

# CONTRACT PARTNERSHIP

## Woodinville's Contract for Police Services: Details and Terms

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**KCSO Captain Jim Graddon**  
KCSO Contracts Unit, M.S. KCC-SO-0100  
516 Third Avenue, Seattle, WA 98104  
206-296-4183  
james.graddon@metrokc.gov

# Presentation Overview

- Woodinville's Police Department
- Contract Structure
- City Choices



# Woodinville Police

## ★ Chief Baxter is responsible for the police department.

- Law enforcement decisions.
- Service level recommendations.
- Day-to-day operations of your police department.
- Day-to-day coordination with your City Manager.
- Participation on City Management Team

## ★ Woodinville Dedicated Services:

- Police Chief, chosen by the city
- Administrative Sergeant
- 6 Officers

## ★ About Your Officers

- Woodinville officers are experienced, and dedicated to serve for a minimum of 2 years.
- Officers are fully trained and state-certified.
- Coming to Sheriff's Office in 2006: Daily computer-based training and wireless communications in patrol cars



# Additional Police Resources



Communications

**There are over 125 employees in the shared units purchased by Woodinville. All are available to serve the city.**



MARR Unit

Woodinville police

## ★ Woodinville Shared Services (3.79 FTEs)

- Precinct:
  - Supervision, Investigations, Clerical Support
- Central Services:
  - Communications
  - Fraud and Forgery Unit
  - Hostage Negotiation
  - Major Accident Investigation (MARR)
  - Major Crimes and Special Assault Investigation
  - TAC-30/SWAT

## ★ Support Services

- Evidence management, records management, training, crime analysis, recruiting, personnel management, computer resources, crime scene photography, and more...

## ★ Other Resources Available as Needed

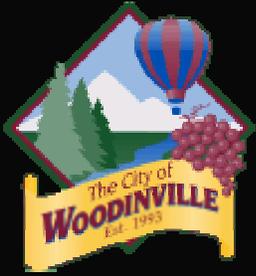
- Neighborhood Drug Enforcement and Meth/Clandestine Lab Team
- K-9 Unit
- Regional Partnerships and Task Forces

How Does This Happen  
Under Contract?



# Contract Philosophy

- ★ This is your police department, provided by the city, with the Sheriff's Office as your partner.
- ★ Our role is to provide you with a **contract structure and information** so that you can effectively design a local police department that achieves your goals.



# Contract Structure

- ★ **The twelve cities that contract with the Sheriff's Office negotiate together and operate under identical terms.**
- ★ **The Interlocal Agreement (ILA) is on an automatic renewal schedule unless renegotiated or terminated.**
  - Changing services or FTE levels does not require renegotiation.
- ★ **Cities participate in three groups, which currently meet every other month:**
  - Oversight Committee: City managers
  - "Oyster" Team: Finance directors
  - City Chiefs Group
- ★ **City Councils approve the contract, set local priorities, and determine the levels and types of service that the city will provide.**



# Contract Services

- ★ **The city is required to purchase some “Base Level” police services.**
  - Base Level Examples: Patrol, Local Detectives, Supervision, Major Investigations, Communications...
  - Your 2006 cost of base services is about \$1.4 million.
  
- ★ **Other services are optional.**
  - School Resource Officers, Community Service Officers, Fraud Unit, Domestic Violence Unit, etc.
  - Woodinville’s optional services: Administrative Sergeant and Fraud Unit.
  
- ★ **There are two methods for purchasing most FTEs:**
  - Dedicated (8 in Woodinville)
  - Flex/Shared (3.79 FTEs)



# City Implementation

**Required  
Base Level  
Service**

**24x7 Patrol**

**City Service Options**

**Model:**  
Flex or Dedicated

**Level:**  
Number of officers

**Delivery:**  
Officers/shift  
Shift schedules \*  
Special programs  
Non-emergency  
priorities

**Woodinville's  
Current Decisions**

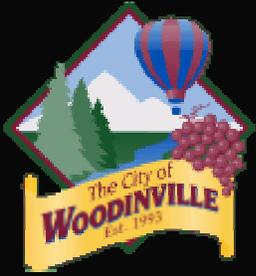
**Dedicated patrol  
staff**

**6 patrol officers**

**3 shifts per day**

**Community crime  
prevention efforts**

\* To the degree allowed by police guild contract and labor laws



# Cost Model Basics

- ★ **The unit cost for an officer (\$131,368) includes all the tools necessary to do the job.**
  - Salary, benefits, overtime, special or duty pays.
  - Insurance, uniforms & equipment, vehicle, radio, precinct support.
  - Recruiting, hiring, and standard training.
  - Sheriff's Office support (police records, payroll, evidence, etc.)
  - Administrative overhead (e.g., labor negotiations)
    - Cities are not charged for county overhead such as general government (executive and council), budget services, ombudsman, etc.
    - Cities are not charged for services that are regional, backed by other revenue, or unfunded mandate (as negotiated).
  
- ★ **The method of establishing unit costs was agreed upon with the contract partners and does not change from year to year.**
  - Most overhead charges are assigned per FTE.
  
- ★ **Liability for police actions is assumed by the Sheriff's Office.**



# Cost Model Basics

★ **After Woodinville makes its service decisions:**

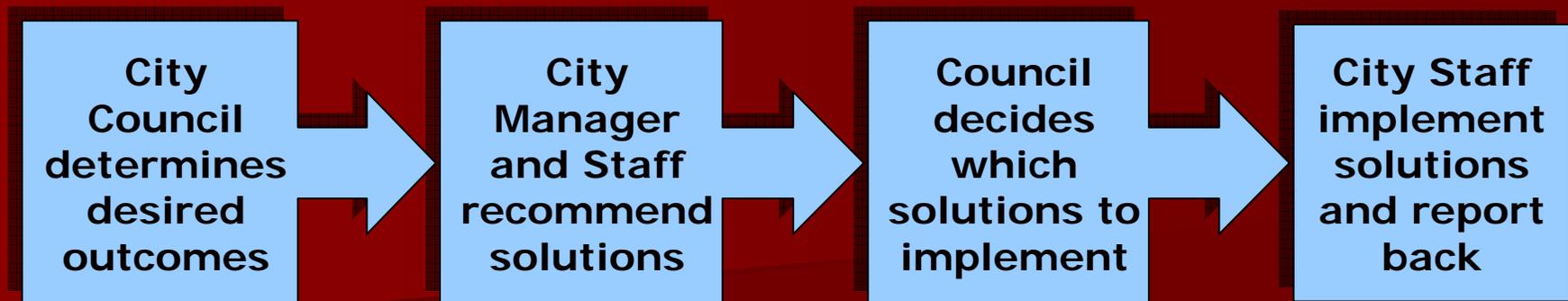
- The city pays monthly based on a financial exhibit.
- Charges are based on workload, staffing, and average costs.
  - **Examples:**
    - Communication Center: % DCFS x Cost of Center = City Charge
    - Patrol Officers: # Officers x Average Cost of Officer = City Charge

★ **The amount paid is reconciled against actual expenditures.**

- Actual expenditures are calculated for salary, benefits, special and/or duty pays, and overtime for dedicated officers.
- Woodinville receives a refund if the city overpaid, or is charged for additional costs.

	2002	2003	2004	2005
<b>Exhibit B Amount</b>	\$1,418,919	\$1,445,980	\$1,534,701	\$1,569,447
<b>Reconciliation</b>	(\$34,515 )	(\$17,057)	(\$18,309)	~ \$46,000
<b>Actual Cost</b>	\$1,384,404	\$1,428,923	\$1,516,392	~ \$1,615,447

# How Does a City Make Service Decisions?





# Outcomes & Solutions

- ★ **Most City Councils use a variety of information to set the vision for their police department.**
  - Input from the public
  - Recommendations from city manager, police chief, and staff
  - Performance measures and benchmarks
  - Budget realities
  
- ★ **There is no single “best practice” approach to establishing resources or offering solutions**
  - Every methodology has advantages and disadvantages
    - Sample methodologies: Officers per 1000, Percent “Available” time, Officers needed for average response time, Professional judgment, Workload/officer, Officers needed for programs, Workload types
  - Generally, it makes sense to combine methods



# Making New Choices

- ★ **Under the contract, cities can opt to change their service levels or service mix at any time with a letter from the city manager.**
  - Adding an FTE or a service normally does not require negotiating a change to the ILA.
  - Adding an FTE can take up to 9 months.
    - This is dependent on how quickly we can hire and place a recruit deputy in the state Academy, as well as the number of other vacancies that need to be filled throughout the department.
    - The state-mandated academy training is now 720 hours (about 4½ months).
    - Other factors include additional required training (e.g., NASRO certification for School Resource Officers).
  
- ★ **Woodinville can make many decisions about its police force that don't require contract amendments.**
  - Resource allocation, "hot spot" emphasis, power shifts, priorities



# Local Examples

Local Priority	Examples of Actions Other Contract Cities have Taken
Reduce crime and fear of crime	Increase staffing (sworn or non-sworn) Change schedules for visibility Focus on "hot spots" Alter communication & outreach efforts Implement surveys
Traffic Control	Change patrol schedules for power shift Use motorcycle unit or other officers on overtime Add traffic car
Reduce response times	Increase patrol staffing Use wireless technology Focus on "hot spots"

## Real Contract City Example

- **Goal:** Improve traffic enforcement and community presence without sacrificing too much patrol response.
- **Solution:** Convert a patrol position to a storefront/traffic position. The position was moved from a slow graveyard shift to a "power shift" that overlapped into a busy swing shift. The first part of the shift is in the storefront, with traffic enforcement during peak times. The person is always available for backup patrol as needed.



# Conclusion

- ★ We believe this is a partnership that works, and want to continue being partners in your police department.
  - ★ You have the ability to make local police changes to meet the goals you set for the city.
  - ★ We are happy to provide your chief and city staff with the information you need.
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