



**POLICE ADVISORY BOARD  
MEETING PACKET**

FOR

**Thursday, June 18<sup>th</sup>, 2015  
7 p.m.**

**Sherwood Police Department  
20495 SW Borchers Drive  
Sherwood, OR 97140**



## AGENDA

Police Advisory Board	
<b>Date &amp; Time:</b>	Thursday June 18, 2015 7:00pm
<b>Location:</b>	Sherwood Police Community Room 20495 SW Borchers Dr., Sherwood, OR

### Attendees

<b>P.A.B. Members:</b>	<b>Council Liaison:</b>
Laurie Zwingli-Chair	Linda Henderson
Bob Silverforb-Vice Chair	<b>City Staff:</b>
Diane Foster	Jeff Groth-Police Chief
Sean Garland	Angie Hass-Executive Assistant
Dave McCart	
Rich Miller	
Amy Miller-Juvé	
Christian Verkest	
Chris West	

### Agenda

1. Call to Order (Chair)
2. Roll Call (Chair/Staff)
3. Approval of minutes (Chair)
  - a. May 21 meeting
4. Business (Chair)
  - a. Follow-up discussion of Community Input and next steps
5. Staff report(s)
6. Citizen Comment
7. Adjourn (Chair)



**DRAFT**



## Meeting Minutes

<u>Police Advisory Board</u>	
<b>Date &amp; Time:</b>	Thursday May 21, 2015 7:00 pm
<b>Location:</b>	Sherwood Police Community Room 20495 SW Borchers Dr., Sherwood, OR

<b>P.A.B. Members:</b>	<b>Council Liaison:</b>
Laurie Zwingli-Chair	Linda Henderson
Bob Silverforb-Vice Chair	<b>City Staff:</b>
Diane Foster	Jeff Groth-Police Chief
Sean Garland	Sylvia Murphy, City Recorder
Dave McCart	Joe Gall, City Manager
Rich Miller	
Amy Miller-Juvé	
Christian Verkest	
Chris West	

### 1. Call to Order

Chair Zwingli called the meeting to order at 7:02 p.m.

### 2. Roll Call

**Board Members Present:** Chair Zwingli, Vice Chair Silverforb, Diane Foster, Rich Miller, Amy Miller-Juvé, Christian Verkest and Chris West.

**Board Members Absent:** Sean Garland and Dave McCart.

**Staff Members Present:** Police Chief Jeff Groth, City Manager Joe Gall, City Recorder Sylvia Murphy and City Council Liaison Linda Henderson.

### 3. Approval of minutes

#### a. April 16, 2015 Meeting Minutes

A motion was made by Chris West to approve the meeting minutes and seconded by Vice Chair Silverforb. All present members voted in favor.

**Business not on the Agenda:** Chief Groth introduced Dave Nelson a Public Safety Risk Manager with CIS, the City's insurance carrier. Mr. Nelson informed the Board of his role with CIS and explained best practice reviews. He stated reviews are conducted every 3-

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4 years, or can be requested by the City to occur sooner. He explained the reviews cover areas such as OSHA compliance, hiring and training practices, review of IGA's (Intergovernmental Agreements). He provided examples of partial reviews, and stated CIS doesn't cover workers compensation for the City and this area is not covered in the reviews.

He informed the Board of the most recent review of the Sherwood Police Department and said the department scored 100% with no issues noted. He explained a previous review had 4 recommendations for the department to address.

The Board members asked various questions regarding: best practice reviews, complying with CIS recommendations for changes and corrections, timelines that changes/corrections needed to be addressed, the average number of recommendations on a review, if reviews are mandatory, if good and or bad reviews effect rates, if clients are ever dropped due to bad reviews and what occurs if a client lacks funds to address CIS recommendations. Mr. Nelson responded to all questions and provided examples and shared stories of unnamed clients.

#### **4. Business**

**a. PowerPoint Presentation-Introduction of Police Department.** Chief Groth recapped the presentation (see record, Exhibit A) and provided the Board with a copy of Sherwood Police Department Strategic Plan, Goal 4-Public Safety (see record, Exhibit B). In the review of Exhibit A, Chief Groth introduced all police department staff, the shifts they work and general areas of responsibilities and his expectations. He noted on the Organization Chart (page 6 of Exhibit A), the day shift officers indicates 3 and it should be 2. He explained staffing levels for each shift, ratio of officers per 1000 residents, number of patrol officers and support staff. He informed the Board members if they have any questions, they can inquire with the Sergeants, Captains and himself.

Chief Groth spoke of responsibilities of the patrol officers, Sergeants as supervisors and his expectations of the supervisors.

He recapped "What We Protect" and reviewed the list in the presentation. He reviewed "What We Are about," and referred to the Strategic Plan (Exhibit B). He spoke of department priorities and goals and his objective to keep police staff safe. He recapped population history and staffing history and explained the graphs. He reviewed Activity History and said more data is available today in comparison to prior years.

He reviewed "What We Have-Patrol" and explained that the minimum patrol staffing levels calls for 2 cars on duty 24/7. He explained impacts to the schedule results in having to pay overtime. He spoke of work/life balance of the officers and referred to

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an article from the International Association of Police Chief's Magazine, "The Dispatch" in Exhibit A that refers to the primary sources of stress for officers. Chief Groth spoke of an 8 hour shift in comparison to a 10 hour shift and the benefits of a 10 hour shift allowing 3 days for an officer to decompress. He spoke of swing and graveyard 8 hours shifts not having 2 full days off before the start of a new shift.

He stated in 2013 he had an informal staffing study done and spoke of the study results. He read from the study regarding availability of officers and the results indicated a 76% availability, a shortage of about 25%. He said the study recommended 5 officers on each shift in order to provide the 2 car minimum for 24 hours, 7 days per week. He recapped workload results for officers and said using the example of 12 patrol officers, the workload breakdown came to 50% for committed time (responding to calls, doing things that they did not choose to do) and 50% uncommitted time (they go out and make proactive, discretionary types of activities). He said the industry standards suggest the ratio should be 60-40. He said if we added the sergeant in this we get inside that range or if we add the SRO traffic officer we would get into the range. He said the issue with adding these people has been discussed and this is not in their job descriptions. He informed the Board, the City has 1 SRO for over 5000 students in 8 schools and not wanting the SRO to work dayshift patrol. Chief Groth spoke of the motorcycle officer and his duties. He spoke of the 2 car minimum and said he wanted to know from people if this is sufficient for a City with a population of over 19,000 and 4 square miles. He spoke of the two main rush hour timelines traveling through the City and officer coverage.

He spoke of bookings and various types of offenses, and said with a Class A Misdemeanor or greater, those individuals go to jail. He explained transporting to Hillsboro and processing the individual. He said if there are two cars on a shift, someone is now alone for 60 minutes or as much as 2 hours. He reviewed Number of Bookings in the presentation. Discussion followed regarding the number of bookings per shift and number of officers on duty. He spoke of transport services provided by Washington County. Discussion occurred regarding Washington County Sheriff's Office providing a transport service and their availability during swing shift and early graveyard hours. Chief Groth explained if transport services were not available the booking data in the presentation would be much higher. He said the City could use reserves for transport, but they would have to be available on that shift. He said this information does not reflect transport for detox, they are transported to Hoopers in North Portland, nor does it address those that are mentally unstable, these are transported to a Metro area hospital. He said court appearances also pull officers out of the City during regular daytime business hours. Discussion followed regarding overtime and causes, Chief Groth stated the two largest factors for overtime were shift coverage and court and said late calls also account for overtime.



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Council Liaison Henderson shared a story of being called into Washington County for jury duty and encountering two Sherwood officers who had been there several hours and then had to return to Sherwood to cover their regular shift.

Chief Groth reviewed "What We Have-Support" as; 1 Detective, with crimes that are more complex, seeing use of advanced technology, and not being able to keep up with investigative needs. He spoke of the workload of the detective and having a patrol officer cover a case when the detective cannot. He spoke of the workload of the detective and not being able to give a case the attention it deserves. He said the City has 1 SRO (School Resource Officer) for 5000 children in eight schools and said the SRO is reactive only and spends little time in the classrooms. Chief Groth provided comparative data from the City of Tualatin with 5 schools, 4600+ students and 3 SRO's, equivalent to 1 SRO for 1500 students. He said Tigard has 11 schools, 7700+ students and 4 SRO's, equivalent to 1 SRO for 1900 students. He said there isn't anyone currently on the Drug Team and the City used to have someone but they were pulled off to work patrol. He said in his opinion we need to give better attention to domestic violence, burglaries, thefts and child pornography investigations.

He explained to the Board that the police department has equipment on site that alerts to "pings" related to child pornography. He said the equipment needs constant monitoring of the worldwide web and looking for "pings" and said once an image is identified as pornographic and involves a child, it is given an "invisible flag". He said the system and tools we have are constantly searching for those and when these flags and images pop up, the system grabs them, and if it's from a Sherwood IP address it comes to our machine. He said they have not touched the machine in several months as they don't have someone that can do that as it involves specialized training. He said other agencies will see the "pings" in Sherwood and will work the case.

Chief Groth addressed narcotics and said we only do investigations when they fall into our laps and out of necessity. He said we don't have anyone focusing on these. He said we have Irma (canine) and she is a great resource.

Questions were asked regarding the funding of the SRO and Chief Groth stated the School District pays for 50% of this position.

He reviewed "What We Don't Have" as; a Sufficient Patrol schedule on day shift. He recapped data from 2013, explained the workload, overtime, and a single officer not being enough for demand. He reviewed Support Services and a single detective and SRO not being sufficient, no coordinated narcotic investigations and said we have programs that we have wanted to start for years and don't have the resources to do them right. He mentioned programs such as police volunteers, reserves and a community academy and not able to get to these programs.

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Chief Groth recapped the "Conclusion" of the presentation and said Sherwood is a safe community. He spoke of policing and how it matters to ensure a safe community. He asked the Board how Sherwood got to be a safe community and how we got here. He said we got here through a focused application of adequate police resources over the last two decades. He spoke of crime rates and how they take time to get bad and take time to improve. He said the reason Sherwood is currently safe is because for the last two decades the community, City Council and the leadership of the community has invested in law enforcement. He said if we do nothing now, everybody will be fine, but in 10 years people will ask what happened to Sherwood. He said we need to be thinking about tomorrow and the future and asked if we are keeping pace with the growth Sherwood is experiencing and keeping pace with how it's changing. He spoke of changes in the community from a "bedroom community" 10 years ago and a higher demand for services.

He referred to the presentation and two questions: What does the community want? And are we providing what the community wants? He said the best way to answer these questions is through a formal staffing study and said the funding is available and City Manager Gall would speak of this tonight. He said the other method to see what people want is through surveys, and through the Board members talking to community members and those community members then talking to others. He spoke of how the City would respond to the answers from the community, to either remain status quo, lower service levels, or services through a levy or fee system.

City Manager Gall spoke of prior police department leadership setting the stage for a successful community. He said future decisions will determine the direction of the community. He informed the Board the staffing study is in the budget and said the study could have been done 6 months ago and one of the reasons it was not, was because this Board was not created. He said the Board will now look at the study from a citizens perspective and taking the information to the community. He offered copies of a staffing study from the City of Portland, the RFP (Request for Proposal) and a Scope of Work, (see record, Exhibits C, D and E). He said staffing studies are not unusual and are conducted regularly. He said our RFP should be out next week. He informed the Board there are 4-5 companies nationwide that conduct these studies and expects Matrix, a company out of California to respond to the RFP. He spoke of the scope of work that will be in the RFP and said there is a part of the RFP that not only looks at staffing and organization, it looks at what the community values in term of police services. Mr. Gall referred to the question posed by Chief Groth of what does the community want and said this information is needed and is in the scope of work.

He said proposals to the RFP probably won't be received until late June and a decision on a consultant will probably be made late July or August and said the study will take time to conduct. He said he believes the study is essential to determine where we are and where we need to go. He informed the Board that Chief Groth has requested

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an additional officer in the FY2015-16 budget and he has included it in the proposed budget. He informed the Board that many members of the City Council were new and they have not seen this presentation.

Rich Miller asked what the total cost was for a police officer. Chief Groth replied about \$93,000.

Discussion followed regarding bringing on new officers, sustaining the hires, the cost of training and equipment, and if staff has figured out the total costs so the Council has a good idea of the actual cost. Chief Groth replied yes and explained when budgeting for an officer he budgets for hiring costs and equipment. He said as far as the vehicles, officers are not given a car, they share cars. Chief Groth explained the \$93,000 is an ongoing annual cost and other expenses (equipment) are a onetime expense. He said roughly, the total cost of equipment (vest, uniform, gun), is less than \$2000. He said hiring costs are about \$1000-\$1500. He said there are no additional training costs when they go to the police academy, we just pay their salaries and the state provides the training.

Discussion followed regarding the total cost of an officer, less than \$100,000 being worth the safety provided. City Manager Gall spoke of the City providing all the services and costs within the revenues brought in and said we have to live a balanced budget and he has to propose a balanced budget. He explained the City does not spend reserves on on-going operations.

City Manager Gall said he believes a solution to cover costs would be a levy and the need to go through the process and ask the community if this is what they want.

Chris West spoke of campaigning for a levy and asked for factual points the Board members can use to sell a levy.

City Manager Gall stated part of the challenge is we continue to hear how safe the community is and people don't realize where we are and where we are heading if we don't do something different. He said it will be a gradual erosion of safety.

Bob Silverforb spoke of the impacts on him when he heard we are not working on narcotics or pornography and said the average community member doesn't know what is not being done. He asked regarding the staffing study and if this is for staffing numbers only. Mr. Gall replied regarding the scope of work for the study and making sure we are asking the right questions. He referred to the Portland study and said when he saw the study he said this is what we need, an outside expertise.

Chief Groth spoke of receiving various types of feedback from the community and educating the community and finding out their needs, wants and expectations. He spoke of the role of the Board members and reminded them they were informed of this role during the interview process. He said their role is to be the heartbeat of the



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community. He asked the Board members to take charge and get busy for the City and find out what the community thinks. Chief Groth offered to provide more information to the Board members if they needed it. He said the City is going to proceed with the staffing study as it needs to be done and we need to get feedback from the community. He spoke of developing the RFP and getting feedback from the members.

Chair Zwingli commented that she believes community members do not know everything that occurs in the City and believes this information needs to get out to the community. She shared areas of concern that she had no idea of or knowledge of and gave examples of drug activity at Stella Olsen Park, child pornography and commented on the workload of the SRO.

Chief Groth commented that this is why the Board was established, to connect and engage with the community. He spoke of the challenges of engaging the community and the use of face book and twitter. He spoke of a recent department program he implemented of going door-to-door and conducting neighborhood surveys.

City Manager Gall informed the Board the work they did on the medical marijuana subject was huge, and the Planning Commission and the City Council heard the recommendations of the Board. Mr. Gall spoke of a recent levy in the City of Happy Valley and shared information with the Board of the Happy Valley levy that failed by one vote. He spoke of future decisions made in Sherwood and potential impacts.

Council Liaison Henderson commented regarding the Sherwood community and many people leaving town to go to work and being gone for several hours during the day. She spoke of the benefits of communicating via face book and keeping in touch with people without actually having to be in town. She commented that a challenge is people have different experiences with law enforcement and she believes the message is very important as we are trying to sustain the safety of the community, our youth and property, and not burnout staff. She spoke of the recent City budget meeting and multiple departments vying for the same pot of money. She mentioned the upcoming WCCLS Library levy in November and said if this doesn't pass the City has \$785,000 that will have to be filled and cuts will affect other City departments.

Diane Foster suggested the Council members do a ride-along with an officer and said she learned a lot in the eight hours she spent with an officer. She said she has spoken with community members and informed them there were only two officers on duty and said they were shocked and unaware. She said people are also unaware of transporting out of the City and this leaving one officer on duty.

Ms. Foster suggested the Council members also speaking to community members to inform about policing in Sherwood and said this would also be a good start of communication. Ms. Foster shared her experience with the ride-along.

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Discussion followed regarding types of police calls and time involved to process an arrest. Chief Groth shared information on a police call that occurred in November.

Amy Miller-Juvé asked if there was police data that shows what happens when a police station is fully staffed in terms of what the community gets back. Chief Groth replied some of that data was provided tonight with the services that are not being provided. Discussion followed regarding types of data.

Ms. Miller-Juvé asked about a future Board agenda and said now that we have information to go talk to friends and colleagues, it would be nice to have a meeting where we can speak of the information retrieved and move forward. She said possibly creating a survey to obtain more input from the greater community.

Chair Zwingli said the agendas are set a few weeks before a meeting and said she believes this is what we are working towards, once we get this information from the community, we then present it to the Chief and then figure out how we are going to deal with it. Chief Groth said once the study is done, this will be data we can give to the public.

Mr. West said we need 3-4 talking points that lay out the situation and the number one item to him that would upset the mom's on his block is, there are many times that we don't have 2 officers on duty, either due to transport or other reasons. He said for a community of our size, people will be surprised. He said we then build on that by informing we have 1 detective and 1 SRO. He said Tualatin with a smaller student population has 3 SRO's. He said he is already processing what he will say to the people in his neighborhood and can start posting information on their face book chat room. Chief Groth clarified the methodology of the number of officers per shift, with 2-3 or 5. He said we need to explain to people how a schedule works. He gave the example of not having a minimum standard and referred to the Oregon State Police.

Rich Miller spoke of the approach of positive motivation versus negative motivation and having data that shows if we don't act now what will happen in 5 years.

Ms. Miller-Juvé suggested a 2-3 minute video as an option. Discussion followed.

Mr. Gall shared comments regarding the recent suicide death of a 10 year old and people now talking about what they can do to prevent this from happening again. He said he doesn't want to scare people, but if something isn't done we will move backwards.

Chief Groth spoke of the construction of the current police facility in 2003 and the passage of a bond. He said Tualatin had a similar bond passage and the reason these

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bonds were successful was because they started in the community. He said we need feedback from the community on what they want and what they will pay for or if they are happy with the services they currently have.

Chief Groth referenced the comments made by Rich Miller and the cost of \$93,000 for an officer. He referred to exhibit A and a proposed organizational chart and explained some of the positions and the total number of sworn and non-sworn staff. He said for the additional 8 positions, the average cost is \$752,000. He said we aren't talking about a \$1 million levy, and if adjustments are made based on the community's priorities, we could be in the range of \$500,000-\$600,000.

Chair Zwingli asked what would be the best way to get information to the community. Discussion followed. Mr. West suggested having 3-4 talking points based on information received tonight. He elaborated on number of officers per shift, shift coverage, transporting, time off and the number of detectives and SRO in comparison to Tualatin. Mr. Silverforb said having the talking points is good, but we need to talk to the community about 3-4 of the same issues and bring that information back. Discussion followed with needing facts and then asking people what their expectations are.

City Manager Gall stated the Board can start having conversations and sharing the information they received tonight and we would still move forward with a more formal process of asking the community. Mr. West said we need to have some basic facts to allow for consistency.

Ms. Foster suggested to start with a more general conversation with the community and bringing this information back seeking consistent themes and then look at how to align this with the initiatives and directives of the police department.

Discussion followed regarding not leading the community conversations with discussion of a levy and giving people information and increasing their knowledge of the police department.

Discussion followed regarding the staffing study and the organization chart of proposed staffing. Chief Groth stated what he wants is for the community to tell him what they want and what they expect.

Chair Zwingli recapped what she has heard as far as what the Board members can do in the following months; Have a conversation with community members about what they want in a more generalized approach. And to have something to talk about if there are questions, have some of the talking points suggested by Chris to continue the conversations and see if themes show up. Chief Groth replied he agrees with what Chris has said and believes the beginning of the conversations should be what was suggested by Diane. He said don't worry about the talking points right now, and

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he would ask the Board to go and engage conversation and let people lead it. He said the goal tonight was to arm the Board with information and suggested they use that information as they need to or want to, but ask they simply start the conversation. He gave an example of gathering public input and developing themes, a theme would be people indicating things are fine with the level of current police services. He said based on developing themes, we can develop talking points.

Chief Groth spoke of the example of having a Master Plan and referred to the Parks Master Plan, he said let's have a policy document that indicates where we are going and one that lays a future plan. Discussion followed regarding people wanting comparison data of other cities and looking at a City's budget for number of employees.

Council Liaison Henderson and City Manager Gall commented about the recent budget committee meetings, challenges with PERS, the Police Department being the most expensive City department, and new budget committee members.

Chair Zwingli asked if the committee members wanted to hear more about the budget as opposed to hearing about the police department budget only. Discussion followed and a comment was received that yes more information is good to have a better understanding of the City's budget, but not to detract from the work of the committee. City Manager Gall stated he would like within the next 3-6 months to have the Finance Director come talk to the committee about the overall budget and challenges in the next few years, including PERS.

Chair Zwingli asked if there was a need for further discussion on what the committee members should be doing in the coming month. No comments were received.

She addressed the next agenda item and asked Chief Groth if he had a staff report.

### **5. Staff report(s)**

- a.** Chief Groth stated the report has been given.

### **6. Citizen Comment**

Neil Shannon, Sherwood citizen and Budget Committee Chair, stated he agreed with Councilor Henderson's comments regarding the Police Department's budget probably being approved by the budget committee. He said there was a lot of interest by the budget committee on staffing and said they had a shorter police department budget presentation in comparison to tonight's conversation and said it would have been useful for the budget committee to receive this information. He spoke about his previous concerns with a half time emergency management person and what the City could be doing with additional resources and emergency management being one of those things.

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He suggested the committee could email the Budget Committee and communicate their support of the police department. He commented regarding the quality of life for the police department staff and the demand of working 60 hours a week, their family life deteriorate and the disposition they may be in when dealing with the public with this type of a workload. He commented regarding tension of police staff.

Nancy Ellingson stated she volunteers with the police department and provided a testimonial and said it's an honor to be here. She shared with the committee that she has never heard a cross word amongst the staff and spoke of the positive environment and respect the officers show to the public. She commented regarding this being reflective of the leadership of Chief Groth. She commented regarding the importance of the committee helping Chief Groth get the message to the public. She commented regarding the police department staff being there when a call came in and having 2 officers on shift.

Chair Zwingli asked the committee if they were interested in the suggestion of emailing the budget committee in support of the police department's budget. Discussion occurred regarding emailing as a statement from the committee or as individual citizens.

Chris West clarified that Chief Groth was asking for 1 more police officer and made the following motion:

**Motion:** from Chris West as the Police Advisory Board to wholeheartedly support the need for an additional officer in the upcoming budget. Discussion followed on the motion.

Bob Silverforb asked if it would be more beneficial to have a representative of this committee at the budget committee. Neil Shannon stated citizen comments at the budget committee has been closed and said the budget committee will be discussing the budget, but there will not be an opportunity at the meeting to present anything.

City Manager Gall stated there is an opportunity at the June 16<sup>th</sup> City Council meeting to have someone come to Council and speak. He said email also works as it becomes part of the record. He said the Council on June 16<sup>th</sup> will make the final decision on the budget. Discussion followed and it was suggested that each member take it upon themselves to send individual emails rather than emailing as a group.

Chief Groth stated the committee may have time between now and their June meeting to get input from their constituents and then send an email. Discussion followed regarding the committee members gathering information from the public and emailing that information to Chief Groth and Chief Groth or staff compiling the information and providing it to Chair Zwingli.

Chair Zwingli asked regarding the timeline of receiving the emails from the committee members. Chief Groth clarified, one suggestion was to email the budget committee as



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individuals and by a date in June, the 1<sup>st</sup> or 5<sup>th</sup>, this would allow the committee members time to engage the community and get that feedback back to staff and staff then forwarding this information to Chair Zwingli and then that email from the Police Advisory Board is sent to the Council.

Neil Shannon added that he agrees that emails from individual committee members to the budget committee would be more effective and if the Board wanted to make a presentation before the Council they could do that on June 16<sup>th</sup>. Neil stated the budget committee meets next Wednesday so if they wanted to send emails he recommends getting that done by next Tuesday.

Chair Zwingli recapped the timelines and said individual emails can be sent to the budget committee by next Tuesday and get emails into Chief Groth by June 5<sup>th</sup> for the City Council.

Christian Verkest asked Chief Groth what the timeline was to hire an officer and if it's difficult to find someone. Chief Groth said for this position, assuming everything is approved in July, we hope to use an existing pool we are hiring from. He said in more general terms, we usually gather about 75-100 applications for a position. He explained if a recruit is hired, it's about 18 months before they are on their own. Discussion followed and Chief Groth provided examples of hiring.

Chair Zwingli reminded Mr. West of his motion and the need to withdraw.

Chris West withdrew his motion.

Chief Groth informed the Board that the City Recorder suggested the Board meetings be recorded and said he would speak with IT staff to prepare the equipment so they can record from the current meeting location of the police community room. He said if this could not be done, the Board meetings would move to the City Hall community room. Comments were received that IT has videoed from this location in the past and more than likely can set up to record.

## **7. Adjourn**

Chair Zwingli adjourned at 9:55 p.m.

Approval of Minutes:

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Chair Zwingli

Attest:

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Angie Hass, Executive Assistant



May 21, 2015  
Date

Police Advisory Board  
Gov. Body

4. a  
Agenda Item

A  
Exhibit #

## Who We Are

- The Sherwood Police Department is a human service organization. If we don't have people, we can't do what is expected of us.
- The community is safe because we do what we are empowered to do and expected to do.
- We maintain order by our visible presence, responding to calls, solving problems and our proactive activity.
- We employ a Community Policing philosophy that is based in part on high activity levels to identify, deter & prevent and control crime.
  - There are certain elements that must exist in order for a crime to occur:
    - Intent/Desire (& ability)
    - Opportunity
- We can't affect a person's intent or desire, but we can prevent and/or limit a person's ability and opportunity to commit a crime.
- We are the only 24 hour-a-day service provided by the city.

## YOUR Police Department



Traffic/Support/Admin

4 Years

17 Years

17 Years

11 Years

7 Years

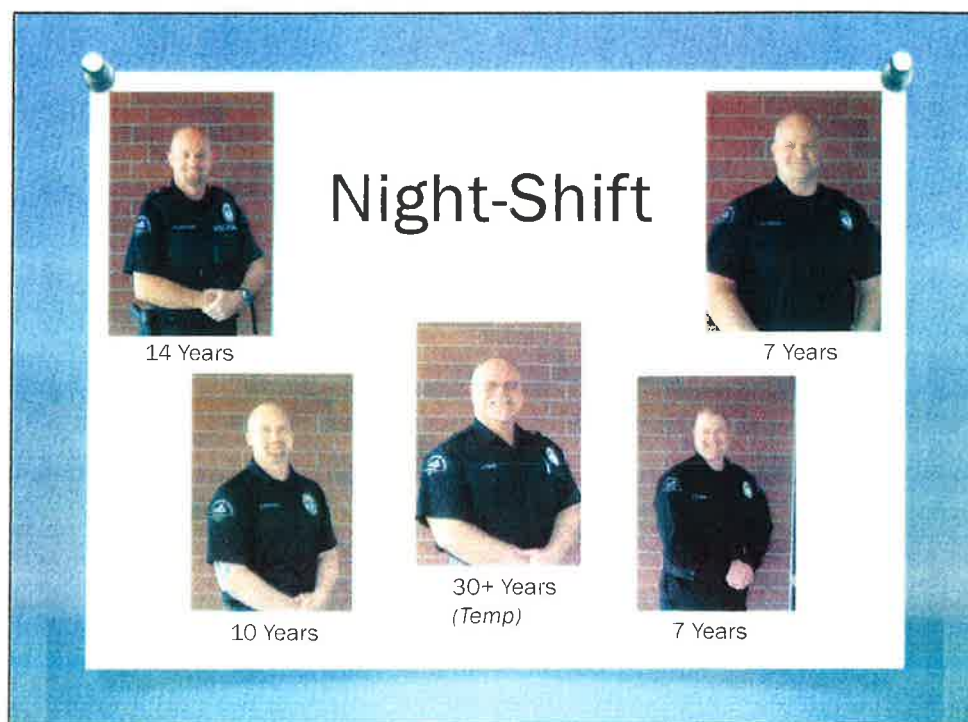
8 Years

Day-Shift

11 Years

8 Years







# Leadership



28 Years



26 Years



21 Years

# Leadership Team



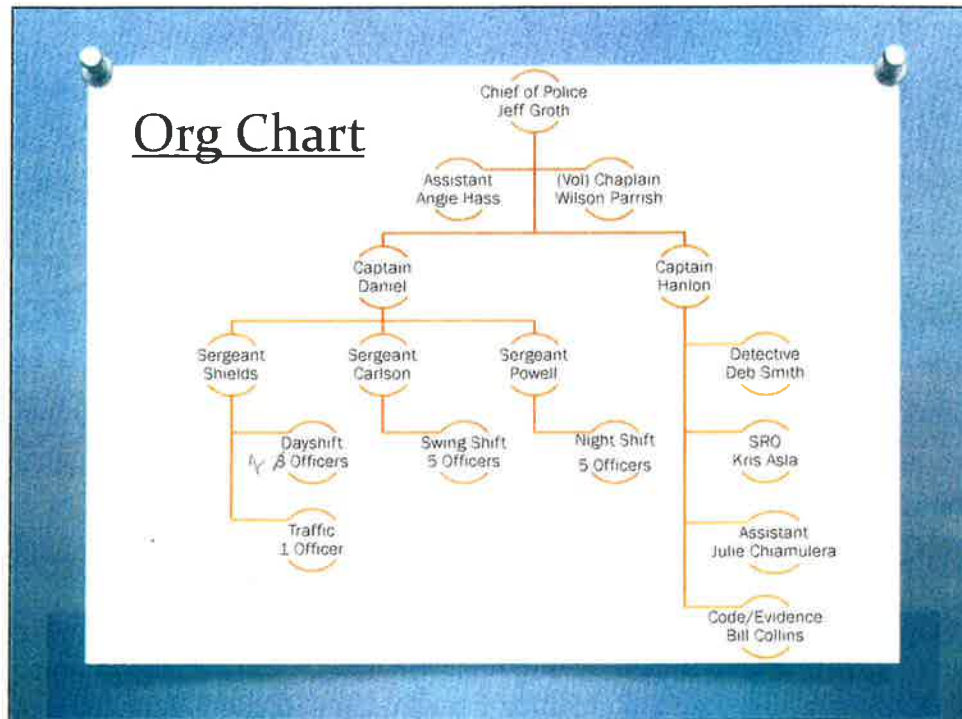
18 Years



7 Years



13 Years



## Staffing

Total police-staff of 25  
 22 sworn  
 3 non-sworn

Staffing ratio  
 1.25 total staff per 1,000 residents, or  
 1.10 sworn staff per 1,000 residents.

Leadership Team  
 Chief, 2 Captains & 3 Sergeants

Patrol  
 Dayshift: 2-3 officers  
 1 Traffic officer  
 Swingshift: 5 officers  
 Nightshift: 5 officers

Support  
 1 Detective  
 1 SRO  
 1 Community Service Officer

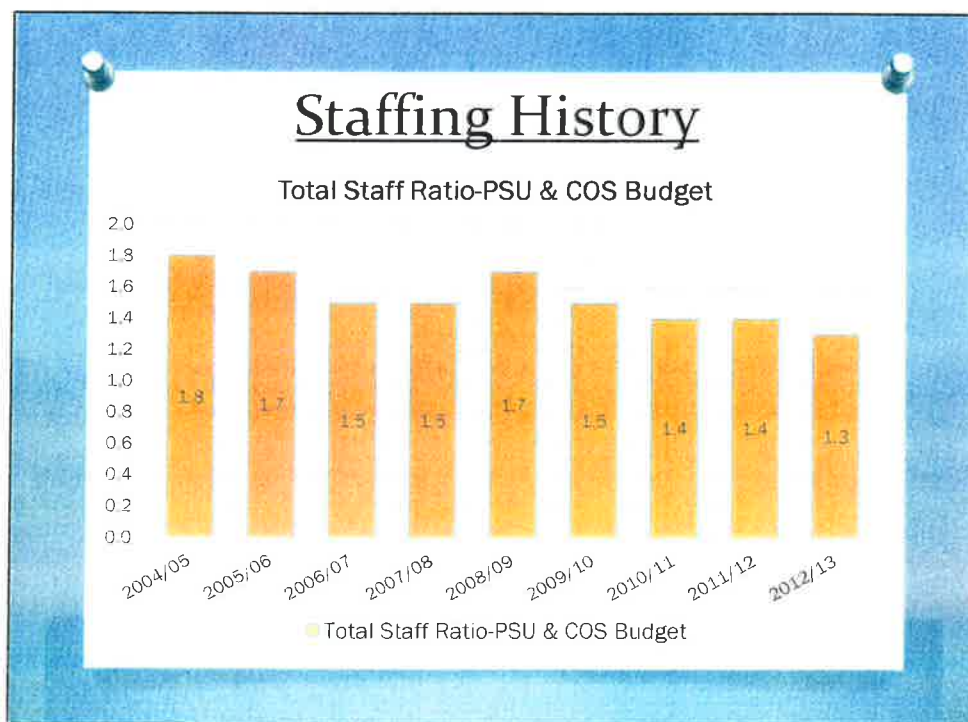
## What We Protect

- Sherwood's
  - About 70 miles of streets and roadways
  - About 350 licensed businesses
  - About 5,300 single family dwellings
  - 41 multi-family housing units (3 or more residents)
  - 250 commercial structures
  - Over 5,500 total physical structures
  - 8 public schools
  - Over 5,000 students
  - 18,955 full-time residents
  - \$1.5 billion+ worth of assessed value (Property tax)

## What We Are About

- 1 Strategic Plan document
- 2 Priorities & Goals
  1. Solidify police staffing & build sustainability
  2. Maintain a police department that keeps pace with the community and continued growth
  3. Maintain a staffing level that continues to impact criminal ability & opportunity, keeps people & property secure, keeps our officers safe and maintains life/work balance.
  4. Maintain a police department that is in line with the expectations and will of the community.

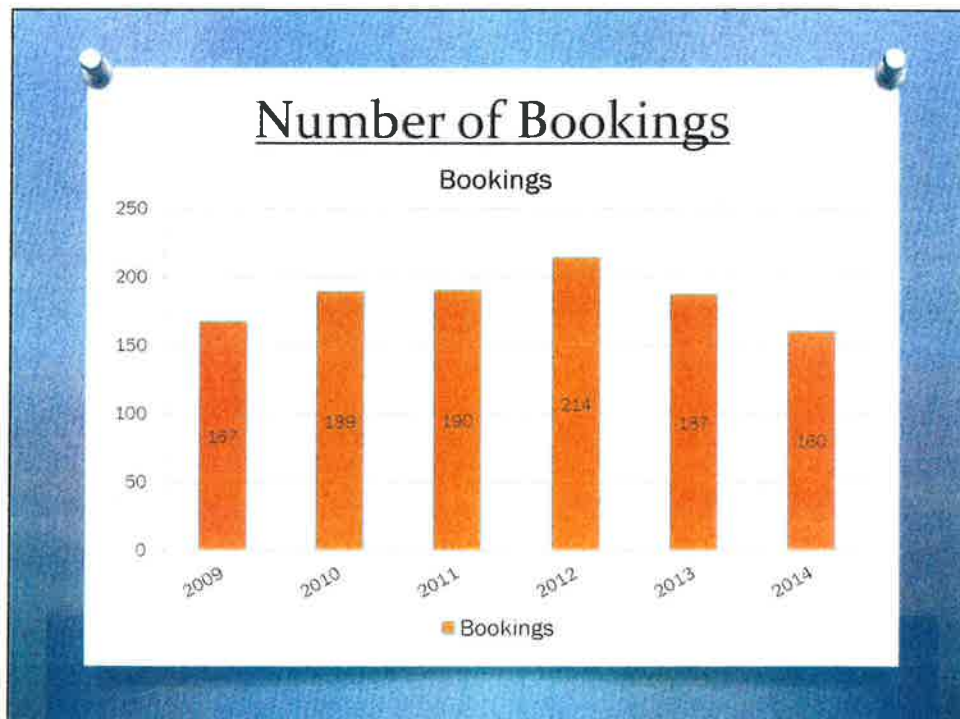






- ### What We Have-Patrol
- Our minimum patrol staffing level calls for 2 officers on duty 24/7
    - When something impacts the schedule, we pay OT
    - Affects work/life balance of officers
  - Sergeants are often the primary responding unit on calls
  - Is a 2 officer minimum sufficient for a city of 19k with over 4 square miles of area?
  - Is only 1 officer assigned to traffic enforcement enough to address problems and cover peak traffic times?





### What We Have-Support

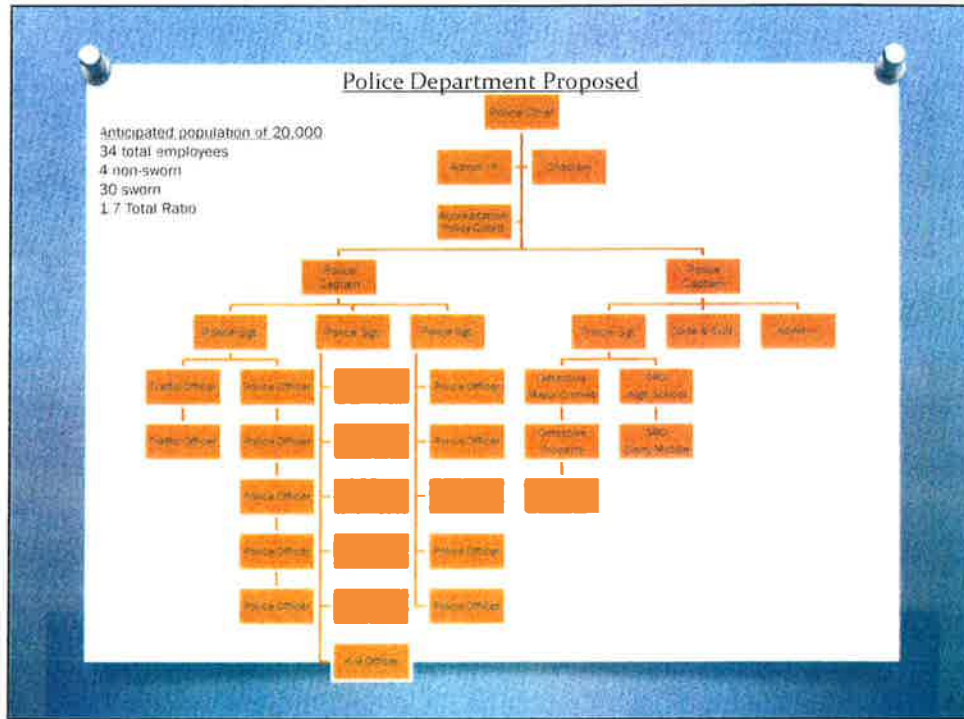
- Support staffing:
  - Criminal investigations - 1 Detective
    - Crimes are more complex
    - We are seeing advanced technology
    - Not able keep up with investigative need
  - School-based policing - 1 SRO
    - 1 officer for 5,000 children (in 8 schools)
    - Reactive only, with very little middle school presence
    - Also assists with patrol schedule when necessary

## What We Don't Have

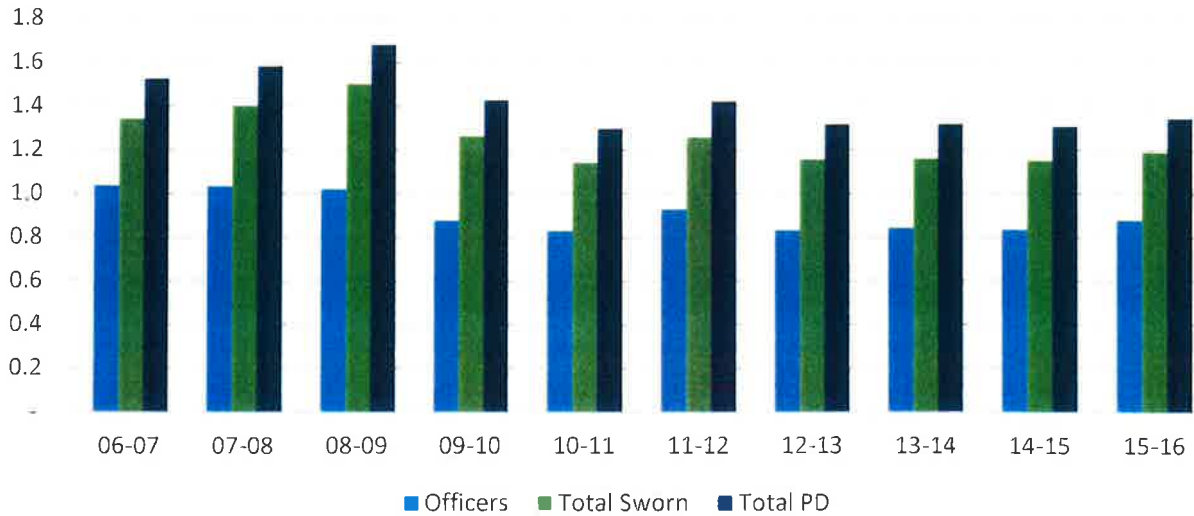
- o Sufficient patrol schedule
  - o Police officers worked the equivalent of 1 FTE in overtime hours in the 1<sup>st</sup> half of FY13 & are cashing out PTO that they aren't using
  - o Single traffic officer isn't enough for demand
- o Sufficient support resources
  - o Single detective isn't enough to investigate the cases we should
  - o Single SRO cant cover all schools and there is no school-based prevention
  - o Lack of any coordinated & focused narcotics investigations
- o Desired and valued programs that require staff resources
  - o Enhanced Police Volunteer Program/Reserves
  - o Community Academy

## Conclusion

- o Sherwood **IS** a safe community-but why/how come?
- o Are we keeping pace with growth & needs?
- o **What does the community want?**
- o **Are we providing what the community wants?**
- o How do we answer that question?
  - o Formal staffing study-\$20K budgeted
  - o Survey(s)
- o How do we respond to the answer?
  - o Status quo?
  - o Lower service level?
  - o Levy?
  - o Fee system?



## Budgeted Police Dept. Staffing per Capita



Fiscal Year	Officers	Command Staff	Non-Sworn	Total	Population
06-07	17	5	3	25	16,365
07-08	17	6	3	26	16,420
08-09	17	8	3	28	16,640
09-10	16	7	3	26	18,194
10-11	16	6	3	25	19,255
11-12	17	6	3	26	18,265
12-13	15.5	6	3	24.5	18,575
13-14	16	6	3	25	18,955
14-15	16	6	3	25	19,100*
15-16	17	6	3	26	19,300*

\*Estimated Population

# THE DISPATCH

Police Chief knows that many of the best ideas and insights come from IACP members who serve their communities every day. The Dispatch is an opportunity for members and other readers to share their wisdom, thoughts, and input on policing and the magazine.

## MEMBERS SPEAK OUT

In March, *Police Chief* asked our readers to identify the primary sources of stress for officers. Here are the results.

“I feel the **main cause of stress is being away from your family** and time management. It’s hard to come home after a long day [of] being alert of your surroundings and then **spend time with your family while not allowing the job’s day to hinder you.** The human body uses a lot of energy to pay attention to your surroundings. Many officers want to rest when they get home after a hard day, and this is where life takes over, helping your kids with homework, house chores, time just to hold your family. At the end of the day, you’re completely exhausted. Then this doesn’t include if you’re a single parent or a parent going through hard times. **Many officers forget to put family first. This job will always be here for years to come; crime never stops.**”

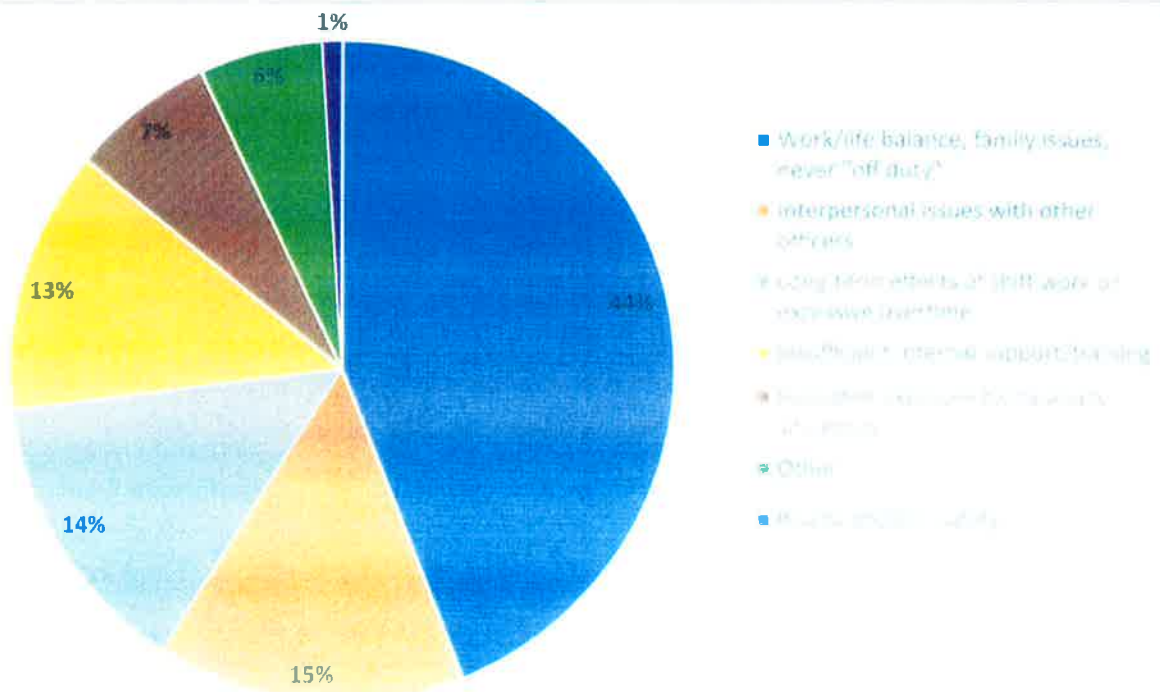
—Christopher Williams, Trooper II,  
Texas Department of Public Safety

“The difference between **long-term effects of shift work** and **repeated exposure to traumatic situations** is negligible. On a different day, I probably would’ve chosen repeated exposure [instead of shift work].”

—Brad Johnston, Chief,  
Astoria Police Department, Oregon

“**Insufficient training that leads to safety concerns and the never being off duty mentality are all causes for stress.** A climate in which no one cares makes it difficult to broach these subjects, which are all concerns among officers who have a mission statement or motto that is not concerned with, nor aligned with these stressors.”

—K. Ousman, Trooper,  
Texas Highway Patrol





# City of Sherwood Police Department

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## Strategic Plan

### Sherwood City Council Goal #4-Public Safety

*Provide for the safety and security of the community and its citizens.*

As a part of, and in coordination with goal #4 of the Sherwood City Council, the Sherwood Police Department's strategic plan establishes the department's prioritization and delivery of services and sets the department's strategic objectives and goals for the coming year. This strategic plan is complimentary to the city's mission statement. It should not be viewed as a rigid or all-inclusive list of the organization's initiatives or work activities. The plan includes our:

- Purpose
- Mission and Vision Statements and Organizational Values
- Strategic Objectives
- Goals

### **Our Purpose**

The Sherwood Police Department is a publicly funded municipal government agency whose primary purpose is to serve the community. We have tremendous responsibility and are given unique trust; as such, it is imperative that we remain open and transparent, hold ourselves accountable and abide by the following standards:

- Adherence to the highest level of professionalism and integrity
- Abide by Industry Best Practices
- Apply sound business management principles, and
- Operate as a value based organization

As a public agency, we exist for the community and believe in the philosophy that the police are the public and the public are the police. We believe that law enforcement is a fundamental and critical service to the community and must be maintained as a priority.

### **Our Mission Statement**

The Sherwood Police Department is dedicated to providing professional law enforcement services and preserving the quality of life for its citizens and community.

### **Our Vision for the Organization**

The Sherwood Police Department is a highly respected law enforcement agency. We strive to be technically superior, highly trained and constantly evolving. We work to remain an agency

May 21, 2015  
Date

Police Advisory Board  
Gov. Body

4.a  
Agenda Item

B  
Exhibit #

- c. Manage and maintain department accreditation status by submitting annual reports and facilitating an on-site evaluation every three (3) years
3. Enhance investigative resources/staffing to:
  - a. Address illicit and prescription drug activity and complaints in cooperation with county resources
  - b. Provide investigative resources to crimes such as business fraud & embezzlement, metal thefts, organized retail thefts, stolen cars, domestic violence, residential and commercial burglaries
  - c. Allow for enhanced response to child exploitation cases
4. Enhance school policing effort:
  - a. Add additional SRO to assign to elementary & middle school
  - b. Begin youth prevention curriculum

#### **Future Goals**

- Develop and implement a neighborhood based crime prevention program for residents that is delivered by patrol officers
- Develop and implement a retail crime program or commercial crime unit that targets organized retail theft, commercial crimes and focuses on commercial/business crime response, investigation & prevention delivered by police officer(s)
- Further enhance drug investigations by adding full-time narcotics officer
- Increase level of supervision to assist with patrol and special projects by adding additional police sergeant

May 21, 2015  
Date

Police Adv. Board  
Gov. Body

4.a  
Agenda Item

C  
Exhibit #



Office of Mayor Charlie Hales  
City of Portland

REPORT TO COUNCIL

DATE: April 2, 2015

TO: City Council

FROM: Mayor Charlie Hales

SUBJECT: Accept report from Matrix Consulting Group on the Portland Police Bureau Staffing Study

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I am pleased to submit for your consideration a report from Matrix Consulting Group on their staffing and organizational analysis of the Portland Police Bureau.

The Fiscal Year 2013-14 Adopted Budget contained a budget note directing the Police Bureau to conduct a staffing analysis incorporating, shift configuration, call classification and response time goals, patrol district size, volume of calls for service, and officer safety requirements.

This original scope was later broadened by City Council to include the following items:

1. Assess how efficiently the bureau is organized to conduct operations with current resources
2. Assess how productively personnel and other resources are used to conduct current operations
3. Specify appropriate levels of personnel needed to conduct operations;
4. Identify crimes, victims and police services that require more effective response than what is currently provided
5. Identify proper police functions in conjunction with community expectations regarding public safety which are not being performed
6. Identify functions performed by the bureau that can be performed more effectively by alternate means
7. Assess the degree to which the bureau is incorporating contemporary philosophical and programmatic innovations
8. Examine overall efficiency seeking cost-savings without impacting service and community safety
9. Ensuring spans of control are appropriate to effectively and cost-efficiently accomplish city and bureau goals

Matrix Consulting Group was contracted to provide this evaluation and a package of recommendations. They gathered a great amount of data and input to ascertain what is desired from the police bureau by city leadership, community members and police bureau members.

The Executive Summary (provided in the council packet) identifies many areas in which the police bureau is already successful (see tables on pages 4-6). The approximately 90 individual recommendations (summarized in a table on pages 8-15) range in complexity from reclassifying a sworn position to creating entirely new units.

Some of the recommendations have already been implemented. Chief O'Dea created the recommended fourth branch to better distribute management responsibility at the highest ranks. Others are in process, like acquiring a new records management system. The Regional Justice Information Network (ReJIN) is scheduled to go live this month. This system will work to resolve various information and personnel management issues identified in the study.

Additional recommendations will need further examination in light of changing community priorities and needs, and available resources. Our goal is to create efficient and effective operational outcomes which will provide the community the levels and types of service they desire.

This brief presentation at Council is meant to provide a basic overview of findings and allow Council Members to ask questions which may relate to this year's budget cycle discussions. The full 219-page staffing study will take time to examine and plan for useful implementation. Police Chief Larry O'Dea and my policy director, Deanna Wesson-Mitchell look forward to working with individual council offices on the areas of most interest to them.

A link to the full report will be provided by the Council Clerk prior to the hearing.

Sincerely,



Charlie Hales  
Mayor of Portland

**Police Bureau Staffing Study**  
**CITY OF PORTLAND, OREGON**

**matrix**   
consulting group

201 San Antonio Circle, Suite 148  
Mountain View, California 94040  
650.858.0507



## **1. INTRODUCTION AND EXECUTIVE SUMMARY**

The Matrix Consulting Group was retained by the City of Portland to conduct a Staffing Study of the Police Bureau. This final report presents the results of the study. This study, which began in the summer of 2014, was primarily designed to provide an assessment of the staffing needs of the Bureau. However, the efficiency and effectiveness of Police Bureau operations was also evaluated, identifying many improvement opportunities relating to service delivery, organization and staffing, as well as management.

The Matrix Consulting Group is a management consulting group established in 2002 that focuses entirely on public sector analytical services and specializes in public safety services. These services include organizational structure evaluations, operational efficiency and effectiveness reviews, organizational culture evaluations, and staffing studies. The staff at the Matrix Consulting Group have provided analytical services to public safety agencies for over 30 years and have conducted over 250 individual studies of law enforcement services during their careers.

In reaching the concluding point of the study, the project team assembled this final report, which summarizes our findings, conclusions, and recommendations where appropriate.

### **1. STUDY SCOPE OF WORK**

It is imperative that local governments periodically review the services that they deliver to the public in order to identify resource requirements, operational efficiencies, management and customer services goals are met. Public safety operations are not

exempt from this need. While the major focus of this study was the staffing needs of the Portland Police Bureau, it is impossible to completely divorce the management of resources from the number of resources needed. As a result, the scope of this project was comprehensive and included the following:

- Staffing allocations and deployments in each Police Bureau function;
- The Portland Police Bureau's organizational structure;
- The management systems used to control operations and ensure that Bureau and community goals are met;
- A review of business processes and practices and a comparison with "best management practices in law enforcement".

This assessment is intended to be a blueprint for the choices that the City of Portland and its Police Bureau has to be more effective in its service to the community and to strengthen key internal processes.

## **2. STUDY METHODOLOGY.**

In this Police Bureau Staffing study, the Matrix Consulting Group project team employed a wide variety of data collection and analytical techniques. The project team conducted the following analytical activities:

- At the outset of the staffing study, the study team interviewed the Police Chief and his management team. The project team also met with the Mayor, City Commissioners, the City Auditor, and other municipal staff. The purpose of these interviews was to develop an initial understanding of the issues and background that led to this study.
- The project team conducted an intensive process of interviewing staff in every function within the Police Bureau. Members of the project team interviewed over 200 staff in individual interviews. These interviews included staff at every level in the organization — managers, supervisors and line staff, including over four days of ride-alongs with patrol staff.
- While on site, the project team collected a wide variety of data designed to document deployments and schedules, workloads and service levels as

operating and management practices. The project team developed descriptive summaries, or profiles, of each function within the Police Bureau – reflecting organizational structure, staffing, workloads, service levels, and programmatic objectives.

- In order to make the assessments of operational and management strengths and improvement opportunities, the project team developed a set of performance measures, called "best management practices" against which to evaluate current services, workloads, and service levels in the Police Bureau.

Throughout this process the project team met with the Police Bureau's command staff to review study progress and issues identified. Reviews with a broadly based project steering committee were also accomplished at key junctures of the study process.

### **3. STRENGTHS OF THE PORTLAND POLICE BUREAU.**

Again, while the study's principal focus was staffing, the management of the Bureau's operations and services to the public were a necessary consequence of the effort. A study such as this one necessarily focuses much of its attention on improvement opportunities in operations and management – regular evaluations necessary for any client agency. However, this study process has also identified many positive characteristics in the Portland Police Bureau. This conclusion was established from:

- Our extensive input from and interaction with a large number of personnel in the Police Bureau which highlighted staff's dedication to service. The use of an anonymous survey brought the input of hundreds more employees.
- The "best practices" assessment process used in this study was also key to understanding that the Police Bureau has a history of providing high levels of service and a wide range of services.
- The analysis developed by the project team as it conducted this staffing study of the Portland Police Bureau.

It is important for the project team to point out that the Police Bureau has taken a number of steps to develop itself as a model large police department, which can be seen in changes to management systems, attention to the efficiency and effectiveness of programs and services, and attention to community needs. While some change has been in response to the oversight of the Department of Justice, the Police Bureau has been proactive in exceeding these requirements. As a result, this study identified many major positive attributes of the Police Bureau, some of which are summarized in the following table:

<b>PORTLAND POLICE BUREAU</b>
The Police Bureau highly values its service to the communities it serves and is structured to be more responsive and available to the public.
The Police Bureau is accredited as a law enforcement organization attesting to its standing in its profession.
The Police Bureau has implemented many programs and created units to ensure that no aspect of service to the community is neglected.
With the police administration a commitment to provide an even greater level of proactivity in services as well as responsiveness to community generated needs.
The Bureau has taken the proposed Department of Justice settlement and has proactively implemented far reaching changes in the organization affecting operational oversight, directives, training, supervision and personnel evaluation and professional standards.
<b>OPERATIONS BRANCH</b>
Precinct police facilities throughout the City that enhances the ability of the PPB to deliver services to the community and also for residents to have local access to a police service facility.
Deployment strategies that effectively match field workloads with Officers assigned.
The PPB is currently providing alternative call response techniques (e.g., on line or telephone reporting unit) for 11% of the total number of calls for service responded to by Patrol personnel using light duty personnel temporarily assigned to the Operational Support Unit, with additional organized effort this percentage can reasonably increase to 15-20% of all calls for service.
The Operations Branch is developing an approach to "hot spot" and predictive policing through a research/pilot project, intended to anticipate crime but also direct the time of field personnel to community problems.
Field personnel have high levels of proactive time and utilize it to address community problems.

Command, supervisory, and line employees are involved in the community.
Field supervisors are actively involved in personnel and service oversight.
<b>INVESTIGATIONS BRANCH</b>
Diverse array of investigative units designed to effectively follow-up on crimes with specially trained staff.
Diverse array of proactive investigative capabilities to address organized crime and street crimes, vice and narcotics <b>problems</b> in the <b>City</b> .
New information systems coming on line within the next year will significantly improve regional data <b>sharing</b> as well as case <b>management</b> .
The Branch has developed several capabilities in emerging areas – for example, human trafficking.
The Family Services Division has developed a multi-disciplinary approach to child and elder abuse and domestic violence in the City involving law enforcement, the District Attorney, State, and County and private not-for-profit agencies to integrate assistance to victims and enhance vertical prosecution of cases.
Many specialized units are not filled with full time personnel.
Property and evidence is regularly and irregularly audited.
<b>SERVICES BRANCH</b>
The Fiscal Division has successfully implemented complex and necessary financial system upgrades during the past couple of years.
Through extensive knowledge of SAP and Bureau labor contracts, Fiscal payroll staff is able to optimize Bureau payroll timeliness and accuracy.
The Alarms Program administered in the Fiscal Division has achieved a multiple year decline in false alarms. It also collects sufficient fees to cover the cost of program staff and officer alarm response expenses.
The Records Division (along with the Bureau as a whole) is scheduled to go live April 2015 with a new and up-to-date regional records management system (RMS).
The Records Division places a high priority on record accuracy. All staff meet LED and UCR certification requirements and the division recently passed a LED audit.
The Records Division recovers the actual cost of providing copies of public records and releases and updates its fee schedules regularly.
Recruitment of diverse elements of population has become a focus of the process.
Most functions in this branch have been civilianized.
Training make use of skilled/trained personnel from other functions as a part-time/collateral resource to supplement Training personnel.



<p>The Emergency Management Unit's (EMU) Sergeant serves as the Bureau's representative on the regional Emergency Management Steering Committee and also represents the Bureau in city-wide emergency preparedness task groups. EMU has successfully worked with regional partners to secure regional grants.</p>
<p>The EMU equipped and was in command of the Bureau's operations at the City's new Emergency Coordination Center during Occupy Portland in 2011.</p>
<p>The EMU has recruited thirty NIMS emergency responders within the Bureau and completed training exercises for this cadre. Rather than relying on appointments for recruits, the EMU has sought out <b>personnel specifically interested in emergency response.</b></p>
<p>Policies are managed very efficiently. Policies being reviewed and approved are significantly higher in number and feedback <b>process is being improved to meet needs of all employees.</b></p>
<p>The community is involved in several functions of the department from professional standards, DOJ compliance, training issues, recruitment.</p>
<p>A new evaluation system is being put in place to evaluate the performance of sworn personnel. There was no system in the past.</p>
<p>The Communications Unit within the Office of the Chief of Police has realized that it need no longer rely solely on traditional media to communicate with the public. It has a well-developed external website and has effectively used social media – including accruing at least 30,000 Twitter followers.</p>
<p>Recognizing the need to make officers approachable to the general public the Communication Unit's strategies include a billboard campaign.</p>

The project team feels that it is important for this Executive Summary to highlight at least some of the positive features of the Police Bureau.

#### 4. SUMMARY OF RECOMMENDATIONS

This study examined staffing needs as well as choices in operations that impact staffing. However, the study team also evaluated many improvement opportunities for operations and service to the public and internally. These issues represented the principal focus of this study.

While there are many recommendations made in this report, the project team found several recurring issues across the organization. The following points summarize the most significant improvements to be made by the Police Bureau:

- The Bureau has demonstrated a commitment to proactively conduct community outreach in the planning and delivery of its services. In spite of this, there appears to be a gap in the much of the community's perception of outreach efforts. This means that managers need to be even more involved in the community.
- The lack of useful real time performance data hinders managers' ability to monitor operations and services.
- The Bureau will implement new technologies in the next year to address management and business process issues. However, technology is not wholly the problem – processes need to be redesigned around the efficient transfer of information.
- There are "silos" in the Bureau, which reorganization and management re-focus should address.
- Overall, the Bureau has adequate resources to provide very high levels of service externally and internally, even though some of these resources need to be re-distributed.
- However, meeting the expectations of the community in some areas (e.g., human trafficking) has resulted in gaps in other areas of the service that the Bureau provides to the community (e.g., lack of a computer crime capability).
- The Bureau should continue its commitment to civilianize selected positions, especially administrative positions, within the organization where the use of sworn positions are not required to effectively perform the duties.

The following exhibit provides a list of the principal recommendations in this report. For each recommendation a priority is accorded (High, Medium, and Low) based on the project team's view of the importance of each to the organization as well as a suggested timeframe for implementation. The report should be accessed for discussion of the details and analysis of each issue, as well as background behind each recommendation.

CITY OF PORTLAND, OREGON  
 Final Report on the Police Bureau Staffing Study

Branch/ Function	Recommendation	Priority
<b>OPERATIONS BRANCH</b>		
Patrol	Management should monitor leave usage by employees during the year to ensure that all use of leave hours is appropriate.	Medium
	Annually review the number of community generated calls for service from the CAD data to determine the trend in community generated workload and the distribution of call for service workload in each precinct.	High
	Review and audit a sample of Priority 2 calls for service to ensure that the classification of the incidents met the Priority 2 definition of "a life may be in immediate danger".	High
	Supervisors should actively manage Patrol Officers' proactive time with planned activities (using regularly updated crime trend information) and make proactive patrol assignments to address crime, crime trends, quality of life issues and community concerns.	High
	Continue to annually review the distribution of calls for service related workload among the precincts and deploy Officers to the Precincts based on this workload.	High
	After a second year of CFS workload analysis determine if Precinct and/or District boundaries should be adjusted to balance workload among the Precincts and also provide an Officer in each District on each shift.	High
	The project team recommends the continuation of a three-precinct model for service delivery and cost effectiveness reasons.	High
	Adopt a process to enhance delivery of patrol services during the periods when proactive time is available. The Patrol Lieutenants and Sergeants should coordinate the development of plans that identify specific tasks/projects that can be worked on or accomplished when proactive time is available during a shift.	High
	Adopt a 45% average proactive time level goal for patrol operations.	High
	Maintain the current level of Patrol Officer staffing in the precincts.	High
	Develop and regularly update organizational forecasting that includes the number of people eligible and likely to retire; correspondingly adjust the authorized staffing level.	Medium
Specialty Units	Create a new human sex crimes trafficking unit of one Sergeant and four Officers (adding one (1) new Sergeant and one (1) new Officer position and reassigning three (3) Officers from the Prostitution Coordination Team). This is dealt with again in the analysis of the Investigations Branch.	High

CITY OF PORTLAND, OREGON  
 Final Report on the Police Bureau Staffing Study

Branch/ Function	Recommendation	Priority
Traffic	Evaluate the Traffic Division for Detail 3 to determine if there is a need for a Traffic Division Detail to work on Sundays or if it is a more effective use of resources to change their schedule from Sunday–Wednesday to Monday–Thursday.	Medium
	Increase the number of Canine Officers from eight (8) to ten (10) to provide more complete and consistent canine coverage and patrol support throughout the day.	Medium
	Move the Canine Unit to the East Precinct chain of command.	Medium
Youth Services	Authorize three additional Police Officer positions to provide one officer per public high school (with shared responsibility for middle and other schools).	High
	Seek financial support from Portland Public Schools to assist in meeting a benchmark of one School Police Officer at each public high school campus in the City.	Medium
	The City and Police Bureau should re-evaluate the need and effectiveness of the GREAT program in the schools if grant funding is eliminated or significantly reduced from current levels. This would eliminate a grant funded Lieutenant position.	Medium
	More uses should be evaluated for cadets as appropriate in the Bureau. A Bureau wide committee should be established to determine the roles appropriate for a reserve in Portland.	High
	Greater efforts need to be made to secure the services of Reserves in the Portland Police Bureau – perhaps in conjunction with other regional police agencies.	High
	Transferring responsibility for the recruitment, training and supervision of cadets and reserves should be considered. The Training or Personnel Divisions could be considered.	Medium
<b>INVESTIGATIONS BRANCH</b>		
Detectives	Maintain the current staffing of two (2) Sergeants and 12 Detectives in the Homicide Unit, with ten (10) Detectives assigned primarily to homicides and 2 to missing persons.	High
	Maintain the existing level of staffing in the Assault Unit of one (1) Sergeant, six (6) Detectives in Assault.	High
	Increase staffing in the Sex Crimes Unit by one (1) Sergeant and two (2) Detectives, bringing the total staffing of the Unit to two (2) Sergeants, 12 Detectives and three (3) SORD officers.	High

CITY OF PORTLAND, OREGON  
 Final Report on the Police Bureau Staffing Study

Branch/ Function	Recommendation	Priority
	Decrease staffing in the Robbery Unit by one (1) Detective, resulting in a staff of one (1) Sergeant and six (6) Detectives with one additional Detective remaining assigned to the FBI Task Force.	High
	Decrease the staffing in the Burglary Unit to two (2) Sergeants and 10 Detectives assigned to Burglary. Continue to staff one (1) Detective to pawn shops.	High
	Decrease the staffing in the White Collar Crimes Unit to one (1) Sergeant and three (3) Detectives assigned to White Collar and one (1) Detective assigned to Computer Crimes.	High
	Decrease the staffing in the Human Trafficking Unit by one (1) Detective to bring the staffing of the Unit to one (1) Sergeant and three (3) Detectives assigned to Human Trafficking.	High
	Move the Detectives assigned to the Coordination team into each of the precincts. Assign an additional six (6) Detectives to the precincts to have investigator coverage on the day and afternoon shifts. Eliminate the current Sergeant position in the Coordination Team.	Medium
	Form an Auto Theft Unit that is staffed with a Sergeant and four (4) Detectives.	High
	Form a Computer Crimes Unit that is staffed with a Sergeant and four (4) Detectives.	High
	Assign a civilian Crime Analyst to the Investigation Branch that reports to the Commander through the ASII.	High
	Reduce the staffing in the GET Detectives by two (2) Detectives, bringing the staffing to a Sergeant and four (4) Detectives.	High
Drugs and Vice	Continue the current staffing in the Drugs and Vice Division.	High
	Rename the Drugs and Vice Division "Organized Crime Division" and staff the Division with the Drugs and Vice Unit, Gang Enforcement Team, and Human Trafficking Unit.	High
Family Services	Staffing levels in the Family Services Division are in line with assigned and expected workloads. As a result, no changes to staffing levels or case management practices are warranted or recommended.	High
	Retain the management structure of a Captain and a Lieutenant in the Family Services Division with the Captain taking the lead for external relations and the Lieutenant taking the lead in daily operations.	High
	Reassign the Police Officer and PASS assigned to the EAP program in the Family Services Division to the Personnel Division.	Medium



CITY OF PORTLAND, OREGON  
 Final Report on the Police Bureau Staffing Study

Branch/ Function	Recommendation	Priority
Forensic Evidence Division	Civilianize Criminalists in the Portland Police Bureau. This is a collective bargaining issue but because of the prevalence of civilian criminalists in large agencies across the country this should be considered.	Medium
	Take steps to reduce call outs through policy and equipping field patrol staff with elementary evidence collection tools and training.	Medium
	The agreement between the City and the County is dated 2001. It should be updated and evaluated every year for purposes of cost allocation among agencies requiring identification services associated with booking or other processes.	Medium
Tactical Operations	Assign one (1) Sergeant and six (6) Officers on a full-time basis to SERT to allow immediate planning and response capabilities.	Medium
	Staff SERT with two (2) detached Sergeants, 18 Officers to be available as needed to fill vacancies and to execute large missions.	Medium
	Once a full-time team is created, begin coordinating with GET and DVD for the execution of their high-risk warrants.	Medium
	Redeploy SERT to become part of the Operations Branch.	High
	Although proactive in nature the PPB should develop performance measures and reporting requirements to track the effectiveness of the Gun Task Force and ensure the Task Force needs to continue in the future.	Medium
	Redeploy the Air Support Unit to become part of the Operations Branch	High
	The current approach to provide Crisis Intervention services in Portland is working well. The PPB should continue to staff and operate the CNT as it currently exists.	High
<b>SERVICES BRANCH</b>		
Fiscal	The Fiscal Division should fill the fleet services position[1] with a civilian who is skilled in both the vehicle and administrative aspects of the job to ensure customer satisfaction as well as implementation of essential asset management practices.	Medium
	The Fiscal Division should implement essential facilities asset management practices.	High
	The PPB should test the viability of adding a part-time FTE to work with PPB personnel to secure desirable grant income. Grant income should more than offset Bureau support for the grant position.	Medium
	The PPB should contract with an experienced strategic planning expert for its 2015-2020 strategic plan. Fiscal should prepare a supporting long term ten year financial forecast and develop supporting budget and other financial plans.	High

CITY OF PORTLAND, OREGON  
 Final Report on the Police Bureau Staffing Study

Branch/ Function	Recommendation	Priority
Records	The PPB should civilianize the Records Division Manager position with a professional administrative manager with current expertise in 24/7 public safety records management, and with change management and customer service expertise.	Medium
	The PPB should determine the proper budget source for the one Records Division FTE that will be permanently redeployed to the RegJIN RMS project after go-live. This has regional implications.	High
	The Records Division should conduct a full staffing assessment one year from the hiring of a professional administrator or the April, 2015 RegJIN/RMS go live date, whichever is later.	High
	The PPB should require the RegJIN project team to work with Records Division leadership to immediately develop a division-specific RegJIN RMS implementation plan that will equip the division to effectively implement RegJIN RMS when it goes live April, 2015.	High
	As part of the division's RegJIN RMS implementation plan, the division should identify core deliverables and customers and establish preliminary customer service standards and measurement plans. A more thorough update should occur after RegJIN RMS is implemented.	Medium
	9 As part of the RegJIN RMS Implementation plan, the Records Division should develop up to date process maps, use them for training, keep them current, and institute work process continuous improvement methods.	High
	As part of the RegJIN RMS implementation plan, redefine division positions to create smaller staffing units with responsibility for finite division deliverables and customers, clear work process handoffs, and reduced training startup periods.	Medium
	The PPB should modify its hiring processes to ensure a ready pipeline for Records Division vacancies.	Medium
	The Records Division should quantify the greatest sources of crime report inaccuracy and work with patrol managers to continuously improve officer report accuracy. The Bureau should also reinforce quality expectations for police reports as needed.	Medium
Strategic Services Division	Create a strategic action plan that outlines the core services, long-term objectives, and priorities of the Statistical Analysis Unit following the full implementation of the RegJIN project.	High
	Allocate two (2) additional full-time civilian Crime Analyst positions to the Statistical Analysis Unit, tasked with completing the additional reporting and analytical requirements mandated by the recent U.S. Department of Justice report.	High

CITY OF PORTLAND, OREGON  
 Final Report on the Police Bureau Staffing Study

Branch/ Function	Recommendation	Priority
	Purchase additional ArcGIS licenses in order to enable access to the program for all crime analysts, and ensure that staff have received adequate training to be able to produce all core analytical products that involve geospatial analysis.	High
	Allocate one (1) additional full-time civilian Crime Analyst position. The newly created position should be primarily responsible for providing proactive, intelligence-led analytical products designed to improve the effectiveness of patrol unit proactivity.	High
	In coordination with management staff, the unit should develop a strategic plan that outlines the specific objectives and overall mission of the Crime Analysis Unit moving forward, identifying priorities within the various services provided by the unit.	High
	Current staffing of Directives Unit appears to be adequate, however, if the unit expands its duties as mandated by the DOJ, staffing requirements should be revisited.	High
	Current staffing of the Department of Justice Compliance Team appears to be adequate, however, if the unit expands its duties as mandated by the DOJ, staffing requirements should be revisited.	High
Information Technology	Examine the feasibility of establishing a rotating on-call system that enables help tickets to be resolved by Information Technology Division staff outside of normal business hours. The division should be able to provide these services prior to the full implementation of the RegJIN project.	Medium
Emergency Management	The Bureau should adopt a NIMS compliant directive outlining Bureau-wide emergency management policies, roles, and procedures; and activate changes needed to implement the directive.	Medium
	The EMU should offer the Bureau various NIMS capability alternatives for the future. As part of the PPB's 2015-2020 strategic plan, the PPB should define emergency response approaches and capabilities expected to be in place within the Bureau by 2020. The strategic plan should also specify implementation strategies and tasks	Medium
	After adopting a NIMS compliant Bureau directive and 2020 incident response capability targets the Bureau should conduct a full staffing assessment and identify an appropriate organizational reporting location for the Emergency Management Unit.	Medium
Personnel	Create automated notification for classifications that need review. All classifications should be reviewed on comprehensive basis every five years.	Medium
	Positions should be evaluated every five years to ensure continued compliance with the FLSA requirements regarding exempt versus non-exempt positions.	Medium

CITY OF PORTLAND, OREGON  
 Final Report on the Police Bureau Staffing Study

Branch/ Function	Recommendation	Priority
	Conduct annual salary surveys of benchmark positions to ensure the external equity of the Bureau's pay plan.	Medium
	All personnel who are leaving the Bureau's employment should be given an opportunity for a face-to-face interview with a member of the administration.	Medium
	The Background and Hiring Unit supervisor, in conjunction with the Personnel lieutenant, should conduct a regular review of background methods and procedures to reduce time for completion.	Medium
	Consideration should be given to reassigning the OSU to another function, such as the Records Division. The Personnel Division can still maintain oversight through regular contact with direct supervisors who manage the unit.	Medium
Training	Move the AA/Reserves/Facility function to the Tenure/VPU lieutenant's area of responsibility. This would allow for a reduction of one lieutenant position or a transfer of that position to another area within the Bureau if needed.	Medium
	Create a non-sworn facility manager position to oversee the new training facility, which will need oversight for maintenance, use, and billing of outside agencies.	Medium
	The staffing for Training is adequate given that 25-60 officers go through the Advanced Academy each year. The FTEP function must have adequate supervision and oversight because of the cross-division functionality inherent in the program.	High
<b>CHIEF'S OFFICE</b>		
Chief's Office	The PPB is too large to rely on very little more than one FTE to provide 24/7/365 media response coverage. To create additional media response capability and reduce PIO overtime the Communications Unit should train other personnel to respond to the media during active crime incidents of public concern. The Communications Unit should still coordinate and establish protocols.	Medium
	The Communications Unit should seek feedback from its customer audiences to continuously improve communication delivery.	Medium
	The Communications Unit should evaluate and adopt emerging internal communication best practices.	Medium
<b>ORGANIZATION OF THE PORTLAND POLICE BUREAU</b>		
Spans of Management Control	Retain the Commander/Captain management structure in the Precincts to focus accountability for operations and external responsibilities.	High



CITY OF PORTLAND, OREGON  
 Final Report on the Police Bureau Staffing Study

Branch/ Function	Recommendation	Priority
	The functional spans of control in the Bureau at too wide at the top level, a fourth Branch should be created to manage all operational support functions.	High
	Retain the management structure of a Captain and a Lieutenant in the Family Services Division.	High
	Reorganize the Drugs and Vice Division into a more general Special Investigations Division and in the process allocating more responsibility to command staff.	High
	Reduce the structure of management staffing in the Traffic Division to a Captain.	High
	Maintain the system in which senior managers have Lieutenants who function as executive officers or "adjutants" to perform a wide variety of administrative and special projects functions. These positions perform a valuable <b>organizational development role</b> for the Bureau.	High
<b>Management Transfers</b>	Develop a formal policy outlining a two-year minimum period for specialty management assignments. This policy would uphold the Bureau's goal of developing broadly skilled managers, as the minimum tenure would allow managers to thoroughly master each role.	High
<b>Performance Management</b>	Top management in the Bureau should hold a strategic planning session once the new Chief of Police is in place. This strategic planning session should focus on continued momentum to community service, operational effectiveness, manager accountability and ensuring that all command staff function and are seen as "change agents".	High

As the Summary of Recommendations demonstrates, there are many higher priority changes needed in the Portland Police Bureau. The table on the following page summarizes the staffing changes recommended in this report.

The in-depth evaluation behind these recommendations is provided in the subsequent chapters of the report.

SUMMARY OF POSITION CHANGES IN THE STAFFING ANALYSIS

Portland Police Bureau

Staffing Study Personnel Recommendations	Officer	Detective	Sergeant	Lieutenant	Captain	Non-Sworn
Create New Human Sex Trafficking Unit	4		1			
Reassign Prostitution Control Team	-3					
Add two (2) K9 Officers	2					
YSD: Add Three Officers	3					
Sex Crimes: Increase Staffing		1	1			
Robbery: Decrease Staffing		-1				
Burg Task Force: Decrease Staffing		-2				
White Collar Crime: Decrease Staffing		-2				
Detective Coordination Team: Add Six (6) Detectives		6				
Human Trafficking: Decrease Staffing		-1				
Add Auto Theft Unit		4	1			
Add Computer Crimes Unit		4	1			
Add Non-Sworn Analyst to Detective						1
GET Detectives: Decrease Staffing		-2				
SERT: Add Small Full Time Team	6		1			
Fiscal: Convert Fleet To Non-Sworn	-1					1
Records: Convert Captain Position To Non-Sworn Mgr.					-1	1
SSD: Add Crime Analyst Position						3
Fiscal: Add part time grant research and writer						0.5
Training Division: Add Training Facility Manager						1
Training Division: Reduce Lieutenant Position from Three (3) to Two (2)				-1		
Traffic Division: Eliminate Lieutenant Position				-1		
<b>Total</b>	<b>11</b>	<b>7</b>	<b>5</b>	<b>-2</b>	<b>-1</b>	<b>7.5</b>

Net Additional Positions 27.5

## IMPACT STATEMENT

**Legislation title:** Accept report from Matrix Consulting Group on the Portland Police Bureau Staffing Study

**Contact name:** Deanna Wesson-Mitchell

**Contact phone:** 503-823-1129

**Presenter name:** Richard Brady, Lead Consultant, Matrix Consulting Group  
Police Chief Larry O’Dea, Portland Police Bureau

**Purpose of proposed legislation and background information:**

The Fiscal Year 2013-14 Adopted Budget contained a budget note directing the Police Bureau to conduct a staffing analysis incorporating, shift configuration, call classification and response time goals, patrol district size, volume of calls for service, and officer safety requirements.

Matrix Consulting Group was contracted to provide this evaluation and a package of recommendations. They gathered a great amount of data and input to ascertain what is desired from the police bureau by city leadership, community members and police bureau members.

The Executive Summary (provided in the council packet) identifies many areas in which the police bureau is already successful (see tables on pages 4-6). The approximately 90 individual recommendations (summarized in a table on pages 8-15) range in complexity from reclassifying a sworn position to creating entirely new units.

This brief presentation at Council is meant to provide a basic overview of findings and allow Council Members to ask questions which may relate to this year’s budget cycle discussions.

**Financial and budgetary impacts:**

As this is a report, there is no change in the financial impact or budgetary impact on the City.

**Community impacts and community involvement:**

While this report is informative and has no direct impact on the community, you will hear from the presenters who in the community was involved in its creation. Additionally, community members will have an opportunity to weigh in as various recommendations are put into practice.

### Budgetary Impact Worksheet

Does this action change appropriations?

- YES: Please complete the information below.  
 NO: Skip this section

Fund	Fund Center	Commitment Item	Functional Area	Funded Program	Grant	Sponsored Program	Amount



RFP NUMBER POL032

**PROFESSIONAL, TECHNICAL, AND EXPERT SERVICES**

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City of Portland, Oregon  
October 31, 2013

**REQUEST FOR PROPOSALS**

for

**Portland Police Bureau Staffing Study**

**PROPOSALS DUE:** November 25, 2013 by 4:00 p.m.

Envelope(s) shall be sealed and marked with RFP number and Project Title.

**SUBMITTAL INFORMATION:** Refer to PART II, SECTION B.3 (PROPOSAL SUBMISSION)

**Submit the Proposal to:**

City of Portland  
Portland Police Bureau  
c/o Capt. Michael Marshman  
1111 SW 2<sup>nd</sup> Ave, Ste.1526  
Portland, OR 97204

**Refer questions to:**

Capt. Michael Marshman  
Phone: (503) 823-0292  
Fax: (503) 823-0342  
Email: Michael.Marshman@portlandoregon.gov

May 21, 2015  
Date

Police Adv. Board  
Gov. Body

4.a  
Agenda Item

D  
Exhibit #



## GENERAL INSTRUCTIONS AND CONDITIONS

**CORPORATE RESPONSIBILITY AND SOCIAL EQUITY CONTRACTING REQUIREMENTS** – The City of Portland seeks to extend contracting opportunities to Minority Business Enterprises, Women Business Enterprises, and Emerging Small Businesses (M/W/ESBs) in order to promote their economic growth and to provide additional competition for City contracts. Therefore, the City has established an overall 20% utilization goal in awarding PTE contracts to M/W/ESBs on all City PTE contracts.

**CITY SUSTAINABILITY OBJECTIVES** – The City has a history of striving to be more sustainable in its operations and planning. Starting with the City's Sustainable City Principles (1994) the City has established a variety of policies to guide its work on sustainability, including: the Sustainable Procurement Policy, Green Building Policy, Climate Action Plan, and the Storm water Management Manual (to view these and related City policies, go to the Portland Policy Documents Website: <http://www.portlandonline.com/auditor/index.cfm?c=26818>). As applicable to City procurement, these policies guide the City to buy products and services that reduce the City's negative environmental and social impacts, while maintaining fiscal health in the short and long term. As such, the City seeks to do business with firms that will actively contribute to the City's sustainability objectives.

**ENVIRONMENTAL CLAIMS** – Upon request, the vendor must provide and make publicly available verifiable evidence supporting every environmental claim made about the products or services provided to the City. Environmental claims for which verifiable evidence must be provided include any claim provided on products, product packaging, product or service sales literature and websites, and information provided to respond to this solicitation.

**INVESTIGATION** – The Proposer shall make all investigations necessary to be informed regarding the service(s) to be performed under this request for proposal.

**SPECIAL CONDITIONS** – Where special conditions are written in the Request for Proposal ("RFP"), these special conditions shall take precedence over any conditions listed under the Professional, Technical, and Expert Service "General Instructions and Conditions".

**CLARIFICATION OF REQUEST FOR PROPOSAL** – Proposers who request a clarification of the RFP requirements must submit questions in writing to the person(s) shown in the REFER QUESTIONS TO section on the cover of this RFP, or present them verbally at a scheduled pre-submittal meeting, if one has been scheduled. The City must receive written questions no later than the date stated herein. The City will issue a response in the form of an addendum to the RFP if a substantive clarification is in order.

Oral instructions or information concerning the Request for Proposal given out by City bureaus, employees, or agents to prospective Proposers shall not bind the City.

**ADDENDUM** – Any change to this RFP shall be made by written addendum issued no later than 72 hours prior to the proposal due date. The City is not responsible for any explanation, clarification, or approval made or given in any manner except by addendum.

**COST OF PROPOSAL** – This Request for Proposal does not commit the City to pay any costs incurred by any Proposer in the submission of a proposal or in making necessary studies or designs for the preparation thereof, or for procuring or contracting for the services to be furnished under the Request for Proposal.

**CANCELLATION** – The City reserves the right to modify, revise, or cancel this RFP. Receipt and evaluation of proposals or the completion of interviews do not obligate the City to award a contract.

**LATE PROPOSALS** – Proposals received after the scheduled closing time for filing will be rejected as non-responsive and returned to the Proposer unopened.

**REJECTION OF PROPOSALS** – The City reserves the right to reject any or all responses to the Request for Proposal if found in the City's best interest to do so. In the City's discretion, litigation between the City and a Proposer may be cause for proposal rejection, regardless of when that litigation comes to the City's attention and regardless how the Proposer's proposal may have been scored. Proposals may also be rejected if they use subcontractors or subconsultants who are involved in litigation with the City. Proposers who are concerned about possible rejection on this basis should contact the City before submission of a proposal for a preliminary determination of whether its proposal will be rejected.

**CITY OF PORTLAND BUSINESS LICENSE** – Successful Proposer shall obtain

a current City of Portland Business License prior to initiation of contract and commencement of the work.

**WORKERS' COMPENSATION INSURANCE** – Successful Proposer shall be covered by Workers' Compensation Insurance or shall provide evidence that State law does not require such coverage.

**CERTIFICATION AS AN EEO AFFIRMATIVE ACTION EMPLOYER** – Successful Proposers must be certified as Equal Employment Opportunity Affirmative Action Employers as prescribed by Chapter 3.100 of the Code of the City of Portland. The required documentation must be filed with Procurement Services, City of Portland, prior to contract execution.

**EQUAL BENEFITS PROGRAM** – Successful Proposers must provide benefits to their employees with domestic partners equivalent to those provided to employees with spouses as prescribed by Chapter 3.100 of the Code of the City of Portland. The required documentation must be filed with Procurement Services, City of Portland, prior to contract execution.

**LOCAL CONTRACTING** – If the final evaluation scores are otherwise equal, the City prefers goods or services that have been manufactured or produced by a Local Business. The City desires to employ local businesses in the purchase, lease, or sale of any personal property, public improvements, or services. The City wants the residents of the State of Oregon and SW Washington to benefit from optimizing local commerce and services, and the local employment opportunities they generate. [City of Portland [Resolution #36260](#)]

**CONFLICT OF INTEREST** - A Proposer filing a proposal hereby certifies that the proposal is made in good faith without fraud, collusion or connection of any kind with any other Proposer of the same request for proposals, that the Proposer is competing solely on its own behalf without connection or obligation to, any undisclosed person or firm, that Proposer is not a City official/employee or a business with which a City official/employee is associated, and that to the best of its knowledge, Proposer, its employee(s), its officer(s) or its director(s) is not a City official/employee or a relative of any City official/employee who: i) has responsibility in making decisions or ability to influence decision-making on the contract or project to which this proposal pertains; ii) has or will participate in evaluation, award or management of the contract related to this proposal; or iii) has or will have financial benefits in the contract to which this proposal pertains. Proposer understands that should it elect to employ any former City official/employee during the solicitation period or the term of the contract then that the former City official/Contractor employee must comply with applicable government ethics and conflicts of interest provisions in ORS Chapter 244, including but not limited to ORS 244.040(5) and/or ORS 244.047, and the City's Charter, Codes and administrative rules, including but not limited to lobbying prohibitions under Portland City Code Section 2.12.080.

**PUBLIC RECORDS** – Any information provided to the City pursuant to this RFP shall be public record and subject to public disclosure pursuant to Oregon public records laws (ORS 192.410 to 192.505). Any portion of a proposal that the proposer claims as exempt from disclosure must meet the requirements of ORS 192.501(2) and ORS 192.502(4) and/or ORS 646.461 et seq. The fact that a proposer marks and segregates certain information as exempt from disclosure does not mean that the information is necessarily exempt. The City will make an independent determination regarding exemptions applicable to information that has been properly marked and redacted. Information that has not been properly marked and redacted may be disclosed in response to a public records request. When exempt information is mixed with nonexempt information, the nonexempt information must be disclosed.

If the City refuses to release the records, the proposer agrees to provide information sufficient to sustain its position to the District Attorney of Multnomah County, who currently considers such appeals. If the District Attorney orders that the records be disclosed, the City will notify the proposer in order for the proposer to take all appropriate legal action. The proposer further agrees to hold harmless, defend, and indemnify the City for all costs, expenses, and attorney fees that may be imposed on the City as a result of appealing any decision regarding the proposer's records.

The Chief Procurement Officer has the authority to waive minor irregularities and discrepancies that will not affect the competitiveness or fairness of the solicitation and selection process.

**These Professional, Technical and Expert Services Request for Proposal "General Instructions and Conditions" are not to be construed as exclusive remedies or as a limitation upon rights or remedies that may be or may become available under ORS Chapter 279.**

**4. PROJECT FUNDING**

The City has not determined the anticipated cost for the requested services. The Proposer's proposal shall include the Proposer's true estimated cost to perform the work irrespective of the City's budgeted funds for this work.

**5. TIMELINE FOR SELECTION**

The following dates are proposed as a timeline for this project:

Written proposals due at 4:00 p.m.	November 25, 2013
Announcement of short list Proposers	December 20, 2013
Interviews or additional review, if deemed necessary	January 6, 2014
Selection committee recommendation	January 10, 2014
Notice to proceed – work begins	January 20, 2014

The City reserves the right to make adjustments to the above noted schedule as necessary.

**SECTION B**

**WORK REQUIREMENTS**

**1. TECHNICAL OR REQUIRED SERVICES**

The Proposer must have significant experience in performing staffing and financial analysis in like-sized police agencies. The Proposer must be familiar with the current technological environment of policing and with contemporary philosophical and programmatic innovations. The Proposer must be able to interpret the following information as it relates to police agencies: crime rates, service, and workload requirements; staffing, patrol allocation, deployment, and scheduling; organization, management, leadership, and supervision; data and information processing; effectiveness and productivity review of current work.

Professional services required are likely to include the ability to effectively perform the following services: Data collection and analysis, develop findings, develop and present reports and recommendations.

The successful Proposer shall perform the tasks listed below for this project, and shall be expected to work closely with designated City personnel to accomplish these goals:

- a. Collect data and information about current staffing level.
- b. Collect data and information about allocation and deployment practices.
- c. Collect data and information about current scheduling practices, hours of overtime worked, and shift relief hours.
- d. Collect data and information about city geography and patrol configuration.
- e. Collect data and information about current response times
- f. Collect data and information about community expectations of Policing.
- g. Collect data and information about community crime statistics.
- h. Collect data and information about community population and demographics.
- i. Report to the appropriate and required members of the Portland Police Bureau.
- j. Develop and present Power Point presentation of Findings and Recommendations to City Council as required by Portland Police Bureau.

**2. WORK PERFORMED BY THE CITY / OTHERS**

The City has assigned a project manager to oversee the successful Proposer's work and provide support as needed. Specific duties the City will perform include:

- Provide data and information as required to complete technical services.
- Provide connections to other sources to respond to questions as needed.

**3. PROJECT REVIEWS**

On a day-to-day basis, the progress of the work will be managed by the City's Project Manager. The following project reviews will be conducted: the City will have up to four (4) progress review points throughout the term of the project.

**4. DELIVERABLES AND SCHEDULE**

Deliverables shall be considered those tangible resulting work products that are to be delivered to the City such as reports, draft documents, data, interim findings, drawings, schematics, training, meeting presentations, final drawings, and reports. The successful Proposer is encouraged to provide any deliverables in accordance with the City's Sustainable Paper Use Policy. The policy can be viewed at: <http://www.portlandoregon.gov/bibs/37732>.

Deliverables and schedule for this project shall include:

An analysis of the information provided by the City and gathered by the Consultants efforts, and a report that will address the following:

- a. How efficiently the bureau is organized to conduct operations given current resources and organization.
- b. Specify appropriate levels of personnel needed to conduct current and future bureau operations in all units.
- c. Evaluate how productively personnel and other resources are used to conduct current operations.
- d. Identify functions performed by the bureau that could be performed more effectively by alternate means.
- e. Identify types of crimes, victims, and police services that appear to require a more effective response.
- f. Assess the bureau's readiness to rapidly integrate operations within the changing cultural and technological environment of policing.
- g. Assess the degree to which the bureau is incorporating contemporary philosophical and programmatic innovations in policing.
- h. Identify "best practice" police functions, from the perspective of community expectations regarding public safety, which are not being performed by the bureau.
- i. A projection of future workload and service demands.
- j. Submit a Monthly Subconsultant Payment and Utilization Report by the 15<sup>th</sup> of each month with invoice (reference Part II, Section C.5 of the RFP).

All deliverables and resulting work products from this contract will become the property of the City of Portland. As such, the Consultant and any Sub-consultants grant the City the right to copy and distribute (in any and all media and formats) project deliverables for regulatory, project certification/recognition, program development, public education, and/or for any purposes at the sole discretion of the City of Portland.

**5. PLACE OF PERFORMANCE**

Contract performance will take place primarily at the successful Proposer's facility. On occasion and as appropriate, work will be performed at City facilities, a third-party location, or any combination thereof.

**6. PERIOD OF PERFORMANCE**

The City anticipates having the successful Proposer begin work immediately upon contract execution with submittal of final deliverables to the City occurring by **December 31, 2014**. Proposals containing earlier completion of the deliverables are acceptable and encouraged.

**7. ACH PAYMENTS**

It is the City's policy to pay its vendor invoices via electronic funds transfers through the automated clearing house (ACH) network. To initiate payment of invoices, vendors shall execute the City's standard ACH Vendor Payment Authorization Agreement which is available on the City's website at: <http://www.portlandoregon.gov/bfs/article/409834>.

Upon verification of the data provided, the Payment Authorization Agreement will authorize the City to deposit payment for services rendered directly into vendor accounts with financial institutions. All payments shall be in United States currency.

**8. PUBLIC SAFETY**

Public safety may require limiting access to public work sites, public facilities, and public offices, sometimes without advance notice. The Proposer shall anticipate delays

in such places and include the cost of delay in the proposed cost. The successful Proposer's employees and agents shall carry sufficient identification to show by whom they are employed and display it upon request to security personnel. City project managers have discretion to require the successful Proposer's employees and agents to be escorted to and from any public office, facility, or work site if national or local security appears to require it.

## 9. BUSINESS COMPLIANCE

The successful Proposer(s) must be in compliance with the laws regarding conducting business in the City of Portland before an award may be made. The Proposer shall be responsible for the following:

### **Certification as an EEO Affirmative Action Employer**

The successful Proposer(s) must be certified as Equal Employment Opportunity Employers as prescribed by Chapter 3.100 of the Code of the City of Portland prior to contract award. Details of certification requirements are available from Procurement Services, 1120 SW Fifth Avenue, Room 750, Portland, Oregon 97204, (503) 823-5047, website: <http://www.portlandonline.com>. To apply for certification go to our website at: [www.ebidexchange.com/cityofportland](http://www.ebidexchange.com/cityofportland).

### **Non-Discrimination in Employee Benefits (Equal Benefits)**

The successful Proposer(s) must be in compliance with the City's Equal Benefits Program as prescribed by Chapter 3.100 of the Code of the City of Portland prior to contract award. Details of compliance requirements are available from Procurement Services, 1120 SW Fifth Avenue, Room 750, Portland, Oregon 97204, (503) 823-5047, website: [www.portlandonline.com](http://www.portlandonline.com). To apply for certification go to our website at: [www.ebidexchange.com/cityofportland](http://www.ebidexchange.com/cityofportland).

### **Business Tax Registration**

The successful Proposer(s) must be in compliance with the City of Portland Business Tax registration requirements as prescribed by Chapter 7.02 of the Code of the City of Portland prior to contract award. Details of compliance requirements are available from the Revenue Bureau Tax Division, 111 SW Columbia Street, Suite 600, Portland, Oregon 97201, (503) 823-5157, website: <http://www.portlandoregon.gov/revenue/29320>

## 10. INSURANCE

The successful Proposer(s) shall obtain and maintain in full force, and at its own expense, throughout the duration of the contract and any warranty or extension periods, the required insurances identified below. The City reserves the right to require additional insurance coverage as required by statutory or legal changes to the maximum liability that may be imposed on Oregon cities during the term of the contract. Successful Proposer shall be able to provide evidence that any or all subcontractors performing work or providing goods or services under the contract have the same types and amounts of insurance coverage as required herein or that the subcontractor is included under the Successful Proposers policy.

**Workers' Compensation Insurance:** Successful Proposer shall comply with the workers' compensation law, ORS Chapter 656 and as it may be amended. Unless exempt under ORS Chapter 656, The Successful Proposer and any/all subcontractors shall maintain coverage for all subject workers for the entire term of the contract including any contract extensions.

**Commercial General Liability Insurance:** Successful Proposer shall have Commercial General Liability (CGL) insurance covering bodily injury, personal injury, property damage, including coverage for independent successful Proposer's protection (required if any work will be subcontracted), premises/operations, contractual liability, products and completed operations, in per occurrence limit of not less than \$1,000,000, and aggregate limit of not less than \$2,000,000.

**Automobile Liability Insurance:** Successful Proposer shall have automobile liability insurance with coverage of not less than \$1,000,000 each accident, and an umbrella or excess liability coverage of \$2,000,000. The insurance shall include coverage for any auto or all owned, scheduled, hired and non-owned auto. This coverage may be combined with the commercial general liability insurance policy.

**Professional Liability & Errors & Omissions Insurance:** Successful Proposer shall have Professional Liability and/or Errors & Omissions insurance to cover damages caused by negligent acts, errors or omissions related to the professional services, and performance of duties and responsibilities of the Successful Proposer under this contract in an amount with a combined single limit of not less than \$1,000,000 per occurrence and aggregate of \$3,000,000 for all claims per occurrence. In lieu of an occurrence based policy, Successful Proposer may have claims-made policy in an amount not less than \$1,000,000 per claim and \$3,000,000 annual aggregate, if the Successful Proposer obtains an extended reporting period or tail coverage for not less than three (3) years following the termination or expiration of the Contract.

**Additional Insurance:** Any insurance required by Federal Law or State Statute or City Code; such as Bailees Insurance, Maritime Coverage, or other coverage(s).

**Additional Insured:** The liability insurance coverage, except Professional Liability, Errors and Omissions, or Workers' Compensation, shall be without prejudice to coverage otherwise existing, and shall name the City of Portland and its bureaus/divisions, officers, agents and employees as Additional Insureds, with respect to the Successful Proposer's activities to be performed, or products or services to be provided. Coverage shall be primary and non-contributory with any other insurance and self-insurance. Notwithstanding the naming of additional insureds, the insurance shall protect each additional insured in the same manner as though a separate policy had been issued to each, but nothing herein shall operate to increase the insurer's liability as set forth elsewhere in the policy beyond the amount or amounts for which the insurer would have been liable if only one person or interest had been named as insured.

**Continuous Coverage; Notice of Cancellation:** The Successful Proposer agrees to maintain continuous, uninterrupted coverage for the duration of the Contract. There shall be no termination, cancellation, material change, potential exhaustion of aggregate limits or non renewal of coverage without thirty (30) days written notice from Successful Proposer to the City. If the insurance is canceled or terminated prior to completion of the Contract, Successful Proposer shall immediately notify the City and provide a new policy with the same terms. Any failure to comply with this clause shall constitute a material breach of Contract and shall be grounds for immediate termination of this Contract.

**Certificate(s) of Insurance:** Successful Proposer shall provide proof of insurance through acceptable certificate(s) of insurance and additional insured endorsement forms(s) to the City prior to the award of the Contract if required by the procurement documents (e.g., request for proposal), or at execution of Contract and prior to any commencement of work or delivery of goods or services under the Contract. The Certificate(s) will specify all of the parties who are endorsed on the policy as Additional Insureds (or Loss Payees). The insurance coverage required under this Contract shall be obtained from insurance companies acceptable to the City of Portland. The Successful Proposer shall pay for all deductibles and premium. The City reserves the right to require, at any time, complete, certified copies of required insurance policies, including endorsements evidencing the coverage required.



## PART II

## PROPOSAL PREPARATION AND SUBMITTAL

### SECTION A

### PRE-SUBMITTAL MEETING/CLARIFICATION

#### 1. PRE-SUBMITTAL MEETING

There will be no pre-submittal meeting or site visit scheduled for this Request for Proposal.

#### 2. RFP CLARIFICATION

Questions and requests for clarification regarding this Request for Proposal must be directed in writing, via email or fax, to the person listed below. **The deadline for submitting such questions/clarifications is 7 days prior to the proposal due date.** An addendum if required, will be issued no later than 72 hours prior to the proposal due date to all recorded holders of the RFP if a substantive clarification is in order.

Portland Police Bureau  
c/o Capt. Michael Marshman  
1111 SW 2<sup>nd</sup> Ave, Ste.1526  
Portland, OR 97204

Phone: (503) 823-0292

Fax: (503) 823-0342

Email: [Michael.Marshman@portlandoregon.gov](mailto:Michael.Marshman@portlandoregon.gov)

### SECTION B

### PROPOSAL SUBMISSION

#### 1. PROPOSALS DUE

Sealed proposals must be received no later than the date and time, and at the location, specified on the cover of this solicitation. The outside of the envelope shall plainly identify the subject of the proposal, the RFP number, and the name and address of the Proposer. It is the Proposer's responsibility to ensure that proposals are received prior to the specified closing date and time, and at the location specified. Proposals received after the specified closing date and/or time shall not be considered and will be returned to the Proposer unopened. The City shall not be responsible for the proper identification and handling of any proposals submitted to an incorrect location.

#### 2. PROPOSAL

Proposals must be clear, succinct and **not exceed fifteen (15) pages**. Section dividers, title page, table of contents, cover letter, resumes, and the PTE Participation Disclosure Form 1 do not count in the overall page count of the proposal. Proposers who submit more than the pages indicated may not have the additional pages of the proposal read or considered.

For purposes of review and in the interest of the City's Sustainable Paper Use Policy and sustainable business practices in general, the City requests the use of submittal materials (i.e. paper, envelopes, etc.) that contain post-consumer recycled content and are readily recyclable. Submittals shall NOT include 3-ring binders or any plastic binding, folders, or indexing materials. Reusable binding posts, clips or rings and recycled content paper envelopes or folders are examples of acceptable bindings. Submittals shall be printed on both sides of a single sheet of paper wherever applicable; if sheets are printed on both sides, it is considered to be two pages. Color is acceptable, but content should not be lost by black-and-white printing or copying.

All submittals will be evaluated on the completeness and quality of the content. Only those Proposers providing complete information as required will be considered for evaluation. The ability to follow these instructions demonstrates attention to detail.

### 3. PROPOSAL SUBMISSION

For purposes of this proposal submission, the proposer shall submit: **one (1) original printed copy, five (5) additional printed copies, and one (1) MS Word format copy on CD disk or flash drive.** If the proposer requests redactions please submit an unprotected MS Word format document with redactions on a USB flash drive or CD disk. If no redactions are requested in a proposal, please state that clearly in the Cover Letter section of your submittal. **The entire proposal submittal must be received at the place and on or before the time and date specified on the cover page of this RFP document.**

**REDACTION FOR PUBLIC RECORDS:** Any portion of a proposal that the proposer claims as exempt from disclosure must meet the requirements of ORS 192.501(2), ORS 192.502(4) and/or ORS 646.461 et seq. **Proposers are required to submit a redacted copy of their proposal and all attachments.** "Redaction" means the careful editing of a document to obscure confidential references; a revised or edited document thereby obscuring the exempt information but otherwise leaving the formatted document fully intact. **The redacted copy must be a complete copy of the submitted proposal, in which all information the Proposer deems to be exempt from public disclosure has been identified.**

When preparing a redaction of your proposal submission, a proposer must plainly mark the redactions by obscuring the specific areas your firm asserts are exempt from public disclosure. In addition, a summary page identifying the pages where redactions occur shall be included with the proposal submission (summary is not included in page limitations). **If a proposer fails to submit a redacted copy of their proposal as required, the City may release the proposer's original proposal without redaction.** If the entire proposal is marked as constituting a "trade secret" or being "confidential", at the City's sole discretion, such a proposal may be rejected as non-responsive.

Unless expressly provided otherwise in this RFP or in a separate written communication, the City does not agree to withhold from public disclosure any information submitted in confidence by a proposer unless the information is otherwise exempt under Oregon law. The City agrees not to disclose proposals until the City has completed its evaluation of all proposals and publicly announces the results.

Please refer to the GENERAL INSTRUCTIONS AND CONDITIONS for more information about confidential information within public records.

### 4. COST OF RESPONDING

All costs incurred by the Proposer in preparation of proposals to this solicitation, including presentations to the City and/or for participation in an interview shall be borne solely by the Proposer; the City shall not be liable for any of these costs. At no time will the City provide reimbursement for submission of a proposal unless so stated herein.

### 5. ORGANIZATION OF PROPOSAL

Proposers must provide all information as requested in this Request for Proposal (RFP). Proposals must follow the format outlined in this RFP. Additional materials in other formats or pages beyond the stated page limit(s) may not be considered. The City may reject as non-responsive, at its sole discretion, any proposal or any part thereof, which is incomplete, inadequate in its response, or departs in any substantive way from the required format. Proposals shall be organized in the following manner:

1. Cover Letter
2. Project Team
3. Proposer's Capabilities
4. Project Approach and Understanding

5. Corporate Responsibility
6. Proposed Cost
7. Supporting Information
8. A completed PTE Participation Disclosure Form 1 (refer to Part II.C.5)

## SECTION C

### EVALUATION CRITERIA

#### 1. COVER LETTER

By submitting a proposal, the Proposer is accepting the General Instructions and Conditions of this Request for Proposal (reference second page of the RFP) and the Standard Contract Provisions of the Professional, Technical, and Expert Services contract.

The Cover Letter must include the following:

- RFP number and project title
- full legal name of proposing business entity
- structure or type of business entity
- name(s) of the person(s) authorized to represent the Proposer in any negotiations
- name(s) of the person(s) authorized to sign any contract that may result
- contact person's name, mailing or street addresses, phone and fax numbers and email address
- statement that no redactions are requested, if applicable

**A legal representative of the Proposer, authorized to bind the Proposer in contractual matters must sign the Cover Letter.**

If your firm currently has a City of Portland Business Tax Registration number, is in compliance with the Equal Benefits Program, and is EEO certified, include in the Cover Letter your firm's Business Tax Registration number, a statement that your firm's Equal Benefits Application has been approved, and your Equal Employment Opportunity (EEO) expiration date.

#### 2. PROJECT TEAM

Please provide the following:

Approximate number of people to be assigned to the project.

- Names of key personnel who will be performing the work on this project, and:
  - their roles, responsibilities, and time commitment for each Task in this project directly relevant experience on similar or related projects
  - unique qualifications
  - percentage of their time that will be devoted to this project relative to all other projects to which they may be assigned
- Provide a professional resume for each key member of the project team, including key personnel of any Subconsultant(s) proposed to be assigned to the project. Resumes shall include educational background, professional development, and demonstrate that the individual(s) meets the qualification requirements for performing the work as outlined in this RFP.
- Proposals must identify a proposed project manager who would be responsible for the day-to-day management of project tasks and would be the primary point of contact with your firm. Describe the project manager's experience with similar projects and with managing and leading interdisciplinary teams. List other projects the proposed project manager is currently assigned to.

Information regarding the project manager and staff members' present employment status may be requested along with information regarding their activities on any other

work presently under contract by the firm. If any proposed key personnel are committed to another project, the Bureau will want to know when they would be available for the work solicited in this RFP. Will the Proposer send in a "start team" and change mid-project to a "completion team?"

### 3. PROPOSER'S CAPABILITIES

- Describe similar projects performed within the last three (3) years, which best characterize firm's capabilities, work quality and cost control. At least one project should highlight the proposer's ability to evaluate a specific agency's metrics to determine appropriate staffing levels.
- Describe similar projects with other government agencies.
- Describe similar projects with other law enforcement agencies, if completed.

### 4. PROJECT APPROACH AND UNDERSTANDING

The Proposers should provide a clear and concise understanding of the project by describing and clarifying any major issues based upon project information provided in this RFP.

For each Task in this project, the project approach should:

- Describe the proposed work tasks and activities, and provide a narrative description of how the firm proposes to execute the tasks during each phase of the project.
- Describe the proposed work products that will result from each task or activity.
- Identify points of input and review with City staff.
- Based on your firm's expertise and experience with similar projects, demonstrate how your firm will effectively complete the proposed project.

If applicable, discuss any unique aspects of the project, alternative approaches the City might wish to consider or special considerations related to programmatic/funding requirements.

### 5. CORPORATE RESPONSIBILITY

Through the adoption of The Portland Plan, the Social Equity Contracting Strategy and Sustainable Procurement Policy, the Portland City Council has shown its commitment to contracting with socially and environmentally responsible businesses. The City values and supports diversity and is dedicated to advancing equity in public contracting by increasing opportunities for State of Oregon certified Minority, Women and Emerging Small Business enterprises ("M/W/ESB").

The Social Equity Contracting Strategy promotes M/W/ESB economic growth and encourages partnering and mentoring between large and small M/W/ESB firms on City PTE contracts. Therefore, the City has established an overall aspirational goal of 20% in awarding PTE prime consultant and subconsultant contracts to State of Oregon certified M/W/ESB firms. Proposing firms are encouraged to use the State's OMWESB website (<http://www4.cbs.state.or.us/ex/dir/omwesb>) for identifying potential M/W/ESB subconsultants.

All Proposers shall address the following in their proposals:

#### a. Oregon State Certification

Please indicate in your response if your firm is currently certified in the State of Oregon as an MBE, WBE, or an ESB.

#### b. Minority, Women and Emerging Small Business Contracting

- If your firm is acting as the prime consultant or utilizing subconsultants on this project, please list the total project contract amount including scopes of work on Form 1(PTE Participation Disclosure Form).
- Points will be awarded based upon the maximum dollars contracted with State of Oregon certified M/W/ESB prime and/or subconsultants.

**\*Note: Failure to submit Form 1 with your proposal may result in the proposal being found non-responsive and may be rejected.**

**c. Workforce Diversity and Community Involvement**

- Describe your firm's workforce demographics and any measurable steps taken to ensure a diverse internal workforce (e.g., women and people of color).
- How do you approach internal on the job training, mentoring, technical training, and/or professional development opportunities for women and people of color?
- Describe your firm's employee compensation structure, (e.g., living wages, healthcare coverage, employee leaves, dependent care, etc.).
- Describe your firm's commitment to community service, (e.g., charitable programs, scholarships, economic development, etc.)

**d. Sustainable Business Practices**

- List the top five actions/ongoing practices your firm has implemented to reduce the environmental impacts of your operations (e.g., energy efficiency, use of recycled content or non-toxic products, use of public transit or alternative fuel vehicles, waste prevention and recycling, water conservation, green building practices, etc.).
- Regarding your top five actions, please reference implementation dates, timelines, and any performance metrics or third-party awards/recognition (such as Sustainability at Work).
- Does your firm participate in any third-party sustainability related organizations, networks, or committees? If so, list up to five examples and how long your firm has been an active participant in each.

The City expects thoughtful consideration of all of the above Corporate Responsibility criteria in the preparation of proposals. The City will enforce all M/W/ESB commitments submitted by the successful Proposer. The successful Proposer will be required to submit a completed Monthly Subconsultant Payment and Utilization Report to ensure that subconsultants are utilized to the extent proposed and submitted in the original proposal. The successful Proposer will not be permitted at any time to substitute, delete, or add a subconsultant without the prior written approval of the Chief Procurement Officer. For reference, a copy of this form may be obtained at: <http://www.portlandonline.com/shared/cfm/image.cfm?id=119851>.

**6. PROPOSED COST**

The proposal shall include the Proposer's true estimated cost or fixed-price estimate for the proposed project approach irrespective of the City's anticipated cost. Additionally, this cost shall include the hourly rates of each person associated with the project as well as the estimated number of hours each staff member will be expected to work on each task.

# PART III

## SECTION A

### 1. EVALUATION CRITERIA

# PROPOSAL EVALUATION

## PROPOSAL REVIEW AND SELECTION

A Selection Review Committee (Committee) will be appointed to evaluate the proposals received. For the purpose of scoring proposals, each Committee member will evaluate each proposal in accordance with the criteria listed in Part II, Section C. The Committee may seek the assistance of outside expertise, including, but not limited to, technical advisors. The Committee will require a minimum of ten (10) working days to evaluate and score the proposals.

The choice of how to proceed, decisions to begin or terminate negotiations, determination of a reasonable time, decisions to open negotiations with a lower scoring Proposer, and any decision that a solicitation should be cancelled are all within the sole discretion of the City.

The proposal evaluation process consists of a series of Evaluation Levels that will lead to the identification of a finalist. Each proposal response will be evaluated in accordance with the following evaluation criteria:

**Evaluation Level #1 – Written Scoring:** Responses meeting the mandatory and responsiveness requirements will be further evaluated as part of Evaluation Level #1. One hundred possible points are available at Level #1. This step consists of a detailed review of the responses as follows:

Level #1 Evaluation Criteria		
Criteria	Maximum Level #1 Score	Point Distribution by Subsection
1. COVER LETTER		REQUIRED
2. PROJECT TEAM	25	
3. PROPOSER'S CAPABILITIES	20	
4. PROJECT APPROACH	20	
5. CORPORATE RESPONSIBILITY	20	
OR State Certification		4
MWESB Contracting		8
Workforce Diversity & Community Involvement		3
Sustainable Business Practices		5
6. PROPOSED COST	15	
<b>TOTAL:</b>	<b>100</b>	

**Short Listing** Following the completion of Evaluation Level #1 scoring the Committee may focus on only a limited number of proposals by developing a "short list" based on the scores from the written proposals. The number of proposers on the "short list" depends on whether the Committee believes such proposals have a reasonable chance of leading to the award of a contract. If the Committee develops a "short list", the scores from Evaluation Level #1 will be held until completion of the Evaluation #2 scoring to become part of the Total Overall Score.

**Evaluation Level #2 – Oral Scoring** If oral interviews or presentations are determined



to be necessary, this next step will consist of oral presentations for clarification of the Proposer's response or to elicit additional information as may be required by the Committee. Proposers invited to participate in Evaluation Level #2 will be given additional information regarding the City's desired content a reasonable time before the scheduled Evaluation Level #2 oral interviews/presentations are held. The scoring of the Level #2 will be as follows:

Level #2 Evaluation Criteria	
Criteria	Maximum Evaluation Level #2 Score
Content of Oral Presentation	100
<b>Total:</b>	<b>100</b>

Following completion of the Evaluation Level #2 scoring, each Proposer's Evaluation Level #2 score will be added to their Evaluation Level #1 score to determine their Total Overall Score. The highest scoring Proposal, based on their Total Overall Score, may be identified as the Finalist.

All communications shall be through the contact(s) referenced in Part II, Section A.2 of the RFP. At the City's sole discretion, communications with members of the evaluation committee, other City staff, or elected City officials for the purpose of unfairly influencing the outcome of this RFP may be cause for the Proposer's proposal to be rejected and disqualified from further consideration.

The City has the right to reject any or all proposals for good cause in the public interest, and the Chief Procurement Officer may waive any evaluation irregularities that have no material effect on upholding a fair and impartial evaluation selection process.

**NOTE: In the City's discretion, litigation between the City and a Proposer may be cause for proposal rejection, regardless of when that litigation comes to the City's attention and regardless how the Proposer's proposal may have been scored. Proposals may also be rejected if they use subcontractors or subconsultants who are involved in litigation with the City. Proposers who are concerned about possible rejection on this basis should contact the City before submission of a proposal for a preliminary determination of whether its proposal will be rejected.**

**2. SCORING PROCESS**

For Evaluation Level #1, the sum of all points earned by a Proposer from all proposal evaluators will be the Total Overall Score for Level #1. The Evaluation Committee may focus on only a limited number of proposals by developing a "short list" to move on to Evaluation Level #2 based on the scores from the written proposals or may proceed directly to contract negotiation and award.

If Proposers move to Evaluation Level #2, then the proposal scores from Level #1 will not be used during the oral interview/presentation process and will be scored based on the Level #2 criteria alone. Following completion of the Evaluation Level #2 scoring, each Proposer's Evaluation Level #2 score will be added to their Evaluation Level #1 score to determine their Total Overall Score. The highest scoring proposal, based on their Total Overall Score, may be identified as the Finalist.

**3. CLARIFYING PROPOSAL DURING EVALUATION**

At any point during the evaluation process, the City is permitted, but is not required, to seek clarification of a proposal. However, a request for clarification does not permit changes to a proposal.

## SECTION B

## CONTRACT AWARD

### 1. CONSULTANT SELECTION

Following the Evaluation Committee's final determination of the highest scored Proposer, the City will issue a Notice of Intent to Negotiate and Award and begin contract negotiations. The City will attempt to reach a final agreement with the highest scoring Proposer. However, the City may, in its sole discretion, terminate negotiations and reject the proposal if it appears agreement cannot be reached. The City may then attempt to reach a final agreement with the second highest scoring Proposer and may continue on, in the same manner, with remaining proposers until an agreement is reached. A consultant selection process will be carried out under Portland City Code Chapter 5.68.

The selection of the Finalist shall be based on negotiated costs and conformance to the City's terms and conditions. Negotiations will follow with the Finalist, and if successful, the contractor and City will enter into a service contract for the work. If the contract with the Finalist cannot be reached within a time period deemed reasonable to the City, the City may elevate any of the proposers that were identified on the short list.

### 2. CONTRACT DEVELOPMENT

The proposal and all responses provided by the successful Proposer may become a part of the final contract. Any information included as part of this contract shall be a public record and not exempt from disclosure, including items redacted from the proposal. The form of contract shall be the City's Contract for PTE Services.

For contracts over \$100,000, the evaluation committee's recommendation for contract award will be submitted to the Portland City Council for approval.

### 3. REVIEW AND PROTESTS

#### REVIEW:

Following the Notice of Intent to Negotiate and Award, the public may view proposal documents. However, any proprietary information so designated by the Proposer as a trade secret or confidential and meeting the requirements of ORS 192.501, 192.502 and/or ORS 646.461 et seq., will not be disclosed unless the Multnomah County District Attorney determines that disclosure is required. At this time, Proposers not awarded the contract may seek additional clarification or debriefing, request time to review the selection procedures or discuss the scoring methods utilized by the evaluation committee.

#### PROTESTS:

Proposers who are eliminated at any stage of the evaluation process will be notified of their elimination. At that time, Proposers who wish to protest their elimination shall file a protest within seven (7) calendar days of the notice. Protests may be submitted to the Chief Procurement Officer for this formal solicitation only from those Proposers who would receive the contract if their protest was successful.

Protests must be in writing and received by the Chief Procurement Officer within seven (7) calendar days, unless otherwise noted, following the date the City's Notice of Intent to Negotiate and Award, Notice to Short List, or notification for non-responsiveness was issued. The protest must specifically state the reason for the protest and show how its proposal or the successful proposal was mis-scored, or show how the selection process deviated from that described in the solicitation document. No contract will be awarded until the protest has been resolved.

Protests must be timely and must include all legal and factual information regarding the protest, and a statement of the form of relief requested. Protests received later than specified or from other than the Proposer who would receive the contract if the protest was successful will not be considered. The exercise of judgment used by the evaluators in scoring the written proposals and interviews, including the use of outside

expertise, is not grounds for appeal.

The Chief Procurement Officer may waive any procedural irregularities that had no material effect on the selection of the proposed contractor, invalidate the proposed award, amend the award decision, request the evaluation committee re-evaluate any proposal or require the Bureau to cancel the solicitation, and begin again to solicit new proposals. In the event the matter is returned to the evaluation committee, the Chief Procurement Officer shall issue a notice canceling the Notice of Intent to Award.

Decisions of the Chief Procurement Officer are final and conclude the administrative appeals process.

**EXHIBIT A  
CITY OF PORTLAND  
PROFESSIONAL TECHNICAL & EXPERT (PTE) SERVICES  
PARTICIPATION DISCLOSURE FORM 1**

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**CITY PTE DISCLOSURE REQUIREMENTS**

The City's disclosure program was adopted to document the utilization of Oregon certified Minority, Women and Emerging Small Businesses (M/W/ESBs) on City projects.

This Request for Proposal (RFP) requires submission by the Proposer of the PTE Participation Disclosure Form 1. The Proposer must disclose the following information:

- 1) Contact information and Employer Identification Number (EIN or FED ID#) for all contract participants
- 2) State of Oregon M/W/ESB designation  
(Verify current certification status with the Office of Minority, Women, and Emerging Small Business at <http://www4.cbs.state.or.us/ex/dir/omwesb>)
- 3) The proposed scope or category of work that the Proposer and any subconsultants will be performing
- 4) The dollar amount of the Proposer's self-performing work and of all subconsultants' contract(s)
- 5) Percentage of total contract amount allocated to Oregon certified M/W/ESB participation

Report all amounts in United States Dollars (USD). The use of 'TBD', 'N/A', or similar symbols is not acceptable. All requested information must be provided.

If the Proposer will not be using any subconsultants, the Proposer is still required to enter its own information in the appropriate section and to indicate "**NONE**" in the subconsultant section of the accompanying form and submit the form with its proposal.

**FAILURE TO SUBMIT THE PTE PARTICIPATION DISCLOSURE FORM 1 WITH THE PROPOSAL MAY RESULT  
IN THE PROPOSAL BEING FOUND NON-RESPONSIVE AND REJECTED FROM CONSIDERATION**

**CITY OF PORTLAND  
PTE PARTICIPATION DISCLOSURE FORM 1**

This Request for Proposal requires submission by the Proposer of this PTE Participation Disclosure Form 1. Proposers must disclose the following information:

Please print all information clearly.

Proposer Name: \_\_\_\_\_ Proposer's Total Cost: \$ \_\_\_\_\_

Project Name: \_\_\_\_\_ RFP Number: \_\_\_\_\_

Contact Name: \_\_\_\_\_ Phone: \_\_\_\_\_ Email: \_\_\_\_\_

Percentage of total contract amount allocated to Oregon certified M/W/ESB participation	(Proposer & subconsultants added together)		%
PROPOSER INFORMATION (Please Print)	M/W/ESB	SCOPE / TYPE OF WORK	SELF-PERFORMING AMOUNT
Firm Legal Name: Email: Phone #: Fax#: FED ID OR EIN # (No SS#):			\$
SUBCONSULTANT INFORMATION (Please Print)	M/W/ESB	SCOPE / TYPE OF WORK	SUBCONTRACT AMOUNT
Firm Legal Name: Email: Phone #: Fax#: FED ID OR EIN # (No SS#):			\$
Firm Legal Name: Email: Phone #: Fax#: FED ID OR EIN # (No SS#):			\$
Firm Legal Name: Email: Phone #: Fax#: FED ID OR EIN # (No SS#):			\$

**NOTE:**

- 1) Report all amounts in US Dollars (USD); using 'TBD', 'N/A', or similar symbols is not acceptable.
- 2) The Proposer and all subconsultants must be listed on this form. Leave M/W/ESB column blank if firm is not confirmed as currently certified through the State of Oregon Office of Minority, Women, and Emerging Small Business: <http://www4.cbs.state.or.us/ex/dir/omwesb>.
- 3) If the Proposer will not be using any subconsultants, the Proposer is required to indicate "NONE" in the Subconsultant Information section of this form and submit this form with its proposal.
- 4) Do not enter Social Security numbers on this form.

Failure to submit this form with the proposal may result in the proposal being found non-responsive and rejected.

in accordance with any contract resulting from this RFP will be employees (or subcontractors) of the firm and not in any way employees of the City.

#### 1-16 Technical Qualifications

By responding to this RFP, the proposer warrants that they are qualified and has knowledge of the various methodologies used to measure police workload, staffing and deployment and an understanding of industry best practices and standards. . The proposer must be licensed and fully insured to do business in the State of Oregon. Therefore, the omission of a particular task in the Scope of Work shall not relieve the proposer from the duty to perform same if it is necessary for the successful completion of the projects.

## SECTION 2: BACKGROUND AND SCOPE OF WORK

### Background:

The City of Sherwood is located in Washington County, Oregon along Highway 99W. Situated southwest of Portland in the Tualatin Valley, Sherwood is home to the Tualatin River National Wildlife Refuge and is proud to be the gateway to beautiful wine country. The City serves over 18,000 residents and was incorporated in 1893.

The City Council consists of a Mayor and six (6) council members. The Mayor is a voting member of the City Council. The City Attorney, City Manager, and Municipal Judge are appointed by the City Council and all serve at the pleasure of the City Council. The City has two Collective Bargaining Units. AFSCME and SPOA. AFSCME represents all non-exempt employees working for the City (other than police). SPOA represents all non-exempt employees working in the Police Department (excluding Sergeants).

### Purpose of Request for Proposals:

The City of Sherwood is soliciting proposals in order to select an individual or firm to perform a police staffing and workload study and/or analysis.

### Services to be provided:

Typical services to be provided may include, but are not limited to the following:

1. Community value and satisfaction measurement:
  - a. Determine the community's value of the police department and associated services, including the types and levels of service the community desires and expects
  - b. Determine the community's level of satisfaction with the police department overall, and with the services provided

2. Workload analysis:

May 21, 2015  
Date

Police Adv. Board  
Gov. Body

4.a  
Agenda Item

E  
Exhibit #



- a. Determine the workload level using raw data extracted from the police department's CAD system, including considerations of number of responding units needed by call type, the number and frequency of outside agency assistance required, public-demand versus officer-initiated activities, effect of community policing on discretionary patrol time and the time necessary to conduct proactive police activities, and the actual amount of time necessary to handle police calls and activities from inception to completion
3. Patrol Operational analysis:
    - a. Review organizational structure and its implications for staffing. Take into account command/control, safety and cost aspects including overtime.
    - b. Determine how many officers should be assigned to patrol to achieve adequate patrol services to meet the community desires for reactive and proactive levels of service
    - c. Review shift deployment schemes based on (4) 10 hour shifts and make recommendations for efficiency and safety
    - d. Compare deployment and workload to the community's values and service expectations
  4. Supervision Operational analysis
    - a. Determine the available manpower and compare to supervisory workload based on supervisory duties, administrative duties and call response
  5. Support services Operational analysis
    - a. Determine the available support services manpower, including investigations and school resource officers and compare to actual workload and demand, and identify functions and/or services not being adequately addressed
    - b. Determine the effectiveness of the K-9 unit
  6. Identify functions not being adequately fulfilled and provide options to address
  7. Provide and/or recommend a diagnostic tool, system of analysis and/or methodology that can be used by the police department in the future for similar analysis
  8. Provide a qualified person to report to City officials upon request by the City (assume 3 meetings)

### SECTION 3: PROPOSAL FORM AND CONTENT