



Meeting Minutes



Police Advisory Board

Date & Time:	February 20, 2020 - 7:00 pm
Location:	Sherwood Police Community Room 20495 SW Borchers Dr., Sherwood, OR



P.A.B. Members:	Council Liaison:
Ralph Lohman - Chair	Councilor Kim Young
Diane Foster - Vice Chair	City Staff:
Rich Miller	Jeff Groth – Police Chief
Bob Silverforb	Angie Hass – Executive Assistant
Mike Smith	
Vance Stimler	
Megan Thornton	
Chris West	
Laurie Zwingli	

1. Call to Order

Chair Lohman called the meeting to order at 7:08 p.m.

2. Roll Call

Board Members Present: Chair Ralph Lohman, Vice Chair Diane Foster, Rich Miller, Bob Silverforb, Mike Smith, Vance Stimler, Megan Thornton, Chris West and Laurie Zwingli

Board Members Absent: All present.

Staff & City Council Liaison Present: Chief Jeff Groth and Executive Assistant Angie Hass (Councilor Kim Young was absent.)

3. Approval of Minutes

January 16, 2020 Meeting Minutes

Mr. Silverforb moved that the January minutes be approved and Mr. West seconded the motion. All Board Members were in favor.

4. Board Member Announcements

Mr. West commented that over the last three or four weeks, he has noticed more officers out on patrol. He has seen them in his neighborhood, cruising through parking lots, etc. With all of the years of the PD being understaffed, it is very nice to see. He has also noticed that the speed radar trailer has been set up on Sunset Blvd in addition to seeing an Officer parked on the street.

Mr. Silverforb commented on the NextDoor reports of school zone traffic. He stated that it is still a very real problem. He doesn't know what the answer is.

Mr. Silverforb gave a shout out to Vice Chair Diane Foster for being nominated for the Team Parent Award by the Sherwood Chamber of Commerce.

Mr. Stimler has noticed more of the speed flashing signs around town and in particular, in the school zones. He loves seeing those signs, especially in the key areas. He would like to see more of those.

Vice Chair Foster stated that she has also noticed the speed signs and really appreciates them.

Mr. Miller commended the Sherwood Police Department, once again. While on a recent trip to Bend, he learned of a young mother who had committed suicide in Sherwood. In speaking with someone from his church who worked with Officers during the case, he was told that the Sherwood Officers handled the situation very well. Mr. Miller thanked Chief Groth for the culture he has developed at the Sherwood Police Department.

Chair Lohman shared that he, Chief Groth and City Councilor Kim Young recently interviewed eight people for the Traffic Safety Committee. They came up with five people that they all agreed would be a good fit. The list has been forwarded to the Mayor for approval. The recommendations will be presented to the City Council on March 3rd for final approval. Once that happens, Mr. Smith and Mr. West will get the first meeting scheduled and start moving ahead. Ms. Thornton stated that she is fine to be a back-up for both gentleman, if she is in town. Mr. Silverforb asked if the Board Members could learn the names of the five recommended individuals. Chief Groth stated that would be okay and announced the names: Ruth Rusnak, Tiffany Yandt, Jason Wuertz, Tony Bevel and Patti Spreen. Mr. Silverforb stated that he had encouraged Ms. Rusnak to apply and was pleased that she will be on the committee. Ms. Thornton asked if there were policies in place for committee members who don't show up to meetings on a regular basis. The Chief stated that the Traffic Safety Committee would have the same policies as other committees and explained that the Traffic Safety Committee is included in the code language that can be found on the City website. Chair Lohman stated that there were eight strong applicants and it wasn't an easy pick.

5. Business (Chair)

a. Police Update

See Exhibit "A", PowerPoint presentation titled "Police Activity Update". Chief Groth proceeded to go over each of the PowerPoint slides.

Chief Groth explained that the most calls ever received by the Sherwood Police Department, occurred in 2018. A total of 5,988 calls were received, which included calls received from Dispatch. What the numbers don't include, are the folks who come into the PD and request assistance without going through Dispatch. Ms. Thornton asked for confirmation that the calls noted are just for Sherwood and just for police, and do not include fire, medical etc. The Chief replied that was correct.

Mr. Smith calculated out the average of calls for each day and asked if 16 calls per day are high or low. The Chief said that there really is no measurement for that. Every city is unique and they would have to take lots of different factors into consideration. His guess was that, per citizen, that would put Sherwood a little lower, since we have a pretty low crime rate. He doesn't know for sure, though.

In going over the Response Times slide, Chief Groth explained what the different priorities mean. Priority 1 is a clear threat to human life. Priority 2 means a crime is in progress, but there is no threat to human life. Priority 3 means a crime just occurred (warm). Priority 4 is something that happened recently. Priority 5 is something like, "my neighbor's dog won't stop barking". The good news is, the Priority 1 calls went down in 2019, from 2018.

Mr. West asked how often other jurisdictions were involved in the nearly 6,000 calls received. The Chief replied that it was probably less than 1% of the time, since we don't have a whole lot of Priority 1's. Mr. Smith asked where the Washington County Dispatch is located. The Chief replied that it is located in Hillsboro; however, Dispatch is currently in the process of building a brand new facility that is located further away.

The Chief went over the Photo Enforcement slides explaining that speed is tracked at 56 mph or greater. Mr. West inquired about the construction at Sunset Blvd and HWY 99. The Chief said that he didn't have current information at that time. He went on to explain why there were fewer violations at HWY 99W Northbound & Tualatin-Sherwood during the months of October-April. This was due to an error on RedFlex's part. They have issued a credit, as a result. Chair Lohman asked the Chief if he had any idea how many violations were thrown out for various reasons. The Chief stated probably twice the number of citations issued.

Mr. Miller commented that the numbers indicate over a 200% increase in workload. He asked if Traffic Court is located in the County. The Chief replied that the Sherwood Municipal Court handles it. Mr. Miller asked if the monies coming in help to cover the extra costs. The Chief

explained that they do, indirectly, and how the monies received go into the General Fund. The Chief explained that this and other revenue has helped in funding additional staff.

Mr. Smith stated that many of the citations probably don't take up court time and the Chief replied that was correct. Some percentage of the recipients never see the inside of our court. The Chief stated that they had to add another Court Clerk as well as a second day of court, per week. In order to keep track of court time, Officers have to input a specific code on their time sheet when attending court. The average citation works out to about 10 minutes of time per citation. Mr. Miller asked if the average includes the ones that they throw out. The Chief replied that it did. Mr. West asked about the time frame between infraction and issuance. The Chief said that it is not very often that they miss the time limit. They have 10 days to get the citation out. Mr. West shared that he knows some people who received their City of Portland citation late, and it was thrown out.

In going over the Violator Zip Code slide, it was noted that only 4.62% of the violators were from Sherwood. The Chief encouraged Board Members to ask citizens how they feel about the photo enforcement in Sherwood. Ms. Thornton suggested posting something on social media. The Chief stated that he has in the past and will do so again. Mr. West commented that in looking at the data, the biggest problem is HWY 99 Northbound and Sunset Blvd. He said that whenever he hears someone whine about it, he reminds them that there is a new high school going in right there and we have to get people more aware of their driving habits.

It was announced that the Academy Graduation is Friday, May 8th at DPSST in Salem. Everyone is welcome to attend and it is scheduled to begin at 11 a.m. It usually lasts about an hour or an hour and a half. Mr. Miller asked if the graduates are from all around the State. The Chief replied that they are and there are usually around 40 graduates. It is a really neat ceremony. Chair Lohman asked if they could go as a group. The Chief said they could as long as there were no more than four, as that would be a quorum.

The Chief resumed the PowerPoint presentation and went over the Staffing Plan slide. He reported that the City is applying for an SRO grant through COPS. He feels that the chances are slim to none, but they will apply because you never know. There is a lot more money in this cycle than in years past. Ms. Zwingli asked the Chief why he felt that way. The Chief replied that the decision is based on the way COPS calculate who the grants go to. Sherwood is not an unsafe place to live, etc. Vice Chair Foster asked about a second SRO and if the grant doesn't go through, will there still be a potential for a new SRO? The Chief said there is always potential and it looks good to add an SRO. The City is making tremendous headway on filling positions. It will be good to get the two Officers back from the Academy. He stated that Sergeant Randy Johnson has taken on managing the Reserve Program, so the PD now has two new Reserve Officers. The Chief talked a bit about how having two Detectives has made an impact. They are able to get more people out on the road and hopefully, soon, bikes. There is the potential to get Sherwood's crime rate even lower. A lot of things can be prevented with

good police work. Ms. Zwingli asked who the current SRO is. The Chief replied that the current SRO is Officer Arturo Garcia. Mr. Miller asked if the PD has enough space to accommodate the growing staff, enough cars, etc. The Chief said that the building was built with room to grow. However, it has been discussed how best to expand if needed. At some point, Sherwood is going to stop growing.

When going over the Strategic Plan Update slide, the Chief referred to the 2019-2020 Strategic Plan handout. (See Exhibit "B".) The Chief explained how the Strategic Plan relates so well to the budget and where the Department is going. As he will be updating for the next year, he asked the Board Members to let him know if they'd like to assist with the update.

The Chief proceeded to go over all with the Board, beginning with Goal # 1. As this is all about safety, it is not going to change.

Goal #2 relates to the Police Staffing Plan, which is in part, to accomplish Goal #1. The Chief explained how the additional staff has helped things run smoother and how much the PD volunteers assist. He stated that they will soon have "Enhanced Volunteers" to assist with additional types of things. He is excited to begin the Enhanced Volunteer Program.

Goal #3, Traffic Calming Program is already done.

Goal #4, Safe Routes to School, is something that the City Planning Team is primarily working on. The PD will continue to work with them.

Goal #5, Police Community Academy, has already been done and they are currently working on putting together a second one. The Chief asked the Board Members that want to attend, to please be patient, as they work to get the next one up and going. Mr. Miller asked if they could use volunteers to help. Chief stated that would be a good idea.

Returning back to the PowerPoint, the Chief went on to the next slide titled, "Officer Wellness". The Chief shared the recent requirement of a policy directed towards Officer Wellness and how Sherwood already had one in place when the requirement became effective. He explained the section that mentions non-disciplinary actions related to self-reporting of suicidal ideations. Ms. Thornton asked how that would work when they are on duty. The Chief stated the Officer would get the needed help and would not work until a trained professional released them for duty. Ms. Zwingli asked if it would be documented in their file. The Chief said it would not be in their file and explained how that would work. Mr. Stimler asked if there was a reason to put it in policy. The Chief stated that police suicide is greater than that of the general population, per capita. As this has happened at the Sherwood PD, it is very important to him. There is a stigma where police are concerned. Police Officers have to appear to be very self-reliant. He wants to make it very clear to all Officers that if they need help, the PD will get them the resources they need and they will not be disciplined.

Mr. Miller asked how many Comfort K-9's the Officers have access to. The Chief said that he isn't aware of any, other than Sherwood's, as the other Departments are still in training. Mr. Miller was inquiring because of a specific traumatic incident that had occurred a few years ago. He was wondering if there is a need for more than one, are there other Comfort K-9's around. The Chief replied that it was that specific incident that prompted the start of the Comfort K-9 Program in Sherwood. Ms. Zwingli stated that the Comfort K-9 Program is starting to become more popular. The Chief added that the idea of therapy dogs has been around for a long time, but specific for first responders, is new. He is very proud that, as far as he knows, Sherwood is the first Department to begin the Comfort K-9 Program, thanks to Captain Ty Hanlon. It is time to start talking about how we can take care of people.

Chair Lohman asked if the Chief, or others, see that an Officer needs help, but they aren't asking for help, how does that work? The Chief said that is where the Peer Support Team would come into play. The Peer Support Team and the Chaplain have to follow confidentiality laws. Ms. Thornton asked if the Program covers the Chief and Captains as well. The Chief said it covers everyone in the Department.

Mr. Smith inquired about the training program for a Comfort K-9. The Chief said it is similar to Therapy Training. Mila has received her certification through individual handlers. Her training is ongoing and they will try to expand her training beyond one trainer. He commented that dogs are the only animal that are empathetic. They recognize mood changes in humans. If a dog sees a person crying, they will automatically go to that person. Police dogs are trained to go by scents, which is part of the inherent genetic that they have.

The Chief reiterated the importance of the Officer Wellness Program as the rate of cardiac disease and issues for Police Officers are greater than that of the general public. He spoke of the program and how they have teamed up with Providence and (cardiologist) Dr. Ted Foster. When the idea of the program was first discussed with Dr. Foster, he didn't realize that there was such a high rate of cardiac issues for Police Officers. The Chief explained how they came up with the program name, Base Camp Goes Blue. Only the Sherwood PD is using this program. The six-month pilot program began in October and is scheduled to end at the end of March. They will then take a look at what worked and how to move forward.

Mr. Miller asked if the risk is greater for officers because of the incredible adrenaline rush they sometimes experience and from riding around in cars, etc. The Chief said all of the above including poor eating, lack of sleep, sitting in cars and stress from dealing with incidents, which can also lead to PTSD. There are numerous things that can contribute. A good percentage of officers have issues after they retire, when they are supposed to be enjoying life. He went on to explain how "fight or flight" and hormones affect our bodies. The stress hormone, cortisol, stays in your system long after an incident. The best way to clean the system of cortisol is to completely change what you're doing with an activity, exercise, etc. All of these things combined, lead to an unhealthy body. Mr. Smith asked if physical incentive pay and officer

wellness is tied together. The Chief replied that it is and explained what all is included with the Base Camp Goes Blue Program - Yoga, personal trainer, in house gym, nutrition classes, etc.

6. Councilor News

Councilor Young was absent.

7. Staff Report(s)

Chief Groth notified the group of some upcoming events taking place at the PD to include a Red Cross Blood Drive the following day. A Drug Take Back event is scheduled for 4/25 from 10-2 and a Shred & Food Drive Event is scheduled for May 2nd, from 9-noon.

The Chief also congratulated Vice Chair Foster for her nomination of Team Parent. He also wanted the group to know that the PD was nominated for the Outstanding Community Service Award.

He reminded the group of the May 6th Sherwood Police Foundation fundraiser, their annual Boots & Bling Gala. Tickets go on sale, March 1st. Tickets can be purchased for individuals or per table. This year's promises to be another really great event. There is a verbal auction and they serve up a great meal. The Sherwood Police Foundation has provided well over \$100,000 of things for the PD.

Chair Lohman inquired about the term limits for the Police Advisory Board. With two new board members, he has been wondering about that. The Chief stated that he will bring the information to the next month's meeting. He did know that the original members of the Board are nearing the end of their terms. Vice Chair Foster stated that there used to be a limit, but there no longer is.

8. Citizen Comment

Nancy Ellingson (Sherwood PD Volunteer) shared that she found it really comforting to hear all of the support for all of the Police Officers. She spoke of her husband who was a Policeman during the Vietnam conflict. There were lots of riots. They were always expected to keep a stiff upper lip and look professional. As their careers were winding down, they would often talk about PERS and countdown the days until retirement. She didn't think there was a lot of support back then. After retirement, it was not unusual for an officer's life to end early. Officers can look like they're doing fine on the outside, when on the inside, they're not. She thinks the Officer Wellness Program is really good.

Chair Lohman stated that the Police Update was great and thanked the Chief for providing it and everyone agreed.

Mr. Miller talked about seeing recognition for military personnel on the news, etc., and asked the Chief if he felt things are improving for Police. The Chief said it depends. Here, locally, there was never a problem. Looking from the national perspective, things may be just slightly better. The reality is, politics have played a significant role in how the law enforcement institution have been

perceived. There is more focus on the negative, but if compared with the number of positives, it is a miniscule percentage. The vast majority of the time, Officers are doing what they should be, which is taking care of their communities. His perspective is that the focus is on the wrong things. Mr. West said there are different perceptions in Portland versus other areas, as well. A brief discussion ensued.

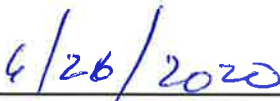
9. Adjourn (Chair)

Mr. Silverforb made a motion to adjourn the meeting. Mr. Miller seconded the motion and all Board Members voted in favor. The meeting was adjourned at 8:50 pm.

Approval of Minutes:



Chair Ralph Lohman




Date

Attest:



Angie Hass, Executive Assistant



Date

POLICE ACTIVITY UPDATE

February 20, 2020
Sherwood Police Advisory Board

Topics

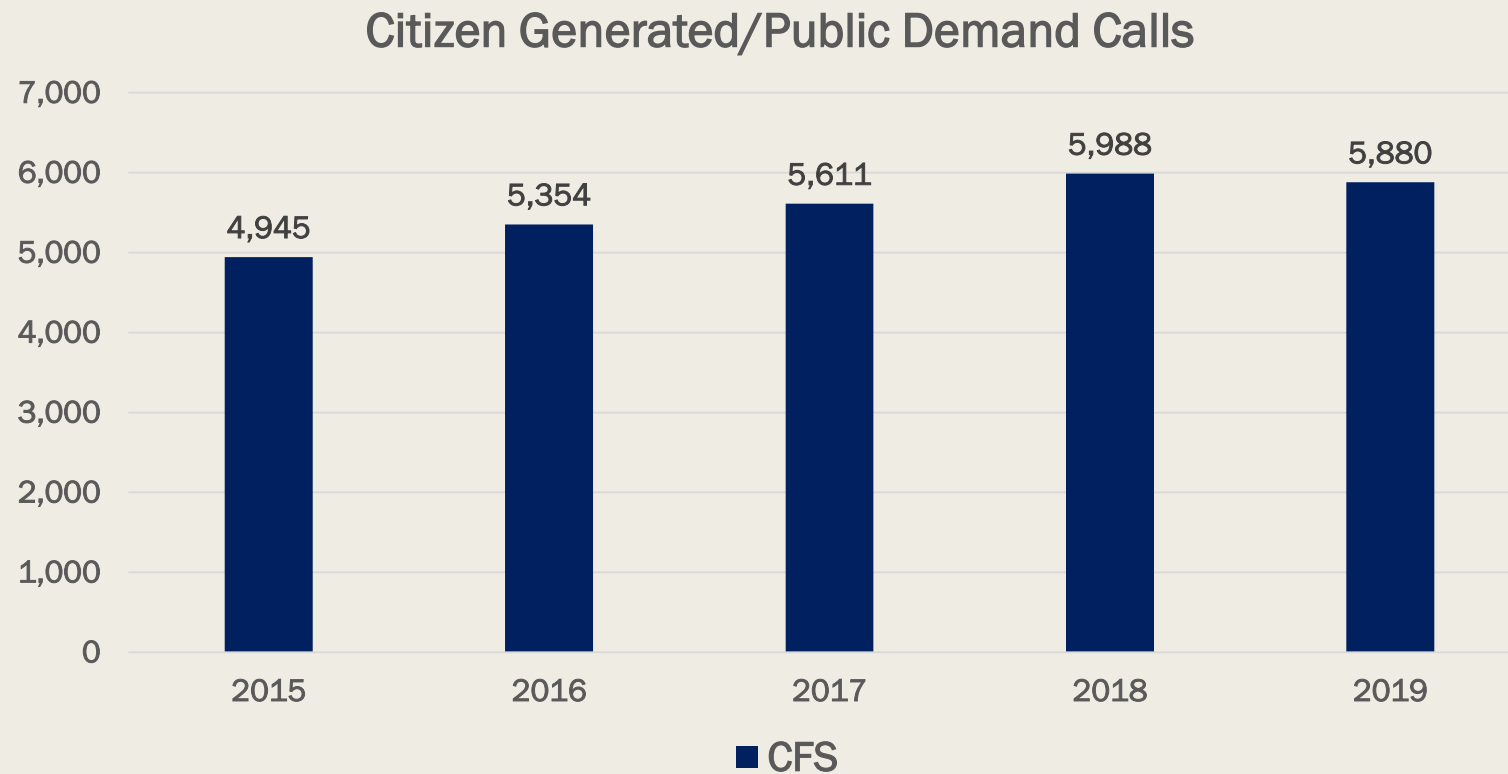


- Patrol Metrics
 - *Calls for Service*
 - *Response Times*
- Photo Enforcement
 - *Red light*
 - *Speed*
- Staffing
- Strategic Plan Update
- Officer Wellness Update

Calls for Service



■ Public Demand/Citizen Generated Calls (CFS)



Response Times



■ From Dispatch to Arrival

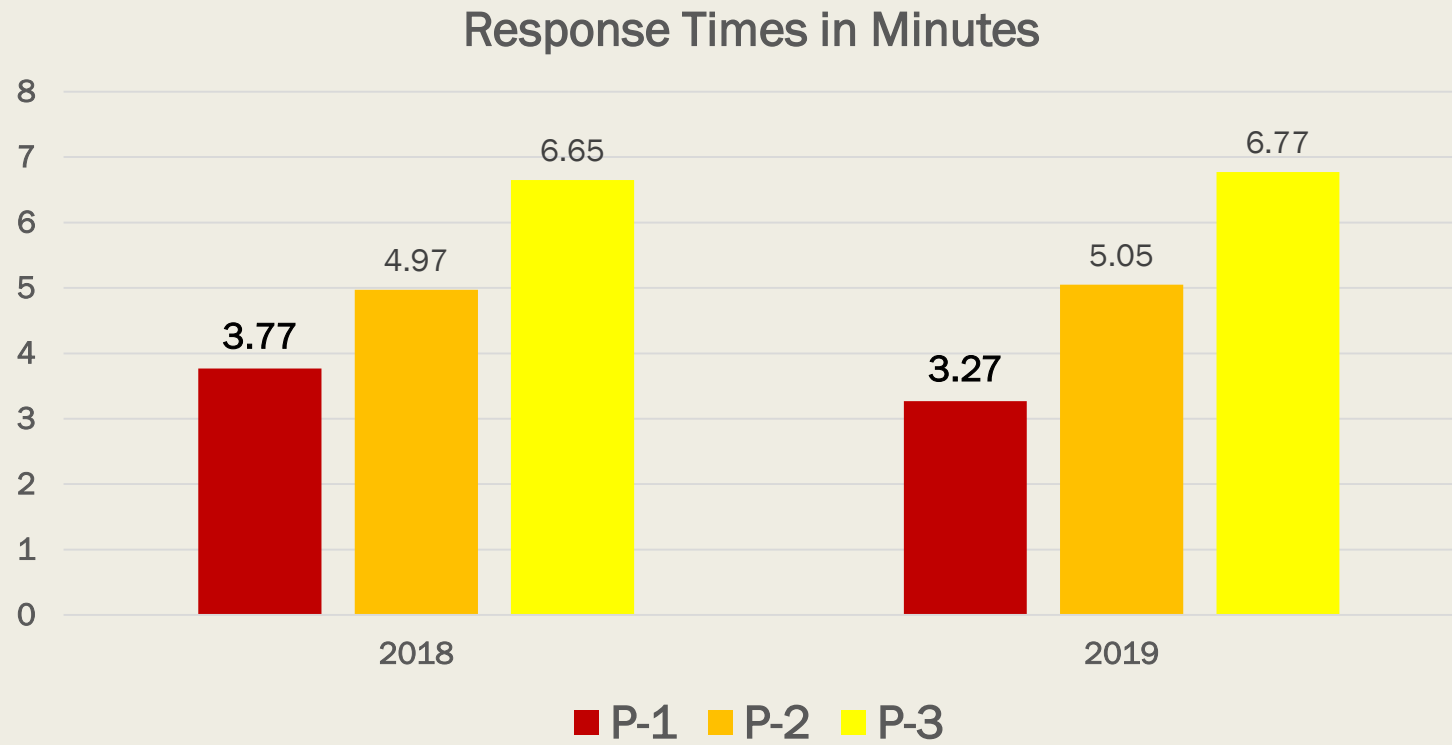


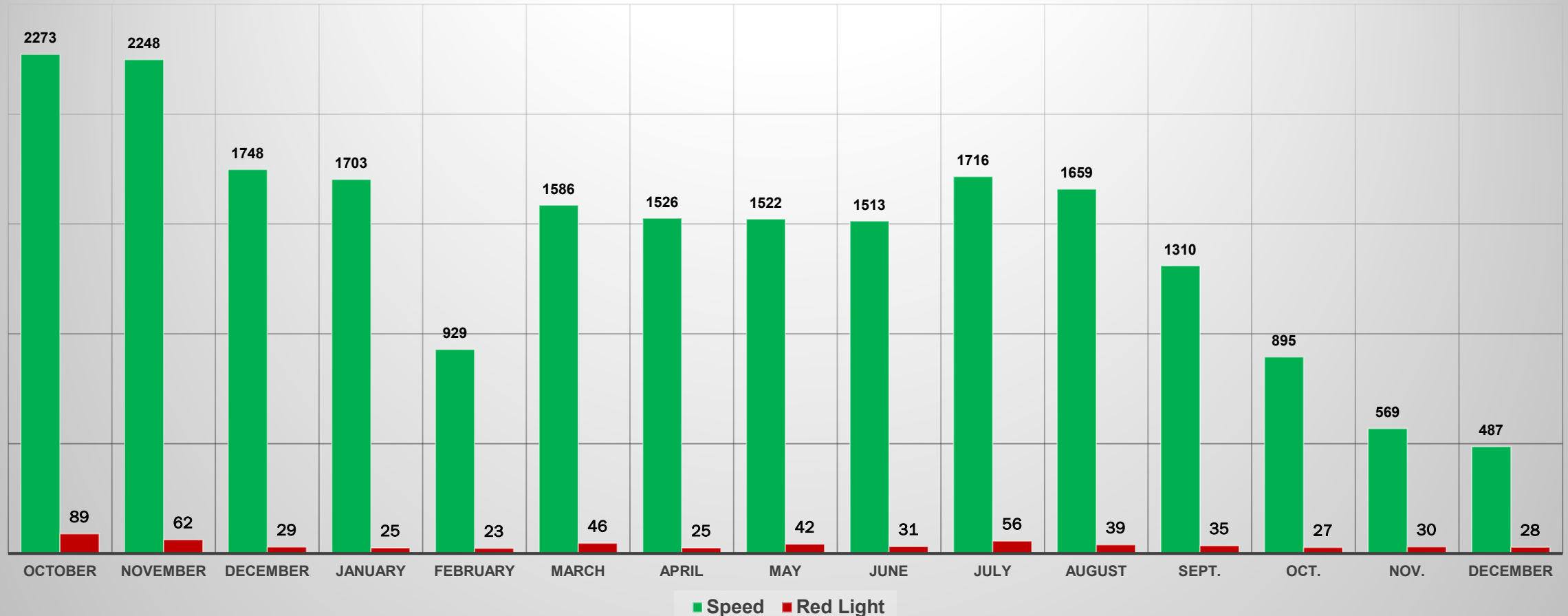
Photo Enforcement



- Data includes;
 - *Red-light and Speed*
 - *All active intersection approaches for the last fifteen (15) months*
 - *Full years only, including all of 2019*

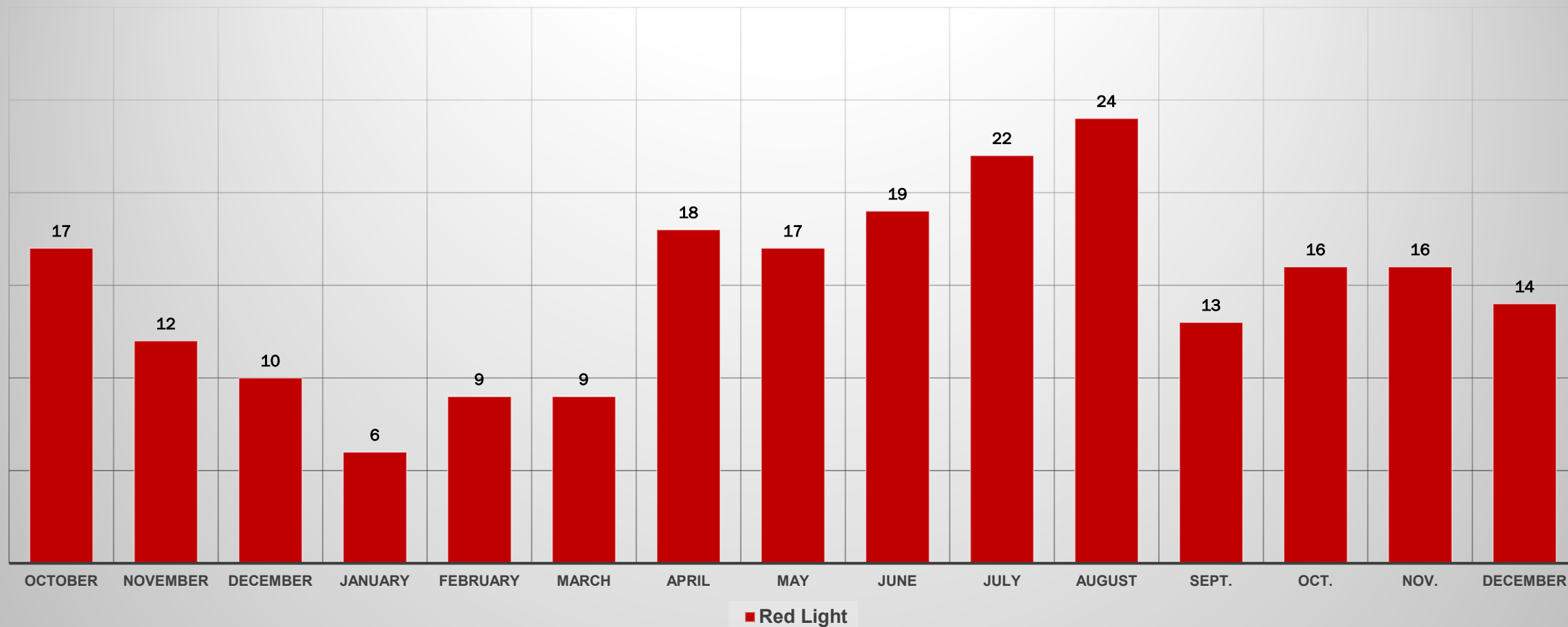


99W Northbound @ Sunset



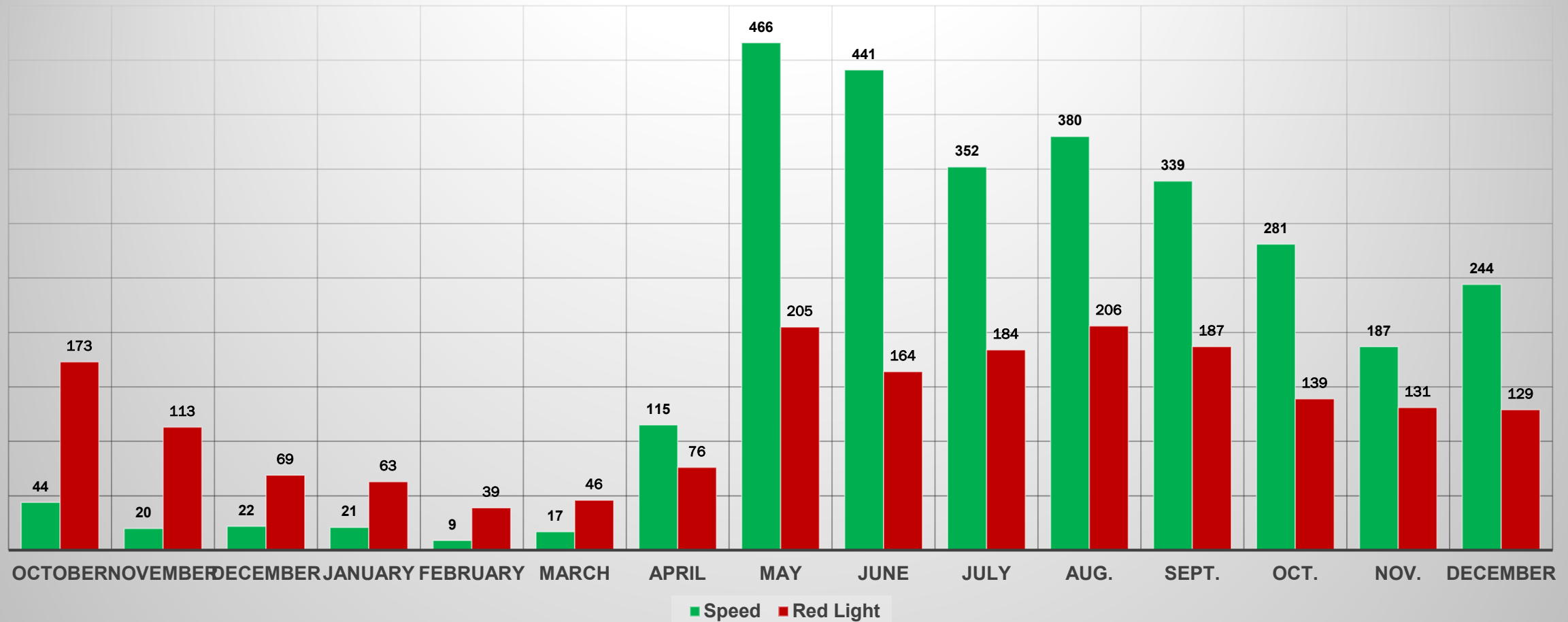


99W Southbound @ Sunset



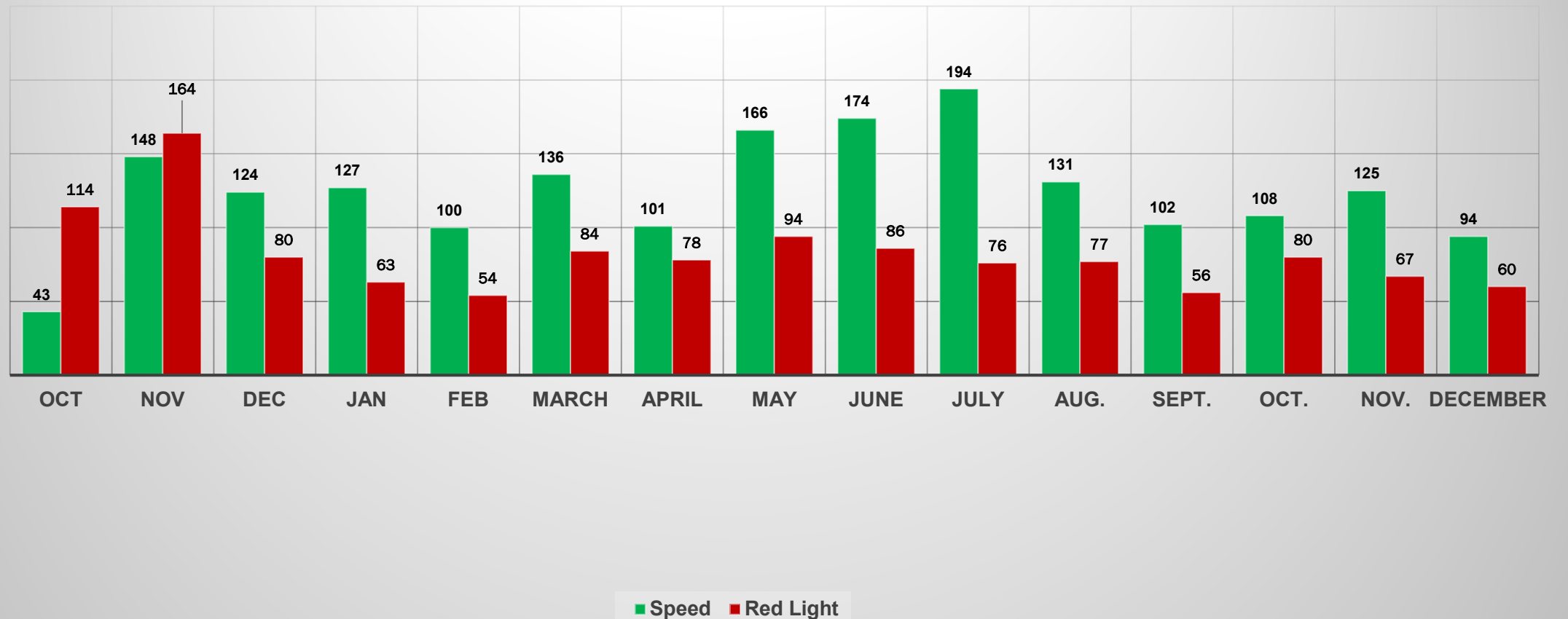


99W Northbound @ Tualatin-Sherwood



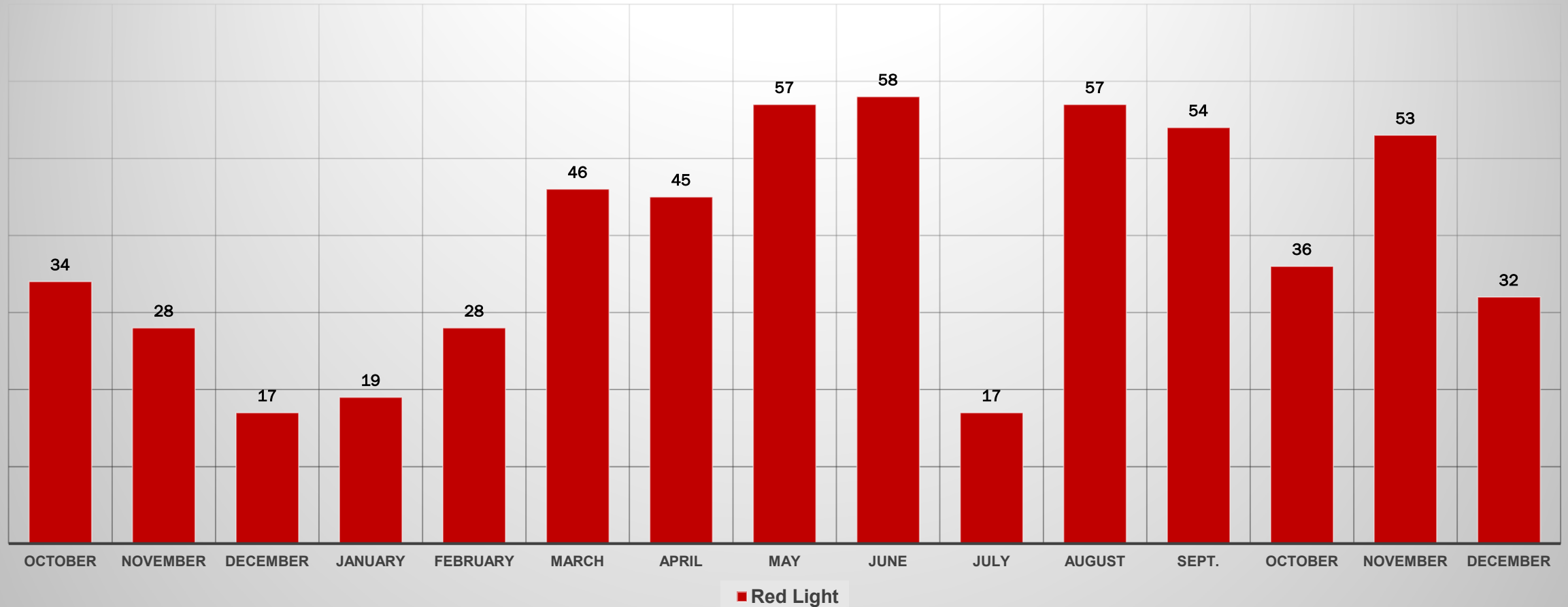


99W Southbound @ Tualatin-Sherwood

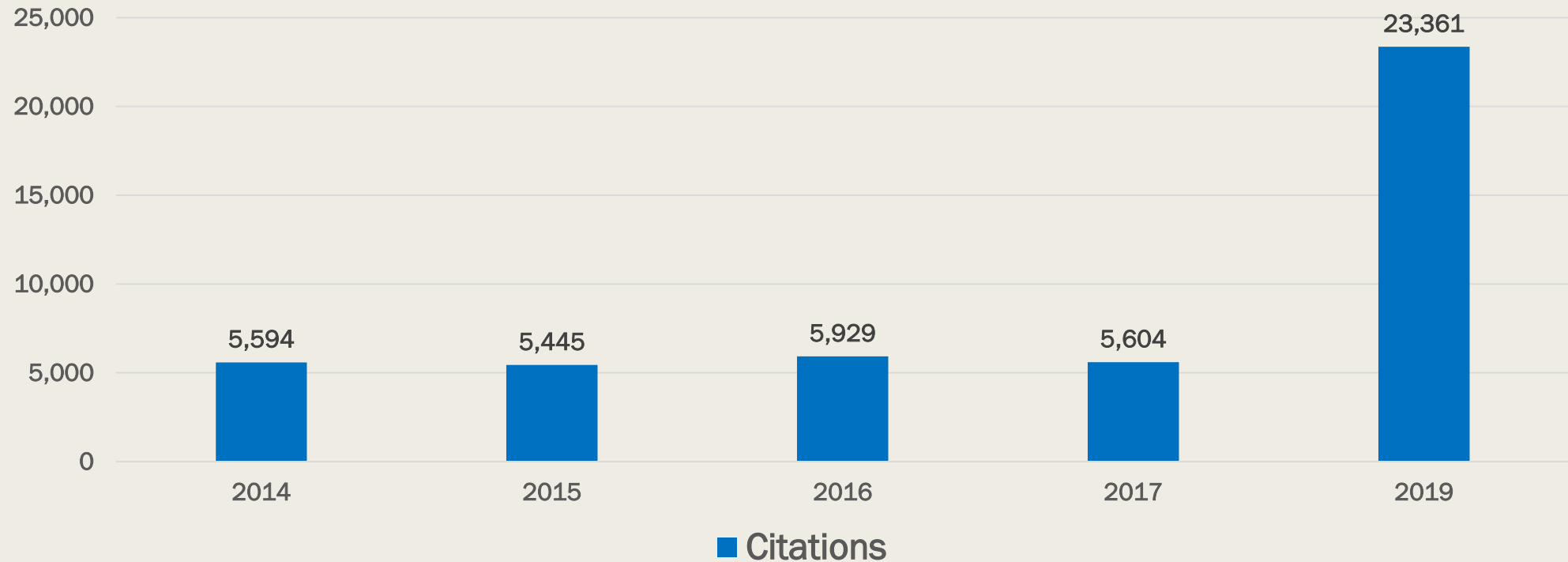




Roy Rogers Eastbound@ 99W



Citation History- Full Year Totals



Violator Zip Code



October 2018-October 2019

From Sherwood	From Out of Town In Oregon	From Out of State
4.62%	73.21%	22.17%

Staffing



- 29 Total
- 25 Sworn
- Ratio
- New positions
 - *Administrative Assistant Sabrina*
 - *Police Officers Dean Borges & Matthew Sturgeon*
- Staffing plan update

Staffing Plan



	Potential/Planned Hire Dates							
	FY 2019-20		FY 2020-21		FY 2021-22		FY 2022-23	
Position	July 1	Jan. 1	July 1	Jan. 1	July 1	Jan. 1	July 1	Jan. 1
Admin. Asst.	✓							
Officer-Det. #2	✓							
Officer-Sgt.		✓						
Officer-SRO #2			Hire					
Officer-Patrol			Hire					
Officer-Patrol					Hire			
Officer-Patrol					Hire			
Officer-Det. #3							Hire	
Officer-SRO #3							Hire	

Strategic Plan Update



- Review plan and accomplishments-handout

Officer Wellness



- Policy, required by law, SPD statewide example
- Components;
 - *Peer Support Team*
 - *Chaplain Program*
 - *Physical Fitness Incentive Program*
 - *Comfort K-9*
 - *Critical Incident Stress Management system*
 - *Non-Disciplinary Self-Reporting of suicidal ideations*
- Providence Basecamp Sherwood PD Heart-Beat



Questions?

Exhibit "B"



SHERWOOD POLICE DEPARTMENT

2019-2020 Strategic Plan



FEBRUARY 21, 2019
SHERWOOD POLICE DEPARTMENT
20495 SW Borchers Dr. Sherwood, OR 97140

City of Sherwood Police Department

Opening Message

"In a democracy, the first and most important obligation of government to its people is to ensure freedom from fear, crime, and disorder. Without this freedom, all the pillars that support our society-education, health, freedom of speech and religion, tolerance, and equal rights-cannot be guaranteed. Police are essential to that obligation. Police count. Police matter."

-William Bratton¹ & George Kelling² as published in Police Chief Magazine 2012



¹ William Bratton-Former Chief of the New York City Transit Police; Former Boston Police Commissioner; Former New York City Police Commissioner; and Chief of the Los Angeles Police Department (Ret.); Chairman, Kroll Advisory Solutions, New York, New York

² George L. Kelling, Professor Emeritus, Rutgers University; Professor Emeritus, Northeastern University; and Senior Fellow, Manhattan Institute, New York, New York

City of Sherwood Mission Statement

Provide high quality services for all residents and businesses through strong relationships and innovation in a fiscally responsible manner.

City of Sherwood Core Values

Citizen Engagement
Community Livability
Community Partnerships
Forward Thinking
Community Pride
Fiscal Responsibility
Transparent Government
Quality Service

City of Sherwood City Council Goals

Economic Development
Infrastructure
Livability
Public Safety
Fiscal Responsibility
Citizen Engagement

Police Department Strategic Plan

Sherwood City Council Goal #4-Public Safety

- *Begin to implement the Police Staffing Plan*
- *Collaborate with School District regarding Safe Routes to School*
- *Develop a Traffic Calming Program*

As a part of, and in coordination with Goal #4-Public Safety of the Sherwood City Council, the Sherwood Police Department's strategic plan establishes the department's strategic goals, objectives and activities. This plan should not be viewed as a rigid or all-inclusive list of the organization's initiatives or work activities.

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

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

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 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.

Our Policing Model with Key Activities



Our Strategic Goals, Objectives and Activities

Goal #1

Maintain and enhance community and officer Safety

- **Objectives**
 - Provide an acceptable level of safety for citizens and officers
 - Provide a sufficient number of patrol units in the field to provide immediate response to priority 1 and 2 calls
 - Maintain a response time of 4 minutes or less to priority 1 calls for service
 - Maintain a response time of 5 minutes or less to priority 2 calls for service
 - Provide a sufficient number of patrol units in the field to provide immediate response to requests from Sherwood units for back-up
 - Provide a reasonable response to low priority calls for service
- **Key Activities**
 - Sustain police department staffing that addresses;
 - Call response
 - Traffic safety
 - Crisis intervention
 - Life safety

Goal #2

Implement the Police Staffing plan

- **Objectives**
 - Accomplish and sustain Goal #1
 - Maintain productive levels of service commensurate with community needs and expectations
 - Strengthen non-sworn administrative support staffing
 - Increase investigative capability
 - Increase supervision and reduce risk
 - Maintain 2 officer minimum at all times without reliance on overtime to fill shifts
 - Maintain proactive policing efforts at or above 16,000 per calendar year
 - Increase police presence at new high school and middle school
- **Key Activities**
 - Community engagement
 - Identify needed and recommended positions in collaboration with Police Advisory Board and community members
 - Develop a hiring plan with proposed positions and planned dates of hire

- Develop police service enhancements to be implemented with new positions
 - Additional administrative assistant
 - Additional detective(s)
 - Additional patrol sergeant
 - Additional patrol officers
 - Additional school resource officer(s)
- Submit budget requests during appropriate fiscal year budget processes
- Work with human resources to recruit for positions and hire qualified applicants according to plan
- Initiate new employee training

Goal #3

Develop a Traffic Calming program

- Objectives
 - Enhance traffic safety through a community-based approach
 - Improve city policy that includes the input of a local traffic safety committee
 - Establish a local traffic safety committee that has ownership of traffic issues and provides input to city staff
- Key Activities
 - Community engagement
 - Collaborate with the Police Advisory Board and community to identify the initial plan for a community-based Traffic Calming Program
 - Establish list of viable traffic calming options
 - Finalize recommended plan and establish timelines
 - Present recommended Traffic Calming Program to City Council
 - Implement the new program
 - Traffic safety

Goal #4

Collaborate with Sherwood School District regarding Safe Routes to School

- Objectives
 - Initiate conversations with school district and city planning staff to confirm safe routes in and around new high school
 - Assist city planning staff as needed with development of formal plan and possible grants for funding

- Key Activities
 - Traffic safety
 - Community engagement

Goal #5

Develop and deliver a Police Community Academy

- Objectives
 - Elevate community livability through Relational Policing
 - Build and cultivate trust with residents, businesses, other organizations and peers through strong relationships
 - Increase citizen knowledge of their local police department
 - Educate citizens on the unique nature of law enforcement
- Key Activities
 - Community engagement
 - Collaborate with Police Advisory Board to develop basic concept and shell of the academy
 - Assign key staff to organize and assign staff instructors and secure curriculum and necessary supplies
 - Develop timeline for delivery of first session