



**CONCURRENT MEETING
CITY COUNCIL/SUCCESSOR AGENCY TO THE COMMUNITY REDEVELOPMENT
AGENCY (CRA)/RANCHO CORDOVA FINANCING CORPORATION (RCFC)**

**City Hall
2729 Prospect Park Drive, Rancho Cordova**

Tuesday, May 27, 2014

**5:30 PM – Special Meeting
American River Community Room North**

AGENDA

1. WORK SESSION - CALL TO ORDER/ROLL CALL

Council Members Budge, McGarvey, Sander, Terry and Mayor Skoglund.

2. PUBLIC COMMENT

At a special meeting, citizens wishing to address the Council for any matter on the agenda may do so at the time the matter is discussed. Note, under the provisions of the California Government Code, the City Council is prohibited from discussing or taking action on any item not on the agenda.

3. SPECIAL MEETING ITEM

3.1 **Subject:** Police Options Discussion.

Recommendation: Update the Council on staff efforts to study police delivery options. Staff will present some findings and seek Council discussion and feedback on the two existing options.

Result of Recommended Action: Give staff direction on the issues of most concern to the Council to allow staff to prepare a comprehensive report on the police service delivery options available.

Staff Report: Joe Chinn, Interim City Manager, Donna Silva, Finance Director, and Troy Holt, Communications and Govt. Relations Director.

Advances Goals: 1, 2, 5.

4. ADJOURNMENT

Mayor Skoglund will adjourn the meeting to closed session in the Community Board Room.

5. CLOSED SESSION - CALL TO ORDER/ROLL CALL

Council Members Budge, McGarvey, Sander, Terry and Mayor Skoglund.

6. CLOSED SESSION

Council may adjourn to Closed Session to discuss the following items:

PUBLIC EMPLOYEE APPOINTMENT

Title: City Manager

Pursuant to Government Code Section 54957

CONFERENCE WITH LABOR NEGOTIATORS

Agency designated representatives: Adam Lindgren and Bob Murray.

Unrepresented employee: City Manager

Pursuant to Government Code Section 54957

7. OPEN SESSION - REPORT FROM CLOSED SESSION

The City Attorney will report on action taken in Closed Session.

8. ADJOURNMENT

ADDITIONAL INFORMATION

In compliance with the Americans with Disabilities Act, if you need a disability-related modification or accommodation, including auxiliary aids or services, to participate in this meeting, please contact the City Clerk's Office at (916) 851-8720 at least 48 hours prior to the meeting.

CERTIFICATION OF POSTING OF AGENDA

I, Mindy Cuppy, CMC, City Clerk for the City of Rancho Cordova, declare that the foregoing agenda for the Tuesday, May 27, 2014 Special Meeting of the Rancho Cordova City Council/Successor Agency to the CRA/RCFC was posted and available for review on Friday, May 23, 2014 at City Hall of the City of Rancho Cordova, 2729 Prospect Park Drive, Rancho Cordova, California, 95670. The agenda is also available on the city website at www.cityofranchocordova.org.

Signed Friday, May 23, 2014 at Rancho Cordova, California.


Mindy Cuppy, CMC, City Clerk

MEMORANDUM



DATE: May 27, 2014

TO: Honorable Mayor and Council Members

FROM: Joe Chinn, Interim City Manager
Donna Silva, Finance Director
Troy Holt, Communications and Govt. Relations Director

SUBJECT: Police Options Discussion

RECOMMENDATION

Update the Council on staff efforts to study police delivery options. Staff will present some findings and seek Council discussion and feedback on the two existing options.

RESULT OF RECOMMENDED ACTION

Give staff direction on the issues of most concern to the Council to allow staff to prepare a comprehensive report on the police service delivery options available.

BACKGROUND

Since city incorporation in 2003, Rancho Cordova has provided police services via a contract with the Sacramento County Sheriff's Department. With the service contract expiring in June 2013, Sheriff Scott Jones asked in February 2013 that Rancho Cordova consider either a one-year or five-year contract renewal. Sheriff Jones' stated that pending retirements in his department were the basis for his request. Should Rancho Cordova consider the formation of an in-house department, the one-year renewal would allow for Sheriff Jones to absorb his deputies assigned to Rancho Cordova back into the larger department before hiring to fill vacancies created by the retirements. If the City were to stay with the Sheriff's Department as the service provider, Sheriff Jones requested a five-year contract.

In March 2013, staff opened discussions with the City of Citrus Heights City Manager and Chief of Police regarding the possibility of contracting with that City to provide police services to the citizens of Rancho Cordova. For an increased perspective, Rancho Cordova staff also interviewed staff members from the City of Brea regarding the contract police service that they had provided to the City of Yorba Linda for four decades.

Staff discussed police service options with the Council on June 3, 2014. While there was not enough time to create an in-house department or negotiate a service agreement with the City of Citrus Heights, staff returned to the Council on June 17, 2013 with the recommendation to renew the contract with the Sacramento County Sheriff's Department for three (3) years, after successfully negotiating the term with Sheriff Jones.

On October 23, 2013, staff entered into an agreement with Ralph Andersen & Associates for an in-depth analysis of the three different service options for police services. Sadly, the lead staff member, John Goss, was diagnosed with terminal cancer within two months of initiating the agreement with the City. Mr. Goss passed away on January 10, 2014. After Mr. Goss' passing, staff continued the analysis in-house with assistance from Ralph Andersen & Associates consultant (and former police chief) George Rawson and Doug Diamond (former Rancho Cordova Chief of Police).

On May 1, 2014, after nearly a year of discussion with the City of Citrus Heights, that city's City Manager decided to withdraw from further consideration. Only two police service options now remain – continue with the Sacramento Sheriff's Department or create an in-house police department.

The timeline for making a decision is related to the existing service contract with the Sacramento County Sheriff's Department. The contract expires on June 30, 2016, and the City must give the Sheriff's Department an 18-month advance notice if the City decides not to renew the contract. Therefore, December 31, 2014 is the deadline for notifying the Sacramento County Sheriff's Department that the City will either renew the service contract or separate from the Sheriff's Department.

ATTACHMENT(S)

1. PowerPoint Presentation

Police Services Contract Options

May 27, 2014



Agenda and Objectives

- Introductions
- Status Update
- Review of Summary Cost Data
- Review Pro's and Con's
- Clarify Decision Deadline
- Council Direction Before Determining Next Steps

Background

- February 2013: Sheriff Scott Jones asked Rancho Cordova to consider either a one-year or five-year contract renewal
- March 2013: Staff opened discussions with the City of Citrus Heights about the possibility of contracting with that City to provide police services to the citizens of Rancho Cordova
- June 3, 2013: Staff discussed police service options with the Council
- June 17, 2013: Staff returned to the Council with the recommendation to renew the contract with the Sacramento County Sheriff's Department for three (3) years
- October 23, 2013: Staff entered into an agreement with Ralph Andersen & Associates for a deep analysis of the three different service options for police services
- January 10, 2013: Lead consultant, John Goss, passed away
- May 1, 2014: City Heights City Manager withdrew from discussions

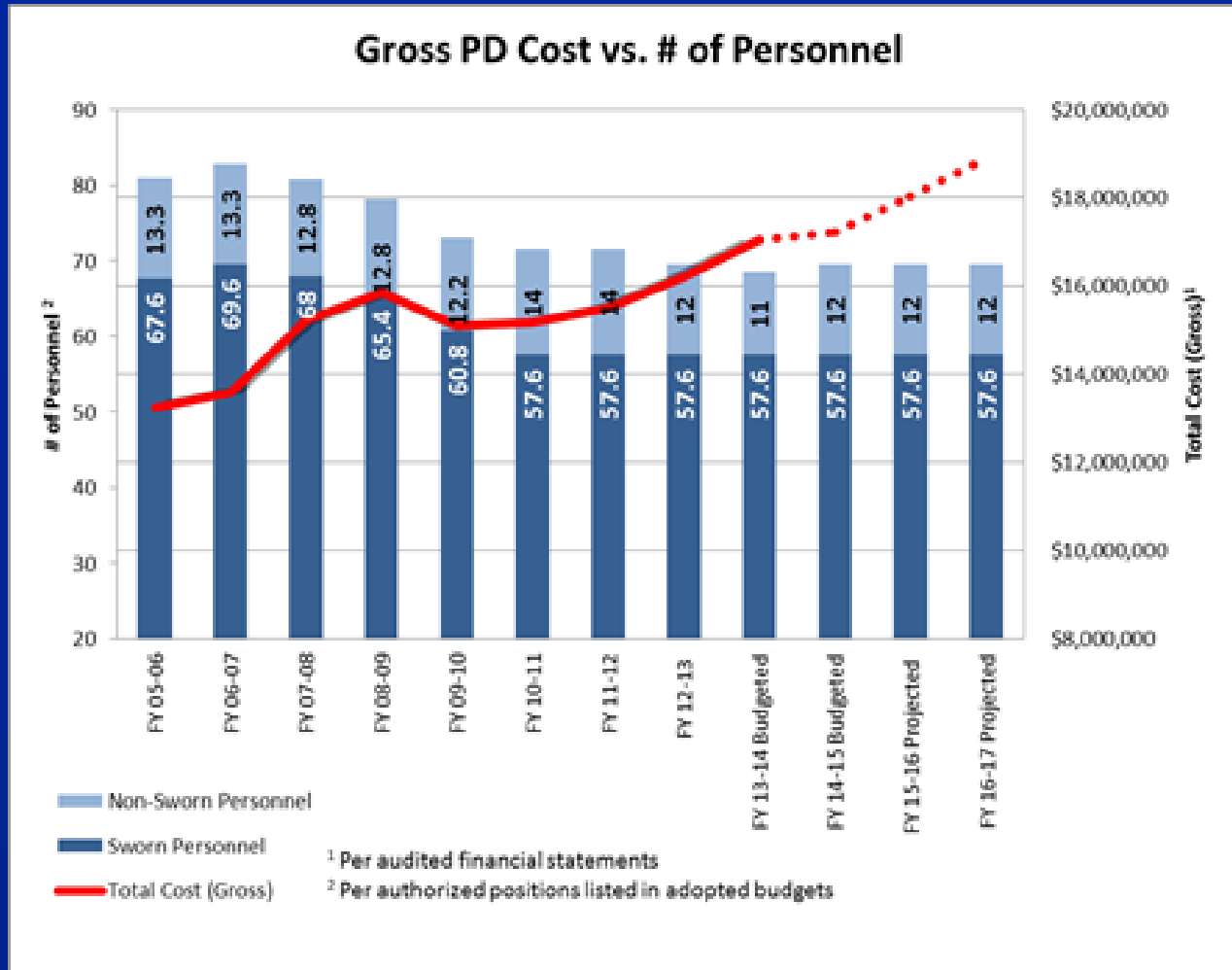
Estimated Staffing

	Sheriff Option ¹	In-House Option (ICMA Best Practices Model)
Sworn Officer FTEs	57.6	81.5
Non-Sworn FTEs	12	25
Total FTEs	69.6	106.5
¹ Sheriff's figures do not include staffing for records staff, property & evidence management and a portion of investigations.		

Estimated Costs

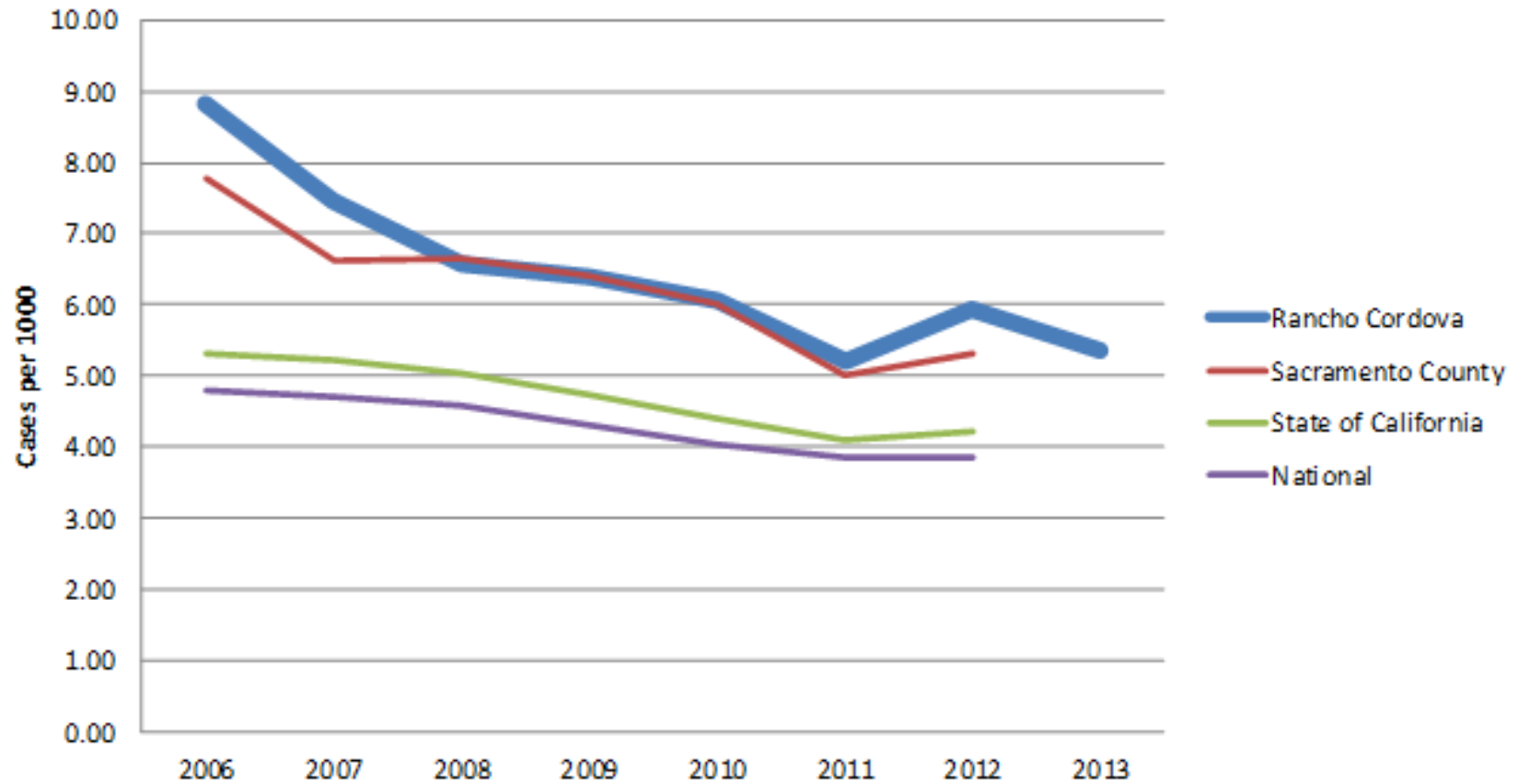
	Sheriff Option	In-House Option (ICMA Best Practices Model)
Transition Cost	\$0	\$6.5 – 8.5 million
Baseline Year	<i>\$17.2 million</i>	<i>\$18.3 million</i>
Annual 1 st Yr. Cost (FY 16-17)	\$18.9 million	\$19.5 million
Annual 8 Yr. Cost (FY 23-24)	\$26.2 million	\$24.7 million
8-Yr. Cumulative Cost	\$179.5 million	\$182.9 million
Cost Per Sworn Officer	\$299,300	\$224,000

Sacramento Sheriff's Department Costs



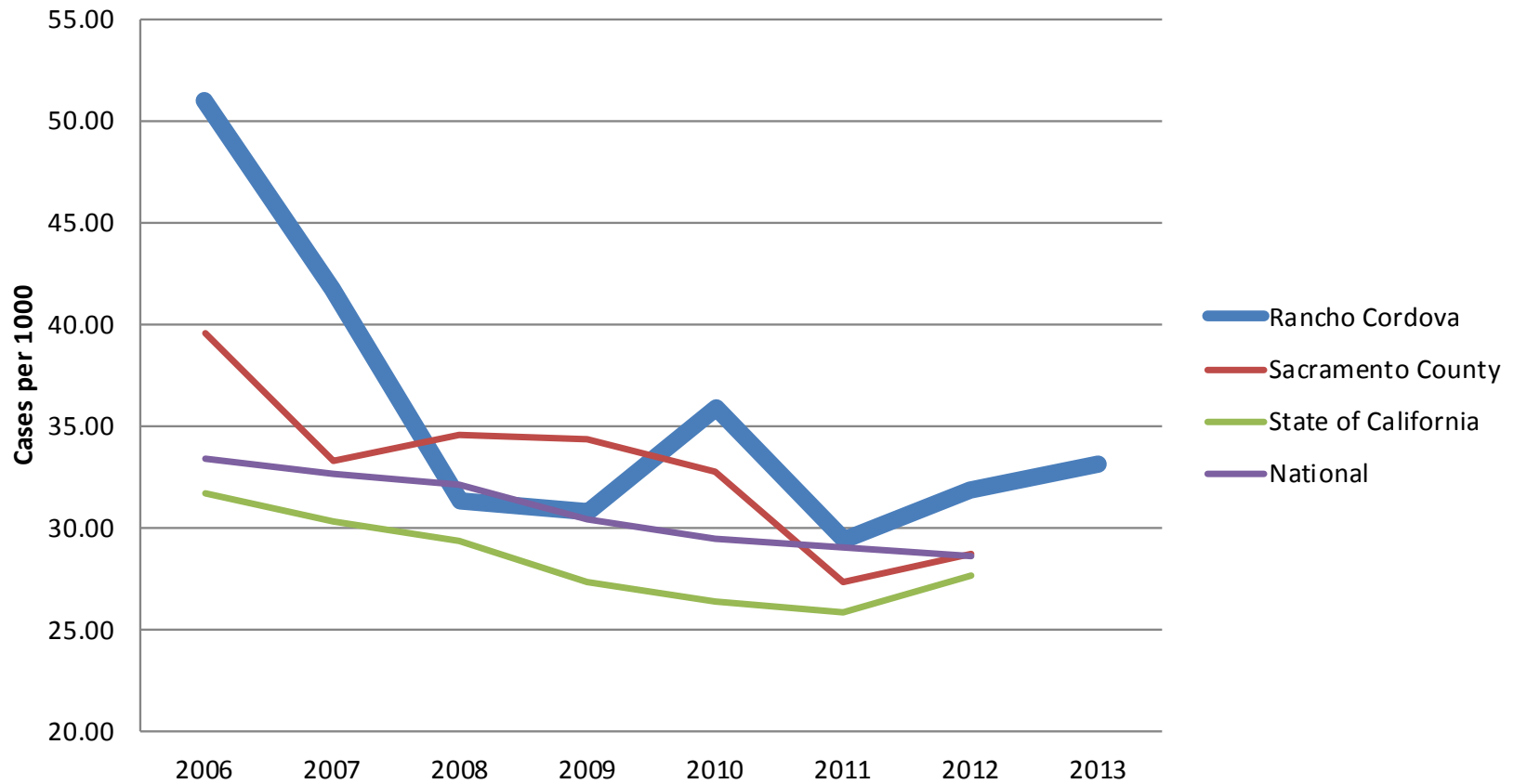
Violent Crime Rate 2006-2013

Chart 1
Violent Crime Rate 2006-2013



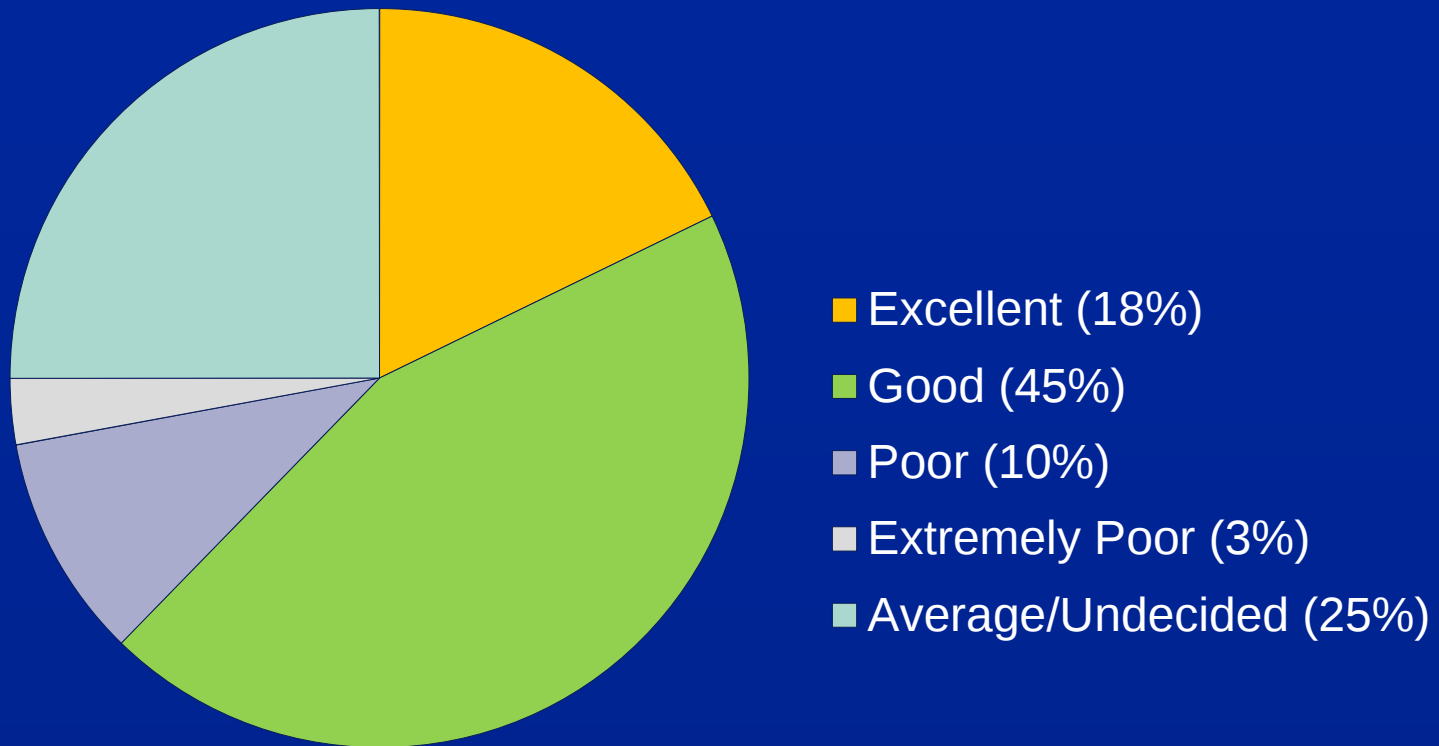
Non-Violent Crime Rate 2006-2013

Chart 2
Non-Violent Crime Rate 2006-2013



Citizen Ratings for Existing Police Service

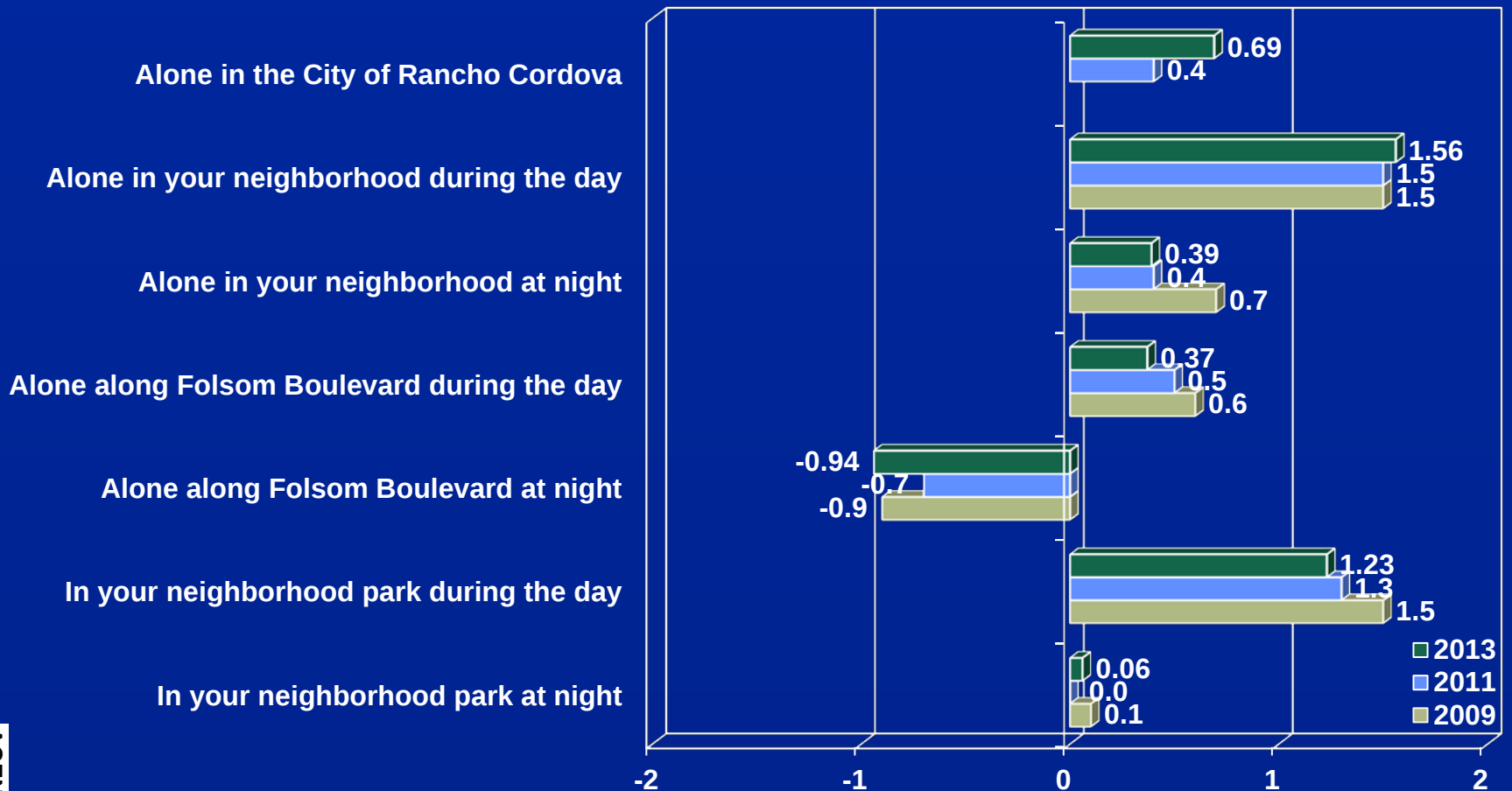
Resident Satisfaction¹



¹Source: 2013 Resident Satisfaction Survey, response to question: "Rate the rate the job being done to provide police protection in your neighborhood"

Feeling of Safety¹

Trends from 2008 to 2013



¹Source: 2013 Resident Satisfaction Survey

Sheriff's Department Presentation



SACRAMENTO COUNTY SHERIFF'S DEPARTMENT

Police Services Contract with the
City of Rancho Cordova



THANK YOU!



- 10 Years Collaborative Partnership
- Financial Up, Down, Going Up
- Brokers, Facilitators, Catalyst!
- Here's to 10 more years!





SACRAMENTO COUNTY SHERIFF'S DEPARTMENT

SERVING THE CITIZENS OF RANCHO CORDOVA

SSD Benefits

- Taylor made policing solution
- Known commodity
- Community investment
- Highly dedicated to customer service
- Committed to city goals



SACRAMENTO COUNTY SHERIFF'S DEPARTMENT

SERVING THE CITIZENS OF RANCHO CORDOVA

SSD Force Multiplier

- East Patrol Division
- No Cost Rapid Response Support (K9, Aero, EOD, SWAT)
- Cost Per Use Investigations Support (CID, CSI, Property)
- New Communications Center
- Intelligence Led Policing
- Positive Youth Engagement



SACRAMENTO COUNTY SHERIFF'S DEPARTMENT

SERVING THE CITIZENS OF RANCHO CORDOVA

SSD East Patrol Division

- Fitzgerald Shooting
- De Soto Way Homicide





SACRAMENTO COUNTY SHERIFF'S DEPARTMENT

SERVING THE CITIZENS OF RANCHO CORDOVA

SSD Force Multiplier

- K9
- Special Weapons and Tactics
- Explosive Ordnance Detail
- Aero Squadron
- Gang Unit





SACRAMENTO COUNTY SHERIFF'S DEPARTMENT

SERVING THE CITIZENS OF RANCHO CORDOVA

Centralized Investigations Division

- Homicide (9 Det.s, 1 Det. Sgt. 1 Crime Analyst)
- Robbery (5 Det.s 1 Det. Sgt and 1 Crime Analyst)
- Major Crimes (4 Det.s and 1 Det. Sgt.)
- Child Abuse (7 Det.s and 1 Det. Sgt.)
- Sexual Assault and Elder Abuse (6 Det.s and 1 Det Sgt.)



SACRAMENTO COUNTY SHERIFF'S DEPARTMENT

SERVING THE CITIZENS OF RANCHO CORDOVA

Centralized Investigations Division

- Auto Theft (5 Det.s and 1 Det. Sgt)
- SAFE Team (10 Dets and 1 Det Sgt)
- Felony Assault Team (9 Det.s and 1 Det Sgt)
- Professional Standards Bureau (5 Det. Sgt. And 1 Lt.)

Total FTE = 71



SACRAMENTO COUNTY SHERIFF'S DEPARTMENT

SERVING THE CITIZENS OF RANCHO CORDOVA

Communications Center

- New Sheriff's 9-1-1 Center to be operational by Feb '15
- Own Emergency and Non-Emergency Lines
- Customized response protocols
- Instant force multiplier for high call volume incident (active shooter, fire, work place violence)





SACRAMENTO COUNTY SHERIFF'S DEPARTMENT

SERVING THE CITIZENS OF RANCHO CORDOVA

Crime Scene Investigations



Property Warehouse





SACRAMENTO COUNTY SHERIFF'S DEPARTMENT

SERVING THE CITIZENS OF RANCHO CORDOVA

What you see

- RCPD Sworn FTE=57.6
- RCPD Non Sworn FTE=12

Total FTE=69.6



SACRAMENTO COUNTY SHERIFF'S DEPARTMENT

SERVING THE CITIZENS OF RANCHO CORDOVA

What you don't see

- East Sworn FTE = 34
- SWAT FTE =20
- K9 FTE =12
- Comm Center FTE =72
- Investigations FTE= 57
- Hi Tech FTE=16
- Aero FTE=6
- Crime Scene Inv. FTE=36
- Property Warehouse FTE =19
- Records FTE=31
- Gangs/YSU/Narcs FTE= 48

Total FTE=352



SACRAMENTO COUNTY SHERIFF'S DEPARTMENT

SERVING THE CITIZENS OF RANCHO CORDOVA

Comparison Staffing

	Sheriff	ICMA Best Option for In-House Police
Sworn Officer FTEs	57.6 (206)	81.5
Non-Sworn FTEs	12 (146)	25
Total FTEs	69.9 (352)	106.5
REAL TOTAL	421.9	106.5



SACRAMENTO COUNTY SHERIFF'S DEPARTMENT

SERVING THE CITIZENS OF RANCHO CORDOVA

Cost Per FTE

Sheriff Option	\$
Transition Cost	\$0
Baseline Year	\$17.2 million
Annual 1 st Year Cost (FY 16-17)	\$18.9 million
Annual 8 Year Cost (FY 23-24)	\$26.2 million
8-Year Cumulative Cost	\$179.2 million
Cost Per Sworn Officer (69.9+352)=421.9	\$53,093



SACRAMENTO COUNTY SHERIFF'S DEPARTMENT

SERVING THE CITIZENS OF RANCHO CORDOVA

Intelligence Led Policing

- Crime Analysis + Police Leadership + Resources = ILP
- RCPD ILP started February 2, 2014
 - 78 Felony Arrests 9 Misdemeanor Arrests
 - 48 Felony Warrant Arrests 6 Misdemeanor Arrests
 - 169 grams of Meth seized
 - 444 suspicious person stops
 - 168 Contacts in FOZ area



SACRAMENTO COUNTY SHERIFF'S DEPARTMENT

SERVING THE CITIZENS OF RANCHO CORDOVA

Positive Youth Engagement





SACRAMENTO COUNTY SHERIFF'S DEPARTMENT

SERVING THE CITIZENS OF RANCHO CORDOVA

Legacy Leadership

- 2013- 20 Employees Transferred from RCPD
 - 13 Promoted within SSD. 1 Employee hired by outside agency.
 - 5 Employees served two terms at RCPD
 - 1 Employee served three terms at RCPD
 - Average term 58 months
- Current Chief Committed to Stay Long Term.



SACRAMENTO COUNTY SHERIFF'S DEPARTMENT

SERVING THE CITIZENS OF RANCHO CORDOVA

Pre-Screened Employee Pool

- Local Agencies Have Difficulty Recruiting and Retaining Quality Candidates including lateral police officers (100X150X40=600,000)
- Pre-Screened Employee Pool
- Hand Selected Personnel/Hand De-Selected
- CalPEPRA Retirement Law-Legacy Retirement Costs
- Very minor Rancho Cordova City staff responsibilities (HR, Legal, Fleet Manager, Risk Management, etc.)
- No Employee Contract Negotiations or Civil Service Issues



SACRAMENTO COUNTY SHERIFF'S DEPARTMENT

SERVING THE CITIZENS OF RANCHO CORDOVA





SACRAMENTO COUNTY SHERIFF'S DEPARTMENT

SERVING THE CITIZENS OF RANCHO CORDOVA





SACRAMENTO COUNTY SHERIFF'S DEPARTMENT

SERVING THE CITIZENS OF RANCHO CORDOVA

**WELCOME
TO THE 2nd
MOST DANGEROUS
CITY IN CALIFORNIA**

**CRIMEScene DO NOT CROSS CRIMEScene DO NOT
STOP LAYING OFF COPS! CITY MANAGER
937-8457**



SACRAMENTO COUNTY SHERIFF'S DEPARTMENT

SERVING THE CITIZENS OF RANCHO CORDOVA

Points to Ponder

- Continual decrease in violent crime
- High satisfaction by citizens for current Rancho Cordova Police Services
- Growing Strong Neighborhoods
- Problem Oriented Policing Team
- Aggressive panhandling enforcement
- Continued community partnerships



SACRAMENTO COUNTY SHERIFF'S DEPARTMENT

SERVING THE CITIZENS OF RANCHO CORDOVA

WE HAVE GREAT PEOPLE WHO LOVE WHAT THEY DO AND IT SHOWS!





SACRAMENTO COUNTY SHERIFF'S DEPARTMENT

SERVING THE CITIZENS OF RANCHO CORDOVA

THANK YOU!

Rancho Cordova Police Department
A Partnership with the City of Rancho Cordova



Option – Continue Sheriff Contract

PROS

- **No Startup or transition costs**
- **Community History**
 - We know lots of the deputies and they know the city
 - We know what we are getting
- **Flexibility**
 - Large department with large officer pool
 - We have ability to set staff levels and select/remove staff
 - Service level negotiable year to year
- **Shared Services**
 - Command staff
 - Centralized investigations
 - Dispatch
 - Records/property warehousing
 - Ability to increase force size (force multiply) by bringing in deputies from outside Rancho Cordova

Option – Continue Sheriff Contract

PROS (Cont.)

- Overall Crime Reduction Since Incorporation
- Our department provides good overall services to the community
- Lower burden on City management and support staff (e.g., Sheriff handles liability and most personnel issues)

Option – Continue Sheriff Contract

CONS

- **Personnel Cost Control**
 - Highest cost per sworn officer in the region
 - Legacy retirement costs increasing each year
 - Demonstrated inability to control costs (average 6% budget request increase every year, except for FY 14-15 which was lower)
- **Staff levels low due to high cost and expensive to add additional officers over time.**
- **Institutional Labor Practices**
 - Negotiated labor contracts prevent cost reduction strategies
 - Low use of CSO's & reserve deputies (although recently increased usage of reserve officers on Folsom Blvd.)
- **Service Level Concerns**
 - Long term dissatisfaction with dispatch
 - Lack of response to low priority calls
 - Some reports of minor crimes not taken

Option – Continue Sheriff Contract

CONS (Continued)

- Sheriff vs. Municipal Policing
 - Traffic enforcement not traditional deputy sheriff patrol duty
 - Involvement, partnerships, and community centered programs are more a norm with municipal policing
 - High turnover of command and patrol staff (and resulting management philosophy)

Option – In-House Department

PROS

- **Staffing**
 - Higher staffing level (11 additional patrol officers and 4+ more CSOs)
 - Officers always dedicated to Rancho Cordova (e.g., no rotation out)
 - Potential for increased response to residents
- **Most Control of Any Option (after startup)**
 - Ultimate say over service level
 - Can impart our governance philosophy (broker, facilitator, catalyst)
 - Opportunity to innovate ICMA Best Practices Model police department
 - Chief directly responsible to us
 - Council can more easily shape the nature and type of public safety you want for the community
- **Cost Advantages**
 - We take advantage of CalPERS changes to pension formulas
 - Can still contract some specialized services (dispatch, special investigations, SWAT, K9, etc.)

Option – In-House Department

PROS (Cont.)

- Municipal Policing Experience
- Community identity potentially enhanced with in-house department
 - Deeply involved in partnerships and community centered programs

Option – In-House Department

CONS

- **Startup & Transition**

- Estimated at approximately \$7 million. If we don't contract for dispatch, cost is estimated to be \$1 to \$1.5 million higher.
- Transition period (15 - 18 months)
- Risk in establishing the “right” command staff in a condensed time frame
- Difficulty in attracting sworn officers due to lower CalPERS rate
- Extensive work in properly establishing department policies and procedures

- **Unions**

- Would be Rancho Cordova's first organized labor unit
- Risk of union political activity
- Increased risk of unionization in City Hall

Option – In-House Department

CONS (Continued)

- **Staffing**
 - No ability to initially share services or take advantage of economies of scale (although we can look for some sharing partnerships regionally)
 - No ability to pull officers from a broader pool
 - Additional need for Investigations personnel
- **Legal Risks**
 - Increased opportunity for workers compensation and liability claims during startup
 - May be lawsuits stemming from labor grievances
- **Primary organizational focus**
 - Increased ongoing workload for internal support departments versus managing a contract
 - Large dedication of time for some upper management and support staff for an 18-month transition period.

Discussion Questions

- What are you hearing about this topic?
- **Do you feel our existing level of service is adequate?**
- Do you have an inherent preference to contracting versus bringing service in-house?
- **Should we include an in-house option of staffing at a standard less than the ideal ICMA Best Practices Model we are currently analyzing?**
- The transition cost of an in-house police department is \$6.5 to \$8.5 million. How does a police transition compare (e.g., rank) to other high priority, high expenditure City projects?
- **What do you need to make a decision?**

