

Budget Public Hearing 5/17/22 – Follow up:

[FY23 Preliminary Fiscal Plan](#)

1. How is the City connected to our training partners (related to the GVSU sponsored academies) in regard to Police hiring to reflect the Grand Rapids population and evaluation of our current practices?

At the Special Meeting on May 17, the City Manager noted that we expected to be deliberate in our partnership with Grand Rapids Community College (GRCC) and leverage the additional resources in OPA to help with community engagement to develop training for law enforcement, including de-escalation. We expect that training to be community engaged and informed, involving the Oversight office, community and GRCC. Also anticipate continuing to work Grand Valley State University.

In further response, GRPD has begun meeting GRCC staff to develop a plan for increased recruitment, including surveys of former GRCC academy recruits to find ways to appeal to more diverse candidates.

2. What is our FOIA process and time the City takes to respond? Do we need additional nonsworn staffing to support requests to the City?

There has been a 22% increase in Grand Rapids Police Department related FOIA requests made to the City between 2019 to 2021. In 2022, Grand Rapids Police Department has received 185 more FOIA requests thru May 9th relative to requests to that date last year. It has become evident that the additional workload will need to be addressed between the Attorney's Office and Grand Rapids Police Department.

The City Manager has encouraged support of contracting this work out for GRPD and looking into opportunities with staffing, including temporary staffing. Should the Department determine this work is best handled by a third party, the cost of the contract should be able to be covered by vacancy savings in the short term. We will keep Commission updated on our progress.

Other ways the City is working to reduce this burden is by piloting a FOIA solution that should also help with administrative efficiency. The new software solution will make records more accessible and will help direct requestors to information that is already publicly available.

3. Will we be spending time this year looking at the demand for Carshare as it relates to micro mobility and the DASH throughout the year?

The City Manager responded at the Special Meeting on 5/17 that the pilot will include review and evaluation of how our various mobility initiatives align, intersect and impact each other. He noted that the carshare pilot is in part seen as filling a gap in areas not as

frequently served by transit and so we expect will largely be outside of areas where DASH operates. The following is additional detail about the goals of our mobility efforts, as well as how efforts in FY2023 will be coordinated and monitored for effectiveness:

Staff will continue to develop these pilots with the concerns about coordination and impact in mind. We plan to brief the Mobile GR Commission and City Commission as the process moves forward. During FY2023, staff will work with The RAPID, DGRI and other stakeholders to evaluate the path forward for DASH. The goal of all of these mobility pilots is to provide more affordable transportation options for residents and businesses. Part of the pilots include evaluating the demands for the new service compared to existing services. The carshare pilot will focus on extending mobility options for longer trips that can't be served by micro mobility. When we start looking at locations for additional EV charging stations and for carshare stations, staff will be emphasizing creating mobility hubs that provide access to parking, transit and micro mobility.

4. Can you confirm when the chief is going to provide an update on investments in SAFE?

Yes, Chief will speak to SAFE and other investments at the City Commission meeting on an ongoing basis and will brief the City Commission as recommendations evolve. There is a Deputy Chief assigned to SAFE taskforce to provide updates as well. The next update will be July 26th.

5. Will there be a response to the full Commission of those questions asked on May 3 of the Police Chief?

As the City Manager noted at the Special Meeting, the questions asked during the May 3 review of Safe Community presentations were either answered during budget presentation or in a follow-up memo issued May 10, 2022 and provided to the full Commission. We also received additional questions after the 17th. All questions and answers have been posted to the budget website below:

[FY2023 Preliminary Budget \(grandrapidsmi.gov\)](https://www.grandrapidsmi.gov/budget/fy2023-preliminary-budget)

6. Is it possible to provide an additional \$50k allocation for SAFE?

As the City Manager noted on May 17, there are resources available in the budget to address Commission priorities in this area. As further response, these funds can be allocated out of the Violence Prevention category in the ARPA plan. During FY2023, as projects and prospective investments are developed, staff will bring forward a budget amendment.

7. Would like the Third Ward Equity Fund increased to \$1 million from the \$750,000 proposed.

The City Commission will consider this change as part of the proposed budget ordinance to be adopted May 24th.

- 8. There have been a number of questions and suggestions [for police reform] from the community and law enforcement. Suggests acting quickly to vet those ideas and suggestions and be mindful of the budget impacts of those suggestions moving forward.**

At the Special Meeting on May 17 the City Manager noted that staff will continue to look at recommendations from comments, studies and evaluations that have been made recently and over the years. Anticipate incorporating a discussion of those and other recommendations as part of the Chief's 60-day review. The Chief will report out on this work to the City Commission. Implementation will be one of the areas that Chief Winstrom focuses on. This update will be on July 26th at the City Commission Meeting.

Specific suggestions related to policing and public safety shared by Commissioner Lenear after the Special Meeting May 17th:

- 1. Funding to address youth experiencing violence**

The City is committed to violence reduction and to helping to create continued opportunities for our youth to thrive. One of the investments in our FY23 budget is \$875,000 of funding (grant, federal funding, GOF) to support Cure Violence. Cure Violence is an evidence-based, violence reduction program that works to stop the spread of violence in communities by using the methods and strategies associated with public health and disease control: detecting and interrupting conflicts, identifying and treating the highest risk individuals, and changing social norms.

In addition to the investments in Cure Violence, the City continues to invest in youth by leading GRow1000. The program was launched the summer of 2020 in response to the global COVID-19 pandemic and ongoing racial and economic disparities. City Manager Mark Washington called on business and community leaders to help mitigate these effects by employing 1,000 young people during the summer. Over the last two summers, the GRow1000 program has placed over 600 youth in meaningful jobs at unique job sites at area businesses, nonprofit organizations, higher education institutions and government.

This summer, young people ages 15 to 24 will have the opportunity to explore a career and obtain valuable work experience while earning money. Program participants will be matched with employers for a 6-week, 120-hour, paid work experience. Through this experience, area businesses and organizations will introduce youth to real-world work environments, provide mentorship and create pathways to future careers. Additionally, we have forged two new partnerships. The first is with West Michigan Works! (WMW) to leverage their decades-long expertise in connecting Michiganders with job opportunities and skill building resources. WMW is assisting with program management, including outreach with youth and businesses, placement matching, and other support services.

WMW will also provide youth opportunities to learn and work throughout the year by accessing their employment resources and programs, as eligible.

The second new partnership is with Bank of America to create an improved employment experience for 18- to 24-year-olds. A grant from Bank of America will support the *GRow1000 Academy*, curated by Our Community's Children, to provide higher wages (\$17/hour), a longer work experience (16 weeks), and enhanced training.

The City also continues to invest in youth through recreation opportunities. After the successful return of summer park programming in 2021, the Parks and Recreation Department will offer free summer camps for youth. The City is investing \$263,000 to support ten weeks of programming at Joe Taylor, Martin Luther King, Garfield and Roosevelt parks. Programs are scheduled to begin June 13.

As discussed regarding the additional \$50k for the SAFE taskforce, these funds can be allocated out of the Violence Prevention category in the ARPA plan. During FY2023, as projects and prospective investments are developed, staff will bring forward a budget amendment.

2. Community briefing right in the neighborhood in which a shooting, of any kind, takes place. Providing the community with factual information, trauma support services, and details about next steps.

Currently, GRPD maintains an open line of communication with Cure Violence to direct services to areas impacted by violence. Additionally, GRPD's Victim Advocate provides services in critical incidents and the D.I.C.E. (Data Informed Community Engagement) program will be used to coordinate response to incidents in areas by holding briefings regarding GRPD's role in shooting events in the neighborhood where the incident happens.

3. Body cams that have heavier mounting capabilities

As part of the post investigation review of the Officer Involved Shooting, the Office of Oversight and Public Accountability will lead an audit that considers additional policy considerations including, but not limited to the following:

- How much time it took to release video of this incident
- When should an officer's name be released in connection with an investigation?
- Amount of time it took to render aid
- What policy changes, if any, can be implemented to help prevent this type of result
- When should officers use disengagement as a form of de-escalation
- Evaluation of our current body worn cameras and their mounting capabilities.
- Sanctity of Life Policy
- Do No Harm Policy

- Paid Administrative Leave

We are committed to thoroughly reviewing these matters post-investigation, and any other questions or concerns that might arise throughout the course of the investigation.

Additionally, the FY23 proposed budget provides additional funding to support increased engagement by the Office of Oversight and Public Accountability which will provide capacity to be more intentional about elevating resident voice in public safety operations. This will help to ensure that the voices of community are considered when making policy decisions.

4. Right to travel

The phrase “right to travel” is a phrase that is consistently used to describe the Freedom of Movement that has been recognized as a Constitutional Right through in a litany of cases discussing the Privileges and Immunities Clause of the United States Constitution. The City of Grand Rapids and the Grand Rapids Police Department embraces the rights guaranteed by the United States Constitution including the freedom of movement. Freedom of Movement is defined as the "right of free ingress into other States, and egress from them." (*Paul v. Virginia*, 75 U.S. 168 (1869)). However, the Supreme Court has acknowledged states' rights to require driver's licenses and to impose other traffic regulations. In *Reitz v. Mealey* (314 U.S. 33 (1941)), the court states in relevant part that "The use of the public highways by motor vehicles, with its consequent dangers, renders the reasonableness and necessity of regulation apparent. The universal practice is to register ownership of automobiles and to license their drivers. Any appropriate means adopted by the states to insure competence and care on the part of its licensees and to protect others using the highway is consonant with due process." With that being said, the decision to issue and require licenses and to require vehicle registration rests at the State level. The City of Grand Rapids does not issue driver's licenses or vehicle registration. That authority rests solely with the Michigan Secretary of State.

5. County spending dollars addressing the public health crisis – through state of Michigan funding. City of GR to advocate for the County to do its part

City Manager, Staff and Commission will continue to work with Kent County and the Kent County Health Department on local implementation and advocacy for state and federal investment.

The City previously requested \$34 million from Kent County and received \$6.4 million of CARES grant funds. The City of Grand Rapids is the only unit of local government in Kent County that has by resolution declared racism as a public health crisis.

6. Investigatory/subpoena powers for civilian appeals board

The current structure of CAB is an appellate body or review board which reviews decisions made in the internal affairs investigation process. Appellate bodies do not ordinarily

investigate or subpoena witnesses as their role is not to develop facts but to apply policy or law to the facts determined by the original investigating authority. CAB currently does have a limited remand option that allows for labor relations to conduct additional investigations if necessary.

The Office of Oversight and Public Accountability has committed to leading a workgroup of staff and community members to reimagine City Commission Policy 800-02 (policy governing the Civilian Appeal Board) to increase procedural justice and reflect and ensure transparency. The most recent revision to City Commission Policy 800-02 occurred on July 8, 2003 which preceded the GRPD's 12-Point Plan (2015), Lamberth Consulting Traffic Stop Study (2017), 21CP Solutions – Grand Rapids Police Department Taskforce on Police Policies and Procedures Report (2018), Hillard Heintze – Grand Rapids Police Department Strategic Review of the Department Staffing (2019), implementation and opening of the Office of Oversight and Public Accountability (2019), and release of the City of Grand Rapids Strategic Plan (2020), the Grand Rapids Police Department Strategic Plan (2020), and the Office of Oversight and Public Accountability Strategic Plan (2020). This policy also precedes the local and national demands for additional civilian oversight and police reform. Therefore, the current policy does not reflect current practices, nor does it capture the collective wisdom that the City has gained since the latest revision of City Commission Policy 800-02 in July of 2003. As such, the review of City Commission Policy 800-02 will include a review of the appellate process and the authority granted to the Civilian Appeal Board including, but not limited to, a review of the board's investigatory authority and whether subpoena power can/should be granted.

7. Re-alignment of SWAT Team to increase the number of officers available to do the community policing model that was recently implemented. Very few cities our size have a full-time SWAT team.

The staffing model has been the subject of consultant review and the Police Department Strategic Plan. It will be a key element that will be included in Chief Winstrom's review of the Police Department.

8. Attract officers with more life experiences

Recruiting efforts seek to attract high quality non-sworn and sworn candidates with varying life experiences.

9. Training that replaces the warrior mindset with a guardian mindset

The Police Strategic Plan directly addresses this. Training and policy which embraces the guardian mindset, as outlined in President Obama's Task Force in 21st Century Policing report, is a priority of Chief Winstrom.

Additionally, The FY23 budget reflects \$100,000 of additional investment in the Office of Oversight and Public Accountability toward the development and implementation of public safety trainings. These trainings will be co-created with community and/or responsive to community recommendations regarding necessary trainings for our public safety staff. These trainings can cover a wide range of topics including, but not limited to, cultural competency, understanding immigrant and refugee experiences, bias reduction, impacts of racism on building trust, and the history of policing in America.

10. Refugee providers of trainings that tell the story of being Black in America

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11. George Floyd Act – advocacy and support and implementation of local policies that mirror the federal bill

The Government and Legislative Affairs Office is actively supporting and advocating for the public safety reform initiatives included in the bi-partisan Michigan Senate package, SBs 473-484. This package includes many of the reforms in the George Floyd Justice in Policing Act, for which the City has affirmed its support through the Legislative Priority Agenda. The George Floyd Act passed the U.S. House of Representatives but has been stalled indefinitely in the U.S. Senate.

Additionally, GRPD has proactively implemented policies contained in the legislation such as a prohibition on no-knock warrants, airway restricting holds, excessive force and racial profiling, as well as a requirement that officers intervene in excessive-force incidents, and receive training on implicit bias.

12. Recruit social workers, urban studies, political science, and history majors into policing

The Police Department supports recruiting efforts seek to attract high quality non-sworn and sworn candidates varying educational and employment experiences.

13. Create a “do no harm” oath and celebrate when challenging circumstances result in no harm for citizens and police

As part of the post investigation review of the Officer Involved Shooting, the Office of Oversight and Public Accountability will lead an audit that considers additional policy considerations including, but not limited to the following:

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14. Review and implement recommendations from SAFE, 12-Point Plan, and 21-Century Policing

In August of 2020, The Office of Oversight and Public Accountability released an [Independent Comprehensive Status Report on Police Studies and Recommendations](#). Since the commissioning of all of the studies referenced above, there have been significant changes in the leadership of public safety operations. In 2018 City Manager Washington united with the City. In 2020 Brandon Davis was officially hired to serve as Director of Oversight and Public Accountability. In March of 2022, Chief Eric Winstrom was hired to serve as the Grand Rapids Police Chief. These studies and recommendations have been considered in the creation of the City’s Strategic Plan, the GRPD’s new Strategic Plan and OPA’s Strategic Plan. Those Strategic Plan’s will be used to guide public safety operations in both OPA and GRPD, respectively. Since uniting with the City of Grand Rapids, Chief Winstrom has begun evaluating the departments polices and operations and will consider the recommendations in these studies as part of that evaluation.

15. Increase de-escalating tactics and reduce masculinity trainings from the 80s.

Chief Winstrom will be reviewing the training in the coming months being mindful of embracing the guardian mindset and making appropriate modifications.

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16. Police purchasing their own insurance

There have been community suggestions to require police officers to maintain their own personal liability insurance as a condition of their employment with the city. In theory, reductions or increases in premiums would incentivize police departments and officers to adopt policies, training and procedures proven to lower risk. Officers with lower risk assessments would accordingly enjoy lower premiums.

There are several challenges that prevent this from being a realistic concept currently.

This requirement would be a change in working conditions and is subject to collective bargaining. The current agreement with the Police Officer's Union requires the following:

“Management shall provide each employee with legal counsel for acts in the course of his/her employment which give rise to a cause of action under any civil or criminal action. The foregoing shall not apply to any cause of action arising out of (1) ultra vires (unauthorized) acts; (2) gross negligence or willful misconduct; (3) actions taken while under the influence of intoxicating liquor or controlled substances; or (4) workers' compensation claims, grievances, or other claims made against the City of Grand Rapids.”

In Michigan, qualified immunity is a legal principle that applies to civil cases. It protects government officials, including law enforcement officers, from civil liability for reasonable actions they take while performing their official duties. It protects those who are acting in good faith to perform their duties within the law, particularly in difficult or uncertain situations where the Courts have not established in case law that such actions are unconstitutional. It provides no protection for those who knowingly and willfully violate the law.

The concept is not meant to compensate potential plaintiffs as that system already exists. The concept is meant to be an incentive or possibly a punishment for public safety professionals that are involved in misconduct. For this option to be more realistic, state or federal legislation would need to be enacted.

17. Advocate that other local municipalities increase their policies and procedures to mirror GR recent changes

Some area agencies have adopted policies and practices similar to GRPD's, including the use of body worn cameras, implicit bias and de-escalation training and others. Chief Winstrom is a member of the Kent County Chiefs of Police Association, West Michigan Chiefs of Police Association, Michigan Chiefs of Police Association, International Association of Chiefs of Police and the Police Executive Research Forum. He will continue to advocate best practices in policing and seek out new and innovative ideas to advance the profession.

18. Increase the number of Black and Brown officers

Recruiting efforts seek to attract diverse non-sworn and sworn candidates. Seeking input from GRPD officers of color, surveying diverse candidates, and making recruiting trips to Historically Black Colleges and Universities and military facilities are some of the ways GRPD is working to diversify its personnel.

19. Move Internal Affairs to OPA

Currently there is no municipality in Michigan that has an Internal Affairs Division located outside of the Police Department. Additional research is necessary to understand the legalities related to this type of change. There is not a uniform model for the implementation of Civilian Oversight of Law Enforcement across the nation. Chief Winstrom and Director Davis, have begun conversations regarding improving civilian oversight in Grand Rapids. These conversations include reviewing best practices in Civilian Oversight and feedback provided by the Grand Rapids community.

The City will continue to review and consider all options necessary to help ensure that all people feel safe and are safe in Grand Rapids, and to increase accountability and transparency.

20. Open the negotiation process between the city and the police unions

Absent a change in State law, both management and the labor unions must agree to open negotiation. This has been discussed between the parties in the past.

Employers have a legal duty to bargain in good faith with their employees' representative and to sign any collective bargaining agreement that has been reached. Confidentiality in bargaining and negotiations has been a traditional ground rule agreed upon by both parties to our collective bargaining process.

Since all our contracts have been aligned to expire around the same time, there are some very real operational and strategic reasons why a public negotiation process may prevent resolution on difficult issues for our different union agreements. We can continue to review this ground rule in future negotiations to see if there is any opportunity that would advance the calls for transparency while not preventing good faith bargaining.

21. Bright uniforms to be seen, not dark uniforms to be hidden

The Chief will consider this as part of this 60-day update to Commission. This update will be given at the City Commission Meeting on July 26, 2022.

22. Protect lives the same way you protect property

With respect to policing, Chief Winstrom is reviewing GRPD's policies and practices. Chief Winstrom seeks to reinforce that the Department's highest priority is the sanctity of human life. The concept of the sanctity of human life is the belief that all human beings are to be perceived and treated as persons of inherent worth and dignity, regardless of race, color, sex, gender identity, age, religion, disability, national origin, ancestry, sexual orientation, marital status, parental status, military status, immigration status, homeless status, source of income, credit history, criminal record, criminal history, or incarceration status. Chief Winstrom expects all Department members to act with the foremost regard for the preservation of human life and the safety of all persons involved in any incident, and will be crafting a culture and policy to embrace this expectation.

In addition, the City of Grand Rapids across its range of services, places people at the core of the services and programs that we provide. For example, as we develop programs and investments designed to create economic opportunities, we do so with specific outcomes prioritizing that the benefits of those investments accrue to underserved communities, and those communities in which we have historically under-invested.

23. Forum geared towards youth to help them understand what's going on and process their trauma, they're watching

The City Manager has asked the Police Department, Oversight Office, and Community Development Department to evaluate this request.

24. Put City-wide action behind racism being a public health crisis

This citywide action is reflected in the equity investments outlined in the 5/3/22 budget presentation at both the departmental and the strategic priority level. While the City does not have direct authority over the local health agency, it can have meaningful impacts on the inequitable conditions that can lead to disparate health outcomes – including economic opportunity, environmental justice, mobility, violence reduction, mental health response, access to green space/recreation, and maintaining safe home environments (including addressing lead in homes). All of these – and others - are addressed in a meaningful way in the FY23 budget and will continue to be integrated into our work in the future.

The City of Grand Rapids is the only local unit of government in Kent County to declare racism as a public health crisis.

25. Fully implement the community policing model

The staffing model has been the subject of consultant review and the Police Department Strategic Plan. It will be a key element that will be included in Chief Winstrom's review of the Police Department. This presentation will be at the City Commission Meeting on July 26, 2022.

26. Increase the length of training before certification/license

The Michigan Commission on Law Enforcement Standards controls basic requirements for certified sworn officers. It begins with a physical/agility and reading/writing test, continues with participation in an academy, and then ends with field officer training. A typical cycle from start to finish takes 13 months.

Grand Rapids Police Department augments that basic training through six weeks of classroom-based training as well as an additional extensive field training program. Officers maintain a regular program of continuing education, annual certifications, and opportunities for elective training throughout their career at GRPD.

Chief Winstrom is evaluating this current model and will provide an update at the City Commission Meeting on July 26, 2022.

27. More people, than the Prosecuting attorney, to make the decision about a charge

By law, the county prosecutor has broad discretion in making charging decisions in criminal cases. The City of Grand Rapids does not have any discretion regarding felony criminal matters. "A prosecutor, as the chief law enforcement officer of a county, is granted the broad discretion to decide whether to prosecute [a defendant] or what charges to file [against a defendant]." *People v Williams (Anterio)*, 244 Mich App 249, 253-254 (2001)

28. Community circles

The City is evaluating the implementation of community circles that address racial healing. This initiative would address issues ranging from cultural injustices to more tangible changes in institutions and policies. It is intended to root out the deeply embedded belief in a hierarchy of human value that sustains racism, to recognize the history and continued trauma resulting from that belief, and to create policy solutions that will sustain healing and structural change. In the FY23 proposed budget, \$150,000 has been specifically allocated toward additional staffing in the Office of Oversight and Public Accountability which will

help increase capacity to work in partnership with community to evaluate and implement programing that increases accountability, transparency, and build bridges to trust.

29. Learning-oriented review systems

Chief Winstrom believes every incident –whether good or bad - is an opportunity for improvement. Every use of force incident is reviewed by multiple levels of supervisors for compliance with policy. Additionally, every incident is reviewed by GRPD’s training unit to identify any department-wide improvements in training or policy.

30. Heroes corner program for veterans – there isn’t one in the state of Michigan

Two submissions have been provided to the City’s Participatory Budget team regarding the implementation of Heroes Corner in Grand Rapids. As such, this suggestion is being considered via the Participatory Budget Process. Over the next several months, the PBGR team will be refining and developing submitted ideas for the community’s consideration this fall. but we can’t do it alone. We’re asking for community members to serve as “Budget Delegates” to assist in proposal development. Anyone interested in serving as Budget Delegates will be eligible to receive a \$1000 stipend, need to be 13 years of age, and live in the Ward for which they wish to participate. If interested in completing the Participatory Budget Survey [click here](#). If interested in serving as a budget delegate, [click here](#).

31. Should officers be paid during the leave of absence

Each employee investigation will be fact dependent. Suspension from work without pay (unpaid suspension) is a disciplinary measure taken by employers typically for employee misconduct, such as theft, unsafe work behavior, or company policy violations. An unpaid suspension would not be appropriate while an investigation is ongoing. Many situations will require an employee under investigation to be removed from the day-to-day operations in order to maintain the integrity of the investigation as well as maintaining the integrity of services and citizen trust.

All criminal suspects are presumed innocent until proven guilty beyond a reasonable doubt. All employees are presumed innocent until there is an investigation and disposition affirming a policy violation. We must appreciate the due process considerations for both criminal and employment procedures.

32. Brandon’s summary of the various reports was reported out Fall of 2020. Provide quarterly, semi-annually progress report on the various recommendations and the implementation therein.

In August of 2020, The Office of Oversight and Public Accountability released an [Independent Comprehensive Status Report on Police Studies and Recommendations](#). These studies and

recommendations have been considered in the creation of the City's Strategic Plan, the GRPD's 2020 Strategic Plan and OPA's 2020 Strategic Plan. Those Strategic Plan's will be used to guide public safety operations in both OPA and GRPD, respectively. Chief Winstrom has begun evaluating the department's policies and operations and will consider the recommendations in these studies as part of that evaluation.

In an effort to increase transparency and accountability, the Office of Oversight and Public Accountability will include an update regarding reports and recommendations with its Annual Report estimated to be released in FY23.

Follow up on comments made at previous work session about police officers not carrying guns that has since been mentioned by other commissioners, employees and community members.

The Police Chief does not support this change currently. Police officers have a sworn obligation to protect lives and not carrying a gun does not allow them to fulfill their constitutionally sworn duties when the threat of violence exists. Additionally, officers are often subject to potentially unsafe areas where people are more frequently illegally and legally carrying guns in public. Also, Labor groups/employees may claim unsafe working conditions by not giving officers the equipment necessary to perform their job and may claim being stripped of policing powers. They may grieve that as a change of terms and conditions of employment that was not negotiated at the table in good faith.

Here is a recent article related to this where Chief Winstrom addresses this topic:

- [GR chief worried about surge in shootings | WOODTV.com](#)

We understand the sentiment and the Chief is reviewing other ways for the department to be more "guardian-like" than "warrior-like" and will provide an update in his 60 day review.