

Sherwood Police Department Operations and Staffing Study

SHERWOOD, OREGON



March, 2016

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1 Introduction

1. Introduction and Study Background

The firm was retained by the City of Sherwood to conduct a Police Operations and Staffing study for the Sherwood Police Department. The project, which began in the fall of 2015, was designed to provide an assessment of all police operations and the requisite staffing needs within the department.

The Sherwood Police Department is committed to providing high-quality, community-oriented policing services to the city. The department has a service philosophy dedicated to maintaining a safe community and providing a high level of customer service. Like most police departments serving smaller and safer communities, it faces a variety of unique operational challenges to be discussed in this report.

This report presents the results of the study, providing an overview of current workloads and service levels, in addition to identifying a number of operational strengths and potential opportunities for service and staffing level changes.

The following introduction and executive summary provide a synopsis of the scope of work and overall context for the study, the methodologies used in evaluating the services of the department, and a summary of the recommendations made. The scope of work for the study included the following elements:

- A thorough review of police business practices conducted by Sherwood Police Department, particularly in Patrol Operations.
- An evaluation of staffing needs consistent with both analytical outcomes and community desires.

- Analytical determination of the most appropriate levels of service and service delivery in the City for key operations within the Police Department.
- Identification of key efficiency opportunities through changes in current practice.

In order to conduct this Study, the Matrix Consulting Group project team engaged in the following activities:

- Interviewed senior executive City staff to understand financial and human resources issues facing the City – particularly as they related to the Police Department and this assignment.
- Interviewed Police Department management and supervision of all functional units within the Department, as well as most other personnel with unique responsibilities in the organization. Our staff performed field ride-alongs.
- Collected detailed data describing operations, workload, deployment, scheduling, use of leave, etc.
- Developed a descriptive profile of the Police Department describing current operations, service levels, staffing, deployment, etc. This was reviewed by Sherwood Police Department staff to ensure its accuracy and is included in the appendix.
- Conducted an anonymous employee survey as well as community outreach survey regarding police department operations.
- Conducted a community focus group to solicit opinion regarding Sherwood Police Department operations.

Collectively, these steps were intended to provide the project team with a full understanding of the current methods of service delivery by Sherwood Police Department, its operations and the environment within which services are provided. This approach is further intended to ensure that participants have had relevant input into the study process.

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, community focus group session, and interview with Police Advisory Board staff.
- A Sherwood Police Department employee survey designed to solicit confidential feedback from employees regarding Sherwood Police Department 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 as a result of the Operations and Staffing Study.

(1) Key Findings

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 – 40,000 thousand, Sherwood’s Part I crimes (serious crimes) per 1,000 population ranks second (lowest) overall for both person and property crimes.
- Based on an anonymous online survey, 94% of community survey respondents feel safe from crime in Sherwood and 85% believe the level of law enforcement provided by 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 their contact with the citizens.
- An important indicator in policing is the amount of time officers have to be ‘proactive.’ This is time dedicated to address 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 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 their 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 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 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 Sherwood Police Department with respect to specialized patrol assignments, leave use and coverage, and other noted management and administrative approaches to manage 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 one to two 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 these 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	

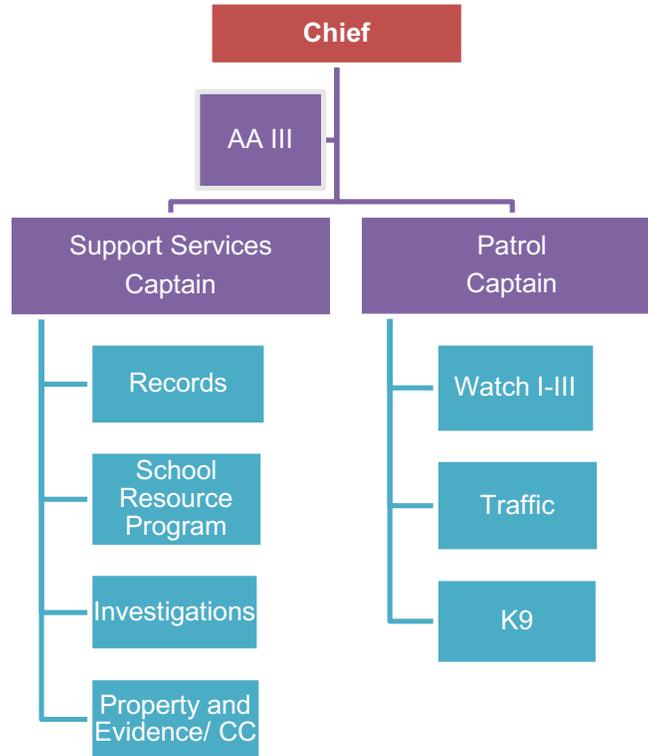
Extensive community feedback provided through multiple channels (community survey, focus groups and Police Advisory Board input) was considered in the recommendations. In a community that has grown 6% in the last 5 years and 57% since 2000, these recommendations position Sherwood Police Department to 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.

3 Overview of the Sherwood Police Department

This chapter presents an organizational overview of the Sherwood Police Department. A more detailed Profile of the Department, with specifics related to job positions and unit functions is located in the appendices of this report. This overview is intended to provide a baseline description of the Sherwood Police Department that provides a framework for findings, conclusions and recommendations in subsequent chapters.

(1) Organizational Structure

The following reflects the current organizational structure for the Sherwood Police Department. The Department is authorized 26 staff of which 3 are (non-sworn) civilian personnel. The organization is overseen by the Chief with two Captains providing management supervision over several operational units as shown below.



(2) Patrol Workload Profile

One of the key workloads for patrol staff is community-generated calls for service (CFS). These reflect unique incidents whether one reporting party or ten different reporting parties are calling for service (e.g. traffic accident). As such, a CFS may have multiple reporting parties. This CFS workload is a key (though not only) driver of staff resource needs in a police department.

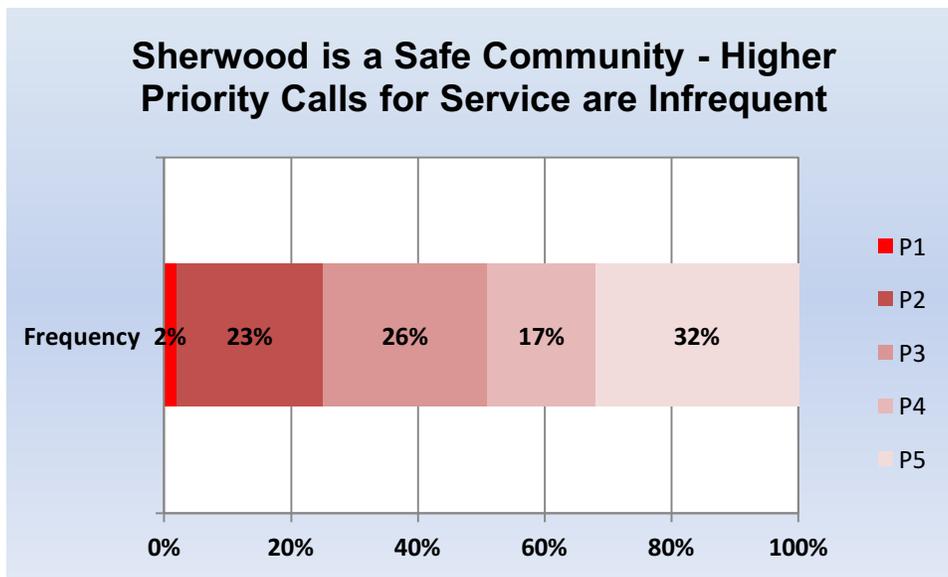
(2.1) Calls for Service Information

The project team examined the most recent one-year period for CFS workload from Mid-November 2014 to Mid-November 2015.¹ The following tables and graphs denote various facts surrounding these CFS for the Sherwood Police Department.

¹ As with any modeling exercise, the data reviewed reflects a “snapshot” in time. CFS workload could be different dependent upon the year(s) reviewed, although using the most recent year of data is analytically sound. Multiple year analyses are possible, but don’t often yield significantly different results, and are often burdensome on the agencies required to collect multiple years’ data from various information sources.

Priority	# of CFS	% of Total	Avg. Handling Time in Minutes
1	94	2%	64.7
2	1,063	23%	52.0
3	1,225	26%	26.0
4	792	17%	45.9
5	1,484	32%	21.6
Total	4,658	100%	34.4

Priority 1 calls for service represent the need for the most rapid police response whereas lower priority calls are less urgent. Priority 1 calls reflect such events as a robbery in progress, mid-priority calls (Priority 3) reflect call types such as suspicious circumstances, and lower-priority calls (Priority 5) represent calls such as an animal complaint. As shown in the table above, the highest priority calls take the most significant time for officers to handle, with an average call handling time irrespective of priority of 34.4 minutes for the primary officer responding. The graphic below shows the proportional distribution of CFS workload by priority.



With respect to the types of CFS the Sherwood Police Department handles, the following table reflects the top 20 most common call types over a 12-month period.

20 Most Common Call for Service Types

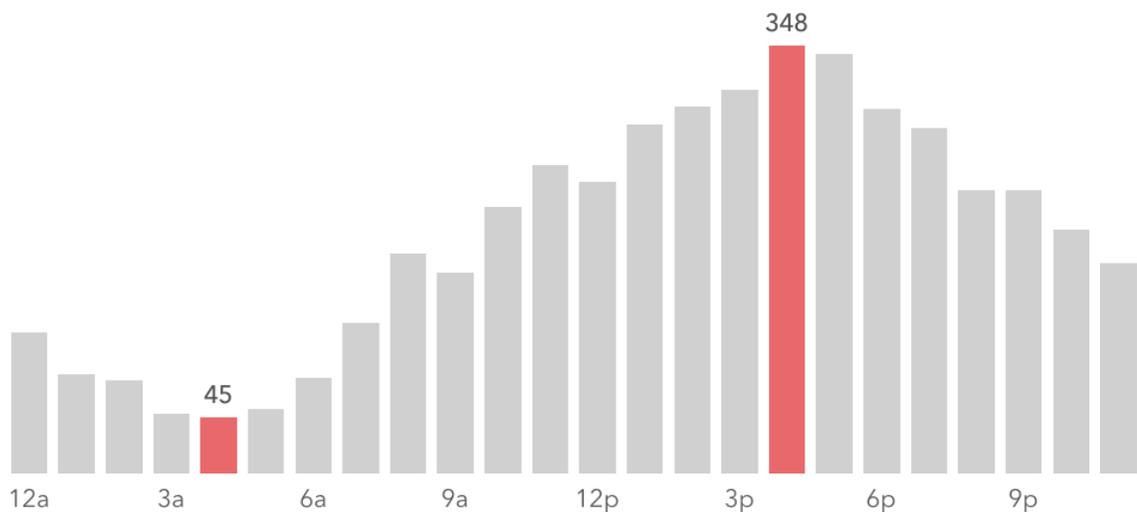
Call Definition	# of CFS	% of Total
ASSIST PUBLIC	481	10%
WELFARE CHECK	290	6%
ALARM, AUDIBLE	208	4%
FOLLOW UP (ON CALL/CASE)	206	4%
SUSPICIOUS PERSON	187	4%
ATTEMPT LOCATE (DUI, ETC.)	182	4%
ANIMAL COMPLAINT	173	4%
THEFT	170	4%
PARKING COMPLAINT	167	4%
SUSPICIOUS CIRCUMSTANCES	167	4%
DISTURBANCE DOMESTIC	128	3%
HAZARD	128	3%
JUVENILE PROBLEM	127	3%
HARASSMENT	118	3%
SUSPICIOUS VEHICLE	116	2%
NON-INJ TRAFFIC ACCIDENT	115	2%
NOISE COMPLAINT	114	2%
DRIVING UNDER INFLUENCE	100	2%
FRAUD	81	2%
PROPERTY LOST/FOUND	81	2%
All Other Call Types	1,319	28%
	4,658	100%

With the exception of three call types—Welfare Check, Domestic Disturbance, and Driving Under the Influence—which are higher Priority 2 calls, the remaining top 20 call types fall into the Priority 3-5 category. Interestingly, the 20 most common CFS represent over 7-in-10 of the call types received by Sherwood Police Department.

When these calls for service occur is relatively common compared to other law enforcement counterparts throughout the nation. As shown in the CFS by time of day

graphic below, calls are particularly infrequent in the early morning hours (with just over 300 calls occurring in a year from 1am to 6am) with calls for service peaks taking place in the mid-afternoon. An alternative calls for service pattern where workloads peak in the later evening hours is fortunately not experienced in Sherwood, as such patterns generally reflect a community with more serious crime problems.

Calls for Service by Time of Day – One Year’s Data



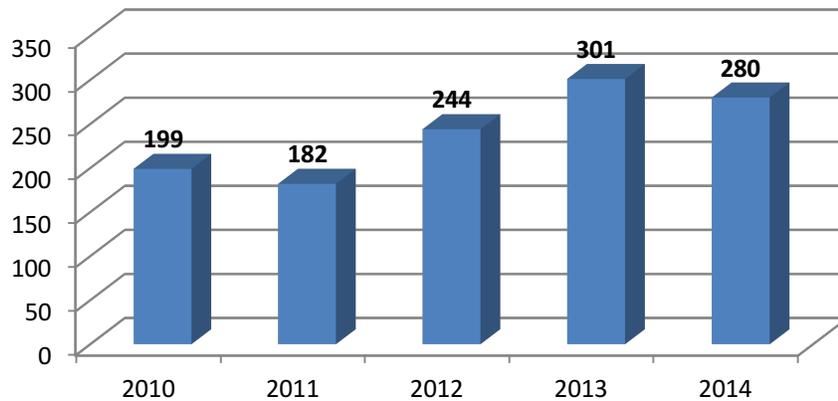
(2.2) Crime Statistics

Crime statistics reflect another important factor in determining the necessity for staffing levels within a law enforcement agency. While there are a multitude of crime and community problems a police department can address, one of the key responsibilities is preventing the occurrence of, and enforcing the laws surrounding the most serious criminal offenses typically known as Part I Crimes.

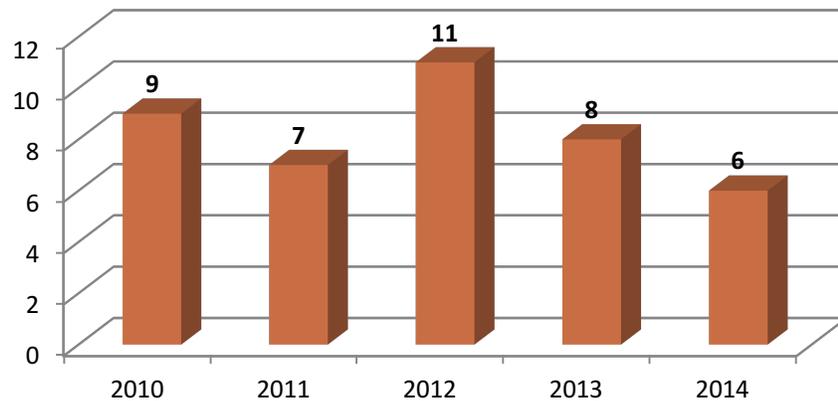
The following graphs show the frequency of Part I person crimes and property crimes in Sherwood. Person crimes, which most consider the most serious offenses, are such incidents as homicide, robbery, aggravated assault, and similarly egregious

crimes against another. Property crimes are incidents such as burglaries, auto thefts, arson, and other similar events.

Property Crimes are on an Overall Gradual Increase from 2010-14



Person Crimes are Extremely Infrequent over the Last Five Years



In the broader context of Part I crime occurrences throughout the Oregon, the city of Sherwood is one of the safer communities in the State. For Oregon communities with populations from 15-40 thousand, Sherwood's Part I crimes per 1,000 population ranks second overall for both person and property crimes, with only West Linn

exceeding Sherwood and deserving of the distinction “safest city” in this population category.

(3) Other Sherwood Police Department Services

While patrol services are typically the most visible and widely discussed service areas for law enforcement, there are a variety of other important services provided by police departments such as the Sherwood Police Department. These include such important areas as criminal investigations, traffic enforcement, school resource officer programs, and administrative support services such as Records and Property and Evidence retention. There are numerous Sherwood Police Department policing functions that occur to protect the Sherwood community, and these areas will be further discussed in the body of the report.

(4) Summary of Overview

The data indicate that, overall, Sherwood is a very safe community with limited serious crime problems compared to the national and state landscape. Sherwood Police Department responds to a wide variety of calls designed to service the community, most of which are calls of a less serious nature. This backdrop lays the foundation for further information surrounding operational and staffing needs within the Department. The following chapters focus on perceptions of the Sherwood Police Department staff and the community, and reflect important information that provides guidance in helping to determine the staffing needs and operational requirements of Department now and in the foreseeable future.

4 Results of the Employee Survey

The Matrix Consulting Group developed and distributed a survey to the Sherwood Police Department as a means of providing employees with an additional opportunity to provide input on issues related to the overall study. Anonymous surveys were distributed to employees via invite-only email link in December 2015. Of the 26 invitations sent to Patrol and Support Service personnel, a total of 23 responses were received for a statistically significant response rate of 88%.

1. INTRODUCTION TO THE PURPOSE AND STRUCTURE OF THE SURVEY.

The survey consisted of two sections. The first section contained 29 statements to which respondents were asked to select one of the following responses: “strongly agree,” “agree,” “disagree,” and “strongly disagree.” For those that had no opinion, this additional selection was also provided. The statements in this section of the survey were designed to provide an understanding of the perceptions, attitudes, and opinions of Sherwood Police Department employees with respect to the following key areas:

- **Level of Service to the Community:** Employees responded to statements discussing the level of service and their impact on the Sherwood community.
- **Management and Leadership:** Employees responded to statements about the management and supervisory staff of Sherwood Police Department.
- **Regional Partnership and Community Support:** Employees were asked to respond to statements regarding their partnership with regional support services.
- **Staffing, Training, and Equipment:** Employees responded to statements about current staffing levels, equipment condition, and available training opportunities.
- **Department Culture:** Staff was asked to respond to statements in relation to Sherwood Police Department programs, work environment, and morale.

While the survey was confidential, respondents were asked in the beginning to indicate their work status and their current assignment. The following tables present the number of respondents by whether they are Patrol or Support Services, their supervisory status, and length of employment.

Profile of Employee Survey Respondents

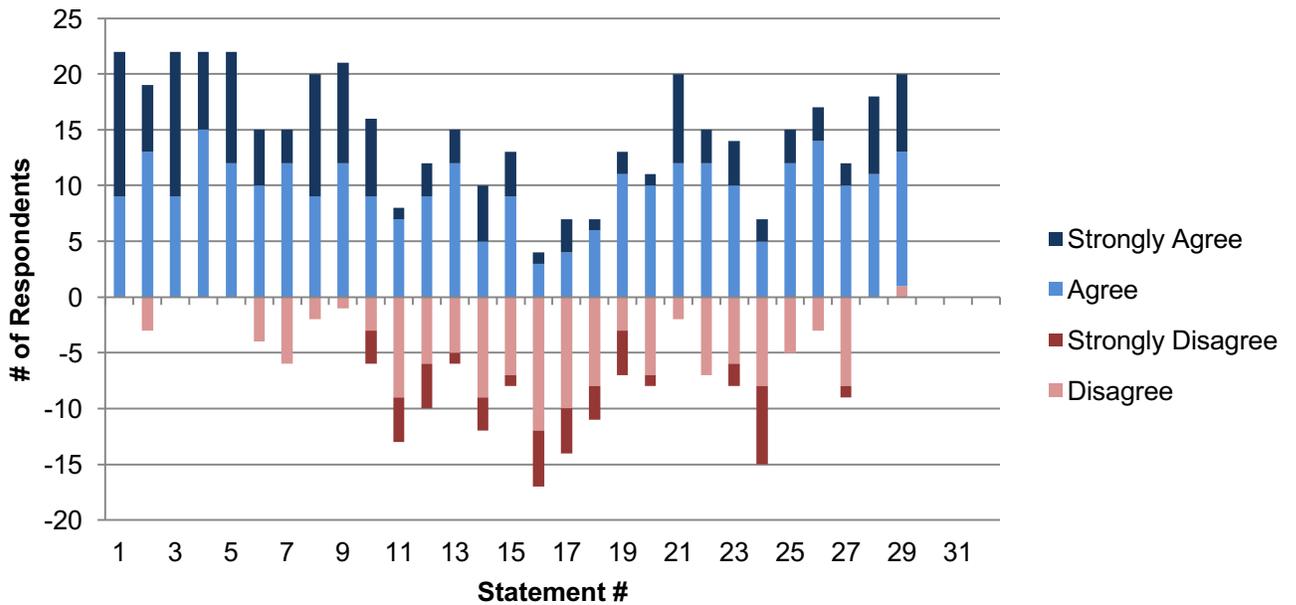
Patrol Services vs. Support Services	No. of Respondents	% of Total Responses
Patrol Services	18	78%
Support Services	5	22%
Total	23	100%
Supervisory Status	No. of Respondents	% of Total Responses
Manager or Supervisor (Chief, Captain, or Sergeant)	6	26%
Line Employee (Officers, Civilians)	17	74%
Total	23	100%
Length of Employment	No. of Respondents	% of Total Responses
1 – 5 years	4	17%
10+ years	18	78%
No Response	1	4%
Total	23	100%

2. RESPONDENTS GENERALLY AGREED THAT SHERWOOD POLICE DEPARTMENT PROVIDES GOOD SERVICE TO THE PUBLIC, BUT HAD NEGATIVE REACTIONS REGARDING CURRENT STAFFING LEVELS.

This section of the survey provided respondents with an opportunity to discuss issues related to organization, operations, governance, and service levels associated with Sherwood Police Department. The chart on the following page provides a visual representation of the number of agree and disagree responses to each statement in this section. For each of the statements all respondents that agreed were assigned a positive value, while the number of respondents that disagreed were assigned a negative value².

² By example -30 on the chart reflects 30 respondents disagreed with the statement.

Employee Survey Response



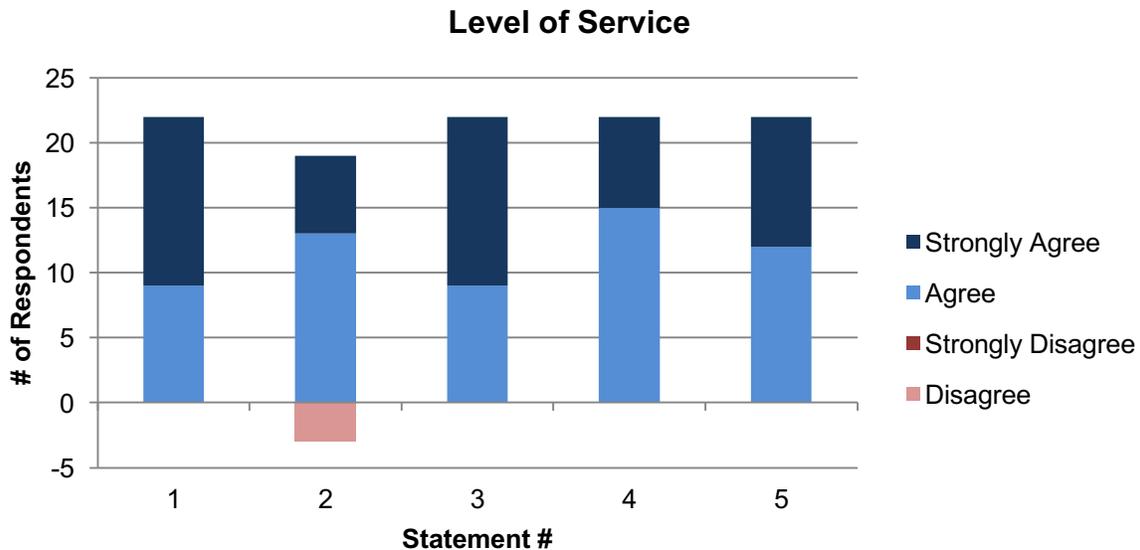
As the chart shows, there was a wide range of opinions from statement to statement, with some statements clearly garnering much more favorable reactions, and others far less so. Overall, respondents had a mixed reaction in regards to the operation and organization of Sherwood Police Department. The following subsections examine responses to each question in more detail.

(1) Level of Service

The table below contains employees' responses to statements regarding Sherwood Police Department's level of service to the community.

Statement	Agree	Disagree	No Opinion
1. The Sherwood Police Department provides a high level of service to the community.	100%	0%	0%
2. City residents view our department as a high priority.	86%	14%	0%
3. Our approach to policing improves the quality of life in Sherwood.	100%	0%	0%
4. We are effective in dealing with problems in the community.	100%	0%	0%
5. We deal with citizens effectively when they request our service.	100%	0%	0%

The following graph presents a visual representation of the number of agreeing (blue) and disagreeing (red) responses to each statement in this category. For each of the statements all respondents that agreed were assigned a positive value, while the number of respondents that disagreed were assigned a negative value.



The responses clearly show extremely positive viewpoints regarding the quality of services provided. Only Statement #2 on public opinion drew ‘disagree’ responses.

Please note the following points:

- **Statements #1, #4, and #5 – on level of service, professionalism, and task effectiveness:** For each of the three statements, all 22 respondents were in absolute agreement when asked about service, professionalism, and effectiveness in the field. Nearly 60% of respondents strongly held their opinion in Statements #1 and #3.
- **Statement #2 – Sherwood public opinion:** 86% of respondents agreed with Statement #2, “City residents view our Department as a high priority.” The results suggest that a clear majority of employees believe that Sherwood Police Department maintains an established favorability with the local community.
- **Statement #3 – approach and quality of life:** Respondents expressed their belief in the positive impact Sherwood Police Department has on the community, with over 50% strongly agreeing with the statement.

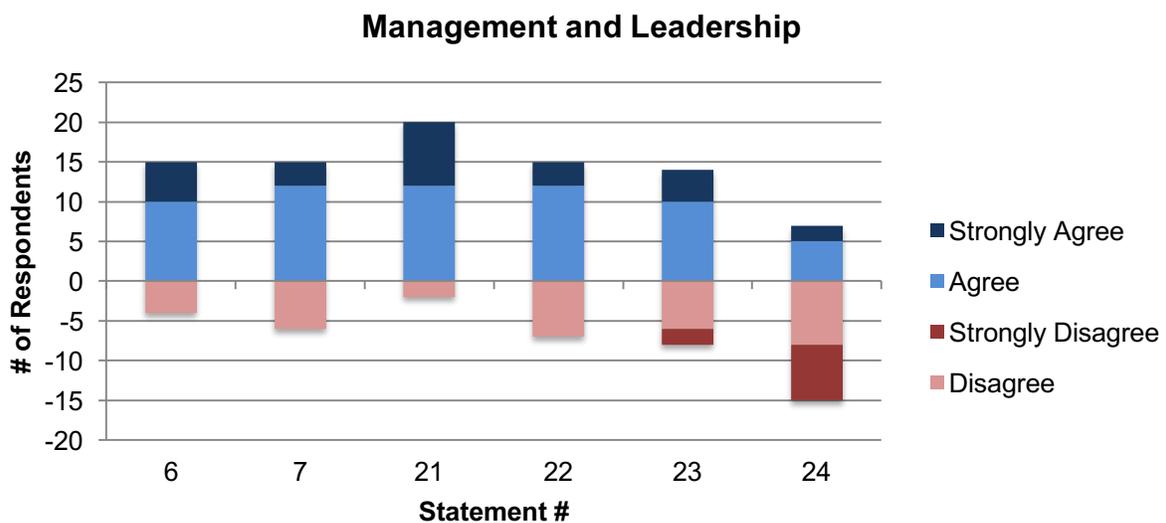
Overall, perceptions about the services provided to the general public and public safety partners are positive, which is a very common set of responses in our surveys of police department employees.

(2) Management and Leadership

The following table contains employees’ responses to statements about Sherwood Police Department’s current management and Departmental procedures.

Statement	Agree	Disagree	No Opinion
6. We make decisions effectively in the Department.	68%	18%	14%
7. Our Department is innovative.	68%	27%	5%
21. Sherwood Police Department’s expectations regarding standards of conduct are clear to me.	91%	9%	0%
22. I receive the appropriate training to do my job well.	68%	32%	0%
23. Our organizational structure is appropriate for a department our size.	64%	36%	0%
24. We have sufficient supervision in the field.	32%	68%	0%

The following graph presents a visual representation of the number of agreeing (blue) and disagreeing (red) responses to each statement in this category. For each of the statements all respondents that agreed were assigned a positive value, while the number of respondents that disagreed were assigned a negative value.



The graph on the previous page shows that respondents are generally in support of current management practices. However, Statement #24 had the largest number of respondents in the strongly disagree category. The following points provide further analysis on these results:

- **Statement #6 – on decision-making:** A majority of respondents agreed that the Department was effective in its decision-making processes with 33% of agreeing respondents strongly holding their opinion. Similarly, about one-third of total respondents either held no opinion or disagreed with the statement. Statement #6 also returned the highest total of ‘no opinion’ responses in the Management and Leadership category.
- **Statement #7 – on Department innovation:** While respondents generally agreed that the Department demonstrated innovativeness in its current management and departmental procedures, 27% of respondents answered in the disagree category. Though this may suggest there is some dissatisfaction in regards to Department innovation, zero respondents strongly held this opinion.
- **Statement #21 – on departmental expectations for Standards of Conduct:** Statement #21 yielded the largest total of agree responses in the Management and Leadership category. 40% of the total agree respondents strongly agreed, serving as the highest percentage of strongly held opinion responses (agree or disagree) for any statement in the category.
- **Statement #22 – on level of training:** Employees agreed that the current level of training provided was appropriate to effectively handle their assigned duties. However, it is important to note that Statement #22 is one of three statements in the category in which one-third or more of total respondents disagreed (32%).
- **Statement #23 – on organizational structure:** Statement #23 returned the smallest differential between agree and disagree responses at 28%, suggesting that respondents had a slight mixed reaction in comparison to other statements in the category. Nonetheless, it is clear the majority of survey respondents agreed that the current organizational structure is appropriate relative to the size of the Department. Approximately 36% of respondents disagreed with about a quarter of respondents strongly holding their opinion.
- **Statement #24 – on supervision in the field:** The majority of Sherwood Police Department employees disagreed with the level of supervision in the field. When filtering survey results by supervisory status, about 83% of management-level respondents disagreed with the statement, with more than half of respondents answering ‘strongly disagree’. Comparatively, a smaller majority of 62% of line employees disagreed with the statement.

These statements suggest that while Sherwood Police Department utilizes effective management practices that are widely supported, there are a handful of areas employees also believe can improve such supervision in the field.

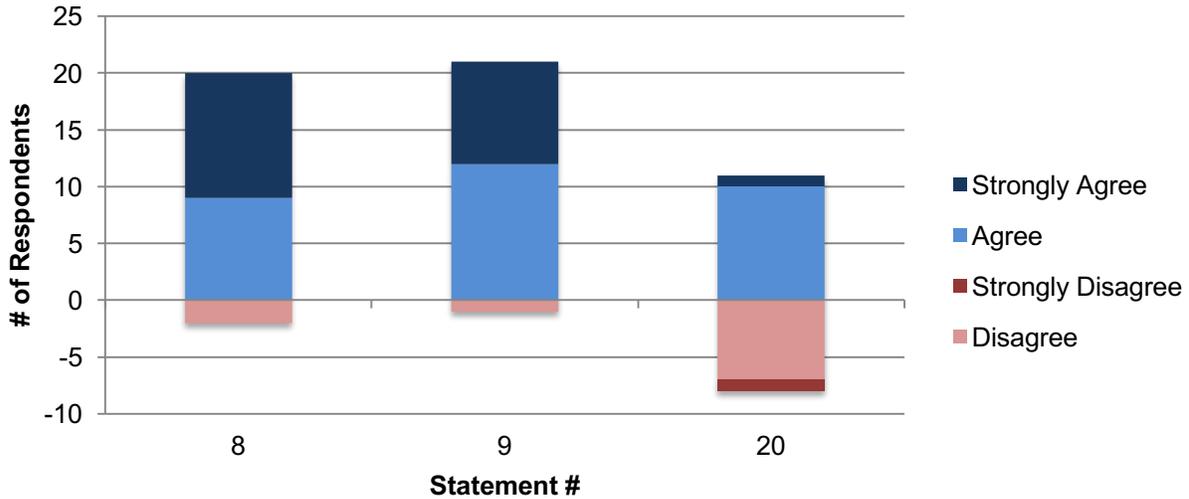
(3) Regional Partnership and Community Support

The following tables contain employees’ responses to statements in section one about the Sherwood Police Department’s regional support services and volunteer programs.

Statement	Agree	Disagree	No Opinion
8. Our regional law enforcement partners are usually readily available to assist.	91%	9%	0%
9. Our regional E911 dispatch is effective in providing service.	95%	5%	0%
20. We take good advantage of volunteer programs at Sherwood Police Department.	50%	36%	14%

The graph below presents a visual representation of the number of agreeing (blue) and disagreeing (red) responses to each statement in this category. For each of the statements all respondents that agreed were assigned a positive value, while the number of respondents that disagreed were assigned a negative value.

Regional Partnership and Community Support



- **Statements #8 and #9 – on regional partnership operations:** An overwhelming majority of respondents agreed with the existing functionality and effectiveness of their regional partners. Interestingly, Statement #7 returned more ‘strongly agree’ responses (50%) than ‘agree’ responses (41%).
- **Statement #20 – volunteer program:** 50% of respondents agreed that the Department effectively took advantage of the volunteer program. When sorting the results by supervisory status, about 44% of line employees agree with its current usage, while 66% of supervisory personnel approved.

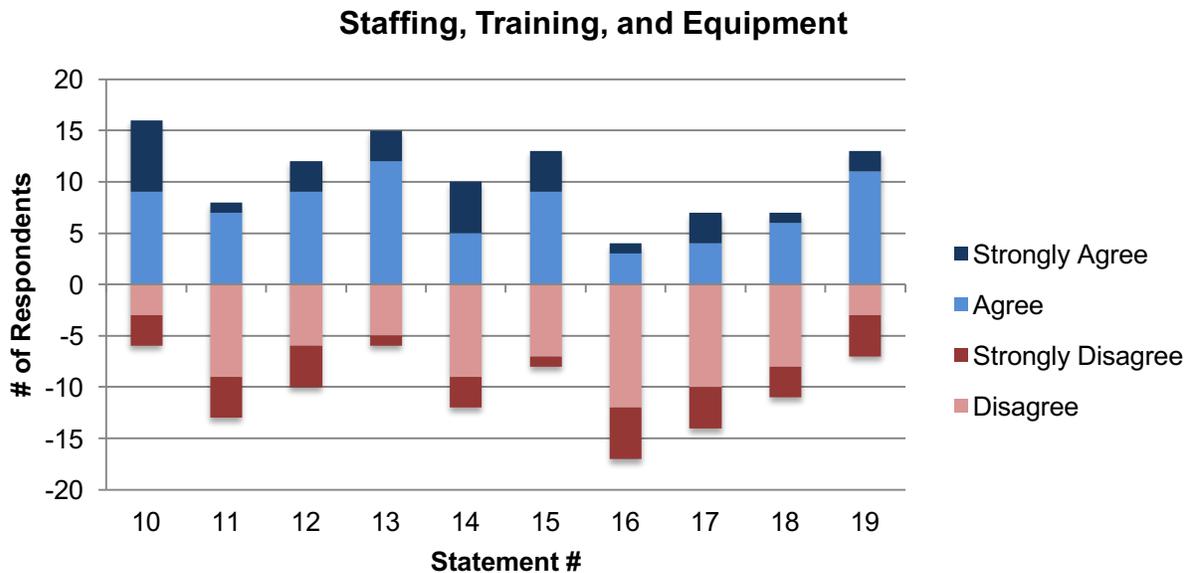
Overall, the survey results suggest that respondents strongly support their regional partners and maintain a positive viewpoint of current operations. Although the volunteer program yielded a slight mixed reaction, only two respondents strongly held their opinion.

(4) Staffing, Training, and Equipment

The following table contains employees’ responses to statements in section one about the Sherwood Police Department’s current staffing levels, available resources, and equipment conditions.

Statement	Agree	Disagree	No Opinion
10. In patrol there is typically adequate back-up internally or from our law enforcement partners.	73%	27%	0%
11. We have sufficient staff resources to provide the services that are expected of the Department.	36%	59%	5%
12. We have sufficient staff resources to provide for officer safety in the field.	55%	45%	0%
13. We have appropriate equipment to provide for officer safety in the field.	68%	27%	0%
14. The Department has the staff we need to perform safely and effectively during field incidents.	45%	55%	0%
15. We have the staff we need to generally provide appropriate patrol response time to the community.	59%	36%	5%
16. We have the staff we need to properly investigate crime incidents in our community.	18%	77%	5%
17. We have the staff we need to properly address school-related problems in the community.	32%	64%	18%
18. We have the staff we need to serve our internal and external customers with Records-related functions.	32%	50%	9%
19. We have the staff we need to provide important support services such as Property and Evidence management.	59%	32%	14%

The following graph presents a visual representation of the number of agreeing (blue) and disagreeing (red) responses to each statement in this category. For each of the statements all respondents that agreed were assigned a positive value, while the number of respondents that disagreed were assigned a negative value.



As depicted in the graph above, questions related to staffing, training and equipment yielded both largely positive and largely negative responses. Of the ten questions in the category there was an even split of 5 statements in which respondents either mostly agreed or mostly disagreed. Conversely, the issue of officer safety returned mixed reactions amongst respondents. Further detail is provided in the following points:

- **Statement #10 and #15 – on regional partners and response times:** Respondents generally agreed that current staff levels provided adequate back-up internally or from law enforcement partners. This response pattern is reflected in Statement #15 with 61% of respondents agreeing that current staff levels also provide an appropriate response time to the community.
- **Statements #11, #16, and #17 – staff services and crime investigation:** In this set of statements, respondents generally disagreed with existing staff services and crime investigation capabilities with 18% or more of respondents answering in the strongly disagree category.
- **Statement #12 and #14 – officer safety:** The topic of officer safety generated mixed reactions amongst participants. In Statement #12, a majority of respondents agreed that current staff resources were sufficient in providing officer safety in the field. However, responses shifted from agreement to disagreement by when asked if the Department had the staff to perform safely and effectively in field incidents. When filtering by supervisory status, line employees are exactly split with 50% agreeing and 50% disagreeing that there are sufficient staff resources to provide for officer safety in the field, but when asked if there was sufficient staff during field incidents 56% of line staff disagreed with the statement.
- **Statements #13 – equipment:** The majority of respondents (68%) agreed that the Department provided appropriate equipment for officer safety in the field.
- **Statement #18 and #19 – support services:** Although a clear majority of respondents felt that Property and Evidence management personnel were adequately staffed, exactly one half of respondents expressed the need for additional personnel to assist Records-related functions.

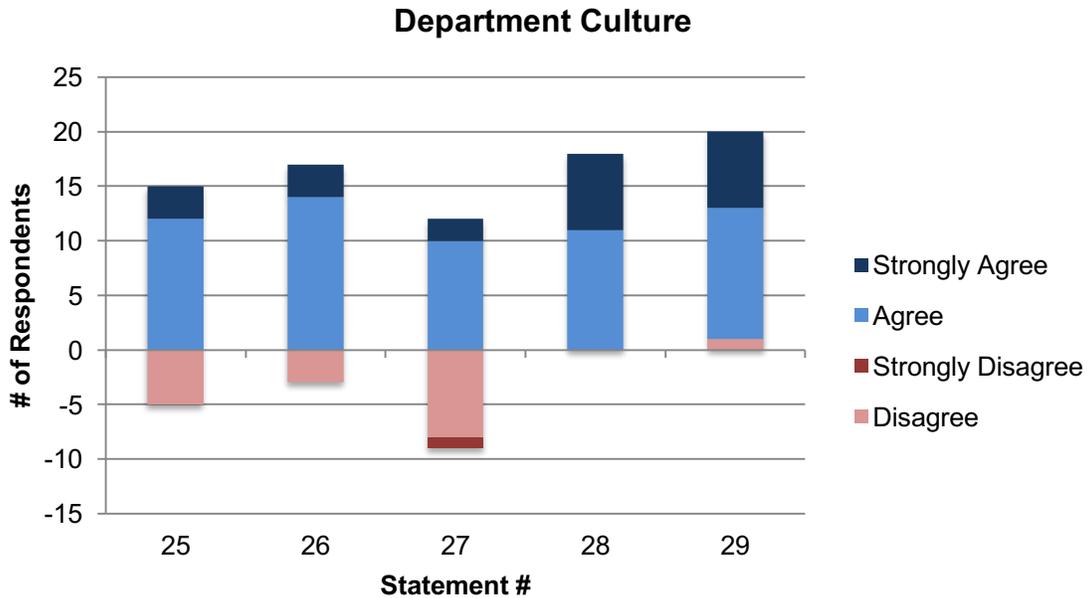
In regards to staff services, equipment, and operational efficiency, there are clear majority opinions. However, the issues of officer safety and support services maintain varying response patterns which result in unclear indicators.

(5) Department Culture

The following table contains employees’ responses to statements in section one concerning Sherwood Police Department’s organizational culture and work environment.

Statement	Agree	Disagree	No Opinion
25. There is a positive organizational culture at Sherwood Police Department.	68%	23%	9%
26. Generally, my morale is good.	77%	14%	9%
27. Generally, Department morale remains high.	55%	41%	4%
28. I plan to make a career at the Sherwood Police Department.	82%	0%	18%
29. I would recommend Sherwood Police Department as a place to work in law enforcement.	86%	5%	9%

The following graph presents a visual representation of the number of agreeing (blue) and disagreeing (red) responses to each statement in this category. For each of the statements all respondents that agreed were assigned a positive value, while the number of respondents that disagreed were assigned a negative value.



The majority of respondents expressed positive viewpoints of the existing organizational culture. Further analysis regarding these statements is noted by the following points:

- Statement #25 – a positive organizational culture:** The majority of respondents agreed that Sherwood Police Department exemplifies a positive organizational culture.
- Statement #26 and 27 – morale:** While both Statements #26 and #27 discuss current morale, there is a clear distinction in responses between the two. Initially, 72% of respondents agreed that their own individual morale was good. However, only 55% of respondents agreed that overall Department morale remains high, with 41% of respondents dissenting. Filtering responses by supervisory status highlights the key difference where exactly half of management respondents (50%) disagreed with the statement, while the majority of line employees actually agreed (63%).
- Statement #28 and 29 – on career development:** For both statements, there is a clear majority among respondents with 32% expressing strong agreement when asked about either making a career of their own at Sherwood Police Department or recommending others.

Respondents generally believe that the overall work environment is positive and that their own individual morale is high. However, employees are less confident in the morale of the Department overall.

4. RESPONDENTS IDENTIFIED THAT PATROL AND INVESTIGATIVE / DETECTIVE SUPPORT WERE OF UTMOST IMPORTANCE AND URGENCY IN TERMS OF ADDRESSING STAFFING NEEDS FOR THE DEPARTMENT.

As a supplemental tool to assess opinions regarding staffing levels, respondents were also asked to rank service areas in relation to its importance for addressing personnel needs. The following table displays the results of respondent rankings by service type:

Service Area	Rank #1	Rank #2	Rank #3	Rank #4	Rank #5	Rank #6	Rank #7
Patrol	11	6	2	1	2	0	0
School Resource Officers	1	3	5	7	3	3	0
Investigative / Detective Support	6	9	4	1	1	1	0
Traffic Enforcement	0	0	3	5	2	8	4
Support Services (Records / Property and Evidence)	2	0	2	3	8	3	4
First-line Supervision	2	4	4	5	3	3	1
Increased Volunteers	0	0	2	0	3	4	13

The table above highlights the most frequently selected response for a certain service area. Based upon this information, respondents rank Patrol as the most important service area and increasing volunteers as the least important area of focus.

An examination of the data utilizing a weighted scoring scale further clarifies some of the correlations drawn between service areas and respondents' opinions. A weighted score was calculated for all service areas with each rank category assigned a number from 1-7. For example, each respondent vote for Rank #1 was worth a total of 7

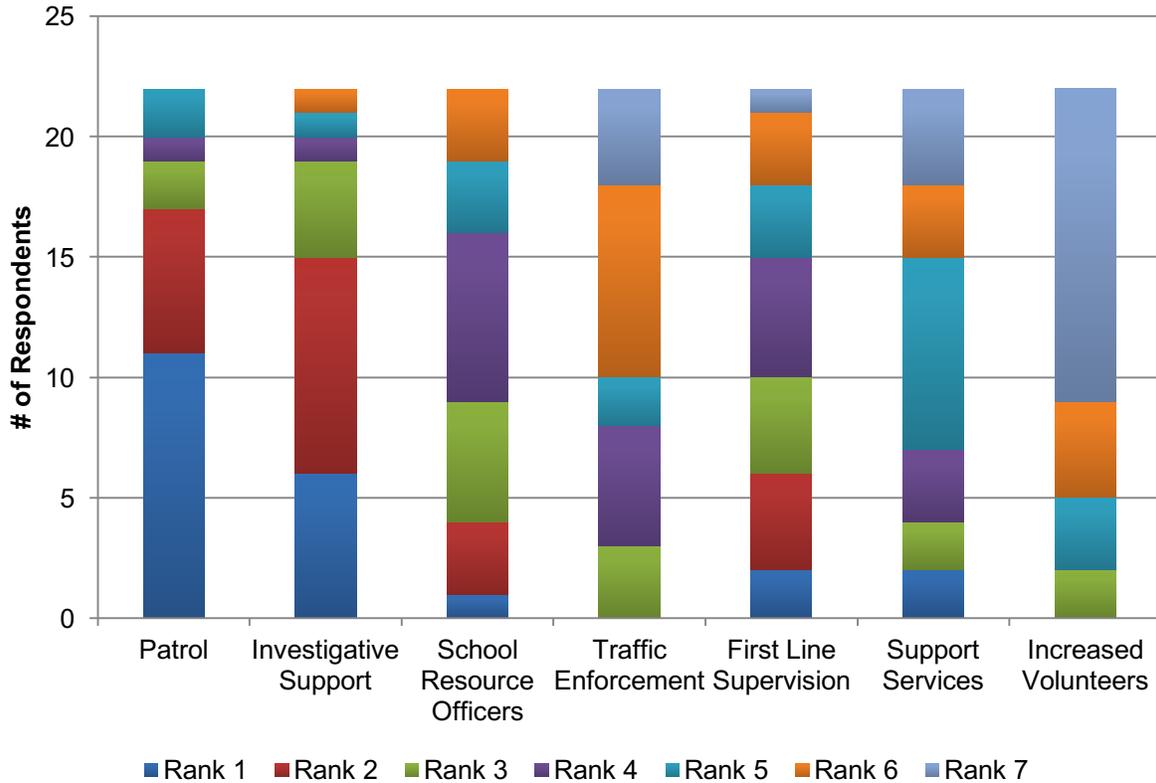
points, while a Rank #7 vote was valued at only 1 point. The following table displays the overall point total for each service area and the corresponding percentage when divided over the combined total.

Service Area	Weighted Score Point Total	% of Total
Patrol	133	21%
Investigative / Detective Support	125	20%
School Resource Officers	99	16%
First-line Supervision	94	15%
Support Services (Records / Property and Evidence)	70	11%
Traffic Enforcement	61	10%
Increased Volunteers	40	7%
Total	622	100%

While Patrol and Investigative/Detective Support services remain atop the rankings combining for 41% of all weighted points, it is important to note that School Resource Officers and First-line Supervision services are separated by the narrowest point total. It is reasonable to suggest that based on the weighted scoring approach respondents view patrol and investigative support as the Sherwood Police Department’s highest priority staffing needs while both SRO and first-line supervision are important but distant secondary considerations. The weighted score results suggest that respondents viewed volunteer services as the staff issue of least importance, drawing the lowest score total as well as the most rank #7 votes. This is particularly interesting given Sherwood Police Department does not have robust volunteer programs in place.

The graph on the following chart presents the information from the tables in a visual format and shows how the rankings breakout for each service area.

Service Area Rankings



About half of all respondents felt that patrol services was the most important service area in need of staffing, followed by investigative/detective support. The response pattern remains consistent when observing rank #2 results as patrol services and investigative/detective support (when combined) received 68% of total responses, as well as zero rank #7 votes. Conversely, traffic enforcement and volunteer services did not receive a single first or second overall ranking from respondents. Interestingly, first-line supervision is the only service area that received at least 2 votes in each of the top six rankings. The first-line supervision rankings also support initial response patterns displayed in Statement #24 in Section 2 analysis. Overall, respondent service area ranking results align closely with agree/disagree statement findings presented throughout the survey.

4. NARRATIVE SURVEY RESPONSES.

In addition to the survey's forced choice questions, respondents were asked to provide narrative responses to three open-ended questions (#6 - #8). The responses to the questions were grouped and summarized by the project team.

(1) If desired, please list one to two positive attributes about the Department.

Those who chose to respond to this question regularly cited the high level of dedication to the community and overall ability to work as a team. The majority of respondents presented the following attributes as the most positive about the Police Department. This list does not reflect the frequency in which such responses were made, only those areas that were most often cited:

- Employee dedication
- Teamwork
- Employee Professionalism and Work Ethic
- Dedicated Chief and Command Staff
- Community Support
- Facilities and Technology

In summary, it can be seen that the positive attributes of the Department are closely connected. Emphasizing a high level of dedication to the community can be related to strong community support, employee professionalism, and a supportive command staff.

(2) If desired, please list one to two changes which could be made to improve the Department.

The written responses and comments to this question highlighted concerns pertaining to current staffing levels. Although multiple respondents identified areas for operational improvements such as expanded services, new training, and more equipment, inadequate staffing throughout the Department was the most frequently

cited concern. Additionally, respondents stated that prioritizing the Reserve Officer Program should also be a focus of the Department despite the fact they rated volunteer programs last in priority on the forced-choice portion of the survey.

(3) What is the single highest priority to address during this operations and staffing study?

The general consensus of respondents for this question had to do with increasing staffing for both patrol and staff support services. Respondents believe that it is necessary to increase staffing levels in order to handle the current workload and proportionately match the city's population. Employees also expressed that additional personnel would significantly improve the capabilities of the Department by solidifying current staff and increasing investigative flexibility. In particular, providing new and diverse services with specialized unit types such as more detectives, School Resource Officers, and crime-specific investigative units was cited as being beneficial.

5 Community Input on the Police Department

The Matrix Consulting Group developed and distributed a survey to the Sherwood Citizens as a means of providing citizens with an opportunity to provide input on issues related to the Police Operations and Staffing Study. Anonymous surveys were distributed to citizens via an online link in January 2016. The project team received a total of 382 citizen responses. In addition, the City and our project team sponsored a community-wide focus group to discuss Sherwood Police Department service delivery. This event, held in late January 2016, was attended by approximately 35 interested community members.

1. INTRODUCTION TO THE PURPOSE AND STRUCTURE OF THE SURVEY.

The survey consisted of two sections. The first section contained 14 statements to which respondents were asked to select one of the following responses: “strongly agree,” “agree,” “disagree,” and “strongly disagree.” For those that had no response, this additional selection was also provided. The statements in this section of the survey were designed to provide an understanding of the perceptions, attitudes, and opinions of Sherwood residents with respect to level of service in the community, including level of responsiveness, anticipating issues, and providing information or generating awareness in the community.

While the survey was confidential, respondents were asked in the beginning to provide demographic information. The tables on the following page present respondents affiliation with Sherwood (resident or business owner or both), length of residency / stay in Sherwood, whether they had any interaction with the Sherwood Police Department,

and if they had an interaction how satisfied / dissatisfied were they with their level of interaction with the Department.

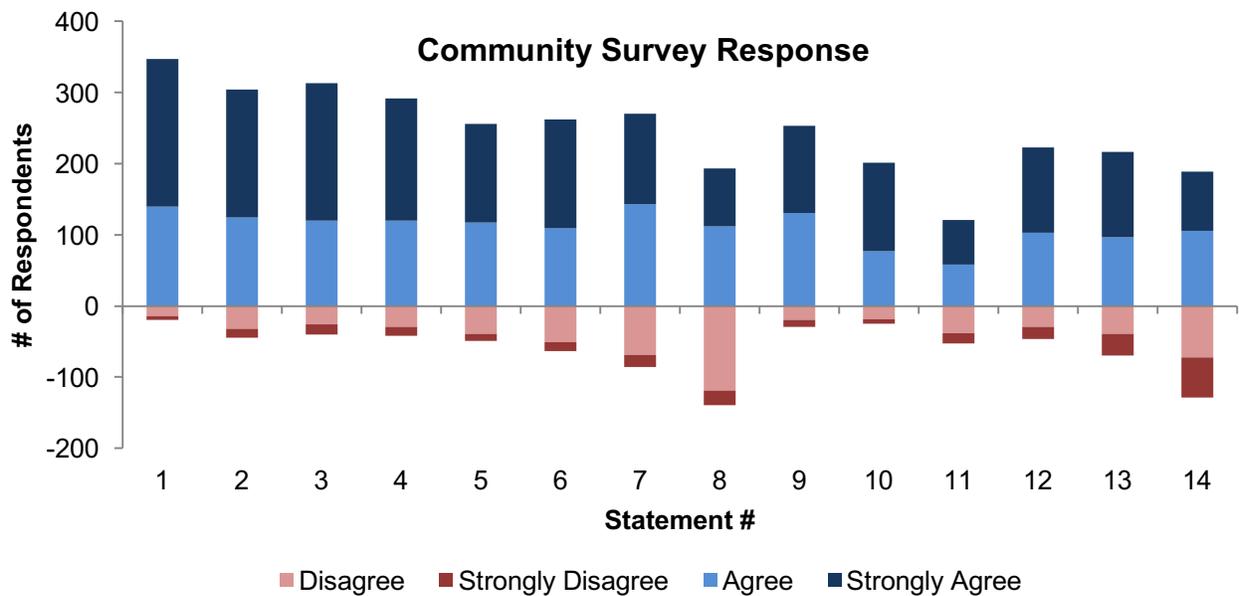
Affiliation with Sherwood	No. of Respondents	% of Total Responses
Resident	326	85%
Business Owner	8	2%
Both	45	12%
Blank	3	1%
TOTAL	382	100%
Length of Residency / Stay in Sherwood	No. of Respondents	% of Total Responses
0-4 years	79	21%
5-9 years	73	19%
10-14 years	77	20%
15-19 years	84	22%
20-24 years	45	12%
25+ years	18	5%
Blank	6	2%
TOTAL	382	100%
Interaction with Sherwood Police Department in last year	No. of Respondents	% of Total Responses
Yes	285	75%
No	97	25%
TOTAL	382	100%
Professionalism of Sherwood Police Department Staff ³	No. of Respondents	% of Total Responses
Agree	260	91%
Disagree	22	8%
No Response	3	1%
TOTAL	285	100%

As the tables above show the majority of respondents are Sherwood residents who have lived in the city for more than 10 years. 91% of those respondents who interacted with the Department in the last two years agreed that the Department was professional in their contact with the citizens. Further insight regarding service level provisions for the Department and citizens' satisfaction with those services is provided in the following sections.

³ Since only 285 of the survey respondents had direct contact with Sherwood Police Department, the professionalism question was limited to their response.

2. RESPONDENTS AGREED THAT THE POLICE DEPARTMENT MEETS THE SERVICING NEEDS OF THE COMMUNITY AND THAT ADDITIONAL RESOURCES COULD ENHANCE POLICING SERVICES.

This section of the survey provided respondents with an opportunity to discuss issues related to crime, service levels, traffic enforcement, crime prevention information, interfacing with the public, and handling citizen complaints. The following chart provides a visual representation of the number of agree and disagree responses to each statement in this section. For each of the statements all respondents that agreed were assigned a positive value, while the number of respondents that disagreed were assigned a negative value⁴.



As the chart shows, the majority of respondents generally had a positive reaction to services provided by the Department. There were only two questions that generated some level of disagreement and those were related to awareness of crime prevention programs and increasing taxes to fund additional police services (Questions #8 and #14). Despite the results of these two questions, both of these responses also had the

⁴ By example -100 on the chart reflects 100 respondents disagreed with the statement.

majority of respondents agreeing. The table on the following page examines responses to each statement in more detail.

Statement	Agree	Disagree	No Response
1. I feel safe from crime in the City.	94%	5%	1%
2. The Sherwood Police Department provides high levels of law enforcement services to Sherwood.	83%	12%	5%
3. The level of law enforcement provided by Sherwood Police Department improves the quality of life in Sherwood.	85%	11%	4%
4. Sherwood Police Department staff are responsive to our policing needs.	79%	11%	10%
5. The Sherwood Police Department does a good job anticipating our service needs.	70%	13%	17%
6. Sherwood Police Department staff effectively communicate with the community on policing issues.	71%	17%	12%
7. The level of traffic enforcement is appropriate for the City by contributing to its safety.	74%	23%	3%
8. I am aware of crime prevention information and programs offered to Sherwood residents.	53%	38%	9%
9. Officers are prompt in responding to complaints and problems in the City.	70%	8%	22%
10. Sherwood Police Department does a good job interfacing with the business community in our City.	56%	7%	37%
11. Sherwood Police Department has good volunteer programs that I can participate in, if desired.	33%	15%	52%
12. Sherwood Police Department currently provides good value for the budget expended.	62%	13%	25%
13. Sherwood Police Department should have additional resources that will enhance policing services in the community.	60%	19%	21%
14. I would be willing to pay a modest tax increase to fund additional policing services.	53%	36%	12%

The responses clearly show extremely positive viewpoints regarding the quality of services provided. Please note the following points:

- **Statement #1 – on crime safety:** An overwhelming majority of respondents, 94% agreed that they felt safe from crime in the City of Sherwood and only 5% of respondents disagreed.
- **Statements #2 and #3 – on level of service:** The majority of respondents, 83-85% agreed that the not only does the Department provide high levels of law enforcement service, but that these levels of law enforcement improves the quality of life in the City for its residents.
- **Statements #4 through #6 – on policing needs and issues:** Approximately 79% of citizens agreed that the Department is responsive to their policing needs; however, this proportion decreased to 70% in regards to the Department being good in anticipating those service needs. Additionally, 71% of citizens agreed

that the Department effectively communicates with the community in regards to any and all policing issues.

- **Statement #7 – on traffic enforcement:** Nearly three-quarters of the respondents, 74%, agreed that the current level of traffic enforcement is appropriate for the City. However, in the open-ended additional comments section, many citizens stated that perhaps too much effort is being spent on traffic enforcement and should be reallocated to other areas of policing needs and issues such as school resource officers or drug enforcement.
- **Statement #8 – on crime prevention program(s) awareness:** A slight majority of respondents, 53%, agreed that they were aware of crime prevention information and programs offered to Sherwood residents. However, in the narrative portion of the survey, citizens identified that greater community awareness of crime prevention programs should be provided to citizens.
- **Statements #9 – on responsiveness:** 70% of Sherwood residents agreed that officers are prompt in responding to complaints and only 8% disagreed.
- **Statement #10 – interfacing with the Business Community:** Approximately 56% of overall respondents agreed that the Department was good at interfacing with the Business community. However, if this response is filtered by only business owners, 100% of business owners agreed that the Department does a good job interfacing with the business community. If this response is further categorized to include business owners and business owners who are residents, approximately 72% of respondents agreed that the Department does a good job interfacing with the business community.
- **Statement #11 – on volunteer programs:** More than half (52%) of survey participants selected “no response” regarding whether the Department had any good volunteer programs for them to participate in if they so desired. This sentiment is further echoed in the narrative portion of the survey, in which respondents urged for greater communication and disbursement of information from the Department regarding community, crime prevention, and volunteer programs.
- **Statements #12 and #13 – on use of resources:** While 62% of respondents agreed that the Department does a good job based upon its current resources (budget), 60% agree that additional resources can help enhance policing services in the community.
- **Statement #14 – on tax increases:** About 53% of respondents agreed that they would be willing to pay a modest tax increase to fund additional policing services.

Overall based on survey sentiment, Sherwood citizens have a positive outlook regarding the services provided by the Department and its ability to meet their community and servicing needs. However, citizens are very much split with respect to traffic enforcement increases or reductions. There is greater consensus surrounding more emphasis on providing community awareness and community-based policing activities such as school-based programs.

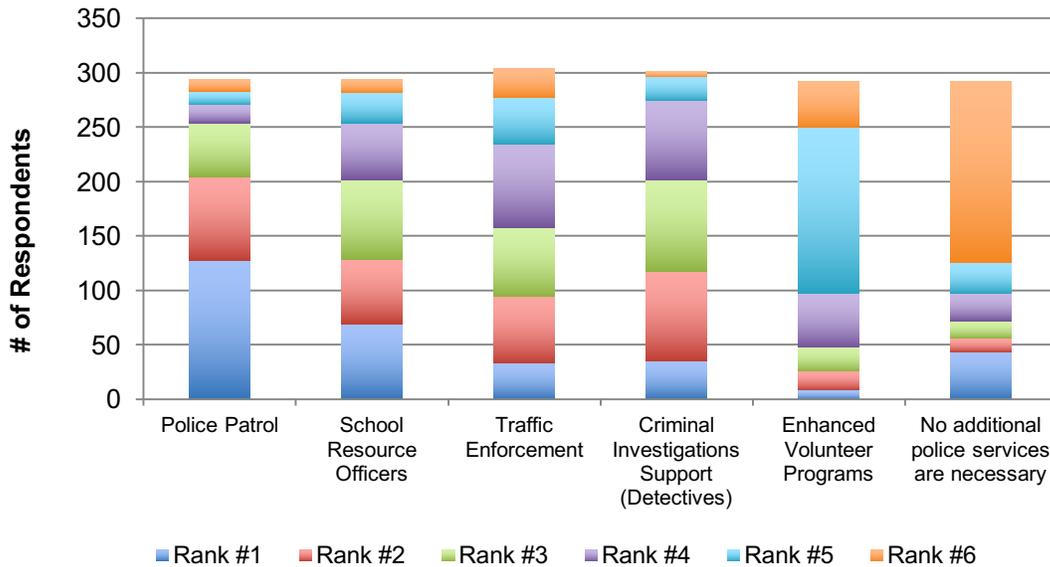
3. RESPONDENTS IDENTIFIED PATROL, SCHOOL RESOURCE OFFICERS, AND INVESTIGATIONS SUPPORT AS THE HIGHEST PRIORITY FOR THE DEPARTMENT.

As a supplemental tool to assess opinions regarding staffing levels, respondents were also asked to rank service areas in relation to its importance for addressing service needs within the community. The following table displays the results of respondent rankings by service type:

Service Area	Rank #1	Rank #2	Rank #3	Rank #4	Rank #5	Rank #6
Police Patrol	127	77	50	17	12	11
School Resource Officers	69	59	74	52	28	13
Traffic Enforcement	33	61	64	76	43	27
Criminal Investigations Support (Detectives)	35	82	84	73	22	6
Enhanced Volunteer Programs	8	18	22	49	153	43
No additional police services are necessary	43	13	16	25	28	167

The table above highlights the number of responses for a certain service area. As such, based upon this information, respondents rank Police Patrol as the most important service area (Rank #1) and no additional policing services as the least important area of focus (Rank #6). The graph on the following chart presents the information from this table in a visual format and shows how the rankings breakout for each service area.

Service Area Rankings



In order to provide additional context to this information, the project team decided to apply a weight to each ranking to arrive at the total ranking of needs for the community. The weighted system assigned a point value to each rank, as such rank #1 was weighted at six (6) points, while rank #6 was weighted at one (1) point. The following table shows the services provided by total weighted ranking and percentage of responses.

Service Area	Weighted Response	% of Responses
Police Patrol	1,433	22%
School Resource Officers	1,230	19%
Traffic Enforcement	1,100	17%
Criminal Investigations Support (Detectives)	1,225	19%
Enhanced Volunteer Programs	722	11%
No additional police services are necessary	685	11%

Using the weighted methodology it is clear that citizens feel that Police Patrol is the greatest need; however there is only a marginal difference between the #2 and #3 ranked priorities with School Resource Officers essentially the same as Criminal Investigations Support. There is a clear #4 priority with Traffic Enforcement, and the

final two priorities are related to enhanced volunteer programs and additional police services. The responses in this section mimic the open-ended comments section of the survey with respondents asking for increased staffing or for more support related to policing activities such as school resource officers or criminal investigations rather than towards traffic enforcement.

4. NARRATIVE SURVEY RESPONSES.

Beyond the narrative themes noted in the aforementioned sections that can be juxtaposed against the quantitative survey results, the narrative responses provided a variety of different kinds of feedback. As such, these (redacted) responses have been provided in the appendices for review. One additional common theme was the viewpoint that Sherwood Police Department is a very good department, particularly for its size.

5. FOCUS GROUP FEEDBACK.

As noted in the introduction of this chapter, a community-attended focus group to discuss the Department was attended by both City and Sherwood Police Department as well as facilitated by the Matrix Consulting Group. The discussion surrounded various topics but the themes were consistent with the community survey. The participants were asked to focus on three key questions and discuss in small tables their collective opinions. Individual responses were also solicited and documented. The three questions for discussion were:

- **Question #1** – I would feel safer in the community if the Sherwood Police Department were able to provide (choose statement).
- **Question #2** – The highest priority community service issue the Sherwood Police Department needs to address is (choose statement).

- **Question #3** – If I could change only one thing regarding the Sherwood Police Department it would be (choose statement).

Key themes that received particular emphasis in both the individual responses as well as collective table discussion opinions included the following:

- Additional proactive drug enforcement and education is desired within the City with particular emphasis on youth and youth locales.
- Additional police officer visibility and community engagement, often described as need more police officers.
- Addressing traffic issues at particular locales within the City without over emphasis city-wide. Traffic enforcement seems to be an issue in Sherwood with highly divided opinions with respect to need and focus.

In summary both focus group and community survey results indicate a desire for additional policing services in a variety of service areas, yet just above one-half had a willingness to pay a modest tax increase to further fund such services. These factors are considered in the analysis in the following chapters.

6 Analysis of Patrol Workload and Deployment

This chapter focuses on patrol-related services duties and responsibilities beginning with patrol operations that are provided by the Sherwood Police Department. The workload information utilized in this section was obtained through interviews with Department management, supervisory and line personnel; ride-along observations and discussions; a review of documents and information from the Department's varied information systems; and data provided by Washington County's regional dispatch center (WCCCA).

1. OVERVIEW OF THE PATROL STAFFING ANALYTICAL MODEL.

While it would be useful to identify a 'golden rule' of law enforcement staffing needs, there is no single right answer. The utilization of various comparative measures does not adequately provide for a comprehensive evaluation of field staffing needs, nor should it be used as the primary basis for a local government to measure the effectiveness of law enforcement services. While it is somewhat common practice to suggest law enforcement resource needs based upon the number of sworn staff per thousand population, the Matrix Consulting Group does not use a "per capita" or "per 1,000" ratio as an analytical tool in assessing field staffing needs, for the following important reasons:

- Ratios do not consider the seriousness of the workload levels of the jurisdictions being compared. For example, the crime rate is not considered in any comparative analysis of workloads, specifically, the number of serious crimes in a community (e.g. homicide, rape, robbery, aggravated assault, burglary, motor vehicle theft, and larceny).
- Ratios do not consider a jurisdiction's approach to alternative service delivery or "differential law enforcement response." The use of civilian personnel (or lack

thereof) to handle community-generated calls for service and other workloads has great potential to impact the staffing levels of sworn personnel. The level / amount of civilians (i.e. community service officers, telephone reporting, online services, etc.) can be used to maximize the efficiency and effectiveness of sworn personnel.

- Ratios do not consider the differences in service levels provided or philosophies with which a jurisdiction may deliver law enforcement services (e.g. community-oriented or problem-oriented policing, a reactive versus proactive approach, the utilization of other regional law enforcement resources in solving problems or providing back-up to patrol, etc.). These variables result in an inability to accurately compare the necessary number of field patrol personnel through a ratio or per-capita analyses.
- Ratios do not consider other differences which have an impact on regular patrol staffing needs such as the existence of special enforcement / support units as well as operational approaches (e.g. the use of field citations versus transported arrests, manual versus automated field reporting systems, and whether patrol officers are expected to follow-up on certain investigations).
- Ratios do not take into account geographic, meteorological and topographical differences (e.g., square miles of a service area) and other response impediments which can impact patrol staffing needs.
- Ratios do not take into account changing population characteristics, such as jurisdictions with a significant exodus of commuters, college towns with large seasonal fluctuations in population, resort locales, or smaller communities adjoining large metropolitan areas with significant crime problems.

Although these ratios are interesting, they do not provide a comprehensive measure of staffing needs for a specific community, nor should policymakers use them as a basis to make decisions regarding patrol staffing. The project team's approach is supported by the *International Association of Chiefs of Police (IACP)* that views officer per thousand ratios as "totally inappropriate as a basis for staffing decisions"⁵.

For these numerous reasons, the project team does not use "per capita" or "per 1,000 residents" ratios as a way for our clients to measure effectiveness in providing law enforcement services, or as a determinant in developing staffing needs. While per

⁵ International Association of Chiefs of Police, Patrol Staffing and Deployment Study, 2004, document 7218.

capita staffing has some comparative value year-to-year over the short-term, it can also become misleading over mid and longer-term timeframes. As the complexion of a community shifts and the delivery of patrol and police services change, per capita data become erroneous. Given the shortcomings of per-capita analysis, the project team's analysis of Sherwood Police Department patrol staffing considered the need for a balance of community-generated workloads and the availability of proactive time to perform proactive policing, while considering as a backdrop the importance of officer safety. The following subsections describe this analytical process.

(1) The Analysis of Patrol Resource Requirements Should Be Based on Actual Workloads Handled and Appropriate Targets of Proactive Patrol, as Well as Other Factors.

The Matrix Consulting Group utilizes methods in which the number of police field personnel required is based on an analysis of the unique workloads and service level requirements of a community. In order to evaluate these resources and staffing issues, the project team conducted a data collection and analytical effort focusing on the following:

- Determining community generated calls for service workloads to the level of detail necessary to understand the work volume and the time required to handle such work.
- The field resources used to handle calls for service and proactive workloads based on officer availability levels.
- Deployment and scheduling patterns utilized by the Sherwood Police Department.
- Consideration for self-initiated police activities and targeting a sufficient amount of time beyond community generated calls for service, otherwise known as "reactive" workload. This time can then be utilized to perform proactive or community-oriented policing services (e.g. special enforcement of community-based problems, building checks, neighborhood patrol, etc.).

- Maintaining a deployment that would help reduce risk and maintain officer safety levels.

Field law enforcement services represent one of the areas of law enforcement operations in which staffing can be substantively quantified based on service levels desired. Several factors determine the level of patrol staffing required in a community, including:

- The community generated call for service demand by time of day, and day of week.
- How officers are utilized in the field, how they are scheduled, and in what manner they are deployed (e.g. one-person versus two-person patrol cruisers).
- How calls for service are managed by a law enforcement agency. Many policing agencies throughout the United States “manage” lower priority calls for service in a number of ways. What these methods of handling calls for service have in common is that they free up the time of trained, professional sworn staff from handling lower priority routine calls so that more of their available time can be spent on calls requiring a higher level of expertise and training.
- The level of service desired by the community. This reflects the amount of “proactive” time, or “unobligated” time a community desires and how they wish it to be spent. This is a significant factor and primary driver impacting required patrol staffing levels. Unobligated time involves time not spent handling community generated calls for service and reflects proactive time for which an officer is available for community policing, directed or preventive patrol, self-initiated activity (i.e. observations, including suspicious pedestrians or vehicles, etc.), and other approaches for addressing crime problems, quality of life issues, etc.

The project team has employed a model based on these decision points in evaluating officer field staffing for the Sherwood Police Department in terms of workload, service levels, and overall operations. The following section identifies and discusses the various characteristics and elements of the field staffing model, and how reactive and proactive (unobligated) time is calculated.

(2) Key Workload and Data Elements Utilized in the Patrol Staffing Model.

One of the primary responsibilities of a patrol officer is the responding to and handling community generated calls for service. Further, workload related to these calls for service, including reports, arrests / bookings, back-up assistance to another patrol officer on a call, etc., as well as the associated times for these activities, are primary responsibilities of the officer. These elements are foundational in developing the total field staffing levels required based on desired services levels. These elements are further discussed in the following sub-sections.

(2.1) Patrol Workloads – Calls for Service.

The first critical data element required to analyze field resources is to document the primary workloads handled by patrol officers. As stated, one of the primary responsibilities of an officer is to respond to community generated calls for service (CFS). These calls certainly do not represent all workload, however, such as officer-initiated events, officer observations in the field resulting in a contact, traffic stops, investigative follow-up, administrative time or other activities reflected in Computer-Aided Dispatch (CAD) or other records. CFS, as typically defined, *represent contacts from the community, generally via E 9-1-1 telephone and 7-digit telephone calls ultimately resulting in one dispatched incident regardless of the number of patrol units sent.* It is critical to understand this fundamental definition in order to comprehend how future analyses are performed in this report. Community generated calls for service **are not** intended to reflect all workload that patrol officers perform. In fact, many law enforcement agencies define “calls for service” as any relevant law enforcement incident, whether initiated by the community or an officer. Our review of the

Department's CFS coding showed follow-up activities as a call for service, and it was thus included in the modeling, whereas in other departments it is abstracted from CFS as the agency concurs it is a self-initiated after-the-fact activity. Irrespective of how any law enforcement agency defines their CFS, the model discussed below relies exclusively on the definition provided and accepted by the IACP with the "follow-up" caveat noted. In sum, it must be understood that CFS responses, as defined, are the primary driver for patrol staff evaluation. While self-initiated activities and similar work performed by officers as a consequence of community contact (e.g. e-mail) are all vitally important, community generated calls for service response is the primary core business of a law enforcement agency and should serve as the basis for staffing levels of sworn officer positions.

(2.2) Calls for Service Profile.

Our project team has calculated the community-generated workload of the Department by analyzing incidents records in the computer aided dispatch (CAD) database as described in a prior chapter. The following table displays the total number of calls for service handled by patrol units by each hour (with 0000 being Midnight and 2300 11pm) and day of the week:

Calls for Service by Time of Day and Day of Week – 1-year Data (2015)

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
0000	30	12	14	8	22	11	18	115
0100	20	7	9	4	10	11	20	81
0200	15	9	7	5	10	7	23	76
0300	10	9	7	5	4	4	9	48
0400	12	2	0	5	7	9	10	45
0500	10	4	9	7	10	5	7	52
0600	9	12	10	14	9	13	11	78
0700	15	22	16	17	18	20	14	122
0800	24	29	23	30	21	29	23	179
0900	23	33	24	27	18	21	17	163
1000	16	55	29	24	30	35	28	217
1100	30	48	39	34	26	38	36	251
1200	27	27	32	51	29	47	24	237
1300	27	48	32	51	42	43	41	284
1400	25	51	45	48	41	54	35	299
1500	33	39	45	46	59	45	45	312
1600	42	40	54	60	51	67	34	348
1700	30	49	49	49	56	54	55	342
1800	36	40	36	41	48	41	55	297
1900	37	38	33	41	42	55	35	281
2000	19	33	29	46	30	29	45	231
2100	26	29	28	36	39	34	39	231
2200	21	27	23	27	31	42	27	198
2300	24	16	14	22	26	27	42	171
Total	561	679	607	698	679	741	693	4,658

As noted in an earlier chapter, calls for service vary significantly throughout the day, with the most active hour from 4 p.m. to 5 p.m. representing nearly eight-times the number of calls as the quietest hour beginning at 4 a.m. As with most law enforcement agencies, Friday is the busiest call for service day of the week, with Sunday the least busy day. As shown in the table below, while there is some variance in calls for service by season, it is not particularly dramatic. This indicates that Sherwood is generally not a “destination site” where workload can vary dramatically month-to-month if the community is a college town, vacation destination, or similar seasonal destination site.

Calls for Service by Month

Month	# of CFS	Qtr. %
Jan	319	23%
Feb	350	
Mar	387	
Apr	402	28%
May	459	
Jun	421	
Jul	443	26%
Aug	397	
Sep	372	
Oct	383	24%
Nov	329	
Dec	396	
Total	4,658	

These data suggest the following:

- Patrol staffing levels do not need to consider seasonal fluctuations.
- Patrol staffing levels generally do not need to consider daily fluctuations with the exception of Sunday.
- Patrol staffing levels need to consider workload variations by time of day as there is a particularly significant CFS variance dependent upon the hour of day.

(2.3) Calls for Service Time Commitments.

Each call for service represents a certain amount of workload, much of which is not captured within just the CFS handling time of the primary unit. The following table presents the various factors which also must be considered when determining the workload time investment associated with each CFS.

Summary of Calls for Service Workload Factors

Category	Value	Pct.
Total Number of Calls for Service	4,658	
Avg. Primary Unit Handling Time (min.)	34.4	45%
Backup Units Per CFS	0.41	
Avg. Backup Unit Handling Time (min.)	30.3	16%
Reports Written Per CFS	0.42	
Time Per Report (min.)	60.0	33%
Jail Transports/Bookings Per CFS	0.03	
Time Per Jail Transport/Booking	105.0	5%
Avg. Workload Per Call (min.)	75.8	
Total Workload Hours	5,885	

The table above shows the various time commitments associated with the “average” call for service. In effect, a CFS has one or more of the above tables’ components described as follows:

- Table Entry #1** – Every call for service has a primary unit responding and will take a particular amount of time for the officer to handle the contact. While CFS handling time can fluctuate dependent upon the call type, at Sherwood Police Department it averages **34.4 minutes per call**. This is slightly higher than the benchmark of 30 minutes average call handling for law enforcement agencies, irrespective of size and patrol services approach. This CFS workload represents an average of 45% of all patrol work associated with a call for service.
- Table Entry #2** – A number of calls for service has one or more Sherwood Police Department patrol officers providing back-up to the primary call handler. At Sherwood Police Department this occurs 41% of the time with an average on-site time for such back-up of 30.3 minutes. This back-up does not include senior management positions that periodically will respond if in the field or counterpart law enforcement from other agencies (e.g. Sheriff or Tualatin Police Department). These factors, because there is less internal control over their availability, are considered later in the staff modeling approach. While this back-up rate is somewhat less than the 50% factor used as a benchmark guideline, the 30.3 minutes on-scene is somewhat greater for back-up units’ presence which is benchmarked at 75% of the time a primary unit is on-scene. This CFS

workload represents an average of 16% of all patrol work associated with a call for service.

- **Table Entry #3** – A call for service will regularly require documentation in the form of a police report. The magnitude of report writing is dictated by several factors including law enforcement agency philosophy, state requirements, level of computerization, etc. Further, the time required to write a report has numerous variables impacting this workload. 42% of CFS have a report generated. Based on a variety of interviews with Sherwood Police Department personnel, the average report takes 60 minutes to complete—this is not an unusual estimate. As a consequence of these requirements, 33% of patrol work is dedicated to writing reports associated with calls for service.
- **Table Entry #4** – While Sherwood is a safe community, there are still opportunities for arrest and the associated work related to detention, transport and additional paperwork. Approximately 3% of calls for service result in a patrol arrest and the attendant booking time commitments. Because of data limitations, it is assumed that all such arrests result in a jail transport (as opposed to a citation and release). The total time commitment, based on interviews, estimates such arrests take 105 minutes per occurrence to fully process. As a consequence of these requirements, 5% of patrol work is dedicated to the arrests associated with calls for service.
- **Table Entry #5** – The outcome of the prior data results in an average call for service taking 75.8 minutes for patrol staff to process, resulting in an annual workload requirement of 5,885 hours based on very recent workload data from Sherwood Police Department. These outcomes are used in the staff modeling exercises noted in this report.

The variety of call for service data described are used in patrol staff modeling based on proactive time availability as discussed below.

(3) Proactive Time Calculations Provide Guidance as to Patrol Staffing Requirements.

Proactive time is calculated through an analytical approach that examines the community-generated workload handled by patrol units, as well as the current staffing levels of patrol in order to produce a realistic estimation of the Department's staffing needs at targeted service levels. Proactive enforcement addresses all other workloads that are not in response to a community-generated call for service. These include such

important services as officer self-initiated activity, proactive or preventive patrol, investigative follow-up, traffic enforcement, etc. It is critical to recognize that all self-initiated activity falls within an “uncommitted time” category. All police departments should have clearly defined uses for uncommitted time. Officers should know what they are expected to do with time between calls for service.

According to the *International Association of Chiefs of Police (IACP)*:

Police agencies should consciously choose a policing style, recognizing that modifications have direct effect on staffing requirements. Agencies coping with budget constraints can choose to reduce uncommitted, prevention-focused time, thus expanding the time committed to response to calls. This strategy reduces patrol staffing requirements, which may risk public safety. Alternatively, agencies can choose to be more proactive, allocating, for example, 40%, 45%, or 50% to of each officer's time to crime prevention, problem solving, community relations, and other proactive activities. This strategy intensifies (increases) manpower requirements. The IACP management survey staff prefers this more proactive approach to policing.⁶

Typically, less than 30% net proactive time available to patrol staff results in inefficient bundling of available time – i.e., uncommitted time comes in intervals too short to be effectively used by field personnel. Proactive time of more than 50% generally results in less than efficient use of community resources, as it is difficult to effectively manage field patrol personnel with this level of uncommitted time. There are important exceptions, however, to these ratios that can be impacted by such issues as officer safety, response times, etc. For example, small agencies with a small contingent of field staff and large service areas must have high levels of proactive time, often in the 60% range, to address response time, officer safety, and other performance-related issues. In sum, law enforcement agencies, irrespective of size, should typically have

⁶ IACP Patrol Staffing and Deployment Study

available from 40% to 60% proactive time to conduct efforts beyond CFS response; those agencies falling outside of this range may have opportunities for operational and/or staffing changes.

Overall, the goal of the modeling and analysis is to accurately model patrol staffing needs based on proactive time targets, recognizing that other ancillary factors impacting patrol staffing levels do come into play. Reiterating from IACP, “Police agencies should consciously choose a policing style, recognizing that modifications have direct effect on staffing requirements.”

(3.1) Proactive Time is Impacted by Officer Net Annual Availability. This is an Important Factor in Staffing Analysis.

A critical workload element to determine staffing requirements is the amount of annual time available for field personnel to perform their work. A typical patrol officer is scheduled for 2,080 regular hours per year; however, these employees perform core business duties well below this figure due to scheduled and unscheduled leave, administrative requirements, etc. The table, which follows, provides the calculation of the “net availability” of police officers in patrol based on data abstracted from source documents provided by Sherwood Police Department. The project team defines net availability as the number of hours that an officer (or any other employee) is available to perform their key roles and responsibilities after the impact of leaves and administrative responsibilities have been subtracted from their gross 2,080 scheduled hours of work.

Annual Net Officer Availability

Category	Value
Work Week Length (Hours)	40
Annual Work Hours	2,080
Total Leave Hrs (Net Time Lost)	283
On-Duty Training (hours)	67
On-Duty Court Time (hours)	5.5
Meals, Breaks and Briefing (hours)	224.5
Total Administrative Hrs (Net Time Lost)	297
NET AVAILABLE ANNUAL WORK HRS	1,500
% Net Availability	72%

The net availability of 72% is the proportion of time remaining to an officer in a work year after leave and administrative workloads (meals, on-duty training, briefings, etc) are deducted. Generally, a net availability between 70% and 75% should be expected, with Sherwood Police Department falling in the middle of the range. As it relates to the Department’s policies and procedures and various work practices that can impact net availability, there are three areas worth noting:

- Meals, breaks and briefing administrative time is represented as 75 minutes per day, of which 60 minutes is policy-based. Clearly meals and breaks may or may not be taken dependent upon policing requirements, and daily briefings can last more or less time than 15 minutes. Despite these caveats, the net availability assumes that meals and breaks will always be taken.
- On-duty court time is comparatively low compared to many national policing agencies and is reflective of a safer community with minimal serious crime issues. This figure does not represent court time performed on off-duty overtime which is also relatively low.
- On-duty training hours are higher than typically seen and reflect a well-trained Sherwood Police Department police force. While the training hours average also includes specialist training (such as K9 and Motors), it still represents an

important and notable achievement but one that takes time away from field services.

(3.2) Proactivity by Key Time Periods.

Based on the data provided previously with regard to calls for service workloads, time required on calls, officer net availability and shift schedules provided to the project team, the following table shows proactive time availability based on the modeling exercise.

Officer Proactive Time Availability by Hour and Day Based on Modeling – 4/10 Shift Overlap Shown in Highlight

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	AVG.
0000	66%	87%	84%	87%	76%	88%	80%	81%
0100	78%	92%	90%	93%	89%	88%	78%	87%
0200	83%	90%	92%	92%	89%	92%	74%	87%
0300	89%	90%	92%	92%	96%	96%	90%	92%
0400	87%	98%	100%	92%	92%	90%	89%	92%
0500	89%	96%	90%	88%	89%	94%	92%	91%
0600	90%	80%	83%	76%	85%	78%	88%	83%
0700	83%	63%	73%	71%	70%	66%	84%	73%
0800	73%	51%	61%	49%	65%	51%	74%	61%
0900	74%	44%	60%	54%	70%	65%	81%	64%
1000	82%	7%	51%	60%	50%	41%	69%	51%
1100	66%	19%	34%	43%	57%	36%	60%	45%
1200	70%	54%	46%	14%	52%	21%	73%	47%
1300	82%	60%	78%	71%	77%	71%	72%	73%
1400	83%	57%	70%	73%	77%	64%	76%	71%
1500	78%	67%	70%	74%	67%	70%	70%	71%
1600	29%	33%	39%	49%	58%	25%	43%	39%
1700	49%	17%	45%	59%	54%	39%	7%	39%
1800	39%	33%	60%	65%	60%	54%	7%	45%
1900	38%	36%	63%	65%	65%	38%	41%	49%
2000	87%	78%	80%	78%	86%	84%	70%	80%
2100	82%	80%	81%	83%	82%	81%	74%	80%
2200	86%	82%	84%	87%	85%	76%	82%	83%
2300	73%	82%	76%	75%	71%	70%	53%	71%
AVG.	73%	62%	71%	70%	73%	66%	68%	69%
OVERALL WEEKLY PROACTIVE TIME AVERAGE:								69%

Proactive time calculations are based on a few basic assumptions that might not completely mirror reality. By example, based on the CFS time calculations, it assumes

reports and arrests/bookings are equally distributed throughout the 24/7 cycle. This, of course, is extremely unlikely, as arrests and reports ebb and flow dependent upon several variables. Also note that the proactive time calculation assumes that meals and administrative duties are equally distributed and provided throughout a shift. However, these activities are likely put on hold or eliminated in entirety until, by example, a CFS backlog can be handled. In addition, certain concessions must be made in modeling to reveal the most relevant data. These include the following that ultimately result in a proactive time model that may be slightly lower than reality.

- Sherwood Police Department considers field sergeant staff as part of minimum staffing levels and thus these personnel could respond to calls beyond core supervision responsibilities. The model currently does not include their call response involvement. If instances in which sergeants were deployed to CFS could be easily inserted in the model, their resource availability would increase the overall amount of proactive time available.
- Periodically the Motor (Traffic) Officer will be re-assigned to patrol services and be a direct CFS responder instead of performing traffic-centric functions. The model currently does not include the Motor Officer as a CFS responder. If the instances in which the Motor Officer was deployed as a call-for-service unit could be easily inserted in the model, his resource availability would increase the overall amount of proactive time available.
- Like the Motor Officer, the School Resource Officer (SRO) will respond to calls for service outside of his key school-related duties. His time has been treated like sergeants and the motor officer and thus resource availability would increase the overall amount of proactive time available if the SRO was included in the model.
- The K9 Unit is included in the model as a primary CFS responder.
- Sherwood Police Department changed their shift schedule in the middle of this project to all shifts operating on a 4/10 as opposed to operating a Day shift for an eight-hour period. The proactive time model is based on this new shift schedule to provide relevant predictive data.

Despite these varied assumptions, proactive time calculations are the soundest methodology for helping to determine patrol staffing and scheduling issues and needs.

Perhaps a more informative picture of proactive time is demonstrating such time in key time blocks. The table below shows these proactive time characteristics for Sherwood Police Department based upon key four-hour time blocks.

Officer Proactive Time Availability by Key Time Blocks

4 Hour Time Block	Value
10 pm – 2 am	81%
2 am – 6 am	91%
6 am – 10 am	70%
10 am – 2 pm	54%
2 pm – 6 pm	55%
6 pm – 10 pm	64%
% Overall Proactive Time	69%

The blocks of time often coincide with important characteristics associated with calls for service events that occur in many, though not all, communities. By example, the 2 am – 6 am timeframe is typically the slowest and often when officers perform preventive patrol or crime prevention activities as is accomplished in Sherwood. The 10 pm – 2 am timeframe in several communities is related to a busy time where disturbances, parties, vehicle break-ins, and other nuisance-related activities occur. Fortunately for Sherwood, this is not problematic for the resources at hand given the proactive time of 81%. One of the lowest proactive time blocks in Sherwood is from 2pm – 6 pm during later business hours and commuter time. This is largely a consequence of some Friday and Saturday periods in which staff are busy given current

deployment strategies. Nevertheless, this period of 55% proactivity is still well within benchmark ranges.

(3.3) Patrol Staffing Outcome from Proactive Time Modeling.

Proactive time modeling as one key tool for patrol staff modeling indicates there are no patrol officer staffing issues at the Sherwood Police Department given an overall proactive time of 69% and proactive time blocks ranging from 54%-91%. There are a few workload spikes as demonstrated in the model that can be addressed in other ways than additional staff resources (discussed subsequently in this report). Because Sherwood is a safe community that does not have excessive calls for service workload, and because officer availability is not outside the norm and is properly managed, there are no proactive time issues that point to requirements for patrol staff additions. As such, this information reflects one key characteristic for the adequacy of existing patrol staffing levels. Nevertheless, there are other important patrol service characteristics that need to be considered that should ultimately determine patrol staff resource needs.

2. PATROL STAFFING CONSIDERATIONS BEYOND PROACTIVE MODELING.

The follow sections describe other considerations for patrol staffing levels beyond proactive time models.

(1) Consideration for Officer Safety Issues Can Have an Important Impact on Staffing Requirements.

As detailed previously, the availability of sufficient proactive time (69% overall) to perform typical patrol officer duties and responsibilities is a primary driver in developing staffing levels. Implied in these staffing levels is sufficient resources for officer safety.

(1.1) There Is Generally Sufficient Officer Back-up in the Sherwood Area to Help Facilitate Officer Safety.

Police officer(s) back-up on various call types or incidents is particularly relevant to help address potential officer safety needs and determine staffing requirements.

Some key points with respect to officer back-up and the attendant *perception and actuality* of officer safety include:

- The average community generated call for service has 1.41 Sherwood Police Department units responding, slightly below the generally suggested practice of 1.50 police units per call. Yet while total unit coverage is below the benchmark, the amount of time the back-up unit spends on-scene is higher than the benchmark.
- Of significant benefit to Sherwood Police Department is the best-practice regionalized patrol support system that has been put into place. Regional dispatch will deploy the closest patrol unit, irrespective of agency, to a priority 1 call for service based on GIS information. Of further importance, this supporting philosophy also extends to back-up courtesy whereby inter-agency back-up is relatively common.

With respect to interagency assistance, other police agencies provided back-up over the course of the year 1,208 times. While this back-up included both CFS back-up as well as Sherwood Police Department officer-initiated incidents in which other agency colleagues provided support, the frequency in which this courtesy service occurs is relevant, and demonstrates a best practice approach to mutual aide⁷. As such, officer safety in the region is benefited given this approach.

- With regard to the employee survey, 73% of respondents agreed that in patrol there was typically adequate back-up internally or from law enforcement partners.

In conclusion, based on internal police unit back-up benchmarks and regional support, Sherwood Police Department has at their disposal adequate resources for police back-up, thereby enhancing officer safety in the field.

(1.2) The Perception of Officer Safety in Sherwood is Somewhat Divided.

⁷ There is no way to determine if this inter-agency back-up was a necessity or done as a courtesy; in many instances it is most likely the latter given SPD's internal officer back-up is typically adequate. This mutual aide service, regardless of need, is of significant benefit to Sherwood.

Of some importance to patrol staffing levels is the perception of officer safety and the factors that influence officer safety. The following summarize these perceptions from the employee survey:

- 55% of survey respondents agreed Sherwood Police Department had sufficient staff resources to provide for officer safety in the field while 45% disagreed.
- When the question is posed slightly different, when asked if the Department has the staff we need to perform safely and effectively during field incidents, 45% agreed while 55% disagreed.
- 68% agreed that the Sherwood Police Department had appropriate equipment to provide for officer safety in the field.
- 68% agreed that the Sherwood Police Department has the appropriate training to do their job well.

Whereas the perception of sufficient internal patrol staff resources for officer safety is split, the large majority agrees Sherwood Police Department training and equipment is satisfactory for officer safety purposes.

These various officer safety facts based on a variety of data collection are further framed by the following observations.

- Sherwood is adjacent to several other communities with relatively low crime rates and consequently does not suffer severely from “regionalized crime” that has a significant direct impact on the community and its law enforcement resource needs.
- Sherwood has low call for service volumes and a low Part I crime occurrence history. As a consequence, Sherwood will not deploy significant staff resources as workload does not justify a large police force. Small police agencies can generally suffer from the perception of officer safety or back-up issues despite data largely suggesting otherwise.
- Despite the Sherwood community’s profile, there are many call-types, not of a felony nature, that officers can benefit from a multiple unit response such as suspicious circumstances, domestic disturbances, etc. In instances where risk is perceived or an event is impacting community quality of life, officer back-up is very desirable.

In effect, Sherwood Police Department suffers from what is typically experienced by small police forces throughout the nation; that is, a small department brings potential safety risk, irrespective of various data, to field officers. This is the nature of having a smaller “safe” community where a small police contingent is satisfactory in all but the worst circumstances.

In summary, beyond proactive time calculations, attempts should be made to develop an organization in which patrol staff feel safe in the field, and believe sufficient resources are available in the event of a major occurrence requiring a multiple unit police response. The data suggest that while there are some divergent opinions, in large part patrol officer safety is more than adequate given back-up capabilities, equipment and training. To that end no additional patrol resources needs are required for officer safety purposes.

(2) Response Times are Good in Sherwood.

Response time reflects an important service level metric, although its overall relevance to crime apprehension and suppression is in question. Law enforcement agencies throughout the nation report response times as they are perceived important; this includes Sherwood Police Department, which includes such information in their annual reports.

Response time is generally considered from the caller’s perspective; that is, the time from which the caller initiates the call to arrival of the unit on scene. Response time targets are also influenced by the dispatch agency, as the time between a call receipt and that call being dispatched is one important variable in response time over which law enforcement agencies have little control (unless they are also operating the

dispatch center which Sherwood Police Department is not operating). Many local law enforcement agencies have targeted response times for various priorities; there are no such targets in Sherwood.

Response time in Sherwood is categorized as follows:

- **Priority 1** (Highest Priority) Under 5 minutes 62% of the time.
- **Priority 2:** Under 5 minutes 57% of the time.
- **Priority 3-5:** Under 5 minutes approximately 50% of the time.

It should be noted that response time, as shown above, is not the traditional response time that includes “dispatcher processing time” as Sherwood Police Department has no control over this function given dispatch is provided by a regional center. Rather, this is overall responsiveness once Sherwood Police Department officers receive a notification from dispatch.⁸ In general, the average responsiveness of Sherwood Police Department officers is **7.5 minutes** regardless of priority. This should be considered an overall exceptional response characteristic for the community which is facilitated by both officer availability (proportion of proactive time) and the relatively small geographic footprint of Sherwood (4.3 square miles). Despite this level of responsiveness, only a majority of employee survey respondents (59%) agreed there was sufficient staff to provide appropriate patrol response time to the community. This clearly is reflective of an important and positive customer service attitude from Sherwood Police Department.

Response time is a function of the number of resources available and, by association, available proactive time. Because Sherwood Police Department has a

⁸ Our analysis of response time indicates that the WCCCA regional dispatch center has been providing dispatch response time data that included self-initiated incidents. It is for this reason that response time in this report exceeds that of the Sherwood Police Department’s annual report.

smaller patrol force there are occasions when response time will lengthen if the few officers fielded are pre-disposed with other calls or incidents. Overall, however, response time is good. In conclusion, if Sherwood desires improved response time, the only viable alternative is to increase patrol resources deployed. Response time targeting is often perceived as an important service level metric that can drive staffing levels in a variety of law enforcement organizations. Yet data suggest there is really no response time issue, both quantitatively and qualitatively, in Sherwood. Consequently, response time performance is not a metric that should be driving additional patrol resources in Sherwood Police Department.

(3) Workload and Service Level Data Indicate that Sherwood Police Department Patrol is Appropriately Staffed.

Sherwood Police Department workload and many other quantitative data are clear with regard to patrol services: there is presently no need, or need in the foreseeable future, with respect to additional patrol staffing resources based on these metrics. This is substantiated by the following observations:

- Sherwood is overall a very safe community that does not experience frequent major crime problems.
- Proactive time averages 69% with a proactive range of 54% to 91% in key time blocks.
- Response time to calls for service is good.
- Patrol back-up rate is reasonable, particularly when considering inter-agency responsiveness. Given this, as well as equipment availability and training, officer safety cannot be objectively considered a serious issue for Sherwood Police Department.
- The community has an extremely favorable attitude toward the Sherwood Police Department, with 94% of community survey respondents feeling safe from crime in the City and 83% believing Sherwood Police Department provides a high level of law enforcement services to Sherwood.

These data suggest that the current staffing contingent of fifteen officers (to include K9 and the Motor Officer) is an appropriate staff contingent to operate in the Sherwood community.

Recommendation:

#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.

(4) The Community's and Sherwood Police Department Employees' Perception of Sherwood Police Department Staff Resource Needs does not Coincide with the Findings of the Patrol Workload Analysis.

Despite the patrol quantitative analysis which indicates existing patrol staffing levels are adequate based on various law enforcement performance metrics, there remain strong community views that additional patrol resources are desired in Sherwood. Internally, too, strong opinions exist on the need for more staff resources.

The project team found the following:

- 60% of community respondents agree that Sherwood Police Department should have additional resources that will enhance policing services in the community.
- In the community survey, police patrol was ranked as the #1 police service need compared to other Sherwood Police Department service areas. This perception was duplicated in the employee survey and further substantiated in the community narrative responses to the Sherwood Police Department survey.
- Focus group responses, both individually and collectively, as well as narrative responses from the community survey leaned strongly toward a desire for additional police resources. These are illustrated by the following sample of comments from the community based on the varied forums in which opinions were solicited.
 - "More officers on Night Shift."
 - "More visability."
 - "A third patrol car; at least 3 or more officers on duty each shift."
 - "More officers for coverage."

- “More foot officers or bike (patrol).”
- “Police Department is not growing equal to growth in City.”
- “We need a three car patrol 24/7 with a supervisor on shift at all times.”
- “We need more officers and detectives to provide full coverage and service.”
- “Police staff per capita now the same as in 2005... not good.”
- 55% of the respondents in the Sherwood Police Department employee survey disagree that Sherwood Police Department has the staff needed to perform safely and effectively during field incidents.

In many jurisdictions, community expectations have a significant influence on the operations of a police department and as such, identifying cost-effective methods to enhance the overall delivery of patrol services is important. To that end, the project team explored different operational and staffing alternatives.

3. ALTERNATIVE APPROACHES TO MANAGING PATROL.

While adding staff resources to a patrol operation is one common, though expensive, approach to enhancing patrol, there are other factors that can impact patrol service delivery. These factors have the potential to significantly influence patrol operations and how staff resources are deployed and used. Possible factors that can impact the overall delivery of patrol services to the community are discussed in the following sub-sections.

(1) Enhance the Roles of Sherwood Police Department Patrol Staff in Addressing Community Issues Through Problem-Oriented Policing and Improved Management of Proactive Time.

As noted earlier, current proactive time averages 69% and as such, this time must be appropriately managed given it exceeds many proactive benchmarks. The

community desires a focus on what is perceived as various problems, including but not limited to: drugs, youth issues, specific traffic problems, and overall community livability issues. These community observations are made despite the overall safety of Sherwood and the high value residents currently place on their Department's performance. The Sherwood community expects more visible patrol resources as well as better utilized patrol resources. Sherwood Police Department does perform many officer-initiated activities annually, with the data over a one year period reflecting 19,145 activities. These self-initiated activities, however, do not consistently reflect a planned approach with respect to problem-oriented policing. Proactive time efforts should be more definitive, and directed activities consistently developed around key goals and objectives linked to desired outcomes. These can include directed patrol activities such as drug sales/use suppression, property crime preventive patrol, school zone speed enforcement, or other problem-oriented policing initiatives identified by Sherwood Police Department and presently desired by the community. In order to enhance the use of available proactive time, patrol officer proactive time usage is discussed in two contexts:

- Patrol Officers can improve their focus on problem and community oriented policing, making better use of proactive time as discussed in this section.
- Patrol Officers on a 12-hour shift program (and the attendant expanded staffing) can enhance Sherwood Police Department investigative services as described in the next chapter.

In order to conduct problem solving work, sufficient blocks of time are necessary for officers to attend to these community issues. As noted previously, with little exception Sherwood Police Department has sufficient four-hour blocks of time to conduct more formalized problem-oriented policing activities as desired by the

community. The initiatives should be documented and assigned to one or more patrol officers organized around specific objectives. Indeed, the specific efforts performed by staff can be actually developed by the Sergeant and officers to facilitate buy-in to the problem-oriented process.

Problem-oriented policing activities are more difficult to plan and evaluate than are common patrol service functions or case-based criminal investigations. In brief, the allocation of staff resources to these types of functions requires additional efforts to ensure resources are not expended unwisely. There is no formula to evaluate the level of staff resources a community should allocate to these problem-oriented enforcement efforts because:

- Dedicated proactive efforts are, by their very nature, discretionary. The problems addressed relate to a community's values to respond to a wide variety of problems.
- The work activities associated with problem-oriented policing are typically different from the normal patrol or case investigations. Proactive efforts are often long-term oriented, rely on specific problem identification and varied targeting techniques. Results, then, need to be measured differently than for traditional "normal" patrol or case handling investigators.

As a result of these factors, and because patrol staff resources have multiple duties, the effectiveness of proactive efforts needs to focus more on the process of targeting problems in the community and making assigned staff accountable for results. In brief, problem-oriented policing initiatives require close scrutiny given their unique objectives that can change as community needs and expectations fluctuate. By example, in 2014 Sherwood Police Department recorded 63 different requests for "Focused Patrol" efforts ranging from vehicles obstructing driveways to more serious claims of drug sales from parked vehicles at various parks or other locales. It is this

latter type of drug incident that can benefit from additional documented problem-oriented policing approaches.

In general, problem-oriented policing activities should be tied to mitigating “community harm” as a result of these enforcement efforts, and therefore tools are necessary to capture these efforts. To that end, Sherwood Police Department patrol teams should adopt a problem solving model whereby outcomes from the problem solving can be reported upon. One approach would be to employ a model that encompasses the four stages of a problem solving process defined as “scanning, analysis, response and assessment” (SARA). This problem solving approach can be detailed in a formal Tactical Action Plan document. The following is an overview of the process:

- **Scanning** – The initial stage of scanning involves looking for and identifying problems. Who are the victims, who is harmed by what type of behaviors, who are the probable offenders, and the nature of the events.
- **Analysis** – Develop a thorough understanding of a problem and conduct research using varied resources such as intelligence files, Investigative Input, Patrol input, etc. If the problem has been addressed previously, assess the effectiveness of past responses as a base line.
- **Response** – This is a three stage objective. Develop a list of possible responses to the problem and the resources necessary to address the issue that is consistent with information analyzed; select the response most likely to succeed based on information available; and implement the chosen response.
- **Assessment** – Obtain on-going feedback on how well the response is working and report upon performance outputs and outcomes related to the response. Based on the “de-briefing” of the response, make adjustments that can change the type of response, that will improve future analysis of the problem, or that may redefine the nature of the problem.

It is important that reporting via the SARA model occurs as this should result in outcomes, not just outputs, which can be reviewed and measured. Development of

periodic SARA-based Tactical Action Plans should be adopted as a formal approach to conducting problem-oriented policing. These reports should assist in justifying the activities performed during proactive time periods by patrol teams. Sherwood Police Department should include in their annual report the outputs and outcomes associated with its various activities.

Recommendations:

#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.

In addition to how time is used, there are other factors that can be examined to identify opportunities to enhance how patrol is managed and operates. These types of factors are discussed below.

(2) Officer Net Availability is Good and Cannot Be Easily Adjusted to Enhance Patrol Services.

Increasing patrol work capacity through enhancing the overall annual available work hours for each staff member is one approach to augmenting patrol. Sherwood Police Department, however, given their current operational protocols, does not have any real opportunity for improvement in this area. Officers' net availability is presently at 72% after various leave and other net hour subtractions, and is within the expected benchmark range of national law enforcement agencies.

(3) Sherwood Police Department Has Limited Staff in Specialized Assignments That Could Be Transferred to Patrol.

Sherwood Police Department has only two (2) officers dedicated to specialized patrol enforcement: one K9 officer and one Motor (traffic) officer. The former is a

primary call for service responder and other than the marginal expense associated with maintaining a canine and the additional training hours which the K9 is subject to, additional patrol capacity cannot be readily gained without the loss of the K9 partner and the attendant benefits associated with the dog.

The Motor Officer's time was not included in the proactive time model exercise for the reasons stipulated earlier. While the Motor Officer does get assigned to patrol approximately one-half time, the City could disband the Motor Officer position completely and assign the position to patrol on a full-time basis. This would result in additional patrol unit and officer availability at the cost of traffic enforcement specialization. While the community has disparate opinions regarding Sherwood Police Department traffic enforcement, there would be little patrol benefit by moving one Motor Officer to a full-time patrol officer and forgoing dedicated traffic enforcement.

(4) Given the Smaller Size of Sherwood Police Department, There Are Few Opportunities to Respond Differently That Could Benefit Patrol.

“Differential police response” generally focuses on civilian staff taking the place of sworn personnel and responding to lower priority incidents in a variety of fashions. This frees officers up to perform additional duties and responsibilities that require sworn presence and capabilities. Sherwood Police Department currently does differentially respond with their (field) Code Compliance Technician who is non-sworn.

While differential police response is progressive, it is generally reserved for moderate-sized to larger police departments where sworn staff positions can be effectively replaced by non-sworn staff. Sherwood Police Department has no such luxury given their smaller sworn contingent, and there are insufficient tasks of a low priority nature that can be cost-effectively off-loaded from sworn staff to civilian

personnel. Consequently differential police response is not an option for Sherwood Police Department to enhance patrol.

(5) Revising the Existing 4/10 Shift Schedule Does Not Produce Any Real Benefits.

As noted earlier, Sherwood Police Department deploys a 4-day, 10-hour shift program with six hours of overlap period from 1pm to 4pm and 8pm to 11pm. Sergeants and officers have a variety of 3-day consecutive periods off ranging from the desirable weekends to the less desirable mid-week times.

Revising days off for the Sherwood Police Department staff, given the distribution and number of calls by day of week, does not produce any real benefit. Furthermore, revising shift start and stop times does not have any beneficial possibilities. Currently, the Department does not deploy an overlap during the busiest hours from 4pm-6pm; however, shifting the 4/10 overlap to accommodate this period would result in a notably lower number of personnel later in the night; this is a period of time that often has the higher risk call types although a lower call volume. Finally, adjusting the shift overlap has no substantive impact on proactive time and thus modifying the present 4/10 schedule to another 4/10 shift structure has no noticeable benefits to overall proactive time availability.

(6) Maintain the Management Infrastructure in the Sherwood Police Department.

The executive management infrastructure of a public safety agency is typically dependent upon the unique needs of each agency that include such factors as department size, managerial workload demands, ability to delegate work to a sufficient number of subordinate ranks, promotional opportunity requirements to facilitate

recruitment, morale, etc., and similar considerations. When evaluating any organizational structure, the purpose is to address important questions regarding lines of authority, responsibility and accountability. Well-managed organizations are designed to deliver services to customers and to maximize management control over service delivery. What is important in devising a management infrastructure is ensuring the reporting relationships are “not too narrow or too broad” as such management structures create various perceived or real issues. The following managerial and supervisory guidelines serve to provide guidance in determining the credibility of management infrastructures.

- **The plan of organization should enhance communication and coordination.** The number of handoffs/exchanges required is minimized. The structure enhances shared knowledge and understanding and discreet managerial and supervision levels within an organization are minimized to the greatest degree possible. The channels of communication are clear and consistent.
- **Staff resources should be utilized efficiently.** The plan of organization minimizes managerial and administrative overhead.
- **The span of control for any manager or supervisor should not exceed the number which can be feasibly and effectively supervised.** The trend is to widen span of control.
- **Job classifications (ranks in public safety) reflect the appropriate duties and responsibilities performed.** While consolidation of job classifications (broad-banding) has received increased attention over recent years, job classifications should reflect generally unique duties and responsibilities performed.
- **The organization facilitates job retention and promotion opportunities.** An ideal organizational structure should provide sufficient maneuverability to facilitate job growth, whether providing upward or lateral mobility to encourage staff promotion or retention.
- **The number of layers of management should not result in a tall, narrow configuration for the organization.** Organizations with many layers of supervision are associated with vertical decision-making that is becoming less common due to the need to rapidly effectuate change. Flatter organizations

facilitate decentralized decision-making, as more authority for making decisions is given to the front line employees.

- **One-over-One reporting relationship are typically avoided.** Unless there are demonstrably discreet or unique tasks performed by the staff in one supervisor over a single subordinate, such reporting relationships are generally undesirable except in the smallest of agencies.

In summary, based on the above guidelines, our interviews, the employee survey results indicating 64% agree the Department's organizational structure is appropriate, and our review of the various workloads performed by the Chief and two (2) Captains, there is no evidence to suggest a revision is warranted. These three command positions belonging to the Sherwood Police Department's management infrastructure should be neither expanded or narrowed; the Department is neither "top-heavy" or "managerial light" with respect to the roles and responsibilities conducted. Furthermore, this infrastructure is not outside the norm seen in other national law enforcement agencies of similar size.

Recommendation:

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

4. ALTERNATIVE APPROACHES TO PATROL COVERAGE.

Oftentimes one of the most dramatic changes in police operations can occur as a consequence of devising a different approach to deploying patrol resources. This includes changing the shift deployment approach as well as other options. The following sub-sections discuss these opportunities.

(1) Consideration for the 12-hour Patrol Shift Schedule Instead of the 4/10.

Sherwood Police Department patrol currently operates on the 4/10 shift schedule. There are a few significant advantages to a 4/10 work schedule.

- The 4/10 schedule provides three consecutive days off contributing to work life balance which is particularly important to generations after Baby Boomers.
- The 4/10 schedule in a 24/7 operation provides six-hours of shift overlap coverage that can be used for a variety of purposes including addressing peaks in workload periods. In effect, during these overlaps, two-shifts worth of personnel are available for these time periods.
- The 4/10 schedule can provide an overlap day for all staff where training can be provided for one-half the staff contingent while the remaining half performs core business or the overlap day can occur on the busiest day of the week. .

There are also potential downsides to a 4/10 schedule. In a 4 day/10-hour shift plan, this requires three shift deployments totaling 30 hours of paid time to cover a 24-hour timeframe. The additional six hours of “dual-coverage” should be of significant benefit to an agency yet what the project team has discovered is that few policing agencies have significant and consecutive peaks in workload that can best take advantage of the 4/10’s overlap periods.

With regard to alternative schedules, from an exclusively administrative and fiscal perspective, one of the greatest benefits associated with the 12-hour shift program is the ability to field fewer staff resources while generally maintaining the same service levels. All shift schedules which are not equally divisible into 24 hours of the day suffer from cost inefficiencies. The staffing requirements for a 9 or 10 hour schedule increases the number of staff needed on duty, and where some effectiveness can be gained by the shift overlaps provided in these types of schedules, it is clearly more costly and thus less efficient than schedules equally divisible in a 24 hour time period.

This fact is noted in the following table which illustrates how many staff positions are necessary to cover one “24/7/365” fixed-post position in alternative schedules.

Impact of Shift Types on Staffing Needs

SHIFT TYPE:	8 hr	9 hr	10 hr	12 hr
Target Staff / Hr	1	1	1	1
Shift Schedule (Hrs)	8	9	10	12
Shift Factor ⁹	71%	64%	57%	50%
Shifts / Day	3	3	3	2
Total Hours Covered in a Day	24	27	30	24
Shift “Inefficiency”	0%	13%	25%	0%
Staff Required	4.2	4.7	5.3	4.0

As shown by the table, the 4/10 work schedule is 25% less cost-effective than either the 5/8 or 3/12 schedules. Interestingly, the 12-hour shift schedule is the most cost effective from the total number of staff positions required because of the additional 110 work hours per annum that are potentially provided by that staff position. In instances where this additional time is not worked, the “efficiency” of the 12-hour shift is equivalent to the 8-hour shift. This table reflects typical shift types and does not account for more exotic shift schedules such as an 8-hour day on a 6-day on/3-day off schedule.

In addition to the noted efficiencies, the 12-hour shift program typically has the added advantage of deploying the total personnel resource contingent over two shifts as opposed to three shifts. As a consequence more personnel are available on a shift-to-shift basis in a 12-hour shift than any counterpart shift schedule. For example a 12-person staff contingent over three shifts would average 4 personnel while over two shifts it would average 6 personnel. Given these facts, the same coverage can be achieved with fewer staff resources in a 12-hour shift than shifts of 9 or 10 hours in length.

⁹ Shift Factor is the number of days scheduled for work versus days to be covered in the work period. By example, 5-days/7-days = 71%.

While the noted fiscal and staff level advantages of a 12-hour shift program are significant, there are notable disadvantages such as the inherent flexibility (or lack thereof) in deploying personnel. Barring shift overlap possibilities, since there are only two shifts per day there is less opportunity to deploy different staffing levels based on hour-to-hour need compared to any of the three shift options. For example, the Night (Graveyard) shift is often particularly quiet for law enforcement agencies for several hours, yet staff are deployed in strength during these lulls in activity, and proactive time during such time periods can be excessively high.

There are other advantages and disadvantages associated with longer shifts, not just the 12 hour shift. These include:

- A 12 hour shift could be extended to even more hours with a serious call response in the last hour.
- Shift trades, if not controlled, can also lead to fatigue by working too many consecutive shifts.
- On the other hand, many employees desire extended shifts including the 12 hour shift for 'quality of life' reasons – working only 3 or 4 day weeks or alternatively 7 days in a 14-day period.

(1.1) The 12-hour Shift Program Can Be Implemented in Sherwood Police Department Thereby Gaining Additional Patrol Coverage Hours at a Modest Cost.

Given the pros and cons of data previously noted, the project team does believe that overall there are some potential advantages to the 12-hour shift program for Sherwood Police Department. This shift program could provide at similar staffing levels:

- A more robust patrol contingent per shift and enhanced police visibility as staff which are now deployed over a three-shift schedule would be deployed over two shifts. This coincides with community desires for additional patrol presence and should serve to further satisfy officer safety requirements as generally more Sherwood Police Department officers are deployed throughout the day on a 12-hour shift program. Based on the patrol staffing recommendations noted

subsequently scheduled staffing on a 12-hour shift program would average 4 officers per hour scheduled as opposed to 3.1 officers under the existing 4/10 deployment.

- A shift schedule that would address certain specific timeframe shortcomings due to lack of proactive time availability during certain brief periods of the day. As noted earlier in the proactive time table there are certain time periods that have significantly less proactive time (e.g. Saturday from 5pm to 7pm) than most other times or the overall proactive time average. This would be resolved under a 12-hour shift schedule where staff resources were balanced among two shifts and all days.
- A deployment program with likely limited additional risk as a consequence of shift length. One of the downsides to extended shifts is the fatigue level that can occur if staff are busy the entire shift length. With respect to Sherwood Police Department, proactive time levels suggests that there are sufficient lulls in CFS activity such that fatigue can be managed compared to the fatigue levels for an agency that is constantly running from call-to-call. Indeed, many fire fighters, who have the some of the lengthiest work schedules, cite the breaks in activity as significant benefits to handling longer work schedules.
- A 12-hour shift program would augment internally the available patrol staff thereby better addressing Sherwood Police Department officers' concern regarding officer safety.
- A 12-hour shift program provides in many instances enhanced patrol visibility, as desired by the community, as more officers, on average, would be on patrol.
- The 12-hour shift schedule, though not universally recognized as the favored schedule, is most often perceived as a benefit and thus could enhance Sherwood Police Department recruiting opportunities.
- The 12-hour shift schedule, as described below, would increase overall proactive time from 69% to 75% and addresses some shortcomings, in particular late afternoon hour proactive time, during some periods.

There are a variety of 12-hour shift schedules ranging from 14-day schedules to 28-day schedules that can be implemented to meet the unique needs of the Sherwood Police Department staffing contingent. Many of these alternative shift schedules are designed to rotate staff regularly between Day and Night shift, minimize lengthy work periods (e.g. four shift days straight), or provide periodic weekends off. Some of these

schedules are graphically depicted and linked in the footnote below.¹⁰ Irrespective of the 12-hour shift chosen, there is additional moderate cost associated with additional payment of 110 work hour annually per officer that result from such a shift program. The annual impact would be \$33.02 per hour x 110 hours x 16 personnel = \$58,115.

In order to make a 12-hour shift program work effectively, the four shifts that are devised generally must have the same number of personnel deployed on each shift. While there is a possibility in larger police departments that the two teams on a 12-hour “Day Shift” assignment have different staffing levels than a 12-hour “Night Shift” assignment, this cannot be readily accomplished in the Sherwood Police Department as call for service workload patterns, total patrol staffing levels, and other qualitative issues make this possibility less than desirable.

(1.2) The City Would Need to Consider Authorizing One (1) Additional Patrol Officer Position to Make the 12-hour Shift Most Workable.

For a 12-hour shift program to work in a department of similar size / profile to Sherwood Police Department, the number of patrol line staff and supervisors should be divisible by four (4). Given Sherwood Police Department has 15 core patrol officers, this would result in a staffing contingent of 12 officers or 16 officers assigned in patrol. The project team recommends 16 officers be authorized as opposed to 12 officers or other staffing patterns for the following reasons:

- 12 officers in patrol on a 12-hour shift program would have negligible impact on current proactive time availability but would result in only 2.2 officers on average deployed throughout the 24/7 period (due to leave / net availability). One call for service requiring back-up would effectively eliminate patrol coverage in Sherwood.

¹⁰ https://www.google.com/search?q=12-hour+shift+schedules&rlz=1C1NNVC_enUS512US512&dtbm=ischandtbo=u&source=univ&sa=X&ved=0ahUKewizyJfRIOzKAhUnsYMKHbCECPwQsAQINA&biw=1920&bih=993

- Based on Sherwood Police Department interviews and national project team experience, patrol operations that field approximately two officers result in a patrol mentality where effectively using proactive time for problem or community-oriented policing activities is often restricted. When one officer is on a call for service, the remaining officer generally feels restricted in performing “proactive” enforcement activities as s/he feels compelled to be available in case another CFS arrives or back-up is requested.
- The benefits of having 16 patrol officers for Sherwood Police Department is substantive compared to 12 patrol officers on a 12-hour shift program. More officers are available over a 24/7 basis, and staff should believe they have actual time to perform proactive work without placing the community or their colleagues in jeopardy. Additional staff would be available to execute problem-oriented policing activities that can benefit from multiple personnel.
- As noted previously, different levels of personnel could possibly be deployed among the two shifts. While this is often workable in larger policing agencies where the numerical difference between the two shifts’ calls for service is particularly significant, it does not regularly work in small agencies unless scheduling concessions are made. These concessions surround abandoning the typical “early morning shift change” aspects of public safety’s 12-hour shift program.

By example, CFS workload patterns in Sherwood Police Department could facilitate a four (4) officer Day Shift and a three (3) officer Night Shift (14 total patrol officers deployed instead of 12 or 16) but shift start and end times would need to be around the 11 am and 11 pm timeframe. Beyond the “two officer availability” issues that would be experienced on this Night Shift as noted above, these time frames have qualitative disadvantages. Typical 12-hour shift programs start and stop in the early morning to help ensure some semblance of work-life balance during officer workdays. 12-hour shift schedules that start and end in mid-day result in the bulk of the work day being focused near exclusively on the job given the length of the shifts, sleep and work preparation needs, possible court activity, etc. This is one of the predominant reasons the common “8-to-5” work schedule remains popular in many venues; it provides daily work-life balance as useable blocks of personal time are available each day. In effect, the disadvantages of a 12-hour shift program are further magnified in “untraditional” shift start and end times.

In sum, for an investment of one (1) additional authorized patrol officer position, many advantages could be reaped by transitioning to a 12-hour shift program. The following table summarizes comparative deployment patterns with the 16 officer, 12-

hour shift program that has a beginning/ending shift time at 6 am. This is juxtaposed against the existing 10-hour patrol shift program.

Patrol Net Availability Comparison of the 10-hr and 12-hr Shift Programs (excludes Motors and SRO but includes K9)

4 Hour Time Block	10-hr Avg Net Officers	12-hr Avg Net Officers
10 pm – 2 am	2.6	2.9
2 am – 6 am	2.1	2.9
6 am – 10 am	1.6	2.6
10 am – 2 pm	2.2	2.6
2 pm – 6 pm	2.9	2.6
6 pm – 10 pm	3.1	2.9
# Net Patrol Officers Available	2.40	2.74

Blue shaded portion reflects when the Motor Officer is deployed on his shift in that directed traffic capacity as opposed to a CFS responder.

While the use of officers' time on a 12-hour shift program needs to be even better controlled than on a 10-hour shift, as discussed in this report, certain operational functions can remain similar. Both the Sherwood Police Department K9 and Motor Officer deployment approaches should remain consistent, with the only change modifying their 10-hour day to a 12-hour day.

Based on this scheduling suggestion, the following scheduling and related staffing recommendations are made.

Recommendations:

#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.

(1.3) First-Line Patrol Supervision is Critical; a 12-hour Shift Program Helps Facilitate Supervisory Oversight by Adding One (1) Authorized Sergeant Position.

The Matrix Consulting Group is a strong proponent of first-line supervision. According to the *Police Chief's Magazine*, "The role of police supervisors and managers is even more critical. Police sergeants are first-line supervisors in many departments, leading a shift or a squad and monitoring the line officers within their command. The sergeant is the person to whom the rank-and-file officer will look for direction, guidance, and assistance with problem solving. The sergeant essentially determines the efficiency and effectiveness of the agency."¹¹

Currently, Sherwood Police Department deploys only three (3) sergeants in Patrol. Consequently, supervision of that rank is lacking for approximately one-half the shifts once net leave availability is accounted for; "officers-in-charge" serve as

¹¹ The Leadership in Police Organizations Program in the Delaware State Police: Recommendations for Law Enforcement Leadership Development, *Police Chief Magazine*, May 2009.

supervisors for the other work periods there is no sergeant. In order to provide coverage on a 10-hour (or 8-hour) shift, five (5) sergeants would need to be authorized to ensure at least one sergeant is providing patrol coverage on a 24/7 basis.

On the 12-hour shift program with four shifts, one sergeant is assigned to each team. There are, of course, instances in which a shift sergeant will be absent, but this occurs much less often under a 12-hour team-based shift schedule than the 10 or 8-hour shift schedules.

In those organizations in which 12-hour shift programs are not implemented, in order to staff first line supervision (sergeants) more personnel are usually necessary. Mathematically, 4.5 to 5 personnel are needed to cover one 24/7 staff position on 8 or 10-hour shift programs and as such, five personnel are typically hired for every single 24/7 “fixed post” position. In small organizations, this financial investment—to ensure complete field supervisory coverage—can become cost prohibitive and consequently public safety agencies go without. In these instances agencies, such as Sherwood Police Department, use a lower rank or “officer-in-charge” concept to supplant sergeants; this approach has its own drawbacks, particularly in an era in which law enforcement, and the methods in which they conduct business, is under greater scrutiny.

To overcome this dilemma some agencies rely on upper command positions during daytime hours to provide field supervision, transferring additional sergeant staff from the Day Watch to provide daily coverage on busier Night Watches. This ensures someone of rank is usually in charge, and is an option that some law enforcement is adopting.

Because of the significant advantages associated with having formal first line supervision at the team-level, four (4) sergeants on a 12-hour shift program should be deployed. These sergeants can focus on the aforementioned guidance, supervision, and monitoring and problem-oriented policing developments as opposed to being forced into periodic calls for service responses as a consequence of being part of current minimum staffing needs. In the absence of this shift change, however, because of the significant cost investment of two additional sergeant positions under a 4/10 schedule to provide the 24/7 “fixed post” coverage, first-line supervision additions are not recommended. As such, Sherwood Police Department must operate under existing supervision approaches while considering other creative approaches such as staggering command staff work hours to increase managerial presence over the day or considering other alternatives as described below.

Recommendations:

#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.

(2) Alternative Patrol Coverage Scenarios.

Given the calls-for-service workload patterns within Sherwood, there is a potential opportunity to reallocate Sherwood Police Department patrol staff exclusively to a Day and Night shift on a 4/10 plan and cover the City 19 hours of the day during

busier time periods. This re-allocation of staff would internally transfer one (1) authorized sergeant and five (5) authorized officer positions from the existing Night (Graveyard) shift to other Sherwood Police Department assignments. Such a scheduling plan would allow for a one-hour shift overlap but would require other forms of policing coverage from 1:00 am to 6:00 am in the morning. During this period of time, only 302 CFS occurred in Sherwood during the one-year of data reviewed, and most of these were lower priority 3-5 calls for service.

At issue is determining what regional service provider would have the capability and willingness to provide such support (at a cost) for those five-hours daily. While this is an out-of-the-box solution for Sherwood Police Department to enhancing overall patrol resources during busier “visible” times by shifting personnel from essentially three working shifts to two working shifts, it would require public safety partner support. The Matrix Consulting Group contacted the Washington County Sheriff to inquire as to their willingness to explore this idea of partial shift coverage. The Sheriff’s Office indicated a willingness to explore such possibilities as long as it benefited both policing agencies. They were very clear, however, that they would not pursue such an option without being approached. During discussion they indicated that while they did not yet have the same suggested arrangement with other communities, they did in fact offer patrol and other support services on hourly contracts. Two different communities are receiving on a weekly basis 30 hours and 50 hours of Deputy staffing coverage for a service fee. This kind of coverage level provided by WCSO is consistent with the 35 hours that would be needed weekly for Sherwood Police Department.

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.

5. PATROL AND OTHER STAFF RESOURCE REQUIREMENTS OVER THE MID-TERM.

As it relates to patrol services staffing levels over the next five (5) year horizon, there is no evidence to suggest staffing levels will need to increase or decrease over that planning period. There are no substantive facts that suggest explosive population growth, a dramatic shift in community economic characteristics, a significant change in regional crime rates, or other impactful variables will take place in Sherwood to the extent that a change in patrol staffing will be required. There is presently some adequate capacity with regard to proactive time availability that would allow Sherwood Police Department officers to absorb modest additions in CFS workload. Furthermore, with the recommendations noted in this report, the Department should be well-positioned to continue to provide customer-oriented patrol services into the foreseeable future.

With regard to various staff support positions, in most respects these are driven by policy, community desires, and fiscal realities. There is typically a strong nexus between increases and decreases in patrol staff positions and other police supporting personnel. As such, it can be well argued that no additional support staff resources would be necessary over the next five years. Nevertheless, as service delivery

expectations change and financial situations alter, the Department needs to be able to consider support staff increases or reductions on a case-by-case basis.

6. SUMMARY OF PATROL SERVICES FINDINGS AND CONCLUSIONS.

The totality of information available to the project team portrays an interesting and engaged community and Police Department in Sherwood. Sherwood Police Department patrol provides a high level of service based on a variety of metrics, yet citizens want more service though are somewhat cautious about paying for additional resources. The following key findings summarize the previous analyses:

- For Oregon communities with populations from 15-40 thousand, Sherwood's Part I crimes per 1,000 population ranks second (lowest) overall for both person and property crimes.
- 100% of Sherwood Police Department employees surveyed agreed that the Department provides a high level of service to the community.
- 94% of community survey respondents feel safe from crime in Sherwood and 85% believe the level of law enforcement provided by 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 their contact with the citizens.
- Proactive time available to patrol averages 69% with a proactive range of 54% to 91% in relevant four-hour time blocks throughout the 24-hour day. Typical proactive patrol time ranges for law enforcement agencies is from 40% to 60% proactive time to conduct efforts beyond CFS response. Generally, less than 30% net proactive time available to patrol staff or more than 60% oftentimes results in operational or staffing challenges that require resolution.
- Response time to calls for service is good with the average responsiveness of Sherwood Police Department officers averaging 7.5 minutes regardless of priority. This should be considered an overall exceptional response characteristic.
- Patrol back-up rate is reasonable with an average of 1.41 Sherwood Police Department patrol units per CFS. This reasonableness is particularly true when considering inter-agency responsiveness from other local law enforcement agencies averaged over 1,200 back-ups to incidents in a single year. Given this,

as well as equipment availability and training, officer safety cannot be objectively considered a serious issue for Sherwood Police Department.

- Despite the above metrics, the Sherwood community who voiced their opinions strongly desires more visible patrol services and augmented patrol support services (e.g. School Resource Officers).
- 53% of respondents agreed that they would be willing to pay a modest tax increase to fund additional policing services while 36% disagreed. Given this was a self-selecting community survey instrument, these findings are likely not duplicated in a randomized and statistically relevant community survey.

As a consequence of these findings, the project team concludes that there are operational and staffing methods to cost-effectively enhance patrol services in Sherwood with approaches designed to meet the needs of the community and address various concerns. As such, the aforementioned recommendations are provided.

7 Analysis of Support Services Functions

This chapter focuses on what can be described as various support services functions provided within Sherwood Police Department. These represent certain staff positions, particular programs performed in Sherwood Police Department irrespective of division assigned, and work approaches to performing law enforcement services in general. The following sections include, but are not limited to, the following:

- Investigative services.
- School Resource Officer program.
- Administrative and related programs.

The chapter begins with an examination of investigative services which encompass various approaches to solving crime and community problems.

1. THE DEPARTMENT SHOULD CONSIDER REVISIONS TO THEIR INVESTIGATIVE APPROACH FOR SERIOUS AND OTHER CRIMES.

The evaluation of staffing levels required by criminal investigations is more difficult than evaluating patrol staffing levels because, unlike these field services, subjective and qualitative determinants of workload and work practices are more important. Factors making analyses difficult include:

- Approaches used to screen, assign, and monitor cases vary among law enforcement agencies.
- What is actually investigated varies by agency. The extent to which agencies assign misdemeanor level property crime cases to detectives and other staff varies. Also, the extent to which patrol performs preliminary investigation varies widely and impacts detective caseloads.
- Work practices vary tremendously among agencies, relating to interviewing techniques, mix of telephone and in-person interviews, use of computer

technologies, and the time devoted to clerical tasks.

- The nature of the caseload is also a critical factor to consider when examining quantitative factors relating to investigative activity. Each case is different in terms of leads, suspect description, and other available information. The way information in a single case combines with information on other cases also impacts investigative actions.
- Finally, the nature of the community itself is a factor in evaluating investigative workload and staffing needs. Citizen expectations translate into service levels impacting detectives in terms of what is investigated and how investigations are conducted.

Unlike patrol, investigative workload cannot be easily and convincingly converted into quantitative methodologies to arrive at required staffing levels. Investigative staffing requirements need to be examined from a variety of perspectives in order to obtain an overall portrait of staffing issues, case handling issues, and philosophies that have an impact on staffing needs.

Sherwood Police Department currently has one (1) officer acting in a detective capacity. The workload and tasks performed by the detective are summarized as follows:

- Manages and coordinates all investigative services to meet objectives set by the Captain and Chief.
- The Detective investigates felonious person, property, and other crimes not assigned to the patrol officers. These include high profile/complex burglaries, robberies, sex crimes and assaults and major narcotics violations. Detective is periodically called into the field in such events. Detective is typically assigned cases as follows:
 - Performs computer forensic (investigative and technical) research on various electronic apparatus to include computers, cell phones, PDAs, digital media, etc.,
 - Performs child abuse/sex crimes investigations. Registers sex offenders.
 - Works homicide and major assault cases as part of county-wide task force.
 - Works various felonious crimes to include persons and property crimes, white collar crimes and other cases as assigned.
 -
- Detective work Monday-Friday 0800-1600 and are on-call for major events.

When evaluating investigative personnel, the following benchmarks serve as an

important guide with respect to investigative needs when a small number of detectives work cases. Detectives who have a generalized caseload of person and property crimes average 10 to 15 active cases per month, and 8 to 12 active cases per month for a person crime specialist detective. This information is based on a variety of surveys and research on prior projects conducted by the firm.

As part of our analytical efforts, we conducted a desk-audit of the detective’s caseload which represents a “snap-shot in time” and may not be reflective of workloads over the course of a longer period. Nevertheless, it does provide data to help decision-making. At the time of the desk audit the detective was actively working five (5) cases and had four (4) other cases pending additional leads or awaiting information. These nine (9) cases are somewhat below the benchmark target for a ‘generalist’ investigator and at the lower end of the range for a person crime specialist.

It is important to note, however, that surveys, interviews and focus groups indicated public support for additional investigative support services.

- 77% of employees surveyed disagreed that Sherwood Police Department has the staff needed to properly investigate crime incidents in the community.
- The community survey rates criminal investigation support equal to School Resource Officer needs and just under patrol support services as shown in the table below.

Suggested Resource Emphasis Based on Community Feedback

Service Area	Weighted Responses	% of Responses
Police Patrol	1,433	22%
School Resource Officers	1,230	19%
Criminal Investigations Support (Detectives)	1,225	19%

Given these observations, opportunities exist to augment investigative approaches to crime in Sherwood Police Department described as follows.

(1) Enhancing the Role of the Sherwood Police Department Patrol Officer in Investigations.

The Matrix Consulting Group's experience with the role of patrol in investigations has shown a shift in the last several years. This experience is further substantiated by other independent research which shows the expanding role of patrol in crime investigations. According to a 2014 report published by the University of Southern Mississippi:

Womack (2007) indicates there have typically been two models utilized by police agencies in assigning patrol officers to investigations. The first is the traditional model where the patrol officers respond to the scene, takes an initial report, implements some brief investigation, and then passes the case to the investigator, who subsequently follows-up on the findings. The investigator will respond to the crime scene, re-interview victims and witnesses, and then follow any leads in an attempt to solve the case. The second patrol model has an expanded use of patrol, where the officer conducts some level of investigative duty depending on the departmental policy. This patrol model is more of a continuum where patrol officers initially investigate misdemeanors, then work their way up to felonies like larceny and burglary, and then to all but the most serious and complex crimes. This continuum allows for more time to be allocated for detectives to investigate those cases which are more complex and require a greater amount of time or specialized skills (Berry, 1984; Lyman, 1999). Expanding the role of the patrol officers in regard to the criminal investigative process has been frequently recommended; however, many agencies still do not do this. It was noted that agencies are beginning to assign their patrol officers to a more substantive role in the investigation process.¹²

In sum, the research is pointing to the benefits and actual necessity of the role of patrol officers in investigative services. Although Sherwood Police Department patrol officers are currently investigating cases, the case investigation process at Sherwood Police Department lacks a certain formality in which investigative cases are formally tracked and regular progress measured in either their solvability or

¹² Re-evaluating the Criminal Investigative Process, *University of Southern Mississippi*, 2014, pg. 24-25.

suspension. The patrol case investigative process needs to be further formalized and expanded, particularly given the recommended increase in patrol resources. The previously recommend patrol staff increase will enhance proactive time availability, thereby increasing time to conduct further criminal investigations. Furthermore, dedicated supervision to each patrol team will help facilitate accountability for all law enforcement functions performed by the team.

In sum, Sherwood Police Department can enhance criminal investigations by formally transitioning and requiring patrol officers to further follow-up on solvable cases through a more formalized case management approach, with the most complex cases reserved for the dedicated detective. This follow-up and overall case management process, whether performed by patrol or a detective, should be documented and procedurally memorialized such that cases are consistently managed to completion.

Recommendation:

#7 - Devise a formal case tracking and case management approach dedicated to both patrol officers and detective position to ensure investigative cases are processed appropriately until arrest or case suspension. Document as a supplement to Sherwood Police Department's Policy Manual, Chapter 6.

2. THE DEPARTMENT SHOULD ENHANCE THE SCHOOL RESOURCE OFFICER PROGRAM.

Based on information provided during the course of this engagement it is abundantly clear that the City of Sherwood can benefit from an additional School Resource Officer (SRO). According to the employee survey, 64% disagreed that Sherwood Police Department has the staff we need to properly address school-related problems in the community. The need for an enhanced SRO program was frequently

mentioned in the customer survey and focus group forum; it was also ranked highly in comparison to other police services in the forced-choice customer survey tool. Sherwood Police Department currently has one (1) School Resource Officer who is conducting a wide variety of duties and responsibilities summarized as follows:

- School Resource Officer reports directly to the Day Shift Sergeant.
- SRO assigned to elementary/middle schools and single High School (7 public and two private). Majority of time, about 80-90%, is spent in High School. Salary paid 50/50 by District.
- Officers respond to calls for service at schools primarily generated by direct phone contact in addition to dispatch services.
- SRO provides tutoring, mentoring and policing services at campuses.
- Performs special projects related to juveniles and school campuses, as assigned. These include several committees, performance of campus threat assessments, student crisis management and intervention, and classroom instruction.
- Operates Mon-Fri 7:30-3:30.

As noted above, there is only one SRO deployed for 7 public schools and 2 private schools encompassing approximately 5,500 students, with the vast majority of time being expended at the single High School. Consequently, very limited time is spent at the middle and elementary school level.

Information from the *National Crime Prevention Council* is clear with respect to the crime prevention benefits of an SRO position, “Security or police presence at schools helps to reduce (prevent) opportunities for unwitnessed crimes. The presence of school resource police or security officers reduces fear of crime and violence among students, faculty, and staff.”¹³ Furthermore, the *National Center for Mental Health Promotion and Youth Violence Prevention* see SROs in promoting crime prevention

¹³ <http://www.ncpc.org/topics/school-safety/strategies/strategy-school-resource-officers>

through, “Advising administrators on how to decrease risks and opportunities for problem behaviors.”¹⁴ Despite these benefits, deployment of SRO staff is largely a policy and fiscal decision. According the National Association of School Resource Officers (NASRO) survey, 81% of the officers surveyed indicated that there is no ratio or formula used by their agency for assigning a specific number of SRO’s to a school based upon the number of students at the school. As such, like specialized investigative units (e.g. Vice and Narcotics), the deployment of an SRO contingent is largely based on the community’s perceived need and the ability to fund such positions. To that end, in order to better serve the entire school district and address the community’s strong desires, an additional School Resource Officer position is warranted in Sherwood.

Recommendations:

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

3. VARIOUS ADMINISTRATIVE AND SUPPORT SERVICE FUNCTIONS IN THE DEPARTMENT CAN BE REVISED.

In addition to the sworn core service areas previously described, there are a variety of important supporting services performed by a variety of personnel, many of which are civilian positions. Issue surrounding these functional areas relies

¹⁴ <http://www.ncjfcj.org/sites/default/files/SRO%20Brief.pdf>

predominantly on observations, interviews, and / or the modest amount of data that can be collected for these areas. A variety of administrative-related and support service issue areas are summarized in the following sub-sections.

(1) Administrative Support Services Should be Further Supported.

As described in the profile section in the appendices, in Sherwood Police Department there is one (1) Administrative Assistant II in Records and one (1) Property and Evidence and Code Compliance Technician. On a few duties and responsibilities these position back each other up with periodic additional assistance from the Chief's Administrative Assistance III as time is available.

Despite the cross-functional support provided, workload requirements of the two noted positions are such that additional help is warranted. These positions accomplish a multitude of different kinds of duties and responsibilities that require significant multi-tasking efforts that are frequently interrupted. As such, efficiency is compromised. For example, the Property and Evidence and Code Compliance Technician has important field (Code Compliance) and in-office (Property and Evidence management) duties and responsibilities and given the work magnitude cannot regularly provide consistent focus to each of these key duties. Similarly, the clerking, reception, and administrative support duties of the Records Administrative Assistant II is constantly interrupted from internal staff or the external community. Currently the present volunteer program does not have nearly enough support to justify volunteers in this possible role. Consequently, additional assistance should come in the form of a fully-trained Community Services Officer (CSO) job classification and the attendant position.

In concert with the existing Property and Evidence and Code Compliance

Technician, the CSO could provide support in a variety of service areas throughout the Department including Records, Property and Evidence, Parking Enforcement, Code Enforcement, special project support and other areas. In effect, the Technician and CSO would be cross-trained to provide a variety of duties and responsibilities as listed above and detailed in an illustrative job description from another agency is found in the footnote.¹⁵ To facilitate this job-sharing, the Property and Evidence and Code Compliance Technician should also be re-classified to a Community Service Officer job classification.

(2) Enhance Sherwood Police Department Volunteer Programs.

While Sherwood Police Department has some service volunteers and a very active Police Advisory Board (PAB) composed of volunteers, Sherwood Police Department should further seek to expand their volunteer programs. This would include more opportunities for senior citizens to become engaged in such things as Records/Reception support or Citizens patrol. In 2014 these volunteers contributed approximately 275 hours over the course of the year and while valuable, increasing participation in a volunteer program should be considered important. Over 50% of the community survey respondents implied they were not informed about Sherwood Police Department volunteerism and as such this appears to be an opportunity. Of further importance, Sherwood Police Department should strongly consider re-implementing the police reserve program to augment sworn staff with trained reserve officers.

In a small police department, the coordination of these types of volunteer efforts

¹⁵ <http://www.ci.ceres.ca.us/jobdescriptions/CommunityServicesOfficer.pdf>

are often job-shared among a variety of personnel to include command staff, administrative support, sergeants and police officers. There is sufficient proactive time available in Sherwood, by example, for some patrol staff to take on this special assignment, and additional staff resources have been recommended in this report. While the front-end work to develop these volunteer efforts can appear onerous, the ultimate pay-off to the organization is generally significant.

(3) Revisit Emergency Management in Sherwood Police Department.

As provided by both sergeants and captains to the project team, they perform a variety of “special project” and ancillary duties to Sherwood Police Department. One of these duties is overseeing the City of Sherwood’s Emergency Management function, under the direction of the Chief of Police. During community comment in the focus group session it was indicated this role did not receive the due diligence necessary given various conflicting responsibilities. While this validity of this opinion is unclear it is true that the variety of ancillary responsibilities performed is relatively significant. As such, the City should look for opportunities to transfer this role to Public Works, another agency where Emergency Management is often situated.

In summary, based on these observations, the following recommendations are made.

Recommendations:

#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, thereby deploying two (2)

authorized CSO positions in the Sherwood Police Department.

#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 the Police Department to public works.

4. SUMMARY OF FINDINGS AND CONCLUSIONS FOR SUPPORT SERVICES.

The following key findings summarize the previous analyses found in this chapter:

- Sherwood Police Department and the community clearly want additional emphasis on investigative efforts. This can largely be done through an emphasis on patrol-based investigative services.
- Addressing specific community needs as defined by the community survey and focus group session can best be accomplished through more formalized problem-oriented policing approaches, thereby more effectively using proactive time.
- The School Resource Officer Program needs to be augmented.
- Various support service functions can be modified to enhance Sherwood Police Department service delivery to some extent.

As a result of these findings and conclusions, the previous recommendations are provided.

Appendix – Descriptive Profile of the Sherwood Police Department

1. INTRODUCTION

The pages, which follow, provide a Descriptive Profile of the Sherwood Police Department. The purpose of the Descriptive Profile is to document the project team's understanding of the organizational structure, allocation of staff by unit and function, and principal assigned roles and responsibilities of staff. Data contained in the Profile were developed based on the work conducted by the project team over the past weeks, including:

- Interviews with managerial, supervisory and numerous line staff positions on location or through ride-along for each Sherwood Police Department functional unit.
- Collection of various data describing organization and staffing, workload and service levels. These efforts will continue, as necessary, until development of the Report.
- Documentation of key practices as that relates to work planning and scheduling, operational efforts, as well as work processes.

The Descriptive Profile does not attempt to recapitulate all organizational and operational facets of Sherwood Police Department – our work continues to document these characteristics. In this document, the structure of this Descriptive Profile is as follows:

- Description of staff positions, by classification, and description of appropriate reporting relationships.
- Summary descriptions of primary roles and responsibilities of staff. The responsibility descriptions provided in the Descriptive Profile also summarize the team's understanding of the major programs and service activities to which staff are currently assigned. It should be clearly noted that responsibility descriptions are not intended to be at the "job description" level of detail. Rather, the descriptions are intended to provide the basic nature of the job and include deployment and work schedules, major duties and responsibilities, and the like.

The descriptive profile was reviewed for accuracy and completeness by Sherwood Police Department executive staff. Comments and corrections generated from staff reviews were incorporated into the analysis.

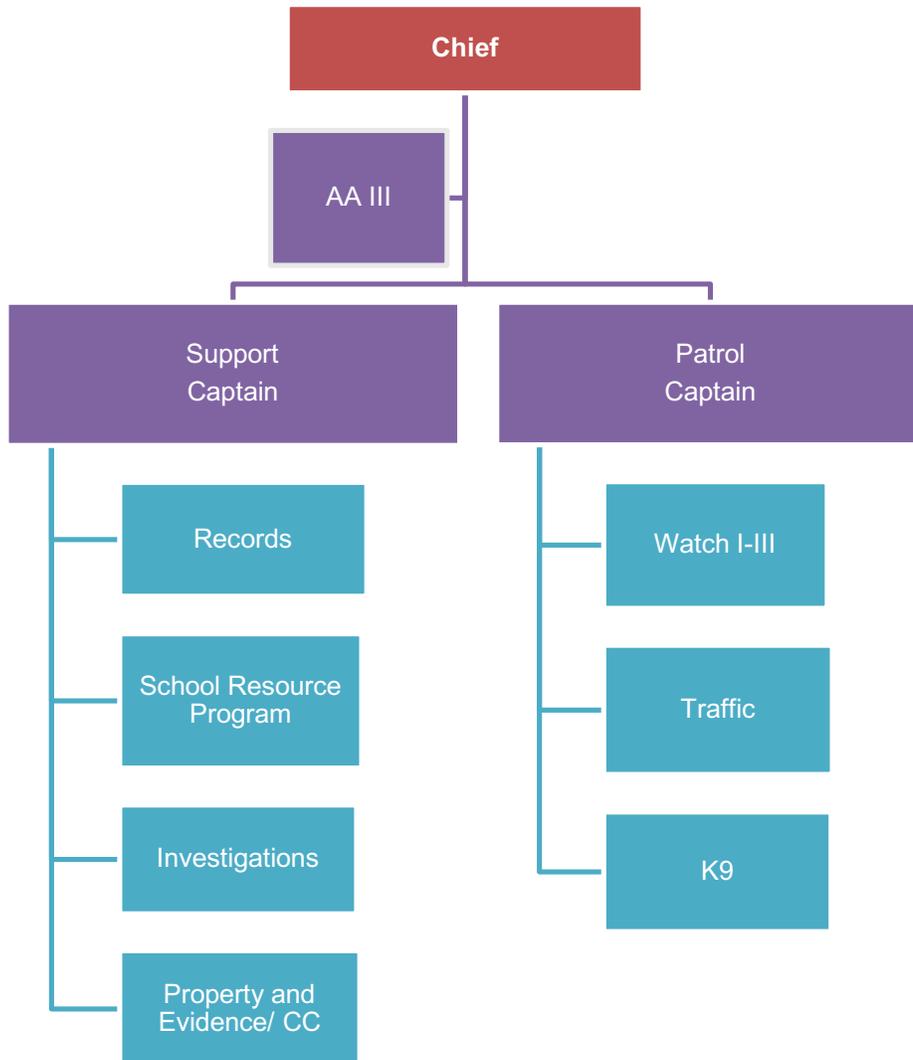
2. ORGANIZATIONAL PROFILE

The following provides an overview of the organization, staffing and responsibilities of the Sherwood Police Department.

(1) Sherwood Police Department Organizational Structure

The following reflects the current organizational structure for the Sherwood Police Department with Authorized and Actual staffing details portrayed in the subsequent table. In sum, Sherwood Police Department is authorized 26 staff of which 3 are non-sworn civilian personnel.

Sherwood Police Department Organization Chart



(2) Sherwood Police Department Staff Positions

Unit / Position(s)	No. of Positions		Responsibilities
	Auth.	Current	
Office of the Chief Police Chief	1.0	1.0	<ul style="list-style-type: none"> • Provides the overall leadership, guidance, management and administration of the Department personnel and the services for which it provides. • Directly supervises two Captains, and one Administrative Assistant III. • Prepares, approves and updates Department policies and procedures. • Prepares, approves and manages the Department budget. • Develops and maintains good working relationships with other managers in the City and peers in the county, regional and state law enforcement community. • Develops and maintains good working relationships with local business leaders, community leaders and school officials. • Performs routine administrative functions in the day to day management of the Department, as appropriate. • Generally on call 24 hours a day. • Works dayshift hours Monday-Friday.
Administrative Services Administrative Assistant III	1.0	1.0	<ul style="list-style-type: none"> • Involved in Department financial, budgeting, and recruitment efforts. • Reports to the Chief as a confidential employee. • Assists Chief with managing Department budget, completes all purchasing including police equipment and uniforms, performs accounts payable and accounts receivable tasks. • Assists with Department recruitment for sworn and non-sworn personnel including coordination of advertising, testing, background investigations and psychology tests. • Maintains promotional processes and annual evaluation records. • Records minutes of Police Advisory Board. • Processes workloads surrounding Oregon State accreditation. • Assists Records and supports staff in their absence. • Oversees and trains volunteer staff. • Performs special projects, as assigned. • Works Mon-Fri 0730-1700

Unit / Position(s)	No. of Positions		Responsibilities
	Auth.	Current	
Patrol and Support Services Captain	2.0	2.0	<ul style="list-style-type: none"> • Leads and manages the Department to deliver patrol, traffic, investigative and other support services. • Assists in the Development of, and implements Department policies, procedures, goals and objectives. • Works closely with the Chief to accomplish the goals of the Department. • Directly supervises the three Watch Commanders sergeants overseeing shift operations. • Oversees field patrol activities, works with field personnel, provide assistance as appropriate, and responds to major incidents and emergencies. • Participates in the development of the annual budget; manages division expenditures. • Oversees shift activities, works with field personnel, provide assistance as appropriate, and responds to major incidents and emergencies • Perform field services including field supervision, response to citizen complaints, call for service response and back-up (as available/necessary) and coordinates field investigations, as necessary. • Respond to questions, concerns and requests from the general public and provides information and problem resolution as necessary • The Patrol Captain is also the City's Emergency Management Program Manager, and designs, and oversees the City of Sherwood Emergency Management function, under the direction of the Chief of Police. • May assume command of the Department in the absence of the Chief. • Oversees investigative services and works with field personnel to provide support, as necessary • Performs routine administrative functions and conducts a variety of numerous special projects, as appropriate. • Works dayshift hours Monday-Friday.

Unit / Position(s)	No. of Positions		Responsibilities
	Auth.	Current	
Sherwood Police Department Watch Command Sergeants	3.0	3.0	<ul style="list-style-type: none"> • Each Sergeant oversees operations on their respective shifts— Day, Swing, and Nights. • Implements Department policies, procedures, goals and objectives. • Works closely with the Sherwood Police Department Captains and staff to accomplish the goals of the Department. • Directly supervises sworn and civilian personnel on their shift. • Serves as primary instructors for defensive tactics, firearms, and other specialized skills. • Oversees shift activities, works with field personnel, provide assistance as appropriate, and responds to major incidents and emergencies. • Performs final approval on time sheets and time off; investigates complaints including administrative, use of force, pursuit, etc; authorization for use of special weapons; policy interpretation; and training request approval and training schedule coordination; . • Represents the Department by performing numerous special projects and attending community meetings. • Performs routine administrative functions, as appropriate. • Responsible for extensive number of administrative duties as well as field support duties on their assigned shift including supervising Motors, K9, patrol staff, and various volunteers... • Perform field services including field supervision, response to citizen complaints, call for service response and back-up (as available/necessary) and coordinates field investigations, as necessary. • Respond to questions, concerns and requests from the general public and provides information and problem resolution as necessary. • Works 4-10 shift schedule. • Is considered part of minimum staffing levels.

Unit / Position(s)	No. of Positions		Responsibilities
	Auth.	Current	
Day Shift Patrol Officers (8 hours)	5.0	5.0	<ul style="list-style-type: none"> Respond to all calls for service in the City, including crimes against persons, property crimes, domestic disputes, disturbances, deaths, etc. Provide direct field enforcement of all applicable State and local laws within the City. Engage in neighborhood patrols, preventive patrol, traffic enforcement, Daily Directed Patrol Sheet activities, and other proactive efforts to reduce crime. Performs formalized community-oriented policing activities as directed. Perform initial investigation and follow-up investigation services on a variety of misdemeanor and felonious crimes upon which they originally reported, including crime scene evidence collection, warrant preparation and court representation. Respond to questions, concerns and requests from the general public and provides information and problem resolution as necessary. Conduct presentations to community groups. Serve as an Officer-in-Charge (OIC) for Sergeant in their absence. Transports to jail, in absence of sheriff's custody van. Perform other administrative duties as assigned. Sherwood Police Department has five Officers trained as PTOs. Operates on varied shift schedule to include 4/10 and 5/8 shift schedules as follows: <ul style="list-style-type: none"> Day 0600-1400 (8 hours) Swing 1300-2300 (10 hours) Graveyard 2000-0600 (10 hours) All Officers transitioned to the 4/10 program in early 2016 after study commencement. Tuesday was an overlap day for training, additional time off, etc.
Swing Shift Patrol Officers (10 hours)	4.0	4.0	
Graveyard Shift Patrol Officers (10 hours)	4.0	4.0	
Motor Officer	1.0	1.0	<ul style="list-style-type: none"> Responds to traffic collisions and traffic related calls for service. Receives complaints from citizens and attempts resolution through citation enforcement, warnings, radar trailer location and education. Provides visibility / enforcement around schools and high volume/traffic accident locales encourage traffic safety. Regularly responds to other calls for service to assist Patrol Officers. Periodically responds as a primary call for service responder on a self-initiated basis. Writes reports of traffic collisions and other incidents. Will spend about 50% of time as a patrol officer as a consequence of absenteeism. Works Tue-Friday 0700-1700 hours.

Unit / Position(s)	No. of Positions		Responsibilities
	Auth.	Current	
K9 Officer	1.0	1.0	<ul style="list-style-type: none"> • Performs as primary CFS responder. • Provides specialized back-up upon request. • Performs weekly training with K9. • Is part of minimum staffing levels. • K9 has both apprehension and drug (duel) capabilities. • Works Tue-Sat 1300-2000 hours.
School Resource Officer	1.0	1.0	<ul style="list-style-type: none"> • School Resource Officer reports directly to the Day Shift Sergeant. • SRO assigned to elementary/middle schools and single High School (7 public and two private). Majority of time, about 80-90%, is spent in High School. Salary paid 50/50 by District. • Officers respond to calls for service at schools primarily generated by direct phone contact in addition to dispatch services. • SRO provides tutoring, mentoring and policing services at campuses. • Performs special projects related to juveniles, as assigned. • Operate Mon-Fri 7:30-3:30.
Sherwood Police Department – Records and Reception Administrative Assistant II	1.0	1.0	<ul style="list-style-type: none"> • Is responsible for oversight of the Records and Reception. • Admin Assistant performs a variety of records-related duties. • Receives and electronically codes all police reports consistent with RegJin and NIBERS requirements. Distributes reports to various parties. • Scans documents, processes citations, manages Red Light packets, performs local background checks for other agencies, and provides front counter and telephone services. • Manages case log book. Is LEDS/CJIS representative. Keeps Court calendar. • Staffs the front counter and takes calls in addition to processing permits for City. • Performs records filing, records photocopying and file preparation for the courts and other units, warrant administration and citation data entry. • Provides back-up to the AAIll. • Oversees and trains volunteer staff. • Records is open from 0800-1700 hours Mon-Fri.

Unit / Position(s)	No. of Positions		Responsibilities
	Auth.	Current	
Sherwood Police Department – Property and Evidence and Code Compliance	1.0	1.0	<ul style="list-style-type: none"> • Perform a variety of tasks related to property and evidence processing and storage consistent with chain of custody requirements for Sherwood Police Department. • Staff provides property/evidence intake and storage; removal of evidence from lockers; inventory control at numerous locations such as the main property room, maintaining logs and chain of custody; property dispositions and property destruction; evidence pulls; oversee annual property room audit; and various administrative support including entry of property and evidence into database, telephone answering, and other duties as assigned. • Provides a variety of code enforcement duties to include nuisance abatement, parking enforcement and related activities. • Performs minor building maintenance. • Provides Records coverage, as needed. • Conducts facility tours and performs various projects as assigned. • Works Flex Week. 1 Week 0800-1600 M-F; 1 week 0800-1600 M-Th.
Sherwood Police Department – Investigations Detective (Officer)	1.0	1.0	<ul style="list-style-type: none"> • Manages and coordinates all investigative services to meet objectives set by the Captain and Chief. • The Detective investigates felonious person, property, and other crimes not assigned to the patrol officers. These include high profile/complex burglaries, robberies, sex crimes and assaults and major narcotics violations. Detective is periodically called into the field in such events. Detective is typically assigned cases as follows: • Performs computer forensic (investigative and technical) research on various electronic apparatus to include computers, cell phones, PDAs, digital media, etc., • Performs child abuse/sex crimes investigations. Registers sex offenders. • Works homicide and major assault cases as part of county-wide task force. • Works various felonious crimes to include persons and property crimes, white collar crimes and other cases as assigned. • Detective work Monday-Friday 0800-1600 and are on-call for major events.

Community Survey Response Narrative Questions (unedited)

#	Responses	Date
1	I think the Sherwood Police Department do a great job; I wish they were a bit friendlier! We are having big problems in our residential neighborhood streets. The city said the Sherwood Police Department is responsible for junk car, boats, trailers etc being stored on our streets but no one is doing anything about this problem! Our residential streets are starting to look like a junk yard and getting worse each year! Does anyone in the department or city do ANYTHING this?	2/5/2016 10:58 AM
2	Sherwood having its own police force is a MUST to keep this amazing community with the great small town feel and safety it currently has. Knowing there are Sherwood officers close at all times is what helps us keep our feel of safety and community. I have lived in Sherwood for almost 11 years and could not imagine sourcing our police out to the county. Please keep our Sherwood officers here!!!	2/5/2016 8:49 AM
3	Concerned with ability to manage catastrophic emergency situations	2/5/2016 8:38 AM
4	Sherwood police are not friendly. I don't feel they do much service to the community.	2/4/2016 11:25 PM
5	Sherwood is "Copland" with law professionals living on most streets in town.	2/4/2016 11:12 PM
6	A great department of professionals	2/4/2016 11:09 PM
7	The Sherwood Police are good people who do well at their job, but we are a growing community that is finding the police department is not growing in a manner that is equal to the growth of the City	2/4/2016 10:22 PM
8	It doesn't seem like the police department is focused on community outreach. I feel they are more busy doing traffic enforcement than caring about the community. I look at the police department as a negative aspect of the city not positive.	2/4/2016 9:56 PM
9	I have found the Sherwood officers to be courteous and helpful in the dealings I have had with them. They are essential to the community of Sherwood and services should NOT be contracted to Washington County	2/4/2016 3:24 PM
10	I have had interaction with Officers Asla, Drummond and Detective Deb Smith and have been very impressed by their kindness and compassion during a very difficult situation.	2/4/2016 1:00 PM
11	Sherwood Police Department has done an excellent job considering the lack of budget. Sherwood Police Department needs increased police patrol/staffing levels. It seems that over the years the police budget has become a political tool with little regard for the safety of the community. Drug and crime problems are more apparent while the city reduces the budget in turn reducing the number of officers available for patrol. I expect the problems will continue to increase. Hopefully the city will provide the funds to increase SROs and patrols	2/4/2016 11:52 AM
12	We don't need any more speed limit patrols on residential streets. Keep it out on Tualatin Sherwood where people can't follow traffic direction. Also please fix all turn signals to blinking yellows	2/4/2016 10:44 AM
13	The SP is too focused on traffic enforcement. I think the department would be outsourced to Washington county	2/4/2016 7:45 AM
14	More resources need to be put toward planning for citywide emergencies and natural disasters.	2/4/2016 7:26 AM
15	There are some trouble areas for speeding and stop sign adherence that I feel need more attention within neighborhoods. It seems we can always see officers patrolling the main streets. This is good but does not always solve the other problems where they travel at a much lower level of frequency. I am unclear what the differences with Police Patrol and Traffic Enforcement.	2/4/2016 4:50 AM
16	We need a three car patrol 24/7 with a supervisor on shift at all times.	2/4/2016 1:20 AM
17	Please seriously consider contracting with WSCO. Saves money, better training, better opportunities for LEOs, deeper bench to draw from, standardized recruiting, accredited department. There is no downside. Wilsonville, Cornelius, etc. have all benefited.	2/3/2016 10:12 PM
18	Spd is out of control and is focused on gotcha policing. Look at their choice of cruiser paint jobs, far more interested in catching minor offenses than displaying Presence or engaging to prevent youth crime and fires	2/3/2016 9:59 PM

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19	Traffic enforcement is focused on a few 25mph zones that should be 35mph zones. It's a poor use of resources (and hidden tax to residence caught in speed traps) when there are many other places in much more need of traffic patrol. Speed limits should be updated to realistic standards instead of patrolling 25mph zones where 35 or 40 is safe for existing conditions.	2/3/2016 9:03 PM
20	please get rid of red light cameras. dangerous near miss rear enders witnessed.	2/3/2016 8:22 PM
21	Sherwood has a reputation for inappropriate dUI enforcement, seeking out DUI's rather than watching for signs impaired driving. I personal was required to do a sobriety test as a designated driver, 100% sober and respectful, because I missed a house and turned around. 2 friends of mine had similar situations driving through town late in the evening. DUI enforcement is extremely important, but shouldn't appropriately enforced.	2/3/2016 7:27 PM
22	When neighbors called to report a basketball hoop on Aldridge Terrace that is illegally set in the street and constitutes a crash hazard (especially at night due to it being solid black and hard to see in the dark) the compliance offer said there was nothing they could do unless there was an actual accident. That seems ridiculous. Someone needs to crash into the pole and damage their vehicle to get someone to issue a citation for something being in the road that doesn't belong there?	2/3/2016 4:27 PM
23	It is nearly impossible to walk and cross the street anywhere in this city where drivers do not almost run you over. AM/PM it doesn't matter. There needs to be more traffic tickets for drivers that do not stop for pedestrians and school children.	2/3/2016 4:19 PM
24	would like to have at least 3 officers on duty 24/7 plus a dedicated SRO in the High School and both Middle Schools	2/3/2016 12:59 PM
25	It might be helpful if volunteer opportunities were announced in the Archer or Gazette.	2/3/2016 8:59 AM
26	Additional traffic enforcement needs to be seen in neighborhoods. I moved off a busy road to where I am now (middle of neighborhood) and people speed by, don't stop at stop signs, etc. This is a problem in most neighborhoods, but I live in The Vineyards.	2/3/2016 8:39 AM
27	I believe the current level of service is excellent. I do believe we need to continue to carefully evaluate our LE budget and not squander it. We residents have to live within our means, and I would like to continue to see Sherwood PD also do so.	2/2/2016 5:55 PM
28	slow down the influx of transients. There seem to be more and more since the Wal-Mart went	2/2/2016 5:32 PM
29	I feel like as Sherwood grows, there should be more of a focus on patrol and general presence in the community and less on traffic. I would LOVE to see new turn signals/light changes at some of the more dangerous intersections. I would gladly pay more for that. (Sunset and 99)	2/2/2016 5:12 PM
30	my understanding is we have no drug officers	2/2/2016 4:54 PM
31	Sherwood is a safe community not because of Police but because of its citizen!!!	2/2/2016 1:22 PM
32	Please stop enforcing laws on 99W and go into neighborhoods and old town; people drive HORRIBLY in the morning around the schools and neighborhoods and there's ZERO police presence during those times	2/2/2016 12:37 PM
33	I think the Sherwood Police Department is awesome!! The only think I wish they would work on is the drug problem. So many teens are dealing and doing drugs and I know a lot of it takes place in the trails near Stella Olson Park. I wish police would patrol that area more often as I won't even let my 13 year old walk home that way, which is the closest way home. I worry about drugs and bullies in that area as I've seen both	2/2/2016 11:26 AM
34	Two officers on patrol is not enough. I am also not sure what the difference between Traffic Enforcement and Police Patrol is.	2/2/2016 11:10 AM
35	Strongly against people parking on stop signs. They should be ticketed.	2/2/2016 11:02 AM
36	This survey is misleading. What services are you allowing within the survey constraints.	2/2/2016 10:37 AM
37	Thanks for all you do !!	2/2/2016 8:26 AM
38	People are afraid of the town of Sherwood do to the tickets that the police write It is not the police that keep the town safe it is the quality of the people that chose to live in Sherwood and its surrounding area	2/2/2016 7:20 AM
39	Sherwood Police Department has been understaffed for quite some time and does a remarkable job keeping our community safe given the constraints of their resources (especially personnel). We need additional officers to keep our current officers safe and to keep up with the law enforcement needs of our growing community	2/1/2016 11:06 PM

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40	A strong and properly funded police department has a direct impact on community safety and increasing property values. Over all, public safety should be the first priority in city-based service budgeting.	2/1/2016 10:14 PM
41	Q's 14and15(?) I don't know what other resources the Police need, but if there were a compelling case, sure; I'd be willing to pony up a slight increase in taxes. I'm very impressed with the Officers I've met (response to domestic disturbance) who reassured neighbors without disclosing confidential issues etc.	2/1/2016 9:52 PM
42	I live in Clackamas County but Sherwood address. Sherwood Police Department is not a part of my life if I obey speed limits. :)	2/1/2016 9:18 PM
43	I believe we should have at least one more resource officer if not two.	2/1/2016 8:30 PM
44	without the investigation support, there would be a sense of just routine patrol for show sake, not the follow through that says the police are going to get to the source behind a crime...	2/1/2016 7:21 PM
45	I am happy with the Sherwood Police Department. I would like more traffic enforcement	2/1/2016 6:15 PM
46	As a city of Sherwood and Washington County volunteer, I'd love the opportunity to volunteer with the police department. I wasn't aware these opportunities existed. I also think that we have enough cops patrolling for traffic violations. I see them everywhere. We could also increase the speed on I 5 from 25 to 35	2/1/2016 6:07 PM
47	I feel our Sherwood police department does an outstanding job, as long as they have the support of our mayor and city council. I was shocked to read in the Sherwood Gazette this week, concerning the contractor being harassed by the animal rights group.....and ZERO arrests or citations made? Come on! Give the PD the tools (and that means ordinances along with PPE and equipment) to enforce the law	2/1/2016 4:55 PM
48	All of my interactions with the Sherwood Police Department have been helpful to me in resolving the problem at hand. I have only one complaint and that is the non emergency line, which we have used, seems to have dispatchers who are disconnected from the community.	2/1/2016 4:45 PM
49	I very rarely see patrolling officers, whereas under chief Middleton is saw an officer drive by nearly every day, and they usually waved. We have a residential parking district and when I call on violators two thirds of the times I get no response. Our community policing of the previous chief and officers is gone and neighbors are not happy with the current department, moreover it is very top heavy and you never see any of them let alone know their names like we used to.	2/1/2016 4:35 PM
50	We need more of a presence at the high school to address the drug problem that continues to get worse.	2/1/2016 4:24 PM
51	Additional staffing is needed for Support Staff (Records/Admin)	2/1/2016 4:16 PM
52	I think that we have an incredible police department! I wish that community members were more familiar with how much you do. I don't know how to accomplish that. The articles in Archer and/or Gazette are great. Maybe utilize the monuments in Old Town more, continue to have community desserts, National Night Out is good. I just don't feel like you guys get the credit for all you do. Maybe have more citizens write letters to the editor or Citizen's View articles?	2/1/2016 1:03 PM
53	I believe we have a great police department. It would be a shame not to support. No contracting out police services	2/1/2016 12:06 PM
54	Presently, there are sufficient police in Sherwood.	2/1/2016 10:27 AM
55	SHERWOOD has a great police department. Very fortunate to have such a high level of training and professionalism.	2/1/2016 4:49 AM
56	patrol the neighborhoods not just 99	1/31/2016 1:57 PM
57	I would like to see more enforcement of speeders, especially down main st as we walk home from school.	1/30/2016 9:26 PM
58	I believe most residents would agree to keep the Sherwood police department as is with additional officers. I'd hate for our services to run through Washington county.	1/29/2016 9:43 PM
59	I think we need at least one more SRO to be able to have a presence with the middle and elementary schools, and help prevent issues with the kids, rather than have to simply react to issues with our youth. Drugs are too easily accessible here, and another SRO could help with that as well	1/29/2016 12:12 PM
60	The police advisory group was handpicked by the chief. A waste of time.	1/29/2016 11:34 AM
61	I think we have plenty of police services, maybe too many.	1/29/2016 10:33 AM
62	I appreciate the current police department, but I do not feel that overextending our force at this time is needed. Sherwood has so many other needs to be addressed.	1/29/2016 9:51 AM

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63	The low crime levels indicate no need for more policing at this time.	1/29/2016 9:07 AM
64	Department doing a great job with current staffing and at current population	1/28/2016 8:13 PM
65	I believe it is important for Sherwood to keep our police and not to farm it out to Washington County.	1/28/2016 7:57 PM
66	Community service officer never called back	1/28/2016 2:52 PM
67	Let's keep improving!	1/27/2016 11:40 AM
68	With a growing community we have to make sure that our police are well staffed and not spread thin. We have to support our officers so they can in turn protect us.	1/26/2016 9:11 PM
69	Good leadership in place now. Need more support and less criticism but bottom line it's a GREAT DEPARTMENT	1/26/2016 1:34 PM
70	Traffic enforcement is fine, not a huge issue. Our kid are to be number 1, giving them an outlet and safety. I feel if neighborhoods saw cars patrolling more, that in itself is enforcement. Have no	1/25/2016 10:04 AM
71	School resource officers need more training. Especially with diversity	1/23/2016 8:23 PM
72	How much money was wasted even doing this survey? Sherwood wastes too much money!!	1/23/2016 10:10 AM
73	I am very satisfied	1/22/2016 11:00 PM
74	Enhanced transparency is always appreciated	1/22/2016 1:49 PM
75	Great and solid department that needs our continued support.	1/22/2016 10:20 AM
76	Need an officer to patrol Snyder park 9:00 pm till dawn, drug deals going on in the dark	1/22/2016 10:17 AM
77	I have a friend who is a police officer at Sherwood Police Department. I know how hard he works, sacrifices time with family to help get things done. He is a supervisor and has worked there for a while. I	1/22/2016 9:25 AM
78	They need more staffing in CID. That's a division that has to be staffed in order to put criminals in jail. Otherwise you're pulling patrol from their duties and limiting officers on the street and handling calls for	1/22/2016 8:45 AM
79	Night patrols to find the crew that rifals through unlocked cars and homes. Resource officers that provide more referral services for families in need, especially for mental health and drug addiction	1/21/2016 10:53 PM
80	The officers have been doing a great job. However with the budget ... Cannot keep up with population increase of the city. We need more officers.	1/21/2016 10:30 PM
81	We love the Sherwood PD. They are always friendly to our family. Great job!	1/21/2016 9:11 PM
82	Too much emphasis on traffic enforcement!	1/21/2016 8:13 PM
83	I do feel our Police do a great job with our community. I do wish we had a few more officers on the force, and feel our taxes could increase specifically for this too.	1/21/2016 7:25 PM
84	Get rid of the traffic cams. They make driving through the 99 and Tualatin Sherwood intersection way too stressful.	1/21/2016 6:48 PM
85	Question 4 doesn't have a Strongly Disagree option. Two Strongly Agrees.	1/21/2016 6:28 PM
86	I was an employee in Sherwood for 6.5 years.	1/21/2016 4:35 PM
87	I have lost a lot of support for the police dept. due to my contact with them. Felt I was a number and the person I was talking to didn't give a shit.	1/21/2016 4:08 PM
88	The red light traffic cameras and traffic patrol are excessive!	1/21/2016 3:50 PM
89	Survey isn't working quite right. Police Patrol should be a 3, but it won't let me change it without changing others too.	1/21/2016 3:22 PM
90	Patrols - the friendly, visible presence of police officers in the community and in the schools is most important. Bike or walking patrols are great, so people can see, meet, and interact with the officers.	1/21/2016 3:15 PM
91	They need to do better with what they have and not be here's when they do end up responding.	1/21/2016 3:10 PM
92	Pedestrian crossings need to be better monitored throughout the town, not just in front of schools. Since moving here a year ago, I have been flabbergasted by the number of people who run stop signs	1/21/2016 2:54 PM
93	Stop with the revenue generation traffic enforcement..!	1/21/2016 2:52 PM
94	We need a few more officers and detectives to provide full coverage and service.	1/21/2016 2:35 PM
95	I have always had a good interaction with Sherwood Police Department. I am not aware of any volunteer opportunities in the community but would be interested. Thank you	1/21/2016 2:28 PM
96	If we don't stay on top of crime and its effects, it's going to affect the quality of life in Sherwood. Can you imagine a town with a population of 5,500 and only one cop...? That is what we have in Sherwood,	1/21/2016 2:05 PM
97	Question 7: I would place Emergency Management (EM) at the top of the list of priorities. As EM is with the Police department...they don't have time enough to do it properly. EM used to be under the City Manager. It needs to return under that office.	1/21/2016 2:02 PM

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98	The reason our town remains low crime is because of the staffing and great work out police officers do! It is vital to keep these officers present in our community every day!	1/21/2016 1:08 PM
99	Both times I've had to deal with the spd I've have a very negative interaction.	1/21/2016 12:57 PM
100	I think we need more police officers. We haven't added and need to for our population. Our department is awesome and should continue to stay in our City!! I think all that our police department does is vital and important. THANK YOU	1/21/2016 12:41 PM
101	I am extremely concerned about the number of cars speeding in our neighborhoods as well as people on their cell phones.	1/21/2016 12:08 PM
102	Need more officers hired.	1/21/2016 11:49 AM
103	The city must provide additional resources to enhance patrols as well as fulfill more community obligations towards preparedness and response planning	1/21/2016 11:31 AM
104	Sherwood Police Department is the best city law enforcement team in Oregon but they need more resources - more officers on patrol around the clock. Minimum of 3 on duty at all times.	1/21/2016 11:00 AM
105	when there is crime we should have the resources to investigate thoroughly	1/21/2016 11:00 AM
106	I would like to see more enforcement around the high school and better working with the needs of residents that live around the high school.	1/21/2016 10:57 AM