is closed, an arrest is made, or when it has been submitted for prosecution. The GPD should utilize automated systems for these notifications whenever possible.	

Investigations Services		
No.	**Case Submission for Prosecution**	**Overall Priority**
	Chapter 6, Section III: Policies and Procedures	
6-4	**Finding:** The District Attorney responsible for prosecuting cases for the City of Gresham, regularly rejects cases for prosecution for reasons that are unclear.	
	Recommendation: The GPD should collaborate with the District Attorney to develop and implement a formalized and standardized case review template which documents reasons submitted cases are not accepted for charging and prosecution.	

Investigations Services		
No.	**Investigations Staffing**	**Overall Priority**
	Chapter 6, Section IV: Workloads and Caseloads	
6-5	**Finding:** The Investigations Section is understaffed and requires additional personnel to manage the investigative function for the GPD.	
	Recommendation: The GPD should add three full-time investigators to conduct non-critical investigations, consistent with the prior recommendation in this chapter to add non-prioritized criminal cases.	

Operational Policies		
No.	**Policy Revisions**	**Overall Priority**
Chapter 7, Section I: Critical Policies		
7-1	**Finding:** There are several areas within the GPD policies or procedures that are either lacking, missing, or should be considered for revision. The GPD has a good policy manual that is well-structured and designed, and it provides appropriate and relevant guidance for personnel. However, there are numerous policies the GPD should examine for completeness, modification, or creation. **Recommendation:** The GPD should review BerryDunn's findings and recommendations concerning department policies and consider adding or amending policies based on that review.	

Operational Policies		
No.	**Policy Development and Review**	**Overall Priority**
Chapter 7, Section III: Policy Advisory Committee		
7-2	**Finding:** Although the GPD often seeks input on policy revisions and development, this process is not formally defined and the GPD does not have a formal collaborative policy development and review process. **Recommendation:** The GPD should establish a standing policy development and review committee comprised of a diverse membership that is representative of all internal stakeholders. The GPD should also consider engaging community members in this effort as a pathway supportive of collaborative co-production policing efforts.	

Data, Technology, and Equipment		
No.	**IT Equipment and Support**	**Overall Priority**
Chapter 8, Section II: Crime Analysis		
8-1	**Finding:** The GPD has struggled to obtain IT support from the City, including difficulties in obtaining required hardware, software, and other IT needs. **Recommendation:** The GPD should collaborate with City IT to develop and distribute a questionnaire for system users within the GPD, that seeks to identify	

Data, Technology, and Equipment		
No.	**IT Equipment and Support**	**Overall Priority**
	any equipment, software, or current and/or ongoing IT needs. The GPD should collaborate with City IT to evaluate the results of the survey, and to develop an IT support plan for the next 24 months, to address pressing IT needs.	

Data, Technology, and Equipment		
No.	**Use of Data and Intelligence**	**Overall Priority**
	Chapter 8, Section II: Crime Analysis	
8-2	**Finding:** Although the GPD has a desire to use crime and intelligence data proactively, the GPD has not consistently utilized data or intelligence in a deliberate or meaningful way to improve effectiveness or efficiency, and the GPD has not been a data-driven organization.	
	Recommendation: The GPD should pursue a robust performance measurement and accountability management (CompStat) system utilizing the support and resources provided by BerryDunn. The GPD should formally adopt a data-driven philosophy supported by ILP. That philosophy should incorporate best practices in data use by police agencies and should include an operating performance measurement and accountability management system.	

Data, Technology, and Equipment		
No.	**DDACTS**	**Overall Priority**
	Chapter 8, Section II: Crime Analysis	
8-3	**Finding:** The GPD does not use data or intelligence to inform its traffic safety problem-solving efforts.	
	Recommendation: The GPD should study and implement DDACTS as a way to leverage data and intelligence to improve the efficiency and effectiveness of its traffic safety problem-solving and crime deterrence efforts.	

Training and Education		
No.	**Training Unit Staffing**	**Overall Priority**
	Chapter 9 Section I: General	
9-1	**Finding Area:** The Training Unit that coordinates all in-service training for the GPD is staffed by a single sergeant, and is responsible for training performance review, scheduling, assuring certification compliance, and assuring compliance with local, state, and federal requirements. The work of the Training Unit is vital the organization, and additional resources are required for this unit.	
	Recommendation: The GPD should add one additional full-time training officer to the Training Unit, to assist the training sergeant with the full range of duties and responsibilities of this unit.	

Training and Education		
No.	**Strategic Training Plan**	**Overall Priority**
	Chapter 9, Section IV: Records, Required, and In-Service Training	
9-2	**Finding Area:** The GPD does not have a plan that establishes a department-wide training strategy. Although the GPD clearly values training for its staff, there is no specific plan that provides direction for the Training Unit regarding the numerous duties and responsibilities of that unit. There is also no policy that outlines required or preferred training for operational roles, and no policy that outlines minimum training expectations for supervisors. There is no policy that addresses officer development, and no identified process for staff development or improvement plans.	
	Recommendation: The GPD should develop a broad training plan that establishes a department-wide training strategy, which also outlines the types of training that coincide with certain job duties, and decisions regarding approval of training for officers, and the GPD should use these guidelines as a framework for its ongoing training needs. BerryDunn also notes here that supervisors should be having regular discussions with officers regarding their intended career path as part of their performance evaluation and on an ongoing basis. Approval for specific training courses for officers should also take these discussions into account. In addition to developing this plan, the training division should be monitoring the progress of officers assigned within each of the identified areas, and when courses are available that are in alignment with the training needs for those	

Training and Education		
No.	**Strategic Training Plan**	**Overall Priority**
	positions, the training division should be proactively encouraging officers to submit for that training. The GPD should consider the following areas in developing a training policy, plan, and strategy: • Training records maintenance • Requests for training • Department types of training • Training program and development • Curriculum development • Instructor development • Annual training • Preferred in-service training • Specialized training required by designated unit or role	

Recruitment, Retention, and Promotion		
No.	**Revise Hiring, Recruitment, and Retention Practices**	**Overall Priority**
	Chapter 10, Section II: Hiring, Recruitment, and Retention	
10-1	**Finding:** Attrition at the GPD has created a critical workforce shortage, particularly for sworn personnel, and the current hiring and retention practices for the department are not supporting operational needs.	
	Recommendation: The GPD should examine and revise its recruiting, hiring, and retention practices, to improve its ability to maintain a stable workforce, and to reach and maintain optimal staffing levels.	

Recruitment, Retention, and Promotion		
No.	**Retirement Benefits**	**Overall Priority**
	Chapter 10, Section II: Hiring, Recruitment, and Retention	
10-2	**Finding:** Based on staff feedback, lack of a post-retirement health care supplement reportedly contributes to employee attrition.	

Recruitment, Retention, and Promotion		
No.	**Retirement Benefits**	**Overall Priority**
	Recommendation: The City and GPD should study whether or not the availability of post-retirement health care supplement for employment competitors is a verifiable reason for material employee attrition and, if so, evaluate the viability and value of adding this benefit. (See also Recommendation 10-1)	

Recruitment, Retention, and Promotion		
No.	**Promotional Process**	**Overall Priority**
	Chapter 10, Section V: Promotion	
10-3	**Finding:** There is no formal policy on the promotion process for sworn and professional staff personnel, which has led to a lack of confidence the promotional processes. **Recommendation:** The GPD should develop a policy that outlines the processes to be used for the promotional ranks for both sworn and professional staff within the department, and that these guidelines should be included within the department policy manual and consistently followed. The lack of a policy that outlines the promotional process can lead to concerns about favoritism, or allegations that the process was altered to benefit one or more candidates. GPD should consider using an outside vendor to conduct the promotional process for the competitive ranks of Sergeant, Lieutenant, Captain, and Deputy Chief. An outside entity can offer a fair and equitable chance for those seeking promotional opportunities. It takes away the concerns of favoritism, subjective material and overall unfairness. Having a thorough promotional policy will help the agency in establishing a professional development plan or a succession plan for the future growth of the department leadership in the sworn ranks. These plans can also support the development of future leaders within the professional staff ranks. Most departments forego the development to this group, but it is important to invest in them as they can take on more duties and responsibilities within GPD.	

Recruitment, Retention, and Promotion		
No.	**Operational Minimums and Authorized Hiring Levels**	**Overall Priority**
Chapter 10, Section VI: Staffing		
10-4	**Finding:** Authorized hiring levels at the GPD do not account for attrition rates. Hiring for officers at the GPD occurs when there are vacancies, and these have been persistent. However, once the GPD is fully staffed, it will be necessary to account for attrition rates when calculating the number of personnel to be hired. This is because of the lag-time associated with hiring and providing initial training for officers. In order to maintain optimal staffing levels, hiring should always occur at the rate of allocated personnel plus the anticipated attrition rate. **Recommendation:** In collaboration with City leaders, the GPD should establish a minimum operational level and a new authorized hiring level that helps ensure continuity of staffing. It is important that the GPD help to ensure that the department is fully staffed at a level that is optimally efficient. Staffing at this level supports the full range of departmental services and contributes to maximizing the outputs of each unit and subunit within the department. Once the minimum operational level has been established, the City and the police department need to take steps to maintain staffing at that level. Due to attrition rates and the lag-time involved in hiring and staffing sworn positions, the authorized hiring level must be adjusted. The authorized hiring level should be sufficient to overcome projected attrition within the department.	⏱️

Professional Standards		
No.	**Complaint Intake and Processing**	**Overall Priority**
Chapter 11, Section I: Complaint Process and Routing		
11-1	**Finding:** Complaints about employee conduct are not tracked and memorialized in an effective manner and the processes for submitting complaints in-person does not include sites unassociated with the police department. **Recommendation:** The GPD should implement a policy and processes to receive, log, and track all complaints (external and internal) in a consistent and usable manner and improve the opportunities for community members to access complaint forms and submit complaints independent of the police department.	⏱️

Professional Standards		
No.	**Complaint Data**	**Overall Priority**
Chapter 11, Section II: Dispositions		
11-2	**Finding Area:** The GPD does not regularly publish data on professional standards complaints and dispositions.	
	Recommendation: The GPD should develop a policy and practice of releasing professional standards complaints and dispositions to the public. This practice should include all complaints, internal or external, including complaints resolved informally.	

Professional Standards		
No.	**Complaint Investigations**	**Overall Priority**
Chapter 11, Section IV: Policy and Discipline		
11-3	**Finding Area:** The process of how administrative investigations are classified, assigned, and investigated is unclear and potentially inconsistent.	
	Recommendation: The GPD should collaborate with the IA Unit to develop a revised policy that clearly articulates which types of complaints will be formal investigations and which will be informal investigations. All classifications and assignments of complaints should be reviewed independently of the decision maker to ensure consistent and equitable classification.	

Professional Standards		
No.	**Critical Case Investigation Protocols**	**Overall Priority**
Chapter 11, Section IV: Policy and Discipline		
11-4	**Finding:** GPD policy and procedures do not require external investigation of all use of deadly force or other serious incidents and there is no additional review of non-criminal investigations for possible criminal nexus or patterns of behavior.	
	Recommendation: The GPD should develop policy, agreements, and procedures for external investigation of all use of deadly force incidents, and a review of all administrative investigations for possible criminal nexus and/or patterns of behavior.	

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Professional Standards		
No.	**Investigations Process**	**Overall Priority**
Chapter 11, Section IV: Policy and Discipline		
11-5	**Finding:** As part of the current labor agreement, the GPD allows employees under administrative investigation to review all evidence before providing statement evidence.	
	Recommendation: The GPD should revise the policy (which will require contract re-negotiation) that allows employees under investigation to receive access to all case evidence before they are formally interviewed pursuant to an administrative investigation.	

Supplemental Appendix B: Department Actions During the Study

To: Deputy City Manager Corey Falls

Cc: Dr. Michele Weinzetl, BerryDunn Associates

From: Chief Travis W. Gullberg

Date: 07/27/2022

Subject: Police Department Achievements as of July 27, 2022.

The following is a list of department projects which aim to address operational gaps, leadership development, communications needs, and enhance department recruiting, hiring, and retention strategies. Many of these actions were also taken in anticipated recommendations deriving from the ongoing BerryDunn assessment. This document should be considered a living document, and as additional accomplishments are attained, they will be added to this list.

- Approved to add Professional Support Staff Positions:
    - 2 Crime Analysts
    - 1 Criminalist
    - 1 Records Technician
    - 1 Digital Evidence Technician
    - 1 Investigative Support Analyst
    - 1 Public Safety Recruiter
    - 1 Police Communications Coordinator
    - 1 Business System Analyst
    - 2 Behavioral Health Unit Clinicians
    - 2 Internal Background Investigators
    - Additional professional staff which were hired:
        - Hired additional Records Technicians
        - Hired additional Senior Evidence Technicians and Criminalist
        - Hired HR/Recruiter Specialist
        - Posted for Communications Coordinator
- Hired/Promoted Executive Leadership Positions:
    - Deputy Chief (William Smith)
    - Captains (John Rasmussen and Kyle Lewis)

- Planned Promotional Exams:
  - Held Lieutenant exam
    - Hired a Lieutenant (Kevin Barton)
  - Sergeants
    - Exam process to be held September 2022
- Added Software Programs to address recruiting, operational improvements, and community engagement needs:
  - eSOPH – Electronic statement of personal history for backgrounding software
  - PowerDMS – Public safety workforce platform
  - Nighthawk – Detectives investigative software
  - Input-Ace – Detectives video evidence analysis software
- Policy Updates:
  - PowerDMS to be used for more readily sharing policies with the community
  - Policy Updates
    - 208 Standards pf Conduct
    - 300 Report Preparation
    - 301 Use of Force
    - 301 OIS Review – language change
    - 303 Control Devices and Techniques
    - 305 Officer Involved Shootings
    - 305 OIS – fix attachments
    - 306 Deadly Force Review
    - 131 Civil Commitments
    - 400 Temporary Custody of Juveniles
    - 402 Custodial Searches
    - 407 Temporary Custody of Adults
    - 503 Discrimination and Harassment
    - 505 Mutual Aid and Outside Assistance
    - 511 Homeless Persons and Unauthorized Campsite Cleanup
    - 514 Medical Marijuana
    - 516 First Amendment Assemblies
    - 517 Body Worn Cameras
    - 604 Ride Along
    - 605 Hazardous Material Response
    - 609 Immigration Violations
    - 612 Foot Pursuits
    - 701 Traffic Collision Reporting
    - 702 Vehicle Towing
    - 800 Investigations and Prosecution
    - 900 Recruitment and Selection
    - 902 Personal Appearance and Standards

- - - 921 Fitness for Duty
    - 930 Retiree Concealed Firearms
    - 935 Internal Affairs
    - 939 Education Reimbursement
    - 1000 Uniform Regulations
    - 1005 Safety Belts
    - 1007 SWAT Distraction Devices – New
    - 1113 City Purchasing Cards
    - 1213 Records Assist Desk
- Police Department landing webpage update in progress
- New Technologies
  - Purchased additional overt cameras
  - Red dot sights
  - Replacing or adding patrol rifles
- Recruiting strategies:
  - $6000 New Hire Bonus
  - $12000 Lateral Hire Bonus
  - $1000 Referral Bonus
- Retention Strategies
  - Tuition Reimbursement Program for all department staff (eligible for up to $5000 annually)
  - $2000 Retention Bonus for all GPOA members
  - $1800 ARPA Bonus
  - ARPA funded training and equipment for new CSI positions
  - Piloted Take-Home Car Program
    - Piloted Take-Home Car Program authorized – December 2021
      - Awaiting approval for Full Take-Home Car Program
      - 13 Take-Home cars assigned to staff
  - Approved to purchase 17 replacement vehicles
  - Intent to increase fleet to expand Take-Home Car Program
  - Approved to purchase MDCs for replacement vehicles
  - Approved to purchase MDCs for other workgroups
- Hiring updates:
  - Hired 7 new sworn recruits and offered 2 conditional hires as of 7/28/2022
- Retire/Rehire Memorandum of Agreement
  - Hired Criminalist Tammi Surplus through the Retire/Rehire program
- Established an Agency Recruiting Team and Drafted a Strategic Recruiting Plan
  - Creating a URL/website dedicated to recruiting
  - Chief recruiting video
  - Discussing marketing options

- - New Police Department web landing page being designed
  - Approval for a recruiting web page
- Added a Metro EDU (Explosive Disposal Unit) position
- Eliminated assigned Patrol Districts at the request of membership
- Communication strategies:
  - Bi-Weekly GPOA and Deputy City Manger Meetings
  - Bi-Weekly Department Newsletter
  - Monthly City Council Report
  - Monthly internal Data Wrap Up Report
  - Roll Call visits
  - Q&A with City Manager and Deputy City Manager
  - Posted Police Communications Coordinator Position – applicant review in progress
  - Hosted the District Attorney for a Town Hall discussion with staff
- Community Engagement:
  - Established the Community Services Division
  - Safe Gresham Initiative – focus on crime, violence, and gun prevention
  - Community Engagement command assigned to Lt. Jeff Miller
  - Neighborhood Association meetings
  - Lyons and Rotary Club meetings
  - Adopt A Cop – Greater Gresham Area Chamber of Commerce
  - Health and Wellness (Business Safety) presentations
  - Gresham Site Visits – community safety conversations
  - Face to Face PDX; Barlow High School Youth and Police conversations
  - Behavioral Health Emergency Coordination Network (BECHN) development committees
  - City and Community Events; Spirit of Gresham, Juneteenth, National Night Out, Summer Kids in the Park, Gresham Art's Festival, Music Monday's
  - The Underground – Fitness and wellness community safety campaign with local community-based organization
  - Special Olympics
  - Safe Gresham Initiative – Collaboration with City of Gresham Youth Services to prevent youth violence
  - Youth Violence Prevention Week participation
  - Summer Works Internship Program
  - Somali Coalition Listening Session and Job Faire

These are proposed/pending projects:

Community Safety Program

- - 4 Limited FTE to fill TRU/C.S.S. positions for alternative response

- o Developing a plan to reestablish Alternative Response Units/Teams
    - ▪ Plan for bringing back NET and Traffic, and add staff to SCT
    - ▪ A Sergeant and an Officer to be assigned to PPB FIT for research and development of department future response to gun violence
  - o In discussions with MCSO to reestablish Air Unit; will offer Pilots and TFOs
  - o In discussion with MCSO to add one of their members to the Gresham UAS Program
- Professional Standards
  - o Assigned Professional Standards command to Lieutenant Kevin Barton
  - o Updated IAU policy
- Community Safety Special Mission Participation:
  - o MCSO Enhanced Public Safety Initiative
  - o PPB/GPD Stolen Vehicle Recovery
  - o GPD Retail Theft
- Services Division
  - o Started lean analysis for recruiting, backgrounding, and hire processes
    - ▪ Including standardizing exit interviews
    - ▪ Reviewing background disqualifiers
    - ▪ Transitioning to more efficient background and hiring practices
- CFS Evaluation
  - o Working with BerryDunn to evaluate and implement a CFS evaluation
  - o TriMet advised GPD response for only Priority 1 and 2 calls
  - o Redistricted Gresham in anticipation of operational changes due to staffing changes and in preparation for bringing back specialty teams
- Strategic Planning
  - o Contracted with BerryDunn Associates to assist with development of Police Department Strategic Plan
  - o September 12-13, 2022, in-person strategic planning session with BerryDunn

Supplemental Appendix C: Patrol Schedule Discussion

The following section provides a discussion on variations of patrol scheduling models.

Balanced Schedule

It is of some value at this point to discuss *balanced* as opposed to *on-demand* schedules. In short, in a balanced schedule, the department fully schedules all its personnel based on 40 hours per week, or 80 hours per pay period, throughout the year (this also often results in scheduling more personnel than required, which is referred to as over-scheduling). This is the most common form of police scheduling, and it is the type of schedule in use for the GPD.

This type of schedule works reasonably well if the department has enough people on the schedule to accommodate vacancies due to leave. BerryDunn refers to this type of scheduling as over-scheduling because it relies on scheduling more staff than necessary for existing demands in order to respond to requests for leave. In theory, because the department has *over-scheduled*, if someone takes leave, there is no need to backfill the opening because the schedule still contains enough staff to cover shift minimums.

Although over-scheduling works, its effectiveness is impeded by peaks and valleys in the use of leave time by staff. Invariably, a, patrol staff within law enforcement agencies take leave in larger increments during certain portions of the calendar year (e.g., during summer months, over the holidays). This often results in an imbalance between the number of leave requests and the ability of the schedule to release staff on leave without creating a shortage in staffing or the need to pay overtime to cover peak demands. Conversely, during periods when nobody takes leave (e.g., February), staffing is at its peak. This also tends to happen when service volumes are lower, which results in a certain amount of inefficiency.

There is a delicate balance between using over-scheduling as a means to accommodate leave and having too many resources available. For those creating the schedule, it is also important to note that when using a balanced or over-scheduling system, it may appear that the schedule is very heavy with resources. This can create a tendency to think that there are too many staff assigned to a beat/zone, precinct, or division. In reality, as those staff take leave, which often averages 400 hours per staff member (for holiday, personal leave, and training), the schedule will thin out. Despite this, it is likely that there will be peaks and valleys in this type of system.

When there are peaks of resources, administrative staff can redirect personnel to specific projects or special enforcement duties (such as COP). When there are valleys (shortages of staff), the department will need to use overtime as a means to cover minimum staffing levels. Staffing using a proper shift relief factor will minimize this, but there will likely be some need to pay overtime to meet minimums, assuming that leave requests follow similar industry patterns.

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So, although using a balanced schedule is the most common form of police scheduling, it is also the most susceptible to inefficiency and instability, due to the lack of flexibility in the schedule to adjust to leave and leave patterns and having *over-scheduled* personnel at various points in the schedule.

On-Demand Scheduling

One alternative to using a balanced schedule is to use on-demand scheduling, or a *short schedule*. An on-demand or short schedule is a type of schedule that follows the fair labor standards act (FLSA) 7k exemption for public safety scheduling and does not use the traditional 40-hour workweek to define the schedule or payment of overtime. In a short schedule, the department schedules officers fewer hours than required during any given month. This results in a circumstance in which the agency can use the unallocated hours in a flexible manner to cover meetings, training, special events, or predictable leave (e.g., vacation) as the scheduling needs demand. This type of the schedule is substantially more efficient than a balanced schedule because it is possible to adjust the work schedule on an ongoing basis and to respond to shift demands without the need for overtime or substantial over-scheduling of personnel.

There are myriad variations of short schedules, but the theory is rather simple. In a short schedule, the department schedules officers fewer hours than required during any given month. This process typically involves the creation of a schedule shell, in which the department ensures filling all shift minimums. In this format, there is also some over-scheduling involved, which allows for immediate backfilling of shifts vacated due to leave requests; however, the design of these schedules does not include the significant peaks that often occur within a balanced schedule. Instead, the amount of over-scheduling of staff is reduced, which creates more efficiency in terms of personnel usage.

In contrast to a balanced schedule, when staff request leave time (for whatever purpose, other than unscheduled sick leave) and there are insufficient overscheduled resources to accommodate the request, the agency can use unallocated time from patrol staff to fill the void. This can provide tremendous flexibility for the agency, help ensure that staff are able to take leave time when requested, even during peak demand periods, and help reduce overtime costs. Unallocated hours can also be used to cover training time or other special work details.

Despite its efficiency, there are some drawbacks to this type of schedule. Administering the schedule is time-consuming, as it requires constant monitoring to ensure FLSA compliance, and there are many logistics involved in establishing the protocols for when and how unallocated hours will be scheduled. In addition, because some shift hours are unallocated and they are added to the schedule as the need demands, this type of schedule includes a level of inconsistency and unpredictability for officers in terms of knowing their work schedule in advance. On-demand scheduling is also new to most agencies, officers, and finance departments, and there are some bookkeeping complexities. In short, the agency pays each officer 80 hours of straight pay (a *salary* of sorts) per two-week pay period, regardless of how

many hours they work. This means an officer may work 66 hours and collect 80 hours of pay, or the officer may work 95 hours and collect only 80 hours of pay. In some cases, moving to an on-demand schedule requires extensive coordination with the Finance Department so that it can understand and buy into the dynamics.

One other significant issue is that using an on-demand schedule will likely greatly reduce overtime within the agency. From a fiscal perspective for the agency, this is a very good thing; however, some staff become reliant on a regular stream of overtime pay, and when the stream of overtime money is substantially reduced, they may face personal budget issues. The department must understand this possible side effect and take steps to ensure that staff are aware of this change.

Base + (Base-Plus) Schedule

Another scheduling option for departments to consider is a Base +, or base plus schedule. A base plus schedule combines some of the factors of a balanced schedule with an on-demand schedule. In a base plus schedule, the main framework, including the schedule rotation (in terms of the number of days on and off) and the number of hours per shift, also results in a number of unallocated hours for each officer. As with an on-demand schedule, the unallocated hours can be structured and monitored based on a pay-period, work-cycle, or per-month basis. Once the main shell of the schedule is built, the department can then use the unallocated hours for each officer during the prescribed cycle (usually one to two shifts per month) to backfill gaps or holes created in the schedule due to leave time, training, or other expected/predictable absences.

The primary difference between an on-demand schedule and a base plus schedule is that in an on-demand schedule, the shifts are evaluated and added on an ongoing basis, usually in 30-day increments. In a base plus schedule, the unallocated shift time is added when the schedule is constructed (usually a year at a time), but after predictable leave and training needs for the schedule are identified.

Like the on-demand schedule, the base plus schedule carries with it the same operational requirements regarding schedule administration, FLSA compliance, and following established scheduling protocols. This type of schedule has less flexibility for the agency in terms of being able to adjust the schedule throughout the year, but it provides additional stability for officers in terms of knowing their full schedule for the year, including the placement of hours that were not initially allocated.

Despite the challenges associated with on-demand or base plus models, most of the issues can be overcome by developing strong protocols and procedures for implementing this type of schedule. In summary, the use of short scheduling has many benefits, and BerryDunn encourages agencies to consider this as an option.

Supplemental Appendix D: Recruiting and Retention

Supplemental Document 1: Recruiting Strategies

Recruiting Strategies

The following information outlines several recommended practices that law enforcement agencies can engage to improve the effectiveness of their recruiting and hiring practices. For this information to have the best value, departments should evaluate their current practices against those listed here, in consideration of the need for possible adjustments.

Institute a continuous hiring program, or alternatively, a more frequent process that reduces lag-time for applicants

In today's competitive environment, having open hiring processes only 1 or 2 times per year may not be sufficient. Qualified applicants who are eager to enter the profession may not be willing to wait for the next opening, and they may take their talents elsewhere. To guard against this, departments need to reduce the lag-time between hiring processes. This could occur either through a continuous process, or through adding additional hiring cycles, if they are currently limited to a small number annually. Most modern hiring systems have the capability to accept applications on a continuous or more frequent basis, and this is preferred over hiring processes that occur sporadically.

While moving to an ongoing hiring process, or increasing the frequency of the hiring process may be difficult from a logistics standpoint, the establishment of a more rapid or frequent process is essential to expanding the pool of quality applicants available to the department. In addition, once these candidates are identified, the department needs to act swiftly to secure their employment, in advance of other opportunities they may have available.

Along with receiving continuous applications, law enforcement agencies should institute a written exam schedule that makes it more convenient for applicants, for example, on weekends or in the evening. This scheduling will provide candidates more flexibility and improve the numbers of candidates appearing for this part of the process.

Implement a mentor program for new officer candidates

Law enforcement candidates want to feel they are important and that the department values their application. The overall process can be daunting for many candidates, and they often have a sense of uncertainty throughout. Tending to their needs and answering their questions can provide applicants with a sense of care and belonging early in the process, which will reduce the likelihood that they will continue seeking employment elsewhere.

To meet these needs for candidates, departments should develop a cadre of carefully selected, highly motivated, and trained mentors, to guide new recruits through the application process, and ultimately, their transition into law enforcement for the department. These mentors need to be selected based on their ability to train, guide, and empathize with new recruits. They should be assigned to priority candidates immediately after they are identified within the hiring process, to help ensure that the candidate stays in the process and ultimately is hired.

Establish an early hire program

One method to overcome the negative impact that time has on the hiring process is to establish an early hire program. Once a candidate is fully qualified (successfully clears all the steps), the department should consider hiring him or her immediately, particularly if the start of the academy is not imminent. Today's candidates have oftentimes applied to multiple agencies, and although they may have a preference of which agency they want, they tend to go with the first job offer. By hiring candidates early, departments will keep quality candidates and not lose them to other agencies who may have faster processes. The early hire candidate can be brought on at a full or reduced salary rate, and assigned to assistance-type work in non-sworn areas. While similar to a cadet program, these positions involve vacant officer slots, rather than new positions, so they are effectively budget neutral or budget positive (depending upon the rate paid during the early hire period). Hiring these candidates early rather than waiting until sufficient numbers of applicants are hired to fill an academy class, will ensure a higher percentage of hires of quality applicants.

Provide a career fit tool, or day in the life training for applicants, to clarify work conditions and expectations

In some cases, officer candidates have an unclear picture of what law enforcement work involves, and this can lead to lackluster performance, or candidates who choose to resign as they gain more understanding of what the job involves. To reduce this possibility, the department should include some type of unscored career fit tool at a very early stage of the process, describing real working conditions and tasks often performed. This could include things such as: a drunk person vomits in patrol car, trying to talk with an uncooperative witness, picking up the same person repeatedly for nuisance crimes. The candidates can then be asked about their willingness to do this kind of work. This would not be a scored tool, but it might help some applicants self-select out, as opposed to doing so after they are hired.

One way to orient candidates to the nature of the job is to create a video, similar to the IACPs Virtual Ride Along, which can be found on the Discover Policing website.[1] Again, the intent here is to help candidates understand the nature of the job as it truly exists within the department, as

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[1] http://discoverpolicing.org/whats_like/?fa=virtual-ride-along

opposed to what they think it involves, based on information they might obtain from various sources.

Develop a brand that reflects the department commitment to the community, and its desire to protect and serve

Having a strong brand can help create organizational pride, industry recognition, and enthusiasm for potential applicants. The brand should be concise, emotive, and simple, such as the longstanding slogan of the Marines; *The Few, The Proud*, or Verizon's, *Can you hear me now?* The brand should address community expectations and perceptions as well the reasons officers have identified for choosing a career with department. Additionally, it should set the department apart from other law enforcement agencies.

Multiple tools are available to use in developing a brand, such as a mission statement, organizational values, and community expectations and perceptions. To assist with developing these tools, the department may wish to conduct a community survey to determine what the community expects from its law enforcement department and what qualities it desires in its officers. This survey can also be used to measure community perceptions. In addition, surveying first line supervisors can be an effective way to identify what qualities the best officers of the department possess, and this can help inform the branding process.

Conduct an internal assessment of employee benefits and job conditions, to ensure a competitive hiring environment

The department should conduct an internal assessment of the benefits of working for the agency. Law enforcement leaders should ask themselves, and a core focus group of employees, what the department possesses that will attract the best possible officers. Effectively, the question to be answered is, "Why would I want to work for this department?" Conducting this inventory of benefits is a necessary first step in assessing what strategies will best succeed in attracting candidates. This inventory can also provide valuable tools to assist recruiters as well as potentially positively influencing turnover.

Establish a department philosophy that everyone is a recruiter

Having a department-wide philosophy that emphasizes a recruitment potential in all public interactions can help overcome negative or unrealistic impressions of what law enforcement work entails and contribute to a larger strategic recruitment plan. Recruiting must become a part of everyday interactions between officers and the public. Establishing this mindset within the department to support recruitment can enhance community outreach efforts by making recruitment an overall philosophy for all, rather than a task to be performed solely by a specialized unit.

Create an inviting atmosphere within the department for potential applicants

Outreach to potential applicants must be meaningful, genuine, and reflect a departmental desire to build true relationships with them. Making these contacts real requires going beyond traditional public appearances, and might require imaginative or creative techniques, such as citizen academies, open houses, facility tours, and ride-alongs. To enhance the personal touch, the department should routinely schedule open houses at their various facilities. Additionally, every officer should be equipped with a business card that on the back, has the department's brand, as well as specific information on who to call to schedule a ride-along. This personal touch and referral will go a long way in opening the department to new applicants, and it will solidify the commitment of the department to a proactive and ongoing recruitment strategy.

It is also important to note that when prospective candidates inquire about a ride along, the department should ensure that the officer assigned to the task is genuinely interested in serving the best interests of the agency through this process. This means that the department should seek volunteers for these assignments, and equip those officers with the information they need to help aspiring officers navigate their way through the hiring process.

Utilize youth outreach programs to enhance the department image and recruiting efforts

The department should consider using youth outreach programs to enhance its recruiting and image among the youth of the community. These programs can range from a paid cadet/internship programs, to other less costly programs, such as an explorer program, and/or partnership/mentor programs with local colleges and high schools. Because many high school students are already thinking about and starting preparation for future careers, high school age students should be a primary focus for long term results. A series of youth leadership academies offered during the summer months, emphasizing self-discipline and core values, such as service to the community, can build a strong cadre of potential recruits and advocates in the community.

Use community liaisons for increased contact with underrepresented communities

The department should use their community liaisons to spread the word about recruiting efforts. Recruiting notices should be placed in community-specific newspapers, to include specific community and/or neighborhood newsletters. Department recruiting information and links should be on the web pages of professional, academic, and fraternal organizations throughout the city. The chief law enforcement executive and other members of the command staff should make direct appeals to community organizations for help in recruiting, especially from diverse communities.

A complaint that is often heard nationwide is that recruiting information is not getting to members of minority communities. By having a direct solicitation from members of the department command staff, the likelihood for better community communications increases significantly. The department should partner with community leaders and organizations to

garner their support in referring applicants to the department. This partnership should include seeking a presence on the website of these organizations, as well as direct referrals to the department's recruiting website. The department should also consider holding separate recruiting meetings for members of specialty groups, including providing assistance and support in understanding the application and testing processes.

Develop a strategy to maximize opportunities with second-career applicants

For many agencies, second-career applicants are a largely untapped market, and today's volatile economic situation has many people seeking career changes later in life. With the economic downturn of the late 2000s, many departments noted an increase in applicants seeking a second career in policing, coming from fields as diverse as automobile manufacturing, construction, marketing, and business administration. Second-career applicants present opportunities for departments to expand their workforce to include individuals with prior experience in diverse careers.

Career military personnel are also a logical source of second-career applicants. The department should establish partnerships with the local military installations to provide presentations to service members who are within two years of retirement. Many service members retire at a young enough age that law enforcement is a viable choice as a second career. To maximize the potential for gaining the interest of these applicants, the department should make these connections and establish regular dialogue with military command personnel.

Expand personnel assigned to career days/job fairs, develop a recruiting speech

In many law enforcement agencies, shortfalls in staff resources often affect critical areas, such as backgrounds, attendance at recruiting events, recruit testing, and other functions. While career fairs do not typically produce numerous applicants, they are an effective marketing tool for the department by providing the opportunity to boost departmental visibility and recruit targeting. To expand the recruiting pool of personnel, the department should assign selected patrol officers or selected staff from other units to attend these events. With a department-wide *everyone is a recruiter* philosophy; more events can be targeted. The department also needs to develop a specific recruitment information packet, or *recruiting speech,* that all personnel are familiar with and can use.

Establish an employee referral incentive program

Employee referrals provide applicants with realistic and trustworthy answers to their questions, as well as a realistic portrayal of how a law enforcement career affects family life. Employee referral strategies will both increase applicant pools and provide balance to other recruitment strategies, such as online processes, that lack human interaction. To boost referrals, the department should establish an organization-wide recruitment/referral incentive program offering an incentive (monetary compensation or some other type of incentive, such as annual leave) for critical positions such as law enforcement officer. Human resources, along with

appropriate government leadership, should identify critical positions where vacancies have a severe negative impact on services. Employees who recruit a qualified applicant would receive an incentive when the applicant is hired.

Develop a new more customer-friendly web page, and an enhanced social media presence for recruiting

The department should examine and update their recruiting webpage, to emphasize ease of use and to provide more information, focusing on why a person should become an officer for the agency. Certainly, benefits, job security, and job challenges are important factors, but to have a successful strategy, the department must develop a brand for itself. Social media, such as Facebook and Twitter, should incorporate those changes as well as the new brand.

The new website should also incorporate various materials and information concerning the hiring and testing processes. If appropriate, this should include any areas or materials applicants should study to prepare themselves for the written exam. Ideally, those seeking information should be connected with a hiring mentor within the department, to maximize the information provided to the candidate, and to develop an early relationship between the applicant and the department.

Develop a recruitment video

With the prevalence and popularity of online videos, such as on YouTube and other sites, effective recruiting videos are a requirement. Recruiting videos can be widely distributed and used by all members of the department to assist in recruiting and community engagement. Care should be taken to incorporate realistic information about job requirements, without over- or under-emphasizing the negative aspects of law enforcement work. There is little to be gained by attracting applicants who might have the necessarily abilities and skills to become an officer but lack the interest or will to do all of the duties the job requires. Accordingly, the recruitment video should highlight the positive aspects of law enforcement work, without ignoring those elements that might be detractors, for some people.

Establish an effective and measurable yearly recruiting plan

Just as with any law enforcement operation, successful planning is key to success. The department should develop and implement an effective and measurable yearly recruiting plan. This plan should identify specific goals/benchmarks, task assignments, and tools to use to achieve the goals. The plan should include accountability measures, and a senior commander should be responsible for implementation and plan success.

Prioritize top applicants, based on agency criteria.

In many departments, candidates are moved through the hiring process indiscriminately, without regard to their potential for successfully making it through the hiring process. In this sense, those who are highly-qualified candidates are treated the same as those who are clearly less

qualified. Because of the competitive hiring market, this can lead to losing good candidates to other departments that act more swiftly, or who provide a greater level of focused attention to those candidates who are most likely to be hired.

The department should consider identifying a point within the hiring process at which they are able to distinguish those candidates the department would be most interested in hiring. Once this occurs, the department should assign them a mentor. In addition, the department should prioritize the background and other hiring processes for these applicants, to help ensure they remain highly engaged in the hiring process with the agency. This is not to say that the department should ignore or discard the other candidates. The idea here is to maximize the resources of the department with those who are the most likely to succeed. Focused attention should be afforded to as many applicants as the department can manage.

Re-evaluate the disqualification factors (both singular and combination) to more holistically evaluate the attributes they and their community

It is important to note that while standards comprise an important part of a hiring process, certain steps, such as background investigations that impose unrealistic standards, can have a significantly negative effect on hiring the right people. Criteria that consider all criminal activity the same, regardless of type of offense or how recent the occurrence, or processes that screen out those who make voluntary admissions of drug use or other crimes (without any conviction), may impede an agency from hiring the diverse officers it needs for 21st century policing. The department should be cognizant of the potential for extenuating factors and re-evaluate their disqualification factors (both singular and combination) to more holistically evaluate the attributes they and their community want in their officers. This assessment should include evaluating the applicant's overall life experience and skills in a broader context.

As part of this process, the department should evaluate all discretionary disqualification factors in use, to determine whether they represent the standards the department and community prefer. This exercise is not about reducing standards, but instead, it is about clarifying which standards the department and community want to prioritize and maintain.

Establish a review committee, to review questionable background information on candidates, which are non-disqualifying in nature

Some applicants have items in their history, which may not immediately disqualify them as candidates, but which from a subjective view, may reflect poorly on the candidate overall. In the past, many departments have dismissed these applicants without further review or consideration. This can lead to the elimination of candidates who may have been a positive addition to the agency. The department should establish a secondary review committee to evaluate the details of any non-mandatory disqualification factors that may arise from the background investigation. This process could even involve an additional interview with the candidate. These processes often provide additional insight for the department about the candidate, and they can also provide an opportunity to provide feedback to the applicant.

Caution does need to be used to ensure that privacy laws are followed, and with regard to the committee makeup, especially if non-department members are used. To ensure compliance with these areas, the department should involve its labor attorney and human resources personnel at the outset of the development of this process, to establish a very clear and definitive policy on which cases will get a secondary review.

It is also important to note that it is likely impractical and counterproductive to offer to use this secondary review in every case. As a result, the department may wish to consider establishing specific standards for using secondary review. For example, secondary review might be restricted to cases that involve singular disqualification factors, as opposed to those that involve combination factors.

Supplemental Document 2: Retention Strategies

Retention Strategies

The following information outlines several recommended practices that law enforcement agencies can engage to improve the effectiveness of their retention practices. For this information to have the best value, departments should evaluate their current practices against those listed here, in consideration of the need for possible adjustments.

Consider providing subsidies for city utilities for staff who live within the city

Most cities provide utility services to residents, including electric, water, sewer, garbage, or other non-traditional services such as Internet and cable. To incentivize staff to live within the community, and to create a retention incentive, the city could offer a monthly reduction on city utility expenses (e.g., $100 per month).

Provide down payment assistance for purchasing a home

For many new officers, purchasing a home can be a financial burden. One way to encourage new officers to live and stay within the community is to provide down payment assistance toward purchasing a new home. This can come in the form of a forgivable loan (e.g., $10,000). As an example, the money is loaned to the officer, interest and payment free, and for each year of service, 10% of the loan is forgiven. At the end of the ten-year period, the debt is eliminated. If the officer separates employment during that period, the remaining balance is owed to the city.

Consider tax incentives for staff who live within the city

To incentivize staff to live within the community, and to create a retention incentive, the city could offer a level of tax exemption or rebate, for staff who live in the community. This incentive could be established permanently, for a limited term, or on a declining scale over a specified period.

Create or expand educational incentives and tuition reimbursement plans

Many cities have tuition reimbursement programs, however, most do not cover the full cost of education programs. The city could partner with area colleges and negotiate specialized rates, and establish full tuition reimbursement for certain degree tracks. In addition, the city could revise their compensation plans to include additional monthly salaries to staff, based on educational levels (e.g., Associate, Bachelor, or Master's degree).

Establish longevity pay at prescribed intervals

For most cities, there is a prescribed pay scale for each position that has a specific cap. Once that cap is reached, staff can only expect cost of living adjustments. In addition, once staff reach the salary cap, pay among peers is equal, regardless of whether one person has six years of

experience and another has twenty. Adding longevity pay at specific intervals, (e.g., three to five-year intervals following achieving the salary cap) recognizes the tenure of staff and helps them feel valued as their years of experience grow.

Adopt longevity-based prioritization for certain operational decisions

Experienced officers want to feel that their tenure is recognized by the city and the department, and that it is valued in various decisions affecting them. The city should consider revising is practices to capture longevity as a factor in different operational decisions. Those areas could include the following:

- Overtime details

- Leave requests

- Shift selection, or beat assignments

- Vehicle assignments

- Voluntary training requests

- Promotions

- Specialty assignments

This list is not all-inclusive, but provides a framework for understanding which areas might be added to longevity-based decision making.

Assign a permanent/long-term mentor to all new officers

New officers have a desire to fit in, and they tend to have lots of questions. Many times, officers are reluctant to ask questions of their supervisors, or even their field training officer, because they do not want to be viewed negatively. Mentors provide a safe haven for new officers to ask questions, and to develop a sense of comfort with their new surroundings. The right mentor can help a new officer understand the organizational culture, and make them feel welcome and valued. These sentiments can contribute to an officer's job satisfaction, and their retention.

Supplemental Appendix E: Technology Considerations

Table E.1: Field Technology Considerations

Function	Description
Driver's License Swipe or Bar Code Readers	These devices provide for easy data capture in the field, and they help ensure the integrity of the data that migrates into RMS.
Printers	Patrol vehicles should be equipped with printers, which are capable of producing e-citations, and printing of other custom forms (see below).
e-Citation	An e-Citation system should be instilled in the squad cars. Here are some key elements of that system: • Auto-importing of data from driver's license (D/L) readers, and from state department of motor vehicle (DMV) and (D/L) files • Ability to select from citation, written warning, verbal warning, or fix-it ticket, as appropriate, and the ability to print associated fine or other warning information, unique and specific to the type of action the officer chooses (e.g. citation or warning). • Embedded location addresses from CAD or other data repository • Embedded statutes and ordinance numbers • Ability to export the citation and all associated data directly into RMS when printed, to include DMV and D/L files • Auto-generation of case/citation file upon creation of the citation • Ability to integrate officer notes into the e-Citation at the time of issuance
Custom Forms	Patrol vehicles should have the ability to use of custom forms, as developed for the department. These should include, at a minimum: • Crash Information Exchange: The ability to use imported data from DMV and D/L files to create, print, and export driver and vehicle owner data, for motor vehicle crashes • Towing Form: The ability to use imported data from DMV and D/L files, to create and print a vehicle impound form • In all custom forms cases, the system should push these forms to the associated case file, to include creating or appending the Master Name Index (MNI) file. A copy of the file should also push to the RMS for storage. Note: There are likely many other forms that would be helpful for this type of process, which could be identified through different sections of the department. In short, a system should be used that can generate and map these custom forms to the RMS.
State Crash Report Integration	The system should integrate the Crash Information Exchange custom form, with the State Crash Reporting System. This system should auto-populate appropriate fields, and

Function	Description
	have the capability of pushing to the state system, as well as saving a copy of the state crash report to the local RMS.

Table E.2: RMS Functional Considerations

Function	Description
e-Citation Push	The RMS should have the capacity to push citation data directly to the State/Municipal court system. This should include a review queue for the department prior to submission.
Criminal Complaint Push	The RMS should have the capacity to interface with local or state prosecutors, so that data can be pushed directly into their systems for review and/or the development of a criminal complaint.
Case Generation	Officers (sworn or non-sworn) should be able to generate a new record within RMS, either through populating/generating one of the custom forms, through e-Citation, or through just starting a record on their own. They should have the ability to fully populate the record from data collected in the mobile environment
Field Reporting	Officers in the field should have full access to the RMS from the field. This includes query capability, the ability to create, review, and print any police report, and the capacity to review any aspect of any case file, or documents or media stored within that file.
Media Storage	The RMS should have the capacity to store and hold any media files within the case record, to include: PDF or other Office documents (Word, Excel), digital photographs, and digital recordings. (This is not intended for body camera or surveillance footage).
Solvability Factors	The RMS should have the capability of using Solvability Factors (and/or weighted Solvability Factors) for each case, and these should be a user-accessible function.
Case Management	The RMS should have a robust case management system, which includes, at a minimum: • A customizable routing system • Case management queues for each user • Case management views for appropriate supervisors • Tracking capabilities for time/effort on each case • Routing triggers associated with varied stages of the case review process

Supplemental Appendix F: Crime Meetings and Intelligence-Led Policing

Crime Meetings

and

Intelligence-Led Policing (ILP)

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Section 1: Introduction and Purpose

In today's policing environment, many law enforcement organizations have developed systems to utilize crime data to measure and gauge individual and agency performance, and as a tool to inform personnel deployments, enforcement operations, and other agency efforts to reduce crime (O'Donnell & Wexler, 2013). The primary purpose of these systems is to help guide leader decision-making and to aid in the development of intentional strategies that contribute to public safety within the communities served (Godown, 2009; LeCates, 2018). There are innumerable variations and titles for these systems, but most involve the use of data that is presented, analyzed, and discussed in some type of a coordinated crime meeting (O'Donnell & Wexler, 2013). Although there is no prescribed format for this type of meeting, the intent of this paper is to provide a brief overview of the typical elements and components of police accountability and performance measurement systems, as well as guiding information to assist law enforcement agencies as they consider developing or refining these processes.

Section 2: CompStat-Based Systems in Policing

Understanding CompStat

Virtually all police accountability and performance systems that engage crime data as a measurement tool emanate from the foundation of CompStat, which the New York Police Department (NYPD) implemented in 1994 under Chief of Police William Bratton (O'Donnell & Wexler, 2013). The term *CompStat* refers to computer comparison statistics (Godown, 2008) and involves the "scientific analysis of crime problems, an emphasis on creative and sustained approaches to solving the crime problems, and strict management accountability" (Reducing crime through intelligence-led policing, 2008, p. 2). CompStat emphasizes a strategic approach to identifying community and crime issues, and providing intentional and focused solutions to address them (O'Donnel & Wexler, 2013, p. 2). This CompStat process also includes accountability for leaders and managers who are responsible for carrying out these strategies and producing results (O'Donnel & Wexler, 2013, p. vii).

The CompStat process consists of four core components:

1. Accurate and timely intelligence
2. Effective tactics
3. Rapid deployment
4. Relentless follow-up and assessment

   (O'Donnel & Wexler, 2013)

To provide additional context, the Los Angeles Police Department (LAPD) has expanded the description of these four core components, and includes the following summary of the CompStat process in its meeting materials:

1. Collect, analyze, map, and review crime data and other police performance measures on a regular basis

2. Create best-practice strategies to address identified issues and implement these strategies in real time

3. Hold police managers and employees accountable for their performance as measured by these data; and

4. Consistently review and repeat the process

   (Godown, 2008, p. 2)

Although it contains four core components, CompStat has also been described in a more simplified manner as a process that involves a two-pronged approach. The first prong examines the data, while the second prong examines the agency response to the problems, including consideration of the effectiveness, efficiency, and ability of the agency to address crime and community problems using the strategies the agency has engaged (Godown, 2008). Within this context; however, it is important to understand that CompStat is "not a solution. It's a method to obtain solutions" (O'Donnel & Wexler, 2013, p. 2). Essentially, CompStat is a process that begins with data, but the operational value of the process builds as unit commanders and other leaders ask and consider the following questions:

- What is the problem?

- What is the plan?

- What are the results to date?

   (O'Donnel & Wexler, 2013, p. 2)

With the answers to these questions, the agency can formulate a plan to address any crime issues or other community problems identified, and once the plan has been implemented, the agency can evaluate the level of success of those efforts; this is the CompStat cycle. Not surprisingly, the CompStat cycle follows the same problem-oriented policing (POP) method outlined in the Scan, Analyze, Respond, and Assess (SARA) model used in community policing. The effects of applying the SARA model as a POP strategy have been widely researched and assessed as producing significant positive outcomes (Weisburd, Hinkle, & Eck, 2008); a properly designed and implemented crime meeting system has the potential to produce similar results.

Although the term *CompStat* refers specifically to the system established by the NYPD in 1994, many police agencies have adopted variations of that process providing a wide range of nuances and an equally diverse set of titles. For the purposes of this paper, the term *crime meeting* will be used synonymously to refer to all iterations of the different accountability and performance measurement systems in use, including CompStat-based systems.

The Value of Crime Meetings

In a study that sought to gather information concerning the purpose and value of crime meetings, researchers surveyed 166 police departments currently using them. The respondents cited five primary reasons for their use:

1. Identify emerging problems

2. Coordinate the effective deployment of resources

3. Increase accountability

4. Identify community problems and develop police strategies

5. Foster information-sharing within the agency

    (O'Donnel and Wexler, 2013, p. 8)

The five reasons cited provide support, and form the foundation for, a series of positive operational outcomes that a successful crime meeting system can produce, as identified by the respondents, including:

1. Improved information-sharing throughout the organization

2. More autonomous decision-making, which helps empower supervisors to take action when necessary

3. An organizational culture in which all staff members recognize the opportunity for greater flexibility and creativity in problem-solving

    (O'Donnel and Wexler, 2013, p. 8)

The responses to the survey mirror the experiences of other police organizations using a crime meeting system, and attest to the operational value of these meetings for law enforcement agencies in fulfilling their public safety mission (Godown, 2008; Shah, Burch, & Neusteter, 2018).

Intelligence-Led Policing (ILP)

When it was created in 1994, CompStat established a formalized process to examine and measure the effectiveness of the NYPD and its efforts to address crime and other community problems. Subsequently adopted by many police agencies, this data-driven process has been used to examine crime trends to aid police commanders in the strategic deployment of

personnel. This data-driven process of examination and analysis, referred to as *predictive policing*, helps police agencies position personnel and other resources in areas where the data suggests additional crimes will occur. In theory, due to increased police presence, this approach intends to increase the likelihood of apprehending offenders in the areas targeted, and to reduce the number of crimes committed (LeCates, 2018).

The creation of CompStat was foundational in building an intentional data-driven law enforcement strategy; however, as technology and analytical capabilities improved, many police agencies increased the depth of analysis they were applying to the data available. This expanded approach, identified as intelligence-led policing (ILP), involves a focus that considers additional factors, including potential victims and offenders (LeCates, 2018), and the multijurisdictional nature of crime (Reducing crime through intelligence-led policing, 2008). From an operational perspective, ILP involves "a collaborative law enforcement approach combining problem-solving policing, information sharing, and police accountability, with enhanced intelligence operations" (Navigating your agency's path to intelligence-led policing, p. 4, 2009).

Understanding the difference between predictive policing and ILP is important. Both involve the strategic use of data, but ILP expands the use of raw data and information, converting it into actionable intelligence. Though the terms *information* and *intelligence* are often used interchangeably; they are not the same. All data is information, but data that is analyzed becomes intelligence, and intelligence data provides a higher level of understanding, which can contribute to improved decision-making and policing strategies that have a greater potential for success (Navigating your agency's path to intelligence-led policing, 2009).

In the same way that ILP has expanded upon the predictive policing model, ILP deployment strategies also involve an expansion of the steps involved in a typical crime meeting system. The steps in an ILP process include:

1. Executive commitment and involvement
2. Collaboration and coordination throughout all levels of the agency
3. Tasking and coordination
4. Collection, planning, and operation
5. Analytic capabilities
6. Awareness, education, and training
7. End-user feedback
8. Reassessment of the process

   (Navigating your agency's path to intelligence-led policing, 2009, p. 7)

To be clear, ILP is an expansion of the crime meeting system. It includes both the core elements of crime meetings and predictive policing, which are expected to be used in conjunction with a coordinated ILP process.

Section 3: Implementing Crime Meetings

Many police agencies have successfully implemented crime meeting systems, and many have integrated predictive policing and ILP as key strategies (O'Donnel & Wexler, 2013). There are several areas that police agencies should consider to help ensure success in developing and implementing a crime meeting system. The first, and perhaps most important consideration, is that law enforcement leaders should start with the end in mind. The development of a crime meeting system should begin with two very important questions:

1. Why are we holding crime meetings?

2. What do we want to accomplish?

   (O'Donnel & Wexler, 2013)

Like many other aspects of law enforcement, there is no one-size-fits-all solution for developing a crime meeting strategy. Each agency and community is unique, and it is incumbent upon law enforcement leaders to develop a process that will meet both agency and community goals and needs. Answering these questions can help the agency define the purpose and intended outcomes for the crime meeting system, which will ultimately drive numerous other operational aspects of the crime meeting system.

Important Considerations

There are several things law enforcement leaders should consider and keep in mind when implementing a crime meeting system. It is important to recognize that crime meetings should be regarded as part of an overall agency strategy to improve individual and agency performance and to reduce crime. As mentioned previously, crime meetings are not solutions; they are methods for developing solutions. Additionally, crime meetings should be regarded as tools to aid in developing operational and deployment strategies, but they should not be the only methods used to address crime and community problems, and individual or agency performance (O'Donnel & Wexler, 2013).

In many agencies, the primary measure of success or agency performance involves an analysis of various statistics, including arrests, crime rates, traffic citations, and crash rates. Although these metrics are important, there are other operational areas that the law enforcement agency should consider quantifying and monitoring. Just as predictive policing evolved and paved the way for ILP, crime meetings can also be used to monitor and promote community policing efforts, leading to a host of positive outcomes, such as increased public trust and improved community relations. In addition, by their nature, crime meetings increase internal

communication within police agencies, and as a result, can serve as platforms for promoting organizational and cultural change (Shah, Burch, & Neusteter, 2018).

When establishing a crime meeting and performance measurement system, police agencies also need to be mindful of the adage, "What gets measured gets done." Most police officers are accustomed to having their performance monitored, and much of that monitoring has been volume-based (e.g., number of citations, arrests, complaints). If certain metrics are prioritized, police officers will generally adjust their work behaviors to match expectations. Accordingly, police agencies should carefully consider what items to prioritize and how to measure those items. To help ensure a strong strategy for performance measurement, police agencies should consider the following:

- If only activity data is measured, this can lead to prioritizing numbers over outcomes

- When leaders fail to engage line staff in developing measurement metrics, this can lead to inaccurate or incomplete information regarding their activities

- Although most traditional crime meeting models have not done so, agencies should measure and monitor community perceptions of safety, crime, or agency performance

- The crime meeting system should include measuring individual and agency efforts in community policing, and problem-solving

   (Shah, Burch, & Neusteter, 2018, p. 7)

Suggestions for Success

To help ensure the success of the crime meeting system, agencies should consider the following tips:

- The information used for the crime meetings must be current and provided in a timely manner; stale information is of little use.

- Any response or plan developed for addressing crime or other community problems must include a specific set of strategies; it is insufficient to simply throw resources at a problem. Part of the response process involves clearly identifying what staff members are expected to accomplish.

- The ability to rapidly deploy resources to address an issue is a critical element of the process. Leaders and managers must have access to personnel, and/or the ability to direct personnel to engage in activities that support the mission.

- It is also important to monitor the strategy deployed. Monitoring the agency response must include an analysis of whether the strategy produced the intended results, and what metrics can be produced to demonstrate this. If the strategy is not producing positive results, it will be necessary to adjust the response. (Godown, 2008)

- Developing performance measures (PMs) and key performance indicators (KPIs) should be a collaborative process that includes substantive involvement from those expected to perform the work. Equal attention should be paid to the inclusion of the community in this process, so that identified PMs and KPIs align with community needs and expectations.

(Shah, Burch, & Neusteter, 2018)

Operational Aspects

Although the following list is not all-inclusive, there are several operational aspects of crime meetings for agencies to consider as they develop their crime meeting system.

- Agenda: Crime meetings should follow a consistent and prescribed agenda. This is important to ensure continuity of the meetings and to clarify the progression of the meetings for anyone who may attend.

- Attendees: Although the list of attendees may vary, depending upon the scope and purpose of the crime meetings, attendance by command staff, and the agency head in particular, is vital to demonstrating executive buy-in. Once the base of attendees has been established, these meetings must take priority over all other work activity (except for true emergencies).

- Frequency: The regularity or frequency of crime meetings is an area that is widespread among agencies who conduct them, with weekly and bimonthly meetings being the most common. The interval for crime meetings should be considered and determined in conjunction with the intent and focus of the crime meetings.

- Length: As with frequency, meeting lengths vary greatly. Once the agency has identified the format, agenda, and purpose for these meetings, an appropriate timeline can be established. Meetings should be of sufficient length to manage the work to be completed, without being burdensome. Meeting lengths of one to two hours are commonplace. The agency may also wish to consider varied lengths for weekly meetings, with a larger scope meeting occurring monthly.

- Format: The agency should consider the format for the meetings, including who will moderate them. Additional items for consideration include how data will be presented and who will present it. This process might also vary from meeting to meeting, depending upon the area of focus.

- Minutes, notes, and follow-up assignments: The agency should assign a scribe to take meeting minutes, and to note any significant items, discussions, or developments from the meetings. Taking minutes and recording the activity of the meeting should include keeping track of any new assignments and documenting any reports on follow-up, based on assignments from the prior meeting or meetings.

- Communication: Minutes and all other pertinent information should be circulated throughout the agency following each crime meeting. This should be done in a timely manner, and prior minutes should be archived and stored for easy retrieval.

Section 4: Summary

Crime meetings can be important tools for agencies to use as part of an overall strategy to address crime and community problems and issues. Engaging crime meetings that integrate both predictive policing and ILP strategies can add depth to the crime meeting system, and help equip law enforcement leaders with the information and intelligence they need to guide decision-making and personnel deployments. A successful crime meeting system can provide numerous benefits that extend beyond the obvious and important aspect of reducing crime. These benefits can include improving organizational communication and critical thinking, developing positive relationships, and building and sustaining community trust. Despite the many benefits of developing and engaging crime meetings as a performance measurement system and as a strategic element of reducing crime, each police agency and community is unique. Accordingly, each agency should tailor its approach to meet its unique demands, while keeping in mind the foundational elements of these systems.

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