

PROPOSAL FOR

Police Department Workload / Staffing Study

LEWISVILLE, TX



CPSM[®]

CENTER FOR PUBLIC SAFETY MANAGEMENT, LLC
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ICMA

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



Center for Public Safety Management, LLC

January 7, 2019

Kevin Deaver
Chief of Police
Lewisville Police Department
Lewisville, TX

Dear Chief Deaver:

The *Center for Public Safety Management, LLC, (CPSM)* as the exclusive provider of public safety technical assistance for the International City/County Management Association, is pleased to submit this proposal for an analysis of law enforcement services for Lewisville.

We wish to emphasize that CPSM specializes exclusively in public safety issues. Unlike other consulting firms, we focus only on police, fire/EMS, emergency management and disaster preparedness. Each of our Subject Matter Experts has dozens of years police experience and has successfully managed police agencies

In general, our analysis will produce the following major outcomes:

- Conduct a data-driven 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 the best practices of industry standards;
- Recommend a management framework to ensure accountability, increased efficiency, and improved performance.

Based upon our extensive experience, we firmly believe that no study produces a great work product unless the members affected have an opportunity to contribute to the plan development. To that end, we will meet with members of the department, local officials and members of the community in focus group settings. We know that such an approach helps to foster "buy in" and helps to generate the best ideas.

ICMA has provided direct services to local governments worldwide for over 104 years, which has helped to improve the quality of life for millions of residents in the United States and abroad. I, along with my colleagues at CPSM, greatly appreciate this opportunity and would be pleased to address any questions you may have.

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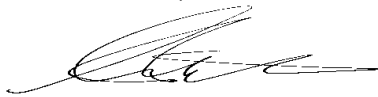
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For the Firm,



Leonard A. Matarese, ICMA-CM, IPMA-SCP, ICMA / IACP Life Member

Managing Partner

Center for Public Safety Management. LLC

THE ASSOCIATION & THE COMPANY

The [International City/County Management Association \(ICMA\)](#) is a 103-year old, non-profit professional association of local government administrators and managers, with approximately 13,000 members located in 32 countries.

Since its inception in 1914, ICMA has been dedicated to assisting local governments and their managers in providing services to its citizens in an efficient and effective manner. ICMA advances the knowledge of local government best practices with its [website](#), www.icma.org publications, research, professional development, and membership. The ICMA Center for Public Safety Management (ICMA/CPSM) was launched by ICMA in 2006 to provide support to local governments in the areas of police, fire, and Emergency Medical Services.

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

The Center for Public Safety Management, LLC maintains the same team of individuals performing the same level of service that it had as part of ICMA. CPSM's local government technical assistance experience includes workload and deployment analysis, using our unique methodology and subject matter experts to examine department organizational structures and cultures, identify workloads and staffing needs as well as industry best practices. We have conducted over 321 such studies in 41 states and provinces and 234 communities ranging in size from 8,000 population Boone, IA to 800,000 population Indianapolis, IN.

- **What differentiates CPSM from other firms?**

We focus exclusively on public safety issues. We do not do any work outside of that arena. As such we are experts in Police, Fire/EMS issues. Our Subject Matter Experts are not “professional consultants.” Rather, each have extensive experience as police agency managers as well as academic experience.

Our data analysis / research operations team is comprised of graduate level researchers who have conducted hundreds of police studies projects in a wide range of organization sizes.

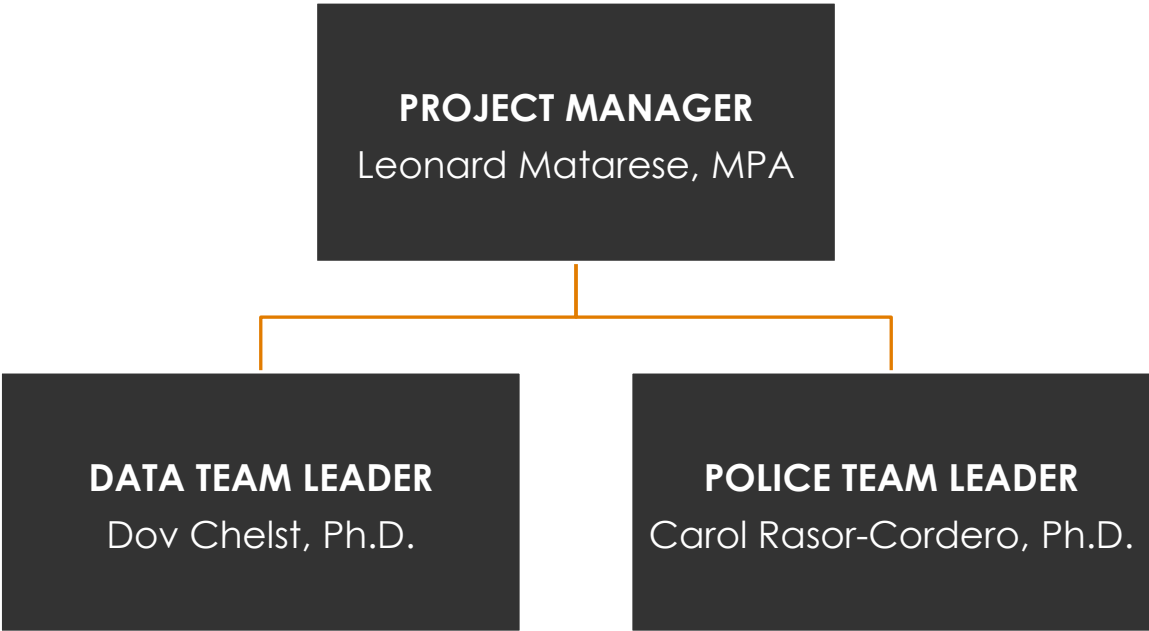
As a partner with ICMA we must meet and are committed to the ICMA Code of Ethics. Our partnership with ICMA ensures that we will meet the highest ethical standards in all our work.

QUALIFICATIONS & EXPERIENCE OF TEAM

- **Project Staffing**

For this project CPSM will assemble a premier team of experts from a variety of disciplines and from across the United States. The goal is to develop recommendations that will enable it to produce the outcomes necessary to provide critical emergency services consistent with the community's financial capabilities. The team will consist of a project team leader, two Operations Leaders and senior public safety Subject Matter Experts selected from our team shown below specifically to meet the needs of the municipality.

The management organizational chart for the project includes the following Key Team Members



PROJECT MANAGER

LEONARD A. MATARESE, MPA, ICMA-CM, IPMA-SCP

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

BACKGROUND

Mr. Matarese is a specialist in public sector administration with expertise in public safety issues who has managed over 325 public safety studies. He has 49 years' experience as a law enforcement officer, police chief, public safety director, city manager, major city Human Resources Commissioner and consultant. 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. He is currently serving as a member of the City/County of San Francisco Task Force on staffing of the SFPD.

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

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

DATA ASSESSMENT TEAM

DOV CHELST, PH.D.

Director of Quantitative Analysis

BACKGROUND

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

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

SENIOR PUBLIC SAFETY SUBJECT MATTER EXPERT

DAVID MARTIN, PH.D.

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

BACKGROUND

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.

PUBLIC SAFETY DATA ANALYST

SHAN ZHOU, PH.D.

BACKGROUND

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

SENIOR PUBLIC SAFETY DATA ANALYST

PRISCILA MONACHESI, M.S., B.A.

BACKGROUND

Priscila Monachesi is a Senior Data Analyst with CPSM and has worked on over 40 data analysis projects for city and county public safety agencies. She has over ten years' experience as a Project Leader/Senior System Analyst in auto manufacturing and financial systems.

She has a M.S in Statistics from Montclair State University, a B.A. in Economics from Montclair State University, and a Technical Degree in Data Processing from Pontifícia Universidade Católica in Brazil.

SENIOR PUBLIC SAFETY DATA ANALYST

SARAH WEADON, B.A.

BACKGROUND

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.

PUBLIC SAFETY DATA ANALYST

RYAN JOHNSON, B.A.

BACKGROUND

Ryan Johnson specializes in the analysis of data and has handled ad hoc requests for modeling optimum staffing levels for police departments. Ryan brings experience in financial data analysis from the telecom expense industry, where he was the lead analyst for four clients; 3 Fortune 500 companies and the Top Architectural Engineering Firm in the country. He also brings experience in spatial analytics from his time with Homeland Security. Ryan has a B.S. in Economics from Georgia State University and he is completing his M.A. in Economics from Rutgers University.

OPERATIONS ASSESSMENT TEAM – POLICE UNIT SENIOR ASSOCIATE – TEAM LEADER

CAPTAIN CAROL E. RASOR-CORDERO, PH.D. (RET).

Retired Captain, Pinellas County, Florida Sheriff's Office, Associate Professor Public Safety Administration, St. Petersburg College

BACKGROUND

Dr. Rasor-Cordero is a retired Captain from the Pinellas County Sheriff's Office in Florida. During her 25-year career in law enforcement, she served in various divisions to include: Patrol Operations, Crimes Against Children, Economic Crimes, Training, Community Services, and Court Security. While serving as the Commander of the Community Services Division, she established the Domestic Violence Unit, the Sexual Predator and Offender Unit, and the Citizen's Community Policing Institute. She served as the agency's training advisor and played a significant role in transforming the Pinellas County Police Academy from a vocational program to a progressive program that offers college credit at St. Petersburg College. She served as team leader for the agency's Hostage Negotiation Team and implemented the agency's Critical Incident Stress Management Team.

Dr. Rasor - Cordero has conducted research examining the relationship between personality preferences of executive level and mid-level law enforcement/corrections leaders and exemplary leadership practices. She has an extensive background as an educator and trainer. As a program director for St. Petersburg College, Carol established the first and only academic on-line gang-related investigations track in the nation. She developed the course Evolving Leaders in a Changing World for the Southeastern Public Safety Leadership Institute at St. Petersburg College which is a six-part series and approved for college credit. She designed a three-part series for implementing, managing, and evaluating community policing for the Florida Regional Community Policing Institute and delivered the training throughout Florida to mid-level and executive level leaders. Carol has developed and delivered training in the high liability areas of firearms, defensive tactics and driving. She has served as an evaluator for the project "An Evaluation of the National Justice Based After School Pilot Program" for the Office of Community Oriented Policing Services and a consultant for the Bureau of Justice Assistance evaluating the training needs of the Atlanta Police Department's Narcotics Unit. She has authored articles and presented at numerous conferences.

Dr. Rasor - Cordero is currently an associate professor for the College of Public Safety Administration, St. Petersburg College. She holds a Ph.D. in Education, Master, and Bachelor Degrees in Criminal Justice from the University of South

Florida. She is a graduate of the Police Executive Research Forum Senior Management Institute for Police.

Projects: Alpharetta, GA., Anniston, AL., Brentwood, MO., Coconut Creek, FL., Marysville, WA., Sugar Land, TX., Ottawa County, MI., Sandy Springs, GA., Dunn County, MN., Stearns County, MN., New Braunfels, TX., Mill Creek, WA., Mathews, NC., Wauwatosa, WI., Parkland, FL., Dover, DE., Mott College Police, MI., Las Vegas, NV, DPS.

SENIOR ASSOCIATE

DEPUTY CHIEF WAYNE HILTZ (RET)

Former Interim Chief of Police at Pasadena and Irwindale Police Departments

BACKGROUND

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.

Projects: Santa Clara, CA, Jenks, OK, Morgan Hill, El Centro, CA, Las Cruces, NM, Brentwood, MO, Bonney Lake, WA, Stearns County, MN, Pinal County, AZ, Casper, WY, Kelso, WA, Santa Cruz, CA, Sugar Land, TX, Placentia, CA, Salinas, CA, Fairfield, CA, Greenfield, CA

SENIOR ASSOCIATE

CHIEF JACKIE GOMEZ-WHITELEY (RET.), B.A., M.A.

Retired Orange County, California Police Department, Program Director for California Police Chiefs Executive Leadership Institute

BACKGROUND

Chief Jackie Gomez-Whiteley is a 31-year law enforcement professional serving with distinction in both Orange and Los Angeles County. 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. Because 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 divisions: Operations and Support Services. In 2011, she was appointed Chief of Police and 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.

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 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 the State of 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.

Projects: Placentia, CA, Las Vegas DPS, Greenfield, CA, Ottawa, Mi.

SENIOR ASSOCIATE

CHIEF CRAIG JUNGINGER, (RET.) BS, MPA

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

BACKGROUND

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

Chief Junginger began his career at the Bell-Cudahy Police department in 1979. He worked as a K-9 Officer, Detective, and Patrol Officer. In 1985 he transferred to the Huntington Beach Police Department where he was a Patrol Officer, Beach Detail Officer, Field Training Officer, SWAT Officer, Traffic Motor Officers, Community Policing Officer, and Narcotics Detective. He promoted to Sergeant where he worked Patrol, Downtown Foot Beat, Support Services, Vice and Intelligence and Internal Affairs. As a Lieutenant he worked as the Community Policing Commander responsible for all the city's major event planning, Watch Commander and as the Chief's Executive Officer. In 2008 he retired at the rank of Captain when he accepted the Chief's position in Gresham.

He holds a Master's Degree from California State University, Long Beach, a Bachelor's Degree from University of La Verne and an Associate's Degree from Rio Hondo Community College.

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

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

Upon retirement, he served as an interim Police Chief, and as a part-time instructor in the Criminal Justice Program at the local community college.

Projects: Milpitas, CA, Santa Cruz, CA, Rohnert Park, CA, Forest Lake, MN, Casper, WY, El Centro, CA

SENIOR ASSOCIATE

CAPTAIN JOHN CLARK (RET.), B.A.

Los Angeles County Sheriff's Department

BACKGROUND

John Clark served with the Los Angeles County Sheriff's Department for over thirty-three 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 cybercrimes, custody operations and inmate transportation, responsible for the administrative and operational management of each. John also managed the Southern California High Tech Taskforce comprised of Federal, State, and local agencies as part of his command duties.

Throughout his career, John 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.

John was a member of the International Association of Financial Crimes Investigators, the Southern California Jail Managers Association, the Los Angeles Superior Court Management Group, and the San Gabriel Valley Peace Officers Association. He also served as an adjunct faculty member for a local community college.

John holds a Bachelor of Arts in Criminal Justice from the California State University, Fullerton.

Projects: Casper, WY., Fairfield, CA., Jenks, OK., Kelso, Pinal County, AZ, Pinal County Weapons Analysis, Santa Cruz, CA., Stearns County, MN., Tucson, AZ., Ottawa County, MI.

SENIOR ASSOCIATE

INSPECTOR JAMES E. MCCABE, (RET.) PH.D., M. PHIL., M.A., B.A.

Professor of Criminal Justice, Sacred Heart University, Retired NYPD Inspector

BACKGROUND

Dr. McCabe retired as an Inspector with the New York City Police Department after 20 years of service. As Inspector his assignments included Commanding Officer of the NYPD Office of Labor Relations and Commanding Officer of the Training Bureau. As a Deputy Inspector he was the Commanding Officer of the Police Academy with direct supervision of over 750 staff officers and 2,000

recruits. As Executive Officer, Police Commissioner's Office. His field experience includes, Commanding Officer, 110th Precinct, Executive Officer, 113th Precinct, assignment to the Operations Division/Office of Emergency Management and uniform patrol as an officer and Sergeant in Manhattan. He has published extensively and presented to numerous conferences including Academy of Criminal Justice Sciences:

He holds a Ph.D. and M. Phil, in Criminal Justice, from CUNY Graduate Center, an M.A. in Criminal Justice, from John Jay College, an M.A. in Labor and Policy Studies, SUNY Empire State College, and B.A. in Psychology, CUNY Queens College, June 1989. He is a graduate of the Executive Management Program, Harvard University's John F. Kennedy School of Government, and the FBI National Academy.

Projects: Parkland, FL., Marysville, WA., New Braunfels, TX., Mill Creek, WA., Santa Cruz, CA., Wauwatosa, WI., Morgan Hill, CA., Tucson, AZ., Dover, DE., Hamtramck, MI., Manheim Twp., PA. Alpharetta, GA., Rockville, MD., Cocoa, FL., Coconut Creek, FL., Sandy Springs, GA.

SENIOR ASSOCIATE

PROFESSOR PAUL E. O'CONNELL, PH.D., J.D.

Chair of Criminal Justice Department, Iona College, New Rochelle, New York, former NYPD Training Officer.

BACKGROUND

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 was awarded a Fulbright Grant working with the Turkish National Police.

Projects: Parkland, FL., Marysville, WA., Mill Creek, WA., Wauwatosa, WI., Pinal County, AZ., Sugar Land, TX., Dover, DE., Cocoa, FL., Lewisville, NY. Hamtramck, MI., Manheim Twp., PA., Queen Creek, AZ., Rockville, MD.

SENIOR ASSOCIATE

CHIEF MARILYN DIAZ (RET.), B.S., M.S.

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

BACKGROUND

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

In March of 2006 Marilyn 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. Marilyn retired from the Sierra Madre Police Department in December 2011.

Ms. 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.

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

Projects: Pinal County, AZ., Stearns County, MN., Tucson, AZ., El Centro, CA., Placentia, CA., Las Cruces, NM., Forest Lake, MN., Fairfield PD., Santa Clara, CA., Bonny Lake, WA.

SENIOR ASSOCIATE

CHIEF DEMOSTHENES M. LONG (RET.) ED.D. JD, MA

Former Assistant Chief of NYPD, Commanding Officer NYPD Police Academy, Former Deputy Commissioner / Undersheriff Westchester County Public Safety Department

BACKGROUND

Chief Long has 30 years law enforcement experience, including 21 years with The New York City Police Department where he retired as Assistant Chief. His assignments included Commanding Officer, School Safety Division, where he managed 4,600 police officers and school safety agents and administered an operating budget of \$133 million. He served as Commanding Officer, Office of Deputy Commissioner Community Affairs where he was responsible for developing, implementing and assessing programs to strengthen police/community relations; Commanding Officer, Police Academy, responsible for providing entry-level, in-service, promotional and executive level training for 53,000 uniform and civilian members of the Department; Executive Officer, Office of the First Deputy Commissioner and Executive Officer, 47th Precinct and also assignment as Supervisor of Patrol for 17 Bronx Precincts, Transit Districts and Housing Police Service Areas.

After retiring from the NYPD, he was appointed as First Deputy Commissioner / Undersheriff for the Westchester County Department of Public Safety. Responsibilities include the administrative planning, organization, coordination, execution, and control of the fiscal, administrative, support and training functions of the 325-member police department.

He holds a Doctor of Education Degree in Executive Leadership from St. John Fisher College, a Juris Doctor Degree from New York Law School, and Master of Arts and Bachelor of Science degrees from John Jay College of Criminal Justice.

Projects: New Braunfels, TX, Anniston, AL, Lewisville, NY, Rockville, MD, City of Parkland, FL / BSO

THE CPSM APPROACH

The CPSM team has developed a standardized approach to conducting analyses of police departments by combining the experience sets of dozens of subject matter experts. Our approach is completely consistent with the scope of work described in the RFP.

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

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

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 arrival of an CPSM team, agencies are asked to compile many key operational documents (i.e., policies and procedures, assets list, 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.

Because 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 the critical components of agencies.

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

The following information describes the CPSM approach to studying, understanding, evaluating, and reporting on police 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, yet tailor-made for the client community.

I. 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 to do so, 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 will 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.

II. 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 below demonstrates this difference in units.

CPSM has found that the most effective way to manage operations, including policing, is to make decisions based upon the interpretation and analysis of data and information.

To achieve this, a data analysis of 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 & 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 9 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 7: Deployment and Main Workload, Weekdays, Summer

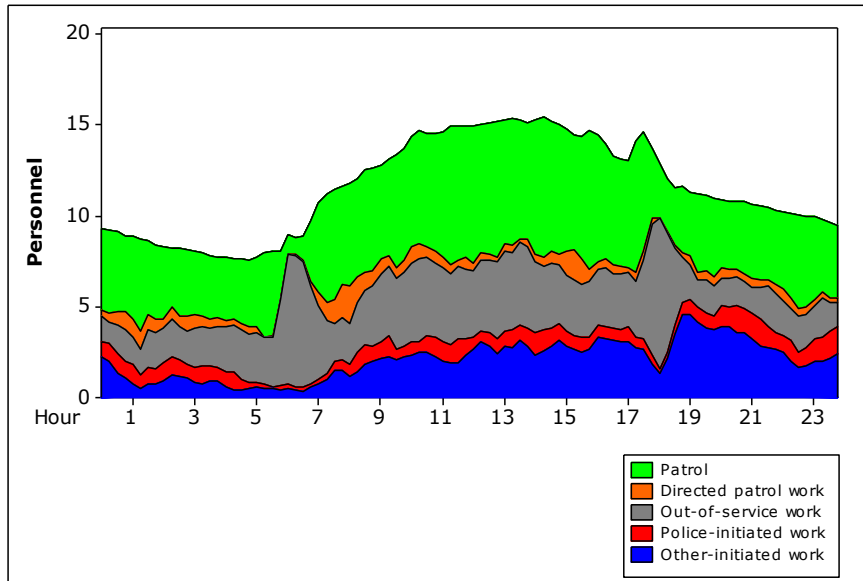
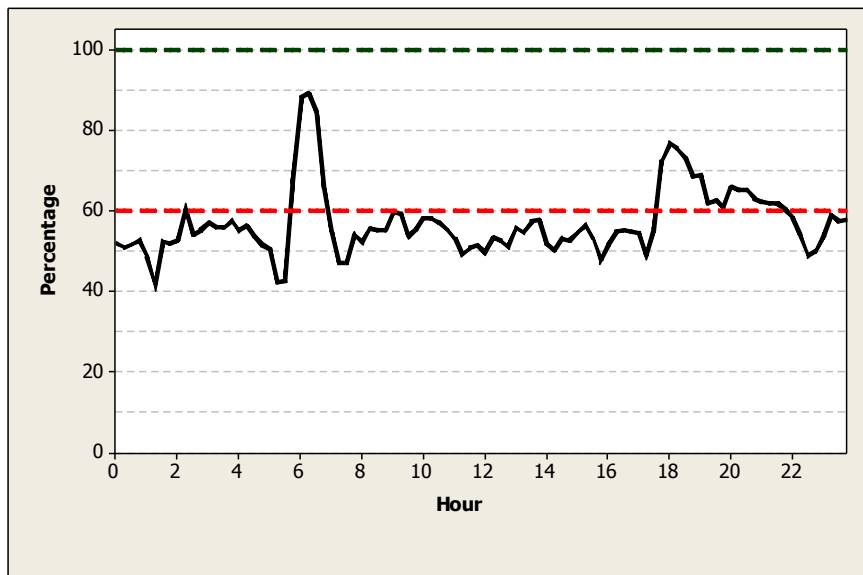


Figure 8: Workload Percentage by Hour, Weekdays, Summer



Workload vs. Deployment – Weekdays, Summer

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

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

- What are the service demands made by the public as measured through the CAD system?
- What is the workload?
- Based on this workload is the alignment of staffing 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 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?

III. 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.

IV. Administration and Support

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

- Staffing;
- Workload;
- Civilianization possibilities;
- Cost saving opportunities;
- Out-sourcing opportunities;
- Training;
- Recruitment

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.

V. 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, surveys 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, every member of the department, sworn and civilian, 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.

VI. 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.

VII. 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.

Schedule

Milestone 1 – Full execution of the agreement

Agreement will identify Project Launch date.

Milestone 2 – Project Launch

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

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

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

Milestone 3b – Data Extraction and Analysis – 14 Days

Immediately following the project launch the 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 department to ensure the timely production of required for analysis. Delays in this process will likely extend the entire project and impact the delivery of final report. The data team will extract one year's worth of Calls for Service (CFS) from the CAD system. 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 3c – Data Certification – 14 days

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

Within thirty days of data certification, the analysis will be completed and a draft, unedited data report will be delivered to each of the departments for their review and comment. After the data draft report is delivered, an on-site visit by the operations team will be scheduled.

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

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

Milestone 4c – Final Data Report – 10 days

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

Milestone 5 – Conduct On-Site Visit – 30 days

Subject matter experts will perform an on-site visit within 30 days of the delivery of the draft data report.

Milestone 6 – Draft Preliminary Report – 40 days

Within 30 days of the last on-site visit, the operations team will provide a draft operations report to the City who will be asked to review and comment.

Milestone 7 – Present a Final Report – 15 days

Once the Department's comments and concerns are received by CPSM the final report will be delivered to the city within 15 days.

PROPOSED FEES

The quotation of fees and compensation shall remain firm for a period of 90 days from this proposal submission.

CPSM will conduct the analysis of the police department for \$62,500 exclusive of travel expenses. The project would be billed in three installments: 40% upon signing the contract; 40% with delivery of the police draft data analysis; 20% with delivery of the draft final report. Alternative payment plans will be considered.

Travel expenses will be billed as incurred as actual cost with no overhead or administrative fees.

NOTE: If the chief administrative officer is a member of ICMA the fee, exclusive of travel costs, will be reduced by 10% to \$56,250.

Deliverables

Draft reports will be provided for department review in electronic format.

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

Should the local government desire additional support or in-person presentation of findings, CPSM will assign staff for such meetings at a cost of \$2,500 per day/per person along with reimbursement of travel expenses.

PAST & CURRENT LAW ENFORCEMENT PROJECTS

Locality	Project
Anniston, AL	Comprehensive Analysis of Police Service
Auburn, AL	Comprehensive Analysis of Police Service
Dothan, AL	Comprehensive Analysis of Police Service
Florence, AZ	Comprehensive Analysis of Police Service
Lake Havasu, AZ	Comprehensive Analysis of Police Service
Pinal County, AZ	Comprehensive Analysis of Sheriff's Office
Pinal County, AZ	Sheriff's Office Firearms Audit
Prescott, AZ	Comprehensive Analysis of Police Service
Queen Creek, AZ	Police Strategic Plan
Scottsdale, AZ	Comprehensive Analysis of Police Service
Tucson, AZ	Comprehensive Analysis of Police Service
Youngtown, AZ	Comprehensive Analysis of Police Service
Alameda, CA	Comprehensive Analysis of Police Service
Burbank, CA	Investigation Division Review
Carlsbad, CA	Comprehensive Analysis of Police Service
El Centro, AZ	Comprehensive Analysis of Police Service
Fairfield, CA	Comprehensive Analysis of Police Service
Milpitas, CA	Comprehensive Analysis of Police Service
Greenfield, CA	Comprehensive Analysis of Police Service
Hermosa Beach, CA	Comprehensive Analysis of Police Service
Salinas, CA	Comprehensive Analysis of Police Service
Santa Ana, CA	Comprehensive Analysis of Police Service
Santa Monica, CA	Police Chief Selection
Santa Clara, CA	Comprehensive Analysis of Police Service
Santa Cruz, CA	Comprehensive Analysis of Police Service
San Francisco, CA	Police Staffing Task Force Member
Stockton, CA	Comprehensive Analysis of Police Service
Placentia, CA	Comprehensive Analysis of Police Service
Fairfield, CA	Comprehensive Analysis of Police Service
Laguna Woods, CA	Sheriff's Office Contract Services Review
Morgan Hill, CA	Comprehensive Analysis of Police Service
Indio, CA	Police Data Analysis
Salinas, CA	Comprehensive Analysis of Police Service
Yuba City, CA	Comprehensive Analysis of Police Service

Woodlands, CA	Police Chief Selection
Federal Heights, CO	Comprehensive Analysis of Police Service
Cheshire, CT	Preliminary Police Department Review
South Bethany, DE	Police Services Review
Dover, DE	Comprehensive Analysis of Police Service
BCCMA, FL	Review of Sheriff's Offices Contracts
Cocoa, FL	Comprehensive Analysis of Police Service
Pompano Beach, FL	Comprehensive Analysis of Police Services
Dunedin, FL	Review of Sheriff's Contract Police Services
Delray Beach, FL	Comprehensive Analysis of Police Services
Coconut Creek, FL	Comprehensive Analysis of Police Service
Kenneth City, FL	Comprehensive Analysis of Police Services
Hollywood, FL	Police Internal Affairs Review
Jacksonville Beach, FL	Police Chiefs Selection
North Port, FL	Comprehensive Analysis of Police Service
Camden County, GA	Police Consolidation Study
Sandy Springs, GA	Comprehensive Analysis of Police Service
Roswell, GA	Comprehensive Analysis of Police Service
Alpharetta, GA	Public Safety Study (Police)
Jerome, ID	Analysis of Police Services
Hayden, ID	Comprehensive Analysis of Police Service
Glenview, IL	Comprehensive Analysis of Police Service
Naperville, IL	Police Workload Study
Skokie, IL	Comprehensive Analysis of Police Service
St. Charles, IL	Police Staffing Review
Roselle, IL	Comprehensive Analysis of Police Service
Western Springs, IL	Comprehensive Analysis of Police Service
Skokie, IL	Comprehensive Analysis of Police Service
Indianapolis, IN	Analysis of Police Workload & Deployment
Ankeny, IA	Police Chief Selection
Northborough, MA	Comprehensive Analysis of Police Services
Annapolis, MD	Comprehensive Analysis of Police Services
Rockville, MD	Comprehensive Analysis of Police Service
Auburn Hills, MI	Comprehensive Analysis of Police Services
Chesterfield Twp., MI	Comprehensive Analysis of Police Services
Delta Twp., MI	Comprehensive Analysis of Police Services
Detroit Public Schools Police	Preliminary Police Review
Flint, MI	Comprehensive Analysis of Police Services
Grand Rapids, MI	Comprehensive Analysis of Police Services

Grand Rapids, MI	Police Consolidation Study
Hamtramck, MI	Comprehensive Analysis of Police Services
Novi, MI	Comprehensive Analysis of Police Services
Ottawa County, MI	Sheriff's Office Staffing Study
Oshtemo Twp., MI	Review of Sheriffs Office Contract Services
Royal Oak, MI	Comprehensive Analysis of Police Services
Saginaw, MI	Comprehensive Analysis of Police Services
Sturgis, MI	Comprehensive Analysis of Police Services
Troy, MI	Comprehensive Analysis of Police Services
Douglas, MI	Comprehensive Analysis of Police Services
Wyoming, MI	Comprehensive Analysis of Police Services
Mott Community College	Public Safety (Police) Study
Forest Lake, MN	Comprehensive Analysis of Police Service
St. Cloud, MN	Comprehensive Analysis of Police Services
Stearns County, MN	Comprehensive Analysis of Sheriffs Office
Brentwood, MO	Police Chief Selection
Brentwood, MO	Comprehensive Analysis of Police Service
St. Louis< MO	Comprehensive Analysis of Police Services
Grand Island, NE	Comprehensive Analysis of Police Services
Boulder City, NV	Comprehensive Analysis of Police Services
Henderson, NV	Comprehensive Analysis of Police Services
Las Vegas, NV	DPS Study Police
Oradell, NJ	Comprehensive Analysis of Police Services
Paterson, NJ	Preliminary Assessment of Police Services
South Orange, NJ	Comprehensive Analysis of Police Services
Westwood, NJ	Comprehensive Analysis of Police Services
Las Cruces, NM	Comprehensive Analysis of Police Service
Ruidoso, NM	Comprehensive Analysis of Police Services
Lewisville, NY	Comprehensive Analysis of Police Service
Orchard Park, NY	Comprehensive Analysis of Police Services
Ossining Village, NY	Analysis of Police Consolidation
Ossining Town, NY	Analysis of Police Consolidation
Briarcliff Manor, NY	Comprehensive Analysis of Police Services
Chapel Hill, NC	Comprehensive Analysis of Police Services
Oxford, NC	Comprehensive Analysis of Police Services
Rocky Mount, NC	Comprehensive Analysis of Police Services
Matthews, NC	Comprehensive Analysis of Police Service
Cincinnati, OH	Police Dispatch Review
Sandusky, OH	Comprehensive Analysis of Police Services

Independence, OH	Comprehensive Analysis of Police Services
Grants Pass, OR	Comprehensive Analysis of Police Services
Broken Arrow, OK	Comprehensive Analysis of Police Services
Edmond, OK	Comprehensive Analysis of Police Services
Jenks, OK	Comprehensive Analysis of Police Services
Muskogee, OK	Comprehensive Analysis of Police Services
Ontario, OR	Comprehensive Analysis of Police Services
Bend, OR	Comprehensive Analysis of Police Services
Ephrata, PA	Comprehensive Analysis of Police Services
Farrell, PA	Comprehensive Analysis of Police Services
Cumru Twp., PA	Comprehensive Analysis of Police Services
Cumru Twp., PA	Police Chief Selection
Tredyffrin Township, PA	Comprehensive Analysis of Police Service
Manheim Township, PA	Comprehensive Analysis of Police Service
Lower Windsor Township, PA	Comprehensive Analysis of Police Services
East Providence, RI	Comprehensive Analysis of Police Services
Beaufort, SC	Comprehensive Analysis of Police Services
Smyrna, TN	Comprehensive Analysis of Police Services
Addison, TX	Comprehensive Analysis of Police Services
Buda, TX	Comprehensive Analysis of Police Services
New Braunfels, TX	Comprehensive Analysis of Police Service
Sugar Land, TX	Comprehensive Analysis of Police Service
Belton, TX	Comprehensive Analysis of Police Services
Belton, TX	Police Chief Selection
Prosper, TX	Police Preliminary Review
Hampton, VA	Police Chief Selection
Loudon County, VA	Comprehensive Analysis of Sheriff's Services
Bonney Lake, WA	Comprehensive Analysis of Police Services
Marysville, WA	Comprehensive Analysis of Police Service
Duvall, WA	Police Staffing Study
Bonney Lake, WA	Comprehensive Analysis of Police Service
Kelso, WA	Comprehensive Analysis of Police Service
Snoqualmie, WA	Police Workload Analysis
Spokane Valley, WA	Review of Sheriffs Contracted Services
Mill Creek, WA	Comprehensive Analysis of Police Service
Vancouver, WA	Comprehensive Analysis of Police Services
Vancouver, WA	Police Chief Selection
Wauwatosa, WI	Comprehensive Analysis of Police Services
Jackson, WY	Police Consolidation Review

Casper, WY
Laramie, WY
Teton County, WY

Comprehensive Analysis of Police Service
Comprehensive Analysis of Police Services
Police Consolidation Review

REFERENCES

Sandy Springs, GA

Comprehensive Analysis of Police Department 2016

7840 Roswell Road
Sandy Springs, GA
Ken Desimone, Chief of Police
kdesimone@sandyspringsga.gov
770-551-6910

Coconut Creek, FL

Comprehensive Analysis of Police Department 2018

4800 W Copans Rd.
Coconut Creek, FL 33063
Albert Arenal, Chief of Police
barenal@coconutcreek.net
(954) 973-6717

Scottsdale, AZ

Comprehensive Analysis of Police Department 2016

8401 E. Indian School Road
Scottsdale, AZ 85251
Brent Stockwell, Deputy City Manager, Project Manager
480-312-7288
bstockwell@scottsdaleaz.gov

Pinal County, AZ

Sheriff's Office Operations Analysis 2017

31 North Pinal Street
Florence, AZ 85232
Leo Lew, Deputy County Administrator, Project Manager
520-866-6221
leo.lew@pinalcountyaz.gov

Sugar Land, TX

Comprehensive Analysis of Police Department 2017

2700 Town Center Blvd. North
Sugar Land, TX 77479
Steve Griffith, Deputy City Manager
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CONCLUSION

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

We are excited at the prospect of serving the City of Lewisville. We look forward to working with you further.