

Canal Winchester

*Town Hall
10 North High Street
Canal Winchester, OH 43110*



Meeting Minutes - FINAL

January 29, 2018

6:00 PM

Committee of the Whole

*Bruce Jarvis - President
Mike Walker – Vice-President
Jill Amos
Will Bennett
Bob Clark
Mike Coolman
Patrick Lynch*

A. Call To Order**B. Roll Call**

Present: 6 – Amos, Clark, Coolman, Jarvis, Lynch, Walker

Not present: 1 – Bennett

A motion was made by Clark, seconded by Coolman to excuse Mr. Bennett. The motion carried by the following vote:

Yes: 6 – Clark, Coolman, Amos, Jarvis, Lynch, Walker

C. Also In Attendance

Mayor Ebert, Matt Peoples, Amanda Jackson

D. Items for Discussion

18-006 Police Services

Mayor: Amanda and I have with these gentlemen three times; twice last year and once recently; we asked them about RFP's for policing in Canal Winchester; Gene would do the RFP and these gentlemen would do the analysis on it; what you're going to hear tonight from them is a request for proposal and what they look for and how they do the analysis and comparison; the big one that I think we are all very interested in is a conceptual model to provide police services to the city of Canal Winchester which would basically be starting our own police department; they're going to go through that tonight; I think if you have any questions they would be glad to answer; without further ado I would like to introduce Craig King; he is the program director for the Ohio Association of Chiefs of Police, Inc.;

King: We were here back in 2007 to do the original RFP in terms of our consultant at that time worked with you; we're pleased to come back; we were very thorough and comprehensive last time around and kind of hoped that we could be this time too; just for your information, I don't know whether you have seen the last time when we had a proposal last time (pass around paper) you'll get some idea of how we did that and how the result of our work came back to you; we're here tonight to talk about as we move forward and the future; we have two different proposals as the Mayor said; the first one would be to analyze proposals that came in; I'm assuming those would go out to neighboring police agencies and sheriff's offices; last time we had three respond; Franklin County; Fairfield Sheriff Department and Madison Township; all three of those responded; so our consultant analyzed those; thinking through this I'm not sure that we'll get all three of those; but I suppose we could get an additional one from somebody; we could get less though simply because you've been with Fairfield now since 2007; I'm not sure if you were with them before that time or not; if you're that comfortable with them that might narrow down the number of proposals that you get from others because they might just not want to propose again; the first one will basically be an analysis of those proposals; the second one is a larger study; this is really kind of an initial study; an initial view of an idea if you did want to start a police department down the road; kind of what you might want to be thinking about to start that whole process; so we would be looking at both cost involved and issues that need to be determined; some of those issues result in cost as we go through process; there's a saying that sometimes we don't know what we don't know; so this is kind of a first step at filling in some of those blanks for you; in terms of what all it takes to get a police department up and started; what all it takes in terms of money and the issues that need to be resolved or thought about; that's really the larger of the two proposals; I know that you are just seeing this information

now so what we'll try to do tonight is talk a little bit about it and walk you through some of it but we're hoping you'll generate a lot of questions for us because I think that is more productive than us just trying to read the whole thing to you; but we'll try to highlight some things as we go through; the first proposal, if you turn over to the first page after the cover letter, we are looking at a number of factors; when that study comes around, the last time we did the RFP's, there were 23 different criteria that we looked at in terms of the functioning of a police department; then as the bids came in we analyzed all three; based upon those 23 criteria Doug Knight, who is chief of police in Vandalia, was our consultant at that time, he really went through all 23 and visited all three of the agencies; sat down and talked to them and then did analysis based in their bid; then looked at the criteria and made a recommendation to you; so we would be doing the same process; so under the methodology number two, those bullet points; and I didn't introduce yet, Rob Geis he is one of two consultants that would be working on this and Jim McKean is the other consultant; Jim's ill tonight so he couldn't be here; you'll have Rob to kind of fill you in on all of this; but those bullet points are really what we would be analyzing as part of this RFP; very similar to what we did the last; there would be visits to the sites; they would actually go out and sit down with who actually sent a proposal in and talk with them about their ability to provide services to the City of Canal Winchester; we would also do a comparison; you'll notice as that last study comes around, we did a little comparison of several communities; we would do a comparison to show you relative cost of three to four other police departments nearby; Pickerington, Groveport, Obetz, and Powell would be the other; if you wanted to add anybody into that we could probably do that or if you wanted to take somebody out we're flexible with that; so that's essentially the first one; the second study, if you turn over to proposal for services number two; you're really looking at a more full blown study; in terms of methodology, we've broken that down in cost center that would be involved and we've started to list as many under each of these many different smaller entities that we would have to look at; or issues we would have to look at in terms of how much the cost would be for all of those things; number two really looks then at, here are some issues you would have to think about and help us and direct us in how you want things to really look before we can cost them out; some of these may have cost and some of these may not have cost; so number two is really looking at issues that are involved; when Rob gets up here he'll walk you through those and see if you have questions about any of those; Three is if there are things you want to add in here to the cost centers that you want us to look at or if you want us to take things out; for example: a jail facility, if you don't want that it could come out; you can tell us what you want to do; so that's just really what the third part of the methodology is; that would result ultimately in a written report that we would provide to the city of Canal Winchester based upon all of this ; this is kind of a way to get some information to you because at some point you may see we'd really like to know more about this list and continue on; maybe the information we give you is such that you say maybe this is something we're not as interested in or will put off; the cost of the first proposal is \$6,000; I think it was \$5,000 when we did this about ten years ago; we're projecting and not to exceed \$6,000; the second is \$15,000; I know that's a pretty big price tag; there is a lot of work if you want enough information to really start to look at this as something you want to pursue; that also is not to exceed the figure; with that I will introduce Rob Geis; Rob was former Chief of Police in Dublin; he worked a lot in terms of helping to create the facility there in Dublin; he brings a lot of expertise to the table; you have his and Jim McKean's bio;

Rob Geis: Craig gave you an overview of basically the two different proposals we are offering up; I think he did a pretty good job of summarizing those; I can tell you that the second proposal looking at the feasibility if you will of starting your own police department would be a significant undertaking; although myself and Jim McKean would share the majority of that responsibility of research and analysis that goes with that we would likely bring in (and that has been figured into the cost) a couple of other consultants to assist us with that just by virtue of the leg work and the research that would be necessary to put that together; it's something that doesn't occur very frequently in the state of Ohio; at the last meeting we had with the Mayor we sat down, and

I have been in the business a long time since 1975, and I'm trying to think in my mind in Ohio where other municipalities or townships started their own police department and I could only come up with one and it was a long time ago; I do some other consulting work for another entity around the country so I do travel around to other parts of the country; it does happen; but what you're seeing today mandated

by costs and mandated by some government restrictions on funding, you're starting to see regionalization; the one that comes to my mind very quickly is Indianapolis where they used to have the sheriff's office and the police department and now it's a metro agency; you're starting to see that metro concept pick up around the country because in essence because of the economy of scale; it eliminates duplication of service and some other things; there is not a lot comparable out there especially in the state of Ohio with starting your own police department; but it does happen;

Walker: you mentioned metro, was it even a consideration of Franklin and Columbus police; Geis: that's not going to happen in my lifetime; metro is not a big thing in Ohio; there have been discussions in some areas; if that were to happen you would see municipalities and townships in some form or fashion through the political process and then through HR process would join forces and develop a policing model that is comprehensive for that particular region; I suspect if and when that ever does happen that is a five to seven year process; In Indianapolis it took them five years to form that metropolitan police department as it exists today; and there was another three to five years of a lot of growing pains; it is now today probably functioning at its highest level of efficiency since its inception; certainly we're not talking about regionalization here or anything like that; but my point of that is you just don't see municipalities starting their own police department today; nothing wrong with the concept or idea; it just doesn't happen frequently;

Lynch: I've been reading up on this and it seems like in a lot of areas up in Canada they've been doing this a lot where they're actually taking small forces and combining them; much like you said the city and the sheriff combined into a regional force; are there any examples in Ohio or the mid-west where two three or four small communities actually banded together to share one regional police force; I'm not talking about something like Columbus or Indianapolis; I'm talking something comparable in size to what we have here; has that actually occurred; Geis: it has occurred; I don't know that it's been two municipalities; you'll have a township and village that will combine Lynch: where; Geis: I don't know off the top of my head; I can't think of any examples; that doesn't mean it hasn't happened that would be something to research; Lynch: It would be something to look into; it seems to be kind of a trend that is happening; I'm not saying we would go that way but for researching stuff it's certainly something to look into; Geis: for that there is so much legal mumbo jumbo, for the lack of a better term, that you would have to jump through; it certainly is something worth be looked at; Lynch: at you're not aware of any in particular; Geis: not off the top of my head; up in the northeastern Ohio area you've had some townships that were rather large will merge with villages; where you might see that happen, I'm not an expert on everyone's code but there's a section on everybody's code where townships of certain sizes can actually join with villages and create their own police district and merge those types of services so that happens too; I haven't necessarily seen that in central Ohio but I have seen that in north eastern Ohio; Lynch: do you know a town; Geis: Youngstown area, Warren area; Clark: if we could try to get an answer to that question; Lynch: I'd be curious to just see how that has actually worked for them; I'm not saying that's something that's a fit for us but it's certainly something to look into; King: we can ask our members, which really encompass most of the departments if they know of any or have been through that process; Lynch: okay

Coolman: In your estimation a time frame to get that type of system up and running if we chose to look at that would be around the same length of time; three to five years or maybe seven years from start to finish; King: I

could give you a better answer if I find there has been anybody that has really gone through that and how long it's taken them; King: I guess a lot of the answer to that has to do with the commitment of both parties if they really want to do it in the first place; Lynch: it's just a thought that came up as we explore options and such; I'm very happy with the force we've got right now; they're doing a great job;

Jarvis: were you involved with the last analysis that was done for the city, we were a village then; Geis: I was not; Doug Knight, who is currently the chief of Vandalia, Ohio that is a suburb of Dayton; he was the one that performed that study; Jarvis: at some point in your opening remarks you had mentioned that we had three entities that were involved in that; Franklin, Fairfield, and Madison Township; in the case of Madison Township they've been ordered to provide a level of service because they had a base line for the unincorporated areas, but to serve us they were going to need to double in size and I think it was the consensus of the group that that kind of growth in a department was not feasible; would you agree with that; Geis: I would say that kind of growth immediately would be difficult to achieve with any level of efficiency; impossible, no; but there would have to be some level of incremental implementation for it to be successful or you risk diminished level of service; training issues; and again some of that could be negated through process of implementation; but to flip the switch from one day to the next would be impossible;

Jarvis: your first proposal you are basically addressing it as if our fees have been written and somebody applied and you were going to sift through the results on that; the requirements piece of that would be reflected in the RFP; is there some kind of a rule of thumb whether it is per capita and even within there so you look at the area and say well look this is not this is not historically a high crime area maybe that rule of thumb wouldn't apply to this; Geis: are you talking about staffing levels; way back in the day the FBI used to have a two per 1,000 type of thing but that's old and antiquated; so really how you come up with a number is to look at historical activity levels within the organization; you look at what we term the shift relief factor; how many people have to be on at any given time based upon the number of personnel you have and you have to factor in sick time, training time, casual leave, vacation time to come up with a total number of personnel you're going to have to have; assuming one body 24/7 365; there are formulas for that; discussion ensued on formulas;

Jarvis: going off of current experience and things have changed in recent years with putting more pressure on and we're doing some things to relieve that; what would you be looking for if you were looking at the department and trying to figure out if this group was starting to over extend themselves; would it be overtime or what kind of things would you look at; Geis: overtime could be an indicator certainly; response times are another indicator; citizen satisfaction is another indicator; how many times your phone rings at night is another indicator; is your constituency calling you upset about service levels, that's certainly an indicator; my city manager never bothered me unless his phone rang; then I got bothered; those are indicators; when you're on a contractual situation it's a little bit tougher to drill down; but there is nothing wrong with asking question of the sheriff to get sense of his staff about their perceptions; if you're running from call to call to call as a department and have no what we call unobligated time where preventive patrol and community engagement activities can occur then you're not staffed sufficiently; if you have unobligated time where community engagement activities and preventive patrols can occur then you should be adequately staffed; there's a lot of variables that go into that very simplistic statement I just made; that's what it boils down to; North Western University, in my day it was the school of staff and command, but now it's public safety something, they have models similar to IACP models that talk about unobligated time, shift relief factor, and when you drill down into all that stuff it boils down to are your citizens satisfied with the level of services that are being provided; if the answer to that is yes then there probably is sufficient unobligated time for community engagement and preventive patrol activities to occur; and they are not being overwhelmed with calls for service; because those

tend to go hand in hand; citizen satisfaction or dissatisfaction; complaints about response times are typically good indicators as to whether or not you have adequate staffing;

Jarvis: on your second proposal what I'm getting out of that is that you are willing to go through the all the analysis to show us what it would take to set up the police department and it would run us around \$15,000 to get to the punch line; for an organic department, to set it up what do you think it would cost to run; loaded question; Geis: that's tough because I haven't looked at any of your current data; and I don't even know what the sheriff is bringing to the table currently in terms of his staffing and what he's providing you guys; I can tell you that when you operate your own agency you encounter costs that are not typically, somehow they're hidden in a contract and I'll use the term hidden in a nice way; you don't have the impact of services on other departments and divisions within your own city; if you start your own police department your HR department just goes off the wall; I don't know what it's like now but it just doubled; your finance and your budget side of the fence will take off dramatically; you increase risk exposure; there's always some level of risk out there, don't get me wrong, but when it's in house and it's your own operation you can't defer a lot of that risk anymore that you currently defer to the sheriff's office; now it's homegrown if you will; those are things that you have to keep in mind; I started in Dublin Ohio in 1975 and I was the fifth cop hired there; if you know anything about Dublin, Ohio now, there are over 100 some bodies up there; so it grew dramatically; each time there was a significant growth spurt we were always playing catch up; when I retired from Dublin 2002 and today they have just reached their authorized strength in their budget; so it has taken them 15 ½ years to actually ever achieve their authorized strength for a variety of reasons; budget or available dollars was the primary culprit; and I'm probably telling you nothing that you don't already know but Dublin is a very well off community; and they struggled through those years to find funding to adequately address all of their public safety needs; it's not cheap to run a police department; I didn't answer your question because I could sit here and say it's going to cost you a million dollars of operating budget; you're going to have initial capital outlay and again depending on how you choose to open up shop for lack of a better term; are you just going to renovate and existing space; are you going to create a full-fledged police department with holding facilities, processing rooms and all that kind of stuff and we've laid some of that out for you in here in terms of what we would cost out for you; you can't run your own communications here; you can't get a license to do that; the FCC doesn't give out license for that unless you can show regionalization; so you would still have to contract your communications probably with the sheriff's office; maybe with a neighboring entity that has their own dispatch function; your communications would still have to be contracted no matter what you did; King: I forgot to mention on the very last page, you've probably already seen it, I just asked a person that I know, Dave King, he is an architect, to give you some figures of some build that he has done and been involved with; he provided us with the last page; if you're thinking about a new build those are the kind of dollars you are probably thinking about; the facilities you do have may be renovated or you can purchase locally;

Jarvis: to spend \$15,000 to find out that it's going to be ten million dollar startup cost and four million dollars a year after that for operations; at what point when your contractor costs reach a certain level should you start looking at that; my gut tells me that without any numbers in front of me it is a big step, a huge step, that really is not, like you said nobody has done it or one department did it since 1975, there has got to be a reason for that; and it has got to be money; King: the trend has been the opposite direction; Walker: going to the metro in the smaller areas; Geis: or combining; Jarvis: I was hoping you throw out, without any commitment, just a rough round ballpark number; and I realize you don't even have the background as far as what our current staffing levels are and what the equipment is; Geis: what are you staffing now; you have three deputies per shift here; Jackson: two per shift; Geis: those costs in and of themselves when you throw in benefits and all the other good stuff that's probably \$600,000 right there; Mayor: you need a chief, you need a lieutenant and a

Sargent; Geis: we would look at your organizational structure; obviously you'd need the chief and have to have adequate supervision to hold accountability 24/7 365; so at least three if not four first line or mid-level supervision; and then you'd have to have the officers; again it varies by shift and varies by day of the week and time of day; we don't have your data yet to say you should put four here and three here and two here; typically in a suburban community day shift is the busiest with paper and calls for service to appease you residents; the afternoon shift is traffic complaints, traffic accidents and some of the less what I'll call fun calls to go on, the domestics, the bar fights the alcoholism the drug use that raises into the afternoon shift into the overnight shift; after three o'clock probably the sidewalks roll up you're okay again until people

start going to work the next morning; but you'd look at mutual aid agreements; how warm and fuzzy you could stay with the sheriff so you could count on them for backup if need be; there is a host of unknowns out there that can all impact cost and level of service; and even that final report we give you there's going to be a lot of variables but ultimately the city has to make the decision and something as simple as renovating or building a new facility or something as simple as identifying the best provider for a communication system that can be a negotiated expense with a current provider or you might look somewhere else; there's a lot of variables; typically some of this stuff would be answer is you decide to build and you would go out and hire yourself a police chief and they would have a year or 18 months to build his or her organization and that individual would have to have an incredible amount of support from other city departments and divisions to make that happen; Clark: and you'd have to find the right person to do that; they would have some experience building an organization;

Lynch: what I've heard from Madison Township, and their police force is pretty comparable to what we're providing here in Canal Winchester with the sheriff; yet they do have their own deputies, their own Sargent, they've got a police chief, they've got an administrator, they've got all that; I believe their operating budget is about 2.2 to 2.3 a year; if you take a look at them at 2.2 to 2.3 and we're at 1.1 with what we have here for the same amount of service; so that tells you right there we'll be doubling our costs right of the bat; not to mention that you will be looking at another million dollars or so just in infrastructure; from building to cars and everything else; I think Fairfield is doing a really good job here in town and I think historically if we look at the numbers we've got from Madison, Franklin and Fairfield, Fairfield seems to be quite accommodating; my question is, is there a way we can get some kind of a report to look at what we have and how we can take what we have and make it that much better, that much more efficient; what can we do as a community to help our police to do their job better; is there a way they can kind of stream line some of their activities to focus more on what it is our residents are asking for and to focus more on the areas that are really bad; in other words, just a consulting on what we have and how to make it better; Geis: like a SWOT analysis of your current situation;

Clark: do we have the right amount of people for the number of citizens and the amount of crime; is that crime being solved; I'd like to know; is there a way to track how many house break ins; did anybody get arrested Geis: the sheriff's office should have all that information; Clark: that wouldn't be part of your analysis then; Geis: we would look at that data to help us make a determination on additional staffing requirements that we would suggest; Clark: that's what we're struggling with; Geis: are we going to sit here and say well if they're giving you two deputies per shift is that sufficient enough or not; we wouldn't be able to tell you that until we drilled down into all the data that they would share with us; Clark: but you'll do that; Geis: yes; Walker: would that be in one or would that be in two; Geis: that would be probably three;

Hollins: so on the question of the scope of services is if we may need to increase the level of service and define for anybody responding to the RFP that we are currently at this level of service but we need or we're thinking about enhancing it; would you do that analysis prior to actually putting it out on the street; would you go through and help these guys find what might be the kevel if service before we put out the RFP; Geis: we could, sure; another way you might handle that is to draft an RFP with that caveat in the RFP and then have them cost that out as a separate item; if Fairfield is doing two, two, and two and they give you a cost for that to continue that service but then you also ask them in the RFP and for anybody else what if we up it to three, three, and three, what is that going to cost us; so you can write the RFP to come up with at least the monetary piece of that; Hollins: would that help council as to making that determination; Mayor: what they do now is they use a percentage; if they're not busy at least 60 percent of the time then they are under the impression that their staffing level is correct; they do peak sometimes at 60 maybe 61, 62 but most of the

time they fall below 60 percent; and busy means their either on a call, their downstairs doing writing a report or whatever it is other than not being here; Walker: that is the unobligated time you're talking about; Geis: it sound like what the sheriff is doing, accurate methodology; the standard is an officer should have 20 minutes out of every hour of unobligated time to do whatever; preventive patrol, community engagement activities, follow up on something that he or she was dealing with before, unobligated time; and then 40 minutes out of every hour your tied up on calls for service; if that ratio is being met as the Mayor said and the sheriff is saying hey we're good with staffing and I would agree with that if that is what occurring; Amos: is that something that the sheriff is giving you now that we can see other than the report that just has numbers; Mayor: yea, we've got those reports before; Jackson: it's just a more detailed report than what he's handing you now; yes it exists, we've seen it; Amos: because it sounds like it would answer what they're requesting as proposal three; to be able to see the down time, the up time; because all we're seeing is the overall number; Jackson: we can certainly get that for you; we don't want to inundate you with a bunch of numbers that you may not need; the only thing you have to consider is that there are different times of the year, different days of the week, and different shifts that they get busy; just because you've seen one day where all of a sudden that they had some downtime which is not what they refer to as downtime in the sheriff's department; you might think wow they were doing a whole lot of nothing; well maybe in that day but the next day they were constantly out on calls; Mayor: it's like any job; you have days where you're so busy you don't even have time for lunch; but they're not consistently above 60 percent; Amos: I don't know if I'd want to see it on a daily basis because like you said it's going to fluctuate so much; even a thirty day span or a couple months of just being able to see where we're running at; it would at least give us an idea of what the sheriff is looking at; Mayor: previous council has seen those figures before; Lynch: do they do that on a monthly basis and average as far as unobligated time; because I'd be curious to see if it is 60 percent all the time or if it is the 30 percent which you say is kind of a national average; Geis: it won't be all the time; Lynch: I know; the average over the month; you can't go day by day because you've got the peaks and valleys and such;

Clark: I'd also like to see the information that I was talking about earlier; if there's 20 house break-ins a month, how many arrests came with those; 30 car break-ins; how many arrests; Mayor: arrests may not occur immediately; Clark: correct, but it still has to be attributed to that crime; Mayor: most of the time that's assigned to the detectives department in Lancaster and that's not our guys doing that; so as far as staffing goes that doesn't mean a thing for here, that's turned over to the detectives department; Clark: I'd like to see the numbers of how many arrests; and I would think they'd be able to do that down at Phalen's office, not here so it wouldn't even occupy any of our police time; Jackson: if you're asking for the number of arrests related to specific cases; because he gives you the number of people he arrests on a monthly basis when he gives you his statistics; what more are you asking for; Clark: let me have house break-ins, domestic; Jackson: that is a report

that Marianne used to give you; the report that Sargent Cassel gives you is much more summarize than that; but I think that goes back to a point we were just talking about the percentage of time occupied; the one that Sargent Duvalt used to give was a lot more detailed and I think it had what you're referring to Mr. Clark; Lynch: could we get that; Jackson: that is something that we can certainly as Sargent Cassel if he's able to produce; Clark: yeah, I think for a while just to see; Jackson: but I don't know that it will specify here's the number of break-in calls that they took and here's the number of arrests that came from those break-ins; it's only going to give you total number of arrests; I think if you want that information we have to specifically ask for it; Clark: I want it; Jackson: I don't know that he can provide it but we'll have to ask him; Jarvis: it's a request; Amos: is this an example of proposal one; Geis: that's what our final report would look similar to; Amos: in one of the things you state you would do review and related analysis of locals who are close to us; Pickerington, Obetz; Geis: or anybody else that you would want; Amos: so was that not asked for the first time because I didn't see anything in there; King: I think there was just a one page that looked at operating costs; after you get through the 22 pages, the next page after that; Amos: I didn't see anything that related to other cities; King: maybe I missed putting it in there;

Lynch: getting three RFP's from different municipalities is that something we legally have to do or is that just something we're looking at doing possibly; Hollins: you have the legal authority to enter into police services contract with a township and usually they're adjoined or overlapping but basically the statute says a township, county sheriff, other municipality; so in the past the mechanism for seeing who would give us the most competitive proposal amongst those; Lynch: historically, Fairfield has given us the best RFP; my question is do we legally have to put out or we don't; in the essence of trying to save dollars can we take that money and instead of trying to collect RFP's can we use that money towards evaluating what we have and can we make it more efficient; Hollins: that is absolutely a policy discussion; Lynch: that's some information I would like to see; can we get more boots on the ground; do we need more help here, there or there; Mayor: it's going to take \$6,000 to analyze it; he's going to charge something for the RFP; now you're up to who knows what; Lynch: just to get three quotes which would probably go towards, if I was a betting man, I'd probably say it would go to Fairfield; Jarvis: right, it's almost a forgone conclusion; to spend that money knowing that you're going to probably end up there; especially when we're looking for money because we need additional police service;

Amos: how often do we review the Fairfield county contract; Jackson: it's a three year contract; Jarvis: it is coming up for renewal this year; Jackson: yes, the end of 2018; Hollins: we have re-upped them before without going through an RFP process; and we have amended it; Lynch: and how many years have we had Fairfield; Peoples: since 2002; Lynch: okay fifteen or sixteen years; Amos: Mr. Hollins, you said that you go through it every time and just review; Hollins: we always review their actual contract; it doesn't change much; but I think these guys and councils before have looked at the staffing levels and obviously their contract amount changes from time to time; I tell you though, honestly our experience has been where we RFP'd it out and we get the benefit of the fact that the unionized wages are lower in Fairfield County; they look at a different subset of peer agencies where as in Franklin County they're looking at the suburban department in Columbus and what not; we do get the benefit of that; our service has been, the only thing I can compare it to is Franklin County and we feel that we just get the most favored treatment up here; again those are policy issues;

Jarvis: it's completely unrelated but my cable company is U-verse and after negotiating with them and fighting them for a number of years they finally hit me with a price increase that was just too ridiculous to accept; so, I'm switching at that point; my point is, is there was a trigger event which was the service provider became unreasonable and at that point it was time to go shopping; we haven't reached that point; is it worth \$6,000 plus some additional staff work to answer that question when we feel pretty good; you guys are new to council and maybe you'd like to go through that but there is a price to be paid for it; Coolman, in my opinion I don't

think it is worth our time to go through it because of the extra expense you'd have to lay out for that initial report; on top of which, like you said, you get tired of your cable provider you have competitors you can go to; In our situation we don't; we don't have competitors to go to; our option is get our own or stay with Fairfield and get a favorable rate; I'd rather see us take that extra money as Pat mentioned and build up what we're getting because we have a luxury; we don't have to pay for equipment, we don't have to pay for training; we don't have to pay for collective bargaining; we don't even have to pay for a building; that is huge money; and if it take a five to seven year ramp up time to really get our own police force running at 100 percent, that's a lot of money going in every tear and we're still not operating adequately and that's what this whole conversation is about; so build what we have; Lynch: and that's not to say that won't happen in the future; we're growing and it's inevitable; Coolman: just not the right time; Clark: and this won't reflect; it's too many years down the road and we would have to do a whole other study; Lynch: I think it would be a prudent use of tax payer dollars to put money into how do we make what we have that much more efficient; Mayor: we got a lot of uncharged services out of Fairfield County; swat team, canine, detective service; we get a lot that we're not even being charged for;

Walker: do you feel that there would be a need to go any further than what the Mayor had mentioned about talking to Sargent Cassel, having the unobligated time being what it was at 40 percent; they have a lot of time on their hands; we have a new deputy coming in that has probably just started and he's eighteen weeks out of being trained; with that knowledge do you feel we need to have someone other than the Sargent or is that the Sargent and the Mayor talking and knowing what that obligated and unobligated and the citizens being satisfied and the other things that you had mentioned; do we need to go any further than that to; Geis: that's a critical data point, the unobligated time; it's not certainly the only criteria that I would use to answer the question are we adequately staffed; but it's certainly a significant data point and I know the sheriff down here from his days when he was with Columbus so I know he's quite a capable administrator; they are a professional law enforcement organization and I'm sure that their record keeping process that they employ down there would provide all the types of data that you would request sufficient enough to come to a conclusion that you're adequately staffed or you're not adequately staffed; Lynch: you're saying that the sheriff in Fairfield should be able to provide all that for us; Geis: should be able to; Lynch: or would it be more prudent to get a third party, unbiased opinion of that; Geis: well you can always do a second opinion; but obviously data is only as good as the process to collect it; but I'm quite confident knowing the operation of that sheriff's office that there's enough information to be analyzed, assuming it's shared and that second opinion obtained from whomever; King: if you wanted us to do something like that; like gathering from council and staff the questions you want us to as a second party look at this contract and be able to send our professionals to interact with their professionals in terms of asking the right questions; saying here's the questions we really have now; we would be glad to provide those services as a third proposal;

Jarvis: I don't think that we're prepared to answer that question this evening; we've just added somebody on; I think we're in a little bit of a wait and see; but we're trying to look ahead beyond that in case it doesn't make things better in the way that we are expecting it to; that's where you come in; we have somebody we could turn to; and you said the cost of just doing a consultant overview would be less than proposal one; so that's on the table; if we wanted to revisit that later; I don't think we're making any decisions here tonight; just taking it in;

Walker: we're a city that's growing; we want to keep being adequate from month to month, from year to year; maybe if we have the one to one with the Mayor and Sargent Cassel; if we have a little bit more information as far as keeping that right amount of deputies on and hired as we grow; we've grown quite a bit in the last ten years but we haven't really put on many deputies; Mayor, this will be the first deputy in how many years extra;

Mayor: as far as I know we started with what we have last year; to my knowledge; I don't know what we started with in 2002; we have not added any since I've been Mayor; it's been ten years; Walker; the city has grown quite a bit; we're just wanting to making sure with due diligence that we're right sized for the right amount of arrests and crimes reported; Jarvis: we can do some of that ourselves internally with Sargent Cassel's report if you're looking for something else we can talk to him; I think we need to sort of do that together in conjunction with the administration so that it doesn't get all over the place and he's getting multiple direction so it has to be done right; maybe by that, that would provide you with the level of confidence that staffing levels are correct; I mean we're all laymen in this; I don't think any of us have a law enforcement; I mean I was an MP in the army but that was a long time ago; Coolman: no, I think we have enough internal information; I think that would be the most appropriate next step; we could probably answer a lot of our own questions;

Jarvis: gentlemen thank you very much and we really appreciate your time the thought that you put into putting these proposals together; it kind of gave us some more to think about but it also answered some questions;

Mayor: I agree with what some of you said; I think we're going to save some money and not spend \$15,000 to know what we already know; as far as an RFP goes I'm not sold on that yet; Lynch: it sounds like an exercise in paperwork; Mayor: yeah; Coolman: it's really not going to tell us anything different then we already know; we're just going to spend money to be told what we already know; I have a problem with that; Mayor: you can find faults with any police department anywhere you go; I don't think there's any faults here; it's a matter of do they need more staffing or do they not need more staffing; Sargent Cassel insists that one more deputy is all we need; he is stuck on that; if you ask any police officer or deputy they will say they need as many as they can get; but if you ask the guy in charge he'll say one more is all we need; Jarvis: he is mindful of the fact there's a contract and a dollar threshold; each time you add somebody to it he doesn't necessarily price things out but he feels like he legitimately has things covered; but we also have some of that public perception coming back and that's the line that we're trying to ride here; Mayor: I don't think that they feel they're pricing themselves out of the market because many times I've heard Amanda say if it's a matter of money let us know so we can find a way to do it; Jarvis: they're not even close yet when you look at the competition but I guess that's what it is, we're just looking at the alternative; it seems like the harder we look the more we come back to where we are; but I think it's still worth doing and if Sargent Cassel will provide additional information and we need some water under the bridge with this new person to see if it makes a difference; I don't think it's time to do anything rash or big or crazy; Jackson: we're going to need some direction because like we mentioned earlier this contract expires at the end of 2018; I'm not asking for that direction tonight; at some point in the near future we need to know what you decide; whether that is to do an RFP or for us to start renegotiating with Fairfield County or if it's some other option; we just need direction so we know what to do;

Jarvis: there is one person who is not with us this evening, Mr. Bennett, who I think may have been the driving force on the RFP option; unfortunately he's not here with us tonight; I promise to kind of back brief him on what happened here this evening and perhaps he'll feel like we've addressed the issue at this point; and as far as a contract renewal is it typical to renew for a three year period; Jackson: that's what we've done in the past; Mayor: we would like, Amanda's goal and my goal, and I think if you talk to any of the entities we send an RFP out to that are not already here (Fairfield County) they would want six months advance on this because of the staffing level they have to go to and the preparations they would have to go through; that mean that we would have to have the RFP competed and an answer by July; that's going to sneak up on us real quick; Jarvis: I don't even know if that's possible if we were going to change direction; Mayor: I think the RFP can be written

but we just need an answer as to what direction you want to go; do you want us to do it or not; Walker: when can we give you that decision; it can't be tonight correct; it has to be at a council meeting; Mayor: it would have to be within the next two meeting; Lynch: you're talking about an RFP with two or three options; Jackson: correct, we would put it out there, whether or not three would respond is another story; Mayor: we've already talked to one and they don't want anything to do with it; Walker: nothing is decided tonight but it sounds like the consensus is that we're not needing that; Hollins: the question is if we know we're just negotiating with the one entity how much time do we need; I think probably you need to look at the enhanced level of service and see of that is going to meet the needs; that six months would be a time period to hit assuming there's no turnover to a whole new agency; we can work on that contract pretty much all year; if there's going to be a competitive process we probably need to start in August; Jarvis: and it's not likely that the county will do like what U-verse did to me, bump the rate up by a percent; Hollins: that's never been our experience; Jackson: typically what they do to come up with a cost is they look at their average deputy cost and that's what they charge us then they charge us for a full time Sargent then they charge us for a dispatcher and maintenance and fuel on the vehicles and that's sort of an average of what they've seen over the last twelve years; Mayor: even with some of their most senior deputies here they're still not charging us the average across the board; Jackson: normally any increase from year to year is attributable to health care premiums; Jarvis: so it's within ten percent you would say; Jackson: every

year, it's much, much less than that; I think since I've been here we haven't even hit two percent; Walker: what I've heard over and over tonight is that we have a really good sheriff's department; so it seems to be more of a matter more than the RFP, just making sure we're staffed correctly; Mayor: for the last two years we have the best deputies that Fairfield County has; Jarvis: if there was a staffing change that was necessary it wouldn't hold that contract renewal; it would be something that is kind of done on the run like we did; Lynch: just see if we need to increase it at all; Jackson: right, so we could go with the current contract the we have right now, renew it, and then if we decided we needed additional staff then we would just do an addendum to the contract; that's what we did to add this additional deputy currently; Lynch: I think what a lot of us would like to see here is Fairfield would have all the statistics and information to have some kind of evaluation as far as staffing and efficiencies and such; I would really like to see a report done internally to see whether we are staffed correctly; whoever they have on staff down there who is able to put information together; how much crime how many reports; give us some facts and information to see whether we are staffed correctly; Mayor: but when he gives you those numbers how do you know if they are or are not; Lynch: I'm not questioning what Sargent Cassel has provided but can we get an outside source be it form the main office or someone to do an evaluation; Clark: they need to compare the crime rates and arrest rates of Groveport and Pickerington and Madison Township; Mayor: so you're saying their sixty percent that they use doesn't mean anything; Lynch: no, we're not saying that; Clark: they need evaluated too; maybe the other forces aren't meeting that and we're fortunate that we've got force that's meeting that; that would lead me to believe that we wouldn't maybe need more officers; but maybe something else is going on here where we've got 1,000 more house break-ins per homes than Pickerington does; Lynch: give us the information needed to make an educated decision is what we're looking for; Walker: Mr. Lynch I don't even think you were talking about coming just from Sargent Cassel but maybe from Sheriff Phalen; it doesn't have to be an outside entity; Lynch: it could be someone from Phalen's office; Jackson: the chief was the one who when first started this conversation with him about additional staffing that really sat down with us and said here's what we think based on the numbers; he no longer actually oversees anything that goes on in Canal Winchester now that he's been promoted to chief; we had somebody I guess from down south in Lancaster her did that way back when last year; Coolman: I think the other information that would be useful is the identification of peak times of year we need additional staffing and what kinds of crimes with the peak as compared with the normal throughout the year activity;

maybe we have our own ideas about peek; is peek during Christmas break or is it summer break; we all think what the obvious is but maybe we're wrong; Jackson: they seem to know when those peeks are to; if you just ask them they will tell you; when things ramp up; Mayor: what day of the week, what month of the year; what time of the year; Jackson: obviously Christmas, and other holidays everything ramps up; they usually see an increase in activity in general when school runs out just because there's a lot more kids running around; not to say they're doing anything bad; but bodies on the streets if you will; the one thing I want to caution you about when we talk about having anybody do any type of analysis at the sheriff's department; they are not out employees; it is not our operation so when you talk about looking at the efficiency we kind of have to watch what we're doing here; they are just a contracted organization for us; looking at what is an appropriate staffing level is okay but when we start talking about efficiencies I think we get into some areas we don't want to get into with them; it's kind of like a 1099; you can tell a 1099 what to do but you can't tell a 1099 how to do it; I have a suggestion though, because we could talk about this all night long and still not get there; if we could have a meeting with a couple of council volunteers who are interested in refining Sargent Cassel's report with more meaning information; I always thought it was pretty good but it depends on what you're looking for; if two of the council members would volunteer to do that and staff could arrange to have a meeting perhaps we could give him good guidance on what we're looking for in the report and go from there; discussion ensued on meeting arrangement;

E. Adjournment at 7:20 p.m.

A motion was made by Clark, seconded by Walker, that this meeting be adjourned. The motion carried by the following vote:

Yes: 6 – Clark, Walker, Amos, Coolman, Jarvis, Lynch