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KEIZER POLICE FEE TASK FORCE
AGENDA

Monday, February 9, 2026, 6:00 PM
Robert L. Simon Council Chambers
930 Chemawa Road NE
Keizer, Oregon

- 1. CALL TO ORDER**
- 2. APPROVAL OF MINUTES**
 - a. January 28, 2026 Police Fee Task Force Meeting Minutes**
- 3. DISCUSSION**
 - a. Departmental Analysis and Staffing Overview**
 - b. Next Steps**
- 4. ADJOURN**

“Agenda Management Services are being supported, in whole or in part, by federal award number 21.019 awarded to City of Keizer by the U.S. Department of the Treasury.”



MINUTES
KEIZER POLICE FEE TASK FORCE
Wednesday, January 28, 2026
Robert L. Simon Council Chambers
930 Chemawa Road NE
Keizer, Oregon

1. Call to Order CALL TO ORDER: Council President Shaney Starr called the meeting to order at 6:00 p.m. Attendance was noted as follows:

Members:

Council President Shaney Starr
Councilor Daniel Kohler via Zoom
Councilor Kyle Juran

Staff:

City Manager Adam Brown
Assistant City Manager Tim Wood
Police Chief Andrew Copeland
City Recorder, Melissa Bisset

2. Approval of Minutes

a. October 28, 2025 Councilor Juran moved for approval of the October 28, 2025 minutes. Councilor Kohler seconded. Motion passed unanimously as follows: Starr, Juran, and Kohler in favor.

3. Discussion

a. 2025 Departmental Analysis and Staffing Overview

There was discussion regarding the Consolidated Monthly National Incident-Based Reporting System (NIBRS) Reports. There was a request to receive data on traffic stops, incidents, charges, and citations. There was a request to add the numbers along the key on the side, so the percentages would be shown for each item on the Keizer Breakout 2024 Chart.

The Charts were summarized by City Manager Adam Brown.

Councilor Juran felt that the conversation should be focused on the Police Fee and what the City was asking for—and then the whole Council could talk about the General Fund.

Assistant City Manager Wood explained that the \$1.7 million of the \$2.8 million General Fund was related to the Police Department. The City had about a \$1.7 million budget shortfall. It was noted that the current Police Fee brings in \$1.2 million. The numbers were strictly to fund the Police Department and had no impact on the General Fund.

Mr. Wood explained that if there were a levy, the Police Fee would not be included. Mr. Wood noted that the City was experiencing some revenue shortfalls, including liquor sales and franchise fees.

Mr. Brown noted the indirect support to the Police Department.

Mr. Wood reviewed the Police Services Fee by fiscal year for 2017-2025 and the Police Service Fee rate increase by fiscal year from 2025-2032. He then reviewed the Operating Levy Projects for the years 2027-2032. He explained the impacts to residential, commercial, and multi-family addresses. He asked which classification of addresses should pay the fee, if there should be some flexibility on who would be paying the fee, or if the fee should be spread equally across the assessed value.

Mr. Wood explained that there was more flexibility with the Fee Structure rather than the Levy.

It was noted that there were two bills for a location with irrigation.

Mr. Wood commented on the rate structure in the packet.

Mr. Wood shared the rate structure for multi-family units that was built into a Resolution. There was acknowledgment that the Resolution could be changed.

Chief Copeland explained that calls by location could be reviewed.

Discussion ensued regarding Equivalent Service Units (ESU). An ESU was used to charge the stormwater fee. A single-family residence was one ESU and measurements of the impervious surface areas were taken of the commercial properties to determine how many additional ESU's would be billed. Mr. Brown noted that rates were billed bi-monthly.

Council President Starr commented on the current rate structure noting that single-family residences were paying the same as commercial entities. She thought where the resources were pulled from the most should be where the funding was coming from. She requested to see numbers of calls for service per commercial entity, the total number of hours spent and the associated costs, such as staff time and the total, calculated cost. Mr. Juran felt that there was a difference between retail and commercial classifications. There was a suggestion for a tiered rate structure.

Councilor Kohler wanted to be careful not to dissuade calls for services.

Mr. Brown felt that the ESU was the best tool to bill the various classifications because a big box store has a lot of impervious surface areas as opposed to a residential home that usually just have driveways with

impervious surfaces.

Mr. Wood shared that under the existing model, Target had 131 ESU's as compared to a single-family that only has one ESU. He noted that a commercial ESU value could be assigned.

Chief Copeland asked for clarification on the data they were looking for. He mentioned that store policies dictate how often they call for service. Councilor Juran was looking calls for service by specific categories of business. Council President Starr felt that it would be good to look at the size of businesses. Councilor Kohler commented about the 91 percent of small businesses who never call for police services, and he felt that the majority of the residential customers would also probably not call for police services.

Regarding the Police Services Fee Rate increase for each fiscal year, it was noted that the projections included funding the deficit related to the Police Department.

There was a request for scenarios and predictor numbers based on ESUs.

Mr. Brown commented on the cost of a shopping cart in relation to the potential increase in Police Fees.

Models for a tiered approach would be run based on square footage and impervious service.

It was clarified that the intention was not to discourage calls for service.

Mr. Wood explained that the Police Fee does not fund the entire Police Department. Approximately 70 percent of the Department is funded by the General Fund. The Police Fee is used to cover the remaining portion of Police Department costs, with the balance primarily funded through property tax revenue and franchise fees.

Mr. Wood said that the rest of the General Fund, consisting of the Planning Department, Municipal Court, and general administration, still had issues that the City would still need to resolve. Mr. Wood summarized that the City would give the Police Department approximately 70 percent of the General Fund revenues, and the Police Fee was to augment the 70 percent to ensure that the Police Department would be fully staffed.

Council President Starr strongly felt that single-family users should not be paying the same Police Fee as commercial businesses.

Chief Copeland clarified that additional staff noted in the report was not being asked for as there was not funding for it, and it was not included in the projections.

There was a question about when more staffing would be needed as the density of the population increased. Chief Copeland felt that the Police Department could handle the levels of service if they maintained a full staffing level, even if the population grew. He noted that the need for more staff to continue providing services would be data-driven as to what the Police Department could continue to do, how many calls an officer could be expected to go to in a day, the number of investigations and caseloads, and the number of illegal parking calls.

It was requested that the Long Range Planning Task Force (LRPTF) receive an update and projection on the police staff retirements, population, calls for services and timeframe that the Police Department was pushing up against now. Council President Starr felt that this update would have key issues for the LRPTF to consider.

There was a request for the total number of multi-family housing units. Mr. Wood responded that there were about 4,500 units.

There was a request for information about historical data for hotels.

There was a question about the number of human trafficking cases. There have not been any since 2021.

Summary of Action Items:

- Provide NIBRS data related to traffic stops, incidents, charges, and citations.
- Update the Keizer Breakout 2024 Chart to include numerical values in the legend so percentages are shown for each item.
- Provide data on calls for service by commercial entity, including:
 - Number of calls
 - Total hours spent
 - Associated costs (e.g., staff time and total calculated cost)
- Provide calls-for-service data broken out by categories of businesses.
- Provide scenarios and projected numbers using Equivalent Service Units (ESUs).
- Develop and run models for a tiered rate structure based on square footage and impervious surface area.

- Provide an update to the Long Range Planning Task Force (LRPTF) that includes:
 - Police staff retirement projections
 - Population projections
 - Calls-for-service data
 - Timeframes where the Police Department is currently experiencing pressure on service levels
- Provide information on historical data related to hotels.

b. Next Steps

The Police Fee Task Force (PFTF) would ask about having a PFTF meeting on February 9th rather than a Work Session, so they could review the additional information.

4. Adjourn

Meeting adjourned at: 7:56 p.m.

Minutes approved: _____

“Agenda Management Services are being supported, in whole or in part, by federal award number 21.019 awarded to City of Keizer by the U.S. Department of the Treasury.”



2025 Departmental Analysis and Staffing Overview

Prepared for the Police Fee Taskforce

Authored by Keizer Police Department, City Manager Adam Brown, and Assistant
City Manager Tim Wood

City of Keizer, Keizer Police Department



A message from Chief Copeland:

It is my privilege to present the 2025 Keizer Police Department Staffing Analysis and Review. This document reflects the professionalism, compassion, and dedication of every person who wears our uniform or supports public safety behind the scenes.

At the heart of our mission is a people-centered approach to policing. When we recruit and hire officers, we do so with an intentional focus on core attributes: helpfulness, humility, empathy, conscientiousness, courage, and integrity. These are not merely words, they define how we serve, how we connect with our community, and how we honor the trust placed in us. We seek individuals who understand that policing is first and foremost a service to people, not simply a job.

One of the realities we face is that the Keizer Police Department operates with one of the lowest officer-to-population ratios among comparable agencies in Oregon, approximately 1.06 officers per 1,000 residents compared to an average of 1.265 in similar cities. This is not due to lack of effort or efficiency; we simply do more with less. Even when accounting for two officers paid by Salem-Keizer School District, we still sit below the regional benchmark. While population-based formulas are often cited when discussing police staffing, the Oregon Association of Chiefs of Police cautions against relying on population metrics alone. Community needs, call complexity, service expectations, and the scope of services provided must be the true drivers of staffing decisions (OACP, Community Policing and Staffing Models, 2024).

Our goal is not to be the largest agency, but to be the right agency for the community, one that remains a full-service police department responsive to the concerns that matter most to the people of Keizer. We commit to addressing quality-of-life concerns such as property crime, impacts of homelessness, and nuisance issues, while also maintaining the capacity to investigate serious criminal conduct through our Criminal Investigations Division (CID) and our Community Response Unit (CRU).

The nature of law enforcement work is inherently demanding. Our officers respond to urgent calls, high-risk traffic incidents, domestic violence situations, and complex investigations, often under emotional and physical stress. Night shifts, overlapping calls, and resource strain can stretch even the most dedicated teams thin. Yet, I am continually inspired by their resilience and resolve.

In the words of President Calvin Coolidge:

“No one is compelled to choose the profession of a police officer, but having chosen it, everyone is obligated to perform its duties and live up to the high standards of its requirements.”

That timeless principle guides us, reminding us that our service is both a calling and a sacred duty.

We recognize the toll this work can take. That is why we emphasize officer wellness, trauma support, and peer care systems. We invest in resources that support mental health, resilience, and recovery because our people matter. A strong department is measured not only by numbers, but by how well we support each other, and how effectively we protect every life in our city.

Through every challenge, we strive to embody the principles of procedural justice, treating every person with dignity, fairness, transparency, and respect. These values build trust, strengthen legitimacy, and enhance community safety.

At the end of the day, the Keizer Police Department will continue to police. The critical question before us is how this community expects us to show up. Staffing and funding decisions directly shape the level of service we can provide, the visibility of officers, the speed of response, the ability to proactively address problems, and the depth of engagement our community has come to expect. Significant reductions or continued constraints will inevitably result in a slimmer model of policing than Keizer residents are accustomed to, and that many would prefer.



I am deeply passionate about law enforcement and honored to lead an agency that exemplifies commitment, courage, and compassion. As you review this document, I respectfully ask for your support in making staffing and resource decisions that align with community expectations, operational realities, and the shared goal of maintaining a safe, responsive, and professional police department for the City of Keizer.

Respectfully,

Andrew Copeland
Chief of Police, Keizer Police Department

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Section 1: Department Overview

The Keizer Police Department (KPD) serves the City of Keizer with professionalism, accountability, and an unwavering commitment to public safety. Our mission is to provide responsive and community-focused policing through collaboration, integrity, and innovation.

- KPD is organized into three major divisions: Patrol, Criminal Investigations (CID), and Support Services. Each division performs distinct yet interconnected roles essential to our mission.
- Patrol provides frontline policing, responding to calls for service, conducting proactive enforcement, and maintaining community engagement.
- CID conducts complex investigations, manages major crimes, and coordinates intelligence-led operations.
- Support Services oversees records management, evidence handling, and administrative support critical to overall departmental efficiency.

KPD continues to integrate technology, specialized training, and interagency partnerships to optimize service delivery. However, staffing limitations continue to impact operational capacity, officer morale, and the department's ability to meet community expectations.



Section 2: Comparative Data Overview

KPD operates efficiently within constrained resources compared to similar Oregon cities. Table 1 below compares sworn staffing, population, and tax rates across jurisdictions.

Table 1 Staff Comparison

City	Sworn	Non-Sworn	Population	Officers per 1,000	Tax Rate
Lake Oswego	47	27	40,804	1.174	4.58
McMinnville	41	-	34,434	1.19	5.02
Albany	66	35	57,304	1.151	6.39
Oregon City	47	12.5	37,072	1.26	4.40
Tigard	80	20	55,972	1.42	2.51
Tualatin	38	6	27,049	1.22	2.26
Woodburn	41	9.5	31,069	1.31	6.53
Canby	28	6	17,776	1.57	3.97
Grants Pass	57	6	39,075	1.45	4.13
Redmond	55	15	37,009	1.48	4.41
Keizer	41 (2.5 paid by SKSD)	9	38,564	1.06 (or 0.998)	2.08

Average officers per 1,000 residents: 1.265

KPD maintains one of the lowest officer-to-population ratios in the state, despite comparable community size. This disparity affects response times, officer workload, and limits proactive enforcement.

Police Fee Comparison

With the lack of control of property tax rates due to state preemption, cities across Oregon have turned to monthly service fees to fund critical or desired services. Keizer Police Department has two such fees. A parks fee of \$4.00 per month funds care of the Park System and the police fee of \$6.90 is dedicated to the Keizer Police Department. KPD operates efficiently within constrained resources compared to similar Oregon cities. Table 2 below compares sworn staffing, population, and tax rates across jurisdictions.

Table 2 City Fee Comparisons

City	Monthly Fee	Purpose / Notes
Albany	\$14.82	Fire, police, parks, library, court
Florence	\$5 → \$15 → \$18	Monthly
Independence	\$20 → \$17	Effective January 2025
Gresham	\$17	Police, fire, parks
Keizer	\$10.90	Parks and police
Troutdale	\$15	Police and fire
Grants Pass	\$12.36	Public safety fee
Dallas	\$12.50	Police, fire, EMT
Jacksonville	\$79	Police, fire (income-based)
Lebanon	\$18	Public safety
McMinnville	\$13	Public safety, parks, library
Monmouth	\$10.25	Police
North Bend	\$15	Public safety
Salem	\$15.88 + \$2.80	City operations & streetlights
Sandy	\$4.50	Additional police officer
St. Helens	\$10 + \$3	Police station + parks
Sutherlin	\$6	Public safety
Turner	\$3	Public safety
Veneta	\$4	Public safety
Winston	\$9	Public safety & transportation

Observation: Keizer’s \$10.90 monthly fee remains below regional averages, while still funding both parks and police services. The majority of Oregon municipalities charge between \$12–\$18 per month for public safety alone, underscoring the cost-efficiency but also the financial limitation of Keizer’s model.

29%
 Keizer’s \$10.90 fee is about 29% lower than the average monthly fee (\$15.32) charged by comparable Oregon cities.



Comparative Calls for Service

Calls for Service (CFS) are the incidents or requests for assistance that law enforcement agencies respond to. These can include 911 calls, non-emergency calls, officer-initiated activity, welfare checks, traffic stops, criminal investigations, disturbances, alarms, and any other event requiring police presence or action.

CFS volume helps illustrate how busy an agency is, how community needs are changing, and how resources must be allocated. The table compares annual Calls for Service for multiple law enforcement agencies from 2022–2024 (with some agencies missing a year).

Table 3 Calls for Service

City	2022	2023	2024
Salem PD	114,018	110,273	112,534
Tualatin PD	21,426	22,491	23,852
Woodburn PD	15,570	16,812	16,936
Marion Co. SO	74,279	63,359	63,462
Albany*	45,035	49,760	46,577
Lake Oswego	25,080	27,303	25,865
McMinnville	32,137	31,867	
Tigard	35,639	36,532	40,026
OSP (Marion Co. Only)	27,362	31,980	35,897
Oregon City	29,253	29,530	29,664
Keizer PD	See Note	*10,455	20,214

Calls For Service

*2022 and 2023 – July 1, 2023 to December 31, 2023 – 10,455 (Went to new reporting system and this data is not available)

2025 to date – 16,500

Most Frequent Call Types – Traffic related, Citizen Contacts, Trespass, Check Welfares, and Assist Other Agencies.

TRF – Traffic

This is the Computer-Aided Dispatch (CAD) abbreviation for traffic-related activity. It includes proactive traffic enforcement stops initiated by officers, as well as calls for service involving traffic matters.

CITCON – Citizen Contact

This code represents a non-criminal call for service, typically involving a citizen seeking information, advice, or resources to resolve a concern. These interactions often reflect community engagement or advisory discussions where no criminal activity has been reported.

CKWELF – Check Welfare

This call type is used when officers are requested to verify the safety or wellbeing of an individual. Examples include family members concerned about an elderly relative, neighbors requesting a welfare check, or citizens reporting someone who appears in distress—such as a houseless individual in a public area needing assistance.

TRSP1 – Trespass (In Progress)

This code indicates a trespass incident that is actively occurring at the time of dispatch. Common examples include a person refusing to leave private property, a business requesting assistance to remove an unwanted subject, or a previously trespassed individual who has returned to the location.

AOA – Assist Other Agency

This call type can be another agency asking us to assist in their investigation, or us assisting another agency in their city. Common agencies for us to assist with are DHS, Salem PD, Marion County, and OSP.

NIBRS Crime Activity Overview and Service Demand Trends

Reported crime activity, as captured through the National Incident Based Reporting System (NIBRS) data, reflects a consistent demand for police services across person, property, and society crime categories. While individual offense types fluctuate year to year, overall call volume and officer workload remain substantial.

Property crimes and society crimes continue to represent the largest share of reported activity, requiring significant investigative, enforcement, and administrative resources. Person crimes, though lower in volume, often demand higher officer time, specialized response, and follow-up.

This data supports the need for ongoing cost recovery through some means (e.g. fees, levy, other revenues) to offset operational impacts associated with responding to, investigating, and documenting reported offenses.

Table 4 Summary of NIBRS Offences

Year	Person Crimes	Property Crimes	Society Crimes
2023	367	1,378	710
2024	344	1,289	629
2025	297	1,218	720

Full Detailed Table

Table 5 provides a detailed breakdown of reported offenses by category and year as captured through the National Incident-Based Reporting System (NIBRS). This data is provided for reference and supports the summary information presented in the main body of this document. The following tables shows numbers from KPD’s report writing system and OSP’s system. As you can see the numbers do not match and that is due to KPD reporting to OSP the number of victims of crimes and OSP uses the number of crimes. Why the difference? Keizer’s research leads us to believe the more accurate way of reporting is better to use crime data by victim.

Table 5 Full Breakdown of Reported Offenses

	2023		2024		2025	
	KZP	OSP	KZP	OSP	KZP	OSP
<u>PERSON CRIMES</u>						
Aggravated Assault	87	77	79	65	61	
Homicide Offenses	0	0	0	0	0	
<i>Murder and Non-Neg. Manslaughter Negligent Manslaughter</i>						
TOTAL HOMICIDE OFFENSES	0	0	0	0	0	0
Kidnapping/Abduction	5	5	2	1	2	
Other Assaults (KZP only)	240		224		186	
Simple Assault (OSP only)		212		193		
Rape	6	4	6	4	9	
Sex Offenses	29	15	33	17	39	
Intimidation (OSP only)		20		12		
SUB-TOTAL PERSON CRIMES	367	333	344	292	297	
<u>PROPERTY CRIMES</u>						
Arson	3	3	5	5	5	
Bad Checks	2	0	0	0	0	
Bribery	0	0	0	0	0	
Burglary	82	82	71	69	55	
Counterfeiting/Forgery	34	34	29	31	23	
Embezzlement	0	0	0	0	0	
Extortion/Blackmail	2	2	0	0	1	
Fraud Offenses	176	167	140	138	111	
Larceny/Theft						
<i>Pocket-picking</i>	1	1	0	0	0	

<i>Purse-snatching</i>	2	2	1	1	2	
<i>Shoplifting</i>	347	345	408	409	396	
<i>Theft from Building</i>	72	73	51	50	47	
<i>Theft from Coin -Op</i>	3	3	1	1	0	
<i>Theft from Motor Vehicle</i>	100	101	105	101	87	
<i>Theft of Motor Vehicle Parts</i>	8	8	6	6	7	
<i>All Other Larceny</i>	229	222	181	177	190	
TOTAL LARCENY/THEFT	762	755	753	745	729	
Motor Vehicle Theft	45	59	45	54	39	
Robbery	13	11	18	17	14	
Stolen Property	11	12	13	12	13	
Vandalism	248	250	215	212	228	
SUB-TOTAL PROPERTY CRIMES	1378	1375	1289	1283	1218	0

SOCIETY CRIMES

All other Offenses	238	48	241	48	206	
Animal Cruelty	4	3	10	11	5	
Curfew/Loitering	5	2	0	3	0	
Disorderly Conduct	134	55	136	42	143	
Driving Under the Influence	96	96	68	67	118	
Drug/Narcotic Offenses	23	23	10	10	55	
Drunkenness	0	0	0	0	0	
Family Offenses, Nonviolent	6	0	6	2	4	
Gambling Offenses	0	0	0	0	0	
intimidation (KZP only)	0	0	0	0	0	
Liquor Law Violations	4	3	8	3	8	
Peeping Tom	1	0	1	0	3	
Pornography/Obscene Material	10	10	12	11	9	
Prostitution	2	2	0	0	1	
Stalking (KZP only)	0	0	0	0	0	
Trespass of Real Property	158	103	117	76	135	
Weapon Law Violations	29	31	20	19	33	
<u>SUB-TOTAL SOCIETY CRIMES</u>	710	376	629	292	720	0

NON-REPORTABLE

Justifiable Homicide						
<u>SUB-TOTAL NON-REPORTABLE</u>	0	0	0	0	0	0

GRAND TOTAL	2,455	2,084	2,262	1,867	2,235	0
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Shown graphically below are the NIBRS numbers from 2024. You can see that our most frequent crimes by numbers are Simple Assaults, Shoplifting, Vandalism, and Larceny Theft. All of these require a great deal of time to respond, document, investigate, and close.

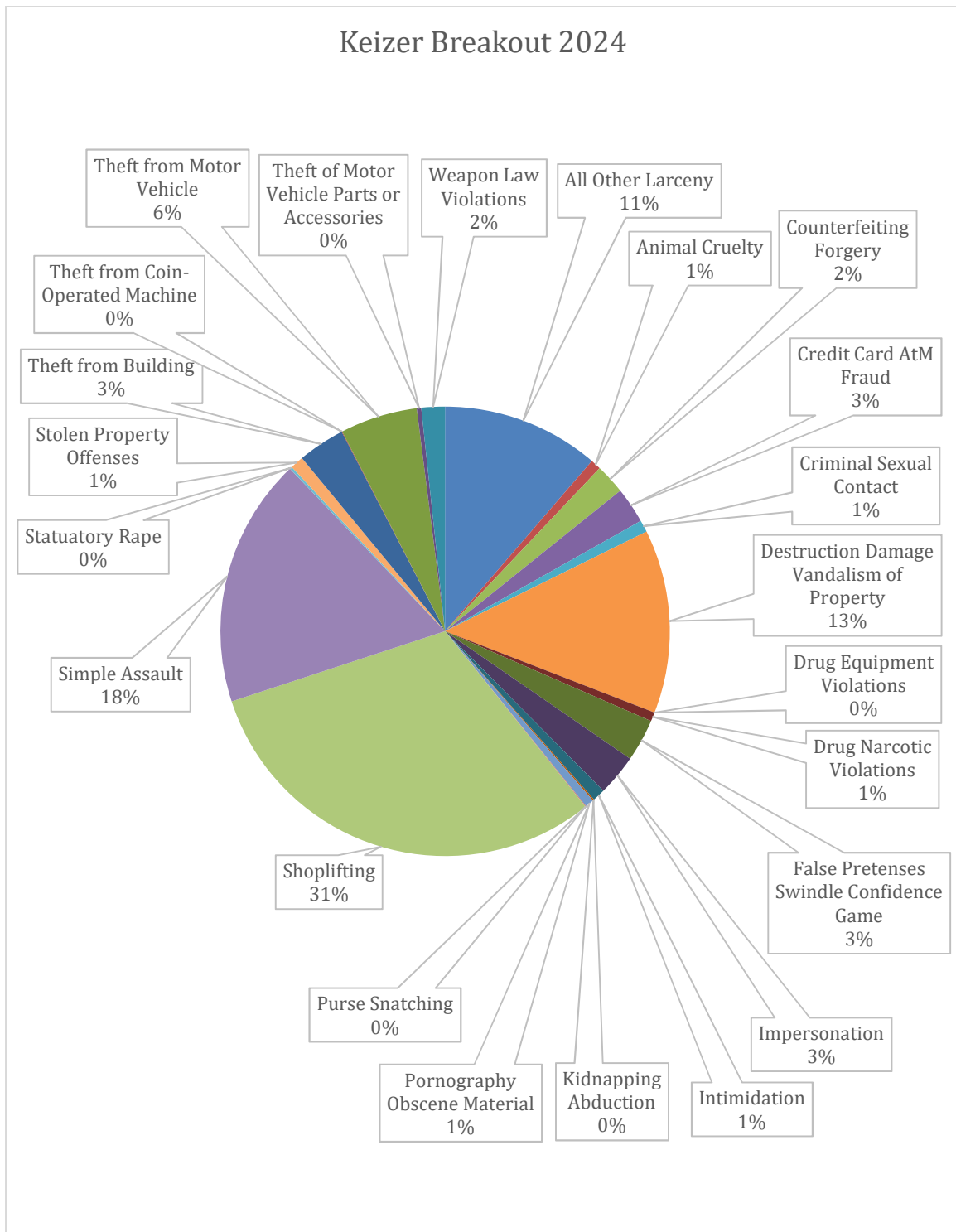


Figure 1 Keizer Crime Data from NIBRS

NIBRS breaks crime into three categories useful for comparison to other cities. Violent, Property, and All Others. For the purposes of the comparison charts below Violent Property includes Aggravated Assault, Homicide, Rape, and Robbery. Property Crimes include Arson, Burglary, Larceny Theft, and Motor Vehicle Theft. Any other crimes fall into the Other category.

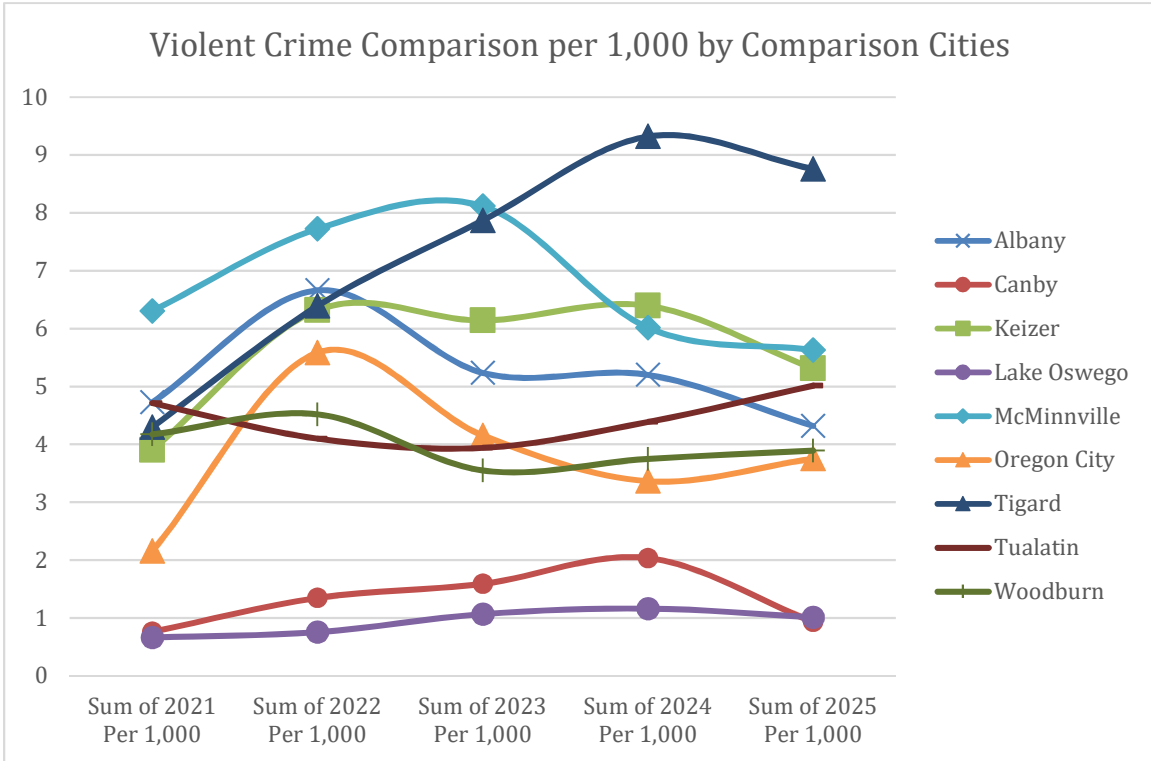


Figure 2 Violent Crime Comparisons

As can be seen in this chart and the two following charts, Keizer falls in the middle to upper middle of comparison communities in the Willamette Valley. The charts are shown in crimes per 1,000 persons to control for the different sizes of community

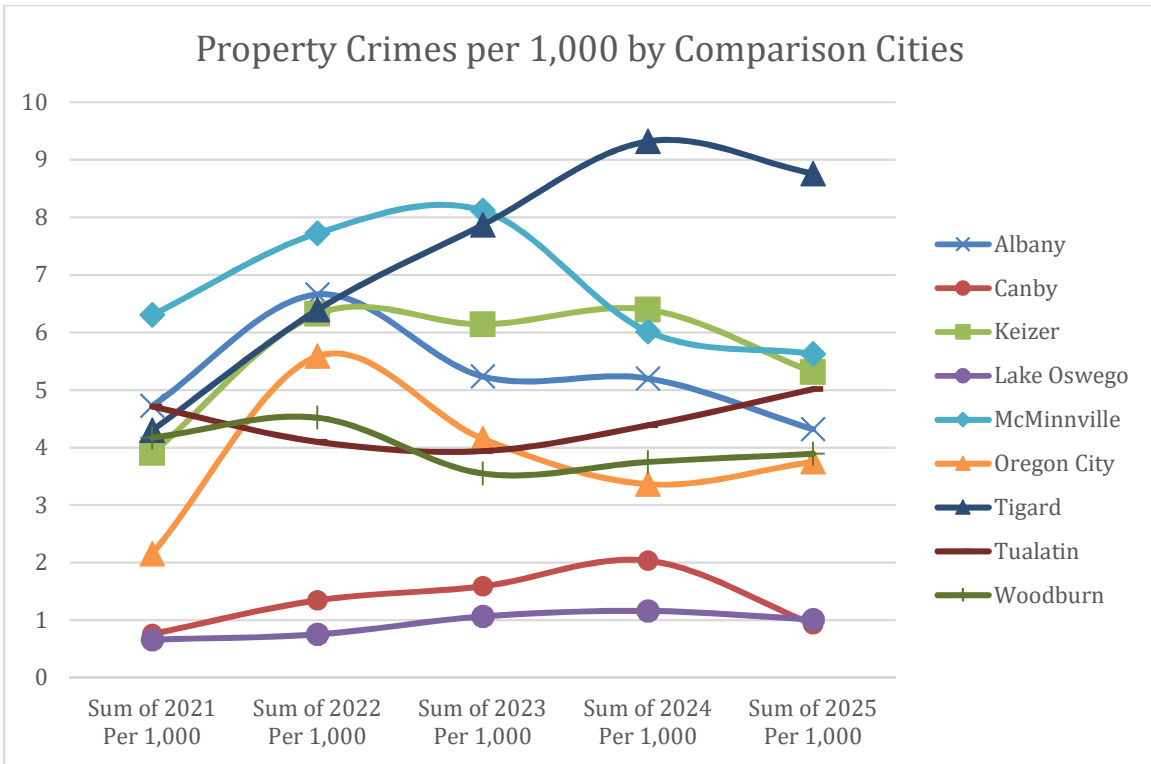


Figure 3 Property Crimes Comparison

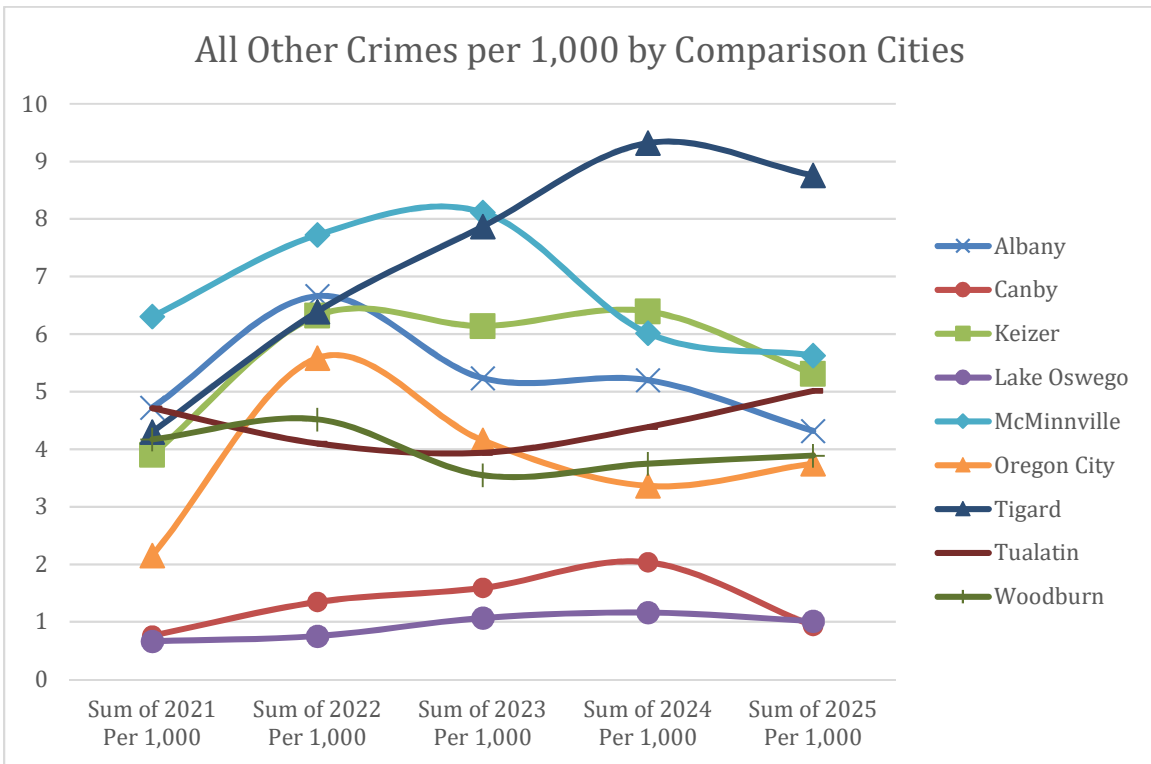
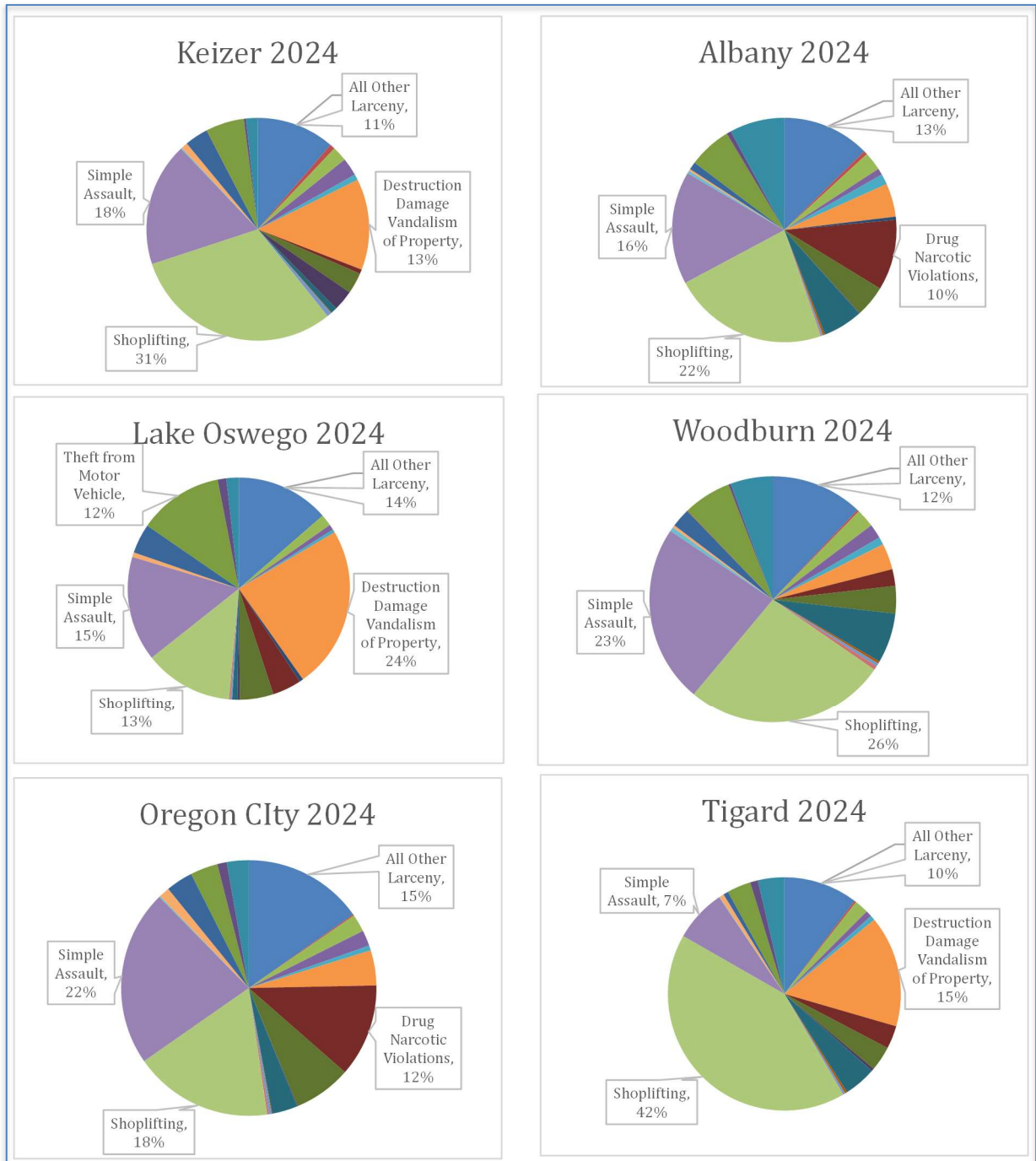


Figure 4 All Other Crimes Comparison

Figure 5 Crime Comparisons of Other Cities Not including Violent and Property Crimes



The pie charts above show how crimes differ from one community to another. The primary crimes in each of the cities shown above are simple assault, shoplifting, drug narcotic violations, destruction damage and vandalism, theft from motor vehicle, and all other larceny. Keizer’s three highest are shoplifting (31%), simple assault (18%), destruction damage and vandalism (13%), and all other larceny (11%).

Clearance Rates

In law enforcement, clearance rates refer to the percentage of reported crimes that police consider solved within a given time period. A crime is cleared either by arrest—when a suspect is arrested, charged, and referred for prosecution—or by exceptional means, when police have identified the offender and have sufficient evidence to make an arrest but cannot do so because of circumstances beyond their control, such as the suspect’s death or lack of victim cooperation. Clearance rates are calculated by dividing the number of crimes cleared by the number of crimes reported and are commonly used to assess investigative effectiveness, compare crime types, and inform resource allocation, though they do not necessarily indicate convictions or overall crime levels.

2025

Persons Crimes – 67%

Property Crimes – 32%

Society Crimes – 71%

Total – 49.2%

2024

Persons Crimes – 63.7%

Property Crimes – 28.2%

Society Crimes – 65.7%

Total – 44.0%

2023

Persons Crimes – 62.4%

Property Crimes – 30.3%

Society Crimes – 69.0%

Total – 46.3%

Figure 6 Violent Crime Closure Rates

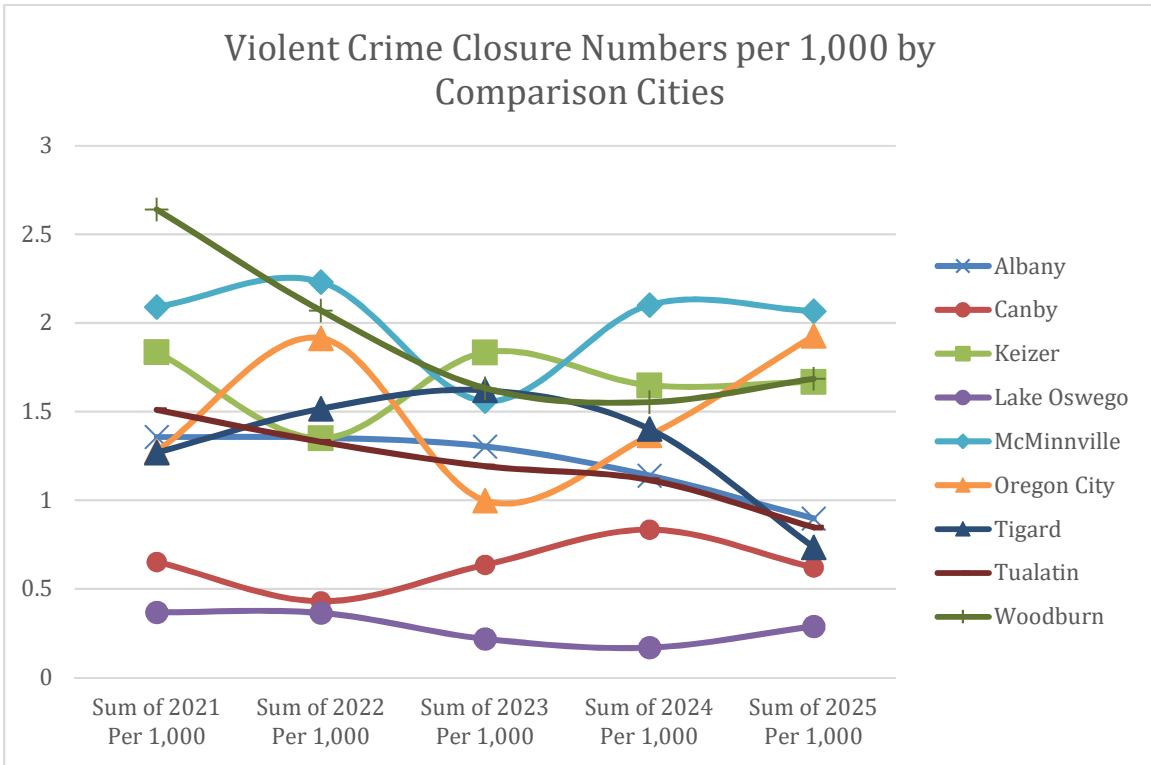


Figure 7 Property Crime Closure Rates

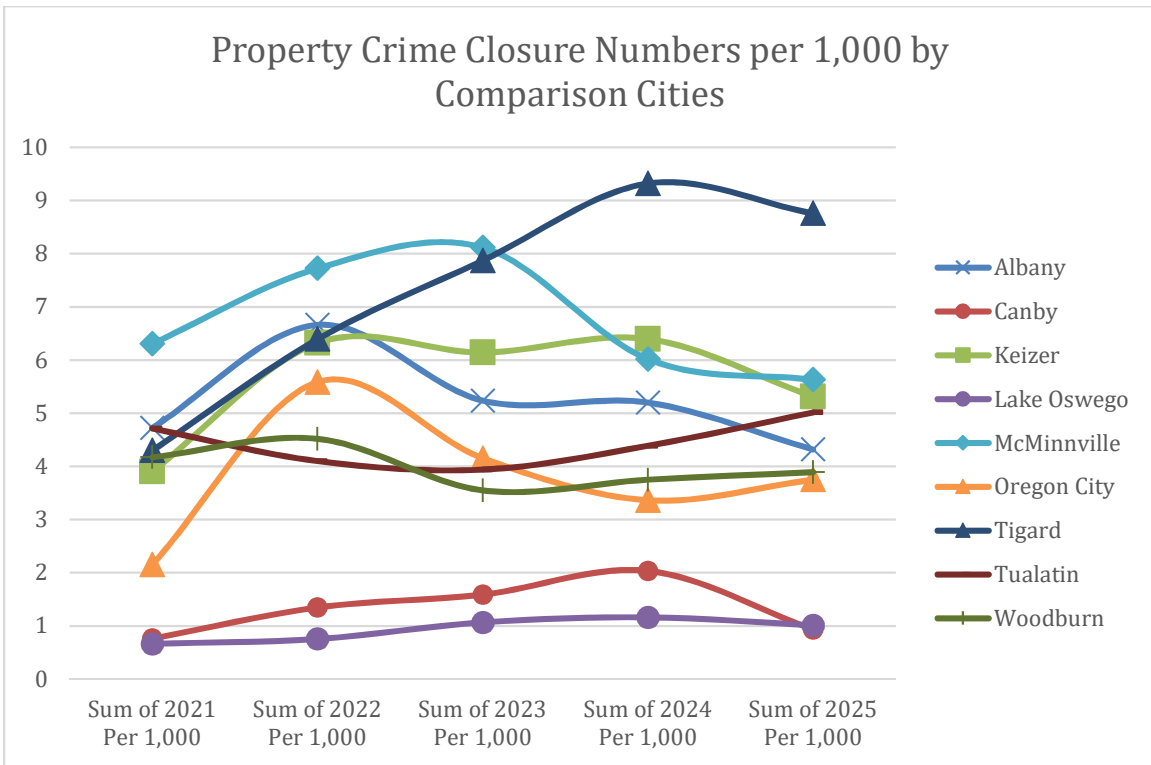
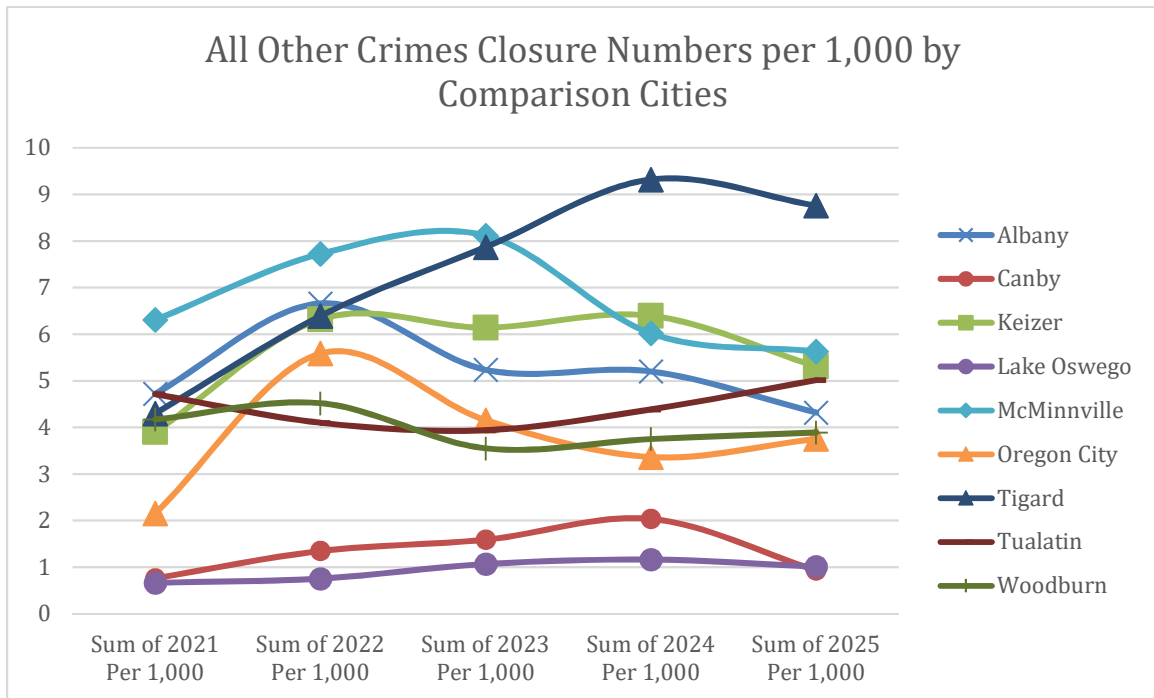


Figure 8 All Other Crimes Closure Rates

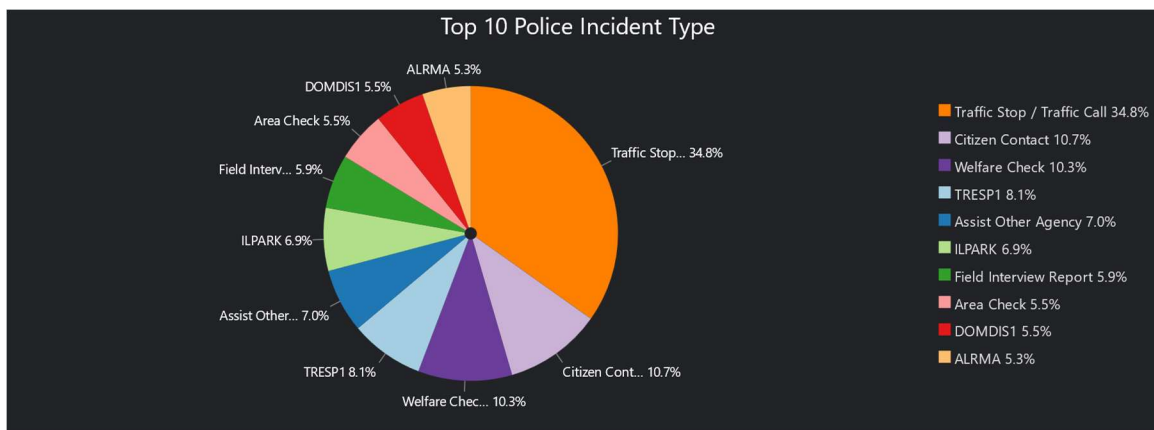


Also, see attachments for breakdown of persons, property, and society crimes.

Where does Keizer Police Department spend resources?

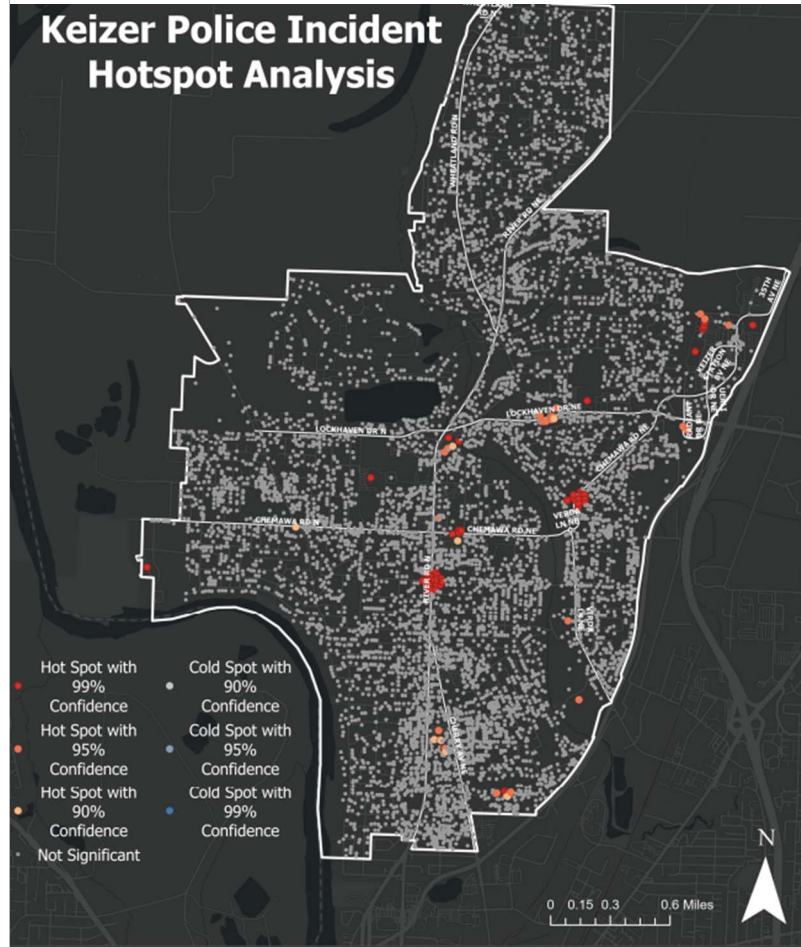
In the analysis above we focused on NIBERS data. The data below looks at total call volume to show where Keizer Police Department spends time and resources. Data was drawn from 2024 and 2025 calendar years. Using call data staff studied spatial patterns or trends. The chart below shows the top 10 police incident types. The highest number of calls are traffic stops, followed by citizen contacts, welfare checks, and trespasses.

Figure 9 Top 10 Police Incident Types



Keizer Police Department from 2024 and 2025 was analyzed to find the locations of reported police incidents to see whether they are randomly spread across the city or concentrated in certain areas. Using spatial statistics, the analysis reveals where incidents cluster together more than would be expected by chance.

Figure 10 Hotspot Analysis



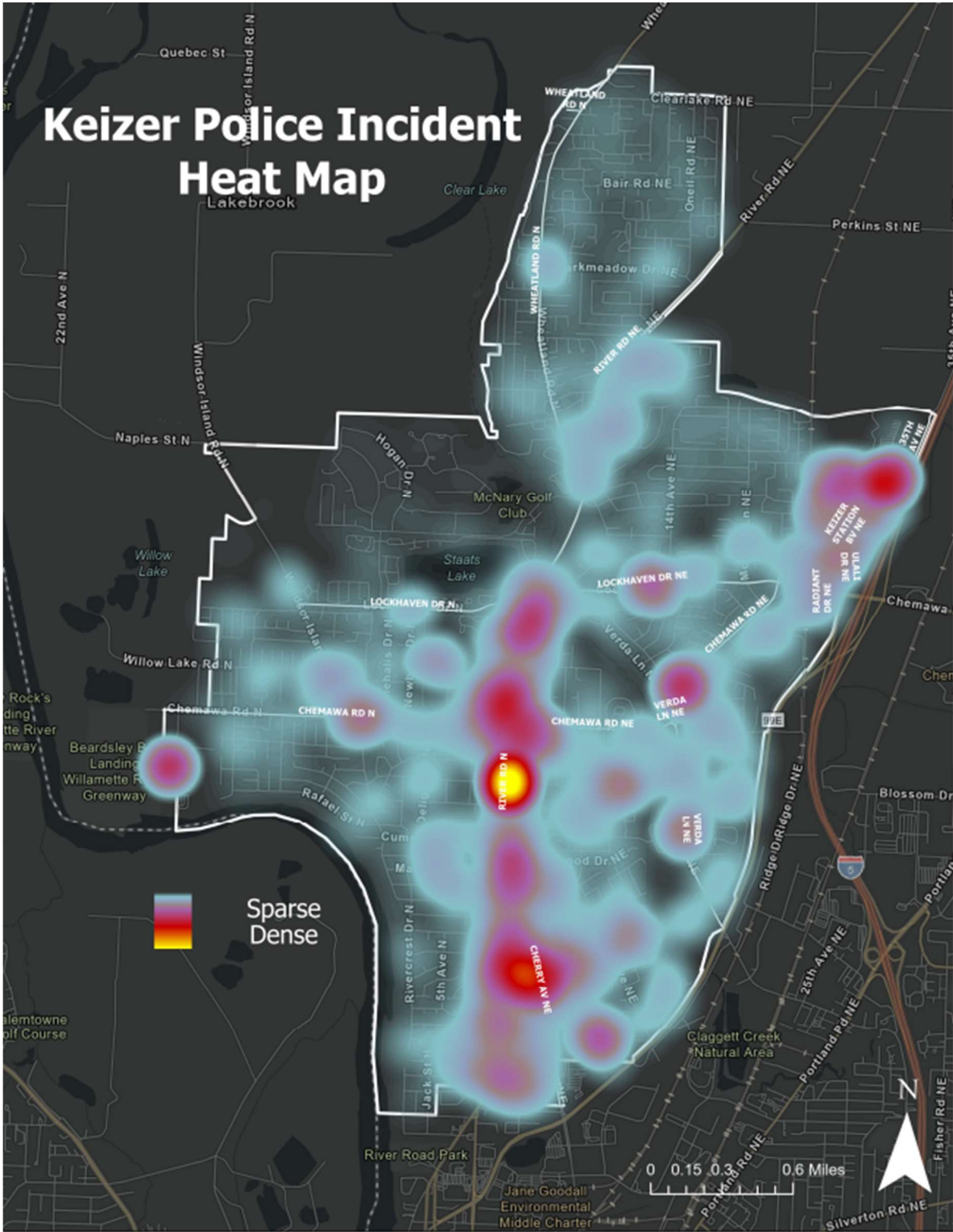
The adjacent graphic identified four key areas in the city where police incidents are consistently higher than in surrounding areas. These hot spots represent locations where the

clustering of incidents is strong enough that it is very unlikely to have occurred by random chance, indicating clear concentrations of increased activity. The hot spots were located along primary arterial roads and retail centers.

The analysis did not find any cold spots, which means there are no areas in the city where incident levels are significantly lower than the surrounding pattern. While some neighborhoods have fewer incidents, those lower numbers are consistent with the overall city pattern and are not unusual enough to be considered statistically significant. The graphic above and ones to follow show that police resources are needed throughout the city and relatively evenly distributed outside of the hot spots.

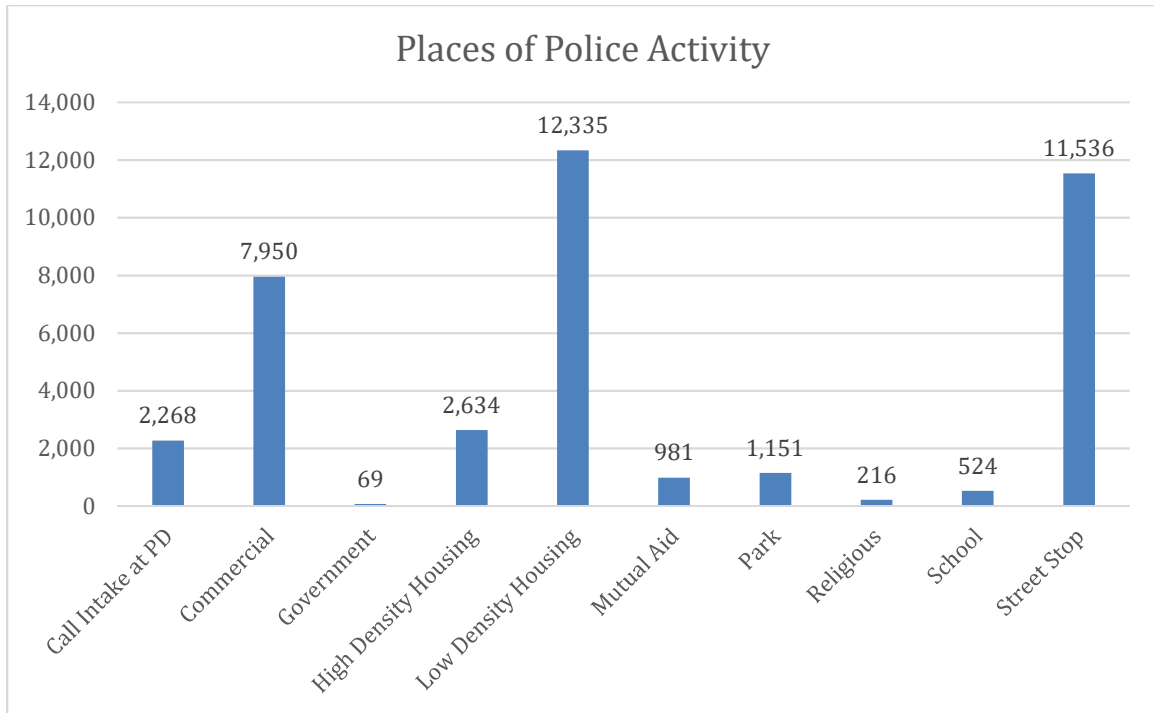
The next graphic shows a heat map of police department activity which aligns similarly with the hotspot analysis around primary and arterial routes and retail centers.

Figure 11 Keizer Incident Heat Map



Staff analyzed over 40,000 lines of data between 2024 and 2025 to identify characteristics that describe where police activity occurs in the city. Groupings are consistent with the aforementioned data. The bucket labeled Street Stops include traffic, driving, and parking enforcements and other incidents that occur primarily on primary and arterial roads. As already said and proved again by the chart below shows that 12,335 occurred in low density neighborhoods versus 2,634 that occurred in high density neighborhoods. Commercial centers accounted for 7,950 calls for service.

Figure 12 Places Where Police Activity Occur



As the heat map and hot spot analysis shows, there is not a significant difference in high density and low density housing areas. Higher police services occur in and around commercial areas. The following two charts show commercial stores that had over 50 calls for service in 2024 and 2025.

The number of calls may not be consistent with the amount of activity at the businesses. Varying loss prevention policies and staffing in retail stores impact the amount of calls for service. Some stores have policies encouraging calls for service and other stores have policies that discourage calling for service. Some businesses have loss prevention employees and other stores do not.

What is consistent is that our greatest number of calls per address come directly from commercial and retail establishments. Almost 4,000 calls came from commercial establishments in 2025.

Figure 13 - 2024 Calls for Service from Commercial Establishments

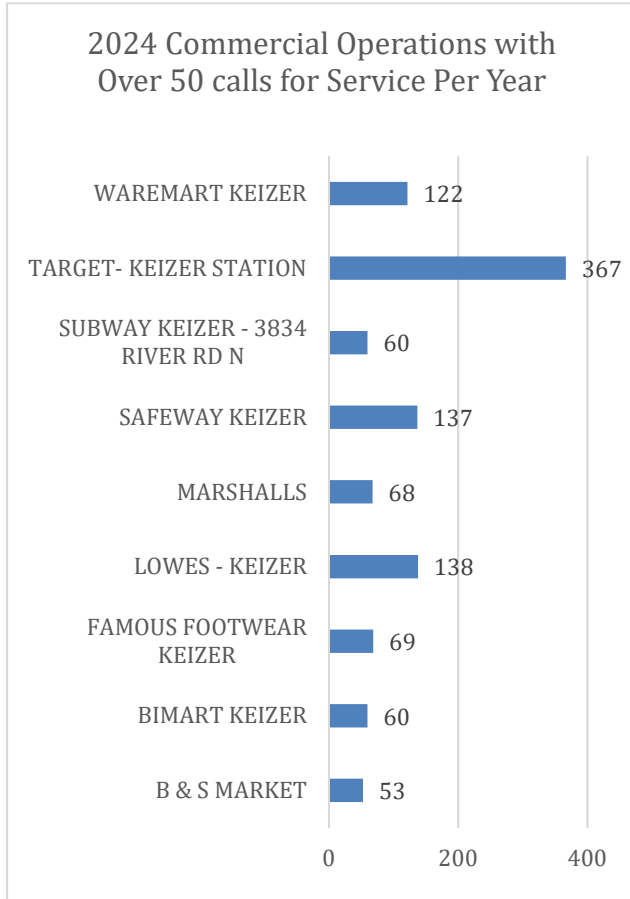
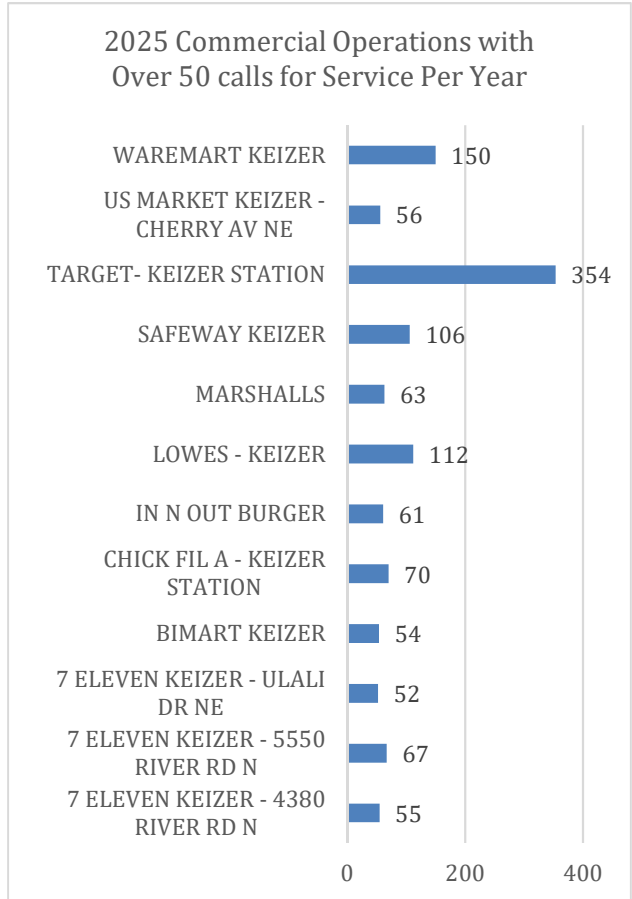


Figure 14 - 2025 Calls for Service from Commercial Establishments



Parking Enforcement, Graffiti and Abatement, and Houseless

Activity Summary – 2024–2025

Overview

This report was prepared at the request of Chief Copeland following the tracking of parking enforcement, graffiti complaints, and homeless camp contacts through category-specific GIS maps. With the creation of the two CSO positions in the Police Department, these calls are now handled solely by the Police Department.

The purpose of this report is to summarize activity levels for 2024 and 2025 and provide context regarding the workload associated with these calls.

Raw call numbers alone do not fully represent workload, as most calls require multiple contacts, follow-ups, enforcement actions, and coordination before they are fully resolved.

Parking Enforcement Activity

- 2024: 405 parking complaints responded to
- 2025: 480 parking complaints responded to
- Increase: +75 complaints (approximately 18.5%)

Each parking complaint involves multiple steps, including:

- Initial warning and contact
- Follow-up visit to verify compliance
- Citation issuance when necessary
- Possible vehicle towing if violations continue

Most parking complaints require at least two contacts, and often more, before closure.

Graffiti Complaints and Abatement

- 2024: 91 graffiti calls responded to
- 2025: 110 graffiti calls responded to
- Increase: +19 calls (approximately 21%)

Graffiti calls commonly involve:

- Contacting property owners for voluntary cleanup
- City abatement when graffiti is not removed
- Oversight and auditing of abatements

Beginning in 2025, JROTC and a volunteer graffiti cleanup bucket program, through Public Works, assisted with abatements, requiring additional coordination and quality checks to ensure all graffiti locations are properly addressed.

Homeless Camp Contacts and Cleanups

- 2024: 76 homeless camp contacts requiring cleanup

- 2025: Cleanup totals were not accurately tracked due to CAD reporting limitations; however, activity levels were not lower than 2024.

Responses typically include:

- Initial contact, service outreach and site assessment
- Coordination of cleanup efforts
- Follow-up inspections to confirm no new camps

Workload Considerations

Call totals reflect incidents responded to, not total time spent. Many calls require:

- Multiple site visits
- Documentation and case management
- Coordination with City departments, contractors, and volunteer groups
- Enforcement and compliance follow-up

Each case frequently results in multiple work contacts before final resolution.

Key Takeaways

- Parking complaints increased nearly 19% from 2024 to 2025.
- Graffiti complaints increased approximately 21% year over year.
- Homeless camp contacts and cleanups remained at least consistent with prior-year activity.
- Each reported incident typically requires multiple contacts and follow-up actions, meaning workload growth exceeds what raw call numbers alone indicate.
- GIS mapping confirms that these activities are occurring citywide, reinforcing ongoing operational demand for response, enforcement, and cleanup coordination.

Employee Cost Comparison

Table 6 Comparison of Employee Costs with Other Like-Sized Communities

City	Annual Budget	Total Employees	Avg Cost for Each Employee
Tualatin	\$10,582,920	44	\$240,520
Lake Oswego	\$17,493,500	74	\$284,313
Woodburn	\$13,055,760	51.5	\$252,284
McMinnville	\$12,008,731	45	\$266,687
Albany	\$23,523,850	101	\$232,909
Oregon City	\$15,340,400	61	\$251,481
Tigard	\$29,125,472	95	\$306,583
Canby	\$9,324,495	37	\$252,013
Keizer	\$11,545,600	50	\$230,912

The average cost of an employee is **\$256,422**, while the average cost of a Keizer employee is **\$230,912**, placing Keizer **\$25,510 below the overall average**. This indicates that the City of Keizer is already operating more cost-effectively than the broader benchmark. Further reductions in staffing or resources would likely have a disproportionate negative impact, as costs are already below average and efficiency gains have been largely realized.



10%

Keizer PD operates 10% more cost-effectively than similar Oregon cities.

Section 3: Patrol Division

Structure and Operations

The Patrol Division is the backbone of the Keizer Police Department, providing 24-hour emergency response, proactive patrol, and community engagement. Each patrol team is supervised by a Sergeant overseeing four to five officers per shift. Supervisors manage calls for service, reports, and field training while also handling collateral duties.

Operational Highlights:



Tim Hein
Patrol Lieutenant

- Patrol officers respond to a wide range of calls: disturbances, traffic collisions, domestic violence, thefts, and person crimes.
- Officers handle both proactive and reactive policing while maintaining administrative duties such as report writing and evidence processing.
- Staffing shortages often require reassignment from specialized units (Traffic or Detectives) to maintain minimum patrol coverage.
- This dynamic can cause backlogs in investigations, overtime dependence, and decreased officer wellness.



Scott Bigler
Patrol Sergeant



Kevin DeMarco
Patrol Sergeant



Scott Keniston
Patrol Sergeant



Paul Quintero
Patrol Sergeant

Patrol Sergeant

A patrol sergeant supervises a day or night shift team consisting of four patrol officers (the night shift team has five patrol officers when we are at higher staffing levels). During a work shift, a patrol sergeant reviews their team's reports that have been submitted. The sergeant will either approve a report or reject it with corrections needing to be made. The sergeant reviews pursuits and use of force incidents their team is involved in. They provide guidance to patrol officers when needed. They coordinate response to in-progress calls (burglary, assault, elude, armed person) which includes requesting resources (UAS, K9, negotiator, etc.) and coordinating perimeters. They communicate with the Patrol Lieutenant when appropriate (barricaded subject, serious injury or fatal crashes). They coach and counsel patrol officers when improvement is needed. The sergeant can be assigned an administrative inquiry to complete in the role of a fact finder. The sergeant follows up on complaints. The sergeant can have collateral duties such as (Peer Support Coordinator, FTEP Coordinator, UAS Coordinator, Firearms Coordinator, Cadet Supervisor, Ride-Along Coordinator, etc.).

If a sergeant vacancy occurs, the department must reassign one from another unit, reducing supervision elsewhere and further straining leadership coverage.

Typical Day & Responsibilities

Patrol sergeants supervise teams, review reports, and coordinate complex operations.

- Shift Start: 6:50 AM or 6:50 PM
- Put on uniform and equipment, prepare patrol vehicle.
- Lead shift briefing, sharing updates and guidance with the patrol team.
- **Primary Duties:**
 - Report Review and Approval: Approve or return reports with required corrections. Ensure reports meet documentation standards, proper evidence entry, and legal requirements.
 - Officer Guidance: Provide direction and mentorship to patrol officers.
 - Operational Coordination: Respond to in-progress calls (burglary, assault, elude, armed persons).
 - Coordinate resources: UAS, K9, negotiators, perimeter setups.
 - Communicate with Patrol Lieutenant on critical incidents (barricaded subjects, serious injuries, fatal crashes).
 - Collateral Duties: Peer Support Coordinator, FTEP Coordinator, UAS Coordinator, Firearms Coordinator, Cadet Supervisor, Ride-Along Coordinator.
- **Shift End: 7:10 PM or 7:10 AM** (unless overtime is required)



Patrol Officer

A patrol officer works on a day or night shift team consisting of three other officers and one patrol sergeant (total of 5). Patrol officers respond to a variety of different types of calls for service, conduct traffic stops, and proactively police. Patrol officers complete call narratives or reports, depending on what call for service/investigation they are



dealing with. Patrol officers also have collateral duties such as field training officer, survival skills instructor, UAS operator, K9 handler, etc.

If we lost a patrol officer position, we would fill the vacancy by transferring a traffic officer, CRU detective, or general detective to the position, ensuring the patrol division was adequately staffed. This would then create more work for those remaining in the unit,

and could lead to poor morale and burnout.

Typical Day & Responsibilities

A typical day for a patrol officer includes a balance of proactive policing, responding to calls, and completing administrative tasks.

- Shift Start: 6:50 AM or 6:50 PM
 - Put on uniform and equipment, prepare patrol vehicle.
 - Prepare patrol vehicle and ensure all necessary gear is available.
 - Attend shift briefing, receiving updates on noteworthy calls and relevant information.
- Primary Duties:
 - Responding to Calls for Service: Domestic disturbances, trespass, ordinance violations, assaults, sex offenses, welfare checks, traffic complaints, restraining order violations, etc. Officers document each call in CAD or complete a report.
 - Report Writing & Paperwork: Tasks include completing required fields, writing detailed narratives, entering property/evidence, and routing associated forms (tow forms, domestic violence assessments, property forms, etc.).

- Proactive Policing: Traffic stops, addressing suspicious activity, locating stolen vehicles, conducting investigations.
- Investigation Follow-Up: Interviews, canvassing for witnesses, obtaining video surveillance, retrieving evidence.
- Collateral Duties: Developing lesson plans, instructing new hires, assisting with training.



Shift End: 7:10 PM or 7:10 AM (unless overtime is required)

Traffic Officer

The Traffic Safety Unit currently consists of two officers working four 10-hour shifts when we have an adequately staffed patrol unit. It is called a Safety Unit rather than an Enforcement Unit, as our focus is changing behavior to make everyone safer, often through education rather than enforcement.

If available, a traffic officer responds to the following types of calls:

1. All traffic crashes to assist drivers with the information exchange, determine the at-fault driver and complete a required DMV crash form. They also respond to calls involving a driver who is suspected of being impaired by drugs or alcohol. They are also on call to assist patrol while off-duty with DUII investigations and search warrants.
2. All hit-and-run complaints are investigated, which can often be resolved and allow the victim to receive insurance information if they choose not to press criminal charges. These minor hit-and-run crashes occur frequently and take a lot of time, which our patrol staff would not have the time to invest. This has proven to be a huge benefit for the victim.
3. They monitor reported parking violations, ensuring they are followed up on and addressed.
4. They conduct traffic stops to ensure there is education and enforcement to increase traffic safety in our community.

5. The traffic unit conducts speed surveys on streets to evaluate specific enforcement needs, or at the request of citizens, committees, and the City Council. Based on these same surveys and areas of speed complaints, they direct their efforts to a specific area using the gathered data.



6. They help the patrol officers with calls for service as needed and are used as a supplement to patrol on large, in-progress calls. Often, assisting patrol with the deployment of a sUAS (drone).

7. The traffic officer investigates serious injury/fatal crashes with assistance from the Mid-Valley Crash

Team, of which they are a member.

8. A traffic officer is expected to have extensive knowledge of DUII investigations.

Loss of one traffic position could eliminate the unit, forcing patrol officers to absorb crash investigations, DUIs, and targeted enforcement, tasks that are time-intensive and require specialized training. It would reduce the resources we have available to investigate serious injury or fatal crashes, forcing us to depend on another agency or agencies for assistance.

Typical Day & Responsibilities

- Shift Start: 7:00 AM
 - Attend morning briefing.
 - Put on uniform and prepare all personal and vehicle/motorcycle equipment.
- Primary Duties:
 - Report Writing: Focus on DUII investigations and traffic crashes; ensure all required fields are completed.
 - Traffic Crash Investigation: Respond to crashes, complete detailed reports, and document evidence.
 - Parking & Traffic Enforcement: Monitor parking violations, conduct traffic stops, and educate drivers.
 - Targeted Traffic Safety Efforts: Focused enforcement in areas with reported speeding or hazards, school zones, and school bus violations.
 - Community Education: Answer questions from the public to ensure their concerns are being addressed.
 - Collateral Duties: These are our Department DUI and crash experts; they approve Drug Recognition Expert reports, DUI reports, and traffic crash

reports, Traffic grant planning and reporting, Develop training for SFST, DUI, and Intoxilyzer 8000, making sure our department is up to date on all training needs and current case law (both members are instructors for our department), Traffic Safety Committee liaison and provide information to the Chief and City Council, Child Safety Seat Technician and attend child seat clinics, sUAS Pilots, RADAR/LIDAR instructor

- Field Training Officers
 - Support Patrol: Assist with general calls for service when needed.
-
- Shift End: 5:00 PM (unless overtime is required)
-

Community Service Officer

As a non-sworn employee, the Community Service Officer assists sworn law enforcement personnel with non-emergency calls, completes investigations, and other related law enforcement tasks and acts as a community relations outreach for City services. They will also enforce and investigate complaints and municipal & ORS violations. The CSO tasks and responsibilities make a direct impact on Keizer livability by improving safety, addressing concerns, and fostering positive relationships between residents and law enforcement. This position splits their time between fieldwork, public engagement and community outreach, and collaborative planning with a dedicated public safety team.



Essential Functions

Under the direction of the Patrol Lieutenant:

- Investigate violations of City ordinances and graffiti reports. Handle issues that do not require the presence of sworn law enforcement including, but not limited to, lost and found property, animal complaints, parking complaints, and homelessness.
- Enforces a variety of federal, state, and local codes and regulations, including parking, noise abatement; writes warnings and citations; follows up on complaints.
- Respond to dispatched calls for services. Investigate and complete reports related to “cold” calls including those involving missing persons, burglaries, vandalism, theft, financial crimes, stolen/recovered vehicles, fraud, and other similar incidents. Obtain statements and complete standard police reports for review by supervisors or sworn staff.
- Respond to dispatched calls for injury and non-injury traffic crashes and assist in facilitating the exchange of information.
- Administer first aid as needed and conduct crash investigations as needed.
- Complete documents and reports required by the City to include cases generated from online reporting.
- Provide traffic control at various incidents, including potentially hazardous conditions, traffic accidents, crime scenes, fires, funerals, special events, and power outages.

Under the direction of a police lieutenant:

- Coordinate and schedule crime prevention/public relations programs including, but not limited to, Neighborhood Watch,
- Business Watch, National Night Out, and BLAST (Bringing Law Enforcement and Students Together) Camp.
- Maintain crime prevention databases and ensures compliance with program requirements.
- Support special events which may include developing visual aids and other items for public display.
- Effectively interact with the community in person and via email/telephone correspondence; crime prevention liaison to
- various civic groups.
- Listen and report community concerns and needs relative to law enforcement and community policing.
- Create and maintains brochures, informational pamphlets, and crime prevention bulletins.
- Offer community and city resource referrals and conducts department tours.
- Recruit non-sworn volunteers.

Under the direction of the Administrative Lieutenant:

- Coordinate fleet services by assuring that vehicles and vehicle accessories are properly equipped, maintained and
- in good working order.
- Schedule and transports vehicles and equipment to repair facilities and other service shops.
- Perform minor maintenance checks, troubleshooting, and repairs as needed.
- Commission and decommission vehicles, prepares vehicles for public auction.
- Maintain accurate service records and complies with safety recall notices.
- Recruit, train and schedule fleet service volunteers.

Technology Advancements

The following are some examples of technology advancements that assist our patrol officers with efficiency with their work:

- Electronic ticketing and crash report system. This system is connected with other systems on the computers our officers use and cut down the time it takes to complete a warning, citation, or crash report due to the officers not having to handwrite them.

- License plate readers and parks cameras. This technology allows officers to quickly search for a specific license plate or check an area during a specific timeframe. This allows an officer to identify a suspect/suspect vehicle quicker.
- Computers in the officer's patrol vehicle. Programs on the computer allow officers to check the status of a driver's license, look at the registration of a vehicle, check to see if an individual has any warrants for their arrest, etc.

A setback with the mentioned technology at times is when connectivity issues occur, preventing the programs from being utilized.

We are excited about using body cameras in the future. Ultimately, the body cameras will be connected to a patrol vehicle and will turn on automatically when the emergency lighting is activated, or they can be manually activated. This will allow officers to capture more of the calls for service and investigations they deal with on a daily basis. When there is a complaint made regarding an incident captured on a body camera, the time spent investigating the complaint should be significantly decreased.

Interagency Coordination

KPD frequently relies on mutual aid from Salem Police Department and Marion County Sheriff's Office during overlapping incidents. Similarly, KPD assists partner agencies when needed.

Interagency Access to Resources

The patrol unit has several resources available to them, depending on the type of call for service or investigation being handled. The resources include, but are not limited to:

- Salem Bomb Squad
- Mid Valley Crash Team
- Keizer Police Department's K9s as well as other agencies' K9s.
- UAS
- The Keizer Police Department Criminal Investigation Division
- Detectives from other agencies if needed (homicides, officer involved shootings, etc.)

SWAT

KPD has two officers assigned to the Salem SWAT Team, which has completed 33



missions since May 2024. Each callout affects local staffing, requiring backfill and increasing overtime. When our SWAT operators are called out, it can be on a day they were initially scheduled to work, or they can even be called out for an unplanned mission due to an active incident occurring when they are on duty. This then effects our staffing levels, often times causing us to call someone in to work overtime to ensure we are at minimum staffing levels. When our SWAT operators are called out for a planned or unplanned mission, it is due to the team executing a search warrant, to apprehend a barricaded subject, murder suspect, robbery suspect, etc. All of these situations require a high level of tactical training and experience to safely complete the mission.

Over the last year and a half, the Keizer Police Department has requested Salem/Marion County SWAT assistance on four occasions.

Interagency Patrol Support

Our patrol officers routinely cover the Marion County Sheriff's Office, Salem Police Department, and occasionally the Oregon State Police. This coverage is part of a strategy to provide mutual collaboration and support, promoting safety for both the involved agency and the community by addressing risks more quickly. There are a variety of instances why we cover other agencies. The instances include, but are not limited to:

- Covering one of the agencies on a traffic stop within the city of Keizer or near our city limits.
- Covering one of the agencies on a suspect contact within the city of Keizer or near our city limits.
- Responding to assist other agencies with a call for service (disturbance, warrant service, an elude involving a vehicle, bicycle, or person eluding on foot where officers are needed to create a perimeter or to safely take the person or persons into custody, a shooting or stabbing incident where officers are needed to create a perimeter or to take the person or persons into custody safely. An example of this is MCSO responded to a reported shooting and asked for anyone available to respond to assist. At this time, our day shift patrol officers were on duty and our night shift patrol officers were about to begin their shift. We sent multiple

officers to assist, leaving limited resources to handle calls for service within our city.

- When the Salem Police Department is busy handling a priority incident or multiple priority incidents, the Keizer Police Department typically will handle the calls for service in the north area of Salem.

Incidents Requiring External Assistance or Unattended Calls

It's difficult to quantify how often KPD cannot respond to a call for service, but during nights or weekend day shifts, staffing levels often leave the department just two priority calls away from needing assistance. In these cases, support is typically requested from the Salem Police Department, the Marion County Sheriff's Office, or the Oregon State Police.

Example sequence (May 2025):

1. **Call 25-7127 at 10:10 PM – In-N-Out Fight**
 - a. Situation: Three individuals were attacking one individual.
 - b. Staffing: Two patrol officers and one sergeant on duty.
 - c. Response: Suspects (juveniles) located and taken into custody.
 - d. Follow-up: Parents notified; juveniles transported to Marion County Juvenile Detention Center.

This call is listed with a 2210 call time. Three officers dispatched on the call, two at 2215 and one at 2230. CAD details only showed one officer's arrival time, and it was 2216.

Breakdown: It took an officer a little over a minute to get to the incident location. Two officers initially responded, with a third arriving later. Two officers were on scene for approximately 22 and 38 minutes with the third officer remaining on scene for approximately 97 minutes.

2. **Call 25-7128 at 10:48 PM – Active Fight at Bar**
 - a. Situation: One individual retrieved a firearm from a vehicle and returned to the bar.
 - b. Response: KPD requested assistance from Salem Police Department for the bar fight. Marion County Sheriff's Office assisted with custody of the three juveniles from the prior call.

This call is listed with a 2248 call time. Two officers dispatched on the call at approximately 2253. Salem PD did not take any investigative measures. They responded to help look for the suspect and were on scene as a presence.

Breakdown: It took one officer approximately 3 minutes to arrive, and the second officer approximately 5 minutes. One officer was on scene for approximately 15 minutes and another for approximately 32 minutes.

3. **Call 25-7129 at 11:10 PM – Gunshot Report / Fleeing Subjects**
 - a. Situation: Caller reported hearing a gunshot, followed by a vehicle fleeing and two subjects running down the street.
 - b. Response: Patrol sergeant initially responded alone due to the other two priority calls being in progress.

This call is listed with a 2310 call time. An exact time of when an officer dispatched on the call is unknown due to it appearing the one Keizer officer who was able to respond initially having re-dispatched on the CAD later.

Breakdown: Unknown how long it took the one officer to arrive. A second officer was able to respond approximately 17 minutes after the initial call and it took them one minute drive time to get there. One officer was on scene for approximately 7 minutes and another for approximately 75 minutes.

This incident series underscores the fragility of small-agency staffing, where three simultaneous events can fully exhaust available resources.

Collateral Duties

Officers carry collateral assignments including Peer Support, Field Training, Firearms Instruction, UAS Operations, and Tactical Medicine. These functions are vital to departmental readiness but stretch available resources. A review of training instructors indicates shortages in several key areas such as Firearms, Defensive Tactics, and EVOC.

Table 7 Collateral Duty Gaps

Discipline	Current Instructors	Operational Need	Status
Firearms	4	6	Understaffed
Defensive Tactics	3	5	Understaffed
Taser	2	3	Understaffed
First Aid/CPR	3	3	Adequate
Tactical Medicine	3	3	Adequate
Emergency Vehicle Operator (EVOC)	1	2	Understaffed
Baton	1	2	Understaffed
40mm	1	2	Understaffed

Collateral duties, including Peer Support, FTO, UAS operation, and SWAT, represent essential departmental functions that demand ongoing time commitments. Many of these areas remain understaffed, impacting training capacity and officer development.

Patrol Collateral Duties:

- **UAS (Drone) Operators:** Currently, we have (5) certified UAS operators. Operationally, we need (8) UAS operators, given the increase in applicable use.
- **Field Training Officers (FTOs):** We have (1) patrol sergeant who is the Field Training Evaluation Program Coordinator. Currently we have (12) FTO's within our department. Operationally, we need (14) FTO's.
- **K9 Officers:** We have (2) K9 officers within our department. Operationally, we are fine with this amount.
- **Peer Support:** We have (1) Peer Support Coordinator and (3) peer support members. This is an adequate number given our current size of department.
- **SWAT Operators (2)**
- **Police Services Liaison** (works with dispatch center)
- **Reserve Coordinator**
- **Traffic Safety Coordinator**

Traffic Unit Collateral Duties:

- **Drug Recognition Expert (DRE) Instructor**
 - **Crash Reconstructionist**
 - **Parade Coordinator**
 - **Traffic Safety / Bicycle / Pedestrian Committee Liaison**
 - **SFST Instructor**
 - **Radar / Lidar Instructor**
 - **Intoxilyzer 8000 Instructor**
 - **Traffic Grant Project Director**
-

Typical Call and Response Types

Traffic

When an officer observes a traffic violation, he will request dispatch to create a traffic call or generate it himself using our CAD system. Once the call is generated, the officer will activate his overhead lights, provide dispatch with his location, the license plate of the vehicle, and a brief description of the vehicle.



The officer will contact the driver and request his license, registration, and proof of insurance. The officer will verify that all three documents are valid and current. The officer will return to his vehicle and either complete the traffic citation or issue a verbal/written warning. The officer will re-contact the driver and explain the warning or citation.

The officer will turn off his overhead lights and advise dispatch or change his status to "leaving scene". The officer will then generate a new entry in our stop data program. The stop data program requires the officer to enter the location of the stop, the age, sex, and home zip code of the driver. The officer must also answer whether the driver's

race/ethnicity was perceived before the stop, the reason for the stop, the outcome, whether a search was conducted, and whether an arrest was made.

After the stop data information is entered, the officer will complete his notes on the traffic citation. Once he submits the traffic warning or citation, the officer will enter his notes in CAD. Once all the information has been entered, the officer will update the video taken of the traffic stop on our patrol vehicle's camera system, then clear the stop.

Domestic

With our minimum staffing, a typical domestic call usually requires a minimum of two officers, but preferably three. During our initial approach, we will have two officers make contact at the front door and the third stage towards the back of the target location, in case someone attempts to flee. Once contact is made, one officer will speak with the victim, while one or preferably two stay with the potential suspect.

If someone is taken into custody, two officers will escort the suspect to the patrol vehicle. One officer will stay with the victim and provide resources, as well as complete a domestic violence assessment form to investigate any previous incidents.

Once this is complete, the suspect will be taken to the police station, where the primary officer will complete the jail intake forms. The jail intake forms require the information of the arrest, the charges, emergency contact information, a probable cause statement, a probable cause questionnaire, and an intake questionnaire. The probable cause questionnaire asks for the details of the arrest, as well as additional victim information. The intake questionnaire asks several questions about the suspect, including their medical history (mental health and physical health) as well as the incident itself.



The probable cause statement is a summary of the incident and an explanation of why the officer has probable cause to charge the suspect with the crime. After the officer completes these forms, he will transport the suspect to the Marion

County Jail. If the suspect is injured or requests immediate medical attention, the officer will need to take them to the Salem Hospital to receive medical attention. The majority of domestic violence crimes are a mandatory arrest, so the officer will need to stay with the suspect until he is released from the hospital. Once they are released by the hospital, they can be transported to jail.

Burglary

When we respond to a burglary, any available unit will respond to the location. There are several different scenarios of how we respond to a burglary. For example, if the homeowner reports someone inside their residence and signs of forced entry are present, we will immediately establish a perimeter around the residence. A UAS operator will be deployed, along with a K9, if available. When a UAS operator is deployed, an additional officer must accompany the operator and serve as their spotter.

We will request that the Marion County Sheriff's Office or the Salem Police Department respond to provide additional assistance for the immediate perimeter (around the house) and to establish a larger perimeter around the neighborhood.

For the immediate perimeter, we usually have two officers in the back of the residence, and a minimum of three officers making entry in the front of the residence to clear it. For the larger perimeter, we would have a minimum of four units and preferably an additional unit as a roamer.

If the suspect is not located inside the residence, a K9 track will be initiated. A K9 track typically includes the handler and three other officers. During this time, the UAS operator checks the general area and tracks the K9 track for any potential dangers.

If the suspect is apprehended, they will be transported in one of our patrol vehicles to the police station. The primary officer will interview the victim and process the scene with the help of other officers. We will canvass the neighborhood to see if any surveillance video could be retrieved to further the investigation. The primary officer will complete the intake paperwork and then transport the suspect to the Marion County Jail.

Incident Testimonials

Elude

Officer Johnson responded to a call regarding multiple juveniles riding their motorbikes with no helmets. There had recently been two similar reports. Officer Johnson located one of the juveniles traveling at a high rate of speed through a residential neighborhood. When Officer Johnson attempted to stop the juvenile, but he eluded on the motorbike through the park. With the help of a citizen, Officer Johnson was able to identify the residence that the juveniles were associated with. Officer Johnson located the involved juveniles. The juvenile who eluded was arrested, and the other juveniles were released to the custody of their parents. The mother of the juvenile who had eluded was very upset with her son's behavior.

Burglary/Restraining Order Violation

Officer Perez responded to a report of a burglary, which involved the victim's ex-husband, against whom she had an active restraining order. Officer Perez was able to collect enough evidence to arrest the suspect in this case, who had stolen prescription medication during the incident. Officer Perez was able to locate him and take him into custody.

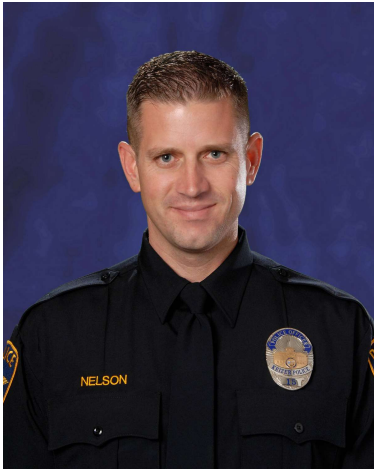
Attempted Burglary

Officer Bevens responded to a late attempted burglary, where the suspect had broken out the victim's garage window. Officer Bevens was able to get surveillance video of the incident.

Officer Bevens, along with his Field Training Officer (Perez), was able to positively identify the suspect in the case. The day prior, Officer Bevens and Officer Perez were on routine patrol when they encountered the suspect, who was lingering in the Keizer Station area. When he was contacted at Keizer Station, he was positively identified.

Officer Bevens was able to re-locate the suspect in this case and took him into custody. The suspect was transported to the Marion County Jail.

Section 4: Criminal Investigations Division (CID)



Chris Nelson
CID Lieutenant

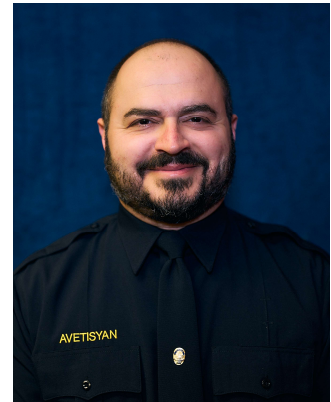
CID is led by a Lieutenant and Detective Sergeant, supervising five detectives and two School Resource Detectives. Half of the Sergeant's salary is paid by the Salem-Keizer School District (SKSD). The full salaries of both school detectives, along with their overtime, vehicles, and equipment, are paid in full by SKSD. Annually SKSD supplements the KPD budget with \$500,000.00 for 2.5 FTEs.

The introduction of technological tools such as License Plate Readers (LPRs) and mobile surveillance units has significantly improved investigative efficiency and contributed to solving major cases, including fatal hit-and-run incidents and high-value thefts. Despite these advancements, CID staffing levels remain consistent with those from 2000, a period when the division also included three School Resource Officers and one part-time Sergeant.

Case Types Assigned to CID

CID investigates complex crimes including homicides, assaults, financial crimes, and organized retail theft.

- Homicide, Suspicious Deaths
- Sex Offenses, Child Abuse, Elder Abuse
- Domestic Violence & Assaults
- Robbery & Armed Crimes
- Major Property & Financial Crimes
- Organized Crime, Missing Persons, Internet Crimes Against Children
- Officer-Involved Incidents, Threat Assessments



Arsen Avetisyan
CID Sergeant



Carrie Anderson
SSRT Detective



Roland Farrens
General Detective



Michael Kowash
General Detective



Kevin Renfro
General Detective



Tim Lathrop
General Detective



Jeremy Worledge
YSSO Detective

Typical Caseload Distribution and Investigation Timelines

The Keizer Police Criminal Investigation Division (CID) currently includes five general and two school detective positions, with one having been vacant since the resignation of a general detective in early 2024. One detective position is dedicated to property crimes; however, the detective in this role has been helping with the person crime caseload due to the mentioned staffing shortage. The school detectives, whose positions are funded by the school district, provide law enforcement consultation to school staff throughout the district and investigate major crimes related to schools within Keizer, such as assaults, sex offenses, or threats of violence.



Day-to-day operations for general detectives are based on the types of assigned cases and crimes involved, as cases are prioritized based on the severity of the crime and the urgency of the investigation, person crimes vs. property crimes, victim vulnerability, alleged offender's access to the victim, potential threat to the public, etc. Violent crimes are typically treated as top priority as CID

supervisors triage cases routed from the Patrol Division, DHS, Internet Crimes Against Children (ICAC), and other agencies. Some investigations are resolved fairly quickly, while more major ones (homicides, shootings, sex offenses, assaults, child abuse), may take weeks or even months to complete, requiring hundreds of investigative hours.

Detectives are normally able to manage their caseload by juggling cases and prioritizing tasks to be able to work on multiple cases simultaneously, for example, some cases can be worked on while others are awaiting results from the crime lab, subpoena or search warrant returns, etc. The number of cases in each detective's caseload can vary ranging from 10 to 25 at any given time, as some cases are solved and new ones are assigned. Additionally, most completed investigations still remain on a detective's radar as they move forward through the court system and may require follow-up or witness testimony.



With the current staffing levels, even when the currently vacant position is filled, CID detectives are only able to handle person crimes or major property crimes, as most

property crimes have to be sent back to Patrol or go unassigned. Detectives are part of the on-call rotation, for one week at a time, often having to put some cases on hold to dedicate their time to major crime callouts, which may require more than one detective to respond. While it is difficult to estimate the time spent on each case or specific types of cases, the vast majority of the detectives' time and effort is invested in investigations of sexual or physical abuse of children and sex offenses involving adults.

CID Detectives – Currently Assigned/Open Cases – 11/03/2025

General Detectives

- Lathrop: 17
- Farrens: 23
- Renfro: 15
- Kowash: 12

School Detectives

- Anderson: 10
- Worledge: 12

Additionally, on an average week, detectives assist patrol officers with 5-10 cases that are not reflected in the above numbers (not assigned in RMS). These can be fairly minor tasks, including assistance in the field, quick follow-up, investigative consultation, or device downloads by the computer forensics detective.

In addition to general detectives, patrol officers often receive assistance from school detectives (Anderson and Worledge). Their primary duty is providing consultation to the school district but they also investigate major incidents that occur in Keizer schools, as well as assist officers with information gathering in cases involving school-age juveniles. The numbers of cases assigned to them are usually lower than general detectives.

Marion County Sheriff's Office detectives usually have 5-7 cases per person, and the number sometimes goes up to 10. Salem PD has 15-20 cases per detective.

Case Processing Time by Offense Type

Burglary Investigation

Table 8 Processing Time for Typical Burglary Investigation

Phase	Task Description	Estimated Man-Hours
Initial Response	Officer dispatch, securing scene, initial report	1–2 hours
Crime Scene Processing	Fingerprints, photographs, evidence collection	2–4 hours
Victim Interview	Statements, stolen items list, timeline reconstruction	1–2 hours
Canvassing Area	Interviews with neighbors, looking for witnesses	1–3 hours
Evidence Processing	Submitting fingerprints, DNA, stolen items data	2–6 hours (lab time varies)
Review of Surveillance	Gathering and analyzing video footage (if any)	2–8 hours+
Follow-Up Investigation	Suspect leads, checking pawn shops, background checks	5–10 hours+
Report Writing	Detailed reports for prosecutor and department	1–3 hours
Arrest and Processing	If a suspect is identified and arrested	2–5 hours
Court Testimony Prep	Coordination with prosecutors, reviewing case	2–4 hours

Total Estimated Man-Hours

- Basic case (no suspect, minimal evidence): ~10–20 hours
- Moderate case (some leads, video, evidence): ~20–40 hours
- Complex case (multiple suspects, forensic evidence, arrest): 40–100+ hours

Sex Offense Investigation

Table 9 Processing Time for Typical Sex Offence Investigation

Phase	Task Description	Estimated Man-Hours
Initial Report / First Response	Interview victim, secure scene, collect preliminary statements	4–8 hours
Victim Interview (Detailed)	Conduct forensic interview (often with a specialist), use trauma-informed approach	4–6 hours
Crime Scene Processing	Photograph, collect physical evidence, document scene, possibly involves multiple officers	4–10 hours
Suspect Interview / Interrogation	Planning, miranda rights, interrogation (may take multiple sessions)	4–12 hours
Forensic Medical Exam (SANE Kit)	Coordination with hospital, chain of custody for evidence	2–3 hours (LE time)
Witness Interviews	Interview friends, family, or bystanders, possibly re-interview later	3–6 hours
Digital Evidence Collection	Cell phone/computer imaging, search warrants, review of text messages, online activity	10–30+ hours

Evidence Coordination	Analysis	Lab processing (DNA, toxicology), coordination with crime labs	2–4 hours (LE time)
Report Writing / Case File Prep		Detailed narrative report, evidence logs, interview summaries, warrant attachments	8–15 hours
Prosecutor Coordination		Meetings, case review, follow-up requests, testifying at grand jury (if applicable)	3–6 hours
Follow-Up Investigations		Supplemental interviews, new leads, responding to prosecutor needs	5–15+ hours

Estimated Total Man-Hours:

- Standard Case: 50–100 hours
- Complex Case (e.g., multiple suspects, child victims, digital evidence): 100–300+ hours

Felonious Assault Investigation

Table 10 Processing Time for Typical Felonious Assault Investigation

Phase	Task Description	Estimated Man-Hours
Initial Response & Scene Securing	Patrol officers	4–6 hours
Crime Scene Investigation	CSI techs, detectives	8–20 hours
Evidence Collection & Processing	Forensic specialists, lab techs	10–30 hours
Victim Interview	Detectives, victim advocate	2–5 hours
Suspect Interview / Interrogation	Detectives	4–10 hours
Witness Interviews	Detectives	5–15 hours
Video/Surveillance Review	Detectives or analysts	5–20 hours
Medical Records Analysis	Detectives, legal review	2–4 hours
Report Writing & Case File Prep	Detectives, admin staff	8–12 hours
Legal Coordination (DA/prosecutor)	Detectives, legal team	4–6 hours
Follow-ups & Additional Leads	Detectives	5–10 hours

Total Estimated Man-Hours: 57–138+ hours

This range reflects a basic to moderately complex case the total man-hours can easily exceed 200–300 hours if the case involves:

- Multiple suspects
- Gang involvement
- High-profile victims

- Inter-jurisdictional issues
- Uncooperative witnesses

CID Staffing and Collateral Duties

Collateral duties are responsibilities assigned to CID supervisory staff and detectives in addition to their primary investigative roles. These specialized tasks, projects, and functions support the department’s mission by broadening organizational capabilities, enhancing professional expertise, and ensuring critical functions are accomplished without the need for dedicated staffing.

Role	Responsibilities	Morale Impact
Lieutenant	CID Commander, PIO, multiple program coordinators	Balancing administrative and operational duties can limit sergeant support.
Sergeant	Supervises detectives, threat assessment	High responsibility can cause workload stress.
Detectives	Complex investigations, school liaison, domestic violence, financial crimes, digital forensics	Satisfaction in investigative depth; stress from case backlog and collateral duties.

Overview of Collateral Duties for CID

Multi-Disciplinary or Interagency Teams

- Homicide Assault Response Team (HART) – Countywide interagency major crimes team comprised of multiple law enforcement agencies
- Adult Threat Assessment Team (TAT) – Includes members from local, state, and federal public safety agencies, Department of Human Services (DHS), educational organizations, and other community partners; Reviews cases involving threats against individuals or society in general
- Child Abuse MDT – Includes law enforcement agencies, DHS, Liberty House Child Abuse Assessment Center, and other community partners; the team regularly staffs cases of alleged child abuse and neglect from around Marion County
- Child Abuse Review Team (CART) – Committee that reviews child abuse cases from prevention perspective
- Child Fatality Review Team – Similar to CART
- Domestic Violence Council
- Retail Crime Association of Oregon (ORCAOR) Law Enforcement Partner

Department Instructors

- Field Training Officer (FTO)
- Firearms Instructor

- Defensive Tactics Instructor
- Emergency Vehicle Operation Course (EVOC) Instructor
- Confrontational Simulations Instructor
- Use of Force / Force-on-Force & Scenario Instructor
- Ballistic Shield Instructor

Surveillance and Computer Forensics

- Computer Forensics Examiner
- Cellebrite (computer forensics software) operation
- Internet Crimes Against Children (ICAC) investigations
- Camera Technology —License Plate Reader (LPR), City Park Cameras, Remote Surveillance Platforms

Other Collateral Duties

- Reserve Program Supervision
- Background Investigations
- National Integrated Ballistics Information Network (NIBIN) / Integrated Ballistics Information System (IBIS) – processing of firearms and spent casings for entry into a ballistic database)

Collateral Duties by CID Member

CID Lieutenant

The Lieutenant holds a senior level management position, overseeing administrative programs, operations and activities of a division of the Police Department through subordinate supervisors and other personnel. This position provides highly responsible and complex staff assistance to the Chief of Police. Acts in the capacity of the Chief of Police during their absence. This position works with and at the direction of the Chief of Police to manage all subordinate functions of the police department; ensuring activities are consistent with community and industry standards and expectations and in keeping with the mission of the Police Department. Personal conduct and behavior (on-duty and off-duty) must be such that it builds public confidence in the agency and its members.

- Criminal Investigation Division Commander
- Background Investigation Coordinator
- Criminal Intelligence Coordinator
- Surveillance Technology Coordinator (Drop Cars, LPRs, Parks)

- HART/CART Team Coordinator
- Immigration Applications (S & U-Visas)
- Internal Affairs Investigator
- Public Information Officer – secondary
- Student/Adult Threat Assessment Team Coordinator
- CrimeTracer Administrator
- CLEAR Administrator
- Fleet Coordinator Assistant
- NAACP Liaison
- CJAC Committee Member
- RAIN Board Member
- ALPR Administrator
- ICAC Administrator
- CALLYO Administrator
- Power DMS Administrator- secondary
- K9 Handler (Comfort/Facility K9)
- Community Response Unit Supervisor (Temp., Eff. 2024)

CID Sergeant

The Sergeant plans and manages administrative and tactical operations and activities of an assigned unit or patrol shift and/or programs to include leadership, supervision, direction, training and management. The position provides overall command of assigned unit personnel and activities as it pertains to overall operations. This position directs briefing and planning activities prior to the start of a shift or specific police mission and ensures adequate staffing is present 24-hours per day. This position provides leadership, which includes motivation of department personnel, anticipation and response to organizational and community needs and positive direction in conflict resolution. This position works with and at the direction of superiors to manage subordinate functions of the police department, ensuring activities are consistent with community and industry standards and expectations and in keeping with the mission of the Police Department. Personal conduct and behavior (on-duty and off-duty) must be such that it builds public confidence in the agency and its members.

- Criminal Investigation Unit Supervisor*
- SSRT/YSSO (SDU) Supervisor*
- DHS Cross Reports Screener*
- DV Council & MDT Member*
- HART Team Coordinator (secondary)*
- Threat Assessment Team Member*
- Safety Committee Member
- Background Investigator

- Surveillance Technology Coordinator (Drop Cars, LPRs, Parks) – Secondary
- Fleet Coordinator Assistant – Secondary

SSRT Detective

The Safety and Support Response Team (SSRT) is composed of community professionals dedicated to ensuring public and staff safety while supporting the educational success of students who may be at risk of behaviors leading to harm or injury. SSRT members focus on prevention, early intervention, and culturally responsive support rather than discipline, providing wrap-around services to help students succeed. Law enforcement representatives serve as liaisons and consultants to school and community partners, participating in threat assessments, safety planning, and coordination with mental health and crisis response teams. Their work emphasizes collaboration, restorative practices, and proactive strategies to maintain a safe and supportive learning environment.

- Mid-Valley Sexual Incident Response Committee (SIRC) Member*
- Mid-Valley Student Threat Assessment Team (STAT) Member*
- Marion County Juvenile Fire-Setter Intervention Network (JFIN) Committee Member*
- Law Enforcement Liaison for Salem-Keizer Public Schools (SKPS) Emergency Operations Center (EOC)*
- Consultant for SKPS Suicide Risk Assessment Team (SRA)*
- SKPS Representative at Marion County Threat Advisory Team (TAT)*
- Association of Threat Assessment Professionals (ATAP) Member*
- Background Investigator
- Field Training Officer (FTO)
- KPA Vice President

YSSO Detective

The Youth School Safety Officer (YSSO) provides community-based policing support to the Salem/Keizer School District, assisting in the prevention and investigation of juvenile-related incidents on school campuses. Duties include investigating major crimes involving juvenile victims and offenders, coordinating with DHS Child Welfare, Liberty House, and the Marion County Child Abuse Multi-Disciplinary Team, and participating in school threat assessments alongside SSRT members. YSSOs serve as liaisons to the district's Emergency Operations Center, provide critical information affecting school safety, and assist in developing strategies to prevent or mitigate dangerous situations. Additional responsibilities include processing crime scenes, collecting evidence, interviewing witnesses and suspects, preparing reports, appearing in court, serving subpoenas and warrants, responding to after-hours incidents, supporting other detectives as needed, and maintaining training and skills relevant to the role.

- Mid-Valley Sexual Incident Response Committee (SIRC) Member*
- Mid-Valley Student Threat Assessment Team (STAT) Member*
- Law Enforcement Liaison for Salem-Keizer Public Schools (SKPS) Emergency Operations Center (EOC)*
- SKPS Representative at Marion County Threat Advisory Team (TAT)*
- Association of Threat Assessment Professionals (ATAP) Member*
- CRASH Team
- FAA Part 107 Small Unmanned Aircraft System (UAS) Pilot
- Background Investigator
- Field Training Officer (FTO)
- KPA Treasurer

Threat Assessment/Child Abuse Detective

The General Detective investigates child abuse cases and conducts threat assessments, focusing on the safety and well-being of vulnerable individuals. Responsibilities include processing crime scenes, collecting and preserving evidence, reviewing reports, conducting in-depth interviews with victims, witnesses, and suspects, and preparing detailed investigative reports. Detectives collaborate with prosecutors, social services, child welfare agencies, and other law enforcement partners, appear in court as professional witnesses, assist patrol officers, and may serve on specialized teams such as HART, CART, SART, or Threat Assessment Teams. Additional duties include preparing subpoenas and warrants, providing community presentations, and maintaining investigative skills through ongoing training, while exercising discretion, professionalism, and trauma-informed practices.

- Adult Threat Assessment Team (TAT) Member*
- Child Abuse MDT Member*
- Child Abuse Review Team (CART) Member*
- Child Fatality Review Team Member*
- HART Member*
- Background Investigator

Domestic Violence Detective

The General Detective investigates major crimes with a specialized focus on domestic violence cases, as well as other incidents requiring extensive follow-up. Responsibilities include conducting thorough investigations into domestic violence, intimate partner violence, and family-related offenses, processing crime scenes, collecting and preserving evidence, reviewing reports for solvability, and conducting in-depth interviews with victims, witnesses, and suspects. Detectives prepare detailed reports, collaborate with prosecutors, social services, and child welfare agencies, and appear in court as

professional witnesses. Detectives participate in on-call rotations and may respond to major incidents, assist patrol officers, and serve on specialized teams such as the Homicide and Assault Response Team (HART), Child Abuse Review Team (CART), and Threat Assessment Team (TAT). Additional duties include preparing subpoenas and search warrants, conducting background investigations, providing community presentations, and maintaining professional skills through ongoing training.

- Domestic Violence Council Member*
- HART Member*
- Cellebrite Operator
- Background Investigator
- Field Training Officer
- EVOC Instructor

Property Crimes Detective

The General Detective investigates major property-related crimes, including theft, burglary, and fraud, as well as cases requiring extensive follow-up. Key responsibilities include processing crime scenes, collecting and preserving evidence, reviewing reports for solvability, conducting in-depth interviews, preparing detailed reports, and appearing in court as a professional witness. Detectives participate in on-call rotations and may respond to major incidents, assist patrol officers, and serve on specialized teams such as the Homicide and Assault Response Team (HART), Child Abuse Review Team (CART), and Threat Assessment Team (TAT). Additional duties include preparing subpoenas and search warrants, conducting background investigations, providing community presentations, and maintaining skills through ongoing training.

- Field Training Officer (FTO)
- Firearms Instructor – LOA Ending 11/08/24
- Defensive Tactics Instructor - LOA Ending 11/08/24
- Confrontational Simulations Instructor - LOA Ending 11/08/24
- Force-on-Force & Scenario Instructor - LOA Ending 11/08/24
- Ballistic Shield Instructor (Paraclete Shield) - LOA Ending 11/08/24
- Use of Force Instructor - LOA Ending 11/08/24
- Reserve Program Supervisor
- Retail Crime Association of Oregon LE Partner (ORCAOR)*
- Employment Background Investigations*
- Financial Activities Team Member (FiAT)*
- Homicide Assault Response Team Member (HART)*
- Suspicious Activity Reports POC (SARs)*
- Oregon Homicide Investigator Association Member (OHIA)*
- Vulnerable Adult Team Member – Temporary

Computer Forensics Detective

The General Detective investigates major crimes and cases requiring extensive follow-up, with a focus on the collection, preservation, and analysis of digital and physical evidence. Responsibilities include processing crime scenes, reviewing reports for solvability, conducting in-depth interviews, preparing detailed reports, and appearing in court as a professional witness. Detectives participate in on-call rotations and may be called back for major incidents, assist patrol officers, and serve on specialized teams such as the Homicide and Assault Response Team (HART), Child Abuse Review Team (CART), Sexual Assault Review Team (SART), and Threat Assessment Team (TAT). Additional duties include preparing subpoenas and search warrants, conducting background investigations, providing community presentations, and maintaining skills through ongoing training.

- Child Abuse MDT Member*
- Child Abuse Fatality Review Team Member*
- Computer Forensics Examiner*
- HART Member*
- SART Member*
- Camera Technology Operator*
- Celebrite Operator
- Background Investigator
- Defensive Tactics Instructor

CID Mobile and Remote Surveillance Program

Initiated in 2014, now operating on two surveillance platforms. Provides 24/7 live remote monitoring and flexible review of weeks of recorded video from the office. Replaces time-intensive physical stakeouts, reducing work hours and overtime. Has saved significant investigative resources while enhancing evidence collection. Strengthens major investigations, leading to faster case closures and justice for victims

City Parks Cameras Helping Solve Crime

Surveillance footage provides officers and detectives with invaluable evidence in investigations involving city parks. Recent examples include a major investigation involving a fight where multiple juveniles were stabbed. The system captured the incident and saved investigators significant investigative time.

License Plate Reader (LPR) Cameras

LPR cameras automatically scan and log vehicle license plates at multiple intersections; day and night, at slow and high speeds.

- Used by officers daily since program was implemented in 2024
 - Since implementation, LPR program saved significant investigative hours by helping investigators track and locate suspect vehicles
 - Helped solve countless property crimes; while recent person crimes include two fatal hit-and run crashes
-

Community Response Unit (CRU)

Mission: combats high-impact criminal activity like drug trafficking, gang violence, and property crimes through intelligence-based policing, targeted operations, and community outreach. CRU often works undercover using unmarked vehicles to conduct surveillance, serve warrants, monitor potential criminal activity, and apprehend prolific offenders, thereby improving public safety. The unit relies on public tips, community feedback, and other intelligence sources to identify high-level offenders and address emerging issues. CRU collaborates with CID detectives on significant crimes and call-outs.

CRU Members receive a report detailing the top five places and top five individuals that generate the most calls for service each month. They receive this information and work with command staff to address each of these on a frequent basis. This type of problem-oriented policing help us improve our clearance rates and reduce calls for service.

Case load management:

- Gang activity
- Follow-ups from patrol
- Apprehension requests
- Drug crimes
- Chronic homeless complaints
- Weapons offenses
- Pip (problem identification and prioritization) and pop (problem-oriented policing) assignments

CRU detectives are members and actively participate in the following multi-disciplinary or interagency teams:

- Organized retail crime association of Oregon (ORCAOR)
- Keizer Poi hosts the ORCAOR Willamette Valley Chapter bi-monthly meetings
- Marion county violent crimes task force
- Detectives are deputized special federal officers/special deputy-US Marshall
- Marion county gang monthly meeting

- Marion county monthly shooting review meeting
- CRU detectives regularly partners with the local DEA task force on ongoing investigations

Section 5: Support Services Division

The Support Services Division manages records, evidence, and administrative operations critical to departmental function. Staff handle an increasing volume of digital evidence and public records requests. Staffing consists of one lieutenant, one supervisor, three records specialists, and two property and evidence specialists.



Trevor Wenning
Support Lieutenant

The Keizer Police Department's Support Services Division oversees records management, evidence handling, and administrative support critical to overall departmental efficiency.

Over 20,000 annual calls for service translates to thousands of associated documents and items of property and evidence.

In the simplest terms, reports are approved, entered into regional, state and national law enforcement databases, and routed to other agencies and courts. Property and evidence items are processed, stored, tracked, and eventually returned or disposed. Proper storage and detailed chain of custody documentation is paramount in protecting the integrity of any investigation. Our reports and items of evidence are essential for successful prosecution of crimes.



Paula Collins
Support Services Supervisor

The Support Services Unit is often the first voice of the department as they answer and route phone calls, and assist a multitude of customers and visitors every day. We answer general law enforcement related questions, provide referral/resource information, satellite low-level calls for service, and return property to owners.

Many of our customers are dealing with their mental health (or that of a loved one,) and other domestic/family issues. We have also seen a marked decrease in customer self-sufficiency. We are frequently asked to look things up (directions, phone numbers, etc.) and a rough guesstimate is that 50% or more of folks that come in to speak to us about a citation have lost their citation, don't know their court date, or are lacking other important information that has been previously provided. We provide compassionate customer service and go above-and-beyond to help people every single day.

As our workload continues to increase, however, it is more difficult to provide that level of customer service, and keep up with all of our tasks – many of which are mandated by statute. If we were to lose even one staff person, it would have a huge negative impact

on our ability to provide customer service, meet our statutory obligations, and on our morale.

Public Records Requests:

We have received 1337 requests through September 30, which is an average of 148 requests per month, and is up 7.65% compared to the entirety of last year. 2024 was up 10% from 2023. With the exception of 2020 (COVID), we have seen a steady increase each year. At the end of September, requests had increased by 69% over the last five years.

Records Requests by Month and Year

	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	TOTAL	AVERAGE	1-year increase	5-year increase
2018	86	85	117	98	105	122	103	115	85	108	93	85	1202	100.16		
2019	101	106	83	128	120	112	111	122	110	125	97	118	1333	111.08	10.90%	
2020	102	81	83	77	98	100	85	104	100	87	65	71	1053	87.75	-21.01%	
2021	79	82	93	93	114	105	99	131	114	120	103	104	1237	103.08	17.47%	
2022	117	146	130	116	117	111	112	113	128	134	111	117	1452	121	17.38%	
2023	124	112	118	114	111	138	96	134	121	162	140	133	1503	125.25	3.51%	
2024	168	133	143	131	139	101	135	128	136	181	116	145	1656	138	10.18%	24.23%
2025	138	123	185	163	167	140	136	140	145				1337	148.55	7.65%	69.29%

Billing:

We charge for hours spent producing large requests. Most requests from citizens are smaller (name scans, reports with less than ten pages, etc.) but we do receive large requests from other government agencies for which we do not charge (DHS for example). We charge \$18.00 for police reports (including CAD and crash reports), and \$8.80 each for name and address scans.

Police Support Specialists

This front office position is responsible for complex, clerical, and technical work involving extensive computer entry, retrieval, and distribution of sensitive and confidential information, front office reception, providing customer service and resources to citizens, employees, and other agencies both in person and by telephone and responsible for receiving, routing, filing and computer entry of all police incident reports and associated documents in a timely manner. The position utilizes accurate and established filing and database methods and coding to ensure accurate, complete, and



detailed records of events and to enable retrieval of information as needed for criminal justice purposes. Personal conduct and behavior (on-duty and off-duty) must be such that it builds public confidence in the agency and its members.

Responsibilities and Duties:

- Receives and disseminates information, requests, and other communications from the general public, other governmental agencies, and to appropriate department personnel in a timely and concise manner; receives and distributes departmental written communications and daily mail.
- Receives calls for service and dispatches low-priority calls.
- Receives requests for police reports and collects fees for same. May independently process such requests and/or route/mail copies of approved incident reports and related documents to appropriate requestors, outside agencies, applicable courts, insurance companies, and citizens.
- Processes Impounded Vehicle Notices, collects fees, and related documentation per City ordinance
- Performs background requests for police clearance letters, military service, other law enforcement and government agencies, etc. as directed.
- Receives and manages the day-to-day flow of paperwork throughout Support Services; assists department members in locating written and computerized information as requested.
- Enters police reports and traffic citations into the records management system ensuring accuracy and quality of each record.
- Enters, updates, and removes data for missing persons, stolen vehicles, stolen and recovered property, etc. into State and National Computer Systems as required.
- Maintains Officer Court Calendar and distributes subpoenas to personnel ordered to appear before the courts, in a timely manner.
- Performs document imaging process for record retention and retrieval.
- Assists in training new personnel.
- Participates in the purging and archiving of police files at the direction of the Support Services Supervisor.
- Directs activities of volunteers within Support Services as necessary and acts as Notary Public if properly trained/certified to do so.
- Participates in community policing activities and goals.
- May act as Law Enforcement Data System (LEDS) representative / Criminal Justice Information Standards (CJIS) Terminal Agency Coordinator. May provide support for Property and Evidence as needed.

Typical Day & Responsibilities

Assisting a customer at the front counter can take one minute (directing them to City Hall to pay a citation, or to wait in the lobby for the council chamber doors to open for court, for example), or can take 45 minutes when the questions and matters are more complex.

Releasing a towed vehicle can take ten minutes if the person is prepared with all of the required documents, or can take a significant amount of time if they are not prepared. Sometimes this looks like the customer returning several times as they gather documents, wait for a licensed driver (if they are not a valid driver), or have additional questions. Many times, the current owner of the vehicle has not taken the steps to have it put in their name. In fact, it may have passed through several people before the current owner, and they will bring in documents that do not reflect how the car got from the DMV-listed registered owner to the person standing before us. Helping a person navigate that takes time.

Property & Evidence Specialists

Under the general direction of the Police Support Specialist Supervisor and the lead of the Property and Evidence Specialist II, this position is responsible for all phases of property and evidence control in a highly secure environment. This position will also perform other assigned duties within the general scope of the Support Services Unit. These other assigned duties will be determined by the unit supervisor and may vary depending upon operational needs. Personal conduct and behavior (on-duty and off-duty) must be such that it builds public confidence in the agency and its members.

There is also a lead property and evidence specialist position which falls under the general direction of the Police Support Specialist Supervisor, and whose summary includes that above, as well as:

Performs as a lead worker to Property and Evidence Specialist I, temporary staff and volunteers; provides technical and non-technical training and guidance concerning work procedures; plans, assigns, and re-assigns work; monitors and approves work for completion and conformance with quality and safety standards; and provides informal assessment of workers' performance to the Support Services Supervisor. Assists and backs-up or assumes specific duties of Support Services Supervisor when needed.

Responsibilities and Duties:

- Responsible for all phases of property and evidence functions.
- Utilizes extensive knowledge in the security, storage, retrieval and disposition of evidence, found & abandoned property, contraband, and property held for safekeeping. This may include potential exposure to biological / hazardous / explosive materials and items that may be sensitive in nature.
- May be requested to accompany investigators to crime scenes for the purpose of logging and tracking evidence. May be subpoenaed to testify in court.
- Accurately documents, maintains, and preserves records for all current and historical property and evidence from submission to final dispositions. This includes, but is not limited to all digital and physical evidence. Tracks and records

all movements of evidence checked out for court, for analysis, to investigators and for disposal.

- Prepares disposal manifests, court disposition requests, legal postings and financial documentation, and other required correspondence often requiring extensive research.
- May at times be requested to oversee training and the direction of duties of Property & Evidence temporary staff and/or volunteers.
- Utilizes and proficiently performs computerized Bar-coding of all property and provides information to management or others as requested.
- Procures and maintains supplies and equipment pertaining to the handling, packaging, storing and disposal of property.
- Transports evidence to and from crime labs or other agencies as needed and coordinates evidence viewings.
- Processes prescription drug drop off materials, schedules and delivers to off-site disposal site.
- Prepares items of evidence for court-required discovery and to fulfill public records requests.
- Prior to firearm release, performs complete criminal history background check on owner for prohibitions.
- Stays current with revised statutes and legal opinions pertaining to property and evidence control, technological advancements in storage, packaging and tracking methods and DNA science applicable to the property and evidence functions. Introduces and makes recommendations for improvement to management.
- Provides routine disinfection and general housekeeping of secured restricted evidence warehouse, office, two processing areas, drying room and evidence garage.
- The PES I position includes: Assists the Property and Evidence Specialist II with routine audits and inventories.
- The PES II (lead) position includes:
 - Trains and directs duties of Property & Evidence regular and temporary staff and/or volunteers. Trains and instructs Police Officers with proper property/evidence procedures
 - Performs and/or manages routine audits and inventories in accordance with department policy.
 - Serves as Laboratory Online Information System (LOIS) Administrator.
 - Represents the property and evidence room in meetings with management to include work groups within and outside the agency.
 - Produces an annual report that outline statistics, project completion and goal setting.
 - Ensures accuracy of the records management system as it pertains to evidence, troubleshooting system problems and errors, and working with systems support to achieve resolution.

Typical Evidence Release

Releasing property can also be a time-consuming process. People are understandably anxious to get their items returned to them, and sometimes don't understand that we frequently have to get permission from the D.A.'s office to release their property back to them. That process can take weeks if not months at times. Random audits are conducted during the calendar year to verify that all items are properly accounted for. Each audit is performed jointly by evidence personnel and the Patrol Lieutenant, with documentation required upon completion.

Property & Evidence Inventory

We currently have a total of 41,095 items of physical and digital evidence. A complete inventory of these items takes months.

	2021	2022	2023	2024	2025
INCOMING	4070	5058	5409	4241	3569
DISPOSED	4163	1672	1073	896	325
TOTAL PHYSICAL AND DIGITAL AS OF 10/2/25					41095

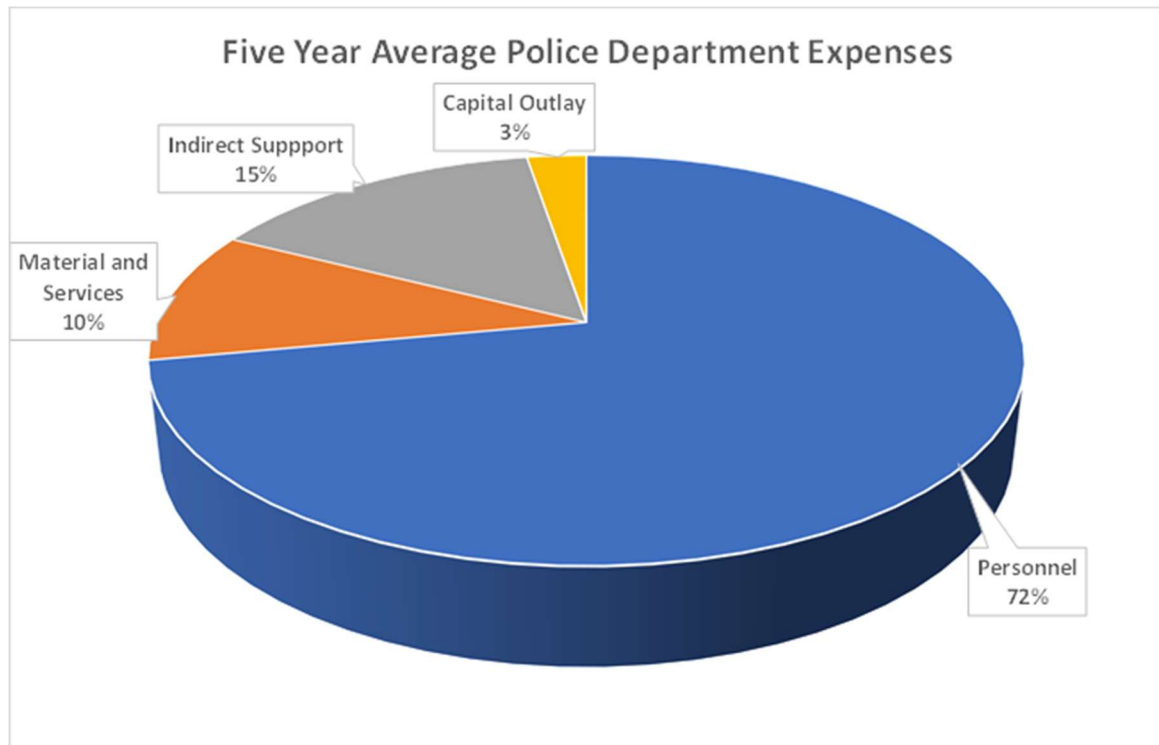
Staffing and BWC Impact:

We are very good at doing more with less. If one person is out of the office, we feel it. We are very conscientious about not overburdening each other, but frequently feel like we are just keeping our heads above water. We have very little, if any, time for additional projects, such as purging. We have seen a large increase in records requests in the last five years. Following the implementation of body-worn cameras, the number of additional personnel required to sustain a fully operational program has yet to be determined.

Section 6: Agency Operational Expenses

The Departmental Expenses of the Keizer Police Department is predominately personnel, materials and services, indirect costs, and capital outlay as shown in the pie chart below.

Figure 15 - Police Expense Groupings



Personnel cost constitutes 72% of the budget. We continue to explore technology to leverage our personnel, but there is not a way to replace boots on the ground when it comes to public safety response at this time. Wages for the majority of the police department fall under the collective bargaining agreement. For those not covered by the collective bargaining agreement (also known as unions), wage studies are conducted regularly to ensure wages are competitive with other agencies and ensure that pay is consistent with the hierarchy in the police department.

The city's goal is to remain within 5% of the average of our comparable communities. The comparable communities are largely set by population similarity; however, we do have to take into consideration the agencies immediately around us since we are fighting for the same limited supply of officers. The market for officers is highly competitive

The next section breaks down the cost of vehicles, which is a major cost driver, for both capital outlay, materials, and support.

Vehicles

The City of Keizer Police Department's updated vehicle listing outlines upcoming replacement needs and provides a roadmap for managing future fleet expenses. Over the next several fiscal years, the department anticipates several high-cost cycles, particularly in FY 2026–27 and FY 2027–28, when multiple patrol and command vehicles are scheduled for replacement. Maintaining readiness will require not only planning for these predictable expenses but also allocating funds for unplanned maintenance and potential vehicle losses due to accidents. As many frontline patrol vehicles near the end of their service life, strategic budgeting and proactive fleet management will be essential to ensure operational reliability and cost efficiency.

2021/22 Vehicle Budgeted

Description	Cost	Quantity	Total
K9 vehicle	\$35,000	2	\$70,000
Build to include video, radio, radar, computer/printer/doc, scanner, stop sticks & K9 specialty parts	\$45,705	2	\$91,410
CRU car	10,000	1	10,000

2021/22 Vehicle Budgeted

Description	Cost	Quantity	Total
Detective vehicle	\$30,418	1	\$30,418
Build to include interior lights/tint/radio charger/siren/ Setina box	\$6,000	1	\$6,000
Patrol vehicle	\$37,631	3	\$112,893
Build to include video, radio, radar, computer/printer/doc, scanner, stop sticks	\$35,680	3	\$107,040

2023-24 Vehicle Budgeted

Description	Cost	Quantity	Total
Patrol vehicle	\$41,900	4	\$167,600
CSO truck	\$37,100	1	\$37,100
CSO build to include interior lights/siren/tint/canopy	\$6,500	1	\$6,500
Patrol build includes video, radio, radar, computer/printer/doc, scanner, stop sticks, studs	\$42,474	4	\$169,896

2024/25 Vehicle Budgeted

Description	Cost	Quantity	Total
Patrol vehicle	\$44,610	2	\$89,220
Administration vehicle	\$44,610	3	\$133,830
Patrol build includes video, radio, radar, computer/printer/doc, scanner, stop sticks	\$47,930	2	\$95,860
Admin build to include interior lights, siren, tint, radio charger	\$9,480	3	\$28,440

2025/26 Support Division Budget Request

Description	Cost	Quantity	Total
Patrol vehicle	\$43,500	2	\$87,000
Administration vehicle	\$43,500	1	\$43,500
Patrol build includes video, radio, radar, computer/printer/doc, scanner, stop sticks	\$48,950	2	\$97,900
Admin build to include interior lights, siren, tint, radio charger	\$11,500	1	\$11,500

Vehicle Rotation

Rotation narrative: I have no record or knowledge of how the rotation schedules were set originally. I can speculate the following: Vehicles with longer rotation periods are due to the vehicle being assigned to one officer versus sharing. Patrol vehicles were once a 3-year lease. We went away from leases due to the mileage we put on the vehicles and the cost associated with overages and pulling a vehicle out of the fleet for being over-mileage before the time period elapsed which in turn put more mileage on other cars. The second reason is we had no return on investment as the vehicle was turned in and we could not recoup any of the expenses put into the vehicle. For example, the PD is often able to recycle radios, radars, stop sticks and video systems between builds which can save the city money. Sergeant vehicles were once set at 6 years but with an active group of sergeants working the road and, the mileage they are putting on the cars, the rotation schedule was moved to a 4-year rotation to be congruent with their team member's mileage rates. This change was made in 2020.

Rotation schedule:

- Administrative vehicles for command staff, detectives and CSO are scheduled to be replaced every 10 years.
 - Patrol vehicles are scheduled every 4 years.
 - K9 vehicles and traffic motorcycles are scheduled every 8 years.
 - CRU vehicles have no schedule.
 - SWAT vehicles have no schedule and are recycled former admin/detective vehicles.
 - Pool vehicles have no schedule and are recycled former admin/detective vehicles.
 - Surveillance vehicles have no schedule.
 - Miscellaneous trailers, bicycles, RADAR reader boards have no schedule.
-

Table 11 Gasoline

Year	Springbrook Ending Total	Year-to-Year Increase/Decrease %	Gallons used / Avg\$ per Gal	Comments
2020	\$53,506	--	24,023 / \$2.32	Petro Statement \$53,489
2021	\$53,767	0.5%	23,369 / \$3.14	Petro Statement \$79,215
2022	\$79,381	48%	24,991 / \$3.92	Petro Statement \$85,295
2023	\$85,428	8%	25,045 / \$3.16	Petro Statement \$81,164
2024	\$81,436	5%	26,008 / \$2.90	Petro Statement \$74,462

Table 12 Vehicle Maintenance

Year	Springbrook Ending Total	Year-to-Year Increase/Decrease %	Gallons used / Avg\$ per Gal
2020/21	\$44,995	--	Vehicle break down rates are unpredictable. The longer we have a vehicle the greater the maintenance costs
2021/22	\$43,530	3.5%	
2022/23	\$34,314	21.5%	
2023/24	\$46,734	35%	
2024/25	\$41,465	12%	

Table 13 Police Vehicle Insurance Rate

Year	Springbrook Ending Total	Year-to-Year Increase/Decrease %	Gallons used / Avg\$ per Gal
2020/21	\$22,020	--	
2021/22	\$23,402	6%	
2022/23	\$24,291	4%	
2023/24	\$25,424	5%	
2024/25	\$35,099	38%	High department crash rate year

**Each patrol vehicle is insured for a replacement value.

Section 7: Public Safety Cost as a Part of the City Budget

Table 14 General Fund Budget

2025-2026 General Fund budget absorbed an operating loss of \$2,857,700. This was a planned loss based on the use of fund balance which had grown over the previous years through personnel vacancies. It was appropriate to use the fund balance, but the amount of fund balance burned this year will take us near the amount needed for the city to be able to cover cyclical annual costs without borrowing.

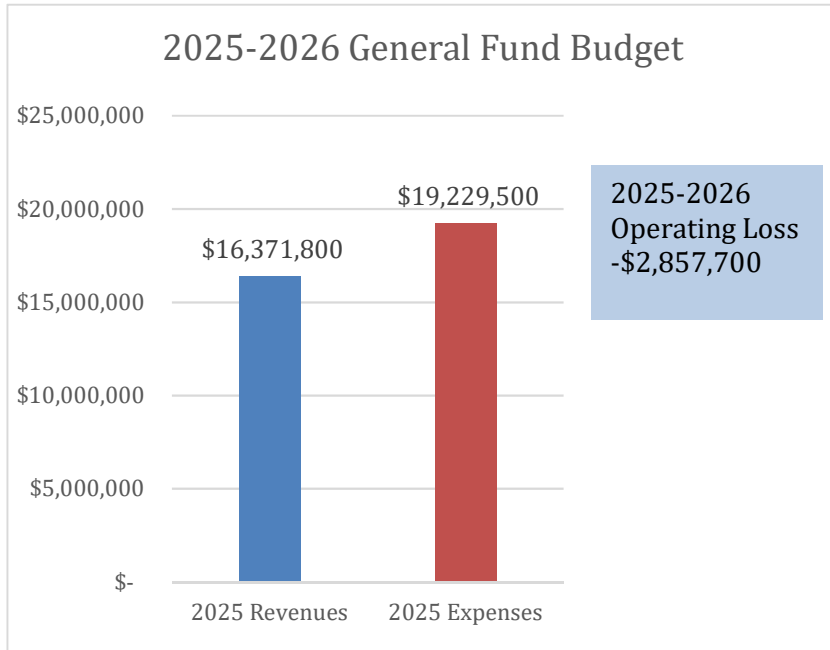
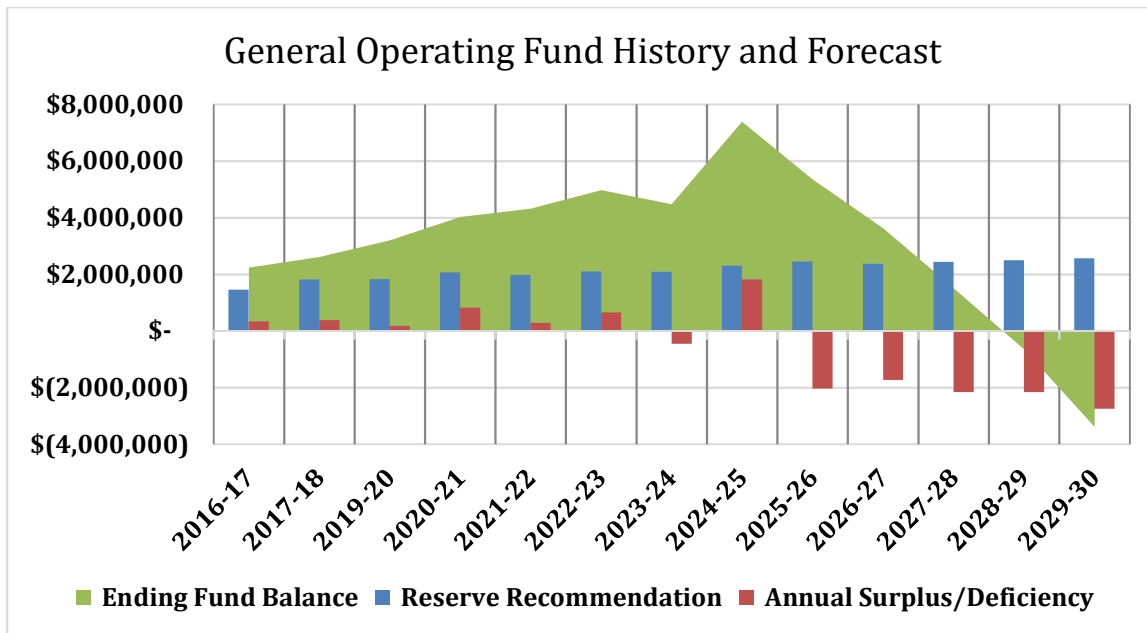


Figure 16 General Fund History and Forecast



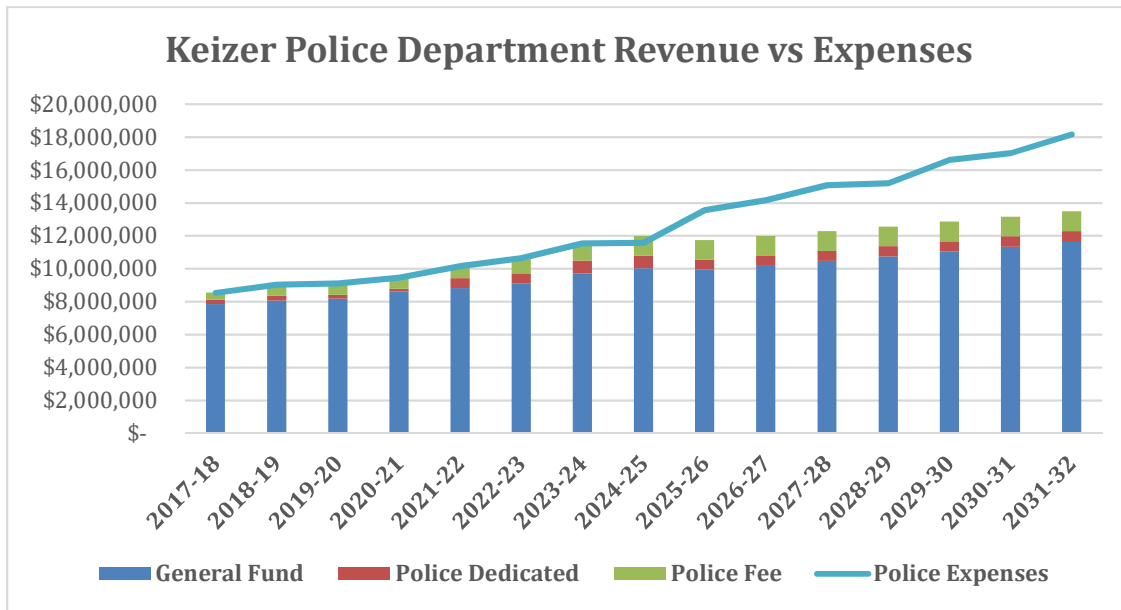
We have seen this unsustainable cliff coming for three years as shown in the chart above that has been updated each year of the budget. We were able to build ending

fund balance through using American Rescue Plan Act (ARPA) funding for operational expenses, holding vacancies for a period of time, and using fund balance.

The original police fee was intended to pay for 5 additional officers and be adjusted each year to keep up with inflation, but annual recommendations for the police fee increase were not made, in the interest of protecting residents pocket books because the city had built up savings, causing us to fall behind on not only other personnel in the department, but to those five it was intended to support.

The chart below shows General Fund Revenues on the stacked columns and the police department expenses in the line above the revenues. The red color is grants and other revenues dedicated to the police department. The green color is the police fee from its inception to the current level.

Figure 17 Keizer Police Revenues vs Expenses



Options

There are limited ways to address the short fall. First would be a fee on the city services bill. The City Council would have to approve a fee for public safety, but could do so with or without an advisory vote of the public. Second would be a five-year operating levy, which would have to go to the voters. Lastly, the City would have to cut to the number of employees in the City. There are limited options for cuts that would serve the general fund outside the police department.

The analysis below provides a comparison and analysis for the fee or operating levy options.

Definitions

- **Council-Approved Fee:** A fee imposed by the local government, typically levied on residents, businesses, or specific service users. These fees do not require voter approval and can be adjusted by the local governing body to meet funding needs for police services.
- **Operating Levy:** A tax measure placed on a local ballot to raise funds for police services. This levy typically involves property taxes, and voters must approve it before the local government can implement it. The funds raised are used for the ongoing operations of the police department.

Comparison of Benefits

Aspect	Council-Approved Fee	Operating Levy
Speed of Implementation	Quick and can be implemented as soon as approved by the council.	Requires voter approval, which can take time and delay implementation.
Revenue Predictability	Offers a stable and predictable revenue stream. The fee amount can be adjusted based on evolving needs.	Provides a consistent revenue stream once approved, but may not be as easily adjusted over time.
Local Control	Local governments have full control over fee amounts and structure.	Local governments can propose the levy, but it is ultimately up to voters to approve it.
Targeted Funding	Fees can be structured to target specific services or areas of police work (e.g., community policing or special operations).	While levies are generally used for broader funding purposes, they can be tailored to specific initiatives, but may not be as flexible as fees.
Voter Engagement	No need for voter approval, so it can be implemented without waiting for an election.	Allows voters to have a direct say in funding decisions, which may increase transparency and community buy-in.
Equitable Contribution	Fees can be designed to be more directly proportional to use or benefit from police services.	Property taxes can be more equitable based on property value, but still may

Aspect	Council-Approved Fee	Operating Levy
Flexibility	Council can adjust fees as needed to match funding requirements or changes in community priorities.	be regressive depending on tax rate and property values. Once an operating levy is set, changes are more difficult and require a new vote.

Comparison of Disadvantages

Aspect	Council-Approved Fee	Operating Levy
Public Opposition	May face backlash if residents or businesses perceive the fee as an added financial burden, particularly in lower-income areas.	Voter approval can be difficult to secure, especially if there is resistance to new taxes. Failed votes may create political tension.
Regressivity	Fees can be regressive, disproportionately affecting lower-income individuals or businesses, especially if flat fees are applied.	Property taxes can also be regressive, with low-income property owners shouldering a disproportionate tax burden.
Complexity of Implementation	Establishing a fair and transparent fee structure can be complicated, requiring ongoing administrative resources.	Levy implementation is straightforward but requires additional administrative effort for elections and voter education.
Long-Term Sustainability	Fees may need to be periodically adjusted to meet growing demands, and future revenue could fluctuate with changing economic conditions.	Operating levies provide more long-term sustainability once passed, but the need for regular renewals may create ongoing political challenges.
Impact on Local Economy	Fees, particularly for businesses, can strain economic activity, especially in areas with already high costs of living or commercial competition.	Levy increases may burden homeowners, especially in communities where property values are high, leading to potential resistance.

Aspect	Council-Approved Fee	Operating Levy
Public Engagement	While council approval is efficient, it reduces direct community involvement in funding decisions, which could lead to dissatisfaction.	Voting on a levy provides a democratic process for citizens to decide, promoting a sense of ownership in funding public safety.
Equity Concerns	Businesses and residents who use police services more frequently may face disproportionately higher fees, which could generate pushback.	While property tax is based on value, it may not always align with the actual use or need for police services, creating inequities for non-property owners or renters.

Analysis

1. Speed of Implementation

- **Council-Approved Fee:** Provides immediate implementation without the need for voter approval, allowing local governments to quickly address funding needs for police services.
- **Operating Levy:** Requires a public vote, which can delay the process. In times of urgent need, this delay can hinder the ability of the police department to address pressing issues.

2. Public Engagement and Accountability

- **Council-Approved Fee:** Lacks direct voter input, potentially reducing public oversight and engagement. However, council members are still accountable to the electorate, which provides an indirect check on their decisions.
- **Operating Levy:** Gives the public a direct say in police funding, which can foster greater community support for the police but may also result in voter fatigue or resistance to new taxes.

3. Equity

- **Council-Approved Fee:** While fees can be designed to target specific services or populations, they can be regressive and disproportionately affect low-income individuals or small businesses.
- **Operating Levy:** Property taxes can also be regressive but are often perceived as a more broad-based and fair approach, though they may still unfairly burden lower-income homeowners or renters.

4. Flexibility

- **Council-Approved Fee:** Offers greater flexibility, as the fee structure can be adjusted based on changing needs or economic conditions. This flexibility allows local governments to respond to shifting priorities in public safety.
- **Operating Levy:** Provides more long-term stability but lacks flexibility, requiring voter approval for any adjustments or changes.

5. Long-Term Sustainability

- **Council-Approved Fee:** Fees may need to be adjusted regularly, which could lead to fluctuations in revenue. While they provide immediate funding, long-term sustainability can be uncertain.
 - **Operating Levy:** Once passed, an operating levy offers a stable funding source for the long term, but it is subject to periodic renewal and voter approval, which can create instability if the public does not continue to support it.
-

Conclusion

Both **Council-Approved Fees** and **Operating Levies** provide viable methods to fund police services in Oregon, but each has its unique benefits and challenges.

- **Council-Approved Fees** offer quicker implementation, flexibility, and the ability to target specific services. However, they may face public opposition, particularly due to their regressive nature, and can lack long-term sustainability without periodic adjustments.
- **Operating Levies** provide a more predictable, long-term funding source and involve direct community input. However, they require voter approval, may be difficult to pass, and can result in significant financial strain on certain segments of the population, particularly lower-income homeowners.

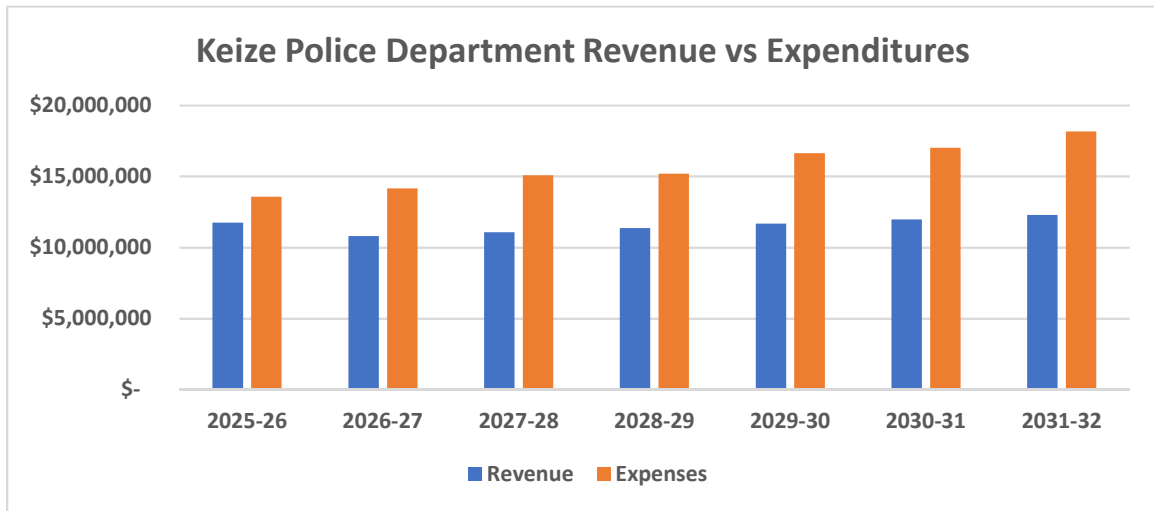
Ultimately, the choice between these two options should be guided by the local community's economic conditions, priorities for police services, and the capacity for public support. Combining both methods may also be an option, where a levy covers general operational needs and a fee targets specific services or programs.

Recommendation: Further consultation with community stakeholders, including businesses, residents, and police officers, is recommended to gauge support for either option and identify potential concerns. An educational campaign to clarify the benefits and costs of each option could help build consensus for the chosen approach.

What is the Revenue Shortfall?

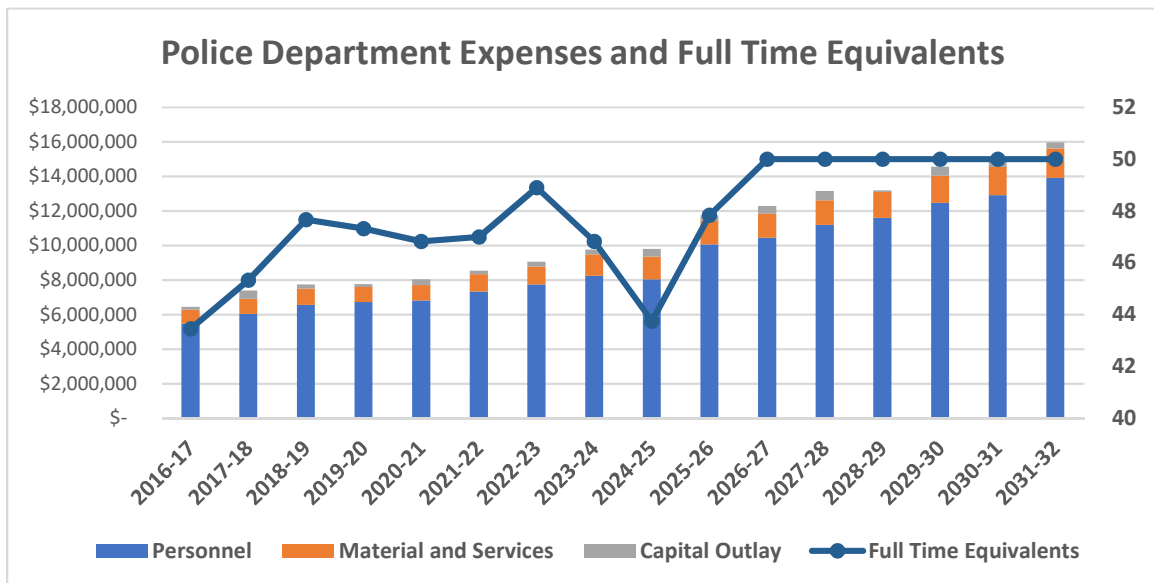
The City of Keizer Police Department represents approximately 70% of the General Fund expenditures. Due to the limitations of Measure 5 and Measure 50, in addition to a period of high inflation the City is projecting the following revenues versus expenditures.

Figure 18 Revenues vs Expenditures Forecast



Historically the City has managed the revenue shortfall by delaying hiring of vacant positions within the Police Department. In addition to the delaying of vacant positions, we had an unusual number of retirements during the last two years, which benefited the city by savings that could be used for future years.

Figure 19 Expenses with Employee Count



Existing Council Approved Police Services Fee

The existing Council approved police services fee became effective November 1, 2017. Revenue generated by the police services fee, since inception, is from the following property types.

Table 15 Fee Since Inception

	Police Services Fee Revenue by Fiscal Year							Increase	% Increase
	Commercial	Government	Irrigation	Multi Family	Residential	Total			
2017-18	12,982	376	2,588	111,722	296,359	424,027	-	-	
2018-19	20,698	624	4,626	176,003	477,827	679,778	-	-	
2019-20	40,684	624	4,435	176,113	478,756	700,612	20,834	3.1%	
2020-21	20,507	616	4,393	176,488	480,823	682,827	(17,785)	-2.5%	
2021-22	23,090	682	5,151	196,263	527,926	753,112	70,285	10.3%	
2022-23	28,290	838	6,072	245,857	645,380	926,437	173,325	23.0%	
2023-24	33,154	959	7,177	290,159	760,915	1,092,364	165,927	17.9%	
2024-25	35,769	1,033	7,822	323,333	824,472	1,192,429	100,065	9.2%	

Flat Rate

If the City were to continue to charge a flat rate for every business and residence, the fees would have to change to the following table to keep the police department whole. This table takes into account major budget drivers over the five year period and the incremental increases needed to keep up with the costs each year.

Table 16 Forecasted Fee at Flat Rate

	Level Rate Structure										Annual Revenue	Percent Rate Increase
	Police Services Fee Rate Increase by Fiscal Year											
	Single Family Residential	Commercial			Government	Irrigation	Multi-family		Discount			
2025-26	\$ 6.90	\$ 6.90	\$ 6.90	\$ 6.90	\$ 6.90	\$ 6.90	\$ 6.90	\$ 5.95	\$ 1.93	\$ 1,555,000	-	
2026-27	14.27	14.27	14.27	14.27	14.27	14.27	14.27	14.27	14.27	3,359,000	116%	
2027-28	17.12	17.12	17.12	17.12	17.12	17.12	17.12	17.12	17.12	4,030,900	20%	
2028-29	16.27	16.27	16.27	16.27	16.27	16.27	16.27	16.27	16.27	3,829,300	-5%	
2029-30	21.15	21.15	21.15	21.15	21.15	21.15	21.15	21.15	21.15	4,978,100	30%	
2030-31	21.57	21.57	21.57	21.57	21.57	21.57	21.57	21.57	21.57	5,077,700	2%	
2031-32	25.02	25.02	25.02	25.02	25.02	25.02	25.02	25.02	25.02	5,890,100	16%	

Staff originally proposed amending the fee to be change based on Equivalent Service Units (ESU's). An Equivalent Service Unit (ESU) is a standardized measure used by local governments—most often for utility rates, system development charges (SDCs), or impact fees—to represent the amount of demand a property places on a public system. It's used as a baseline to calculate how much other properties should pay based on their relative use of a system. It is a way to compare apples to apples across very different types of users. Cities use ESU's as a policy and accounting tool for fairness, consistency, transparency, and planning.

Instead of charging everyone the same flat fee, ESUs allow charges to scale fairly based on use or impact. Keizer's ESU is 3,000 square feet of impervious surface. Impervious surface includes roof and paved areas that create runoff. One single-family home is considered to be 1 ESU.

For other uses each 3,000 square feet of impervious surface is equal to one (1) ESU, with the impervious area rounded to the nearest 3,000 square-foot increment.¹ For example if a building is 6,000 square feet and has a paved area of 3,000 square feet of impervious surface, it would pay the equivalent of 3 ESU's. Staff makes a case that there is a rational nexus between the size of the facility and the need for public safety services at least as rational as any other means of calculation other than paying for each call for service. Paying for each call for service would disincentivize persons or businesses to call on law enforcement for help.

The taskforce asked staff to analyze how resources are deployed to see if there was a correlation in calls for service and the size of buildings, density of housing, or any other factors. The data collected, analyzed, and displayed in Section 2 of the report. The data does show that retail and commercial in general do account for a significant more calls for service than the typical residence.

Under the current public safety fee, a big box store, restaurant, or small retail store pays the same amount of \$6.90 per month as does a home owner, which has raised questions of equity because of tax burden (how much a fee or tax feels relative to income, wealth, or spending) and tax incidence (which is who actually pays the fee or tax). A user based structure is typically considered to be the fairest (i.e. those who use the service are those who pay for the service).

The taskforce requested that the staff prepare options based on a tiered approach for ESU's. For purposes of this exercise, staff had to break the ESU's into tiers. The next table shows the tiers used for the calculations and how many units exist in each of those tiers. The difference in cost would be born differently in the commercial category. Businesses within 1-9 ESU's would pay one rate, 10-50 ESU's would pay a higher rate, and over 50 ESU's would pay the highest rate.

¹ Sec 42-219 Keizer Municipal Code

Table 17 Number of Establishments in Each Category

Property Type	Number of Each	Number in ESU's
Single Family Residential	10717	10,717
Commercial 1-9 ESU's	323	850
Commercial 10-50 ESU's	91	1,894
Commercial more than 50 ESU's	12	1,149
Government	13	13
Irrigation	103	103
Multi-family Per -Unit	280	4,611
Discount	279	279

The first tier application of the units uses a model of \$12.25, \$20.00, \$22.50, and \$25.00 per month.

Table 18 First Tiered Rate Model

Commercial Tiered with Low Income Discount Police Services Fee Rate Increase by Fiscal Year										
	Single Family	Commercial			Government	Irrigation	Multi-family		Annual Revenue	Percent Rate Increase
	Residential	1-9 ESU	10 - 50 ESU	50+ ESU			Per Unit	Discount		
2025-26	\$ 6.90	\$ 6.90	\$ 6.90	\$ 6.90	\$ 6.90	\$ 6.90	\$ 5.95	\$ 1.93	\$ 1,555,000	-
2026-27	12.25	20.00	22.50	25.00	12.25	12.25	12.25	6.13	3,350,900	115%
2027-28	14.70	24.00	27.00	30.00	14.70	14.70	14.70	7.35	4,021,000	20%
2028-29	13.97	22.80	25.65	28.50	13.97	13.97	13.97	6.98	3,820,000	-5%
2029-30	18.15	29.64	33.35	37.05	18.15	18.15	18.15	9.08	4,966,000	30%
2030-31	18.52	30.23	34.01	37.79	18.52	18.52	18.52	9.26	5,065,300	2%
2031-32	21.48	35.07	39.45	43.84	21.48	21.48	21.48	10.74	5,875,700	16%

The next model uses \$11.00, \$23.00, \$28.00, and \$33.00 per month.

Table 19 Second Tiered Rate Model

Commercial Tiered Heavy with Low Income Discount Police Services Fee Rate Increase by Fiscal Year										
	Single Family	Commercial			Government	Irrigation	Multi-family		Annual Revenue	Percent Rate Increase
	Residential	1-9 ESU	10 - 50 ESU	50+ ESU			Per Unit	Discount		
2025-26	\$ 6.90	\$ 6.90	\$ 6.90	\$ 6.90	\$ 6.90	\$ 6.90	\$ 5.95	\$ 1.93	\$ 1,555,000	-
2026-27	11.00	23.00	28.00	33.00	11.00	11.00	11.00	5.50	3,383,000	118%
2027-28	13.09	27.37	33.32	39.27	13.09	13.09	13.09	6.55	4,025,800	19%
2028-29	12.44	26.00	31.65	37.31	12.44	12.44	12.44	6.22	3,824,500	-5%
2029-30	16.17	33.80	41.15	48.50	16.17	16.17	16.17	8.08	4,971,800	30%
2030-31	16.49	34.48	41.97	49.47	16.49	16.49	16.49	8.24	5,071,300	2%
2031-32	19.13	39.99	48.69	57.38	19.13	19.13	19.13	9.56	5,882,700	16%

Operating Levy

In the event the City Council chooses to pursue a five-year operating levy the first opportunity to bring the matter before the voters is November 2026. If the operating levy is approved, it would be imposed on the tax rolls July 1, 2027.

The City would need to impose the following amounts to provide for the existing Police Department service levels.

Fiscal Year	Estimated Assessed Value	Operating Levy Tax Rate (Per \$1,000)	Tax Revenue
2027-28	\$ 3,624,502,000	\$ 1.23	\$ 4,458,100
2028-29	3,733,237,100	1.23	4,591,900
2029-30	3,845,234,200	1.23	4,729,600
2030-31	3,960,591,200	1.23	4,871,500
2031-32	4,079,408,900	1.23	5,017,700

To understand the financial impact on households and commercial addresses we have shown a comparison of the cost of a fee versus the cost of an operating levy broken down both annually and monthly. The table shows that the fee would be lessor early because the levy has to be set for the five year period versus the fee being able to set each year. Both are significant in impact though. The table below also shows the breakdown by Equivalent Service Unit (ESU) using the assumption that larger businesses should pay according to the size of their office, store, or plant.

Table 20 Cost Comparison under Flat Rate

	Cost Per Year			Cost Per Month		
	Public Safety Fee	Operating Levy	Difference	Public Safety Fee	Operating Levy	Difference
Single Family Residential						
2027-2028	\$ 264	\$ 350	\$ (86)	\$ 22.00	\$ 29	\$ (7.17)
2028-2029	250	361	(111)	20.83	30.08	(9.25)
2029-2030	328	372	(44)	27.33	31.00	(3.67)
2030-2031	333	383	(50)	27.75	31.92	(4.17)
2031-2032	390	394	(4)	32.50	32.83	(0.33)
Commercial by ESU						
2027-2028	5045	3676	1369	420.42	306.33	114.08
2028-2029	4780	3786	994	398.33	315.50	82.83
2029-2030	6265	3900	2365	522.08	325.00	197.08
2030-2031	6367	4017	2350	530.58	334.75	195.83
2031-2032	7441	4137	3304	620.08	344.75	275.33
Multi-Family (78 Units)						
2027-2028	17756	4791	12965	1479.67	399.25	1080.42
2028-2029	16829	7934	8895	1402.42	661.17	741.25
2029-2030	22062	5082	16980	1838.50	423.50	1415.00
2030-2031	22417	5235	17182	1868.08	436.25	1431.83
2031-2032	26199	5392	20807	2183.25	449.33	1733.92
Discount						
2027-2028	74	306	(232)	6.17	25.50	(19.33)
2028-2029	70	316	(246)	5.83	26.33	(20.50)
2029-2030	92	325	(233)	7.67	27.08	(19.42)
2030-2031	93	335	(242)	7.75	27.92	(20.17)
2031-2032	109	345	(236)	9.08	28.75	(19.67)

Section 8: Staffing Analysis and Recommendations

KPD operates below regional staffing averages. Incremental increases in sworn and professional staff are recommended to meet service demands and reduce dependence on overtime and mutual aid.

Table 21 Current Staff and Optimal Staff Level

Division	Current FTE	Recommended FTE	Morale & Operational Notes
Patrol	22	24	Morale strained; high call volume; collateral duties stretching staff.
Traffic	2	3	Staff satisfied with enforcement impact, but coverage gaps affect proactive work.
CID	9	10	Satisfaction in complex investigations; backlog and collateral duties reduce capacity.
Support	9	10	Efficient and committed; BWC and public records increase workload, potentially need additional FTE.

Over the past several years, we have operated with reduced staffing because we have intentionally declined to hire candidates who did not meet the high standards of the profession. As of January 2026, the police department remains one officer short of full staffing. We anticipate filling this position when funding permits. Additionally, at least five officers are expected to retire within the next two years, which will create further staffing challenges unless we are authorized to over-hire. On average, a lateral hire requires approximately three months to complete the hiring process, followed by an additional three months of training before becoming fully operational. A new officer with no prior law enforcement experience requires approximately nine months before they are able to serve independently.

Section 9: Conclusion

The Keizer Police Department continues to provide exceptional service within limited means. Sustaining this performance requires investment in personnel, training, and technology. This report demonstrates both the dedication of our officers and the structural challenges that must be addressed to maintain the safety and trust of the Keizer community.

In conclusion, we are not requesting additional officers or support staff, although we would if the budget allowed (see section 8). We are asking the city council to fund the PD so we can maintain current staffing levels.

To fund the staffing at the existing levels there are really only two options currently available, which are a city service fee or a five-year operating levy. The City has a longer term strategy to recover capacity by paying down PERS through a side account. That is dependent on the city making earnings on the properties it has to dispose. City staff is interested in the approach that best aligns with our city councilors, who represent the citizens, in funding their police department.