



Meeting Minutes



| Police Advisory Board | |
|-------------------------|-----------------------------------------------------------------------|
| Date & Time: | November 17, 2016 7:00 pm |
| Location: | Sherwood Police Community Room 20495 SW Borchers Dr., Sherwood, OR |

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|-----------------------------|-------------------------|
| P.A.B. Members: | Council Liaison: |
| Laurie Zwingli - Chair | Linda Henderson |
| Bob Silverforb - Vice Chair | City Staff: |
| Diane Foster | Jeff Groth-Police Chief |
| Camryn Fox | Tom Pessemier |
| Taylor Funrue | |
| Sean Garland | |
| Rich Miller | |
| Amy Miller-Juvé | |
| Chris West | |

1. Call to Order (Chair)

Vice Chair Silverforb called the meeting to order at 7:00 p.m.

2. Roll Call (Chair / Staff)

Board Members Present: Vice Chair Silverforb, Diane Foster, Taylor Funrue, Sean Garland, Rich Miller, Amy Miller-Juvé and Chris West

Board Members Absent: Chair Zwingli and Camryn Fox

Staff & City Council Liaison Present: Chief Groth, Assistant City Manager-Tom Pessemier, Executive Assistant-Angie Hass & Councilor Linda Henderson

3. Approval of minutes (Chair)

a. October 20, 2016 Meeting Minutes

A motion was made by Chris West to approve the October meeting minutes. The motion was seconded by Amy Miller-Juvé and all Board Members voted in favor.

4. Board Member Announcements (Chair)

a. Congratulations to Sean Garland

Vice Chair Silverforb congratulated Sean on the recent election and his new position as a City Councilor. He stated that it had been a pleasure having him on the Board. Sean will be sworn in at the January City Council meeting.

b. Reminder-Annual Boards & Commissions Dinner, 12/6/2016 at 6 p.m.

Everyone was asked to please be sure to RSVP by Monday 11/28. A copy of what questions will need to be answered in order to complete the Annual Report was available at each Board member's seat. (See Exhibit "A".) Time was allowed for each Board member to review. All Board members were asked to contribute their thoughts and suggestions. Amy Miller-Juvé will be presenting the report at the dinner.

c. Citizen University Recap-Sean Garland

Sean shared his recent experience at the six week City held Citizens University. He stated that it could have been longer, as there was so much information. It was three hours, one night a week. The City Manager led all nights, with the exception of one night, which was the Police Department's turn. Chief Groth headed up that evening. Sean went over each of the topics / departments that were discussed and presented. He stated that there were approximately 28 signed up and the PD night was the most interactive of all nights. He described all that was presented, along with tour of the PD. He said that it was very enlightening for all attendees. The Chief really did a good job of personalizing the Police Officers. The whole group left each night feeling like they really learned so much. He stated that Councilor Kuiper was the one who got this going. He was not sure if a second session will be scheduled. If so, he highly recommends to all Board members. He really got a good view of how the City works. Rich asked if he had received a certificate. Sean stated that they did get some gifts and the City Manager mentioned that they might also receive a jacket and discussed the possibility of being granted a position as Ambassador.

5. Business (Chair)

a. Questions for the Chief

Amy stated that she had been receiving questions from friends about how Sherwood Officers handle situations that need deescalating. The Chief stated that a lot of deescalating training occurs during other types of training, not specifically deescalating training. However, that is changing along with the times. Described scenarios that might be provided during a firearms training, for instance. Time, distance and cover – explained how those can help. This topic is also discussed in Department meetings and trainings. They discuss, as a group, instances that have occurred at other Departments / cities. He gave an example of a shooting incident that occurred a few years ago and explained how this is becoming a bigger part of training.

Rich asked if Sherwood had an intergovernmental agreement with other agencies, if assistance is needed. He specifically, asked about Portland PD and referenced recent protests. The Chief explained that the Sherwood PD does have partnerships with other agencies within Washington County. However, other agencies could respond as well. Portland PD also will ask for assistance at times. Washington County's Tactical Team can be called. He went on to describe a Tualatin incident from a few years ago where many agencies responded. Certain situations can occur in a community that they had never planned for before. Mutual Aid Agreements do exist and many agencies have them. It is not uncommon for a Sherwood Officer to take a call for Washington County. Closest officer to call is not uncommon to respond.

Rich asked who fills in when Officers are away, for instance, to attend a funeral of a fallen officer. The Chief stated that there would always be some of the Police Officers that would stay behind. Explained that if it was for an Officer from that agency, then other agencies will come in and cover, so that everyone can attend. Shared examples of situations where coverage was provided in those incidences, as well as a recent training titled LODD (Line of Duty Death) that was held at the SPD. He stated that SPD does have a protocol in place.

Sean asked about social media and how it was going, specifically with Facebook, the Sherwood PD App, Twitter. Asked if involvement was going up? The Chief stated that it has been at a steady increase. FB is increasing, Twitter is holding its own. Sean asked if they had been getting citizen responses from the App. The Chief replied, not that much. They are learning that the App is somewhat limited and described a few scenarios. He had recently signed up for "Next Door". Shared a few challenges with FB, but felt that overall, social media was going okay.

Chris shared comments made by his neighborhood Facebook page and how they chose to keep a closed group.

Taylor asked if there would be a way to increase FB and Twitter presence so that more people would know that we have. She stated that she wasn't aware that the PD was on those sites and believes that a lot of people she knows aren't aware. The Chief explained that they do try to get the word out and have done a few FB boosts. Diane confirmed that SPD posts can be shared and suggested that if a high school student shared a SPD FB post, that could help a lot.

b. Follow-Up Presentation on Police Staffing Proposals-Tom Pessemier

Tom explained that his goal for the evening was to inform and provide more detail to the Police Advisory Board. (See Exhibit "B" for PowerPoint.)

The Chief explained the pros and cons of 10 hour shifts. Sean asked about policies on changing shifts and how much notice Officers receive. The Chief stated that all of

that is outlined in the Collective Bargaining Agreement. If there was a need, they can adjust, but would work out with the Union. Councilor Henderson asked what the current process was and Captain Daniel (who was in the audience) explained that the schedules are currently prepared in six month increments. Per the contract, an Officer cannot be assigned to Graveyard more than two years. The Chief added that sometimes schedules look good on paper, but don't always work well. Tom explained how they saw some benefits to the different schedules.

Diane asked about the stats listed for the Calls for Service and if those numbers included the self-initiated calls. The Chief explained how the Staffing Study measured the Calls for Service. He gave some scenarios on the public demands for service and how those numbers were not included in the Calls for Service. He said that this is a nuance of looking at this data. Diane shared her experience from a Ride Along and the various calls that they went on that wouldn't have been included in the Calls for Service. Rich asked why those numbers weren't included. Tom explained that the numbers used were for comparison and were for an example only.

Amy asked how much it would cost for the SPD to hire their own Officer to cover the late, short shift, as that information was not listed in the presentation. The Chief explained that the SPD could have their own person, the challenge is finding someone willing to do part time. Amy asked if someone could be hired to do some eight hour and some ten hour shifts. The Chief said that couldn't be done as you can run into issues. Tom explained that Matrix looked at different options and this was the best one. Chris commented on the costs and Rich stated that the study doesn't take into account the human component.

Sean asked where this is going from here. Councilor Henderson stated that it is not on the City Council schedule for the remainder of this year. Tom stated that he is not sure where it is going either. They are taking this time to evaluate. Vice Chair Silverforb asked if the Police Advisory Board should just wait to be more proactive. The Chief stated that based on the PAB's role, they should get input from the community and Tom agreed – the more input, the better. Diane said that she would also want Officer input and feedback. This would be very beneficial and spoke of a recent conversation with an Officer. The Chief shared that, as Board Members, it would be good to speak with him about this topic and that there is a lot more involved.

Vice Chair Silverforb noted the late hour and recommended that a subcommittee be formed to come up with a plan of action. Amy agreed. Sean asked Tom if there would be more revisions. Tom said that he had not made changes and did not have plans to do so. Councilor Henderson stated that if the Board did form a subcommittee, they could figure out exactly what they wanted to do and then present it to the City Council. Amy said that the subcommittee's goal would be to establish what the next steps would be. Councilor Henderson said that the Council's decision will be based on money and that conversation hasn't even come up yet. She stated

that she would personally not like to see this drag out. Rich stated that the Board's job is to help the Council to make an informed decision. Councilor Henderson said that if a subcommittee is formed, she will notify the Council. Vice Chair Silverforb motioned to develop a subcommittee of three to look at what the Board's next steps will be. Amy seconded his motion. All Board Members voted in favor. It was agreed to begin after the first of the year. It was decided that Amy, Chris and Rich will be on the subcommittee. Chris stated that the Board will need to identify what the subcommittee's goal(s) will be. Vice Chair suggested that this be put on hold until he has a chance to speak with Chair Zwingli.

6. Councilor News

Councilor Henderson reported that the recent budget meeting went well and that she enjoyed the time spent with the City's new Finance Director, Katie Henry. She then went over some of the budget numbers with the group.

She updated the group with what's ahead for the City Council's agenda.

Councilor Henderson commented on Diane's Ride Along experience and shared her own, recent, personal experience. She also commented on the fact that certain calls for service are not accounted for in the staffing study.

She went over the results of the marijuana tax with other cities. Chris stated that when looking at the City of Sherwood's voting numbers, he felt that citizens had studied to make educated decisions. His take was that folks made conscious decisions.

7. Staff Report(s)

a. Staffing / Hiring Update

The Chief asked the group if, with the Boards and Commissions Dinner on 12/6, do they still want to have a December Board Meeting. Vice Chair Silverforb stated that he will run it by Chair Zwingli.

The Chief shared that one of the new Officers resigned and that the other new Officer is doing a great job. There are lot of applicants in moving forward and hope to set a new testing date soon.

8. Citizen Comment

There were no Citizen Comments.

9. Adjourn (Chair)

Vice Chair Silverforb adjourned the meeting at 9:37 p.m.

Approval of Minutes:



Vice Chair Silverforb

1/19/2017
Date

Attest:



Angie Hass, Executive Assistant

1/19/2017
Date



Annual Boards & Commissions Report to City Council

Police Advisory Board

City Council Work Session
Community Room at Sherwood City Hall
22560 SW Pine Street, Sherwood, Oregon
Tuesday, December 6, 2016 at 6:00 pm

1. What are your two or three most significant accomplishments for this past year as a board or commission?
 - A. Prepared input for the City Council regarding recreational marijuana facilities seeking to locate in Sherwood, including suggestions for location, size, security, and potential services to be offered.
 - B. Participated in and reviewed the Matrix Police Staffing Study, for eventual input on various recommendations presented by the study, including discussion surrounding whether or not the city should contract with the Washington County Sheriff's Office to take over a graveyard shift in Sherwood.
 - C. Learned more about community policing to understand the needs of both an effective police department and effectively policed community, in order to continue the process of helping the police department and city leadership develop a strategic plan for the future of Sherwood.
2. What are your two or three major goals for the upcoming year as a board or commission?
 - A. Continue to gather citizen and officer feedback to provide input on the direction of our police force in terms of the staffing study.
 - B. Continue to plan and assist in conducting a successful Community Police Academy.
 - C. Continue to evaluate and discuss policing and community policing needs for the community of Sherwood, as Sherwood continues to grow in population.



Sheriff Night Shift Staffing Analysis

Police Advisory Board Presentation; November 17, 2016



2

Tonight's presentation

- History
- Staff Analysis and Data

History

- ▶ March 2016 – Matrix Consulting Group finishes Staffing Study
- ▶ May 2016 – Majority of Council directs Staff to look at recommendation #6 of Staffing Study
- ▶ May 2016 – Washington County Sheriff's office is contacted with request
- ▶ June 2016 – Washington County Sheriff's office provides three options for consideration
- ▶ June – August 2016 – Staff analyzes options and prepares presentation for Council
- ▶ September 2016 Presentation to City Council
- ▶ October 2016 Presentation to City Council and Police Advisory Board
- ▶ November 2016 Presentation to Police Advisory Board

Recommendation #6*

- ▶ As a Sherwood Police Department patrol staffing alternative contact the Washington County Sheriff to collectively explore WCSO patrol coverage of Sherwood during the 1am to 6am timeframe. This could result in a reallocation of Night Shift (Graveyard) officer and sergeant staff to other Sherwood Police Department assignments and thus mitigate the need for additional staff resources as recommended in this report.

**Matrix Consulting Group: Sherwood Staffing Study March 2016*

Why did Matrix make this recommendation?

- Average less than one call per night during the 1-6am time block.
- Most of those calls are lower priority 3-5 type of calls.
- 5 officers and 1 Sergeant make up the Night Shift
- Adjustments to the current schedule would allow reallocating Night Shift staff to fill other needs and community desires

Sheriff's Office Proposals

EXHIBIT 'B'

| WASHINGTON COUNTY SHERIFF'S OFFICE | | | |
|--------------------------------------------------|-------|---------|---------------------------|
| 2.10 FTE (84 hours / week) Budget Estimate 16-17 | | | |
| Salary and Benefits | \$ | 228,976 | |
| Shift Differential @ 27.615% | \$ | 63,243 | |
| Total Pers Costs | \$ | 292,219 | |
| M&S | \$ | 23,609 | |
| Indirect Cost | \$ | 35,454 | |
| Total | \$ | 350,576 | Per Month \$ 29,215 |
| Detail: | | | |
| SGT | 9 FTE | | |
| Deputies | 2.10 | | |
| Civilian | | | |
| Total FTE | 2.10 | | |
| M&S | | | |
| Supplies | \$ | 460 | Incl. cell & air time |
| Radio | \$ | 500 | amortized over 10 yrs |
| Uniform | \$ | 330 | amortized over 3 yrs |
| Body Armor | \$ | 163 | amortized over 5 yrs |
| Duty Gear/Gun | \$ | 417 | amortized over 6 yrs |
| Range Fees | \$ | 80 | |
| Ammo | \$ | 170 | |
| Car | \$ | 8,580 | Charge .66 per mile |
| | | | 80 miles Daily 13,000 mi. |
| Sub-Total | \$ | 10,700 | Per FTE |
| WCCCA Radio | \$ | 367 | 1/car + 1/FTE @ \$140.67 |
| Total | \$ | 11,066 | |

Assumes: All Information Services, email, etc. supplied by the City. WCCCA console charges paid by the City.

EXHIBIT 'B'

| WASHINGTON COUNTY SHERIFF'S OFFICE | | | |
|--------------------------------------------------|-------|---------|---------------------------|
| 1.75 FTE (70 hours / week) Budget Estimate 16-17 | | | |
| Salary and Benefits | \$ | 190,814 | |
| Shift Differential @ 27.615% | \$ | 52,701 | |
| Total Pers Costs | \$ | 243,515 | |
| M&S | \$ | 19,111 | |
| Indirect Cost | \$ | 29,546 | |
| Total | \$ | 292,172 | Per Month \$ 24,348 |
| Detail: | | | |
| SGT | 9 FTE | | |
| Deputies | 1.75 | | |
| Civilian | | | |
| Total FTE | 1.75 | | |
| M&S | | | |
| Supplies | \$ | 460 | Incl. cell & air time |
| Radio | \$ | 500 | amortized over 10 yrs |
| Uniform | \$ | 330 | amortized over 3 yrs |
| Body Armor | \$ | 163 | amortized over 5 yrs |
| Duty Gear/Gun | \$ | 417 | amortized over 6 yrs |
| Range Fees | \$ | 80 | |
| Ammo | \$ | 170 | |
| Car | \$ | 8,580 | Charge .66 per mile |
| | | | 80 miles Daily 13,000 mi. |
| Sub-Total | \$ | 10,700 | Per FTE |
| WCCCA Radio | \$ | 367 | 1/car + 1/FTE @ \$140.67 |
| Total | \$ | 11,066 | |

Assumes: All Information Services, email, etc. supplied by the City. WCCCA console charges paid by the City.

EXHIBIT 'B'

| WASHINGTON COUNTY SHERIFF'S OFFICE | | | |
|--------------------------------------------------|-------|---------|---------------------------|
| .875 FTE (35 hours / week) Budget Estimate 16-17 | | | |
| Salary and Benefits | \$ | 95,407 | |
| Shift Differential @ 27.615% | \$ | 26,350 | |
| Total Pers Costs | \$ | 121,757 | |
| M&S | \$ | 9,626 | |
| Indirect Cost | \$ | 14,777 | |
| Total | \$ | 146,160 | Per Month \$ 12,180 |
| Detail: | | | |
| SGT | 9 FTE | | |
| Deputies | 0.875 | | |
| Civilian | | | |
| Total FTE | 0.875 | | |
| M&S | | | |
| Supplies | \$ | 460 | Incl. cell & air time |
| Radio | \$ | 500 | amortized over 10 yrs |
| Uniform | \$ | 330 | amortized over 3 yrs |
| Body Armor | \$ | 163 | amortized over 5 yrs |
| Duty Gear/Gun | \$ | 417 | amortized over 6 yrs |
| Range Fees | \$ | 80 | |
| Ammo | \$ | 170 | |
| Car | \$ | 8,580 | Charge .66 per mile |
| | | | 80 miles Daily 13,000 mi. |
| Sub-Total | \$ | 10,700 | Per FTE |
| WCCCA Radio | \$ | 364 | 1/car + 1/FTE @ \$140.67 |
| Total | \$ | 10,963 | |

Assumes: All Information Services, email, etc. supplied by the City. WCCCA console charges paid by the City.

Sheriff's Office Proposals

- FY 16-17 Costs
- All FTE is Deputies
- Assumes: All Information Services, email, etc. supplied by Sherwood
- Assumes: WCCA consol charges paid by Sherwood

M&S Includes

- Supplies
- Radio
- Uniform
- Body Armor
- Duty Gear/Gun
- Range Fees
- Ammo
- Car
- WCCA Radio

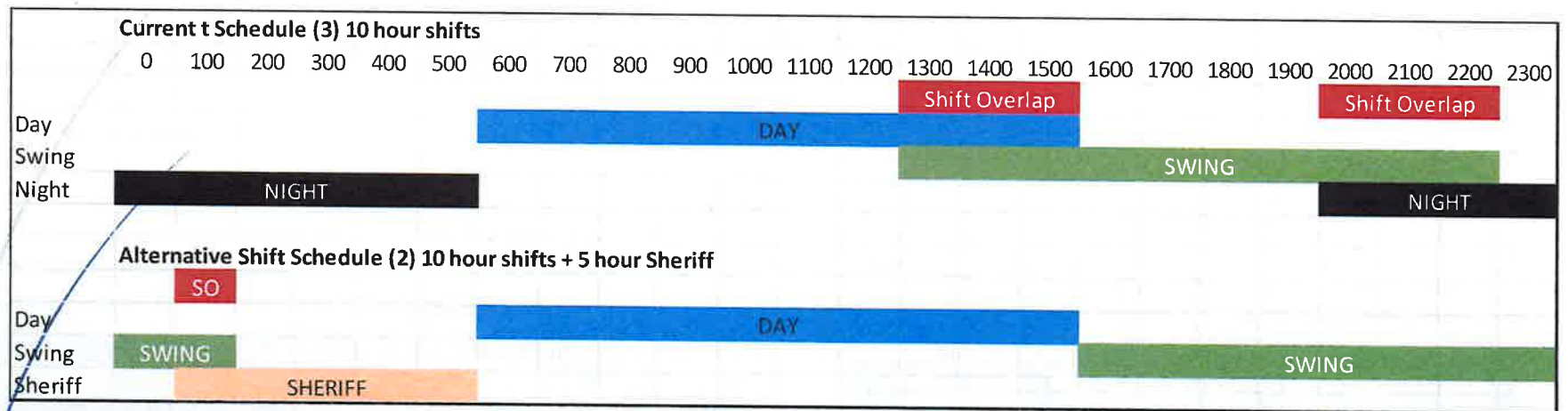
Sheriff Office Proposals

| Item | 2.1 FTE | 1.75 FTE | 0.875 FTE |
|-------------------------------|------------|------------|------------|
| Salary and Benefits | \$ 228,976 | \$ 190,814 | \$ 95,407 |
| Shift Differential (27.619%) | \$ 63,241 | \$ 52,701 | \$ 26,350 |
| Materials and Services | \$ 22,905 | \$ 19,111 | \$ 9,626 |
| Indirect Costs (15.5% Salary) | \$ 35,454 | \$ 29,546 | \$ 14,777 |
| Total | \$ 350,576 | \$ 292,172 | \$ 146,160 |

Sherwood and Washington County coverage for time off

- City of Sherwood – Matrix study shows that officers are available for duty 72% of the time. This is very close to the industry standard. That means that 28% of the time an officer is not available. (Paid Time Off, Sick Leave, etc..)
- Washington County Sheriff department is a large enough organization that they have officers that move around in assignments to deal when an officer is not available. They then use what they call a Shift Differential for budgeting purposes. Currently that is 27.6%.
- Sherwood is a smaller organization comparatively and deals with this by having a additional officers assigned to shifts that provides additional coverage when another officer is out.

Shifts



Data

- June 2016 was determined to be the most accurate baseline because it has actual data that takes into account real life deployment issues
- June 2016 was compared to typical deployment schedule and amount of hours was within 5%.
- Includes Sergeants, Motor and SRO

Deployed Officers
(Including Sgt)

June 2016

| Time/Day | Sun | Mon | Tue | Wed | Thu | Fri | Sat |
|----------|-----|-----|-----|-----|-----|-----|-----|
| 0 | 2.8 | 2.5 | 2.8 | 3.4 | 2.3 | 2.5 | 2.3 |
| 100 | 2.8 | 2.5 | 2.8 | 3.4 | 2.3 | 2.5 | 2.3 |
| 200 | 2.8 | 2.5 | 2.8 | 3.4 | 2.3 | 2.5 | 2.3 |
| 300 | 2.8 | 2.5 | 2.8 | 3.4 | 2.3 | 2.5 | 2.3 |
| 400 | 2.8 | 2.5 | 2.8 | 3.4 | 2.3 | 2.5 | 2.3 |
| 500 | 2.8 | 2.5 | 2.8 | 3.4 | 2.3 | 2.5 | 2.3 |
| 600 | 2.3 | 3.5 | 3.8 | 4.4 | 4.3 | 3.8 | 3.5 |
| 700 | 2.3 | 3.5 | 3.8 | 4.4 | 4.3 | 3.8 | 3.5 |
| 800 | 2.3 | 3.5 | 3.8 | 4.4 | 4.3 | 3.8 | 3.5 |
| 900 | 2.3 | 3.5 | 3.8 | 4.4 | 4.3 | 3.8 | 3.5 |
| 1000 | 2.3 | 3.5 | 3.8 | 4.4 | 4.3 | 3.8 | 3.5 |
| 1100 | 2.3 | 3.5 | 3.8 | 4.4 | 4.3 | 3.8 | 3.5 |
| 1200 | 2.3 | 3.5 | 3.8 | 4.4 | 4.3 | 3.8 | 3.5 |
| 1300 | 3.5 | 5.3 | 5.8 | 6.2 | 7.0 | 6.8 | 5.8 |
| 1400 | 3.5 | 5.3 | 5.8 | 6.2 | 7.0 | 6.8 | 5.8 |
| 1500 | 3.5 | 5.3 | 5.8 | 6.2 | 7.0 | 6.8 | 5.8 |
| 1600 | 1.3 | 1.8 | 2.0 | 1.8 | 2.8 | 3.0 | 2.3 |
| 1700 | 1.3 | 1.8 | 2.0 | 1.8 | 2.8 | 3.0 | 2.3 |
| 1800 | 1.3 | 1.8 | 2.0 | 1.8 | 2.8 | 3.0 | 2.3 |
| 1900 | 1.3 | 1.8 | 2.0 | 1.8 | 2.8 | 3.0 | 2.3 |
| 2000 | 4.0 | 4.3 | 4.8 | 5.2 | 5.0 | 5.5 | 4.5 |
| 2100 | 4.0 | 4.3 | 4.8 | 5.2 | 5.0 | 5.5 | 4.5 |
| 2200 | 4.0 | 4.3 | 4.8 | 5.2 | 5.0 | 5.5 | 4.5 |
| 2300 | 2.8 | 2.5 | 2.8 | 3.4 | 2.3 | 2.5 | 2.3 |

Night

Day Shift

Swing Shift

Night

Data

- Calls for Service is not the standard for Staffing Study Analysis
- Calls for Service can be used for comparative purposes as long as the variables remain constant
- Calls for Service do not take into account priority of calls or length of calls

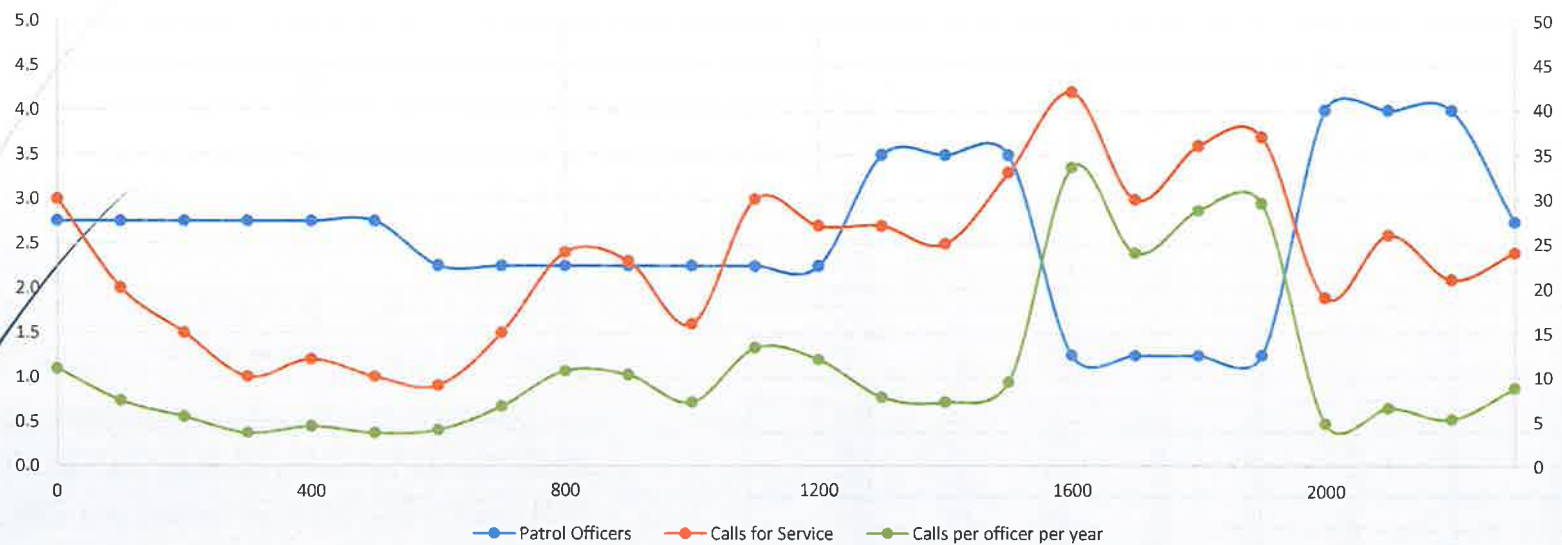
**Calls for Service
(Matrix Study)**

| Time/Day | Sun | Mon | Tue | Wed | Thu | Fri | Sat |
|----------|-----|-----|-----|-----|-----|-----|-----|
| 0 | 30 | 12 | 14 | 8 | 22 | 11 | 18 |
| 100 | 20 | 7 | 9 | 4 | 10 | 11 | 20 |
| 200 | 15 | 9 | 7 | 5 | 10 | 7 | 23 |
| 300 | 10 | 9 | 7 | 5 | 4 | 4 | 9 |
| 400 | 12 | 2 | 0 | 5 | 7 | 9 | 10 |
| 500 | 10 | 4 | 9 | 7 | 10 | 5 | 7 |
| 600 | 9 | 12 | 10 | 14 | 9 | 13 | 11 |
| 700 | 15 | 22 | 16 | 17 | 18 | 20 | 14 |
| 800 | 24 | 29 | 23 | 30 | 21 | 29 | 23 |
| 900 | 23 | 33 | 24 | 27 | 18 | 21 | 17 |
| 1000 | 16 | 55 | 29 | 24 | 30 | 35 | 28 |
| 1100 | 30 | 48 | 39 | 34 | 26 | 38 | 36 |
| 1200 | 27 | 27 | 32 | 51 | 29 | 47 | 24 |
| 1300 | 27 | 48 | 32 | 51 | 42 | 43 | 41 |
| 1400 | 25 | 51 | 45 | 48 | 41 | 54 | 35 |
| 1500 | 33 | 39 | 45 | 46 | 59 | 45 | 45 |
| 1600 | 42 | 40 | 54 | 60 | 51 | 67 | 34 |
| 1700 | 30 | 49 | 49 | 49 | 56 | 54 | 55 |
| 1800 | 36 | 40 | 36 | 41 | 48 | 41 | 55 |
| 1900 | 37 | 38 | 33 | 41 | 42 | 55 | 35 |
| 2000 | 19 | 33 | 29 | 46 | 30 | 29 | 45 |
| 2100 | 26 | 29 | 28 | 36 | 39 | 34 | 39 |
| 2200 | 21 | 27 | 23 | 27 | 31 | 42 | 27 |
| 2300 | 24 | 16 | 14 | 22 | 26 | 27 | 42 |

561 679 607 698 679 741 693

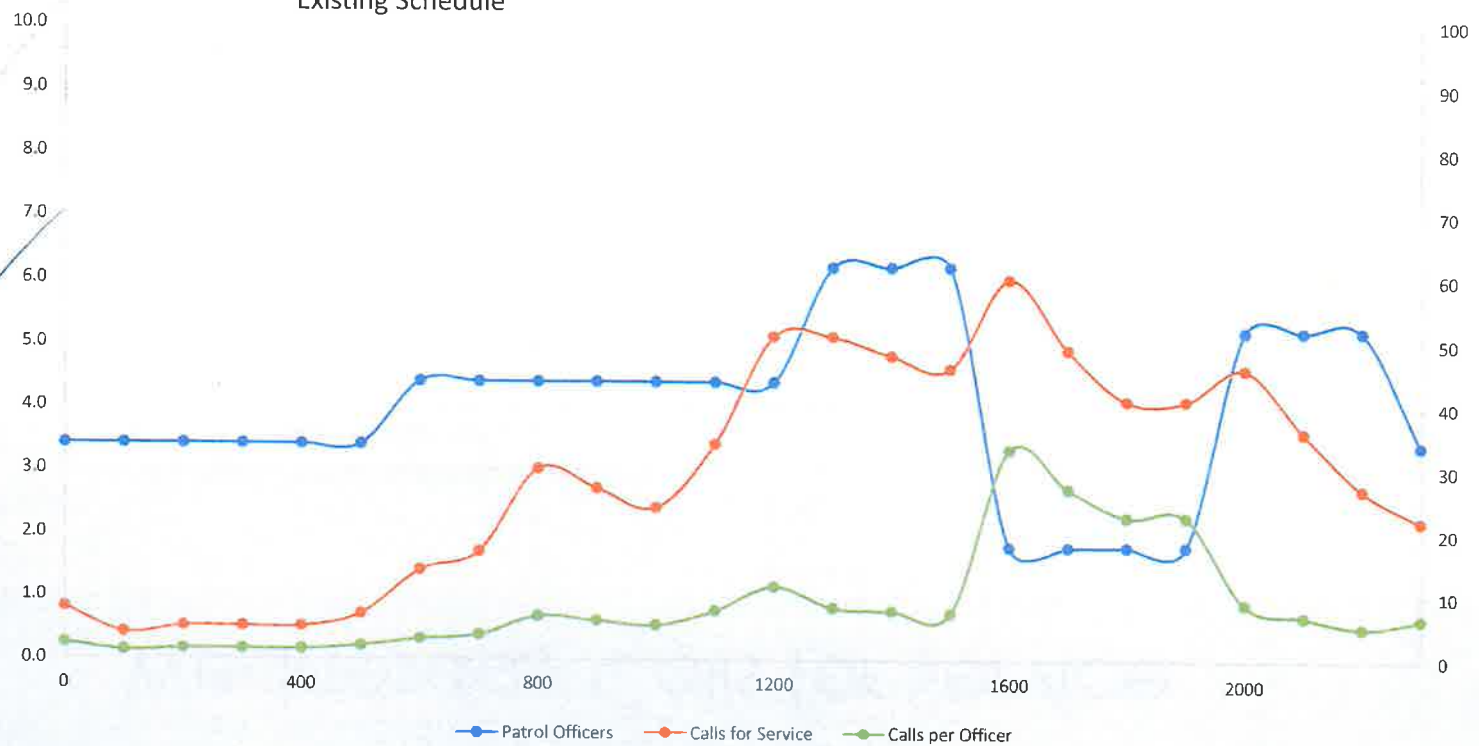
Sunday Calls for Service

Sunday Officers and Calls for Service
Existing Schedule

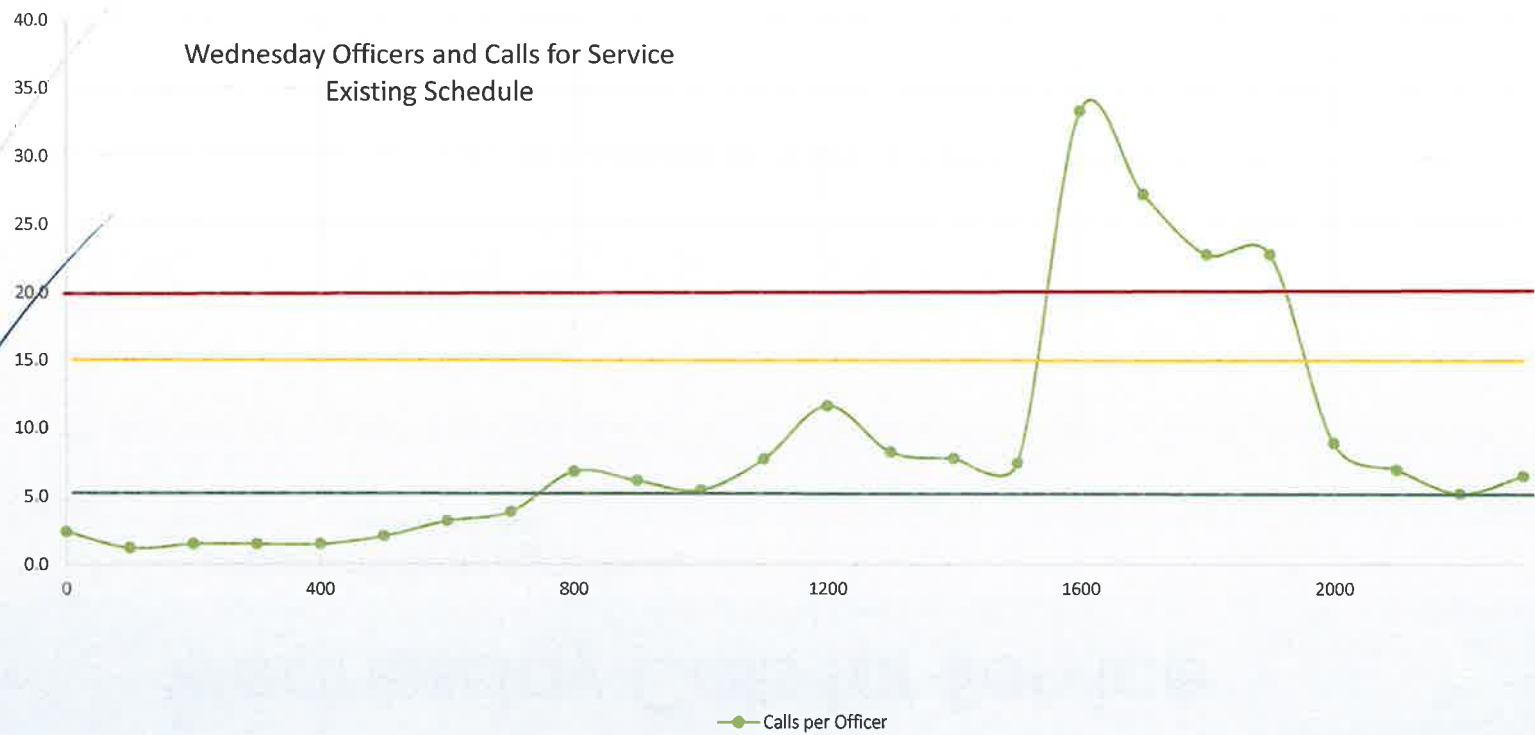


Wednesday Calls for Service

Wednesday Officers and Calls for Service
Existing Schedule

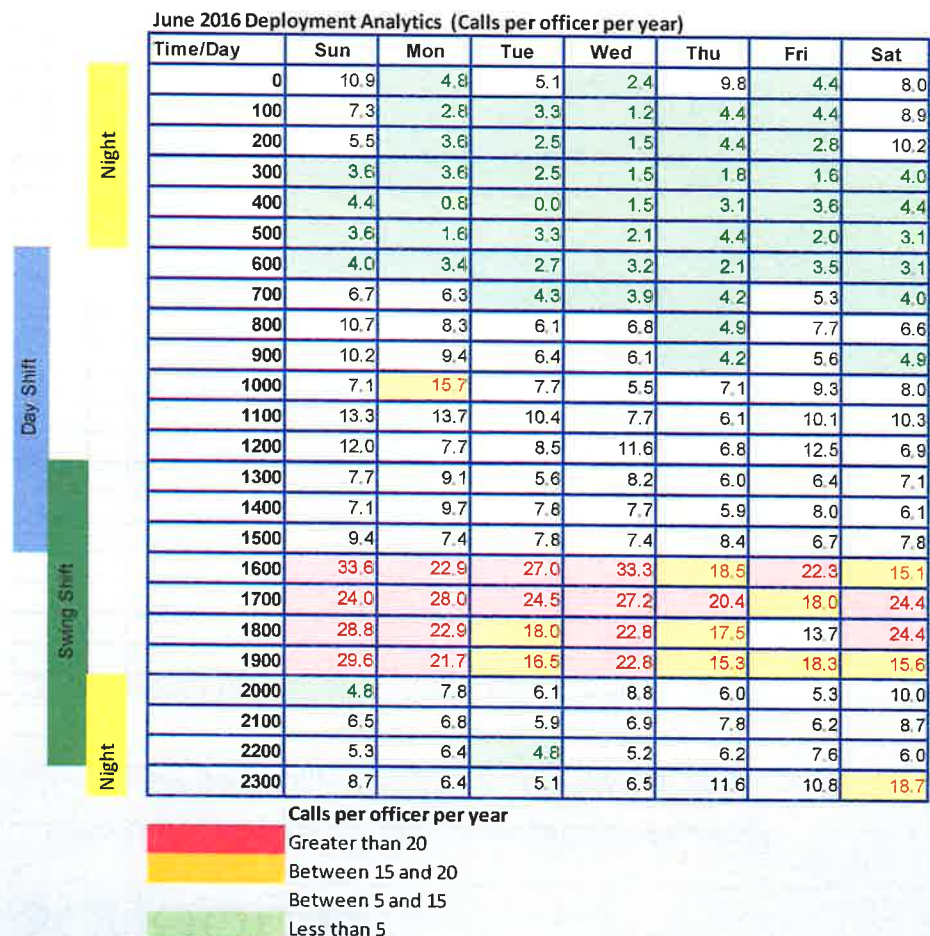


Wednesday Calls for Service



Data Analysis: Existing Schedule

- Analytics # of officers/calls for service
 - Calls per officer per year gradient is to highlight extremes in data
 - Temperature
- red = warm; green = cool
- 1600 – 2000 no shift overlap
 - 1300 -1500 and 2000 – 2200 shift overlap
 - 100 – 700 very low call load



- Developed by Police Chief
- Eliminates Reallocates Night Shift
- Adds 1 officer and 2 sergeants to Day/Swing Shift
- Includes Sergeants and Motor officer in analysis
- Restores common training day on Wednesday
- Allows each officer to have one direct supervisor
- (2) 10 hour shifts with 5 hour Sheriff Patrol (0.875 FTE)
- Overlap between Swing Shift and Sheriff (1 hour)

[illegible]

Data: Alternative Schedule

- Developed by Police Chief
- Eliminates Night Shift
- Adds 1 officer and 1 sergeant to Day/Swing Shift
- Includes Sergeants and Motor officer in analysis
- Restores common training day on Wednesday
- Allows each officer to have one direct supervisor
- (2) 10 hour shifts with 5 hour Sheriff Patrol (0.875 FTE)
- Overlap between Swing Shift and Sheriff (1 hour)
- 0.72 factor from Matrix Study applied to Sherwood time. No factor applied to Sheriff time**



| Deployed Officers (Including Sgt) | | Alternative Schedule | | | | | |
|--------------------------------------|-----|-------------------------|-----|-----|-----|-----|-----|
| Time/Day | Sun | Mon | Tue | Wed | Thu | Fri | Sat |
| 0 | 2.9 | 2.9 | 2.9 | 2.9 | 2.9 | 2.9 | 2.9 |
| 100 | 3.8 | 3.8 | 3.8 | 3.8 | 3.8 | 3.8 | 3.8 |
| 200 | 0.9 | 0.9 | 0.9 | 0.9 | 0.9 | 0.9 | 0.9 |
| 300 | 0.9 | 0.9 | 0.9 | 0.9 | 0.9 | 0.9 | 0.9 |
| 400 | 0.9 | 0.9 | 0.9 | 0.9 | 0.9 | 0.9 | 0.9 |
| 500 | 0.9 | 0.9 | 0.9 | 0.9 | 0.9 | 0.9 | 0.9 |
| 600 | 2.2 | 2.2 | 2.2 | 2.2 | 2.2 | 2.2 | 2.2 |
| 700 | 2.2 | 2.2 | 2.2 | 2.2 | 2.2 | 2.2 | 2.2 |
| 800 | 2.2 | 2.9 | 2.9 | 2.9 | 2.9 | 2.9 | 2.2 |
| 900 | 2.2 | 2.9 | 2.9 | 2.9 | 2.9 | 2.9 | 2.2 |
| 1000 | 2.2 | 2.9 | 2.9 | 2.9 | 2.9 | 2.9 | 2.2 |
| 1100 | 2.2 | 2.9 | 2.9 | 2.9 | 2.9 | 2.9 | 2.2 |
| 1200 | 2.2 | 2.9 | 2.9 | 2.9 | 2.9 | 2.9 | 2.2 |
| 1300 | 2.2 | 2.9 | 2.9 | 2.9 | 2.9 | 2.9 | 2.2 |
| 1400 | 2.2 | 2.9 | 2.9 | 2.9 | 2.9 | 2.9 | 2.2 |
| 1500 | 2.2 | 2.9 | 2.9 | 2.9 | 2.9 | 2.9 | 2.2 |
| 1600 | 2.9 | 2.9 | 2.9 | 2.9 | 2.9 | 2.9 | 2.9 |
| 1700 | 2.9 | 2.9 | 2.9 | 2.9 | 2.9 | 2.9 | 2.9 |
| 1800 | 2.9 | 2.9 | 2.9 | 2.9 | 2.9 | 2.9 | 2.9 |
| 1900 | 2.9 | 2.9 | 2.9 | 2.9 | 2.9 | 2.9 | 2.9 |
| 2000 | 2.9 | 2.9 | 2.9 | 2.9 | 2.9 | 2.9 | 2.9 |
| 2100 | 2.9 | 2.9 | 2.9 | 2.9 | 2.9 | 2.9 | 2.9 |
| 2200 | 2.9 | 2.9 | 2.9 | 2.9 | 2.9 | 2.9 | 2.9 |
| 2300 | 2.9 | 2.9 | 2.9 | 2.9 | 2.9 | 2.9 | 2.9 |

Data Analysis: Alternative Schedule

- ▶ Balanced schedule
 - ▶ **Does not include SRO in Analysis**
 - ▶ Analytics # of officers/calls for service
 - ▶ Calls per officer per year gradient is same as Existing Deployment
 - ▶ Temperature
- red = warm; green = cool
- ▶ 0100-0200 shift overlap



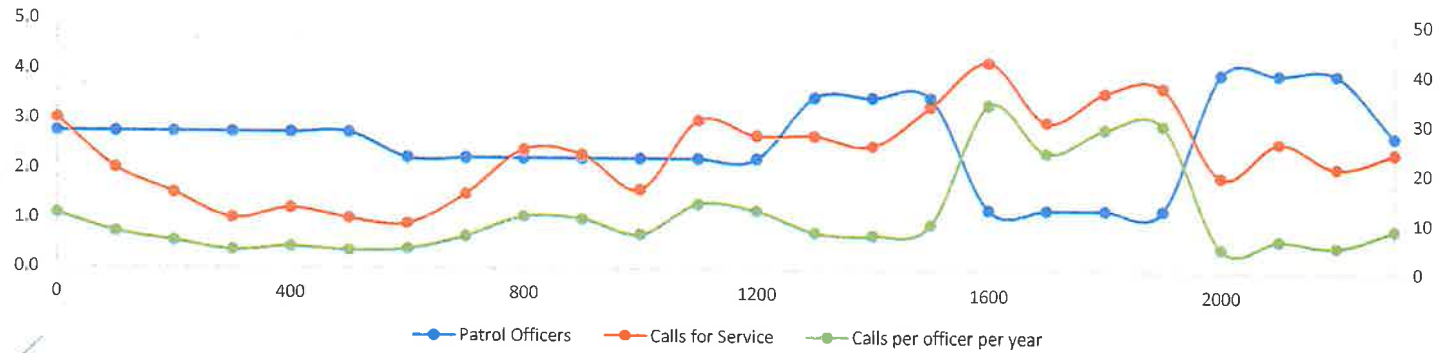
Alternative schedule Analytics (Calls per officer per year)

| Time/Day | Sun | Mon | Tue | Wed | Thu | Fri | Sat |
|----------|------|------|------|------|------|------|------|
| 0 | 10.4 | 4.2 | 4.9 | 2.8 | 7.6 | 3.8 | 6.3 |
| 100 | 5.3 | 1.9 | 2.4 | 1.1 | 2.7 | 2.9 | 5.3 |
| 200 | 17.1 | 10.3 | 8.0 | 5.7 | 11.4 | 8.0 | 26.3 |
| 300 | 11.4 | 10.3 | 8.0 | 5.7 | 4.6 | 4.6 | 10.3 |
| 400 | 13.7 | 2.3 | 0.0 | 5.7 | 8.0 | 10.3 | 11.4 |
| 500 | 11.4 | 4.6 | 10.3 | 8.0 | 11.4 | 5.7 | 8.0 |
| 600 | 4.2 | 5.6 | 4.6 | 6.5 | 4.2 | 6.0 | 5.1 |
| 700 | 6.9 | 10.2 | 7.4 | 7.9 | 8.3 | 9.3 | 6.5 |
| 800 | 11.1 | 10.1 | 8.0 | 10.4 | 7.3 | 10.1 | 10.6 |
| 900 | 10.6 | 11.5 | 8.3 | 9.4 | 6.3 | 7.3 | 7.9 |
| 1000 | 7.4 | 19.1 | 10.1 | 8.3 | 10.4 | 12.2 | 13.0 |
| 1100 | 13.9 | 16.7 | 13.5 | 11.8 | 9.0 | 13.2 | 16.7 |
| 1200 | 12.5 | 9.4 | 11.1 | 17.7 | 10.1 | 16.3 | 11.1 |
| 1300 | 12.5 | 16.7 | 11.1 | 17.7 | 14.6 | 14.9 | 19.0 |
| 1400 | 11.6 | 17.7 | 15.6 | 16.7 | 14.2 | 18.8 | 16.2 |
| 1500 | 15.3 | 13.5 | 15.6 | 16.0 | 20.5 | 15.6 | 20.8 |
| 1600 | 14.6 | 13.9 | 18.8 | 20.8 | 17.7 | 23.3 | 11.8 |
| 1700 | 10.4 | 17.0 | 17.0 | 17.0 | 19.4 | 18.8 | 19.1 |
| 1800 | 12.5 | 13.9 | 12.5 | 14.2 | 16.7 | 14.2 | 19.1 |
| 1900 | 12.8 | 13.2 | 11.5 | 14.2 | 14.6 | 19.1 | 12.2 |
| 2000 | 6.6 | 11.5 | 10.1 | 16.0 | 10.4 | 10.1 | 15.6 |
| 2100 | 9.0 | 10.1 | 9.7 | 12.5 | 13.5 | 11.8 | 13.5 |
| 2200 | 7.3 | 9.4 | 8.0 | 9.4 | 10.8 | 14.6 | 9.4 |
| 2300 | 8.3 | 5.6 | 4.9 | 7.6 | 9.0 | 9.4 | 14.6 |

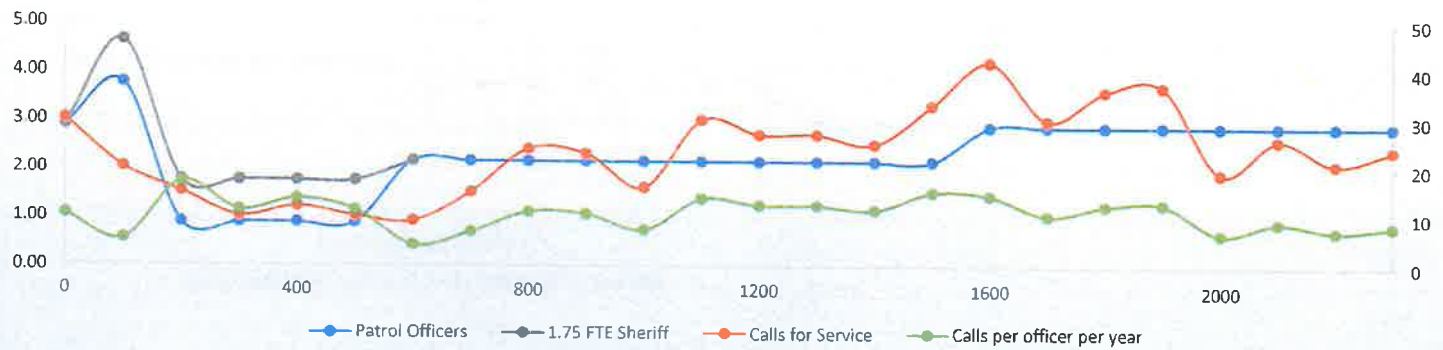
Calls per officer per year

| |
|-------------------|
| Greater than 20 |
| Between 15 and 20 |
| Between 5 and 15 |
| Less than 5 |

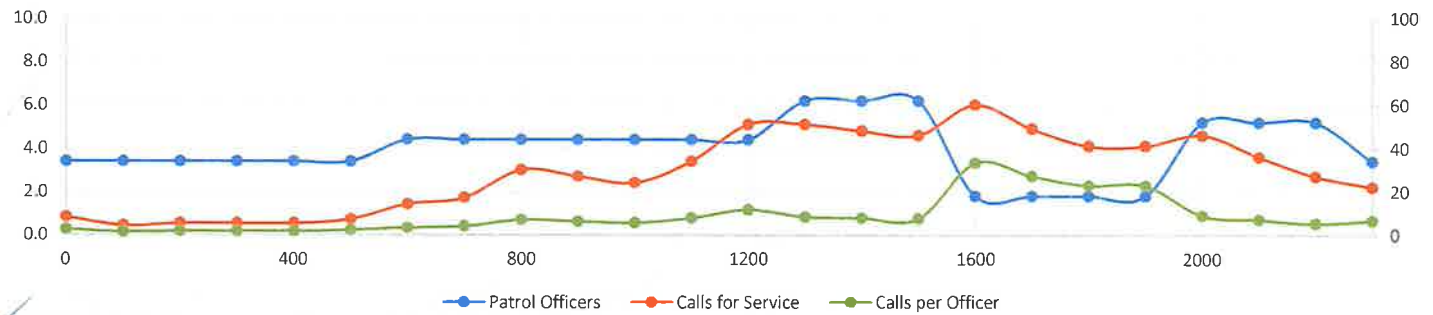
Sunday Officers and Calls for Service
Existing Schedule



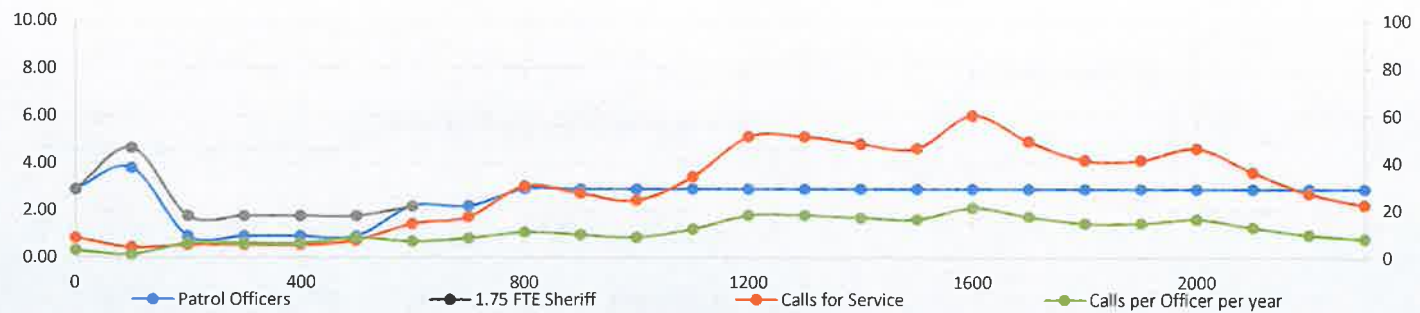
Sunday Officers and Calls for Service
Alternative Schedule



Wednesday Officers and Calls for Service
Existing Schedule



Wednesday Officers and Calls for Service Alternative Schedule



Data Analysis Comparison Existing vs. Alternative

June 2016 Deployment Analytics (Calls per officer per year)

| Time/Day | Sun | Mon | Tue | Wed | Thu | Fri | Sat |
|----------|------|------|------|------|------|------|------|
| 0 | 10.9 | 4.8 | 5.1 | 2.4 | 9.8 | 4.4 | 8.0 |
| 100 | 7.3 | 2.8 | 3.3 | 1.2 | 4.4 | 4.4 | 8.9 |
| 200 | 5.5 | 3.6 | 2.5 | 1.5 | 4.4 | 2.8 | 10.2 |
| 300 | 3.6 | 3.6 | 2.5 | 1.5 | 1.8 | 1.6 | 4.0 |
| 400 | 4.4 | 0.8 | 0.0 | 1.5 | 3.1 | 3.6 | 4.4 |
| 500 | 3.6 | 1.6 | 3.3 | 2.1 | 4.4 | 2.0 | 3.1 |
| 600 | 4.0 | 3.4 | 2.7 | 3.2 | 2.1 | 3.5 | 3.1 |
| 700 | 6.7 | 6.3 | 4.3 | 3.9 | 4.2 | 5.3 | 4.0 |
| 800 | 10.7 | 8.3 | 6.1 | 6.8 | 4.9 | 7.7 | 6.6 |
| 900 | 10.2 | 9.4 | 6.4 | 6.1 | 4.2 | 5.6 | 4.9 |
| 1000 | 7.1 | 15.7 | 7.7 | 5.5 | 7.1 | 9.3 | 8.0 |
| 1100 | 13.3 | 13.7 | 10.4 | 7.7 | 6.1 | 10.1 | 10.3 |
| 1200 | 12.0 | 7.7 | 8.5 | 11.6 | 6.8 | 12.5 | 6.9 |
| 1300 | 7.7 | 9.1 | 5.6 | 8.2 | 6.0 | 6.4 | 7.1 |
| 1400 | 7.1 | 9.7 | 7.8 | 7.7 | 5.9 | 8.0 | 6.1 |
| 1500 | 9.4 | 7.4 | 7.8 | 7.4 | 8.4 | 6.7 | 7.8 |
| 1600 | 33.6 | 22.9 | 27.0 | 33.3 | 18.5 | 22.3 | 15.1 |
| 1700 | 24.0 | 28.0 | 24.5 | 27.2 | 20.4 | 18.0 | 24.4 |
| 1800 | 28.8 | 22.9 | 18.0 | 22.8 | 17.5 | 13.7 | 24.4 |
| 1900 | 29.6 | 21.7 | 16.5 | 22.8 | 15.3 | 18.3 | 15.6 |
| 2000 | 4.8 | 7.8 | 6.1 | 8.8 | 6.0 | 5.3 | 10.0 |
| 2100 | 6.5 | 6.8 | 5.9 | 6.9 | 7.8 | 6.2 | 8.7 |
| 2200 | 5.3 | 6.4 | 4.8 | 5.2 | 6.2 | 7.6 | 6.0 |
| 2300 | 8.7 | 6.4 | 5.1 | 6.5 | 11.6 | 10.8 | 18.7 |

Calls per officer per year

| |
|-------------------|
| Greater than 20 |
| Between 15 and 20 |
| Between 5 and 15 |
| Less than 5 |

Alternative schedule Analytics (Calls per officer per year)

| Time/Day | Sun | Mon | Tue | Wed | Thu | Fri | Sat |
|----------|------|------|------|------|------|------|------|
| 0 | 10.4 | 4.2 | 4.9 | 2.8 | 7.6 | 3.8 | 6.3 |
| 100 | 5.3 | 1.9 | 2.4 | 1.1 | 2.7 | 2.9 | 5.3 |
| 200 | 17.1 | 10.3 | 8.0 | 5.7 | 11.4 | 8.0 | 26.3 |
| 300 | 11.4 | 10.3 | 8.0 | 5.7 | 4.8 | 4.8 | 10.3 |
| 400 | 13.7 | 2.3 | 0.0 | 5.7 | 8.0 | 10.3 | 11.4 |
| 500 | 11.4 | 4.6 | 10.3 | 8.0 | 11.4 | 5.7 | 8.0 |
| 600 | 4.2 | 5.6 | 4.6 | 6.5 | 4.2 | 6.0 | 5.1 |
| 700 | 6.9 | 10.2 | 7.4 | 7.9 | 8.3 | 9.3 | 6.5 |
| 800 | 11.1 | 10.1 | 8.0 | 10.4 | 7.3 | 10.1 | 10.6 |
| 900 | 10.6 | 11.5 | 8.3 | 9.4 | 6.3 | 7.3 | 7.9 |
| 1000 | 7.4 | 19.1 | 10.1 | 8.3 | 10.4 | 12.2 | 13.0 |
| 1100 | 13.9 | 16.7 | 13.5 | 11.8 | 9.0 | 13.2 | 16.7 |
| 1200 | 12.5 | 9.4 | 11.1 | 17.7 | 10.1 | 16.3 | 11.1 |
| 1300 | 12.5 | 16.7 | 11.1 | 17.7 | 14.6 | 14.9 | 19.0 |
| 1400 | 11.6 | 17.7 | 15.6 | 16.7 | 14.2 | 18.8 | 16.2 |
| 1500 | 15.3 | 13.5 | 15.6 | 16.0 | 20.5 | 15.6 | 20.8 |
| 1600 | 14.6 | 13.9 | 18.8 | 20.8 | 17.7 | 23.3 | 11.8 |
| 1700 | 10.4 | 17.0 | 17.0 | 17.0 | 19.4 | 18.8 | 19.1 |
| 1800 | 12.5 | 13.9 | 12.5 | 14.2 | 16.7 | 14.2 | 19.1 |
| 1900 | 12.8 | 13.2 | 11.5 | 14.2 | 14.6 | 19.1 | 12.2 |
| 2000 | 6.6 | 11.5 | 10.1 | 16.0 | 10.4 | 10.1 | 15.6 |
| 2100 | 9.0 | 10.1 | 9.7 | 12.5 | 13.5 | 11.8 | 13.5 |
| 2200 | 7.3 | 9.4 | 8.0 | 9.4 | 10.8 | 14.6 | 9.4 |
| 2300 | 8.3 | 5.6 | 4.9 | 7.6 | 9.0 | 9.4 | 14.6 |

Calls per officer per year

| |
|-------------------|
| Greater than 20 |
| Between 15 and 20 |
| Between 5 and 15 |
| Less than 5 |

How well do Schedules match calls for service

| Regression Table (Multiple R) | | | | |
|-------------------------------|-------------|-------------|-------------|-------------|
| | Sunday | Wednesday | Saturday | Average |
| Existing | 0.36 | 0.23 | 0.26 | 0.28 |
| Alternative 0.875 | 0.58 | 0.64 | 0.46 | 0.56 |
| Alternative 1.75 | 0.37 | 0.50 | 0.37 | 0.41 |

COSTS

The Managerial Accounting

Final Project: The Managerial Accounting

Cost Analysis ~~Eliminate~~ Reallocate Night Shift

| Night Shift Reallocation | | | |
|----------------------------|------------|----------------|-------------------|
| Item | Cost | Units | Total |
| Officer | \$ 113,000 | 4 | \$ 452,000 |
| Flex Officer (Jud) | \$ 79,100 | 1 | \$ 79,100 |
| Graveyard Shift Pay (2.5%) | \$ 2,599 | 5 | \$ 12,995 |
| Materials and Services* | \$ 4,620 | 5 | \$ 23,099 |
| Indirect Costs* | \$ 2,000 | 5 | \$ 10,000 |
| | | Savings | \$ 577,194 |
| * Estimated | | | |

Police Department **Example** Staffing Reallocation

- Sergeant ➡ Day Shift Required to meet service demand
- Officer 1 ➡ Sergeant Allows for 4 team management
- Officer 2 ➡ Day Shift Required to meet service demand
- Officer 3 ➡ SRO Additional Officer for Schools (community desire)
- Officer 4 ➡ Detective Additional Detective (community desire)
- Officer 5 ➡ Convert to Admin/Community Services position

This is an example only. Other assignments could/will be made by Police Chief depending on department needs and priorities.

Cost Analysis Add Additional Resources

Highest Service Scenario:

| Additional Resources | | | |
|------------------------------|------------|--------------|-------------------|
| Item | Cost | Units | Total |
| Police Officer | 113,000 | 1 | \$ 113,000 |
| Special Assignment (SRO/Det) | \$ 118,650 | 2 | \$ 237,300 |
| Sergeant | \$ 130,500 | 1 | \$ 130,500 |
| Admin Asst/Community Svc | 62,000 | 1 | \$ 62,000 |
| Materials and Services* | \$ 4,620 | 5 | \$ 23,099 |
| Indirect Costs* | \$ 2,000 | 5 | \$ 10,000 |
| | | Costs | \$ 575,899 |

* estimated

Cost Analysis Add Additional Resources

Neutral Cost Scenario:

Additional Resources

| Item | Cost | Units | Total |
|------------------------------|------------|----------|-------------------|
| Police Officer | 113,000 | 1 | \$ 113,000 |
| Special Assignment (SRO/Det) | \$ 118,650 | 1 | \$ 118,650 |
| Sergeant | \$ 130,500 | 1 | \$ 130,500 |
| Admin Asst/Community Svc | 62,000 | 1 | \$ 62,000 |
| Materials and Services* | \$ 4,620 | 4 | \$ 18,479 |
| Indirect Costs* | \$ 2,000 | 4 | \$ 8,000 |
| Costs | | | \$ 450,629 |

* estimated

Cost Analysis Net Costs all proposals

Highest Service Scenario:

| Washington County Offer (2.1 FTE) | |
|-----------------------------------|--------------|
| Item | Cost |
| Sheriff Office Services | \$ (350,576) |
| Night Shift Reduction | \$ 577,194 |
| Additions to Police Dept. | \$ (575,899) |
| Net | \$ (349,281) |

| Washington County (1.75 FTE) | |
|------------------------------|--------------|
| Item | Cost |
| Sheriff Office Services | \$ (292,172) |
| Night Shift Reduction | \$ 577,194 |
| Additions to Police Dept. | \$ (575,899) |
| Net | \$ (290,877) |

| Washington County (0.875 FTE) | |
|--------------------------------|--------------|
| Item | Cost |
| Sheriff Office Services | \$ (146,160) |
| Night Shift Reduction | \$ 577,194 |
| Reallocation of Existing Staff | \$ (575,899) |
| Net | \$ (144,865) |

Neutral Cost Scenario:

| Washington County Offer (2.1 FTE) | |
|-----------------------------------|--------------|
| Item | Cost |
| Sheriff Office Services | \$ (350,576) |
| Night Shift Reduction | \$ 577,194 |
| Additions to Police Dept. | \$ (450,629) |
| Net | \$ (224,011) |

| Washington County (1.75 FTE) | |
|------------------------------|--------------|
| Item | Cost |
| Sheriff Office Services | \$ (292,172) |
| Night Shift Reduction | \$ 577,194 |
| Additions to Police Dept. | \$ (450,629) |
| Net | \$ (165,607) |

| Washington County (0.875 FTE) | |
|--------------------------------|--------------|
| Item | Cost |
| Sheriff Office Services | \$ (146,160) |
| Night Shift Reduction | \$ 577,194 |
| Reallocation of Existing Staff | \$ (450,629) |
| Net | \$ (19,595) |

Matrix study recommendations staffing

Matrix Staffing Recommendations

#4 – Continue current staff management practices in the Sherwood Police Department with respect to specialized patrol assignments, leave use and coverage, and other noted management and administrative approaches to managing patrol. Current practices demonstrate that there is little opportunity to augment proactive time through these kinds of changes.

#5a – To enhance overall services, transition to the 12-hour shift schedule for Sherwood Police Department Patrol, adopting one of the scheduling approaches that adds 110 hours of work per year, per officer. These 110 additional hours should be paid for by the City of Sherwood, as negotiated. Estimated annual cost for the 12-hour program in additional salary

#5b – In order to facilitate effective implementation of the 12-hour shift program and address other needs described, increase Sherwood Police Department Patrol staffing by one (1) authorized police officer position, expanding the field contingent from 15 to 16 staff (excludes the SRO, includes K9). Estimated annual cost for an additional position is \$113,000 per annum.

#5c – On a 12-hour shift program, deploy Sherwood Police Department Patrol staff in four teams of 4 officers on the selected 12-hour shift program.

| Meets | Partially Meets | Not Applicable |
|-------|-----------------|----------------|
| X | | |
| | | X |
| | | X |
| | X | X |

Matrix study recommendations

| Matrix Staffing Recommendations | Meets | Partially Meets | Not Applicable |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|-----------------|----------------|
| #5d – Continue deploying the K9 Officer as a primary call for service responder and deploy during a Night schedule to make best use of call for service response and proactive time utilization. | | X | |
| #5e – Continue deploying the Motor Officer in the present capacity of both traffic and call for service response and continue to deploy during a Day schedule. Use a problem-oriented policing approach to various community traffic problems to make best use of proactive time. | X | | |
| #5f – On a 12-hour shift program, increase Sherwood Police Department Patrol staffing by one (1) authorized Sergeant position, expanding the field contingent from 3 to 4 supervisors with one sergeant over each patrol team. Estimated annual cost for an additional position is \$130,500 per annum. | X | | |
| #5g – Eliminate the Patrol Sergeant as part of minimum staffing calculations and remove the sergeant from calls for service response requirements except in the most exigent circumstances. Sergeants should focus on field supervisory duties as well as an expanded role in devising team community and problem-oriented policing programs. | | X | |

Matrix study recommendations staffing

Matrix Staffing Recommendations

#6 – As a Sherwood Police Department patrol staffing alternative contact the Washington County Sheriff to collectively explore WCSO patrol coverage of Sherwood during the 1am to 6am timeframe. This could result in a reallocation of Night Shift (Graveyard) officer and sergeant staff to other Sherwood Police Department assignments and thus mitigate the need for additional staff resources as recommended in this report.

#8 – Increase Sherwood Police Department School Resource Officer staffing by one (1) authorized police officer position, expanding the program from 1 to 2 officers. Estimated annual cost for an additional position is \$56,500 per annum (the remaining half paid by the school district).

#9 – Focus the School Resource Officer program on supporting the schools and youth, eliminating the position from any patrol calls for service response requirements excluding those originating from school campuses.

#10 – Create a Community Services Officer (CSO) position and authorize one (1) position to support Records, Property & Evidence, Code and Parking Enforcement, and other Sherwood Police Department activities. Estimated compensation is \$62,000 per annum.

#11 – Ultimately re-classify the Property and Evidence and Code Compliance Technician to a Community Service Officer.

| Meets | Partially Meets | Not Applicable |
|-------|-----------------|----------------|
|-------|-----------------|----------------|

X

X

X

X

X

Matrix study recommendations staffing

| Matrix Staffing Recommendations | | |
|----------------------------------------|----|-----|
| Applicable Recommendations | 10 | |
| Meets | 8 | 80% |
| Partially Meets | 2 | 20% |