

# Proposal for

## Police Staffing Assessment, Solicitation No. 2401-001

### City of San Luis Obispo

February 26, 2024, 3:00 p.m. PST



# CPSM<sup>®</sup>

CENTER FOR PUBLIC SAFETY MANAGEMENT, LLC  
475 K STREET NW, SUITE 702 • WASHINGTON, DC 20001  
WWW.CPSM.US • (616) 813-3782



Exclusive Provider of Public Safety Technical Services for  
International City/County Management Association



Center for Public Safety Management, LLC

February 26, 2024

Chief Rick Scott  
Department of Finance,  
City of San Luis Obispo  
990 Palm Street, San  
Luis Obispo, CA, 93401.

Submitted electronically via: [BidSync.com](https://www.bidsync.com)

Chief Rick Scott:

**Response to Bid 2401-001, Police Staffing Assessment**

The *Center for Public Safety Management, LLC (CPSM)*, as the exclusive provider of public safety technical assistance for the International City/County Management Association (ICMA), is pleased to submit this proposal to the City of San Luis Obispo for a comprehensive analysis of its police operations.

We are providing two prices: one for a data-based analysis of staffing and the second for the comprehensive staffing and operational analysis with recommendations that would normally be included in a strategic plan (short and long term). The operational analysis can also feed into demands for future facilities.

The CPSM approach is unique and more comprehensive than ordinary accreditation or competitor studies.

In general, our analysis involves the following major outcomes:

- Conducting a forensic data analysis to identify actual workload and locations of incidents that will create a picture of the as-is condition of service delivery and service demands. We will look at all facets of the department to establish workloads and service demands.
- Identifying and recommending appropriate staffing and deployment levels for every discrete operational and support function for policing.
- Examining the department's organizational structure and culture.
- Performing gap analysis, comparing the as is state of the department to the industry's best practices.
- Recommending a management framework to ensure accountability, increased efficiency, enhanced safety for responders and the community, and improved performance.
- Determining staffing analysis using workload and performance using research conducted by ICMA, IPMA-HR, CALEA, and CPSM.

Chief Rick Scott  
February 26, 2024  
Page 2 of 2

We understand that Jacob Green & Associates is in the final stages of completing a strategic plan for the Police Department and one of the objectives identified in that process is to conduct a staffing assessment. The SLOPD has 91 FTEs, 61 sworn, and 30 civilian, which includes dispatch. While the city demographics have changed considerable, especially population, staffing has remained at the same levels. Open positions have not been filled in some time, like many similarly challenged departments across the United States.

Our first deliverable is to conduct a forensic analysis of workload with information gleaned from the Computer Aided Dispatch (CAD) system. That forms the basis for an operational review by our team of experts, which will look at all facets of the organization with recommendations that can be included in a short- and long-term strategic plan.

This proposal is specifically designed to provide the local government with a thorough and unbiased analysis of emergency services in your community. We have developed a unique approach by combining the experience of dozens of emergency services subject matter experts. The team assigned to the project will have hundreds of years of practical experience managing emergency service agencies; a record of research, academic, teaching and training, and professional publications; and extensive consulting experience from hundreds of projects completed for municipalities nationwide.

The team we assemble for you will be true subject matter experts with hands-on emergency services experience, not research assistants or interns.

CPSM has built upon nearly 40 years of research by ICMA and other academic researchers to develop the **CPSM Data Analytic Report™**. While other firms conduct interviews, charettes, and other intelligence gathering, only CPSM combines those processes by forensically analyzing and reporting an agency's workload and performance which incorporates metrics for future analysis of deployment change. CPSM and ICMA developed the "60% rule" that was authored by one of our subject matter experts which serves as one more benchmark for staffing of police agencies and is often cited by CALEA as a best practice. That report is currently being updated by CPSM's current team of researchers.

ICMA has provided direct services to local governments worldwide for almost 100 years, which has helped to improve the quality of life for millions of residents in the United States and abroad. My colleagues at CPSM and I greatly appreciate this opportunity and would be pleased to address any comments you may have. I will be the authorized signatory on any documents and can be reached at (616) 813-3782 or via email at [twieczorek@cpsm.us](mailto:twieczorek@cpsm.us).

Sincerely,



Thomas J. Wieczorek  
Director  
Center for Public Safety Management, LLC

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# 1 Submittal Forms

## 1.1 Proposal Submittal Summary

City of San Luis Obispo

Bid 2401-001

### Section I: PROPOSAL SUBMITTAL FORM - *Sample*

The undersigned declares that she or he has carefully examined [Bid 2401-001] which is hereby made a part of this proposal; is thoroughly familiar with its contents; is authorized to represent the proposing firm; and agrees to perform the specified work for the following cost quoted in full:

BID ITEM:

Total Base Price	\$78,157
Sales tax []	
Other	\$7,500
<b>TOTAL</b>	<b>\$85,657</b>


Delivery of equipment to the City to be within \_\_\_\_\_ calendar days after contract execution and written authorization to proceed.

Certificate of insurance attached; insurance company's A.M. Best rating: \_\_\_\_\_.

#### *Firm Name and Address*

Center for Public Safety Management, LLC	
475 K Street NW, Suite 702	
Washington, DC 20001	
Contact	Thomas Wieczorek, Director
Phone	(616) 813-3782

#### *Signature of Authorized Representative*

	Date 02/20/2024
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## 1.2 Certificate of Insurance



CENTFOR-04

MDICELLO

### CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
2/16/2024

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Clements Worldwide 1220 L St. NW Suite 1200 Washington, DC 20005	<b>CONTACT NAME:</b> _____
	PHONE (A/C, No, Ext): <b>(202) 872-0060</b> FAX (A/C, No): _____ E-MAIL ADDRESS: <b>Info@Clements.com</b>
<b>INSURED</b> Center for Public Safety Manag Leonard A. Matarese 475 K Street, NW, Suite 702 Washington, DC 20001	INSURER(S) AFFORDING COVERAGE: <b>Lloyds of London</b> NAIC #: _____
	INSURER A : <b>Lloyds of London</b>
	INSURER B : <b>Hartford</b> <b>22357</b>
	INSURER C : _____
	INSURER D : _____
	INSURER E : _____

**COVERAGES**      **CERTIFICATE NUMBER:**      **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
<b>A</b>	<b>COMMERCIAL GENERAL LIABILITY</b> <input checked="" type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PROJ <input type="checkbox"/> LOC OTHER: _____			<b>PSL0839648203</b>	<b>5/5/2023</b>	<b>5/5/2024</b>	EACH OCCURRENCE \$ <b>2,000,000</b> DAMAGE TO RENTED PREMISES (Ea occurrence) \$ <b>250,000</b> MED EXP (Any one person) \$ <b>5,000</b> PERSONAL & ADV INJURY \$ <b>2,000,000</b> GENERAL AGGREGATE \$ <b>4,000,000</b> PRODUCTS - COMPI/OP AGG \$ <b>2,000,000</b> _____ _____
<b>A</b>	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			<b>PSL0839648203</b>	<b>5/5/2023</b>	<b>5/5/2024</b>	COMBINED SINGLE LIMIT (Ea accident) \$ <b>1,000,000</b> BODILY INJURY (Per person) \$ _____ BODILY INJURY (Per accident) \$ _____ PROPERTY DAMAGE (Per accident) \$ _____ <b>Deductible</b> \$ <b>2,500</b> _____ _____
	<input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$ _____						EACH OCCURRENCE \$ _____ AGGREGATE \$ _____ _____ _____
<b>B</b>	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y/N If yes, describe under DESCRIPTION OF OPERATIONS below			<b>30WBCCQ4108</b>	<b>5/5/2023</b>	<b>5/5/2024</b>	<input type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ <b>1,000,000</b> E.L. DISEASE - EA EMPLOYEE \$ <b>1,000,000</b> E.L. DISEASE - POLICY LIMIT \$ <b>1,000,000</b>
<b>A</b>	<b>Professional Liabil</b>			<b>PSL0839648203</b>	<b>5/5/2023</b>	<b>5/5/2024</b>	<b>Prof Liability</b> \$ <b>2,000,000</b>

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Commercial GL/PL is covered under CFC who holds an A.M. Best rating of A+  
 Workers Compensation is covered under Hartford who holds an A.M. Best rating of A+

<b>CERTIFICATE HOLDER</b>  Proof of Coverage	<b>CANCELLATION</b> SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE

### 1.3 References

#### REFERENCES

Number of years engaged in providing the services included within the scope of the specifications under the present business name: 10 years.

Describe fully the last three contracts performed by your firm that demonstrate your ability to provide the services included with the scope of the specifications. Attach additional pages if required. The City reserves the right to contact each of the references listed for additional information regarding your firm's qualifications.

##### Reference No. 1:

Agency Name	City of Little Rock, Arkansas
Contact Name	Assistant Chief Heath Helton
Telephone & Email	(501) 371-4621, hhelton@littlerock.gov
Street Address	500 W Markham St.
City, State, Zip Code	Little Rock, AR 72201
Description of services provided including contract amount, when provided and project outcome  \$87,850  Completed 05/22	<p>CPSM conducted a comprehensive assessment of the Little Rock Police Department's operations. Our analysis covered all aspects of the department's operations, with particular focus on identifying appropriate department staffing given the workload, community demographics, and crime levels; effectiveness of the organizational structure; and efficiency and effectiveness of division/unit processes.</p> <p>We analyzed the department workload using operations research methodology and compared workload to staffing and deployment levels. We reviewed other performance indicators that enabled us to understand the implications of service demand on current staffing. Our study involved data collection, interviews with key operational and administrative personnel, focus groups with line-level department personnel, onsite observations of the job environment, data analysis, comparative analysis, and development of alternatives and recommendations.</p> <p>Our assessment was documented in a report that included methodology, data analysis, general observations, findings, and recommendations.</p>

##### Reference No. 2:

Agency Name	City of Billings, Montana
Contact Name	Kevin Iffland, Assistant City Administrator
Telephone & Email	(406) 657-8478, ifflandk@billingsmt.gov
Street Address	210 North 27th Street
City, State, Zip Code	Billings, MT 59101
Description of services provided including contract amount, when provided and project outcome  \$64,800  Completed 2/10/21	<p>CPSM assessed the Billings Police Department's operations. Our study identified appropriate staffing considering department's workload, community demographics, and crime levels; effectiveness of organizational structure; and efficiency and effectiveness of division/unit processes. CPSM analyzed department workload using operations research methodology and compared workload to staffing and deployment levels. Other performance indicators were reviewed to understand the implications of service demand on current staffing. We collected data, interviewed key operational and administrative personnel, conducted focus groups with line-level department personnel, performed onsite observation of job environment, analyzed data, performed comparative analyses, and developed alternatives and recommendations.</p> <p>Based on our detailed assessment, we made comprehensive recommendations related to operational challenges related to: (1) facilities, (2) staffing at both mid-level supervisory and line levels, and (3) organizational structure. Recommendations were intended to form the basis of a long-term improvement plan for the city and department.</p>



**Reference No. 3**

Agency Name	City of Battle Creek, Michigan
Contact Name	Shannon Bagley, Police Chief
Telephone & Email	sdbagley@battlecreekmi.gov
Street Address	10 N. Division St.
City, State, Zip Code	Battle Creek, MI, 49014
Description of services provided including contract amount, when provided and project outcome	<p>CPSM reviewed the operations of the Battle Creek Police Department (BCPD). Our analysis covered all aspects of the department's operations, including identifying appropriate department staffing for the given workload, community demographics, and crime levels; effectiveness of organizational structure; and efficiency and effectiveness of division/unit processes.</p> <p>We analyzed workload using operations research methodology and compared that workload to staffing and deployment levels. We reviewed other performance indicators that enabled us to understand the implications of service demand on current staffing. Our study involved data collection, interviews with key operational and administrative personnel, focus groups with line-level department personnel, onsite observations of the job environment, data analysis, comparative analysis, and the development of alternatives and recommendations.</p>
\$64,458.50 Completed 12/31/22	

## 1.4 Statement of Past Contract Disqualifications

### STATEMENT OF PAST CONTRACT DISQUALIFICATIONS

The proposer shall state whether it or any of its officers or employees who have a proprietary interest in it, has ever been disqualified, removed, or otherwise prevented from bidding on, or completing a federal, state, or local government project because of the violation of law, a safety regulation, or for any other reason, including but not limited to financial difficulties, project delays, or disputes regarding work or product quality, and if so to explain the circumstances.

- **Do you have any disqualification as described in the above paragraph to declare?**

Yes

No

- **If yes, explain the circumstances.**


Executed on 18 February 2024 at \_\_\_\_\_ under penalty of perjury of the laws of the State of California, that the foregoing is true and correct.



\_\_\_\_\_  
Signature of Authorized Proposer Representative

## 2 Qualifications

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### 2.1 Firm Experience in Performing Relevant Work/Projects

#### 2.1.1. Firm History and Background

##### **International City/County Management Association (ICMA)**

The International City/County Management Association (ICMA) is a 110-year-old, non-profit professional association of local government administrators and managers, with approximately 13,000 members located in 32 countries.

Since its inception in 1914, ICMA has been dedicated to assisting local governments and their managers in providing services to their citizens in an efficient and effective manner. ICMA advances the knowledge of local government best practices with its website, [www.icma.org](http://www.icma.org), publications, research, professional development, and membership.

##### **Center for Public Safety Management (CPSM)**

The ICMA Center for Public Safety Management (ICMA/CPSM) was launched in 2006 by ICMA as “Consulting Services.” In 2010, it was renamed Center for Public Safety Management (CPSM) to provide support to local governments in the areas of police, fire, and Emergency Medical Services. It has remained focused on public safety issues with the addition of dispatch, strategic planning, and Homeland Security.

CPSM also represents local governments at the federal level and has been involved in numerous projects with the Department of Justice and the Department of Homeland Security. In 2014 as part of a restructuring at ICMA, CPSM spun out as a separate company and is now the exclusive provider of public safety technical assistance for ICMA. CPSM provides training and research for the association’s members and represents ICMA in its dealings with the federal government and other public safety professional associations such as CALEA, PERF, IACP, IFCA, IPMA-HR, DOJ, BJA, COPS, NFPA, etc.

CPSM maintains the same team of individuals performing the same level of service that it had for ICMA. We use our team of eight employees and 30 SMEs to respond to our clients’ project needs. With such expertise, we are able to evaluate any size organization and the challenges faced from every perspective. CPSM’s local government technical assistance experience includes workload and deployment analysis, using our unique methodology and subject matter experts to examine department organizational structure and culture, identify workload and staffing needs as well as industry best practices.

#### 2.1.2. CPSM Relevant Experience

CPSM offers more than 16 years of corporate experience performing comprehensive assessments of police, fire, EMS, and dispatch departments and providing assistance to departments/agencies for standards of response coverage, risk assessment, and strategic planning. We have conducted over 450 such studies in 46 states and provinces and more than 300 communities ranging in population size 269 (Bald Head Island, NC) to 800,000 (Indianapolis, IN).

Table 1 lists the government entities for which CPSM completed police department assessment projects in 2023 and 2022. A more comprehensive list of our clients is included in Table 4 in the appendix to this proposal. **CPSM has completed 25+ studies of law enforcement agencies in California and several of our subject matter experts have served as police chiefs for California municipalities.**

**Table 1. Police Department Assessment Projects Completed by CPSM in 2023 and 2022**

2023 Projects	2022 Projects
<ul style="list-style-type: none"> <li>▪ Delaware, OH</li> <li>▪ Powell, OH</li> <li>▪ Norristown, PA</li> <li>▪ West Des Moines, IA</li> <li>▪ Kalispell, MT</li> <li>▪ Roanoke, VA</li> <li>▪ Cocoa Beach, FL</li> <li>▪ Alpharetta, GA</li> <li>▪ Celina, TX</li> <li>▪ Maricopa County, AZ</li> <li>▪ Kent County, MI</li> <li>▪ Minot, ND</li> <li>▪ Olympia, WA</li> <li>▪ Plymouth, MA</li> <li>▪ Chattanooga, TN</li> <li>▪ Pulaski County AR</li> <li>▪ Battle Creek MI</li> </ul>	<ul style="list-style-type: none"> <li>▪ Brookings, SD</li> <li>▪ El Mirage, AZ</li> <li>▪ Little Rock, AR</li> <li>▪ Medford, OR</li> <li>▪ Myrtle Beach, SC</li> <li>▪ National City, CA</li> <li>▪ New Braunfels, TX</li> <li>▪ Pembroke Park, FL</li> <li>▪ Petaluma, CA</li> <li>▪ Santa Rosa, CA</li> <li>▪ Sugar Land, TX</li> <li>▪ Sylvester, GA</li> <li>▪ Upper Arlington, OH</li> <li>▪ Yuma, AZ</li> </ul>

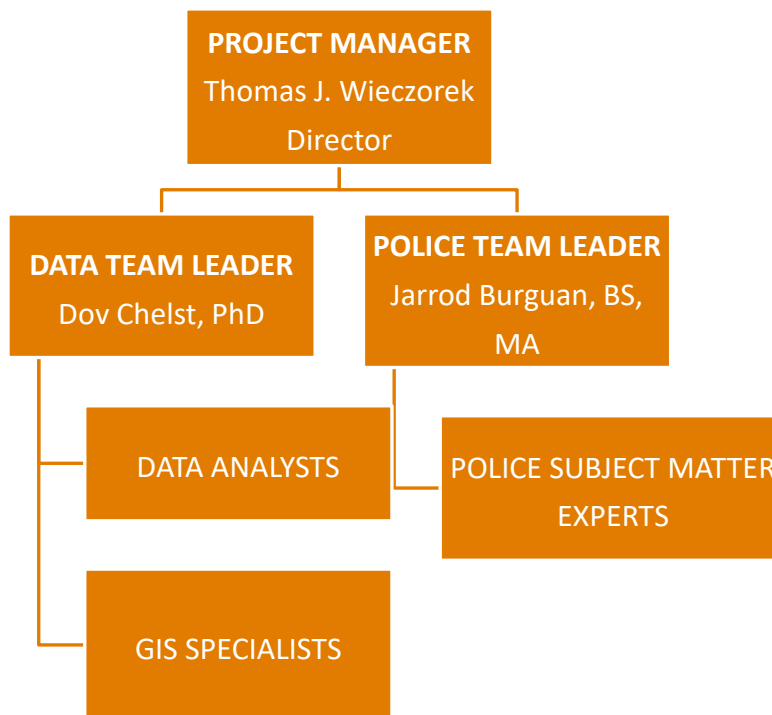
## 2.2 Client References

We offer client references on the completed form in Section 1.3 of this proposal as evidence of our performance. CPSM has a record of completing its projects on time, within the established budget, and in compliance with contractual requirements. Many of our clients are repeat clients, coming back to us for additional studies or to update previously performed studies.

## 2.3 Project Team Qualifications and Experience

For this project, CPSM has assembled a premier team of subject matter experts that have experience performing similar projects for counties and municipalities nationwide. Our proposed project team members will be available to support the project as needed through completion. Our subject matter experts have a long history with the firm, which means staff turnover is not a significant concern. Based on our experience, a dedicated, consistent project team works more efficiently and effectively, ensuring both continuity of project knowledge and budget management. Because we have a stable workforce, our project team members have a history of collaborating on similar police department assessment projects including comprehensive staffing assessments.

The organizational chart for the project is provided in Figure 1. Brief resumes/bios follow the figure.



**Figure 1. CPSM Project Team Organization**

CPSM performs all work using in-house resources and does not subcontract any portion of the work scope. The firm has adequate in-house subject matter experts to perform multiple concurrent public safety studies at any time.

## 2.4 Principal/Project Manager

CPSM assigns a project manager to each project it performs. Our project manager is responsible for all aspects of project execution and contractual compliance and will serve as the principal in charge of the project. Thomas Wiczorek will be the project manager for this contract.

As project manager, Tom will serve as a principal point of contact with the City and Department regarding this project. He has led similar public safety agency assessment projects and will ensure that CPSM performs the required evaluation with the same exceptional quality and service for which CPSM is recognized.

After contract award, at the project kickoff meeting, our project manager will solicit input on our proposed approach and schedule and document the mutually agreed upon final plan that CPSM will follow to complete the project. He will lead our project team in performing the required scope of services in accordance with the contract scope of work, CPSM's quality standards, and the established project budget and schedule.

## 2.5 Corporate Compliance Police Unit

### 2.5.1. Project Manager—Thomas Wieczorek

*Director, Center for Public Safety Management; retired City Manager Ionia, MI; former Executive Director Center for Public Safety Excellence.*



Thomas Wieczorek is an expert in fire and emergency medical services operations. He has served as a police officer, fire chief, director of public safety and city manager and is former Executive Director of the Center for Public Safety Excellence (formerly the Commission on Fire Accreditation International, Inc.).

He has taught numerous programs for the International City-County Management Association, Grand Valley State University, the National Highway Traffic Safety Administration (NHTSA), State of Michigan’s Transportation Asset Management Council, and Grand Rapids Community College. He often testified for the Michigan Municipal League before the legislature and in several courts as an expert in the field of accident reconstruction and fire department management. He is the past president of the Michigan Local Government Manager’s Association (MLGMA, now MME); served as the vice-chairperson of the Commission on Fire Officer Designation; served as ICMA’s representative on the International Accreditation Service (IAS), a wholly owned subsidiary of the International Code Council (ICC); and currently serves on the NFPA 1710 and 1730 committee.

He worked with the National League of Cities and the Department of Homeland Security to create and deliver a program on emergency management for local officials titled, “Crisis Leadership for Local Government Officials.” It has been presented in 43 states and has been assigned a course number by the DHS. He represents ICMA on the Emergency Management Assistance Compact (EMAC) Board and other fire service participation areas. In 2022 he worked with ICMA to create a FEMA program on economic recovery from disasters for local government managers. It has been delivered via webinar and in person across the United States.

He received the Mark E. Keane “Award for Excellence” in 2000 from the ICMA, the Association’s highest award and was honored as City Manager of the Year (1999) and Person of the Year (2003) by the Rural Water Association of Michigan, and distinguished service by the Michigan Municipal League in 2005.

### 2.5.2. Managing Partner—Leonard A. Matarese, MPA, ICMA-CM, IPMA-CP

*Director of Research and Project Development, Center for Public Safety Management*



Mr. Matarese is a specialist in public sector administration with expertise in public safety issues. He has 44 years’ experience as a law enforcement officer, police chief, public safety director, city manager and major city Human Resources Commissioner. He was one of the original advisory board members and trainer for the first NIJ/ICMA Community Oriented Policing Project which has subsequently trained thousands of municipal practitioners on the techniques of the community policing philosophy over the past 18 years. He has managed several hundred studies of emergency services agencies with attention to matching staffing issues with calls for service workload.

Recognized as an innovator by his law enforcement colleagues, he served as the Chairman of the SE Quadrant, Florida, Blue Lighting Strike Force, a 71-agency, U.S. Customs Service anti-terrorist and narcotics task force and as president of the Miami-Dade County Police Chief’s Association – one of America’s largest regional police associations. He represents ICMA on national projects involving the United States Department of Homeland Security, The Department of Justice, Office of Community Policing and the Department of Justice, Office Bureau of Justice Assistance. He has also served as a project reviewer for the National Institute of Justice and is the subject matter expert on several ICMA / USAID police projects in Central America. As a public safety director, he has

managed fire / EMS systems including ALS transport. He was an early proponent of public access and police response with AEDs.

Mr. Matarese has presented before most major public administration organizations' annual conferences on numerous occasions and was a keynote speaker at the 2011 annual PERF conference. He was a plenary speaker at the 2011 TAMSEC Homeland security conference in Linköping, Sweden and at the 2010 UN Habitat PPUD Conference in Barcelona, Spain.

He has a master's degree in Public Administration and a bachelor's degree in Political Science. He is a member of two national honor societies and has served as an adjunct faculty member for several universities. He holds the ICMA Credentialed Manager designation, as well as Certified Professional designation from the International Public Management Association- Human Resources. He also has extensive experience in labor management issues, particularly in police and fire departments. Mr. Matarese is a life member of the International Association of Chiefs of Police and of ICMA.

## 2.6 Operations Assessment Team

### 2.6.1. Police Project Manager— Chief Jarrod Burguan, BS, MA

*Chief of Police, San Bernardino Police Department*

Chief Burguan served 29 years in local law enforcement, with 10 years of that experience in senior management positions. He retired as the Chief of Police for the San Bernardino Police Department in 2019.



During his career, Chief Burguan worked a variety of assignments in the patrol, traffic, investigative and administrative divisions of the department. He has the unique experience of managing a police department through a municipal bankruptcy while maintaining day to day operational effectiveness. He has been an invited speaker at conferences and training events throughout the country and internationally on police response to active shooter events following both an elementary school active shooter in 2016 and the 2015 terrorist attack in San Bernardino.

Since retiring from the department in 2019, Chief Burguan has continued to work as a consultant for municipal government and media organizations and has served as an advisor for the Department of Justice – ICITAP program. He holds a bachelor's degree in business and a master's degree in management from the University of Redlands. He is also a graduate of the California Command College, the FBI's Law Enforcement Executive Development program and the Senior Management Institute for Police through the PERF.

### 2.6.2. Chief Craig Junginger (Ret), BS, MPA

*Retired Chief of Police, Gresham, Oregon, former Huntington Beach Police Captain*



Chief Junginger had over 38 years' experience as a law enforcement professional. He served as the Chief of the Gresham, Oregon Police from December 2008 until his retirement in June 2016. Gresham is a community with a population of 110,000 just to the east of Portland. He led a department of 130 sworn officers and 47 civilian employees, with a budget of \$31 million. He also served on the board of the Oregon Police Chief's Association.

Chief Junginger began his career at the Bell-Cudahy Police department in 1979. He worked as a K-9 Officer, Detective, and Patrol Officer. In 1985 he transferred to the Huntington Beach Police Department where he remained until his retirement in November 2008. While at Huntington Beach, he was a Patrol Officer, Beach Detail Officer, Field Training Officer, SWAT Officer, Traffic Motor Officers, Community Policing Officer, and Narcotics Detective. In 1999 he promoted to

Sergeant where he worked Patrol, Downtown Foot Beat, Support Services, Vice and Intelligence and Internal Affairs. He promoted to Lieutenant in 2003 and worked as the Community Policing Commander responsible for all major event planning, Watch Commander and as the Chief's Executive Officer. In 2007 he promoted to the rank of Captain and was assigned to Administrative Operations consisting of Communications, Budget, Personnel, and Property and Evidence.

He holds a master's degree from California State University, Long Beach, a bachelor's degree from University of La Verne and an associate degree from Rio Hondo Community College.

He attended the FBI National Academy Class 224 in Quantico Virginia, California Post Command College, West Point Leadership Program, POST Executive Development Program and the POST Supervisory Leadership Institute. While in Command College he was published for his article "How will we train police recruits of the millennial generation in the year 2012," and as the Chief of Gresham he was published for an article he authored on leadership.

He was awarded the Medal of Valor in 1989 for his encounter with an armed bank robber.

### **2.6.3. Senior Associate—Chief John E. Perez, BS, MS, PhD**

*Chief of Police, City of Pasadena Police Department*



John E. Perez has served as the Chief of Police for the City of Pasadena since 2018 and has been with the Department since 1985. His 35 years of public safety experience includes an array of specialized assignments in enforcement, special tactics, administration, and community initiatives. He served as the Counter-Terrorism Intelligence Officer immediately after the 9/11 terrorist attack in developing security/safety measures for Pasadena's Tournament of Roses Parade, Rose Bowl, and special events. After serving as the Special Enforcement Section Sergeant and developing policing initiatives in lowering gang violence while improving community trust and confidence, he was appointed by California's Commission on Peace Officer Standards and Training to provide best practices on developing statewide initiatives.

He is the recipient of the Mayor's Special Service Award for his work in developing community initiatives and has been twice awarded with the Police Chief's Excellence in Policing merit award. Chief Perez has served in the various ranks of the Department to include Deputy Chief of Police from 2016–2018.

Chief Perez led the development of several internal initiatives that decreased the use of force by 50% through immersive training and self-improvement from use of Body-Worn Camera (BWC), as well other initiatives to increase community awareness of policing challenges through programs such as "Policing 101" and "Community Conversations" — each intended to develop and educate community members, youth, and the media on policing topics as well as learning from the community.

Chief Perez serves on the Pasadena Educational Foundation, Patron Saints Foundation, and is a graduate of the California Peace Officers and Standards Executive Management School as well as holding a POST executive certificate. Chief Perez possesses a bachelor's degree in Criminal Justice, a master's degree in Behavior Science, and a PhD in Public Administration. He serves on the board of the California Police Chiefs Association and the National Police Foundation.



#### **2.6.4. Senior Associate—Deputy Chief Wayne Hiltz (Ret), BS**

*Former Interim Chief of Police at Pasadena and Irwindale Police Departments*



Wayne has 33 years of experience in municipal law enforcement. This includes a broad range of experience in nearly every facet of policing from patrol, gang enforcement, and undercover narcotics to internal affairs investigations and community relations. The last 13 years were spent at command and executive levels. In his capacity as Deputy Police Chief, he served as the chief operating officer of the Pasadena Police Department, responsible for all day-to-day operations including internal audits and inspections. As well, he was responsible for operations related to the Tournament of Roses Parade and Rose Bowl events to include World Cup Soccer and BCS Championship games. For a period of nearly two years, he served in the capacity of Interim Chief of Police at both the Pasadena and Irwindale Police Departments.

He has extensive experience in managing budgets and has served as a budget instructor for the California Commission on Peace Officer Standards and Training. He was selected by the Los Angeles County Police Chiefs Association to represent the 45 member agencies in negotiations for Homeland Security Grants for a three-year period. He also served as President of the San Gabriel Peace Officers Association. He has served on the boards of community-based organizations with a focus on addressing homeless issues, substance abuse, and juvenile violence. Wayne holds a Bachelor of Science degree in Police Science and Administration from California State University at Los Angeles. Executive training includes the FBI Southwest Command College and the Senior Management Institute for Police.

### **2.7 Forensic Data Analysis Team**

#### **2.7.1. Data Assessment Team – Project Leader—Dov Chelst, Ph.D.**

*Director of Quantitative Analysis*



Dr. Chelst is an expert in analyzing public safety department's workload and deployment. He manages the analysis of all public safety data for the Center. He is involved in all phases of The Center's studies from initial data collection, on-site review, large-scale dataset processing, statistical analysis, and designing data reports. To date, he has managed over 140 data analysis projects for city and county agencies ranging in population size from 8,000 to 800,000.

Dr. Chelst has a Ph.D. Mathematics from Rutgers University and a B.A. Magna Cum Laude in Mathematics and Physics from Yeshiva University. He has taught mathematics, physics and statistics, at the university level for 9 years. He has conducted research in complex analysis, mathematical physics, and wireless communication networks and has presented his academic research at local, national and international conferences, and participated in workshops across the country.

#### **2.7.2. Public Safety Data Analyst—Shan Zhou, Ph.D.**



Dr. Shan Zhou specializes in the analysis of police data. Shan brings extensive experience in scientific and clinical data analysis. Prior to CPSM, she worked as an associate scientist at Yale School of Medicine. Shan has a MS in Business Analytics and Project Management from University of Connecticut and a PhD in Cell biology, Genetics and Development from University of Minnesota.

### 2.7.3. Public Safety Data Analyst-GIS—Monique Lee, MS, BS

Ms. Lee has extensive experience in the areas of data and geospatial analysis, hydrographic data processing, mapping platforms, and project management. She has worked as a GIS consultant, and with the U.S. Army Corps of Engineers where she received a U.S. Army commendation, and the United States Geological Survey, Grand Canyon Monitoring and Research Center. Ms. Lee has a Master of Science in Geographic Information Science & Technology.

### 2.7.4. Senior Public Safety Subject Matter Expert – GIS—David Martin, Ph.D.

*Senior Researcher in the Center for Urban Studies, Wayne State University*



Dr. Martin specializes in public policy analysis and program evaluation. He has worked with several police departments to develop crime mapping and statistical analysis tools. In these projects, he has developed automated crime analysis tools and real-time, dashboard-style performance indicator systems for police executive and command staff. Dr. Martin teaches statistics at Wayne State University. He is also the program evaluator for four Department of Justice Weed and Seed sites. He is an expert in the use of mapping technology to analyze calls for service workload and deployments.

## 2.8 Standard Billing Rates

CPSM’s hourly billing rates are provided in Table 2.

**Table 2. Hourly Billing Rates**

Labor Category	Hourly Rate
Partners	\$300
Project Lead	\$250
Subject Matter Expert	\$200
Data Analyst	\$125
Office Staff	\$25

## 2.9 Statement of Instance(s) of Removal or Disqualification from Project

CPSM has never been removed from a project nor disqualified from proposing on a project. A completed Statement of Past Contract Disqualifications is provided in Section 1.4 of this proposal.

## 3 Proposed Work Program

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### 3.1 Approach to Completing the Work

#### 3.1.1. Project Understanding

The City of San Luis Obispo is seeking a qualified firm to work with its Police Department to perform a comprehensive staffing assessment. The required staffing study will assess Department operations and resources and identify the level of staffing needed to respond efficiently to emergencies, investigate crime, provide critical emergency response, and proactively reduce crime. The assessment will also consider future growth impacts and the level of service that will be required to provide ongoing effective police services to the San Luis Obispo community. The assessment will be documented in a formal report and presented to the City Council during a regular meeting.

#### 3.1.2. CPSM's Approach/Work Plan

Phase I of our projects normally includes a forensic analysis to determine workload in patrol (which also requires some subject matter expert work to finalize a staffing recommendation. Phase II would involve a comprehensive analysis of operations and, using the Phase I data, provide recommendations for the community both short and long term. These would normally be incorporated in a strategic plan with assignments to individuals for completion.

CPSM has developed a standard process that it implements for conducting analyses of police and sheriff's departments. This process has been developed over decades with input from numerous operations researchers, practicing administrators and elected officials, as well as academic studies and research. Much like a municipal audit, this standard approach builds on each component to enable our client team to make the best decision with community engagement. It also allows the ability to monitor the results of the decisions made, adjust as needed, and achieve the desired goals and objectives.

We begin projects with a request for data, documents, and worksheets.

Next, we extract raw data on calls for service from an agency's computer-aided dispatch system. The data are sorted and analyzed to identify performance indicators (i.e., response times, workload by time, multiple unit dispatching, etc.) for comparison to industry benchmarks. Performance indicators are valuable measures of agency efficiency and effectiveness. The findings are shown in tabular as well as graphic form and follow a standard format for presentation of the analyzed data. While the format will be similar from community to community, the data reported are unique to the specific agency.

During Phase II, CPSM conducts an onsite operational review. Here the performance indicators serve as the basis for the operational reviews. Prior to any onsite review, agencies are asked to compile several key operational documents (i.e., policies and procedures, assets lists, etc.). Most onsite reviews consist of interviews with management and supervisors, as well as rank and file officers, attendance at roll calls and ride-alongs with officers. We review case files with investigators and observe dispatch operations to assess compliance with the provided written documentation.



As a result of onsite visits and data assessments, our subject matter experts produce a SWOT analysis (strengths, weaknesses, opportunities, and threats) of the department. We have found that this standardized approach ensures that we measure and observe all the critical components of agencies.

Additionally, this methodology can be integrated with ongoing support customized to the unique needs of your community. Strategic planning, risk assessment, and training services are also available to assist with the implementation of CPSM recommendations and developing new processes and programs that may arise as implementation evolves.

The following information describes the CPSM approach to studying, understanding, evaluating, and reporting on police and sheriff's departments around the country. Although no two departments are the same, a standardized approach to department evaluation ensures a rigorous and methodological process that permits benchmarking, comparing, and assessing within the context of the best practices of American law enforcement. However, each locality has unique characteristics that present policing challenges. Integrating a standardized approach within the context of local variability permits an accurate assessment of the organization in its political environment, and further permits CPSM to offer recommendations that comport with the best practices in policing yet customized for the client community.

### **Data...why data?**

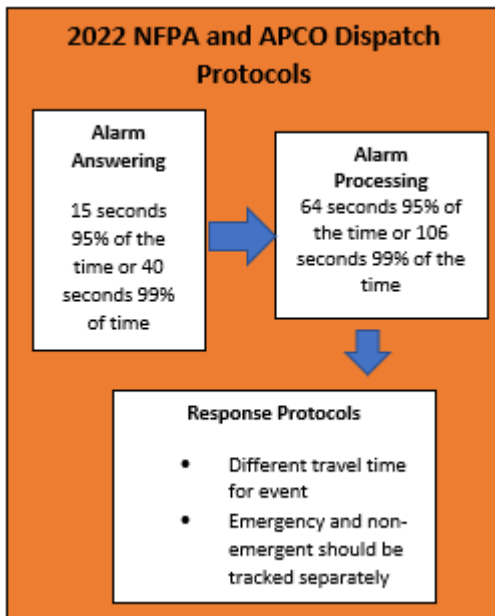
CPSM has found that there are tremendous amounts of data collected on a daily, even hourly basis on many departments. The challenge is how to access that data; how to clean that data; how to quantify that data; and how to present the product so that everyone understands.

CPSM does not use hypotheticals. We don't use "national averages" upon which to base our client team's individual recommendations and findings. We begin analyzing your data to establish your performance and paint a complete picture of how you are deploying with the accompanying results.

It is critical to have data and one of the biggest challenges for departments because rarely do they have the depth of our analytical team and its decades of research and trademarked processes. If we are going to recommend change, and if our client team is going to make change—they need data to measure impacts on outcomes. It's not enough to say, "this is what happens wherever." We need to provide you with the tools and launch point so that you can measure and report to your stakeholders—citizens, elected officials, appointed officials, and staff—how those changes affected the outcome.

The raw Computer-Aided Dispatch data and our process is like a financial audit. No city, county or community ever imagines just skipping the annual audit. It's usually a mandate in the charter or state law. Yet we find few communities are willing to extend the same effort to delve into the operations of their largest emergency response departments whose actions can literally result in life and death. Our process is the same for each community so that we can build national data reporting tables and compare data to like demographics, but we create our recommendations and findings based on your individual performance. The CAD system is also the official record of public safety services for communities. Like minute books for the County clerk, it is the record of times and actions taken by your response community. The information at dispatch needs to be collected; it needs to be correct; and it should be a resource to assist with decision making daily.

CPSM ensures this information and system is working and correct before we proceed to other facets of our work.



### Begins at Dispatch

Armed with the data and information we gather; we start your project at the dispatch center. Benchmarks have been established for dispatch centers across the country in National Fire Protection Association Standards (NFPA 1220, NFPA 1221, NFPA 1710, NFPA 1720, etc.). Many of those same benchmarks and standards have also been adopted by the Association of Public-Safety Communications Officials-International (APCO).

The dispatch protocols are continually being studied, particularly with the adoption of Priority Fire, Medical, and Police dispatch. The systems look at collecting what is happening, where, and alerting the right response to the right location for a positive outcome.

For that reason, it is important that two things occur at dispatch:

1. Caller expectations are established. In other words, if the dispatcher tells the caller that police and deputies will be “right there,” the expectation is immediate response. Instead, dispatch centers should advise callers that officers are tied up on other calls and establish expectations for service delivery.
2. Calls should be categorized, monitored, and reported using multiple response time metrics. Crimes in progress and serious felonies should have established and monitored times. Outliers should be examined daily, and a report produced on why there may be extended time periods. For non-criminal and non-emergent calls, different metrics should exist with an explanation of why there were extended times.

### Dispatch Metrics

CPSM will look at the dispatch center to determine how often calls remain in the queue, trends on when lengthy queues develop, and whether the dispatch center is evaluating their operations on a regular basis to determine if they are meeting national standards and benchmarks.

The time that a police/sheriff’s, fire, or EMS call occurs and for an alarm to be raised can vary from community to community. In urban, rural, and remote areas, it can be lengthy periods of time before a situation is noticed, and the alert raised. In commuter communities, larcenies and break-ins may not be noticed until morning or when people return home from work. These types of calls should be tracked independent of true emergencies so as not to corrupt the ongoing analysis of response times.

**TABLE 9-31: Reported Billings, Montana, and National Crime Rates, by Year**

Year	Billings				Montana				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2010	104,170	273	4,822	5,095	1,055,270	255	2,381	2,636	314,170,775	393	2,833	3,225
2011	105,095	299	4,467	4,766	1,064,639	256	2,220	2,476	317,186,963	376	2,800	3,176
2012	106,371	358	4,527	4,885	1,071,788	259	2,411	2,670	319,697,368	377	2,758	3,135
2013	107,802	395	5,208	5,603	1,078,577	264	2,379	2,642	321,947,240	362	2,627	2,989
2014	110,245	381	4,500	4,881	1,087,522	298	2,302	2,601	324,699,246	357	2,464	2,821
2015	109,997	442	4,730	5,172	1,099,717	327	2,452	2,779	327,455,769	368	2,376	2,744
2016	111,447	463	4,689	5,152	1,101,927	352	2,547	2,899	329,308,297	383	2,353	2,736
2017	111,317	493	5,458	5,951	1,050,493	377	2,592	2,969	325,719,178	383	2,362	2,745
2018	110,397	542	4,779	5,321	1,062,305	374	2,496	2,870	327,167,434	369	2,200	2,568
2019	110,198	610	4,083	4,693	1,068,778	405	2,193	2,598	328,239,523	379	2,010	2,489

**TABLE 9-32: Reported Billings, Montana, and National Crime Clearance Rates**

Crime	Billings			Montana			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances*	Rate
Murder Manslaughter	3	2	67%	35	20	57%	14,325	8,796	61%
Rape	75	10	13%	614	72	12%	124,817	41,065	33%
Robbery	98	38	39%	210	82	39%	239,643	73,091	31%
Aggravated Assault	499	285	57%	2,601	1,486	57%	726,778	380,105	52%
Burglary	608	58	10%	2,688	357	13%	981,264	138,358	14%
Larceny	3,266	835	26%	19,152	3,923	20%	4,533,178	834,105	18%
Vehicle Theft	625	76	12%	2,234	400	18%	655,778	90,497	14%

**Note:** \*National clearance counts were calculated from crimes and clearance rates, as these numbers are not directly available from the FBI.

For call answering, we will benchmark your time against the latest editions of NFPA and APCO standards. In 2022, that time process changed. If your dispatch is not performing at these levels—or if they are not using metrics to constantly evaluate performance (particularly in emergencies requiring rapid response), your team needs to be able to intervene. CPSM finds many communities and dispatch centers do not regularly look at this critical step on the successful outcome matrix.

By establishing different metrics for evaluating emergency and non-emergency travel times, unrealistic expectations and demands will be removed from the patrol force. Every call is not the same and does not require the same response.

The data is also critical to establishing where calls for service are being received, during what times of day, and adjusting for seasonal differences. The travel time will be reviewed by our Geographic Information and Data divisions to benchmark against national standards and key performance indicators (KPIs).

Our data team will also begin to produce analytics that look at statistical information reported and compiled by a wide variety of agencies. Crime rate comparisons, clearance rates, crime trends analysis, and other information will be integrated with our client team information that they will be uploading to a secure site for our subject matter experts' review.

For Phase II and armed with information, our Operations Team will work with the client team to evaluate the following major areas of operations:

**I. Benchmark the Community**

It is essential to understand the service levels, protection needs, community dynamics, and overall environment within which the department operates.



The CPSM study may involve interviews directed at stakeholders in the community, which could include elected officials and employee labor representatives who would be contacted to solicit their opinions about the Department, the public safety needs of their constituency, and the perceived gaps in service levels currently provided. CPSM may work with the agency to identify community members that can provide this important information. Additionally, the department will be compared to organizations of similar size with respect to crime, demographics, and cost-efficiency.

CPSM reviews Census Information that may flag key demographics to be studied further: are there minority populations and are there disparities in service? In actions? In communication?



## II. Patrol Operations

Police and sheriff's agencies routinely speak about recommended officers per 1,000 population or a National Standard for staffing or comparisons to other municipalities. **There are no such standards**, nor are there recommended numbers of officers per thousand. The International Association of Chiefs of Police (IACP) states; "Ready-made, universally applicable patrol staffing standards do not exist. Ratios, such as officers-per-thousand population, are totally inappropriate as a basis for staffing decisions."

Staffing decisions, particularly in patrol, must be made based upon actual workload and very few law enforcement agencies have the capability of conducting that analysis. Once an analysis of the actual workload is made, then a determination can be made as to the amount of discretionary patrol time that should exist, consistent with the local government's ability to fund.

CPSM's team of doctoral level experts in Operations Research in Public Safety have created **The CPSM Patrol Workload & Deployment Analysis System®** with the ability to produce detailed information on workload even in those agencies without sophisticated management information systems.

Using the raw data extracted from the department's CAD system, our team converts calls for service into service workload and then effectively graphs workload reflecting seasonally, weekday/weekend and time of day variables. Using this information, the department can contrast actual workload with deployment and identify the amount of discretionary patrol time available (as well as time commitments to other activities —including special events.

Service workload differentiates from calls for service in that calls for service comprise a number reflecting the incidents recorded. Workload is a time measurement recording the actual amount of time required to handle calls for service from inception to completion. Various types of service calls require differing amounts of time (and thus affect staffing requirements). As such, call volume (number of calls) as a percentage of total number of calls could be significantly different than workload in a specific area as a percentage of total workload. The graph below demonstrates this difference in units.

CPSM has found that the most effective way to manage operations, including policing, is to make decisions based upon the interpretation and analysis of data and information. To achieve this, a data analysis of department workload, staffing and deployment will be conducted. By objectively looking at the availability of deployed hours and comparing those to the hours necessary to conduct operations, staffing expansion and/or reductions can be determined and projected. Additionally, the time necessary to conduct proactive activities (such as team-led enforcement, directed patrol, community policing and selected traffic enforcement) will be reviewed to provide the community with a meaningful methodology to determine appropriate costing allocation models.

### Workload vs. deployment analysis sample

This is one of the ways we show the amount of available, non-committed patrol time compared to workload. As you can see, we break out the various activities, convert them to time and then compare to available manpower. The deployment is based upon actual hours worked.

So, in this example, at noon there are approximately nine hours of work (including citizen-initiated and officer-initiated calls

for service, including traffic and administrative activities (meals, vehicle, reports, etc.). There are approximately 15 officer-hours of available resources meaning that at that hour, on average, of the 15 officers on duty, nine are busy on activities.

The area shown in green and brown is uncommitted time. This is the area where staffing decisions impact — it becomes a policy issue as to how much uncommitted time a community wants and is willing to pay for.

### CPSM White Paper on Staffing

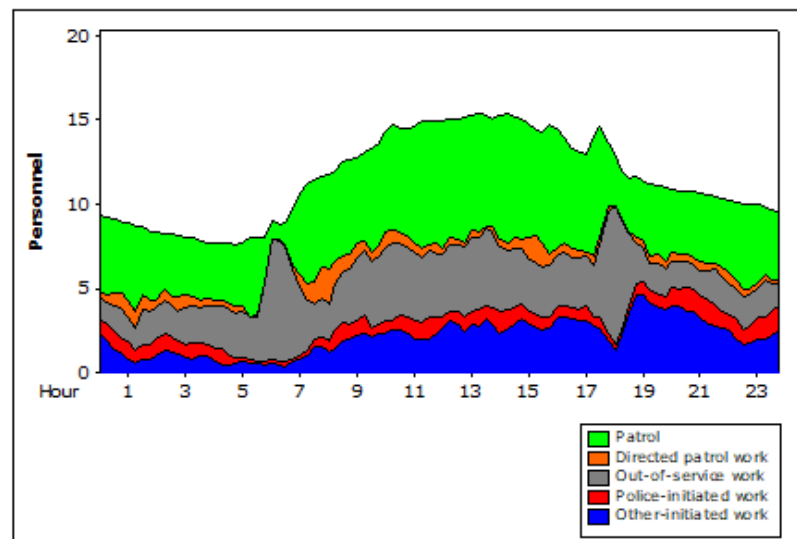
CPSM and ICMA conducted research on staffing for police departments that led to a white paper released in 2013. More than 50 departments' data was analyzed for staffing, workload, and patrol trends across 24/7 and 365 days a year.

The subsequent white paper has been regularly used and quoted by the International Chiefs of Police, the Commission for Accreditation of Law Enforcement Agencies (CALEA), the Police Executive Research Forum (PERF) and most consultants.

The white paper found that a best practice for evaluating departments would position 60 percent of the sworn resources into patrol activities. In addition, no more than 60% of their total available time would be encumbered with calls for service.

The research showed that when the 60% encumbered level was exceeded, officers moved from proactive into reactive mode. In other words, officers expected additional calls for service, understood there were no free resources, and thus disengaged and awaited dispatch to the next call in the queue at dispatch.

Figure 7: Deployment and Main Workload, Weekdays, Summer





CPSM assembles the information on how much “time” is available, what various demands require against that time, and calculates a Saturation Index along with when the 60% is exceeded.

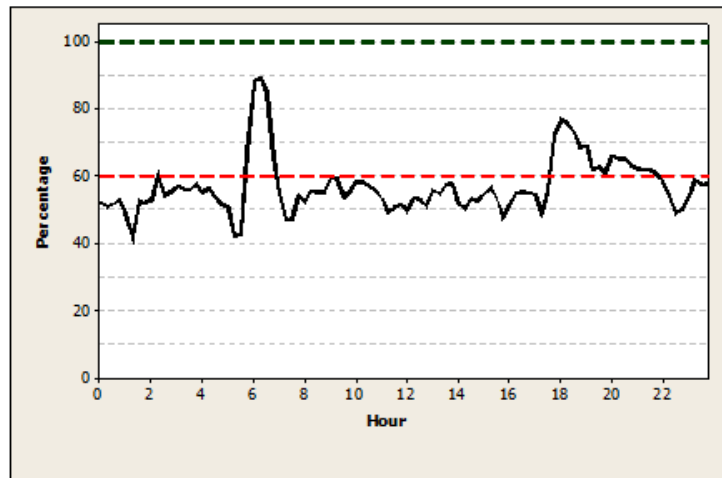
Using this data-driven approach, communities can determine how much un-encumbered time they desire and where they would like that time dedicated. It also allows communities to determine if additional staffing is needed, when, and how much.

The CPSM study will result in the calculation of service demands placed on the department, workload levels, service times for calls for service, and response times. The product of this analysis is the variance between service demands and available personnel, and appropriate recommendations

made for staffing levels and an optimal deployment schedule to meet these service demands. This permits exploration of the following questions:

- What are the service demands made by the public as measured through the CAD system?
- Based on workload, is the staffing deployment appropriate?
- Based on the workload, is the shift schedule aligned appropriately and what alternatives to the current shift plan are most efficient?
- How many officers and supervisors are needed to staff the patrol function in order to meet the workload demands placed on the agency?
- How long does it take to respond to calls for service (both response time and total time) and what ways are there to reduce these times?
- How many officers are assigned to each call and what are the ways to minimize these assignments?
- What categories of call, and in what frequency, does the agency handle and what measures can be adopted to minimize unnecessary responses?
- How much time is spent on administrative duties?
- How much time is spent on directed patrol activities and specialized enforcement?

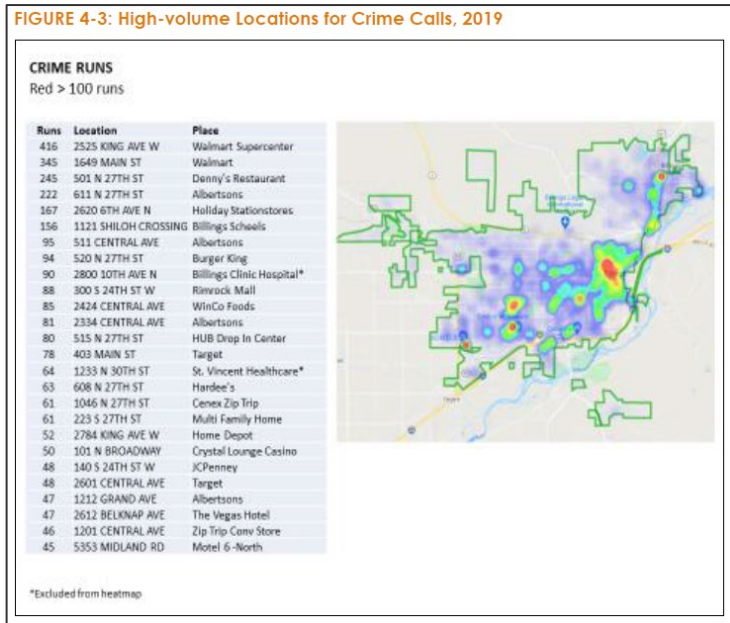
**Figure 8: Workload Percentage by Hour, Weekdays, Summer**



**Workload vs. Deployment – Weekdays, Summer**

Avg. Workload:	6.5 officers per hour
Avg. % Deployed (SI):	57 percent
Peak SI:	89 percent
Peak SI Time:	6:15 a.m.

In addition to the analysis of patrol operations from the CAD system and workload, the CPSM study will focus on the qualitative aspects of patrol. The study will observe officers on patrol through ride-alongs, interviews, and general observations. We will amass all available documents, plans, and data available to understand the patrol



approach in the department. We will observe the special operations teams, the problem/nuisance unit, etc. to evaluate their role within the overall mission of the department and patrol operations. We will evaluate the performance of the units, identify improvement opportunities, and justify and recommend appropriate staffing levels.

Our GIS team will use the analyzed data sets to identify high crime locations, high accident locations, and repeat calls for service locations.

Our study will also evaluate the implementation of technology on patrol, weapons available, and equipment used with opportunities for improvement.

CPSM advocates community policing as its operational philosophy. Our study would

evaluate the implementation of community policing, in quantifiable and anecdotal terms, and identify improvement opportunities where appropriate.

Similarly, the CPSM study would evaluate the relationship of patrol operations with the rest of the department and community. San Luis Obispo is heavily impacted by the presence of a major university and tourism that often swells the population and changes demographics.

To what extent does this bureau work, coordinate, and communicate with the other operational and support functions of the department and other entities? How should it? What are the strategic, management, and planning functions of the department with regards to the patrol function and how does patrol operations respond to the mission of the organization? How are crime, traffic, disorder, and quality of life problems handled?

### III. Investigations

The CPSM study will assess investigations —both reactive and proactive. CPSM's team will explore the following questions:

- Staffing —Are there enough investigators available to handle the workload?
- Workload —What is the workload; how many cases do investigators handle; is the specialization appropriate?
- Effectiveness and Efficiency —How much time does it take to investigate cases? Are victims kept informed? Are cases cleared and offenders held accountable? How much overtime is spent?
- Intelligence —How is intelligence gathered and disseminated (inside and outside the department)? Does the investigations' function make use of intelligence?
- Civilianization opportunities —What are the potential areas for civilianization?
- Technological opportunities —Is technology being leveraged to improve investigations?
- Crime scene —Are crime scenes being processed efficiently and are appropriate follow-up investigations being conducted?

#### IV. Administration and Support

Once again, CPSM will evaluate every administrative and support unit in the police department. This evaluation will involve:

- Staffing
- Workload
- Civilianization possibilities
- Cost-saving opportunities
- Outsourcing opportunities
- Best practice comparisons and opportunities for improvement.

Position	Proposed Authorized	Proposed Added Positions
<b>Sworn</b>		
Captain	1	
Lieutenant	3	
Sergeant	13	1*
Patrol Officer	78	
K9	4**	
Billings Clinic	2	
STEP – Traffic (No K9s)	4***	
DBA	2	
Parks	1	
<b>Total Sworn</b>	<b>108</b>	<b>1</b>
<b>Civilian</b>		
Police Service Officer***	6	6
<b>Total Civilian</b>	<b>6</b>	
<b>Total Authorized Personnel</b>	<b>114</b>	<b>7</b>

Departments across the country are struggling with recruitment, retention, and attracting candidates for sworn positions. We will look at opportunities that the department can use non-sworn personnel for non-criminal activities and keep sworn officers available for calls for service requiring certified officers.

CPSM has subject matter experts in police management and administration and will explore administration and support activities in the area of professional standards (internal investigations, hiring and recruitment, disciplinary system, promotional system), training (both academy and in-service), records

management, evaluation of the critical, frequent, and high liability policies, facility, fleet, equipment, information technology, property management system, laboratory, planning and research, sick-time management, overtime, communications and dispatch, etc.

In general, we look at every unit identified as a discrete operational/support entity for the following:

- Describe the functions of the unit.
- Evaluate the performance of the unit. In most cases this is a quantitative evaluation, but in units not appropriate for quantification, a qualitative evaluation is provided.
- Identify improvement opportunities.
- Perform evaluation and justification, and recommendation for appropriate staffing levels.

#### V. Operation of Evidence and Property

CPSM will conduct a review of the evidence room and evidential processes of the departments. We will determine if there is adequate staffing and a technology system for managing property and evidence.

CPSM starts by looking at the intake process: When officers seize property or evidence, what occurs next? How are items transported to the evidence facility and what are the next steps?

<b>Evidence &amp; Property Inventory, Intake, and Release, 2019</b>	
	<b>Number of Items</b>
Items in inventory	69,448
Items received	18,202
Items released/dispensed	19,807
Items awaiting disposition	647

We will look to create totals for the workload of not only the evidence and property but other component functions of the department.

This data should be a performance benchmark, as it reflects an effective operation and the necessary workspace.

## VI. Duty to Intercede and Report, De-escalation Provisions

In recent years, law enforcement agencies nationwide have begun to include duty to intercede and report provisions in their use of force policies. Duty to intercede requires an officer to intercede if they witness a department member using force that is clearly beyond that which is necessary, as determined by an objectively reasonable officer under the circumstances. A duty to report policy requires any officer who observes a law enforcement officer or an employee use force that potentially exceeds what the officer reasonably believes to be necessary to report such observation to a supervisor.

Sample Duty to Intercede and Report policy from Lexipol states:

*Any officer present and observing another law enforcement officer or an employee using force that is clearly beyond that which is necessary, as determined by an objectively reasonable officer under the circumstances, shall, when in a position to do so, intercede to prevent the use of unreasonable force. Any officer who observes a law enforcement officer or an employee use force that potentially exceeds what the officer reasonably believes to be necessary shall promptly report these observations to a supervisor as soon as feasible.*

In addition, de-escalation requirements have been incorporated into use of force policies. This policy requires officers to utilize de-escalation techniques, crisis intervention tactics, and other alternatives to force when feasible. Feasible has been defined for policy purposes in some jurisdictions as, “Reasonably capable of being done or carried out under the circumstances to successfully achieve the arrest or lawful objective without increasing risk to the officer or another person.”

## Review of Use of Force Incidents

CPSM will review policies that authorize deadly force when an officer is justified and what actions were taken in monitoring, documenting, and investigating police use of force.

### Use of Force Incidents, 2017–2019

Year	Incidents	Policy Violations
2017	78	0
2018	90	1
2019	131	2
Total	299	3

## VII. Organizational Culture

During the operational evaluation described above, organizational themes will emerge. What does the department “think” about providing police service to the community and how does this thinking align with the stated mission and department policies? How does the department interact with the community and internally with its own members? In general, what is the culture of the organization?

The culture of an organization reflects its members and the community it serves. Through focus groups, interviews, and observations, the CPSM team will evaluate operational readiness and need. This part CPSM’s study is critical to the overall success of the project as it provides a better understanding of the department and how the workload, staffing, and community dynamics shape the mission, goals, operations, and needs of the organization. In addition, as an option, every member of the department can be given the opportunity to participate in an anonymous survey. This survey is designed to understand the culture of the department, assess internal and external communications, and determine what it “thinks” about various elements of organizational life.

## VIII. Health and Safety

Officer physical and mental health are extremely important. In 2022, more officers died from suicide than in other line-of-duty incidents.

CPSM will review what programs the department has in place, and during interviews, charrettes, and focus groups we will seek to determine how those programs are being received.

## IX. Performance Management

The overarching philosophy of the CPSM approach is to evaluate the department in terms of performance management. Identifying workload, staffing, and best practices is just the beginning. It is also important to assess the organization's ability to carry out its mission.

Essentially, does the department know its goals, and how does it know they are being met. It is very difficult for an organization to succeed at any given level of staffing unless it has a clear picture of success. How does the department "think" about its mission, how does it identify and measure what's important to the community, how does it communicate internally and externally, how does it hold managers accountable, and how does it know the job is getting done? CPSM's team will evaluate the department and make recommendations to assist with improving capacity in this area, if necessary.

### 3.2 Project Schedule

Our proposed project schedule for completion of the Police Staffing Assessment is provided below. After contract award, we will discuss the proposed schedule with the City/Department after which we will finalize the project schedule.

#### Milestone 1 — Full Execution of the Agreement

Agreement will identify Project Launch date.

#### Milestone 2 — Project Launch

We will conduct an interactive telephone conference with local government contacts. Our project leads will launch the project by clarifying and confirming expectations, detailing study parameters, identifying agency point of contacts, and commencing information gathering.

#### Milestone 3a – Information Gathering and Data Extraction — 30 Days

Immediately following project launch, our operations lead will deliver an information request to the Department. This is an extensive request which provides us with a detailed understanding of the Department's operations. Our experience is that it typically takes an agency several weeks to accumulate and digitize the information. We will provide instructions concerning uploading materials to our website. When necessary, the lead will hold a telephone conference to discuss items contained in the request. Our lead will review this material prior to an onsite visit.

#### Milestone 3b – Data Extraction and Analysis — 14 Days

Also immediately following the project launch, CPSM's data lead will submit a preliminary data request, which will evaluate the quality of the Computer-Aided Dispatch (CAD) system data. This will be followed by a comprehensive request for data from the CAD system to conduct the response and workload analysis. This request requires a

**WORRIED ABOUT YOUR FELLOW OFFICER?**

Are they performing or acting differently?  
Do they seem down?  
Are you concerned for their well-being?

According to the American Association of Suicidology, below are some **WARNING SIGNS** of acute suicide risk\*

**KNOW THE WARNING SIGNS**

- Threatening to hurt or kill themselves** (Or talking of wanting to hurt or kill themselves)
- Looking for ways to kill themselves** (Access to firearms, available medications, etc.)
- Talking or writing about death, dying, or suicide** (Often these reflect one out of the ordinary)

**Other behaviors that may be an indication:**

- Increased substance or alcohol use
- Expressing no reason for living, no sense of purpose in life
- Withdrawal from friends, family, or society
- Giving away personal possessions or making long-term care of assets
- Acting reckless or engaging in risky activities, especially without thinking about outcomes and consequences
- Changing behavior as a result of an impending or recent breakup, separation, or divorce

**Other moods/emotions that may be an indication:**

- Anxiety, agitation
- Unable to sleep or sleeping all of the time
- Feeling trapped, like there is no way out
- Hopelessness
- Chronic, mental changes
- Uncharacteristic anger
- Seeking revenge

**RECOGNIZE WARNING SIGNS? SAVE A LIFE. REACH OUT AND ASK.**

**GET THE CONVERSATION STARTED**

Use these questions to break the ice and help your friend or fellow officer

**Peer-to-Peer:**

1. How do you feel about your job? (Focus on yourself) Do you think it makes it harder to talk to you about it?
2. How do you feel about your work? Do you feel like you're doing it well?
3. How do you feel about your job? Do you feel like you're doing it well?

**Direct-Line Supervisor:**

4. How do you feel about your job? Do you feel like you're doing it well?
5. How do you feel about your work? Do you feel like you're doing it well?

**YOU TALKED AND IDENTIFIED AN ISSUE ... NOW WHAT?**

**Offer Resources:**

- National Suicide Prevention Hotline (800) 273-8255
- Call Your State's Text HOME to 741741
- Employee Assistance Program (EAP) Information

**Still Worried?**

- If you feel this officer is in risk of harming themselves or others, call the Police or contact your supervisor immediately.
- If you feel this officer is in immediate danger of harming themselves, **DO NOT LEAVE THE OFFICER ALONE** and keep talking to them, if possible. Contact 911 or take the officer to the emergency room immediately.
- Always follow your department's policies.

\*Adapted from the American Association of Suicidology (AAS) website. For more resources on suicide prevention and assessment, visit [www.aas.org](http://www.aas.org).

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**MANAGED BY IIR**

concerted effort and focused response from your Department to ensure the timely production of the data required for analysis. Delays in this process will likely extend the entire project and impact the delivery of final report. Our data team will extract one year’s worth of Calls for Service (CFS) from the CAD system. Once our data team is confident the data are accurate, they will certify that they have all the data necessary to complete the analysis.

**Milestone 3c – Data Certification —14 days**

**Milestone 4a – Data Analysis and Delivery of Draft Data Report —30 days**

Within 30 days of data certification, the analysis will be completed, and a draft, unedited data report will be delivered to the Department for review and comment. After the data draft report is delivered, an onsite visit by the operations team will be scheduled.

**Milestone 4b – Departmental Review of Draft Data Report —14 days**

The Department will have 10 days to review and comment on the draft unedited data analysis. During this time, our data team will be available to discuss the draft report. The Department must specify all concerns with the draft report at one time.

**Milestone 4c – Final Data Report —10 days**

After receipt of the Department's comments, the data report will be finalized within 10 days.

**Milestone 5 – Conduct Onsite Visit —30 days**

CPSM does have a concern about the availability of residents because this may occur during the winter months. Subject matter experts will perform a site visit within 30 days of the delivery of the draft data report.

**Milestone 6 – Draft Operations Report —30 days**

Within 30 days of the last onsite visit, our operations team will provide a draft operations report to the Department point of contact. Again, the Department will have 10 days to review and comment.

**Milestone 7 – Final Report —15 days**

Once the department’s comments and concerns are received by CPSM, the combined final report will be delivered to the City/Department within 15 days.

**TOTAL ELAPSED TIME: 120 — 145 days**

**3.3 Estimated Staff Hours**

**Table 3. Estimated Staff Hours for San Luis Obispo Police Staffing Assessment**

Phase/Task	Estimated Staff Hours
Phase I Forensic Data Analysis	Data Analysts 91 hours
Phase II Operational Assessment and Report Preparation	Police Subject Matter Experts 96 hours GIS Specialist 29 hours Editing 20 hours



### 3.4 Budget by Task

**Table 4. Budget by Task for San Luis Obispo Police Staffing Assessment**

Phase/Task	Budget
Phase I Forensic Data Analysis	\$18,250
Phase II Operational Assessment and Report Preparation	\$59,907
Project Total	\$78,157
Travel (charged at actual cost without markup)	\$7,500

### 3.5 Services or Data to Be Provided by City

The City will be responsible for providing and/or obtaining the following data:

- Certain administrative, operational, and response workload CAD data requested in the project kickoff meeting (i.e., data from dispatch, departments, GIS, etc.).
- Within the agreed upon timeframe, a consolidated set of comments on document drafts, including data analysis report and draft project report, which CPSM will address and incorporate into the final report.

CPSM expects the City to provide requested data and information in a timely manner. Delays in providing information and data will delay the delivery of the final report. Specific data and information requirements will be discussed with the City at the project kickoff meeting.

Additionally, we will be conducting a site visit and interviews with Department leadership, staff, and stakeholders, which will require the participation of some City and Department members. We are sensitive to your busy schedules and will conduct our work efficiently so as to minimize any impact on normal operations.

### 3.6 Services and Deliverables Provided by CPSM

#### 3.6.1. Deliverables

For this project, CPSM will prepare a draft data report, draft project report, and a final version of the project plan that addresses the City's/Department's comments. Draft reports will be provided for department review in electronic format.

To be ecologically friendly, CPSM will deliver the final report in computer readable material either by email, CD or both. The final reports will incorporate the operational findings as well as data analysis. Should the municipality desire additional copies of the report, CPSM will produce and deliver the number of copies requested, which will be invoiced at cost.

#### 3.6.2. Presentation

CPSM will prepare and conduct a presentation to be provided to the City Council at a date, time, and venue agreed upon with the City. The presentation will address the key findings of the assessment and recommendations and provide an opportunity to address audience questions.

We prepare in advance of our presentations to understand the intended audience and their specific needs and goals. This helps us present information in a manner that is sensitive to each presentation's audience composition, interests, and goals. Our presentation will incorporate use of multi-media tools to ensure that the presentation

communicates pertinent information to the audience effectively both in terms of content and interest. CPSM's subject matter experts are accustomed to providing such presentations to similar audiences for our other clients, and our presentations have been very well received both by our clients and stakeholder attendees.

### **3.7 Other Information**

CPSM offers the City of San Luis Obispo a team of California-based policing subject matter experts each with extensive experience from their tenure as police chiefs for California municipalities. Our subject matter experts have collaborated on other similar comprehensive police department assessments, are accustomed to working together, and can hit the ground running.

Our firm experience includes performing 25 similar assessments for police departments in California. This experience in combination with our direct experience working in leadership positions for police departments in California gives us a strong knowledge of California laws and what is permitted in California, and a practical understanding of the issues faced by departments such as yours. For instance, our subject matter experts have dealt with the challenges of policing in communities that routinely experience significant day-time population increases.

We will not just produce a laundry list of "ideas" but rather recommendations based upon data with a legislative permission for use in California by California departments. This will carry through during and after the report — our team does not just parachute in and leave a report. Rather, we build relationships. We build team.

### **3.8 Critical Assumptions**

CPSM has NEVER exceeded the agreed upon price but, instead, worked with clients to deliver every project at budget and on time. In our 10 years as a stand-alone firm and 10 years as part of ICMA—we have met this gold standard. A key factor is getting the data and department information uploads in a timely basis. Delays in working with our best-in-class data team can delay the onsite work of our operations team and production of the final report.

We do not base recommendations on assumptions, averages of other departments, or other studies. Each of our projects is created, analyzed, reviewed, and produced specifically for the community; much like an audit report for your finance department. You would not allow an auditor to give you another community's report; you should expect the same when it comes to a function of government that is so critical to the community and citizens—public safety.



## 4 Conclusion

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Part of ICMA's mission is to assist local governments in achieving excellence through information and assistance. Following this mission, CPSM acts as a trusted advisor, assisting local governments in an objective manner. CPSM's experience in dealing with public safety issues combined with its background in performance measurement, achievement of efficiencies, and genuine community engagement, makes CPSM a unique and beneficial partner in dealing with issues such as those being presented in this proposal. We look forward to working with you further.

## Appendix: Past and Current Engagements

**Table 5. CPSM List of Past and Current Engagements**

Locality	State	Project Description
Leduc County	AB	Fire Consolidation Plan
Leduc	AB	Comprehensive Analysis of Fire Services.
Kenai	AK	Comprehensive Analysis of Fire Services
Anniston	AL	Comprehensive Analysis of Police Services
Auburn	AL	Comprehensive Analysis of Fire Services
Auburn	AL	Comprehensive Analysis of Police Services
Dothan	AL	Comprehensive Analysis of Police Services
Pelham	AL	Police Chief Selection
Pelham	AL	Comprehensive Analysis of Fire and EMS Services
Little Rock	AR	Comprehensive Analysis of Police Services
Casa Grande	AZ	Comprehensive Analysis of Police Services
EL Mirage	AZ	Comprehensive Analysis of Police Services
EL Mirage	AZ	Comprehensive Analysis of Fire Services
Florence	AZ	Comprehensive Analysis of Police Services
Glendale	AZ	Fire Data Analysis
Lake Havasu City	AZ	Comprehensive Analysis of Police Services
Lake Havasu City	AZ	Comprehensive Analysis of Fire Services
Florence	AZ	Comprehensive Analysis of Police Services
Paradise Valley	AZ	EMS Review
Pinal County	AZ	Comprehensive Analysis of Sheriff's Office
Pinal County	AZ	Sheriff's Office Firearms Audit
Pinal County	AZ	Update of Sheriff's Office Workload
Prescott	AZ	Comprehensive Analysis of Fire Services
Prescott	AZ	Comprehensive Analysis of Police Services
Queen Creek	AZ	Fire Standards of Coverage Study
Queen Creek	AZ	Police Strategic Plan
Queen Creek	AZ	Comprehensive Analysis of Fire Services
Scottsdale	AZ	Comprehensive Analysis of Police Services
Tucson	AZ	Comprehensive Analysis of Police Services
Youngtown	AZ	Comprehensive Analysis of Police Services
Yuma	AZ	Comprehensive Analysis of Police Services
Alameda	CA	Comprehensive Analysis of Fire Services
Alameda	CA	Comprehensive Analysis of Police Services
Burbank	CA	Analysis of Investigations Workload / Staffing
Carlsbad	CA	Comprehensive Analysis of Police Services
Culver City	CA	Comprehensive Analysis of Police Services
El Centro	CA	Comprehensive Analysis of Police Services
El Centro	CA	Comprehensive Analysis of Fire Services

Locality	State	Project Description
Fairfield	CA	Comprehensive Analysis of Police Services
Greenfield	CA	Comprehensive Analysis of Police Services
Hermosa Beach	CA	Comprehensive Analysis of Fire Services
Hermosa Beach	CA	Comprehensive Analysis of Police Services
Huntington Park	CA	Comprehensive Analysis of Police Services
Indio	CA	Police Patrol Workload Analysis
Kern County	CA	Comprehensive Analysis of Fire Services
Laguna Woods	CA	Review of Sheriff's Office Service
Laguna Woods	CA	Review of Sheriff's Office Service 2017
Laguna Woods	CA	Review of Sheriff's Office Service 2019
Morgan Hill	CA	Fire Staffing Study
National City	CA	Comprehensive Analysis of Police Services
National City	CA	Comprehensive Analysis of Fire/EMS Services
Milpitas	CA	Comprehensive Analysis of Police Services
Morgan Hill	CA	Comprehensive Analysis of Police Services
Morgan Hill	CA	Comprehensive Analysis of Fire Services
Oakland	CA	Analysis of Police Workload Data
Palm Desert	CA	Comprehensive Analysis of Fire Services
Palo Alto	CA	Comprehensive Analysis of Fire Services
Pasadena	CA	Police Patrol Workload Analysis
Petaluma	CA	Comprehensive Analysis of Police Services
Petaluma	CA	Comprehensive Analysis of Fire Services
Placentia	CA	Comprehensive Analysis of Police Services
Placentia	CA	Analysis of Dispatch Operations
Placentia	CA	Fire Services Contract Analysis
Rohnert Park	CA	Comprehensive Analysis of Police Services
Salinas	CA	Comprehensive Analysis of Police Services
Salinas	CA	Comprehensive Analysis of Fire Services
San Diego County	CA	EMS Study
San Jose	CA	Fire Study Review
San Jose	CA	Police Study Review
San Mateo	CA	Dispatch Operations Review
Santa Ana	CA	Comprehensive Analysis of Police Services
Santa Clara	CA	Comprehensive Analysis of Police Services
Santa Cruz	CA	Comprehensive Analysis of Police Services
Santa Clara LAFCO	CA	Analysis of Regional Fire Service
Santa Monica	CA	Police Chief Selection
Santa Rosa	CA	Comprehensive Analysis of Police Services
Sonoma County	CA	Performance Measurement Analysis
Stockton	CA	Comprehensive Analysis of Police Services
Stockton	CA	Comprehensive Analysis of Fire Services
Torrance	CA	Police Strategic Plan

Locality	State	Project Description
Union City	CA	Comprehensive Analysis of Fire Services
Whittier	CA	Comprehensive Analysis of Police Services
Woodlands	CA	Police Chief Selection
Yuba City	CA	Comprehensive Analysis of Fire Services
Yuba City	CA	Comprehensive Analysis of Police Services
Federal Heights	CO	Comprehensive analysis of Police Services
Federal Heights	CO	Comprehensive analysis of Fire Services
Littleton	CO	Comprehensive Analysis of Fire Services
Littleton	CO	Review of Fire Consolidation Proposal
Steamboat Springs	CO	Comprehensive Analysis of Fire Services
Cheshire	CT	Police Management Review
Darien	CT	Fire and Emergency Services Analysis
Greenwich	CT	Analysis of Fire Response Times
Norwich	CT	Comprehensive Analysis of Fire Services
Southington	CT	Comprehensive Analysis of Fire Services
Bethany Beach	DE	EMS Apparatus Review
Bethany Beach	DE	EMS Review
Lewes	DE	Review of Police Services
S. Bethany Beach	DE	Police Department Review
Dover	DE	Comprehensive Analysis of Police Department
Dover	DE	Comprehensive Analysis of Fire Services
Alachua	FL	Expert Witness Law Enforcement Issues
BCCMA	FL	Review of Broward Sheriff's Office Services
Tamarac	FL	Analysis of Sheriff's Contract Services
Inverness	FL	Comprehensive Analysis of Fire Services
Citrus County	FL	Comprehensive Analysis of Fire Services
Cocoa	FL	Comprehensive Analysis of Police Services
Coconut Creek	FL	Comprehensive Analysis of Police Services
Delray Beach	FL	Comprehensive Analysis of Police Services
Delray Beach	FL	Comprehensive Analysis of Fire Services
Dunedin	FL	Police Consolidation Review
Hollywood	FL	Police Internal Affairs Review
Indiantown	FL	Comprehensive Analysis of County Fire Services
Indian River Shores	FL	Public Safety Staffing Analysis
Indian River Shores	FL	Public Safety Study
Jacksonville Bch	FL	Police Chief Selection
Jupiter Island	FL	Public Safety Department Review
Jupiter	FL	Police and Fire Department Studies
Jupiter	FL	Formation of Fire Department Consultation
Hobe Sound	FL	Public Safety Consolidation
Kenneth City	FL	Comprehensive Analysis of Police Services
Key Biscayne	FL	Fire Workforce Assessment

Locality	State	Project Description
Miami Beach	FL	Comprehensive Analysis of Fire Services
Naples	FL	Presentation
North Port	FL	Comprehensive Analysis of Police Services
Orange County	FL	Dispatch Center Staffing Study
Palm Coast	FL	Sheriff's Contract Workload Analysis
Parkland	FL	City Safety & Security Review
Pasco County	FL	Fire Workload Analysis
Pasco County	FL	Sheriff's Budget Review
Land O' Lakes	FL	Comprehensive Analysis of Fire Services
New Port Richey	FL	Sheriff Budget Analysis
Pompano Beach	FL	Comprehensive Analysis of Police Services
Venice	FL	Comprehensive Analysis of Fire Services
West Melbourne	FL	Formation of Fire Department Consultation
Alpharetta	GA	Comprehensive Analysis of Fire Services
Alpharetta	GA	Comprehensive Analysis of Police Services
Bulloch County	GA	Comprehensive Analysis of Fire Services
Camden County	GA	Police Consolidation Study
Camden County	GA	Comprehensive Analysis of Fire Services
Camden County	GA	Fire Consolidation Study
Kingsland	GA	Comprehensive Analysis of Fire Services
Kingsland	GA	Fire Consolidation St Marys
Woodbine	GA	Police Consolidation Study
Garden City	GA	Preliminary Analysis Public Safety Merger
Johns Creek	GA	Analysis of Fire Services
Kingsland	GA	Fire Consolidation Study
Roswell	GA	Comprehensive Analysis of Police Department
Roswell	GA	Fire Gap Analysis and Strategic Plan
Roswell	GA	Police Chief Selection
Sandy Springs	GA	Comprehensive Analysis of Police Department
St. Marys	GA	Fire Consolidation Study
Sylvester	GA	Comprehensive Analysis of Police Services
Ankeny	IA	Police Chief Selection
Boone	IA	Public Safety Consolidation
Boone	IA	Performance Measurement of Municipal
Hayden	ID	Comprehensive Analysis of Police Services
Jerome	ID	Analysis of Police Services
Algonquin	IL	Performance Measurement Analysis
Glenview	IL	Comprehensive Analysis of Police & Fire Services
Glenview	IL	Comprehensive Analysis of Police Services
Glenview	IL	Dispatch Operations Review
Highland	IL	Comprehensive Analysis of Fire Services
Highland Park	IL	Comprehensive Analysis of Fire Consolidation

Locality	State	Project Description
Highwood	IL	Comprehensive Analysis of Fire Consolidation
Lake Bluff	IL	Analysis of Fire Consolidation
Lake Bluff	IL	Fire Data Review
Lake Forest	IL	Analysis of Fire Consolidation
Lake Zurich	IL	Comprehensive Analysis of Fire Services
Naperville	IL	Workload, Staffing & Schedule Design
Roseville	IL	Comprehensive Analysis of Police Services
Skokie	IL	Comprehensive Analysis of Police Services
Springfield	IL	Comprehensive Analysis of Fire/EMS Services
St. Charles	IL	Police Staffing Review
Western Springs	IL	Comprehensive Analysis of Police Services
Indianapolis	IN	Police Workload & Deployment Services
Plainfield	IN	Comprehensive Analysis of Police Services
Topeka	KS	Preliminary Review of Fire Department
Danville	KY	Comprehensive Analysis of Fire Services
Danville	KY	Comprehensive Analysis of Police Services
Pikeville	KY	Comprehensive Analysis of Fire Services
Haverhill	MA	Comprehensive Analysis of Fire Services
Northborough	MA	Comprehensive Analysis of Police Services
Northborough	MA	Comprehensive Analysis of Fire Services
Northbridge	MA	Fire Strategic Plan
Plymouth	MA	Comprehensive Analysis of Fire Services
Lewiston	ME	Comprehensive Analysis of Fire Services
Biddeford	ME	Comprehensive Analysis of Fire Services
Cambridge	MD	Performance Measurement Study
Annapolis	MD	Comprehensive Analysis of Police Services
Ocean City	MD	Dispatch Operations Review
Rockville	MD	Comprehensive Analysis of Police Services
Montgomery County	MD	Re-Imagining Fire and EMS Services
Ann Arbor	MI	Comprehensive Analysis of Fire Services
Auburn Hills	MI	Comprehensive Analysis of Fire Services
Auburn Hills	MI	Comprehensive Analysis of Police Services
Battle Creek	MI	Comprehensive Analysis of Fire and EMS Services
Benton Harbor	MI	Public Safety Consolidation
Chesterfield	MI	Comprehensive Analysis of Police Services
Charlevoix	MI	EMS Study
Lansing	MI	Comprehensive Analysis of Police Services
Lansing	MI	Comprehensive Analysis of Fire Services
Delta Township	MI	Comprehensive Analysis of Fire Services
Delta Township	MI	Comprehensive Analysis of Police Services
Detroit Public Schools	MI	Police Department Review
Douglas	MI	Comprehensive Analysis of Police Services

Locality	State	Project Description
Flint	MI	Comprehensive Analysis of Fire Services
Flint	MI	Comprehensive Analysis of Police Services
Grand Blanc	MI	Comprehensive Analysis of Fire Services
Grand Rapids	MI	Analysis of Police Services Consolidation
Grand Rapids	MI	Comprehensive Analysis of Fire Services
Grand Traverse	MI	Fire Review
Grand Traverse	MI	Comprehensive Analysis of Fire Services
Green Lake Twp.	MI	Comprehensive Analysis of Fire Services
Grosse Pointe	MI	Public Safety Consolidation
Grosse Point Park	MI	Public Safety Consolidation Study
Kingsley	MI	Comprehensive Analysis of Fire Services
Hamtramck	MI	Comprehensive Analysis of Police Services
Hamtramck	MI	Police Study
Interlochen	MI	Comprehensive Analysis of Fire Services
Kalamazoo	MI	Police Workload / Contract for Services Analysis
Kentwood	MI	Analysis of Fire Services Consolidation
Larkin Twp.	MI	Comprehensive Analysis of Fire and EMS Services
Mott College	MI	Comprehensive Analysis of Police Services
Midland	MI	Comprehensive Analysis of Fire and EMS Services
Novi	MI	Comprehensive Analysis of Police Services
Novi	MI	Comprehensive Analysis of Fire Services
Oshtemo Twp.	MI	Review of Sheriff's Office Contract Services
Ottawa County	MI	Sheriff's Office Staffing Study
Petoskey	MI	Public Safety Consolidation
Plymouth	MI	Fire Services Consolidation
Plymouth	MI	Fire Service Analysis
Plymouth	MI	Public Safety Department Report
Royal Oak	MI	Comprehensive Analysis of Police Services
Royal Oak	MI	Comprehensive Analysis of Fire Services
Saginaw	MI	Comprehensive Analysis of Police Services
Saginaw	MI	Comprehensive Analysis of Fire Services
Saginaw	MI	Public Safety Workload Analysis
Saint Joseph	MI	Public Safety Consolidation
So. Kalamazoo	MI	Fire Services Review
Sturgis	MI	Public Safety Analysis
Troy	MI	Comprehensive Analysis of Police Services
Troy	MI	Review of Fire Administration and Inspections
Vicksburg	MI	Financial Analysis of Fire Authority
Wyoming	MI	Comprehensive Analysis of Police Services 2012
Wyoming	MI	Comprehensive Analysis of Fire Services 2012
Wyoming	MI	Comprehensive Analysis of Police Services 2009
Wyoming	MI	Comprehensive Analysis of Fire Services 2009

Locality	State	Project Description
Forest Lake	MN	Comprehensive Analysis of Police Services
Mankato	MN	Public Safety Study
Moorhead	MN	Comprehensive Analysis of Fire Services
North St. Paul	MN	Public Safety Strategic Plan
Saint Cloud	MN	Police Strategic Planning Review
Saint Cloud	MN	Comprehensive Analysis of Police Services
Stearns County	MN	Comprehensive Analysis of Sheriff's Office
Stearns County	MN	Sheriff's Office Strategic Plan
Brentwood	MO	Comprehensive Analysis of Police Services
Brentwood	MO	Police Chief Selection
Brentwood	MO	Police Data Update
Hazelwood	MO	Fire Services Consultation
Hazelwood	MO	Fire / EMS Analysis
Osage Beach	MO	Comprehensive Analysis of Police Services
Saint Louis	MO	Comprehensive Analysis of Fire Services
Saint Louis	MO	Comprehensive Analysis of Police Services
Saint Louis	MO	Standard of Response / Risk Assessment
Billings	MT	Comprehensive Analysis of Fire/EMS Services
Billings	MT	Comprehensive Analysis of Police Services
Bozeman	MT	Fire Protection Master Plan
Kalispell	MT	EMS Study
Bald Head Island	NC	Public Safety Staffing Review
Bald Head Island	NC	Public Safety Consolidation
Chapel Hill	NC	Comprehensive Analysis of Police Services
Cornelius	NC	Fire Consolidation Study
Davidson	NC	Fire Consolidation Study
Franklin County	NC	EMS Comprehensive Review
Greenville	NC	Comprehensive Analysis of Fire Services
Hickory	NC	Comprehensive Analysis of Fire Services
Huntersville	NC	Comprehensive Analysis of Fire Services
Matthews	NC	Comprehensive Analysis of Police Services
Oxford	NC	Comprehensive Analysis of Fire Services
Oxford	NC	Comprehensive Analysis of Police Services
Rocky Mount	NC	AED Grant Assistance
Rocky Mount	NC	Comprehensive Analysis of Police Services
Grand Island	NE	Comprehensive Analysis of Police Services
Grand Island	NE	Comprehensive Analysis of Fire Services
South Sioux City	NE	Fire Services Strategic Plan
Exeter	NH	Comprehensive Analysis of Fire Services
Exeter	NH	Comprehensive Analysis of Police Services
East Brunswick	NJ	EMS Study
Oradell	NJ	Comprehensive Analysis of Police Services



Locality	State	Project Description
Paterson	NJ	Review of Police Services
South Orange	NJ	Comprehensive Analysis of Police Services
Trenton	NJ	Comprehensive Analysis of Fire Services
Westwood	NJ	Comprehensive Analysis of Police Services
Bernalillo	NM	Comprehensive Analysis of Fire Services
Las Cruces	NM	Comprehensive Analysis of Fire Services
Las Cruces	NM	Comprehensive Analysis of Police Services
Ruidoso	NM	Comprehensive Analysis of Police Services
Boulder City	NV	Police Organizational Study
Henderson	NV	Comprehensive Analysis of Police Services
Las Vegas	NV	Comprehensive Analysis of Fire Services
North Las Vegas	NV	Fire Workload Analysis
Reno	NV	Comprehensive Analysis of Fire Services
Briar Cliff Manor	NY	Analysis of Police Consolidation
Canandaigua	NY	Regional Fire Services Study
Garden City	NY	Comprehensive Analysis of Fire Services
Garden City	NY	Comprehensive Analysis of Police Services
Garden City	NY	Patrol Workload Analysis Update
Long Beach	NY	Comprehensive Analysis of Fire and EMS Services
Oneonta	NY	Comprehensive Analysis of Fire and EMS Services
Oneonta	NY	Fire Apparatus Review
Orchard Park	NY	Comprehensive Analysis of Police Services
Ossining	NY	Analysis of Police Consolidation
Ossining Town	NY	Analysis of Police Consolidation
Otsego County	NY	Comprehensive Analysis of EMS Services
Ulster County	NY	Comprehensive Analysis of EMS Services
Rye	NY	Police Chief Selection
Steuben County	NY	Regional EMS Analysis
Watertown	NY	Comprehensive Analysis of Fire Services
Cincinnati	OH	Police Dispatch Review
Dayton	OH	Police Internal Affairs Review
Huron	OH	Comprehensive Analysis of Police Services
Huron	OH	Comprehensive Analysis of Fire Services
Independence	OH	Comprehensive Analysis of Police Services
Independence	OH	Comprehensive Analysis of Fire Services
Sandusky	OH	Fire Study
Sandusky	OH	Police Study
Broken Arrow	OK	Comprehensive Analysis of Police Services
Broken Arrow	OK	Comprehensive Analysis of Fire Services
Edmond	OK	Comprehensive Analysis of Police Services
Jenks	OK	Comprehensive Analysis of Police Services
Jenks	OK	Comprehensive Analysis of Fire Services

Locality	State	Project Description
Muskogee	OK	Comprehensive Analysis of Police Services
Tulsa	OK	Comprehensive Analysis of Fire Services
Bend	OR	Comprehensive Analysis of Police Services
Forest Grove	OR	Police Planning Study
Grants Pass	OR	Comprehensive Analysis of Fire Services
Grants Pass	OR	Comprehensive Analysis of Police Services
Grants Pass	OR	Public Safety Strategic Plan Development
Ontario	OR	Comprehensive Analysis of Police Services
Ontario	OR	Comprehensive Analysis of Fire Services
Medford	OR	Comprehensive Analysis of Police Services
Medford	OR	Comprehensive Analysis of Fire Services
Cumru Twp.	PA	Comprehensive Analysis of Police Services
Cumru Twp.	PA	Police Chief Selection
Ephrata	PA	Comprehensive Analysis of Police Services
Farrell	PA	Comprehensive Analysis of Police Services
Haverford	PA	Comprehensive Analysis of Fire and EMS Services
Manheim Twp.	PA	Comprehensive Analysis of Police Services
Phoenixville Boro	PA	Comprehensive Analysis of Police Services
Tredyffrin Twp.	PA	Comprehensive Analysis of Police Services
Lower Windsor Twp.	PA	Comprehensive Analysis of Police Services
Upper Providence	PA	Comprehensive Analysis of Police Services
Upper Providence	PS	Fire Services Collective Bargaining Consultation
Wrightsville	PA	Comprehensive Analysis of Police Services
East Providence	RI	Comprehensive Analysis of Fire Services
East Providence	RI	Expert Witness Fire Issues
Beaufort	SC	Review of Fire Service Contract
Beaufort	SC	Comprehensive Analysis of Police Services
Beaufort	SC	Comprehensive Analysis of Fire Services
Myrtle Beach	SC	Comprehensive Analysis of Police Services
Walterboro	SC	Comprehensive Analysis of Public Safety Dept.
Brookings	SD	Comprehensive Analysis of Police Services
Rapid City	SD	Comprehensive Analysis of Fire Services
Germantown	TN	Comprehensive Analysis of Fire Services
Johnson City	TN	Comprehensive Analysis of Fire Services
Johnson City	TN	Comprehensive Analysis of Police Services
Smyrna	TN	Comprehensive Analysis of Police Services
Smyrna	TN	Comprehensive Analysis of Fire Services
Addison	TX	Comprehensive Analysis of Fire Services
Addison	TX	Comprehensive Analysis of Police Services
Allen	TX	Comprehensive Analysis of Police Services
Baytown	TX	EMS Study
Belton	TX	Comprehensive Analysis of Police Services

Locality	State	Project Description
Belton	TX	Comprehensive Analysis of Fire Services
Belton	TX	Police Chief Selection
Belton	TX	Fire Chief Selection
Brownsville	TX	Comprehensive Analysis of Police Services
Brownsville	TX	Comprehensive Analysis of Fire/EMS Services
Bryan	TX	Comprehensive Analysis of Fire Services
Buda	TX	Comprehensive Analysis of Police Services
Cedar Park	TX	Comprehensive Analysis of Police Services
College Station	TX	Comprehensive Analysis of Fire Services
Conroe	TX	Fire Services Analysis and Standard of Response
Corinth	TX	Comprehensive Analysis of Fire Services
Frisco	TX	Comprehensive Analysis of Fire Services
Garland	TX	Fire Master Plan
Highland Village	TX	Fire Review
Hutto	TX	Comprehensive Analysis of Fire Services
Lucas	TX	Fire and EMS Analysis
Lufkin	TX	Comprehensive Analysis of Fire Services
New Braunfels	TX	Fire Study
New Braunfels	TX	Police Study
Prosper	TX	Comprehensive Analysis of Police Services
Round Rock	TX	Comprehensive Analysis of Fire Services
Sugar Land	TX	Comprehensive Analysis of Police Services
Sugar Land	TX	Fire Department Overtime Analysis
Sugar Land	TX	Comprehensive Analysis of Fire Services
Victoria	TX	Comprehensive Analysis of Police Services
Toole City	UT	Comprehensive Analysis of Fire Services
Toole County	UT	Fire Feasibly / Cost Analysis
Washington City	UT	Comprehensive Public Safety Analysis
Hampton	VA	Police Chief Selection
Loudoun County	VA	Comprehensive Analysis of Sheriff's Services
Loudoun County	VA	Comprehensive Analysis of Fire Services
Roanoke County	VA	Comprehensive Analysis of Fire and EMS Services
Bonney Lake	WA	Comprehensive Analysis of Police Services
Duvall	WA	Police Staffing Study
Edmonds	WA	Comprehensive Analysis of Police Services
Kelso	WA	Comprehensive Analysis of Police Services
Lacey	WA	Comprehensive Analysis of Fire Services
Snoqualmie	WA	Police Workload & Deployment Analysis
Leavenworth	WA	Sheriff's Contract Review
Marysville	WA	Comprehensive Analysis of Police Services
Marysville	WA	Comprehensive Analysis of Police Services
Mercer Island	WA	Fire Services Review

Locality	State	Project Description
Mill Creek	WA	Comprehensive Analysis of Police Services
Mill Creek	WA	Comprehensive Analysis of Fire Services
Spokane Valley	WA	Comprehensive Analysis of Police Services
Tukwila	WA	Comprehensive Analysis of Fire Services
Vancouver	WA	Comprehensive Analysis of Police Services
Vancouver	WA	Police Chief Selection
Baraboo	WI	Fire / EMS Merger Study
Baraboo	WI	Fire Standard of Cover and Fire Strategic Plan
Dunn County	WI	Sheriff Office Study
Wauwatosa	WI	Comprehensive Analysis of Fire Services
Wauwatosa	WI	Comprehensive Analysis of Police Services
Casper	WY	Comprehensive Analysis of Police Services
Jackson	WY	Police Consolidation Review
Laramie	WY	Comprehensive Analysis of Police Services