



City of Grand Forks
Staff Report
Committee of the Whole – June 9, 2025
City Council – June 16, 2025

APPROVED & ACCEPTED
by City Council

06/16/2025

Maureen Storstad
Maureen Storstad
City Auditor

Agenda Item: COPS Grant

Submitted by: Jason Freedman, Chief of Police

Staff Recommended Action: Recommend allowing the police department to apply for grant funding for 3 sworn officers.

Committee Recommended Action:

Motion by Osowski, second by Fridolfs to move to City Council with recommendation to authorize submission of the grant application. Motion passed unanimously.

Council Action: Motion by Fridolfs, second by Weigel to approve on consent agenda. Motion passed unanimously.

BACKGROUND:

It is critical that the Grand Forks Police Department be aware of, and responsive to changes in community needs and concerns. This COPS grant request offers a timely opportunity to add focused resources in our downtown.

In 2022 the Grand Forks Police Department completed a staffing analysis, to ensure adequate staffing numbers to handle increasing calls for service. Analysis methodology included multiple measures such as obligated time, comparison with regional and salary plan agencies, minimum staffing requirements, as well as additional methods.

The findings of the 2022 analysis indicated the police department should have 107 sworn officers, as compared to the 92 sworn officers at the time of the analysis completion. A strategic plan was recommended to hire 3 sworn officers per year, for five years.

In 2022 the police department received approval to apply for 6 COPS Hiring Program grant positions, which the department was awarded. These grant positions were filled in 2023, and brought staffing to 98 sworn, which is still short of the recommended 107 sworn positions.

We are also nearly complete with our 2025 staffing analysis, which also supports hiring additional sworn staff. Preliminary recommendations indicate our current staffing should be 110-115 sworn officers.

ANALYSIS AND FINDINGS OF FACT:

In 2024, the police department again saw record calls for service numbers, with greater than 59,000 calls. Though overall UCR crime is down approximately 7%, victim centric crimes such as robbery and aggravated assault are up 30%, with homicides up 200%. Additionally, the Grand Forks downtown area has seen increased criminal activity, including a homicide, and frequent fighting and disorderly activity.

A 2024 community survey overwhelmingly indicated community members are concerned about safety when visiting the downtown area. Community members commented on concerns over open drug use, and the perceived lack of safety due to tumultuous behavior.

The 2025 COPS Hiring Program grant positions requirements hinges on hiring officers to focus on violent crimes, drug crimes, gun violence, as well as quality of life issues. Though these grant positions are highly competitive, the grant parameters highly focus on strategic management of real-time issues within our community. We propose hiring 3 sworn officers, which will allow us to designate Downtown Community Enhancement Officers.

Applying for grant positions through the COPS Hiring Program allows a community to phase in funding for sworn officers. The grant reimbursement amounts are as follows:

- Year 1 – 75% grant funding
- Year 2 – 50% grant funding
- Year 3 – 25% grant funding
- Years 4-5 – mandatory retention of the positions

The COPS Hiring Program can approve up to the number of requested sworn officers, so applying for three (3) may yield 1-3 grant positions being offered.

SUPPORT MATERIALS:

2022 Staffing Analysis

Downtown Community Enhancement Officers description

Grand Forks Police Department

Chief Mark A. Nelson

2022 STAFFING ANALYSIS REPORT



Prepared by Deputy Chief William J. Macki
Administrative Division Commander
February 25, 2022

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EXECUTIVE SUMMARY

The Commission on Accreditation for Law Enforcement Agencies (CALEA) standard 21.2.4 and department directive 16.01 require the police department to conduct a workload assessment of all organizational components at least every four years. The last comprehensive staffing analysis was completed in 2018, based on 2017 workload performance data.

Regional Comparative Findings: Based upon regional comparative data, the following staffing results were discovered:

- The Grand Forks Police Department is among the lowest staffed police departments, within comparison agencies.
- The Grand Forks Police Department should increase sworn staffing levels from its current level of 92 to at least 98, and up to 112 sworn staff, depending on which metric is preferred.

Workload Analysis Findings: Based upon a workload assessment of all police department bureaus, the following staffing results were found:

- The Grand Forks Police Department is continuing to see annual increases in calls for service and has realized a 24% increase in call volume since 2015
 - 2015 Staffing Study indicated we should have a minimum of 92 sworn, which is our current level.
 - 2018 Staffing Study indicated we should have a minimum of 95 sworn, which is 3 above current level.
- The Grand Forks Police Department has an Obligated/Unobligated Time Ratio that does not allow for an acceptable amount of proactive patrol time.
- The Grand Forks Police Department should consider increasing minimum staffing to 7 officers per shift, to manage this consistent annual increase in calls for service. This would necessitate increasing sworn officer/corporal staffing by 7 officers within UPB.
- Increasing sworn officers will necessitate increasing supervisory personal by 1, or more, prior to full integration of all requested positions.
- Increasing staffing in Criminal Investigations Bureau by 1 detective should be considered to maintain appropriate case load.
- Maintaining Current Education and Outreach Bureau staffing level is appropriate.
- Maintaining current Records Administration Bureau staffing level is appropriate.
- Increasing non-sworn staffing by 1 within the Facilities and Equipment Bureau to aid in facilitation of evidence, due to increased evidentiary workload.
- The Grand Forks Police Department should increase staffing from 92 sworn to at least 107, and up to 147 sworn, depending on what workload analysis is preferred.

EXECUTIVE SUMMARY

Recommendations: Based upon the findings of this staffing analysis report, the following actions should be considered for 2023:

1. Increase by 3 sworn officer positions in the Uniform Patrol Bureau in 2023.
2. Increase by 1 non-sworn position in the Facilities and Equipment Bureau in 2023.
3. The Education and Outreach Bureau should remain at the same staffing level for 2023.
4. The Record Administration Bureau should remain at the same staffing level for 2023.
5. The Criminal Investigation Bureau should remain the same for 2023.
6. Operations CSO's should remain at the same level for 2023.
7. Supervisory and management positions should remain the same for 2023.
8. A comprehensive 5-year Strategic Plan should be created to address anticipated staffing needs, with the goal of attaining a minimum of 107 sworn positions, with total staffing of 127 employees.

ANALYZING POLICE STAFFING REQUIREMENTS

The Grand Forks Police Department command staff recognizes the importance of conducting a professional analysis of our staffing needs to ensure effective and efficient policing is available within our community. It is also recognized that there is no industry-standard evaluation method, but rather there is a series of industry accepted staffing analysis methods available. This study, therefore, utilizes a multitude of analysis methodologies to aid in determining proper staffing levels for the Grand Forks Police Department. Though none of the methodologies available is all encompassing, each method serves as a guide to aid in determining proper staffing levels.

The staffing methodologies this analysis will utilize include:

1. Authorized Staffing Level
2. Department of Justice Comparative Data
3. Regional Comparative Data
4. North Dakota Comparative Data
5. Performance Based Analysis: Minimum Staffing Levels on Patrol Shift
6. Performance Based Analysis: Obligated and Unobligated Time Analysis
7. Performance Based Analysis: Bureau Specific Personnel Analysis

It is generally discouraged to make staffing recommendations based solely on Comparative Data Analysis from regional departments, as it is somewhat subjective. However, comparative data does assist in illustrating police staffing in peer departments, which can be utilized to guide staffing decisions within the Grand Forks Police Department. Performance Based Data Analysis is generally construed as objective, though it can appear to be somewhat sterile and does not consider any outside factors such as local tax base, rapid population increases, cost of deploying additional resources, etc.

Therefore, this study will present results from a multitude of methodologies, and recommendations will be made based on a combination of methodologies, which will be more beneficial and ensure mission readiness of the Grand Forks Police Department.

AUTHORIZED STAFFING LEVEL

Authorized staffing levels for the police department are established during the annual budgeting process, with each position being authorized by the Mayor and City Council. Utilization of this staffing method is typically based purely upon political decisions, guided by available resources. Therefore this method generally holds little consideration in calls for service, comparison data, community expectations or efficiency.

Authorized Staffing levels for 2022 are:

Position	Sworn/Non-Sworn	Personnal Assigned
Chief of Police	Sworn	1
Deputy Chief of Police	Sworn	2
Lieutenant	Sworn	6
Sergeant	Sworn	13
Corporal/Officer	Sworn	70
Community Service Officer	Non-Sworn	5
Evidence/Property Coordinator	Non-Sworn	1
Police Records Supervisor	Non-Sworn	1
Police Records Specialist	Non-Sworn	6
Administrative Specialist, Sr.	Non-Sworn	1
Crime Analyst	Non-Sworn	1
Building Maintenance Lead	Non-Sworn	1
Building Maintenance Worker	Non-Sworn	1
Part-Time Contract Employee	Non-Sworn	2
	Authorized Sworn	92
	Authorized Non-Sworn	19
	Total Employees	111

Note – 1 Community Service Officer is appropriated within Planning’s Budget.

Grand Forks Police Department personnel are all assigned within one of six Police Department Bureaus, that operate within our two Police Department Divisions. This categorization is necessary to ensure efficient and effective personnel deployment, while maintaining appropriate consideration for span of duties of the individual bureau staff, as well as their assigned supervision.

AUTHORIZED STAFFING LEVEL

Police Department Divisions, and their respective Bureaus include:

OPERATIONS DIVISION:

The Uniform Patrol Bureau (UPB): UPB includes the sergeants, patrol officers and sector officers who provide law enforcement services to the Grand Forks community. Officers within the Uniformed Patrol Bureau pride themselves on responding quickly to calls for service and providing professional services.

The Criminal Investigations Bureau (CIB): CIB's main task is to investigate crimes that occur within Grand Forks. Through investigative means detectives attempt to identify suspects and supply prosecutors with information needed for successful prosecution. Detectives also seeks evidence which protects innocent people from being charged with a crime.

ADMINISTRATIVE DIVISION:

The Education and Outreach Bureau (EOB): EOB combines our previous Specialized Resource Bureau and our Human Resources Bureau. EOB's goal is to provide a partnership between police officers and the residents of Grand Forks, while enhancing the professionalism of our current and future employees. The focus of the outreach functions of the bureau are community policing-based programs and activities, while the Human Resources functions primarily focus on the wellness and success of our employees. This includes recruitment, hiring, promotion and training of all members, as well as health and pay related issues.

The Records Administration Bureau (RAB): RAB is responsible for the maintenance and archiving of Grand Forks Police Department records and reports, along with furnishing administrative support to the department. Records staff provides customer service to the public, directs inquiries, collects various fees, and releases records in accordance with ND State Open Records law.

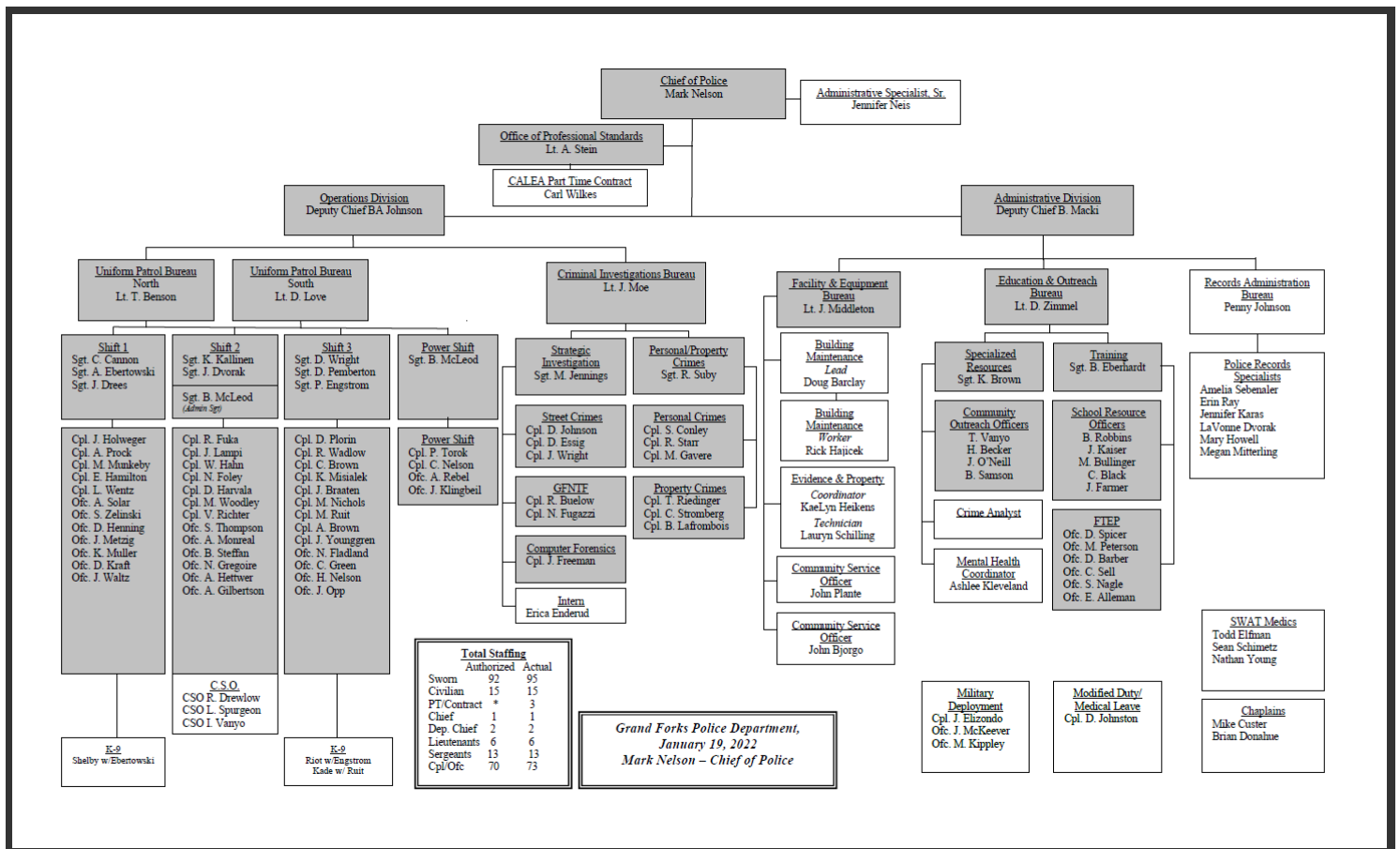
Facilities & Equipment Bureau (FEB): FEB is responsible for the operational upkeep of police department equipment, as well as the procurement, inventory and issuing of uniforms and equipment vital for officers to successfully perform their assigned duties. The evidence section is responsible for accounting, coordination and reporting of thousands of pieces of evidence, which later may be used by during the prosecution of crimes.

OFFICE OF THE CHIEF OF POLICE:

The Office of Professional Standards (OPS): OPS reports directly to the Chief of Police and is primarily responsible for internal affairs, policy and directives, grant administration, and public information. OPS also publishes the department's annual report, oversees the awards committee, and serves as the agency's CALEA Accreditation Manager.

AUTHORIZED STAFFING LEVEL

For illustrative purposes, an organizational chart is included below. Special note should be made of the officers assigned to “FTEP”, which is our Field Training and Evaluation Program. Five of these officers will be deployable in April and May 2022, though the sixth officer in FTEP will not be deployable until roughly September 2022. Three of these FTEP personnel are contract over-hire staff, to replace officers on extended Military deployments. Typically, once an officer has been onboarded, it takes 5 to 10 months before this officer is trained and assigned to a patrol shift, as a probationary officer.



In addition to the above authorized employees, the police department regularly utilizes the services of Interns and work-study positions, available through partnerships with the University of North Dakota. These positions have been exceptionally useful, and often serve as recruiting tools for future law enforcement positions within our agency.

DEPARTMENT OF JUSTICE DATA COMPARISON

The Department of Justice (DOJ) publishes statistical data on law enforcement agencies nationwide. The most current DOJ report from 2017 identifies staffing ratios of law enforcement officers per 1000 persons nationwide. The report delineates information based upon the type of law enforcement agencies (Federal, State, and Municipal), size of populations served, and regional location of the law enforcement agencies.

Grand Forks fits into the Midwest Region and is a Group III City as it serves a population between 50,000 and 99,999. The DOJ report indicates that the average officer to thousand resident ratio for a Group III City is 1.8 officers per thousand residents. This is well beyond the officer to thousand resident ratio the Grand Forks Police Department currently deploys, which is 1.55 officers per thousand residents.



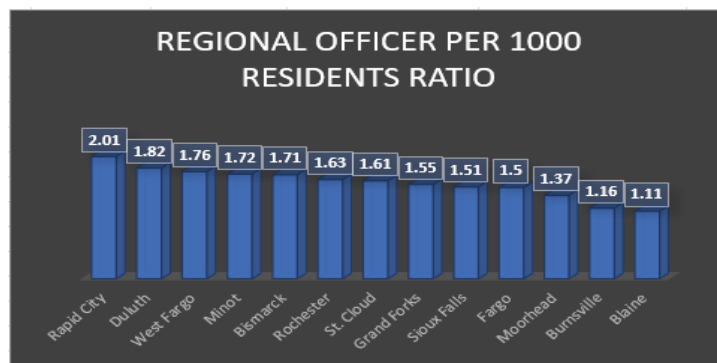
To reach the 1.8 officers per thousand resident ratio as described by the Department of Justice, the Grand Forks Police Department would need to increase from its current staffing level of 92 sworn officers to 107 sworn officers, which is an overall increase of 15 sworn officers above 2022 authorized strength. Though this comparison is quite simplistic, it does effectively illustrate that the Grand Forks Police Department is well behind staffing levels when compared to departments throughout the Midwest Region.

REGIONAL COMPARISON (SALARY PLAN COMPARISON AGENCIES)

Though utilizing the Department of Justice statistics helps paint a broad regional picture of police department staffing levels, the Midwest Region is quite large and includes jurisdictions that are well outside the model the Grand Forks Police Department represents.

These outliers include suburban and urban communities within the boundaries of large metropolitan areas, which may not compare well to the Grand Forks Police Department, as multiple law enforcement agencies are represented within a small geographical area, which is often much more densely populated than Grand Forks is.

Utilizing the comparison agencies associated with the City of Grand Forks Salary plan, may better ensure the regional cities being reviewed are consistent with Grand Forks. As noted in the chart below, the Grand Forks Police Department is among the lowest staffed police departments among our comparison agencies.

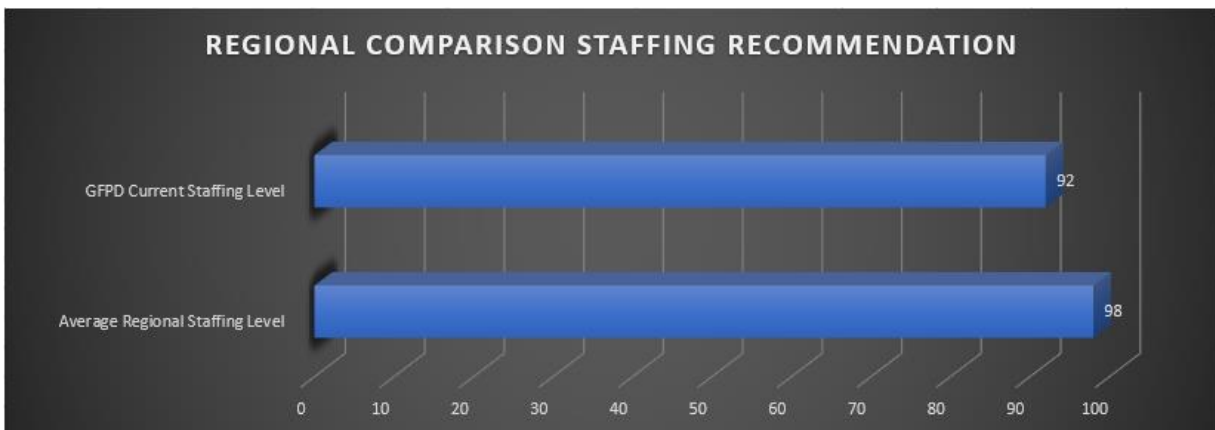


As seen in the above chart, staffing rates per thousand residents vary significantly between agencies. If the Grand Forks Police Department focussed on staffing at the average level of those within our salary study region, which is 1.57 officers per thousand residents, we would need to increase staffing by 1 sworn position to 93 officers.

It is noteworthy that there were four outlier agencies as the Blaine Police Department, Burnsville Police Department, Moorhead Police Department, and Rapid City Police Department all appear to be inconsistent with the remainder of the comparison data, so exclusion should be considered.

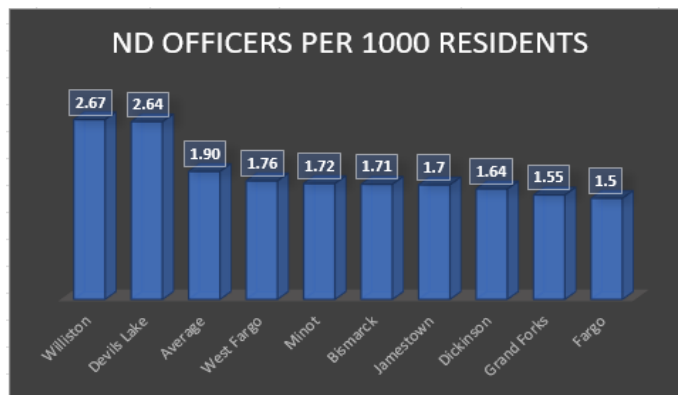
REGIONAL COMPARISON (SALARY PLAN COMPARISON AGENCIES)

By excluding the four outlier agencies, the Grand Forks Police Department would need to increase sworn staffing by 6 officers to 98 sworn, to meet the resulting average officer to thousand residents staffing ratio of 1.65 prevalent within the wider region.



NORTH DAKOTA COMPARISON

Arguably, the most relevant comparison may well be comparing Grand Forks Police staffing to other police departments within the state of North Dakota, as comparisons within the state help to ensure outside variables such as Collective Bargaining, and Union requirements do not play into overall staffing levels. Additionally, comparing to departments within the state also ensures similar state funding, particularly when dealing with allocation and dispersing property and sales taxes, as differences are encountered when comparing North Dakota with South Dakota and Minnesota.

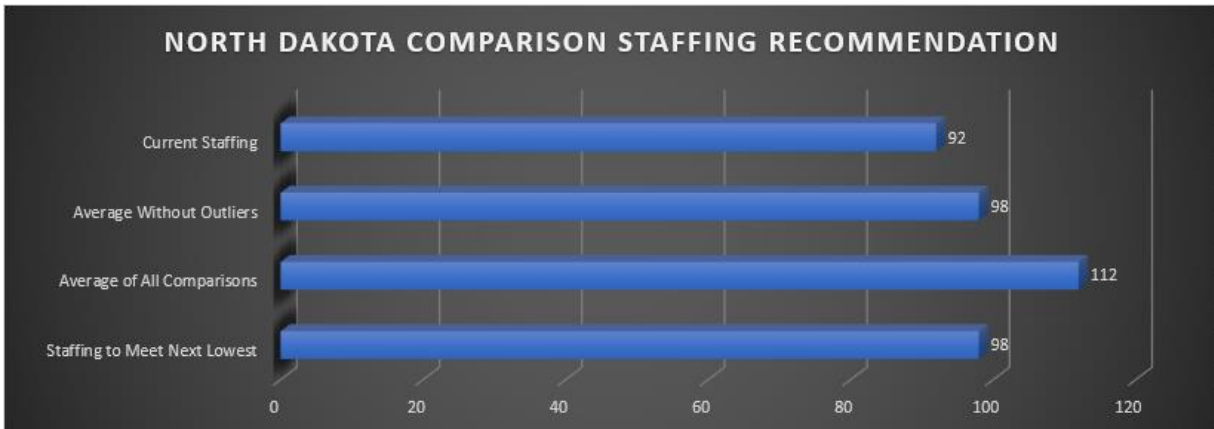


As noted in the chart above, the Grand Forks Police Department maintains nearly the lowest officer per thousand resident ratios within comparable North Dakota agencies. To meet the *next lowest* department's officer to thousand resident ratio of 1.64 officers per thousand residents, we would need to increase sworn staffing by 6 to 98 officers.

Matching the average of the North Dakota comparison agencies, which is a ratio of 1.88 officers per thousand residents, would increase our sworn staffing to 112 officers. Reviewing the chart data above indicates that both the Williston Police Department and the Devils Lake Police Department officer to resident ratios are noteworthy outliers, and exclusion may be considered.

Excluding data from both departments, would indicate the Grand Forks Police Department should increase staffing by 6 officers to 98 officers, enabling the department to meet the resulting average staffing ratio of 1.65 officers per thousand residents, as seen in the chart below.

NORTH DAKOTA COMPARISON



Though Regional and North Dakota comparison recommendations are lower than Department of Justice recommendations, they illustrate that the Grand Forks Police Department's sworn staffing level is significantly lower than even our closest comparison agencies within the region.

As previously discussed, relying solely on comparison staffing ratios to make staffing recommendations generally should not be considered, on its own. In large part, this is because staffing ratios do not consider actual work products these deployed officers manage. One may also struggle to pin-point what staffing ratio should be applied to an agency; should we apply an average with outliers, an average without outliers, or a ratio not associated with averages, at all.

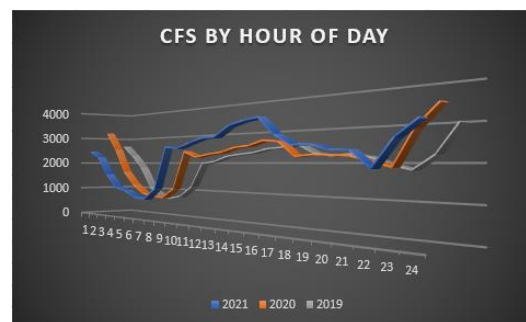
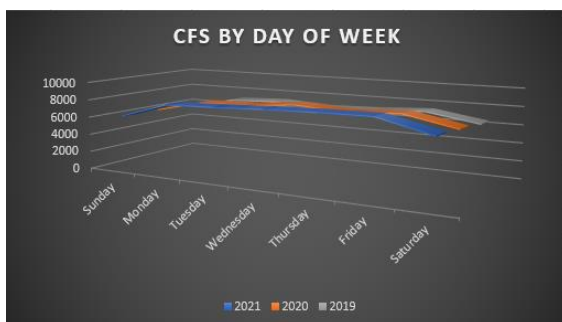
Therefore, we will next analyze Performance Based Data to better understand the staffing needs of the Grand Forks Police Department.

PERFORMANCE BASED ANALYSIS

MINIMUM STAFFING LEVELS ON PATROL SHIFTS

Community Oriented Policing Services (COPS), in cooperation with the Michigan State University created a manual to aid police department in determining staffing allocation, on a performance-based approach. One metric used to aid in determining the appropriate number of officers, relates to minimum staffing requirements, as set by command staff members, based on established performance objectives. Performance based analysis is generally considered more effective than comparative data analysis, as it focusses on actual work performed by the Grand Forks Police Department. The drawback to performance based analysis is it relies heavily on averages.

The minimum staffing level, on each of our three primary patrol shifts is 6 officers and 1 supervisor, as determined by command staff, with input from shift supervisors and patrol officers, after analyzing calls for service data. This staffing level was implemented in 2018, based on 2017 calls for service data, and is considered the minimum number of officers to have on duty at any time to accommodate call volume and aid in providing response to critical and major incidents, as they occur. As such, it is beneficial to understand when calls for service occur. As seen in the charts below, calls are stable daily, with only a minor drop on Sunday. Conversely, call data shows fluctuation in the hour of day calls are received. Call data supports deployment of officers based on our current shift times, and overlap.



To determine the correct number of officers is assigned on each shift required to fill the minimum staffing level, one must determine a Shift Relief Factor. This Shift Relief Factor will govern the minimum number of officers assigned per shift to ensure minimum staffing can reasonable be maintained, without relying on overtime.

Data related to the amount of time off used annually by officers assigned to Uniform Patrol must be calculated to determine how many officers are required to minimally staff each shift.

PERFORMANCE BASED ANALYSIS

MINIMUM STAFFING LEVELS ON PATROL SHIFTS

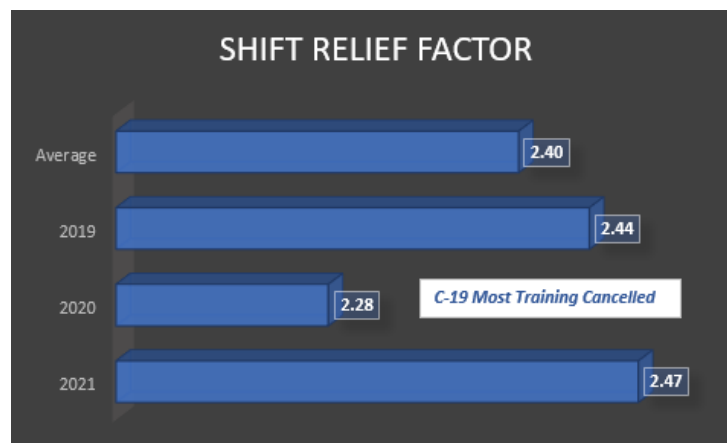
Time off includes regular days off, as well as any type of leave utilized by shift officers during the year, and was drawn from Lotus Notes and New World, as well as reviewing patrol schedules. To determine the Shift Relief Factor, the following equation is utilized:

365×10 (shift length) / ($365 \times$ shift length – total time off) resulting in the following Shift Relief Factor:

2019: $3650 / 1497.52 = 2.44$

2020: $3650 / 1602.9 = 2.28$

2021: $3650 / 1476.18 = 2.47$



With current minimum staffing levels of 6 officers, per shift, and using the average Shift Relief Factor of 2.4, each shift should be staffed with 15 (14.4) officers just to maintain minimum staffing. It is important to note, however that staffing a patrol shift based on minimum staffing is exactly that, an effort to ensure at least 6 officers are working at any given time, while taking into consideration hours the officers are away from their shift assignment. These hours away from shift assignment include Vacation Time Off, Compensatory Time Off, Administrative Time Off, Military Leave, Flex Time Off for training, as well as In-Service Training and training specific to an officer's assignment. This does not necessarily allow for additional officers to be available during shifts that have a high call volume or shifts that involve critical incidents.

PERFORMANCE BASED ANALYSIS

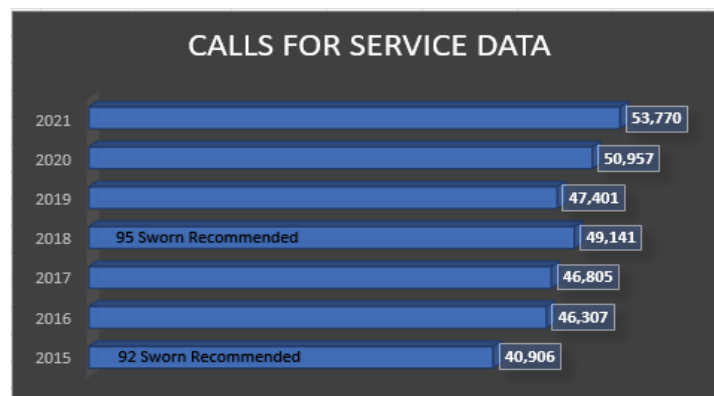
MINIMUM STAFFING LEVELS ON PATROL SHIFTS

Reviewing shift staffing data below, suggests that 1 additional officer is currently needed on Shift 1, which would increase assigned shift staffing to 15 officers. This would help ensure our current minimum staffing of 6 officers can be deployed on every scheduled shift, without hampering an officer's annual leave, and without necessitating the use of overtime.

Current Staffing On-Shift		
Shift	On-Duty Time	Number of Officers
Shift 1	10:00pm to 8:00am	14
Shift 2	7:30am to 5:30pm	15
Shift 3	5:00pm to 3:00am	15

Without Adjusting Minimum Staffing		
Shift	On-Duty Time	Number of Officers
Shift 1	10:00pm to 8:00am	15
Shift 2	7:30am to 5:30pm	15
Shift 3	5:00pm to 3:00am	15
Increase:		1

Additionally, it is notable that minimum staffing on shift was increased from 5 to 6 in 2018 based on 2014-2017 calls for service data. Since that time, the police department has realized a continued increase in annual Calls for Service. As noted below, Calls for Service have increase 24% since 2015, with a 13% increase since 2017.



This seven-year increase in Calls for Service is consistent, as annual call increases are similar from year to year. This growth in Calls for Service will necessitate increasing minimum staffing from 6 officer to 7 officers per shift, which will mean that additional sworn officers will be needed to ensure adequate coverage is available, without enhanced overtime use.

With increased calls for service indicating minimum staffing levels should be increased to 7 officers per shift, each shift would need to be staffed with 17 (16.8) officers to maintain minimum staffing levels, without relying on overtime to supplement staffing. This is reliant on applying the three-year

PERFORMANCE BASED ANALYSIS

MINIMUM STAFFING LEVELS ON PATROL SHIFTS

average Shift Relief Factor of 2.4. This increase in shift minimum staffing would require growing overall sworn staffing by 7 officers to supplement the Uniform Patrol Bureau, as seen below. Increasing by 7 officers would bring our total sworn staffing to 99 officers.

After Adjusting Minimum Staffing		
Shift	On-Duty Time	Number of Officers
Shift 1	10:00pm to 8:00am	17
Shift 2	7:30am to 5:30pm	17
Shift 3	5:00pm to 3:00am	17
Increase:		7

Remarkably, the recommended 99 sworn officers based on our Patrol Bureau Shift Relief Factor is consistent with the 98 sworn officers determined by comparisons with regional police departments. Therefore, the comparative data and Shift Relief Factor both suggest increasing the number of sworn officers to 98 or 99, respectively. Applying these increases to our Uniform Patrol Bureau would raise the number of officers/corporals assigned to Patrol from 48 (including 4 currently assigned on Power Shift) to 54 or 55 officers, depending on which measurement is utilized.

It is also noteworthy to remember 2020 presented a significantly reduced number of hours officers were absent from their assigned shift. This was related to a combination of factors surrounding COVID-19, such as significantly reduced in-person training sessions, as well as emergency rotational schedules that limited the use of leave, as well as staffing shortages that developed late in the year.

Excluding this anomalously low number and averaging the remaining two years surveyed, increases the Shift Relief Factor to 2.455. Applying this Shift Relief Factor to our current minimum staffing would produce similar results, requiring each shift to maintain 15 officers per shift.

By applying this Shift Relief Factor to a proposed increase of minimum staffing to 7 officers per shift, results in 18 officers being needed, per shift. Supporting this recommendation would require an overall increase of 10 sworn officers, resulting in a total of 102 sworn officers.

PERFORMANCE BASED ANALYSIS

OBLIGATED AND UNOBLIGATED TIME ANALYSIS

Establishing performance objectives has generally been considered an impartial method of determining police department staffing needs. Performance objectives are essentially allocating a percentage of time deemed appropriate for performance of certain tasks. These tasks are defined as the following:

- **Obligated Time (Reactive):** Total time on all calls for service.
- **Unobligated Time (Proactive):** Time allotted for Community Engagement, Proactive Patrol, Traffic Enforcement and to address known Sector concerns.
- **Administrative Time (All other activities):** Time allotted for court, vehicle maintenance, shift-training, and other duties not associated directly with patrol.

The International Association of Chiefs of Police (IACP) recommends 33%, or 20 minutes per hour, of an officer's shift be devoted to each of the above time categories.

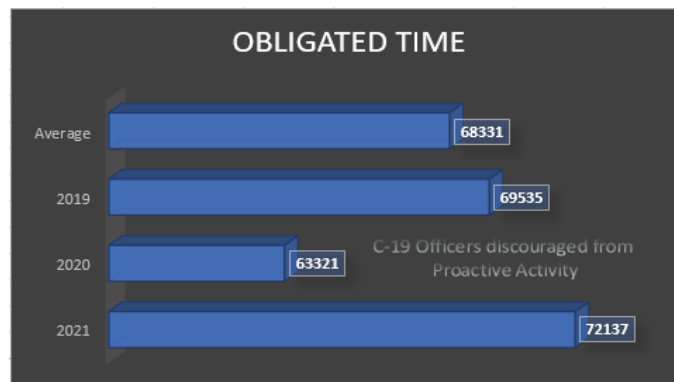
Attempting to determine individualized details regarding the above categories is difficult with our current CAD data system, though determining raw Obligated Time and Unobligated Time is straightforward, and follows the model employed in our most recent staffing study in 2018.

When reviewing CAD data, it was determined that 2019 and 2020 data had many Call for Service (CFS) Priority Response Levels with unclosed CFS. This was brought to my attention by the Public Safety Answering Point (PSAP) Intern providing the data. These calls remained open and greatly inflated the hours officers showed as being Obligated Time. Fortunately, these CFS data sets were each in separate Priority Response Codes, so I was able to utilize an average of the two sound years to determine a number for each of these data points. A thorough review of 2021 data indicated that the data was sound throughout, which provided a benchmark for accuracy.

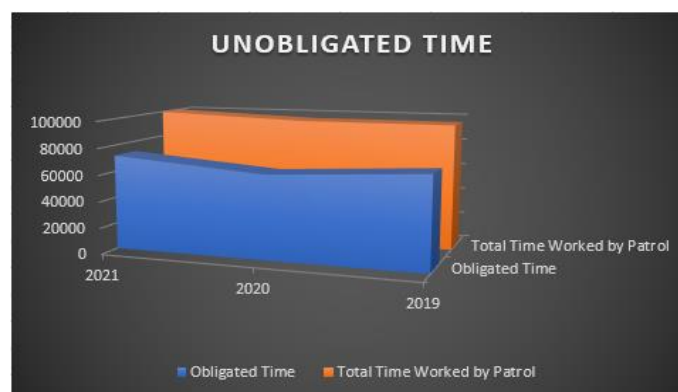
The following charts illustrates Obligated Time during 2019-2021. At first glance, 2020 data does not appear consistent with previously established high levels of CFS, however from March 17, 2020, and continuing through the year, officers were directed to be reactive in nature, due to COVID-19 exposure concerns. This would have greatly affected proactive activity, as well as time officers spent on CFS. As such, 2020 data greatly effects the average Obligated Time recorded and is worth consideration in excluding 2020 data.

PERFORMANCE BASED ANALYSIS

OBLIGATED AND UNOBLIGATED TIME ANALYSIS



Comparing known Obligated Time with Total Hours Worked by Uniform Patrol Bureau officers in 2019-2021 indicates very little time is available for Unobligated Time, as illustrated below.

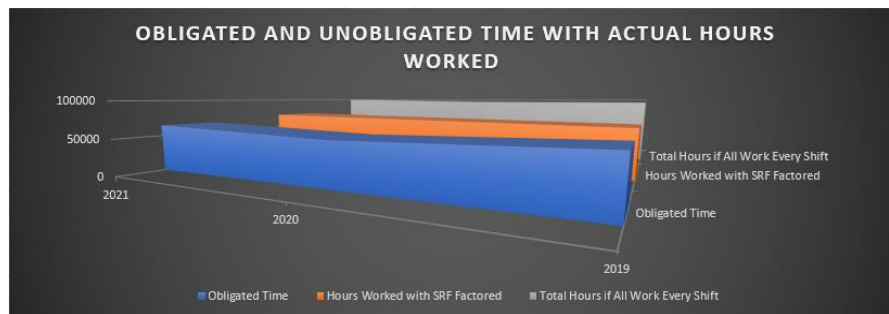


More clearly defined, in 2021 officers assigned to Uniform Patrol spent 72% of their time on calls for service. This is more than double the 33% recommended by the IACP, and results in only 28% of an officer's time being allocated for Preventive Patrol, Traffic Enforcement, Community Engagement, Sector Problem Solving, and Administrative Tasks.

The above data assumes that all scheduled officers work their full 2080 hours per year. As determined earlier in analysis when determining the Shift Relief Factor, this assumption is inaccurate. By applying the known Shift Relief Factor, we realize that the number of Calls for Service is being spread among much fewer officers than if patrol shifts were fully staffed. Adding in average hours officers were known to be off assignments, and this Unobligated Time diminished significantly.

PERFORMANCE BASED ANALYSIS

OBLIGATED AND UNOBLIGATED TIME ANALYSIS



As observed above, Unobligated Time is more accurately displayed after factoring in the Shift Relief Factor, resulting from hours away from assignment. Applying this analysis would indicate in 2021 the average officers Obligated Time is 89%, leaving only 11% Unobligated Time for officers to utilize for Preventative Patrol, Community Engagement, Traffic Enforcement, and Administrative Duties.

When factoring the average amount of time on calls for service, one discovers that when our Obligated Time is dispersed across our 53,776 calls for service in 2021, we spent on average 1.34 personnel hours on each call. Upon first glance, this may appear inaccurate to one reviewing this report, though this is possible due to the high number of CFS where multiple officers are dispatched. Approximately 50%, or nearly 27,000 of our 2021 calls require more than one police officer to respond. Therefore, a 30-minute verbal Domestic Disturbance would utilize 1 personnel hour, once the backup officer's time is calculated in.

Multiple call types require more than two responding officers. For example, a traffic crash blocking a primary intersection would easily require four officers respond, resulting in 3 personnel hours of work for a 45 minute crash. Applying these unknown factors when analyzing staffing needs is difficult, at best, and can be subjective.

In order to reduce the Obligated Time for patrol officers, staffing must increase, so calls for service are more evenly distributed, allowing for greater Unobligated Time. This Unobligated Time is valuable, as this is where officers have the ability to proactively patrol, enforce traffic code, address concerns and build relationships with community members and businesses within their assigned Patrol Sector.

PERFORMANCE BASED ANALYSIS

OBLIGATED AND UNOBLIGATED TIME ANALYSIS

To calculate personnel needs to reduce Obligated Time from 72%, one must evaluate known data. It is known that 2021 Computer Aided Dispatch records indicated officers were Obligated, or on calls for service, for 72,136 hours. This includes self-initiated activity, calls where detectives were on-scene, as well as Grant Funded overtime opportunities through DOT. With these known interjections, their effect should be estimated, and excluded. By adjusting Obligated Time by -10%, one can be reasonable assured the remaining Obligated Time is specific to patrol calls for service.

In 2021 officer's "adjusted" **Total Obligated Time** was therefore 64,924 hours, and **Total Available Work Hours** by UPB Officers was 99,840 hours (48 Cpl/Ofc x 2080), leaving roughly 30,008 additional personnel hours needed to reduce Obligated Time from 72% to 50%. This would require 15 (14.42) additional officers be assigned to UPB, based on 2021 CFS data. To reduce Total Obligated time to 33%, roughly 94,932 additional personnel hours are needed, requiring 46 (45.46) additional officers be assigned to UPB. To determine the required personnel hours necessary to reduce the Total Obligated Time from 72% to 50% and 33%, the following formulas were used:

To determine 50% Obligated Time: $(TOT) 64,924 \times 2 = 129,848 - (TAW) 99,840 = 30,008 / 2080 = 14.42$

To determine 33% Obligated Time: $(TOT) 64,924 \times 3 = 194,772 - (TAW) 99,840 = 94,932 / 2080 = 45.64$

The following chart illustrates recommended officer staffing levels to reduce this obligated time.

2022 UPB Staffing Analysis	
50% Obligated Time	33% Obligated Time
63 Corporals/Officers Needed	94 Corporals/Officers Needed
15 Officer Increase Over Current Staffing	46 Officer Increase Over Current Staffing
107 Total Sworn Staffing	138 Total Sworn Staffing

When discussing increasing staffing, one must also review supervisory assignments, to ensure adequate supervision is also assigned.

2022 UPB Staffing Analysis	
50% Obligated Time	33% Obligated Time
63 Corporals/Officers Needed	94 Corporals/Officers Needed
15 Officer Increase Over Current Staffing	46 Officer Increase Over Current Staffing
3 Sergeant Increase Over Current Staffing	9 Sergeant Increase Over Current Staffing
110 Total Sworn Staffing	147 Total Sworn Staffing

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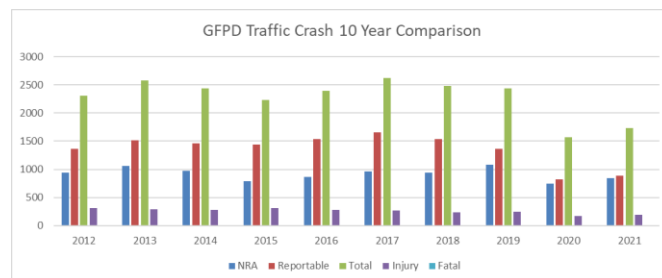
BUREAU SPECIFIC PERSONNEL ASSESSMENT

Thus far, this staffing analysis has been focused on the Uniform Patrol Bureau, as all staffing studies lean towards patrol operations. A comprehensive staffing study should also review assignments of all current staff, to ensure authorized employees are being efficiently deployed. This analysis should include both sworn and non-sworn positions, as well as determining if any sworn positions should be tasked to non-sworn positions.

Uniform Patrol Bureau (UPB):

In addition to the three patrol shifts already discussed in this analysis, in 2020 the Uniform Patrol Bureau implemented a fourth shift termed the Power Shift. The Power Shift is scheduled from 12:00pm to 10:00pm and was implemented and deployed to proactively address aggressive traffic behaviors, with the objective of reversing the trend of increased traffic crashes resulting in serious injury, or death. The hours and days of work of the Power Shift coincide with high crash times, and the primary responsibility of the shift is to focus traffic enforcement efforts in areas where multiple serious crashes have occurred, where violations are persistent, and in locations highlighted by interaction with community members. Deployment of this traffic safety focused shift has allowed for officers to specifically focus on aggressive driving, as well as distracted driving, which are consistently listed as primary contributing factors in vehicle crashes.

Both 2020 and 2021 have shown crash numbers dropped from years prior, as seen in the chart below, which is from Lt. Love's Crash Analysis Report.



Reduction in overtime is also anticipated through deployment of the Power Shift, as Power Shift hours overlap the time Day Shift and Afternoon Shift are transitioning, allowing for the Power Shift to respond to calls for service during the end of Day Shift officers schedule, thereby reducing overtime as

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Day Shift officers are less likely to work late on a call for service. The Power Shift is staffed by 4 officer/corporals, and generally deploys 2 officers on any given day of their schedule.

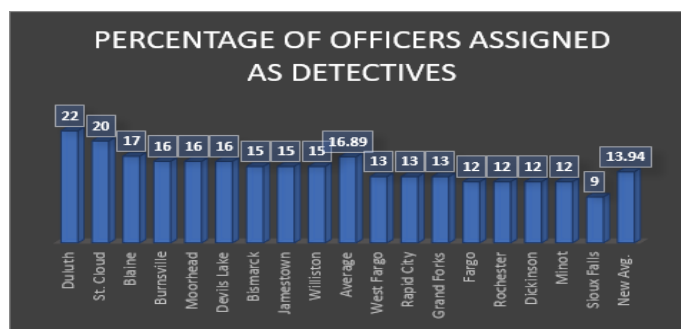
Redeployment of these officers to the other three Uniform Patrol Bureau shifts is not anticipated, as they have been deployed specifically to address trending increases in severe motor vehicle crashes. Specifically, they are tasked with combatting aggressive driving behaviors, which have proven to be contributing factors in serious crashes, as determined in our annual Motor Vehicle Crash Report; data thus far would indicate their deployments are having a dramatic positive affect in reducing crashes.

Criminal Investigation Bureau (CIB):

The Criminal Investigations Bureau is staffed with 12 officers/corporals, 2 sergeants, and 1 lieutenant who serves as the bureau commander. Each sergeant is responsible for supervising 6 officers/corporals, while the lieutenant supervises both sergeants and oversees bureau operations.

In 2021, there were 1,136 cases assigned to CIB detectives, for an average of 75.73 cases per detective, or nearly 1.5 cases assigned per week to each detective. There are 369 open cases that are currently being investigated. Bureau leadership indicates a desire to increase staffing by 1 or more detectives to assist.

Occasionally cases do not rise to the level of a detective investigating them, or there are special circumstances that would be better served being investigated in another bureau with specialty training. As such, the CIB commander assigned 294 cases to be investigated by Uniform Patrol Bureau officers, and an additional 17 cases were referred to officers of the Education and Outreach Bureau.



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BUREAU SPECIFIC PERSONNEL ASSESSMENT

Comparison data from police departments within our region would indicate that the Grand Forks Police Department's percentage of officers assigned as detectives is lower than the average of regional comparison agencies, as illustrated above. However, two agencies have a far larger percentage of officers assigned to detective duties than the other comparison agencies, so their data should be excluded. Removing their data creates a "New Average" listed above as 13.94% of staff assigned as detectives. Adding 1 detective position would place our staffing in congruence with this average. As such, consideration should be made to increase detective positions by 1 to maintain a manageable caseload, as well as a competitive average with other departments within the region.

Command staff members in the Operations Division are currently assessing the detective positions to determine if redeployment of select rotational positions would be beneficial in reducing per-detective caseload. Additionally, should UPB staffing levels be supplemented to allow for sufficient patrol coverage, reincorporating a rotational career development position may benefit the Criminal Investigations Bureau.

Education and Outreach Bureau (EOB):

The Education and Outreach Bureau is staffed with 9 officers/corporals, 2 sergeants, and 1 lieutenant who serves as the bureau commander. Each sergeant is responsible for supervising the officers assigned to them, while the lieutenant supervises both sergeants, manages the department's Human Resources needs, and oversees the bureau operations. It is important to note that 5 of the officers assigned to EOB are School Resource Officers, who predominantly work from their assigned schools. The remaining 4 officers are assigned as program coordinators within the bureau and manage approximately 20 special programs. In 2021, officers from EOB performed 21 presentations to area groups, reaching nearly 1,500 residents. This is in addition to teaching Winning Decisions and The MIDDLE program in the schools.

Two EOB officers specifically trained in Mental Health concepts conducted 83 home-visits of community members who were believed to need mental health services. Many of these visits were in partnership with Northeast Human Service Center and were successful in aiding in coordination of specialized serviced, ultimately reducing the number of follow-up calls by officers.

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BUREAU SPECIFIC PERSONNEL ASSESSMENT

Additionally, in 2021 a non-sworn Mental Health Coordinator position was created and housed within the police department. The “Mental Health Matters” program coordinator position has been funded by grants, and the position has been revolutionary in helping citizens connect with appropriate mental health resources. Continuation of this position should be strongly considered, either through soliciting additional grant monies, or by funding the position as a full time non-sworn position within the police department.

Records Administration Bureau (RAB):

The Records Administration Bureau is staffed by 6 non-sworn Police Records Specialist, and they are supervised by 1 non-sworn Police Records Supervisor, who oversees the bureau operations and reports to the Administrative Deputy Chief of Police.

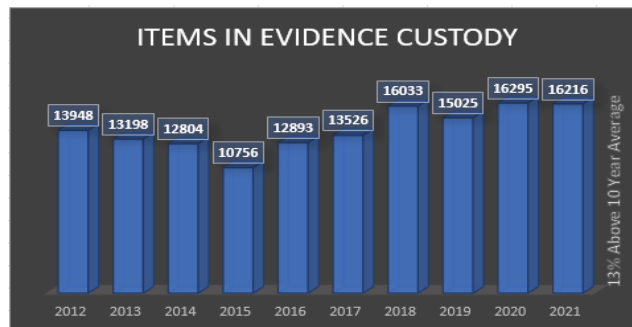
Due to recent technological advancements in our parking enforcement management system, this bureau is currently not anticipating adding staffing, and appears to be staffed appropriately.

Facilities and Equipment Bureau (FEB): The Facilities and Equipment Bureau is staffed by 2 non-sworn Community Service Officers, 1 Building Maintenance Lead, 1 Building Maintenance Worker, 1 Evidence and Property Coordinator, 1 part-time non-sworn Evidence Technician, and 1 Lieutenant who oversees Bureau operations.

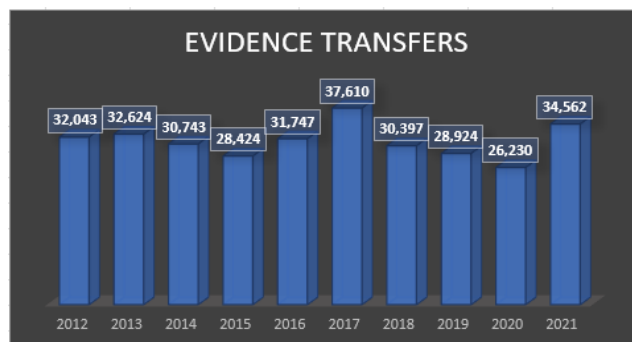
One area of concern within FEB is in within the Property and Evidence section, as technological advancements, and increased calls for service in recent years have greatly increased the number of evidentiary items being maintained within our department. Not only is our evidence held in a secure location, but much of it is regularly transferred within the department and between stakeholders such as other agencies, the State Crime Lab, and prosecutor’s offices.

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BUREAU SPECIFIC PERSONNEL ASSESSMENT



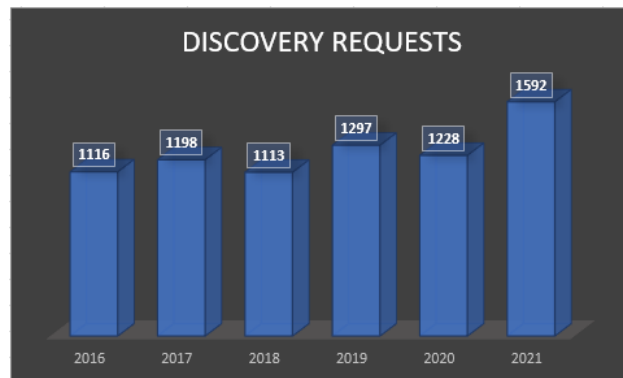
As noted above, increases in police calls for service have led to increases in the number of evidentiary items being processed by our evidence staff. Since 2018, the number of items has consistently been 12 - 13% above the 10-year average.



Maintaining custody of evidentiary items is only part of the process; these items often must be transferred to partner agencies, prosecutors, the State Crime Lab, or the rightful owner. In 2021, evidentiary items were transferred, duplicated for court, released, or disposed of 34,562 times. Additionally, there were 1,592 discovery requests by prosecutors, resulting in evidence staff providing copies, and/or original evidence to court personnel. A workload summary indicates that average time to process a piece of evidence on a discovery request is 10-minutes, resulting in more than 265 personnel hours in 2021 being dedicated to this one task, alone. Consistent with calls for service, discovery requests were higher than any other year in 2021, marking a 25% increase over the previous 5-year average as illustrated below.

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BUREAU SPECIFIC PERSONNEL ASSESSMENT



Increases in measurable workload duties ranged from moderate to significant in virtually all measurable job tasks. A 2019 department workload study assigned specific times to performing known tasks associated with evidence collection and handling. In 2019, these estimates indicate that our property and evidence staff completed 3,007 hours of work. With 1 full time coordinator, and a part-time employee, this workload was manageable.

Applying current workload duties to the same approximations, indicates a significant increase in work hours, as 4,885 hours were estimated to complete the measurable tasks. This is a noteworthy increase that has thus far been managed by the Records and Administrative Bureau having an employee assist in evidence related duties, when available. Though this is currently being managed through existing staff, it is not sustainable. Adding 1 additional full-time Evidence Technician would allow for adequate coverage if the part-time position, or RAB assistance is also maintained.

Office of Professional Standards (OPS):

The Office of Professional Standards operated under supervision of the Chief of Police and is primarily responsible for Internal Affairs, policy and directives, grant administration, and public information. OPS also publishes the department's annual report, oversees the awards committee, and serves as the agency's CALEA Accreditation Manager. Command staff members have determined this position is staffed, as appropriate.



Grand Forks Police Department

Downtown Community Enhancement Officer

Mission

The mission of the Downtown Community Enhancement Officer is to build strong partnerships between police, downtown residents, and visitors to directly address pressing public safety concerns—particularly violent crime, homelessness, vagrancy, open drug and alcohol use, and encampments within the downtown area.

In response to growing concerns from community surveys and stakeholders, this role focuses on implementing targeted community policing strategies and proven engagement programs to confront these challenges head-on. The Downtown Community Engagement Officer will work at the operational level to reduce crime, disrupt illegal activity, and improve the overall environment downtown, while strengthening public trust in law enforcement. A three-pronged strategy of education, environmental assessment, and enforcement will be utilized to improve outcomes.

By combining data-driven enforcement with compassionate community engagement, the Downtown Community Enhancement Officer seeks to reduce both actual and perceived threats, enhance safety, and improve the quality of life for all who live, work, and visit the downtown area.

Goals

The Downtown Community Enhancement Officer will be assigned to the downtown area in a non-traditional manner, which will encourage engagement and ownership with stakeholders and community members. Primary goals of this position include:

- Transform the downtown area to an atmosphere of safe community activity for residents and visitors of all ages
- Enhance trust of the police department within the community
- Lead Uniform Patrol Officers in community policing strategies
- Increase the police department's ability to implement community engagement strategies to recognize and respond to crime trends
- Utilize data-driven policing to enhance proactive crime prevention efforts within the community
- Increase awareness of downtown activity using social media, public forums, and informal meetings

- To build trust with the varied community members, community visitors and community stakeholders in the downtown area and work together to address complex issues

Performance

The effectiveness of the Downtown Community Enhancement Officer program can be evaluated through the following methods:

- Utilization of the police department's on-line survey
- Analysis of crime data, as compared to proactive measures applied, and the results of the measures
- Number of social media messages sent to the community by Downtown Community Enhancement Officers
- Analysis of community policing contacts throughout the department
- Annual climate surveys of downtown businesses and residents