



AGENDA

Police Advisory Board	
Date & Time:	Thursday - August 17, 2017 7:00pm
Location:	Sherwood Police Community Room 20495 SW Borchers Dr., Sherwood, OR

Attendees

P.A.B. Members:	Council Liaison:
Chris West-Chair	Council President - Jennifer Harris
Amy Miller-Juvé-Vice Chair	City Staff:
Ed Contreras	Jeff Groth - Police Chief
Diane Foster	Angie Hass - Executive Assistant
Camryn Fox	
Taylor Funrue	
Rich Miller	
Bob Silverforb	
Laurie Zwingli	

Agenda

1. Call to Order (Chair)
2. Roll Call (Chair/Staff)
3. Approval of Minutes (Chair)
4. Board Member Announcements (Chair)
5. Business (Chair)
6. Councilor News
7. Staff Report(s)
 - a. New Police Officer Kelley Bertrand
8. Citizen Comment
9. Adjourn (Chair)

Approved Minutes



Meeting Minutes



Police Advisory Board

Date & Time:

August 17, 2017 - 7:00 pm

Location:

Sherwood Police Community Room
20495 SW Borchers Dr., Sherwood, OR

P.A.B. Members:

Chris West - Chair

Amy Miller-Juvé - Vice Chair

Ed Contreras

Diane Foster

Camryn Fox

Taylor Funrue

Rich Miller

Bob Silverforb

Laurie Zwingli

Council Liaison:

Councilor – Kim Young

City Staff:

Jeff Groth - Police Chief

Angie Hass - Executive Assistant

1. Call to Order (Chair)

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

2. Roll Call (Chair / Staff)

Board Members Present: Chair Chris West, Vice Chair Amy Miller-Juvé, Ed Contreras, Bob Silverforb and Laurie Zwingli

Board Members Absent: Diane Foster, Camryn Fox, Taylor Funrue and Rich Miller

Staff & City Council Liaison Present: Chief Jeff Groth, Executive Assistant-Angie Hass and City Councilor, Kim Young

3. Approval of minutes (Chair)

July 20, 2017 Meeting Minutes

Bob made a motion to approve the July minutes as written. Laurie seconded the motion and all present board members approved.

4. Board Member Announcements (Chair)

Bob asked the Chief if the PD had anything special planned for Monday, due to the eclipse. Chief said they had fueling strategies in place. Stocking up before the end of that week, so

they should be good for the beginning of the week. Any staff available will be working on Monday. Two reader boards will be up at both ends of town to remind people to not pull over to side of road during the eclipse. They don't want people trying to view the eclipse on the side of the road. People are advised to pull over to parking lots to watch. That is the focus of plan. There is nothing planned for weekend prior to, as Sherwood is not a destination point. They shouldn't have folks coming to Sherwood to set up camp, etc. Sherwood is right on the way to the coast, however. They will monitor on Friday and if needed, will ramp up response. Most of the concern is for Monday morning and later when folks will be coming back from coast. He stated that the coast is a wild card as there is always the chance of clouds. The response in Central Oregon is exactly what was predicted, where there are two communities having festivals. The latest forecast predicts clear skies on Monday morning. The anticipation is that a lot of folks may come down from up North to view. This will affect I-5, which they are prepared to deal with.

Laurie asked the Chief to fill everyone in on how NNO went, as she was not able to be there. The Chief stated that it was very hot that day and attendance was down from last year. Once it started to cool off a little, more people started to show up.

Vice Chair Miller-Juvé stated that there should be six of them whose terms will be ending this December. Wondering if they should start discussing the plan for replacement board members. The Chief stated that he and Vice Chair Miller-Juvé had spoken about this previously. There has been a lot of discussion amongst City staff regarding the issue of dealing with this when all members start on a board at the same time. He strongly urged any board members that would like to continue, to apply for a second term. He would like to keep the momentum going. Also, it would be difficult for him, as a liaison, to start over for all positions. Vice Chair Miller-Juvé asked when they would start the process? The Chief said they would probably want to start in October or November for advertising so they can start interviewing etc. He reiterated the importance of retaining members. Bob asked what the process is for reapplying. The Chief said he would look into.

Chair West wanted to pass along a big thank you to Officer Humphrey. They recently had solicitors in their neighborhood and his wife found out that they needed to be permitted. The solicitors came to the door even with a sign stating "No Solicitors". They called the non-emergency dispatch and Officer Humphrey responded. He followed up with the solicitors and learned that they had a Metro Permit, which was allowed. Bob mentioned that this time of year, students and school groups start coming around and wondered if they needed to be permitted as well. The Chief said that there are some nuances with that. Not-for-profit organizations are not required to have business licenses. Often times they don't but sometimes they do. There are a few groups that come to Sherwood every year, which the PD

is aware of. Chair West learned through his neighborhood's social media that there were a lot of posts about the solicitors and how some of them were looking through windows, etc. Lots of folks have the Ring Video Doorbell. Laurie stated that she has a contact for a vendor that sells those and will pass the info on to Chair West.

5. **Business (Chair)**

Last month, the board had a very healthy discussion regarding next steps and challenges. Focused a lot on looking at the Matrix Study and all the other recommendations. This is something that has been talked about for a few months. Chair West stated that he had recently met with the Chief and City Manager, Joe Gall, to discuss these things.

Chair West reminded the board of their purpose, which is listed on the City website. He proceeded to read aloud:

- Assisting the police department to establish priorities for the delivery of police services, including types and levels of service and quality.
- Assist the police department with strategic planning and goals.
- Recommend strategies for the future.
- Develop a Public Policy on policing in Sherwood.
- Advise the police department and/or City Council on other topics relative to public safety.

The City Manager also reminded him that back on 2/21, at a City Council meeting, the Council took up "what are they going to do with Washington County staffing"? That meeting is when the City Manager asked the Council for direction. The Mayor followed up and said they needed to give the Chief and staff direction, but the City passed only 2% of the funding, so they would need to be creative. Council President Harris thought the Strategic Plan was good and would be a good foundation for any future work that should be done. Chair west passed out a copy of the Strategic Plan (see Exhibit A) for reference. Council President Harris has stated that the key thing for her was hearing recommendations from the public regarding services. Councilor Garland has said that other recommendations needed to be reviewed. The Chief said it is helpful to have outside input and that the money spent for the study was useful. Councilor Young went on the theme of being creative on options to meet future needs. The Chief also hit on the creative ways. Chair West passed out a copy of the Executive Summary from the Staffing Study and stated that it is a good starting point. (See Exhibit "B".)

Based on conversations he had with the Chief and City Manager, it was recommended that the Chief and Council Liaison take recommendations to the City Council and Mayor, along with a Police Advisory Board representative and say, "here is what we'd like to do". Present what they'd like to do and get a sign-off. The City Manager reminded him that they need to get that blessing before they proceed. The Chief commented that all boards and commissions play an advisory role to the Council. The Council is the one who makes the decisions. What they need to do is have the Chair go to the City Council and lay out the plan, detailing the direction they'd like to go. Then the board can move forward, with the assumption that the Council says to go ahead. When what became known as "recommendation #6" didn't work out, they needed to then go to board.

Bob sated that just in looking at the report, many things are going to require money. The budget is tight. With the new Health Fitness facility potentially coming to town, there will be even less

money. If some of the things are approved, where will the money come from? If there is not money, will they just be spinning wheels for nothing?

The Chief reminded the board of the meeting discussion from two months ago. Within the projected budget, the next few budget cycles are not going to have revenue to finance. Some things will need to be flushed out. The reality is that there is going to have to be more money from the community. Whether it comes through a levy or fees. What they will need to do is get community support and the community will need to help with financing. The board needs to work on what to present to the City Council, what has been identified and recommended, then will have to figure out how to finance. The City Manager recognizes that the community won't want to finance without a plan and information. They will need to do some polling, which has been discussed before. This is one more reason why the work that the board does is so important. There could potentially be open houses, opportunities for community to weigh in, etc. There is going to have to be a funding source, ultimately, for the things they identify. Chair West stated that this is all the more reason to present to the City Council before they start heading down that path that is going to turn into a plan or options that will cost more money.

Laurie stated that she did not go to the Council meeting on Tuesday, where the fitness center was discussed, and asked about Bob's comment regarding more money needed. Councilor Young explained how the health fitness company would need approximately a half million dollars over the next five years. Laurie explained the challenge of expressing to neighbors what the PD needs when money is going to the fitness facility. Councilor Young shared that the contract is still being negotiated. The Chief explained how the negotiation process will work and the possibility that the health fitness facility may not be the one selected. Laurie asked Councilor Young how she is supposed to tell her neighbors how the City can pay for the fitness center, but not find money for an additional Officer, School Resource Officer, etc. Laurie asked if it was all coming out of the same bucket. Kim stated yes, all out of the general fund.

Bob asked Chair West if it might be prudent to wait until the new board members come on board before proceeding. Chair West stated that might be a good question for the Chief. Chair West stated that Bob has gone through the study twice and new members will need to do that as well. Vice Chair Miller-Juvé added that with the turnover, they could start data gathering so they can pass on to the new board members. The Chief added that it was a good point, but thought it should get started now and that he didn't see any reason why the board can't start work. He said that the bulk of work would be done by himself and the PD staff. He has already been preparing something. It is just a matter of pouring over some data.

Chair West stated that there have been new plans and developments in town since the study was first completed. He would like someone from Planning to come in to explain what they see as projections so the board can assess needs for a growing community. The Staffing Study was lacking growth. Bob asked Councilor Young if there is a committee put together to look ahead at Sherwood's future. Councilor Young stated that there is. The Chief said that they could perhaps ask Julia Hajduk from Planning to give a snapshot and present a map to show where developments are expected. Chair West stated that would be awesome. Vice Chair Miller-Juvé suggested that the Chief could then express his thoughts on the PD expected growth.

Ed expressed concern as to what had been discussed. He wasn't sure if he understood the reason for looking into the future 20 years. Chair West explained how it might work with a levy

and / or fee. The City Manager and Chief were told to take the Staffing Study and be creative. The study was to be used as a base. Talked about previous Council discussion where they stated that they wanted the study to be used to help come up with solutions. The Chief explained to Ed how they come together and how he believes the study was to be used as a base and in looking ahead to what the community needs / wants. Explained how Sherwood is going to have one of the biggest high schools in the state in two years. They could have two SRO's in that one school alone. There is a need to start looking at what they are going to need in two years, four years, etc. They have to plan for a decade from now or the legacy will be "why does Sherwood not have what they need". Have to plan for a school accommodating 2,000 students. They are also talking about a middle school handling 1500 students. Then there is the talks of Sherwood West. He feels that the day the high school is opened, Sherwood West is going to go up so fast. Sherwood has to be ready for this. He explained to Ed how putting the plan together is going to help in moving forward. Ed said especially if they are going to go out asking for more taxes and money. Have to let people know this is what has been happening. The Chief agreed there is a need to show the full picture.

Vice Chair Miller-Juvé had read the minutes from the July meeting and mentioned the Citizen Comments portion where Chair Jean Simson had talked about parking issues. She wondered if there would be any discussion regarding this at a future meeting. Chair West said that it was left that the Police Advisory Board would be willing to participate when they needed their input. The Chief shared his thoughts as well. Chair West stated it was mostly about complaints that they had received.

6. Councilor News

Councilor Kim Young announced that a Work Session is scheduled for the 29th. Some of the things to be discussed are wood smoke and a potential burn ban, as well as possible changes to the sign code. They will also be talking about a family justice center that will be opening in Beaverton and whether or not Sherwood can donate to them. This will be a place where families dealing with domestic violence issues can get resources. Most cities in the area are contributing.

The September 5th City Council meeting has been cancelled. Everything on that agenda will be moved to the next Council meeting agenda.

The City Manager has approved "no parking" signs on Edy Road, between SW Cherry Lane and SW Terrapin Drive.

A City Councilor position is open and applications are due by 8/31. Someone will be appointed for the open position for now. Whoever is chosen in the November election, will serve for the remaining three years.

7. Staff Report(s)

The Chief reported that this summer has been very busy. They recently held a gun safety event for kiddos in the PD Community Room. He stated that it went really well. They

partnered with the Sherwood Public Library. The Story Time format was utilized and the Library provided the advertising, etc. The PD will offer to hold a similar event again.

National Night Out was on August 1st this year, which was a 100 degree day. This affected the amount of people that showed up. The PD partnered with the Sherwood Police Foundation who provided hot dogs, popsicles, bottled water, etc. The FBI, along with other local agencies were present as well. It was a good event.

He shared that Coffee With A Cop is a national program that has been out for a couple of years and asked the board members to check out the website. It started out in Hawthorne, California and has spread like wildfire. He had put off participating, as the PD staff has been so busy. Symposium sponsored the first Sherwood event, held on August 9th. They had a really good turnout. The next one will be on October 4th, which happens to be National Coffee With A Cop Day. It was mentioned that a weekend would be good for people who work. The Chief feels it is important to have Officers present, more so than the Chief and Captains. These are not intended to be gripe sessions, but more for visiting.

August 16th was their first Tip A Cop at the Old Spaghetti Factory, who is a new sponsor for Special Olympics. All Old Spaghetti Factories in Oregon participated. Normally, Wednesdays are not very busy for them. However, it ended up being really busy and they had more reservations than usual. They welcomed the PD staff with open arms. He had not yet learned how much money was raised for Special Olympics Oregon.

Love Bites by Carnie will be having their Grand Opening, Saturday, August 26th. They are expecting several thousand people. All hands will be on deck that day. Captain Daniel organizes a lot of these events and has been involved since day one with Love Bites. He has also been instrumental with the Tip A Cop events.

The Chief stated that he had dropped the ball with having Officer Bertrand attend that night's meeting. He hopes to be able to introduce him at the September meeting. Officer Bertrand is progressing through training rapidly. Perhaps he can talk about his work in the schools, what he envisions, etc. at the September meeting.

Officers Waker and Wittig will wrap up the Academy on September 8th. Once they are back, they will finish up their training at SPD.

Monday, September 11th will be the 9th Annual Commemorative Blood Drive, here at the SPD. This has been an extremely successful event every year. He asked folks to please sign up to give blood to honor those that lost their lives on 9/11. It was asked which 9/11 flag they have. The Chief suggested they contact Chaplain Parrish for the answer to that question. Former Chaplain, Wally Johnston, was the original person to start this event.

a. **New Officer, Kelley Bertrand** (Moved to September's meeting.)

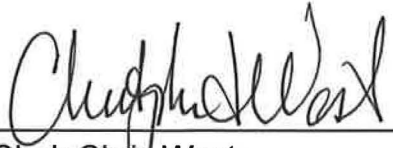
8. Citizen Comment

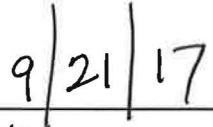
PD Volunteer, Nancy Ellingson, talked about the recent Old Spaghetti Factory Tip A Cop event. She stated that the Chief knows how to hire the right people and shared that the Sherwood Police Officers are really marvelous with the community. She was really proud with how it all came off and stated that Sherwood can be really proud of their Officers. One of the newest officers, Officer Waker, was in attendance and was happy to be a part of it.

9. Adjourn (Chair)

Chair West adjourned the meeting at 8:15 pm.


Approval of Minutes:


Chair Chris West


Date

Attest:


Sylvia Murphy, City Recorder


Date

City of Sherwood Police Department

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 the public safety goal 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 goals and objectives. 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, Vision and Values
- Strategic Goals
- Objectives
- Community Policing Graphic

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 of destination for law enforcement professionals. We seek to remain flexible while keeping ahead of growth; always providing the highest level of service to our community.

Our Organizational Values

Integrity: We are upright in action and resolute in our conviction.

Professionalism: We exude character; demonstrate competence & proficiency and value training.

Accountability: We are responsible, self-disciplined and transparent.

Reliability: We are vigilant, responsive and steadfast.

Courage: We demonstrate strength in the face of danger or uncertainty.

Compassion: We are understanding, human and kind.

Strategic Goals:

1. **Safety:** Strategic policing to maintain and enhance community and officer safety.
2. **Relationships:** Cultivating trust with the community, businesses, other organizations and peers through transparency, professionalism and outreach.
3. **Sustainability:** Maintaining diverse and productive levels of service commensurate with community needs and expectations
4. **Quality of Life:** Elevating community livability through the use of relational policing.
5. **Progressiveness:** Staying ahead of ideas by adapting, evolving and changing through technology and strategies.

Objectives:

1. Enhance department staffing to:
 - a. Provide an acceptable level of safety for citizens and officers (**SAFETY**)
 - b. Provide sustainable scheduling for 2 officer minimum, that will address impacts such as officer illness, injury, FMLA, military service & other leaves; maintain officer life/work balance (**SAFETY & SUSTAINABILITY**)
 - c. Add an additional patrol sergeant to increase supervision, reduce risk and assist with special projects (**SAFETY, RELATIONSHIPS & SUSTAINABILITY**)
 - d. Add an additional SRO(s) to accomplish #4a (**SAFETY, RELATIONSHIPS & QUALITY OF LIFE**)

- e. Add an additional detective to accomplish #3b,c (*SAFETY, RELATIONSHIPS & QUALITY OF LIFE*)
 - f. Add a narcotics officer; assigned to county drug team to accomplish #3a (*SAFETY, RELATIONSHIPS & QUALITY OF LIFE*)
 - g. Add a Community Service Officer (*RELATIONSHIPS, SUSTAINABILITY & PROGRESSIVENESS*)
 - h. Enhance support for special events and develop neighborhood based crime prevention program for residents (*SAFETY, RELATIONSHIPS & QUALITY OF LIFE*)
 - i. Establish a local traffic safety committee (*RELATIONSHIPS, QUALITY OF LIFE & PROGRESSIVENESS*)
 - j. Anticipate and respond to continued community growth (*SAFETY, SUSTAINABILITY & PROGRESSIVENESS*)
 - k. Continue to enhance our response to domestic violence (*SAFETY*)
 - l. Maintain strong proactive policing efforts (*QUALITY OF LIFE, RELATIONSHIPS & PROGRESSIVENESS*)
 - m. Maintain and improve call response times (*SAFETY, RELATIONSHIPS & QUALITY OF LIFE*)
 - n. Enhance patrol visibility (*RELATIONSHIPS & QUALITY OF LIFE*)
 - o. Enhance policing of trails and open spaces (*SAFETY & QUALITY OF LIFE*)
2. Strengthen non-sworn administrative support staffing to:
- a. Provide assistance with administrative logistics (*SAFETY & SUSTAINABILITY*)
 - b. Provide program support for new and/or desired programs like police reserves and enhanced volunteers, community academy and administrative reporting (*SUSTAINABILITY*)
 - c. Manage and maintain department accreditation status by submitting annual reports and facilitating an on-site evaluation every three (3) years (*RELATIONSHIPS*)
3. Enhance investigative resources to:
- a. Address illicit and prescription drug activity and complaints in cooperation with county resources (*SAFETY, RELATIONSHIPS & QUALITY OF LIFE*)
 - b. Provide investigative resources to crimes such as business fraud & embezzlement, metal thefts, organized retail thefts, stolen cars, domestic violence, child abuse and exploitation, residential and commercial burglaries (*SAFETY, RELATIONSHIPS & QUALITY OF LIFE*)

- c. 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) (*SAFETY, RELATIONSHIPS & QUALITY OF LIFE*)
- 4. Enhance school policing effort to:
 - a. Maintain and enhance youth prevention curriculum (*RELATIONSHIPS & QUALITY OF LIFE*)

The following is a visual depiction of this strategic plan in action. All the above goals and objectives are accomplished through specific department activities which lead to the fulfillment of the department mission.

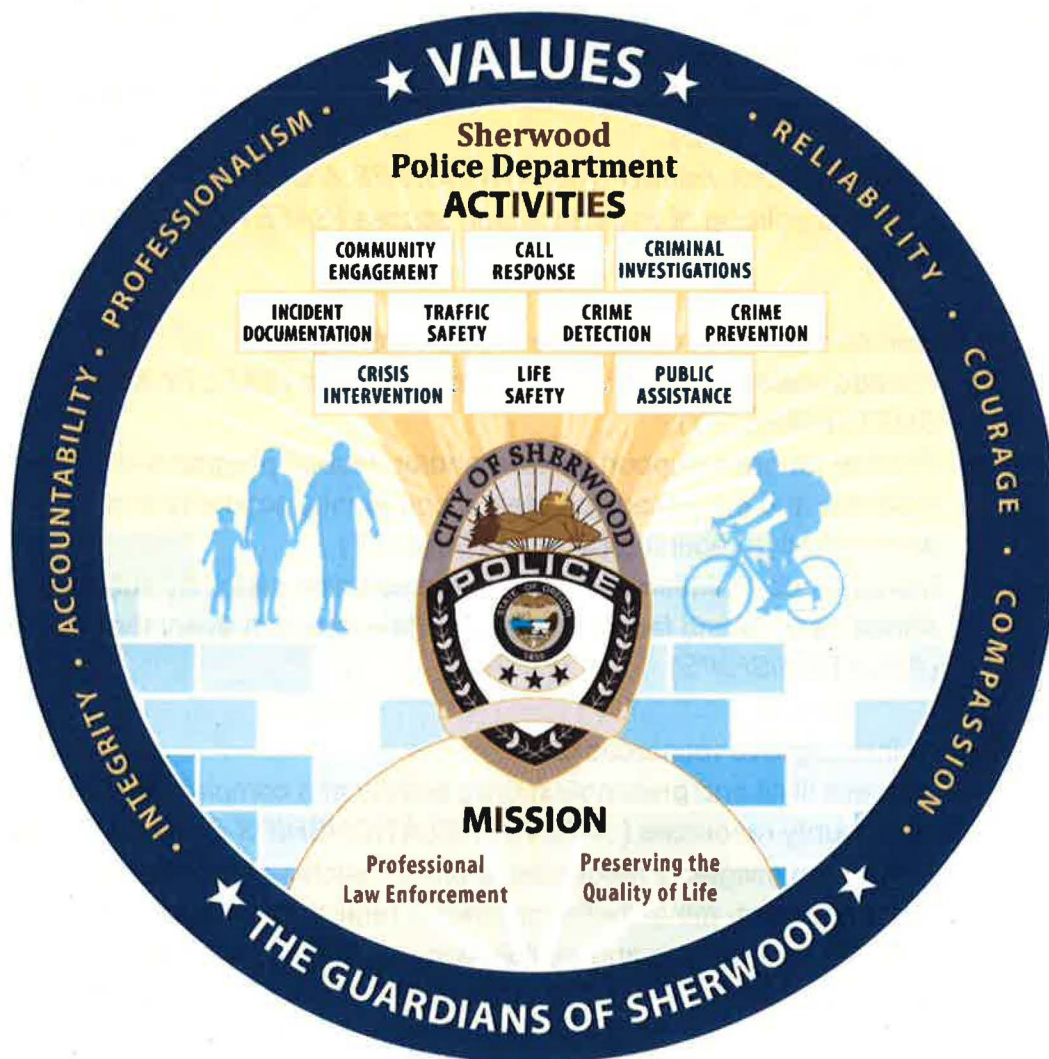


EXHIBIT "B"

**Sherwood Police Department Operations
and Staffing Study**

SHERWOOD, OREGON

matrix 
consulting group

March, 2016

2. Executive Summary

The analysis presented in this report is extensive, encompassing both the number of Sherwood Police Department staff resource requirements and how these Sherwood Police Department resources are managed in providing police services to the Sherwood community. The study's scope of work and key issue areas included the following:

- An analysis of patrol operations and staffing requirements in the context of key service level metrics such as proactive time and response time.
- An in-depth review of community feedback regarding current Sherwood Police Department services and future expectations for service. This feedback was obtained through an online survey, a community focus group session, and interviews with Police Advisory Board staff.
- A Sherwood Police Department employee survey designed to solicit confidential feedback from employees regarding the Sherwood Police Department's strengths and opportunities for improvement.
- An analysis and discussion of alternative approaches to enhancing Sherwood Police Department patrol services, to include revised deployment schedules and more formalized use of available proactive time.
- An analysis of various support services ranging from investigative support to the School Resource Officer program.
- A discussion surrounding the strong opinions expressed by the community for additional police resources compared to the outcomes of the workload analysis.

The following sections describe the report's findings, conclusions and recommendations.

1. Key Findings and Conclusions.

The following reflects key findings and conclusions resulting from the Operations and Staffing Study.

(1) Key Findings

The Sherwood Police Department provides a high level of service based on a variety of indicators used by the project team. The following key points are noted.

- For Oregon communities with populations from 15,000 to 40,000, Sherwood's Part I crimes (serious crimes) per 1,000 population ranks second (lowest) overall for both person and property crimes.
- An important indicator in policing is the amount of time officers have to be 'proactive.' This is time dedicated to addressing problems in the community. Typical proactive patrol time targets for law enforcement agencies are from 40% to 60% of total available time. In Sherwood, proactive time available to patrol averages 69% with a low of 54% from the 10 a.m. to 2 p.m. timeframe and a high of 91% from 2 a.m. to 6 a.m.
- Response time to calls for service is good, with the average responsiveness of Sherwood Police Department officers averaging 7.5 minutes regardless of the call priority. 62% of the highest Priority 1 calls have a response time of less than 5 minutes.
- Importantly, the community feels safe. The project team utilized an anonymous online survey to obtain feedback from citizens about police services and their perceptions of safety. Key findings for the community survey included:
 - 94% of community survey respondents feel safe from crime in Sherwood.
 - 85% believe the level of law enforcement provided by the Sherwood Police Department improves the quality of life in Sherwood.
 - 91% of those respondents who interacted with the Department in the last two years agreed that the Department was professional in its contact with the citizens.

Based on the above findings, the Sherwood Police Department provides a high level of service and has the appropriate level of patrol staffing as outlined in items #1 through #4 in the Summary of Recommendations table in Section 2, below.

(2) Alternatives for Enhanced Police Services

In spite of these service level indicators, the project team received community feedback in an online survey and a large focus group session that indicated a desire for

additional police services. The community sessions indicated a desire for additional services relating to:

- Enhanced patrol visibility.
- An additional School Resource Officer and other efforts dedicated to local youth (e.g., drug enforcement).
- Enhanced investigative services.
- Additional emphasis on community awareness activities.

In order to address the community views, the project team recommends several operational and staffing changes which will positively impact service delivery. These recommendations are summarized in #5a through #5g in the Summary of Recommendations table below. Furthermore, an additional School Resource Officer will expand the services provided to youth in the City's schools.

The project team also recommends (in item #6 of the Summary table below) that the City explore an alternative way to enhance services through a contract with the Washington County Sheriff's Office for the early morning hours and reallocate those personnel to other assignments in the Department. This would mitigate the additional sworn staffing needs shown in this report.

The operational and staffing change recommendations included in this report require careful consideration by the City in the months ahead.

2. Summary of Recommendations.

The recommendations provided in this report are summarized in the table below. Overall, patrol staffing levels are currently adequate in the Department's 4-day / 10-hour shift program based on current workloads and service level characteristics. However, there are other opportunities to enhance patrol services delivery as desired by the

community through various operational changes that require a modest increase in staffing.

#1 – Based on Patrol service level workload and deployment data and the analysis of proactive time and response time, Sherwood Police Department Patrol has an appropriate number of line officers to provide patrol services.
#2 – Implement SARA problem solving and reporting to help guide patrol team problem-oriented policing activities and enhance the use of proactive time.
#3 – Include problem-oriented policing Tactical Action Plan results in the Sherwood Police Department Annual Report.
#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 is \$58,000 per annum.
#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.
#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.
#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.
#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.
#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.
#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.

#7 – Devise a formal case tracking and case management approach dedicated to both patrol officers and the detective position to ensure investigative cases are processed appropriately until arrest or case suspension.
#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.
#12 – Expand the Sherwood Police Department volunteer program to include a more robust (senior) citizen support group for Records and Reception and reinstitute the Police Reserve Program.
#13 – Explore opportunities to relocate Emergency Management from Police to public works.

3. Cost of Recommendations

With respect to additional staffing recommended in this report and the attendant costs, the following table provides a summary of this data:

Position / #	Cost / Year	Description
School Resource Officer / (1) Additional Authorized	\$56,500	Position should be assigned to SRO program to provide augmented services to school district. Paid 50% by the School District.
Community Services Officer / (1) Authorized Position	\$62,000	Cross-trained and cross-functional job classification to provide additional internal support services to Records, Property & Evidence, code compliance and parking enforcement.
Police Officer / (1) Additional Authorized	\$113,000	Position should be assigned to Patrol to implement a 12-hour shift program.
Sergeant / (1) Additional Authorized	\$130,500	Position should be assigned to Patrol on the recommended 12-hour shift program.
TOTAL:	\$362,000	

Extensive community feedback provided through multiple channels (community survey, focus groups and Police Advisory Board input) was considered in the recommendations. In a community that has grown 6% in the last 5 years and 57% since 2000, these recommendations position the Sherwood Police Department to move forward and provide the expected high service levels over the foreseeable future. Nevertheless, fiscal constraints may preclude some or all of these recommendations from being implemented. Consequently, the Matrix Consulting Group listed the implementation of the cost-related recommendations, as summarized in the previous table, in order of priority. As such, the School Resource Officer position is the foremost costs-incurred recommendation.

Sherwood Police Advisory Board Meeting

Date: August 17, 2017

List of Meeting Attendees: N/A

Request to Speak Forms: N/A

Documents submitted at meeting:

Exhibit "A" – Sherwood PD's Strategic Plan

Exhibit "B" – Matrix Staffing Study, Executive Summary

Sherwood Police Advisory Board Meeting Date: August 17th, 2017

CITIZEN COMMENT SIGN-UP SHEET

(PLEASE NOTE: 4 MINUTE TIME LIMIT)

NAME

ADDRESS

PHONE

TOPIC

August 17th, 2017

ATTENDANCE SHEET

PHONE[illegible]