

## PROPOSAL FOR

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# Analysis of Fire, EMS and Law Enforcement Services, RFP No. 20-24

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City of Billings, Montana

June 20, 2020, 5:00 pm MST

### Volume I: Technical



# CPSM<sup>®</sup>

CENTER FOR PUBLIC SAFETY MANAGEMENT, LLC  
475 K STREET NW STE 702 • WASHINGTON, DC 20001  
WWW.CPSM.US • 800-998-3392

## ICMA

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

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July 20, 2020

Kevin Iffland – Assistant City Administrator  
City of Billings  
P.O. Box 1178  
Billings, MT 59103

Dear Mr. Iffland:

### **Proposal to Provide Analysis of Fire, EMS, and Law Enforcement Services**

The Center for Public Safety Management, LLC (CPSM), the exclusive provider of public safety technical assistance for the International City/County Management Association (ICMA), is pleased to submit this proposal in response to the City of Billings request for proposal for Analysis of Fire, EMS, and Law Enforcement Services. Our proposal provides all of the information required by the RFP.

CPSM’s local government technical assistance experience includes comprehensive evaluation and analysis of fire, rescue, emergency medical services, and police using our unique methodology and industry subject matter expertise. Depending on our client’s specific needs we may examine such aspects as department organizational structure and culture, identify workload and staffing needs, and align department operations with industry best practices. We have conducted more than 329 such studies in 44 states and provinces and 264 communities ranging in population from 8,000 (Boone, Iowa) to 800,000 (Indianapolis, Indiana).

### **The CPSM Approach**

CPSM offers a unique and more comprehensive approach than ordinary accreditation or competitor studies. In general, our analysis involves the following major tasks:

- Conducting a data-driven forensic analysis to identify actual workload;
- Identifying and recommending appropriate staffing and deployment levels for every discrete departmental operational and support function;
- Examining the department’s organizational structure and culture;
- Performing a gap analysis, comparing the “as-is” state of the department to industry best practices and standards;
- Recommending a management framework to ensure accountability, increased efficiency, and improved performance.

Kevin Iffland – Assistant City Administrator

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July 20, 2002

This proposal is specifically designed to provide the City of Billings with a thorough and unbiased Analysis of Fire, EMS and Law Enforcement Services. We offer a unique approach developed by combining the experience of dozens of subject matter experts in fire, rescue, EMS, and police department operations. Our team comprises true industry subject matter experts, not research assistants, interns, or generic management consultants. Therefore, our operational assessments reflect lessons learned from the hands-on fire, rescue, EMS, and police department experience of our leading industry experts.

Our project team has been selected specifically for the City of Billings project and offers hundreds of years of practical experience managing fire, rescue, EMS, and police department departments; a record of research, academic, teaching and training, and professional publications; and extensive consulting experience completing hundreds of similar studies nationwide. Our subject matter experts offer experience in small, large, volunteer, combination, and career fire departments and small, medium, and large police departments.

My colleagues at CPSM and I greatly appreciate this opportunity and would be pleased to address any comments you may have. You may contact me at 616.813.3782 or via email at [twieczorek@cpsm.us](mailto:twieczorek@cpsm.us).

Sincerely,



Thomas Wieczorek

Director, Center for Public Safety Management, LLC

## 1. Validation Questions

### 1.1. General Information

1) Company Name	Center for Public Safety Management, LLC (CPSM)
Address:	475 K Street NW, Suite 702 Washington, DC 20001
Contact Name:	Thomas Wieczorek, Director
Contact Phone:	(800) 998-3392
Contact Email:	twieczorek@cpsm.us
Website/URL:	www.cpsm.us
2) How many facilities/locations do you have in the U.S? Please list.	Corporate office in Washington DC with Quantitative Analysis Unit based in West Orange, NJ and staff nationwide.
3) How many years has your company been doing business under this name?	Six years as CPSM, eight years prior as ICMA
4) Total Full-Time Employees:	Six full-time
5) Do you have Small Business Administration Status? If yes, can you provide documentation?	No
6) What are your standard payment terms?	40% upon contract signing; 40% with delivery of the draft data analysis; and 20% with delivery of the draft final report

- 7) *References - Please attach a Word© document with all contact information for at least the following three references:*
- a) *New Company (started doing business with them in the past 12 months)*
  - b) *Retained Company (have been doing business with them for 3 + years)*
  - c) *Former Company (contract terminated in the past 2 years)*

**Table 1. References**

Client/Project	Point of Contact Information	Project Duration
<b>College Station, TX</b> <b>Comprehensive Analysis of Fire Services</b>	Jeffrey Capps, Assistant City Manager <a href="mailto:jcapps@cstx.gov">jcapps@cstx.gov</a> (979) 764-3419	February – December 2019
<b>Sugar Land, TX</b> <b>Fire Operational and Administrative Analysis Report</b>	Mike Goodrum, City Manager <a href="mailto:citymgr@sugarlandtx.gov">citymgr@sugarlandtx.gov</a> (281) 275-2700	May – November 2016
<b>Wauwatosa, WI</b> <b>Comprehensive Analysis of Fire/EMS Services</b>	Jim Archambo, City Manager <a href="mailto:jarchambo@wauwatosa.net">jarchambo@wauwatosa.net</a> (414) 479-8915	February – October 2010

8) *Can you provide a statement and meet the City of Billings minimum insurance requirements of \$750,000 per claim and \$1,500,000 per occurrence, and the City being named as an additional insured?*

Figure 1 provides evidence of CPSM's insurance coverage. If selected for contract award, CPSM will name the City as an additional insured on its policy.



## 1.2. Functionality

- 1) *A certificate of insurance must be provided prior to signing the contract, commencing on the day contract begins. Are you willing to comply with these requirements?*

CPSM is insured and will provide the City with a certificate of insurance prior to signing the contract, commencing on the day the contract begins and is willing to comply with all insurance requirements.

- 2) *You must instruct your insurance broker/carrier to notify the City of Billings should your coverage change. Are you willing to do this?*

CPSM will instruct our insurance broker to notify the City of Billings if our coverage changes during the term of our contract.

- 3) *The successful proposer will be required to purchase a City business license and complete the new vendor forms in order to be eligible for payment. Are you willing to do this?*

If selected for award, CPSM will purchase a City business license and will complete new vendor forms in order to be eligible for payment.

## 1.3. Quality and Service

- 1) *Do you have a quality assurance program? If yes, please attach a copy.*

No

- 2) *Are your employees required to take a mandatory drug test?*

No

## 1.4. Legal Issues

- 1) *Are there any pending lawsuits against your company? If yes, please explain.*

CPSM does not have any pending lawsuits against the company.

## 1.5. Compliance with Terms and Conditions

CPSM will comply with the City of Billings' terms and conditions.

## 1.6. Financial Stability

CPSM began in 2014, but its managing partners have been in the same business since 2008 within ICMA before branching off and becoming their own company. The company is financially stable, fully capable of meeting its financial obligations. The company has completed all of its projects within the established budget and schedule.

## 2. CPSM Overview

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### 2.1. Background

**International City/County Management Association (ICMA).** The ICMA is a 104-year old, nonprofit 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 its 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. The ICMA Center for Public Safety Management was launched by ICMA to provide support to local governments in the areas of police, fire, and emergency medical services. ICMA 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.

**Center for Public Safety Management, LLC (CPSM).** In 2014, as part of a restructuring at ICMA, CPSM was spun out as a separate company. It 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, and others. CPSM maintains the same team of individuals performing the same level of service as when it was a component of ICMA.

CPSM is headquartered in Washington DC with our Quantitative Analysis Unit based in West Orange, NJ and staff nationwide.

### 2.2. Areas of Specialty and Breadth of Services Available

CPSM specializes in the comprehensive evaluation and analysis of fire, rescue, police, and emergency medical services using its unique methodology and industry subject matter expertise. Depending on our client's specific needs we examine such aspects as department organizational structure and culture, identify workload and staffing needs, and align department operations with industry best practices.

Services provided include:

- Police Technical Assistance
- Fire Technical Assistance
- EMS Technical Assistance
- Strategic Planning
- Fire Station Location Analysis
- Training and Education
- Chief Selection Advantage

CPSM utilizes current and former police, fire, and EMS chief officers who have served as practitioners, line officers, and middle managers. Each of our subject matter experts has more than 10 years of experience in representing public entities in matters involving police, fire, and EMS departments. When conducting an agency analysis, CPSM combines a forensic response workload analysis with an operational analysis. This dual analysis is designed to provide the client with an unbiased review of the department that includes considerations and recommendations to improve the effectiveness of agency operations with a focus on efficiencies.

### 3. The CPSM Approach — Reflecting the Times and Community

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The City of Billings is seeking a qualified consultant to perform an analysis of its Fire, EMS, and Law Enforcement Services. We understand that the City's anticipated scope of work will involve the following:

- Data-driven forensic analysis to identify actual workload to determine what is driving overtime, workloads, and service demands;
- Identification and recommendation of appropriate staffing and deployment levels for every discrete operational and support function in the department;
- Examination of the department's organizational structure and culture;
- Gap analysis, comparing the "as-is" state of the department to the industry's best practices;
- Recommendation for a management framework to ensure accountability, increased efficiency and improved performance;
- Staffing analysis using workload and performance for fire, EMS, and police departments;
- Law enforcement-specific survey of the community and law enforcement giving a picture of community relations.

More than 40 years of research, development, and design has been incorporated into the unique process that is exclusive to CPSM's Police, Fire, and EMS studies. Operation research initiatives that have helped guide major initiatives were developed and evaluated by CPSM to create the core focus of our work. Now, with the signing of a Memorandum of Understanding, CPSM is able to bring to the process an opportunity for the COMMUNITY to engage in the process of re-envisioning service delivery.

CPSM's trademarked evaluation process began using ICMA's Center for Performance Measurement processes that evolved in the 1980's in response to increasing costs and quality service demands. That work led to the creation of the Commission on Fire Accreditation International (CFAI) by ICMA and the International Association of Fire Chiefs. Today, more than 285 fire departments have used the model, core competencies, and data to reach the accredited stage.

Those processes and practices were also used to create a comprehensive police workload analysis that was recognized by the COPS office and IACP as the way to deploy. Rather than focusing on calls for service, which is a linear approach, using raw data from the Computer Aided Dispatch System, a process was created by the CPSM team to categorize and quantify the time that would be required to perform the workload demanded of the department. Subsequent analysis and study resulted in a white paper that has been embraced by CALEA, IACP, and PERF, which said 60 percent of the deployed force should be patrol-focused and 60 percent of the available time should be encumbered. The remaining 40 percent of time should be maintained for Community-oriented and focused activity as well as administration.

CPSM began assembling a team of experts who are not only academics but also practitioners in police, fire, EMS, and dispatch. Those experts represent agencies large and small and have extensive backgrounds in policing, firefighting, management, and research. Their experience and analyses are drawn from around the world and represent truly best practices.

As we enter a "perfect storm" for communities that includes response to a pandemic, social upheaval, budgetary constraints, and rapidly changing practices, CPSM has expanded how it will coordinate the

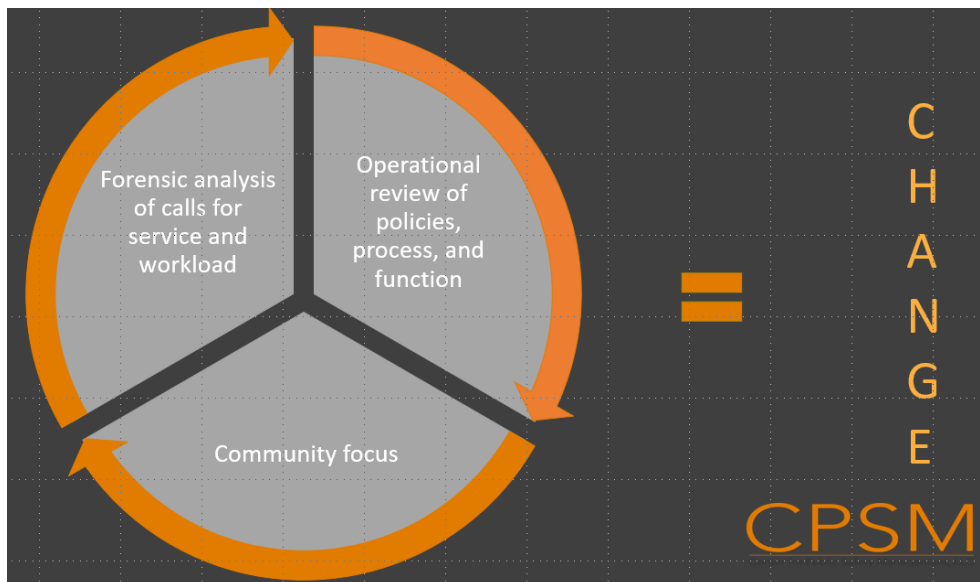
findings of the forensic workload analysis, operational review of policies, process and function with what a COMMUNITY expects. The effort with the National Research Council (NRC) has led to the creation of a National Police Services Survey — the only one like it in the United States. The NRC and its National Citizens Survey (NCS) have been used across the country for decades. This partnership now brings the power and dynamics of the NCS down to neighborhood levels. It allows communities to engage citizens and find out how they think as well as what they expect of police. The survey allows an analysis to the neighborhood level, which can be critical in larger cities with diverse populations and constituencies.

CPSM and the NPSS will provide the community with a world-class view on how it deploys policing resources. Except for the NPSS, the same approaches are used for dispatch, fire, and EMS in communities. Our EMS team is constantly evaluating and reviewing changes taking place in billing, financing, and deployment to produce a report unlike any other available.

We continue to evaluate our practices and procedures to minimize the risk of exposure to our experts as well as your team. Many of the routine interviews can be conducted via web software, thus eliminating the opportunity to transmit the virus. However, we still rely on in-person meetings with your police, fire and EMS teams in order to determine the culture and operational perspectives of the organization.

We begin projects with a request for data, documents and worksheets. If desired, this can be matched with a comprehensive citizen survey.

At the same time, we would launch the National Research Council for the National Policing Services Survey (NPSS) that can assist a community with a comprehensive and validated, community-focused police component. Our standard approach has been validated, but the addition of the citizen survey connects what the COMMUNITY thinks and compares that input to how the DEPARTMENT is operating. More information on the National Police Service Survey can be found in the Appendix.



**Figure 2. CPSM's Assessment Process Yields Recommendations for Positive Changes.**

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.

CPSM also conducts an on-site operational review. Here the performance indicators serve as the basis for the operational reviews. Prior to any on-site review, agencies are asked to compile several key operational documents (i.e., policies and procedures, assets lists, etc.). Most on-site 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 on-site 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 of 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.

### **3.1. The CPSM Approach — Law Enforcement**

The following information describes the CPSM approach to studying, understanding, evaluating, and reporting on police departments around the country. Although no two police 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, customized for the client community.

#### **3.1.1. Benchmark the Community**

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

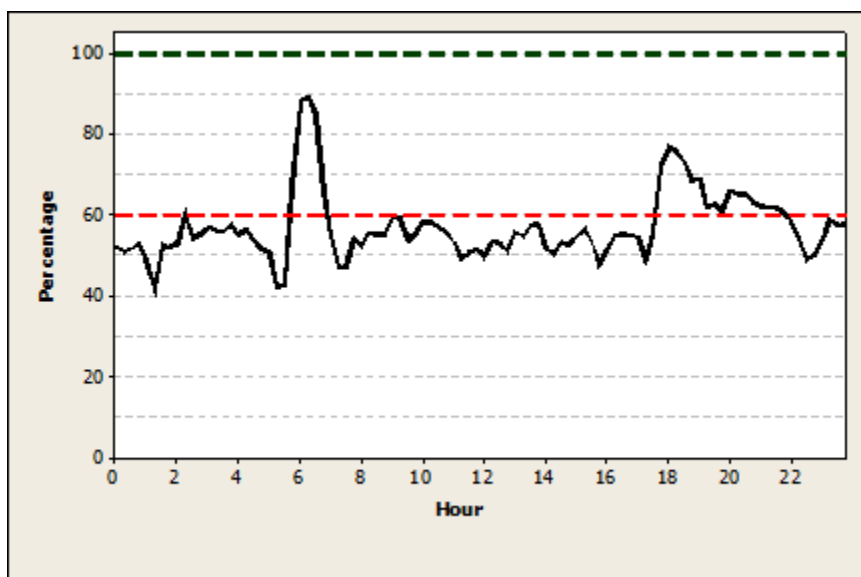
#### **3.1.2. Patrol Operations**

Police 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 officer 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 police 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 in ***The CPSM Patrol Workload & Deployment Analysis System***® the ability to produce detailed information on workload even in those agencies without sophisticated management information systems. Using the raw data extracted from the police department's CAD system, our team converts calls for service into police services workload, and then effectively graphs workload reflecting seasonally, weekday / weekend and time of day variables. Using this information, the police department can contrast actual workload with deployment and identify the amount of discretionary patrol time available, as well as time commitments to other police activities.

Police service workload differentiates from calls for service in that calls for service are a number reflecting the incidents recorded. Workload is a time measurement recording the actual amount of police time required to handle calls for service from inception to completion. Various types of police 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 in Figure 3 below demonstrates this difference in units.



**Figure 3. Workload Percentage by Hour, Weekdays, Summer**

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 police 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 police activities (such as team-led enforcement,

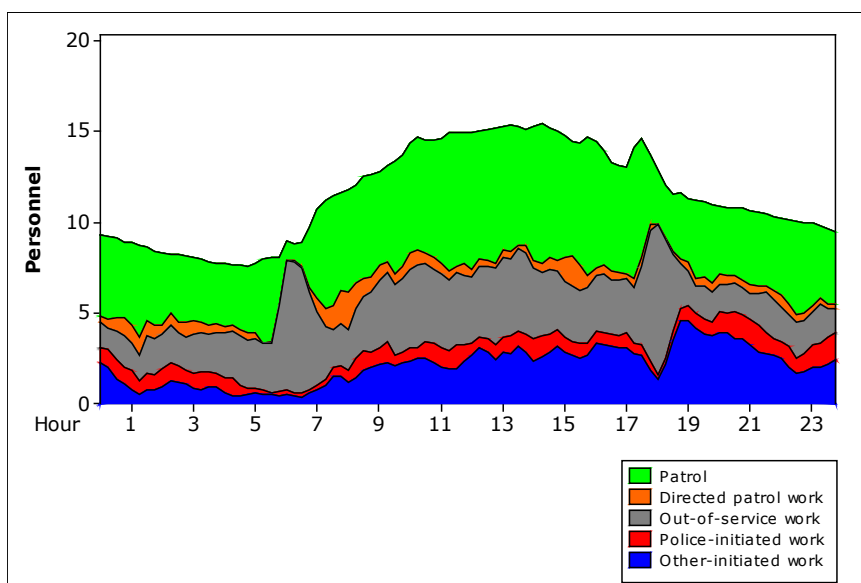
directed patrol, community policing and selected traffic enforcement) will be reviewed to provide the city with a meaningful methodology to determine appropriate costing allocation models.

### 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 9 hours of work (including citizen-initiated and officer-initiated calls for services, including traffic) and administrative activities (meals, vehicle, reports, etc.). There are approximately 15 man-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 city wants and is willing to pay for.



**Figure 4. Deployment and Main Workload, 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.

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. This information is developed by first extracting data from the departments CAD system. The extracted information is then processed, and workload is calculated. This workload is then compared to deployment levels. The product of this analysis is the variance between service demands and available personnel, 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?
- What is the workload?
- Based on this workload is the alignment of Districts and Divisions appropriate?
- Based on the workload is the shift schedule aligned appropriately and what alternatives to the current shift plan are most efficient?
- How many police 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?

The study will determine the gaps in patrol coverage and recommendations for modifying temporal and spatial deployment. With the appropriate “best fit” of patrol coverage identified, a determination can be made about the exact number of officers required to meet service demands and in what shift/district/division combinations to maximize resources.

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

The CPSM 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. The CPSM 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. To what extent does this bureau work, coordinate, and communicate with the other operational and support functions of the department? 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?

### 3.1.3. Investigations

The CPSM study will assess investigations – both reactive and proactive. The CPSM 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?
- Case management – Is there an effective case management system in place?
- Effectiveness & 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?
- Proactive Investigations – the same approach and inquires found in sections above are applied to each specialized investigative unit in the department.
  - Narcotics
  - Violent Offenders
  - Warrants and Fugitives
  - Bombings and Arson
  - Fraud/Cyber crimes
  - All other specialized investigations units

CPSM will essentially evaluate each investigative unit operating in the agency. This evaluation will assess the performance of the unit, how the unit operates within the overall mission of the department, compare operations to best practices in law enforcement, identify improvement opportunities, and identify appropriate staffing levels.

### 3.1.4. 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;
- Out-sourcing opportunities;

Best practice comparisons and opportunities for improvement.

The CPSM team 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, evaluating 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;
- Identification of improvement opportunities
- An evaluation and justification, and recommendation for appropriate staffing levels.

### **3.1.5. Organizational Culture**

During the operational evaluation described above, organizational “themes” 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 a police 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 of the CPSM study is critical to the overall success of the project as it provides a better understanding of the police 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.

### **3.1.6. Organizational Structure and Administration**

Based on the above, we can analyze current management structure and practice and make recommendations to improve organizational administration. The product of this analysis is a proposed staffing mode. The product of this analysis also generally ends up with a leaner, flatter, and more efficient organizational design.

### **3.1.7. Performance Management**

The overarching philosophy of the CPSM approach is to evaluate the police 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 police 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? The CPSM team will evaluate the department and make recommendations to assist with improving capacity in this area, if necessary. In addition, CPSM can offer performance management training and mentoring services to support organizational success.

### **3.2. The CPSM Approach — Fire, Rescue, and EMS**

Immediately following project launch and the kick-off meeting in which CPSM will discuss the data and information requests, CPSM will deliver an information request to the City of Billings Fire and EMS for completion. This is an extensive request for information that will provide us with a detailed understanding of Department operations. We will include in our information request copies of any past and current studies involving service delivery.

Our experience is that it typically takes an agency several weeks to accumulate and digitize the required information. We will provide instructions concerning uploading materials to our website. When necessary, we will conduct a telephone conference with the Department to discuss items contained in the request. Our Fire Operations Lead will review this information received prior to conducting an onsite visit.

Also immediately following the project launch CPSM's Data Assessment Lead will submit a preliminary request for data that will allow us to 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 a response and workload analysis. This request requires a concerted effort and focused response from your Department to ensure the timely production of data required for analysis. Delays in this process will likely extend the entire project and impact the delivery of final report. Our Data Assessment team will extract one year's worth of Calls for Service (CFS) from the CAD system. Once the Data Assessment Team is confident the data are accurate, they will certify that they have all the data necessary to complete the analysis.

#### **3.2.1. Operations Review**

Using information analyzed by our Data Assessment team, CPSM's technical experts will conduct an operational assessment specifically tailored to the City of Billings Fire and EMS to evaluate current staffing, organization, and delivery of services. The CPSM team will evaluate policies, procedures, practices, and records; staffing and training; equipment and maintenance; mapping; implemented technology and innovations; and facilities to create options, recommendations, and implementation strategies for structural and procedural improvements.

Our team will interview the Fire and EMS leadership and department staff and may interview staff from other City departments and other public or private entities.

Observations and recommendations will be developed around key performance and analysis areas in the completion of the report and include:

- Comprehensive Data Analysis
  - Incident Type Workload
  - Response Time
  - Unit Workload
  - Analysis of Busiest Hour
- Governance and Administration
  - Organizational Structure

- Organizational Leadership
- Staffing and Deployment
- External Relationships
- Organizational Behavior/Management/Processes
  - Time Allocation of Staff
  - Organizational Communication
  - Strategic Planning
  - Performance Measurement
- Financial Resources (Operating and Capital Resources)
- Programs (to include fire suppression, EMS, fire prevention, public education, fire investigation, technical rescue, hazardous materials, emergency management, and other service delivery programs)
- Risk Management/All hazards approach to community protection
- ISO/Accreditation Benefit Analysis

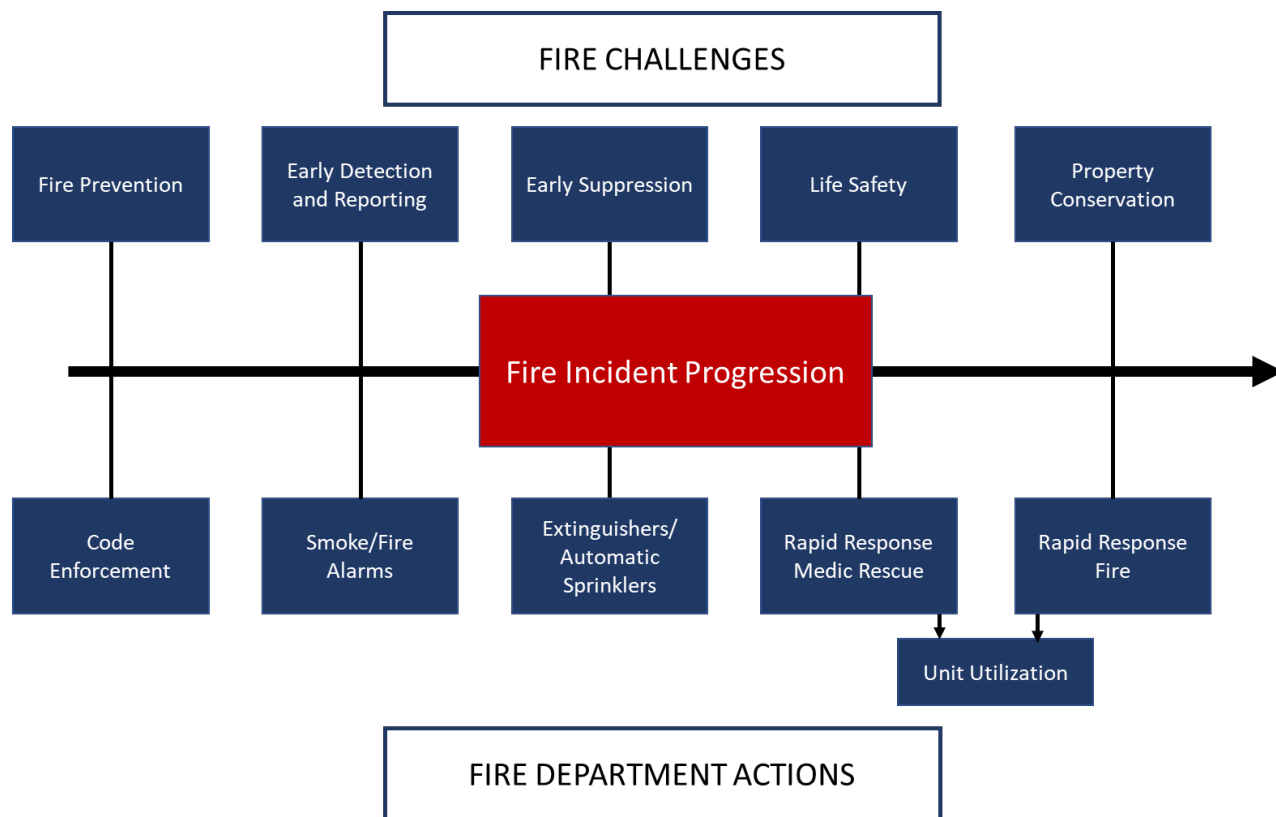
Using GIS technology, we will review the current locations of deployed equipment and stations with recommendations developed for the future. Key to making these determinations will be response time for dispatched units and call density.

CPSM's Data Assessment team has developed a methodology for determining resource utilization that quantifies the maximum and minimum deployment of personnel and equipment. It is unlike any other approach currently used by consultants and is indicative of CPSM's commitment to deliver the right resources at the right time.

### **3.2.2. Fire Suppression Services**

Fire departments staff their stations and train their personnel to respond to a wide array of fire and vehicular accident emergencies. In addition, many departments use the long intervals between calls for service for a variety of fire prevention, training, and station activities. Research in the United Kingdom as well as by FEMA has shown that the most cost-effective approach to fire deployment is the elimination of calls. If a call is received, eliminating hazards decreases the risk faced by first responders and may result in a more positive outcome. These preventive strategies should include building effective code enforcement and fire prevention activities as well as strong public education programs promoting smoke detectors and fire extinguisher use and placement in homes and businesses. The effort may also include early fire suppression through the use of automatic sprinkler systems and other fire protection systems. These prevention and response challenges are illustrated below in Figure 5.

CPSM will gather and analyze data on the efficiency and effectiveness of the current deployment on the fire runs. Resource utilization will be quantified for concentration, location, and unit utilization.



**Figure 5. Fire Prevention and Response Challenges**

The study will also analyze fire call data to provide a comprehensive review of how fire services are delivered to the communities including a detailed analysis of workloads and response times. The analysis of the workloads should begin with an in-depth study of the types of calls handled and their severity. The goal of this data gathering is to explicate the fundamental nature of the fire challenge faced by the Fire Departments.

The study will pay special attention to fires reported in residences or buildings. Some examples of questions to be answered as a part of the study include: What was the average response time of the first arriving fire suppression unit capable of deploying extinguishing agent? How long did the engine companies work at the scene?

For each call type, we will determine the time spent on-scene and the personnel manpower who worked the scene. This data will be aggregated to determine an overall average total time spent on fire calls per 24-hour period and by shift for each engine company. It will document any dramatic variations by time of day and day of week as well as seasonal variations. It will also require the review the Department's non-emergency productive hours that fire personnel carry out between emergency calls. The study will also analyze data to determine the proportion of calls and the associated workload that arise within the community's borders compared to mutual aid calls.

Response time is an important statistic in emergency service systems. We will determine:

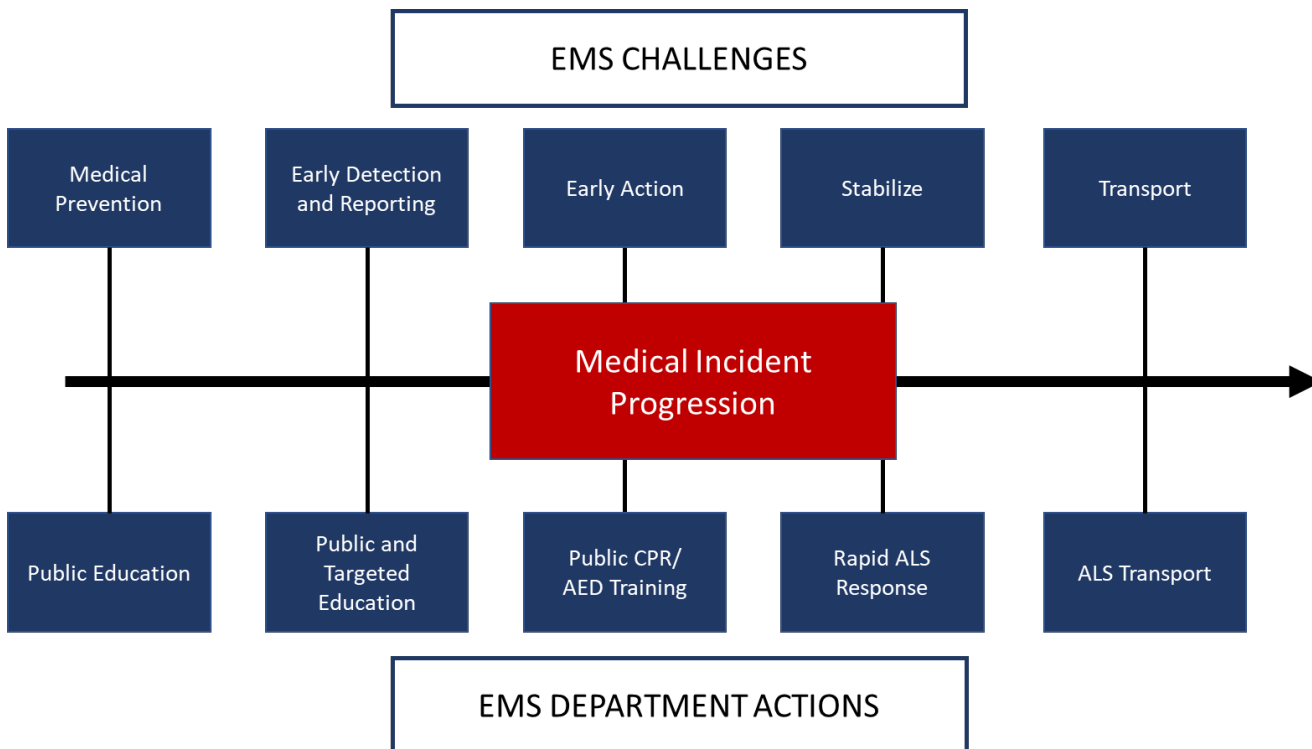
- Average response time of first arriving fire suppression unit capable of deploying extinguishing agent.
- Distribution of response times for different call categories

- Response time for the second arriving engine company, where possible

We will also identify and review calls that experienced unusually long response times.

### 3.2.3. Emergency Medical Services

Fire Departments often provide emergency medical services in addition to fire suppression duties. We analyze EMS call data to provide a comprehensive review of emergency medical services including a detailed analysis of workloads and response times. The analysis of the workloads begins with an in-depth study of the types of calls handled and their severity. The goal is to explicate the fundamental nature of the emergency medical challenge faced by the community’s Fire Department. We pay special attention to the most critical emergencies such as heart attack and serious vehicular accidents. We also look at the level of EMS care being provided and evaluate the options and impacts of providing EMS care at the EMT, Intermediate, or Paramedic levels.



**Figure 6. EMS Challenges**

For each call type, we will determine the time spent on-scene and the personnel manpower who worked the scene. These data will be aggregated to determine an overall average total time spent on fire calls per 24-hour period for each ambulance company and the unit hour utilization (UHU). We will also determine how much EMS calls contribute to the workload of fire engine companies since they also respond to most calls. We will document any dramatic variations by time of day and day of week as well as seasonal variations.

Response time is an important statistic in emergency service systems. We will determine not only average response time but also the distribution of response times for different call categories. We will also identify and review calls that experienced unusually long response times.

### 3.3. Analysis of the Busiest Hours of the Year

Fire departments often speak of the “worst-case scenario” or “resource exhaustion” when developing staffing and deployment plans. In reality, an agency can never staff for the worst-case scenario, because whatever situation can be envisioned, there can always be a more serious event.

Making staffing and apparatus decisions requires a clear understanding of what levels of demand can reasonably be expected over specific periods of time in a specific jurisdiction. For example, what are the busiest calls for service times over a one-year period and what levels of staffing and apparatus were needed to handle this workload?

To answer this question requires a detailed analysis of calls for service, broken down minute by minute, identifying which units were busy and how many units remained available to respond to a new call for service. More sophisticated analysis can take into consideration available mutual aid resources.

There is significant variability in the number of calls from hour to hour and the frequency of simultaneous or overlapping calls. One special concern relates to the fire resources available for the highest workload hours. We tabulate the data for each of 8,760 hours in the year. We identify how often the Department will respond to more than a specified number of calls in an hour. In studying call totals, it is important to remember that an EMS run typically lasts, on average, a different amount of time than a fire category call, and this will vary depending upon whether EMS transport is provided.

#### 3.3.1. Example of “Busiest Hour Analysis”

The following examples is a CPSM study of a fire department with 17 units staffed all the time. For the vast majority of these high-volume hours, the total workload of all units combined is equivalent to three or fewer units busy the entire hour. For the 10 highest volume hours, 0.1% of the hours, the total workload exceeded 3 hours. All of these high-volume hours occurred between 10 a.m. and 9 p.m.

The hour with the most work was between 1000 and 1100 on September 12, 2009. The 21 calls involved 34 runs (a “call” is an incident, and a “run” is a unit response). The combined workload was 417 minutes. This is equivalent to seven firefighting units being busy the entire hour. However, in the City there are 17 units staffed all of the time. During the worst portion of the hour, there were always at least 5 units still available to respond immediately. Only 5 of the 17 units were busy more than 30 minutes during this hour.

The hour with the most calls was between 1400 and 1500 on October 13, 2009. The 23 calls involved 28 runs. The combined workload was 379 minutes. This is equivalent to between six and seven firefighting units being busy the entire hour. However, in the city there are 17 units staffed all of the time. During the worst portion of the hour, there were always at least 7 units still available to respond immediately. Only 3 of the 17 units were busy more than 30 minutes during this hour.

**Table 2. Frequency Distribution of the Number of Calls**

Number of Calls in an Hour	Frequency
0–5	6397
6–10	2263
11–15	98
16 or more	2

Observations:

- A total of 6,397 hours (73%) in a year have received 0–5 calls.
- A total of 2,263 hours (25.8%) in a year have received 6–10 calls.
- A total of 100 hours (1.2%) in a year have received 11 or more calls.

**Table 3. Top Ten Hours with the Most Calls Received**

Hours		Number of Calls	Number of Runs	Total Busy Minutes
13-Oct-2009	1400	23	28	379
12-Sep-2009	1000	21	34	417
20-Jun-2009	2000	15	16	252
02-Feb-2009	1900	15	16	213
10-Jul-2009	1000	14	15	226
15-Feb-2009	1900	14	20	317
29-Jul-2009	1700	14	18	274
23-Feb-2009	1100	14	15	180
17-Mar-2009	1500	14	17	193
01-Mar-2009	1800	13	14	185

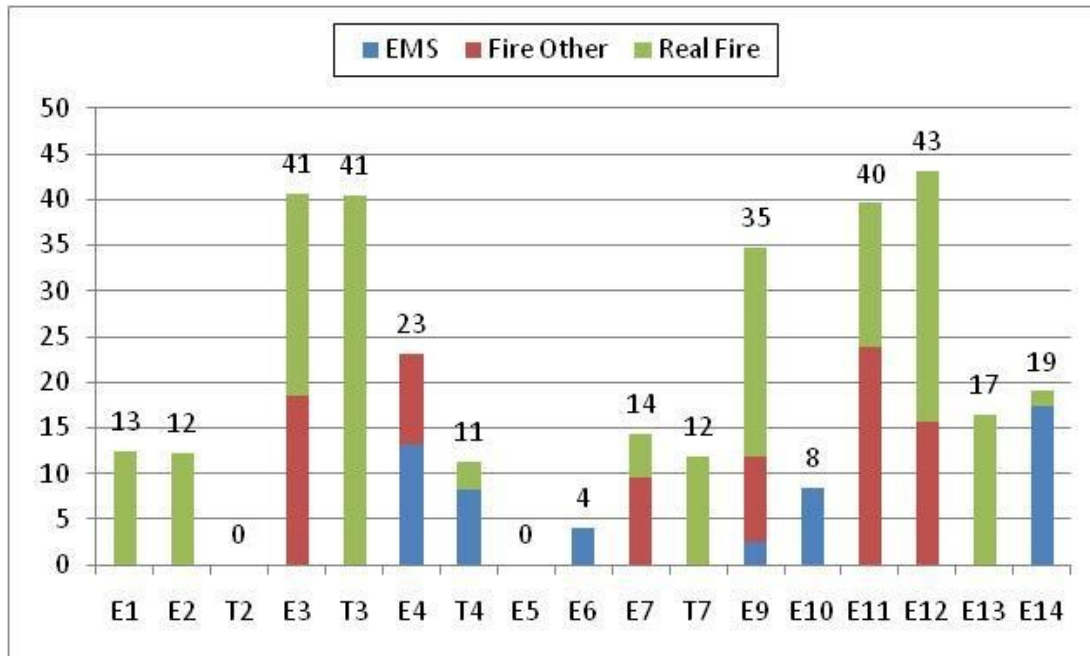
**Table 4. Deployed Minutes by Unit for the Hour between 10 a.m. and 11 a.m. on 12-Sep-2009**

Station	1		2		3		4		5	6	7		9	10	11	12	13	14	Number of Units	
	E1	E2	T2	E3	T3	E4	T4	E5	E6	E7	T7	E9	E10	E11	E12	E13	E14	Busy	Free	
0-5																		3.3	1	16
5-10		1.9		0.7														5	3	14
10-15	3.1	5		5								3.7		0.6	4.8			5	7	10
15-20	5	4.3		5	0.5							5		5	4.4			4	8	9
20-25	4.4	1.1		4.4	5							3.8		5	5				7	10
25-30				5	5							5		5	5				5	12
30-35				4.6	5							5		5	2.7				5	12
35-40				5	5	3.1						5		5	1.3				6	11
40-45				5	5	5				1.2		0.7	0.7	4.9	5	1.6			9	8
45-50				5	5	5	1.8			5	1.8		1.9	1.6	5	4.9	1.7		11	6
50-55				0.9	5	5	4.5		3.3	5	5	2.5	0.8	2.5	5	5			12	5
55-60					5	5	5		0.8	3.1	5	4.1	5	5	5	5			11	6
<b>Total</b>	12.5	12.3	0.0	40.6	40.5	23.1	11.3	0.0	4.1	14.3	11.8	34.8	8.4	39.6	43.2	16.5	19.0			

Note: The numbers in the cells are the busy minutes within the 5-minute block. The cell values greater than 2.5 are coded as red.

Observations:

- Between 10 a.m. and 11 a.m. on September 12, 2009, the fire department responded to 21 calls and dispatched 34 units to these calls.
- In the city there are 17 units staffed all of the time. During the worst portion of this hour, there were always at least 5 units still available to respond immediately. Only 5 of the 17 units were busy more than 30 minutes during this hour.



**Figure 7. Workload by Unit and Call Type for the Hour between 10 a.m. and 11 a.m. on 12-Sep-2009**

Observations:

- Engine companies E3, E11, and E12 were busy more than 40 minutes during this hour.
- Truck T3 was busy more than 40 minutes during this hour.
- Eleven units were busy less than 20 minutes. Two units responded to no calls.

**Table 5. Overlapped Call Analysis**

Scenario	Frequency	Percent
No Overlapped Call	1,536	48.5
Overlapped with another call	1,113	35.2
Overlapped with two calls	388	12.3
Overlapped with three calls	102	3.2
Overlapped with four or more calls	26	0.8

Observations:

- 48.5 percent of emergency incidents had no overlapped call.
- 35.2 percent of emergency incidents overlapped with another call.
- 12.3 percent of emergency incidents overlapped with two calls.
- 4.0 percent of emergency incidents overlapped with three or more calls.

### 3.4. Deliverables

CPSM’s deliverables will include a draft data report that provides analysis of the data collected to conduct the response and workload analyses. The data report will be finalized based on comments received from the City/Departments, and the final data report delivered.

Based upon our subject matter experts’ review of the draft data and the information they gather through their onsite visits and interviews, CPSM will prepare a draft operations report. The report will include a detailed and well-organized narrative describing the study’s scope, methodology, findings, options, and recommendations. CPSM’s reports are graphically rich and include mapping and documentation supporting the analysis.

The draft operations report will be finalized based on comments received from the City/Departments.

### 3.5. Proposed Project Schedule

Table 6 is a draft schedule for completion of the study and submittal of final report. After contract award, we will discuss the project work plan and schedule with the Departments and based on the discussion submit a revised schedule.

**Table 6. Project Milestones and Schedule**

Milestone	Description
Milestone 1 – Full execution of the agreement	Agreement will identify Project Launch date.
Milestone 2 – Project Launch	We will participate in a kick-off meeting. This meeting will be an interactive telephone conference with leadership. Our project leads will launch the project by clarifying and confirming expectations/scope of work, detailing study parameters, identifying agency point of contacts and commencing information gathering. We will also discuss any information requests or data participants wish to address.
Milestone 3a – Information Gathering and Data Extraction – 30 Days	Immediately following project launch, our operations leads will deliver an information request to the Department. This is an extensive request that will provide us with a detailed understanding of the Departments’ 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, our lead will hold a telephone conference to discuss items contained in the request. Our team lead will review this material prior to an onsite visit.
Milestone 3b – Data Extraction and Analysis – 14 Days	Also immediately following the project launch our 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 concerted effort and focused response from your departments to ensure the timely production of 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	Once the Data Assessment Team is confident the data are accurate, they will certify that they have all the data necessary to complete the analysis.
Milestone 4a – Data Analysis and Delivery of	Within 30 days of data certification, the analysis will be completed, and a draft, unedited data report will be delivered to City/Departments for review and comment.

Milestone	Description
Draft Data Report – 30 days	After the data draft report is delivered, an onsite visit by our operations team will be scheduled.
Milestone 4b – Departmental Review of Draft Data Report – 14 days	The City/Departments 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 City/Departments must specify all concerns with the draft report at one time.
Milestone 4c – Final Data Report – 10 days	After receipt of the City/Departments’ comments, the data report will be finalized within 10 days.
Milestone 5 – Conduct Onsite Visit – 30 days	Subject matter experts will perform a site visit after the delivery of the draft data report.
Milestone 6 – Draft Operations Report – 30 days	Within 30 days of the last onsite visit, the operations team will provide a draft operations report to the City/Departments. The City/Departments will have 10 days to review and comment.
Milestone 7 – Final Report 15 days	Once the City/Departments’ comments and concerns are received by CPSM the final report will be delivered to the Department within 15days.
<b>TOTAL ELAPSED TIME: 105 – 135 days</b>	

## 4. Relevant Experience

CPSM leverages research, consulting, and experience in managing over 300 public safety agencies to assess the workload and/or operations of client agencies. This involves data collection and analysis, interviews, comparison analysis, and observation. Recommendations are developed for balancing workload and service needs within local budgets. Our services are designed to assist our clients in achieving more efficient and effective public safety service delivery that is grounded in data and best practices.

CPSM has conducted similar studies in 44 states and provinces, including more than 130 urban fire and emergency medical services projects and more than 225 police/law enforcement projects with comprehensive management, operational, and staffing analyses. Studies have included report components and recommendations following the Center for Public Safety Excellence, Commission on Accreditation of Law Enforcement Agencies, and Commission on Fire Accreditation International standards. These projects have involved law enforcement studies, workload matching to staffing, review of investigations and specialized units, community risk assessments, fire and EMS consolidation analyses, analysis of emergency communications centers, fire and EMS department strategic plans, fire and EMS department staffing plans, and fiscal analyses. CPSM conducts a series of focus groups with stakeholders including staff members (both sworn and civilian), senior management, elected officials, and other community members. These projects have been conducted in small, medium, and large metropolitan police, fire, and EMS departments located in rural, suburban, and urban areas.

CPSM has conducted similar studies in 44 states and provinces for more than 320 public clients. Table 7 provides a comprehensive list of the public clients for which CPSM has provided similar services.

**Table 7. CPSM List of Relevant Past and Current Projects**

Locality	State	Project
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
Casa Grande	AZ	Comprehensive Analysis of Police 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
Pinal County	AZ	Comprehensive Analysis of Sheriff's Office
Pinal County	AZ	Sheriff's Office Firearms Audit
Prescott	AZ	Comprehensive Analysis of Fire Services
Prescott	AZ	Comprehensive Analysis of Police Services

Locality	State	Project
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
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
El Centro	CA	Comprehensive Analysis of Police Services
El Centro	CA	Comprehensive Analysis of Fire Services
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
Milpitas	CA	Comprehensive Analysis of Police Services
Morgan Hill	CA	Comprehensive Analysis of Police Services
Morgan Hill	CA	Comprehensive Analysis of Fire Services
Palm Desert	CA	Comprehensive Analysis of Fire Services
Palo Alto	CA	Comprehensive Analysis of Fire Services
Pasadena	CA	Police Patrol Workload Analysis
Placentia	CA	Comprehensive Analysis of Police Services
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 Monica	CA	Police Chief Selection
Santa Rosa	CA	Performance Measurement Analysis

Locality	State	Project
Stockton	CA	Comprehensive Analysis of Police Services
Stockton	CA	Comprehensive Analysis of Fire Services
Torrance	CA	Police Strategic Plan
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
Southington	CT	Comprehensive Analysis of Fire Services
Bethany Beach	DE	EMS Apparatus Review
Bethany Beach	DE	EMS Review
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
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	Comprehensive Analysis of Police and Fire Services
Hobe Sound	FL	Public Safety Consolidation
Kenneth City	FL	Comprehensive Analysis of Police Services
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

Locality	State	Project
Parkland	FL	City Safety & Security Review
Pasco County	FL	Sheriff's Budget Review
Land O' Lakes	FL	Comprehensive Analysis of Fire Services
New Port Richey	FL	Sheriff's Budget Analysis
Pompano Beach	FL	Comprehensive Analysis of Police Services
Venice	FL	Comprehensive Analysis of Fire Services
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	Police Chief Selection
Sandy Springs	GA	Comprehensive Analysis of Police Department
St. Marys	GA	Fire Consolidation Study
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
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
Plainfield	IN	Comprehensive Analysis of Police Services
Roseville	IL	Comprehensive Analysis of Police Services
Skokie	IL	Comprehensive Analysis of Police Services

Locality	State	Project
St. Charles	IL	Police Staffing Review
Western Springs	IL	Comprehensive Analysis of Police Services
Indianapolis	IN	Police Workload & Deployment Services
Topeka	KS	Preliminary review of Fire Department
Pikeville	KY	Comprehensive Analysis of Fire Services
Northborough	MA	Comprehensive Analysis of Police Services
Northborough	MA	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
Lewiston	ME	Comprehensive Analysis of Fire 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
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
Flint	MI	Comprehensive Analysis of Fire Services
Flint	MI	Comprehensive Analysis of Police Services
Green Lake Twp.	MI	Comprehensive Analysis of Fire Services
Grand Rapids	MI	Comprehensive Analysis of Police Services
Grand Rapids	MI	Comprehensive Analysis of Fire Services
Kingsley	MI	Comprehensive Analysis of Fire Services
Hamtramck	MI	Comprehensive Analysis of Police Services
Interlochen	MI	Comprehensive Analysis of Fire Services
Grand Traverse	MI	Comprehensive Analysis of Fire Services
Grosse Pointe Park	MI	Public Safety Consolidation
Grosse Pointe	MI	Public Safety Consolidation
Hamtramck	MI	Police Study
Grand Blanc	MI	Comprehensive Analysis of Fire Services
Grand Rapids	MI	Comprehensive Analysis of Police & Fire Services
Grand Rapids	MI	Analysis of Police Services Consolidation
Kentwood	MI	Analysis of Fire Services Consolidation
Flint	MI	Comprehensive Analysis of Police Services
Flint	MI	Comprehensive Analysis of Fire Services

Locality	State	Project
Mott College	MI	Comprehensive Analysis of Police Services
Novi	MI	Comprehensive Analysis of Police Services
Novi	MI	Comprehensive analysis of Fire Services
Kalamazoo	MI	Police Workload / Contract for Services Analysis
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
So. Kalamazoo	MI	Fire Services Review
Vicksburg	MI	Financial Analysis of Fire Authority
Saint Joseph	MI	Public Safety Consolidation
Sturgis	MI	Public Safety Analysis
Troy	MI	Comprehensive Analysis of Police Services
Troy	MI	Review of Fire Administration and Inspections
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
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
Brentwood	MO	Comprehensive Analysis of Police Services
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
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

Locality	State	Project
Chapel Hill	NC	Comprehensive Analysis of Police Services
Cornelius	NC	Fire Consolidation Study
Davidson	NC	Fire Consolidation Study
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
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

Locality	State	Project
Rye	NY	Police Chief Selection
Steuben County	NY	Comprehensive Analysis of EMS
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
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 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
Manheim Twp.	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
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
Walterboro	SC	Comprehensive Analysis of Public Safety Dept.
Rapid City	SD	Comprehensive Analysis of Fire Services

Locality	State	Project
<b>Germantown</b>	TN	Comprehensive Analysis of Fire Services
<b>Johnson City</b>	TN	Comprehensive Analysis of Fire Services
<b>Johnson City</b>	TN	Comprehensive Analysis of Police Services
<b>Smyrna</b>	TN	Comprehensive Analysis of Police Services
<b>Smyrna</b>	TN	Comprehensive Analysis of Fire Services
<b>Addison</b>	TX	Comprehensive Analysis of Fire Services
<b>Addison</b>	TX	Comprehensive Analysis of Police Services
<b>Baytown</b>	TX	EMS Study
<b>Belton</b>	TX	Comprehensive Analysis of Police Services
<b>Belton</b>	TX	Comprehensive Analysis of Fire Services
<b>Belton</b>	TX	Police Chief Selection
<b>Belton</b>	TX	Fire Chief Selection
<b>Bryan</b>	TX	Comprehensive Analysis of Fire Services
<b>Buda</b>	TX	Comprehensive Analysis of Police Services
<b>Cedar Park</b>	TX	Comprehensive Analysis of Police Services
<b>College Station</b>	TX	Comprehensive Analysis of Fire Services
<b>Conroe</b>	TX	Fire Services Analysis and Standard of Response
<b>Corinth</b>	TX	Comprehensive Analysis of Fire Services
<b>Frisco</b>	TX	Comprehensive Analysis of Fire Services
<b>Highland Village</b>	TX	Fire Review
<b>Hutto</b>	TX	Comprehensive Analysis of Fire Services
<b>Lucas</b>	TX	Fire and EMS Analysis
<b>Lufkin</b>	TX	Comprehensive Analysis of Fire Services
<b>New Braunfels</b>	TX	Fire Study
<b>New Braunfels</b>	TX	Police Study
<b>Prosper</b>	TX	Comprehensive Analysis of Police Services
<b>Round Rock</b>	TX	Comprehensive Analysis of Fire Services
<b>Sugar Land</b>	TX	Comprehensive Analysis of Police Services
<b>Sugar Land</b>	TX	Fire Department Overtime Analysis
<b>Sugar Land</b>	TX	Comprehensive Analysis of Fire Services
<b>Victoria</b>	TX	Comprehensive Analysis of Police Services
<b>Washington City</b>	UT	Comprehensive Public Safety Analysis
<b>Hampton</b>	VA	Police Chief Selection
<b>Leesburg</b>	VA	Comprehensive Analysis of Sheriff Services
<b>Leesburg</b>	VA	Comprehensive Analysis of Fire Services
<b>Hampton</b>	VA	Police Chief Selection
<b>Loudon County</b>	VA	Comprehensive Analysis of Fire Services
<b>Loudon County</b>	VA	Comprehensive Analysis of Sheriff's Services
<b>Bonney Lake</b>	WA	Comprehensive Analysis of Police Services
<b>Lacey</b>	WA	Comprehensive Analysis of Fire Services
<b>Snoqualmie</b>	WA	Police Workload & Deployment Analysis
<b>Marysville</b>	WA	Comprehensive Analysis of Police Services

Locality	State	Project
Marysville	WA	Comprehensive Analysis of Police Services
Mill Creek	WA	Comprehensive Analysis of Police Services
Mill Creek	WA	Comprehensive Analysis of Fire Services
Spokane Valley	WA	Comprehensive Analysis of Police Services
Vancouver	WA	Comprehensive Analysis of Police Services
Vancouver	WA	Police Chief Selection
Dunn County	WI	Sheriff's 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

## 5. Proposed Project Team and Capacity to Assume New Business

For this project CPSM has assembled a premier team of experts that includes our Project Manager and Operations Leaders for Fire, EMS, Law Enforcement, and Data Analysis, supported by senior public safety subject matter experts selected from our team specifically to meet the needs of the City of Billings. CPSM does not plan to subcontract any portion of the work scope.

Our project team offers practical experience managing fire, rescue, EMS, and police departments; a record of research, academic, teaching and training, and professional publications; and extensive consulting experience completing hundreds of similar studies nationwide. Our subject matter experts offer experience in small, large, volunteer, combination, and career fire departments and law enforcement departments for small, medium, and large municipalities.

Because CPSM’s subject matter experts are current and former fire, rescue, EMS, and police chief officers with prior experience as practitioners, line officers, and middle managers, they have extensive knowledge, experience, and familiarity with all aspects of operations in their areas of specialty. Their expertise has been applied to projects that CPSM has performed for its clients. These comprehensive fire, rescue, EMS, and police services analyses have yielded thousands of recommendations for enhancing the effectiveness and efficiency of department management, operations, staffing, training, data management, fleet management, community relations, and more.

The organizational chart for the project is provided in Figure 8, which shows our management team. A summary of the qualifications, experience, and project roles for key personnel to be assigned to this project is provided in Table 8. Brief bios follow the table.



**Figure 8. Project Organizational Chart**

**Table 8. Key Personnel Summary**

Name/ Title	Qualifications	Relevant Experience	Project Role
<b>Thomas Wieczorek</b>	<ul style="list-style-type: none"> <li>Expert in fire and emergency medical services operations</li> </ul>	<ul style="list-style-type: none"> <li>Former fire chief, director of public safety, police officer, and city manager</li> </ul>	Project Manager
<b>Director, Center for Public Safety</b>	<ul style="list-style-type: none"> <li>Current representative of ICMA on the NFPA 1710 Career Committee</li> </ul>		

Name/ Title	Qualifications	Relevant Experience	Project Role
<b>Management, LLC</b>	<ul style="list-style-type: none"> <li>▪ 2000 ICMA Award for Excellence</li> <li>▪ 1999 City Manager of the Year, 2003 Person of the Year for Rural Water Association of Michigan</li> <li>▪ 2005 Distinguished Service Award – Michigan Municipal League</li> </ul>	<ul style="list-style-type: none"> <li>▪ Former Executive Director of the Center for Public Safety Excellence</li> <li>▪ Taught Public Safety programs at multiple colleges and organizations</li> <li>▪ Former officer for Michigan Local Government Manager’s Association and Commission of Fire Officer Designation</li> <li>▪ Served on Honolulu Accreditation Review Team for Center for Public Safety Excellence, Commission on Fire Accreditation International.</li> </ul>	
<b>Fire / EMS Operations Team</b>			
<b>Chief Joseph Pozzo, MPA, CFO Senior Associate</b>	<ul style="list-style-type: none"> <li>▪ 40-year career in public service</li> <li>▪ Master of Public Administration degree from Troy University, B.A. in Public Administration from Saint Leo University and several associate degrees including an AAS in Fire Science and Protective Services</li> <li>▪ Chief Fire Officer Designation from the Center for Public Safety Excellence</li> <li>▪ Adjunct Instructor for the Virginia Department of Fire Programs</li> </ul>	<ul style="list-style-type: none"> <li>▪ As CPSM’s Senior Manager for Fire and EMS has completed more than 50 similar studies</li> <li>▪ Director of Public Protection for Volusia County, Florida where he provides executive leadership to 900-employee Fire, EMS, Emergency Management, Corrections, Animal Control, and Beach Safety divisions</li> <li>▪ While Deputy Director of the Department of Public Protection Volusia County, responsible for the day-to-day operations that included Fire and EMS</li> </ul>	Fire Operations Lead
<b>Matt Zavadsky, MS-HSA, NREMT Senior Associate</b>	<ul style="list-style-type: none"> <li>▪ 40 years’ EMS experience</li> <li>▪ Master’s in Health Service Administration with a Graduate Certificate in Health Care Data Management</li> <li>▪ Subject Matter Expert in mobile integrated healthcare, high performance EMS system operations, public/media relations, public policy, EMS economic models and EMS research</li> <li>▪ Expert knowledge of dispatch and communications system innovations, specifically related to the key roles of emergency medical dispatch operations, data analytics, and resource allocation.</li> <li>▪ Written numerous articles and spoken nationally on topics relating to flexible deployment strategies, dynamic resource management, and resource utilization.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Chief Strategic Integration Officer at MedStar Mobile Healthcare, Public Utility Model EMS agency, exclusive provider of EMS and Mobile Integrated Healthcare Services for Fort Worth and 14 other cities in North Texas</li> <li>▪ While at MedStar, they completely re-designed dispatch process and implemented a revolutionary new CAD system, which has been integrated across multiple systems and agencies.</li> <li>▪ Co-investigator in several published studies related to innovations in emergency medical dispatch.</li> <li>▪ President of the National Association of EMTs and chairs the Transformation Committee</li> <li>▪ Adjunct Faculty for the University of North Texas Health Science Center,</li> </ul>	EMS Operations Lead

Name/ Title	Qualifications	Relevant Experience	Project Role
		<ul style="list-style-type: none"> <li>Department of Health Management and Policy</li> <li>▪ Joint Commission’s Home Care Professional and Technical Advisory Committee (PTAC)</li> <li>▪ Lewin Group’s Hospital Outpatient Quality Reporting (HOQR) Program Stroke and AMI Expert Work Group</li> </ul>	
<b>Chief Peter J. Finley, Jr. (Ret.), BA, EFO</b>  <b>Senior Associate</b>	<ul style="list-style-type: none"> <li>▪ BA, EFO, Senior Associate.</li> <li>▪ Past President NJ Career Fire Chiefs Association</li> </ul>	<ul style="list-style-type: none"> <li>▪ 36-years in fire and emergency services</li> <li>▪ Current Adjunct Professor in the Fire Science Program at Camden County College</li> <li>▪ Retired Chief of Department City of Vineland Fire Department and Winslow Township Fire</li> <li>▪ Associate in Applied Science degree from Atlantic Community College in New Jersey</li> <li>▪ Bachelor of Science degree in Fire Science/ Administration from the University of Maryland</li> <li>▪ 2003 graduate of the National Fire Academy’s Executive Fire Officer Program earning an Outstanding Research Award in 2002</li> </ul>	<b>Subject Matter Expert</b>
<b>Law Enforcement Assessment Team</b>			
<b>Chief Jackie Gomez-Whiteley, (Ret.), M.A.</b>  <b>Senior Associate</b>	<ul style="list-style-type: none"> <li>▪ 33-year law enforcement professional serving with distinction in both Orange and Los Angeles County</li> <li>▪ Master of Arts degree from Chapman University in Organizational Leadership with a certificate in Public and Non-Profit Leadership</li> <li>▪ Bachelor of Arts degree from Loyola Marymount University in Psychology with a minor in Alcohol and Drug Studies</li> <li>▪ Graduate of P.O.S.T. Command College, where she published an article in Police and Security News Magazine titled: Dirty Bombs: Calculating the Threat</li> </ul>	<ul style="list-style-type: none"> <li>▪ In 2019, served as Interim Police Chief for the Pacific Grove Police Department in Monterey County.</li> <li>▪ 23 years at Orange Police Department, serving in all three divisions: Patrol, Investigations, and Administration and department’s first woman motor officer, as well as sergeant and lieutenant. Medal of Valor recipient.</li> <li>▪ Captain at the Cypress Police Department where she oversaw both Operations and Support Services divisions. Appointed Chief of Police and the first woman to serve as Police Chief of a municipal agency in Orange County.</li> <li>▪ Served as Interim Police Chief for the Alhambra Police Department.</li> </ul>	<b>Law Enforcement Assessment Lead</b>

Name/ Title	Qualifications	Relevant Experience	Project Role
		<ul style="list-style-type: none"> <li>▪ Adjunct instructor at various law enforcement training centers throughout California for 29 years</li> <li>▪ Program Director for the prestigious California Police Chiefs Executive Leadership Institute (CPCELI) at Drucker</li> </ul>	
<b>Chief Marilyn Diaz, (Ret), M.S.</b>  <b>Senior Associate</b>	<ul style="list-style-type: none"> <li>▪ Thirty-seven-year career in law enforcement in California</li> <li>▪ Master’s degree in Education from the University of Southern California</li> <li>▪ Bachelor’s degree in Police Science from California State University, Los Angeles</li> </ul>	<ul style="list-style-type: none"> <li>▪ Retired Chief of Police, Sierra Madre, and Retired Commander, Pasadena, California Police Department</li> <li>▪ First woman to be directly assigned as a patrol officer in the Pasadena Police Department in 1974 and in 2006 retired as a Commander having led Administrative Services and Field Operations Divisions</li> <li>▪ In 2006 as Sierra Madre’s Chief of Police, first woman in Los Angeles County to become chief of a municipal police department</li> </ul>	Subject Matter Expert
<b>Deputy Chief Wayne Hiltz, (Ret.), B.S.</b>  <b>Senior Associate</b>	<ul style="list-style-type: none"> <li>▪ 33 years of experience in municipal law enforcement, including broad range of experience in nearly every facet of policing from patrol, gang enforcement, and undercover narcotics to internal affairs investigations and community relations</li> <li>▪ Bachelor of Science degree in Police Science and Administration from California State University at Los Angeles</li> <li>▪ Executive training includes FBI Southwest Command College and Senior Management Institute for Police</li> </ul>	<ul style="list-style-type: none"> <li>▪ Former Interim Chief of Police at Pasadena and Irwindale Police Departments</li> <li>▪ Last 13 years spent at command and executive levels</li> <li>▪ As Deputy Police Chief, served as chief operating officer of Pasadena Police Department, responsible for all day to day operations including internal audits and inspections</li> <li>▪ Extensive experience in managing budgets and has served as a budget instructor for the California Commission on Peace Officer Standards and Training</li> </ul>	Subject Matter Expert
<b>Captain John Clark, (Ret), B.A.</b>	<ul style="list-style-type: none"> <li>▪ Thirty-three years of experience with the Los Angeles County Sheriff’s Department</li> <li>▪ Broad experience includes command, administrative, operational and tactical assignments in Patrol, Detective, Custody, Court, and Administrative divisions</li> <li>▪ Bachelor of Arts in Criminal Justice from California State University, Fullerton</li> </ul>	<ul style="list-style-type: none"> <li>▪ As Captain in the Los Angeles County Sheriff’s Department, he was in command of various units including internal investigations, financial and cybercrimes, custody operations and inmate transportation</li> <li>▪ Managed Southern California High Tech Taskforce comprised of Federal, State and local agencies</li> <li>▪ Command and operations level member of a county-wide team</li> </ul>	Subject Matter Expert

Name/ Title	Qualifications	Relevant Experience	Project Role
		<p>responsible for managing all department resources during natural disasters, civil disturbances and other high-profile events</p> <ul style="list-style-type: none"> <li>Member of the International Association of Financial Crimes Investigators, Southern California Jail Managers Association, Los Angeles Superior Court Management Group, and San Gabriel Valley Peace Officers Association</li> </ul>	
<b>Data Assessment Team</b>			
<b>Dov Chelst, PhD</b> <b>Director of Quantitative Analysis</b>	<ul style="list-style-type: none"> <li>Subject Matter Expert in analyzing public safety department’s workload and deployment</li> <li>PhD Mathematics</li> <li>BA Magna Cum Laude in Mathematics and Physics</li> </ul>	<ul style="list-style-type: none"> <li>Managed over 140 data analysis projects for city and county agencies ranging in population size from 8,000 to 800,000</li> </ul>	Data Assessment Lead
<b>David Martin, PhD</b> <b>Senior Public Safety Subject Matter Expert</b>	<ul style="list-style-type: none"> <li>Expert in mapping technology to analyze calls for service workload and deployments.</li> <li>Teaches statistics at Wayne State University</li> </ul>	<ul style="list-style-type: none"> <li>Senior Researcher in the Center for Urban Studies, Wayne State University</li> <li>Program Evaluator for four Department of Justice Weed and Seed sites</li> </ul>	GIS Analyst
<b>Shan Zhou, PhD</b> <b>Senior Public Safety Data Analyst</b>	<ul style="list-style-type: none"> <li>Specializes in analysis of police data</li> <li>Extensive experience in scientific and clinical data analysis</li> <li>MS in Business Analytics and Project Management</li> <li>PhD in Cell biology, Genetics and Development</li> </ul>	<ul style="list-style-type: none"> <li>Prior to CPSM, she worked as an associate scientist at Yale School of Medicine</li> </ul>	Data Analyst
<b>Sarah Weadon, BA</b> <b>Senior Public Safety Data Analyst</b>	<ul style="list-style-type: none"> <li>15+ years’ experience consulting with local, state, and federal government agencies in data and geospatial analysis, database and application development, and project management</li> <li>Bachelor’s degree in Classical Languages</li> </ul>	<ul style="list-style-type: none"> <li>Worked with 40+ public safety agencies across the U.S. and Canada, providing data and geospatial analysis of response times, call trends, and station locations</li> </ul>	Data Analyst

**5.1. Project Manager / Director, Center for Public Safety Management, LLC —Thomas Wieczorek**  
*Retired City Manager Ionia, MI; former Executive Director Center for Public Safety Excellence*

Thomas Wiecezorek 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 a number of programs at Grand Valley State University, the National Highway Traffic Safety Administration (NHTSA), and Grand Rapids Junior College. He has testified frequently 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; served as the vice-chairperson of the Commission on Fire Officer Designation; and serves as a representative of ICMA on the NFPA 1710 career committee.

He most recently 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 (including Hawaii) and has been assigned a course number by the DHS. He represents ICMA on the NFPA 1710 and 1730 Standards Committees and is a board member on the International Accreditation Service, a wholly owned subsidiary of the International Code Council.

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 for distinguished service by the Michigan Municipal League in 2005.

## **5.2. Fire and EMS Operations Assessment Team**

### **5.2.1. Fire and EMS Operations Lead/Senior Associate — Chief Joseph Pozzo, MPA, CFO**

*Currently the Director of Public Protection for Volusia County, Florida; Former Assistant Director of Human Resources, Volusia County, FL; Former Deputy Director, Volusia County Department of Public Protection; former Director and Fire Chief, Volusia County, Florida, former Fire Chief, Loudon County, Virginia, former Fire Chief Portsmouth, Virginia.*

Chief Joseph Pozzo serves as the Senior Manager for Fire and EMS for CPSM. He has completed more than 50 similar studies while with CPSM. Chief Pozzo has a 40-year career in public service, and currently serves as the Director of Public Protection for Volusia County, Florida where he provides executive leadership to the Fire, EMS, Emergency Management, Corrections, Animal Control, and Beach Safety divisions. The Public Protection Department is the largest department in Volusia County and includes 900 employees, an EMS Division that responds to 70,000 calls per year and utilizes Florida's first-ever Nurse Triage system in the 911 Center, a County Jail that averages 1,350 inmates/day, a Beach Safety Division that protects 47 miles of beach and delivers law enforcement, ocean rescue, and first response EMS protective services, an all-hazards Emergency Management Division that specializes in coastal storm preparation and response, and a Fire Division that responds to 23,000 calls/year with ALS engines and specialization in wildland/urban interface response and mitigation.

From March 2015 to September of 2018, he served as the Assistant Director of Human Resources for Volusia County (3,200 employees), where he managed the employee relations, benefits administration, and occupational health services functions and teams, as well as assisted the Human Resources director with the management and negotiation of six collective bargaining agreements/units. He is also deeply involved in developing and implementing the County's Diversity and Inclusion initiative.

He also served as the Deputy Director of the Department of Public Protection Volusia County, where he was responsible for the day-to-day operations of Fire, EMS, Emergency Management, Medical Examiner, Beach Safety, Corrections, and Animal Services. He was formerly Fire Chief of Volusia County Fire Services, where he developed and implemented a service model designed to introduce EMS transport into the agency, incorporate fleet efficiencies, and enhance the wildland/urban interface efforts.

Prior to Chief Pozzo's appointment in Volusia County in 2010, he served as the Chief of the Loudoun County Department of Fire and Rescue. This agency is a combination fire and rescue system providing fire, rescue, and EMS in one of the fastest growing counties in the nation. During Chief Pozzo's tenure, the fire and rescue system provided these services to over 275,000 permanent residents living in 520 square miles of diverse suburban and rural area located within the National Capital Region. Services were executed through 450+ career staff and over 1,400 volunteer members operating out of 19 stations.

Prior to his appointment with Loudoun County, Chief Pozzo served as Chief of the Portsmouth Fire, Rescue and Emergency Services Department. This agency is one of the oldest professional departments on the eastern seaboard and served over 95,000 residents during Chief Pozzo's tenure. Chief Pozzo also served in the City of Virginia Beach, Virginia Fire Department for 19 years reaching the level of Battalion Chief prior to embarking on his career as a Fire Chief/Director.

Chief Pozzo holds a Master of Public Administration degree from Troy University where he graduated with honors, a B.A. in Public Administration from Saint Leo University and several associate degrees including an AAS in Fire Science and Protective Services and numerous public safety technical certifications. He holds the Chief Fire Officer Designation from the Center for Public Safety Excellence and is a Senior Certified Professional in Human Resources through the Society of Human Resource Management (SHRM).

### **5.2.2. Senior Associate — Chief Peter J. Finley, Jr. (Ret.), BA, EFO, Senior Associate**

*Retired Chief of Department City of Vineland Fire Department and Winslow Township Fire Department. Past President New Jersey Career Fire Chiefs Association.*

Pete Finley's 36-year career in the fire and emergency services includes 28 years in a career capacity with several different fire departments. He has served as Chief of Department for two New Jersey Fire Departments, most recently the Winslow Township Fire Department where, significant among other accomplishments, he was responsible for the planning, establishment, and initial deployment of the career component of the department as it transitioned from fully volunteer to combination status. Prior to that he served for more than 20 years with the City of Vineland Fire Department holding every operational rank (Firefighter, Fire Prevention Specialist, Captain, Deputy Chief, Fire Chief) including 4 ½ years as Chief of Department. In this position, he initiated significant changes within the department including implementing numerous improved operational and safety initiatives, updating, and modernizing equipment, providing the department's first ever formal officer training and development program, and significantly increasing the capabilities of the regional hazardous materials and special operations response team. During his tenure, the department received more than one million dollars in various grants. He formerly Commanded the Vineland Rescue Squad, gaining significant EMS operations and command experience and completing a complete overhaul of that organization's operations.

Chief Finley currently serves as an Adjunct Professor in the Fire Science Program at Camden County College. In addition, since his retirement, he has been involved in conducting numerous fire department operational readiness and organizational evaluations including several under the auspices of the United

State Coast Guard related to domestic port security assessments. He has also been involved in the development and administration of several fire service promotional examinations and assessment processes.

Chief Finley received his B.S. degree in Fire Science/ Administration from the University of Maryland and earned his Associate in Applied Science degree from Atlantic Community College in New Jersey. He is a 2003 graduate of the National Fire Academy's Executive Fire Officer Program, earning an Outstanding Research Award for his 2002 paper titled, "Residential Fire Alarm Systems: The Verification and Response Dilemma." He has earned more than two dozen state and national fire service certifications, most of them the highest level attainable. Chief Finley has been a member of several fire service organizations and served on numerous committees throughout his career. In 2008 and 2009 he served as President of the New Jersey Career Fire Chiefs Association, a professional association that represents and advocates for the interests of the state's full-time professional fire chiefs and the fire service in general. From 2003–2005 he was a member of the Training and Education Committee of the Governor's Fire Service and Safety Task Force.

### **5.2.3. Senior Associate — Matt Zavadsky, MS-HSA, NREMT**

Matt Zavadsky is the Chief Strategic Integration Officer at MedStar Mobile Healthcare, the Public Utility Model EMS agency that provides exclusive emergency and non-emergency EMS and Mobile Integrated Healthcare services for Fort Worth and 14 other cities in North Texas. MedStar provides advanced life support ambulance service to 436 square miles and more than 1 million residents and responds to over 155,000 calls a year with a fleet of 57 ambulances.

MedStar is a dual-accredited, high performance, high-value EMS system, providing advanced clinical care with high economic efficiency with no taxpayer subsidy and is one of the most recognized EMS agencies in America.

Joining MedStar in 2008 as the Operations Director, Matt has helped guide the continued development and implementation of numerous innovative programs with healthcare partners that have transformed MedStar fully as a Mobile Integrated Healthcare (MIH) provider, including high utilizer, CHF readmission reduction, observational admission reduction, hospice revocation avoidance, 9-1-1 nurse triage programs and partnerships with home health agencies. He is also the co-author of the book "Mobile Integrated Healthcare – Approach to Implementation" published by Jones and Bartlett Publishing.

Matt has 40 years' experience in EMS and holds a master's degree in Health Service Administration with a graduate certificate in Health Care Data Management. He is a frequent speaker at national conferences and has done consulting in numerous EMS issues, specializing in mobile integrated healthcare, high-performance EMS system operations, public/media relations, public policy, EMS economic models and EMS research.

Matt is the President of the National Association of EMTs and chairs their EMS Transformation Committee. He is also Adjunct Faculty for the University of North Texas Health Science Center, Department of Health Management and Policy, as well as an appointed committee member to the Joint Commission's Home Care Professional and Technical Advisory Committee (PTAC) and the Lewin Group's Hospital Outpatient Quality Reporting (HOQR) Program Stroke and AMI Expert Work Group, developing metrics for use in value-based purchasing measures for emergency departments.

### **5.3. Law Enforcement Assessment Team**

#### **5.3.1. Project Manager — Chief Jackie Gomez-Whiteley, MA (Ret.)**

*Interim Police Chief, Alhambra in Los Angeles County, CA; and Pacific Grove in Monterey County, CA; Retired Police Chief, Cypress Police Department; Retired Lieutenant, Orange County Police Department; Program Director for California Police Chiefs Executive Leadership Institute (CPCELI) at Drucker*

Chief Jackie Gomez-Whiteley is a 33-year law enforcement professional serving with distinction in Orange, Los Angeles, and Monterey County, California. In 1986, she began her sworn career at the Orange Police Department where she served in all three divisions: Patrol, Investigations, and Administration. She was the department's first woman motor officer, as well as sergeant and lieutenant. In 1989, Jackie was involved in an officer-involved shooting of a kidnap and attempted murder suspect. As a result of her actions, she was awarded the Medal of Valor.

After 23 years at Orange PD, she accepted a position as Captain at the Cypress Police Department where she oversaw both the Operations and Support Services divisions. In 2011, she was appointed Chief of Police, the first woman to serve as Police Chief of a municipal agency in Orange County. She retired in 2015, and shortly thereafter, served as Interim Police Chief for the Alhambra Police Department. In 2019, she served as Interim Police Chief for the Pacific Grove Police Department in Monterey County.

Chief Gomez-Whiteley obtained her Master of Arts degree from Chapman University in Organizational Leadership with a certificate in Public and Non-Profit Leadership. She has a Bachelor of Arts degree from Loyola Marymount University in Psychology with a minor in Alcohol and Drug Studies. In 2007, Jackie graduated from the P.O.S.T. Command College, where she published an article in Police and Security News Magazine titled: Dirty Bombs: Calculating the Threat.

Chief Gomez-Whiteley has been an adjunct instructor at various law enforcement training centers throughout the state of California for 29 years and is Program Director for the prestigious California Police Chiefs Executive Leadership Institute (CPCELI) at Drucker. Chief Gomez-Whiteley is a volunteer and President of Officers Give Hope, a non-profit organization dedicated to hosting marrow donor drives in the public safety community throughout California. She is a member of the California Police Chiefs' Association, California Peace Officers' Association, and International Association of Chiefs of Police. Chief Gomez-Whiteley continues to serve on many boards, including Orange County Exploring Learning for Life.

#### **5.3.2. Police Operations Lead — Deputy Chief Wayne Hiltz (Ret), B.S.**

*Retired Deputy Chief, Pasadena PD. 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. The Los Angeles County Police Chiefs Association selected him 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 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.

### **5.3.3. Senior Associate — Chief Marilyn Diaz (Ret.), M.S.**

*Retired Chief of Police, Sierra Madre, and Retired Commander, Pasadena, California Police Department*

Marilyn Diaz began her career in 1974 as the first woman to be directly assigned as a patrol officer in the Pasadena Police Department. She rose through the ranks, and in 2006 she retired as a Commander, having led the Administrative Services and Field Operations Divisions.

In March 2006, she was appointed as Sierra Madre's Chief of Police. Chief Diaz was the first woman in Los Angeles County to become chief of a municipal police department. She retired from the Sierra Madre Police Department in December 2011.

Chief Diaz has a Master's degree in Education from the University of Southern California and earned her Bachelor's degree in Police Science at California State University, Los Angeles.

Chief Diaz has served on the boards of Women at Work, Boy Scouts of America, Pacific Clinics, and the Caltech Women's Club. She also serves as a docent for the Caltech Architectural Tour Service and is on the Caltech Women's Club Board. She served as President of the Rotary Club of Sierra Madre for 2013–2014. She teaches Youth Protection at the Rotary District level.

### **5.3.4. Senior Associate — Captain John Clark (Ret.), B.A.**

John Clark served with the Los Angeles County Sheriff's Department for more than 33 years. His broad experience includes command, administrative, operational, and tactical assignments in Patrol, Detective, Custody, Court, and Administrative divisions. The last eight years were spent at command-level posts.

As Captain, he was in command of various units including internal investigations, financial and cyber crimes, and custody operations and inmate transportation and was responsible for the administrative and operational management of each. Captain Clark also managed the Southern California High Tech Taskforce, which comprised Federal, State and local agencies, as part of his command duties.

Throughout his career, Captain Clark was a command and operations level member of a county-wide team responsible for managing all department resources during natural disasters, civil disturbances, and other high-profile events such as political conventions and sporting events. He was a member of the International Association of Financial Crimes Investigators, Southern California Jail Managers Association, Los Angeles Superior Court Management Group, and San Gabriel Valley Peace Officers Association. He served as an adjunct faculty member for a local community college. He holds a bachelor of arts degree in Criminal Justice from the California State University, Fullerton.

## 5.4. Data Assessment Lead — Dov Chelst, PhD

### *Director of Quantitative Analysis*

Dov Chelst is an expert in analyzing public safety department workload and deployment. He manages the analysis of all public safety data for CPSM. He is involved in all phases of CPSM's studies from initial data collection, onsite review, large-scale dataset processing, statistical analysis, and data report design. 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. in 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 nine years. He has conducted research in complex analysis, mathematical physics, and wireless communication networks, presented his academic research at local, national, and international conferences, and participated in workshops across the country.

### 5.4.1. Senior Public Safety Subject Matter Expert — David Martin, PhD

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

Dr. David Martin is Director of the Center for Urban Studies' Urban Safety Unit. He specializes in criminal justice research and program evaluation. He has had a close working relationship with the Detroit Police Department since 1993 and is currently working with Wayne State's police department on Midtown COMPSTAT, a collaborative policing and crime prevention initiative. He has developed real-time crime mapping and analysis tools to track crime, arrests, and offender recidivism in Detroit and other communities. Dr. Martin has also conducted evaluations of innovative policing projects, including evaluations of Detroit Empowerment Zone Community Policing Initiative and federally supported Weed and Seed Initiatives in the City of Detroit, City of Inkster, and City of Highland Park, Michigan. He has also conducted several recidivism studies that examine the impact of offender rehabilitation programs in Wayne County.

### 5.4.2. Public Safety Data Analyst — Shan Zhou, PhD

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

### 5.4.3. Senior Public Safety Data Analyst — Sarah Weadon, BA

Sarah Weadon has over 15 years' experience consulting with local, state, and federal government agencies in the areas of data and geospatial analysis, database and application development, and project management. She has worked with over 40 public safety agencies across the U.S. and Canada, providing data and geospatial analysis of response times, call trends, and station locations. Her skill in understanding the results of the analyses in the broader context of each client's budget, political, and overall reality, supports the development of practical, actionable recommendations. Ms. Weadon holds a bachelor's degree in Classical Languages.

### 5.1. Capacity to Assume New Business

CPSM has adequate capacity to perform the City of Billings project along with our anticipated workload for the same time period. We routinely have several ongoing fire and police studies at any given time. In addition to our dedicated full-time staff, our personnel resources include a pool of part-time subject matter experts who provide expertise for our projects on an as-needed basis.

## 6. Required Forms

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### ATTACHMENT D

#### CONDITIONS AND NON-COLLUSION FORM


To receive consideration, this form must be signed in full by a responsible, authorized agent, officer, employee or representative of your firm.

##### CONDITIONS AND NON-COLLUSION AGREEMENT

We have read and agree to the conditions and stipulations contained herein and to the Standard Terms and Conditions contained on the attached.

We further agree to furnish the services specified at the prices stated herein, to be delivered to the location and on that date set forth herein.

In signing this proposal, you also certify that you have not, either directly or indirectly, entered into any agreement or participated in any collusion or otherwise taken any action in restraint of free competition; that no attempt has been made to induce any other person or firm to submit or not to submit a proposal; that this proposal has been independently arrived at without collusion with any other proposer, competitor or potential competitor; that this proposal has not been knowingly disclosed prior to the due date and time to any other proposer or competitor; that the above statement is accurate under penalty of perjury.

<u>Center for Public Safety Management, LLC</u>	<u> Thomas Wieczorek (Jul 20, 2020 11:16 EDT)</u>
Legal Name of Firm/Corporation	Authorized Signature
<u>475 K Street, Suite 702</u>	<u>Thomas Wieczorek</u>
Address	Printed Name
<u>Washington, DC 20001</u>	<u>Director</u>
City/State/Zip	Title
<u>July 17, 2020</u>	<u>(800) 988-3392</u>
Date	Telephone Number

210 North 27<sup>th</sup> Street P.O. Box 1178, Billings, MT 59101

Analysis of Fire, EMS and Law Enforcement Services

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**Figure 9. Attachment D Conditions and Non-Collusion Form**

CPSM<sup>®</sup>

Center for Public Safety Management, LLC



**ATTACHMENT G**

**PROPOSER CONTACT INFORMATION**

**A. Company Contacts**

Primary Contact Person (Name):	Thomas Wieczorek
Title/Function:	Director
Address	475 K Street, Suite 702, Washington, DC 20001
Business Hours Phone:	(800) 988-3392
Fax:	(202) 706-6070
Internet E-mail Address:	twieczorek@cpsm.us
Name of Person Responding to Request:	Thomas Wieczorek
Title/Function:	Director
Address:	475 K Street, Suite 702, Washington, DC 20001
Phone:	(800) 988-3392
Fax:	(202) 706-6070
Internet E-mail Address:	twieczorek@cpsm.us

**B. General Company and Financial Information**

Company Name:	Center for Public Safety Management, LLC
Headquarters Address:	475 K Street, Suite 702
City, State, ZIP	Washington, DC 20001
Headquarters Phone:	(800) 988-3392
Headquarters FAX:	(202) 706-6070
Company Owned By:	Limited Partnership
Percent % Ownership:	100% ownership among three partners
Years In Business	Six years as CPSM, eight years prior as ICMA
Name of CIO	NA
Name of CEO/President:	NA

210 North 27<sup>th</sup> Street P.O. Box 1178, Billings, MT 59101

**Figure 10. Attachment G Proposer Contact Information**

**Appendix**  
**National Police Services Survey**



### **Moving Communities Forward**

Perspectives that inspire change. National Research Center's gold-standard surveys and benchmarking data deliver reliable insights that guide you to action.

[n-r-c.com](http://n-r-c.com)



### **Let Every Voice Count**

Smarter, more connected communities. Polco's online civic engagement platform provides the tools you need to bring community members and leaders together.

[polco.us](http://polco.us)

# Introduction

The National Police Services Survey™ is a premier enterprise of National Research Center (NRC), Polco's consulting arm. We are very pleased to be considered to be part of an effort in Billings to engage the community around police services.

The NPSS™ provides a comprehensive and accurate picture of resident opinions related to community police services. The NPSS uses best practices in survey methods to guarantee valid findings and puts your results into meaningful context. The NPSS compares your local results with benchmarks compiled from a national survey panel.

The NPSS was developed by research experts and law-enforcement thought-leaders to produce clear, unbiased, actionable results that local governments can rely on.

- Assess perceptions of safety
- Gauge police resident interactions
- Rate quality of public safety services
- Identify public safety priorities

Let's work together and bring the voices of your practices to provide an accurate community into your important work. picture of resident opinions related to community police services.

# THE NPSS

The National Police Services Survey

## PROMOTE SAFETY BUILD POSITIVE COMMUNITY CONNECTIONS

The NPSS helps strengthen community relationships, aligns resident and government priorities and increases community safety. This comprehensive survey uses best practices to provide an accurate picture of resident opinions related to community police services and benchmarks your local results comparing them to a national survey panel.

The NPSS data can be used for:

- Communications & Engagement
- Evidence-based Decision-making and Innovation
- Disparity Analysis
- Strategic Planning and Performance Measurement
- Program and Capital Investment
- Budgeting and Fundraising
- Compliance with Public Feedback Requirements and Guidelines

The NPSS™ Basic Service includes all aspects of conducting the survey

**Survey Instrument**

**Implementation**

**Weighting and Analysis**

**Benchmark Comparisons**

**Report of Results**

**The NPSS** is a low-cost, vetted, turnkey survey.

The NPSS gathers the opinions of residents regarding their satisfaction with police services, covering areas that impact public safety and confidence in policing:

- Quality of Service
- Public Trust
- Communications
- Diversity and Inclusion
- Perceptions of Safety

Encuesta sobre Servicios Policiales de ABC

Por favor seleccione la respuesta que represente mejor su opinión para cada pregunta. Sus respuestas son anónimas y serán reportadas únicamente en forma de grupo.

1. Por favor clasifique cada uno de los siguientes aspectos sobre la calidad de vida en ABC:

	<i>Excelente</i>	<i>Bueno</i>	<i>Regular</i>	<i>Deficiente</i>	<i>No sé</i>
ABC como un lugar para vivir .....	1	2	3	4	5
ABC como un lugar para criar hijos .....	1	2	3	4	5
Sentimiento en general de seguridad en ABC .....	1	2	3	4	5
La calidad de vida en general en ABC .....	1	2	3	4	5

The City of Westminster Police Services Survey

9. Based on your most recent contact with a member of the Police Department, please rate each of the following aspects of the last employee with whom you had contact.

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Fairness.....	1	2	3	4	5
Responsiveness to requests and/or needs .....	1	2	3	4	5
Treating all people involved in a respectful manner .....	1	2	3	4	5
Knowledge .....	1	2	3	4	5
Timeliness of handling the situation .....	1	2	3	4	5
Resolution of concerns .....	1	2	3	4	5
Overall impression of Westminster department staff member.....	1	2	3	4	5

## Communication

### Your Communication Plan

Trust in the process and anonymity are essential!

- Develop a plan to share the purpose and importance of the survey.
- Explain that it will be anonymous (data collected by an external, independent research firm).
- Encourage participation by sharing how results will be used.
- Use multiple communication to get the word out - including partnering with community organizations to do outreach on your behalf.

Increased awareness will boost the response rate and help data collection run in a timely manner.

## Data Collection

NRC will mail out postcard and letter invitations to 3,000 randomly selected households. They will use the City's logo and contain an introduction to the survey and instruction for how to complete the survey online at the Polco URL provided.

Surveys can be completed on a smartphone, tablet or computer. We recommend at least a three week window for data collection to ensure everyone can find time to participate.

All individual data will come to, and remain with, Polco to ensure anonymity.

## Opt-in survey

An opt-in online survey should be implemented after mailed-out efforts are complete. This ensures everyone in your community who wants to participate gets that opportunity. Invitations to the opt-in survey are sent by the City or department through all available communication channels. We recommend that this includes specific efforts to send communications to harder-to-reach populations, for which we will offer guidance.

## Analysis

We use documented algorithms crafted and maintained by our team of professional, academically trained, and experienced survey and data scientists. Every command is retained in a syntax file, and available for audit and re-running, as necessary.

## Benchmarking and Comparisons

In addition to providing a full set of responses to each survey question, we will include comparisons to your past year data (if available) and to national benchmarks.

NRC can provide crosstabulations of survey results by demographic or geographic areas where there are enough responses to provide meaningful comparisons.

## Making results understood and actionable

Reports and presentations must serve your organization! Our professionally designed graphics are engaging and pop with clear information. The report tells the story of the survey results in a stylish, colorful, informative and simple manner.

Reporting is layered into multiple reports to allow flexibility in providing different levels of information to residents, the media (if desired), staff, and key decision makers.

## Included in Basic Service


- **Report:** Overview of results, highlighting key findings presented in multiple graphs with comparisons to national benchmarks.
- **Technical Appendices:** contain tables showing the frequency of responses to every question and the benchmark comparisons, and a detailed description of the methods used to collect the data.
- **Trends report:** After completing your second iteration of The NPSS, we will start to include a trends report.

## Optional additions to your reporting

- ★ **Disparity Analysis:** Used to compare results and identify where local gaps in trust are greater than national trends to identify the areas where more outreach and relationship building exist. These analyses have a strong tie to the areas of diversity and inclusion which are key focus areas for many police departments across the country.
- **Demographic and/or Geographic Crosstabulations:** breakdowns in a tabular format for relevant demographic questions included on the survey and any geographics regions we track.
- **Open-ended Questions Report:** verbatim responses to each open-ended question as well as a table displaying the responses that have been categorized into themes or topic areas.

Below is a typical timeline, we can work with you to expand or compress it to best fit your needs.

## Timeline

- 
- Day 1   ⇒ Kick off meeting to align on scope, budget and goal
  - Week 1   ⇒ Get logos and signatures from your City and/or Department
  - Weeks 1-2   ⇒ Create mailing materials (invitations) and select sample of households
  - Weeks 2-3   ⇒ Create Polco Profile and program the survey
  - Weeks 3-7   ⇒ Data collection
    - ⇒ Postcard invitation (Week 3)
    - ⇒ Recruitment letter (Week 4)
    - ⇒ Reminder postcard (Week 5)
  - Week 6-7   ⇒ Begin opt-in survey recruitment (you send out invitations through your communication channels and with help from your partners, to invite all your residents to participate in the survey)
  - Weeks 8-11   ⇒ Data is weighted, analyzed and draft report posted on Polco for your review (this is not publically shared unless you request it)
  - Week 11-12   ⇒ Finalization of report