

Proposal for

Consultant Service: Police Department Study, EM21-PDS01

City of El Mirage, Arizona

August 30, 2021 1:30 pm Arizona Time



CPSM[®]

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ICMA

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



Center for Public Safety Management, LLC

August 30, 2021

Ms. Valerie Ojeda, City of El Mirage Procurement Administrator
City of El Mirage
10000 N. El Mirage Road
El Mirage, AZ 85335

Submitted via email to vojeda@elmirageaz.gov

Dear Ms. Ojeda:

Request for Proposals for Police Department Study, Solicitation Number: EM21-PDS01

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 El Mirage, Arizona for its Request for Proposals for a Police Department Study, EM21-PDS01.

CPSM specializes in local government technical assistance focusing on the comprehensive evaluation and analysis of police, fire, rescue, and emergency medical services using our unique, systematic methodology and leading 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). In addition to providing recommendations to municipal clients based on the results of these evaluation studies, for some clients, we prepare strategic plans that provide municipalities and departments with a roadmap for the implementation of priority initiatives and enhancements.

Our project team has been selected specifically for the City of El Mirage project and collectively offers hundreds of years of practical experience managing police departments; a record of research, academic, teaching and training, and professional publications; and extensive consulting experience completing hundreds of similar studies nationwide. Our team comprises true industry subject matter experts, not research assistants, interns, or generic management consultants. Our operational assessments and recommendations reflect lessons learned from the hands-on police department experience of our leading industry experts as well as our experience in performing similar assessments for police departments nationwide and in-depth knowledge and understanding of applicable standards and best practices.

CPSM has a track record of completing its projects within established schedule and budget constraints and providing its clients with quality deliverables that offer practical recommendations for improving agency operations. We are currently working on a similar study for the El Mirage Fire Department.

We accept the City's contract specifications and terms and conditions as stated in the RFP.

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@cpism.us.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Thomas Wieczorek', is written in a cursive style.

Thomas Wieczorek, Director
Center for Public Safety Management, LLC

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1. Qualifications and Expertise

1.a. Firm Overview

The Center for Public Safety Management’s (CPSM’s) business is exclusively focused on working with municipal governments and agencies responsible for the administration and/or operation of police, fire, or EMS services. CPSM was part of the International City/County Management Association (ICMA), a non-profit organization founded in 1914 and dedicated to assisting local governments and their managers in providing services to their citizens in an efficient and effective manner. ICMA launched the Center for Public Safety in 2007 to provide support to local governments in the areas of police, fire, and EMS services. In 2014, as part of a restructuring at ICMA, CPSM was spun out as a separate company and is now the exclusive provider of public safety technical assistance for ICMA. CPSM maintains the same team of individuals performing the same level of service as when it was a component of ICMA.

The firm’s principals are shown in Figure 1. All three principals have been with CPSM since its inception.

Director Thomas Wieczorek	Managing Partner Leonard Matarese	Managing Partner Dov Chelst, PhD
<ul style="list-style-type: none">• Expert in fire and EMS operations• 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.)• Managed hundreds of studies similar to those required by the City of El Mirage	<ul style="list-style-type: none">• Specialist in public sector administration with particular expertise in public safety issues• 44 years’ experience as a law enforcement officer, police chief, public safety director, city manager and major city Human Resources Commissioner• Managed several hundred studies of emergency services agencies	<ul style="list-style-type: none">• Leads the company’s quantitative analysis unit• Supported by data analysts specializing in the analysis of public safety data• Managed and performed provided data analysis for hundreds of similar municipal police, fire, and EMS studies

Figure 1. CPSM’s Principals offer significant experience in similar Police Department Studies.

CPSM is headquartered in Washington, DC with a quantitative analysis group based in West Orange, New Jersey and subject matter experts throughout the U.S. CPSM’s staff includes eight full-time employees and 21 part-time subject matter experts who routinely support CPSM projects similar to that required by the City of El Mirage.

1.a.1. Areas of Specialty

CPSM specializes in local government technical assistance, including workload and deployment analysis for police, fire, rescue, and EMS services. Using our unique methodology, our subject matter experts examine department organizational structure and culture, identify workload and staffing needs, and recommend industry best practices. CPSM’s process is based on national standards such as the Center for Public Safety Excellence, Commission on Accreditation of Law Enforcement Agencies, and Commission of Fire Accreditation International’s (CFAI’s) Standards of Response Coverage methodology. The firm is the exclusive provider of public safety technical services for the ICMA.

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 provides training and research for ICMA'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.

The CPSM Approach

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

- Conduct a data-driven forensic analysis to identify actual workload;
- Identify and recommend appropriate staffing and deployment levels for every discrete operational and support function in the department;
- Examine the department's organizational structure and culture;
- Perform gap analysis, comparing the "as-is" state of the department to industry best practices and standards;
- Recommend a management framework to ensure accountability, increased efficiency, and improved performance.

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

CPSM does not have any potential conflicts of interest related to performance of the required police department study.

1.b. Experience in Providing Similar Services for Small, Municipal Police Departments

CPSM has conducted similar studies in 44 states and provinces for more than 320 public clients. CPSM leverages research, consulting, and experience in managing public safety agencies to assess the workload and/or operations, training, accountability, and community engagement of municipal police departments, as well as fire, rescue, and EMS departments. This involves data collection and analysis, interviews, comparison analysis, and observation. Recommendations, grounded in data and best practices, are developed to enhance public safety service delivery effectiveness and efficiency and to address future needs.

CPSM has conducted more than 225 police/law enforcement projects and more than 130 urban fire and emergency medical services projects with comprehensive management, operational, and staffing analyses. Studies have included report components and recommendations following national standards, including those of the Center for Public Safety Excellence, Commission on Accreditation of Law Enforcement Agencies, and Commission on Fire Accreditation International. 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. CPSM has performed comprehensive assessments of small, medium, and large metropolitan police, fire, and EMS departments located in rural, suburban, and urban areas.

CPSM routinely conducts public engagement on its projects both to solicit information from stakeholders on their perceptions of department needs and performance and to brief stakeholders on study results at the request of its clients. All of CPSM’s law enforcement subject matter experts are highly experienced in public engagement both through their roles in law enforcement and their conduct of similar studies for CPSM.

Our law enforcement experts have demonstrated outstanding communication skills in their verbal communications with department personnel, municipal representatives, the public, and other stakeholders. Our staff is accustomed to interacting with and presenting the results of our studies to a variety of stakeholders with differing interests. In addition, we produce clearly written reports that use visually attractive charts and graphics to illustrate data.

CPSM has completed 30+ police department studies for law enforcement agencies since February 2019 with another 12 similar projects in progress. CPSM has a track record of successfully completing its projects within the established schedules and budgets. We have never had a cost overrun or failed to meet an established project schedule.

Among the similarly sized, small municipal police departments for which we have performed similar studies are Queen Creek, Arizona (~population 33,649); Cornelius, North Carolina (~population 28,515); Matthews, North Carolina (~population 31,600); Myrtle Beach, South Carolina (~population 32,710); Grants Pass, Oregon (~population 35,272); Plainfield, Illinois (~population 39,000); and Prescott, Arizona (~population 40,590). Because we have performed similar studies not only of similarly sized police departments, but also for a broad range of police departments of varying sizes and demographics, we are well prepared to evaluate and make recommendations for the El Mirage Police Department.

1.c. Three Similar Projects within Last Five Years

Table 1 provides descriptions of and references for four similar client projects completed within the last five years. In addition, as evidence of our work products, if requested, we would be pleased to provide an example study report.

Table 1. Representative List of Similar Projects Within Last Five Years

Client Name/ Location/ Project/Services Provided	Project Dates/ Project Staff	Client Reference Name/ Phone Number/ Email Address
City of Coconut Creek, FL 4800 West Copans Road Coconut Creek, FL 33063 Police Operations and Data Analysis	July 2017 – Feb 2018	Albert “Butch” Arenal, Police Chief (954) 973-6717 barenal@coconutcreek.net
Project Description: CPSM assessed the operations of the Coconut Creek Police Department (CCPD). Our analysis covered all aspects of the department’s operations with focus on identifying appropriate department staffing given the workload,		

Client Name/ Location/ Project/Services Provided	Project Dates/ Project Staff	Client Reference Name/ Phone Number/ Email Address
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community demographics, and crime levels; the effectiveness of the organizational structure; and efficiency of division/unit processes.

CPSM analyzed the department workload using operations research methodology and compared that workload to staffing and deployment levels. We reviewed other performance indicators that enabled us to understand the implications of service demand on current staffing.

Our study involved data collection, interviews with key police and administration personnel, focus groups with department personnel and volunteers/community members, on-site observations of the job environment, data analysis, comparative analysis, SWOT analysis, and the development of alternatives and recommendations.

Based on CPSM’s detailed review of the Coconut Creek Police Department, we prepared a report that included our methodology, findings, and recommendations to ensure that police resources are optimally deployed, operations are streamlined for efficiency, and services proved are cost-effective, all while maintaining the high level of police services provided to the citizens of Coconut Creek, Florida.

City of Sugar Land, TX 2700 Town Center Blvd. North Sugar Land, TX 77479 Police Operations and Data Analysis	Aug 2017 – Mar 2018	Mike Goodrum, City Manager (281) 275-2700 citymgr@sugarlandtx.gov
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Project Description: For the Sugar Land Police Department (SLPD), CPSM performed a comprehensive operational review and data analysis that addressed all aspects of the department’s operations. This study included identifying appropriate department staffing given the workload, community demographics, and crime levels; the effectiveness of the organizational structure; and efficiency of division/unit processes.

Using operations research methodology, we analyzed the department workload and compared that workload to staffing and deployment levels. We reviewed other performance indicators to understand the implications of service demand on current staffing. Our study involved data collection, interviews with key police and administration personnel, focus groups with department personnel and volunteers/community members, onsite observations of the job environment, data analysis, comparative analysis, SWOT analysis, and development of alternatives and recommendations.

Based on CPSM’s detailed review of the SLPD, we provided recommendations throughout the project report designed to enhance the operation of Department, including by ensuring that police resources are optimally deployed, operations are streamlined for efficiency, and services provided are cost-effective.

City of Billings, MT 210 North 27th Street Billings, MT 59101 Police Operations and Data Analysis	Aug 2020 – Feb 2021	Kevin Iffland, Assistant City Administrator (406) 657-8478 ifflandk@billingsmt.gov
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Project Description: CPSM assessed the operations of the Billings Police Department, including all aspects of the department’s operations. Our study identified appropriate staffing considering the department’s workload, community demographics, and crime levels; effectiveness of the organizational structure; and efficiency and effectiveness of division/unit processes.

CPSM analyzed department workload using operations research methodology and compared workload to staffing and deployment levels. Other performance indicators were reviewed to understand the implications of service demand on current staffing. We collected data, interviewed key operational and administrative personnel, conducted focus groups with

Client Name/ Location/ Project/Services Provided	Project Dates/ Project Staff	Client Reference Name/ Phone Number/ Email Address
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line-level department personnel, performed onsite observation of the job environment, analyzed data, performed comparative analyses, and developed alternatives and recommendations.

Based on our detailed assessment of the Billings Police Department, we made comprehensive recommendations related to operational challenges facing the department related to: (1) facilities, (2) staffing at both mid-level supervisory and line levels, and (3) organizational structure. Recommendations made included, for example, the creation of new job classifications and reassignment/repurposing of job duties to other sections and units. The recommendations were intended to form the basis of a long-term improvement plan for the city and department.

City of Culver City, CA 9770 Culver Blvd. Culver City, CA 90232 Police Operations and Data Analysis	Jul 2020 – Dec 2020	John Nachbar, City Manager (310) 253-6000 john.nachbar@culvercity.org
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Project Description: CPSM assessed the review the operations of the Culver City Police Department. While our analysis covered all aspects of the department’s operations, particular areas of focus of this study included: identifying appropriate staffing of the department given the workload, community demographics, and crime levels; the effectiveness of the organizational structure; and efficiency and effectiveness of bureau/unit processes.

CPSM analyzed the department workload using operations research methodology and compared that workload to staffing and deployment levels. We reviewed other performance indicators that enabled us to understand the implications of service demand on current staffing.

Our study involved data collection, interviews with key operational and administrative personnel, focus groups with line-level department personnel, onsite observations of the job environment, data analysis, comparative analysis, and the development of alternatives and recommendations.

Based upon CPSM’s detailed assessment of the Culver City Police Department, it is our conclusion that the department, overall, provides quality law enforcement services. The staff is professional and dedicated to the mission of the department. Through this report, we will strive to allow the reader to look inside the department to understand its strengths and its challenges. We sincerely hope that all parties utilize the information and recommendations contained herein in a constructive manner to make a fine law enforcement agency even better.

As part of this Executive Summary, below we have listed general observations that we believe identify some of the more significant issues facing the department. Many of these address department-wide issues rather than specific unit operations. Additionally, we have included a master list of unit-specific recommendations for consideration. We believe these recommendations will enhance organizational effectiveness. Some of these recommendations involve the creation of new job classifications. Others involve the reassignment/repurposing of job duties to other sections and units. It is important to note that in this report we will examine specific sections and units of the department. As we do so, and as appropriate, we will offer a detailed discussion of our general observations and recommendations for each.

The list of recommendations is extensive. Should Culver City and the Culver City Police Department choose to implement any or all recommendations, it must be recognized that this process will not take just weeks or even months to complete, but perhaps years. The recommendations are intended to form the basis of a long-term improvement for the city and department.

We would like to emphasize that this list of recommendations, though lengthy, is a common phenomenon in our operational assessments of agencies around the country and should in no way be interpreted as an indictment of what we

Client Name/ Location/ Project/Services Provided	Project Dates/ Project Staff	Client Reference Name/ Phone Number/ Email Address
consider to be a fine department. Our work, by design, focuses on potential areas for improvement. Had we listed areas in which the department excels, that list would dwarf the number of recommendations.		

1.d. Contracts Cancelled, Revoked, or Renewed within Past Five Years

CPSM has not had any contracts cancelled or revoked within the past five years. The firm has been engaged by existing and past clients to perform additional work scope such as follow-on studies for clients such as Queens Creek, Arizona and Sugar Land, Texas, for which we performed both police and fire department studies.

1.e. Pending Litigation

CPSM does not have any, nor has it had any, pending litigation during the past five years.

1.f. Key Personnel Resumes

For this project, CPSM has assembled a premier team of experts led by our Project Manager supported by our Police Operations Lead and Data Analysis Lead. Each lead will be supported by senior public safety subject matter experts selected from our team specifically to meet the needs of the City of El Mirage project. CPSM’s project organization is shown in Figure 2. Table 2 provides a summary of our key team members and their qualifications, experience, and project role. Brief resumes for our key personnel follow the table.

CPSM performs all work using in-house resources and does not subcontract any portion of the work scope.

CPSM’s key personnel typically support multiple, concurrent studies at any given time, and the firm has sufficient subject matter experts to adequately handle its projected workload. CPSM’s proposed key personnel will be available to support the project as needed throughout the project duration. In the event that one of our project team members becomes unavailable such as due to COVID-19 restrictions or illness, our proposed project team has adequate depth to ensure successful project completion on schedule.

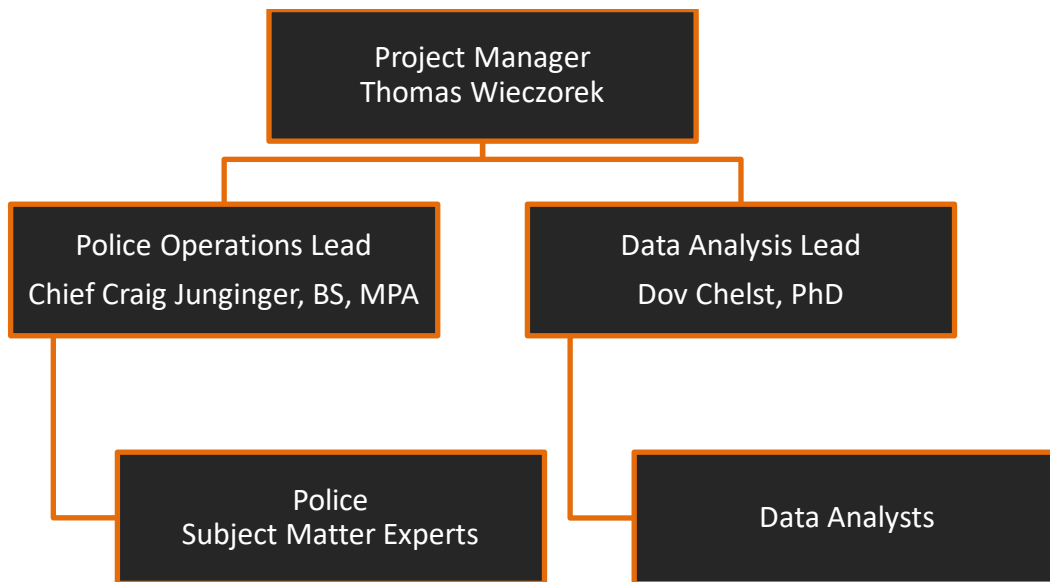


Figure 2. Project Organizational Chart

Our Police Operations Lead for this project is Chief Craig Junginger, who reports directly to CPSM’s project manager, Leonard Matarese. Chief Junginger offers expertise gained from his 40-year career in law enforcement and from completing similar studies for CPSM’s municipal clients. As the Chief of the Gresham, Oregon, Police Department for eight years, he led a department of 140 sworn personnel and 30 civilian personnel with a budget of \$33 million for a community of 120,000 population just to the east of the City of Portland, Oregon. He will lead our assessment of the El Mirage Police Department and report preparation.

Table 2. Key Personnel Summary

Name/Title	Qualifications	Relevant Experience	Project Role
Project Manager			
Leonard A. Matarese, MPA, ICMA-CM, IPMA-SCP Managing Partner	<ul style="list-style-type: none"> ▪ Specialist in public sector administration with particular expertise in public safety issues. ▪ Recognized as an innovator by his law enforcement colleagues, served as Chairman of SE Quadrant, Florida, Blue Lighting Strike Force, a 71-agency, U.S. Customs Service antiterrorist and narcotics task force and as president of the Miami-Dade County Police Chief’s Association. ▪ Master’s degree in Public Administration and a bachelor’s degree in Political Science 	<ul style="list-style-type: none"> ▪ 44 years’ experience as a law enforcement officer, police chief, public safety director, city manager and major city Human Resources Commissioner. ▪ One of the original advisory board members and trainer for the first NIJ/ICMA Community Oriented Policing Project. ▪ Managed several hundred studies of emergency services agencies with attention to matching staffing issues with calls for service workload. 	Project Manager
Police Operations Team			
Chief Craig Junginger, BS, MPA Senior Associate	<ul style="list-style-type: none"> ▪ 40 years’ professional law enforcement experience ▪ Master’s degree from California State University, Long Beach, bachelor’s degree from the University of La Verne, and associate’s degree from Rio Hondo Community College. ▪ Attended FBI National Academy Class 224 in Quantico Virginia, California Post Command College, West Point Leadership Program, POST Executive Development Program, and the POST Supervisory Leadership Institute. ▪ Awarded Medal of Valor in 1989 and Distinguished Service Medal upon retirement from Gresham PD ▪ On staff at Golden West Community College, instructing in their criminal justice program and police academy 	<ul style="list-style-type: none"> ▪ Served as Chief of Gresham, Oregon, Police Department for eight years ▪ Since retirement, active in law enforcement with three interim police chief positions, as well as performing administrative personnel investigations for cities, counties, universities, and assorted municipal district entities ▪ For Bell-Cudahy Police department, worked as a K-9 Officer, Detective, and Patrol Officer ▪ While with Huntington Beach Police Department, he was a Patrol Officer, Beach Detail Officer, Field Training Officer, SWAT Officer, Traffic Motor Officers, Community Policing Officer, and Narcotics Detective. ▪ Promoted to Sergeant, worked Patrol, Downtown Foot Beat, Support 	Police Operations Lead

Name/Title	Qualifications	Relevant Experience	Project Role
		<p>Services, Vice, and Intelligence and Internal Affairs</p> <ul style="list-style-type: none"> As Lieutenant, worked as the Community Policing Commander, Watch Commander, and Chief's Executive Officer As Captain assigned to Administrative Operations 	
<p>Paul O'Connell, PhD, JD</p> <p>Senior Associate</p>	<ul style="list-style-type: none"> 39-year career in law enforcement, practice of law, and consulting services to municipalities related to performance measurement, assessment and strategic planning Ph.D. in Criminal Justice, Public Management, City University of New York, John Jay College of Criminal Justice Juris Doctorate Degree, St. John's University School of Law M.Phil. MPA, City University of New York, John Jay College Bachelor's Degree in History, St. John's University 	<ul style="list-style-type: none"> Provides technical advice and training to municipalities regarding strategic planning, assessment, training, management, and performance measurement in the field of public safety Has consulted with municipalities since 1997 Former NYC police officer provides technical advice and training to municipalities regarding strategic planning, assessment, training, management, and performance measurement in the field of public safety 	Police Subject Matter Expert
<p>John Clark</p> <p>Senior Associate</p>	<ul style="list-style-type: none"> 33 years of experience with the Los Angeles County Sheriff's Department Broad experience includes command, administrative, operational and tactical assignments in Patrol, Detective, Custody, Court, and Administrative divisions Bachelor of Arts in Criminal Justice from California State University, Fullerton 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 	<ul style="list-style-type: none"> 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 Managed Southern California High Tech Taskforce comprised of Federal, State and local agencies 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 	Subject Matter Expert
Data Assessment Team			
<p>Dov Chelst, PhD</p> <p>Director of Quantitative Analysis</p>	<ul style="list-style-type: none"> Subject Matter Expert in analyzing public safety department's workload and deployment PhD Mathematics BA Magna Cum Laude in Mathematics and Physics 	<ul style="list-style-type: none"> Managed over 140 data analysis projects for city and county agencies ranging in population size from 8,000 to 800,000 	Data Assessment Lead
<p>David Martin, PhD</p>	<ul style="list-style-type: none"> Expert in mapping technology to analyze calls for service workload and deployments. 	<ul style="list-style-type: none"> Senior Researcher in the Center for Urban Studies, Wayne State University 	Senior Public Safety Subject Matter Expert

Name/Title	Qualifications	Relevant Experience	Project Role
GIS Analyst	<ul style="list-style-type: none"> Teaches statistics at Wayne State University 	<ul style="list-style-type: none"> Program Evaluator for four Department of Justice Weed and Seed sites 	
Shan Zhou, PhD Senior Public Safety Data Analyst	<ul style="list-style-type: none"> Specializes in analysis of police data Extensive experience in scientific and clinical data analysis MS in Business Analytics and Project Management PhD in Cell biology, Genetics and Development 	<ul style="list-style-type: none"> Prior to CPSM, she worked as an associate scientist at Yale School of Medicine 	Data Analyst
Sarah Weadon, BA Senior Public Safety Data Analyst	<ul style="list-style-type: none"> 15+ years' experience consulting with local, state, and federal government agencies in data and geospatial analysis, database and application development, and project management Bachelor's degree in Classical Languages 	<ul style="list-style-type: none"> 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 	Data Analyst

1.f.1. Project Manager — Leonard Matarese

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

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

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

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

He has a master's degree in Public Administration and a Bachelor's degree in Political Science. He is a member of two national honor societies and has served as an adjunct faculty member for several universities. He holds the ICMA Credentialed Manager designation, as well as

Certified Professional designation from the International Public Management Association- Human Resources. He has extensive experience in labor management issues, particularly in police and fire departments. Mr. Matarese is a life member of the International Association of Chiefs of Police and ICMA.

1.f.2. Police Operations Lead — Chief Craig Junginger, BS, MPA

Chief of Police (retired), Gresham, Oregon

Chief Junginger has 40 years' experience as a law enforcement professional. In his last position before retirement, he served as the Chief of the Gresham, Oregon, Police Department for eight years. Gresham is a community of 120,000 population just to the east of the City of Portland, Oregon. He led a department of 140 sworn personnel, 30 civilian personnel with a budget of \$33 million.

Since retirement in 2016, Junginger has remained active in law enforcement by doing three interim police chief positions, as well as performing administrative personnel investigations for cities, counties, universities, and assorted municipal district entities. He is currently on staff at Golden West Community College and instructs in their criminal justice program and police academy.

Chief Junginger began his career at the Bell-Cudahy Police department in 1979. He worked as a K-9 Officer, Detective, and Patrol Officer. In 1985 he transferred to the Huntington Beach Police Department, where he remained until his retirement in November 2008. While at Huntington Beach, he was a Patrol Officer, Beach Detail Officer, Field Training Officer, SWAT Officer, Traffic Motor Officers, Community Policing Officer, and Narcotics Detective. In 1999 after promotion to Sergeant, he worked Patrol, Downtown Foot Beat, Support Services, Vice, and Intelligence and Internal Affairs. He promoted to Lieutenant in 2003 and worked as the Community Policing Commander responsible for all major event planning, Watch Commander, and as the Chief's Executive Officer. In 2007 he promoted to the rank of Captain and was assigned to Administrative Operations consisting of Communications, Budget, Personnel, and Property and Evidence.

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

He attended the FBI National Academy Class 224 in Quantico Virginia, California Post Command College, West Point Leadership Program, POST Executive Development Program, and the POST Supervisory Leadership Institute.

He was awarded the Medal of Valor in 1989 for his encounter with an armed bank robber while at HBPD and the Distinguished Service Medal upon retirement from Gresham PD.

1.f.3. Senior Associate — Paul O'Connell, PhD, JD

Chair of Criminal Justice Department, Iona College, New Rochelle, New York; Former NYPD Training Officer

Dr. O'Connell is a leading expert on the application of Compstat model Police Management principles to public administration organizations. He has been a full-time member of the Criminal Justice faculty at Iona College in New Rochelle since 1994. He received his Ph.D. from CUNY where his doctoral thesis was the history and development of the Compstat model of Police Management. Dr. O'Connell began his professional career in criminal justice in 1981, serving the New York City Police Department first as a police officer, and then as a Police Academy instructor, in-service trainer and curriculum developer. After receiving an MPA in 1984 and J.D. in 1989, he worked as a trial

attorney with the firm of Cummings & Lockwood in Stamford, CT. Presently, he is the chair of Iona College's Criminal Justice department, where he also conducts funded research, publishes scholarly papers and lectures widely on the topics of police performance measurement, integrity management and law enforcement training systems.

Dr. O'Connell has provided consulting services to a variety of government agencies, including assessment of existing policing policies and practices and development of proactive management strategies. Over the years, he has collaborated with the Center for Technology in Government (Albany, NY), Giuliani Partners (New York, NY) and the Center for Society, Law and Justice (University of New Orleans). Dr. O'Connell recently was awarded a Fulbright Grant working with the Turkish National Police.

1.f.4. Senior Associate — Captain John Clark (Ret.), BA

Los Angeles County Sheriff's Department

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.

1.f.5. 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.

1.f.6. 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.

1.f.7. 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.

1.f.8. 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.

1.g. Professional References

Please refer to the professional references provided in Table 1 of this proposal.

1.h. Project Completion Timeline

A draft timeline for the project is shown in Table 3. The schedule will be discussed with the City/Department in the project kick-off meeting and finalized based on the discussions.

Table 3. Project Milestones and Schedule

Milestone	Description
Milestone 1 – Full execution of the agreement	Agreement will identify Project kickoff date.
Milestone 2 – Project Kick-off Meeting	We will conduct a meeting and/or telephone conference with City/Department points of contact. Our project leads will kick off the project by clarifying and confirming expectations, detailing assessment parameters, discussing schedule, identifying agency point of contacts, and commencing information gathering.
Milestone 3a – Information Gathering and Data Extraction – 30 Days	Immediately following project kickoff, our operations leads will deliver an information request to the Department. When necessary, we will hold a teleconference to discuss

Milestone	Description
	items contained in the request. The team lead will review this material prior to an onsite visit.
Milestone 3b – Data Extraction and Analysis – 14 Days	Also immediately following the project kickoff, our Data Lead will submit a preliminary data request, which will evaluate the quality of the CAD system data. This will be followed by a comprehensive request for data from the CAD system to conduct the response and workload analysis. The data team will extract one year’s worth of CFS from the CAD system.
Milestone 3c – Data Certification – 14 days	Once the Data Team is confident the data are accurate, they will certify that they have all the data necessary to complete the analysis.
Milestone 4a – Delivery of Draft Data Report – 30 days	Within 30 days of data certification, the analysis will be completed, and a draft, unedited data report will be delivered to the City/Department for review and comment. After the data draft report is delivered, an onsite visit by the operations team will be scheduled.
Milestone 4b– City/Department Review of Draft Data Report – 14 days	The City/Department will have 14 days to review and comment on draft data report.
Milestone 5 – Conduct Onsite Visit – 30 days	Subject matter experts will perform a site visit to review operations, interview staff, and conduct stakeholder meetings.
Milestone 6a – Draft Study Report– 30 days	CPSM will produce the draft study report.
Milestone 6b– City/Department Review of Draft Study Report– 14 days	The City/Department will have 14 days to review and comment on draft study report.
Milestone 7 – Final Report – 14 days	Once review comments are received, we will address comments, finalize the report, and deliver the final study report to the City/Department.
Milestone 8a – Draft Operational and Financial Plan – 30 days	CPSM will develop an operational and financial plan demonstrating the City’s financial capacity and possibility of tiered growth, including planning thresholds to address current and future service requirements.
Milestone 8b – Final Operational and Financial Plan – 14 days	CPSM will finalize the operational and financial plan based on comments received and deliver the final plan.
Milestone 9 – Presentation – 14 days	Presentation on the final report to City Council.
Total Elapsed Time: ~180 days (There will be overlap between tasks, milestone estimates are not necessarily sequential.)	

1.i. Why is CPSM the Best Choice to Perform the Police Department Study for the City of El Mirage?

CPSM is uniquely qualified to perform the required Police Quantitative Workload Assessment/Staffing Study for the City of El Mirage because of its data-driven focus. We use data to explain to the community what is happening during its current deployment of staffing. What responses are driving deployment? Are there alternatives? Does the current staffing provide enough resources to handle the calls for service (CFS)? Can the existing staffing handle additional calls, or does it exhaust resource availability?

CPSM's team has created the models used not just by CPSM, but that have been adopted by most major policing organizations as well as most other consultants. The CPSM operations research model is regularly cited by these entities as the basis by which deployment should occur. CPSM's subject matter experts are not academics that have never engaged in practice; they are practitioners who have proven their capability under actual conditions and that are regularly engaged in academics because of their expertise and insights. They bring hundreds of years of experience with best practices drawn from around the world. Our recognition as "best" is not made lightly by ICMA, which selected CPSM as its exclusive provider of public safety services. CPSM's team continues to engage in establishing staffing models through participation at the local, state, and federal levels.

CPSM has developed or been a participant in the processes used to create optimal performance for modern-day policing. Decades of research through ICMA led to the creation of the methodology used by CPSM. Other components of this research led to the models used for the Commission on Accreditation of Law Enforcement Agencies (CALEA) as well as fire and EMS accreditation. The "Rule of 60" white paper was researched and authored by CPSM and ICMA and is regularly used to evaluate and deploy police patrols. CALEA recommends that the staffing methodology be conducted every three years as part of its accreditation process.

CPSM uses virtual, online, and in-person processes to assess police departments and develop recommendations for police deployment. Because of COVID-19, many departments have requested more virtual and online interaction, but the CPSM team has continued its in-person focus groups, one-on-one interviews, and face-to-face efforts to gather perspectives on current staffing and processes. Delivery of the final report can be in-person or virtual. Most local governments have been conducting council meetings virtually with CPSM as a participant.

CPSM has experienced challenges related to COVID-19. During the pandemic, some communities have experienced significant staffing issues that delayed projects. CPSM completed the projects at no additional cost and adapted to measures that had been instituted such as no in-person ride alongs, limited person-to-person engagement, virtual interviews, and focus groups, etc. Our subject matter experts have the experience to adapt as needed to the challenges presented by the pandemic while still producing comprehensive department assessments.

2. Project Understanding and Proposed Methodology

2.a. Understanding of the Requested Study

The City of El Mirage, Arizona seeks a qualified consultant to perform a comprehensive, independent study of the operational efficiency and status of its Police Department and to identify future needs for strategic planning. The study is to include an assessment of the El Mirage Police Department (EMPD) as shown in Figure 3. Study objectives will include an evaluation and comparison with departments from similarly sized communities, assessment of the current primary Public Safety Answering Point, and evaluation of department resources including facilities, staff, equipment, and materials.



Figure 3. El Mirage Police Department Study Elements

The study will be documented in a final report that includes the following analyses and components:

- Operational and Management
- Staffing
- Patrol Scheduling and Deployment
- Overtime
- Community Policing
- Capital Infrastructure
- Support Resources
- Supporting Data
- Recommendations

CPSM's approach to performing the requested study of the EMPD is described in Section 2.d. below.

2.b. Project Management and Coordination with City Staff

This section describes CPSM's approach to project management and coordination with the City of El Mirage. CPSM assigns a project manager to each project it performs. Our project manager is responsible for all aspects of project execution and contractual compliance. Leonard Materese, one of CPSM's Managing Partners, will be the project manager for this contract. He will lead our project team in performing the required scope of services in accordance with the contract scope of work, CPSM's quality standards, and the established project budget and schedule. As the project manager, he serves as a principal point of contact with the City of El Mirage.

After contract award, at the project kickoff meeting, our project manager will solicit City input on our proposed approach and schedule and document the mutually agreed upon final plan that CPSM will follow to complete the project.

Leonard has led more than one hundred similar projects and will ensure that CPSM performs the required Police Department Study for the City of El Mirage with the same exceptional quality and service for which CPSM is recognized.

CPSM begins its projects with a project kickoff meeting in which we will introduce our project team to the City of El Mirage's project team and share our team's contact information, proposed work plan, the draft project schedule, and information needs. This step establishes a foundation for effective project communication and performance. Throughout the project performance, our project manager and Police Operations Team Lead will work collaboratively with the City and keep the City's project team apprised of project status and planned activities, while being careful not to disrupt normal operations. We will coordinate any stakeholder interviews, meetings, surveys, etc. with the City's project lead to ensure agreement on methods, participants, and schedule.

2.c. Location of Office Performing Services

CPSM is headquartered in Washington, DC with a quantitative analysis group based in West Orange, New Jersey and subject matter experts throughout the U.S. Our Project Manager, Leonard Matarese, is based in Buffalo, New York. Our staff are accustomed to collaborating with other project team members located in remote locations.

2.d. Experience in Preparing Report Findings/Recommendations for Operational, Data Collection, and Financial Plans for Police

CPSM specializes in performing independent assessments of law enforcement agencies nationwide and has completed more than 225 such studies of law enforcement organizations, as well as more than 130 similar studies of fire and EMS agencies. Quantitative workload assessment/staffing studies are a key element of our assessments. CPSM's subject matter experts routinely work with police resource allocation, shift schedules, community relations, CAD logs/records, crime reports and statistics, department policies and state laws, police management and supervision, and more.

Our team of police subject matter experts brings to this project extensive law enforcement career background, experience performing similar workload assessments/staffing studies for other municipalities, and knowledge of best practices employed nationwide that will result in a comprehensive study that yields practical recommendations designed to assist the EMPD in optimizing efficiencies and effectiveness.

2.d.1. Work Plan

CPSM will perform an independent, comprehensive assessment of the EMPD's current status based on data gathered and analyzed, evaluation of previous reports and recommendations, and information we collect via interviews, meetings, and survey tools, as appropriate. This will include reviewing the Department's mission and strategic priorities, completing interviews of key stakeholders to gain an understanding of the current community needs, evaluation of current allocation and distribution of resources, and an evaluation of the current delivery of police services. We will use the results of our comprehensive assessment of the EMPD to develop recommendations for optimal staffing requirements for sworn and civilian staff and a recommended strategy for anticipated staffing needs for the next 10 years that considers potential population and economic growth and community needs.

For this project, CPSM has assembled a team of law enforcement subject matter experts with experience performing similar assessments of and strategic planning for police departments nationwide. Under the direction of our Project Manager, Leonard Matarese, Chief Craig Junginger will lead our project team in performing the assessment of the EMPD, developing recommendations, and preparing the report.

CPSM will follow the standardized approach we developed to conduct analyses of police departments by combining the experience sets of dozens of subject matter experts, which is outlined below. Our quality control process includes peer technical review of all data analyses and reports to ensure the quality of our work products. All projects are performed on a fixed-price basis, which ensures our projects are completed within established budgets. Our project manager manages schedule performance to ensure timely completion of project deliverables.

CPSM's workload assessment of the EMPD will address, but will not be limited to, the following:

- The volume of CFS received, response time, and completion time
- Allocated time of personnel for responding to CFS, completing paperwork, and administrative tasks
- Unallocated time provided to allow for proactive police activity, crime prevention, and community engagement
- Shift relief factors (i.e., absence due to regular scheduled days off, employee leave, fulfilling training requirements, employee injury, etc.)
- Immediate recommendations for optimal staffing requirements for sworn and civilian staff
- Recommended strategy for anticipated staffing needs for the next 10 years in consideration of potential population, economic growth, and community needs.

2.d.2. Information/Data Needed

After contract award, CPSM will submit to the EMPD a detailed list of information/data needed for our assessment along with instructions for electronic submittal. This list will include the following types of information/data:

- Department policies, procedures, plans, including HR information
- Organization charts (City and Department)
- City and Department Missions, Vision, Values statements
- Previous assessments, standards of cover reports, and strategic planning documents
- Department rosters, work schedules, staffing assignments, staffing models, etc.
- Training program information
- Rules and regulations
- Maps such as jurisdictional, response area, etc.
- Fleet and equipment inventories
- Budgets

In order to optimize performance of the assessment, CPSM will need to communicate effectively with and work closely with agency management and staff. Through our performance of hundreds of similar assessments, CPSM has refined its process such that we are able to effectively and efficiently obtain the information needed to complete our assessment while minimizing the impact on agency personnel's busy schedules. EMPD staff will be requested to provide the information required upon project start and participate in interviews and discussions for the purpose of collecting information for the assessment. Agency participation in the project will be discussed further in the project kickoff meeting to ensure our mutual understanding of expectations.

2.d.3. Project Kick-off Meeting

After contract award, CPSM will participate in a project kick-off meeting with the EMPD's project team to introduce team members, review our proposed work plan and schedule, and discuss our initial call for information/data. This multi-purpose meeting will provide an opportunity for the project team to get acquainted and discuss points of contact, ensure mutual understanding of, and agreement on, our approach to performing the project, and discuss the initial information/data needed.

2.d.4. Data Collection

Immediately following project kick-off, CPSM's Police Operations Lead, Chief Craig Junginger, will deliver an information request to the Department. This will be an extensive request for information that will provide us with a detailed understanding of the Department's operations. This will involve collection of data that will provide an understanding of crime trends, policing philosophy, resources, and assets. 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 Police Operations Lead will conduct a telephone conference to discuss items contained in the request. Our Police Operations Lead will review information received prior to our onsite visit.

Also immediately following the project kickoff, our Data Analysis 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 the 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 may extend the entire project and impact the delivery of the final report.

Our Data Analysis team will extract one year's worth of Calls for Service (CFS) from the CAD system. Once the Data Analysis Team is confident the data are accurate, they will certify that we have all the data necessary to complete the analysis. CPSM's Data Analysis team has extensive experience working with CAD/RMS databases through the assessments we have performed for hundreds of municipalities.

We will extract raw data on CFS from the agency's CAD system. The data will be sorted and analyzed to identify performance indicators (e.g., 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 will be presented in tabular and graphic form and follow our standard format for the presentation of the analyzed data.

2.d.5. Onsite Operational Review

CPSM will conduct an onsite operational review of the EMPD. Here the performance indicators will serve as the basis for the operational reviews. Prior to the onsite arrival of CPSM's team, we will ask the Department to compile key operational documents (e.g., policies and procedures, assets list, staffing plan, etc.). The operational review will involve an evaluation of all Department operational divisions, sections, units, and specialized assignments. Onsite operational reviews will involve interviews with management and supervisors, as well as rank and file officers, attendance at roll calls, and ride-alongs with officers. We will review case files with investigators and observe dispatch operations to assess compliance with the provided written documentation.

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

CPSM's approach to studying, understanding, evaluating, and reporting on police departments around the country is described below. 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. 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, while tailored to the specific community.

2.d.6. Benchmark the Community

To understand the service levels, protection needs, community dynamics, and overall environment in which the EMPD operates, CPSM's study will involve interviews with community stakeholders, which could include elected officials and employee labor representatives who would be contacted to solicit their opinions about the Department, public safety needs of their constituency, and perceived gaps in service levels currently provided. We will meet with key stakeholders, both within and outside of the City organization. Working with the City, we will identify community members that can provide this important information, e.g., residents, businesses, and civic groups, and others. During our project kick-off meeting, we will discuss with the City/Department the specific key stakeholders to be included. Additionally, we will compare the EMPD to similar size organizations regarding crime, demographics, and cost-efficiency.

2.d.7. 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 "officers per thousand." The International Association of Chiefs of Police (IACP) states: "Ready-made, universally applicable patrol staffing standards do not exist. Ratios, such as officers-per-thousand population, are 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 to conduct that analysis. Once we complete an analysis of the Department's actual workload, a determination can be made as to the amount of discretionary patrol time that should exist, consistent with the local government's ability to fund.

CPSM's team of doctoral-level experts in Operations Research in Public Safety have created ***The CPSM Patrol Workload & Deployment Analysis System®***, which allows us to produce detailed information on workload even in those agencies without sophisticated management information systems. Using raw data extracted from the Department's CAD system, our team converts CFS into police services workload and effectively graphs workload reflecting seasonal, weekday / weekend, and time-of-day variables. Using this information, the Department can contrast actual workload with deployment and identify the amount of discretionary patrol time available (as well as time commitments to other police activities).

Police service workload is differentiated from CFS, which reflect the incidents recorded. Workload is a time measurement recording the actual amount of police time required to handle CFS from inception to completion. Various types of service calls require differing amounts of time (and thus affect staffing requirements). As such, call volume (number of calls) as a percentage of total number of calls could be significantly different than workload in a specific area as a percentage of total workload. The graph in Figure 4 demonstrates this difference in units.

CPSM has found that the most effective way to manage operations, including policing, is to make decisions based upon data and information interpretation and analysis. To achieve this, we will conduct an analysis of police department workload, staffing, and deployment. 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 Department with a meaningful methodology to determine appropriate costing allocation models.

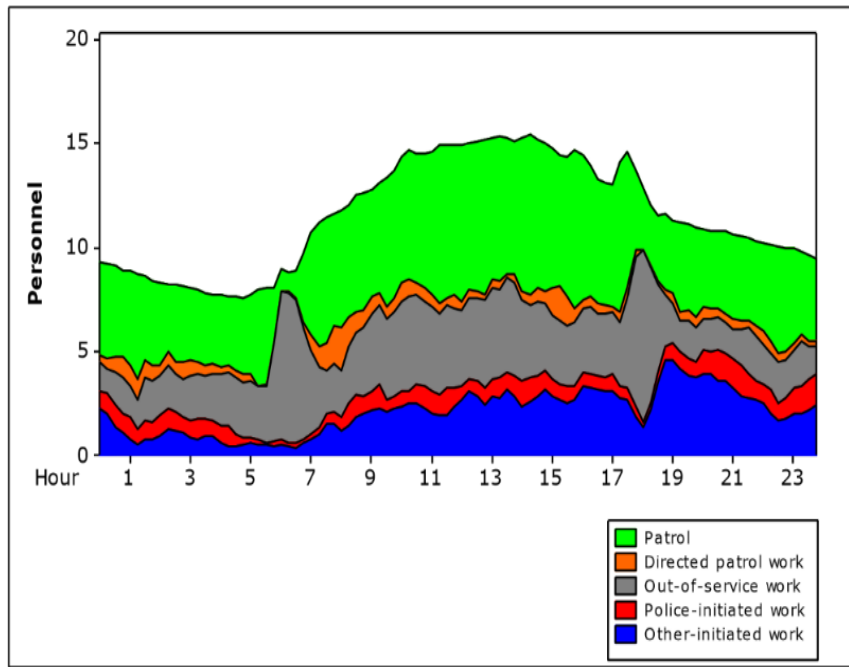
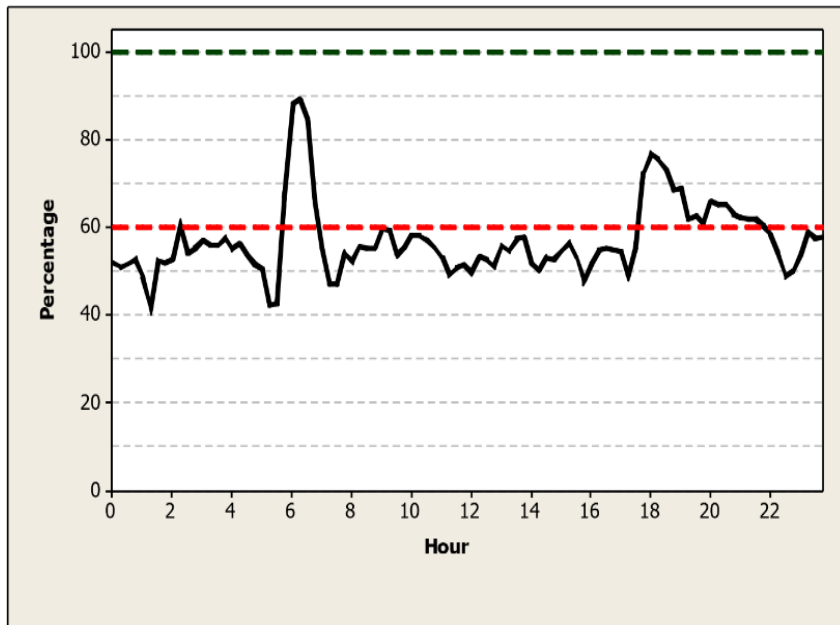


Figure 4. Deployment and Main Workload, Weekdays, Summer

2.d.8. Workload vs. Deployment Analysis Sample

Workload vs. Deployment Analysis is one way we show the amount of available, non-committed patrol time compared to workload. As you can see in Figure 4, we break out the various activities, convert them to time and then compare them to available manpower. The deployment is based upon actual hours worked.



Workload vs. Deployment – Weekdays, Summer

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

Figure 5. Workload Percentage by Hour, Weekdays, Summer

In this example, at noon there are approximately nine hours of work (including citizen-initiated and officer-initiated CFS, including traffic) and administrative activities (meals, vehicle, reports, etc.). There are approximately 15-man hours of available resources meaning, 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.

CPSM's study will include the calculation of service demands placed on the Department, workload levels, service times for CFS, and response times. This information is developed by first extracting data from the Department's 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, and appropriate recommendations are 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 workload, is shift schedule aligned appropriately, and what alternatives are most efficient?
- How many police officers and supervisors are needed to staff patrol function to meet workload demands?
- How long does it take to respond to CFS (both response and total time), and how can these be reduced?
- How many officers are assigned to each call, and how can these assignments be minimized?
- What categories of call does the agency handle, and in what frequency, 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, e.g., the problem/nuisance unit, etc. to evaluate their role within the overall Department mission 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, as well as opportunities for improvement.

CPSM advocates community policing as its operational philosophy. The CPSM study will evaluate the implementation of community policing, in quantifiable and anecdotal terms, and identify improvement opportunities where appropriate.

Similarly, the CPSM study will evaluate the relationship of patrol operations to the rest of the Department. To what extent does this bureau work, coordinate, and communicate with the other Department operational and support functions? How should it? What are the Department strategic, management, and planning functions with regards to the patrol function and how do patrol operations respond to the mission of the organization? How are crime, traffic, disorder, and quality of life problems handled?

2.d.9. Investigations

The CPSM study will assess investigations – both reactive and proactive. We will explore:

- Staffing — Are there sufficient 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 leveraged to improve investigations?
- Crime scene — Are crime scenes processed efficiently and are appropriate follow-ups conducted?
- Proactive investigations — the same approach and inquiries found in sections above are applied to each of the Department’s specialized investigative 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 Department mission, compare operations to best practices in law enforcement, identify improvement opportunities, and identify appropriate staffing levels.

2.d.10. Administration and Support

CPSM will evaluate every Department administrative and support unit. This evaluation will involve staffing, workload, civilianization possibilities, cost-saving opportunities, outsourcing opportunities, best practice comparisons, and opportunities for improvement.

Our police management and administration subject matter experts 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), and records management. We will evaluate critical, frequent, and high-liability policies, as well as facility, fleet, equipment, IT, 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:

- Functions of the unit;
- Performance of the unit (in most cases, this is a quantitative evaluation);
- Identification of improvement opportunities; and
- An evaluation, justification, and recommendation for appropriate staffing levels.

2.d.11. Organizational Culture

During the operational evaluation, 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 organization culture?

The culture of a police organization reflects its members and the community it serves. Through focus groups, interviews, and observations, CPSM will evaluate operational readiness and need. This part of our study is critical to the overall project success, as it provides a better understanding of the Department and how the workload, staffing, and community dynamics shape the organization mission, goals, operations, and needs. As an option,

every Department member can be given the opportunity to participate in an anonymous survey. This survey is designed to understand the Department culture, assess internal and external communications, and determine what it “thinks” about various elements of organizational life.

2.d.12. 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, generally a leaner, flatter, and more efficient organizational design.

2.d.13. Performance Management

CPSM’s overarching philosophy is to evaluate the Department in terms of performance management. Identifying workload, staffing, and best practices is just the beginning. It is also important to assess the organization’s ability to carry out its mission. Essentially, does the Department know its goals, and how does it know they are being met? It is difficult for an organization to succeed at any given level of staffing unless it has a clear picture of success. How does the department “think” about its mission? How does it identify and measure what’s important to the community? How does it communicate internally and externally? How does it hold managers accountable? And how does it know the job is getting done? CPSM will evaluate the Department and make recommendations to assist with improving capacity in this area, if necessary.

2.d.14. Deliverables

CPSM will document its findings and recommendations in a study report that will be provided as a draft to the City Manager and Chief of Police in electronic and written format for review. The report will address, but not be limited to, the items specified in the City’s scope of work for this study. CPSM will revise the draft report based on City comments and deliver electronic and hard copy versions of the final report to the City Manager and Chief of Police.

We will also prepare a draft operational and financial plan that addresses the City’s financial capacity and possibility of tiered growth, including planning thresholds for current and future service requirements. The draft report will be finalized based on comments received, and the final report will be delivered to the City Manager and Chief of Police in both electronic and hard copy formats.

Additionally, we will make a formal presentation of the report findings and recommendations at a City Council Meeting scheduled at the request of the City. This will be a multi-media presentation prepared based on the final report. The presentation will include visual aids such as PowerPoint slides. We will include a question-and-answer session immediately following our presentation to address any questions.

CPSM’s report will provide the data, findings, and recommendations from our study of the EMPD. The report will include:

- Executive summary
- Description of assessment /study methodology
- Findings from assessment
- Data analysis including graphics
- Immediate recommendations for optimizing department efficiency and effectiveness
- Recommendations for the next 10 years

Recommendations will offer City officials short and long-term approaches to prioritize services and to assure services are effectively delivered based on best management practices and community service-level demands.

3. Price/Cost Consideration

CPSM's all-inclusive cost to perform the EMPD Study, including all time and materials to complete the study in accordance with all requirements listed in the RFP is:

Total Lump Sum Amount for El Mirage Police Department 2021 Study:
Fifty seven thousand five hundred dollars \$ 57,500

CPSM will bill the project in three installments: 40% upon signing the contract; 40% with delivery of the draft data analysis; 20% with delivery of the draft final report.