



PUBLIC SAFETY SERVICES DELIVERY WORKING GROUP

February 5th , 2024

Regular Meeting | 6:30 p.m.

Troutdale Police Community Center – Kellogg Room
234 SW Kendall Ct, Troutdale, OR 97060

Agenda

1. Call to Order & Roll Call
2. Public comment
3. Consent Agenda:
3.1 Minutes: November 13th, 2023, Regular Meeting.
4. Introduction of Captain Asboe and Carey Sullivan
5. Review new mission and direction from Council.
6. Review Budget and Staffing for Hypothetical Troutdale Police Department
7. Review Service Level and FTE number for MCSO IGA with Troutdale
8. Set Next Meeting
9. Adjournment

Participation

The public may attend the meeting in person or via Zoom. Please email info@troutdaleoregon.gov to request Zoom meeting access credentials.

This meeting location is accessible to persons with disabilities. A request for an interpreter for the hearing impaired or for other accommodations for persons with disabilities should be made at least 48 hours prior to the meeting to: info@troutdaleoregon.gov or 503-674-7258.

Packet Includes:

1. Minutes from November 13th, 2023, Regular Meeting
2. Pages from MCSO IGA regarding service levels and FTE
3. Comparison spreadsheet of similar sized cities police FTE and budgets
4. 2014-15 Troutdale Police Budget pages
5. Scope of Work Contract Jensen Strategies
6. City of Happy Valley cost sheet for police services with Clackamas County SO.

DRAFT

MINUTES
Public Safety Services Delivery Working Group
Troutdale Police Community Center – Kellogg Room
234 SW Kendall Court
Troutdale, OR 97060

Monday, November 13, 2023 – 6:30PM

1. Call to Order & Roll Call

Chair Jordan Wittren called the meeting to order at 6:30pm.

PRESENT: Chair Jordan Wittren – City Council, Randy Lauer – Mayor, Vice Chair Carol Allen – Public Safety and Equity Advisory Committee, Victoria Rizzo – Public Safety and Equity Advisory Committee, Twilla Harrington – Public Safety and Equity Advisory Committee, Tanney Staffenson – Budget Committee, and Rich Allen – Budget Committee.

ABSENT: None.

STAFF: Ray Young, City Manager.

GUESTS: Paul Wilcox, Troutdale Resident.

2. Public Comment

None.

3. Consent Agenda:

3.1 Minutes: October 23, 2023 Regular Meeting.

MOTION: Carol Allen moved to accept the minutes from October 23, 2023. Seconded by Victoria Rizzo. Motion passed unanimously.

4. Review of Charge from City Council

Ray Young, City Manager, read the following excerpt from Resolution #2578 to remind the group what they are supposed to be doing. The Public Safety Working Group is tasked with identifying what questions should be considered in preparing for the upcoming IGA renegotiations, to gather the necessary information to address these questions, and request the retention of consultants or studies to assist in the gathering of the information. The Group will layout a roadmap on what the City should be pursuing in terms of information or experts to get the information needed to make an intelligent decision for the citizens for fire and police services. The Group will not make a recommendation as to what the City should do.

5. Finalize Recommendations to Council

The Group reviewed and discussed the draft recommendations to City Council which were included in the meeting packet.

The group discussed the following additional information that should be considered for law enforcement:

- #5 – Adding in language for discussing a 3 cities police department topic
- #2 – Removing “private security”
- Add an outside market analysis on what is the appropriate lease value of the TPCC building including maintenance

The group discussed the following additional information that should be considered for fire:

- #2 – Adding in language for discussing a 3 cities fire department
- Add enhancement to the metrics regarding services levels
- Add to schedule Gresham Fire in the first quarter of the year to do an annual report as outlined in the contract

Ray Young asked who would be representing the PSWG at the December 12th City Council meeting?

Vice Chair Carol Allen and Tanney Staffenson will be attending.

6. Committee Member Comments

Tanney Staffenson stated that the committee is going to sunset but will there be a need for following up with consultants or anything else?

Ray Young replied the Council could decide to ask if PSWG would like to continue tasks.

7. Adjournment

MOTION: Randy Lauer moved to adjourn. Seconded by Rich Allen. Motion passed unanimously.

Meeting adjourned at 7:43pm.

Jordan Wittren, Chair
Dated:

ATTEST:

Sarah Skroch, City Recorder

to with the respective labor unions as specified in the Employee Transfer Agreements incorporated herein by Appendix E, F and G and subject to execution of the facility lease of section 4.6 below.

3. MCSO as an Independent Contractor. MCSO is, and shall at all times be deemed to be, an independent contractor. Nothing herein shall be construed as creating the relationship of employer and employee, or principal and agent, between City and MCSO or any of the MCSO's agents or employees. The MCSO shall retain all authority for rendition of services, standards of performance, control of personnel, and other matters incident to the performance of services by MCSO pursuant to this Agreement.
4. Law Enforcement Services. For the term of this agreement, the MCSO will operate under the philosophy of a municipal police department as to branding and will provide the police services to City as set forth in section 4.1 to 4.3 below: The police personnel assigned to City patrol districts will respond to calls for service within the City that meet or reduce the response times specified in Appendix A, and to calls outside the City in accordance with existing mutual support agreements. MCSO personnel assigned to the City as set forth in Appendix B will remain employees of the MCSO, and will not be considered employees or agents of the City, except as specifically provided herein.

4.1 Patrol Services. The assigned MCSO personnel will provide police and related services within the incorporated boundaries of the City. The police services shall include the duties and law enforcement functions customarily rendered by the MCSO under the statutes of the State of Oregon and the laws and ordinances of the City. Services include:

- These services shall include two assigned armed Troutdale branded deputy sheriffs per shift, one to each of the two City patrol districts providing 24/7/365 coverage to perform police patrol functions, plus round the clock supervision provided by the on-duty patrol Sgt. MCSO will also provide a command level officer to serve as Chief of Police for City, pursuant to section 5 below.
- Reactive patrol to enforce state law and City-adopted municipal, traffic and criminal codes, and to respond to calls for service; and
- Proactive patrol to prevent and deter criminal activity, and provide other community police services as requested by the City.

- Summer season beach patrol of a minimum of 950 hours along the Sandy River within the City, with additional hours as conditions dictate.

4.2 Additional police services may include:

- Investigation services by deputies and detectives investigating such crimes as major crimes, drug offenses, fraud and such reports as missing persons, vice, and major accidents.
- Special operations services including but not limited to canine patrol, hostage negotiations, and SWAT unit.
- Supervision of the City Code Enforcement Officer.

4.3 Administrative Services. Administrative services include legal advisor, planning statistics, subpoena control, records, training, evidence control, accounting, payroll, personnel, media relations, purchasing, inspections and internal investigations, and other services provided by the MCSO or by other County departments in support of the MCSO. If the City has municipal criminal and traffic codes, City must provide legal counsel relating to enforcement and prosecution of those codes. The legal services of the Multnomah County Attorney's Office provided under this agreement do not include enforcement of municipal criminal and traffic codes or prosecutions arising hereunder, nor any legal advice directly to the City.

4.4 Stabilization of Personnel. The MCSO will coordinate transfers to minimize the time positions are vacant, as well as the impact of vacancies to City. Notwithstanding the MCSO's exclusive authority to assign deputies, when operationally feasible and consistent with the County's obligations under the relevant collective bargaining agreement (CBA) and ORS 236.620(1)(d), MCSO will seek to maintain available transferred City officers in their previous principal assigned district until at least January 2016,.

4.5 Asset seizure. The MCSO shall be the seizing agency and the COUNTY shall be the forfeiting agency for purposes of state and federal criminal or civil asset forfeiture for property seized by the MCSO within the City. Subject to State and Federal requirements, upon implementation the City shall transfer any remaining seizure funds to the MCSO.

4.6 City Facility. The MCSO shall deliver the patrol services of section 4.1 from the City of Troutdale Community Police Facility (City Facility). This

agreement shall become effective subject to the concurrent execution of the facility lease between the County and City for the MCSO use of the City Facility. Further the MCSO intends to have its Patrol Division base of operation housed at the City Facility.

5. City Identity, Accessibility, Reporting and Responsiveness. The MCSO will strive to provide high-quality police services, cooperate with City officials to meet the goals of the City, work cooperatively with City organizations to maintain and improve the safety, welfare and positive police identity and relationship with the community.

- City shall have city police branding and police vehicles that display the City's identity for personnel assigned to the City
- MCSO shall ensure the City Chief of Police at the time of implementation shall be assigned the Chief of Police position by the MCSO and shall serve in that position for a minimum of six months and, shall remain accessible and responsive to the City.
- MCSO will provide the Chief, or his designee, at City Council meetings upon request to orally inform the Council of service demands and any identified areas of concern.
- City will have the flexibility to determine the level of law enforcement services and to identify service priorities;
- MCSO will consult with the City Manager, prior to assigning or reassigning the Chief of Police responsible to perform the services to the City. MCSO will take into account input and suggestions from the City Manager when assigning or reassigning the Chief of Police position.
- The MCSO shall provide to the City a monthly report that includes summary reports on criminal occurrences, a synopsis of enforcement, other activities related to community policing, in a similar form as the sample law enforcement activity reports appended to this agreement as Appendix A, tailored to address City's informational needs.
- The Chief of Police shall function as a department head within the City and is expected to conduct him or herself in a manner that supports and maintains trust of the City.
- At the direction of the City Manager and as needed, the Chief of Police, or designee, shall attend and participate in the City Management Team meetings, and council meetings, and official functions, celebrations, and commissions. As requested by the City Manager and as needed, the

Chief of Police will also represent the City police department at community meetings and functions.

- The Chief of Police is the City's Director of Police Services and represents the Manager of the City for all law enforcement matters in the community. This may include working with other relevant City departments and/or other public agencies (e.g. courts, schools, etc.) on behalf of the City.
- The MCSO views the Contract Cities as customers and will maintain a customer service orientation to managing the contracts.

6. Service Costs. City shall pay County \$2,826,656.00 for the provision of police services during the first year of this agreement. Payments shall be made on a quarterly basis as detailed in section 6.7. Service payments for subsequent years under the agreement will vary according to service level adjustments of section 7, if any, and the cost escalator provisions of section 6.8. City further agrees to facilitate the transfer and assignment of certain service contracts and intergovernmental agreements it currently holds for the provision of police services to other entities and public bodies, as contemplated in Appendix D of this agreement.

6.1 "One time Only" Costs Certain "one time only" costs for the purchase by County of City Patrol vehicles, and payment by City to County for retained sick leave hours of transferred employees will be under the terms and conditions set forth in Appendix D.

6.2 Discretionary Overtime. If requested, MCSO may provide additional deputies to perform operational overtime for special events or unusual occurrences within City. Overtime, when requested in these categories, will be billable at the actual overtime rate of the deputy(s) on duty. Responses to events listed below are treated as if the event were occurring in any other jurisdiction, with the responsibility falling on that jurisdiction.

6.3 Disaster or Unusual Occurrence Overtime. If the City experiences a disaster or unusual occurrence that is confined within its boundaries and officer overtime is requested by the City to stabilize the situation, the actual overtime expenditures will be billed only if disaster relief reimbursement funds are not approved. Examples of this include, but are not limited to, a plane crash or riot.

Appendix – B

Assigned Positions and Service Fee Schedule

IGA between MCSO & City of Troutdale
For Contract Law Enforcement Services

Staffing and Service Levels: For the assigned positions, materials, services and capital outlay items listed below the City shall pay County \$2,826,656.00 for the provision of services during the first year of this agreement. For the first year of this agreement the MCSO has assigned the following positions to provide the services as set forth in section 4.1 to 4.3.

Assigned Positions:	FTE	Cost/ FTE	Fee
Leadership/Management			
9627 - Captain	0.66	\$ 217,656	\$ 143,653
Patrol Services			
2005 - Sergeants	1.37	163,106	223,456
2025 - Deputies	11.00	125,598	1,381,577
Additional Police Services			
Detectives (2025 - Deputy)	1.00	125,506	125,506
Administrative Services			
6002 - Office Assistant Sr.	1.00	77,078	77,078
6150 - Records Technician	1.00	81,965	81,965
Beach Patrol 25% of 2 SRO's (Deputy)	0.50	125,598	62,799
Overtime			218,569
Total FTE:	16.53		
Personnel Costs Subtotal:			2,314,603
Materials & Services (Operating Supplies, Protective Gear, Insurance, Equipment Maintenance, Fuel, Contract Services, Postage, Professional Services, Ballistic Vests, Training, Utilities/Phone)			219,847
County Wide Central Support Services Indirect Costs (HR, Accounting, Audit, Finance, Budget, Admin)			68,684
Departmental Management Indirect Costs (Statistical Analysis & Reporting, Fleet Management, Timekeeping, Payroll, Facilities, IT, Software, Risk Management, Fiscal Management)			149,533
Capital Outlay Items:			
Annual Patrol Vehicle Replacement Cost			58,990
Mobile Data Terminal Replacement			10,000
Portable & Mobile Radio Replacement			5,000
Total MCSO FY 2015-2016 Service Fee:			\$ 2,826,656

The above assigned number and type of positions will remain constant unless modified according to section 7. The annual service fee in subsequent years will vary according to service level adjustments, if any, of section 7, and the cost escalator provisions of section 6.8.

	LEBANON	CANBY	DALLAS	PENDLETON	THE DALLS	COOS BAY	ST HELENS
Population	20,520	18,171	18,317	16,841	16,215	15,799	14,892
General Fund Revenue	\$11,304,537	\$16,144,255	\$13,394,562	\$17,776,198	\$12,030,546	\$14,107,340	\$11,991,200
Property Tax Revenue	\$7,059,893	\$7,527,978	\$5,740,000	\$7,398,186	\$4,500,000	\$7,854,064	\$2,186,000
PD Operating Budget	\$6,790,006	\$8,333,017	\$4,583,772	\$6,228,145	\$5,224,670	\$5,137,880	\$5,709,000
Number of FTE	42	35	27	32	28	28	24
Number of Sworn FTE	26	29	24	27	26	25	
Number of SGT			6	3	6	4	
Patrol Cars Per Shift		17 cars - 2 to 6 cars per shift	10 cars - 5 per shift	7 cars - 5 per shift	8 cars - 5-8 per shift due to overlay		
F							
Shift Schedule		Patrol officers, traffic unit, and detective unit work 4-10 shifts. SRO work 5-8 shifts during school year and summer switch to 4-10 shift and join the patrol rotation.	2 shifts 7 am and 7 pm with 4-5 officers per shift	2 shifts 7 am and 7 pm with 4-5 officers per shift	3 shifts 7:30 am -5:30 pm 5:00 pm -3:00 am 10:00 pm -8:00 am F shift is one floater who works either 10 am -8 pm or 12 pm to 10 pm F shift is not utilized daily but when needed.		
SGT on Duty		20 hours per day there is SGT coverage	Always on duty unless training, vacation or illness prevents full time coverage	It is desired to have a SGT on duty at all times, but not always possible – FYI	Always on duty unless training, vacation or illness prevents full time coverage		
Community Input on Patrols		Community Support	Strong Comm. Support. More patrols needed	Strong Comm. Support. More patrols needed	Strong Comm. Support. More patrols needed		
Comments		Captain Gonzalez feels that they need 24 hour SGT coverage. Currently working with council and city management to increase SGT coverage to 24 hours.	I spoke to Admin SGT Colby Hamilton It's been a struggle to find qualified candidates. If we start our own PD it would, in his opinion, take a lateral move of several officers & couple SGT to start and build from there, to be successful.	I spoke to Chief Charles Byram. Happy to help.	I spoke to Captain Jamie Carrico. He said their goal is to have 28 sworn officers with 1 over hire and 2 addtl patrol cars. He said he has 4 patrol SGT, 1 admin SGT and 1 detective SGT. SGT work 12 hour shfts 7 am to 7 pm unless they are short due to vacation, illness, etc. Each of the 3 shifts must have a minimum of 3 officers and they generally have 4-6 per shift.		

MIN	MAX	AVE
14,892	20,520	17,251
\$11,304,537	\$17,776,198	\$13,821,234
\$2,186,000	\$7,854,064	\$6,038,017
\$4,583,772	\$8,333,017	\$6,000,927
24	42	31
24	29	26
3	6	5

Troutdale
17,000
\$16,411,361
\$6,744,761
\$5,135,447
2014-15 Budget Info
25.5
24
4
The operating budget of Troutdale PD in 2014 was \$4,281,000. FYI

POLICE DEPARTMENT

The Police Department includes the Police Management and Operations.

Police Services: The Police Department's adopted budget totals \$4,281,000 of which the Management Division accounts for \$1,055,000 and the Operations Division's budget totals \$3,226,000.

The Police Department is faced with some significant cost increases for necessary to maintain the emergency communications systems. Capital Outlay includes the scheduled two patrol vehicle replacements.

The personnel services totals reflect benefit cost increases from the Troutdale Police Officers Association new labor agreement. The combined personnel services budget, provides for 28.5 FTE positions.

The City is reimbursed for two School Resource Officers stationed at Reynolds High School by the Reynolds School District. Additionally an officer at 1.0 FTE is included in the budget and assigned to transit duty and TriMet pays for the entire cost of the position including a 5% administrative fee. In past fiscal year the state program for the East Metro Gang Enforcement Team was reestablished allowing funding for an additional 1.0 FTE officer position.

Also included in personnel services is \$15,000 to fund approximately 1,000 hours of beach patrol by Reserve Officers. Part of the overtime in the Police Operations Division is to fund officer overtime incurred manning special events for which the City bills the private party to recover costs incurred. Funds are included in the adopted budget to support AMR for staffing river rescue operations.

POLICE DEPARTMENT

PER CAPITA COMPARISONS

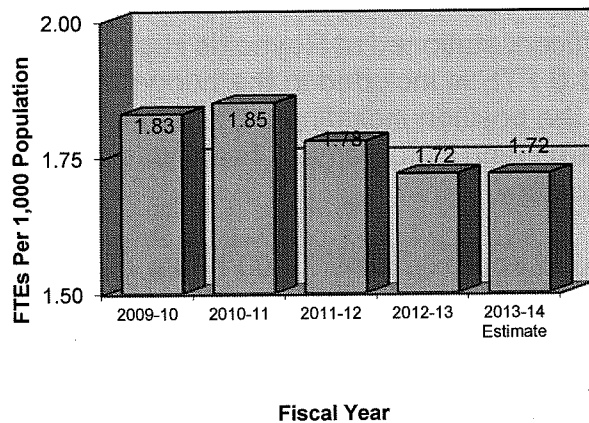
FTE TO POPULATION RATIO

Fiscal Year	Population	Number of FTEs	FTEs/1,000 Residents
2009-10	15,962	29.20	1.83
2010-11	15,980	29.50	1.85
2011-12	16,000	28.50	1.78
2012-13	16,005	27.50	1.72
2013-14 Estimate	16,015	27.50	1.72

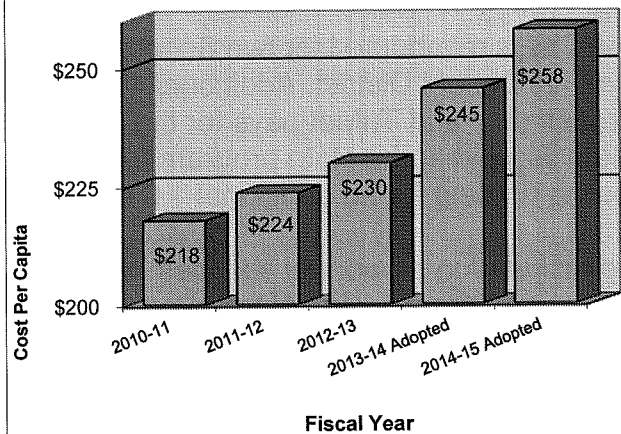
TOTAL OPERATING EXPENDITURES TO POPULATION RATIO

Fiscal Year	Population	Total Operating Expenditures	Cost Per Capita
2010-11	15,980	\$ 3,481,084	\$218
2011-12	16,000	\$ 3,578,119	\$224
2012-13	16,005	\$ 3,679,319	\$230
2013-14 Adopted	16,015	\$ 3,931,391	\$245
2014-15 Adopted	16,020	\$ 4,130,708	\$258

FTEs to Population



Operating Expenditures to Population



- Note: 1. Operating expenditures include personnel services and materials & services only for management and operations.
 2. The FY 2013-14 and FY 2014-15 expenditures are estimates.
 3. The FY 2013-14 population at July 1, 2013 is a City estimate.

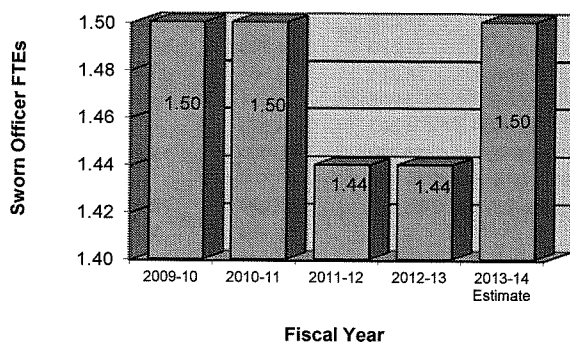
SWORN OFFICERS TO POPULATION RATIO

Fiscal Year	Population	Number of Sworn Officers	FTEs/1,000 Residents
2009-10	15,962	24	1.50
2010-11	15,980	24	1.50
2011-12	16,000	23	1.44
2012-13	16,005	23	1.44
2013-14 Estimate	16,015	24	1.50

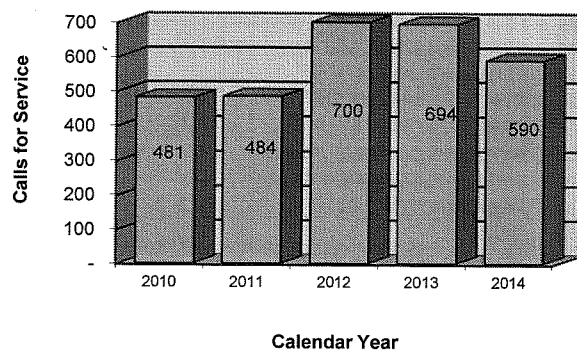
CALLS FOR SERVICE PER OFFICER

Calendar Year	Number of Officers Taking Calls	Calls for Service	Calls Per Officer
2010	17	8,179	481
2011	17	8,236	484
2012	17	11,897	700
2013	17	11,798	694
2014	17	10,028	590

Officer FTEs per 1,000 of Population



Calls for Service Per Officer



Note: 1. The FY 2013-14 population and CY 2014 calls for service are City estimates. The 2014 calls for service estimate is based on the past four-year average.

Note: 2. In 2006 the Police Department changed the basis of evaluating adequate staffing levels and workload. Management now uses "calls for service" rather than officers per 1,000 population as a key indicator for adequate officer staffing. The calls for service are provided by BOEC (Bureau of Emergency Communications) based on officers dispatched, excluding traffic stops.

Note: 3. Staffing count as of June 30th each year. Officers taking calls for service excludes the Sworn Officer positions of Chief, Administrative Sergeant, Detectives, Gang Officer, and Tri-Met Officer, but does include School Resource Officers and patrol supervision Sergeants.

**PUBLIC SAFETY - POLICE MANAGEMENT
ACCOUNT 01.70**

REQUIREMENTS BY CATEGORY

ACCT NO	ACCOUNT DESCRIPTION	FTE 2014-15	ACTUAL 2011-12	ACTUAL 2012-13	COUNCIL ADOPTED BUDGET 2013-14	MANAGER PROPOSED BUDGET 2014-15	COMMITTEE APPROVED BUDGET 2014-15	COUNCIL ADOPTED BUDGET 2014-15
REQUIREMENTS								
PERSONNEL SERVICES								
	FTE POSITIONS	7.00	7.00	7.00	7.00	7.00	7.00	7.00
01-70-8002	DEPARTMENT DIRECTOR	1.00	\$ 93,467	\$ 95,764	\$ 98,179	\$ 102,666	\$ 102,666	\$ 102,666
01-70-8003	PD ADMINISTRATIVE SPECIALIST	1.00	-	-	-	48,430	48,430	48,430
01-70-8003	RECORDS SUPER/ADMIN ASSISTANT		42,388	36,174	47,244	-	-	-
01-70-8035	POLICE LIEUTENANT	1.00	70,042	91,913	92,596	94,923	94,923	94,923
01-70-8039	POLICE SERGEANT	4.00	407,168	346,956	349,483	363,197	363,197	363,197
01-70-8103	SALARY OVERTIME		13,902	8,254	15,000	15,000	15,000	15,000
01-70-8104	BEEPER PAY		1,241	-	-	-	-	-
01-70-8105	HOLIDAY PAY		16,003	9,848	12,172	12,172	12,172	12,172
01-70-8181	FICA - CITY EXPENSE		47,400	44,060	47,023	48,684	48,684	48,684
01-70-8183	PERS PENSION PLAN-DB		71,803	63,153	87,370	64,906	64,906	64,906
01-70-8184	PERS IAP PLAN-DC		33,589	33,593	35,251	36,554	36,554	36,554
01-70-8185	STATE UNEMPLOYMENT		1,185	3,541	3,688	5,091	5,091	5,091
01-70-8186	TRI-MET EXCISE TAX		4,276	4,003	4,387	4,542	4,542	4,542
01-70-8187	WORKERS COMP INSURANCE		13,750	12,550	18,000	18,000	18,000	18,000
01-70-8188	W/C ASSESSMENT EXPENSE		250	214	175	480	480	480
01-70-8191	KAISER MEDICAL		42,204	33,408	35,281	38,053	38,053	38,053
01-70-8192	DENTAL		8,521	8,386	8,994	8,984	8,984	8,984
01-70-8194	BLUE CROSS MEDICAL		54,204	56,499	51,284	51,041	51,041	51,041
01-70-8195	HRA CLAIM EXPENSE		-	187	7,500	7,500	7,500	7,500
01-70-8196	LONG TERM DISABILITY INSURANCE		2,214	2,218	2,886	2,886	2,886	2,886
01-70-8197	GROUP LIFE/AD&D		466	421	348	348	348	348
	TOTAL PERSONNEL SERVICES	7.00	924,072	851,142	916,861	923,458	923,458	923,458
MATERIALS & SERVICES								
01-70-8208	SOFTWARE PURCHASES		-	-	-	-	-	-
01-70-8210	OFFICE SUPPLIES		761	788	2,000	2,000	2,000	2,000
01-70-8211	SPECIAL DEPARTMENT EXPENSE		114	565	200	200	200	200
01-70-8212	EQUIPMENT UNDER \$1,000		-	-	-	-	-	-
01-70-8213	OPERATING SUPPLIES		3,355	3,562	4,150	4,150	4,150	4,150
01-70-8215	POSTAGE		1,460	1,275	1,500	1,500	1,500	1,500
01-70-8216	UTILITIES & PHONE		19,150	48,296	49,000	49,000	49,000	49,000
01-70-8217	RENTS & LEASES		3,861	4,111	6,300	6,300	6,300	6,300
01-70-8219	MAINT/OPERATION OF EQUIPMENT		17,723	15,958	29,500	29,500	29,500	29,500
01-70-8220	PROFESSIONAL SERVICES		4,031	8,252	1,050	1,050	1,050	1,050
01-70-8221	OTHER CONTRACT SERVICES		13,320	10,346	11,400	12,500	12,500	12,500
01-70-8222	INSURANCE		-	-	-	11,100	11,100	11,100
01-70-8223	MEMBERSHIP & DUES		714	425	605	605	605	605
01-70-8224	CONFERENCE/EDUCATION/TRAVEL		16,058	12,419	14,000	14,000	14,000	14,000
	TOTAL MATERIALS & SERVICES		80,548	105,995	119,705	131,905	131,905	131,905
CAPITAL OUTLAY								
01-70-8310	BUILDING IMPROVEMENTS		-	-	-	-	-	-
	TOTAL CAPITAL OUTLAY		-	-	-	-	-	-
	TOTAL REQUIREMENTS		\$ 1,004,620	\$ 957,137	\$ 1,036,566	\$ 1,055,363	\$ 1,055,363	\$ 1,055,363

**PUBLIC SAFETY - POLICE MANAGEMENT
ACCOUNT 01.70**

MATERIAL AND SERVICES DETAIL

ACCOUNT DESCRIPTION	GL ACCOUNT	EXPENSE TYPE	COUNCIL ADOPTED BUDGET 2013-14	MANAGER PROPOSED BUDGET 2014-15	COMMITTEE APPROVED BUDGET 2014-15	COUNCIL ADOPTED BUDGET 2014-15
Office Supplies	8210	Stationery Items	2,000	2,000	2,000	2,000
Special Department Expense	8211	Parking	200	200	200	200
Operating Supplies	8213	Criminal/Vehicle Code, Manuals (every 2 years)	150	150	150	150
		New Uniforms/Clean/Replace	4,000	4,000	4,000	4,000
			4,150	4,150	4,150	4,150
Postage	8215	Postage	1,500	1,500	1,500	1,500
Utilities/Phone	8216	Integra, Verizon, PGE	49,000	49,000	49,000	49,000
Rents & Leases	8217	PD Copier	6,300	6,300	6,300	6,300
Maint/Operation of Equipment	8219	Gas: Chief/Sergeants	15,000	15,000	15,000	15,000
		HVAC System	6,000	6,000	6,000	6,000
		Network Printer/Fax Machines	500	500	500	500
		Veh. Maint/Repairs	8,000	8,000	8,000	8,000
			29,500	29,500	29,500	29,500
Professional Services	8220	Accreditation	1,050	1,050	1,050	1,050
		Crime Analysis/Lowe (Grant offset)	-	-	-	-
		Crime Analysis/Troudt (Grant offset)	-	-	-	-
			1,050	1,050	1,050	1,050
Other Contract Services	8221	Cellular Phone	7,100	7,100	7,100	7,100
		Trauma Intervention Prog (TIP)	1,500	1,500	1,500	1,500
		East Metro Mediation	2,800	3,500	3,500	3,500
		Flash Alert		400	400	400
			11,400	12,500	12,500	12,500
Insurance	8222	Insurance CIS liability & property	-	11,100	11,100	11,100
Membership and Dues	8223	Natl Assn Police Chiefs	-	-	-	-
		OEDI	135	135	135	135
		OR Assn Police Chiefs	350	350	350	350
		IACP	120	120	120	120
			605	605	605	605
Conference/Education/Travel	8224	Admin. Asst. LEDS / Records Mgmt	200	200	200	200
		Chief - OACP, ELETS/OEDI,				
		Professional Certifications	2,000	2,000	2,000	2,000
		Lieutenant (1) Sgts. (4) for Training,				
		Development, College Reimbursement,				
		Command College	6,800	6,800	6,800	6,800
		Mgmt. Development	5,000	5,000	5,000	5,000
			14,000	14,000	14,000	14,000
TOTAL MATERIALS & SERVICES			\$ 119,705	\$ 131,905	\$ 131,905	\$ 131,905

PUBLIC SAFETY - POLICE MANAGEMENT
ACCOUNT 01.70

CAPITAL OUTLAY DETAIL

ACCOUNT DESCRIPTION	GL ACCOUNT	CAPITAL OUTLAY DESCRIPTION	COUNCIL ADOPTED BUDGET 2013-14	MANAGER PROPOSED BUDGET 2014-15	COMMITTEE APPROVED BUDGET 2014-15	COUNCIL ADOPTED BUDGET 2014-15
Computer Equipment	8301	Equipment \$1,000 and Over	\$ -	\$ -	\$ -	\$ -
			-	-	-	-
			-	-	-	-
			-	-	-	-
			-	-	-	-
			-	-	-	-
Facilities	8320		-	-	-	-
			-	-	-	-
			-	-	-	-
TOTAL CAPITAL OUTLAY			\$ -	\$ -	\$ -	\$ -

PUBLIC SAFETY - POLICE OPERATIONS
ACCOUNT 01.71

REQUIREMENTS BY CATEGORY

ACCT NO	ACCOUNT DESCRIPTION	FTE 2014-15	ACTUAL 2011-12	ACTUAL 2012-13	COUNCIL ADOPTED BUDGET 2013-14	MANAGER PROPOSED BUDGET 2014-15	COMMITTEE APPROVED BUDGET 2014-15	COUNCIL ADOPTED BUDGET 2014-15
REQUIREMENTS								
PERSONNEL SERVICES								
	FTE POSITIONS	21.50	21.50	21.50	21.50	21.50	21.50	21.50
01-71-8019	CODE ENFORCEMENT OFFICER	0.50	24,312	25,277	26,033	\$ 26,687	\$ 26,687	\$ 26,687
01-71-8034	POLICE INVESTIGATOR	2.00	135,039	134,417	132,229	135,548	135,548	135,548
01-71-8036	POLICE OFFICER	12.00	679,248	748,171	761,080	790,536	790,536	790,536
01-71-8037	POLICE EVIDENCE TECHNICIAN	1.00	44,569	17,619	46,810	46,815	46,815	46,815
01-71-8038	POLICE RECORDS SPECIALIST	2.00	84,631	86,937	89,101	91,349	91,349	91,349
01-71-8044	OFFICE FLOAT / SUPPORT		5,192	3,526	-	-	-	-
01-71-8051	POLICE SRO	2.00	130,256	129,336	131,029	134,318	134,318	134,318
01-71-8052	TRANSIT POLICE OFFICER	1.00	65,358	64,594	67,017	68,699	68,699	68,699
01-71-8055	GANG ENFORCEMENT OFFICER	1.00	-	-	-	65,314	65,314	65,314
01-71-8056	BEACH PATROL		1,922	11,261	15,000	15,000	15,000	15,000
01-71-8076	RESERVE POLICE OFFICERS		1,937	983	-	-	-	-
01-71-8103	SALARY OVERTIME		97,944	82,658	100,000	100,000	100,000	100,000
01-71-8105	HOLIDAY PAY		42,190	39,733	52,500	52,500	52,500	52,500
01-71-8181	FICA - CITY EXPENSE		97,699	99,349	108,691	116,798	116,798	116,798
01-71-8183	PERS PENSION PLAN-DB		139,446	136,416	184,322	143,353	143,353	143,353
01-71-8184	PERS IAP PLAN-DC		7,867	143,847	73,636	81,556	81,556	81,556
01-71-8185	STATE UNEMPLOYMENT		2,430	8,025	8,525	12,214	12,214	12,214
01-71-8186	TRI-MET EXCISE TAX		8,681	9,063	10,140	10,897	10,897	10,897
01-71-8187	WORKERS COMP INSURANCE		27,075	27,542	55,726	55,726	55,726	55,726
01-71-8188	W/C ASSESSMENT EXPENSE		674	665	650	1,476	1,476	1,476
01-71-8191	KAISER MEDICAL		72,539	85,492	91,754	103,844	103,844	103,844
01-71-8192	DENTAL		24,273	25,734	28,583	28,096	28,096	28,096
01-71-8194	BLUE CROSS MEDICAL		203,161	197,885	227,229	245,179	245,179	245,179
01-71-8195	HRA CLAIM EXPENSE		-	500	1,250	1,250	1,250	1,250
01-71-8196	LONG TERM DISABILITY INSURANCE		6,506	7,532	8,392	8,392	8,392	8,392
01-71-8197	GROUP LIFE/AD&D		1,256	1,254	1,478	1,478	1,478	1,478
	TOTAL PERSONNEL SERVICES		1,904,206	2,087,815	2,221,175	2,337,024	2,337,024	2,337,024
MATERIALS & SERVICES								
01-71-8207	COMPUTER REPAIR/PARTS/SUPPLIES		-	-	300	300	300	300
01-71-8208	SOFTWARE PURCHASES		30	-	-	-	-	-
01-71-8210	OFFICE SUPPLIES		3,676	3,466	5,000	5,000	5,000	5,000
01-71-8211	SPECIAL DEPARTMENT EXPENSE		46,539	44,303	47,400	54,800	54,800	54,800
01-71-8212	EQUIPMENT UNDER \$1,000		980	2,440	2,850	2,850	2,850	2,850
01-71-8213	OPERATING SUPPLIES		14,181	12,836	17,800	17,800	17,800	17,800
01-71-8215	POSTAGE		-	-	-	-	-	-
01-71-8218	BUILDING MAINTENANCE		-	109	-	150	150	150
01-71-8219	MAINT/OPERATION OF EQUIPMENT		122,371	126,555	125,300	135,300	135,300	135,300
01-71-8220	PROFESSIONAL SERVICES		-	-	-	-	-	-
01-71-8221	OTHER CONTRACT SERVICES		470,457	439,845	458,940	463,761	463,761	463,761
01-71-8222	INSURANCE		-	-	-	42,300	42,300	42,300
01-71-8224	CONFERENCE/EDUCATION/TRAVEL		9,700	4,534	10,060	10,060	10,060	10,060
01-71-8225	RESERVES EXPENSE		601	280	2,500	2,500	2,500	2,500
01-71-8226	GREAT PROGRAM		757	-	1,000	1,000	1,000	1,000
01-71-8232	FORFEITURE EXPENSE		-	-	2,500	2,500	2,500	2,500
	TOTAL MATERIALS & SERVICES		669,293	634,367	673,650	738,321	738,321	738,321
CAPITAL OUTLAY								
01-71-8301	EQUIPMENT \$1,000 AND OVER		200,066	114,701	74,200	70,700	70,700	70,700
01-71-8302	COMPUTER EQUIPMENT		-	-	-	-	-	-
01-71-8303	MOTOR VEHICLE		27,968	100,562	80,000	80,000	80,000	80,000
	TOTAL CAPITAL OUTLAY		228,035	215,263	154,200	150,700	150,700	150,700
	TOTAL REQUIREMENTS		\$ 2,801,533	\$ 2,937,445	\$ 3,049,025	\$ 3,226,045	\$ 3,226,045	\$ 3,226,045

PUBLIC SAFETY - POLICE OPERATIONS
ACCOUNT 01.71

MATERIALS AND SERVICES DETAIL

ACCOUNT DESCRIPTION	GL ACCOUNT	EXPENSE TYPE	COUNCIL ADOPTED BUDGET 2013-14	MANAGER PROPOSED BUDGET 2014-15	COMMITTEE APPROVED BUDGET 2014-15	COUNCIL ADOPTED BUDGET 2014-15
Computer Repair/Parts/Supplies	8207	Supplies	300	300	300	300
Software Purchases	8208	Property & Evidence Software	-	-	-	-
Office Supplies	8210	Stationery Supplies	5,000	5,000	5,000	5,000
Special Department Expense	8211	40/9mm/45/380 AMMO	10,000	15,000	15,000	15,000
		Beach Expenses to AMR	10,000	10,000	10,000	10,000
		Composite Fee	300	300	300	300
		Crime Prevention	700	700	700	700
		Crime Scene Evidence System	5,500	5,500	5,500	5,500
		DMV Photos & Suspension Packets	1,000	1,000	1,000	1,000
		Duty Holsters	250	250	250	250
		Evidence Forms,Supplies (include CDs, Tapes, DVDs)	3,500	3,500	3,500	3,500
		Evidence Storage	-	-	-	-
		Flares	3,500	3,500	3,500	3,500
		Records/Officer Forms & Supplies	3,500	3,500	3,500	3,500
		Initiated Towing Fees	600	600	600	600
		Parking	650	650	650	650
		Special Events	1,500	1,500	1,500	1,500
		River Safety Equipment	500	500	500	500
		Weapon Replacement	5,000	5,000	5,000	5,000
		Code Enforcement Printing	400	400	400	400
		Code Enforc - DMV License Reports	500	500	500	500
		Taser Replacement	-	2,400	2,400	2,400
			47,400	54,800	54,800	54,800
Equipment Under \$1,000	8212	Digital Cameras (3)	500	500	500	500
		Flashlight & Chargers	800	800	800	800
		Handcuffs	200	200	200	200
		Protective Gear	400	400	400	400
		Digital Recorders	200	200	200	200
		Unexpected Equipment Replace.	750	750	750	750
			2,850	2,850	2,850	2,850
Operating Supplies	8213	Ballistic Vest Replacm't (6 - Grant offset)	5,700	5,700	5,700	5,700
		Buy Money	1,000	1,000	1,000	1,000
		First Aid Supplies	500	500	500	500
		Criminal Code (every 2 years)	150	150	150	150
		Uniform Patches	100	100	100	100
		Uniform Cleaning	4,750	4,750	4,750	4,750
		Uniform Replacement	4,000	4,000	4,000	4,000
		Replacement Duty Belt Equip	1,000	1,000	1,000	1,000
		Manuals, pocket press (every 2 years)	200	200	200	200
		Vehicle Code Books (every 2 years)	150	150	150	150
		Code Enforcement Clothing	250	250	250	250
			17,800	17,800	17,800	17,800
Postage	8215	Postage	-	-	-	-
Building Maintenance	8218	Buildings and Structures	-	150	150	150
Maint/Operation of Equipment	8219	Car Washes	1,500	1,500	1,500	1,500
		Flashlight Batteries	-	-	-	-
		Flashlight Lamps	-	-	-	-
		Gas, Parts, Maint/Repairs	110,000	110,000	110,000	110,000
		Gen. Serv. State Bid Fee	200	200	200	200
		MDT Maintenance	4,000	8,000	8,000	8,000
		Mobile/Port Radio Maintenance	6,100	6,100	6,100	6,100
		PacSet Batteries	1,500	1,500	1,500	1,500
		Radar Repair	1,000	1,000	1,000	1,000
		Code Enforcement Gas, Maint.	-	-	-	-
		Vehicle Light bar Maintenance	1,000	1,000	1,000	1,000
		Arbitrator repair/Maintenance	-	6,000	6,000	6,000
			125,300	135,300	135,300	135,300
Other Contract Services	8221	BOEC Communications Dispatch	362,570	362,570	362,570	362,570
		Communications Access Fee 800Mhz	32,000	32,000	32,000	32,000
		East County Booking Facility Cost Share	5,000	9,821	9,821	9,821
		MDT Aircards - Verizon (20)	12,000	12,000	12,000	12,000
		MDT NetMotion Connection - GPD	2,500	2,500	2,500	2,500
		MDT Software Programming ePPDS	3,600	3,600	3,600	3,600

**PUBLIC SAFETY - POLICE OPERATIONS
ACCOUNT 01.71**

MATERIALS AND SERVICES DETAIL

ACCOUNT DESCRIPTION	GL ACCOUNT	EXPENSE TYPE	COUNCIL ADOPTED BUDGET 2013-14	MANAGER PROPOSED BUDGET 2014-15	COMMITTEE APPROVED BUDGET 2014-15	COUNCIL ADOPTED BUDGET 2014-15
		Cellular Phone Fees	7,500	7,500	7,500	7,500
		WebLEDS/TAME Accred. Systems Maint.	1,500	1,500	1,500	1,500
		PPDS & FileonQ Maint. (Records/Evidence)	27,000	27,000	27,000	27,000
		OSP User Charges	520	520	520	520
		IWORQs System Maint. (Code Enf.)	1,200	1,200	1,200	1,200
		Juvenile Custody Photo/Prints	300	300	300	300
		Translating Services	300	300	300	300
		Elevator Maintenance Contract	1,850	1,850	1,850	1,850
		Tyco Facility Security Monitor	550	550	550	550
		Schedule Anywhere Annual Fee	550	550	550	550
			<u>458,940</u>	<u>463,761</u>	<u>463,761</u>	<u>463,761</u>
Insurance	8222	Insurance CIS liability & property	-	42,300	42,300	42,300
Conference/Education/Travel	8224	Investigation Per Diem	400	400	400	400
		Officer Training Films/Manuals	200	200	200	200
		Instructor Certification	7,000	7,000	7,000	7,000
		Records & Evidence Training	900	900	900	900
		Publications/Subscriptions	360	360	360	360
		G.R.E.A.T. & SRO Training	500	500	500	500
		E.M.G.E.T. Training	-	-	-	-
		Oregon Code Enf. Assoc Membership	50	50	50	50
		Code Enforcement Training/Confer.	650	650	650	650
			<u>10,060</u>	<u>10,060</u>	<u>10,060</u>	<u>10,060</u>
Reserves Expense	8225	Reserve Donation Program	-	-	-	-
		Uniforms/Duty Gear	2,500	2,500	2,500	2,500
			<u>2,500</u>	<u>2,500</u>	<u>2,500</u>	<u>2,500</u>
GREAT Program	8226	Donation Program	-	-	-	-
		Regular	1,000	1,000	1,000	1,000
			<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>
Forfeiture Expense	8232	Lab Clean-up	2,500	2,500	2,500	2,500
TOTAL MATERIALS & SERVICES			\$ 673,650	\$ 738,321	\$ 738,321	\$ 738,321

**PUBLIC SAFETY - POLICE OPERATIONS
ACCOUNT 01.71**

CAPITAL OUTLAY DETAIL

ACCOUNT DESCRIPTION	GL ACCOUNT	CAPITAL OUTLAY DESCRIPTION	COUNCIL ADOPTED BUDGET 2013-14	MANAGER PROPOSED BUDGET 2014-15	COMMITTEE APPROVED BUDGET 2014-15	COUNCIL ADOPTED BUDGET 2014-15
Equipment Over \$1,000	8301	Mobile Data Terminals (MDT's)	\$ 13,500	\$ 10,000	\$ 10,000	\$ 10,000
		Portable Radios	24,000	24,000	24,000	24,000
		Video Cameras Arbitrator Lease yr 3 of 5	24,700	24,700	24,700	24,700
		Mobile (FP) Radios (County and City)	12,000	12,000	12,000	12,000
			<u>74,200</u>	<u>70,700</u>	<u>70,700</u>	<u>70,700</u>
Motor Vehicle	8303	Light Bar	4,000	4,000	4,000	4,000
		New Car Transfer Equip Labor	24,000	24,000	24,000	24,000
		2 Patrol Vehicles	49,000	49,000	49,000	49,000
		Security Divider	1,500	1,500	1,500	1,500
		Plastic Seat	1,500	1,500	1,500	1,500
			<u>80,000</u>	<u>80,000</u>	<u>80,000</u>	<u>80,000</u>
TOTAL CAPITAL OUTLAY			\$ 154,200	\$ 150,700	\$ 150,700	\$ 150,700

TROUTDALE POLICE DEPARTMENT FEASIBILITY ASSESSMENT

January 2024

SCOPE OF WORK

Project Objective

To assist the City of Troutdale's assessment of the upfront costs, annual operating and personnel cost, and considerations related to reestablishing a Troutdale Police Department (TPD). The analysis will produce a base scenario updated for current service population needs, as well as best practices, to establish a new cost estimate using the size of the 2014 TPD as a foundation.

Project Understanding and Approach Overview

Our firm possesses a unique combination of organizational assessment and financial analysis expertise relevant to this work. This experience also benefits from key team member's extensive first-hand experience working in the police field as well as recent analysis work related to Oregon municipal public safety staffing. Utilizing these valuable skills and experiences, our team will prepare a comprehensive assessment of the financial resources necessary to reestablish Troutdale Police Department that is well positioned to provide high quality and appropriate levels of service.

The focus of this research is financial feasibility and operational considerations while capturing high level observations and considerations discovered through research and based on our team's professional experience. These insights will help provide important contextual information related to best practices in contemporary law enforcement and potential tradeoffs to evaluate in considering a change in public safety service. The information and insights from this report are intended to provide a foundation for future deliberation processes that engage key City and community stakeholders.

Our approach begins by gaining a foundational understanding of the City of Troutdale's current and past public safety operations through budget and cost analysis. With guidance from the City Manager and/or other designated staff our team will review qualitative information to better understand the core challenges and opportunities related to current public safety services in Troutdale. Our team will validate and supplement provided information with internet research and communication with selected knowledgeable external law enforcement professionals as appropriate. Subsequently, a model of the 2014 Troutdale Police Department costs and service levels to use as a baseline for future projected costs will be established.

Using professional experience, best practices, and other information as appropriate, our team will use the 2014 model to establish a 2024 startup cost projections and annual operations scenario for an independent Troutdale Police Department. This information will be prepared a summary memorandum with supplemental budget appendices to present the financial assumptions, forecasted scenario, and considerations. Prior to finalization, our team is prepared to meet with the City Manager and/or designated staff to present and discuss the report data, findings.

Please note this scope is based on the following assumptions:

- The Public Safety Working Group will not be directly involved in this research or giving input.
- Our team will assume the size of force will be based on the 2014 model to allow us to move forward prior to the Public Safety Working Group's recommendation.
- Cost estimates will be limited to start-up and annual operations costs related to personnel, supplies equipment, etc.
- Capital costs related to facilities and/or costs related to repurposing the Sheriff's current facilities will not be considered.
- Costs related to equipment and other supplies will be estimated using industry best budgeting practices (but can be supplemented by information provided by the City).

Project Tasks

Task 1- Start-up and Project Management: We will conduct a start-up Zoom meeting with the City Manager and any designated staff, to confirm the scope of work, empirical and/or qualitative data needed, and a research development schedule. During the project, we will inform the City Manager of progress and request any further guidance or decisions needed and/or inform of unanticipated challenges.

Task 2 – Data Collection and Analysis: To project current costs for an independent police department, analysis will be performed based upon 2014 staffing levels, other available data, current operations, as well as minimum coverage levels corresponding to the current Troutdale population size and service needs.

To establish a holistic understanding of current contracted and past public safety operations, data and documents related to costs, equipment, staffing, benefits, department policies, and current service agreements will be requested from the City. Additional costing analysis related to contemporary personnel wages or benefits, equipment or supply costs, and other necessary data will be conducted using industry standard budgeting practices, internet research, or other outreach to knowledgeable professionals if necessary. Quantitative and qualitative information related to police staffing levels, service type, and quality needed to appropriately serve the current Troutdale community will also be sought. This may include functions ranging from dispatch services, river rescue, traffic, narcotics, regional teams/task forces, retail theft teams, homeless outreach, mental health intervention, school resource offices, and/or other factors to assess current service challenges for either an independent or contracted police service.

Subsequently, our team will produce a forecast for the costs associated with establishing and annual operation of a comparably sized department in a contemporary scenario. The budget information will establish assumptions on estimated staffing levels and structure by position at current public organization market rates that can be adjusted as needed for client needs.

During the development of a projection and further analysis, our team will capture and present in the final memo (described in next task) other applicable best practices and considerations related to



FY2023-24

Exhibit B - Final, Department Model

City of Happy Valley

Dedicated Police Services	Units	Salary	Benefits	Other	Total Cost	FTEs
Sworn						
Police Chief (Captain)	1.00	\$ 183,648.12	\$ 128,518.54	\$ 12,321.68	\$ 324,488.34	1.00
Sergeant	2.00	\$ 117,670.25	\$ 78,141.35	\$ 5,399.54	\$ 402,422.29	2.00
Detective	1.00	\$ 112,017.00	\$ 74,302.07	\$ 10,995.79	\$ 197,314.86	1.00
Deputy	7.00	\$ 96,770.57	\$ 64,125.17	\$ 4,579.24	\$ 1,158,324.86	7.00
Deputy - Graveyard	3.00	\$ 99,673.69	\$ 64,125.17	\$ 4,579.24	\$ 505,134.29	3.00
Deputy - Motorcycle	1.00	\$ 101,609.10	\$ 64,125.17	\$ 9,270.47	\$ 175,004.74	1.00
Non-Sworn						
Community Service Officer	1.00	\$ 68,628.29	\$ 47,714.81	\$ 2,935.36	\$ 119,278.46	1.00
Overtime	15.00			\$ 23,449.95	\$ 351,749.26	15.00
Subtotal, Dedicated Police Services, Subject to Reconciliation					\$ 3,233,717.09	16.00

Fuel and Vehicle Maintenance	Units	Fuel	Maintenance	Total Cost	Units
Chief Vehicle	1.00	\$ 2,069	\$ 2,415	\$ 4,483.80	1.00
Patrol Car	12.00	\$ 4,350	\$ 5,731	\$ 120,979.92	12.00
Motorcycle (Motor Unit)	1.00	\$ 2,497	\$ 5,578	\$ 8,075.08	1.00
Patrol Vehicle (Motor Unit)	1.00	\$ 870	\$ 1,146	\$ 2,016.12	1.00
Unmarked (Detective/Admin)	1.00	\$ 4,350	\$ 5,731	\$ 10,081.66	1.00
Subtotal, Fuel and Vehicle Maintenance, Subject to Reconciliation				\$ 145,636.58	16.00

Quartermaster and Vehicle Cost	Units	Expense	Total Cost	Units
Uniform, Equipment, and Supplies (Quartermaster)				
Deputy/Sergeant	9.00	\$ 2,731	\$ 24,582.29	9.00
Deputy (SRO)	0.00	\$ -	\$ -	0.00
Deputy (Motor Unit)	1.00	\$ 4,482	\$ 4,482.45	1.00
Detective	1.00	\$ 2,619	\$ 2,618.70	1.00
Non-Sworn	1.00	\$ 522	\$ 522.48	1.00
Lieutenant/Captain	1.00	\$ 2,802	\$ 2,802.45	1.00
Vehicles				
Patrol Car	11.00	\$ 8,743	\$ 96,178.17	11.00
Patrol Vehicle (Traffic Unit)	2.00	\$ 9,504	\$ 19,008.08	2.00
Chief Vehicle	1.00	\$ 8,624	\$ 8,624.46	1.00
Unmarked Vehicle (Det/Admin)	1.00	\$ 5,341	\$ 5,340.70	1.00
Motorcycle	1.00	\$ 9,738	\$ 9,738.11	1.00
Subtotal, Quartermaster and Vehicle Cost			\$ 173,897.89	

Additional Police Services	Units	Total Cost
Detectives	1.00	\$ 157,511.91
Records	1.00	\$ 108,503.33
Subtotal, Additional Police Services		\$ 266,015.24

Police Support Services	Units	Total Cost
Admin Overhead	1.00	\$ 455,344.52
Support Services	1.00	\$ 252,271.45
Subtotal, Police Support Services		\$ 707,615.97

Pass Through Costs	Units	Total Cost
CCOM	1.00	\$ 300,977.61
C800	1.00	\$ 43,127.36
Subtotal, Pass Through Costs		\$ 344,104.97

TOTAL POLICE SERVICES CONTRACT COST	\$ 4,870,987.74
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City of Happy Valley:

Clackamas County Sheriff's Office:

Signature, Printed Name & Title

Signature, Printed Name & Title

11-28-23

Date

Date

contracting or operating an independent department from both operational and service quality perspectives.

Task 3 – Summary Memorandum: We will summarize the information gathered in all the above tasks in a brief 2–4-page summary memorandum with observations and best practices expertise, including an appendix outlining the budget and other financial information developed through this research. An initial draft will be provided to the City Manager or designated staff for review and comment.

Task 4 – Report Finalization & Considerations Meeting: Following the review of the initial report draft by the City Manager and/or designated staff, the consultant will facilitate a report review meeting with the City Manager and/or relevant City staff to provide an opportunity to discuss the report findings with our team. Following this meeting, including any minor revisions identified, a final version will be provided in a PDF format.

Schedule

This project will be completed by or before June 1, 2024, unless otherwise agreed.

Budget

The project cost, including professional fees and direct expenses, will not exceed **\$16,480**. If scope changes appear warranted, any increase in the budget will be approved by the City Manager.

Team Profiles

Erik Jensen, Principal

Erik Jensen is the Principal and Founder of Jensen Strategies, LLC. He established the firm in 2012 after serving over 20 years as a public administrator, project manager, and public affairs consultant in Oregon and Washington. Erik has led numerous processes helping Northwest organizations navigate future policy and operational planning as well as recruiting upper-level public managers.

Erik has assisted local governments and public policy organizations to set strategic courses of action for current and future decision-making. As a seasoned facilitator, strategic planner, recruiter, and organizational and public policy development expert, he has led significant initiatives for numerous entities including cities, counties, and professional organizations. These projects have included upper-level recruitments, city council retreats, strategic planning processes, community vision action planning, organizational assessments, committee facilitation, and public policy feasibility studies.

As an experienced facilitator and trained mediator, Erik has helped clients build partnerships and reach consensus among diverse interests. Erik believes the best policy and organizational development initiatives are objective, inclusive, well informed, and lead to tangible outcomes. He emphasizes the importance of balancing community and organizational interests, involving key stakeholders, and ensuring the process is well informed to build sustainable results.

Before forming Jensen Strategies, Erik was the Administration Department Director for the City of Hillsboro overseeing several organization-wide functions including city-wide projects (e.g., visioning, strategic planning, sustainability), legislative relations, community and media relations, and franchise management. Earlier, as a project manager for the same department, he led external and internal policy initiatives such as development and implementation of the international award-winning Hillsboro 2020 Vision. He led the process to develop the City's first operational strategic plan. Prior to the City of Hillsboro, Erik was a public affairs consultant with another firm where he facilitated public engagement processes for large, high-profile projects such as Portland CSO Program, and Oregon Arena Project. He has also held staff positions at the Oregon Legislature and political campaigns.

Erik has a Bachelor of Arts degree in Political Science from Lewis and Clark College and a Master of Public Administration degree from the University of Washington. He is a member of the International City/County Management Association (ICMA) and the Oregon City/County Management Association (OCCMA). Erik currently serves on the Alumni Board of Lewis and Clark College.



Amelia Wallace, Senior Associate

Amelia Wallace, Senior Associate, has been with Jensen Strategies since 2020 providing project leadership, recruitment support, facilitation, policy analysis, and product development for clients. She earned her Master of Public Administration (MPA) from the University of Washington Evans School of Public Policy & Governance in Seattle with a concentration on public financial management, local government service, and policy analysis.



As an experienced project manager, facilitator, and researcher, she has led or served as project assistant on a variety of projects for cities, ports, nonprofits, and other professional organizations. These projects have included upper-level recruitment, city council retreats and goal setting, strategic planning processes, community visioning, work group facilitation, and public policy feasibility studies.

Amelia is from the Tennessee Valley and earned her Bachelor's in Politics with Honors from Oberlin College in Ohio. She started her career with three cycles of campaign organizing for local and statewide elections. While happily retired from campaigns, her experience organizing and training maintains her passion for civic engagement and community development. She also served as an AmeriCorps member building partnerships and running youth biking safety and Safe Routes to School programs.

While in Seattle, Amelia immersed herself in a variety of professional and academic activities. In her work, she served as the graduate intern for the City of Seattle Department of Transportation Curbside Management team providing parking policy research, supporting COVID-19 business relief efforts, and coordinating neighborhood engagement and communication about new Link light rail stations. In her final consulting project for her degree, she worked with the Seattle Office of Civil Rights to develop qualitative analysis data as part of the City's Race and Social Justice Initiative. Outside of class, she led the local University of Washington International City/County Management Association (ICMA) student chapter which offers an assortment of professional development events and networking opportunities including conferences and paid fellowship opportunities to support students' work with small cities across Washington state.

Carey Sullivan, Consultant

Carey Sullivan is a consultant with Jensen Strategies specializing in Police Chief recruitments and public safety policy analysis.

Now retired from 30 years on the police force, Carey uses his extensive experience to consult with prison and jail administrators to enhance the security, operational efficiency, and educational and release programs delivery using a computer-based inmate communications and learning system.



Carey is the former Chief of Police for Hillsboro, OR and Woodland, CA. Prior to becoming a Police Chief, Carey had a 23 -year career in law enforcement serving as a Police Officer, Sergeant, Lieutenant, and Captain. He has been a police recruiter, and Academy Instructor, as well as worked in Patrol, Special Operations, Traffic, and Investigations. Carey has experience in IACP Mid-Size Cities Section Representative to NDEX and Unified Messaging, California Domestic Violence Advisory Council (Governor's Appointment), California High Risk Sex Offender Task Force, and the Executive Committee and Anti-terrorism Task Force (U.S. Attorney's Office). Carey is also currently involved in F.B. I. National Academy Associates and California Police Chiefs Association and serves as President/Board Member for Boys and Girls Club of National City and Metropolitan Portland.

Carey attained graduate degrees in Public Administration from San Diego State University and Organizational Development from the University of Virginia. He also holds a Bachelor of Science in Criminal Justice Administration from San Diego State University.

During his free time, Carey enjoys running, skiing, golfing, traveling, and spending time with family and friends.