



MIDWEST CITY
MEETING AGENDAS FOR
April 12, 2016

STAFF BRIEFING

Midwest City Council Conference Room (second floor) of City Hall
100 N. Midwest Boulevard – Enter through S.W. brown door

April 12, 2016 – 6:00 PM

DISCUSSION.

Clarification of agenda items, handouts, and presentation of new or additional information for items on the agendas for the City Council, Municipal Authority, Hospital Authority, and Economic Development Commission for April 12, 2016.



CITY COUNCIL AGENDA



CITY OF MIDWEST CITY COUNCIL AGENDA
Midwest City Council Chambers, 100 N. Midwest Boulevard
April 12, 2016 – 7:00 PM

A. CALL TO ORDER.

B. OPENING BUSINESS.

- Invocation - Community Services Director Vaughn Sullivan
- Pledge of Allegiance - Councilmember Allen
- Community-related announcements

C. CONSENT AGENDA. These items are placed on the Consent Agenda so that members of the City Council, by unanimous consent, can approve routine agenda items by one motion. If any item proposed on the Consent Agenda does not meet with approval of all Council members, or members of the audience wish to discuss a proposed item with the Council, that item will be removed and heard in regular order.

1. Discussion and consideration of approving the minutes of the special meeting of March 17, 2016, and the staff briefing and regular meetings of March 22, 2016, as submitted. (City Clerk - S. Hancock)
2. Discussion and consideration of supplemental budget adjustments to the following fund for FY 2015-2016, increase: Grants Fund, revenue/Intergovernmental (21) \$13,882; expenses/Emergency Operations (21) \$13,882. (Finance - J. Siemens)
3. Discussion and consideration of awarding the bid to and entering into a contract with CNG Solutions, LLC for a total project cost in the amount of \$564,592 for the materials and labor to construct a Compressed Natural Gas refueling station, which includes Change Order No. 1 in the amount of \$21,818 for a 50 HP compressor, Change Order No. 2 in the amount of \$24,804 for two additional CNG hose connection drops and Change Order No. 3 in the amount of \$19,083 for the surety bonds. (City Manager - T. Lyon)
4. Discussion and consideration of awarding a bid and entering into a contract with Portable Restroom Trailers, LLC for the fabrication and purchase of a 10-station mobile restroom trailer in the total amount of \$47,870.00. (Community Services - V. Sullivan)
5. Discussion and consideration of awarding a bid and entering into a contract with Luber Brothers, Inc. for the purchase of one or more 2016 Jacobson HR800 16-foot-cut large-area rotary type mowers in the total amount of \$93,293.70, which includes the base bid in the amount of \$79,643.70 and alternate number 1 (cab with air conditioning) in the amount of \$13,650.00. (Community Services - V. Sullivan)
6. Discussion and consideration of reappointing Carolyn Burkes to the Parkland Review Committee for an additional three year term. (Community Development - B. Harless)

- [7.](#) Discussion and consideration of 1) reappointing Stan Greil and Jess Huskey to the Planning Commission for additional three-year terms, and 2) appointing Jay Dee Collins to the Planning Commission to fill the seat vacated when Sean Reed was elected to City Council. (Community Development - B. Harless)
- [8.](#) Discussion and consideration of reappointing Keith Mikeman, Gary Perkins, Dale Milburn, and Travis Jernigan to the Plumbing, Gas, and Mechanical Board for additional three year terms. (Community Development - B. Harless)
- [9.](#) Discussion and consideration of altering the membership of the Original Mile Reinvestment Committee to replace Mayor Jay Dee Collins as the appointee to the committee with the current mayor thereby making membership on the committee ex officio. (Community Development - B. Harless)
- [10.](#) Discussion and consideration of reappointing Tom Jordan and Jim McWhirter to the Builders Advisory Board for additional three-year terms. (Community Development - B. Harless)
- [11.](#) Discussion and consideration of declaring surplus one (1) John Deere walk behind mower, City inventory #09-07-18, model 7H17, serial #TC7H17B040039; one (1) 1985 3/4 ton Dodge van 318/V8 vin #2B5WB31W3FK257307, City inventory #09-03-33; three (3) Score electronic score boards (Spectrum Houston) Model #4208; one (1) Sharp XE-A406 electronic cash register with paper rolls; one (1) Adams pull behind fertilizer spreader model #GE-657; four hundred fifty nine (459) 8" x 16" retaining wall red blocks with retaining screen; fifteen (15) red cap blocks for 8" x 16" retaining wall blocks; four hundred (400) 2 1/2" x 9 1/2" bricks; eighteen (18) large 'J' bolt anchors; ten (10) 4' x 8' pieces of stage platforms; one (1) 12' slide; one (1) playground turtle; one (1) large Christmas ball; seven (7) plastic parking wheel stops; one hundred fifty (150) t-post; two (2) 4' x 25' rolls of hog wire fence; one (1) 4' x 50' roll of chain link fence; two (2) 28" x 20' rolls of chicken wire; one (1) Honda 5.5 HP self-propelled mower, model #HRC216, serial #621129; and one (1) Stihl FS90R string trimmer, serial #297944443, from the Street Department and authorizing their disposal by sealed bid or auction. (Community Services - V. Sullivan)

D. DISCUSSION ITEMS.

- [1.](#) Discussion and consideration of electing a vice-mayor for a period of two years beginning on April 12, 2016 in accordance with the City Charter. (City Manager - G. Henson)
- [2.](#) Discussion and consideration of appointing three councilmembers to serve on the Sidewalk Committee. (Community Development - B. Harless)
- [3.](#) Discussion and consideration of appointing a replacement to fill Pat Byrne's seat on the Economic Development Advisory Committee that is now vacant due to his resignation because of his election to the City Council. (City Manager - G. Henson)

4. Discussion and consideration of 1) appointing a designated delegate to the Association of Central Oklahoma Governments (ACOG) Board of Directors, 9-1-1 ACOG Board of Directors, Intermodal Transportation Policy Committee, the Garber-Wellington Association Policy Committee, and the Regional Transit Authority Task Force replacing former Mayor Jay Dee Collins; and 2) naming a second alternate to the ACOG Board of Directors, 9-1-1 ACOG Board of Directors, Intermodal Transportation Policy Committee, and the Garber-Wellington Association Policy Committee to replace former Councilmember James L. Ray. (City Manager - G. Henson)
5. Discussion and consideration of naming a mayor-appointed City Councilmember to fill the vacancy on the Americans with Disabilities Transition Plan Committee for the unexpired term created when Rick Rice concluded his City Council term. (Community Development - B. Harless)
6. Discussion and consideration of awarding the bid and entering into a contract for the Sooner Road and S.E. 15th Street Paving Expansion Project. (Community Development - P. Menefee)
7. Discussion and consideration of passing and approving a resolution of the City of Midwest City, Oklahoma repealing Resolution No. 2011-16, passed and approved June 14, 2011, which adopted a policy governing persons addressing the city council during the New Business/Public Discussion portion of city council meetings. (City Manager - G. Henson)
8. Discussion and consideration of approving the 18 projects identified in the attached document recommended by the ADA Transition Committee. (Community Development - B. Harless)

E. NEW BUSINESS/PUBLIC DISCUSSION.

F. FURTHER INFORMATION.

1. Discussion and consideration of establishing the Charter Review Committee, establishing the terms of the committee members and appointing members to serve on the committee. (City Manager - G. Henson)
2. Discussion and consideration of passing and approving an ordinance amending the Midwest City Municipal Code, Chapter 2, Administration, by amending Article II, City Council, by taking Section 2-17 out of reserve and entitling it, "Elected Official Accountability Act and Ethics Policy," which shall read as specified in this ordinance; and providing for repealer and severability. (City Manager - G. Henson)
3. Discussion and consideration of authorizing staff to 1) prepare an agreement with Matrix Consulting Group for a Police Department Study and 2) prepare an agreement with Emergency Services Consulting International for a Fire Department Master Plan Study. (City Manager - G. Henson)

G. ADJOURNMENT.



CONSENT AGENDA



Notice of this special Midwest City Council meeting was filed with the City Clerk of Midwest City at least 48 hours prior to the meeting and copies of the agenda for this meeting were posted at City Hall and on the City of Midwest City's website, accessible to the public for at least 24 hours in advance of the meeting.

MINUTES OF THE SPECIAL MIDWEST CITY COUNCIL MEETING

March 17, 2016 – 12:00 p.m.

This meeting was held in the Midwest City Council Conference Room, second floor of City Hall, 100 N. Midwest Boulevard, Midwest City, County of Oklahoma, and State of Oklahoma with the following members present: Mayor Jay Dee Collins, Councilmembers Daniel McClure Jr.**, Richard Rice, Rick Dawkins, James Ray, Christine Allen, and Jeff Moore*, and City Clerk Sara Hancock. Absent: none. Mayor Collins called the meeting to order at 12:04 p.m.

Executive Session.

Discussion and consideration of 1) entering into executive session, as allowed under 25 O.S. § 307(B)(4), for the purpose of confidential communications between the Council and its attorney concerning a pending investigation, claim or action; and 2) in open session, authorizing action as appropriate based on the discussion in executive session. Motion was made by Ray, seconded by Dawkins, to enter into executive session. Voting aye: McClure, Rice, Dawkins, Ray, Allen, and Chairman Collins. Nay: none. Absent: Moore. The Councilmembers went into executive session at 12:05 p.m. *Councilmember Moore arrived at 12:07 p.m. **Councilmember McClure left the meeting at 12:33 p.m. and returned at 12:35 p.m. At the conclusion of the executive session, Mayor Collins reconvened the meeting in open session at 1:51 p.m. No action was taken.

Adjournment. There being no further business, motion was made by McClure, seconded by Ray, to adjourn. Voting aye: McClure, Rice, Dawkins, Ray, Allen, Moore, and Mayor Collins. Nay: none. Absent: none. The meeting adjourned at 1:51 p.m.

ATTEST:

JAY DEE COLLINS, Mayor

SARA HANCOCK, City Clerk

Notice of regular staff briefings for the Midwest City Council was filed for the calendar year with the City Clerk of Midwest City and copies of the agenda for this meeting were posted at City Hall and on the City's website, accessible to the public for at least 24 hours in advance of this meeting.

MINUTES OF THE REGULAR STAFF BRIEFING FOR MIDWEST CITY COUNCIL

March 22, 2016 – 6:00 p.m.

This meeting was held in the Midwest City Council Conference Room on the second floor of City Hall, 100 N. Midwest Boulevard, Midwest City, County of Oklahoma, State of Oklahoma. The following members were present: Mayor Jay Dee Collins; Councilmembers Daniel McClure Jr.*, Richard R. Rice**, Rick Dawkins, James L. Ray, Christine Allen, and Jeff Moore; and City Clerk Sara Hancock. Absent: none. Mayor Collins called the meeting to order at 6:07 p.m.

DISCUSSION.

1. **Clarification of agenda items, handouts, and presentation of new or additional information for items on the City Council agenda for March 22, 2016.** Staff briefed the councilmembers on various items on the agenda, and the councilmembers sought clarification and discussed individual agenda items with staff.

*Councilmember McClure left the meeting at 6:17 p.m. and returned at 6:21 p.m. Councilmember McClure also left the meeting at 6:25 p.m. and returned again at 6:35 p.m.

**Councilmember Rice arrived at 6:34 p.m.

Mayor Collins recessed the meeting at 6:38 and reconvened the meeting at 6:45 in the Council Chambers following the Staff Briefing for the Midwest City Memorial Hospital Authority.

2. **Consideration of the outgoing Councilmembers and Mayor.** Vice Mayor James L. Ray presented Mayor Collins with a proclamation in honor of his service to the City. Mayor Collins then presented Vice Mayor Ray and Councilmember Richard Rice with proclamations in honor of their service to the City.

Mayor Collins adjourned the meeting at 7:25 p.m.

ATTEST:

JAY DEE COLLINS, Mayor

SARA HANCOCK, City Clerk

Notice of regular Midwest City Council meetings was filed for the calendar year with the City Clerk of Midwest City and copies of the agenda for this meeting were posted at City Hall and on the City's website, accessible to the public for at least 24 hours in advance of the meeting.

MINUTES OF THE REGULAR MIDWEST CITY COUNCIL MEETING

March 22, 2016 – 7:00 p.m.

This meeting was held in the Midwest City Council Chambers, 100 N. Midwest Boulevard, Midwest City, County of Oklahoma, and State of Oklahoma with the following members present: Mayor Jay Dee Collins; Councilmembers Daniel McClure Jr.*, Richard R. Rice, Rick Dawkins, James L. Ray**, Christine Allen and Jeff Moore; and City Clerk Sara Hancock. Absent: none. Mayor Collins called the meeting to order at 7:25 p.m.

Opening Business. The meeting opened with the invocation by Community Services Director Vaughn Sullivan, followed by the Pledge of Allegiance led by Councilmember Ray. Councilmember Allen and Mayor Collins made community-related announcements.

Consent Agenda. Motion was made by Dawkins, seconded by Ray, to approve the items on the Consent Agenda, as submitted.

1. Discussion and consideration of approving the minutes of the staff briefing and regular meetings of March 8, 2016, as submitted.
2. Discussion and consideration of supplemental budget adjustments to the following fund for FY 2015-2016, increase: Fire Capitalization Fund, revenue/Miscellaneous (64) \$3,050; expenses/Fire (64) \$3,050.
3. Discussion and consideration of accepting the monthly report on the City of Midwest City Employees' Health Benefits Plan by the City Manager and action as deemed necessary by the Council to maintain the plan.
4. Discussion and consideration of accepting the City Manager's Report for the month of February 2016.
5. Discussion and consideration of renewing a Liability Services Agreement, including Amendment 3, in the amount of \$6,729.96 with HealthSmart Casualty Claims Solutions, Inc. to provide claims service for the City of Midwest City's auto and general liability program for the 2016-2017 fiscal year.
6. Discussion and consideration of renewing a Workers Compensation Administrative Services Agreement, including Amendment 3, in the amount of \$33,465 with HealthSmart Casualty Claims Solutions, Inc. to provide claims service for the City of Midwest City's self-insured workers compensation program for the 2016-2017 fiscal year.

7. Discussion and consideration of accepting a Right-of-Way Grant from Johnny J. Jiles, located at 800 and 804 South Sooner Road, within the corporate limits of the City of Midwest City, located in the Northwest Quarter of Section Four (4), Township Eleven (11) North, Range Two (2) West of the Indian Meridian, Oklahoma County, Oklahoma.
8. Discussion and consideration of awarding the bid to and entering into a contract with MTZ Construction in the amount of \$88,388.50 for the Sooner Road sidewalk extension from Reno Avenue to Damron Drive.
9. Discussion and consideration of accepting a Grant of Permanent Utility Easement from Paul and Loula Karountzos across certain property located at 5600 SE 15th Street within the corporate boundaries of Midwest City in the Northwest Quarter (NW/4) of Section Nine (9), Township Eleven (11) North, Range Two (2) West, of the Indian Meridian, Midwest City, Oklahoma County, Oklahoma.
10. Discussion and consideration of approving and entering into a sales agreement with Southwest Solutions Group in the total amount of \$24,240.00 for the purchase of High Density ActivRAC Mobile Storage System.
11. Discussion and consideration of awarding the bid to and entering into a Sales Agreement with Virtra Systems, Inc. in the amount of \$146,101.90 for the purchase of a police decision-making simulator with tactical firearms training capability.
12. Discussion and consideration of dedicating all of Lots One (1), Two (2), Three (3) and Four (4) in Block Two (2) and all of Lots One (1), Two (2), Three (3) and Four (4) in Block Four (4), of the Amended Plat of North Oaks No. 2, an Addition to Midwest City, Oklahoma County, Oklahoma, according to the recorded plat thereof and being located in the 100 block of Kathleen Drive and the 100 block of North Oaks Avenue in the SE/4 of Section 35, T 12 N R 2 W.
13. Discussion and consideration of accepting a Right-of-Way Dedication from the City of Midwest City of all of Lots One (1), Two (2), Three (3) and Four (4) in Block Two (2) and all of Lots One (1), Two (2), Three (3) and Four (4) in Block Four (4), of the Amended Plat of North Oaks No. 2, an Addition to Midwest City, Oklahoma County, Oklahoma, according to the recorded plat thereof and being located in the 100 block of Kathleen Drive and the 100 block of North Oaks Avenue in the SE/4 of Section 35, T 12 N R 2 W.
14. Discussion and consideration of awarding the bid to and entering into a contract with All Roads Paving in the amount of \$661,478.77 for the S.E. 15th Street and Douglas Boulevard Intersection Paving Plans.
15. Discussion and consideration of reappointing Rick Allison to the Park Board for another three-year term.

16. Discussion and consideration of reappointing Grace Sullivan, Sherri Anderson and Bob Davis to the Midwest City Tree Board for additional three-year terms.

Voting aye: McClure, Rice, Dawkins, Ray, Allen, Moore, and Mayor Collins. Nay: none.
Absent: none. Motion carried.

Discussion Items.

1. **(PC-1867) Public hearing with discussion and consideration of approval of an ordinance to rezone from R-6, Single Family Detached Residential to O-2, General Office District, and a resolution to amend the Comprehensive Plan from LDR, Single Family Detached Residential to OR, Office/Retail, for the property described as a part of the NW/4 of Section 4, T-11-N, R-2-W, located at 800 & 804 South Sooner Road.** Marilyn Hensch, 808 Sooner Road; Richard Desilets, 5612 S.E. 7th; and Johnny Jiles, 1516 Kington Lane, addressed the Council. Motion was made by Dawkins, seconded by Allen, to approve Ordinance No. 3268 and Resolution No. 2016-03 as submitted. Voting aye: Rice, Dawkins, Ray, Allen, Moore, and Mayor Collins. Nay: McClure. Absent: none. Motion carried.

*Councilmember McClure left the meeting at 7:54 p.m.

2. **Discussion and consideration of replacing the Blue Choice Network with the Blue Options Network and establishing the health benefits plan premiums for the fiscal year 2016/2017.** Motion was made by Dawkins, seconded by Ray, to replace the Blue Choice Network with the Blue Options Network and to establish the health benefits plan premiums as submitted for fiscal year 2016-17. Voting aye: Rice, Dawkins, Ray, Allen, Moore, and Mayor Collins. Nay: none. Absent: McClure. Motion carried.

* Councilmember McClure returned to the meeting at 7:56 p.m.

3. **Discussion and consideration of renewing for the Fiscal Year 2016/2017 contracts for the Employees Health Benefits Plan with Delta Dental in the amount of \$4.59 per enrolled employee effective July 1, 2016 as administration fees; approving Blue Cross and Blue Shield COBRA Administrative Services Addendum in the amount of \$75.00 per month administration fees, \$10.00 per month for each participant and a \$10.00 notification fee per participant; and accepting a Policy Rider from the Guardian Life Insurance Co. of America that amends the Policy, making the annual effective date July 1, 2016, with no other changes to the policy and leaving all product rates the same.** Motion was made by Dawkins, seconded by Moore, to renew Delta Dental and the Blue Cross and Blue Shield COBRA Administrative Services Addendum, and accepting the Policy Rider from Guardian Life, all as submitted, for the fiscal year 2016-17. Voting aye: McClure, Rice, Dawkins, Ray, Allen, Moore, and Mayor Collins. Nay: none. Absent: none. Motion carried.

4. **Discussion and consideration of entering into an Administrative Services Agreement with Health Care Services Corporation to provide administrative services for the Employee Health Benefits Plan for the fiscal year 2016/2017 for a net cost of \$42.15 per employee per month.** Motion was made by Dawkins, seconded by Ray, to enter into the Administrative Services Agreement with Health Care Services Corporation as submitted for the fiscal year 2016-17. Voting aye: McClure, Rice, Dawkins, Ray, Allen, Moore, and Mayor Collins. Nay: none. Absent: none. Motion carried.
5. **Discussion and consideration of entering into a Stop Loss Policy with Health Care Service Corporation to provide and administer specific and aggregate stop loss coverage for the Employee Health Benefits Plan for the fiscal year 2016/2017 at the rate of \$1.98 per employee per month for an aggregate attachment point of \$6,632,577 and \$54.57 per employee per month for a specific attachment point of \$150,000 per covered person.** Motion was made by Dawkins, seconded by Moore, to enter into the Stop Loss Policy with Health Care Services Corporation as submitted for the fiscal year 2016-17. Voting aye: McClure, Rice, Dawkins, Ray, Allen, Moore, and Mayor Collins. Nay: none. Absent: none. Motion carried.
6. **Discussion and consideration of accepting two Permanent Utility Easements from Big Kahuna Properties L.L.C. and JRVB Investments L.L.C. for the construction of the proposed water line extensions associated with the Carl Albert Titan water tower improvement project located in the Southeast Quarter of Section Twelve (12), Township Eleven (11) North, Range Two (2) West of the Indian Meridian, Oklahoma County, Oklahoma.** Councilmember Moore requested that, “I hope that the City would look at how they handled this mistake and I’d like it to be looked into just so we...we don’t make...you know...the same mistake again. I don’t think that the previous land owners was...um dealt with necessarily properly...ah...and I know it’s...it’s one of these deal where progress and it needs to be done. I just don’t think it was handled properly and...ah I’d like that to be looked at a little bit so that we can deal with a resident or business person a little differently next time.” Motion was made by Dawkins, seconded by McClure, to accept the easements. Voting aye: McClure, Rice, Dawkins, Ray, Allen, Moore, and Mayor Collins. Nay: none. Absent: none. Motion carried.
7. **Discussion and consideration of awarding the bid to and entering into a contract with Holland Backhoe, Inc. in the amount of \$387,570.00 for the Carl Albert Titan Tower Modification Project. (This item was tabled at the March 8, 2016 Council meeting.)** Motion was made by Dawkins, seconded by Ray, to award the bid and enter into a contract with Holland Backhoe, Inc. in the amount of \$387,570.00 for the Carl Albert Titan Tower Modification Project. Voting aye: McClure, Rice, Dawkins, Ray, Allen, Moore, and Mayor Collins. Nay: none. Absent: none. Motion carried.
8. **Discussion and consideration of approving Change Order No. 1 to the contract with Garver Engineering, amending the original contract amount by \$6260.00, making the new contract total \$56,760.00 for the Carl Albert Titan Tower Modification Project. (This item was tabled at the March 8, 2016 Council meeting.)** Motion was made by Dawkins, seconded by Ray, to approve the change order as submitted. Voting aye: McClure, Rice, Dawkins, Ray, Allen, Moore, and Mayor Collins. Nay: none. Absent: none. Motion carried.
9. **Discussion and consideration of 1) passing and approving an ordinance declaring certain property, which may have a value of more than \$10,000, surplus and authorizing its sale as required by Article IV, Section 4 of the Midwest City Charter; and providing for repealer and severability; and 2) authorizing its disposal by sealed**

bid or auction. Motion was made by Dawkins, seconded by Ray, to approve Ordinance 3267 authorizing the disposal of the real property located near SE 15th Street and Key Boulevard. Voting aye: McClure, Rice, Dawkins, Ray, Allen, Moore, and Mayor Collins. Nay: none. Absent: none. Motion carried.

10. **Discussion and consideration of passing and approving a resolution of the City of Midwest City, Oklahoma approving and proposing an amendment to the charter of the City of Midwest City, Oklahoma; approving the ballot title; authorizing the calling and holding of a special election in the City of Midwest City, County of Oklahoma, State of Oklahoma on Tuesday, June 28, 2016 for the purpose of submitting to the qualified electors of the City of Midwest City, Oklahoma the question of whether to approve the proposed amendment to the charter; providing for publication of the proposed charter amendment; and, if approved, providing for submission of the charter amendment to the governor.** Glen Goldschlager, 1409 Evergreen Circle; Ed Graham, 3605 Bella Vista; Shane Barnard, 9320 Pear Street; and Bob Toney, 116 W. Ridgewood, addressed the Council. Motion was made by McClure to approve the resolution without paragraph 3. Motion died for lack of a second.

*Councilmember Allen left the meeting at 8:18 p.m. and returned at 8:20 p.m.

**Councilmember Ray left the meeting at 8:34 p.m.

Motion was made by McClure to approve the resolution with the changes discussed. Motion died for lack of a second. No action was taken on this item.

11. **Discussion and consideration of issuing a proclamation calling a special election in the City of Midwest City, County of Oklahoma, State of Oklahoma, on Tuesday, the 28th day of June, 2016, for the purpose of submitting to the qualified electors of the City of Midwest City, Oklahoma the question for their approval or rejection of whether to amend Article II, Elective Officers, of the charter of the City of Midwest City, all as specified in the resolution approved by the Council.** No action was taken on this item.

New Business/Public Discussion. There was no new business or public discussion.

Adjournment.

There being no further business, motion was made by Dawkins, seconded by Allen, to adjourn. Voting aye: McClure, Rice, Dawkins, Allen, Moore, and Mayor Collins. Nay: none. Absent: Ray. Motion carried. The meeting adjourned at 8:43 p.m.

ATTEST:

JAY DEE COLLINS, Mayor

SARA HANCOCK, City Clerk



The City of MIDWEST CITY

100 N. MIDWEST BLVD * MIDWEST CITY, OKLAHOMA 73110
(405) 739-1245 * FAX (405) 739-1247 * TDD (405) 739-1359

Memorandum

TO: Honorable Mayor and Council

FROM: Judy P. Siemens, Treasurer/Finance Director

DATE: April 12, 2016

Subject: Discussion and consideration of supplemental budget adjustments to the following fund for FY 2015-2016, increase: Grants Fund, revenue/Intergovernmental (21) \$13,882; expenses/Emergency Operations (21) \$13,882.

The first supplement is needed to budget SLA Extra Project Grant from OK Department of Emergency Management. The second supplement is needed to budget TCB Upgrade Grant from OK Office of Homeland Security. Proceeds of both grants will be used to purchase equipment for backup Emergency Operations Center at Charles Johnson building.

Judy P. Siemens
Judy P. Siemens
Treasurer / Finance Director

SUPPLEMENTS

April 12, 2016

Fund GRANTS (143)		BUDGET AMENDMENT FORM Fiscal Year 2015-2016			
		Estimated Revenue		Budget Appropriations	
<u>Dept Number</u>	<u>Department Name</u>	<u>Increase</u>	<u>Decrease</u>	<u>Increase</u>	<u>Decrease</u>
21	Intergovernmental	8,000			
21	Emergency Operations			8,000	
		<u>8,000</u>	<u>0</u>	<u>8,000</u>	<u>0</u>
Explanation: Budget SLA Extra Project Grant from OK Department of Emergency Management to be used to purchase equipment for backup Emergency Operations Center at Charles Johnson building.					

Fund GRANTS (143)		BUDGET AMENDMENT FORM Fiscal Year 2015-2016			
		Estimated Revenue		Budget Appropriations	
<u>Dept Number</u>	<u>Department Name</u>	<u>Increase</u>	<u>Decrease</u>	<u>Increase</u>	<u>Decrease</u>
21	Intergovernmental	5,882			
21	Emergency Operations			5,882	
		<u>5,882</u>	<u>0</u>	<u>5,882</u>	<u>0</u>
Explanation: Budget TCB Upgrade Grant from OK Office of Homeland Security to be used to purchase equipment for backup Emergency Operations Center at Charles Johnson building.					



THE CITY OF MIDWEST CITY

To: Honorable Mayor and Council

From: Tim Lyon, Assistant City Manager

Date: April 12, 2016

Subject: Discussion and consideration of awarding the bid to and entering into a contract with CNG Solutions, LLC for a total project cost in the amount of \$564,592 for the materials and labor to construct a Compressed Natural Gas refueling station, which includes Change Order No. 1 in the amount of \$21,818 for a 50 HP compressor, Change Order No. 2 in the amount of \$24,804 for two additional CNG hose connection drops and Change Order No. 3 in the amount of \$19,083 for the surety bonds.

On January 26, 2016 at 10:00 a.m. the City of Midwest City opened bids for the materials and labor to construct a CNG refueling station to be located at the Public Works Facility located at 8730 S.E. 15th. The basic scope of the project includes installing a compressor, dryer system, storage spheres, control panel, dual outlet fast fill dispenser, plumbing, and connect the control system to the existing Fuelmaster system. The three recommended change orders provide for a larger compressor, additional hose connection drops and the cost of the surety bonds. As bid, the specifications were undersized to meet the growing expansion CNG fleet vehicles in the Sanitation Department.

Staff recommends awarding the bid with change orders 1, 2, and 3 to CNG Solutions, LLC as the lowest responsible bidder, in the amount of \$564,592. This project is budgeted in the FY 15-16 Utilities Capital Outlay with \$204,500 of the total provided by a grant from the Association of Central Oklahoma Governments.

Attached is the bid tabulation for the project.

If you have any questions, please give me a call at 739-1201.

Tim L. Lyon

Tim L. Lyon, Assistant City Manager

Attachments

BID TABULATION
MATERIALS AND LABOR TO CONSTRUCT A CNG REFUELING STATION

Opened: January 26, 2016

Amount:

Petroleum Marketers
Attn: Mr. Pat Schmitz
2010 Exchange Ave
Oklahoma City, OK 73108
405-235-4471

\$718,616.000

Pressure Solutions
Attn: Mark Bumgarner
PO Box 1077
Tuttle, OK 73089
405-381-4733

No Bid

Preferred Service CNG
Attn: Richard Marson
321 NW 59th St.
Oklahoma City, OK 73118
405-406-5617

\$727,480.00

Alternate Bid: \$712,480.00

Tulsa Gas Technologies
Attn: Tom Sewell
4809 S 101st E Ave
Tulsa, OK 74146
(918) 665-2641

No Bid

Design+Build Group
Attn: Karla Paulk
211 North Robinson Avenue, Suite 210
Oklahoma City, OK 73102
405-601-2700 ext. 111

No Bid

Capstone Construction Services, LLC
Attn: Randa Sabadlab
P.O. Box 6683
Edmond, OK 73083
405.607.0588 (Office)
405.562.8700 (Fax)

No Bid

BID TABULATION
MATERIALS AND LABOR TO CONSTRUCT A CNG REFUELING STATION

CNG Solutions, LLC		\$498,887.00
Attn: Robert Campbell	Alternate Bid 1:	\$437,099.00
1309 Salem Ave	Alternate Bid 2:	\$445,747.00
Edmond, OK 73003		
405-326-6697		

Gail Armstrong Construction, Inc		\$725,000.00
Attn: James Geddes		
1400 E. Imhoff		
Norman, OK 73071		
405-329-1460		
405-360-6942 (fax)		



March 23, 2016

Robert and Nanette Campbell
CNG Solutions, LLC
1309 Salem Ave
Edmond, Ok 73003

Re:	Loan Type	SBA Single Contract Cap-line
	Loan Amount	\$450,799.20

Dear Robert and Nanette,

We are please to inform you that the requested loan to fund the Mid-West City Contract has been approved. The loan will be secured by a general business filing on the company. You will need to comply with all the conditions of the SBA as well. The project must be bonded as well. We look forward to working with you on this project and many more in the future.

If you have any questions, please call me at 405-340-2775.

Sincerely,

A handwritten signature in cursive script that reads 'Kenny Thomas'.

Kenny Thomas
Senior Vice President

BID BOND

KNOW ALL BY THESE PRESENTS:

That we, the undersigned, CNG Solutions, LLC, as Principal, and American Contractors Indemnity Company, as Surety, are hereby held and firmly bound unto the City of Midwest City in the penal sum of Thirty Thousand and 00/100 Dollars (\$ 30,000.00) for the payment of which, well and truly to be made, we hereby jointly and severally bind ourselves, our successors and assigns.

Signed this 24th day of March, 20 16.

The condition of the above obligation is such that whereas the Principal has submitted to the City of Midwest City a certain bid, attached hereto and hereby made a part hereof, to enter into a contract in writing for:

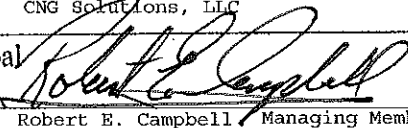

Materials and Labor to Construct a CNG Refueling Station



NOW, THEREFORE,

- (a) If the bid shall be rejected or, in the alternate,
- (b) If the bid shall be accepted and the Principal shall execute and deliver a contract in the form of contract attached hereto (properly completed in accordance with the bid) and shall furnish a bond for his faithful performance of the contract, and for the payment of all persons performing labor or furnishing materials in connection therewith, and shall in all other respects perform the contract created by the acceptance of the bid, then this obligation shall be void, otherwise the same shall remain in force and effect. It is expressly understood and agreed that the liability of the Surety for any and all claims hereunder shall, in no event, exceed the penal amount of this obligation as herein stated.

The Surety, for value received, hereby stipulates and agrees that the obligations of the Surety and its bond shall be in no way impaired or affected by any extension of the time within which the City may accept such bid; and the Surety does hereby waive notice of any extension.

IN WITNESS WHEREOF, the Principal and the Surety have hereunder set their hands and seals, and such of them as are corporations have caused their corporate seals to be hereto affixed and these presents to be signed by their proper officers the day and year first set forth above.

CNG Solutions, LLC (L.S.)
Principal 
BY: 
Robert E. Campbell, Managing Member
American Contractors Indemnity Company

Surety

By: 
Jeremy Crawford, Attorney-In-Fact

POWER OF ATTORNEY

AMERICAN CONTRACTORS INDEMNITY COMPANY TEXAS BONDING COMPANY
UNITED STATES SURETY COMPANY U.S. SPECIALTY INSURANCE COMPANY

KNOW ALL MEN BY THESE PRESENTS: That American Contractors Indemnity Company, a California corporation, Texas Bonding Company, an assumed name of American Contractors Indemnity Company, United States Surety Company, a Maryland corporation and U.S. Specialty Insurance Company, a Texas corporation (collectively, the "Companies"), do by these presents make, constitute and appoint:

Jeremy Crawford, Michael D. Williams, William J. Nemec, Tanya Fukushima,
William Gerber or Michael E. Konzen of Golden Valley, Minnesota

its true and lawful Attorney(s)-in-fact, each in their separate capacity if more than one is named above, with full power and authority hereby conferred in its name, place and stead, to execute, acknowledge and deliver any and all bonds, recognizances, undertakings or other instruments or contracts of suretyship to include riders, amendments, and consents of surety, providing the bond penalty does not exceed *****Five Million***** Dollars (\$ **5,000,000.00**).

This Power of Attorney shall expire without further action on December 20, 2017. This Power of Attorney is granted under and by authority of the following resolutions adopted by the Boards of Directors of the Companies:

Be it Resolved, that the President, any Vice-President, any Assistant Vice-President, any Secretary or any Assistant Secretary shall be and is hereby vested with full power and authority to appoint any one or more suitable persons as Attorney(s)-in-Fact to represent and act for and on behalf of the Company subject to the following provisions:

Attorney-in-Fact may be given full power and authority for and in the name of and on behalf of the Company, to execute, acknowledge and deliver any and all bonds, recognizances, contracts, agreements or indemnity and other conditional or obligatory undertakings, including any and all consents for the release of retained percentages and/or final estimates on engineering and construction contracts, and any and all notices and documents canceling or terminating the Company's liability thereunder, and any such instruments so executed by any such Attorney-in-Fact shall be binding upon the Company as if signed by the President and sealed and effected by the Corporate Secretary.

Be it Resolved, that the signature of any authorized officer and seal of the Company heretofore or hereafter affixed to any power of attorney or any certificate relating thereto by facsimile, and any power of attorney or certificate bearing facsimile signature or facsimile seal shall be valid and binding upon the Company with respect to any bond or undertaking to which it is attached.

IN WITNESS WHEREOF, The Companies have caused this instrument to be signed and their corporate seals to be hereto affixed, this 1st day of December, 2014.

AMERICAN CONTRACTORS INDEMNITY COMPANY TEXAS BONDING COMPANY
UNITED STATES SURETY COMPANY U.S. SPECIALTY INSURANCE COMPANY

Corporate Seals



By:

Daniel P. Aguilar, Vice President

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California

County of Los Angeles SS:

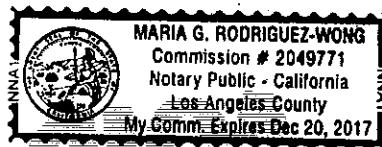
On this 1st day of December, 2014, before me, Maria G. Rodriguez-Wong, a notary public, personally appeared Dan P. Aguilar, Vice President of American Contractors Indemnity Company, Texas Bonding Company, United States Surety Company and U.S. Specialty Insurance Company who proved to me on the basis of satisfactory evidence to be the person whose name is subscribed to the within instrument and acknowledged to me that he executed the same in his authorized capacity, and that by his signature on the instrument the person, or the entity upon behalf of which the person acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.
WITNESS my hand and official seal.

Signature

[Signature]

(Seal)



I, Michael Chalekson, Assistant Secretary of American Contractors Indemnity Company, Texas Bonding Company, United States Surety Company and U.S. Specialty Insurance Company, do hereby certify that the above and foregoing is a true and correct copy of a Power of Attorney, executed by said Companies, which is still in full force and effect; furthermore, the resolutions of the Boards of Directors, set out in the Power of Attorney are in full force and effect.

In Witness Whereof, I have hereunto set my hand and affixed the seals of said Companies at Los Angeles, California this 24th day of March, 2016.

Corporate Seals

Bond No. 1001060154-1
Agency No. 8219

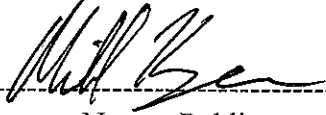


Michael Chalekson, Assistant Secretary

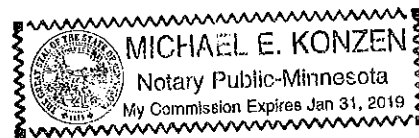
Acknowledgment of Surety

State of Minnesota
County of Hennepin

On this 24th day of March, 2016 before me personally appeared Jeremy Crawford who acknowledged that he or she is the attorney in fact who is authorized to sign on behalf of American Contractors Indemnity Company (surety company), the foregoing instrument, and he thereupon duly acknowledged to me that he executed the same.



Notary Public



CNG Solutions, LLC



February 15, 2016

Mr. Craig Davis, Transportation Manager
City of Midwest City
8730 SE 15th Street
Midwest City, OK 73140

Re: Proposed Alternates 1, 2 & 3-Materials and Labor To Construct A CNG
Refueling Station

Dear Mr. Davis:

At the request of the City of Midwest City during our Post Bid Meeting at your office on February 8, 2016, I present for your consideration Alternates 1 & 2. Each of these Change Orders will either add components to the Base Bid or increase the capacity of the components. I have also submitted for your consideration Alternate 3, which adds the premium cost of the Performance Bond, which was not included in my original bid.

Change Order No. 1:

The Base Bid includes a 50 HP Compressor with a compression capacity of 31.9 GGE per Hour. As requested, to increase the compression capacity to a 75 HP system with a capacity of 47.6 GGE per hour including all components required to build the compressor skid and increase the sub systems and control system with the appropriate contactors and overload electrical components would **increase the cost of the Base Bid by** **\$ 21,818**

Change Order No. 2:

The Base Bid includes a total of 4 CNG Hose Connection Points or Drops. As requested, to install 2 additional CNG Hose Connection Drops, including all mounting hardware and structural supports for heavy trucks identical to the Connection Points included in the Base Bid would **increase the cost of the Base Bid by** **\$ 24,804**

1309 Salem Ave., Edmond, OK 73003 405.326.6697
cngfuelsolutions.net genprocamp@yahoo.com

CNG Solutions, LLC

Page 2 of 2

February 15, 2016

City of Midwest City

Change Order No. 3:

When our bid was submitted to the City of Midwest City, we included no post bid bonds and therefore did not include the cost of the bonds in our bid. I request the cost of the premium for the post bid bonds be added to the contract amount in the amount indicated which **would increase the cost of the Base Bid by \$ 19,083**

The Base Bid Amount is	\$498,887
Add Change Order No. 1	\$ 21,818 Accepted <input type="checkbox"/> Declined <input type="checkbox"/>
Add Change Order No. 2	\$ 24,804 Accepted <input type="checkbox"/> Declined <input type="checkbox"/>
Add Change Order No. 3	\$ 19,083 Accepted <input type="checkbox"/> Declined <input type="checkbox"/>
Total Revised Contract Amount	\$564,592

I will need the contract completed with the contract amount and the appropriate blanks completed. The contract does not require signature yet to proceed with the Bonding and Finance of the project. We can do that when the Council approves the contract for signature on the City's part.

Let me know your decision to add the above Proposed Change Orders to the Base Bid and when you are ready to move forward with the project. I look forward to this opportunity to work with you and your staff to provide your CNG Fill Station.

Sincerely,
CNG Solutions, LLC

Accepted:
City of Midwest City

Robert E. Campbell
Manager

Title: _____



MEMORANDUM

To: Honorable Mayor and Council

From: Vaughn K. Sullivan, Community Services Director

Date: April 12, 2016

Subject: Discussion and consideration of awarding a bid and entering into a contract with Portable Restroom Trailers, LLC for the fabrication and purchase of a 10-station mobile restroom trailer in the total amount of \$47,870.00.

On Tuesday, March 29, 2016, at 2:00 p.m., bids were opened for the fabrication and purchase of one (1) new 10 station portable restroom trailer. Bids were submitted by Portable Restroom Trailers, LLC, Ameri-Can Engineering and Comfort of Home Services, Inc. Portable Restroom Trailers, LLC submitted the lowest and best bid meeting specifications in the amount of \$47,870.00.

This portable restroom trailer will be used at Tel Star North Football Complex during youth football season, all city festivals and special events, as well as made available to our emergency responders as an on-site emergency restroom facility during natural disasters. The purchase will reduce, if not eliminate, the need for portable restroom and porta potty rentals.

Funds for this purchase were budgeted and are available in the capital outlay account.

Vaughn K. Sullivan
Community Service Director

Attachment: Bid Tabulation

10 Station Portable Restroom Trailer

Bid List

Vendor Name

Bid Amount

Ameri-Can Engineering
775 North Michigan Street
Argos, IN 46501
Telephone: 574-892-5151
Fax: 574-892-5150
Email: mandi@ameri-can.com
Website: www.ameri-can.com
Mandi J. Whitaker
Sales and Customer Service Director

Base Bid \$ 50,287.80

Option 1: \$ 1,928.75
Option 2: \$ 5,673.41
Option 3: \$ 725.40
Option 4: \$ 772.19 (for 2)
Option 5: \$ 2,625.00 (for 3)
Option 6: \$ 2,352.00

Portable Restroom Trailers, LLC
Office:(877)600TOILETS [8645] Ext #7
Direct:719-200-2808
Email:Greg@PortableRestroomTrailers.com
Gregory Macneir
National Account Specialist

Base Bid \$ 47,870.00

Option 1: \$ Not Available
Option 2: \$ Not Available
Option 3: \$ 0-Included
Option 4: \$ 650.00 each
Option 5: \$ 0-Included
Option 6: \$ 680.00

Comfort of Home Services Inc.
E-mail: kaitlyn@cohsi.com
1551 Aucutt Rd.
Montgomery, IL 60538
Phone: 877.382.2935 Fax: 847.574.7600
www.cohsi.com
Kaitlyn Fischer P: 815-690-3603
Sales Associate

Base Bid \$ 49,731.00

Option 1: \$ 1,520.00
Option 2: \$ 5,852.00
Option 3: \$ 0.00 Standard
Option 4: \$ 779.00
Option 5: \$ 0.00 Standard
Option 6: \$ 1,862.00



MEMORANDUM

To: Honorable Mayor and Council

From: Vaughn K. Sullivan, Community Services Director

Date: April 12, 2016

Subject: Discussion and consideration of awarding a bid and entering into a contract with Luber Brothers, Inc. for the purchase of one or more 2016 Jacobson HR800 16-foot-cut large-area rotary type mowers in the total amount of \$93,293.70, which includes the base bid in the amount of \$79,643.70 and alternate number 1 (cab with air conditioning) in the amount of \$13,650.00.

On Tuesday, March 29, 2016, at 2:00 p.m., bids were opened for purchase of one (1) or more 16 foot cut large-area rotary type mower. Bids were submitted by Luber Brother, Inc. and Professional Turf Products. Luber Brothers, Inc. submitted the lowest and best bid meeting specifications in the total amount of \$93,293.70, which includes the base bid in the amount of \$79,643.70 and alternate number 1 (cab with air conditioning) in the amount of \$13,650.00.

This mower will be used by the Street and Parks Department staff to mow large parks, sports fields and other large pieces of city owned property.

Funds were budgeted and available in the Capital Outlay Fund

Staff recommends approval.

Vaughn K. Sullivan
Community Service Director

Attachment: Bid Tabulation

**One (1) or More 16 Foot Cut Large
Area Rotary Type Mowers**

Bid List

VENDOR

Luber Brothers
Rod Luber
6801 NW 50th
Oklahoma City, OK 73008
(405) 789-9464
rodluber@luber.com

BID AMOUNT

Base Bid \$ 79,643.70 each
Option Additional Cost
Cab with A/C: \$ 13,650.00

Professional Turf Products
Dennis Lindemann
3621 South 73rd East Ave., Bld 1
Tulsa, Ok 74145
817-785-1900 Ext 5468
lindemannd@proturf.com

Base Bid \$ 91,341.00 each
Option Additional Cost
Cab with A/C: \$ 14,415.00

P&K Stillwater Equipment
Alan Nietenhoefer
505-743-4050
604 Eastgate
Stillwater, OK 74074
anietenhoefer@pkequipment.com

Base Bid \$ No Bid



The City of
MIDWEST CITY
COMMUNITY DEVELOPMENT DEPARTMENT

ENGINEERING DIVISION
Patrick Menefee, City Engineer
CURRENT PLANNING DIVISION
Kellie Gilles, Manager
COMPREHENSIVE PLANNING
Julie Shannon, Comprehensive Planner
BUILDING INSPECTION DIVISION
Charles Belk, Building Official
GIS DIVISION
Kathy Spivey, GIS Coordinator

Billy Harless, Community Development Director

TO : Honorable Mayor and City Council

FROM : Billy Harless, Director

DATE : April 12, 2016

SUBJECT : Discussion and consideration of reappointing Carolyn Burkes to the Parkland Review Committee for an additional three year term.

Carolyn Burkes' term on the Parkland Review Committee ended on April 9, 2016. She wishes to be considered for reappointment.

This committee was established in the City Charter and is an authorized decision-maker for the implementation of Section 38-51. - Parks and open space dedication. The members are appointed by various City Boards/Commissions with the exception of one Mayor Appointee that serves a three-year term. The current members are

Carolyn Burkes (Mayor's Appointment/3-year terms) term ended 04-09-16

Casey Hurt (Park & Recreation Board Appointment) term ends 07-13-16

Todd Isaac (Builders' Board Appointment) term ends 05-23-17

Floyd Wicker (Planning Commission Appointment) term ends 08-09-17

Grace Sullivan (Tree Board Appointment) term ends 03-26-19

Action is at the discretion of Mayor and Council.

Billy Harless, AICP
Community Development Director

BH:lkb



The City of
MIDWEST CITY
COMMUNITY DEVELOPMENT DEPARTMENT

Billy Harless, Community Development Director

ENGINEERING DIVISION
Patrick Menefee, City Engineer
CURRENT PLANNING DIVISION
Kellie Gilles, Manager
COMPREHENSIVE PLANNING
Julie Shannon, Comprehensive Planner
BUILDING INSPECTION DIVISION
Charles Belk, Building Official
GIS DIVISION
Kathy Spivey, GIS Coordinator

To: Honorable Mayor and City Council
From: Billy Harless, Community Development Director
Date: April 12, 2016

Subject: Discussion and consideration of 1) reappointing Stan Greil and Jess Huskey to the Planning Commission for additional three-year terms, and 2) appointing Jay Dee Collins to the Planning Commission to fill the seat vacated when Sean Reed was elected to City Council.

The terms of Stan Greil and Jess Huskey expired on March 26, 2016. Both wish to be considered for reappointment.

Sean Reed's term also expired on March 26, 2016. When he was elected to Council, his Planning Commission seat became available. Mayor Dukes requests that Jay Dee Collins be considered to fill the vacancy.

In accordance with Sec. 6-1 of the Zoning Code, the Planning Commission shall be composed of seven (7) members, all of whom shall be residents of Midwest City, nominated by the mayor and confirmed by the city council. At least one member shall be appointed for each ward. The members of the planning commission shall be nominated and appointed solely with reference to their fitness and without reference to party affiliation, and shall serve without compensation as hereinafter provided.

The Planning Commission meets the first Tuesday of each month at 7 p.m. Members of the Commission serve 3-year terms and are as follows:

Turner Mann – Ward 1 (expires 8-9-17)
Jess Huskey – Ward 2 (expired 3-26-16)
Dean Hinton – Ward 3 (expires 8-9-17)
Russell Smith – Ward 4 (expires 1-10-18)
Stan Greil – Ward 5 (expired 3-26-16)
Floyd Wicker – Ward 6 (expires 8-12-17)

Action is at the discretion of the Council.

Billy Harless, AICP
Community Development Director



The City of
MIDWEST CITY
COMMUNITY DEVELOPMENT DEPARTMENT

ENGINEERING DIVISION
Patrick Menefee, City Engineer
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Kellie Gilles, Manager
COMPREHENSIVE PLANNING
Julie Shannon, Comprehensive Planner
BUILDING INSPECTION DIVISION
Charles Belk, Building Official
GIS DIVISION
Kathy Spivey, GIS Coordinator

Billy Harless, Community Development Director

TO : Honorable Mayor and City Council

FROM : Billy Harless, Director

DATE : April 12, 2016

SUBJECT : Discussion and consideration of reappointing Keith Mikeman, Gary Perkins, Dale Milburn, and Travis Jernigan to the Plumbing, Gas, and Mechanical Board for additional three year terms.

The terms of Keith Mikeman, Gary Perkins, Dale Milburn, and Travis Jernigan expired on April 9, 2016. All wish to be considered for reappointment.

In accordance with Sec. 9-190 of the Municipal Code, the Plumbing, Gas and Mechanical Board shall consist of six (6) members of the plumbing, gas and mechanical trade. The board members shall be appointed by the City Council for terms of three (3) years, and each shall serve until his successor is appointed and qualified, unless sooner removed for cause.

The Plumbing, Gas and Mechanical Board meets on call. Members of the Board serve 3-year terms and are as follows:

Keith Mikeman (Gas)	term expired 4-9-16
Gary Perkins (Plbg.)	term expired 4-9-16
Dale Milburn	term expired 4-9-16
Travis Jernigan (Mech.)	term expired 4-9-16
Steve Franks (Mech.)	term expires 3-13-18
Jerry White (Mech.)	term expires 3-13-18

Action is at the discretion of Council.

Billy Harless, AICP
Community Development Director

BH:lkb



The City of
MIDWEST CITY
COMMUNITY DEVELOPMENT DEPARTMENT

Billy Harless, Community Development Director

ENGINEERING DIVISION
Patrick Menefee, City Engineer
CURRENT PLANNING DIVISION
Kellie Gilles, Current Planning Manager
COMPREHENSIVE PLANNING
Julie Shannon, Comprehensive Planner
BUILDING INSPECTION DIVISION
Charles Belk, Building Official
GIS DIVISION
Kathy Spivey, GIS Coordinator

To: Honorable Mayor and City Council

From: Billy Harless, Community Development Director

Date: April 12, 2016

Subject: Discussion and consideration of altering the membership of the Original Mile Reinvestment Committee to replace Mayor Jay Dee Collins as the appointee to the committee with the current mayor thereby making membership on the committee ex officio.

Committee Information: The Original Mile Reinvestment Committee was approved by City Council in August of 2015. The Committee began meeting in January 2016. It was formed to provide guidance on the revitalization of Original Mile Neighborhood.

Committee Members: Representatives from the Original Mile Neighborhood include: Theresa Mortimer, Valencia Howell, Rella Johnson, and Sarah Lingenfelter. Elected officials include: Rick Dawkins and Daniel McClure. Former Mayor Jay Dee Collins has vacated his seat (to be filled).

Meeting time and dates for 2016: *Time:* Third Thursdays at 6:00 pm. (except for May- TBA)

Recommendation: Staff recommends approval. Mayor Matt Dukes has attended two meetings of the OMR Committee and is current on committee's activities.

Staff recommends approval.

Billy Harless, AICP
Community Development Director

JS



The City of
MIDWEST CITY
COMMUNITY DEVELOPMENT DEPARTMENT

ENGINEERING DIVISION
Patrick Menefee, City Engineer
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BUILDING INSPECTION DIVISION
Charles Belk, Building Official
GIS DIVISION
Kathy Spivey, GIS Coordinator

Billy Harless, Community Development Director

TO : Honorable Mayor and City Council

FROM : Billy Harless, Director

DATE : April 12, 2016

SUBJECT : Discussion and consideration of reappointing Tom Jordan and Jim McWhirter to the Builders Advisory Board for additional three-year terms.

Tom Jordan's and Jim McWhirter's terms on the Builders Advisory Board ended on March 26, 2016. Both wish to be considered for reappointment.

In accordance with Sec. 9-17 of the Municipal Code, the Builders Advisory Board shall consist of seven (7) members to be appointed by the mayor and approved by the city council. The members of the board shall be chosen from the residents of the city at large with reference to their fitness for such office. Ownership, operation or involvement in the building, construction or development business within the city shall also qualify one to serve on the board.

The Builders Advisory Board meets on call. Members of the Board serve 3-year terms and are as follows:

Tom Jordan (expired 3-26-16)
Jim Campbell (expires 5-8-18)
Allen Clark (expires 1-24-18)
Mike Castleberry (expires 5-3-17)
Jim McWhirter (expired 3-26-16)
Todd Isaac (expires 5-3-17)
Charlie Hartley (expires 2-14-18)

Action is at the discretion of the Mayor and Council.

Billy Harless, AICP
Community Development Director



Memorandum

TO: Honorable Mayor and Council

FROM: Vaughn K. Sullivan, Community Services Director

DATE: April 12, 2016

SUBJECT: Discussion and consideration of declaring surplus one (1) John Deere walk behind mower, City inventory #09-07-18, model 7H17, serial #TC7H17B040039; one (1) 1985 3/4 ton Dodge van 318/V8 vin #2B5WB31W3FK257307, City inventory #09-03-33; three (3) Score electronic score boards (Spectrum Houston) Model #4208; one (1) Sharp XE-A406 electronic cash register with paper rolls; one (1) Adams pull behind fertilizer spreader model #GE-657; four hundred fifty nine (459) 8" x 16" retaining wall red blocks with retaining screen; fifteen (15) red cap blocks for 8" x 16" retaining wall blocks; four hundred (400) 2 1/2" x 9 1/2" bricks; eighteen (18) large 'J' bolt anchors; ten (10) 4' x 8' pieces of stage platforms; one (1) 12' slide; one (1) playground turtle; one (1) large Christmas ball; seven (7) plastic parking wheel stops; one hundred fifty (150) t-post; two (2) 4' x 25' rolls of hog wire fence; one (1) 4' x 50' roll of chain link fence; two (2) 28" x 20' rolls of chicken wire; one (1) Honda 5.5 HP self-propelled mower, model #HRC216, serial #621129; and one (1) Stihl FS90R string trimmer, serial #297944443, from the Street Department and authorizing their disposal by sealed bid or auction.

The equipment listed has been removed from service. There are no other operational applications available within the City.

- 1-John Deere Walk Behind Mower 09-07-18 Model 7H17 Serial #TC7H17B040039
- 1-1985 3/4 Ton Dodge Van 318/V8 Vin #2B5WB31W3FK257307
- 3- Score Electronic Score Boards (Spectrum Houston) Model #4208
- 1-Sharp XE-A406 Electronic Cash Register W/Paper Rolls
- 1-Adams Pull Behind Fertilizer Spreader Model #GE-657
- 459 - 8" x 16" Retaining Wall Red Blocks W/Retaining Screen
- 15 - Cap Blocks For 8" x 16" Retaining Wall Blocks
- 400 - 2 1/2" x 9 1/2" Bricks
- 18 - Large 'J' Bolt Anchors
- 10- 4' x 8' Pieces Of Stage Platforms
- 1 - 12' Slide
- 1- Playground Turtle

CITY OF MIDWEST CITY PUBLIC WORKS
8730 S.E. 15th STREET * MIDWEST CITY, OKLAHOMA 73110-7941
(405) 739-1060 * FAX (405) 739-1090

- 1-Large Christmas Ball
- 7-Pastic Parking Wheel Stops
- 150 T-Post
- 2-4' x 25' rolls of Hog Wire Fence
- 1-4' x 50' rolls of Chain Link Fence
- 2-28" x 20' rolls of Chicken Wire Fence
- 1-Honda Self-Propelled Mower Model #HRC216 Serial #621129 5.5H.P.
- 1-Stihl FS90R String Trimmer Serial #297944443

Staff recommends approval.

A handwritten signature in black ink that reads "Vaughn K. Sullivan". The signature is written in a cursive style with a large, stylized 'V' and 'S'.

Vaughn K. Sullivan
Community Services Director



DISCUSSION ITEMS





City Manager

100 N. Midwest Boulevard
Midwest City, OK 73110
office 405.739.1204

TO: Honorable Mayor and Council

FROM: J. Guy Henson, City Manager

DATE: April 12, 2016

SUBJECT: Discussion and consideration of electing a vice-mayor for a period of two years beginning on April 12, 2016 in accordance with the City Charter.

James L. Ray served as vice-mayor until the end of his term as Ward 4 councilmember. As he is no longer on the Council, election of a new vice-mayor is needed at this time.

Action on this item is at the Council's action.

J. GUY HENSON
City Manager

JGH:jd



The City of
MIDWEST CITY
COMMUNITY DEVELOPMENT DEPARTMENT

ENGINEERING DIVISION
Patrick Menefee, City Engineer
CURRENT PLANNING DIVISION
Kellie Gilles, Manager
COMPREHENSIVE PLANNING
Julie Shannon, Comprehensive Planner
BUILDING INSPECTION DIVISION
Charles Belk, Building Official
GIS DIVISION
Kathy Spivey, GIS Coordinator

Billy Harless, Community Development Director

TO : Honorable Mayor and City Council

FROM : Billy Harless, Director

DATE : April 12, 2016

SUBJECT : Discussion and consideration of appointing three councilmembers to serve on the Sidewalk Committee.

The Sidewalk Committee consists of three representatives from the City Council. Since the Council terms of James Ray, Rick Rice, and Dee Collins have ended, it is necessary to name three current Council members to the Committee.

The Sidewalk Committee meets on call. The committee members serve three-year terms.

Action is at the discretion of Council.

Billy Harless, AICP
Community Development Director

BH:lkb



City Manager
100 N. Midwest Boulevard
Midwest City, OK 73110
ghenson@midwestcity.org
Office: 405-739-1207
Fax: 405-739-1208
www.midwestcityok.org

To: Honorable Mayor and Councilmembers

From: J. Guy Henson, City Manager

Date: April 12, 2016

Subject: Discussion and consideration of appointing a replacement to fill Pat Byrne's seat on the Economic Development Advisory Committee that is now vacant due to his resignation because of his election to the City Council.

On January 27, 2015 the Economic Development Commission established the Economic Development Advisory Committee with the following members:

- Two appointments by the City Council
- The Mid-Del School Superintendent
- The Rose State College President
- The Midwest City Mayor
- The Midwest City City Manager
- One appointment by the Midwest City Chamber of Commerce (voting)
- The Midwest City Chamber of Commerce Executive Director (non-voting)

A replacement committee member will need to be named for Pat Byrne. The next EDAC meeting is scheduled for April 20, 2016.

J. GUY HENSON
City Manager



City Manager
100 N. Midwest Boulevard
Midwest City, OK 73110
Office: 405.739.1204
Fax: 405-739-1208
www.midwestcityok.org

MEMORANDUM

TO: Honorable Mayor and City Council

FROM: J. Guy Henson, City Manager

DATE: April 12, 2016

SUBJECT: Discussion and consideration of 1) appointing a designated delegate to the Association of Central Oklahoma Governments (ACOG) Board of Directors, 9-1-1 ACOG Board of Directors, Intermodal Transportation Policy Committee, the Garber-Wellington Association Policy Committee, and the Regional Transit Authority Task Force replacing former Mayor Jay Dee Collins; and 2) naming a second alternate to the ACOG Board of Directors, 9-1-1 ACOG Board of Directors, Intermodal Transportation Policy Committee, and the Garber-Wellington Association Policy Committee to replace former Councilmember James L. Ray.

A new appointment of a designated delegate on the ACOG Boards needs to be made as former Mayor Jay Dee Collins, the current delegate, is no longer in office. A formal designation by the Council is necessary so that the new appointment is authorized to act on Midwest City's behalf.

Councilmember Rick Dawkins is currently the first alternate on the ACOG Board of Directors, 9-1-1 ACOG Board of Directors, Intermodal Transportation Policy Committee, and the Garber-Wellington Association Policy Committee; however, a second alternate is required by ACOG in the event either the designated delegate or Councilmember Dawkins is unable to attend a meeting. Both alternates must formally be designated to be able act on behalf of Midwest City.

Councilmember Daniel McClure is currently the alternate on the Regional Transit Authority Task Force.

I've attached the ACOG forms for your reference. As you will see, one person does not have to commit to all the boards and committees.

J. GUY HENSON, AICP
City Manager

**Association of Central Oklahoma Governments and
9-1-1 Association of Central Oklahoma Governments
Board and Committee Member Delegate Designation Form**

Pursuant to the provisions of the Agreement creating ACOG, under authority of the Interlocal Cooperation Act, this form serves as notice to ACOG that the Board of Trustees/City Council/Board of County Commissioners has duly selected its voting delegate and alternate(s) to serve as its representative to one or more of the following Boards and/or Committees:

**ACOG Board of Directors (ACOG BOD)
9-1-1 ACOG Board of Directors (9-1-1 ACOG BOD)
Intermodal Transportation Policy Committee (ITPC)
Garber-Wellington Association Policy Committee (GWPC)**

The following designated voting delegate, and in his/her absence either of the listed alternates, shall have all the voting privileges and rights as established in the Agreement creating ACOG. Let this form further witness that both the regular voting delegate and the alternates are elected officials of the governing body of:_____.

Please check the appropriate Board(s) and/or Committee(s):

☐ **ACOG BOD**

☐ **9-1-1 ACOG BOD**

☐ **ITPC**

☐ **GWPC**

Designated Delegate: Name: _____
Job Title: _____ Email Address: _____
Phone # _____ Cell # _____
Mailing Address: _____

Alternate: Name: _____
Job Title: _____ Email Address: _____
Phone # _____ Cell # _____
Mailing Address: _____

Alternate: Name: _____
Job Title: _____ Email Address: _____
Phone # _____ Cell # _____
Mailing Address: _____

SIGNED: _____
Mayor; Chairman - County Commissioners; City/County Clerk

DATE: _____

Please return this signed form via email: bgarner@acogok.org, fax: (405)234-2200, or mail to:
Association of Central Oklahoma Governments
21 East Main Street, Suite 100
Oklahoma City, Oklahoma 73104

ACOG

Association of Central Oklahoma Governments

21 E. Main St, Suite 100, Oklahoma City, OK 73104-2405
(405) 234-2264 Fax: (405) 234-2200 TDD/TTY: 7-1-1 Statewide
www.acogok.org e-mail: acog@acogok.org

2016 Regular Meetings Calendar

Meetings are held on Thursday:

9-1-1 ACOG Board of Directors (1:00 p.m.)
Intermodal Transportation Policy Committee (1:20 p.m.)
ACOG Board of Directors (1:45 p.m.)
Garber-Wellington Policy Committee (2:30 p.m.)

January 28, 2016
February 25, 2016
March 31, 2016
April 28, 2016
May 26, 2016
June 30, 2016
NO JULY MEETING
August 11, 2016
September 29, 2016
October 27, 2016
November 17, 2016
December 15, 2016



association of central oklahoma governments

The following person is designated to serve as a member on the Central Oklahoma Regional Transit Authority (RTA) Task Force:

Member: _____ Title: _____

Entity: _____

Mailing Address: _____

Office Phone: _____ Cell Phone: _____ Email: _____

The following person is designated to serve as an alternate on the Central Oklahoma Regional Transit Authority (RTA) Task Force:

Alternate: _____ Title: _____

Entity: _____

Mailing Address: _____

Office Phone: _____ Cell Phone: _____ Email: _____

Mayor or City Manager

Date

Please provide completed form to John G. Johnson at jgjohnson@acogok.org and copy Holly Massie at hmassie@acogok.org.



The City of
MIDWEST CITY
COMMUNITY DEVELOPMENT DEPARTMENT

ENGINEERING DIVISION
Patrick Menefee, City Engineer
CURRENT PLANNING DIVISION
Kellie Gilles, Manager
COMPREHENSIVE PLANNING
Julie Shannon, Comprehensive Planner
BUILDING INSPECTION DIVISION
Charles Belk, Building Official
GIS DIVISION
Kathy Spivey, GIS Coordinator

Billy Harless, Community Development Director

TO : Honorable Mayor and City Council

FROM : Billy Harless, Director

DATE : April 12, 2016

SUBJECT : Discussion and consideration of naming a mayor-appointed City Councilmember to fill the vacancy on the Americans with Disabilities Transition Plan Committee for the unexpired term created when Rick Rice concluded his City Council term.

With the election of the new councilmembers, a seat became vacant on the ADA Transition Plan Committee.

The ADA Transition Plan Committee was created by the Council on August 11, 2015. In accordance with the ADA Committee bylaws, the committee shall be composed of seven (7) members who either reside or work in Midwest City, and will include one Planning Commissioner and one City Councilmember. Committee members shall be appointed by the Mayor with the approval of Council. The terms of each member shall be three (3) years or until a successor takes office. Vacancies shall be filled for the unexpired term in the same manner as provided herein for appointment. Provided, in the first instance, two (2) members shall be appointed for one (1) year; two (2) members for two (2) years; and three (3) members for three (3) years.

The ADA Transition Plan Committee meets every six (6) months, in the months of November and May, or such other times as designated by the committee, or at such times as the City Council may request.

Current members are as follows:

- Max Wilson (term expires August 10, 2016)
- Rick Lewis (term expires August 10, 2016)
- Clint Reininger (term expires August 10, 2017)
- John Reininger (term expires August 10, 2017)
- April Hawkins (term expires August 10, 2018)
- Dean Hinton (Planning Comm) (term expires August 10, 2018)
- Vacant (City Council) (term expires August 10, 2018)

Action is at the discretion of Mayor and Council.

Billy Harless, AICP
Community Development Director



The City of
MIDWEST CITY
COMMUNITY DEVELOPMENT DEPARTMENT -
ENGINEERING DIVISION

Billy Harless, Community Development Director
Patrick Menefee, P.E., City Engineer

ENGINEERING DIVISION
Patrick Menefee, City Engineer
CURRENT PLANNING DIVISION
Kellie Gilles, Manager
COMPREHENSIVE PLANNING
Julie Shannon, Comprehensive Planner
BUILDING INSPECTION DIVISION
Charles Belk, Building Official
GIS DIVISION
Kathy Spivey, GIS Coordinator

To: Honorable Mayor and Council

From: Patrick Menefee, P.E., City Engineer

Date: April 12th, 2016

Subject: Discussion and consideration of awarding the bid and entering into a contract for the Sooner Road and S.E. 15th Street Paving Expansion Project.

Bids were received on April 5th, 2016 for the above referenced project. Staff will recommend award of the bid at the April 12th, 2016 Pre-Council meeting to the contractor who submitted the lowest and best bid meeting the specifications of the project. The bid tabulations for the project, plus the engineer's estimate will be provided. The funds for this project were dedicated to its construction during the February 23rd, 2016 Capital Improvements Committee and City Council meetings.

Staff will make a recommendation at Pre Council.

Patrick Menefee, P.E.
City Engineer



City Manager
100 N. Midwest Boulevard
Midwest City, OK 73110
ghenson@midwestcityok.org
Office: 405.739.1204/Fax: 405.739.1208
www.midwestcityok.org

TO: Honorable Mayor and Council

FROM: J. Guy Henson, City Manager

DATE: April 12, 2016

SUBJECT: Discussion and consideration of passing and approving a resolution of the City of Midwest City, Oklahoma repealing Resolution No. 2011-16, passed and approved June 14, 2011, which adopted a policy governing persons addressing the city council during the New Business/Public Discussion portion of city council meetings.

This item is on the agenda at the request of Mayor Dukes. Attached is a draft of the current resolution and a copy of Resolution No. 2011-16, the resolution the current resolution will repeal.

Action is at the discretion of the Council.

J. Guy Henson, City Manager

Attachments

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RESOLUTION

WHEREAS, Resolution No. 2011-16 was passed and approved by the city council of the City of Midwest City on June 14, 2011; and

WHEREAS, Resolution No. 2011-16 adopted a policy governing persons addressing the city council of the City of Midwest City during the New Business/Public Discussion portion of city council meetings;

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF MIDWEST CITY that Resolution No. 2011-16 is hereby repealed and of no further force or effect.

PASSED AND APPROVED by the mayor and council of the City of Midwest City, Oklahoma on the 12th day of April, 2016.

MATTHEW D. DUKES, II, Mayor

SARA HANCOCK, City Clerk

KATHERINE BOLLES, City Attorney

RESOLUTION NO. 2011-16

A RESOLUTION ADOPTING A POLICY GOVERNING PERSONS ADDRESSING THE CITY COUNCIL DURING THE NEW BUSINESS/PUBLIC DISCUSSION PORTION OF CITY COUNCIL MEETINGS

WHEREAS, input from the public is valuable and a critical aspect of participation in local government; and

WHEREAS, the orderly functioning of city council meetings is important to the efficient operation of the municipal government; and

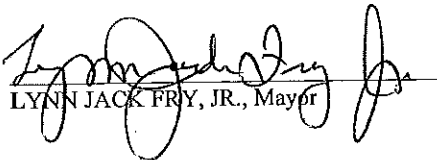
WHEREAS, inordinate amounts of discussion with and among city council members on subjects not listed on the agenda jeopardizes compliance with the Oklahoma Open Meetings Act, Title 25, Oklahoma Statutes §301, *et seq.*; and

WHEREAS, it is in the best interests of all participants and guests at city council meetings to limit the length of time that any speaker may address the council under the New Business/Public Discussion portion of the agenda so that all members of the public wishing to address the council may have equal and timely access to the council;

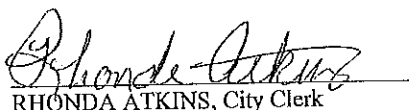
NOW, THEREFORE, BE IT RESOLVED that the city council of the City of Midwest City, Oklahoma hereby adopts a policy establishing a time limit of three minutes per speaker who addresses the council under the New Business/Public Discussion portion of the agenda during a city council meeting.

PASSED AND APPROVED BY the mayor and city council of the City Midwest City, Oklahoma the 14th day of June, 2011.

CITY OF MIDWEST CITY, OKLAHOMA


LYNN JACK FRY, JR., Mayor

ATTEST:


RHONDA ATKINS, City Clerk

APPROVED as to form and legality this 14th day of June, 2011.


KATHERINE BOLLES, City Attorney



The City of
MIDWEST CITY
COMMUNITY DEVELOPMENT DEPARTMENT

Billy Harless, Community Development Director

ENGINEERING DIVISION
Patrick Menefee, City Engineer
CURRENT PLANNING DIVISION
Kellie Gilles, Planning Manager
COMPREHENSIVE PLANNING
Julie Shannon, Comprehensive Planner
BUILDING INSPECTION DIVISION
Charles Belk, Building Official
GIS DIVISION
Kathy Spivey, GIS Coordinator

To: Honorable Mayor and City Council

From: Billy Harless, Community Development Director

Date: April 12, 2016



Subject: Discussion and consideration of approving the 18 projects identified in the attached document recommended by the ADA Transition Committee.


These projects are part of the American Disabilities Act (ADA) Transition Plan accepted by the City Council on July 28, 2015. Staff worked with consultants to determine areas of noncompliance throughout the city's public buildings, parks and rights-of-way. Staff then worked with the ADA Transition Committee to prioritize and identify projects that were determined to be priority to the committee. Although annually we've budgeted funds for ADA Transition Plan Implementation (40-15), we also work to include items from the list into other projects so we'll get more "bang for the buck" while achieving our goals. Examples include road work where we go ahead and include ramp, sidewalk and traffic signal compliance with the assistance of federal funding. Although this line item is funded through the annual budget process, it is not reasonable to complete the list within the next year as funds and time do not permit.





Billy Harless, AICP
Community Development Director

CA/BB/MS




ADA Transition Plan Project Priority List

Location	Description		Action Needed/Taken	Staff Comments	Estimated Cost
1. Joe B Barnes Park	Running slope exceeds max - both bridge approaches	Need to replace both approaches and extend in order to diminish slope.	Photo shows running slope of 9.4% (5% is ADA compliant). *Citizen generated complaint	\$ 30,000.00	
2. Major intersections	Stoplight signal buttons exceed ADA height	City completed 14 signalized intersections (\$400,000 worth) in 2015. Currently working on another 15 signalized intersections. Any intersections falling within major paving projects will also get upgrades.	Cost can range depending on existing equipment and site condition. *Citizen generated complaint	\$ 400,000.00	
3. Police Department	Communication Device for hearing impaired at police lobby phone needs to be installed	Device needs to be installed.	To be installed in March 2016 *Citizen generated complaint		
4. City Hall	No van spaces or access isle provided.	Install a 96" wide access aisle and a van accessible space.	Restripe parking lot to create a van space and add an access isle	\$ 3,000.00	

ADA Transition Plan Project Priority List					
Location	Description	Action Needed/Taken	Staff Comments	Estimated Cost	
5. City Hall	South Parking Lot	Neither of the two spaces are a van space or have a compliant access aisle	Cut back curb to create a fully compliant access isle, 96” wide.	\$ 5,000	
6. City Hall	Accessible path to main entrance	Slope exceeds max	The south ramp needs to be revised for compliance or establish an alternate accessible entry and add directional signage directing to that entrance.	\$ 3,220.00	
7. Joe B Barnes Park	West parking lot – by large pavilion	Running slope exceeds max	Resurface the existing parking spaces so the slope does not exceed 2% in any direction, or move the accessible spaces to a more compliant area. Current slope is 5.4%	\$ 4,950.00	

ADA Transition Plan Project Priority List					
Location	Description	Action Needed/Taken	Staff Comments	Estimated Cost	
8. Joe B Barnes Park	Accessible Route to restrooms	Running slope exceeds max. Current slope is 14.2%, the slope must not exceed 8.33% to be compliant, but will require handrails if it exceeds 5%	Install handrails and regrade slope	\$ 17,500.00	
9. Joe B Barnes Park	Park Amenities	Running Slope exceeds max, Stairs	Existing ramp is 19% slope and should not exceed 8.33%. The stairs are also missing handrails. Install a switch back ramp with level landings at the top and bottom, and install handrails on the stairs.	\$ 39,500.00	
10. City Hall & Fire Department	Accessible Route	Ramps along Reno, running slope exceeds max		\$ 10,000.00	
11. S Douglas Drive ways	Accessible Route	1700, 1750, 1800, 1820, 1880, 1900 Cross slope exceeds max	Scheduled to be completed in Spring 2016. *Citizen generated complaint to ODOT	\$ 30,000.00	
12. Sooner Rd – Reno Ave to Damron Dr	Gap in sidewalk	Will be bid out on 03/08/2016 and be completed Spring 2016	Scheduled to be completed in Spring 2016 *Citizen generated complaint	\$125,000.00	

ADA Transition Plan Project Priority List					
Location	Description	Action Needed/Taken	Staff Comments	Estimated Cost	
13. City Hall	Door Hardware	Cylindrical hardware needs to be replaced with lever hardware that does not require tight grasping or twisting to operate	Order hardware as bulk order instead of one door at a time.	\$ 3,795.00	
14. City Hall – Council Chambers	Accessible Route	The ramp only has one handrail and there is concern with the narrow path. The stage and the recess room need to be accessible.	Council chambers will likely be completed as part of a remodel project for the entire space.	\$ 30,000.00	  

ADA Transition Plan Project Priority List					
Location	Description	Action Needed/Taken	Staff Comments	Estimated Cost	
15. City Hall	Public Restroom – first floor	Maneuvering clearance must be 18” on pull side of door, or power assist must be installed	Install power assist to eliminate the need for 18’ of maneuvering clearance	\$ 5,290.00	
16. City Hall	Public Restroom – first floor	Path of travel into the restroom and to the accessible stall is required to be a minimum of 32” and 42” wide respectively. Current width is 29”	Remodel of both public restrooms would need to be done to meet these requirements	\$ 30,000.00	
17. Joe B. Barnes Park	Accessible Route	Accessible route to pavilion from parking lot	Install sidewalk and ramp from parking lot and from sidewalk to pavilion.	\$7,300.00	

ADA Transition Plan Project Priority List					
Location	Description	Action Needed/Taken		Staff Comments	Estimated Cost
18. Joe B. Barnes Park	Playground Surface	Compliant playground surface needs to be installed	Install compliant playground surface material. This can be done on a park by park basis or in a larger citywide project.	\$14,000.00	



The City of
MIDWEST CITY
COMMUNITY DEVELOPMENT DEPARTMENT

Billy Harless, Community Development Director

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Charles Belk, Building Official
GIS DIVISION
Kathy Spivey, GIS Coordinator

ANYONE REQUIRING REASONABLE ACCOMMODATION TO ATTEND AND/OR FULLY PARTICIPATE IN THIS MEETING MUST CONTACT TERESA COPLEN AT 739-1002 OR TCOPLN@MIDWESTCITYOK.ORG AT LEAST 24 HOURS PRIOR TO THE SCHEDULED STARTING TIME OF THE MEETING.

**AGENDA FOR THE SPECIAL MEETING OF THE
MIDWEST CITY
Americans with Disabilities Act (ADA) Transition Committee
February 22, 2016 – 6:30 p.m.
Neighborhood Services
8726 SE 15th St
Midwest City, Oklahoma**

A. **CALL TO ORDER**

B. **MINUTES**

1. Discussion and consideration of approving the Minutes of the special meeting of June 16, 2015.

C. **NEW MATTERS**

1. Election of a committee chair and vice chair
2. Public hearing with discussion and consideration of prioritizing projects to be completed within FY 2015-2016 and recommended for FY 2016-2017, as part of the City of Midwest City, Americans with Disabilities Act Transition Plan.
3. Discussion and consideration of selecting a date for the next meeting, and proposing dates for regularly scheduled meetings in 2017.

D. **NEW BUSINESS/PUBLIC DISCUSSION**

E. **FURTHER INFORMATION**

F. **ADJOURN**



The City of
MIDWEST CITY
COMMUNITY DEVELOPMENT DEPARTMENT

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To: ADA Transition Committee
From: Billy Harless, Community Development Director
Date: February 22, 2016
Subject: Americans with Disabilities Act Transition Plan Project Prioritization

Utilizing the City Self-evaluation, and the evaluation performed by Kimley-Horn; staff created a project priority list of all of the City programs, services, and facility barriers needing to be addressed as part of the ADA Transition Plan. This list is meant to be comprehensive with a ranking system, allowing for constant review as priorities change, and funding becomes available.

Some of the criteria used to create this project priority list were: public safety, citizen generated request/complaint (including those documented in the February, May and June 2015 Public Workshop Meetings), and public use. These criteria were combined to create a score, ranking each item individually in comparison to the others.

The report identified City Hall as the highest priority building because it has the highest citizen traffic of all the buildings evaluated. Likewise, Joe B Barnes Park is the busiest of the parks. As such, both City Hall and Joe B Barnes Park were given the highest ranking for public use. Both areas were also named in citizen generated complaints, giving many of their projects high ranking over all.

Several of the projects on the ADA Transition Plan Project Priority List have already been completed or will be included as part of a future project. For example, as part of an engineering project already in the planning stages for SE 15th Street and Midwest Boulevard, the sidewalks, ramps and signal buttons will be brought into compliance. Staff will continually attempt to include existing barriers in future projects, potentially addressing several barriers of similar nature at one time with a single contract; for example parking-lot restriping or installing appropriate signage for all city buildings.



Staff recommends the attached list of 18 projects for the remainder of this fiscal year and next, based on discussion and set weighted criteria.


City facilities, programs, services, policies, practices and procedures will continually be evaluated and reasonably revised based on safety, citizen generated requests/complaints, and available budget.





Billy Harless, AICP
Community Development Director

CA/BB/MS




ADA Transition Plan Project Priority List

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1. Joe B Barnes Park	Running slope exceeds max - both bridge approaches	Need to replace both approaches and extend in order to diminish slope.	Photo shows running slope of 9.4% (5% is ADA compliant). *Citizen generated complaint	\$ 30,000.00		
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ADA Transition Plan Project Priority List					
Location	Description	Action Needed/Taken	Staff Comments	Estimated Cost	
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ADA Transition Plan Project Priority List					
Location	Description	Action Needed/Taken	Staff Comments	Estimated Cost	
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ADA Transition Plan Project Priority List					
Location	Description	Action Needed/Taken			Staff Comments
13. City Hall	Door Hardware	Cylindrical hardware needs to be replaced with lever hardware that does not require tight grasping or twisting to operate	Order hardware as bulk order instead of one door at a time.	\$ 3,795.00	
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ADA Transition Plan Project Priority List					
Location	Description	Action Needed/Taken	Staff Comments	Estimated Cost	
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ADA Transition Plan Project Priority List					
Location	Description	Action Needed/Taken		Staff Comments	Estimated Cost
18. Joe B. Barnes Park	Playground Surface	Compliant playground surface needs to be installed	Install compliant playground surface material. This can be done on a park by park basis or in a larger citywide project.	\$14,000.00	

Call to Order

- Meeting called to order by Billy Harless at 6:30pm.
- In attendance were Rick Lewis, Max Wilson, Clint Reininger, John Reininger, Dean Hinton, April Hawkins, Billy Harless, Patrick Menefee, Teresa Coplen, Christine Allison, Marianna Sikkar, and MWC citizen Amanda Black.

Review of Previous Minutes

- Minutes from June 16, 2016 meeting were reviewed by Billy Harless
 - Minutes from June 16, 2016 meeting were reviewed and unanimously accepted by committee members as being accurate.

Nominations & Voting

- The positions of Chair, Vice Chair, and Secretary were up for nomination.
 - Position of Chair —A motion was proposed and passed unanimously in favor of having Max Wilson fill the vacancy.
 - Position of Vice Chair —A motion was proposed and passed unanimously in favor of having John Reininger fill the vacancy.
 - Position of Secretary —A motion was proposed passed unanimously in favor of having Rick Lewis fill the vacancy.

New Matters

- Committee's Purpose
 - Committee's Purpose was reviewed by Billy Harless – a motion was proposed and passed unanimously in favor of it being the committee's objective.
 - Max Wilson asked what the goal of the committee should be
 - Billy Harless explained that their goal was to review ongoing projects and assign and/or adjust the priority of projects.
 - Billy Harless also explained the public meeting act and advised the committee that if they gather together informally for meetings that there cannot be more than 3 in attendance at one time. He explained that once 4 committee members are present, then it becomes a formal meeting and they must follow the public meeting act rules and guidelines.
- ADA Transition Plan Project Prioritization Plan
 - ADA Transition Plan Project Prioritization was presented by Billy Harless. – a motion was proposed by Dean Hinton to accept the 18 items as written, Max Wilson proposed that the list be approved contingent on the review of the bathrooms at City parks. – A motion was proposed and passed unanimously in favor of approving and passing the Project Prioritization Plan with the contingency item noted.
 - Additional Notes under Prioritization Plan
 - Max Wilson asked what the budget is for the ADA fund.
 - Billy advised that we are budgeted 125,000 for this year. He also stated that we do have some roll over money available from last

year. Patrick also advised that staff looks into additional funding and explained the grant process.

- Max Wilson asked what the status was on the video phone for the PD lobby.
 - The phone has been purchased and will be installed in March. There will also be a buzzer and a temporary sign placed by the video phone to explain how to use it. A permanent sign will be placed by the phone once it comes in.
 - Max Wilson asked how many more intersections are going to be worked on this upcoming year.
 - Patrick Menefee advised they are planning to work on an additional 15 intersections this year. They are still in the process of finishing a few intersections from last year.
 - Max asked if the movies in the park could have closed captioning for the hearing impaired community.
 - This item will be looked into.
 - Max asked when ADA sensitivity training will be scheduled and also asked if special emphases can be placed on how the Police Department handles the hearing impaired.
 - Training for staff is being looked into.
- **Next Meeting will be held on August 30, 2016 at 6:30 PM located at the Charles Johnson Building.**

New Business

- Subcommittee
 - John Reininger asked if he could form an informal subcommittee from the hearing impaired community. Their name would be Deaf and Hard of Hearing Advisory Committee (DHHAC)
 - Billy advised that if the committee is informal and meets on their own and John wanted to bring their concerns back to the ADA committee that would be just fine and we will add it to the agenda.

Close—Meeting adjourned at 7:50pm



NEW BUSINESS/
PUBLIC DISCUSSION





FURTHER INFORMATION





NEW BUSINESS/
PUBLIC DISCUSSION





FURTHER INFORMATION





City Manager
100 N. Midwest Boulevard
Midwest City, OK 73110
office 405.739.1204

MEMORANDUM

TO: Honorable Mayor and Council

FROM: J. Guy Henson, City Manager

DATE: April 12, 2016

RE: Discussion and consideration of establishing the Charter Review Committee, establishing the terms of the committee members and appointing members to serve on the committee.

This item is on the agenda at the request of Mayor Dukes to create a committee to review the City's charter.

Action is at the Council's discretion.

J. Guy Henson
City Manager



City Manager
100 N. Midwest Boulevard
Midwest City, OK 73110
office 405.739.1204

MEMORANDUM

TO: Honorable Mayor and Council

FROM: J. Guy Henson, City Manager

DATE: April 12,, 2016

RE: Discussion and consideration of passing and approving an ordinance amending the Midwest City Municipal Code, Chapter 2, Administration, by amending Article II, City Council, by taking Section 2-17 out of reserve and entitling it, "Elected Official Accountability Act and Ethics Policy," which shall read as specified in this ordinance; and providing for repealer and severability.

This ordinance has been requested by Councilmember McClure. It precludes certain unethical behavior by councilmembers and establishes the punishment for any violation.

Action is at the Council's discretion.

J. Guy Henson
City Manager

Attachment

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ORDINANCE NO. _____

AN ORDINANCE AMENDING THE MIDWEST CITY MUNICIPAL CODE, CHAPTER 2, ADMINISTRATION, BY AMENDING ARTICLE II, CITY COUNCIL, BY TAKING SECTION 2-17 OUT OF RESERVE AND ENTITLING IT, "ELECTED OFFICIAL ACCOUNTABILITY ACT AND ETHICS POLICY," WHICH SHALL READ AS SPECIFIED IN THIS ORDINANCE; AND PROVIDING FOR REPEALER AND SEVERABILITY

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF MIDWEST CITY, OKLAHOMA:

ORDINANCE

SECTION 1. That Chapter 2, Administration, Article II, City Council, of the Midwest City Code, is hereby amended by taking Section 2-17 out of reserve and entitling it, "Elected Official Accountability Act and Ethics Policy," which shall read as follows:

"Sec. 2-17. Elected Official Accountability Act and Ethics Policy.

“(a) Conflict of Interest. No member of the council shall receive any payments or gifts, other than those provided in the Charter or in the Code of Ordinances, for action or inaction in his/her elected capacity, nor shall any member of the council make, participate in making, or in any way attempt to use his/her official position to influence the making of any decision that s/he knows or should know will have a reasonably foreseeable material financial effect, distinguishable from its effect on the public generally, on the member of the council or a member of his/her immediate family or on:

“(1) any business entity in which the councilmember has a direct or indirect interest;

“(2) any real property in which the councilmember has a direct or indirect interest; or

“(3) any business entity in which the councilmember is a director, officer, partner, trustee or employee, or holds any position of management.

“(b) Executive Session. No member of the council shall disclose confidential discussions occurring in executive session with anyone other than other councilmembers or invited staff/guests, nor shall any councilmember use any confidential information obtained in executive session or other privileged source for foreseeable material gain, distinguishable from its effect on the public generally, for the member of the council or a member of his/her immediate family or on:

“(1) any business entity in which the councilmember has a direct or indirect interest;

“(2) any real property in which the councilmember has a direct or indirect interest; or

“(3) any business entity in which the councilmember is a director, officer, partner, trustee or employee, or holds any position of management.

“(c) Elections. No member of the council or candidate for council shall receive more than an amount established by state law in monetary or in-kind donations for each council election for which the member of council or candidate seeks office.

“(d) Violation. A violation of this section shall be a misdemeanor punishable upon conviction by a fine, the amount of which shall be \$_____. Any person convicted of a violation of this section shall immediately be removed from office and shall forever be disqualified from filing for or holding a city elective office.”

SECTION 2. REPEALER. All ordinances or parts of ordinances in conflict herewith are hereby repealed.

SECTION 3. SEVERABILITY. If any section, sentence, clause or portion of this ordinance is for any reason held to be invalid, such decision shall not affect the validity of the remaining portions of the ordinance.

PASSED AND APPROVED by the Mayor and Council of the City of Midwest City, Oklahoma, on the _____ day of _____, 2016.

CITY OF MIDWEST CITY, OKLAHOMA

MATTHEW D. DUKES, II, Mayor

ATTEST:

SARA HANCOCK, City Clerk

APPROVED as to form and legality this _____ day of _____, 2016.

KATHERINE BOLLES, City Attorney



City Manager
100 N. Midwest Boulevard
Midwest City, OK 73110
ghenson@midwestcityok.org
Office: 405.739.1204/Fax: 405.739.1208
www.midwestcityok.org

TO: Honorable Mayor and Council

FROM: J. Guy Henson, City Manager

DATE: April 12, 2016

SUBJECT: Discussion and consideration of authorizing staff to 1) prepare an agreement with Matrix Consulting Group for a Police Department Study and 2) prepare an agreement with Emergency Services Consulting International for a Fire Department Master Plan Study.

Staff solicited proposals to prepare a Police Department Study and Fire Department Master Plan Study. In that there are consultants who can perform both types of work, we allowed firms to respond for one or both studies. We felt good about the number and quality of the responses we received, which I have attached. The following firms responded:

Police

- Alexander Wiess Consulting
- University of Cincinnati – Institute of Crime Sciences
- TriData LLC
- Emergency Preparedness Solutions and Consulting, LLC
- Emergency Services Consulting International (ESCI)
- Matrix Consulting Group

Fire

- Emergency Services Consulting International (ESCI)
- Matrix Consulting Group
- Emergency Preparedness Solutions and Consulting, LLC
- TriData LLC

The following City staff met and reviewed the responses:

City Staff Review Team

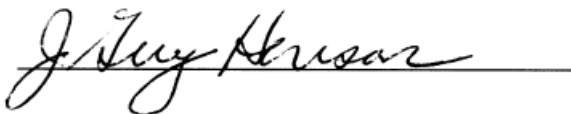
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| • Police Chief Brandon Clabes | • Information Technology Director Ryan Rushing |
| • Fire Chief Bert Norton | • GIS Manager Kathy Spivey |
| • Fire Administrative Major David Richardson | • Assistant City Manager Tim Lyon |
| • Emergency Management Manager Mike Bower | • City Manager Guy Henson |

The City staff chose to interview Matrix Consulting Group and ESCI, both of which responded to the City's Request for Proposals for Police and Fire Studies. Upon completing the interviews, staff is recommending the Police Study be prepared by Matrix, who we felt was more experienced on the Police side; and that ESCI, who we felt was more experienced on the Fire side to prepare the Fire Master Plan. Chief Clabes and I discussed a modification to the scope of the Police Study, and so the price of the Matrix Police Study and their submission was modified, which I have also attached. I asked both Chief's to provide their thoughts on conducting these studies.

Chief Clabes' response is as follows: "In this current environment with more expectations in the area of public service and diminishing resources from a physical and financial perspective, it is incumbent upon management to predict where we are and where we want to go. The police staffing study will allow us to balance a customer service approach and traditional law enforcement through a detailed analysis of our work product. The study will produce an independent and non-biased customized strategy based on "best practices" throughout the nation while taking into consideration every aspect of the department from a local level. If there is a negative in the process, it would be the cost factor related to the proposal. I feel confident the Mayor and Council will make the best decision after evaluating all information."

Chief Norton's response is as follows: "Guy looking at the possibility of doing a study will help us in the future. This study will be third party evaluation of our department and where we are today as well as where we need to be in the future. We will be evaluated against national standards and in doing this we will know what are doing good and where we need to improve. If we are ever going to be interested in accreditation for the Fire Department this will guide us and help us to prepare for the process involved in getting accredited. This evaluation will look at our budget, staffing, and station location to name a few. This third party report will be able to serve as our road map for the Midwest City Fire Department in the future and how we plan for growth and to continue to meet the needs of the community and carry out the Mission Statement of the Fire Department."

In summary, the Police Study will cost \$68,000 and the Fire Master Plan will cost \$46,296. This was not included in this year's budget for either department. In reviewing the budget it would be my recommendation that funding for these two studies could come from the Disaster Relief Fund. A subsequent budget supplement would be necessary if we proceed with the agreements and they are approved.

A handwritten signature in black ink, reading "J. Guy Henson", is written over a horizontal line.

J. Guy Henson, City Manager

Attachments



Proposal from

Emergency Services Consulting International



Emergency Services
Consulting International

Request for Proposal

Midwest City

Oklahoma

Police and Fire Master Plan

Letter of Submittal

February 23, 2016

Bert Norton, Fire Chief
Brandon Clabes, Police Chief
8201 E. Reno Avenue
Midwest City, OK 73130
(405)739-1340
bnorton@midwestcityok.org

Emergency Services Consulting International (ESCI) is pleased to submit the following proposal to conduct Fire & Police Department Master Plans for Midwest City. We recognize the importance of this project and appreciate your consideration of our proposal.

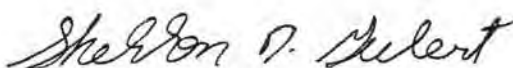
ESCI has completed fire department and emergency service studies utilizing our highly qualified staff since 1976. ESCI has a working knowledge and understanding of contemporary fire service, law enforcement and EMS organizations and the complexity of current delivery systems, as well as our ability to utilize advanced analytical technology and methodology to ensure accurate observations and recommendations.

We have developed a scope of work that addresses the outlined aspects of the Request for Proposal. The phases defined in our scope will analyze the fire department throughout the organization and utilize service delivery models to help generate recommendations and strategies in order to increase efficiency while remaining cost effective.

Sheldon Gilbert, ESCI's Chief Executive Officer, will provide oversight and will lead the Master Plan Study teams for the Fire and Police Department of Midwest City. Sheldon has put together two project teams that will provide the knowledge, support, and expertise that will contribute to the successful completion of this project.

We appreciate your consideration of our proposal and look forward to working with Midwest City in this important endeavor. If you have any questions, please do not hesitate to contact Jim at 360-561-8673 or me at 800-757-3724.

Sincerely,



Sheldon Gilbert
Chief Executive Officer

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ESCI Firm Profile

ESCI Capabilities

Emergency Services Consulting International (ESCI) is an international firm providing specialized, high quality, professional fire, police, communications, and EMS consulting services to organizations throughout the United States and Canada. ESCI has been meeting the needs of emergency services agencies since 1976 and is considered to be the nation's leader in emergency services consulting. Utilizing over 40 consultants nationwide, ESCI provides consulting services to municipalities, districts, nonprofit organizations, and the industrial and commercial community.

ESCI is recognized as an expert in the field by the emergency services community. This is confirmed by our ongoing relationship as the consulting arm of the International Association of Fire Chiefs, the United States Department of Defense, the Western Fire Chiefs Association, the National Fallen Firefighters Foundation, the National Volunteer Fire Council, and the hundreds of clients we serve from coast to coast.

Since the beginning, ESCI has operated on the principles of honesty, integrity, and service. ESCI's philosophy is to maintain an active involvement within the emergency service disciplines and related fields, staying ahead of the rapid changes and issues facing our clients.

The mission of ESCI is to **provide expertise and guidance that enhances community safety**. We will accomplish this by providing the highest value of consulting services and educational programs. ESCI utilizes a team of professionals committed to offering highly beneficial programs covering current and anticipated fire, police, communications, emergency management, and emergency medical services issues and needs.

Partnering for Safer Communities

We provide a wide array of services including organization audits and evaluations; cooperative effort and consolidation; health and safety evaluations; master, strategic, and growth management plans; deployment planning; hazard mitigation planning; executive searches; assessment centers; and customized consulting. ESCI has helped improve emergency services in hundreds of communities throughout the country. Our innovative training programs are improving the way organizations and people work.

ESCI encourages creative solutions to complex system dilemmas. The firm recognizes the cultural, economic, operational, legal, and political realities of the local environment. ESCI avoids pre-conceived biases in order to develop and implement imaginative and long-lasting solutions. In addition, ESCI equips its clients with the background, understanding, and confidence to tackle future problems as they arise.

ESCI AT A GLANCE

- **Mission:** Provide Expertise and Guidance that Enhances Community Safety
- **Our Vision:** ESCI will be the Trusted Advisor of Choice for Both Public and Private Entities Seeking Public Safety Consulting and Outsourced Management Services. We will be an Innovative Organization with a Reputation for Excellence and Service.
- Established in 1976
- Headquartered in Wilsonville, Oregon; with branch offices in Lantana, Texas; and Fairfax, Virginia
- Extensive fire and EMS consulting throughout the US and Canada
- Over 40 expert field consultants

All of ESCI's associates are active practitioners in their respective fields, with many involved in highly visible and responsible national leadership positions in law enforcement and fire/rescue services. We understand your issues, challenges, responsibilities, and offer proven methods to improve your effectiveness.

The ESCI Advantage

ESCI's advantage begins with our technical expertise and capability, extends to our experienced and highly qualified staff, and concludes with a product that will enable the Midwest police and Fire Department to meet the challenges of providing law enforcement, fire protection and emergency medical services into the future.

ESCI's team has first-hand experience in the process of analyzing emergency service providers and recommending an array of opportunities that are economically, culturally, and operationally feasible. Each team member is a specialist in law enforcement, fire, rescue, EMS, or related fields. The team will work collaboratively to create the best possible strategies and options for the Midwest Police and Fire Department decision makers. The *ESCI Advantage* includes:

- A clear understanding and appreciation of the complexity of the local and regional environment in Oklahoma.
- Over 38 years of public safety consulting experience; the successful completion of hundreds of consulting engagements. Some recent projects involving Master Plans include the following:
 - Modesto, CA
 - Littleton, CO
 - Cedar Hill, TX
 - Everett, WA
 - Kirkland, WA
 - Southeast Thurston, WA
 - Port Ludlow, WA
 - Sandy, OR
 - Estacada, OR
 - McMinnville, OR
 - Mid-Columbia, OR
 - Medford, OR
 - Boise, ID
 - Meridian, ID
 - Lewiston, ID
 - Telluride, CO
 - Washoe County, NV
 - Boulder Rural, CO
 - Edmond, OK
 - Georgetown, TX
 - Cedar Hill, TX
 - Minneapolis, MN
 - Missoula Rural FD, MT
- The ability to deliver a high quality product on time and with organizational support and endorsement.
- Knowledge of contemporary issues associated with delivery of emergency services.
- Experience with a variety of jurisdictions including municipalities, counties, state government, and the U.S. Department of Defense.

- A highly skilled and knowledgeable team of professionals with skill-sets necessary to meet your expectations.

To better serve our clients, ESCI maintains three regional offices. Contact information for each office and a complete organization chart are provided on the following page.

ESCI Offices

Corporate Headquarters

25030 SW Parkway Avenue, Suite 330
Wilsonville, OR 97070
Phone: 800.757.3724
Email: info@esci.us

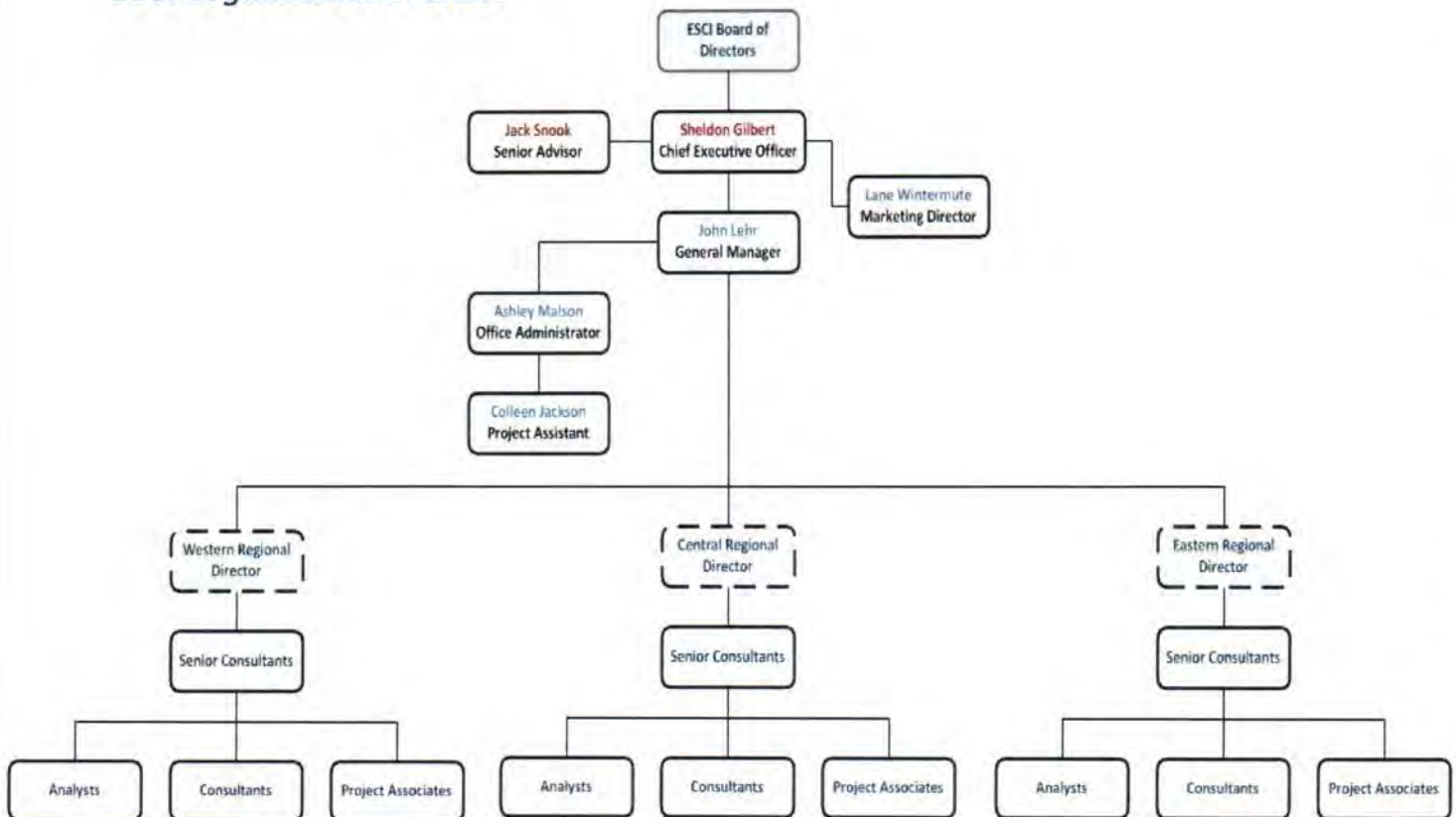
Central Region

Sheldon Gilbert, Chief Executive Officer
Po Box 641
Argyle, TX 76226-9998
Phone: 940.453.1366
Email: sheldon.gilbert@esci.us

Eastern Region

Tommy Hicks
4025 Fair Ridge Drive
Fairfax, VA 22033
Phone: 703.273.0911
Email: tommy.hicks@esci.us

ESCI Organizational Chart



Project Methodology & Understanding

Project Methodology

ESCI's methodology reflects our understanding of your expectations and our experience in working with fire protection agencies in communities of similar size and character throughout North America. Key elements of ESCI's methodology include:

- A clear understanding of the project background, goals and objectives, and the complex issues that must be addressed.
- A comprehensive, well designed, and practical work plan that provides opportunities for stakeholder input.
- The utilization of the latest web-based communications technology, computer modeling, and geographic information systems (GIS).
- The commitment of sufficient professional resources and an ability to complete the project successfully meeting or exceeding the outlined scope and deliverables within the desired period at a reasonable cost.
- The production of a written report that provides systematic observation, analysis, and recommendations for all components and organizational systems.

ESCI employs ArcMap®, the most widely used product among local governments for GIS. ESCI performs statistical and analytical analysis of current and projected service demands, response time performance analysis, workload analysis, station location, and travel time modeling utilizing additional tools such as *Network Analyst*, *3D Analyst*, and *Spatial Analyst*. These tools, along with the considerable expertise of our consultants and staff, allow for the most advanced analysis available within the public safety field.

ESCI has established a model for analyzing the performance of fire and law enforcement resources both by means of conventional data analysis (temporal and workload analysis), as well as through the use of GIS (geographic analysis by service delivery zone). Our analysis techniques primarily involve the use of geocoded CAD (computer-aided dispatch) data or national law and fire reporting system records, along with travel time modeling.

ESCI's use of these products is intended to facilitate the ability of our clients or their GIS divisions to continue with the processes of performance analysis and projection after ESCI completes its study, in most cases without the need for purchasing or learning new software platforms. When the study is completed, ESCI provides the data sets and all ArcMap® feature data that were used or developed during the study to the client for future use.

Effective Project Coordination and Management

During engagement, all work progress is measured against a work plan, timetable, budget, and deliverables. During the project, team members confer frequently to discuss progress as well as new or unanticipated issues. Our project management methodology ensures that services and activities are efficiently conducted and are focused, coordinated, and logical. All project team members are available for the duration of the project.

The selection and experience of the project manager is important to the success of this project. ESCI is offering in Sheldon Gilbert to provide project oversight and will:

- Assist in the development and coordination of a project work plan.
- Have the ability to work closely with the Department's representatives.
- Facilitate project team meetings to share project findings and ideas.
- Provide direction based on experience in similar situations and knowledge of the departments' capabilities and requirements.

Project Understanding

ESCI is proud to present the City of Midwest Oklahoma with a proposal to conduct a comprehensive agency analysis (Master Plan) for the Midwest City Police and Fire Department. ESCI has a proud 40-year history of conducting agency analysis and master planning for public safety departments of all sizes. ESCI CEO, Sheldon Gilbert has assembled two highly qualified teams of Fire Chiefs, Police Chiefs, public safety financial and GIS mapping and performance experts to conduct this analysis. ESCI's high performance teams will provide a comprehensive analyses with a corresponding 10 to 15 year road map for the future of police and fire services.

The fire and police department master plans have been uniquely designed to meet the requirements and intent of the provided scope of work and desired deliverables. ESCI has assembled a police and fire team with the expertise and understanding of the proposed scope of work and project. These team members have all worked in public safety and local government agencies and bring relevant experience and understanding. ESCI CEO, Sheldon Gilbert will provide project oversight and serve as a primary point of contact for the City administration. Sheldon will communicate and coordinate with the ESCI Police and Fire team. ESCI has presented the police and fire master plan individually and has offered a bundled discount of approximately \$4,000.00 if both projects are awarded to ESCI. This discount is possible due to the economies of scale relating to base maps and local demographic and financial information that can be used in both reports.

ESCI stands by our stated promise of "on time", "on budget" with "quality". We look forward to working with the City of Midwest on this important project! "

Project Work Plan

The following phases and tasks will be completed to produce the final report and recommendations. This methodology has been developed specifically for this project based on our understanding of your expectations. ESCI will utilize approaches, tools, and techniques proven through experience to provide the kind and quality of information needed to make objective, informed decisions.

The evaluation and analysis of data and other information will be based on local standards, National Fire Protection Association (NFPA) standards, Insurance Services Office (ISO) schedules, Commission on Fire Accreditation International (CFAI)¹ self-assessment criteria, health and safety requirements, federal and state mandates relative to emergency services, and general accepted best practices within emergency services.

The proposed methods, procedures, and anticipated deliverable items of this project have been organized into phases. Each project phase is described in detail below and on the following pages.

Assumptions

This scope of work is developed on the premise that the necessary information to adequately assess the City's current and potential future state is readily available and in a form, which facilitates external analysis. This contemporary information includes but is not limited to financial records, service demand data, GIS shape files, and other records and data necessary to conduct a thorough external analysis. ESCI assumes the City and allied agencies will fully cooperate in this study and will provide the requested data without cost and in a timely manner. If any of these assumptions are found not to be the case causing significant delay or excessive effort on ESCI's part to gather or recreate data, ESCI will immediately notify the City and discuss appropriate remedies. Such delays or excessive effort beyond ESCI's control may result in additional effort performed on a time and materials basis over and above the mutually agreed contracted amount.

¹ The CFAI organization is now a subsection of the Center for Public Safety Excellence (CPSE) but maintains its prime function of accrediting fire agencies.

Scope of Work – Police Department Master Plan Study

Phase I: Project Initiation

Task 1-A: Project Initiation & Development of Work Plan

ESCI will develop a project work plan based on the scope of work and converse with the Midwest City's project team to gain a comprehensive understanding of the organization's background, goals, and expectations for the police department study. This work plan will be developed identifying:

- Primary tasks to be performed
- Person(s) responsible for each task
- Time table for each task to be completed
- Method of evaluating results
- Resources to be used
- Possible obstacles or problem areas associated with the accomplishment of each task

This effort will also help to establish working relationships, make logistical arrangements, determine the appropriate line of communication, and finalize contractual arrangements.

Task 1-B: Acquisition & Review of Background Information

ESCI will request pertinent information and data from Midwest City's assigned project manager. This data will be used extensively in the comprehensive analysis of the Midwest City Police Department. The documents and information relevant to this project will include, but not be limited to, the following:

- Past or current police department studies or research
- Community Comprehensive Plan documents, including current and future land use information
- Local census and demographics data
- Financial data, including debt information, long-range financial plans and projections
- Department administrative policies and procedures
- Standard Operating Procedures (SOPs)
- Current service delivery objectives and targets
- Facilities and equipment inventory information
- Local collective bargaining agreement(s), if applicable
- Automatic and mutual aid agreements
- Records management data, to include crime data for Part 1 and Part 2 crimes for the past three years
- Computer-Aided Dispatch (CAD) incident records for the past three years, to include response time data
- Local Geographic Information Systems (GIS) data, where available
- Strategic Plan and/or Public Policy on Policing documents
- Organizational performance measures

Task 1-C: Stakeholder Input

The ESCI project team will conduct interviews with and gather information from key personnel including:

- Elected or appointed officials
- Police department managers and other key staff
- Finance function manager
- Community planning staff
- Human resource function coordinator
- Additional Midwest City departments; fire, public works
- Labor association representatives
- External law enforcement agencies within the region
- Key partner agencies; school district, mental health, district attorney, church community...
- Employee and volunteer groups
- Neighborhood association liaisons
- Others as they may contribute to this project

The project team will interview key stakeholders of any organization associated with this study and others that the project team deems necessary.

From these interviews, ESCI will obtain additional perspective on operational, economic, and policy issues facing the Midwest City Police Department. In addition, the project team will learn more about availability of data necessary to meet projected goals.

Phase II: Evaluation of Current Conditions

The initial phases of the study focus on a baseline assessment of the current conditions and current service performance. ESCI will conduct an organizational analysis of the department based on the elements included in the following tasks. The purpose of this evaluation is to assess the agency's operations in comparison to industry standards and best practices, as well as to create a benchmark against which the options for future service delivery can be measured. Emphasis will be placed on the following key areas: staffing levels, management structure, information technology, equipment, deployment of personnel and efficiency. Key to this effort is to provide projections for these areas and others, for the next ten years.

Task 2-A: Organization Overview

An overview of the organization and community will be developed discussing:

- Service area population and demographics
- History, formation, and general description of the police department
- Description of the current service delivery infrastructure
- Governance and lines of authority
- Foundational policy documents
- Organizational design and structure/organization structure
- Operating budget, funding, fees, taxation, and financial resources
 - Evaluate expenditures and overtime cost and utilization drivers

Task 2-B: Administrative/Management Components

The organization's basic management processes will be reviewed, including:

- Mission, vision, core values, strategic planning, goals, and objectives
- Internal assessment and identification critical issues specific to the following administrative functions:
 - Executive Leadership ☐
 - Financial Management ☐
 - Technology systems ☐
 - Procurement ☐
 - Human Resources ☐
 - Public Information ☐
 - Safety and Risk Management ☐
 - Professional Standards ☐
 - Permit Services/Inspections
- Internal assessment of future challenges
- Internal and external communications processes
- Document control and security

Reporting and recordkeeping

Task 2-C: Staffing and Personnel Management

ESCI will review the department's staffing levels. Areas to be considered include:

- Review and evaluate administration and support staffing levels
- Review and evaluate operational staffing levels
- Review staff allocation to various functions and work units
- Review staff scheduling methodology
- Analyze current standard of coverage and staffing performance for incidents
- Review span of control for managers and supervisors
- Review responsibilities of personnel
- Review current CBA and impacts on department operations

Personnel management systems will also be reviewed, focusing on:

- Human resources policies and handbooks
- Quality and status of job descriptions
- Personnel reports and recordkeeping
- Performance evaluation systems
- Compensation systems
- Disciplinary processes
- Counseling services
- Application and recruitment processes
- Testing, measuring, and promotion processes
- Health and wellness programs

Task 2-D: Capital Assets and Capital Improvement Programs

ESCI will review status of current major capital assets (facilities and fleet) and analyze needs relative to the existing condition of capital assets and their viability for continued use in future service delivery, including:

Facilities – Tour and make observations in areas related to efficiency and functionality. Items to be contained in the report include:

- Design
- Construction
- Safety & Security
- Environmental issues
- Code compliance
- Staff facilities
- Efficiency
- Future viability

Fleet / Vehicles - Review and make recommendations regarding inventory of the fleet and related equipment. Items to be reviewed include:

- Age, condition, and serviceability
- Distribution and deployment
- Maintenance
- Regulations compliance
- Future needs

Task 2-E: Staffing

ESCI will review the department's staffing levels. Make recommendations to ensure adequate staffing for professional and efficient operations. Make staffing recommendations for two, five-year staffing periods. Tasks to be completed include:

- Review and evaluate administration and support staffing levels
- Review and evaluate operational staffing levels
- Review staff allocation to various functions and divisions
- Review staff scheduling methodology
- Analyze current deployment methods and staffing performance for incidents
- Review utilization of volunteer support, if applicable
- Review responsibilities and activity levels of personnel
- Recommend staffing levels for all work units and divisions for "two", five-year intervals
- Provide a staff modeling tool that can be updated by the MPD for future service delivery needs utilizing varying assumptions

Task 2-F: Service Delivery and Performance

ESCI will review and make observations in areas specifically involved in, or affecting, service levels and performance. Areas to be reviewed shall include, but not necessarily be limited to:

- Demand Study –
 - Analysis and geographic display of current service demand by incident type
 - Overview of call type and crime distribution
- Distribution Study –
 - Overview of current facilities and deployment strategy, analyzed through Geographical Information Systems software, with identification of any service gaps and/or redundancies
- Concentration Study –
 - Analysis of response time to achieve full effective police response
 - Analysis of staff distribution as related to effective police response
- Reliability Study –
 - Analysis of current workload
 - Analysis of call stacking (pending calls for service when no staff are available)
 - Analysis of utilization of differential police response methodologies

- Performance Summary –
 - Analysis of current response methods to meet/exceed customer expectations
 - Analysis of increased efficiencies and service enhancements e.g. response times, solved crimes, investigation follow up

Task 2-H: Programs

ESCI will review and make overall observations and recommendations involving support programs for the critical areas of training and communications. Items to be reviewed include:

Operations

- Patrol
- Specialized Operations
- Traffic Safety
- Crime Prevention and Awareness
- Youth Services
- Warrants
- Community Action Officers
- 911 Emergency Services
- Emergency Management

Investigations

- Investigations ?
- Investigations Support ?
- Special Investigations ?

Public Safety Support

- 911 Communications
- Records Management Services
- Court Liaison
- Warrant Officers
- Jail
- Juvenile Court Compliance
- School Resource Officer
- Incarceration Alternatives

Training

- General training competencies
- Training administration
- Training schedules
- Training facilities
- Training procedures, manuals, and protocols
- Training record keeping

Communications

- Systems and communications infrastructure
- PSAP and Dispatch Center capabilities and methods

- Dispatch Center staffing

Crime Scene Response

- Initial response capabilities
- Crime lab function
- Staffing and training

Evidence Administration

- Audits and controls
- Evidence processing
- Evidence purging

Special Operations

- Command and Control
- Equipment/Tools
- Interagency Training/Agreements

Phase III: Future System Demand Projections

The project moves forward with an assessment of the future community conditions and service demands for the next ten years that the Midwest City Police Department can possibly face. ESCI will conduct an analysis of community growth projections and interpret their impact on police service planning and delivery. It is important to note that such factors as budget, crime rate, calls for service, demographic changes, case law mandates and other unforeseen situations may impact could impact the projections/recommendations.

Task 3-A: Population Growth Projections

An interpretation of available census and community development data will be provided indicating:

- Population history
- Census-based population growth projections
- Community planning-based population growth projections

Task 3-B: Service Demand Projections

Population growth projections, along with historical and forecast incident rates, will be utilized to develop projections for future service demand.

Task 3-C: Community Risk Analysis

Land use and zoning classifications will be used to analyze and identify future policing challenges by geography. This process will be completed with GIS software and will consider:

- Population and population density
- Demographics
- Community land use regulations
- Occupancy types by land use designation

Phase IV: Future Delivery System Models

The project concludes with strategies intended to place the organization in a position to successfully serve its future demand and risk. ESCI will develop and analyze various operational models for providing police services with the specific intent of identifying options that can deliver the desired levels of service identified in the previous task at the most efficient cost at five and ten year increments. Recommendations will be provided identifying the best strategies for service delivery and the impact of initiating such a strategy to include a sharp focus on increased efficiency.

Task 4-A: Development of Response Performance Goals and Performance Measures

An appropriate set of response performance goals and performance measures will be developed for the police department matching the nature and type of service demands identified in the previous report sections. The performance goals and performance measures shall be developed with consideration to:

- Staffing levels to effectively manage anticipated police service demands
- Fleet assignments to accommodate the anticipated service demand and other critical functions for effective police response
- Response time goals for priority-based calls for service to provide for efficient response to service demands

Task 4-B: Recommended Ten Year Strategy

ESCI will develop a recommended ten-reyear strategy for staffing and resource deployment that will improve the department's level of service toward the identified performance objectives and targets. This may include, but is not necessarily limited to, specific recommendations regarding:

- Any relocation of existing facilities
- General locations of future necessary police stations
- Need for additional sub stations and other operational facilities
- Future geographic response districts and beats
- Selection and deployment of fleet assets by type
- Deployment of operations personnel
- Future administrative and support personnel
- Deployment of special units or resources
- Additional infrastructure or facilities for administration and support programs

ESCI will evaluate and present in graphical and descriptive format for each of the deployment option(s):

- Degree of benefit to be gained through its implementation
- Extent to which it achieves established performance goals
- Potential negative consequences

Task 4-C: Recommended Five Year Strategy

Recommendations for improving service delivery and system efficiency prior to a full implementation of the ten year strategy will be provided in areas such as:

- Agency administration and organization
- Operations staffing and personnel deployment
- Investigations
- Support systems (Training, Records, Communications...)
- Emergency preparedness
- Enhanced cooperative service agreements with other communities or agencies
- Others as appropriate and necessary

Task 4-D: Cost Projections

ESCI will provide general projections of the cost of recommended five and ten year strategies, specifically related to:

- Facility changes or additions
- Staff changes or additions
- Primary fleet changes or additions

Cost projections will be provided for both capital expenditures and on-going operational costs. Operational costs will be provided as one-year projections of additional or reduced expenditures resulting from full implementation of the strategy. Additional findings and recommendations will be made, where appropriate, regarding:

- Options for long-term funding strategies
- Options for cost avoidance
- Options for cost recovery

Phase V: Development, Review, and Delivery of Master Plan Report

Task 5-A: Development and Review of Draft Project Report

ESCI will develop and produce three (3) copies of a draft version of the written report for review by the client and client representatives. Client feedback is a critical part of this project and adequate opportunity will be provided for review and discussion of the draft report prior to finalization. The report will include:

- Detailed narrative analysis of each report component structured in easy-to-read sections and accompanied by explanatory support to encourage understanding by both staff and civilian readers
- Clearly designated recommendations highlighted for easy reference and cataloged as necessary in a report appendix
- Supportive charts, graphs, and diagrams, where appropriate
- Supportive maps, utilizing GIS analysis as necessary

Task 5-B: Delivery and Presentation of Final Master Plan

ESCI will complete any necessary revisions of the draft and produce ten (10) publication-quality bound, final versions of the written report. A formal presentation of the project report will be made by ESCI project team member(s) to staff, elected officials, and/or the general public as necessary and will include the following:

- A summary of the nature of the report, the methods of analysis, the primary findings, and critical recommendations
- Supportive audio-visual presentation
- Review and explanation of primary supportive charts, graphs, diagrams, and maps, where appropriate
- Opportunity for questions and answers, as needed
- All presentation materials, files, graphics, and written material will be provided to the client at the conclusion of the presentation(s)

Optional Sections (In-depth)

Task 3-D: Public Input Meetings

At the conclusion of Phases I, II and III, ESCI staff will facilitate a community public input meeting intended to provide information and gather input from members of the general public, community organizations, and neighborhood associations. In order to assess public sentiment toward potential future system changes, discussions will center on the following issues:

- Customer perception of police services
- Desired level of service
- Support for adoption of a public policy on policing
- General input

The project team will prepare survey instruments, questionnaires and forms to be used during the community input meeting. Professional graphics and a presentation of study objectives will be used to increase customers' understanding of their role in the process. The results of the assessment of current resources, projections of future demand and risk, and the police service costs and existing funding sources will be summarized, presented and discussed in the public input meeting. Data and input gathered from the meeting will be summarized within the study, as well as during meetings with internal stakeholders. ESCI will provide facilitation staff for the public meeting, but will expect the client to assist with logistics, scheduling, meeting locations, and public advertising.

Scope of Work – Fire Department Master Plan Study

Phase I: Project Initiation

Task 1-A: Project Initiation & Development of Work Plan

ESCI will develop a project work plan based on the scope of work and converse with the community's project team to gain a comprehensive understanding of the organization's background, goals, and expectations for the project. This work plan will be developed identifying:

- Primary tasks to be performed
- Person(s) responsible for each task
- Time table for each task to be completed
- Method of evaluating results
- Resources to be utilized
- Possible obstacles or problem areas associated with the accomplishment of each task

This meeting will also help to establish working relationships, make logistical arrangements, determine an appropriate line of communications, and finalize contractual arrangements.

Task 1-B: Acquisition & Review of Background Information

ESCI will request pertinent information and data from the organization's assigned project manager. This data will be used extensively in the analysis and development of the master plan document. The documents and information relevant to this project will include, but not be limited to, the following:

- Past or current fire department studies or research
- Community Comprehensive Plan documents, including current and future land use information
- Local census and demographics data
- Zoning maps and zoning code
- Financial data, including debt information, long-range financial plans and projections
- Department administrative policies and procedures
- Standard Operating Guidelines (SOGs) and service delivery practices
- Current service delivery objectives and targets
- Facilities and apparatus inventories
- Local collective bargaining agreement(s), if applicable
- Automatic and mutual aid agreements
- Records management data, including National Fire Incident Reporting System (NFIRS) incident data
- Computer-Aided Dispatch (CAD) incident records
- Local Geographic Information Systems (GIS) data, where available

Task 1-C: Stakeholder Input

The ESCI project team will conduct interviews with and gather information from key personnel including:

- Elected or appointed officials

- Fire department managers and other key staff
- Finance function manager
- Community planning staff
- Human resource function coordinator
- External Fire and EMS agencies within the region
- Medical facilities, medical director for regional or community EMS, if necessary
- Employee and volunteer groups
- Others as they may contribute to this project

The project team will interview key stakeholders of any organization associated with this study. At a minimum, members of the project team will interview appropriate community officials, fire department officials, volunteer association leaders, labor organization representatives and others that the project team deems necessary.

From these interviews, ESCI will obtain additional perspective on operational, economic, and policy issues facing the agency. In addition, the project team will learn more about availability of data necessary to meet projected goals.

Phase II: Evaluation of Current Conditions

The initial phases of the study focus on a baseline assessment of the current conditions and current service performance. ESCI will conduct an organizational analysis of the department based on the elements included in the following tasks. The purpose of this evaluation is to assess the agency's operations in comparison to industry standards and best practices, as well as to create a benchmark against which the options for future service delivery can be measured.

Task 2-A: Organization Overview

An overview of the organization and community will be developed discussing:

- Service area population and demographics
- History, formation, and general description of the fire agency
- Description of the current service delivery infrastructure
- Governance and lines of authority
- Foundational policy documents
- Organizational design
- Operating budget, funding, fees, taxation, and financial resources

Task 2-B: Management Components

The organization's basic management processes will be reviewed, including:

- Mission, vision, strategic planning, goals, and objectives
- Internal assessment of critical issues
- Internal assessment of future challenges
- Internal and external communications processes
- Document control and security
- Reporting and recordkeeping
- Information technology systems

Task 2-C: Capital Assets and Capital Improvement Programs

ESCI will review status of current major capital assets (facilities and apparatus) and analyze needs relative to the existing condition of capital assets and their viability for continued use in future service delivery, including:

Facilities – Tour and make observations in areas related to station efficiency and functionality. Items to be contained in the report include:

- Design
- Construction
- Safety
- Environmental issues
- Code compliance
- Staff facilities
- Efficiency
- Future viability

Apparatus/Vehicles – Review and make recommendations regarding inventory of apparatus and equipment. Items to be reviewed include:

- Age, condition, and serviceability
- Distribution and deployment
- Maintenance
- Regulations compliance
- Future needs

Task 2-D: Staffing

ESCI will review the department's staffing levels. Tasks to be completed include:

- Review and evaluate administration and support staffing levels
- Review and evaluate operational staffing levels
- Review staff allocation to various functions and divisions
- Review staff scheduling methodology
- Analyze current deployment methods and staffing performance for incidents
- Review utilization of career and volunteer companies, if applicable
- Review responsibilities and activity levels of personnel

Task 2-E: Service Delivery and Performance

ESCI will review and make observations in areas specifically involved in, or affecting, service levels and performance. Areas to be reviewed shall include, but not necessarily be limited to:

- Demand Study –
 - Analysis and geographic display of current service demand by incident type and temporal variation
- Distribution Study –
 - Overview of the current facility and apparatus deployment strategy, analyzed through Geographical Information Systems software, with identification of service gaps and redundancies

- Concentration Study –
 - Analysis of response time to achieve full effective response force
 - Analysis of company and staff distribution as related to effective response force assembly
- Reliability Study –
 - Analysis of current workload, including unit hour utilization of individual companies (to the extent data is complete)
 - Review of actual or estimated failure rates of individual companies (to the extent data is complete)
 - Analysis of call concurrency and impact on effective response force assembly
- Performance Summary –
 - Analysis of actual system reflex time performance, analyzed by individual companies (to the extent data is available)
 - Provide a staffing modeling tool for the MFD to conduct future staffing analysis and modeling utilizing varying assumptions and scenarios

Task 2-F: Support Programs

ESCI will review and make overall observations involving support programs for the critical areas of training, life safety services, and Emergency Medical Services. Items to be reviewed include:

Training

- General training competencies
- Training administration
- Training schedules
- Training facilities
- Training procedures, manuals, and protocols
- Training record keeping

Life Safety Services (Fire Prevention)

- Code enforcement activities
- New construction inspection and involvement
- General inspection program
- Fire and Life-Safety public education programs
- Fire investigation programs
- Pre-incident planning
- Statistical collection and analysis
- Health and wellness programs

Emergency Medical Services Support and System Oversight

Evaluate the current Emergency Medical Services support and oversight mechanisms to include, but not limited to, the following:

- Review of logistical support services
- Review of current medical control and oversight
- Review of quality assurance/quality improvement mechanisms in place
- Review of system integrity in regards to required credentialing

- Review and make recommendations regarding First Responder Advanced Life Support system
- Review and recommend mobile integrated health care services and options

Phase III: Future System Demand Projections

The project moves forward with an assessment of the future community conditions, service demand, and fire protection risks that the organization can be expected to serve. ESCI will conduct an analysis of community growth projections and interpret their impact on emergency service planning and delivery.

Task 3-A: Population Growth Projections

An interpretation of available census and community development data will be provided indicating:

- Population history
- Census-based population growth projections
- Community planning-based population growth projections

Task 3-B: Service Demand Projections

Population growth projections, along with historical and forecast incident rates, will be utilized to develop projections for future service demand.

Task 3-C: Community Risk Analysis

Land use and zoning classifications will be used, along with specific target hazard information, to analyze and classify community fire protection risk by geography. This process will be completed with GIS software and will consider:

- Population and population density
- Demographics
- Community land use regulations
- Occupancy types by land use designation
- Hazardous substances and processes

Phase IV: Future Delivery System Models

The project concludes with strategies intended to place the organization in a position to successfully serve its future demand and risk. ESCI will develop and analyze various operational models for providing emergency services with the specific intent of identifying those options that can deliver the desired levels of service identified in the previous task at the most efficient cost. Recommendations will be provided identifying the best long-range strategy for service delivery and the impact of initiating such a strategy. In addition, short and mid-term strategies will be recommended for service delivery improvement or increased efficiency.

Task 4-A: Recommended Long-Term Strategy

ESCI will develop a recommended long-term option for resource deployment that will improve the department's level of service towards the identified performance objectives and targets. This may include, but is not necessarily limited to, specific recommendations regarding:

- Any relocations of existing facilities.

- General locations of future necessary fire stations.
- Selection and deployment of apparatus by type.
- Deployment of operations personnel.
- Future administrative and support personnel.
- Deployment special units or resources
- Additional infrastructure or facilities for administration and support programs
- Potential impacts on ISO rating

ESCI will evaluate and present in graphical and descriptive format for each of the deployment option(s):

- Degree of benefit to be gained through its implementation
- Extent to which it achieves established performance targets
- Potential negative consequences

Task 4-B: Short and Mid-Term Strategies

Recommendations for improving service delivery and system efficiency prior to any full implementation of the long-term strategy will be provided in areas such as:

- Agency management and organization
- Staffing and personnel deployment
- Service delivery methods
- Enhanced cooperative service agreements with other communities or agencies
- System funding and cost recovery
- Others as appropriate and necessary

Task 4-C: Cost Projections

ESCI will provide general projections of the cost of recommended long-term strategies, specifically related to:

- Cost benefit analysis of each alternative – impact of solution against cost of implementation and operation
- Facility changes or additions
- Staff changes or additions
- Primary apparatus changes or additions

Cost projections will be provided for both capital expenditures and on-going operational costs. Operational costs will be provided as one-year projections of additional or reduced expenditures resulting from full implementation of the strategy. Additional findings and recommendations will be made, where appropriate, regarding:

- Options for long-term funding strategies
- Options for cost avoidance
- Options for cost recovery

Phase V: Development, Review, and Delivery of Master Plan Report

Task 5-A: Development and Review of Draft Project Report

ESCI will develop and produce an electronic draft version of the written report for review by the client and client representatives. Client feedback is a critical part of this project and adequate opportunity will be provided for review and discussion of the draft report prior to finalization. The report will include:

- Detailed narrative analysis of each report component structured in easy-to-read sections and accompanied by explanatory support to encourage understanding by both staff and civilian readers
- Clearly designated recommendations highlighted for easy reference and cataloged as necessary in a report appendix
- Supportive charts, graphs, and diagrams, where appropriate
- Supportive maps, utilizing GIS analysis as necessary

Task 5-B: Delivery and Presentation of Final Master Plan

ESCI will complete any necessary revisions of the draft and produce five publication-quality bound, final versions of the written report along with an electronic version in PDF file format. A formal presentation of the project report will be made by ESCI project team member(s) to staff, elected officials, and/or the general public as necessary and will include the following:

- A summary of the nature of the report, the methods of analysis, the primary findings, and critical recommendations
- Supportive audio-visual presentation
- Review and explanation of primary supportive charts, graphs, diagrams, and maps, where appropriate
- Opportunity for questions and answers, as needed
- All presentation materials, files, graphics, and written material will be provided to the client at the conclusion of the presentation(s)

Optional Sections

Task 2-D: Personnel Management

Personnel management systems will also be reviewed, focusing on:

- Human resources policies and handbooks
- Quality and status of job descriptions
- Personnel reports and recordkeeping
- Compensation systems
- Disciplinary processes
- Counseling services
- Application and recruitment processes
- Testing, measuring, and promotion processes

Task 3-D: Public Input Meetings

As desired by the client, ESCI staff will facilitate a community public input meeting intended to provide information and gather input from members of the general public, community organizations, and

neighborhood associations. In order to assess public sentiment toward potential future system changes, discussions will center on the following issues:

- Customer perception of emergency services
- Desired level of service
- Support for adoption of an emergency services master plan
- General input

The project team will prepare survey instruments, questionnaires and forms to be used during the community input meeting. Professional graphics and a presentation of study objectives will be used to increase customers' understanding of their role in the process. The results of the assessment of current resources, projections of future demand and risk, and the fire service costs and existing funding sources will be summarized, presented and discussed in the public input meeting. Data and input gathered from the meeting will be summarized within the study, as well as during meetings with internal stakeholders. ESCI will provide facilitation staff for the public meeting, but will expect the client to assist with logistics, scheduling, meeting locations, and public advertising.

Project Team

Sheldon Gilbert, Chief Executive Officer, Project Oversight



Sheldon Gilbert began his fire service career in 1984 as a Firefighter with the Fairview Fire Protection District. In 1986, he was hired with the Eden Consolidated Fire Protection District. On July 1, 1993, he joined the newly formed Alameda County Fire Department (ACFD) where he ultimately promoted to the rank of Fire Chief. Prior to being a Firefighter, Chief Gilbert was an Alameda County Paramedic. He was instrumental in the creation and growth of the ACFD and established the Alameda County Fire Department First Responder Paramedic Program.

Since 2012, Sheldon Gilbert has served as Paramedics Plus Interim Alameda County Chief Operating Officer and National Director of Business Development and Government Affairs. Sheldon has consulted in a wide variety of public safety systems and projects for several years and currently serves as the Chief Executive Officer for ESCI.

Sheldon Gilbert has a Fire Science Certificate from Modesto Junior College, received his Paramedic training from Stanford University Hospital/Foothill College, and obtained a Bachelor of Science Degree in Business Management from the University of Phoenix. He is a certified Executive Fire Officer from the National Fire Academy and is a graduate of the Senior Executives in State and Local Government Program at Harvard University's John F. Kennedy School of Government.

Sheldon Gilbert served as a Governor-Appointee and Chair of the California EMS Commission as well as co-chair to the Blue Ribbon Task Force following the Southern California Fire sieges. Chief Gilbert served as a County Fire Department Representative on the FIRESCOPE Board of Directors and served for six years as President and immediate Past-President of the California Fire Chiefs Association. Chief Gilbert is the recipient of the California Fire Chiefs Association 2011 Fire Chief of the Year Award. In addition, Sheldon received a California Emergency Medical Services Authority Distinguished Service Medal in 2012.

Educational Background

- Harvard Senior Executives in State and Local Government Program
- Executive Fire Officer National Fire Academy
- Bachelor of Science Degree in Business Management
- Certificate in Fire Science
- California State Fire Marshal Certified Fire Officer Training
- Fire Hydraulics and Apparatus Operation
- Mobile Intensive Care Paramedic

Professional Experience

- Fire Services and Emergency Medical Services Consultant Current
- Interim Chief Operating Officer & Director of Business Development and Government Affairs, Paramedics Plus, California 2012 to 2013
- Fire Chief Alameda County Fire Department 2006 to 2012
- Deputy Fire Chief, Support Services Alameda County Fire Department 1998 to 2006
- Assistant Fire Chief, Alameda County Fire Department 1995-1998

- Firefighter, Engineer, EMS Director, Eden Consolidated/ACFD 1985-1995
- Mobile Intensive Care Paramedic/ EMT Allied/Regional Ambulance 1983-1986

Relative Experience

- International Association of Fire Chiefs
- California Fire Chiefs Association (CFCA)
- California Metropolitan Fire Chiefs Association
- CFCA Liaison to the California League of Cities
- Fire Districts Association of California
- Alameda County Incident Management Team, Incident Commander
- American Ambulance Association
- California Emergency Medical Service Authority EMS System Vision Committee
- California Ambulance Association
- Rotary Club International, Castro Valley

Associated Professional Accomplishments

- 2012 State of California Emergency Medical Services Distinguished Service Medal
- 2011 California Professional Firefighter (CPF) Partnership for Success Award recipient
- 2011 California Fire Chief of The Year, California Fire Chiefs Association
- California Fire and Rescue Mutual Aid System Region II Coordinator
- California Fire Chiefs Association President 2006-2011
- Governor Appointed Chair for Blue Ribbon Task Force (California Fire Sieges)
- Governor Appointee, Fire Service Representative and Chair of the California EMS Commission
- County Fire Department North FIREScope Board of Director
- California Fire Chiefs Legislative Director
- Lead on California Fire Chiefs response to the California Performance Review (CPR)
- Lead on California Fire Chiefs response to Governor's Pension Reform Initiative
- Initiated and coordinated OSHA Public Safety Fine Refund Legislation, signed into law in 2004
- Past President, Alameda County Fire Chiefs EMS Section
- Alameda County Public Safety Manager of the Year
- ACFD Distinguished Service Award (Paramedic and EMS Programs)

Summary of Projects

Strategic Plan

Patterson, CA

Modesto, TX – in progress

Everett, WA

Fort Bend ESD 4, TX – in progress

Master Plan

Georgetown, TX

Telluride, CO

North Hays ESD, TX – in progress

Cedar Hill, TX

Galveston County ESD 2, TX – in progress

Modesto, TX – in progress

Agency Evaluation

Edmond, OK

Trophy Club MUD, TX – in progress

Grapevine, TX

Cooperative Services

Santa Rosa, CA – in progress



Chief Jim Pryde, MA, Senior Consultant, Project Manager, Police Specialist

Chief Pryde is ESCI's leading police consultant. His experience is centered around organizational change, culture development, leadership development and creating public policy for public safety agencies. He has served as a consultant and trainer for the FBI Law Enforcement Executive Development Association, Minneapolis, MN Police, Cleveland, OH Police, Gaithersburg, MD Police, Greyhawk Industries and Management Technology Corporation. Chief Pryde has served as a command officer in two states and recently presented at the International Association of Chiefs of Police Conference.

EXPERIENCE IN PUBLIC SAFETY SERVICES

- **Chief of Police**, City of Gladstone, OR (2009 to 2015)
- **Public Safety Consultant**, Leading with Pryde (2005 to 2013)
- **Consultant**, FBI-LEEDA (2005 to 2009)
- **Special Operations Bureau Administrator**, City of Olympia, WA (2004 to 2009)
- **Senior Administrator**, City of Olympia, WA (2000 to 2004)
- **Professional Standards Administrator**, City of Olympia, WA (1997 to 2000)
- **Lieutenant**, City of Olympia, WA (1989 to 1997)
- **Sergeant**, City of Olympia, WA (1987 to 1989)
- **Corporal**, City of Olympia, WA (1981 to 1987)
- **Patrol Officer**, City of Olympia, WA (1977 to 1981)

EDUCATION AND TRAINING

- **Master of Arts**, Social Science (Human Relations), Pacific Lutheran University, Tacoma, WA,
- **Bachelor of Arts**, Sociology, University of Puget Sound, Tacoma, WA,
- **FBI National Academy Graduate**, FBI Academy, Session #205, Leadership Challenge participant.
- FBI Leadership Fellow, FBI Academy, Six months in-residence at the FBI Academy as a colleague in the Leadership Development Institute.
- Oregon Executive Development Institute
- Executive Leadership Training Seminar
- Northwest Law Enforcement Command College
- Executive Development Institute – FBI Academy
- Law Enforcement Executive Development Seminar #50 – FBI – LEEDA
- Supervisor Leadership Institute – FBI Academy
- Use of Force Liability Prevention, IACP
- FBI – LEEDA Internal Affairs School
- Internal Affairs and Employee Discipline, Americans for Effective Law Enforcement
- Managing Police Training, Northwestern University Traffic Institute
- Labor Negotiations, Association of Washington Cities
- Accreditation Management, Washington Association of Sheriffs and Police Chiefs
- Community Policing Instructor – Department of Justice
- Advanced Collision Investigation
- Problem Oriented Policing, Dr. Herman Goldstein – Univ. of Wisconsin
- Ethics, Dr. Hubert Locke – Univ. of Washington

- Managing Problem Employees, Dr. Kevin Gilmartin
- Police Personnel Issues, IACP
- Field Training Officer Instructor, WSCJTC
- Police Baton Instructor, OPD
- Defensive Tactics Instructor, Spokane PD

ASSOCIATIONS AND AFFILIATIONS

- FBI National Academy Associates – Oregon Chapter
- Oregon Association of Chiefs of Police
- International Association of Chiefs of Police - (Member of the Police Administration Committee and Diversity Coordinating Panel)
- IACP Peer Reviews for Articles for the Police Chief Magazine
- Police Executive Research Forum (PERF)
- Portland Community College Adjunct Faculty
- Former Vice-chair of Budget Committee for Gresham-Barlow School District
- Gladstone Kiwanis Club
- Board of Directors for Clackamas County Peace Officers' Benevolent Foundation (Former)
- Pacific Lutheran University student mentor

PUBLICATIONS

- "The Four Most Important Words," FBI-LEEDA Insider
- "Things to Remember" FBI Law Enforcement Bulletin 5/2014
- "Castles in the Air" IACP Police Chief 6/2014

Years of Experience: 40



Chief Luis Soler, BS, Associate Consultant, Police Specialist

Chief Soler joined the Crowley (Texas) Police Department in 2012 as a Lieutenant overseeing the Department's Operations Bureau. Soler was appointed Chief of Police on March 1, 2013, and he now oversees a total staff of 56, including 31 full-time sworn officers, 15 civilians, and 10 volunteers. Chief Soler also oversees an annual budget of \$3.5 million, and the Department's three bureaus: Community Policing, Support Services, and Office of the Chief of Police. Prior to coming to the Crowley Police Department, Chief Soler served for over a decade with the Austin Texas Police Department, where he served as a police officer, senior police officer, field training officer, adjunct instructor, police corporal/detective, and acting sergeant. A native of Puerto Rico, Chief Soler has vast experience working in diverse communities, and has a strong conviction toward the community policing philosophy.

Chief Soler holds a Bachelor's degree from Cornell University. He is a graduate of various leadership and police executive schools, including the 373rd Session of the Northwestern University School of Police Staff and Command, the 10th Session of the TX FBINAA Command College, the 40th session of the FBI-LEEDA Command Institute for Law Enforcement Executives, the 30th session of the FBI-LEEDA Supervisory Leadership Institute, the 17th session of the FBI-LEEDA Executive Leadership program, the West Point Leadership Academy, the 2010 session of the Southern Police Institute's Chief Executive Leadership Program, the 37th Session of the University of Arkansas Criminal Justice Institute's Executive Management Institute, and the IACP's Leading by Legacy course.

Chief Soler holds several TCOLE certifications, including: Master Peace Officer, Law Enforcement Instructor, Special Investigator, and Crime Prevention Inspector. Additionally, he is a Texas Department of Emergency Management certified NIMS/ICS instructor, and a graduate of the FEMA Emergency Planning Professional Development Course.

Chief Soler is a member of various organizations, including, the International Association of Chiefs of Police (IACP), the Texas Police Chiefs Association (TPCA), the North Texas Police Chiefs Association (NTPCA), the Texas Police Association (TPA), the FBI Law Enforcement Executive Development Association (LEEDA), The Police Executive Research Forum (PERF), the North Texas Crime Commission, and the Crowley Area Chamber of Commerce.

Chief Soler currently serves as a member of the IACP's Police Administration Committee, as well as an advisory board member to their Small Agency Section. Soler also serves as a Regional Director for the Dallas/Ft. Worth and North Texas Region of the Texas Police Association, as a member of the North Texas Crime Commission's Legislative Committee, as an advisory committee member to the Texas Governor's Task Force on Domestic Violence, and as a Lead Assessor/Team Leader for the Texas Police Chief's Best Practices Recognition Program, the State's accreditation program for law enforcement agencies. Additionally, Chief Soler is a national instructor for the IACP's Leading by Legacy course and also teaches both cadet and in service level classes at the Tarrant County College Regional Police Academy.

Chief Soler is a 2011 recipient of the FBI Law Enforcement Executive Development Association's Leadership Trilogy Award.

Feasibility Experience: Chief Soler also brings strong expertise in organizational and leadership development. Having served as a Chief of Police he understands and appreciates the challenges of contemporary policing and is well acquainted with politically savvy strategies that lead to success.



M. Stuart McElhaney, Senior Associate, Finance Specialist

Stuart joined Marion County as Fire Chief in March of 1994, and was appointed Assistant County Administrator for Public Safety in April, 2009 serving in a dual capacity.

Stuart was born in Virginia and raised primarily in Virginia and Texas. His post-secondary educational experiences included the U.S. Merchant Marine Academy followed by the College of William and Mary where, in 1979, he received a B.S. in Geology. He attended the University of Tennessee earning an M.S. in Geology in 1981. For the next thirteen years, Stuart worked for Shell Oil Company as an exploration geologist in different regions around the world. While working for Shell in Houston, he volunteered for almost ten years with a large combination fire department where he served as Assistant Chief, earning a B.S. in Fire Administration from the University of Maryland in 1992. He is a graduate of the four year Executive Fire Officer (EFO) Program at the National Fire Academy in Emmitsburg, Maryland.

Stuart has served on the State of Florida Incident Management (Red) Team since 1998 in multiple capacities, including Planning/Ops Chief and Liaison Officer, on numerous major wildfire and hurricane deployments. He is nationally credentialed as a Liaison Officer and Structure Protection Specialist. He has been active on the Florida Region 3 Domestic Security Task Force since its inception and was instrumental in developing a multi-agency USAR Task Force. His key strengths are long range strategic and master planning using an analytical approach to optimize service delivery under a variety economic conditions and he has successfully completed several large multi-agency consolidation efforts saving taxpayers millions in annual recurring costs while achieving significant service level improvements. His role as Assistant County Administrator, several times acting in the absence of the County Administrator, has provided him with a broad view across all governmental functions.

Stuart is committed to the local community. As a graduate of Leadership Ocala/Marion Class IX, he served a combined six years on the Leadership Ocala/Marion Board of Directors. He has served as a trustee of Camp Kiwanis, on the Board of Directors of the Southeast-Burn Foundation at Shands and on a technical committee to the St. Johns River Water Management District. Stuart has a long history with the Florida Fire Chiefs Association (FFCA), serving as Vice Chair of the Wildland Urban Interface Committee and on the board of directors since 2000; serving as FFCA President from July 2009-July 2010. Stuart served as an adjunct fire service instructor at the bachelor's degree level at the University of Florida and consults nationally on local government public safety issues, including providing expert testimony to the US Department of Justice in coastal regions. Stuart is a Florida licensed professional geologist and an American Association of Petroleum Geologists certified Petroleum Geologist.

He and his wife Sharla enjoy a variety of outdoor activities and miss their son Kyle, a 2010 graduate of the University of Florida who is currently proudly serving his country as a 1st Lieutenant in the USAF.

Professional Experience:

Professional Consultant (Individually and with Almont Associates), 1994 - Present

- ◆ Conducts studies, special projects and provides input into professional reports in the primary areas of fire rescue and EMS services and geotechnical evaluations.
- ◆ Conducts presentations, interviews and studies in all aspects of governmental service delivery including organization, planning, budgeting and operational concerns.

Assistant County Administrator, Marion County, Ocala, Florida 2008 - Present

- ◆ Senior leadership team member responsible for providing wide range of governmental services to 330,000 residents as well as visitors of 1650 sq mile county which included Ocala National Forest.
- ◆ Serves in absence of county administrator managing 1400 employees with oversight of a \$520 million annual budget and five elected county commissioners.
- ◆ Direct daily management of 842 employees and \$122.6 million budget for Fire Rescue/EMS, Public Safety Communications, Building Safety, 911 Management, Animal Services, Fleet Management, Facilities Management, Information Technology, Community Services and Veterans' Service and Airport Departments.
- ◆ Also served briefly as Acting Human Resources Director.

Fire Chief, Marion County Fire-Rescue Department, Ocala, Florida 1994 – Present

- ◆ Master planning for all aspects of a countywide full service Fire and EMS department.
- ◆ Manages 600 full-time paid personnel and 200 volunteers with \$53 million annual budget.
- ◆ Services managed include fire suppression, first responder medical, both emergency and non-emergency ambulance service, hazardous materials mitigation, USAR, medevac helicopter service delivery, dispatch center, communication systems, fire prevention, code enforcement, public education, Emergency Management, station location analysis, capital projects and all aspects of budgeting and service delivery.
- ◆ Member of the Florida Fire Chiefs Association Board of Directors, 2000-2011.

Adjunct Instructor, University of Florida, Gainesville, Florida 2010 – 2013

Assistant Fire Chief, Cy-Fair Volunteer Fire Department, Houston, Texas 1985-1994

- ◆ Master planning for all aspects of a combination Fire and EMS department.
- ◆ Managed 10 stations with 300 volunteer and part-time paid personnel.
- ◆ Services included fire suppression, EMS, first responder medical, hazardous materials mitigation, dispatch center, fire prevention.

Staff Geologist, Pecten International (Shell Oil Company subsidiary) 1988 – 1994

- ◆ International oil and gas exploration, supervised teams exploring for new petroleum opportunities in North Africa, Middle East and Eastern Europe.

Senior Geologist, Shell Oil Company, Houston, Texas 1981 - 1988

- ◆ Team member and team leader exploring for new petroleum opportunities in Alaska and mid-continental United States.

Education

- ◆ Bachelor of Science, Fire Service Administration, University of Maryland, 1992.
- ◆ Master of Science, Geology, University of Tennessee, 1981.
- ◆ Bachelor of Science, Geology, College of William and Mary, 1979.
- ◆ Executive Fire Officer Program, U.S. Fire Academy, 1998.

Professional Organizations Past and Present:

- ◆ Past-President, Florida Fire Chiefs Association
- ◆ Kiwanis Club of Ocala, Camp Kiwanis Board Member
- ◆ Leadership Ocala/Marion – Board of Regents
- ◆ Liaison Officer (National Red Card) Type II All Hazards IMT
- ◆ Florida Forest Service IMT (Red) Liaison Officer
- ◆ Liaison, Florida Department of Emergency Management ESF 4 & 9
- ◆ International Association of Fire Chiefs
- ◆ Florida Society of Executive Fire Officers
- ◆ National Society of Executive Fire Officers
- ◆ National Fire Protection Association
- ◆ Geological Society of America
- ◆ American Association of Professional Geologists, Certified Petroleum Geologist (#4948)
- ◆ Florida Association of Professional Geologists, (PG License #1744)

Major Accomplishments and Achievements:

- ◆ Led successful effort to consolidate city, county and Sheriffs dispatch/communications operations saving \$750,000 in recurring costs.
- ◆ Led successful effort to consolidate countywide ambulance service under fire rescue department reducing annual ambulance operating deficit from \$8 million to less than \$2 million while improving level of service over previous provider in rural, suburban and urban zones within two years.
- ◆ Negotiated agreement with Shands Level I trauma center in neighboring county to bring air medical partnership program to Marion County at no cost to taxpayers.
- ◆ Successfully authored and implemented 10-year fire rescue master plan using detailed economic model providing uniform level of countywide service and addressing urban growth areas at mid-point (2001-2011).
- ◆ Successfully authored and implemented 5-year master plan following ambulance service integration with fire rescue and following economic downturn in 2008-09 to maintain service level without increasing taxes despite severe property value drop (and revenue decline).
- ◆ Built 11 new fire stations and renovated 5.
- ◆ Consolidated multiple dependent fire districts and developed countywide fire assessment program.
- ◆ Implemented a fire service impact fee program.
- ◆ Published twelve articles for the Florida Fire Service Today.
- ◆ Multiple successful deployments for hurricane and wildfire response with State of Florida IMT.

Consulting projects:

- ◆ Summit County, Colorado; 2013; Ambulance Service Master Plan
- ◆ Paducah/McCracken County, Kentucky; 2014; Dispatch Master Plan
- ◆ Geneva, New York; 2014; Dispatch Master Plan

- ◆ US Department of Justice; 2014; Expert Consultant Fire Protection: Coastal Development Case, Florida
- ◆ Collier County, Florida; 2015; Fire District Consolidation Study
- ◆ Carbondale Fire District, Colorado; 2015; Fire Department Master Plan



Elise Fisher, Associate Consultant – GIS Specialist

Joining ESCI in April 2010, Elise Fisher has 15 years of GIS and cartography experience. She served four and a half years as a GIS Analyst/Research Assistant for the Department of Fire & EMS Operations/GIS at the International Association of Fire Fighters. At the IAFF Mrs. Fisher was responsible for providing customized technical assistance to local affiliates in the form of geographic information system (GIS) analysis. Additionally, she consulted with local affiliates on various components of fire department operations, including: staffing and deployment; compliance with national regulations and international standards; and disaster incident mitigation.

Before working at the IAFF Mrs. Fisher was a GIS Analyst for the Arlington County Virginia GIS Mapping Center. While employed at Arlington County Mrs. Fisher was responsible for the support and maintenance of the Arlington County Geographic Information System; the creation, distribution and quality assurance of the GIS data; and the design, development, implementation and training for the Arlington County interactive Internet mapping applications. For the Arlington County Fire Department she developed an extensive routing project to support emergency call response allocation; participated in a comprehensive analysis of response capabilities and actual call responses; and a fire station site relocation analysis.

Educational Background

- Master's of Science, Geographic and Cartographic Sciences, George Mason University (VA)
- Bachelor's of Science, Geography and Planning (Concentration in GIS), Appalachian State University, (NC)

Professional Experience

- Owner, EF Geographic (HI)
- GIS Analyst/Research Assistant, International Association of Fire Fighters (DC)
- GIS Analyst, County of Arlington (VA)
- GIS Analyst/Web Developer, Indus Corporation, Inc. (VA)
- System Specialist, Routesmart Technologies, Inc. (MD)

Relevant Affiliations

- Certified Geographic Information System Professional, GIS Certification Institute
- Member, American Association of Geographers
- Member, Credentialing and Standards Task Force, National Alliance for Public Safety GIS

Summary of Projects

Agency Evaluation/Master Plans

Bangor, ME
South Metro, MN
Weirton, WV
Whitewater, WI
Edmond, OK
Consolidated Fire District 2, KS

Florence County, SC
Alachua County, FL
Danville, VA
Wausau, WI
New Hanover, NC

Standards of Cover

St. Albert, AB
Littleton, CO

Kansas City, MO

Consolidation Feasibility Study

Westshore Council of Governments, OH
Rifle, CO
Hazel Park/Ferndale, MI

Columbia Heights, MN
Northfield, MN
Michigan Municipal League, MI

Survey of Fire Staffing/Station Location, and Deployment

Groton, CT
St. Charles, IL
Scituate, MA

Barnstable, MA
Davidson, NC

Emergency Services Options Analysis

Littleton Fire District, CO

Fire Department Merger

Honolulu, HI



Dan Qualman, Project Associate

Mr. Qualman has been in the fire service industry for over 35-years and the private industry for five years. Recently retired, Mr. Qualman served as the Fire Chief of South Metro Fire Rescue Authority in Colorado for over six years. While serving, he was awarded the Fire Chief of the Year Award for 2012 by the Colorado State Fire Chiefs and Colorado Division of Fire Prevention and Control. He is now serving as the Fire Chief Advisor for South Metro Fire Rescue Authority. He has experienced the consolidation of two moderately sized fire departments in the Denver Colorado area, which covered 178 square miles with 17 stations.

Mr. Qualman has served in areas of leadership for many committees and councils and has chaired the Colorado Statewide Interoperability Council, State and Metro Fire Chiefs organizations, and the Colorado Fallen Firefighter Foundation. Informally, he has provided leadership mentoring to fire chiefs facing difficult issues. Mr. Qualman holds a Master's in Public Administration and a Bachelor of Science degree in Engineering.

Educational Background

- Bachelor of Science degree in Engineering – John Brown University
- Master degree of Public Administration – University of Colorado at Denver
- Graduate of the Executive Fire Officer Program at the National Fire Academy
- Graduate of the Management of Fire Prevention Program at the National Fire Academy

Professional Experience

- Advisor to the Fire Chief, South Metro Fire Rescue Authority, Colorado
- Fire Chief, South Metro Fire Rescue Authority, Colorado
- Fire Chief, Parker Fire Protection District, Colorado
- Assistant Fire Chief, Parker Fire Protection District, Colorado
- Fire Marshal, Leawood Fire Department, Kansas

Relevant Experience

- Colorado State Fire Chiefs – President
- Metro Denver Fire Chiefs Association – President
- Colorado Statewide Interoperability Council – Chair
- Colorado Fallen Firefighters Foundation – Chair

Associated Professional Accomplishments

- Chief Fire Officer designation by the Commission on Professional Credentialing
- Fire Chief for two accredited agencies by the Commission on Fire Accreditation
- Special Districts Association of Colorado, Manager of the Year Award – 2012
- Fire Chief of the Year presented by the Colorado State Fire Chiefs and Colorado Division of Fire Prevention and Control – 2012
- Cornerstone Award presented by the Parker Economic Development Council – 2007

Summary of Projects

Agency Evaluation

Clear Creek Fire Authority CO – in progress

Hygiene Fire Protection District, CO – in progress

Cooperative Services Feasibility Study

West Metro/Wheat Ridge, CO – in progress



Mike Tucker, Project Associate

I have spent my public safety career working with both career and volunteer emergency services providers. I have been able to work within a variety of different environments with diverse workforces. I believe I am a highly motivated individual with specific skills sets in developing quality relationships, effective communications, and consensus building. I thoroughly enjoy being a public servant. My personal belief is that there is honor in serving other people and meeting their needs.

EDUCATION

Florida Gulf Coast University
Ft. Myers, FL

Masters of Public Administration
April 2010

National Fire Academy

Executive Fire Officer
July 2005

University of Phoenix
Orlando, FL

Bachelors of Science Business Management
November 1999

Lake-Sumter Community College
Leesburg, FL

Associates of Science Fire Science
May 1998

Valencia Community College
Orlando, FL

Paramedic
May 1990

PROFESSIONAL ASSOCIATION

Florida Fire Chiefs Association - 2001 to present

Board of Directors 09/13 to 08/14

Legislative Liaison Committee 01/11 to 08/14

National Fire Protection Association - 2001 to 2014

International Association of Fire Chiefs - 2006 to 2015

Lake-Sumter Fire Chief's Association - 2001 to 2014

President 02/02 – 01/03

Vice President 06/01 – 02/02

Florida Executive Fire Officer Association - 2007 to present

Chair 07/12 – 07/14

Vice-chair 07/10 – 07/12

WORK HISTORY

04/15 – Present Assistant Superintendent / Florida State Fire College Florida Bureau of Fire Standards

- Development, implementation, and management of annual budget of approximately \$3 million.
- Oversight of Bureau of Fire Standards and Training staff managing state-wide certifications of more than 70,000 firefighters, fire inspectors, and fire officers.
- Administration of state statute and administrative code governing Florida's firefighters and approximately 600 fire department.

05/14 – 04/15 Safety Program Manager Florida Bureau of Fire Standards

- Development and supervision of a state-wide safety and occupational health program for all political subdivisions of the state of Florida.
- Responsible for developing, implementing and maintaining policies, procedures, practices, rules and standards that reduce the incidence of firefighter employee accidents, firefighter employee occupational diseases, and firefighter employee fatalities
- Deployment to fire scenes and / or other natural / manmade events where firefighters have succumbed to significant injury and/or death.
- Investigate firefighter line of duty deaths, serious injury events, and prepare reports to determine suitable devices, safeguards, or other means of protection for the prevention of occupational diseases.
- Responsible to support emergency support functions as assigned during natural disasters or other emerging events.
- Build relationships with firefighter employers, governing entities, fire service labor groups, and firefighters.

11/12 – present Senior VP of Operations Almont Associates

- Responsible for preparing proposals and management of consultant staff
- Responsible for conducting studies, special projects, and providing recommendations into professional reports in the primary areas of emergency services, fire prevention, public education, mutual aid agreements, and dispatch.
- Conducting presentations and interviews in the area of fire management and operational concerns.

06/09 – present
College

Adjunct Instructor

Lake Sumter State

- Development of hybrid (blended) college level coursework in Emergency Management
- Delivery of online and traditional coursework
- Make course assignment and grade submitted materials.

06/01 – 06/14

Chief of Department

Villages Public Safety

- Responsible for administration, planning, and budgeting of a 7 station fire department with an annual budget of 10.5 million dollars and a 3 million dollar “unarmed security” program.
- The department provides fire suppression, fire prevention / plans review, emergency management, public education, technical rescue, and advanced life support non-transport services to approximately 40 square miles. Jurisdiction spans into three counties and one municipality.
- The department provides fire prevention, inspection, and risk reduction programs to elderly persons and school aged children,
- Fire service operates with 90 career personnel. Security operation consists of more than 300 staff members.
- Direct report to the District Manager (City Manager type government). The public safety department is an operating arm of a Special Purpose Local Government (F.S.S authorized to oversee the growth and development of a large retirement community in the heart of Central Florida. This community has a current population of more than 100,000 residents, visitors, and workforce.
- Responsible for conducting speaking engagements to a variety of civic organizations as well as the elected boards of 3 counties and 1 municipality.
- Served as Fire Services Consolidation Steering Committee member for Sumter County Board of County Commissioners from 2001 to 2002. This committee developed a recommendation and subsequent process for the unification of 10 individual volunteer fire service organizations into a single county-wide system.
- Advisory board member to:
 - Kenneth A. Bragg Public Safety Institute 2001 to present
 - Lake Sumter State College / Fire Science 2005 to present
 - Valencia Community College / Fire Science 1999 to 2001
 - University of Florida 2013 to 2014

08/13 – 02/14

Adjunct Instructor

University of Florida

- Development of fully online college (junior / senior level) coursework in Fire and Emergency Services
- Development of lessons plans.
- Make course assignment and grade submitted materials.

06/01 – 01/11

Assistant Lead Instructor

Citrus Fire Academy

- Responsible for the training and instruction of Florida State Minimum Standards (Firefighter 2) program
- Instruct Company Officer, hydraulics and pump operations curriculum.

- Assist in the development of training curriculum and schedules.

04/99-06/01 Captain/Training Reedy Creek Emergency Services

- Responsible for developing in-service training for 127 paramedics, firefighters, and EMTs. Also provided training to 14 fire inspectors and 11 communicators.
- Conducted all records and database management for all department personnel.
- Liaison with Florida State Department of Health during facility and site inspections.
- Served as department safety officer and member of the department safety committee.
- Provided assistance during all accident investigations.
- Served as an advisory board member for Valencia Community College's Fire Science Program.
- Served on the Orange County Training Officers Association in developing common policies and operating procedures.
- Assisted in developing a variety of inter-agency training programs to improve mutual aid capabilities.

06/98-04/99 Captain/Technical Services Reedy Creek Emergency Services

- Responsible for fleet management of more than 12 emergency response ambulances and 8 fire suppression units.
- Responsible for fleet management of more than 50 administrative and support vehicles.
- Conducted all contract administration with vendors.
- Oversight of all facilities maintenance operations.
- Provided inventory control of department operating supplies.
- Oversight of departmental respiratory protection program as well as specific members of Walt Disney Corporation.
- Provided all logistical support in departmental operations. Developed all specifications for fire suppression and EMS transport units.
- Responsible for research and development of new products and equipment

05/88-06/98 Paramedic/Firefighter Reedy Creek Emergency Services

- Provided treatment and transportation of sick and injured patients located within the boundaries of Walt Disney World.
- Conducted inspections of advanced life support transport units.
- Serviced and maintained equipment.
- Served as Acting Lieutenant of Emergency Medical Services.

01/93-01/97 Captain/Training Oxford Volunteer Fire-Rescue Dept.

- Entered department as firefighter/EMT achieved all ranks to Captain
- Developed annual budgets
- Created department master plan
- Fire suppression and emergency medical service

- Equipment and facilities maintenance
- Pump and emergency vehicle operations
- Served as department liaison with advanced life support transport service and medical director
- Served as County Commissioner representative to county fire services consolidation committee

01/91-01/93 Firefighter/EMT (volunteer) Lake County Fire Dept.

05/92-01/93 Hazardous Materials Paramedic

- Fire suppression and emergency scene mitigation
- Provided advanced life support services to hazardous materials team members
- Equipment and facilities maintenance

11/87-05/88 Firefighter/EMT Mount Dora Fire Dept.

- Fire suppression and fire prevention operations of the department
- Treatment of sick and injured patients
- Public speaking to citizen groups of the community

05/87-11/87 Emergency Medical Technician Atlantic Ambulance
Service

- Treatment and transportation of all sick and injured patients
- Maintained all vehicle and emergency equipment
- Maintained unit supplies and inventory

02/87-05/87 Emergency Medical Technician Medics Ambulance
Service

- Treatment and transportation of all sick and injured patients
- Maintained all vehicle and emergency equipment
- Maintained unit supplies and inventory

07/86-02/87 Firefighter/EMT Leesburg Fire
Department

- Fire suppression and fire prevention operations of the department
- Treatment of sick and injured patients
- Public speaking to citizen groups of the community

10/85-11/86 Firefighter/EMT Okahumpka Volunteer
Fire Dept.

- Fire suppression and fire prevention operations of the department
- Treatment of sick and injured patients

PUBLISHED WORKS & PRESENTATIONS

- Presented Florida Fire Chiefs Association Executive Conference (2013)
- Presented Southeast Association of Fire Chiefs (2013)
- Presented NFPA Annual Conference (2012)
- Presented Florida Governor's Hurricane Conference (2008)
- Presented Florida Emergency Preparedness Association (2008)
- Presented International Disaster Conference (2007)
- Presented Fire Rescue East (2008)
- Published with firehouse.com as a contributing author.
- Continually authored a weekly safety article as a "Guest Columnist" for The Daily Sun newspaper.
- Provided weekly television "safety" spotlight to more than 100,000 people.

AWARDS AND RECOGNITION

2010 and 2013 Excellence	Chief Fire Officer Designation	Center for Public Safety
2012 Chiefs	Fire Chief of the Year	Southeast Association of Fire
2011	Fire Chief of the Year	Florida Fire Chiefs Association
2006	Golden Eagle Recipient	Boy Scouts of America

References

City of Modesto Fire Department, CA	
Project: Master & Strategic Plan Project Manager: Sheldon Gilbert	Contact: Sean Slamon, Fire Chief 600 11th St Modesto, CA 95354 Phone: 209-525-9590
Project Description: Emergency Services Consulting International (ESCI) was engaged by the City of Modesto to provide a long-range plan for the delivery of emergency services within the Modesto Department (MFD). This Emergency Services Master Plan will assist the department in future planning and provision of comprehensive emergency services to the citizens of Modesto. The report is organized as an organizational master plan that evaluates current conditions; projects future growth, development and service demand; and provides recommendations to enhance current services or to provide an equal level of service over the next 10 to 20 years.	

Cities of Mound, Minnetrista and St. Bonifacius, Minnesota	
Project: Law Enforcement Service Consolidation Completed: 2011	Contact: Mike Funk, City Administrator City of Minnetrista 7701 County Road 110W Minnetrista, MN 55364 Phone: 952-241-2510
Project Description: The study of the Mound and Minnetrista police departments (Minnetrista provides contract policing services to the City of Bonifacius) evaluated the feasibility of functionally consolidating the police departments in order to achieve better effectiveness during periods of historic staffing limitations. ESCI evaluated the capabilities, resources, and performance of each department with a focus on staffing during peak demand hours and cost savings, and provided strategies that would allow the departments to work towards a functional effort to improve the overall level of service provided throughout the three communities.	

McMinnville, Oregon	
Project: Police Department Strategic Plan Project Completed: May 2014 Contract Amount: \$10,844	Contact: Captain Matt Scales 121 SW Adams St. McMinnville, OR 97128 Phone: 503-343-7307
Project: ESCI facilitated the development of a strategic plan for the McMinnville Police Department. It challenged the members of the department to look critically at paradigms, values, philosophies, beliefs, and desires. It also challenged individuals to work in the best interest of the "team". Mission, vision, and values statements were developed, a local planning team provided external customer expectations of the police department, and goals, objectives, and performance measures were developed.	

Highlands Ranch Metro District/Littleton Fire Protection District, Colorado	
Project: Cooperative Services Feasibility Study	Contact: Terry Nolan, General Manager 62 Plaza Drive Highlands Ranch, CO 80129 Phone: 720-240-4910
Project Description: This project was commissioned as a means to assist elected officials and others to evaluate the alternatives for the provision of fire and emergency services in the districts. The study provided an assessment of the current service provider's management, assets, operations, and service delivery. In addition, ESCI was asked to look at potential EMS and fire service delivery options and potential service providers.	

Cedar Hill Fire Department, TX	
Project: Master & Strategic Plan	Contact: Fire Chief John Ballard 285 Uptown Blvd. Cedar Hill, Texas 75104 Phone: 972-291-5100
Project Description: Emergency Services Consulting International (ESCI) was engaged by the City of Cedar Hill to provide a long-range plan for the delivery of emergency services within the Cedar Hill Fire Department (CHFD). This Emergency Services Master Plan will assist the department in future planning and provision of comprehensive emergency services to the citizens of Cedar Hill. This report is organized as an organizational master plan that evaluates current conditions; projects future growth, development and service demand; and provides recommendations to enhance current services or to provide an equal level of service over the next 10 to 20 years.	

Compensation Proposal

Emergency Services Consulting International is pleased to present the following formal cost proposal for the project outlined in the scope of work.

ESCI Not to Exceed:

Fire Department Master Plan-No Options: **\$43,396, including expenses**

Optional Services:

Personnel Management Option \$1,100

Public Input Meetings Option \$1,800

Total with Options: **\$46,296, including expenses**

Police Department Master Plan- No Options: **\$47,426, including expenses**

Optional Services:

Public Input Meetings Option \$2,450

Total with Options: **\$49,876, including expenses**

Combined Fire and Police Master Plan with discount and Options: **\$92,335, including expenses**

***4% discount will be applied if Fire and Police Master Plan are both awarded to ESCI**

Proposed Payment Schedule

- 10% payment due upon contract signing.
- Monthly invoicing thereafter as work progresses.

Information relative to cost quotation

- **Bid quotation is valid for 90 days.**
- ESCI Federal Employer Identification Number – 23-2826074.
- ESCI will receive full cooperation from person(s) representing Midwest City.
- While engaged in the project, ESCI will report to a single point of contact.
- When requested, and in a timely manner, the client representative will provide to the ESCI project manager, data, information, and materials required for the completion of the objectives outlined in the detailed work plans submitted in this proposal.
- ESCI shall perform any additional work on a time and materials basis as requested in writing by the client at a negotiated hourly rate.

Appendix

Disclosures and Practices

Conflict of Interest Statement

ESCI has neither directly nor indirectly entered into any agreement, participated in any collusion or collusion activity, or otherwise taken any action which in any way restricts or restrains the competitive nature of this solicitation including but not limited to the prior discussion of terms, conditions, pricing or other offer parameters required by this solicitation.

ESCI is not presently suspended or otherwise prohibited by any government from participation in this solicitation or any other contracting to follow thereafter.

Neither ESCI nor anyone associated with ESCI has any potential conflict of interest because of or due to any other clients, contracts, or property interests in this solicitation or the resulting project. In the event that a conflict of interest is identified in the provision of services, ESCI will immediately notify the client in writing.

Insurance

ESCI is insured in excess of \$2,000,000. Insurance certificates will be provided upon award of contract.

Litigation

ESCI has no past and/or pending litigation or unresolved lawsuits.

Employment Practices

ESCI is an equal opportunity employer. The company is guided by recognized industry standards, policies, and procedures. ESCI offers a wide range of employee benefits and ongoing training opportunities that has enabled ESCI to attract and retain quality consultants who are recognized as experts in emergency service organization, management, and service delivery. ESCI will not refuse to hire, discharge, promote, demote, or otherwise discriminate in matters of compensation against any person otherwise qualified, because of age, race, creed, color, sex, national origin, ancestry, or handicap.

Select Clientele, 2010 – 2016

Client	Project
Alachua County, FL	Master Plan
Alameda, CA	Strategic Plan
Albany/Corvallis, OR	Collaborative Effort Feasibility Study
Albemarle CO FR, VA	Officer Development Program
Albion, NY (Village of)	Fire and EMS Review
Anacortes FD/West Skagit County, WA	Fire and EMS Cooperative Services Facilitation
North Snohomish County, WA	Cooperative Services
Arvada Fire Protection, CO	Standards of Cover
Arvada/Fairmont, CO	Feasibility Study
Astoria, OR	Internal Review
Avon Lake, OH	Cooperative Agreement/Consolidation
Bainbridge Township, OH	Facility Deployment and Staffing Study
Bangor, ME	Fire Department Management Study
Barnstable Fire Department, MA	Facility Location Study
Bay Area Economics, CA	Financial Consulting
Bemidji, MN	Feasibility Study
Bend, OR	Cooperative Services Study
Benson, MN	Shared Services Feasibility Study
Berger ABAM, WA	Vancouver (WA) Fire Service Delivery Assessment
Boise, ID	EMS Master Plan, Standards of Cover
BonTerra Consulting	Evacuation Plan
Boone County, MO	Executive Search
Boring FD, OR	Administrative Support Plus
Boring/Clackamas Fire Districts, OR	Cooperative Services
Boulder Rural, CO	Retreat Facilitation, Strategic Plan
Boulder Rural/Mt. View, CO	Feasibility Study
Brook Park, OH	Emergency Services Facility Closure Study

Client	Project
Brookhaven, NY	Financial Analysis, Fire Department Dissolution Feasibility Study
Brookline, MA	Technology Integration Consulting
Brooklyn Park (North Hennepin), MN	Fire Department Shared Services Study
Buhl, ID	Annexation Feasibility Study
Burbank, CA	Fire Department Comprehensive Review
Burning Mountains, CO	Management Consulting
Canby Rural Fire District #62, OR	Sustainability Study
Carlisle, PA	Deployment Analyses
Carlton, MN	Shared Services Feasibility Study
Central Jackson County (Blue Springs), MO	Dispatch Evaluation/Feasibility Regionalization
Central Kitsap Fire & Rescue, WA	Executive Search
Central Valley, MT Fire District	Station Location
Chaffee County, CO	Feasibility Study
Charleston, SC	Executive Recruitment
Chino Valley Independent Fire District, CA	Standards of Cover
Chula Vista, CA	Deployment Analysis, EUC Modeling Update, Fiscal Analysis of Fire Facility Master Plan, Deployment Analysis, Trigger Points for Village 9 Fire/EMS Services
Clark County, WA FD #5	Annexation Feasibility Analysis, Fire Authority Feasibility Study
Clark County, WA FD #6	Executive Search
Clayton, MO	Consolidation Study
Cloquet Area Fire District, MN	Strategic Plan, Review & Financial Analysis
Coeur D'Alene, ID	Kootenai County EMS System
Cohocton, NY (Town of)	EMS Consolidation Feasibility Study
Columbia 911 Communication District, OR	Executive Search
Columbia Heights, MN	Shared Services
Corcoran, MN	RFP Support Services
Corvallis PD, OR	Regional Communications Center Feasibility

Client	Project
Costa Mesa, CA	Fire Station Location/Response Time Modeling
Cowlitz #2 F & R, WA	Admin Services Retainer
Curry County Health District, OR	Community Attitude Survey
Danville, VA	EMS Agency Evaluation, Fire Station Location Study
Dauphin County, PA	Comprehensive Emergency Services Study
Davidson, NC	Station Location Study
Depoe Bay FPD/Newport FD, OR	Impact Assessment of Consolidation Study
Douglas County, OR	Dispatch Center Feasibility Study
Eagle Fire Department, ID	Agency Evaluation
East Pierce County FPD #22, WA	Capital Facilities Consulting
East Pierce Fire & Rescue, WA	Staffing and Deployment Analysis
Edmond, OK	Organizational and Operational Efficiency Analysis
Estacada Fire District, OR	Volunteer Recruitment Retention Strategic Plan and Administration Support Plus
Eugene Fire & EMS Department, OR	Feasibility Study
Evans, CO	Fire and Emergency Services Study
Everett, WA	Strategic Plan
Ferndale (Michigan Muni League), MI	Shared Services Study
Florence County, SC	Fire and EMS Evaluation
Franklin Township, NJ	Update of the Resource Deployment Analysis, Master Plan
Ft. Lauderdale, FL (With Stewart Cooper Newell Architects)	Station Location
Georgetown, TX	Master Plan
Gladstone, OR	Focused Management Review
Grand Traverse Metro Emergency Services Authority, MI	Evaluation of Potential Regionalization/Consolidation of Operations
Groton, CT	Survey of Fire Staffing Services
Guilford County, NC	Fire Service Agency Evaluation
Hailey-Wood River FPD, ID	Fire and Emergency Medical Services Study

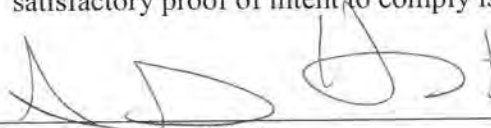
Client	Project
Hamel-Lorretto, MN	Cooperative Efforts Feasibility Study
Hermiston, OR	Regional Fire and EMS Consolidation Study
Hibbing, MN	Shared Services
Highlands Ranch Metropolitan District, CO	Emergency Services Options Analysis
Hillsboro, OR	Executive Search
Hillsborough County, FL	Performance Audit
Honolulu Fire Department, HI	Merger Feasibility Study – EMS and Fire
Houston, TX	Executive Recruitment
IAFC, VA	Conference Facilitation
Imperial County, CA	Strategic Master Plan
Irvine, CA	Services Cost Analysis
Island County FD #3, WA	Executive Search
Jackson County FD #3, OR	Interim Chief, Executive Search Fire Chief, Facilities and Equipment Maintenance Study, Focused Management Review
Kannapolis, NC	Standards of Cover Analysis
Kansas City, MO	Fire/EMS CAD and RMS Integration, Standards of Cover and Strategic Plan
Kansas City/MAST, MO	Strategic Integration
Keizer Fire District, OR	Executive Search, Citizen's Advisory Group
King County Fire District 20, WA	Executive Recruitment
Kirkland, WA	Strategic Plan, Standards of Cover
Kootenai County EMS System, ID	Master Plan
La Pine Rural Fire District, OR	Executive Search
Lafayette, OR	Cooperative Services
Lake and McHenry Counties Fire Departments, IL	Strategic Plan Facilitation
Lakeside-Show Low-Pinetop, AZ	Cooperative Services Study
Lane County FD #1, OR	Executive Search with a Comprehensive Background Investigation
Larkspur Fire Protection District, CO	Fiscal Analysis
Lewiston, ID	EMS Master Plan

Client	Project
Lincoln County (Depoe Bay), OR	Collaborative Effort Feasibility Study
Littleton, CO	SOC and Strategic Plan
Littleton/Englewood, CO	Feasibility Study
Lompoc, CA	Master Plan, Assessment Center
Madison, OH	Evaluation and Master Plan
Malta, NY	Master Plan
Maplewood, MO	Consolidation Study, Standard of Cover
McKinney, TX	Operational Review of the Fire Department
McMinnville Police Department, OR	Strategic Plan Facilitation
McNulty Peoples Utility District, OR	Community Attitude Survey
Medford, OR	Master Plan
Medford/Jackson Co. 3, OR	Cooperative Services Study
Meeker (Rio Blanco) CO	EMS Director Recruitment, Master Plan
Meridian, ID	Fire Department Strategic Plan
Mid-Columbia Fire and Rescue, OR	Division Chief Executive Recruitment, Strategic Plan
Minneapolis, MN	Fire Department Evaluation/Master Plan
Minnetrista, MN	Shared Services Feasibility Study, Police Feasibility Study
Missoula Rural Fire District, MT	Emergency Services Master Plan
Monterey Park, CA	Fire Service Analysis
Mound, MN	Police Feasibility Study
Mt. Angel Rural Fire Protection, OR	Administration Support
N Washington FPD/SW Adams Co FD, CO	Financial Feasibility Study
North Kitsap Fire & Rescue, WA	Cooperative Efforts Feasibility Study
Nehalem Bay, OR	Executive Search
New Hanover County, NC	Master Plan/Feasibility Study
Newport Beach Fire Department, CA	Agency Evaluation, Standards of Coverage, Cooperative Services Feasibility Study, Strategic Plan
North Suburban 911 Center Des Plaines, IL	Quality Dispatch Solutions Communications Study
Northern Lakes Fire Protection District, ID	Service Contract Development, Validation of Perceived Needs

NON-DISCRIMINATION STATEMENT

The contractor agrees, in connection with the performance of work under this contract:

- a. That the contractor will not discriminate against any employee or applicant for employment, because of race, creed, color, sex, age, national origin, ancestry or disability. The contractor shall take affirmative action to insure that employees are treated without regard to their race, creed, color, age, national origin, sex, ancestry or disability. Such actions shall include, but not be limited to, the following: employment, promotion, demotion or transfer, recruitment, advertising, lay-off, termination, rates of pay or other forms of compensation and selection for training, including apprenticeship; and
- b. That the contractor agrees to include this non-discrimination clause in any subcontracts connected with the performance of this contract.
- c. In the event of the contractor's non-compliance with the above non-discrimination clause, this contract may be canceled or terminated by the Contract Entity. The contractor may be declared by the Contract Entity ineligible for further contract[s] with the Contract Entity until satisfactory proof of intent to comply is made by the contractor.


*Signature of Individual

GM
*Title

Andrea Hobi
*Printed Name of Individual

ESC I 25030 SW Parkway Ave
Suite 330 Wilsonville
OR 97070
*Company Name and Address [Please Print] *Zip Code

503-570-7778
*Telephone Number

Fax Number if any

info@esci.us
*Email Address

esci.us

Company Website and/or Other Active Social Media Outlets

* Required information

NON COLLUSION AFFIDAVIT

STATE OF Oregon

SS.

COUNTY OF Clackamas

The undersigned Andrea Hosi, of lawful age, being first
(Architect/contractor/supplier/engineer - printed name)
duly sworn, on oath says that s/he is the agent authorized by the proposer to submit the attached
RFP. Affiant further states that the work, services, or materials will be completed or supplied in
accordance with the plans, specifications, orders or requests furnished the affiant for the project
described as:

REQUEST FOR PROPOSAL (RFP)
FOR MIDWEST CITY FIRE ANALYSIS PROJECT

Affiant further states that s/he has made no payment of money or any other thing of value directly
or indirectly to any elected official, officer or employee of the City of Midwest City or any of its
affiliated entities to obtain or procure the contract or purchase order.

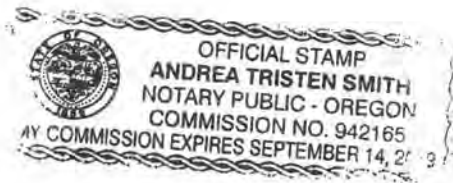
Andrea Hosi
Signature of Affiant

Subscribed and sworn to before me this 2nd day of February, 20 16

Andrea Tristen Smith
Notary Public

My Commission Expires: 09/14/19

My Commission Number: 942165



Contractor Certification

Contractor certifies and warrants that it will comply with the Immigration Laws of the United States, including but not limited to 8 USC 1324(a), which makes it unlawful for an employer to hire or continue to employ an illegal or undocumented alien knowing the alien is or has become unauthorized with respect to such employment, or to fail to comply with the I-9 requirements. Contractor further agrees to comply with the Oklahoma Taxpayer and Citizen Protection Act of 2007. Contractor will not knowingly employ or knowingly allow any of its Subcontractors to employ any illegal or undocumented aliens to perform any work in connection with services performed for the City of Midwest City. After July 1, 2008, Contractor and its Subcontractors will verify information on all new employees on the Status Verification System operated by the U.S. Government.

Contractor will retain and make available for inspection by the City, upon reasonable notice, a completed I-9 Employment Eligibility Verification Form for each person that contractor directly employs to perform services for the City. If Contractor, or any of its Subcontractors, receives *actual knowledge* of the unauthorized status of one of its employees engaged in providing services to the City, then Contractor or Subcontractor will remove that employee from the project, and shall require each Sub-contractor to act in a similar fashion with respect to such Sub-contractor's employees. Contractor agrees to have a provision in its subcontracts stating that each Sub-contractor will have the same duties and responsibilities with regard to its employees that the Contractor has certified in this paragraph.

Signed under penalty of perjury on Feb 24, 2016.

ESCI

Contractor

By: _____
Owner or Authorized Officer

AGREEMENT BY PROPOSER

These terms apply to and become part of the terms and conditions of each proposal. Any exception must be in writing.

1. Each proposal must be placed in a separate envelope. Each envelope must be completely and properly identified and sealed, showing the date of proposal opening and the subject advertised.
2. The City of Midwest City (the "City") reserves the right to reject any and all proposals, to waive any technicalities in the proposal process, and to award each item to a different proposal or all items to a single proposer.
3. No proposer may withdraw his proposal within a period of thirty (30) days after the date and hour set for the opening of proposals. A proposer may withdraw his proposal at any time prior to the time fixed for the opening of proposals.
4. Any exceptions to these items or conditions or deviations from written specifications shall be shown in writing in the proposal.
5. Information pertaining to the RFP is filed in the office of the City Clerk and copies may be obtained from the Municipal Building, Midwest City, Oklahoma.
6. Proposers may present proposals on one or both items but proposals may not be tied together unless specifically stated in specifications.
7. The specifications are complete as written. No oral representation made by any agent or employee of the City, or its affiliate agencies, neither shall they be of any force or effect unless reduced to writing and submitted to all prospective proposers at least 24 hours in advance of the proposal openings.
8. Any protest of the award of the proposal by a proposer shall be in writing, shall specify the grounds for the protest in specific terms and shall be received by the City within three (3) business days after the award of the proposal by the governing body. All other provisions of these specifications shall also apply.
9. No proposer shall divulge the information in s/he sealed proposal to any person whomsoever, except those having a partnership or other financial interest with him/her in said proposal, until after the sealed proposals are opened.
10. EXCEPTIONS. Any exceptions [variances] to these instructions or request for proposals must be submitted in writing with the proposer's proposal. Failure to indicate any exceptions [variance] will be regarded as full compliance with these requirements, request for proposals and instructions and will be construed to mean that the proposer proposes to furnish the exact commodity as described in the request for proposals/requirements.

A violation of any one of the foregoing provisions on the part of a proposer shall be sufficient reason for the rejection of his/her proposal or making void any contract made by him/her with the City based upon such proposal.



Proposal from

The Novak Consulting
Group



February 26, 2016

Sara Hancock, City Clerk
City of Midwest City
City Hall
100 N. Midwest Boulevard
Midwest City, OK 73110

Dear Ms. Hancock,

The mission of The Novak Consulting Group is to strengthen organizations, for those they serve and those who work in them. We are dedicated to providing management consulting services to local government and nonprofit organizations. The firm was originally established as Public Management Partners in 2001. Since then, we have been providing our clients with the very best thinking and execution in organizational design, development, and improvement.

We are pleased to submit this proposal for a Fire Department and Police Department Study to the City of Midwest City. This proposal is based on a review of the City's RFP as well as our experience completing similar work for other jurisdictions across the country.

Our project team for Midwest City is comprised of skilled professionals, seasoned in local government with direct experience in all facets of local government public safety operations. Our team has had significant success working with many local governments to review operations, structure, and staffing with the goal of improving organizational performance and efficiency. Additionally, we are also skilled at developing performance measures to assist the organization in tracking progress toward implementation of program improvements. We are confident our customized approach will provide the City with a plan for maximizing opportunities for economy, efficiency, and effectiveness while providing quality public safety services to the public.

We look forward to the opportunity to serve Midwest City. Please contact me at (513) 309-0444 or jnovak@thenovakconsultinggroup.com should you have any questions.

Sincerely,

Julia D. Novak
President

City of Midwest City

Fire Department and Police
Department Studies

February 26, 2016



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organizational assessment and optimization

With each engagement, The Novak Consulting Group utilizes a comprehensive assessment approach that can quickly identify potential areas of improvement, allowing our team to focus efforts and best leverage project resources for maximum organizational improvement. This holistic strategy includes a review of organizational structure, staffing optimization, operational performance, resource constraints, and customer experience. This is our **"Six R" approach**.



See how your taxpayers and organization can benefit from our **"Six R" approach**. Visit TheNovakConsultingGroup.com or call 513-221-0500 today.



The “Six R” approach involves soliciting and collecting information on responsibilities, resources, requirements, and results in order to identify possible organizational and operational revisions with an associated roadmap to implement positive change.

- **RESPONSIBILITIES** refer to the sources and level of mandate/direction for services. These may derive from vision, mission, goals, and objectives, local service standards and expectations for fiscal stewardship. We will review services to determine source and level of mandate in order to better understand service level constraints and opportunities for change.
- **RESOURCES** refer to all assets available to the organization to achieve its respective responsibilities. These resources may include the following: time; human resources; staffing; management capacity/capability; financial position; contractual services; technological assets (hardware, software, communications, training); and physical assets (buildings, equipment, vehicles).
- **REQUIREMENTS** refer to the sources of direction to management and staff regarding service approach and methodology. These sources provide staff with direction on how they should approach their respective tasks and complete their assignments. These sources may derive from law, codes or adopted policies and procedures to less formal mechanisms including continuation of past practice through initial or on-the-job training. We will review and assess service and process requirements to better understand existing business processes and opportunities for positive change.
- **RESULTS** refer to the service yield derived from the provided services. These services are the result of rationally developed process requirements applying available resources in pursuit of prioritized fulfillment of responsibilities. The results phase links current operations with future planning and management reporting to provide data for better management decision-making.
- **REVISIONS** refer to the depth and breadth of continuing change necessary to support improved performance as indicated from results and performance reporting. This change can range from a high level involving holistic or systemic issues (i.e., should we be in this business) to strategic issues (should we consider alternative service sources) to tactical issues (improving the productivity, efficiency and effectiveness of the activity or service).
- **ROADMAP** refers to the plans to implement revisions in order to improve service delivery and product quality while maintaining or reducing unit costs. The Roadmap provides an action plan for the client that identifies recommended priorities and provides accountability for implementation, suggestions for phasing implementation, and an expected schedule to reach milestones.

*How do you increase efficiency? Where do you find additional savings after you've already tightened your belt? What's the best way to communicate with your constituents? Who do you call when you need an outside expert to corroborate your action plan? **At The Novak Consulting Group,** we help government and nonprofit organizations answer tough questions so they operate more effectively.*

bringing solutions into focus.



*See how we can help you solve your organization's challenges.
Visit TheNovakConsultingGroup.com or call 513-221-0500 today.*





We offer our clients innovative thinking that strengthens organizations by bringing solutions into focus. Our management consulting services combine the personal attention and flexibility of a small firm with the sophistication and senior-level expertise of a large firm.

■ **FACILITATION & STRATEGIC PLANNING:** *Leading planning sessions for successful outcomes.*

Managing group processes is equal parts art and skill. We've facilitated countless group exercises including staff retreats and goal setting conversations with governing bodies. We excel at navigating complex interpersonal dynamics within an organization to ensure its employees are aligned to carry out its vision.

■ **COMMUNITY ENGAGEMENT:** *Gathering information and creating community consensus.*

Within any organization or community, people have vastly different ideas, values and sensitivities. Our community outreach and engagement gathers input across multiple groups of people with a variety of perspectives and making them all feel invested in a project. We use techniques from simple to highly innovative to mine information that leads to finding common goals.

■ **TRAINING:** *Engaging employees to increase investment and productivity.*

It's never been more important to invest in your workforce than today, when employees are increasingly asked to take on new responsibilities. We give them the tools to succeed with workshops that address concerns, improve communication and customer service and help them better handle conflict.

■ **EXECUTIVE SEARCH & EXECUTIVE COACHING:** *Finding and developing strong leaders.*

The quality of an organization's leaders is critical to its health and long-term success. Executive search can be an invaluable service for both elected bodies hiring executive staff and CEOs filling high-level positions. Executive coaching develops leaders within an organization, not only enhancing their performance, but helping it retain talent throughout its ranks.

■ **ORGANIZATIONAL ASSESSMENT & OPTIMIZATION:** *Maximizing efficiency and productivity.*

Assessing and optimizing organizational performance is one of our core services. We evaluate operations at every level, from a single department to the organization as a whole.

■ **FINANCIAL PLANNING:** *Long-term financial planning for long-term success.*

Effective financial planning takes more than simply budgeting. It requires taking a multi-year look at revenues and expenses to ensure an organization's financial sustainability. Our multi-year financial plans provide a critical operational and capital perspective.

■ **ORGANIZATIONAL DEVELOPMENT:** *A top-to-bottom approach to enhance organizations.*

What does it take for an organization to function more efficiently and more effectively? It takes vision, direction, values, goals and commitment from every employee at every level. Our consultants have enabled the success of many local governments and non profits by evaluating their operations, creating priorities, proposing a plan, and guiding them through its implementation.

who we work for



Project Type:

Organizational Assessment and Optimization (OA)

Executive Search (ES)

Strategic Planning and Facilitation (SPF)

Training (T)

State	Jurisdiction	Project type
Arizona	Peoria	ES
	Sierra Vista	SPF
California	Gilroy	OA
	Hayward	SPF
	Long Beach Transit Authority	OA
	Manhattan Beach	SPF
	Palo Alto	SPF
Colorado	San Luis Obispo	SPF
	Adams County	SPF
	Aurora	SPF
	Boulder	OA SPF T
	Fort Collins	OA SPF
	Greeley	OA
	La Plata County	OA
	Loveland	ES
	Louisville	ES
	Routt County	SPF
	Westminster	SPF
Connecticut	Greenwich	ES
	Groton	OA
	Manchester	OA SPF T
	Mansfield	OA
	Windsor	ES
Delaware	Kent County	ES
	Milford	ES
	Rehoboth Beach	ES
Florida	Palmetto Bay	SPF
Illinois	Evanston	OA
	Geneva	SPF
	Gurnee	SPF
	Peoria County	ES
	Warrenville	OA
Indiana	Woodbridge	SPF
	Munster	OA
Iowa	Knoxville	ES
Kansas	Baldwin City	ES SPF
	Edgerton	ES
	Edwardsville	SPF
	Eudora	SPF
	Garden City	OA
	Gardner	SPF
	Roeland Park	SPF
	Shawnee	OA SPF
	Unified Gov't of KCK	SPF

State	Jurisdiction	Project type
Kentucky	Lexington-Fayette Urban County Gov't	OA
Louisiana	New Orleans	OA
Maryland	Aberdeen	OA ES SPF T
	Berwyn Heights	ES
	Cambridge	ES
	College Park	SPF
	Gaithersburg	ES
	Garrett Park	ES
	La Plata	ES
	Maryland State Judiciary	SPF
	Mount Rainier	OA ES
	New Carrollton	ES
	Rockville	OA SPF
	Sykesville	ES
Massachusetts	Franklin County	OA
	Pioneer Valley Planning Commission	OA
Michigan	Ann Arbor	SPF
	Midland	SPF
	Novi	ES
	Rochester Hills	OA
Missouri	Clayton	SPF
	Maryville	SPF
	North Kansas City	SPF
	Parkville	SPF
	Platte City	OA
	Sikeston	SPF
	St. Louis County	SPF
Nebraska	University City	SPF
	Hastings	OA
Nevada	Reno	OA
New York	Ithaca	OA
	Rochester	OA
New Jersey	New Jersey Health Initiative	OA
North Carolina	Albemarle	SPF
	Asheville	OA
	Brevard	SPF
	Cary	SPF
	Greensboro	OA
	Raleigh	OA SPF
	Swansboro	SPF
	Wake County	OA
	Wilmington	OA

who we work for



Project Type:

Organizational Assessment and Optimization (OA)

Executive Search (ES)

Strategic Planning and Facilitation (SPF)

Training (T)

State	Jurisdiction	Project type		
Ohio	Beavercreek Township	OA		
	Blendon Township		SPF	
	Blue Ash		SPF	
	Cincinnati	OA	SPF	
	Clearcreek Township	OA	SPF	
	Cleveland Heights	OA	ES	SPF
	Delaware	OA		
	Delaware County		SPF	
	Delaware County EMS		SPF	
	Dublin	OA	ES	SPF
	Gahanna		SPF	
	Hudson		ES	
	Oberlin	OA	ES	SPF
	Portsmouth		ES	
	Powell		SPF	
	Sandusky		ES	
	Sharonville		SPF	
	Troy	OA		
	Upper Arlington		ES	SPF
	Washington Township	OA	ES	
	Westerville		ES	
	Worthington	OA		SPF
Oklahoma	Norman	OA		
Oregon	Gresham		SPF	
	Hillsboro		SPF	
	Wilsonville	OA		SPF
Pennsylvania	Duquesne	OA		
	East Buffalo	OA		
	Exeter Township	OA		
	Farrell	OA		
	Harrisburg	OA		
	Hazleton	OA		
	Lancaster County	OA		
	Lewisburg	OA		
	Nanitoke	OA		
	Reading	OA		
Texas	St. Marys	OA		
	Allen		SPF	
	Cedar Hill		SPF	
	Lancaster		ES	SPF
	University Park		SPF	
Utah	The Woodlands	OA		SPF
	Murray		SPF	
	South Jordan		SPF	

State	Jurisdiction	Project type		
Virginia	Fredericksburg	OA		
	Hampton		SPF	
	Loudoun County		ES	
	Vienna		SPF	
Washington	Sequim	OA	SPF	T
	Shoreline		ES	T
Wisconsin	Mequon		ES	
	Washington County		SPF	
Organizations & Associations		Project Type		
Ann Arbor Transportation Authority, Michigan			SPF	
Connecticut Town and City Management Assoc.				T
International City/County Management Assoc.			SPF	T
Maryland Municipal League				T
Miami University of Ohio				T
Miami Valley Risk Management Authority, Ohio			SPF	
Midland Community Foundation, Michigan			SPF	
Minnesota Municipal League				T
Missouri Municipal League			SPF	
National Association of State and Local Equity Funds			SPF	
National League of Cities				T
Ohio City/County Management Association			SPF	T
Owens-Corning, Ohio			SPF	
USAID – Moldova				T
United Methodist Church:				
Baltimore Washington Annual Conference		OA		
California-Nevada Annual Conference		OA		
Connectional Table		OA		
Dakotas Annual Conference		OA		
Florida Annual Conference		OA		
Florida United Methodist Foundation		OA	ES	SPF
General Board Of Discipleship			ES	SPF
General Board Of Higher Education And Ministry		OA	ES	
Global Ministries		OA	ES	SPF T
Justice For Our Neighbors				SPF
Louisiana Annual Conference – Wesley Center				SPF
St. John's Church, Louisiana				SPF
United Methodist Committee On Relief		OA	ES	SPF
United Methodist Frontier Foundation			ES	
Western Pennsylvania Annual Conference			ES	144

Description of the Firm

For nearly a decade, a highly respected management consulting firm named Public Management Partners helped a variety of organizations function more effectively. Through the years the firm built a sizeable client base of predominantly local governments and nonprofit organizations in the Midwest. Projects ranged from those as small as conducting community workshops to those as sweeping as analyzing the operational efficiency of entire departments within a city or county.

In 2009, Julia D. Novak acquired Public Management Partners and founded The Novak Consulting Group, staffed by consultants with decades of collective experience. With The Novak Consulting Group, Julia built on Public Management Partners' reputation for innovation and results while expanding the company's services nationwide. Her company meets a wider range of needs, consulting with governments in the areas of public works, public safety, human resources, finance, planning, IT, and more. We provide our clients with the very best thinking and execution in organizational design, development, and improvement. Our three practice areas include:

- Organizational Assessment and Optimization
- Strategic Planning and Facilitation
- Executive Search

The Novak Consulting Group provides unparalleled service to our clients. Leaders in local government and nonprofit communities have come to rely on The Novak Consulting Group for high caliber advice developed through subject matter expertise and customized project approaches.

- **Focused expertise.** Our expertise lies in strengthening two kinds of organizations: local governments and nonprofits. We're consulting specialists rather than generalists, focusing our strengths to do a highly effective job for a very specific group of clients.
- **Flexibility to serve you better.** We employ a core staff of senior-level consultants, and draw from our pool of subject matter experts when their expertise can help us to serve you better. This approach results in a more responsive and efficient project providing the services that you desire and the results that you need.
- **Decades of collective experience.** Our associates and subject matter experts have decades of experience in strengthening local governments and nonprofit organizations. They've served in a wide range of positions, from city manager to public works director to director of management information systems.
- **Personal service from senior-level consultants.** You appreciate it when deadlines are met, phone calls are returned, and your challenges are given in-depth, out-of-the-box thinking. While a large firm may assign your business to junior-level people, our firm and approach provides exceptional levels of personal service from senior-level consultants.

The Novak Consulting Group is a women-owned firm led by President Julia Novak. The firm is staffed with local government professionals, including full-time associates and subject matter specialists. The firm is headquartered in Cincinnati, Ohio and our staff is based in Washington, D.C., North Carolina, Kansas City, New Hampshire, and Wisconsin, in addition to Ohio.

The Novak Consulting Group and its staff have extensive experience working with local government clients. Our focus is on providing solutions that work within the available resources and culture of the organizations we assist. The most innovative solutions in the world are valueless if they cannot be implemented or will not be accepted by the community. We pride ourselves on our ability to listen, analyze, and work with our clients to find not just a random selection of best practices taken from a manual, but real solutions that can be implemented effectively. There is no value to a consulting study that, once completed, occupies shelf space never to be opened again. We are pleased that our prior engagements have resulted in corresponding actions by our clients to implement the recommendations that we have jointly developed.

At The Novak Consulting Group, one of our strengths is the ability to build on existing capabilities and resources and to help organizations see things from a different perspective. We do this through listening to our clients and really understanding what they have to say. While there are books full of best practices, stock solutions to complex problems are rarely effective. We do not operate with a pre-packaged set of recommendations, and we diligently work to avoid trying to fit our clients into a standard mold. We do not sell boiler plate solutions.

We recognize that there will always be competing interests between level and cost of service. Defining "good enough" is a significant challenge aided by knowing that work is both necessary and being delivered as efficiently as possible. As resources diminish, we often find that operations become increasingly reactive at a significant cost both to current and future operations. Maintaining planned, proactive approaches to operations consistently generates a better, more cost-effective approach, particularly when evaluated over time. Every organization develops traditions, practices, and routines. It is essential that these be subject to regular review and analysis to be sure that they continue to represent best practices meeting the needs of the community and not simply an excuse to avoid change. Our staff has substantial experience developing performance measures departments can use to track progress over time. We have helped our clients create benchmarks that establish a baseline for performance and objectives for the future.

The Novak Consulting Group is excited about the opportunity to assist Midwest City. Because we came from local government careers, we have sat on the same side of the table as you. Hiring outside consultants to evaluate operations in any organization is challenging: it can be disruptive and intimidating, while at the same time it can be illuminating and exciting. We understand the importance of respecting the staff who are in place to serve the public. We assume good intent and work with our clients to collaboratively develop recommendations for improvement. Without this, implementation of recommendations and lasting improvements are not typically successful. We believe this intentional approach, coupled with our extensive expertise in all facets of local government public safety operations, make us uniquely qualified to assist the City.

Relevant Experience and References

The Novak Consulting Group has extensive experience conducting both Citywide and individual public safety department assessments for local governments across the country. The following is a summary of relevant engagements. Included with this proposal is a listing of all projects completed by The Novak Consulting Group, as well as a sample reports for police and fire engagements. These sample reports are illustrative of the type of deliverable we provide for each engagement.

We would be happy to provide additional information about these or any of our prior projects.

Organization-wide Reviews

Fredericksburg, Virginia engaged The Novak Consulting Group to complete a comprehensive organizational study of the City government, which included all City departments under the purview of the City Manager. This included a review of the police, fire, and sheriff's departments. The purpose of this study was to improve organizational performance, as well as assess staffing needs so that capacity could be added strategically in the organization as resources become available. Several core processes were mapped to identify improvement opportunities.

Beverly R. Cameron, City Manager
(540) 372-1010 brcameron@fredericksburgva.gov

Hastings, Nebraska engaged The Novak Consulting Group to conduct an organizational assessment of all City departments, including the police and fire departments, as well as an assessment and structural review of the City's relationship with the Utilities Department.

Joe Patterson, City Administrator
(402) 461-2309 jpatterson@cityofhastings.org

Fire Department Reviews

Troy, Ohio engaged The Novak Consulting Group in 2015 to review and assess the results of an internal staffing analysis completed in 2014. The City was interested in a third party review of methodology and in updating the analysis. Using updated data, the firm examined the methodology and results of the 2014 analysis, evaluated the Troy Fire Department's current and proposed staffing needs using incident and response data from calendar year 2014, and considered the Fire Department's command and supervisory structure under various staffing and scheduling alternatives. Span of control was an important consideration in our analysis, as was a review of ISO Rating Standards and the potential ability of the City to improve its ISO rating and an examination of diversity hiring practices.

Patrick Titterington, Director of Public Services and Safety
(937) 335-1725 patrick.titterington@troyohio.gov

Clearcreek Township, Ohio engaged The Novak Consulting Group to conduct an operations and management assessment of its Fire Department. The purpose of this study was to evaluate the structure and operations of the Clearcreek Fire Department, including staffing levels, command structure and administrative responsibilities, space utilization in current facilities, and to identify operating and capital needs. The Township also requested that the firm review compensation practices for Department personnel. Recommendations were designed to improve the Department's overall organization and service levels, assess resource constraints and to address concerns regarding space needs.

Jack Cameron, Township Administrator
(937) 335-1725 jack.cameron@clearcreektownship.com

Washington Township, Ohio engaged The Novak Consulting Group to conduct an organizational review of the Township. Neil Cameron and Jonathan Ingram conducted the review of the Township's Fire and EMS operations. The Washington Township Fire Department is accredited by the Commission on Fire Accreditation International and provides fire and EMS services to a 26 square mile area that includes the City of Dublin, Ohio.

Sara Ott, Township Administrator
(614) 652-3929 sott@wtwp.com

Beavercreek Township, Ohio retained The Novak Consulting Group in 2014 to conduct an Organizational analysis for the Township that included a complete review of Fire Department operations and a staffing analysis. Recommendations were made for mechanisms to improve communication, ensure FLSA work schedule compliance and assessed the use of part-time firefighters within the department.

Alex Zaharieff, Township Administrator
(937) 429-4472 AZaharieff@beavercreektownship.org

Police Department Reviews

Gilroy, California hired The Novak Consulting Group to analyze staffing and shift schedules. The City has felt a significant impact from AB109 and staffing was at low levels following reductions that followed the 2008 Recession. We worked closely with the Chief and her command staff to understand the context in which the City operates in and analyzed data from the City's CAD system to understand staffing demands and make recommendations for optimization.

Denise Turner, Police Chief
(408) 846-0316 Denise.turner@ci.gilroy.ca.us

Norman, Oklahoma engaged The Novak Consulting Group to analyze the impact of various shift schedule changes. The Patrol Division was scheduled to work a combination of 8 hour and 10 hour shifts and requested an analysis of the cost/staffing implications of moving to a 9 hour shift schedule. We reviewed staffing and deployment schedules, calculated the relief factor, and determined the impact of making this proposed change.

Steve Lewis, City Manager
(405) 321-1600 Steve.Lewis@NormanOK.gov

Chesterfield/Williamsburg, Massachusetts engaged The Novak Consulting Group to conduct a Police Service Sharing Analysis for the Massachusetts communities of Chesterfield and Williamsburg. The study reviewed operations and demand and made recommendations for how the communities might formalize a service sharing relationship with unified command and patrol. The project was funded with a grant from the Commonwealth of Massachusetts and managed by the Pioneer Valley Planning Commission.

Joshua A. Garcia, Municipal Services Coordinator, Pioneer Valley Planning Commission
(413) 781-6045 jgarcia@pvpc.org

The Long Beach California Transit Department contracted with The Novak Consulting Group to conduct an evaluation of the transit police function, which is provided through a contract with the Long Beach Police Department. The firm conducted a workload-based staffing and deployment analysis and recommended staffing levels, schedule options, and proactive deployment approaches to maximize the effectiveness of the transit policing function. In addition, The Novak Consulting Group recommended an evidence-based structure to proactively monitor outcomes and make timely adjustments to evolving trends.

Lisa Patton, Executive Director and Vice President
(562) 599-8511 lpatton@lbtransit.com

The Woodlands, Texas is a planned community in the Houston Metropolitan Area with over 100,000 residents. The community was in the process of incorporation and contracted with The Novak Consulting Group to lead a project supported by the Police Executive Research Forum (PERF) to assess both the effectiveness of its current contractual relationship with the Montgomery County Sheriff's Office and to look at the size of force necessary, should the community separately incorporate and establish its own police department. The study provided The Woodlands with three different options integrating various levels of community policing initiatives.

Karen Dempsey, Project Manager
(281) 210-3808 kdempsey@thewoodlandstowship-tx.gov

Scope of Work

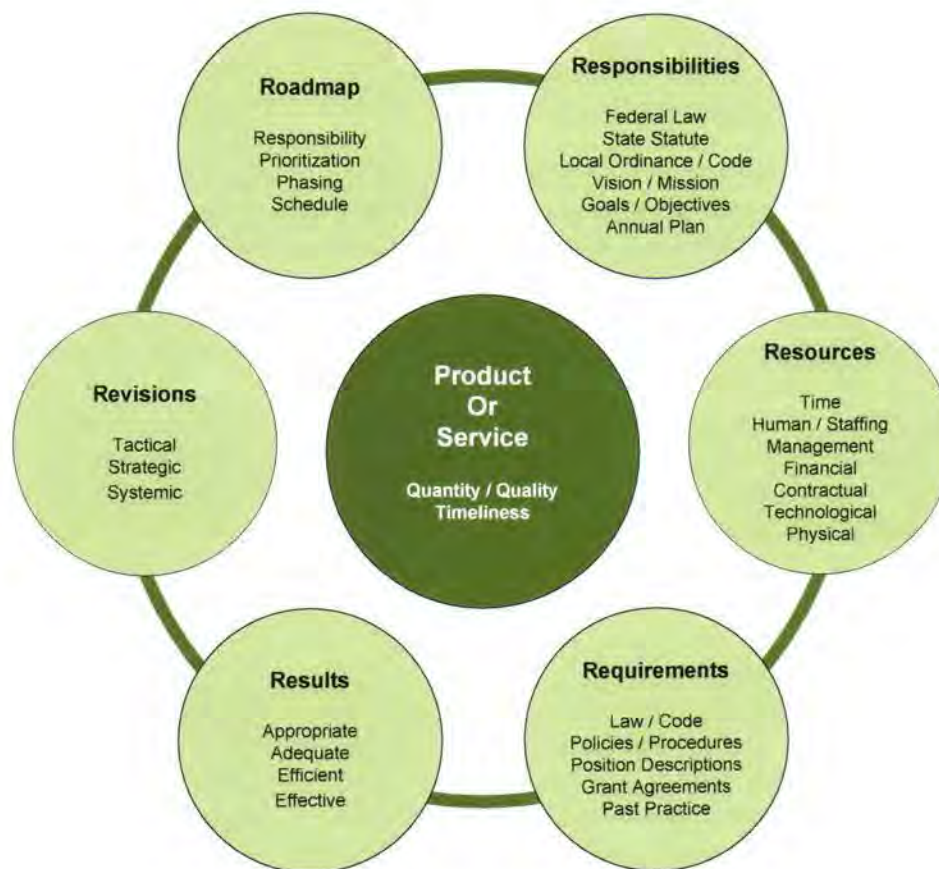
Public safety is one of the primary reasons local government exists. Communities form to govern themselves, establish standards and laws, and determine how to best enforce those rules through a variety of governmental services. Police departments engage in protecting the public and exist to provide whatever the level of service is that the community deems appropriate. While there are standards and "best practices" for various policing philosophies, ultimately it is the decision of the local community to determine what level of service it desires and is willing to fund.

We approach reviews of law enforcement operations and staffing with this in mind. As we evaluate the level of service that is being provided, we also look for indicators of satisfaction or dissatisfaction with the current standards and help identify solutions to provide a better fit for each individual community. Our approach is to understand what the community needs and then identify potential solutions to help achieve those goals.

The Novak Consulting Group and its staff have extensive experience working with local government clients. Our focus is on providing solutions that work within the available resources and culture of the organizations we assist. The most innovative solutions in the world are valueless if they cannot be implemented or will not be accepted by the community. We pride ourselves on our ability to listen, analyze, and work with our clients to find not just a random selection of best practices taken from a manual, but real solutions that can be implemented effectively. There is no value to a consulting study that, once completed, occupies shelf space never to be opened again. We are pleased that our prior engagements have resulted in corresponding actions by our clients to implement the recommendations that we have jointly developed.

We recognize that there will always be competing interests between level and cost of service. Defining "good enough" is a significant challenge aided by knowing that work is both necessary and being delivered as efficiently as possible. As resources diminish, we often find that operations become increasingly reactive at a significant cost both to current and future operations. Maintaining planned, proactive approaches to operations consistently generates a better, more cost-effective approach, particularly when evaluated over time. Every organization develops traditions, practices, and routines. It is essential that these be subject to regular review and analysis to be sure that they continue to represent best practices meeting the needs of the community and not simply an excuse to avoid change. Our staff has substantial experience in developing performance measurement systems so that communities and departments can track progress over time. We have helped our clients create benchmarks that establish a baseline for performance and objectives for the future.

Clarkstown is interested in a study designed to assess opportunities for improved efficiency and effectiveness for the Police and Fire Departments. Recommendations will also take into account the impact of critical issues in law enforcement, best practices, and other factors that will influence staffing and operational needs. In order to effectively complete this work, The Novak Consulting Group proposes to use our "Six R" approach. This involves soliciting and collecting information on Responsibilities, Resources, Requirements, and Results in order to identify possible staffing Revisions with an associated Roadmap to implement positive change. This approach is depicted in the following graphic:



- **Responsibilities** refer to the sources and level of mandate/direction for Department services. These may derive from Federal/State mandate, direction from the local council through ordinance or resolution, and/or internal direction derived from annual vision/mission/goals & objectives. We will review all Department services to determine source and level of mandate in order to better understand service level constraints and opportunities for change.
- **Resources** refer to all assets available to the organization to achieve its respective responsibilities. These resources may include the following: time; human resources/available department staffing; management capacity/capability; financial position/forecasts; contractual services (as internal service supplement or replacement); technological assets (hardware, software, communications, training); and, physical assets (buildings, equipment, vehicles).
- **Requirements** refer to the sources of direction to Department management and staff regarding service approach and methodology. These sources provide staff with direction on how they should approach their respective tasks and complete their assignments. These sources may derive from formal law/codes or adopted policies and procedures to less formal mechanisms including continuation of past practice through initial or on-the-job training. We will review and assess County service and process requirements to better understand existing business processes and opportunities for positive change.

- **Results** refer to the service yield derived from the provided services. These services are the result of rationally developed/utilized process requirements applying available resources in pursuit of prioritized fulfillment of County responsibilities. The results phase links current operations with future planning through measures of adequacy, efficiency and effectiveness through management reporting to provide operational information resources for better management decision-making.
- **Revisions** refer to the depth and breadth of continuing change necessary to support improved performance as indicated from results and performance reporting. This change can range from a high level involving holistic or systemic issues (i.e., should we be in this business) to strategic issues (should we consider alternative service sources) to tactical issues (improving the productivity, efficiency and effectiveness of the activity or service). Revisions can impact any or all of the previous cycle stages (Responsibilities/Resources/Requirements/Results).
- **Roadmap** refers to the plans to implement revisions in order to improve service delivery and product quality while maintaining or reducing unit costs. The Roadmap provides an action plan for the client that identifies recommended priorities, responsibilities, effort phasing and an expected schedule to reach milestones.

The following details the proposed work plan to complete the Fire and Police Department Reviews.

Activity 1 – Begin Engagement

The Novak Consulting Group will begin this engagement by meeting with the City's project team to review the details and expectations of this effort and finalize the project schedule. Additionally, we will meet individually with the Fire Chief and Police Chief to hear their perspective about current operations, structure, and staffing. We will request and review all relevant background information about the departments, including budgets, organizational charts, SOPs, beat configuration, geography, and other relevant information. Throughout the engagement, we will regularly update the project team on the progress of our work. We will provide status reports to ensure the schedule and anticipated deliverables are being achieved as promised.

Activity 2 – Develop Police Staffing Model

The Novak Consulting Group will request from the City data drawn from the Computer Aided Dispatch (CAD) system detailing, for each day of the week and each hour of the day over a three year period, the amount of officer time consumed responding to emergency calls for service, engaging in officer-initiated activity, and completing administrative duties. We will analyze this data by type of call and call priority and will also analyze seasonal variation in patrol workload. Using this analysis we will develop a statistical staffing model, built on Midwest City's unique workload profile, to project the number of patrol officers that would be required to consistently meet best practice proactive policing guidelines.

Based on the myriad of research available on community-policing strategies and the impact of proactive policing, the International Association of Chiefs of Police (IACP) recommends that at least 33% of a patrol unit's time be allocated to proactive policing. The remaining 66% of an officer's time would then be divided equally among DCFS response and administrative duties. In other words, when the IACP standard is applied, an officer would spend an average of 20 minutes per hour completing proactive policing activities, 20 minutes responding to DCFS, and 20 minutes completing derivative administrative responsibilities. This guideline is called the "33 Percent Rule."

The Novak Consulting Group's Staffing Utilization Model will demonstrate how many patrol officers are needed to concisely meet the 33 Percent Rule. Our model will also go a step further by matching potential shift and deployment configurations to Midwest City's unique patrol workload profile. We will demonstrate not only how many officers are needed to meet proactive policing guidelines, but what shift schedule can be applied to meet these guidelines in the most efficient way possible.

While the statistical model discussed above is an important component of our proposed staffing analysis methodology, we also recognize and value that policing is not simply about numbers. There are many factors that must be given equal consideration.

A critical element of our work will involve meeting with command staff and patrol officers, as detailed in Activity 4. This allows us to develop a detailed understanding of the context of daily operations of the department. It is important that we not only analyze the data, but understand and reflect the experience of officers on the street. Often, this process of dialogue and discussion can clarify a seemingly inefficient process or practice as necessary or uncover a practical solution to a lingering problem.

The following are some of the key questions impacting potential staffing recommendations that we will explore during our assessment of the Police Department.

- How does the training schedule impact shift staffing?
- Is the report writing process efficient?
- Are there areas where improved technology can increase the time available to patrol the streets?
- Are there special safety considerations that need to be considered on the staffing model?
- How do leave scheduling practices impact shift staffing?
- Is there work currently being performed by sworn officers that should be performed by civilians, and vice-versa?
- How are civilian/professional personnel used to support patrol operations?
- Are patrol officers responsible for any criminal investigations? If so, what elements of the investigation and how much time does this typically consume?
- Are there special assignments or teams that direct patrol officers from emergency call response or proactive patrols?
- What are the major sources of overtime?
- How is court time scheduled, and what is the impact on shift staffing?
- Is there adequate supervisory coverage for each shift, and how is supervision handled when a sergeant is on leave?
- What kind of crime trend and intelligence information is shared with patrol officers on a regular basis?
- How are problem areas identified for dedicated, proactive attention?
- Are there mutual aid agreements with neighboring departments, and under what conditions is mutual aid typically used or given?
- Are there unique community characteristics that impact workload?
- What are the geographical characteristics of the community that impact the patrol operation?
- How are residential and commercial areas allocated throughout the community, and how does the configuration impact the patrol function?
- How does the City's transportation infrastructure and traffic patterns impact the patrol function?
- How are the beats structured to meet the City's unique service profile?
- What changes are projected to take place within the community in the next five to ten years that will impact patrol services (e.g., residential or commercial developments, transportation infrastructure changes, legislative changes, etc.)?

We will consider the issues identified in each task in conjunction with our analysis of calls for service data to determine how many staff, and under what configuration and schedule, are needed to adequately respond to Midwest City's workload. Not only will we define the staffing complement necessary to meet proactive policing best practice guidelines, but we will recommend improvements to the ancillary processes and practices that have a direct impact on efficiency, and therefore staffing needs.

Activity 3 – Conduct Police Department Stakeholder Input

We employ several different techniques for learning about your department in order to collect sufficient data to understand operations. These techniques include the following activities:

- We schedule and conduct confidential interviews with City elected officials, Command Staff, and key line staff in the department. The interviews cover the organization, structure, and volume of work; the business processes used to accomplish work; supervisory relationships; performance management; and perceived strengths and weaknesses. Interviews will also be conducted with FOP leadership to understand operations from their perspective.
- In addition to formal interviews, we conduct selected operational observations in order to understand how work is actually performed in your normal work environments. This will include walk-throughs in offices and work site visits, as well as tours of law enforcement facilities and fleet and a ride-along to better understand the community profile.

In our experience, employees offer a wealth of information about Town services. They frequently have specific ideas about operations that can be optimized. Therefore, The Novak Consulting Group will conduct a series of focus groups with officers and other staff (typically held at shift change) to assess operations and identify opportunities for efficiency.

At the conclusion of the focus groups, we will prepare a summary report of all feedback. Findings will be incorporated into the overall project direction, analysis, and recommendations. A summary of our initial observations and recommendations will be reviewed with the project team.

Activity 4 – Prepare Operational Assessment of the Police Department

After the completion of the above tasks, we will evaluate the organization and structure of the department to assess its impacts on program operations now and in the future. We will look at both the organizational alignment of the department as well as how it integrates with the overall structure of your government. We will conduct the assessment from the following aspects of organizational design:

- The number of organizational levels and reporting procedures and the impacts on the size and composition of each department's command structure;
- Alignment of leadership, management and supervision;
- Relative importance of specific operations in regard to organizational placement;
- Adequacy of communication and coordination between and among operating units;
- Spans of control and management supervision;
- Overlapping or duplicated functions;
- Clear lines of authority and responsibility;
- Sufficiency of supervisory ratios; and
- Distinct work units to carry out important functions.

Based on the assessment, we will develop specific information on organizations and program service delivery, and identify any alternative approaches to improve program delivery. We will assess operational policies and procedures, including relevant personnel rules that impact the efficient operations of the

department and delivery of program services. The project team reviews your documented policies and procedures to address and resolve the following questions:

- Are the manuals/documents complete? Do major gaps exist relating to operations?
- Are your SOPs updated frequently enough to reflect legal, departmental and community changes? What is the process for updating these manuals and documents?
- How are the contents of these manuals and documents and their revisions communicated throughout your organization, including availability in electronic format?
- Do multiple, conflicting or overlapping policies and procedures exist within the City?
- Through policies and procedures as well as through personnel systems, how are risk and liability controlled?
- What policies and procedures exist that foster efficiency and effectiveness and what policies are hindrances? In that later case, what is the business case in support of the policy and can that policy be altered?

As part of our analysis, we evaluate the performance of the department as it compares to industry standards of performance. The resulting diagnostic provides a quick and objective overview of both the quantitative and qualitative work activities of the department. The Novak Consulting Group has developed industry best practices in many area of local government service. This information was developed from our previous work with state and federal regulatory agencies, professional associations and industry groups, as well as other sources. We will compare and contrast programs and practices in the departments with other successful organizations.

Activity 5 – Conduct Fire Department Field Work

Similar to the review of the Police Department, it is essential that we understand current Fire Department operations, workloads, work practices, and the resources available to support them. Therefore, we will begin our review by conducting individual interviews with members of the Fire Department Command Staff and other key staff in the department to hear their perspective about their work. We will seek to understand the strengths and weaknesses of departmental functions, operations, staffing deployment, scheduling, and operating policies and procedures.

While on site, we will tour all Fire Department facilities to see operations first hand. We will also examine the fleet and review data regarding age, usage, and condition of all vehicles, equipment, and apparatus. Based on conversations with the Fire Department, we will identify all operating and capital requirements and assess them against available resources.

As part of our assessment of the department's operations, we will conduct an analysis of community risk. We will review response times and the impact of concurrent calls. First response assignment will be evaluated. We will also conduct a detailed staffing analysis taking into account national standards for staffing and response, based on the City's unique demographics, geography, and other relevant factors.

Activity 6 – Analyze Fire Operations

As part of our analysis, we evaluate the performance of the Department as it compares to industry standards of performance. The resulting diagnostic provides a quick and objective overview of both the quantitative and qualitative work activities of the departments.

The Novak Consulting Group has developed industry best management practices (BMPs) in many areas of emergency services. This information was developed from our previous work with professional

associations and industry groups, as well as other sources. We will compare and contrast management practices in the Department with the best practices of other successful organizations.

The steps in this process include the following:

- As part of our entry interviews with the City, we will develop information about the Fire Department and its service functions. The interviews will support the development of a list of applicable functions performed, and services provided by, the Department.
- Based on our understanding of the Department, we will assemble a set of suggested best management practices as well as relevant measures of service demand, resources applied and service outcomes provided.
- We will identify "quick win" opportunities for easy, low cost, high value improvements.
- We will prepare best practices information, summarizing the diagnostic project activity.

The Novak Consulting Group will review and analyze existing data provided by the City along with data and information gathered from our field work. We will work with staff to obtain CAD/RMS data so that we can analyze such issues as time spent on dispatched calls for service and potential scheduling. Based on our analysis, we will develop specific recommendations regarding staffing and deployment, as well as other operational issues for the Fire Department. We will review station location, the Department's demand profile, and mutual aid agreements.

Activity 7 – Prepare Fire Department Recommendations

Once the analysis is complete, The Novak Consulting Group will begin preparing our initial recommendations for the Fire Department. Additional items to be evaluated and considered include, but are not limited to:

- Appropriate staffing levels with an emphasis on safety, workload, and the use of existing resources and overtime;
- Current allocation and deployment practices;
- Current minimum staffing goal;
- Current scheduling practices;
- Current and projected population distribution and demographics;
- City geography and road and traffic conditions;
- Department general orders, SOPs, and policies;
- Opportunities for regionalization/consolidation of services; and
- Goals and objectives of the department related to staffing and meeting community expectations for levels of service.

At the conclusion of this evaluation, initial recommendations will reviewed with the City.

Activity 8 – Prepare Project Report for Police and Fire Department Studies

The Novak Consulting Group will meet with the project team to finalize the recommendations for improvements to the Fire and Police Department. Once the direction has been finalized, The Novak Consulting Group will prepare a draft report for each department. We will include a summary that provides an overview of our analysis and describes each individual recommendation. The draft reports will be presented to the project team for review. Once feedback has been received, we will prepare and present the final reports and implementation plans as directed by the City.

A draft project schedule is included as Attachment A. We expect to refine this with the City during Activity 1.

Key Personnel

Our project team is made up of senior-level consultants with direct local government experience. What sets our project team apart is our ability to explore and relate to local community values while at the same time investigating realistic approaches for cost-effective solutions. All work under this engagement will be performed from the Cincinnati office.

President Julia Novak – Julia will serve as project director and primary contact for this engagement. From 2003 to 2009, Julia served as a Vice President for a national consulting firm. Julia has over 25 years of experience working with and for local governments. She is a consultant, trainer, and facilitator who has worked with numerous organizations and community groups. During her local government career, she worked in Fort Collins, Colorado; Lexington, Massachusetts; Rockville, Maryland; and was City Manager of Rye, New York.

Organizational Assessment Practice Leader Michelle Ferguson – Michelle will serve as project manager. She began her consulting career in 2005 following 10 years of direct experience in local government management, which included serving as Assistant County Manager in Arlington County, Virginia. Michelle is skilled in project management, process improvement strategies, performance measurement, consent building, and public process design. Her special expertise is performance measurement, capital budgeting and financing, project implementation, and process re-engineering.

Fire and EMS Specialist Neil Cameron – Neil is a respected fire professional and consultant with extensive experience in nearly every facet of fire service delivery and management. He has served in the positions of firefighter, fire inspector, battalion chief/training officer, and deputy chief. Most recently, Neil served as Fire Chief for more than eleven years in Appleton, Wisconsin and has worked with The Novak Consulting Group for more than four years. The Village of Allouez, Wisconsin retained the services of Neil Cameron to serve as interim Fire Chief. In addition to providing day to day leadership, Neil conducted an organizational assessment of the Fire Department. The project involved a comprehensive assessment of options for future service delivery for the Village Board to consider.

Police Specialist William (Bill) Connors – Bill has 30 years of public safety experience and most recently served as the Police Commissioner in Rye, New York. Prior to Rye, Bill completed a 20 year career with the New York City Police Department. Bill is a unique police professional with an unparalleled commitment to community policing. He has provided consulting services for several jurisdictions during his policing career and is sought after because of his keen insight and outstanding reputation as a public safety professional. Additionally, Bill is an attorney, admitted to the bar in the State of New York.

Associate Jonathan Ingram – Jonathan has over seven years of consulting experience and has developed an expertise in operational and staffing analysis. Jonathan joined The Novak Consulting Group in January 2012, having most recently served as a budget manager for the City of Cincinnati, Ohio. In addition to his expert financial analysis, Jonathan has also conducted numerous reviews of organizations while serving as a consultant.

Analysts Haley Kadish and Joshua Rauch – Haley and Josh will provide research and analytical support to our project team. All members of our project team are employees of The Novak Consulting Group; no sub-consultants will be used to complete the scope of work outlined in this proposal. Complete resumes for each of our team members are included.

Julia D. Novak, President

Julia established The Novak Consulting Group in September 2009 when she acquired Public Management Partners. A full-time consultant for the past 11 years, she previously served as Vice President for a national local government consulting firm. Julia has more than 25 years of experience working with and for local governments. She is an established consultant, trainer, facilitator, and thought leader who has worked with over 200 different local government and nonprofit organizations across the country. Prior to consulting, Julia worked in the cities of Fort Collins, Colorado; Lexington, Massachusetts; Rockville, Maryland; and was City Manager of Rye, New York.

Julia has extensive experience as a facilitator and trainer. She has worked with elected and appointed officials and nonprofit board members across the country to conduct goal setting, develop strategic plans, and prioritize service delivery.

As a consultant, Julia has led a broad range of projects, including organization-wide assessments of nonprofit organizations and communities that serve populations as large as 1,000,000 and as small as 12,000. She has conducted focused departmental reviews in virtually every municipal service from accounting to zoos.

Julia has established herself as a thought leader in the area of governance and administration. In April 2002, Julia was one of 20 practitioners involved in the International City/County Management Association (ICMA) sponsored symposium on the future of local government administration. Her response to Dr. James Svara's paper *City Council, Roles, Performance, and the Form of Government* is included in the ICMA-published book *The Future of Local Government Administration*. In 2009, she co-authored an article with Dr. John Nalbandian in *Public Management Magazine* titled *Preparing Councils for Their Work*. In 2010, the article she co-authored with City Manager Steve Burkett, *Permission to Manage*, was the featured article on the cover of *Public Management Magazine*, stressing the importance of being intentional in managing organizations and using performance measures as a part of a management system.

In 2000, ICMA awarded Julia its Assistant's Excellence in Leadership Award for work she did building community and increasing organizational capacity as Deputy City Manager of Rockville, Maryland.

Julia has been a speaker at national conferences for ICMA, National League of Cities, and American Society of Public Administrators. She has been a featured speaker/trainer for many state associations, including those in Ohio, Vermont, New Hampshire, Pennsylvania, North Carolina, Minnesota, Washington State, the Metropolitan (D.C.) Association of Local Government Administrators, and the Illinois Assistant Municipal Managers Association.

Julia earned a bachelor's degree in government and politics from George Mason University and a master's degree in public administration from the University of Kansas. Julia was in the first class of individuals certified by ICMA as Credentialed Local Government Managers and maintains that designation. She is a Master Facilitator of the popular Myers-Briggs Personality Type Indicator and is also certified to administer several level-B psychological assessments, including the Apter Motivational Styles Profile and the Strength Deployment Inventory. She is experienced with several level-A assessments, including the Thomas-Killman Conflict Modes Inventory and the Human Element-B.

Education

Master of Public Administration, University of Kansas

Bachelor of Arts, George Mason University

Professional Certifications

Certified Professional Manager, International City/County Management Association

Master Facilitator, The Myers-Briggs Personality Type Indicator

Industry Tenure

27 years

Consulting, 11 years

Local Government, 16 years

Michelle L. Ferguson, Organizational Assessment Practice Leader

Michelle has over 18 years of management experience in local government, and she currently serves as the organizational effectiveness practice leader for The Novak Consulting Group, having been with the firm since its inception.

Michelle began her consulting career in 2005 following 10 years of direct experience in local government management, which included serving as Assistant County Manager in Arlington County, Virginia.

Michelle excels at helping local governments continuously improve their organizations and enhance service to the public. She is skilled in project management, process improvement strategies, performance measurement, consent building, and public process design.

As a consultant, Michelle has completed detailed organizational reviews of entire jurisdictions and recommended improvements to processes and departments across the country. Specific department reviews have included the functions of development review, parks and recreation, public works, human services, human resources, capital budgeting, and collections. Additionally, she has provided customized training in the development and use of performance measures to assist numerous organizations continuously improve service delivery.

Michelle is also a skilled facilitator, able to bring diverse groups of people together to articulate shared visions and priorities. She has lead strategic planning engagements at the community, organizational, and department levels, and she has facilitated numerous staff and governing body retreats.

During her tenure with Arlington County, Michelle was responsible for the daily management and implementation of the County's \$500 million capital program. She also led the organization-wide performance measurement initiative establishing their Balanced Scorecard. Prior to Arlington County, Michelle served as Assistant City Manager in Overland Park, Kansas.

Michelle earned a bachelor's degree in political science from Loyola University-Chicago and a master's degree in public administration from the University of Kansas. She is a member of the International City/County Management Association. She also served as the president of the Metropolitan Association of Local Government Assistants in Washington, D.C and has presented at state and national conferences on topics such as strategic planning, effective governing bodies, and council-staff relations.

Education

*Master of Public
Administration, University of
Kansas*

*Bachelor of Arts, Loyola
University - Chicago*

Industry Tenure

18 years

Consulting, 8 years

Local Government, 10 years

Neil Cameron, Fire and EMS Specialist

Neil has over 30 years of extensive experience in nearly every facet of fire service delivery and management. He has served in the positions of firefighter, fire inspector, battalion chief/training officer, and deputy chief. Neil served as Fire Chief for more than eleven years in Appleton, Wisconsin. He most recently served as the interim fire chief of a combination department that delivers fire and ALS transport services in a metro area of northeastern Wisconsin. In that role, Neil assessed the opportunities for cooperation and potential consolidation with neighboring communities and negotiated a service consolidation with the City of Green Bay that reduced cost and increased service capacity for both communities.

Neil has experience in assessing community emergency response needs and developing plans to address those needs in a cost effective manner. As a consultant, he has studied opportunities for enhanced efficiency and effective service delivery for fire departments in the cities of Reading, Harrisburg, and Hazleton, Pennsylvania; Fredericksburg, Virginia; Washington Township, Ohio; and the towns of Lisbon and Sussex, Wisconsin.

During his tenure as Appleton's Fire Chief, Neil led the development of a successful plan that saved capital expenditures while upgrading almost 50 percent of the department's emergency response apparatus. While undertaking site selection for a new fire station, he initiated discussions with the local school district and parks department that ultimately led to reducing land acquisition needs as well as the capital cost for the project. He also initiated joint training opportunities with adjacent volunteer departments.

Neil successfully developed a joint hazardous materials response team with partner communities to provide comprehensive and effective regional hazardous material response throughout nineteen counties in northeastern Wisconsin. He has experience in negotiating mutual aid agreements and led a group of municipal fire chiefs in developing a joint regional response team to address technical rescue needs.

The Governor of Wisconsin appointed Neil to serve as the fire service representative on the Statewide Interoperability Council for the State of Wisconsin. He earned a bachelor's degree in management from Silver Lake College in Wisconsin and has experience in the fire service, both in the United States and abroad.

Education

Bachelor of Science, Silver Lake College

Industry Tenure

30 years

Consulting, 5 years

Local Government, 27 years

William R. Connors, Public Safety Specialist

Bill has more than 33 years of experience in policing, 29 of which have been in supervisory and managerial capacities.

Following a 20-year career with the New York City Police Department, Bill retired from the department at the rank of inspector, assigned as the executive officer of the Office of the First Deputy Commissioner. That office had responsibility for the administrative and support functions of the department, including personnel, labor relations, training, discipline, budget, and quality assurance. He served as commanding officer of the 52nd Precinct and the Domestic Violence Unit, as well as in the Office of the Chief of Patrol; the Office of Labor Relations; Patrol Borough Manhattan North; and several precincts.

Most recently, Bill was the Police Commissioner of the City of Rye, New York from 2001 through 2013.

As a consultant, Bill has led operational reviews of police departments in the cities of Reading, Harrisburg, and Hazelton, Pennsylvania; Fredericksburg, Virginia; Gilroy, California; and completed a scheduling analysis in the City of Norman, Oklahoma.

Bill is a graduate of the Police Management Institute of the Columbia University Graduate School of Business and of the Federal Bureau of Investigation's Law Enforcement Executive Development Seminar. He has served on boards and committees of several community and professional organizations, including the International Association of Chiefs of Police and the Westchester County Association of Chiefs of Police.

Bill received his Juris Doctor from New York Law School and his bachelor's degree from Fordham University. He is admitted to the practice of law in the state and federal courts of New York and New Jersey, as well as the Supreme Court of the United States.

Education

Juris Doctor, New York Law School

Bachelor of Arts, Fordham University

Industry Tenure

33 years

Consulting, 8 years

Local Government, 33 years

Jonathan Ingram, Associate

Jonathan Ingram has nine years of experience in local government management, most recently as a budget manager in the City of Cincinnati, Ohio Budget Office. Prior to that, Jonathan served as a management consultant and worked in the City Manager's Office for City of Highland Park, Illinois.

During his tenure with the City of Cincinnati, Jonathan was responsible for managing the development and administration of a \$1 billion operating budget. In addition, Jonathan also conducted special analysis projects, served on the City's collective bargaining team and co-managed the implementation of an enterprise budget system.

Jonathan is a skilled financial analyst, with extensive experience in budget and revenue analysis; however, he also has extensive experience as a management and operations consultant to local governments in the United States and abroad.

Education

*Master of Public
Administration, Northern
Illinois University*

*Bachelor of Art, Aurora
University*

Industry Tenure

9 years

Consulting, 5 years

Local Government, 4 years

As a consultant, Jonathan has completed operations reviews for multiple local governments, and has helped a broad range of departments, from police to public works, improve service delivery. He has developed staffing and deployment plans for City operating departments, analyzed and facilitated inter-governmental consolidations, helped local governments develop custom performance management systems and facilitated the development of long-term strategic plans.

Jonathan's special expertise is local government budgeting and finance, operations analysis, project management, public safety staffing analysis, process improvement and performance measurement. He is adept at evaluating business problems with equal consideration given to both cost and quality of service.

Jonathan earned a bachelor's degree in political science from Aurora University and a master's degree in public administration from Northern Illinois University. He is a member of the International City/County Management Association and the Ohio City/County Management Association.

Haley Kadish, Analyst

Haley has experience in both the public and private sectors. Prior to joining The Novak Consulting Group, Haley served as an ICMA Local Government Management Fellow in Catawba County, North Carolina. As a fellow, she improved the talent recruitment and selection process, developed departmental performance measures, assisted in the development and implementation of a community food sustainability plan, and improved operations by researching and analyzing options for many special projects throughout the County.

Haley started her career in the private sector as a virtual solutions subject matter expert for Procter & Gamble. During her tenure, she launched and managed virtual consumer research services in multiple product categories and led a global team.

While in graduate school at The Ohio State University, Haley served the Franklin County, Ohio Child Support Enforcement Agency as a program analysis intern. She also served as a public affairs intern for the U.S. State Department in Zambia.

Haley earned a bachelor's degree in business administration from University of Texas at Austin and a master's degree in public administration from Ohio State University. She is a member of the International City/County Management Association. Haley is an accomplished artist and her analytic and technical skills are complemented by her design skills.

Education

*Master of Public
Administration, Ohio State
University*

*Bachelor of Art, University
of Texas, Austin*

Industry Tenure

Local Government, 3 years

Joshua Rauch, Analyst

Josh has experience in several local government settings, most recently with the Economic Development Division of the City of Springfield, Ohio. While there, he assisted with business retention and expansion activities, provided staff support for tax incentive negotiations and reporting, and helped develop the City's marketing strategy.

Josh began his career as an undergraduate intern with the City of Dayton, Ohio. He had responsibility for organizing community engagement events for young adults working in Dayton over the summer months. He built on this experience during graduate school when he began working for the City of Mission, Kansas. There he helped coordinate a variety of community events, including public budget hearings, community input sessions, and a successful attempt to set the Guinness World Record for the Largest Painting Made with Footprints.

Aside from community engagement, Josh has helped formulate, implement, and administer new policies and programs related to transportation funding, social media engagement, code enforcement and neighborhood assistance, information technology, sustainability planning, and performance measurement.

Josh earned a bachelor's degree from the University of Dayton and a master's degree in public administration from the University of Kansas. He is a member of the International City/County Management Association.

Education

*Master of Public
Administration, The
University of Kansas*

*Bachelor of Arts, Political
Science, University of
Dayton*

Industry Tenure

Local Government, 6 years

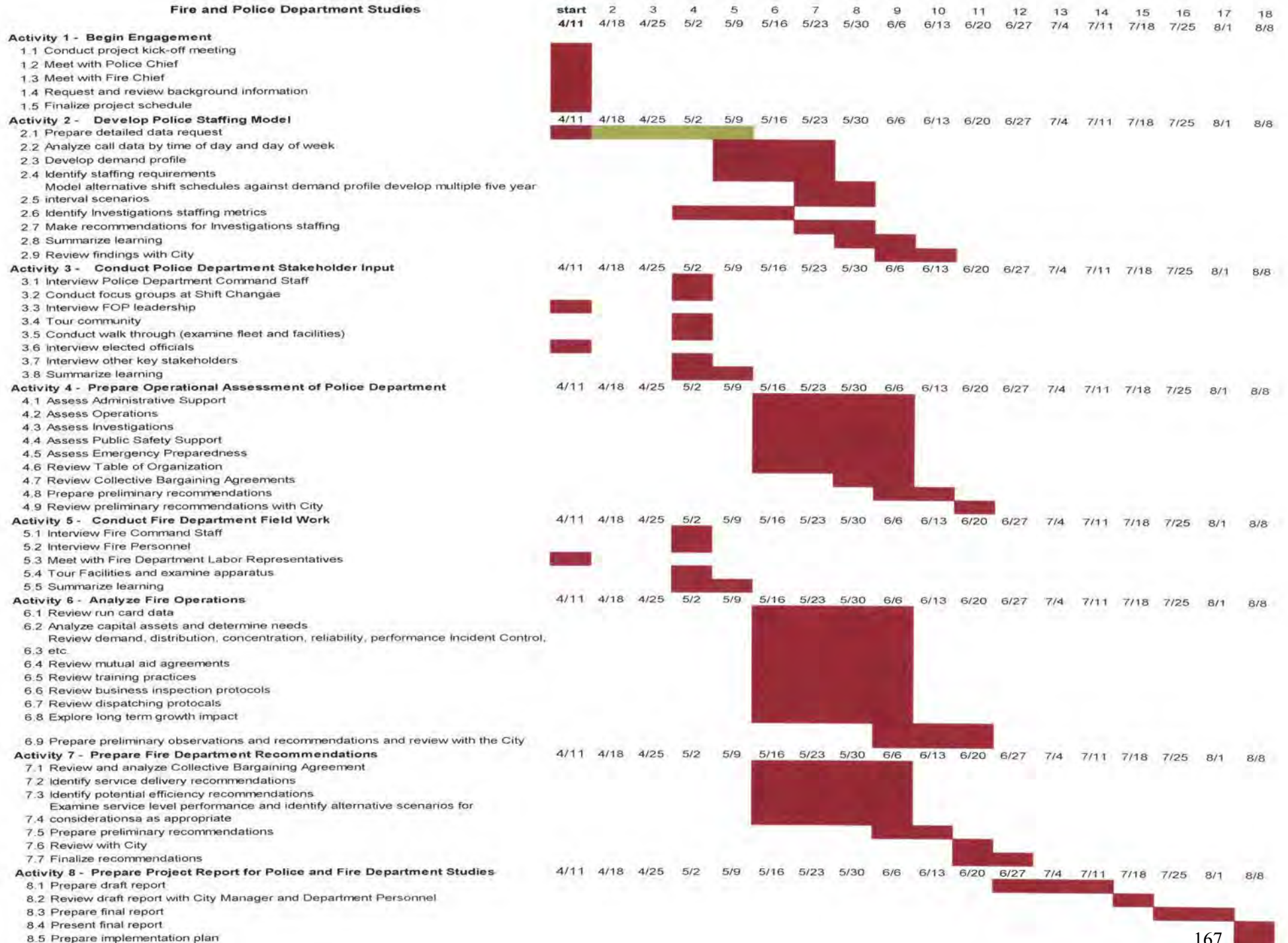
Proposed Cost

The total, not-to-exceed price to complete the Fire Department and Police Department study as outlined in this proposal is \$144,500, including all professional fees and expenses. Of this amount, \$120,150 is for professional fees and \$24,350 is for expenses.

It is our practice to invoice clients monthly, based on the percentage of work completed.

Attachment A – Project Schedule

Fire and Police Department Studies





Julia Novak, President

513-271-0500 (office)

513-308-0444 (home)

1746 Mentor Avenue

Cincinnati, Ohio 45212

[thenovakconsultinggroup.com](mailto:jnovak@thenovakconsultinggroup.com)

jnovak@thenovakconsultinggroup.com

NON COLLUSION AFFIDAVIT

STATE OF Ohio

SS.

COUNTY OF Hamilton

The undersigned Julia D. Novak, of lawful age, being first
(Architect/contractor/supplier/engineer - printed name)
duly sworn, on oath says that s/he is the agent authorized by the proposer to submit the attached
RFP. Affiant further states that the work, services, or materials will be completed or supplied in
accordance with the plans, specifications, orders or requests furnished the affiant for the project
described as:

REQUEST FOR PROPOSAL (RFP)
FOR MIDWEST CITY FIRE ANALYSIS PROJECT

Affiant further states that s/he has made no payment of money or any other thing of value directly
or indirectly to any elected official, officer or employee of the City of Midwest City or any of its
affiliated entities to obtain or procure the contract or purchase order.

Julia D. Novak
Signature of Affiant

Subscribed and sworn to before me this 18th day of February, 2016

Brenda Holloway
Notary Public

My Commission Expires: 03-19-2017

My Commission Number: 417634



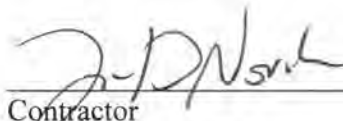
Brenda Holloway
Notary Public, State of Ohio
My Commission Expires 03-19-2017

Contractor Certification

Contractor certifies and warrants that it will comply with the Immigration Laws of the United States, including but not limited to 8 USC 1324(a), which makes it unlawful for an employer to hire or continue to employ an illegal or undocumented alien knowing the alien is or has become unauthorized with respect to such employment, or to fail to comply with the I-9 requirements. Contractor further agrees to comply with the Oklahoma Taxpayer and Citizen Protection Act of 2007. Contractor will not knowingly employ or knowingly allow any of its Subcontractors to employ any illegal or undocumented aliens to perform any work in connection with services performed for the City of Midwest City. After July 1, 2008, Contractor and its Subcontractors will verify information on all new employees on the Status Verification System operated by the U.S. Government.

Contractor will retain and make available for inspection by the City, upon reasonable notice, a completed I-9 Employment Eligibility Verification Form for each person that contractor directly employs to perform services for the City. If Contractor, or any of its Subcontractors, receives *actual knowledge* of the unauthorized status of one of its employees engaged in providing services to the City, then Contractor or Subcontractor will remove that employee from the project, and shall require each Sub-contractor to act in a similar fashion with respect to such Sub-contractor's employees. Contractor agrees to have a provision in its subcontracts stating that each Sub-contractor will have the same duties and responsibilities with regard to its employees that the Contractor has certified in this paragraph.

Signed under penalty of perjury on February 18, 2016.

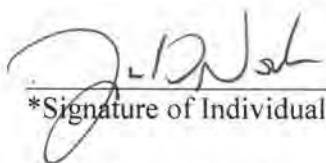

Contractor

By: 
Owner or Authorized Officer

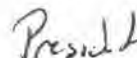
NON-DISCRIMINATION STATEMENT

The contractor agrees, in connection with the performance of work under this contract:

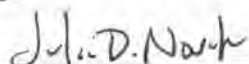
- a. That the contractor will not discriminate against any employee or applicant for employment, because of race, creed, color, sex, age, national origin, ancestry or disability. The contractor shall take affirmative action to insure that employees are treated without regard to their race, creed, color, age, national origin, sex, ancestry or disability. Such actions shall include, but not be limited to, the following: employment, promotion, demotion or transfer, recruitment, advertising, lay-off, termination, rates of pay or other forms of compensation and selection for training, including apprenticeship; and
- b. That the contractor agrees to include this non-discrimination clause in any subcontracts connected with the performance of this contract.
- c. In the event of the contractor's non-compliance with the above non-discrimination clause, this contract may be canceled or terminated by the Contract Entity. The contractor may be declared by the Contract Entity ineligible for further contract[s] with the Contract Entity until satisfactory proof of intent to comply is made by the contractor.



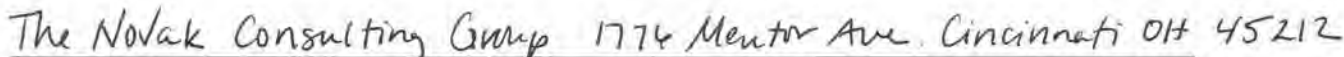
*Signature of Individual



*Title

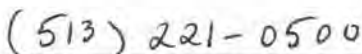


*Printed Name of Individual

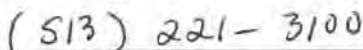


*Company Name and Address [Please Print]

*Zip Code



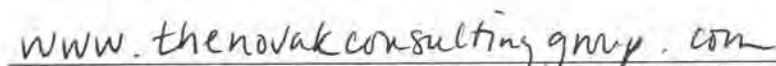
*Telephone Number



Fax Number if any



*Email Address



Company Website and/or Other Active Social Media Outlets

* Required information

NON COLLUSION AFFIDAVIT

STATE OF Ohio

SS.

COUNTY OF Hamilton

The undersigned Julia D. Novak, of lawful age, being first
(Architect/contractor/supplier/engineer - printed name)
duly sworn, on oath says that s/he is the agent authorized by the proposer to submit the attached
RFP. Affiant further states that the work, services, or materials will be completed or supplied in
accordance with the plans, specifications, orders or requests furnished the affiant for the project
described as:

REQUEST FOR PROPOSAL (RFP)
FOR MIDWEST CITY POLICE ANALYSIS PROJECT

Affiant further states that s/he has made no payment of money or any other thing of value directly
or indirectly to any elected official, officer or employee of the City of Midwest City or any of its
affiliated entities to obtain or procure the contract or purchase order.

Julia D. Novak
Signature of Affiant

Subscribed and sworn to before me this 17th day of February, 2016

Brenda Holloway
Notary Public

My Commission Expires: 03-19-2017

My Commission Number: 417634



Brenda Holloway
Notary Public, State of Ohio
My Commission Expires 03-19-2017

Contractor Certification

Contractor certifies and warrants that it will comply with the Immigration Laws of the United States, including but not limited to 8 USC 1324(a), which makes it unlawful for an employer to hire or continue to employ an illegal or undocumented alien knowing the alien is or has become unauthorized with respect to such employment, or to fail to comply with the I-9 requirements. Contractor further agrees to comply with the Oklahoma Taxpayer and Citizen Protection Act of 2007. Contractor will not knowingly employ or knowingly allow any of its Subcontractors to employ any illegal or undocumented aliens to perform any work in connection with services performed for the City of Midwest City. After July 1, 2008, Contractor and its Subcontractors will verify information on all new employees on the Status Verification System operated by the U.S. Government.

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Signed under penalty of perjury on February 18, 20 16.

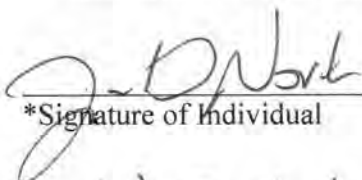
J. J. Work
Contractor

By: President/Owner
Owner or Authorized Officer

NON-DISCRIMINATION STATEMENT

The contractor agrees, in connection with the performance of work under this contract:

- a. That the contractor will not discriminate against any employee or applicant for employment, because of race, creed, color, sex, age, national origin, ancestry or disability. The contractor shall take affirmative action to insure that employees are treated without regard to their race, creed, color, age, national origin, sex, ancestry or disability. Such actions shall include, but not be limited to, the following: employment, promotion, demotion or transfer, recruitment, advertising, lay-off, termination, rates of pay or other forms of compensation and selection for training, including apprenticeship; and
- b. That the contractor agrees to include this non-discrimination clause in any subcontracts connected with the performance of this contract.
- c. In the event of the contractor's non-compliance with the above non-discrimination clause, this contract may be canceled or terminated by the Contract Entity. The contractor may be declared by the Contract Entity ineligible for further contract[s] with the Contract Entity until satisfactory proof of intent to comply is made by the contractor.



*Signature of Individual

President

*Title

Julie D. Novak

*Printed Name of Individual

The Novak Consulting Group 1774 Mentor Ave. Cincinnati, OH 45212

*Company Name and Address [Please Print]

*Zip Code

(513) 221-0500

*Telephone Number

(513) 221-3100

Fax Number if any

jnovak@the novak consulting group. com

*Email Address

www. the novak consulting group. com

Company Website and/or Other Active Social Media Outlets

* Required information



Proposal from

TriData LLC

Response to Request for Proposal

MIDWEST CITY, OK
FIRE DEPARTMENT AND POLICE
DEPARTMENT OPERATIONS
ASSESSMENTS AND MASTER PLANS

February 26, 2016



Prepared by:
TriData LLC
10605 Vantage Court
Potomac MD 20854

PROPOSAL

Fire Department and Police Department Operations Assessments and Master Plans for Midwest City, Oklahoma

Submitted to:

City Clerk's Office, City Hall
Attn: Fire Chief Bert Norton
100 North Midwest Boulevard
Midwest City, OK 73110

Submitted by:

Philip Schaenman, Managing Member
TriData LLC
10605 Vantage Court
Potomac, MD 20854
(703) 351-8302, pschaenman@tridata.com

February 26, 2016



TriData LLC
10605 Vantage Court
Potomac MD 20854
(703) 351-8302

February 25, 2016

City Clerk's Office, City Hall
Attn: Fire Chief Bert Norton
100 North Midwest Boulevard
Midwest City, OK 73110

RE: Response to RFP Fire Department and Police Department Operations Assessments and Master Plans for Midwest City, Oklahoma

Dear Chief Norton:

We are pleased to submit our proposal to assist in the development of the Fire Department and Police Department Operations Assessments and Master Plans. The study will address the current provision of fire, EMS, law enforcement and other emergency services, its future needs, and innovative ways to improve efficiency.

We are highly qualified to undertake this project, having worked on similar studies for cities in Oklahoma, Texas, and across the nation. We have undertaken successful studies for Oklahoma City and Edmond, Oklahoma; Fort Worth, Corpus Christi, Houston, and Sugar Land Texas, and over 250 others over the past 34 years. Until July 2015, we operated as TriData Corporation, a subsidiary of System Planning Corporation. We now are independent, and operating as TriData LLC. Same leadership. Same staff. Same high quality services and commitment to our clients.

We are known for technical excellence, innovation, openness to information from various stakeholders, and high integrity. We have been repeatedly commended for our ability to work with various stakeholder groups during such studies, and for running an open study process, willing to consider ideas from all stakeholders on the prevailing issues

We have proposed a multi-disciplinary team to undertake this study for the City. This includes former public safety managers as well as career analysts – enabling us to blend various experiences and an unbiased approach in all of our projects.

The “data” in TriData forms the core of every study we conduct. We undertake analysis of law enforcement, fire suppression and EMS response data, population projections, budget information, fiscal implications, and other data sets. Our research methodologies and resulting reports have been well received in all corners of the nation by city and public safety officials, and by staff at all levels. In large part, this is because our staff and specialists have direct experience

in the field and relate easily to the research issues. This credibility, based on real-world experience, is essential to developing an end product with guidelines that can be used as a mission driven catalyst well into the future.

This proposal is based on our understanding of the breadth and depth of the work that Midwest City desires. We are flexible to discuss any changes in what we proposed. The best assets TriData can offer are its history of independence, high ethical standards, quality of work, and a stellar reputation within the public safety environment. We look forward to the possibility of working with Midwest City as we have with many others. We are especially enthusiastic about helping you develop the best public safety systems system for the future, which is one of our specialty areas.

Please note that TriData is proposing to conduct both the police and fire studies. If selected to conduct both projects, we would offer the City a discount of 5% of our professional fees on both projects.

If you have any questions about our proposal, please contact me at (703) 351-8302 or pschaenman@tridata.com.

Sincerely,

A handwritten signature in cursive script, reading "Philip Schaenman".

Philip Schaenman
Managing Member

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I. BRIEF DESCRIPTION OF TRIDATA

TriData is generally considered to be one of the premier public safety consulting firms in the U.S. We specialize in performing research and management studies in fire and emergency medical services (EMS), prevention and public education, law enforcement and emergency management. We are unique in the synergism between our local government studies, which bring ground truth to the research, and the research, which brings state-of-the-art information to our local government clients.

TriData has 34 years of experience in public safety consulting. We have completed over 210 studies for local governments across the U.S. and Canada, including the Oklahoma City Fire Department. Our mission is to improve public safety effectiveness and productivity based, where possible, on hard data. For local government public safety consulting we conduct:

- Station location and response time analyses
- EMS system analysis
- Staffing reviews
- Risk analyses
- Cost analysis
- Resource deployment
- Reviews of management and organization, including financial analyses
- Human resources reviews
- Emergency management and 9-1-1 communications
- Fire prevention, investigation, and public education reviews
- Statistical analysis
- Workload and reliability analysis
- Support services (training, fleet management, supply and logistics)

TriData has built its reputation on the objectivity, innovation, and technical excellence. Though we base much of our work on hard data, we spend a great deal of effort soliciting information, opinions, and perceptions from internal and external stakeholders. Our process enables us to achieve excellent success in forming consensus about needs and solutions.

Organization

TriData was established in 1981. Until 2015 it was a division of System Planning Corporation. In May, 2015 SPC was purchased by ECS Federal, a much larger company that primarily works on Federal government contracts. TriData was offered its independence, and in July, 2015 became TriData LLC, registered in the State of Maryland. Philip Schaeffer, TriData's founder, continues to head TriData as its Managing Member. TriData's studies are still managed by the same senior project staff that has led to our high reputation.

TriData is not affiliated with any professional organization, labor union, publisher, or similar organizations. We pride ourselves in being objective. Our reports always reflect findings and recommendations that are based on our clients' actual circumstances and that best serve their citizens and employees.

Contact Information

TriData's managing member, Philip Schaenman, is authorized to negotiate and contractually bind TriData into any agreement with the City of Midwest City. The proposed project manager for this effort, Steve Brezler, also is available to answer questions on any of the technical information provided here. Our contact information is.

TriData LLC
10605 Vantage Court
Potomac, MD 20854

Philip Schaenman
Managing Member
(703) 351-8302
pschaenman@tridata.com

Steve Brezler
Project Manager
(410) 572-6114
sbrezler@tridata.com

II. PAST EXPERIENCE

Following are four studies TriData has completed with populations between 5,000 and 55,000 that are similar in whole or part to the scope of work requested in the RFP. See Appendix B for a comprehensive list of studies TriData has completed in the last 3 years.

1. City of Beacon, NY: Develop an Implementation Plan to Consolidate Beacon's Three Firehouses

Reference: Gary Van Voorhis, Fire Chief
Beacon Fire Department
13 South Avenue
Beacon, NY 12558
(845) 765-089

Population: 15,346

Description of Services: TriData conducted an independent analysis of the locations, facilities, conditions, and operations of the city's fire department stations to best optimize service through the development of an implementation plan to consolidate Beacon's three firehouses into a single facility. The goals of this study were to obtain information that would enable the City to:

- Properly place its fire department facilities into one central location that will be the most effective and efficient in serving the needs of the citizens.
- Make informed decisions for the prioritization and allocation of resources toward a centralized station in the most cost effective manner.

2. City of Fairmont Fire Department, WV: Sub-station Plans (2015)

Reference: Phil Mason, City Council
200 Jackson Street
Fairmont, WV, 26554
(304) 363-5930; pmason@Fairmontwv.gov

Population: 18,737

Description of Services: The City of Fairmont sought proposals for an independent analysis of the locations, conditions, and operations of the city's fire department sub-stations to best optimize service. The goals of this study were to obtain information that will enable:

- The City of Fairmont to properly place its fire department facilities in locations that will be the most effective and efficient in serving the needs of the citizens
- The Fairmont City Council to make informed decisions for the prioritization and allocation of resources to the Fairmont Fire Department.
- The study had nine key objectives conduct a comprehensive evaluation of the location, condition, and operation of the existing fire department sub-stations.

3. City of Charleston, WV: Fire Department Deployment and Optimization Study

Reference: David D. Molgaard, City Manager
City of Charleston
PO Box 2749
Charleston, WV 25330
(304) 348-1090, david.molgaard@cityofcharleston.org

Population: 51,053

Description of Services: TriData conducted an independent analysis of the operations, staffing levels, and asset deployment of the Charleston Fire Department. The analysis identified and presented the best strategies to serve the citizens while addressing safety concerns of fire personnel and the need for adequate and affordable resources.

4. Township of Piscataway, NJ: Fire District Study: Review, Analysis, and Report

Reference: Joe Criscuolo, Business Administrator
Township of Piscataway
455 Hoes Lane
Piscataway, NJ 08854
(732) 529-2528, JCriscuolo@piscatawaynj.org

Population: 56,044

Description of Services: TriData evaluated the Township's fire protection and emergency medical services in all four districts to determine if consolidating into a single centralized fire district would increase efficiency and effectiveness. To assist the Township in determining the best solution, TriData identified several fire and EMS delivery options, and identified critical issues with each option to consider.

In conclusion, TriData recommended consolidating into a single fire district, as that would allow the greatest efficiencies and improvements in service delivery, and create greater savings opportunities for the Township.

Additional References

1. Oklahoma City Fire Department, OK: Oklahoma City Fire Department Fire Station Location Study

Reference: Lance Musgrave, Assistant Program Manager
Metropolitan Area Projects (MAPS) Office
City of Oklahoma City
420 W. Main, Suite 400
Oklahoma City, OK 73102
(405) 297-3461, lance.musgrave@okc.gov

At the time of this study, Mr. Musgrave was the Business Manager for the Oklahoma City Fire Department and was TriData's day-to-day point of contact.

Description of Service: TriData performed a detailed analysis of fire station locations, response times, demand forecasts, and resource deployment. The scope of this study considered the satisfactoriness of the current station locations and deployment to meet existing demand, and changes needed to meet growth.

2. Sugar Land Fire Department, TX: Fire Department EMS Assessment

Reference: Juan J. Adame, Fire Chief
Sugar Land Fire Department
Fire Administrative Offices
10405 Corporate Drive
Sugar Land, TX 77479
(281) 275-2873, jadame@sugarlandtx.gov

Description of Services: TriData evaluated the Sugar Land Fire Department (SLFD) EMS service and defined 'critical choices' as a basis for recommendations to the Mayor and City Council. Our report provided 13 critical choices and 10 implementation steps for the city to consider.

3. Arlington Fire Department, TX: Comprehensive Management Study of the Arlington Fire Department

Reference: Robin Paulsgrove, Fire Chief
Denton Fire Department, TX
332 E. Hickory
Denton, TX 76201
(940) 349-8840 office, (940) 390-5523 cell phone
robin.paulsgrove@gmail.com

At the time of our Arlington, Texas study, Chief Paulsgrove was the Fire Chief of Arlington and the project coordinator for the city.

Description of Services: This study is a prototype for a large comprehensive study of a metro-sized fire department. The areas reviewed include: management and organization; risk and demand; determining resource needs; station location and apparatus deployment; fire and rescue operations; emergency medical services; fire prevention; and support services.

III. SCOPE OF WORK AND FINAL DELIVERABLE

TriData has been at the forefront of conducting management studies and comprehensive reviews for local fire departments and EMS systems across the U.S. and Canada. Our approach has evolved along with the fire and EMS services over the past 34 years, and is thoroughly field tested and proven successful. A key to the success is particularizing the project approach to local circumstances, and the specific questions being asked. We have undertaken many studies for cities similar in size to Midwest City.

Understanding of the Project

The City of Midwest City is seeking a Operations Assessments and Master Plans for both the Fire and Police Departments that focus on two major issues:

- Analysis of the current environment and situation facing the MCFD and MCPD, in terms of service levels, staffing, operations, capital, organizational system and other key factors;
- Identification of future demands and challenges facing the City and the Fire Department and Police Department and making recommendation for how the MCFD / MCPD should focus on responding to those issues.

Essentially, the City is seeking professional counsel on the two largest inputs into the deployment and staffing of public safety resources: ability to provide services in a timely manner throughout the City's area of responsibility; and the ability to effectively deliver the service levels expected of a modern public safety agency.

Our comprehensive approach to achieving the City's objectives is detailed in the tasks below. The City has asked for the selected consultant to engage in a wide range of activities. They include:

- Interacting with a broad group of stakeholders who are concerned about fire / rescue service delivery in the City, including:
 - Elected officials and senior staff;
 - Command and other staff from each department;
 - Line staff and other community representatives
- Providing for public input meetings;
- Reviewing policies and procedures as well as any internal documents setting strategic plan, master plan, service level expectations, accreditation, etc.;
- Taking into consideration the City's desire to offer high levels of service, and consider standards promulgated or cited by various professional and accrediting organizations;
- Reviewing costs and revenues associated with the delivery of law enforcement / fire / rescue / EMS services, and considering possible efficiencies or new revenues such as a dedicated public safety millage;
- Considering impacts of response times, emergency room delays, booking delays, and other key factors as recommendations are developed;

- Developing several key component documents including community risk assessment and key master planning components focusing on service levels and community expectations.

The scope of services expressed in the City's request for proposals is clearly focused on the key issues that will significantly impact staffing, deployment and service delivery by the both public safety departments.

Project Approach

The specific tasks we envision to complete the project are summarized below, followed by the proposed timeline. Key staff for each task is shown in the task heading, with the lead in italics.

Task 1: Project Initiation and Kick-Off Conference Call

The project will begin with a kick-off conference call to review each study's objectives and goals, discuss the scope of work, review the list of necessary background information, plan a tight schedule of meetings for the first site visit in which we "triage" the issues, and finalize the project schedule (including milestones and deliverable target dates).

The kick-off conference call should be conducted within three working days after contract award and will include representatives from TriData and the city's designated project manager, senior team members, and others, as appropriate.

Task 2: Collection and Review of Data and Background Information

To the extent available, we would like to obtain the data listed below prior to our initial site visit, both to get background and identify the types of data available for analysis. . Anything not immediately available can follow. We seek similar types of information from the Midwest City Fire Department.

- Organization charts
- Department budget including personnel allocations by functional unit
- Salary and benefit cost by rank/ grade, including uniformed and civilian staff
- Leave data (hours) for uniformed staff for the past three years: vacation, sick, accident, FMLA, training, bereavement, jury duty, etc.
- Map of facility locations
- Vehicles, apparatus and other response capabilities
- Response time and service delivery standards adopted (formally or informally) by each department
- Planned capital improvements
- Policies and procedure manuals
- Personnel deployment (number of fire and EMS personnel) by station / shift / unit
- Description of services provided by each major division/ section of the various departments
- City planning data on trends in population, demographics, and business growth

- CAD data (last five years if available)
- Fire loss data, including fatalities, injuries, dollar loss (last five years if available)
- Past annual reports (last five years if available)
- Operating and capital budgets (last five years if available)
- Automatic and Mutual aid agreements
- Response plans (units and personnel) for various incident types

Data that will be needed for the response time and analysis:

- 3 years or more of CAD data exportable to an Access or Excel Format.
- CAD data, to include incident number, date, address, call type, time received, time dispatched, units dispatched, en route times, arrival times, clear times, whether call was transported to hospital or not. We also need response time data that measure first unit on scene times and differences between arrival times for MCFD and EMS.
- GIS data covering the City and its response areas.

Task 3: On-Site Meetings and Triage of Issues

After reviewing the background information provided, TriData will conduct a four-day site visit with each department, for a series of intensive meetings to understand the current situation and the environment in which services are delivered. We will have a four-person team, including TriData's project manager, meet with the city's project management team, the City Manager's office, the department chief, senior department members, labor representatives, and other stakeholders as appropriate. We will visit stations and units and hold informal discussions with the staff there. We will meet with IT, planning and training staff.

The site visit will start with a meeting between the city and TriData project management teams to update each on any changes, situations, or political issues that have developed. Our final meeting will also be with the City project team to provide a general overview of our initial findings, and to go over plans for the remainder of the project. In this meeting we "triage" the issues, to make sure that the most important ones will receive adequate attention. This helps ensure that the efficiency study is itself efficient.

Task 4: Perform Risk, Population Growth, and Workload Analysis

Based on the data provided, TriData will:

- Identify trends affecting public safety protection in Midwest City, including population growth, demographics, and risk;
- Analyze trends in law enforcement calls for service, and in the number and size of fire, EMS, and other incidents in the past five years;
- Analyze incident reports or dispatch data to identify the run frequency by area of the emergency service provision area;
- Use statistical extrapolation and expert judgment regarding the factors of influence to develop projections of future demand for public safety services over the next 10 years.

- Convert the demand estimate to an estimate of workload by unit.

We estimate future demand in two ways to form an envelope of projections. Future demand for service is the product of *demand per capita* and *population served*. One needs to consider trends in both of these factors in projecting demand, not just the increase in population. The high demand estimate (upper bound on the demand projection envelope) projects the trend in demand per capita multiplied by the projected population for each year. Demand increase or decrease as the population is more or less prone to call on fire and EMS services per capita. The low estimate of demand (lower boundary of the envelope) assumes that per capita demand will remain about at its current level, and that demand will therefore be approximately proportional to population growth.

We project trends by type of call. We also disaggregate demand estimates by area of the City, where possible. We consider the types of high-hazard occupancies that exist but may not have had any serious incidents, and the hazards that are likely to be built in the near future. We use district planning projections for growth in population, business, and any new risks expected to be introduced in the next decade.

We then analyze the present and projected future workload for emergency operations including law enforcement calls, fire incidents, medical calls, and other emergencies as well as non-emergent calls. We will also analyze the workload of medical calls as it relates to unit staffing. We will use statistical extrapolation and expert judgment to develop projections of future workloads as it relates to expected demand and convert the information to an estimate of workload for the fire department overall and for each unit.

The results of this analysis are compared to the existing capabilities to determine present unmet needs, and projections on when additional resources might be needed. The results of this task will be used in the station location, apparatus, and staffing analysis.

Depending on the availability of data, we are also able to analyze demand for different areas of a fire district. Following are examples of graphics that illustrate some aspects of demand; these were developed for studies in Orange County, FL and North Little Rock, AR. These are examples of a family of graphics we would do for Midwest City – these examples are from fire studies, we perform similar analyses for law enforcement projects.

Figure 1: Orange County, FL – Population Density, 2013

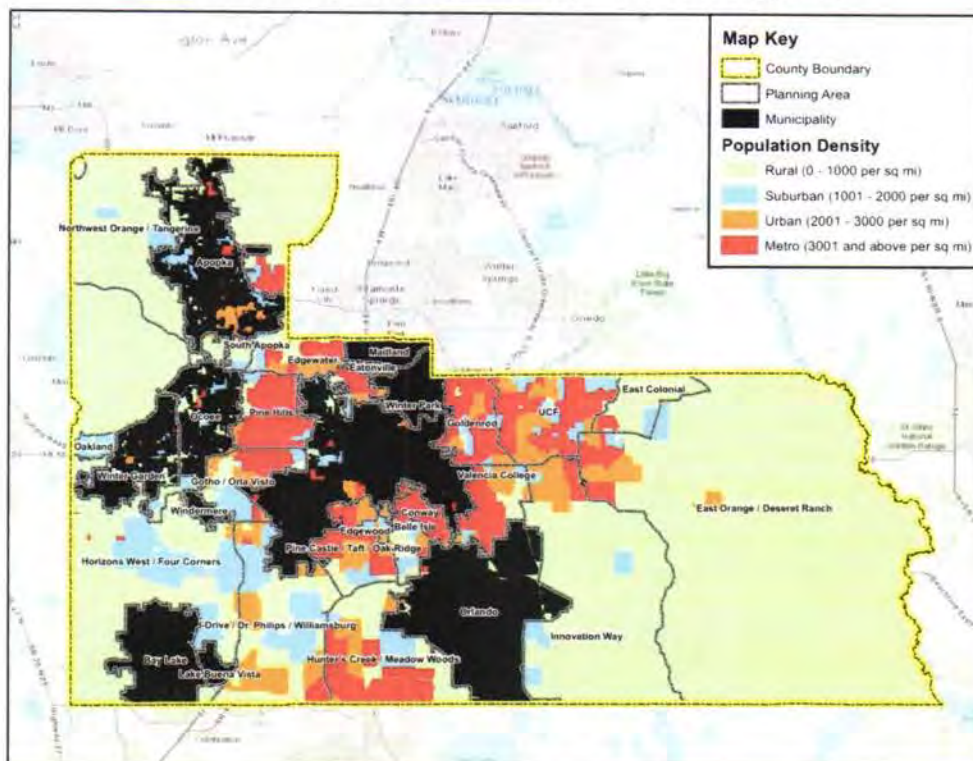
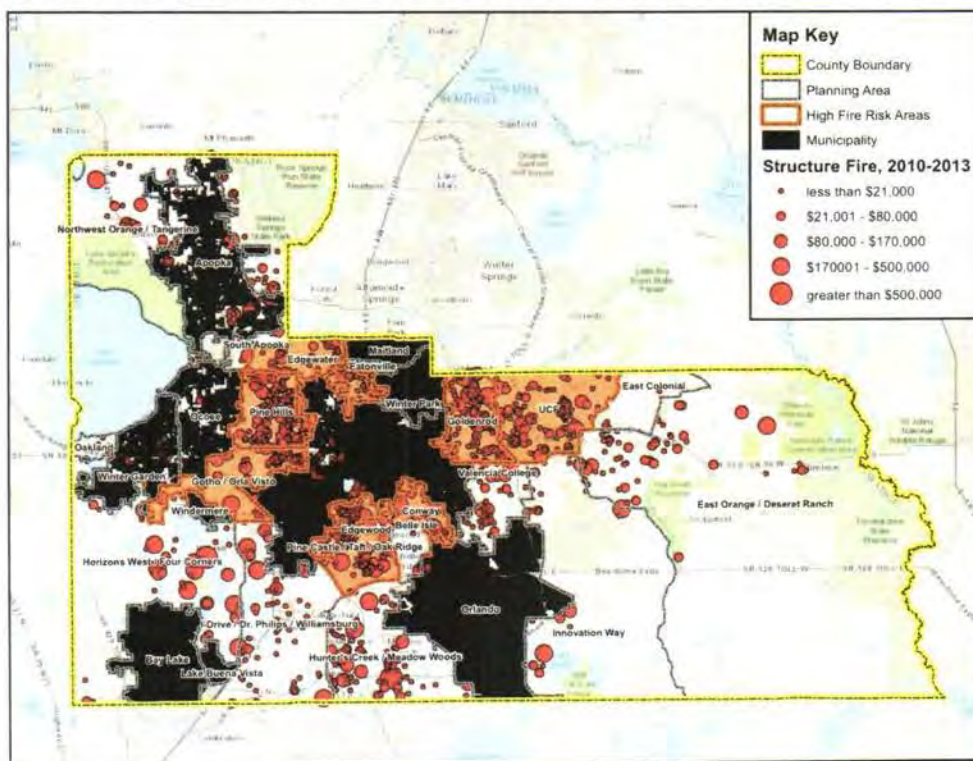


Figure 2: Orange County, FL – Structure Fire Locations and High-Fire-Risk Areas



Information from Task 4 combined with the review of fire and EMS, are important in developing the short and long term recommendations for the final report. Our experience has shown that this step enhances adaptive thinking by allowing governments to focus beyond the one-year budget cycle.

Task 5: Analyze Station and Unit Locations, Response Time and Reliability

Recent technological advances in data collection, computer aided dispatch (CAD), mapping, and satellite imaging have allowed law enforcement agencies, and fire and EMS services to develop improved methods to analyze the most effective and efficient way to deliver service. TriData has the experience to use the most up-to-date GIS technologies to benefit our clients. Station location and response time analysis are based on current deployment, conditions of stations and property, historical data obtained from CAD, and mapping incident data from the department's RMS to GIS. This same approach can be used to assess patrol beats, detective areas of responsibility, etc. We will develop several alternative models and recommend a preferred direction based on needs and available resources to formulate a usable and viable short and long range SOC assessment plan.

Station Location Analysis – Based on the results of our risk and demand analyses in Task 4, we will assess the coverage provided by the current system of stations, considering both current and projected workloads and demand. We will determine the ideal number of stations and their locations with consideration for short-term and long-term risks. We also consider near-ideal solutions with minimum changes to lower cost—the modest improvement alternative. That is, we will develop an approach for MCFD to use in making deployment decisions for the future, dividing our recommendations into those addressing current service demands and those addressing future service demands. Our recommendations will be data-driven and will be aimed at improving the efficiency and effectiveness of the fire/rescue system. We will provide quantitative and qualitative reasoning supporting the recommendations and prioritize their implementations.

GIS Capabilities – The analytical process we use makes much use of Geographic Information Software (GIS). It is field-tested and has proven to be a successful means for carrying out station location analyses and producing the deliverables required in this project. The GIS mapping and analysis is completed in two phases.

We begin with the technical component of GIS mapping, utilizing the tools and software needed to store, analyze, and develop GIS information about the city and its fire department experience. GIS maps are created to explore demand patterns in terms of where incidents have been occurring and analyze response times. They also can show other important information necessary for fire station location and staffing analyses such as location of risks and hazards in relation to drive times from the existing system of stations. Separate analyses are undertaken by type of call (e.g., EMS, fires, structure fires, and other service calls) and by type of unit (e.g., engines and ladder trucks).

After the maps are created, they are analyzed by senior fire and EMS experts with experience in real-world fire station location and staffing studies, often leading to analysis iterations. The GIS maps provide a spatial framework that helps identify patterns, point out problems, and show connections that are difficult to see in spreadsheets or other text-based documents. The maps can help reveal where resources are needed and the risks and challenges of

providing services from current and future station locations. They can also assist in new station location analysis by letting one test station location alternatives using average travel speeds or in minutes of travel, to see if they conform to the department's requirements and national standards.

We will use GIS network analysis software to evaluate drive times and spatial analysis to evaluate incident density (e.g., for structure fires). TriData considers not only response times for first-due units, but also second-in times and the time needed to assemble an adequate force for different types of risks. We also consider simultaneity of calls—how often are multiple calls received in the same area, and the availability of back-up resources.

We will examine actual travel time information as well as theoretical response times computed from computer models. The actual data reflects absences, units on training exercises or special assignments, weather conditions, details of geography, traffic, and other real-world considerations. Response times will be addressed both in our reviews of operations and station location analyses.

In addition to the average response times for the city overall, we assess the cumulative frequency distribution of response times (percent of calls responded to in 3 minutes, 4 minutes, 5 minutes, etc.), and the response times by area of the city and type of call. We consider the degree to which demand or service needs vary by area of the city and how they vary by time of day and day of week.

Our GIS analysts appreciate the underlying theories behind municipal and regional planning processes. When developing the analyses, they will consider land use trends, spatial analyses as discussed above, utilize different impact assessment methods, and evaluate different planning strategies to ultimately arrive at a suitable conceptual plan and analysis.

In addition to incident trends, we will examine response times across the system, looking at total response time as well as each individual time segment, including call processing, dispatch, turnout, and travel. We will analyze these response time segments overall and then break the data down by type of call and agency. Our analysis results include cumulative frequency measures and assess compliance with agency requirements and nationally accepted standards, such as NFPA 1710. We will use response counts and times to examine the degree to which demand or service needs vary by area of the city, time of day, and day of week, which also affects the assignment of personnel resources.

Following are examples of the kinds of GIS maps we would produce as part of this analysis. They show station locations and overlap, and four- and six-minute travel time coverage.

Figure 3: Orange County, FL – Current Fire Station Overlap, Southwest Orange County

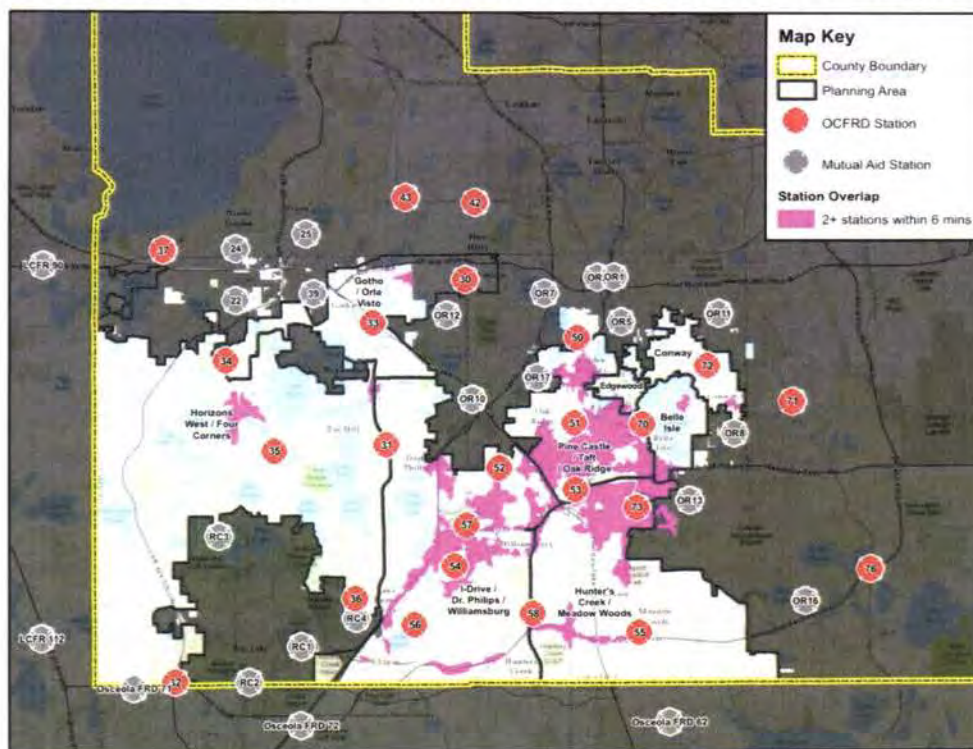
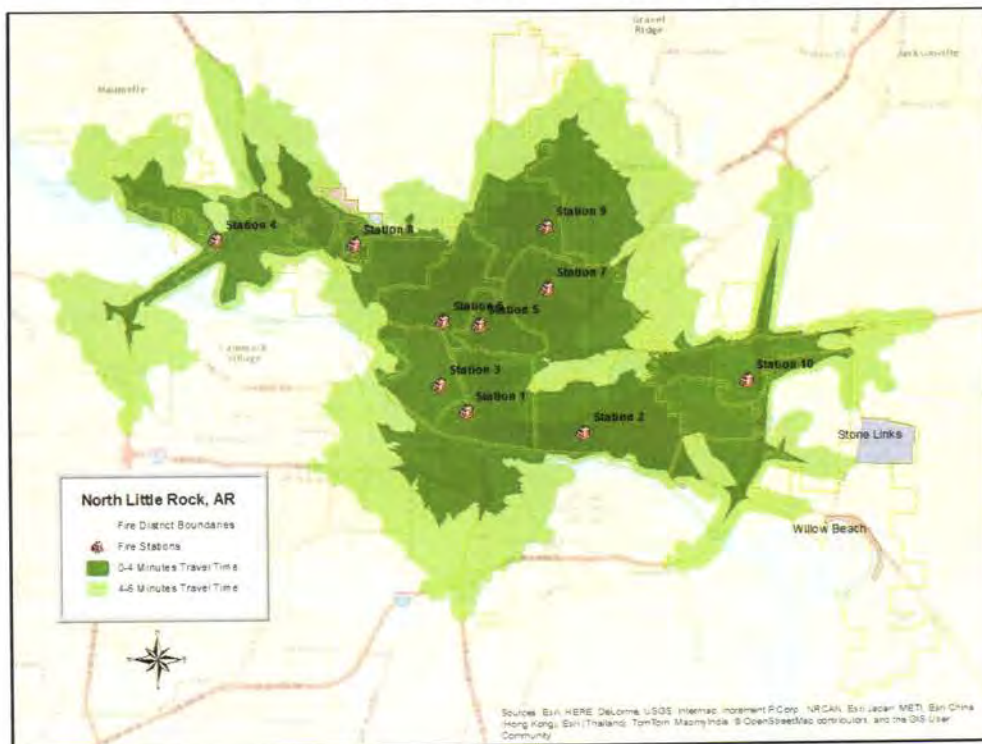


Figure 4: North Little Rock, AR – Current Station Locations Four- and Six-Minute Travel Time Coverage



Task 6: Review Public Safety Operations, Evaluate Response Capabilities and Develop Alternative Options

In Task 6 we conduct the review of items related to the operational aspects of the police and fire departments. Areas of study conducted in this task include:

- Public safety field operations;
- Support services (prevention, detectives, dispatch, etc.);
- Staffing, overtime, and shift schedules;
- Safety;
- Span of control;
- Internal and external communication;
- Deployment of resources;
- Training;
- Supervision;
- Policies and procedures;
- Special services (technical rescue, SWAT, hazmat);

To conduct this task we will interview line staff, supervisors, and managers. We will observe operations, review SOP's, and look for compliance with required procedures (e.g., "two-in/two-out") and other standard industry practices. We determine whether each department's policies and SOPs are being followed and whether they make sense. We assess the level of training afforded personnel in relation to the job tasks they are required to perform.

In conjunction with the station location, equipment, and staffing analysis, TriData will assess if the current resources are most effectively and efficiently deployed to meet demand and maintain safety of public safety personnel (and citizens). With regard to staffing and methods of scheduling, we will assess the current work schedule, and review any collective bargaining agreements. We will present future scheduling options, to include the costs potential benefits, and liabilities of other shifts (we have done a great deal of research on that subject). We will consider the "staffing factor"—the multiplier that translates the number of on-duty positions into the number of personnel needed to staff them—and the impact of leave usage on the multiplier. We will consider the trend in leave usage and how it compares to others. Finally, we will develop recommendations for future staffing needs. Appropriate staffing in light of the actual, reality-based multiplier helps to reduce the need for overtime.

We review safety policies and procedures (both incident and routine procedures). We assess the degree to which safety officers are built into the department's incident command system and the degree to which they exert control at incidents.

We will also assess the condition, use, and type of equipment operated by each department (also in unison with the previous step). TriData will examine how well operations are managed, including the battalion chief / shift commander level. We will have gathered a good feel for how well MCFD and the transport provider to work together, and how well they are managed at various levels by meetings with most of the chiefs, meetings with line staff and

officers, and observation of operations and communications as the project proceeds. In this task we will pull together the observations and also assess internal communications, employee grievances, lines of accountability, the relationship between training and operations, how reasonable the fire operations organization chart is. Finally, we will coordinate and convert this vital data into our standards of response coverage analysis for each department.

Task 7: Prepare and Submit Draft Report

After all data is compiled and evaluations and analyses are completed, we will submit a draft report to the city's project manager for review and comment. The draft is submitted 30 days prior to the final report due date. We ask that comments be returned within 2 weeks.

Important assumptions in pricing this effort are that review comments sent to us by the city will be collected and combined into one document by the city's project manager, which will allow us to quickly revise the draft report and prepare the final report. There will be one round of comments unless there are errors in the revised final report.

Each department will have a separate report.

Task 8: Submit Final Report and Final Presentation

After receiving comments on the draft reports, TriData will make final changes, perform a final edit, and officially submit the final reports. We will submit up to 10 hard copies and 1 soft copy in PDF format, so that more copies can be produced by the city, if desired. At this time, we will also schedule a mutually agreeable date for a presentation of the results. The presentation can be made before or after the report is finalized.

On-time delivery of the final report is dependent on our receiving the city's comments within 2 weeks of delivery of the draft reports. If the city needs more than 2 weeks to submit comments, then the final reports will be ready within 2 weeks of our receiving comments on the draft.

The final report will include an Executive Summary and will address all issues included in the RFP's Scope of Work, including recommendations wherever appropriate. A discussion of the feasibility, possible timeline, and strategy for implementation of any changes recommended will also be included.

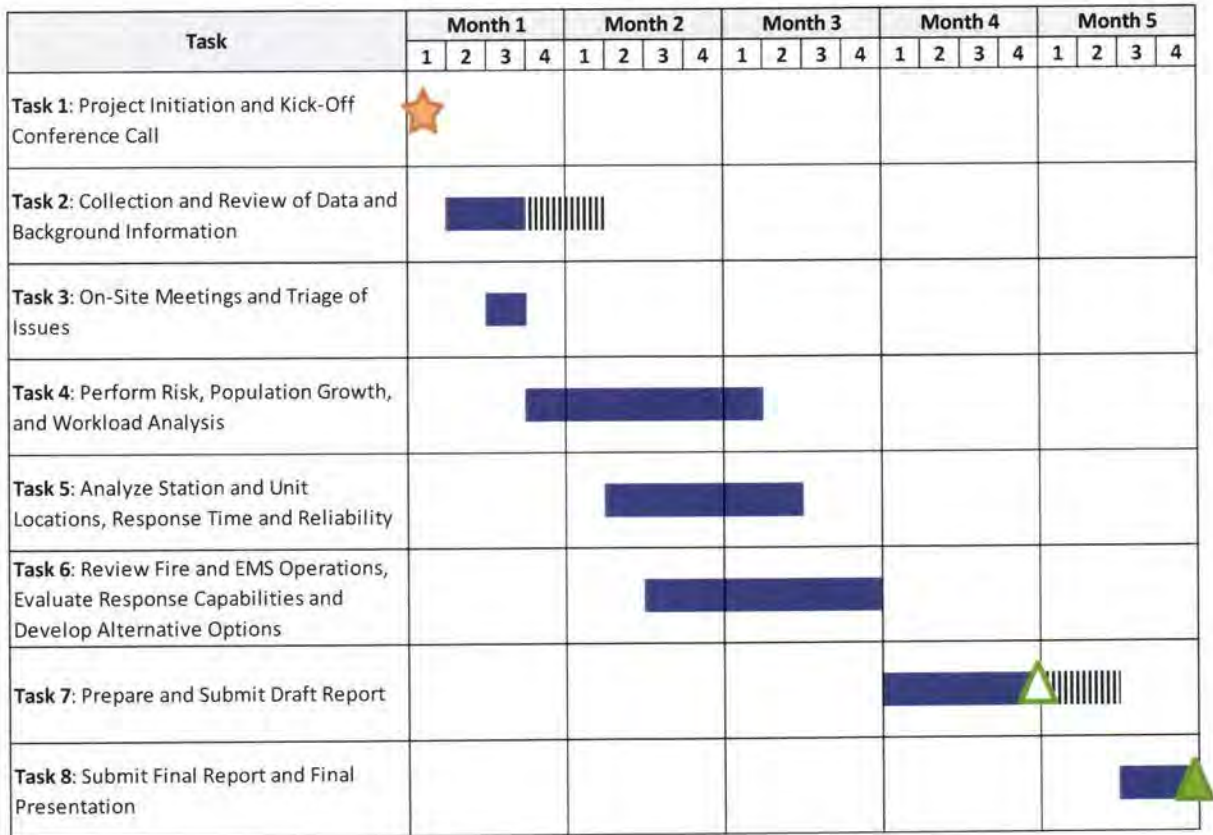
Timeline

To ensure that this project is completed in a timely manner, the City requested that the selected Respondent performs steps concurrently to expedite results and recommendations, as feasible. That is our normal way of doing these studies, and is reflected graphically in the timeline below.

The tentative timeline is shown below. An important pacing element is receipt of the CAD data in digital format in a timely manner. Based on TriData's experience with similar studies, we can deliver a draft final report in four months, and the final report in five months from the date of an executed contract. This time includes two weeks for the city to review the draft report, and two weeks for TriData to make necessary revisions and submit the final report.

We understand the city would like the study results as soon as possible. If there is particular information needed for meeting a decision deadline, we will try hard to comply.

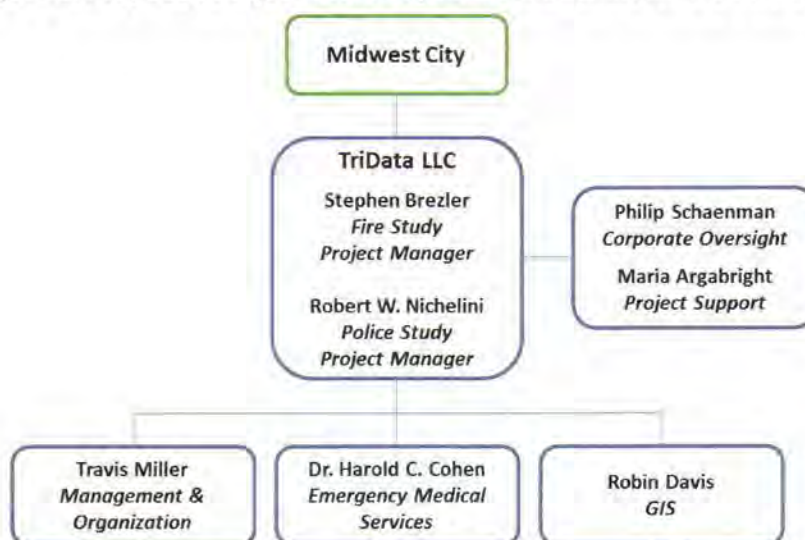
Figure 5: Tentative Project Timeline



IV. PROPOSED PROJECT PERSONNEL

The proposed project organization chart is shown below. Following it are brief descriptions of the qualifications and experience of the proposed team members. Detailed resumes are in Appendix B.

Figure 6: Proposed Project Team Organizational Chart for the Fire Study



Although these individuals have specific responsibilities in the project, our project team works collectively as an interactive unit to develop and vet ideas throughout the study.

Corporate Oversight

TriData's managing member, Philip Schaenman, is responsible for overseeing the project's progress in relation to the customer's scope of work. Draft and final reports get a rigorous review personally conducted by Mr. Schaenman. He also participates in the kick-off of the project, acts as an internal quality assurance reviewer, and is an active contributor of ideas throughout the study process.

Philip Schaenman, FIFireE, founded TriData 34 years ago. He has led studies of all aspects of fire departments, and has more than 39 years related research in fire protection. He is an internationally known expert in fire prevention, public education, fire data analyses, and performance measurement of fire protection.

Prior to founding TriData, Mr. Schaenman was Associate Administrator of the U.S. Fire Administration, responsible for the National Fire Data Center and the Fire Technology Program. Earlier he was also a Senior Research Associate at the Urban Institute in Washington, DC, undertaking research on measurement of local government service efficiency and effectiveness. He also had headed a group working on management science for the Bell System, and was a systems engineer for Bellcomm, a company set up by Bell Labs to be the systems engineering branch of NASA HQ for manned spaceflight.

Mr. Schaenman holds advanced engineering degrees from Stanford University and Columbia University, and B.S. degrees from Columbia University and Queens College. He has testified before Congress and has been frequently cited in the media.

Project Managers (Fire and Police)

TriData's project managers have the responsibility of planning, executing, and delivering all products and services requested in accordance with contract terms. As part of their management responsibilities, the project manager oversees all work ongoing under the contract, provides input on every aspect of the project, and coordinates the various study areas. The project manager meets with team members on a regular (usually weekly) basis to discuss the technical, schedule, and cost status of work and related issues.

Fire Study – Stephen Brezler will be the Project Manager for our Fire Study. He has first-hand knowledge of all areas of fire and rescue services including administration, fire prevention, staffing and weight of response analysis, operations, training, technical services, and support functions such as fleet management. Mr. Brezler was fire chief of the Salisbury (MD) Fire Department, a battalion chief of the Baltimore County (MD) Fire Department, and a battalion chief of the Hagerstown (MD) Fire Department. For Baltimore County he also served as acting deputy chief for an extended time period and was assigned to numerous command positions, including command of the department's human resources division, which gives him a unique understanding of fire service management.

Mr. Brezler has managed over 50 fire department studies for TriData, including Oklahoma City, OK; Pittsburgh, PA; Palo Alto, San Carlos, and Long Beach, CA; Waterbury, CT; Louisville, KY; Saint Paul, MN; Vancouver, BC; Salt Lake City, UT; and Cincinnati, OH. On numerous projects, deployment strategies recommended by Mr. Brezler have resulted in both improved response and value. Mr. Brezler has integrated his knowledge of services with a desire to help other communities improve their service delivery through innovative solutions. He twice has won SPC's 'Manager of the Year' award.

Mr. Brezler has a Bachelor degree in Fire Science and Management from the University of Maryland and is a graduate of the National Fire Academy's Executive Fire Officer Program.

Police Study – Robert W. Nichelini will be the Project Manager for our Police Study. He was Police Chief of Vallejo California, and Deputy Police Chief of Oakland, California, and has consulted on a wide variety of police and other public safety issues. He is also an attorney specializing in human resource issues.

Chief Nichelini has 44 years of public safety experience where he acquired a strong administrative foundation involving independent decision-making, budget preparation and management, planning, resource allocation, legal research and analysis, labor relations, disaster preparedness and response, and community and problem-oriented policing.

Chief Nichelini was police chief in Vallejo, California (population 120,000) for over 17 years. He was Acting Fire Chief for 18 months and twice appointed Interim City Manager. Prior to Vallejo, Chief Nichelini spent 24 years with the Oakland, California Police Department where he advanced through the ranks from Police Officer to Deputy Chief of Police.

After college, Chief Nichelini spent 5 years on active duty with the United States Air Force. He subsequently served for an additional 25 years in the Air Force Reserve holding

Dr. Harold C. Cohen, Senior Program Manager, will lead the EMS component. He has over 30 years of fire service experience, 22 of which were with a large metro fire department where he reached the rank of division chief. He has extensive experience in various facets of the fire service, including EMS, fire suppression operations, fire department communication operations, administration and management, and training.

Dr. Cohen's EMS management experience includes serving as chief paramedic for a large fire department EMS system that answered over 90,000 emergency responses. He served in all EMS ranks from paramedic, EMS Instructor, EMS supervisor, and EMS shift commander prior to being appointed chief paramedic. He has also worked for commercial, and county non-fire based services. Dr. Cohen is a life member of a volunteer fire and EMS company in Maryland.

Dr. Cohen has led or contributed to evaluating EMS models in over 20 TriData studies, including some of high political sensitivity. He was project manager or deputy project manager for Oklahoma City, OK; State of New Jersey's EMS system; Woodbridge and Franklin Townships, NJ; Alameda, CA; Newburgh and Rochester, NY; Key West, St. Petersburg, Volusia County, Bonita Springs, and Orange County, FL; Pittsburgh, PA; Cincinnati, OH; Norfolk, VA;; Portland, OR; and others.

Dr. Cohen has a PhD in Health Services, a Master's degree in Emergency Health Services Administration and Management, and is board-certified in healthcare management. He is a graduate of the National Fire Academy Executive Fire Officer Program and is a national Chief Fire Officer Designate. In 2002, Dr. Cohen was selected by IAFC/NFPA as a Fellow to the Harvard University, JFK School of Government State and Local Government Executive Program. He is also an instructor for the National Fire Academy's Executive Fire Officer Program, and has taught evaluation of EMS systems.

Robin Davis, GIS/Research Analyst, has almost 10 years of emergency management/public safety experience, in addition to over 10 years of GIS analysis experience. Mr. Davis is a former volunteer firefighter and EMT for the Falls Church, Virginia Volunteer Fire Department and the Arlington-Falls Church Volunteer Rescue Squad. He is currently a System Emergency Manager for Memorial Hermann Health System in Houston. Prior to that he was an Emergency Management Specialist for the Texas Children's Hospital, where he developed plans, policies, and exercises to ensure readiness for one of the largest free-standing pediatric hospitals in the United States, including two hospitals, 5 health centers, and over 40 pediatric offices throughout the greater Houston area.

Mr. Davis holds a Bachelor's of Science from Stephen F. Austin State University and a Master's of Public Administration from the University of Texas at Arlington. He has completed over 30 fire station location analyses for TriData, including response analyses for Oklahoma City, OK Norfolk, VA. and US Navy fire departments around the world.

V. PROPOSED COST

We have provided our price on both a per-project and a combined project basis. This is shown, below, in the table:

Element	Fire Study	Police Study	Total
Travel	\$8,100	\$9,600	\$17,700
Professional Fees	\$54,000	\$65,000	\$119,000
Total	\$62,100	\$74,600	\$136,700
If selected for both projects - professional fee discount:			5%
Impact on professional fees:			-\$5,950
New Total Project Cost:			\$130,750

Note that if we are selected to conduct both projects, we will reduce our professional fees by 5%, which would reduce our total proposed, two project, cost from \$136,700 to a fixed fee of **\$130,750**.

APPENDIX A. RESUMES OF KEY PERSONNEL

Stephen Brezler

Dr. Harold C. Cohen

Robin Davis

Travis Miller

Robert W. Nichelini

Philip Schaenman

STEPHEN K. BREZLER

WORK HISTORY:

2003-Present ***System Planning Corporation, TriData Division, Arlington, VA***

Director, Center for Local Government Studies. Mr. Brezler is responsible for the oversight and day-to-day activities for business development and project management, including managing a technical staff of approximately 10 full-time personnel and 50 consultants. He manages all major projects within SPC/TriData's Center for Local Government Studies and has successfully managed over 50 projects with a combined value of well over \$5 million. Mr. Brezler's executive responsibilities include contract administration, proposal development, review of work assignments, employee evaluations, budget analysis and administration, approving work products, coordinating project deliverables with clients, meeting with local government officials, and presentations to government officials.

To accomplish program objectives, Mr. Brezler interacts regularly with local elected leaders, city administrators, and stakeholders such as community groups and representatives of labor.

On selected projects Mr. Brezler leads the team of subject-matter experts and technical research analysts conducting the analysis of local government emergency services. The projects managed by Mr. Brezler culminate in a detailed final report that includes recommendations to improve system performance, effectiveness and efficiency. These projects also involve sensitive political considerations and developing solutions to complex response problems.

Major fire, EMS, and emergency service study projects that Mr. Brezler has successfully completed include: Portland, OR; Toledo, OH; Alexandria, VA; Lee County, NC, and; Portland, ME; London, ON; Roanoke, VA; Oklahoma City, OK; Toledo, OH; Arlington, TX; Anne Arundel County, MD; Prince Georges County, MD; Frederick County, MD; Long Beach, CA; Salt Lake City; UT; Corpus Christi, TX; Vancouver, BC; University Place, WA; Portland, OR; Saint Paul, MN; Cincinnati, OH; Louisville, KY; Indian Creek Village, FL; Surfside, FL; Rome/ Floyd County, GA; Stamford, CT; Waterbury, CT; Pittsburgh, PA (3); Trenton, NJ (2); and Norfolk, VA, among others.

Mr. Brezler also led the analysis of U.S. Navy projects in the northwest (Seattle, WA) and southwest (San Diego, CA) regions of the United States. Authorized by the Commander, Naval Installations (CNI), these studies considered efficiency opportunities for the Navy's fire and rescue services.

Mr. Brezler has also provided expert testimony involving fire operations, deployment, and standards of cover in Illinois and Pennsylvania.

Professionally, Mr. Brezler is noted for his extensive understanding and knowledge of fire department staffing strategies and his ability to find cost-efficient deployment options that lead to improved service levels while also stabilizing costs. On numerous projects, deployment strategies recommended by Mr. Brezler have resulted in both improved response and value.

2000-2001 ***System Planning Corporation, TriData Division, Arlington, VA***

Senior Program Manager. Mr. Brezler successfully coordinated projects from the initial response to the client's RFP through completion of the final report and presentation to local officials. Project responsibilities that Mr. Brezler oversaw included personnel assignments, evaluating work products, project deliverables, coordinating activities with client project managers, project budgeting/accounting, proposal writing, and contract administration.

2001-2003 ***City of Salisbury Fire Department, Salisbury, MD***

Fire Chief. Chief Brezler was responsible for a combination fire/EMS system with 60 career and 100 volunteers operating from three stations and serving a population of approximately 45,000.

During his tenure, Chief Brezler managed the department's \$6.0M plus budget, including general funds for fire operations' and the fee for service EMS system. Major contributions by Chief Brezler during his tenure include a major reorganization of the department including a rewrite of all position descriptions, overseeing a major capital improvements program approved by city council, implementing new budget and accounting systems to improve accountability, improving medical service delivery by decentralizing response units, and implementing standards for promotion and professional development.

Mr. Brezler also initiated a plan to integrate all volunteer, career, and EMS personnel into a single organizational structure. The process included a rewrite of all uniformed position descriptions and the reclassification of most career staff. Additionally, he introduced procedures to require the use of the Incident Management System on all multi-unit responses including effective transfer of command.

Among other contributions to the department, Mr. Brezler successfully integrated a central maintenance and supply system into the department thereby improving the acquisition of equipment and resources for all personnel as well as the maintenance and upkeep of all mechanized apparatus and equipment.

Developed and received political approval for a capital improvements plan that resulted in \$1.2M facility upgrades of fire station and new station construction (land acquisition and engineering).

1978-2000 ***Baltimore County Fire Department, Baltimore, MD***

From 1990 to 1994, Mr. Brezler was responsible for a battalion of over 75 career personnel operating from four stations. In this capacity he managed incident operations involving structure fires, hazmat incidents, mass casualty situations, and technical rescues. He also developed response plans and supervised company level officers including lieutenants and captains.

From 1994-1997, Mr. Brezler was assigned to headquarters where he managed a number of support functions including human resources and fleet management. He also spent considerable time as acting deputy chief where he was responsible for fire and EMS delivery of three battalions involving over 600 personnel.

Chief Brezler also served as the department's first ever 'resident fire chief' where he successfully managed the fire department under the tutelage of the appointed chief.

Appointed by the fire chief and approved by the County Executive, Mr. Brezler also represented county management during labor negotiations with firefighters represented by I.A.F.F. Local 1311 from 1990 to 1997. Mr. Brezler returned to command a field battalion in 1997 and retired from the fire department in March, 2000.

During his tenure with Baltimore County, Mr. Brezler received multiple commendations for his actions at emergency incidents and for his activities to improve the department through planning and administration.

1990-2000 ***Baltimore County Fire Department, Baltimore, MD***

Battalion Chief. Mr. Brezler was a Battalion Chief from July 1990 until his retirement in April 2000 with a significant time as an Acting Deputy Chief over that period. He represented the department on management negotiation team from 1991-1997, which required comparisons and development of complex data, proposals, and interaction with senior government leaders.

From 1994-1997, Chief Brezler was assigned to headquarters where he managed a number of support functions including human resources and fleet management. In these and other capacities, Chief Brezler spent considerable time as deputy chief (acting) where he was responsible for three field battalions of 600 plus personnel.

Accomplishments during these assignments credited to Chief Brezler include the development of alternative staffing models for the department to meet changing budgetary and operational parameters; successfully commanded multiple battalions and units on complex fire, rescue, and emergency medical incidents; developed alternative staffing and rank structures with enhancements to personnel classification and compensation plans; and successfully integrated an automated records management system into the fire department repair facility.

Chief Brezler also formulated and chaired a public/private task force to study marine fire/rescue operations that required fiscal and political support, developed budgets and participated in deliberations with the Office of Budget, County Council, and County Executive, and established a public/private partnership and training program for civilians desiring a career in emergency medical services.

1996-1997 ***Baltimore County Fire Department, Baltimore, MD***

Resident Fire Chief. Mr. Brezler served as the departments' first ever 'resident fire chief' where he was responsible for the day-to-day administration of the department under the guidance of the appointed fire chief.

1994-1996 ***Baltimore County Fire Department, Baltimore, MD***

Acting Deputy Chief. Mr. Brezler commanded the Field Operations Division of three battalions that included 12 battalion chiefs and 600 plus personnel; including firefighter/EMTs, paramedics, lieutenants, and captains.

1990-1994 ***Baltimore County Fire Department, Baltimore, MD***

Battalion Fire Chief. Mr. Brezler's assignments included tours in field operations, human resources, and administration.

1987-1990 *Baltimore County Fire Department, Baltimore, MD*

Fire Captain. Mr. Brezler served as the shift commander responsible for the day-to-day operations of an engine company, truck company, and hazardous materials satellite unit. During his time as company officer, Mr. Brezler was instrumental in developing the fire department's incident command system, which is still in use. He also led efforts to improve the operational procedures for ladder companies.

1978-1987 *Baltimore County Fire Department, Baltimore, MD*

Fire Lieutenant. Mr. Brezler supervised the shift of firefighter/EMTs and paramedics.

1975-1978 *Hagerstown Fire Department, Hagerstown, MD*

Battalion Chief. Mr. Brezler was in charge of field operations that included oversight of six fire stations in a community of 35,000.

1973-1975 *Hagerstown Fire Department, Hagerstown, MD*

Lieutenant/Fire Investigations and Inspections. Mr. Brezler was responsible for conducting and supervising inspections including application of appropriate codes/ordinances to complete industrial, commercial and multi-family residential inspections; investigated and processed cases of arson and intentional burning; admitted as expert witness in Circuit Court of Maryland.

1972-1973 *Hagerstown Fire Department, Hagerstown, MD*

Fire Apparatus Operator.

1970-1972 *Baltimore City Fire Department, Baltimore, MD*

Firefighter.

1967-1978 *Hagerstown Fire Department, Hagerstown, MD*

Volunteer Firefighter.

EDUCATION:

Executive Fire Officer Program, National Fire Academy, Emmitsburg, MD, 1997

- Executive Leadership, 1997
- Executive Analysis of Fire Service Operations in Emergency Management, 1996
- Strategic Analysis of Community Risk Reduction, 1995
- Executive Development, 1994

B.S. Fire Science and Management, University of Maryland, College Park, MD, 1988

- With honors (Phi Kappa Phi)
- International Association of Fire Chiefs Scholarship Recipient

A.A., Fire Science, Montgomery College, Rockville, MD, 1982

CERTIFICATIONS:

National Fire Protection Association, Fire Officer VI
National Fire Protection Association, Fire Investigator III
National Fire Protection Association, Fire Inspector III
National Fire Protection Association, Firefighter II
National Fire Protection Association, Hazardous Materials Operations
National Fire Protection Association, Public Fire Safety Educator I
National Fire Protection Association, Fire Instructor I
State of Maryland, Emergency Medical Technician
National Fire Academy Adjunct Faculty; Leadership and Administration

OTHER TRAINING:

Executive Fire Officer Symposium, National Fire Academy, April 2000
Leadership and Administration, National Fire Academy, April 2000
Emergency Response to Terrorism, National Fire Academy, May 1998
Incident Safety Officer, National Fire Academy, March 1998
Maryland Chief Officer's Seminar, Maryland Fire Rescue Institute, January 1998
Executive Leadership, National Fire Academy, September 1997
Executive Analysis of Fire Service Operations in Emergency Management, National Fire Academy, October 1996
Strategic Analysis of Community Risk Reduction, National Fire Academy, September 1995
Executive Development, National Fire Academy, September 1994
Grievances and Operational Liability, Maryland Fire Rescue Institute, January 1994
Safety and Survival on the Fireground, Maryland Fire Rescue Institute, November 1993
Total Quality Leadership, Maryland Fire Rescue Institute, September 1993
Chemistry of Hazardous Materials, National Fire Academy, October 1988
Command and Control of Fire Department Major Operations, National Fire Academy, 1987
Officer's Candidate School, Baltimore County Fire Department, January 1985
Firefighter Recruit School, Baltimore County Fire Department, October 1978
Supervision & Group Performance, United States Civil Service Commission, March 1976
Fire Rescue Officers School, Montgomery County Fire Rescue Training Academy, May 1974
Firefighter Recruit School, Baltimore City Fire Department, October 1970

PUBLICATIONS:

Brezler, S., et al. *Analysis of Fire Department Operations –Phase III Study* (Seattle, WA, 2013)
Brezler, S., et al. *Assessment of Logistics and Fleet Management & Maintenance Practices* (San Antonio, TX, 2013)
Brezler, S., et al. *Opportunities for Efficiency and Cost Savings-Phase II Study* (Seattle, WA, 2012)
Brezler, S., et al. *Operational Analysis and Opportunities for Efficiencies and Cost Savings-Phase I Study* (Seattle, WA, 2012)
Brezler, S., et al. *Fire Services Deployment Study* (Winston-Salem, NC, 2012)
Brezler, S., et al. *Population Growth, Risk Assessment, And Fire Station Location Study* (Arlington County, VA, 2012)

- Brezler, S., et al. *Bureau of Building Inspections: A Progress Review* (**Pittsburgh, PA**, 2012)
- Brezler, S., et al. *Fire District Audit* (**Coastside Fire Protection District, CA**, 2011)
- Brezler, S., et al. *Fire Services Utilization and Resources Study* (**Palo Alto, CA** 2011)
- Brezler, S., et al. *Fire and Emergency Service Analysis & Request for Proposal Development* (**San Carlos, CA** 2010)
- Brezler, S., et al. *Northeast Wisconsin (N.E.W.) Regional Public Safety Facility Site Location Analysis* (**Bray Architects, Shoyboygan, WI**, 2010)
- Brezler, S., et al. *Strategic Review of Fire/Rescue Services* (Pierce County Fire Protection District #3, **Pierce County, WA**, 2009)
- Brezler, S., et al. *Fire and EMS Review Facilitation and Review of Bureau of Building Services (BBI)* (Intergovernmental Cooperation Authority, **Pittsburgh, PA**, 2009)
- Brezler, S., et al. *Consulting Services for Vancouver Fire and Rescue Services Operations Review* (Vancouver Fire & Rescue Services, **Vancouver, BC**, 2009)
- Brezler, S., et al. *Fire Services Deployment Study* (**Anne Arundel County, MD**, 2008)
- Flippin, P., Brezler, S., et al. *Fire Station Location, Deployment and Operational Study* (Dayton Fire Department, **Dayton, OH**, 2008)
- Simpson, P., Brezler, S., et al. *Comprehensive Review and Master Plan* (Frederick County Division of Fire Rescue Services, **Frederick County, MD**, 2008)
- Brezler, S. et al. *Fire/Rescue Department Efficiency Study and Financial Audit* (Horry County Fire-Rescue, **Horry County, SC**, 2008)
- Brezler, S. et al. *Review of Fire/Rescue Service Delivery to Indian Creek Village* (**Indian Creek Village, FL**, 2008)
- Flippin, P., Brezler, S., et al. *Strategic Fire Study* (**Stamford, CT**, 2008)
- Brezler, S. *Review of Fire/Rescue Service Delivery* (**Surfside, FL**, 2008)
- Sensenig, D., Brezler, S., et al. *Emergency Services Facilities Master Plan and Response Time Study* (**Isle of Wight County, VA**, 2007)
- Brezler, S. et al. *Comprehensive Management Study of the Pittsburgh Bureau of Fire and Pittsburgh Emergency Medical Services* (Intergovernmental Cooperation Authority, **Pittsburgh, PA**, 2007)
- Stambaugh, H., Brezler, S., et al. *Greater Portland Standard Operating Guidelines for Command and Control at Port Incidents* (Portland Fire Department, **Portland, ME**, 2007)
- Brezler, S., et al. *Comprehensive Management Study of the Saint Paul Department of Fire and Safety Services* (**Saint Paul, MN**, 2007)
- Brezler, S., et al. *Assessment of Fire Department Facility, Resource Location, Deployment and Suitability, and Staffing* (Alexandria Fire Department, **Alexandria, VA**, 2006)
- Brezler, S., et al. *Comprehensive Management Study of the Arlington Fire Department* (Arlington Fire Department, **Arlington, TX**, 2006)

Park and Planning Commission, **Prince George's County, MD**, 2004)

Brezler, S., et al. *Fire Services Delivery and Manpower/Equipment Utilization Study* (**Rome and Floyd County, GA**, 2004)

Brezler, S., et al. *Technical Analysis of Fire/EMS Response Times* (**Roxbury, NJ**, 2004)

Brezler, S., et al. *Efficiency and Effectiveness Assessment and Implementation Plan for the Borough of Carlisle Fire Department* (**Carlisle, PA**, 2003)

Brezler, S., et al. *Organization and Management Study and Staffing and Resources Review* (Prince George's County Fire Department, **Prince George's County, MD**, 2003)

Brezler, S., et al. *Fire Station Location and Resource Deployment Study for the City of Waukesha* (Waukesha Fire Department, **Waukesha, WI**, 2003)

Weed, J., Brezler, S., et al. *Comprehensive Study of the New City of Ottawa Fire Department* (Ottawa Fire Services, **Ottawa, ON**, 2002)

Brezler, S., et al. *Comprehensive Review of the Greater Brighton Fire Protection District* (Brighton Fire Protection District, **Brighton, CO**, 2001)

Brezler, S., et al. *Assessment of Comparative Benefit of Services Provided By The West Dundee Fire Department and the Rutland-Dundee Fire Protection District*. (Gardner, Carton and Douglas, **Chicago, IL**, 2000)

Brezler, S., et al. *Service Delivery Options: The Impact of Anticipated and Unanticipated Leave in an Integrated Fire and EMS System* (**Executive Fire Officer Program, U.S. Fire Administration**, Emmitsburg, MD, 1998)

Brezler, S., et al. *Public Policy Implementation: Are Chief Officers Prepared to Meet the Challenges of New Fire Service Initiatives* (**Executive Fire Officer Program, U.S. Fire Administration**, Emmitsburg, MD, 1997)

Brezler, S., et al. *Incident Documentation: A Requirement for Effective Problem Solving* (**Executive Fire Officer Program, U.S. Fire Administration**, Emmitsburg, MD, 1996)

Brezler, S., et al. *The Company Officer: Education and Leadership as Tools for Success* (**Executive Fire Officer Program, U.S. Fire Administration**, Emmitsburg, MD, 1995)

SPECIAL SKILLS:

Group facilitation; negotiations; public speaking; technical report writing/ editing; fire staffing, workload, and response time analysis.

COMPUTER SKILLS:

MS Office including MSWord; Excel; Power Point; Outlook

DR. HAROLD C. COHEN

WORK HISTORY:

2010-Present ***Harold C. Cohen, Ph.D., Alternative Dispute Resolution, Catonsville, MD***

Dr. Cohen provides alternative dispute resolution services including: mediation, arbitration, fact finding, hearing officer, and group facilitation. He is a member of the American Health Lawyers Association panel for mediation and arbitration, the National Futures Association arbitration panel, and the FINRA (U.S Financial Regulatory Agency arbitration panel, the National Futures Association, and the Better Business Bureau Auto-Line Arbitration Program. He serves as a mediator for the Maryland District Courts, and the EEOC. Dr. Cohen's specialty areas include EMS, fire, labor/management, community facilitation, and other situations where non-legal problem solving solutions are superior to litigation.

2004-Present ***System Planning Corporation, TriData Division, Arlington, Virginia***

Senior Analyst, Project Manager and Trainer. Dr. Cohen serves as a project manager for fire and EMS system studies that include master planning, strategic planning, and station/vehicle/staffing location planning. He evaluates and recommends action plans for fire, EMS, and homeland security programs in state and local governments. This includes extensive use of quantitative and qualitative measures, including GIS and other analytical tools. Dr. Cohen develops and conducts training programs in fire protection, emergency management, and homeland security and manages studies and training programs. He also manages EMS and fire consulting projects. Dr. Cohen is also active in investigating major incidents of national significance as part of our USFA major incident program and is spearheading an SPC project for alternative dispute resolution (ADR). A significant part of Dr. Cohen's actions concern the post-incident evaluation of major fire and EMS incidents including:

- Pentagon Anthrax Incident (ICS Chapter), 2005
- Mizpah Hotel Fire and MCI in Reno, NV (EMS Chapter), 2007
- Mass Shooting at Virginia Tech (ICS and EMS Chapters), 2007-2008
- I-35 Bridge Collapse, Minneapolis, MN (ICS and EMS Chapters), 2008-2009
- Northern Illinois University Mass Shooting (EMS Chapter), 2010
- Aurora Theater Mass Shooting (ICS and EMS Chapters), 2013

2001-2005 ***Baltimore County Fire Department, Baltimore, Maryland***

Division Chief of Emergency Operations. Dr. Cohen provided leadership, management, and oversight of EMS, fire suppression, hazmat operations, fire prevention, and public fire education for the Eastern Division. This included being the primary battalion commander for one shift and supervising the battalion chiefs on three other shifts. This included 9 career and 11 volunteer stations. Dr. Cohen's duties included administrative, human resources, incident command, emergency operations, oversight of EMS quality management, and public relations. He provided oversight for the move of our Fire-Rescue Academy and Station 57 into a new and combined building. Dr. Cohen was responsible for overseeing conversion to a paperless daily data ledger that was completed in January 2002.

Dr. Cohen oversaw the following projects:

- Address/Hydrant Verification and Mapping-Precursor to GIS.
- Updating of CAD system.
- NFRIS 5.0 software purchase and program implementation.
- Marine Operations
- Alcohol/Drug Abuse Control Program

He also served as a member of the department Fair Practices Committee.

1999-2001 ***Baltimore County Fire Department, Baltimore, Maryland***

Battalion Chief, Emergency Operations. Dr. Cohen provided leadership, management, and oversight of EMS, fire suppression, hazmat operations, fire prevention, and public fire education for the Western Battalion. This included 8 career and 12 volunteer stations. His duties included administrative, human resources, incident command, emergency operations, oversight of EMS quality management, and public relations. He continued to chair both the Achievement Awards and Rules/SOP Committees. Dr. Cohen was senior advisor to the information systems team.

1998-1999 ***Baltimore County Fire Department, Baltimore, Maryland***

Battalion Chief, Chief of Logistical Services. Dr. Cohen provided oversight and leadership for department Logistical Services. This included the Fire Maintenance Division and the Supply Division. He also served as Chair of the Department Achievement Awards Committee.

Dr. Cohen substituted as deputy fire chief for Special Services, including oversight of Investigative Services, Fire-Rescue Academy, and Safety Services to the above duties.

He also served as a field battalion chief on an as needed basis. This included operational and administrative command of fire suppression, EMS, rescue, and emergency and non-emergency services within a designated area.

1998 ***Baltimore County Fire Department, Baltimore, Maryland***

Battalion Chief/Chief Information Officer. Dr. Cohen provided oversight for all internal information activities including: department LAN/WAN, database management, computerization of EMS medical reporting, national uniform fire incident reporting, records automation, and computer systems. He was also responsible for oversight of fire dispatch, medical priority dispatch, and capital projects.

1995-1998 ***Baltimore County Fire Department, Baltimore, Maryland***

Battalion Chief, Emergency Medical Services (Chief Paramedic and Division Commander). Between 1983 and 1995 he held the following positions:

- EMS Shift Commander (Captain)
- EMS District Lieutenant
- EMS Instructor (Director of EMS Education)
 - Directed basic and advanced life support education for 350 advanced and 2,000 basic life support providers

- Paramedic
 - EMS system of 42 transport units (41 ALS, 1 BLS, 8 supervisory personnel and up to 10 paramedic engines on at all times). 520 ALS providers, 2000 + BLS providers. 80,000 annual requests for emergency service.

1987-1993 ***Maryland Institute for Emergency Medical Services Systems, Baltimore, Maryland***

Communications Operator (part time).

1981-1982 ***Frederick County ALS Planning Committee, Frederick County, Maryland***

ALS Program Coordinator.

1981 ***Baltimore City Fire Department, Baltimore, Maryland***

Paramedic.

EDUCATION:

Doctor of Philosophy, Health Services, Walden University, Minneapolis, MN, 2000

M.S., Emergency Health Services Administration and Management, University of Maryland, Baltimore County, Maryland, 1989

B.S., Social Sciences, Towson State University, Towson, Maryland, 1980

Certificate, Senior Management of State and Local Government, Harvard University, JFK School of Government, 2002

SECURITY CLEARANCE:

Top Secret (Active)

TEACHING EXPERIENCE:

National Fire Academy, Executive Fire Officer Program, Management Sciences, EMS, and Fire Prevention Programs

- Advanced Leadership Issues in EMS (2 week residency program)
- EMS Special Operations (2 week residency program)
- EMS Quality Management (6-day residency program)
- Executive Development (2 week Executive Fire Officer Seminar)
- Executive Leadership (2 week Executive Fire Officer Seminar)
- Strategic Management of Change (2 week Executive Fire Officer Seminar)
- Organizational Theory in Practice (2 week Management Science Seminar)
- Executive Analysis of Community Risk Reduction (2 week Executive Fire Officer Seminar)
- Advanced Safety Operations and Management (6 day Safety Management Program)
- EMS Quality Management (6 day course on quality management techniques)
- Managing Strategies for Success (6 day Management Sciences Program).

- Managing and Leading Change (2 day Executive Seminar)
- Managing in a Changing Environment (2 day Management Seminar)
- Influencing (2 day Executive Seminar)
- Shaping the Future (2 day Management Seminar)
- Incident Command Systems for Emergency Medical Services (2 day seminar)
- Emergency Response to Terrorism: Considerations for Command Personnel (2 day seminar)
- Executive Fire Officer Program Applied Research Projects, Contract Grader, 2000-Present
- Served on the writing team for the updated Advanced Leadership Issues in EMS Program co-instructor for first pilot August 23-Sept 2, 1999. Also served on the writing team for Executive Analysis of Community Risk Reduction in 2006-2008.

University of Baltimore

- Adjunct Professor, School of Public Affairs, 2002-Present. Teach Principle of Healthcare Management I and II for the Healthcare Management program.

Capella University

- Part-Time Professor of Graduate and Undergraduate Studies in the School of Public Service Leadership. Currently teaching graduate level programs in public safety management, finance, human resources management, performance improvement, and emergency management.

Fellow - American College of Healthcare Executives

- Board-certified in healthcare management

Chief Fire Officer – Center for Public Safety Excellence

- American College of Pre-Hospital Medicine Professor of EMS Management and Sociology (1994-2004). Taught one upper division management course, one lower division management course, one research/statistics course and one introductory sociology course. Also served as principle course designer for a new research course (MTH 401) and a graduate biomedical ethics course.
- Andrew Jackson University – Adjunct Professor of EMS and Research, (2004-2010), successor to ACPM.
- Field Instructor- University of Maryland, Maryland Fire and Rescue Institute.
- State Licensed/Certified Instructor - Advanced Life Support
- Instructor – CPR and AED
- Certified/Provider and previous Instructor in many BLS and ALS Disciplines (EMT-B, BCLS, ACLS, BTLS, PALS).
- Certified under NFPA Standards as: Firefighter II, Fire Officer IV, Instructor IV, Investigator I, Public Fire Educator I, and Fire Inspector I.
- National Registry of EMT's – Paramedic
- Instructor – Phi Theta Kappa/Institute for Public Safety Leadership and Ethics program on leadership
- Speaker at many National, State and Local EMS Conferences including JEMS (EMS Today), EMS Expo, FDIC, and others.

PROFESSIONAL ASSOCIATIONS:

Baltimore County Chief Fire Officer Association, President, 2001-2005
Children and Adults with Attention Deficit Disorder, Baltimore Chapter, Board of Directors (Professional Advisory Board), 2000-2009
Maryland Governor's Advisory Council on Attention Deficit/Hyperactivity Disorder, Member, 2000-2003
Maryland Association of Healthcare Executives, Board of Directors, 2000-2002
American College of Healthcare Executives, Regent Advisory Council Member, Maryland Regent, 2000-2002
Maryland Program for Mediator Excellence – Panel Mediator
Maryland Mediation and Conflict Resolution Office – Secretary, Board of Directors
American Health Lawyers Association – Panel member for Arbitration and Mediation
MergiNet, Columnist, 2000-2002
Maryland EMS Protocol Task Force, Member, 1998-2001
Prehospital Care Research Forum, Member 1997-2006 (Abstract Committee Chairman, 1997-2000)
Maryland EMS Quality Leadership Council, Member, 1996-1999
Maryland EMS Jurisdictional Advisory Council, Vice-Chairperson, 1997-1998
Regional/Jurisdictional Quality Improvement Committee of the Maryland EMS QLC, Chairperson, 1996-1998
Maryland Region III EMS Council, Government Representative, 1995-1998
Center for Public Safety Excellence, Chief Fire Officer Designate (Re-designated 2006, 2009)
National Association of EMS Physicians, Professional Member
National Association of EMS Educators, Member
National Association of EMS Administrators, Member
International Association of Fire Chiefs, Member
International Association of Firefighters, Retired Active Member
University of Baltimore – Completed certification for online course development and instruction.

PUBLICATIONS:

Cohen, H. (2012). *Delivering Emergency Medical Services*, City of Franklin Fire Department, Franklin, TN. Arlington, VA: SPC/TriData
Flippin, P., Cohen, H., et al. (2012). *Emergency Communications Center Specific 9-1-1 Call Review*, Montgomery County Fire and Rescue Service, Montgomery County, MD. SPC/TriData: Arlington, VA

- Cohen, H. (2012). *Emergency Medical Services Systems Analysis*. Washoe County, NV. Arlington, VA: SPC/TriData
- Cohen, H. (2011). *EMS Communications Review*. Barnstable County Sheriff's Office, Barnstable County, MA. Arlington, VA: SPC/TriData
- Cohen, H. (2011). *Comprehensive Review of Emergency Medical Services*, Emergency Operations Department, Fairbanks North Star Borough, AK. Arlington, VA: SPC/TriData
- Cohen, H., Flippin, P. (2011) *Citywide Emergency Medical Services and Fire Department Study*, Linden Fire Department, Linden, NJ. Arlington, VA: SPC/TriData
- Cohen, H. (2011). *Study of Emergency Medical Services*. City of Palo Alto, CA. Arlington, VA: SPC/TriData
- Cohen, H. (2011). *Study for Basic Life Support Services*, Woodbridge Township, NJ. Arlington, VA: SPC/TriData
- Cohen, H. (2010). *Review of Emergency Medical Services System*, City of Alameda Fire Department, Alameda, CA. Arlington, VA: SPC/TriData
- Cohen, H. (2010). *Consultant Services for the Development of an RFP for Ambulance Services*, City of Key West, FL. Arlington, VA: SPC/TriData
- Cohen, H. (2010). *Organizational, Effectiveness, Efficiency Review of the EMS System*, Town of Newburgh Volunteer Ambulance Corps, Newburgh, NY. Arlington, VA: SPC/TriData
- Cohen, H. (2010). *Analysis of EMS Service Provision*, City of Rochester, NY. Arlington, VA: SPC/TriData
- Cohen, H. (2010). *Review of Fire and Rescue EMS Delivery*, St. Petersburg Fire & Rescue, St. Petersburg, FL. Arlington, VA: SPC/TriData
- Cohen, H. (2010). *Possibilities of Fire and Rescue Services Consolidation*, Halifax Area Civic League, Volusia County, FL. Arlington, VA: SPC/TriData.
- Cohen, H. (2009). *Cooperative Services Feasibility Study (Bonita Springs, Estero, and San Carlos Park Fire Protection and Rescue Service Districts)*, Bonita Springs Fire Control and Rescue District, Bonita Springs, FL. Arlington, VA: SPC/TriData
- Cohen, H. (2009) *Assessment and Five-Year Plan*, Bonita Springs Fire Control and Rescue District, Bonita Springs, FL. Arlington, VA: SPC/TriData
- Cohen, H. (2009) *Assessment and Five-Year Plan*, Estero Fire Rescue, Estero, FL. Arlington, VA: SPC/TriData
- Cohen, H. (2009) *Assessment and Five-Year Plan*, San Carlos Park Fire Protection and Rescue Service District, Fort Myers, FL. Arlington, VA: SPC/TriData
- Cohen, H. (2009) *Recommendations for the Future of EMS Delivery*, Franklin Township, NJ. Arlington, VA: SPC/TriData
- Frazier, P., Cohen, H., et al. (2009). *Research in Support of the National League of Cities Presumption Task Force on Cancer*, National League of Cities. Arlington, VA: SPC/TriData.
- Brezler, S., Cohen, H., et al. (2009). *Consulting Services for Vancouver Fire and Rescue Services Operations Review*, Vancouver Fire & Rescue Services, Vancouver, BC. Arlington,

VA: SPC/TriData.

Brezler, S., Cohen, H., et al. (2008). *Fire Services Deployment Study*, Anne Arundel County, MD. Arlington, VA: SPC/TriData.

Cohen, H., Brezler, S., et al. (2008). *Comprehensive Management Study of the Pittsburgh Emergency Medical Services*, Intergovernmental Cooperation Authority, Pittsburgh, PA. Arlington, VA: SPC/TriData

Stambaugh, H., Cohen, H., et al. (2008). *I-35W Bridge Collapse and Response – Minneapolis, MN*. USFA-TR-166/August 2007. Emmitsburg, MD: U.S. Fire Administration

Schaenman, P., Cohen, H., et al. (2007). *Mass Shootings at Virginia Tech: Report of the Review Panel*, Commonwealth of Virginia, Office of the Governor. Arlington, VA: SPC/TriData

Cohen, H. (2007). *EMS Transport Study*, Orange County Department of Fire and Rescue, Orange County, FL. Arlington, VA: SPC/TriData

Cohen, H., et al. (2007). *The State of New Jersey EMS System Review*, State of New Jersey, Department of Health and Senior Services. Arlington, VA: SPC/TriData

Brezler, S., Cohen, H. (2007). *Master Plan Consulting Services*, Norfolk Fire-Rescue, Norfolk, VA. Arlington, VA: SPC/TriData

Stambaugh, H., Cohen, H., et al. (2007). *A Review of the Mizpah Hotel Fire*. Emmitsburg, MD: U.S. Fire Administration

Brezler, S., Cohen, H. (2007). *Comprehensive Management Study of the Saint Paul Department of Fire and Safety Services*, City of Saint Paul, Saint Paul, MN. Arlington, VA: SPC/TriData

Brezler, S., Cohen, H. (2006). *Oklahoma City Fire Department Fire Station Location Study*, Oklahoma City Fire Department, Oklahoma, OK. Arlington, VA: SPC/TriData.

Brezler, S., Cohen, H. (2006). *Fire-EMS Department Station Location, Staffing, and Operational Effectiveness Study*, City of Roanoke, VA. Arlington, VA: SPC/TriData

Brezler, S., Cohen, H. (2006). *Assessment of Fire Department Facility, Resource Location, Deployment and Suitability, and Staffing*, Alexandria Fire Department, Alexandria, VA. Arlington, VA: SPC/TriData.

Flippin, P., Cohen, H. (2006). *Portland Fire-Rescue Department Service Delivery System Study*, Portland Fire & Rescue, Portland, OR. Arlington, VA: SPC/TriData.

Brezler, S., Cohen, H. (2005). *Comprehensive Review of the Cincinnati Fire Department*, Cincinnati Fire Department, Cincinnati, OH. Arlington, VA: SPC/TriData.

Brezler, S., Cohen, H. (2005). *Fire Department Management and Performance Audit*, Office of the City Council, Salt Lake City, UT. Arlington, VA: SPC/TriData.

Schaenman, P., Cohen, H., et al. (2005) *Anthrax Incidents in the National Capital Region, After-Action Report*, Department of Homeland Security, Former Under Secretary of Preparedness. Arlington, VA: SPC/TriData.

Cohen, H.C., (2001). *Injury rates between EMT/firefighters and civilians employed by a municipal government*. Poster session presented at the National Association of EMS Physicians 2001 Scientific Research Assembly, Sanibel Island, FL, January 18, 2001.

Cohen, H. C. (2000). *A gender-based assessment of AD/HD characteristics among men and women emergency medical services providers*. Poster session presented at the CH.A.D.D. 2000 International Conference, Chicago, IL, November 2000.

Cohen, H. C. (2000). *Attention Deficit/Hyperactivity Disorder Characteristics Among EMTs and Firefighters*. Doctoral Dissertation, Walden University, Dissertation Abstracts International, # 9968775.

Cohen, H. C. & Bailer, B. (1999). Lazy, Crazy or Stupid? *Fire Chief*, 43(8), 74-76.

Cohen, H. C. & Larmon, B. (1999). *Inter-rater reliability of two separate groups of evaluators rating EMS abstracts*. Presented at the 1999 Prehospital Care Research Forum Exhibition, Denver, CO, March 1999.

Cohen, H.C. (1999). *Developing a standard for computer competencies among chief fire officers*. Emmitsburg, MD: National Emergency Training Center, Executive Fire Officer Program.

Simon, M. K. & Cohen, H. C. (1998). *Analytical approaches to community fire and EMS planning*. Emmitsburg, MD: Federal Emergency Management Agency, National Fire Academy.

Cohen, H. C. (1997). *Is there a higher prevalence of attention deficit/ hyperactivity disorder among EMS and fire service personnel?* Emmitsburg, MD: National Emergency Training Center, Executive Fire Officer Program.

Spicer, R. L, et al. (1997). *Emergency medical services officer, vols. 1-3*. College Park, MD: Maryland Fire and Rescue Institute.

Developmental Editor, Boesker, G. Et. al. (1996). *The sixty-second EMT, 2nd ed*. St. Louis, MO. Mosby.

Cohen, H.C.and Casani J.A.P.(1992). *A comparison of two end-tidal CO2 devices on patients in cardiopulmonary arrest*. Poster presentation at 1992 National Association of EMS Physicians Annual Meeting. Pittsburgh, PA: June, 1992.

Cohen H.C. (1991). An assessment of EMT-P medications used by Baltimore County Fire Department EMS Supervisor/EMT-PS. *Prehosp Disas Med*.5(1), 19-24.

Goldfarb B. and Cohen H.C.(1991). "True colors; Measuring end tidal CO2." *JEMS*.15,(6), 68-73.

Crooks, J.E., Murphy, D.J.and Cohen, H.C. (1991). "Implementing a disaster plan." *Fire-Rescue News*.

Cohen, H.C.(1990) "Transcutaneous pacing." *Prehospital and Disaster Medicine*. 4,(2), 123.

Served as the prehospital representative for a National Institute of Health (NIH) Grant Proposal. This is a joint project between the University of Maryland Shock-Trauma Center and MIEMSS that is seeking a multi-million dollar grant to study the effects of different IV fluids in prehospital trauma resuscitation (2000-2001).

COMMUNITY ACTIVITIES:

Pikesville Volunteer Fire Company – Life Member, 1980-Present

Bradley University – Member, Parent Advisory Board, 2005-2006

Catonsville Senior High School – PTA member and volunteer adult chaperon for steel drum

band, 2002-2005

Children and Adults with Attention Deficit/Hyperactivity Disorder – Baltimore Metro Chapter,
Professional Board Member 2002-Present

Maryland District Court – Volunteer Mediator, 2010-present

Maryland MACRO – Member, 2010-present

Maryland Program for Mediation Excellence – Member 2010-present

EEOC Mediator – 2010- Present

ROBIN DAVIS

Education:

Master of Public Administration (Emphasis: Public Policy), University of Texas at Arlington, Arlington, TX, May 2009

Bachelor of Science, Geography, Stephen F. Austin State University, Nacogdoches, TX, December 2002

Employment History:

Emergency Management/Public Safety:

2012–Present **Memorial Hermann Health System**, Houston, TX, System Emergency Manager

2008–2012 **Texas Children's Hospital**, Houston, TX, Emergency Management Specialist

- Develop and implement plans and policies to ensure hospital emergency preparedness in accordance with Joint Commission standards
- Serve as Hospital Decontamination Team Lead and maintain team readiness
- Advise hospital leadership in emergency response and serve in Incident Command as requested
- Develop and deliver education on safety and emergency preparedness through several venues

2008 **The O'Brien's Group**, Houston, TX, Technology Coordinator

- Respond as part of incident management team to drills and emergency responses for events of local, state, national, and international significance.
- Assist in the development of emergency response plans and exercises.
- Design and teach ICS automated software training program to coordinate with FEMA ICS courses.
- Develop, debug and support automated ICS software program.

2003–2007 **Falls Church Volunteer Fire Department/Arlington-Falls Church Volunteer Rescue Squad**, Arlington, VA, Firefighter, EMT-B, Officer

- Respond to all hazard emergencies
- Instruct candidates in fire suppression and emergency medical services
- Develop policies and qualification process for Arlington County volunteer EMS providers
- Assist in the development and execution of training exercises
- Instruct Community Emergency Response Team (CERT) classes

2006–2007 **System Planning Corporation, TriData Division**, Arlington, VA, Research/GIS Analyst

- Research federal codes and regulations for a major CBRNE study.
- Evaluate emergency service departments focusing on risks, response, and demand
- Performed a major response analysis for the United States Navy
- Create detailed response maps and recommend changes in service

Geographic Information System (GIS) Analysis:

2007–2008 **LandWorks, Inc.**, Houston, TX, Systems Support Analyst

- Install and configure LandWorks software and ArcGIS extensions.
- Troubleshoot software and database issues in the SQL Server environment.

2007 **Universal Ensco, Inc.**, Houston, TX, GIS Analyst

- Map pipelines for various pipeline operators including land, transmission, and environmental data
- Prepare reports and maps for federal filings.
- Developed process flow for the transition of land acquisition deliverables from CAD to GIS platform.
- Instituted quality assurance and control program.
- Create process flow and standards for the Universal Ensco GIS group.

2003–2006 **Boeing Autometric, Inc.**, Springfield, VA, Geoscientist I

- Perform quality assurance on colleagues and subcontractors work for submission to NGA.
- Create presentations to outline rules and procedures for editing and quality assurance.
- Served as team lead for different regions to assist production leads.
- Analyze satellite imagery for global dataset.
- Performed data finishing on data sets to assure compliance with ISO-9001 standards.
- Edited Topo-Line Maps (TLM) using ESRI's Arc suite as a member of a crisis team.
- Served as team lead for the Image City Map Production project.

2001–2002 **HUES GIS Lab, Stephen F. Austin State University**, Nacogdoches, TX,
Student Assistant/GIS Analyst

- Developed Internet map service for Stephen F. Austin State University
- Headed the City of Nacogdoches Public Water GIS conversion project
- Performed analysis work for the Nacogdoches Fire Department in accordance with NFPA standards
- Developed a database and visualization model for emergency callbox locations and lighting assessment for the University Police Department.
- Trained students and colleagues in theory and application of GIS and GPS.
- Supervised crews in data collection for the City of Nacogdoches.

Professional Training:

Certified Emergency Manager (CEM), International Association of Emergency Managers, June 2012

Emergency Medical Technician-Basic, Virginia Office of EMS

Firefighter I/II – Virginia Department of Fire Programs

Hazardous Materials Operations – Virginia Department of Fire Programs

Instructor I – Virginia Department of Fire Programs

TRAVIS MILLER

Mr. Miller is an experienced management consultant, with a national focus on public safety services. Experience includes management, staffing, and operational consulting; location of public safety facilities; and space programming for public safety facilities.

MUNICIPAL MANAGEMENT CONSULTING EXPERIENCE:

2011-Present	<i>Criterion-Associates, LLC</i> , Andover, MA, President
2011-2013	<i>MGT of America</i> , Andover, MA, Senior Associate, Director of Public Sector Studies
2001-2011	<i>Matrix Consulting Group</i> , Andover, MA, Vice President, Public Sector Studies
1995-2001	<i>David M. Griffith & Associates / Maximus</i> , Waltham, MA, Senior Manager

SAMPLE LIST OF PUBLIC SAFETY CONSULTING CLIENTS:

Alachua County, FL	Danville, VA	Kettering, OH	Pompano Beach, FL
Albany, NY	Desert Hot Springs, CA	Killington, VT	Portsmouth, NH
Alexandria, LA	Dinuba, CA	Lee County, FL	Pueblo, Colorado
Americus, GA	Dubuque, IA	Leesburg, VA	Putnam County, FL
Amesbury, MA	El Paso, TX	Lima, OH	Red Bluff, CA
Athens, TX	Fairborn, OH	Martin County, FL	Reno, Nevada
Augusta, ME	Fairfield, CT	Mason, OH	Ridgewood, New Jersey
Augusta, GA	Fort Lauderdale, FL	McDuffie County, Georgia	Sacramento, CA
Barnstable, MA	Fulton County, GA	Meriden, Connecticut	Sarasota County, FL
Bayonne, NJ	Gainesville, GA	Middletown, OH	Scottsdale, Arizona
Bellingham, WA	Georgetown County, SC	Middleborough, MA	Seminole County, FL
Broward County, FL	Glenview, IL	Milwaukee, Wisconsin	Seminole, FL
Burlington, MA	Gloucester, MA	Napa, CA	Southlake, TX
Canandaigua, NY	Greensboro, SC	Needham, MA	Sugar Land, TX
Cedar Rapids, IA	Groton, MA	Norwalk, Connecticut	Sun Prairie, Wisconsin
Chatham County, GA	Haverhill, MA	Oceanside, CA	Sunnyvale, CA
Chesapeake, VA	Hermosa Beach, CA	Omaha, Nebraska	Tipp City, OH
Clayton, OH	Hilton Head, SC	Palm Coast, FL	Wayland, MA
Clearwater, FL	Hingham, MA	Parkland, FL	West Des Moines, IA
Cleveland Suburbs, OH	Hoboken, NJ	Peoria, Illinois	Westford, MA
Corpus Christi, TX	Indio, CA	Plano, TX	Winston-Salem, NC
Coventry, CT	Keene, NH	Plymouth, MA	York, PA

OTHER ANALYTICAL EXPERIENCE:

1994-1995 **Goldman, Sachs & Co.**, New York, NY, Analyst, Municipal Finance Department

Provided financial and other analyses to teams in the General Banking Group focused on underwriting general obligation and revenue bond financing of infrastructure projects such as: highways, public transportation, water and airports.

1992-1994 **Metropolitan Transportation Authority**, New York, NY, Economic and Financial Analyst, Office of the CFO

Developed comprehensive financial and econometric forecasting models impacting fares and ridership.

EDUCATION:

Master of Science, Public Policy Analysis and Bachelor of Arts, Political Science, University Of Rochester, Rochester, NY, 1990-1992 and 1987-1991

PERSONAL:

2007-Present **Andover Soccer Association**, Andover, MA, Board Member / In-Town Director

Volunteer Board Member and In-town Director for Andover Soccer, with over 1,100 youth soccer players. Volunteer Coach of youth teams each season.

2014-Present **Greater River Valley Medical Response Corps**, Andover, MA, Member
Volunteer first responder: help staff relief shelters, response to significant fire and medical events, staff immunization and other events.

ROBERT W. NICHELINI

Summary of Background:

Chief Robert Nichelini, Law Enforcement Consultant for TriData, has more than 40 years of experience as a municipal police officer. During his tenure with the Oakland and Vallejo Police Departments, Chief Nichelini acquired a strong administrative foundation involving independent decision-making, budget preparation and management, planning, resource allocation, legal research and analysis, labor relations, disaster preparedness and response, and community and problem-oriented policing.

Chief Nichelini joined the Oakland, CA Police Department as a patrol officer, and rose through the ranks to deputy chief. He was also incident commander for large scale disasters, and is knowledgeable on all aspects of police operations and training, and emergency management. After 24 years with the Oakland Police Department, he switched to the Vallejo Police Department (a suburb of Oakland) where he retired as chief of police after 17 years. In addition to his municipal law enforcement experience, Chief Nichelini was a police captain in the U.S. Air Force, and retired from the U.S. Air Force Reserve at the rank of colonel.

Chief Nichelini is currently a licensed, private-practice attorney, focusing on public safety officer defense, labor negotiations, and retirement system disputes. He was the lead law enforcement analyst for TriData's after action report of the Aurora, CO Century 16 Theater Shooting in 2012.

Chief Nichelini has a Doctor of Jurisprudence from the Oakland College of Law and a Master of Public Administration from John F. Kennedy University in Orinda, CA. He is a life member of the California Peace Officers' Association and International Association of Chiefs of Police.

Education:

Doctor of Jurisprudence (With Great Distinction), Oakland College of Law, Oakland, California, 1997

Master of Public Administration, John F. Kennedy University, Orinda, California, 1974

Bachelor of Arts, San Francisco State University, San Francisco, California, 1966

License:

Attorney and Counselor at Law – Admitted to all California Courts, the United States District Courts for the Northern and Eastern Districts of California, the Ninth U.S. Circuit Court of Appeals, the United States Court of Appeals for the Armed Forces and the United States Supreme Court. California State Bar Number 195482.

Experience:

2012-Present

Law Offices of Robert W. Nichelini, Vallejo, California

- Part-time law practice focusing on public safety officer defense, labor negotiations and retirement system disputes.
- Member, Solano County Attorney Fee Arbitration Panel.
- Lead law enforcement representative for evaluation of police, fire and medical emergency response to the 2012 Aurora, Colorado Theater Massacre.

1995-2012

Chief of Police, Vallejo Police Department, California

- Led the members of the Vallejo Police Department in providing high-quality law enforcement services for a diverse city of 120,000.
- Implemented "Total Quality Policing" – focused on decentralization, empowerment, and customer orientation.
- Developed and implemented community policing programs designed to improve the quality of life in Vallejo, including specialized traffic enforcement, mounted patrol, business liaison, police cadets, senior advocacy, and "beat health."
- Additional duty as Fire Chief from April, 1998 through September, 1999 – Managed the activities of 100 firefighters assigned to seven engine companies, one truck company, fire administration, and fire prevention.
- Received special recognition from the City Council and the Medal of Merit from the City Manager for reducing crime, significantly improving labor relations, and effectively managing both the Police and Fire Departments.
- Member FBI Joint Terrorism Task Force Executive Committee.
- Member State of California 9-1-1 Advisory Committee.

1971-1995

Oakland Police Department, Oakland, California

Deputy Chief of Police (1987-1995)

Commander, Bureau of Services (1994-1995) – Directed all Police Department support activities including planning and fiscal, training, records and identification, communications and jail operations. Supervised a 355 person staff that included both sworn officers and non-sworn professionals.

- Managed a \$110 million budget.
- Administered regional public safety activities.
- Responsible for Department-wide labor relations and contract negotiations.
- Department representative for Oakland Sharing the Vision – The Oakland Strategic Plan

Commander, Bureau of Field Operations (1987-1994) – Commanded all uniformed police activities within the City of Oakland, including patrol, traffic, air support, airport security, special operations, and crime prevention.

- Provided leadership for 550 members and employees.
- Member of the City's Community Policing Task Force. Developed and implemented problem-oriented and community-based policing programs.
- Senior field commander during the Loma Prieta Earthquake and Oakland Firestorm disasters.

Captain (1983-1987)

Patrol Division Commander (1984-1987) – Responsible for the delivery of field police services including patrol, canine and evidence collection

programs. Supervised two lieutenants, seven sergeants, 125 police officers and nine non-sworn employees.

Commander, Office of Chief of Police (1983-1984) – Directed the Department's internal affairs, intelligence, inspection, and crime analysis units.

- Special experience in labor relations.
- Represented the Department before the City Council and various community organizations.

Lieutenant (1980-1983)

Planning Division Commander (1980-1983) – Responsible for management and supervision of the Department's research and development, information services, budgeting, accounting, and emergency services planning activities.

- Advised the Chief of Police regarding fiscal and policy matters affecting Department-wide operations.
- Directed Police Department computer operations and management information systems.

Sergeant (1975-1980)

Administrative Assistant to the Chief of Police (1977-1980) – Served in a liaison capacity to City Council Members, the City Manager's staff, local, state and federal criminal justice agencies, community organizations, citizens, and the news media.

- Continuous problem-solving and independent decision-making regarding subordinate command matters.
- Monitored procedures, equipment utilization, and personnel to assure compliance with Department directives.

Communications Division Supervisor and Administrative Sergeant (1975-1977).

- Coordinated implementation of the City's 9-1-1 emergency calling and dispatch system.

Police Officer (1971-1975)

Research and Development Officer (1974-1975) – Handled research and planning for Police Department activities. Made recommendations regarding procedures, regulations, resource allocation, consolidation and regionalization of police services.

Patrol and Field Training Officer (1971-1974) – Valedictorian – 65th Recruit School.

Military:

United States Air Force Reserve (October, 1971-July, 1996)

PHILIP SCHAENMAN, FIFIREE

SUMMARY OF EXPERIENCE:

Philip Schaenman, FIFIREE, president and founder of TriData, has more than 33 years experience leading similar innovation and efficiency studies and performance audits of fire organizations and more than 37 years related research in fire protection. He is an internationally known expert in fire prevention, public education, fire data analyses, and performance measurement of municipal services, including fire protection.

Prior to founding TriData, Mr. Schaenman was Associate Administrator of the U.S. Fire Administration, responsible for the National Fire Data Center and the Fire Technology Program. He was also a Senior Research Associate at the Urban Institute in Washington, DC, undertaking research on measurement of local government service efficiency and effectiveness. Earlier he headed a group working on management science for the Bell System, and was an engineer working on manned spaceflight for Bellcomm, a company set up to be the systems engineering branch of NASA HQ for manned spaceflight.

Mr. Schaenman holds advanced electrical engineering degrees from Stanford University and Columbia University, and B.S. degrees from Columbia University and Queens College. He has testified before Congress and has been frequently cited in the media.

PROFESSIONAL EXPERIENCE:

1981-Present *System Planning Corporation, TriData Division, Arlington, Virginia*

President and Founder. Mr. Schaenman founded TriData to undertake studies and research in local, state, and Federal government management of public safety functions, especially fire, EMS, and emergency management. TriData is now known nationally and internationally for its research and consulting.

Mr. Schaenman was the principal researcher on a series of TriData reports entitled *International Concepts in Fire Protection*, where he visited cities around the world to understand why U.S. cities have much higher fire incidence, fire fatality rates, and dollar losses than other cities, yet have much larger fire departments and expenditures per capita. In 2009 he completed a second series of reports in partnership with the U.S. Centers for Disease Control and Prevention entitled *Global Concepts in Residential Fire Safety* where he visited departments in England, Scotland, Sweden, Norway, Australia, New Zealand, Japan, Canada, Puerto Rico, Mexico, and Dominican Republic researching their best practices for reducing residential fire injuries.

He also managed a series of studies for the U.S. Navy's Fire and Emergency Services (F&ES) which included developing an approach to measure the true outcome of fire operations: property value and lives saved. In 2009 he trained two fire brigades in England (Merseyside and Cheshire) and two in Texas (Arlington and Fort Worth) on this approach—the first civilian departments in the U.S. to use this methodology.

He led landmark studies of wildland firefighter safety (*Wildland Firefighter Safety Awareness Study, Phases I, II, and III*) and cost containment of fire suppression (*Prioritizing Wildland Fire Cost Containment Strategies*), and participated in an independent panel to

review large cost wildland fires (*Large Fire Cost Review for FY2009*) for the Department of Agriculture, Forest Service. He has led studies of various aspects of the Navy's fire and emergency services program worldwide: he has repeatedly broken new ground in how to analyze complex public safety issues quantitatively, and how to display results to busy managers.

Among his other contributions are performance measurement methods for public safety and transportation services; fire department management and planning studies; design and implementation of national public fire education and EMS-related campaigns; managing major fire and emergency investigations for the U.S. Fire Administration. For the Governor of Virginia he led a study in 2005 on suspected anthrax incidents in Northern Virginia, and in 2007 was staff director for the Virginia Tech Shooting Review Panel. He has consulted for the fire problem of many industries, including the tobacco, petrochemical, electrical, hotel, home appliance, plastics, wood products, cigarette lighter, smoke detector, and door industries.

His particular emphasis in public service management studies is to develop ways to analyze and display hard data in support of planning and decisions. TriData's growth is a reflection of his ability to manage numbers of complex projects effectively and simultaneously, and to build a first-rate staff and select cadre of technical consultants, and to maintain the highest standards of quality control over client costs and deliverables.

Mr. Schaenman is frequently quoted in the news media on fire and everyday issues including NPR radio, the NBC Today Show, the New York Times, Washington Post, Chicago Tribune, LA Times, and World Book Encyclopedia. He has given testimony to Congress on many occasions.

1976-1981

U.S. Fire Administration, Washington, DC

Director, Analysis and Evaluation Division (1976), Senior Executive Service Level IV; Associate Administrator for the National Fire Data Center (1976-1981). Mr. Schaenman directed the national system for fire data collection, analysis, and dissemination, major fires investigation, firefighter safety, and the development of new technologies for fire protection, including their transfer to state and local government and to private industry. He managed the growth of the first National Fire Incident Reporting System in the United States from 6 states to 40 states (9,000 local fire departments) with a compatible hierarchy of data systems. He developed an overall system design based on the criterion of compatibility with local and state agency participants, produced data collection and quality control manuals and training programs, and directed the development of a series of large, complex computer programs to implement the system. In addition, Mr. Schaenman was responsible for the federal hardware system approach for collecting and analyzing the data, and determining how to divide the work between in-house staff and contractors.

Mr. Schaenman was responsible for the U.S. Fire Administration's major fires investigations program, which resulted in the reports on the events and management of such major emergencies as the Beverly Hills Supper Club fire and the MGM Hotel fire. This program affected fire codes and other national programs to enhance fire protection in hotels, nursing homes, and other high-risk occupancies.

Mr. Schaenman supervised breakthrough developments in residential sprinkler technology, firefighter safety programs and protective outfits, and code administration.

He also developed and taught the Data Collection and Analysis section of the Executive Development course for fire chiefs at the National Fire Academy, served as a federal spokesman on the fire problem, appeared on numerous TV and radio programs, and represented the U.S. internationally on fire data and fire technology.

1972-1976 *The Urban Institute, Washington, DC*

Senior Research Associate. Mr. Schaenman was project manager for studies on measuring performance of several state and local government services, including fire, crime control, and transportation. He headed several project teams that focused on improving information for managing police crime control. He examined and improved the use of Uniform Crime Report data in local police department (e.g., Nashville, Tennessee, St. Petersburg, Florida, Arlington County, Virginia, Washington, D.C.) and worked with them to improve the usefulness of those data with supplemental data and additional analyses. Mr. Schaenman held seminars for local police officials on improving their management information systems and worked with the IACP on developing and disseminating the results of these projects. He also was project manager for studies of ways to measure impacts of land development and co-authored several books in these areas.

**1963-1972 *Bellcomm, Inc. (a systems engineering subsidiary of AT&T),
Washington, DC***

Member of Technical Staff (1963-1966); Supervisor (1966-1972). From 1969-1972, Mr. Schaenman helped spearhead the conversion of this company from space program engineering support to corporate management science. He supervised groups involved in defining corporate-level information needs, developing analytical bases for corporate policy decisions, and developing quality of service measures. He directed the development of a computer model to optimize corporate depreciation policy, which was credited with saving AT&T a billion dollars in new capital.

From 1966 to 1969, Mr. Schaenman supervised computer technology studies for the manned space flight program. He analyzed potential uses of spaceborne computers on advanced manned missions. He developed automated procedures for detecting solar flares using pattern recognition (now artificial intelligence) techniques, in-flight automated checkout schemes for spacecraft systems, and ways to use cockpit instrumentation for in-flight training on long missions. He also served on the NASA panel, formulating criteria for spacecraft computers and he developed forecasts of aerospace computer technology.

From 1963-1966, he was involved in a variety of studies in which he estimated data flow from advanced satellites, applied Monte Carlo simulations to space vehicle countdowns, conceived of computerized displays for monitoring countdown status, studied launch window constraints for Apollo missions, and analyzed problems with fuel gauge instrumentation in the Saturn launch vehicle.

1962

The Rand Corporation, Santa Monica, California

Consultant. Mr. Schaenman analyzed Minuteman missile bases for communications vulnerability to missile attack. He also participated in an Air Force strategic weapons budget planning exercise and wargame (SAFE).

1961

Hughes Research Laboratories, Malibu, California

Member of the Technical Staff (summer). Mr. Schaenman performed a mathematical analysis for an experiment to determine thermal properties of freely supported ultra-thin films for aerospace instrumentation.

1960

Bell Telephone Laboratories, Whippany, New Jersey,

Technical Aide (summer). Mr. Schaenman performed traffic analysis for the worldwide communications network used in Project Mercury. He discovered and corrected a significant problem in the communications analysis that had been used.

EDUCATION:

Professional Degree of Electrical Engineer, Columbia University, 1963.

M.S., Electrical Engineering, Stanford University, 1962.

B.S., Electrical Engineering, Columbia University, 1961.

B.S., Engineering and Liberal Arts, Queens College, 1961, magna cum laude.

HONORS:

Phi Beta Kappa, Tau Beta Phi, and Eta Kappa Nu.

SECURITY CLEARANCE:

Top Secret

PROFESSIONAL MEMBERSHIPS:

Vision 20/20 (member of Steering Committee from its founding to present)

Division of Mathematics and Natural Sciences, Queens College (member of Advisory Board), 2011-Present

The Institution of Fire Engineers, 2001-Present

International Association of Fire Chiefs, 1997-Present

Northern Virginia Community College, Advisory Committee Member, 1996-2000

National Association of State Fire Marshals, Advocacy Member, 1991-2000

National Fire Protection Association, Fire Reporting Committee, 1982-Present

U.S. – Japan Natural Resources Panel on Fire Research and Safety, 1980-1986

IEEE, ACM, 1963-Present

SELECTED BIBLIOGRAPHY:

Schaenman, P., Horvath, A., *Opportunities for Police Cost Savings Without Sacrificing Service Quality: Reducing Fuel Consumption (Research Report)*, The Urban Institute, Washington, DC, April 12, 2013.

Schaenman, P., Davies, E., Jordan, R., Chakraborty, R., *Opportunities for Cost Savings in Corrections Without Sacrificing Service Quality: Inmate Health Care (Research Report)*, The Urban Institute, Washington, DC, February 26, 2013.

Schaenman, P., Horvath, A., Hatry, H., *Opportunities for Police Cost Savings Without Sacrificing Service Quality: Reducing False Alarms (Research Report)*, The Urban Institute, January 7, 2013.

"Robotics for Reducing Firefighter Injuries: Now and Potential," *Fire Engineering*. May 2011
Large Fire Cost Review for FY2009, Guidance Group, Inc. August 2010 (member of independent review panel)

"Oh, Canada," *Fire Chief*. August 2009

Global Concepts In Residential Fire Safety Part 3 – Best Practices from Canada, Puerto Rico, Mexico, and Dominican Republic, System Planning Corporation, TriData Division. July 2009

Global Concepts In Residential Fire Safety Part 2 – Best Practices from Australia, New Zealand and Japan, System Planning Corporation, TriData Division. August 2008

"Nordic Tasks," *Fire Chief*. May 2008 (co-author)

"U.K. Prevention Works," *Fire Chief*. April 2008

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Global Concepts In Residential Fire Safety Part 1 – Best Practices from England, Scotland, Sweden, and Norway, System Planning Corporation, TriData Division. October 2007

"The Sharp Point," *Fire Chief*. October 2006.

"First Class," *Fire Chief*. March 2006.

How Effective Are Your Community Services Procedures for Performance Measurement, 3rd edition, The Urban Institute and International City Management Association. 2006. (co-author)

"Assessing Anthrax Detection Methods." Testimony before the Subcommittee on National Security, Emerging Threats, and International Relations, Committee on Government Reform, U.S. House of Representatives. April 5, 2005.

"Wildland Firefighter Safety." Testimony before the Senate Committee on Energy and Natural Resources; Subcommittee on Public Lands and Forests. Washington, DC. November 14, 2001.

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Recruitment and Retention in the Volunteer Fire Service: Problems and Solutions, Federal Emergency Management Agency, National Volunteer Fire Council, and United States Fire Administration. December 1998. (co-author)

Fire Statistics and the USA Fire Problem, presented at international meeting organized by ITSEMAP FUEGO, 'Fire Statistics, Social and Economic Impact,' Madrid, Spain, June 13, 1996.

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Reaching the Hard-to-Reach, TriData Corporation. 1994. (co-author)

The Community-Based Fire Safety Program, TriData Corporation and Rossomando Associates. 1994. (co-author)

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A Guide to Funding Alternatives for Fire and EMS Departments, United States Fire Administration. December 1993. (co-author)

Retention and Recruitment in the Volunteer Fire Service, Federal Emergency Management Agency. August 1993. (co-author)

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- "Five Tenets for Improving Fire Protection by 2001," *On-Scene*, International Association of Fire Chiefs. July 1987. (co-author)
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- "International Concepts in Fire Protection: Examples from the Far East," *Fire Journal*. January 1986.
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Written Statement, Committee on Commerce, Science and Transportation, Subcommittee on Science, Technology and Space, U.S. Senate on United States Fire Administration, United States Fire Administration. February 22, 1983.

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APPENDIX B. COMPREHENSIVE CLIENT LIST, 2012-PRESENT

City, State/population	Project Title	Year Completed
1. Juneau, AK population 32660	Fire Department Operational Emergency Response Plan	Current
2. Macomb County, MI	Macomb County Fire Consolidation Feasibility Study	Current
3. Redmond, WA population 57530	Strategic Fire Plan	Current
4. Riverside County, CA	Standards Of Cover Consulting Services For The Riverside County Fire Department	Current
5. Seminole County, FL population 436041	Management/Organizational Assessment Study	Current
6. Tacoma, WA population 203446	Develop Estimated Response Times for Existing Fire Department, Police Department, and Port of Tacoma Security Units	Current
7. Beacon, NY population 15346	Develop an Implementation Plan to Consolidate Beacon's Three Firehouses	2015
8. Fairmont, WV population 18737	Fire Department Sub-Station Plans	2015
9. Loudoun County, VA population 336898	Volunteer Fire-Rescue Retention Study	2015
10. North Little Rock, AR population 66075	Analysis of the North Little Rock Fire Department's Response Times, Coverage and Services	2015
11. Orange County, FL population 1202000	Fire Station Location Study	2015
12. St. Johns Fire District, SC population 20124	Assessment of Fire and Emergency Medical Services to Determine Operational Efficiency	2015
13. Bellevue, WA population 126439	Fire Facility Long Range Plan	2014
14. Detroit, MI population 701475	Efficiency and Effectiveness Study of the City of Detroit Fire Department	2014
15. Key West, FL population 25550	Determining the Future of EMS in Key West	2014
16. Pinecrest, FL population 18887	Fire Rescue Consulting Services	2014
17. Scott County, IA population 168799	Comprehensive Study of Emergency Medical Services	2014
18. Alameda County, CA population 1529875	Special Operations Review and Response Plan	2013
19. San Antonio, TX population 1383000	Assessment of Logistics and Fleet Management & Maintenance Practices	2013
20. Seattle, WA population 620778	Operational Analysis and Opportunities for Efficiencies and Cost Savings	2013

City, State/population	Project Title	Year Completed
21. Sparks, NV population 92183	Emergency Medical Services Systems Analysis	2013
22. Sugar Land, TX population 82480	Fire Department EMS Assessment	2013
23. Washington, DC population 632323	Auditing Services for Fleet Management	2013
24. Arlington County, VA population 216004	Population Growth, Risk Assessment, and Fire Station Location Study	2012
25. Delaware, OH population 35925	Delaware Fire Department 12-hour Work Schedule	2012
26. Franklin, TN population 64317	Delivering Emergency Medical Services	2012
27. Montgomery County, MD population 989794	9-1-1 Call Review	2012
28. Oceanside, CA population 169569	Fire Service and Resource Deployment Analysis	2012
29. Roxbury Township, NJ population 23324	Fire Department and Emergency Services Equipment Audit	2012
30. Washoe County, NV population 429908	Emergency Medical Services Systems Analysis	2012
31. Winston-Salem, NC population 234349	Fire Service Deployment Study	2012



Proposal from

University of Cincinnati



College of Education,
Criminal Justice, and Human Services

School of Criminal Justice
University of Cincinnati
2840 Bearcat Way, RCR #5323B
Cincinnati, Ohio 45221-0389
513-556-1967 (Phone)
513-556-3303 (Fax)

February 18, 2016

Mayor Dee Collins and City Council Members
100 N Midwest Boulevard
Midwest City, OK 43110

Dear Mayor Collins and City Council Members,

Enclosed please find our submission to the RFP regarding Midwest City's Emergency Operations Staffing Analysis. We very much appreciate the opportunity to apply for this call for proposals and believe the analyses we've conducted in prior urban law enforcement settings might be particularly valuable to Midwest City and Midwest City Police Department.

On a related note, we have restricted our staffing and operational analysis proposal to be specific to the organizational structure, functions, and operations of the Midwest City Police Department (and not all-inclusive of the Emergency Operations Center and Fire Department). We did this for a number of reasons.

First, we understand the fiscal realities faced by city agencies and thus wanted to restrict our proposal to be as efficient and cost effective as possible, while also conveying that any recommendations we may make will be based upon best practices within the scholarly literature. Police-based staffing analyses have typically employed an analysis of patrol operations (the vast majority of the police department's proactive, crime prevention activities). We have extensive experience in conducting police-level staffing and budgetary analyses in sites such as the Cincinnati (Ohio) Police Department (on a regular basis), as well as having conducted external staffing and consolidation analyses for cities such as Los Angeles County (California), Tulsa (Oklahoma), and York (Pennsylvania).

Second, there are few systematic guidelines that exist to address Emergency Operations Centers (e.g., 911 dispatchers) and Fire Departments. Indeed, we could find no clear-cut guidelines among best practices for EOCs – though the joint Department of Homeland Security and Department of Justice Fusion Center and EOC guide suggest that each EOC should include the following core functions (regardless of jurisdictional size): coordination; communications; resource allocation and tracking and information collection, analysis and dissemination. In regards to Fire Department staffing, in 2001 the National Fire Protection Association (NFPA) passed Standard 1710, recommending a minimum staffing of 4 firefighters per company. What is unclear to us is whether this recommendation is widely accepted

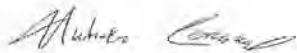
and/or adopted across different Fire Departments. A review of a handful of studies that have a degree of scholarly rigor indicates this may not be the case (though utility seems to correspond with agency size and need). Thus, at this juncture any Emergency Operations Center and Fire Department staffing models that we would examine and recommend would be more summative in nature.

Third, if selected to conduct the police level staffing analysis our research team would be willing and interested to meet with EOC and Fire Department officials while conducting our corresponding site visits in order to better understand whether the models we use for police staffing might be adaptable to other agencies. However, in this case we would have no expectations of a secondary contract to fulfill this type of analysis beyond the law enforcement realm of this contract.

In short, we have put forth a proposal that capitalizes on techniques that we have previously drawn upon, and which are based within the scholarly literature for best practices. We believe such approaches are applicable to this specific RFP in Midwest City. If, in the event of this proposed study, we are afforded an opportunity to learn whether our models can extend beyond police practice to EOCs and Fire Departments, we would be interested and willing to develop such applications to extend our collaborative research-practitioner mission.

Please do not hesitate to contact me if there is anything else I can do to assist in the review process. Thank you for your time and consideration.

Sincerely,




Nicholas Corsaro, Ph.D.

NON-DISCRIMINATION STATEMENT

The contractor agrees, in connection with the performance of work under this contract:

- a. That the contractor will not discriminate against any employee or applicant for employment, because of race, creed, color, sex, age, national origin, ancestry or disability. The contractor shall take affirmative action to insure that employees are treated without regard to their race, creed, color, age, national origin, sex, ancestry or disability. Such actions shall include, but not be limited to, the following: employment, promotion, demotion or transfer, recruitment, advertising, lay-off, termination, rates of pay or other forms of compensation and selection for training, including apprenticeship; and
- b. That the contractor agrees to include this non-discrimination clause in any subcontracts connected with the performance of this contract.
- c. In the event of the contractor's non-compliance with the above non-discrimination clause, this contract may be canceled or terminated by the Contract Entity. The contractor may be declared by the Contract Entity ineligible for further contract[s] with the Contract Entity until satisfactory proof of intent to comply is made by the contractor.


*Signature of Individual

ASSISTANT PROFESSOR
*Title

Nicholas Corsaro
*Printed Name of Individual

UNIVERSITY OF CINCINNATI, 2840 BERRAT WAY, CINCINNATI, OH 45221
*Company Name and Address [Please Print] *Zip Code

513-556-1967
*Telephone Number

513-556-3303
Fax Number if any

Nicholas.Corsaro@uc.edu
*Email Address

www.uc.edu
Company Website and/or Other Active Social Media Outlets

* Required information

Contractor Certification

Contractor certifies and warrants that it will comply with the Immigration Laws of the United States, including but not limited to 8 USC 1324(a), which makes it unlawful for an employer to hire or continue to employ an illegal or undocumented alien knowing the alien is or has become unauthorized with respect to such employment, or to fail to comply with the I-9 requirements. Contractor further agrees to comply with the Oklahoma Taxpayer and Citizen Protection Act of 2007. Contractor will not knowingly employ or knowingly allow any of its Subcontractors to employ any illegal or undocumented aliens to perform any work in connection with services performed for the City of Midwest City. After July 1, 2008, Contractor and its Subcontractors will verify information on all new employees on the Status Verification System operated by the U.S. Government.

Contractor will retain and make available for inspection by the City, upon reasonable notice, a completed I-9 Employment Eligibility Verification Form for each person that contractor directly employs to perform services for the City. If Contractor, or any of its Subcontractors, receives *actual knowledge* of the unauthorized status of one of its employees engaged in providing services to the City, then Contractor or Subcontractor will remove that employee from the project, and shall require each Sub-contractor to act in a similar fashion with respect to such Sub-contractor's employees. Contractor agrees to have a provision in its subcontracts stating that each Sub-contractor will have the same duties and responsibilities with regard to its employees that the Contractor has certified in this paragraph.

Signed under penalty of perjury on Feb 18, 2016.

Nicholas A. Corsaro
Contractor

By: [Signature]
Owner or Authorized Officer

AGREEMENT BY PROPOSER

These terms apply to and become part of the terms and conditions of each proposal. Any exception must be in writing.

1. Each proposal must be placed in a separate envelope. Each envelope must be completely and properly identified and sealed, showing the date of proposal opening and the subject advertised.
2. The City of Midwest City (the "City") reserves the right to reject any and all proposals, to waive any technicalities in the proposal process, and to award each item to a different proposal or all items to a single proposer.
3. No proposer may withdraw his proposal within a period of thirty (30) days after the date and hour set for the opening of proposals. A proposer may withdraw his proposal at any time prior to the time fixed for the opening of proposals.
4. Any exceptions to these items or conditions or deviations from written specifications shall be shown in writing in the proposal.
5. Information pertaining to the RFP is filed in the office of the City Clerk and copies may be obtained from the Municipal Building, Midwest City, Oklahoma.
6. Proposers may present proposals on one or both items but proposals may not be tied together unless specifically stated in specifications.
7. The specifications are complete as written. No oral representation made by any agent or employee of the City, or its affiliate agencies, neither shall they be of any force or effect unless reduced to writing and submitted to all prospective proposers at least 24 hours in advance of the proposal openings.
8. Any protest of the award of the proposal by a proposer shall be in writing, shall specify the grounds for the protest in specific terms and shall be received by the City within three (3) business days after the award of the proposal by the governing body. All other provisions of these specifications shall also apply.
9. No proposer shall divulge the information in s/he sealed proposal to any person whomsoever, except those having a partnership or other financial interest with him/her in said proposal, until after the sealed proposals are opened.
10. EXCEPTIONS. Any exceptions [variances] to these instructions or request for proposals must be submitted in writing with the proposer's proposal. Failure to indicate any exceptions [variance] will be regarded as full compliance with these requirements, request for proposals and instructions and will be construed to mean that the proposer proposes to furnish the exact commodity as described in the request for proposals/requirements.

A violation of any one of the foregoing provisions on the part of a proposer shall be sufficient reason for the rejection of his/her proposal or making void any contract made by him/her with the City based upon such proposal.

 2/13/14

NON COLLUSION AFFIDAVIT

STATE OF Ohio

SS.

COUNTY OF Hamilton

The undersigned Nicholas A. Casano, of lawful age, being first
(Architect/contractor/supplier/engineer - printed name)
duly sworn, on oath says that s/he is the agent authorized by the proposer to submit the attached
RFP. Affiant further states that the work, services, or materials will be completed or supplied in
accordance with the plans, specifications, orders or requests furnished the affiant for the project
described as:

REQUEST FOR PROPOSAL (RFP)
FOR MIDWEST CITY POLICE ANALYSIS PROJECT

Affiant further states that s/he has made no payment of money or any other thing of value directly
or indirectly to any elected official, officer or employee of the City of Midwest City or any of its
affiliated entities to obtain or procure the contract or purchase order.

Nicholas A. Casano
Signature of Affiant

Subscribed and sworn to before me this 14 day of Feb, 20 16

Janice L. Miller
Notary Public

My Commission Expires: 11-15-2019

My Commission Number: NOT 2014110783



Janice L. Miller
Notary Public, State of Ohio
My Commission Expires 11-15-2019

Proposal for the Midwest City Police Manpower Analysis Project

University of Cincinnati – Institute of Crime Sciences Submission

February 2016

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Introduction and Purpose of Study

The relationship between police force size and crime has been extensively studied by criminologists and economists for the past 30 plus years. There is a clear body of evidence that shows police can impact crime through increased force size and specific strategies. Regarding the police force size-crime relationship, the size of federal Community Oriented Policing Services (COPS) grants awarded to cities to promote police hiring, as well as changes in police manpower (by states) consistently indicated that these police force size approaches do correspond with reduced crime (Evans and Owens, 2007; Lin, 2009).¹ Related to police force size, Chalfin and McCrary (2013) found that, in general, a larger effect of police on violent crime exists while the property crime-police force size relationship is more variant.

In terms of specific police strategies, a number of promising practices have emerged. More specifically, the National Academy of Sciences (see NRC, 2004; NRC, 2005) have illustrated that the police can impact criminal offending in consistent and meaningful ways, which include hot spots policing (geographically concentrated enforcement at crime or disorder hot spots) and problem-oriented policing (a strategic policing approach that places high value on prevention of root causes of crime problems). Weisburd et al. (2015: p. 368) suggest that the use of unallocated patrol time (i.e., time in which patrol officers are not committed to responding to calls for service) offer substantial opportunities for police to engage in proactive, hot spots patrol in targeted neighborhoods to reduce crime and disorder. Indeed, in their Dallas experimental design Weisburd and colleagues found that a sizeable number of crimes were significantly lower in the experimental areas than the control areas simply based on an allocation of 1.7% of unallocated patrol officer time to the experimental group. These findings illustrate that police agencies need to have (and sustain) a reasonable portion of unallocated patrol time to patrol operations in order to engage in proactive (rather than responsive) crime prevention efforts. Thus, the majority of crime control staffing consideration will examine law enforcement patrol operations. Supplemental analyses of organizational structure and analysis of detective data will also be assessed.

The Institute of Crime Science (ICS) at the University of Cincinnati proposes to provide a comprehensive staffing and organizational review of the Midwest City Police Department as

¹ It is noteworthy that Worrall and Kovandzic (2007) report no reduced form relationship between COPS grants and crime. However, their analysis is based on a smaller sample of cities than the analysis of Evans and Owens (2007).

specified in the Request for Proposals. The purpose of the ICS review is to provide a comprehensive analysis of Midwest City's crime, staffing, policies, and practices related to community safety as they work to maximize operational efficiency (and potentially capacity, if necessary).

The objective of the current investigation is to examine, analyze, and present our findings regarding the current staffing levels of the Midwest City (Oklahoma) Police Department and to invested city stakeholders. The detailed examination, conducted by the Institute of Crime Science at the University of Cincinnati will examine the following:

- Crime data over time. The crime data will be used to compare the City of Midwest City to similarly sized communities (in terms of total population and police force density per resident).
- Law enforcement allocated patrol time. The amount of allocated as well as unallocated patrol time currently used to Midwest City Patrol will be used to better understand whether the city is operating within or under operational capacity needs, accounting for work shift relief considerations.
 - Allocation of patrol officers by police beat/district. We will assess the percent of unallocated patrol time by police district and over work shifts to determine whether adjustments can be made with current staffing levels to maximize efficiency across areas and times of police concentration.
- A detective division staffing analysis. This phase includes an examination of the workload of the specialized units within the city, as well as the clearance rates of these detective units over time and compared with national data on similar crime outcomes.
- A review of organizational allocation and structure for the Midwest City Police Department. We will examine the capacity of supervisors and administrators to handle requests for services, as well as current administration to supervise current levels of police and staff members (if needed). These analyses will also be comparative in scope (e.g., the administrative/patrol officer ratio in the city where comparative data can be drawn).
- A budgetary analysis and review. This will assess which staffing practices can improve staffing efficiency. These analyses will include both overall size as well as within shift

analyses. In the event of a recommendation of increased size by agency, budgetary considerations will be outlined for the next 5-to-10 years.

Review of Comparative Analysis for Police Force Size and Crime Levels

In order to provide a comparative analysis, we will examine two historical trend analyses for Midwest City: staffing levels (i.e., uniformed police officers) and violent crime levels. First, we will assess Midwest City's violent crime rate trajectory from 1990 through 2010 to examine whether there has been a shift or change in its violent crime rate over time. Second, we will conduct historical staffing analyses since 1990 with comparable police agencies (i.e., cities with a population between 35,000 to 75,000 residents). Ultimately we plan to assess whether police force size in Midwest City is consistent with other cities as well as those cities that have similar violent crime trajectories over time.

It will also be important to examine the supervisor-to-patrol officer ratio in Midwest City. For our comparative analyses will draw upon the 2013 Law Enforcement Management and Administrative Statistics (LEMAS) survey of all urban police departments to examine if the supervisor-to-patrol officer ratio in Midwest City is consistent with other urban police agencies. Additionally, if the patrol-level staffing analyses indicates that the police force is not operating at necessary capacity, our recommendations will also include a discussion of operational management by Midwest City.

Review of Police Staffing Analysis Plan

For the patrol staffing analysis, we plan to draw from staffing publications disseminated by the International City/County Management Association (ICMA – see McCabbe, 2012) and the U.S. Department of Justice Community Oriented Policing Services (COPS) staffing guide (see Wilson and Weiss, 2012).

Standard performance measures focus on two important dimensions: 1) percentage of patrol time allocated to *citizen generated CFS*, and 2) percentage of patrol time allocated to *both citizen + police generated CFS*.

In terms of the former (citizen-only CFS), the COPS office cites the 33% to 50% allocation rule (i.e., that roughly 33% to 50% of patrol time should be used to address citizen-generated CFS). For both citizen and police generated CFS combined, the IMCA (as well as

Shane, 2007) cites a 60% rule for both citizen and police generated CFS (i.e., that roughly 60% of patrol time should be used to address both citizen and police generated CFS). Thus, our staffing models will draw from both of these guiding frameworks, and the results from both sets of analyses will be presented in the final report.

For this analysis, we will assess staffing levels within the following format:

- 1) Examine the distribution of total calls for service by hour of day, day of week, and month
- 2) Examine the nature of calls for service
- 3) Estimate the time consumed on calls for service
- 4) Provide staffing estimates commensurate with citizen demands
- 5) Estimating the agency shift relief factor
- 6) Establish performance objectives

We will conclude our examination by generating a written report as well as presenting key study findings, and offering a number of overall staffing and organizational objectives as well as recommendations to address any manpower problems identified. All formulas for these findings will be presented within the report. The analyses will be used to provide a road-map of potential solutions to recurring crime and staffing concerns. Our recommendations will be based upon the scholarly literature as well as the best practices available related to staffing considerations. Any recommended changes to staffing levels will be accompanied with budgetary recommendations and outlines for potential growth.

Scope of Services

The Institute of Crime Science (ICS) at the University of Cincinnati will provide workload and organizational analysis reporting to the City of Midwest City as detailed in the research activities section. This scope of service includes staffing analysis, crime analysis, and written reports supplemented with budgetary and efficiency recommendations.

Staffing reviews, calls for police services, and crime incident data for these analyses will be received directly from the Midwest City Emergency Operations Center and Police Department as part of the relationship with the ICS. These data will be reviewed for consistency and any errors will be corrected prior to developing reports issued to the City of Midwest City. In addition, ICS researchers will attempt to supplement calls for police services and crime reports with other data sources (as available).

Research Activities

1. Collect national trend data to determine the number of police officers in Midwest City Police Departments relative to other U.S. Cities of similar size (between 35,000 and 75,000 population), and provide a national comparison of the MWCP crime rate by police force size with comparable cities.
2. Collect data on citizen generated calls for police services by months, days, and time and estimate the number of police officers that are currently available to respond to CFS (relative to national 'estimates of best practice') at MWCPD.
3. Conduct supervisor and Emergency Operations interviews in a single site visit (as well as through follow-up phone/internet calls where necessary).
4. Provide programmatic detail and feedback to the City of Midwest City.
5. Write a final report that documents: 1) the level of police services, 2) the current allocation of workforce resources, and 3) develop a series of recommendations to the city of Midwest City and MWCPD based on our results of the findings from the workforce assessment, staffing, and problem analysis.
6. A presentation of the final report will be given in Midwest City at the end of the project period.

Deliverables

The following deliverables will be provided by the ICS research team:

1. **Monthly Progress Reports** – Detailed summaries regarding the progress of our staffing, problem, and crime analyses will be submitted to the City of Midwest City (April, May, June, and July 2016).
2. **Presentations** – Research findings and presentations will be delivered by Dr. Nicholas Corsaro and/or ICS Director Dan Gerard to MWC Officials in Midwest City, Oklahoma to various invited stakeholders. These presentations will occur at the conclusion of the contract and will detail findings from the strategic planning process.
3. **Final Report** – A detailed written report describing the staffing analysis, problem analysis, and crime trend analysis will be submitted to Midwest City by the end of July

2016. A general narrative will be added that documents the strengths and limitations of the study design, and will document the recommendations made by the ICS.

Proposed Timeline

1. **Acquire MWCPD data:** Access to MWCPD data, including the number and type of report crimes, arrests, citations, calls for service, clearance rates, field interrogation reports, and activities of specialized units
[April 1 – June 30]
2. **Meet with MWCPD:** Discuss issues & priorities, review current proposal for more officers
[May 9 – May 13]
3. **Conduct Problem Analysis:** Analyze data to identify crime and calls for service patterns and trends over time; provide context to workload analysis; identify MWCPD priorities for crime reduction; relate priorities to staffing needs
[April 1 – May 31]
4. **Collect Data & Conduct Workload Analysis:** Using industry workload formulas, identify staffing levels needed to meet calls for service demands
[April 1 – June 30]
5. **Review:** Share preliminary findings of Workload and Problem Analyses with MWCPD – make continual adjustments based on feedback
[July 1 – July 31]
6. **Conduct online conference calls with MWCPD:** Make adjustments and finalize initial plan
[June 1 – June 30]
7. **Present:** Share identified MWCPD priorities and funding needs with council members; gather feedback and make adjustments
[July 15 – July 31]
8. **Identify Council Priorities:** Work with council members to identify their priorities for public safety; make adjustments
[July 15 – July 31]
9. **Create Strategic Plan:** Generate shared priority list –create strategic plan to address identified priorities

[July 15 – July 31]

10. **Combine:** Merge workload analysis and strategic plan to identify additional resources needed to meet goals

[July 15 – July 31]

11. **Revisions:** Present final draft plan to council members; make any final adjustments

[July 15 – August 15]

12. **Present:** Final strategic plan presented to council and shared with constituents

[August 15-16]

Contract Period and Budget

5-month contract: April 1, 2016 – August 30, 2016

Total costs: \$35,010 (Fixed Price Contract), which includes University of Cincinnati personnel and associated costs for all co-principal investigators, consultants, as well as University of Cincinnati indirect costs and associated fees (30%). Travel reimbursement costs to Midwest City not to exceed an additional \$6,000 (note: flights from Cincinnati to Oklahoma City average between \$550 to \$1000 depending on purchase lead time and date of travel).

Capabilities and Competencies

University of Cincinnati (UC) Institute of Crime Science (ICS). The ICS is housed in the Center for Criminal Justice Research (CCJR), within the University of Cincinnati's (UC), School of Criminal Justice. Founded in 1996, the CCJR has managed over \$42 million dollars in grants and contracts, including numerous studies involving partnerships between faculty and public agencies. The School of Criminal Justice is ranked by *U.S. News and World Report* as the #3 graduate program in the country, and other sources have ranked the UC faculty as #1 in the country based on scholarly research. The research project will be directed by Dr. Nicholas Corsaro, Assistant Professor in the School of Criminal Justice. Dr. Murat Ozer, Director of Data and Research at the Institute of Crime Science, will be responsible for organizing and cleaning the data, creating usable data formats for analysis, and writing data code. Daniel Gerard, M.S., Director of Operations at the Institute of Crime Science, will be responsible for providing a

budgetary analysis and recommendations based on the findings of the staffing study. Dr. Robin Engel, University of Cincinnati Vice President for Safety Reform, will serve as a project consultant. She will provide outlines for potential reforms and develop a conveyance strategy to the ICS team based on overall study findings. Drs. Corsaro and Ozer will be responsible for managing the scope of services and deliverables outlined above, overall research oversight, and writing the final staffing and problem analysis report and Dr. Corsaro and Director Gerard will be responsible for disseminating study findings to Midwest City officials.

Project Personnel

Nicholas Corsaro, Ph.D., will serve as the Principal Investigator. Dr. Corsaro is Assistant Professor of Criminal Justice at the University of Cincinnati, and is the former Research Director at the Police Foundation in Washington, DC. Dr. Corsaro is an expert in collaborative crime control efforts with police agencies to identify and target crime problems, research methods, analyses, and evaluation designs to examine the potential changes in gun, gang, and drug market violence. He has served as an external evaluation researcher on a number of local and national strategic policing initiatives, including his evaluative work on the Indianapolis (Indiana) Violence Reduction Partnership (IVRP), the national Project Safe Neighborhoods (PSN) gun violence reduction (and evaluation) strategy, the Cincinnati (Ohio) Initiative to Reduce Violence (CIRV), and the New Orleans One Vision One Life focused deterrence strategy. He has previously served as a Co-Principal Investigator and lead author of the Tulsa (Oklahoma) Police Department Staffing Analysis, and is currently completing a final report to the National Institute of Justice regarding the most promising and effective approaches related to police consolidation of services, which includes analyses of York (Pennsylvania) Police Department and Los Angeles County (California) Sheriff's Department.

Murat Ozer, Ph.D., will serve as Co-Principal Investigator. He is the Director of Research for the Institute of Crime Science in the University of Cincinnati's School of Criminal Justice. Dr. Ozer is an expert in data analytics and has worked with a number of police agencies to improve operational and crime control efficiency and effectiveness. He previously served as a Co-Principal Investigator to the Tulsa Police Department Staffing Analysis, and has worked with the University of Cincinnati Police Department to enhance their patrol responses to crimes and calls

for service. He has also worked extensively with the Cincinnati Police Department as a senior crime analyst.

Daniel Gerard, M.S., will serve as Co-Principal Investigator. He is the Director of Operations for the Institute of Crime Science in the University of Cincinnati's School of Criminal Justice. Captain Daniel W. Gerard, M.S. recently retired after 29 years of service with the Cincinnati, (Ohio) Police Department (CPD). He received his B.S. and M.S. in Criminal Justice from the University of Cincinnati, is a graduate of the Southern Police Institute at the University of Louisville, and completed the Senior Management Institute for Police offered by the Police Executive Research Forum. Captain Gerard has served as a consultant for numerous police agencies throughout the United States and Canada. His areas of expertise include violence reduction, criminal gangs, traffic safety, the use of social media in criminal investigations, evidence-based policing, place-based policing, police and academic partnerships, police management and police research.

Robin Engel, Ph.D., will serve as project consultant. Dr. Engel is the Vice President for Safety Reform at the University of Cincinnati. She received her doctorate in criminal justice from the University at Albany, State University of New York. Her research includes empirical assessments of police behavior, police/minority relations, police supervision and management, criminal justice policies, criminal gangs, and violence reduction strategies. Dr. Engel has served as the Principal Investigator for multiple contracts and grants totaling over five million dollars, and provides statistical and policy consulting for international, state, and municipal law enforcement agencies. She has testified before local and state legislative bodies, and provided expert testimony in criminal and civil litigation. She is consistently ranked among the top academics in the field of criminal justice/criminology based on scholarly publications.

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- Lin, Ming-Jen (2009). "More Police, Less Crime: Evidence from U.S. State Data," *International Review of Law and Economics*, 29 (2), 73-80.
- McCabe, J. (2012). *An analysis of police department staffing: How many officers do you really need? A Review of 62 police agencies analyzed by the ICMA/CPSM*. Washington, DC: International City/County Management Association.
- National Research Council (NRC). (2004). "Effectiveness of police activity in reducing crime, disorder and fear." In Wesley Skogan and Kathleen Frydl (eds.), *Fairness and Effectiveness in Policing: The Evidence*. Washington, DC: The National Academies Press.
- National Research Council (NRC). (2005). "Criminal Justice Interventions to Reduce Firearms Related Violence." In Charles Wellford, John Pepper, and Carol Petrie (eds.), *Firearms and Violence: A Critical Review*. Washington, DC: The National Academies Press.
- Wilson, J.M., & Weiss, A. (2012). *A performance-based approach to police staffing and allocation*. Washington, DC: US Department of Justice: Community Oriented Policing Services (COPS) Office.
- Weisburd, D., Groff, E.R., Jones, G., Cave, B., Amendola, K.L., Yang, S-M., Emison, R. F. (2015). The Dallas patrol management experiment: Can AVL technologies be used to harness unallocated patrol time for crime prevention?" *Journal of Experimental Criminology*, 11: 367-391.
- Worrall, J., & Kovandzic, T.V. (2010). "Police levels and crime rates: An instrumental variables approach." *Social Science Research*, 39: 506-516.

Appendix – Curriculum Vitas of Principal Investigators and Consultants

CURRICULUM VITA

Nicholas Corsaro, Ph.D.
Assistant Professor
School of Criminal Justice
University of Cincinnati
2840 Bearcat Way, RCR #5323B
Cincinnati, OH 45221
Phone: 513-556-1967
Fax: 513-556-3303
Email: nicholas.corsaro@uc.edu

EDUCATION

- | | |
|------|--|
| 2007 | Doctor of Philosophy
School of Criminal Justice
Michigan State University |
| 2003 | Master of Arts
Department of Criminal Justice
Indiana University - Bloomington |
| 2001 | Bachelor of Arts
Department of Criminal Justice
Indiana University - Bloomington |

PROFESSIONAL EXPERIENCE

Current Positions and Affiliations

9/2011 - present Assistant Professor, School of Criminal Justice, University of Cincinnati

10/2015 - present Senior Research Fellow, Police Foundation, Washington D.C.

Previous Positions and Affiliations

1/2008 - 7/2011 Assistant Professor, Department of Criminology and Criminal Justice
Southern Illinois University - Carbondale

12/2014 - 9/2015 Research Director, Police Foundation, Washington D.C.

PUBLICATIONS

Journal Articles

- 2015 Corsaro, Nicholas and Robin S. Engel. "Most challenging of contexts: Assessing the impact of focused deterrence on serious violence in New Orleans." Criminology and Public Policy, 14, 3, 471-505.

- 2015 Corsaro, Nicholas, James Frank, and Murat Ozer. "Perceptions of police practice, cynicism of police performance, and persistent neighborhood violence: An intersecting relationship." *Journal of Criminal Justice*, 43, 1, 1-11.
- 2014 Gau, Jacinta M., Nicholas Corsaro, and Rod K. Brunson. "Revisiting broken windows theory: A test of the mediation impact of social mechanisms on the disorder-fear relationship." *Journal of Criminal Justice*, 42, 6, 579-588.
- 2013 Corsaro, Nicholas, Rod K. Brunson, and Edmund F. McGarrell. "Problem-oriented policing and open-air drug markets: Examining the Rockford pulling levers deterrence strategy." *Crime and Delinquency*, 59, 7: 1085-1107.
*Reprinted in David Mackey and Kristine Levan (Editors), *Crime Prevention*, pp. 119 - 136, Boston, MA: Jones and Bartlett (2012).
- 2013 Corsaro, Nicholas. "The High Point drug market intervention: Examining impact across target areas and offense types." *Victims and Offenders*, 8, 4: 1-31.
- 2013 Engel, Robin S., Marie Skubak Tillyer, and Nicholas Corsaro. "Reducing gang violence using focused deterrence: Evaluating the Cincinnati Initiative to Reduce Violence (CIRV)." *Justice Quarterly*, 30, 3: 403-439.
- 2013 Corsaro, Nicholas, and Rod K. Brunson. "Are suppression and deterrence mechanisms enough? Examining the "pulling levers" drug market intervention strategy in Peoria, Illinois, USA. *International Journal of Drug Policy*, 24, 2: 115-121.
- 2013 McGarrell, Edmund F., Nicholas Corsaro, Chris Melde, Natalie K. Hipple, Timothy S. Bynum, and Jennifer E. Cobbina. "Attempting to reduce violence through a comprehensive anti-gang initiative (CAGI): An evaluation of process and impact. *Journal of Criminal Justice*, 41, 1: 33-43.
- 2012 Corsaro, Nicholas, Eleizer D. Hunt, Natalie K. Hipple, and Edmund F. McGarrell. "The impact of drug market pulling levers policing on neighborhood violence: An evaluation of the High Point drug market intervention." *Criminology and Public Policy*, 11, 2: 165-199.
- 2012 Gau, Jacinta M., Nicholas Corsaro, Eric A. Stewart, and Rod K. Brunson. "Examining macro-level impacts on procedural justice and police legitimacy." *Journal of Criminal Justice*, 40, 4: 333-343.
- 2012 Giblin, Matthew J., George W. Burruss, Nicholas Corsaro, and Joseph A. Schafer. "Self-protection in rural America: A risk interpretation model of household protective measures." *Criminal Justice Policy Review*, 23, 4: 493-517.
- 2012 Corsaro, Nicholas, Daniel W. Gerard, Robin S. Engel, and John E. Eck. "Not by accident: An analytical approach to traffic crash harm reduction." *Journal of Criminal Justice*, 40, 6: 502-514.

- 2010 McGarrell, Edmund F., Nicholas Corsaro, Natalie K. Hipple, and Timothy S. Bynum. "Project Safe Neighborhoods and violent crime trends in U.S. cities: Assessing violent crime impact." Journal of Quantitative Criminology, 26, 2: 165-190.
- 2010 Corsaro, Nicholas, and Edmund F. McGarrell. "Reducing homicide risk in Indianapolis between 1997 and 2000." Journal of Urban Health: Bulletin of the New York Academy of Medicine, 87, 5: 851-864.
- 2010 McGarrell, Edmund F., Nicholas Corsaro, Rod K. Brunson. "The drug market intervention approach to overt drug markets." Journal of Criminal Justice and Security, 12, 4: 397-407.
- 2010 Corsaro, Nicholas, Rod K. Brunson, and Edmund F. McGarrell. "Evaluating a policing strategy intended to disrupt an illicit street-level drug market." Evaluation Review, 34, 6: 513-548.
- 2009 Corsaro, Nicholas, and Edmund F. McGarrell. "Testing a promising homicide reduction strategy: Re-assessing the impact of the Indianapolis "pulling levers" intervention." Journal of Experimental Criminology, 5, 1: 63-82.
- 2007 Pizarro, Jesenia M., Nicholas Corsaro, and Sung-suk Yu. "Journey to crime: An application of routine activities and crime pattern theory to homicide victimization and perpetration." Victims and Offenders, 2, 4: 375-394.
- 2006 McGarrell, Edmund F., Steven Chermak, Jeremy M. Wilson, and Nicholas Corsaro. "Reducing homicide through a 'lever-pulling' strategy." Justice Quarterly, 23, 2: 214-231.
 *Reprinted in Stan Stojkovic, John Klofas, and David Kalinich (Editors), *The Administration and Management of Criminal Justice Organizations: A Book of Readings* (Fifth Edition), pp. 529 - 546, Prospect Heights, IL: Waveland Press (2011).
- 2005 McGarrell, Edmund F., Carol R. Zimmerman, Natalie K. Hipple, Nicholas Corsaro, and Heather Perez. "The roles of the police in the offender reentry process." International Journal of Comparative and Applied Criminal Justice, 29, 1: 53-78.
- 2002 Selke, William, Nicholas Corsaro, and Henry Selke. "A working class critique of criminological theory." Critical Criminology, 11, 2: 93-112.

Series Publications

- Forthcoming Corsaro, Nicholas, and David Weisburd. "Police Interventions." In Daniel S. Nagin, Francis T. Cullen, and Cheryl Lero Jonson (Editors), *Deterrence, Choice, and Crime Contemporary Problems. Advances in Criminological Theory*, Volume 20. New Brunswick, NJ: Transaction.

Book Chapters

- Forthcoming Corsaro, Nicholas. "Violent Crime." In Timothy S. Bynum and Beth M. Huebner (Editors) *Handbook in Criminology and Criminal Justice*. New York, NY: John Wiley Publishing.
- 2014 Corsaro, Nicholas, Sandra Lee Browning, and Jesenia M. Pizarro. "Gender and Criminal Justice Processing." In Francis T. Cullen, Pamela Wilcox, Jennifer L. Lux, and Cheryl Lero Jonson (Editors), *Sisters in Crime Revisited: Bringing Gender Into Criminology - In Honor of Freda Adler* (pp. 325-350). New York, NY: Oxford University Press.
- 2013 Corsaro, Nicholas. "Drug Enforcement." In Gerben Bruinsma and David Weisburd (Editors), *Encyclopedia of Criminology and Criminal Justice*. New York, NY: Springer Publishing, pp. 1179-1186.
- 2011 Corsaro, Nicholas, and Edmund F. McGarrell. "Reducing homicide risk: A review of the Indianapolis violence reduction partnership." In Leslie W. Kennedy and Edmund F. McGarrell (Editors), *Crime and Terrorism Risk: Studies in Criminology and Criminal Justice*. New York, NY: Routledge Publishing, pp. 17-28.
- 2010 Corsaro, Nicholas, and Edmund F. McGarrell. "The Rockford drug market intervention: Design, process, and impact assessment of a pulling levers strategy in Illinois." In John M. Klofas, Natalie K. Hipple, and Edmund F. McGarrell (Editors), *The New Criminal Justice: American Communities and the Changing World of Crime Control*. New York, NY: Routledge Publishing, pp. 83-94.
- 2010 Hipple, Natalie K., Edmund F. McGarrell, John M. Klofas, Nicholas Corsaro, and Heather Perez. "Identifying effective policing strategies for reducing crime." In John M. Klofas, Natalie K. Hipple, and Edmund F. McGarrell (Editors), *The New Criminal Justice: American Communities and the Changing World of Crime Control*. New York, NY: Routledge Publishing, pp. 69-82.

Book Reviews

- 2003 Corsaro, Nicholas. "A book review on Armed Robbery by Roger Mathews." International Journal of Comparative and Applied Criminal Justice, 27, 2: 245-247.

Professional Research Reports

- 2011 McGarrell, Edmund F., Nicholas Corsaro, Chris Melde, Natalie K. Hipple, Jennifer Cobbina, Timothy S. Bynum, and Heather Perez. An Assessment of the Comprehensive Anti-Gang Initiative: Final Project Report. National Institute of Justice: Washington, D.C.
- 2011 Corsaro, Nicholas, Rod K. Brunson, Jacinta M. Gau, and Christna Oldham. "The Peoria Pulling Levers Drug Market Intervention: A Review of Program Process,

Changes in Perceptions, and Crime Impact." Illinois Criminal Justice Information Authority, Chicago, IL.

- 2011 Schafer, Joseph A., Nicholas Corsaro, and Matthew J. Giblin. "Victimization and Perceptions of Crime and Justice in Small Towns and Rural Areas: Final Project Report." Bureau of Justice Assistance, Washington D.C.
- 2010 Engel, Robin S., Nicholas Corsaro, and Marie Skubak Tillyer. "Evaluation of the Cincinnati Initiative to Reduce Violence (CIRV)." University of Cincinnati Policing Institute: Cincinnati, OH.
- 2010 Hipple, Natalie K., Nicholas Corsaro, and Edmund F. McGarrell. "The High Point Drug Market Initiative: A Process and Impact Assessment." Project Safe Neighborhoods Case Study #12. Office of Justice Programs: Washington D.C.
- 2009 McGarrell, Edmund F., Natalie K. Hipple, Nicholas Corsaro, Timothy S. Bynum, Heather Perez, Carol R. Zimmerman, and Melissa Garmo. "Project Safe Neighborhoods - A national program to reduce gun crime: Final Project Report." National Institute of Justice: Washington, D.C.
- 2008 Hipple, Natalie K., Edmund F. McGarrell, John M. Klofas, Nicholas Corsaro, and Heather Perez. "Identifying effective policing strategies for reducing crime." Sagamore Institute for Policy Research: Indianapolis, IN.
- 2007 McGarrell, Edmund F., Natalie K. Hipple, Nicholas Corsaro, Ed Pappanastos, Ed Stevens, and James Albritton. "Project Safe Neighborhoods case study report: Middle District of Alabama." Office of Justice Programs: Washington, D.C.

Non-Refereed Publications

- 2012 Gerard, Daniel W., Nicholas Corsaro, Robin S. Engel, and John E. Eck. "Cincinnati CARS: A Crash Analysis Reduction Strategy." *The Police Chief*, 79 (July): 24-31.

Manuscripts in Preparation

- Under review Corsaro, Nicholas, and Jesenia M. Pizarro. "The influence of planned aggression on the journey to homicide: A relational examination among typology classifications."
- Under review Lee, YongJei, John E. Eck, and Nicholas Corsaro. "Conclusions from the history of research into the effects of police force size on crime - 1968 through 2014: A systematic review."
- In progress Engel, Robin S., and Nicholas Corsaro. "The role of police in pretrial justice: Changing how police view arrest." (To be submitted October 2015).
- In preparation Corsaro, Nicholas, and Jeremy M. Wilson. "The effects of police consolidation on crime and homicide: Examining the impact in Compton, California."

RESEARCH EXPERIENCE

Grants (Principal or Co-Principal Investigator)

- 03/15 - 08/17 Co-Principal Investigator
(PI: Robin S. Engel). Evaluation of CITI Camp Program for the Cincinnati Police Department. Funded by the City of Cincinnati, Ohio.
Amount Awarded: \$133,469 (University of Cincinnati)
- 04/15 - 06/15 Co-Principal Investigator
(PI: Robin S. Engel, Co-PI Murat Ozer). Developing a Strategic Plan for Public Safety for the Tulsa, Oklahoma Police Department. Funded by the George Kaiser Family Foundation.
Amount Awarded: \$87,351 (University of Cincinnati)
- 03/15 - 04/18 Co-Principal Investigator
(PI: Robin S. Engel, Co-PI Arelys Madero). Byrne Criminal Justice Initiative Grant for 61st and Peoria. Funded by the City of Tulsa, Oklahoma.
Amount Awarded: \$46,389 (University of Cincinnati)
- 07/14 - 12/15 Co-Principal Investigator
(PI: Edward Latessa, Co-PI Robin S. Engel). Ohio Consortium of Crime Science. Years 3-4 funding. Funded by the Ohio Office of Criminal Justice Services.
Amount Awarded: \$361,748 (University of Cincinnati)
- 06/13 - 05/14 Principal Investigator
(Co-PIs - Edward Latessa and Robin S. Engel). Ohio Consortium of Crime Science Year 2 funding. Funded by the Ohio Office of Criminal Justice Services
Amount Awarded: \$100,000 (University of Cincinnati)
- 05/12 - 12/13 Co-Principal Investigator
(PI - Robin S. Engel). Reducing Violence in New Orleans, Louisiana. Funded by New Orleans Community Support Foundation.
Amount Awarded: \$223,480 (University of Cincinnati)
- 03/12 - 12/12 Co-Principal Investigator
(PI - Robin S. Engel and Co-PI - Edward J. Latessa). Ohio Consortium for Crime Science: Pilot Test. Funded by the Ohio Office of Criminal Justice Services
Amount Awarded: \$50,081 (University of Cincinnati)
- 12/09 - 11/10 Principal Investigator
(Co-PI - Rod K. Brunson). "A systematic evaluation of pulling levers: Examining the Peoria drug market intervention." Funded by the Illinois Criminal Justice Information Authority.
Amount Awarded: \$109,658 (Southern Illinois University)

09/08 – 12/10 Co-Principal Investigator
(Co-PI's – Joseph Schafer, Krissi Miller, Yu-Wei Wang). "Victimization and perceptions of crime and justice in small towns and rural areas." Funded by the Bureau of Justice Assistance.
Amount Awarded: \$89,435 (Southern Illinois University)

Non-Principal Investigator Funded Research Projects

01/08 – 5/10 Investigator, Drug Market Intervention Program. Bureau of Justice Assistance. \$1.5 million funded (Edmund F. McGarrell, Principal Investigator).

01/07 – 09/08 Investigator, Identifying Effective Policing Strategies for Reducing Crime. Bureau of Justice Statistics. \$34,900 funded (Natalie K. Hipple, Principal Investigator).

06/03 – 12/07 Research Assistant/Analyst, PSN Academy: Provision of Research-Based Training and Technical Assistance to Project Safe Neighborhoods; Evaluating the Impact of the PSN Anti-Gang Initiative. National Institute of Justice. \$3.7 million funded (Edmund F. McGarrell, Principal Investigator).

05/01 – 12/03 Research Assistant, Crime Control Policy Center, Hudson Institute, Partnership Between Indiana University and Hudson Institute to Develop Research Program of Funded Research.

Evaluation of Juvenile Accountability Block Grant Programs, Juvenile Crime Evaluation Committee, Marion County Auditor (Edmund F. McGarrell and Natalie K. Hipple, Principal Investigators).

Program Solving Approaches to Reducing Violence in Indianapolis, National Institute of Justice (Edmund F. McGarrell, Principal Investigator).

Restorative Justice Conferences as an Innovation Response to Juvenile Crime, Donner Foundation; OJJDP, Lilly Endowment, Smith Richardson Foundation, Indiana Criminal Justice Institute (Edmund F. McGarrell, Principal Investigator)

PROFESSIONAL PRESENTATIONS

Conference Presentations

2014 Corsaro, Nicholas, Robin S. Engel, and Murat Ozer. "Reducing murders in New Orleans." Paper presented at the American Society of Criminology annual meeting, San Francisco, CA.

2014 Corsaro, Nicholas, James Frank, and Murat Ozer. "Negative experiences with police, legal cynicism, and the persistence of neighborhood violence." Paper presented at the American Society of Criminology annual meeting, San Francisco, CA.

- 2014 Engel, Robin S., Marie S. Tillyer, and Nicholas Corsaro. "Reducing gang violence using focused deterrence: Evaluating the Cincinnati Initiative to Reduce Violence (CIRV)" Justice Quarterly Showcase. Paper presented at the Academy of Criminal Justice Sciences annual meeting, Philadelphia, PA.
- 2013 Lee, YongJei, Nicholas Corsaro, and John E. Eck. "Police force size and crime: A systematic review of research from 1968 to 2013." Paper presented at the American Society of Criminology meeting, Atlanta, GA.
- 2013 Corsaro, Nicholas, Jesenia M. Pizarro, and Sandra Lee Browning. "Gender and criminal justice processing." Paper presented at the American Society of Criminology meeting, Atlanta, GA.
- 2012 Corsaro, Nicholas, and Edmund F. McGarrell. "Deterring gun homicide: Testing the impact of project safe neighborhoods" Paper presented at the American Society of Criminology meeting, Chicago, IL.
- 2012 Engel, Robin S., Marie S. Tillyer, Christopher J. Sullivan, Nicholas Corsaro. And Murat Ozer. "Opening the focusing deterrence black box: Further examination of the Cincinnati Initiative to Reduce Violence. Paper presented at the American Society of Criminology meeting, Chicago, IL.
- 2011 Gau, Jacinta M., Nicholas Corsaro, Eric A. Stewart, and Rod K. Brunson. "The effects of neighborhood structural and social conditions on perceived police legitimacy." Paper presented at the American Society of Criminology meeting, Washington, D.C.
- 2010 Engel, Robin S., Marie S. Tillyer, and Nicholas Corsaro. "Cincinnati initiative to reduce violence: Evaluating the impact on gang-related homicides and gun violence." Paper presented at the American Society of Criminology meeting, San Francisco, CA.
- 2010 Hipple, Natalie K., Nicholas Corsaro, and Edmund F. McGarrell. "The High Point drug market intervention: Assessing program impact." Paper presented at the American Society of Criminology meeting, San Francisco, CA.
- 2010 Corsaro, Nicholas, Edmund F. McGarrell, Rod K. Brunson, Natalie K. Hipple. "Disrupting open-air drug markets: The use of pulling levers to reduce neighborhood crime. Paper presented at the Academy of Criminal Justice Sciences meeting, San Diego, CA (Session Chair).
- 2009 Schafer, Joseph A., Matthew J. Giblin, Krissi L. Miller, and Nicholas Corsaro. "Victimization, risk, and fear of crime in rural areas and small towns. Paper presented at the American Society of Criminology meeting, Philadelphia, PA.
- 2009 Corsaro, Nicholas. "Patterns of violent crime." Paper presented at the American Society of Criminology meeting, Philadelphia, PA.

- 2008 Corsaro, Nicholas, and Edmund F. McGarrell. "Patterns of homicide risk." Paper presented at the American Society of Criminology meeting, St. Louis, MO.
- 2008 Corsaro, Nicholas, and Jesenia Pizarro. "Journey to homicide: Traveling patterns for victims and suspects." Paper presented at the American Society of Criminology meeting, St. Louis, MO.
- 2005 Corsaro, Nicholas, and Edmund F. McGarrell. "The geographic distribution of homicides in the Indianapolis Violence Reduction Partnership (IVRP) study." Paper presented at the American Society of Criminology annual meeting, Toronto, Canada (Session Chair).
- 2004 Luskin, Mary Lee., and Nicholas Corsaro. "The influence of neighborhood context on the arrest of former mental patients." Paper presented at the American Society of Criminology annual meeting, Nashville, TN.
- 2004 McGarrell, Edmund F., Carol R. Zimmerman, Natalie K. Hipple, Nicholas Corsaro, and Heather Perez. "The roles of the police in the offender reentry process." Paper presented for the offender reentry roundtable on prisoner reentry and community policing sponsored by the Urban Institute and COPS, Washington, D.C.
- 2004 Corsaro, Nicholas, and Arvind Verma. "Analyzing hot spots at Indiana University: A geographical, spatial and temporal analysis." Paper presented at the Academy of Criminal Justice Sciences annual meeting, Las Vegas, NV.
- 2003 Corsaro, Nicholas. "Disorganized neighborhoods and Restorative Justice: An examination of social characteristics and the Indianapolis juvenile justice experiment." Paper presented at the American Society of Criminology annual meeting, Denver, CO.
- 2002 Corsaro, Nicholas. "Spatial patterns of Re-offending in the Indianapolis restorative justice experiment" Paper presented at the American Society of Criminology annual meeting, Chicago, IL.
- 2002 Selke, William, and Nicholas Corsaro. "Sentencing, overcrowding and prison violence." Paper presented at the Academy of Criminal Justice Sciences annual meeting, Anaheim, CA (Session Chair).
- 2001 Selke, William, and Nicholas Corsaro. "The effects of punishment in diverse settings." Paper presented at the Academy of Criminal Justice Sciences annual meeting, Washington, D.C.

Invited Presentations

- 2015 Corsaro, Nicholas. "Strategies to Enhance Relationships with Diverse Communities." Presented at National Association for the Advancement of Colored People (NAACP) Police Training Seminar, Covington, KY (September 25, 2015).
- 2015 Corsaro, Nicholas. "Engaged Scholarship: Insights into Researcher and Police-Practitioner Partnerships." Presented at the Evidence Based Policing Meeting, Hangzhou Police Department, Hangzhou, China (February 10, 2015).
- 2011 Corsaro, Nicholas. "Problem Solving Across Agencies and Communities: A Review of Project Safe Neighborhoods (PSN) and Drug Market Intervention (DMI) Strategies." Presented at the Center for Evidence-Based Crime Policy (CEBCP) Campbell Collaboration Joint Symposium, George Mason University, Fairfax, VA (August 16, 2011).
- 2010 Brunson, Rod K., Nicholas Corsaro, Chet Epperson, and Steven Settingsgaard. "Rockford and Peoria Drug Market Intervention Initiatives." Presented at the Smarter Solutions for Crime Reduction conference, the Illinois Criminal Justice Information Authority Strategic Planning Initiative, Chicago, IL (September 22, 2010).
- 2010 Corsaro, Nicholas. "Disrupting open air drug markets: Preliminary research findings." The National Network for Safe Communities Researchers' Meeting, John Jay College of Criminal Justice, New York, NY (March 8, 2010).

TEACHING

Undergraduate Courses

American Violence, Criminal Justice Statistics, Crime Prevention, Criminological Theory, Introduction to Criminal Justice, Juvenile Justice, Methods of Criminal Justice Research, Police Effectiveness

Graduate Courses

Applied Statistics, Basic Research Methods, Theory and Practice of Law Enforcement

GRADUATE STUDENT ADVISORY COMMITTEES

Doctoral Dissertations

Lesli Blair (Committee Member), University of Cincinnati (Completed 9/2014)

Master's Theses

Christina Oldham (Chair), SIUC (Completed 6/2011)

Grant Dwarve (Committee Member), SIUC (Completed 6/2011)

Jameson Parker (Committee Member), SIUC (Completed 4/2010)

HONORS AND AWARDS

Golden Apple Award for Excellence in Teaching, University of Cincinnati, College of Education, Criminal Justice, and Human Services: 2014

Graduate Research Fellowship, Michigan State University, School of Criminal Justice; 2004, 2005, 2007

PROFESSIONAL SERVICE

UNIVERSITY OF CINCINNATI

College

Research and Development Board - Member (2015-present)

Technology Practice Board - Member (2012- 2013)

Department

Doctoral Comprehensive Exam Committee - CJ Systems - Member (2012- present)

Doctoral Comprehensive Exam Committee - Policing -Chair (2013 - present); Member (2011-present)

Doctoral Proficiency Exam Committee - Statistics - Member (2012- present)

Faculty Search Committee (2014-2015); Chair (2014-2015)

Graduate Curriculum Committee - Member (2013 - present) Masters

Proficiency Exam Committee - Member (2012 - present) Retention,

Promotion, and Tenure Committee (2011 - present)

Retention, Promotion, and Tenure Emeritus Committee (2011 - present) Undergraduate Curriculum Committee (2012 - 2013)

SOUTHERN ILLINOIS UNIVERSITY - CARBONDALE

Graduate Admissions Committee (2010-2011) Graduate

Curriculum Committee (2009-2010) Undergraduate

Curriculum Committee (2008-2009)

Discipline

Reviewer - Funding Institutions Bureau
of Justice Assistance

National Science Foundation (Law and Social Sciences Program)

Reviewer - Professional Journals

Aggression and Violent Behavior, American Journal of Community Psychology, Crime and Delinquency, Criminal Justice and Behavior, Criminal Justice Policy Review, Criminal Justice Review, Criminology, Criminology and Public Policy, Evaluation Review, International Journal of Comparative and Applied Criminal Justice, Journal of Criminal Justice, Journal of Research in Crime and Delinquency, Journal of Police and Criminal Psychology, Journal of Quantitative Criminology, Journal of Urban Health, Justice Quarterly, Police Practice and Research, Police Quarterly, Policing: An International Journal, Policing: A Journal of Policy and Practice, Security Journal, Social Problems, Victims and Offenders

Reviewer - Research Centers

Development Research Group, Washington, DC.

PROFESSIONAL DEVELOPMENT

Quantitative Analysis Training

- 2014 - Statistical Horizons (Allison), Structural Equation Modeling (Boston, MA)
- 2013 - Statistical Horizons (Hayes), Mediation and Moderation Analysis (Philadelphia, PA)
- 2012 - Statistical Horizons (Guo), Propensity Score Analysis (Philadelphia, PA)
- 2012 - Statistical Horizons (Allison), Longitudinal Data Analysis (Columbus, OH)
- 2010 - ICPSR (Nagin), University of Michigan. Analyzing Developmental Trajectories
- 2008 - SSI (Raudenbush and Bryk), Chicago, Illinois. Hierarchical Linear Models
- 2007 - ISR, University of Michigan. Hierarchical Linear Modeling
- 2006 - ISR, University of Michigan. Event History Analysis
- 2005 - ICPSR (Long), University of Michigan. Categorical Data Analysis
- 2004 - ICPSR, University of Michigan. Time-Series Analysis

PROFESSIONAL ASSOCIATIONS

- Academy of Criminal Justice Sciences
- Academy of Experimental Criminology
- American Society of Criminology (including the Division of Experimental Criminology and Division of Policing subsections)

CURRICULUM VITA

M.MURAT OZER

University of Cincinnati
E-mail: m.ozero@uc.edu

Education:

Ph.D. School of Criminal Justice, University of Cincinnati, July 2010.
MS Criminal Justice, University of Cincinnati, July 2007.
MS Public Administration, TODAIE, Ankara, April 2006.
B.A. Police Academy, June 1996.

Employment:

University of Cincinnati, Institute of Crime Science (2012 –)

Turkish National Police, Tokat (2011 – 2012)

Turkish National Police Headquarter (2004 – 2011)
Anti-Terrorism Department, Ankara

Police Peace Keeper in United Nations Police in East Timor (UNMISET) (2002-2004)
OIC of Computer Network System, Database and Computer Maintenance Unit

Turkish National Police Headquarter (1996 – 2002)
Anti-Terrorism Department, Ankara

Funded Research:

Total: \$487,608

02/15 – 12/15	Co-Principal Investigator (with Robin Engel), <i>Enhancing Data Analytics and evidence-Based Policing Practices in the Cincinnati Police Department</i> , funded by the City of Cincinnati (\$60,859).
01/15 – 12/15	Co-Principal Investigator (with Robin Engel), <i>Promoting Campus Safety: Development, Implementation, and Evaluation of a Comprehensive Crime Reduction Plan</i> , funded by the University of Cincinnati (\$190,355).

- 01/14 – 12/14 Co-Principal Investigator (with Robin Engel), *Promoting Campus Safety: Development, Implementation, and Evaluation of a Comprehensive Crime Reduction Plan*, funded by the University of Cincinnati (\$154,476).
- 01/13 – 12/13 Co-Principal Investigator (with Robin Engel), *Promoting Campus Safety: Development, Implementation, and Evaluation of a Comprehensive Crime Reduction Plan*, funded by the University of Cincinnati (\$81,918).

Publications:

Nicholas Corsaro, James Frank, and Murat Ozer. 2015. Perceptions of Police Practice, Cynicism of Police Performance, and Persistent Neighborhood Violence: An Intersecting Relationship. *Journal of Criminal Justice*, 43(1), 1-11.

Murat Ozer and Robin S.Engel. 2012. "Revisiting the Use of Propensity Score Matching to Understand the Relationship between Gang Membership and Violent Victimization: A Cautionary Note," *Justice Quarterly*.

Murat Ozer, Halil Akbas, and Idris Guclu. 2011. "Control Theories and Crime over the Life Course." *Turkish Journal of Criminology and Criminal Justice*.

Murat Ozer, Ozkan Celik, Halil Akbas. 2011. "The Predictive Value of IQ on Delinquency: A Test of Competing Explanations", *Turkish Journal of Criminology and Criminal Justice*, 59-82.

Halil Akbas and Murat Ozer. 2011. "The Evolution of Social Disorganization Theory: From Systemic Model to Collective Efficacy Theory", *Turkish Journal of Criminology and Criminal Justice* , 83-94.

Murat Ozer and Halil Akbas. 2011. "The Application of Situational Crime Prevention Theory to Terrorism", *Polis Bilimleri Dergisi*

Halil Akbas, Murat Ozer. 2011. "Explaining Crime within the Context of Social Control and Life Course Theories, " *Turkish Journal of Criminology and Criminal Justice*, 2011.

Samih Teymur, Murat Günbeyi, and Murat Ozer.2010. "Culture-Oriented Policing ", *TUBAV Bilim Dergisi*, 282-291.

HalilAkbas and Murat Özer. 2010. "Feasibility of Place Management in Stopping the Exploitation of Trafficked Females", *International Journal of Security and Terrorism*, 47-62.

Pamela Wilcox, M. Murat Ozer, Murat Gunbeyi, Tarkan Gundogdu. 2009. "Gender and Fear of Terrorism in Turkey", *Journal of Contemporary Criminal Justice* , 341-357.

Murat Ozer. 2006. "Argentina Police Organization", *Polis Bilimleri Dergisi* , 99-112.

H. Hüseyin Cevik, Murat Ozer, Cunevt Gokcek, Talat Hacifazlioglu. 2005. "Belgium Police Organization: The Transformation of Belgium Police Force from Coercive Policing to Service-Oriented Policing ", Polis Bilimleri Dergisi , 101-119.

Books:

Samih Teymur, Habip Ozdemir, Oguzhan Basibüyük, Murat Ozer, Murat Gunbeyi, Combating Terrorism. Turkiye, Paperback, 2009

Book Chapters and Encyclopedia Entries:

James Frank, Murat Ozer, and Mustafa Donmez.2011. "Representation Complexity of Kurdish People in Turkey: Are the Kurdish People in Need of Someone to Represent Themselves?" In Charles Strozier and James Frank (Eds.), The PKK: Financial Sources, Social and Political Dimensions. VDM Verlag Dr. Müller Publications.

Murat Ozer, 2010. "Workplace Violence, International Perspective " In Bonnie S. Fisher and Steven P. Lab (Eds.), Encyclopedia of Victimology and Crime Prevention, Sage Publications.

Murat Ozer 2007. "The Impact of Group Dynamics on Terrorist Decision Making" In Suleyman Ozeren, Ismail Dincer Gunes, and Diab M.Al-Badayneh (Eds.), Understanding Terrorism, IOS Press.

Murat Ozer and Murat Gunbeyi, 2007. "Kurdish Opposition in Turkey" In SamihTeymur and Cindy Smith (Eds.), The PKK: A decades old brutal Marxist-Leninist terriorisit organization, Paperback.

Murat Ozer and James Frank,2007."The PKK and the Media" In SamihTeymur and Cindy Smith (Eds.), The PKK: A decades old brutal Marxist-Leninist terrorist organization, Paperback.

Research Experience:

Research Associate, Ohio Community Initiative to Reduce Violence (2008-2010); Ohio Office of Criminal Justice Services (PI: Dr. Robin S. Engel)

Turkish National Police Visiting Researcher (2012); Cincinnati, Ohio.

Research Reports:

Engel, R. S., Ozer, M. M., Cohen, D.M., Deryol, R. & Jeffrey E. Clutter (2013). Reducing Gang Violence in Detroit, Michigan: Gang Audit and Homicide Review. Submitted to the Detroit Police Department.

Engel, R. S., Ozer, M. M., Cohen, D.M., Clutter, J.E. & Sam Peterson (2013). Initial Data Collection and Analyses Conducted for the Detroit Police Department. Submitted to the Detroit Police Department.

Engel, R. S., Clutter, J.E., Ozer, M. M., & Rustu Deryol (2013). New Orleans Police Department Gun Violence Reduction Strategy June 2013 Gang Audit. Submitted to the New Orleans Mayor Office.

Engel, R. S., Clutter, J. E., Eley, J., & Ozer, M. M. (2012). Implementing Project BRAVE: Initial Findings from Baton Rouge, Louisiana. Submitted to the East Baton Rouge District Attorney's Office.

Engel, R. S., Clutter, J. E., Eley, J., & Ozer, M.M. (2012). Project Longevity: Findings from New Haven, Connecticut. Submitted to the City of New Haven Police Department.

Engel, Robin S., Jeffrey E. Clutter, Jessica Eley, Murat Ozer, Derek Cohen. 2012. Murder Reduction Initiative: Initial Findings from New Orleans, Louisiana. Submitted to the New Orleans Police Department New Orleans Community Support Foundation (NOCSF).

Engel, R. S., Duru, H., Ozer, M., Henson, B., Monk, K.M., Hall, D. (2009). Ohio Community Initiative to Reduce Violence, Summary of Findings for Toledo, Ohio: Supplemental Report #2. Submitted to the Toledo Police Department, Toledo, OH.

Engel, Robin S., Marie SkubakTillyer, Murat Ozer, Davin Hall, Jessica Dunham, and Khadija Monk. 2008. Ohio Community Initiative to Reduce Violence: Summary of Findings from Dayton, Ohio. Submitted to the Dayton Police Department and the Ohio Office of Criminal Justice Services (OCJS).

Engel, Robin S., Murat Ozer, Marie Skubak Tillyer, Jessica Dunham, and Khadija Monk. 2008. Ohio Community Initiative to Reduce Violence: Summary of Findings from Cleveland, Ohio – Supplemental Report. Submitted to the Cleveland Division of Police and the Ohio Office of Criminal Justice Services (OCJS).

Engel, Robin S., Marie Skubak Tillyer, Murat Ozer, Khadija Monk, and Davin Hall. 2008. Ohio Community Initiative to Reduce Violence: Summary of Findings from Cleveland, Ohio. Submitted to the Cleveland Division of Police and the Ohio Office of Criminal Justice Services (OCJS).

Conference Presentations:

Corsaro, Nicholas, Robin S. Engel, and Murat Ozer. 2014. "Reducing murders in New Orleans." Paper presented at the American Society of Criminology annual meeting, San Francisco, CA. 2014

Corsaro, Nicholas, James Frank, and Murat Ozer. 2014. "Negative experiences with police, legal cynicism, and the persistence of neighborhood violence." Paper presented at the American Society of Criminology annual meeting, San Francisco, CA.

Samuel Peterson, Robin S. Engel, Samantha M. Henderson, and M. Murat Ozer. 2013. "The Dynamics of Gang Networks and Gang Membership." Paper presented at the American Society of Criminology annual meeting, Atlanta, GA

Engel, Robin S., Marie S. Tillyer, Christopher J. Sullivan, Nicholas Corsaro. And Murat Ozer. "Opening the focusing deterrence black box: Further examination of the Cincinnati Initiative to Reduce Violence. Paper presented at the American Society of Criminology meeting, Chicago, IL.

James Frank, Murat Ozer, and Yasin Kose. 2011. "The Evaluation of the PKK Terrorist Organization within the Context of Arap Spring." Paper presented at the Terrorism and Transnational Crimes International Symposium, Antalya, Turkey.

Engel, Robin S., Marie Skubak Tillyer, Murat Ozer, and David Kennedy. 2010. "Cincinnati Initiative to Reduce Violence (CIRV): Evaluating the Impact on Gang Related Homicides and Gun Violence." Paper presented at the American Society of Criminology Annual Meeting, San Francisco, California.

Murat Ozer and Davin Hall. 2010. "Assessing the Impact of Liquor License Businesses on Crime in Cincinnati." Paper presented at the American Society of Criminology Annual Meeting, San Francisco, California.

Murat Ozer and Robin S. Engel. 2009. "The Crime Prevention Impact of the Cincinnati Police Department's Automatic License Plate Readers (ALPR)." Paper presented at the American Society of Criminology Annual Meeting, Philadelphia, Pennsylvania.

Murat Ozer and Hacı Duru. 2009. "Reading Terrorist Activities of Turkey from a Different Perspective." Paper presented at the American Society of Criminology Annual Meeting, Philadelphia, Pennsylvania.

Murat Ozer and Samih Teymur. 2009. "The Patterns of Initial Contacts with Terrorist Organizations." Paper presented at the Paper presented at the Academy of Criminal Justice Sciences Annual Conference, Boston.

Halil Akbas, Murat Ozer, and Murat Gozubenli. 2009. "Limitations of Surveys in Measuring Public Perceptions of The Police: The Importance of Pre-Testing Survey Questionnaires." Paper presented at the Paper presented at the Academy of Criminal Justice Sciences Annual Conference, Boston.

Murat Ozer, Samih Teymur, and Halil Akbas. 2009. "Reading Terrorism Incidents of Turkey over Time: Are They Really Indicators of Terrorism or Something Else?" Paper presented at the Paper presented at the Academy of Criminal Justice Sciences Annual Conference, Boston.

Tarkan Gundogdu, Murat Ozer, Murat Gunbeyi, and Pamela Wilcox. 2008. "High School Students in A Kurdish-Populated City in Turkey." Paper presented at the Academy of Criminal Justice Sciences Annual Conference, Cincinnati, Ohio.

Paula Smith and Murat Ozer. 2006. "The Impact of Group Dynamics on Terrorist Decision-Making." Paper presented at the NATO Conference, Washington, DC.

Teaching:

Guest Professor, University of Gaziosmanpasa.

Research Methods (2011 – 2012)

Statistics (2012)

Measurement and Evaluation in Education (2011)

Instructor, University of Cincinnati, School of Criminal Justice

ARGIS (2013)

Introduction to Statistics (2009)

Instructor, Turkish National Police

Prevention of Radicalism

Left-Wing Terrorist Organizations

Anti-terrorism Policies against Terrorist Organizations

Crisis Management in Terror Incidents

Risk Evaluation

Instructor, Organization for Security and Co-operation in Europe (OSCE)

Prevention of Radicalism in Macedonia (2012)

Prevention of Radicalism in Kosovo (2011)

Instructor, United Nations

Preventing Suicide Attacks, Nigeria (2012)

Training Afghan Police in Sivas Polis School, Turkey (2011 – 2012)

Graduate Student Advisory Committees

Doctoral Dissertations

Timur Guclu (Committee Member), University of Spalding (Completed, 2013)

Huseyin Nalbantoglu (Committee Member), University of Spalding (Completed, 2014)

M.Fatih Bastug, (Committee Member), Rutgers University

Kazim Ciris (Committee Member), Rutgers University

Reviewer – Professional Journals

Justice Quarterly

Awards:

Extraordinary Achievement Award, Turkish National Police (2012)
Extraordinary Achievement Award, Turkish National Police (2011)
Extraordinary Achievement Award, Turkish National Police (2010)
Citizen Award, Cincinnati Police Department, (2008).
University Graduate Scholarship, University of Cincinnati (2006 – 2010).
Extraordinary Achievement Award, United Nation Mission in East Timor (2003).

Analytic Skills

Training:

Introduction to ArcGIS (2009)
Time Series Analysis, (2008)
Stata (2008)
Social Network Analysis (2008)
HLM (2007)
Introduction to SPSS (2001)
Introduction to Visual Basic (2000)
Advanced Office Programs – Excel and MS Access (1997)

Experience:

SPSS, HLM, Stata, Microsoft Office, Computer Programming, SQL, PHP, ArcGIS, UCINET, PIAA, R Statistics, Social Network Software (I2 Analyst, NodeXL)

Daniel W. Gerard

2840 Bearcat Way, Suite 5347-B
PO Box 210389
Cincinnati, OH 45221-0389

Phone 513-556-6705

e-mail: daniel.gerard@uc.edu

LinkedIn: <https://www.linkedin.com/pub/daniel-gerard/75/699/30a>

Professional Experience:

November 9, 2015- Present

University of Cincinnati

Director of Operations-Institute of Crime Science - Housed in the University of Cincinnati's School of Criminal Justice, the Institute of Crime Science (ICS) combines the knowledge and skill of both academic researchers and criminal justice practitioners to solve real world problems. The ICS team includes world renowned experts in criminal justice research and law enforcement professionals who are subject matter experts. ICS team members' areas of expertise include: policing, violence reduction, violent street gangs, racial profiling, police legitimacy, social network analysis, co-offending networks, crime analysis, police staffing and program evaluation. ICS delivers evidence-based, empirically tested solutions, technical support and training to: national, regional, state, local and international law enforcement and criminal justice agencies.

2002 – November 9, 2015

Cincinnati Police Department

Police Captain – Retired as the District Three Commander. Directly responsible for the police operations in a 20 square mile area that had over 85,000 residents in 14 neighborhoods. District Three had 170 officers assigned and handled over 68,000 citizen calls for service yearly. Implemented an evidence-based and place-based violent crime reduction strategy that narrowly focused on repeat offenders, repeat locations and repeat victims. This strategy reduced both crime and calls for service to 10 year lows.

- **Interim Patrol Bureau Commander** (May 26, 2013-September 30, 2013): Direct supervision over the 650 member uniformed patrol force of the Cincinnati Police Department and oversight of the daily operations of 5 patrol districts. Developed and implemented an evidence-based violent crime reduction strategy that reduced violent crime throughout the city.
- **District 4 Commander**: Direct oversight for the police operations within a 15 square mile area and direct supervision of the activities of 143 police officers. Developed and implemented a district wide place-based and offender-based crime reduction strategy that reduced overall crime by 17% and homicides by 33% over a 10 month period.
- **Special Operations Section Commander**: Direct responsibility for the Park/K9 Unit, Traffic Unit, Safe Streets Unit, a high crime unit that focuses on gang members, and the Violent Crime Enforcement Team, a Federal violent crime Task Force in partnership with the Bureau of Alcohol, Tobacco, Firearms and Explosives. Served as the senior operational commander on numerous state and federal level criminal gang investigations.
- **Internal Investigations Section Commander**: Direct responsibility for investigation of administrative and criminal police misconduct within the Cincinnati Police Department.

- **Major accomplishments at this rank include:** A complete assessment and reorganization of Traffic Unit, including the formation of an outside partnership with the Ohio State Highway Patrol which resulted in joint enforcement efforts that have been replicated across the State of Ohio. Created and implemented the first Cincinnati Police Department Traffic Safety Business Plan which over a 5 year period resulted in a 48% reduction in fatal traffic crashes. Operational Commander for the enforcement efforts of Cincinnati Initiative to Reduce Violence, which has won world-wide acclaim as well as the 2008 Webber-Seavey Award for excellence in policing and the 2009 West Award for Excellence in Criminal Investigations from the International Association of Chiefs of Police. Chair of the Cincinnati Initiative to Reduce Violence Law Enforcement Team. Commanded numerous large scale local, state, federal violent street gang investigations.

1999 – 2002

Cincinnati Police Department

Police Lieutenant

- Served as a uniformed patrol Shift Commander in District One
- Served in the Fiscal and Budget Section as the Assistant Director and formed the Grant Unit

1992-1999

Cincinnati Police Department

Police Sergeant

- Served as a uniformed patrol Shift Supervisor
- Served as District 3 Community Oriented Policing Unit Supervisor
- Served as an Internal Investigations Section Investigator
- Completed Ohio Peace Officer Training Academy Instructional Skills Course (40 hours)

1986-1992

Cincinnati Police Department

Police Officer

- Served in uniformed patrol function
- Served as District Detective investigating Felony level Robbery/Burglary/Assault cases

Formal Education:

Master of Science Degree in Criminal Justice

University of Cincinnati

Recipient of the Robert G. Mills Memorial Graduate Award for outstanding scholarship.

Bachelor of Science Degree in Criminal Justice (Business Minor) *University of Cincinnati*

Publications:

Daniel W. Gerard, and M. Murat Ozer. "Gang Members Have a Lot to Say" *Royal Canadian Mounted Police Gazette* (Vol. 76, #2, July 2014)

Daniel W. Gerard, "Cincinnati HAZARD: A Place-Based Traffic Enforcement and Violent Crime Strategy," *The Police Chief* 80 (July 2013): 44-46

Daniel W. Gerard, "Traffic Problems, Characteristics Of" in *Encyclopedia of Community Policing and Problem Solving*, ed. Kenneth J. Peak (SAGE Publications, 2013) 408-411

Daniel W. Gerard, "Traffic Problems, Community Policing Strategies For" in *Encyclopedia of Community Policing and Problem Solving*, ed. Kenneth J. Peak (SAGE Publications, 2013) 411-416

Daniel W. Gerard, Nicholas Corsaro, Robin S. Engel and John E. Eck, "Cincinnati CARS: A Crash Analysis Reduction Strategy," *The Police Chief* 79 (July 2012): 24-31

Nicholas Corsaro, Daniel W. Gerard, Robin S. Engel, and John E. Eck. "Not by accident: An analytical approach to *traffic crash harm reduction*." *Journal of Criminal Justice* 40, no. 6 (2012): 502-514.

Invited Presentations: Invited speaker, trainer, and instructor at: the University of Cincinnati; John Jay College; Columbia University; Xavier University; the Southern Police Institute; the National Highway Traffic Safety Administration, and the National Network for Safe Communities. Consultant for numerous police agencies throughout the United States and Canada. Areas of expertise include violence reduction, criminal gangs, traffic safety, police management, use of social media in criminal investigations, evidence-based policing, place-based policing, police and academic partnerships, police research and crime prevention.

Webinar: Using Social Network Analysis in Crime Prevention. May 23, 2011. John Jay College. New York, New York.

http://nnscommunities.org/old-site-files/SNA_Webinar_FINALfor_Web.pdf

Significant Training:

- Southern Police Institute Administrative Officers Course ~ Offered by the University of Louisville
- Senior Management Institute for Police ~ Offered by Police Executive Research Forum
- Ohio Peace Officer Training Academy Instructional Skills Course (40 hours)
- University of Cincinnati Instructor Orientation and Practicum Course (8 hours)
- Over 3000 hours of additional police related training on a variety of topics including: leadership; and operational, tactical and administrative roles in policing.

Certifications:

- Human Subjects Research Certified by the Collaborative Institutional Training Initiative

Significant Awards:

- 1990: Fraternal Order of Police Associates Officer of the Month
- 2001: Career Enhancement Award from Rotary Club
- 2002: Dean's Scholar at the Southern Police Institute
- 2007 Most Constructive Plan to Positively Impact Police Operations Award from the Hamilton County Chiefs of Police.

Memberships:

- International Association of Chiefs of Police
- International Association of Chiefs of Police –Highway Safety Committee and Traffic Incident Management Sub-Committee
- Police Executive Research Forum

- Chair of the Ohio/Kentucky Regional Incident Management Task Force
- Cincinnati Works Phoenix Program Advisory Committee
- Western Economic Council
- Lower Price Hill Housing Working Group

ROBIN SHEPARD ENGEL

Updated: 01/06/16

School of Criminal Justice
University of Cincinnati
PO Box 210389
Cincinnati, OH 45221-0389

Office: (513) 556-5850
Fax: (513) 556-3303
E-mail: robin.engel@uc.edu

EDUCATION

- | | | |
|--------------|---|------|
| Ph.D. | Criminal Justice
Rockefeller College of Public Affairs and Policy
University at Albany, State University of New York
Dissertation Title: <i>Street Level Supervision: Styles of Patrol Supervisors & their Effects on Subordinate Behavior</i>
Specialization areas: Administration of criminal justice, criminal law
Research tool: Advanced statistics, systematic social observation | 1999 |
| M.A. | Criminal Justice
Rockefeller College of Public Affairs and Policy
University at Albany, State University of New York | 1994 |
| B.A. | Criminal Justice, Psychology, Magna Cum Laude
Concentration: Political Science / American Government
University at Albany, State University of New York | 1992 |

PROFESSIONAL EMPLOYMENT

- | | |
|-----------------|--|
| 08/15 – present | Vice President for Safety and Reform
University of Cincinnati, Cincinnati, Ohio |
| 01/15 – present | Director , International Association of Chiefs of Police (IACP) / Laura and John Arnold Foundation (LJAF) Center for Police Research and Policy
Alexandria Virginia / University of Cincinnati, Cincinnati, Ohio |
| 06/11 – 12/15 | Director , Institute for Crime Science (ICS)
University of Cincinnati, Cincinnati, Ohio |
| 07/13 – 08/15 | Professor , School of Criminal Justice
Research Associate , Center for Criminal Justice Research
University of Cincinnati, Cincinnati, Ohio |
| 06/02 – 06/13 | Associate Professor , School of Criminal Justice
Research Associate , Center for Criminal Justice Research
University of Cincinnati, Cincinnati, Ohio |
| 04/06 – 05/11 | Director , University of Cincinnati Policing Institute (UCPI)
Cincinnati, Ohio |

- 06/02 – 08/03 **Visiting Scientist**, Population Research Institute
The Pennsylvania State University, State College, Pennsylvania
- 07/99 – 06/02 **Assistant Professor**, Crime, Law and Justice
Department of Sociology, The Pennsylvania State University, State College,
Pennsylvania
- 08/98 – 06/99 **Instructor**, Crime, Law and Justice
Department of Sociology, Pennsylvania State University, State College,
Pennsylvania
- 09/93 – 05/94 **Instructor**, School of Criminal Justice
University at Albany, Albany, New York

FUNDED RESEARCH

Total: \$10,617,944

- 01/16 – 12/18 **Principal Investigator**, *IACP/LJAF Center for Police Research and Policy*, funded by the John and Laura Arnold Foundation (\$3,775,780 -- \$1,967,065 IACP, \$1,362,999 UC, \$445,716 UC in-kind).
- 01/16 – 12/16 **Principal Investigator** (with Daniel Gerard), *Crime Analysis and Reporting*, funded by the Uptown Consortium, Inc. (\$44,740).
- 05/15 – 07/15 **Principal Investigator** (with Nicholas Corsaro and M. Murat Ozer), *Developing a Strategic Plan for Public Safety in Partnership with the Tulsa Police Department*, funded by the George Kaiser Family Foundation (\$87,351).
- 03/15 – 8/17 **Principal Investigator** (with Nicholas Corsaro), *Evaluation of the CITI Camp Program for the Cincinnati Police Department*, funded by the City of Cincinnati from the Office of Minority Health (\$133,469).
- 02/15 – 12/15 **Principal Investigator** (with M. Murat Ozer), *Enhancing Data Analytics and evidence-Based Policing Practices in the Cincinnati Police Department*, funded by the City of Cincinnati (\$60,859).
- 01/15 – 12/15 **Principal Investigator**, *Promoting Campus Safety: Development, Implementation, and Evaluation of a Comprehensive Crime Reduction Plan*, funded by the University of Cincinnati (\$190,355).
- 01/15 – 12/15 **Principal Investigator**, *Crime Analysis and Reporting*, funded by the Uptown Consortium, Inc. (\$35,000).
- 01/15 – 06/16 **Principal Investigator**, *Evaluation of CIRV Home Visits conducted by the Cincinnati Police Department*, funded by the Office of Criminal Justice Services (\$3,500).

- 10/14 – 09/15 **Principal Investigator** (with Nicholas Corsaro), *Consultation and Technical Assistance to Reduce Violence in 61st and Peoria, Planning Grant*, funded by the City of Tulsa from the Bureau of Criminal Justice (BJA) Byrne Criminal Justice Innovation Grant (\$46,389).
- 07/14 – 06/15 **Principal Investigator**, *Cincinnati Initiative to Reduce Violence (CIRV)*, funded by the City of Cincinnati, (\$105,267).
- 07/14 – 09/15 **Co-Principal Investigator**, (with Edward Latessa and Nicholas Corsaro), *Ohio Consortium for Crime Science*, funded by the Bureau of Justice Assistance through the Ohio Office of Criminal Justice Services, (\$361,748).
- 01/14 – 12/14 **Principal Investigator**, *Promoting Campus Safety: Development, Implementation, and Evaluation of a Comprehensive Crime Reduction Plan*, funded by the University of Cincinnati (\$154,476).
- 01/14 – 12/14 **Principal Investigator**, *Crime Analysis and Reporting*, funded by the Uptown Consortium, Inc. (\$30,000).
- 01/14 – 12/14 **Principal Investigator**, *Evaluation of CIRV Home Visits conducted by the Cincinnati Police Department*, funded by the Office of Criminal Justice Services (\$2,001).
- 07/13 – 06/14 **Principal Investigator**, *Using Crime Analysis and Evidence-Based Practices to Reduce Crime and Disorder in Tulsa, Oklahoma*, funded by the George Kaiser Family Foundation (\$82,636).
- 07/13 – 09/13 **Principal Investigator**, *Reducing Gang Violence in Bridgeport and Hartford, Connecticut: Proposal for Technical Assistance, Consulting, and Training*, funded by the State of Connecticut, (\$70,463).
- 07/13 – 07/14 **Principal Investigator**, *Cincinnati Initiative to Reduce Violence (CIRV)*, funded by the City of Cincinnati, (\$160,267).
- 01/13 – 12/13 **Principal Investigator**, *Promoting Campus Safety: Development, Implementation, and Evaluation of a Comprehensive Crime Reduction Plan*, funded by the University of Cincinnati (\$81,918).
- 01/13 – 12/13 **Principal Investigator**, *Crime Analysis and Reporting*, funded by the Uptown Consortium, Inc. (\$25,000).
- 01/13 – 12/13 **Principal Investigator**, *Project Safe Neighborhoods: Cincinnati Initiative to Reduce Violence (CIRV)*, funded by the Department of Justice, US Attorney's Office, Southern District of Ohio (\$79,998).
- 01/13 – 12/13 **Principal Investigator**, *Evaluation of CIRV Home Visits conducted by the Cincinnati Police Department*, funded by the Office of Criminal Justice Services (\$5,000).

- 10/12 – 12/12 **Principal Investigator**, *Reducing Gang Violence in Baton Rouge, Louisiana: Proposal for technical Assistance, Consulting, and Training for Project BRAVE (Baton Rouge Area Violence Elimination)*, funded by the Office of the District Attorney, Baton Rouge, Louisiana, (\$35,000).
- 09/12 – 12/12 **Principal Investigator**, *Reducing Gang Violence in Detroit: Proposal for Technical Assistance, Consulting, and Training*, funded by the BING Foundation, (\$35,000).
- 08/12 – 08/13 **Principal Investigator**, *Cincinnati Initiative to Reduce Violence (CIRV)*, funded by the City of Cincinnati, (\$159,403).
- 07/12 – 09/12 **Principal Investigator**, *Reducing Gang Violence in New Haven, Connecticut: Proposal for Technical Assistance, Consulting, and Training*, funded by the State of Connecticut, (\$20,000).
- 05/12 – 12/13 **Principal Investigator** (with Nicholas Corsaro), *Reducing Gang Violence in New Orleans, Louisiana: Technical Assistance, Consulting, and Evaluation*, funded by the Bloomberg Foundation (\$223,480).
- 03/12 – 12/13 **Principal Investigator**, *Best Practices in Law Enforcement: Addressing AB109 Criminal Justice Realignment in Yolo County, California*, funded by the Yolo County Probation Department (\$97,000).
- 05/12 – 12/14 **Co-Principal Investigator** (with Christopher Sullivan & Edward Latessa), *State of Ohio Disproportionate Minority Contact (DMC) Assessment*, funded by the Ohio Department of Youth Services, (\$777,792).
- 03/12 – 12/12 **Principal Investigator** (with Edward Latessa and Nicholas Corsaro), *Ohio Consortium for Crime Science: Pilot Test*, funded by the Ohio Office of Criminal Justice Services (\$50,081).
- 03/12 – 12/12 **Principal Investigator**, *Violence Reduction in Toledo & Youngstown, Ohio: Implementing Ohio Community Initiatives to Reduce Violence (OCIRV)*, funded by the Ohio Office of Criminal Justice Services (\$50,053).
- 01/12 – 12/12 **Principal Investigator**, *Evaluation of CIRV Home Visits by the Cincinnati Police Department*, funded by the Office of Criminal Justice Services (\$5,000).
- 01/12 – 12/12 **Principal Investigator**, *Crime Analysis and Reporting*, funded by the Uptown Consortium, Inc. (\$21,000).
- 03/11 – 02/12 **Principal Investigator**, *Traffic Stop Data Analysis Study, Year 5 Extension*, funded by the Arizona Department of Public Safety (\$151,986).
- 01/11 – 12/11 **Principal Investigator**, *Crime Analysis and Reporting*, funded by the Uptown Consortium, Inc. (\$20,000).
- 01/11 – 12/11 **Principal Investigator**, *Crime Analysis*, funded by the Office of Criminal Justice Services (\$84,377).

- 01/11 – 12/11 **Principal Investigator**, *Evaluation of CIRV Home Visits conducted by the Cincinnati Police Department*, funded by the Office of Criminal Justice Services (\$8,059).
- 03/10 – 02/11 **Principal Investigator**, *Traffic Stop Data Analysis Study, Year 4 Extension*, funded by the Arizona Department of Public Safety (\$151,078).
- 01/10 – 12/10 **Principal Investigator**, *Crime Analysis and Reporting*, funded by the Uptown Consortium, Inc. (\$17,500).
- 01/10 – 12/10 **Principal Investigator**, *Ohio Community Initiatives to Reduce Violence (OCIRV) Best Practices*, funded by the Office of Criminal Justice Services (\$182,506).
- 01/10 – 12/10 **Principal Investigator**, *Innovations in Reducing Crime, Cincinnati Police Department Crime Analysts*, funded by the Office of Criminal Justice Services (\$215,692).
- 01/10 – 12/10 **Principal Investigator**, *Evaluation of CIRV Home Visits conducted by the Cincinnati Police Department*, funded by the Office of Criminal Justice Services (\$4,000).
- 02/10 – 02/11 **Principal Investigator**, *Cincinnati Initiative to Reduce Violence (CIRV) Year 4*, funded by the City of Cincinnati (\$50,000).
- 01/10 – 12/11 **Principal Investigator**, *Project on Police-Citizen Contacts, Years 9&10*, funded by the Pennsylvania State Police (\$184,469).
- 10/09 – 05/10 **Principal Investigator**, *Gang Related Violence Reduction Techniques: Technical Assistance and Training Provided to the Pittsburg Initiative to Reduce Crime*, funded by the University of Pittsburg (\$40,000).
- 09/09 – 02/10 **Principal Investigator**, *Cincinnati Initiative to Reduce Violence (CIRV) Year 3*, funded by the City of Cincinnati (\$60,000).
- 01/09 – 12/09 **Principal Investigator**, *Evaluation of CIRV Home Visits*, funded by the Cincinnati Police Department & Office of Criminal Justice Services (\$17,000).
- 04/08 – 03/09 **Principal Investigator**, *Ohio Community Initiative to Reduce Violence*, funded by the Office of Criminal Justice Services (\$244,236).
- 04/08 – 03/09 **Principal Investigator**, *Ohio Community Initiative to Reduce Violence, Start-up Funding*, funded by the Office of Criminal Justice Services (\$34,458).
- 04/08 – 03/09 **Principal Investigator**, *Cincinnati Initiative to Reduce Violence (CIRV) Year 2*, funded by the City of Cincinnati (\$181,927).
- 07/07 – 09/07 **Principal Investigator**, *Seattle Open Air Drug Markets Observation Study*,

- funded by the City of Seattle (\$21,740).
- 06/07 – 05/08 **Principal Investigator**, *Evaluation and Dissemination of the Cincinnati Initiative to Reduce Violence (CIRV)*, funded by the Ohio Office of Criminal Justice Services (\$66,373).
- 4/07 – 03/08 **Principal Investigator** (with John Eck), *Cincinnati Initiative to Reduce Violence (CIRV)*, funded by the City of Cincinnati (\$353,209).
- 03/07 – 09/07 **Principal Investigator**, *Identifying Best Practices in Criminal Interdiction Activities*, funded by the Nebraska State Patrol (\$35,308).
- 03/07 – 12/09 **Principal Investigator**, *Traffic Stop Data Analysis Study*, funded by the Arizona Department of Public Safety (\$580,927).
- 01/07 – 12/07 **Principal Investigator** (with James Frank), *Less Lethal Technology: Situational and Contextual Factors in the Use of Force*, funded by the Office of Criminal Justice Services (\$65,333).
- 01/07 – 12/07 **Principal Investigator**, *Crime Analysis Partnership with the Cincinnati Police Department*, funded by the Cincinnati Police Department (\$33,354).
- 11/06 – 07/08 **Principal Investigator** (with Lawrence Travis), *Evaluation of the Ohio State Highway Patrol Vehicle Integration Technology Demonstration Project*, funded by the Ohio State Highway Patrol (\$49,362).
- 09/06 – 12/09 **Principal Investigator**, *Project on Police-Citizen Contacts, Years 5-8*, funded by the Pennsylvania State Police (\$332,559).
- 01/06 – 04/06 **Principal Investigator** (with James Frank), *Traffic Stop Data Collection Extension for the City of Cleveland, Department of Public Safety, Division of Police, Data Collection Extension*, funded by the Cleveland Division of Police (\$9,190).
- 01/06 – 12/06 **Principal Investigator**, *Search and Seizure: Best Practices*, funded by Ohio Office of Criminal Justice Services and the Ohio State Highway Patrol (\$92,006).
- 07/05 – 09/06 **Principal Investigator**, *Project on Police-Citizen Contacts, Year 4*, funded by the Pennsylvania State Police (\$186,214).
- 07/04 – 12/05 **Principal Investigator**, *Traffic Stop Data Collection Project for the City of Cleveland, Department of Public Safety, Division of Police*, with James Frank (co-PI), funded by the Cleveland Division of Police (\$95,679).
- 06/04 – 08/05 **Principal Investigator**, *Project on Police-Citizen Contacts, Year 3*, funded by the Pennsylvania State Police (\$124,040).
- 07/03 – 08/04 **Principal Investigator**, *Project on Police-Citizen Contacts, Year 2*, funded by the Pennsylvania State Police (\$144,174).

- 01/02 – 07/03 **Principal Investigator**, *Project on Police-Citizen Contacts*, funded by the Pennsylvania State Police (\$251,804).
- 02/02 **Recipient**, U.S. Speaker and Specialist Grant, U.S. Department of State, Office of International Programs, and Trinidad and Tobago's Ministry of National Security. Travel grant to Trinidad and Tobago (\$4,500).
- 05/99 – 09/99 **Principal Investigator**, *Police Research Methodologies: Comparisons of Structured Survey Items and Semi-structured Debriefing Data for Police Supervisors*, funded by the Research & Graduate Studies Office and the Center for Research on Crime and Justice, The Pennsylvania State University (\$7,700).

PUBLISHED RESEARCH

Journal Articles (Peer-reviewed)

- Corsaro, N. & **Engel, R. S.** (2015). The most challenging of contexts: Assessing the impact of focused deterrence on serious violence in New Orleans. *Criminology and Public Policy*, 14(3), 471-505.
- Engel, R. S.** (2015). Police Encounters with People with Mental Illness: Use of Force, Injuries, and Perceptions of Dangerousness, *Criminology and Public Policy*, 14(2), 247-251.
- Kaminski, R., **Engel, R. S.**, Rojek, J., Alpert, G., & Smith, M.R. (2015). A quantum of force: The consequences of counting routine conducted energy device punctures as injuries. *Justice Quarterly*, 32(4), 598-625.
- Engel, R. S.**, Tillyer, M. S., & Corsaro, N. (2013). Reducing gang violence using focused deterrence: Evaluating the Cincinnati Initiative to Reduce Violence (CIRV). *Justice Quarterly*, 30 (3), 403-439.
- Tillyer, R. & **Engel, R. S.** (2013). The impact of drivers' race, gender, and age during traffic stops: Assessing interaction terms and the social conditioning model. *Crime and Delinquency*, 59(3), 369-395.
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COURSES TAUGHT

University of Cincinnati

Introduction to Criminal Justice – undergraduate
Introduction to Policing – undergraduate
Police and the Community – undergraduate
Special Topics: Preventing Gang Violence –undergrad/masters
Special Topics: Explaining Police Behavior – masters
CJ Administration & Management – masters
Theory and Practice of Law Enforcement – masters
Seminar on Criminal Justice Theory – doctoral
Police and the Community – doctoral

Pennsylvania State University

Introduction to the Administration of Justice – undergraduate
Policing in America – undergraduate
Criminal Justice Agency Administration – distance learning
Criminal Justice System and Organizations – doctoral
Issues in Law Enforcement – doctoral

University at Albany

Introduction to the Nature of Crime – undergraduate
Introduction to the Administration of Justice – undergraduate

EXPERT TESTIMONY

Engel, R. S. Deposition given in *Jackson v. Williams et al.* (Civil Action No. 00-4875), Trenton, New Jersey, February 7, 2006.

Engel, R. S. Remarks delivered at the Ministry of National Security's War on Crime Program, National Address, Port of Spain, Trinidad, February 25, 2002. Live nationwide radio and television broadcasts.

Engel, R. S. Expert testimony given before the Pennsylvania House of Representatives, Judiciary Committee on House Resolution 269 and the issue of racial profiling, October 22, 2001, Harrisburg, PA

CONSULTING

Bias-based policing, policy, and statistical consultant:

Cincinnati Police Department	2007 – present
Seattle Police Department	2007 – 2009
Fairfield, Ohio Police Department	2007 – 2008
NAACP (Baltimore, Maryland)	2007 – 2008
Office of the Commissioner, Nebraska State Patrol	2006 – 2008
Office of the Commissioner, Ohio State Highway Patrol	2005 – 2007
Office of the Commissioner, Pennsylvania State Police	2001 – 2010
New Jersey State Attorney General	2005 – 2006
U.S. Department of Justice, United States Attorney, District of Arizona	2004 – 2006
County of Coconino, Office of the District Attorney	2004 – 2005
OSHP and SIEC committee	2003 – 2004
Minister of National Security, Trinidad & Tobago	2002

TRAINING SEMINARS

Engel, R. S. & Whalen, J.L. *Violent Crime Reduction Training*. Training workshop presented to the Cincinnati Police Department Command Staff, Cincinnati, OH, July 15, 2013.

Engel, R. S. *Using Focused Deterrence to Reduce Violence: The Cincinnati Experience*. Presentation to



Proposal from

Alexander Weiss
Consulting, LLC

February 21, 2016

City Clerk
City of Midwest City Oklahoma
100 N. Midwest Blvd
Midwest City OK 73110

Dear Sirs:

Please find enclosed five copies of our proposal to conduct a staffing analysis for the Midwest City Police Department. Thank you for the opportunity to bid on this important project.

Sincerely,

A handwritten signature in black ink, appearing to read 'Alexander Weiss', with a long, sweeping horizontal line extending to the right.

Alexander Weiss, PhD
President



ALEXANDER WEISS
CONSULTING

Midwest City Police Department Staffing and Organization Study



Submitted by:

**Alexander Weiss Consulting, LLC
2705 Ridge Ave.
Evanston IL, 60201**

**February 20, 2016
Phone: 847-332-1160
ALEXANDERWEISSCONSULTING.COM**

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Midwest City Police Department Staffing and Organization Study

Introduction

The City of Midwest City has requested the services of a consultant to independently examine the Midwest City Police Department (MCPD). **Alexander Weiss Consulting, LLC** is pleased to offer our proposal to conduct the study. We have assembled an extraordinary team of experts in police staffing and organization, as well as experts in how communities can effectively and efficiently provide law enforcement services.

A Framework for Understanding Police Staffing

In the face of increasing costs and shrinking revenues, many units of government are asking how many police officers are required to ensure public safety. Put another way, what number of officers would help an agency most cost-effectively meet the demands placed on it? This is a fundamentally different question than how many officers does a community want or can a community support. Yet answering the need question effectively frames a discussion about *want and affordability*.

Most of us are familiar with staffing models and methodologies—they are a key component of determining how many officers and agency needs, but I would suggest that these models are only a part of a much larger analytical framework, and reaching an informed decision on the number of officers an community needs is a complex undertaking. I have illustrated this framework below.



Many agencies use some form of **deployment model** to allocate resources. These models, however, have some limitations:

- Many of these models are very complex, require lots of data, and are based on problematic underlying assumptions. For example, some models require users to specify a “patrol interval”, or how frequently a patrol car should patrol a given location. When you ask citizens how frequently they would like to see a police car patrol their street they often suggest something like 30 minutes. To meet this objective would require significantly increasing (sometimes 10 or 20 fold) the size of the department.
- The data used in these models is often troublesome. Most of these models use “calls for service data” but every CAD system defines that differently. Disaggregating citizen-generated calls from other types of calls is very tricky.
- Workload based models don't work very well during off-peak hours, or in places with relatively few calls for service. Estimating staffing on midnight shifts, for example, can be problematic.

Work schedules are a critical component of resource allocation, but often they are treated as though they are not related. For example, a recent RFP from a police department wanted to know how many officers they “needed”. They indicated, however, that changing the work schedule (no matter how inefficient) was not an option. Another common phenomena is that agencies adopt work schedules in order to motivate or reward officer performance. While we can appreciate the desire to motivate performance this way, it should not reduce the agency’s capacity to deploy efficiently. Most agencies, we believe, develop a work schedule based on the number of officers that they have rather than what they need.

Many agencies use **specialized units**, and this may impact deployment. Among the problems are:

- When vacancies occur in specialized units they are typically filled by officers assigned to patrol, even when the patrol division may be understaffed
- It can be difficult in some agencies to reassign officers in special units back to patrol
- If left unchecked specialized units may deploy resources in a manner that does not support patrol operations. For example, one agency we recently studied has 1000 sworn officers and about 150 officers are assigned to investigations or special operations. All but 8 of those 150 officers work Monday through Friday, 0800 to 1600.

Policing in the United States is decentralized and fragmented. In recent years there has been considerably more discussion about **sharing services**, either through consolidation, merger, or contracting. These approaches are highly controversial, but provide extraordinary opportunity to reduce duplication of services, provide more career opportunities for officers and in many cases improve the quality of service delivery.

Much of the discussion about police deployment revolves around the supply side of the equation. Many agencies are finding much can be done to **manage demand**:

- For many years communities have sought ways to better manage the call intake process. Such efforts led to development of 311 as a number for nonemergency calls. The Baltimore Police Department was one of the first to adopt a 311 system. In the first year of the program, the department experienced a 25-percent reduction in 911 calls, with those in the lowest priority category dropping 99.7 percent.
- The Colorado Springs Police Department will not send an officer for
 - Traffic accidents with no injuries, vehicles that can be driven from the scene, and with each vehicle incurring less than \$1,000 in damage
 - Found property that does not pose a health or safety risk, and is not evidence in a crime
 - Offences that are not in progress and for which there is no evidence or suspect information (e.g., shoplifting)
 - Medical calls not requiring police intervention
- Each month the Portland Telephone Reporting Unit handles approximately 3,700 calls, 11 percent of the police call load, and writes 1,800 reports, 17 percent of all reports written by the police bureau.

Agencies must closely examine their use of **non-sworn staff**. Many departments continue to use sworn officers to perform tasks that could and should be performed by non-sworn staff. Evidence suggests that:

- Increasing non-sworn staff frees up time for sworn officers to do community policing and other tasks
- Non-sworn staff often having skills more appropriate for the immediate task

- The cost of non-sworn personnel is typically less than that of sworn personnel.

Finally, it seems obvious, but every staffing study should include a discussion about **what the agency hopes to accomplish**. That is, if we are going to free up officer time by using on-line reporting, then what do we want the officers to do with that time. Put another way we should always ask five core questions:

- What does the department do?
- What does it want to accomplish?
- How does it do it?
- Are there better ways to do what they do now?
- How many people are needed to accomplish its mission?

Project Objectives

Our approach to the study of police staffing rests on three key elements. First, we carefully examine data. We believe that it is critical to look at information about every service unit. We will examine data about citizen-initiated calls for service, department initiated activities, and administrative activities. We will look closely at geographic and temporal allocation, and examine work schedules to test how they affect staffing.

Second, we place great emphasis on using performance objectives in staffing. It is a relatively straightforward process to build a staffing model based on calls for service, but most communities want public safety personnel to do more than simply answer calls for service. Our staffing model will reflect community expectations about the use of discretionary time.

Finally, our approach includes a great deal of discussion with the people doing the work. While we can learn a lot from looking at data, it is critical to understand the department's members and how they view their job.

Our study of staffing will examine a number of key questions including:

- Is the department staffed and organized to perform its core mission?
- Do the agency structures support concepts of unity of command, and span of control?
- Are lines of authority and responsibility well defined?
- Is authority temporally or spatially focused? Do senior managers have sufficient authority and accountability?
- What is the mix of sworn and non-sworn positions? Are sworn personnel occupying positions that could be performed more efficiently or effectively by non-sworn personnel?
- What is the degree of functional specialization and how does that influence performance?

- What is the relationship between patrol and other uniformed service units?
- To what extent, if any, do employee labor agreements affect the ability to effectively and efficiently manage resources?
- Does the organizational structure impede effective internal communication?

Technical Approach

To conduct an analysis and provide recommendations on a project of this scope, it is important that the consultant work closely with the organization. Our extensive experience in these kinds of engagements makes us confident in our abilities to provide a report that will be informative and useful.

Patrol Staffing

Our methodology for patrol staffing is based on a six-step procedure.

1. Examine the distribution of calls for service by hour of day, day of week, and month. Calls for service can differ by hour of the day, day of the week, and month of the year. Peak call times can also differ by geographic command. Knowing when peak call times occur can help agencies determine when they must have their highest levels of staff on duty. Temporal allocation is often affected by shift change. That is, in order to avoid assigning officers to calls that will cause them to work overtime, some agencies hold calls in queue. As a result, oncoming officers may start their shift with several assignments waiting.
2. Examine the nature of calls. Reviewing the nature of calls can help in better understanding the work that officers are doing. Very often this analysis reveals categories of calls that could be better handled by alternative means. Many communities, for example, have significantly reduced response to false alarms by requiring that the alarm provider verify the alarm before officers are dispatched.
3. Estimate the time consumed on calls for service. Determining how long a call takes, from receipt to final paper work, is key to determining the number of officers needed for a shift. An important element of our time analysis is the amount of time that calls for service wait in queue before being dispatched. This can be an important indicator of officer availability.
4. Calculate the shift-relief factor. The shift-relief factor shows the relationship between the maximum number of days that an officer can and actually works. Knowing the relief factor is necessary to estimating the number of officers that should be assigned to a shift in order to ensure that the appropriate number is working each day.

5. Establish performance objectives. This encompasses determining what fraction of an officer's shift should be devoted to citizen-generated calls for service and what portion to other activities. For example, an agency might build a staffing model in which officers spend 50 percent of their shift on citizen-generated calls and 50 percent on discretionary activities. Because the performance objective is really community driven we will provide staffing estimates at various levels of discretionary time.

6. Provide staffing estimates. Staffing needs will, as noted earlier, vary by time of day, day of week, and month of year, among other variables. These numbers may also vary by the type of calls, and the time and officers they require, in each shift. For example, an agency may assign two officers to each unit in its evening shift, affecting the number of officers needed for units to respond to calls. Another agency may use alternative response methods (e.g., sending a unit during some shifts, but requesting citizens file a report in person at a station during others).

The following table illustrates how this methodology is used in practice. We observe staffing estimates for one district in a department with eight districts.

						Platoon Staffing			
1	2	3	4	5	6	7	8	9	10
D1 44%									
Shift	CFS	ADJ CFS	Total	Time (Hours)	Units Req.	50% Ob.	X1.63	33% Ob.	X1.63
2300- 0700	7448	3277	10725	8043	2.75	5.5	9	8.25	14
0700- 1500	11446	5036	16482	12362	4.23	8.5	14	12.69	21
1500- 2300	12377	5446	17823	13367	4.58	9.2	15	13.74	23
							39		59

For this district we have identified the percentage of district calls that were high priority calls. In our model we assume that those calls require a two-officer response. In the first column we have divided the day into three 8-hour shifts. You will note the number of calls during each shift in column 2. In the third column we make the backup unit adjustments (adding the appropriate percentage of calls). Column 4, which includes the backup unit adjustment, is the basis for our analysis. In Column 5 we estimate the total time consumed on calls (in hours) by shift. This is based on the assumption that calls take 45 minutes (.75 Hours). In the next column we identify the number of units required to handle these calls if a unit worked every day and 365 days per year. This calculation is based on the total time consumed

divided by 2920, the number of hours that an officer would work if they worked an 8 hour shift every day. **The unit value (Column 6) is the number of officers that should be on duty if they only answered calls for their entire shift, and if they worked every day.** In column 7 we multiply the unit value times two. This shows how many officers should be on duty to provide 50% available time.

In column 8 we multiply the required units times the appropriate relief factor. This tells us the number to assign to the shift in order to ensure that the appropriate number of units were on duty.

In column 9 we identify the number of officers required to be on duty if officers were to spend 33 percent of their time on calls for service and 66 percent on discretionary activities, and in column 10 we multiply that value times the relief factor.

This analysis is data-intensive. In order to perform our analyses we will require the following data for each division:

- Citizen-generated calls for service for at least one year to include:
 - Nature of call
 - Time of receipt
 - Time of dispatch
 - Time of arrival
 - Time the last unit clears
 - Geographic unit of call
- Benefit time data for officers in patrol to include:
 - Regular days off
 - Vacation
 - Holiday
 - Sick Leave
 - Personal days
 - Injury leave
 - FMLA
 - Comp time taken
 - Training ¹

One of the key advantages to this approach is that once an agency has reliably identified the calls for service that are citizen-initialed, they can apply this methodology regularly with relative ease.

After completing our estimates of patrol staffing we will examine the current beat design. In an ideal setting an agency will:

1. Equalize workload across all beats
2. Maintain efficient routes of travel within the beat

¹ Ideally, we would like to have a year's data of the actual time taken for each officer; however, we can also work with the benefit package available for employees.

3. Minimize natural barriers within each beat
4. Minimize the dividing of neighborhoods between beats.

We will test to see the extent to which the current beat structure meets those criteria, and make recommendations to resolve deficiencies.

Investigative Unit Staffing

One of the key challenges that law enforcement agencies face is how to allocate scarce resources. This is particularly true in the case of investigations. Most agencies do not have enough capacity to conduct complete investigations for all of the crimes reported to their agencies. This circumstance is compounded because of three factors:

- Some incidents are of a nature such that they require follow-up investigation even when there is little chance that the case will ultimately be solved,
- Some incidents could be relatively easily solved, but the resources required to conduct the investigation are assigned elsewhere,
- There are incidents that, even with a significant effort, are unlikely to be solved.

Our analysis of investigative operations will focus on the following areas:

- Management and Human Capital
- Overtime
- Scheduling
- Equipment, Facilities, and Supplies
- Policies and Procedures
- Case Management
- Intra- and Extra-Departmental Partnerships and Relationships
- Community and Victim Relationships and Outreach
- Forensics Issues for Investigators

With respect to the use of resources, we examine three issues:

- How does MCPD assign cases for follow-up?
- How does MCPD ensure accountability and performance for investigations and investigators?
- How does the investigations division contribute to the implementation of MCPD crime control strategy?

After we have completed our work in investigations we will conduct similar analyses for other support units including traffic, communications, jail, etc.

Community Expectations

As part of our evaluation, it will be important to gauge public opinion about the police department. Therefore, we will conduct 6-8 focus groups with community and business leaders, members of neighborhood watch/associations and/or other community stakeholders, and residents. This has been an effective approach we have used in other evaluations conducted in Louisville, Kentucky; Holland, Michigan; Traverse City, Michigan; and Delaware, Ohio. We will use several strategies to generate a list of key informants to request participation. This will include relying on suggestions from our community contacts and the police department.

In addition, we will conduct a comprehensive open-source search, relying on Internet sources and newspaper articles to identify key informants that will provide critical insights about these important issues.

Although each focus group will be open-ended and we will explore the issues that are of primary concern among the participants, the results will allow us to assess opinions about the police on three critical dimensions. First, we will discuss citizen interactions with the police and the use/reliance on various police services. Topics that will be explored include the frequency of calling for police service, reporting of crimes, other types of information requested, working with officers on problem-solving issues, and officer-initiated contacts.

Second, we will discuss overall satisfaction with the police and identify the strengths and weaknesses that are highlighted. We will explore satisfaction with crime prevention and responses to crime, responses to crime victims, maintaining neighborhood safety, and honesty and friendliness. Third, we will discuss their impressions the levels of various services provided. Here we will explore whether the number and types of services provided are consistent with community needs and wants.

Project Team Qualifications

For this engagement we have assembled a highly skilled team including:

- Alexander Weiss
- Ronal Serpas
- Jeremy Wilson
- Steven Chermak

Dr. Alexander Weiss (PhD, Northwestern University) has over thirty years experience as a public safety practitioner, researcher, trainer, and consultant. For nine years he was director of the Northwestern University Center for Public Safety

and Professor of Management and Strategy at the J.L. Kellogg Graduate School of Management at Northwestern. He currently is adjunct professor of criminal justice at Michigan State University.

Prior to his appointment at Northwestern, Alex was a member of the faculty of the department of criminal justice at Indiana University, Bloomington. During that time he also served as a senior advisor to the Indianapolis Police Department. Dr. Weiss has twelve years of experience with law enforcement agencies in Colorado. During his tenure with the Colorado Springs Police Department he served as a field supervisor and directed the then newly created operations analysis unit.

Dr. Weiss is the co-author (with Dr. Jeremy Wilson) of **A Performance-Based Approach to Police Staffing and Allocation**, published by the COPS Office, US Department of Justice.

Dr. Weiss has conducted staffing analyses for a number of small, medium and large communities including:

- Indianapolis Police
- Peoria, Illinois Police
- Cook County, Illinois Sheriff's Police
- Delaware, Ohio Police
- Rockford, Illinois Police
- Holland, Michigan Police
- Chicago, Illinois Police
- Traverse City, Michigan Police
- Lansing, Michigan Police
- University of Notre Dame Police
- Evanston, Illinois Police
- Schaumburg, Illinois Police
- Buffalo Grove, Illinois Police
- Chicago METRA Railroad Police
- New Orleans, Louisiana Police
- Louisville Metro Police
- Grand Rapids Police
- Seattle Police
- Denver Sheriff
- Albuquerque Police
- Dona Ana County, New Mexico Sheriff
- Joliet, Illinois Police

Dr. Ronal Serpas joined the Loyola University New Orleans Criminology and Justice Department as a Professor of Practice in August 2014. He is the founding Co-Chair of Law Enforcement Leaders to Reduce Crime and Incarceration, a project in cooperation with the NYU-School of Law Brennan Center, which unites more than 150 current and former police chiefs, federal and state chief prosecutors, and

attorney's general from all 50 states to urge for a reduction in both crime and incarceration. Serpas is the Chairman of the International Association of Chiefs of Police (IACP) Community Oriented Policing Committee, a member of the National Advisory Board for Cure Violence (Chicago Cease Fire) and an Executive Fellow to the Police Foundation. Serpas also serves as a National Advisory Board Member to the ground breaking, National Institute of Justice funded, National Police Research Platform (NPRP).

Dr. Serpas was a career police officer from 1980 to 2014, serving in three police agencies. He served as the Superintendent of Police, New Orleans Police Department from May 2010 until he in August 2014; as the Chief of Police of the Metropolitan Nashville Police Department from 2004 until May 2010; and was appointed as the 19th Chief of the Washington State Patrol in August 2001 and served until January 2004. Serpas began his police career in June 1980 with the New Orleans Police Department rising through all ranked positions and was appointed Assistant Superintendent of Police and the first Chief of Operations in October 1996, charged with implementing the COMPSTAT model in the New Orleans Police Department.

Dr. Serpas participated and contributed on the national and international level of police leadership through his election as the 4th Vice President of the International Association of Chiefs of Police (IACP) in October 2011

Dr. Jeremy M. Wilson (Ph.D., Public Administration, The Ohio State University; M.A., Criminal Justice, Indiana University) is a Professor in the School of Criminal Justice at Michigan State University (MSU), where he founded and directs the Program on Police Consolidation and Shared Services. The PCASS program offers police departments, city and county managers, and supervisors information developed by peer agencies across the country and resources to manage transitions effectively, including strategies for structure, staffing and asset deployment; insight into what other communities are doing and how they are performing; guidance to structure consolidation in its many forms; best-practices and bottom-line implementation guidelines from expert practitioners and researchers

Prior to joining MSU, Dr. Wilson was a Behavioral Scientist at the RAND Corporation, where he led the development of the Center on Quality Policing and the Police Recruitment and Retention Clearinghouse. He has been a visiting scholar in the Australian Resource Council's Centre of Excellence in Policing and Security at Griffith University, the Willett Chair in Public Safety in the Center for Public Safety at Northwestern University, an Adjunct Professor at Carnegie Mellon University, and an instructor for numerous law enforcement training programs. Dr. Wilson has collaborated with police agencies, communities, task forces, companies, and governments throughout the U.S. and the world on many complex public safety problems, and has led over \$10M of projects sponsored by the U.S. Congress, various units of the U.S. Department of Justice (COPS, NIJ, BJA), community and institutional foundations, local governments, police departments, professional associations, and

corporations. Among other areas, he has written extensively for practitioners and scholars on police organizations, staffing, consolidation, and alternative models of shared services. A few of his most recent publications for the U.S. Department of Justice include *A Census and Administrative Examination of Consolidated Public Safety Departments in the United States*, *Public Safety Consolidation: A Multi-Case Study Assessment of Implementation and Outcome*, *Pathways to Consolidation: Taking Stock of Transitions to Alternative Models of Police Service*, *Police Consolidation: Collaborating with Stakeholders*, *Police Consolidation: Engaging the News Media*, *Navigating Organizational Change: Integrating Civilian Staff into Police Agencies*, *A Performance-Based Approach to Police Staffing and Allocation*, *Public Safety Consolidation: What Is It?*, *Police Consolidation, Regionalization, and Shared Services: Options, Considerations, and Lessons from Research and Practice*, *Police Recruitment and Retention for the New Millennium: The State of Knowledge*, *Recruiting and Retaining America's Finest: Evidence-Based Lessons for Police Workforce Planning*, and *Police Recruitment and Retention in the Contemporary Urban Environment: Personnel Experiences and Promising Practices from the Front Lines*. Dr. Wilson's research and commentary have been featured in numerous books, professional journals, and Congressional testimony, and in various forms of national and international media. He also is called upon routinely to provide technical advice to communities and police and public safety agencies regarding a host of issues concerning consolidation and alternative models for shared services.

Dr. Steven Chermak is a Professor in the School of Criminal Justice at Michigan State University. Professor Chermak has worked with law enforcement agencies for over twenty years in various capacities. A large part of his work has focused on police operations, and the implementation and evaluation of innovative police strategies to respond to crime and disorder problems. These studies include evaluations of various types of patrol strategies, violence and crime reduction partnerships, and organizational assessments. In addition, he has done extensive work examining police-community relationships. This work has involved understanding resident and stakeholder opinions about police agencies and police practices. He has completed numerous resident survey projects and focus groups to assess perceptions of crime and safety, expectations about the police and government services, and police visibility. Finally, he has extensively studied the media's role in relation to crime and policing issues. For example, he has examined how community policing and other innovations are presented in the news, discussed the strategies police agencies use to market innovative programs, and developed protocols for helping agencies respond effectively to high profile cases.

References

Gorden Eden, Chief
Albuquerque Police Department
(505) 768-2200
geden7@cabq.gov

Steven Conrad, Chief
Louisville Metro Police Department
(502) 574-7660
Steve.Conrad@louisvilleky.gov

David Rahinsky, Chief
Grand Rapids Michigan Police Department
(616) 558-1774
drahinsky@grand-rapids.mi.us

Project Schedule

We envision that the SCMPD engagement will last from eighteen months to two years and will include monthly meetings with local staff and specified in the framework. We anticipate the following set of tasks:

1. Project kickoff meeting with key staff
2. Submit detailed work plan and schedule
3. Conduct patrol staffing analysis
4. Conduct community focus groups on police performance
5. Examine beat design
6. Provide briefing on patrol staffing estimates
7. Examine staffing for support units
8. Examine policy, procedure and training
9. Examine organizational design and crime control strategy
10. Finalize MCPD staffing and organizational plan
11. Develop alternative costing and sharing models
12. Submit draft final report
13. Submit final report
14. Present findings to stakeholders to be identified by the project sponsors.

Project Costs

Our project budget is based on six months duration. The total fixed price for the engagement is \$47,000.

We will bill on the following schedule:

1. \$10,000 upon project initiation
2. \$10,000 upon patrol staffing briefing
3. \$17,000 upon submission of draft final report
4. \$10,000 upon submission of final report and presentations.

AGREEMENT BY PROPOSER

These terms apply to and become part of the terms and conditions of each proposal. Any exception must be in writing.

1. Each proposal must be placed in a separate envelope. Each envelope must be completely and properly identified and sealed, showing the date of proposal opening and the subject advertised.
2. The City of Midwest City (the "City") reserves the right to reject any and all proposals, to waive any technicalities in the proposal process, and to award each item to a different proposal or all items to a single proposer.
3. No proposer may withdraw his proposal within a period of thirty (30) days after the date and hour set for the opening of proposals. A proposer may withdraw his proposal at any time prior to the time fixed for the opening of proposals.
4. Any exceptions to these items or conditions or deviations from written specifications shall be shown in writing in the proposal.
5. Information pertaining to the RFP is filed in the office of the City Clerk and copies may be obtained from the Municipal Building, Midwest City, Oklahoma.
6. Proposers may present proposals on one or both items but proposals may not be tied together unless specifically stated in specifications.
7. The specifications are complete as written. No oral representation made by any agent or employee of the City, or its affiliate agencies, neither shall they be of any force or effect unless reduced to writing and submitted to all prospective proposers at least 24 hours in advance of the proposal openings.
8. Any protest of the award of the proposal by a proposer shall be in writing, shall specify the grounds for the protest in specific terms and shall be received by the City within three (3) business days after the award of the proposal by the governing body. All other provisions of these specifications shall also apply.
9. No proposer shall divulge the information in s/he sealed proposal to any person whomsoever, except those having a partnership or other financial interest with him/her in said proposal, until after the sealed proposals are opened.
10. EXCEPTIONS. Any exceptions [variances] to these instructions or request for proposals must be submitted in writing with the proposer's proposal. Failure to indicate any exceptions [variance] will be regarded as full compliance with these requirements, request for proposals and instructions and will be construed to mean that the proposer proposes to furnish the exact commodity as described in the request for proposals/requirements.

A violation of any one of the foregoing provisions on the part of a proposer shall be sufficient reason for the rejection of his/her proposal or making void any contract made by him/her with the City based upon such proposal.

Contractor Certification

Contractor certifies and warrants that it will comply with the Immigration Laws of the United States, including but not limited to 8 USC 1324(a), which makes it unlawful for an employer to hire or continue to employ an illegal or undocumented alien knowing the alien is or has become unauthorized with respect to such employment, or to fail to comply with the I-9 requirements. Contractor further agrees to comply with the Oklahoma Taxpayer and Citizen Protection Act of 2007. Contractor will not knowingly employ or knowingly allow any of its Subcontractors to employ any illegal or undocumented aliens to perform any work in connection with services performed for the City of Midwest City. After July 1, 2008, Contractor and its Subcontractors will verify information on all new employees on the Status Verification System operated by the U.S. Government.

Contractor will retain and make available for inspection by the City, upon reasonable notice, a completed I-9 Employment Eligibility Verification Form for each person that contractor directly employs to perform services for the City. If Contractor, or any of its Subcontractors, receives *actual knowledge* of the unauthorized status of one of its employees engaged in providing services to the City, then Contractor or Subcontractor will remove that employee from the project, and shall require each Sub-contractor to act in a similar fashion with respect to such Sub-contractor's employees. Contractor agrees to have a provision in its subcontracts stating that each Sub-contractor will have the same duties and responsibilities with regard to its employees that the Contractor has certified in this paragraph.

Signed under penalty of perjury on Feb. 22, 2016.

Alexander Weiss Conversions, LLC
Contractor

By: Alexander Weiss
Owner or Authorized Officer

NON COLLUSION AFFIDAVIT

STATE OF IL

SS.

COUNTY OF Cook

The undersigned Alexander Weiss, of lawful age, being first
(Architect/contractor/supplier/engineer - printed name)
duly sworn, on oath says that s/he is the agent authorized by the proposer to submit the attached
RFP. Affiant further states that the work, services, or materials will be completed or supplied in
accordance with the plans, specifications, orders or requests furnished the affiant for the project
described as:

REQUEST FOR PROPOSAL (RFP)
FOR MIDWEST CITY POLICE ANALYSIS PROJECT

Affiant further states that s/he has made no payment of money or any other thing of value directly
or indirectly to any elected official, officer or employee of the City of Midwest City or any of its
affiliated entities to obtain or procure the contract or purchase order.

Alexander Weiss
Signature of Affiant

Subscribed and sworn to before me this 22 day of Feb, 20 16

Christine M. Ruiz
Notary Public

My Commission Expires: 07-22-18

My Commission Number: 735624



NON-DISCRIMINATION STATEMENT

The contractor agrees, in connection with the performance of work under this contract:

- a. That the contractor will not discriminate against any employee or applicant for employment, because of race, creed, color, sex, age, national origin, ancestry or disability. The contractor shall take affirmative action to insure that employees are treated without regard to their race, creed, color, age, national origin, sex, ancestry or disability. Such actions shall include, but not be limited to, the following: employment, promotion, demotion or transfer, recruitment, advertising, lay-off, termination, rates of pay or other forms of compensation and selection for training, including apprenticeship; and
- b. That the contractor agrees to include this non-discrimination clause in any subcontracts connected with the performance of this contract.
- c. In the event of the contractor's non-compliance with the above non-discrimination clause, this contract may be canceled or terminated by the Contract Entity. The contractor may be declared by the Contract Entity ineligible for further contract[s] with the Contract Entity until satisfactory proof of intent to comply is made by the contractor.

Alexander Weiss

*Signature of Individual

President

*Title

Alexander Weiss

*Printed Name of Individual

Alexander Weiss Consulting, LLC 2705 Ridge Ave Evansville IN 47601

*Company Name and Address [Please Print]

*Zip Code

847-332-1160

*Telephone Number

Fax Number if any

alexanderweiss@gmail.com

*Email Address

Company Website and/or Other Active Social Media Outlets

* Required information



Proposal from

Emergency Preparedness
Solutions & Consulting, LLC



Emergency Preparedness Solutions & Consulting, LLC

9412 Lyric Lane, Midwest City, OK 73130

Tel: 405-808-7493

belinda.abentley@epscllc.com

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City of Midwest City

RFQ-Request for Proposal

Fire Department Study

DUNS: 079796523

CAGE: 7CYE0

EIN: 47-5469497

STS-14429004-05



SBA WOSB
Woman Owned Small Business

Emergency Preparedness Solutions & Consulting, LLC
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Belinda.abentley@epscllc.com
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www.epscllc.com
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February 26, 2016

Mayor and City Council
City of Midwest City
8201 E. Reno Avenue
Midwest City, OK 73110

Dear Mayor and members of the City Council:

EPSC, LLC (EPSC) is a Certified Woman Owned Small Business compliant with all federal requirements. While EPSC is a new entity, those involved in its development have a proven track record of delivering services of the utmost quality in a timely and affordable manner. We are confident that the information included in this proposal will convince the City of Midwest City that EPSC is the ideal contractor for the Fire Department Study.

Several key reasons why EPSC is the right fit for your project:

- **Connection.** The EPSC Principal, Belinda Bentley, has a long-standing history and commitment to the City of Midwest City. As a resident of Midwest City since age 5, she has a vested interest in this project, as well as knowledge of emergency services and stakeholders within the community.
- **Experience.** EPSC's Principal and consultants have the combined experience and education to make this project a success in numerous ways. Each of us has a hard-earned reputation as top-notch professionals in this field.
- **Depth of resources.** Our office location in Midwest City allows us to be responsive and efficient. EPSC consultants have extensive knowledge of emergency management doctrines, public safety protocols, the Incident Command (IC) structure, scheduling, research methodology, and financial management, which will assist us in making this project a success. EPSC holds communication and teamwork in high regard.

We look forward to discussing this project with you and know that we are the right choice for the City of Midwest City. If you have any questions or need further information, please do not hesitate to contact me at (405) 808-7493 or belinda.abentley@epscllc.com

Very respectfully,

Belinda A. Bentley
Principal, EPSC, LLC



SBA WOSB
Woman Owned Small Business

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I. EXECUTIVE SUMMARY/CAPABILITIES SUMMARY

Your proposal request indicates that you need industry experts that provide a combination of academic knowledge and front-line, day-to-day experience. EPSC offers cost-effective solutions for our clients that respect disaster resiliency embedded in a time-honored emergency management framework. Our company is not just another consulting firm with high paid; self-proclaimed experts who have half a lifetime of academia displayed behind their names and no practical, real-world experience. We have over 30 years of combined experience and education in emergency management, homeland security, business continuity, grant preparation and administration, best-practice principles, consulting, and products and equipment that stand the test of any disaster. EPSC is your complete and all-inclusive solution in today's threat sensitive environment.

EPSC is a premiere service, priding ourselves on the utmost professionalism and knowledge of the emergency and disaster management industry. We are looking to partner with EMS professionals here in our home state of Oklahoma and across the nation to help make every community as safe as it can be. We understand that our clients already know their jobs and do them well; our job is to help them become more efficient and find the tools they need to give them the upper hand in every situation. Our products and equipment provide the most sophisticated and environmentally friendly solutions for all levels of government and industrial markets. We have experience working with disaster management on the local, state and federal level having worked with entities like the Lake Charles Regional Airport in Louisiana, the Louisiana Office of Risk Management, and directly with FEMA. We have cooperated with entities outside of government as well, such as the Red Cross. In essence, EPSC is here to help you manage any project or emergency.

II. PREVIOUS CONTRACT WORK

Louden County Virginia

Our personnel provided an analysis of emergency response to disaster incidents in Loudoun County Virginia for the purpose of the federal grant award. Policy and criteria dictated that all activities during the disaster incident period be reviewed, and only disaster response activities were eligible for funding. The 911 logs were examined, and the activities of all police and fire/EMS personnel (approximately 1,500 employees) were analyzed and compared with their corresponding time sheets. A report and cost breakdown was then prepared based on the time and equipment expenses associated with the disaster response activities. The report described the various activities and locations where they occurred such as traffic management, rescue and medical services, clearing of debris from streets, etc. The cost analysis included the hourly rates for each employee including fringe benefits, equipment operations costs, and rental items such as generators, and more.

Fairfax County and the City of Fairfax Virginia

Our personnel provided an analysis of the emergency response to disaster incidents in Fairfax Virginia for the purpose of the federal grant award. Policy and criteria dictated that all activities during the disaster incident period be reviewed, and only disaster response activities were eligible for funding. The 911 logs were examined, and the activities of all police and fire/EMS personnel (approximately 10,000 employees) were analyzed and compared with their corresponding time sheets. A report and cost breakdown was then prepared based on the time and equipment expenses associated with the disaster response activities. The report described the various activities and locations where they occurred such as traffic management, rescue and medical services, clearing of debris from streets, etc. The cost analysis included the hourly rates for each employee including fringe benefits, equipment operations costs, and rental items such as generators, etc.

Louisiana Fire Department Replacements

As a result of Hurricanes Katrina and Rita, many of Louisiana's fire and police stations in the southern parishes were destroyed. Our personnel were key in the reconstruction of these facilities by preparing and administering the grants that provided the funding to rebuild these facilities. We prepared the technical reports and estimates used to develop these grants for three police stations and six fire stations throughout southern Louisiana. The grants required us to adhere to the federal guidelines for the bidding and reconstruction of these sites, analysis of other available funds and review of all applicable local, state and federal codes for construction. We reviewed the fire and rescue codes for constructing and equipping fire and police stations to ensure that these communities received funding for all the benefits these facilities could provide under the current standards at the time.

Lake Charles Regional Airport

The Lake Charles Regional Airport was damaged beyond repair as a result of Hurricane Rita in 2006. Our personnel prepared the estimate and report that verified the necessity to fund a full replacement of the airport by the use of federal funds. A full damage assessment and cost analysis report was prepared for both the FAA and FEMA to outline the necessary scope of work and funding to replace the airport facilities. Building codes, funding policies for both agencies and other sources of financing such as insurance proceeds, existing building funds, available donations, and capital were reviewed to prepare the holistic budget and funding analysis for the construction project. We are currently assisting with the close-out of the grant funding for this project for Lake Charles Regional Airport.

Chennault International Airport

The Chennault International Airport has many structures within its facilities that were damaged during Hurricane Rita in 2006. These buildings were repaired, and the funds were provided by several different sources including insurance, donations, and federal funding. Our personnel analyzed the repair work and its funding and assisted the airport with the close-out of these projects to determine if all eligible funding had been received from various vital sources. Our personnel also ensured that their accounting methods were balanced for each project.

Louisiana Office of Risk Management (ORM)

Our personnel, in conjunction with other consultants and legal counsel, assisted as subject matter experts in the preparation of the LA ORM civil case against existing insurance carriers and underwriters for damages to public facilities during Hurricane Katrina. Claims operations executed by the insurance agency were prepared by analyzing FEMA grant documents rather than performing actual claims investigations and facility inspections. Since FEMA damage analysis criterion varies drastically from the insurance report, the wind versus flood damage determinations were drastically skewed. ORM claimed they were eligible for the full limit of the policy rather than the amount authorized, which was approximately half that amount. Our experts analyzed the particular insurance policy on each of the facilities affected (over 1,500 structures), the insurance companies standards for claims review, as well as the FEMA policies and procedures. Since the majority of the plans funded wind damage only for this event (separate policies were in effect for flood damage in most cases), only wind damage due to the Hurricane was eligible for insurance proceeds. We also analyzed the actual damages recorded in the architects damage description reports for each facility and made an expert wind versus flood damage assessment, and prepared a cost analysis based on the actual repair expenses to include design and construction. The result was the largest insurance settlement in history in the favor of the LA ORM, which was reached in less than six months after our report was submitted.

SCOPE OF WORK

- Develop a project work plan with the assistance of the community's project team to gain a comprehensive understanding of the organization's background, goals, and expectations.
- Administer site visits within the community and Fire Department, as well as working with the Fire Department administrators and City Manager's office. Interview city and department employees, stakeholders, labor organization representatives, administrators, officials, and all others deemed appropriate by the project team.
- Provide a comprehensive organizational analysis and overview of the Midwest City Fire Department and its services to the city, to include efficiency and effectiveness, as well as long- and short-term recommendations for implementation.
- Provide an analysis of management processes including recommendations for improvement or modification.
- Review staffing levels and personnel practices with recommendations for changes to the operational structure.
- Ascertain personnel resources, equipment, and services, as well as performance, to include recommendations for long-, medium-, and short-term implementation strategies.
- Provide an overview of support programs in critical areas of training and life safety services along with suggestions for improvement implementation.
- Assessment of future community conditions, service demands, and fire protection risks, to include acts of violence or terrorism. The analysis will be conducted on community growth projections and its impact on emergency services, planning, and delivery based on provided census and community data, population growth, historical and forecast incident rates.
- Specific hazards, land use, and zoning classifications will be analyzed to determine community fire protection risk by geography, which will include population and population density, demographics, community land use regulations, occupancy types by land use designation, and hazardous substances and process.
- Recommendation implementation after review of nature and type of risks, if available, to ascertain response performance goals.
- Recommendations for service delivery and system efficiency implementation strategies in the long-term.
- Design long-term option for resource deployment to improve the level of service of the Fire Department as outlined in performance objectives and targets.

- Various operational models will be presented that will identify the most cost-effective implementation of emergency services, with the most efficient long-term strategy, as well as the impact of implementation, to include short- and mid-term strategies that will increase effective service delivery.
- Analyze and provide suggestions for collective bargaining agreements, and their impact on the operations of the Fire Department.
- General projections will be made on long-term strategic implementation, as well as capital expenditures and on-going operational costs in a one-year format. Possible grant opportunities for implementation strategies will also be provided.
- Dispatch services and performance will be analyzed, and recommendations made to increase the efficiency of deliverable fire services.
- Analyze any financial impact on the City of Midwest City, and provide comparative data for fire services of similar size, and issue resolution. Realistic solutions for implementation will be supplied, as well as grant information that minimizes any financial impact on the City of Midwest City.
- Prepare deliverables of the above-listed information in electronic .pdf format, a typed and bound report, as well as a security enhanced, encrypted thumb drive of said deliverables to be delivered to the City and Fire Department. A PowerPoint Show will be designed and made available for presentation to City officials at a public meeting.

III. A. Estimated Timeline

Deliverables	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Hours
Fire Department Facilities	Inspection						\$ 3,600.00
Standards and Benchmarks			Review				\$ 7,880.00
Apparatus and Equipment		Inspection					\$ 4,200.00
Demand, Deployment, and Risk			Review				\$ 3,200.00
Organization and Operations	Interviews						\$ 12,120.00
Operations			Review				\$ 8,400.00
Comparable Jurisdictions			Review				\$ 9,100.00
Recommendations and Implementation Strategies					Analysis & Preparation		\$ 16,000.00
Cost Projections and Grant Information					Analysis & Preparation		\$ 10,500.00
TOTAL							\$ 75,000.00

IV. METHODS/ACTIVITIES

Appropriate scheduling, time management, and critical thinking skills are required to maintain efficient and effective strategies for a study of this nature. Flexibility is the key to the success of this project as day-to-day operations must continue without disruption. Appointment times will be set and managed carefully, and the ability to reschedule due to work related calls will be accepted without question.

Qualitative methodology will be used to provide the following forms of interviews:

- Structured
- Semi-structured:
- Unstructured
- Informal

Structured

The structured interview will be arranged as a face-to-face or via telephone for those individuals whose schedules are less likely to be interrupted by day-to-day operations, and is typically a one-time format. The questions will be designed by Belinda Bentley, in conjunction with the community project team, and will be administered and recorded by Belinda Bentley. Upon request, the questions will be delivered either by hand, fax, or email to the interviewee before the interview.

Semi-structured

The semi-structured interview will be arranged for a face-to-face meeting for those individuals that may need to be interviewed more than once. The questions are the same as the structured interview, but will allow for more conversation and description of the project focus. Belinda Bentley will administer and record the interviews. Upon request, the questions will be delivered either by hand, fax, or email to the interviewee before the interview.

Unstructured

The unstructured interviews will be used for city employees and first responder personnel. This type of interview helps to build rapport and allows individuals to speak freely. Belinda Bentley will administer these interviews, and no recording will be made as trust must be ensured so as to provide favorable results.

Informal

The informal interview will be used for stakeholders and labor organization representatives as trust and rapport are crucial. Belinda Bentley will administer these interviews. Notes will be taken, but no recording will be made unless requested.

Results will be cataloged and transcribed daily. Please note that we will respect the privacy of individuals on the source of information we receive as to ensure honesty and frankness during

the interview process. These meetings will assist us in preparing comprehensive reports that will cover any matters that may require the attention of the department.

Analysis

Statistical data from a variety of sources will be used to determine the cost per capita based on population per fire station location and as a whole. We will be reviewing accounting statements, 911 call logs and equipment maintenance logs just to name a few. We will work closely with station management, as well as city-level administration. All data will be maintained professionally and securely guarded.

Benchmarks and standards will be based on Fire Departments of similar size and function within the State of Oklahoma, and if requested, surrounding states. We will also use federal guidelines as a measuring stick and federal grant criteria to ensure that you are eligible for any grant funding that may be beneficial to your department.

During this study, the following sources to be used, but not limited to, are NFPA, OSHA, FEMA, DHS, and the Oklahoma State Firefighters Association. If you have specific goals, certifications, or achievements to reach these will, of course, be reviewed and taken into consideration when preparing our deliverables.

Security protocols

EPSC is aware of the current activities of cyber threats and terrorism and holds security protocol as a top priority. Each computer used by the principal, and all consultants, is equipped with Box Cryptor, KeyStroke Premium, Avast Premium, an AES-256 RSA 2048 BIT Virtual Private Network (VPN), Microsoft Baseline Security Analyzer, and other encryption technologies and standards. Daily reports from NIST are reviewed, and all possible threats to internet connected devices are assessed and maintained.

The Principal uses a Samsung Note 4 equipped with Samsung KNOX; a government approved encryption technology that may be utilized to access classified documents in place of a government-issued BlackBerry, a VPN, and Lookout Mobile Security Premium.

V. DELIVERABLES

As previously mentioned, deliverables will be in electronic (.pdf) format, as well as a typed and bound report. It will encompass the requirements set out in Section D of the RFQ, and include the following sections:

1. Summary
2. Background
3. The Study
4. Study Process
5. Fire Department Facilities
6. Standards and Benchmarks
7. Apparatus and Equipment
8. Demand, Deployment, and Risk
9. Organization, Management, and Operations
10. Comparable Jurisdictions
11. Recommendations and Implementation Strategy
12. Cost Projections and Grant Information

Appendices:

City Map
Census Information
Photos
Mutual Aid Agreements
Fire Department Personnel and Years of Service

VI. KEY PERSONNEL



Belinda “Bella” Bentley, EPSC Principal, is a high-performing, driven leader with a strong academic foundation and more than 15 years in and around during disaster and emergency response activities throughout Oklahoma and extending across the United States. Ms. Bentley has a proven record of success coordinating response and recovery support programs and building internal and external communication programs to enhance visibility and public relations. She specializes in consulting, emergency management (preparing for, mitigating against, responding to, and recovering from disasters), homeland security, business continuity, research, public affairs, communications, and holds a certificate in Critical Incident Stress Management (CISM). She holds a Master of Science in Homeland Security, a Bachelor of Technology in Emergency Responder Administration, and an Associates of Applied Science in Emergency Management, as well as numerous FEMA/ EMI/ ISC, to include the Professional Development Series. She was named Woman of the Year, 2015 by the National Association of Professional Women (NAPW), and is a member of IAEM, NEMA, OEMA, EMAT, and EMPOWER.

Ms. Bentley is a successful product vendor and distributor for the following:

- ✓ Globalstar/PASS
- ✓ Generac
- ✓ Fox Outdoor
- ✓ CWR Electronics
- ✓ Elite First Aid
- ✓ CampCo
- ✓ WYNIT Security
- ✓ The Ready Store – Easy Prep



Lewis Howard, EPSC Senior Consultant, has successfully managed numerous contracts from grant management to federal staffing, as well as product vendor and distributorship management. He has worked over 20 disasters as a Project Specialist, Estimator, PA Mitigation Specialist, Public Assistance Coordinator, State Liaison, TAC Group Lead, and FEMA Deputy Task Force Lead. He is a FEMA Certified CEF, NEMIS, and Data Warehouse Trainer, and has managed recovery operations from approximately 15 parishes surrounding Hurricane's Katrina, Rita, Gustav, and Ike. Relevant FEMA training includes, but is not limited to, Cost Estimating Format Train the Trainer, NEMIS (Mitigation) Train the Trainer, Data Warehouse Train the Trainer, Managing FEMA Staff in the JFO, Team Building for Supervisors and Contracting Officers Technical Representative Training, and before joining FEMA, was an estimator for nearly 15 years. He also takes pride in bringing several new items to the forefront that were otherwise unknown, such as PortaFloor and EcoJohn, as well as innovative flood control devices (Tiger Dam and Flood Sax), which can mitigate flood damage while deploying with ease. Mr. Howard brings over nine years experience with FEMA as an SAE and Core Employee, Technical Assistance Contractor, and state and local consultant.

Brian Smith, EPSC IT/Systems Administration Expert, has over twenty-two years experience in Information Technology, Web Design and Development, compliance, financial reporting and analysis, security auditing, and accounting. He has extensive experience in IT infrastructure design, implementation, and support. He is highly organized and adept at meeting tight deadlines, creating solutions, and working within budget constraints. He is skilled at providing solutions across multiple site locations, quickly adapting and learning new technologies. He has provided risk analysis for clients in the Oil & Gas industry, Law Firms, Financial Advisors, and Banks and Credit Unions.

Robert Looney, EPSC Expert Consultant, proven leader with twenty-four years military service, many in team leadership positions. He spent four years in the United States Marines and twenty years in the United States Navy. He is a firearm, and firearms instruction expert, as well as an emergency and survival trainer, and water purification expert. His military career consisted of but is not limited to, recruiter, CBNR authority, expert marksman, security specialist, and special forces.

Rev. William H. Bentley, Ph.D., EPSC Psychologist, and Debriefing Expert is a retired Methodist minister, serving in numerous communities across Oklahoma. He was Director of Criminal Justice and Mercy Ministries (Prison minister) for the United Methodist Church, for 20 years. After retirement, at age 65, he was called to be pastor of the First Christian Church in Lindsay, OK, serving ten years faithfully and with great honor. He is currently serving the First Christian Church in Del City, OK. In 1995, he faithfully and honorably served Heartland Rescue Care Team during the Murrah Building Bombing, under then CEO Belinda Bentley. At that time, he ministered, counseled, and assisted debriefings of S&R Personnel and volunteers, as well as conducted church services, as requested.

VII. PREVIOUS STUDIES

Previous work history shows study style analysis, and the ability to achieve favorable results for the City of Midwest City and the Midwest City Fire Department.

Academic Case Studies

Interactive and case study analysis were completed in partial fulfillment and requirement for the Associates of Applied Sciences in Emergency Management, the Bachelor of Technology in Emergency Responder Administration, and the Master of Science in Homeland Security.

Academic studies conducted are equal to, and accent, the previous history, which includes but is not limited to:

PSDR 2444 – Community Disaster Simulation
PSDR 1213 – Incident Command System
ERA 3533 – Technical Research & Design
ERA 3023 – Multi-Agency Personnel Oversight
ERA 3133 – Strategic Planning & Analysis, Public Safety
ERA 4323 – Practicum: City of Midwest City
Fire Department/Police Department/Emergency Management
PSL 5002 – Collaboration, Communication, and Case Analysis
HSL 5108 – Preparedness, Mitigation & EM
PSF 5334 – Public Safety Ethnic & Cultural Awareness
HLS 5991 – HS Integrative Project

Previous studies were also completed for potential investors during a ten-year license history of residential and commercial real estate.

VIII. CONSULTING FEES

Name	Title	Rate
Belinda Bentley	Principal	\$140
Lewis Howard	Senior Consultant	\$120
Brian Smith	Systems Consultant	\$90
Robert Looney	Expert Consultant	\$80
William Bentley	Psychologist	\$90
LaDana Howard	Clerical	\$20

Project Cost Breakdown

Scope of Work			Total
1	Develop Plan		\$ 2,080.00
2	Site Visits		\$ 940.00
3	Interviews	Fire Dept	\$ 4,800.00
a		F.D. Admin.	\$ 800.00
b		Stakeholders	\$ 1,600.00
c		Labor Reps.	\$ 800.00
d		City Officials	\$ 1,200.00
4	Org. Analysis		\$ 2,080.00
5	Mgmt. Analysis		\$ 2,080.00
6	Staffing Level		\$ 2,080.00
7	Equip., Resources & Services		\$ 3,120.00
8	Supt. Programs		\$ 2,080.00
9	Community Conditions		\$ -
a		Serv. Demands	\$ 1,760.00
b		Risks	\$ 1,760.00
c		Violence/ Terror.	\$ 1,760.00
d		Growth Projection	\$ 2,640.00
10	Hazards by...		\$ -
a		Zoning	\$ 2,080.00
b		Population	\$ 1,040.00
c		Demographics	\$ 2,080.00
11	Hazardous Materials		\$ 1,920.00
12	Disaster Response		\$ 2,080.00
13	Implementation Strategies		\$ 3,120.00
14	Long Term Options		\$ 3,120.00
15	Operational Models		\$ 2,080.00
16	Collective Bargaining		\$ 2,080.00
17	Cost Controls		\$ -
a		Capital Expend.	\$ 2,080.00
b		Operational Costs	\$ 2,080.00
c		Grant Opportunities	\$ 3,120.00
18	Dispatch Services		\$ 1,760.00
19	Financial Impacts on city		\$ 1,760.00
20	Similar Entity Comparison		\$ 2,640.00
21	IT / Social Media		\$ 2,880.00
22	Clerical Operations		\$ 6,000.00
23	Travel Expenses		\$ 1,500.00
			\$75,000.00

Note: The estimated amount for reimbursable expenses is \$1,500 with a ‘not-to-exceed’ amount of \$2,000.

Contractor Certification


Contractor certifies and warrants that it will comply with the Immigration Laws of the United States, including but not limited to 8 USC 1324(a), which makes it unlawful for an employer to hire or continue to employ an illegal or undocumented alien knowing the alien is or has become unauthorized with respect to such employment, or to fail to comply with the I-9 requirements. Contractor further agrees to comply with the Oklahoma Taxpayer and Citizen Protection Act of 2007. Contractor will not knowingly employ or knowingly allow any of its Subcontractors to employ any illegal or undocumented aliens to perform any work in connection with services performed for the City of Midwest City. After July 1, 2008, Contractor and its Subcontractors will verify information on all new employees on the Status Verification System operated by the U.S. Government.

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Signed under penalty of perjury on

February 25, 20 16.


Contractor


By: _____
Owner or Authorized Officer

Contractor Certification

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Signed under penalty of perjury on February 25, 2016.

DocuSigned by:

Lewis Howard

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Contractor

By:


Owner or Authorized Officer

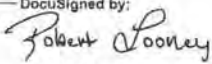
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Signed under penalty of perjury on

February 25, 2016.

DocuSigned by:

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Contractor

By


Owner or Authorized Officer

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Signed under penalty of perjury on 2/25/2016, 20

DocuSigned by:

Bryan R. Smith

D55211392B17491...

Contractor

By: 

Owner or Authorized Officer

Contractor Certification

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Signed under penalty of perjury on

Feb. 25

2016


DocuSigned by

Ken William H. Bentley, P.E.

11/25/2016 10:24:00

Contractor

By:


Owner or Authorized Officer

B&B

AGREEMENT BY PROPOSER

These terms apply to and become part of the terms and conditions of each proposal. Any exception must be in writing.

1. Each proposal must be placed in a separate envelope. Each envelope must be completely and properly identified and sealed, showing the date of proposal opening and the subject advertised.
2. The City of Midwest City (the "City") reserves the right to reject any and all proposals, to waive any technicalities in the proposal process, and to award each item to a different proposal or all items to a single proposer.
3. No proposer may withdraw his proposal within a period of thirty (30) days after the date and hour set for the opening of proposals. A proposer may withdraw his proposal at any time prior to the time fixed for the opening of proposals.
4. Any exceptions to these items or conditions or deviations from written specifications shall be shown in writing in the proposal.
5. Information pertaining to the RFP is filed in the office of the City Clerk and copies may be obtained from the Municipal Building, Midwest City, Oklahoma.
6. Proposers may present proposals on one or both items but proposals may not be tied together unless specifically stated in specifications.
7. The specifications are complete as written. No oral representation made by any agent or employee of the City, or its affiliate agencies, neither shall they be of any force or effect unless reduced to writing and submitted to all prospective proposers at least 24 hours in advance of the proposal openings.
8. Any protest of the award of the proposal by a proposer shall be in writing, shall specify the grounds for the protest in specific terms and shall be received by the City within three (3) business days after the award of the proposal by the governing body. All other provisions of these specifications shall also apply.
9. No proposer shall divulge the information in s/he sealed proposal to any person whomsoever, except those having a partnership or other financial interest with him/her in said proposal, until after the sealed proposals are opened.
10. EXCEPTIONS. Any exceptions [variances] to these instructions or request for proposals must be submitted in writing with the proposer's proposal. Failure to indicate any exceptions [variance] will be regarded as full compliance with these requirements, request for proposals and instructions and will be construed to mean that the proposer proposes to furnish the exact commodity as described in the request for proposals/requirements.

A violation of any one of the foregoing provisions on the part of a proposer shall be sufficient reason for the rejection of his/her proposal or making void any contract made by him/her with the City based upon such proposal.

NON COLLUSION AFFIDAVIT

STATE OF Oklahoma

SS.


COUNTY OF Oklahoma

The undersigned Belinda A. Bentley, of lawful age, being first
(Architect/contractor/supplier/engineer - printed name)

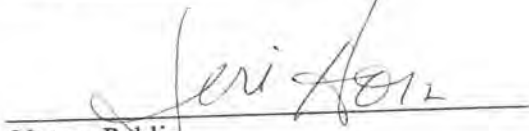
duly sworn, on oath says that s/he is the agent authorized by the proposer to submit the attached RFP. Affiant further states that the work, services, or materials will be completed or supplied in accordance with the plans, specifications, orders or requests furnished the affiant for the project described as:

REQUEST FOR PROPOSAL (RFP)
FOR MIDWEST CITY FIRE ANALYSIS PROJECT

Affiant further states that s/he has made no payment of money or any other thing of value directly or indirectly to any elected official, officer or employee of the City of Midwest City or any of its affiliated entities to obtain or procure the contract or purchase order.


Signature of Affiant

Subscribed and sworn to before me this 25 day of Feb, 20 16


Notary Public

My Commission Expires: 9-3-2018

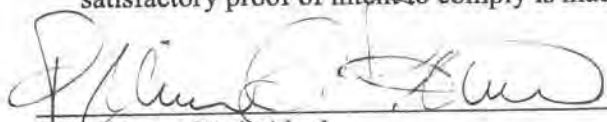
My Commission Number: 10007380



NON-DISCRIMINATION STATEMENT

The contractor agrees, in connection with the performance of work under this contract:

- a. That the contractor will not discriminate against any employee or applicant for employment, because of race, creed, color, sex, age, national origin, ancestry or disability. The contractor shall take affirmative action to insure that employees are treated without regard to their race, creed, color, age, national origin, sex, ancestry or disability. Such actions shall include, but not be limited to, the following: employment, promotion, demotion or transfer, recruitment, advertising, lay-off, termination, rates of pay or other forms of compensation and selection for training, including apprenticeship; and
- b. That the contractor agrees to include this non-discrimination clause in any subcontracts connected with the performance of this contract.
- c. In the event of the contractor's non-compliance with the above non-discrimination clause, this contract may be canceled or terminated by the Contract Entity. The contractor may be declared by the Contract Entity ineligible for further contract[s] with the Contract Entity until satisfactory proof of intent to comply is made by the contractor.


*Signature of Individual

Principal
*Title

Belinda A. Bentley
*Printed Name of Individual

Emergency Preparedness Solutions & Consulting, LLC P.O. Box 10467, mwa, 73140
*Company Name and Address [Please Print] *Zip Code

405-808-7493
*Telephone Number

405-455-6630
Fax Number if any

belinda.abentley@epsc11c.com
*Email Address

www.epsc11c.com, www.epsc11c.gov.com, www.linkedin.com/belindabentley1
Company Website and/or Other Active Social Media Outlets

* Required information



**Emergency Preparedness
Solutions & Consulting**

**P. O. Box 1067
Midwest City, OK 73110**

Belinda "Bella" Bentley
Principal

405-808-7493

belinda.abentley@epsellc.com

www.epsellc.com



Police Proposal from

Matrix Consulting Group

Proposal to Conduct a Police Department Study
MIDWEST CITY, OKLAHOMA



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February 25, 2016

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LETTER OF TRANSMITTAL

February 25, 2016

Ms. Sara Hancock
City Clerk
City of Midwest City
100 North Midwest Boulevard
Midwest City, OK 73110

Dear Ms. Hancock:

The Matrix Consulting Group is pleased to submit our proposal to conduct a Police Department Study for the City of Midwest City. Our proposal is based on our review of the City's Request for Proposals and our research on the Police Department's organization and services, as well as our experience conducting hundreds of staffing studies for similar police departments in the Southwest and across the United States. Our experience and capabilities can be summarized as follows:

- **Extensive experience having completed similar assessments for over 250 police departments in the Southwest and across the country** (as well as in Canada). Our firm has assisted hundreds of police chiefs, policymakers and municipal and police managers with improving department management, organizational structure, staffing and operations. Our recent experience includes many agencies similar in size to the Midwest City Police Department. The following table provides a partial list of recent examples:

Arlington, WA	Fort Morgan, CO	Portland, OR
Asheville, NC	Franklin Township, NJ	Raleigh, NC
Aurora, CO	Goleta, CA	Redding, CA
Aztec, NM	Goodyear, AZ	Seaside, CA
Birmingham, AL	Hayward, CA	Spokane, WA
Berkeley, CA	Hennepin County, MN	St. Petersburg, FL
Beverly Hills, CA	Kenmore, WA	Suffolk, VA
Carlisle, PA	Lawrence Township, NJ	Sunnyvale, CA
Clearwater, FL	Milwaukee, WI	Tacoma, WA
Columbia, MO	Montville, NJ	Vancouver, WA
Coral Gables, FL	Napa, CA	Vernon, CA
Corvallis, OR	Newburgh, NY	Winnipeg, MB (Canada)
Elko, NV	Phoenix, AZ	York, PA

In addition, we are currently completing other law enforcement studies Roseville and Dublin (CA), Mahwah and Mendham (NJ) and Sherwood (OR).

- **A proposed project team with demonstrated success as law enforcement practitioners and management consultants.** As President of the firm, with 35+ years of experience encompassing over 300 police department assessments, I have managed and quality controlled all of our projects. I will be the project manager of this engagement and will be assisted by the following senior staff:
 - Robert Finn, a Senior Manager with over 6 years of consulting experience, who served the Chief of the Southlake (TX) Department of Public Safety. He is based in the Dallas Metroplex.
 - Byron Pipkin, a Senior Manager, who has been a law enforcement consultant for 10 years. Before joining the firm, he served as Deputy Chief in Sunnyvale, CA.
 - Ian Brady, a Senior Consultant, specializes in law enforcement consulting and develops our deployment and beat models.

While we are a national firm we have a regional office in the Dallas Metroplex.

- **An approach to assessing police departments which is data-driven to identify opportunities for improvement.** We utilize a comprehensive approach to assessing police department staffing and how operations management affects these needs. Our approach to conducting this study is summarized as follows:
 - Extensive interviews with key stakeholders including policy-makers, managers and staff of the City and the Police Department. We have also provided opportunities for public participation.
 - Detailed analysis based on intensive data collection that lead to comprehensive reviews of all aspects of the Department's operations.
 - An interactive process designed to maximize organization-wide support for implementation of study recommendations.
 - Transferring our analytical capacity to the Police Department by training staff on our models and benchmarks.

Please note that all of the submission forms follow this page. As President of the firm, I am authorized to negotiate, bind the firm, and execute the contract for the study.

If you have any questions, please do not hesitate to contact me – either at the letterhead address, by phone at 650-858-0507, or by email at rbrady@matrixcg.net.

Matrix Consulting Group

Contractor Certification

Contractor certifies and warrants that it will comply with the Immigration Laws of the United States, including but not limited to 8 USC 1324(a), which makes it unlawful for an employer to hire or continue to employ an illegal or undocumented alien knowing the alien is or has become unauthorized with respect to such employment, or to fail to comply with the I-9 requirements. Contractor further agrees to comply with the Oklahoma Taxpayer and Citizen Protection Act of 2007. Contractor will not knowingly employ or knowingly allow any of its Subcontractors to employ any illegal or undocumented aliens to perform any work in connection with services performed for the City of Midwest City. After July 1, 2008, Contractor and its Subcontractors will verify information on all new employees on the Status Verification System operated by the U.S. Government.

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Signed under penalty of perjury on February 24, 2016.

Matrix Consulting Group, Ltd.
Contractor

By: 

Owner or Authorized Officer

AGREEMENT BY PROPOSER

These terms apply to and become part of the terms and conditions of each proposal. Any exception must be in writing.

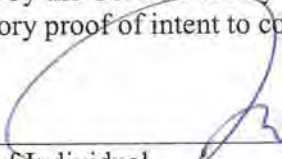
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4. Any exceptions to these items or conditions or deviations from written specifications shall be shown in writing in the proposal.
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- b. That the contractor agrees to include this non-discrimination clause in any subcontracts connected with the performance of this contract.
- c. In the event of the contractor's non-compliance with the above non-discrimination clause, this contract may be canceled or terminated by the Contract Entity. The contractor may be declared by the Contract Entity ineligible for further contract[s] with the Contract Entity until satisfactory proof of intent to comply is made by the contractor.



*Signature of Individual

President

*Title

Richard Brady

*Printed Name of Individual

Matrix Consulting Group, Ltd. 201 San Antonio Circle, Suite 148, Mountain View, CA 94040

*Company Name and Address [Please Print]

*Zip Code

650-858-0507

*Telephone Number

650-917-2310

Fax Number if any

rbrady@matrixcg.net

*Email Address

www.matrixcg.net

Company Website and/or Other Active Social Media Outlets

* Required information

NON COLLUSION AFFIDAVIT

STATE OF California

SS.

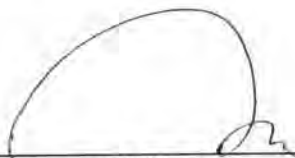
COUNTY OF Santa Clara

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

The undersigned Richard Brady, of lawful age, being first
(Architect/contractor/supplier/engineer - printed name)
duly sworn, on oath says that s/he is the agent authorized by the proposer to submit the attached RFP. Affiant further states that the work, services, or materials will be completed or supplied in accordance with the plans, specifications, orders or requests furnished the affiant for the project described as:

REQUEST FOR PROPOSAL (RFP)
FOR MIDWEST CITY POLICE ANALYSIS PROJECT

Affiant further states that s/he has made no payment of money or any other thing of value directly or indirectly to any elected official, officer or employee of the City of Midwest City or any of its affiliated entities to obtain or procure the contract or purchase order.



Signature of Affiant

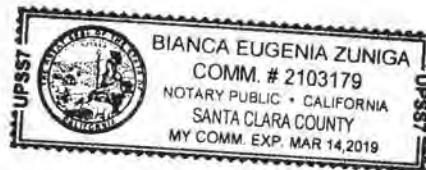
Subscribed and sworn to before me this 24th day of February, 20 16



Notary Public

My Commission Expires: March 14, 2019

My Commission Number: 2103179



1. FIRM QUALIFICATIONS

1. FIRM QUALIFICATIONS

In this section of the proposal we provide a summary of the firm and the services it provides to governments around the country, especially to law enforcement agencies.

1. HISTORY OF THE FIRM

The Matrix Consulting Group specializes in providing analytical services to local governments, to assist them in providing highly responsive, efficient, and effective services to their residents. Our market and service focus is financial, management, staffing and operations analysis of local government. Our firm's history and composition are summarized below:

- We were founded in 2002. However, the principals and senior staff of our firm have worked together in this and other consulting organizations *as one team* for between 10 and 30 years.
- Our *only* market and service focus is management, staffing and operations analysis of local government.
- Since our founding, we have worked with over 800 municipalities and counties, conducting management studies of their operations and recommending improvements.
- Our firm maintains offices in Mountain View, California; Texas (Dallas Metro); Worcester, Massachusetts; Illinois (St. Louis Metro area); and Washington (Spokane area).

We are proud of our service philosophy based on detailed analysis, as well as our customized strategy and partnership with our clients. This has resulted in high levels of implementation of our project recommendations – exceeding 85%.

While we provide a wide variety of services to local government, the analysis of law enforcement services is our largest service area. Our extensive experience in this field is described in greater detail later in this proposal.

The following table provides some additional general demographic and contact information on our firm.

Form of Incorporation	Matrix Consulting Group, Ltd. Incorporated domestically in California (January 2003) as a C-Corp.
------------------------------	---

CITY OF MIDWEST CITY, OKLAHOMA

Proposal to Conduct a Police Department Staffing Study

Location / Mailing Address for Corporate Headquarters	201 San Antonio Circle, Suite 148 Mountain View, CA 94040 650.858.0507 (voice) 650.917.2310 (fax)
Corporate Contact	Richard P. Brady, President 650.858-0507 rbrady@matrixcg.net
Current Staff	We currently have 15 full-time and 5 part-time staff.
Services Provided	Management, organizational, shared-services, staffing and operational (efficiency and effectiveness) analysis for public sector entities across the various functions, including: Administration (HR, Finance, IT, etc.) Business Process Documentation Community Development Finance studies, including user fee analysis Fire and Emergency Medical Services Law Enforcement (police, corrections, courts) Organizational Structure Analysis Parks, Recreation and Community Services Public Works Utilities / Infrastructure Maintenance

2. PRIOR POLICE ORGANIZATIONAL AND STAFFING STUDIES.

Our firm has assisted hundreds of police chiefs, policy-makers and municipal and police managers with improving department management, organizational structure, staffing and operations. We have worked with many law enforcement agencies in recent years that are similar in size to the Midwest City Police Department. A partial list of recent clients include the following examples (those in the past three years **bolded**):

Arlington, WA	Fort Morgan, CO	Portland, OR
Asheville, NC	Franklin Township, NJ	Raleigh, NC
Aurora, CO	Goleta, CA	Redding, CA
Aztec, NM	Goodyear, AZ	Seaside, CA
Birmingham, AL	Hayward, CA	Spokane, WA
Berkeley, CA	Hennepin County, MN	St. Petersburg, FL
Beverly Hills, CA	Kenmore, WA	Suffolk, VA
Carlisle, PA	Lawrence Township, NJ	Sunnyvale, CA
Clearwater, FL	Milwaukee, WI	Tacoma, WA
Columbia, MO	Montville, NJ	Vancouver, WA
Coral Gables, FL	Napa, CA	Vernon, CA
Corvallis, OR	Newburgh, NY	Winnipeg, MB (Canada)
Elko, NV	Phoenix, AZ	York, PA

In addition, we are currently completing other law enforcement studies Roseville and Dublin (CA), Mahwah and Mendham (NJ) and Sherwood (OR).

2. SIMILAR STUDIES

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The Matrix Consulting Group has conducted over 300 law enforcement services studies. The following table summarizes recently completed police analytical projects, which are similar to the one sought by Midwest City for communities with populations between 5,000 and 55,000. We have also taken the liberty to provide additional references for key work for larger departments completed within the past year. These also serve as contact references for our work:

Client	Project Summary
Peachtree City, Georgia Police Department Organizational and Operational Efficiency Study James Pennington City Manager (770) 487-7657	Key recommendations included maintaining existing staffing to provide the high level of service desired by the City, refining dispatch procedures to provide additional data for response times, revisions to the complaint investigation process and assigning a dedicated IT position to improve technology utilization in the agency. This project was completed within the project budget. The schedule for this project was extended, as significant issues existed with the dispatch center's ability to provide call for service and response time data.
Berkeley, California Police Department Beat Structure Project Lt. David Frankel Project Coordinator (510) 981-5792	<p>The Matrix Consulting Group completed a patrol redistricting and deployment project for the Berkeley Department. The study developed extensive analytics to evaluate issues with the existing beat structure, including analysis of calls for service, major crimes, and patrol unit workloads. Input was gained from management and line patrol staff, as well as from the Berkeley community through a citizen survey and seven open town hall meetings.</p> <p>The project accomplished the Department's goal of transitioning the department from an 18-beat structure to a more workable 14-beat configuration that enabled the creation of a proactively deployed "flex team." The recommendations made by the project team, including the redesigned patrol beat structure, have now been fully implemented.</p>
Coral Gables, Florida Police Department Efficiency and Effectiveness Study Edward Hudak Police Chief (305) 460-5413	In this study, the project team assessed the efficiency and effectiveness of this Department. Key recommendations included the conversion of an inefficient 10 hour shift schedule to a more efficient and innovative variation of the 12 hour shift; creation of a proactive Strategic Initiatives Team in field services; improvements in case management, creation of a proactive Strategic Investigations Unit; and a Department reorganization while eliminated two divisions and replaced a top sworn manager with a civilian over administrative services.

Client	Project Summary
Carlisle, Pennsylvania Police Department Organizational Review Matthew Candland Borough Manager (717) 240-6921	In this just completed study the project the Matrix Consulting Group developed a management and staffing plan for the Police Department. Coming a time of significant change in home rule the study laid out a management plan for the Chief, Borough Manager and Borough Council to better provide oversight and performance expectations. The study also reviewed operations to include improvements in community service, patrol and case management and crime analysis.
Elko, Nevada Management Study of the Police Department Curtis Calder City Manager (775) 777-7126	In this study the project team evaluated the Police Department at a time of concern evidenced by high employee turnover and dissatisfaction. Key recommendations to improve management systems and internal communications were critical. Recommendations were also made to improve regionalization, to improve records and especially property and evidence functions.
Raleigh, North Carolina Police Department Workload and Personnel Resources Allocation Analysis Sergeant Eric Goodwin Research and Planning (919) 996-1062	<p>The Matrix Consulting Group developed a plan to redesign an outdated patrol beat structure in a rapidly growing city that was expected to double in size over the next 20 years. Inequalities in the levels of workload handled by each beat were extensive within the existing beat structure, where a number of beats featured calls for service totals that were 75% above or below the average.</p> <p>Our project team completely redesigned the beat structure in a manner that equalized workloads and facilitated community policing by drawing beat boundaries around neighborhoods and commercial districts. The project team also made recommendations regarding shift management, clarifying the roles of watch commanders, district captains, shift lieutenants, and sergeants. The structure and roles of community policing units was also addressed. These recommendations are now being implemented by the Department.</p>
Portland, Oregon Staffing Study of the Police Department Captain John Scruggs Project Coordinator (503) 793-8995	In this project Matrix worked with the outgoing and new Chief of Police and command staff to develop a plan for the Police Department which addressed the needs of an effective community policing organization in an environment in which organizational culture transformation needed to be supported. The study resulted in redeployment of patrol staff, additional school resources officers, the reorganization of organized crime investigations and the development of a performance management system which supported managers while better informing the Mayor and Commission as well as the public.

3. PREVIOUS CONTRACT WORK

3. PREVIOUS CONTRACT WORK

We completed projects for the following law enforcement agencies within the previous three years:

Asheville, North Carolina
Paul Featherston, Assistant City Manager
(828) 424-5169

Huntington Beach, California
Fred Wilson, City Manager
(714) 536-5202

Arlington, Washington
Allen Johnson, City Administrator
(360) 403-3441

Laguna Hills, California
Don White, Assistant City Manager
(949) 707-2610

Berkeley, California
Lt. David Frankel, Project Coordinator
(510) 981-5792

La Quinta, California
Chris Escobedo, Asst. to the City Manager
760-777-7010

Carlisle, Pennsylvania
Matthew Candland, Borough Manager
(717) 240-6921

Peachtree City, Georgia
James Pennington, City Manager
(770) 487-7657

Chula Vista, California
Ed Chew, ITS Manager
(619) 691-5013

Phoenix, Arizona
Ed Zurcher, City Manager
(602) 262-6941

Columbia, Missouri
John Gordon, Assistant Chief
(573) 874-7607

Portland, Oregon
Captain John Scruggs, Project Coordinator
(503) 793-8995

Coral Gables, Florida
Edward Hudak, Police Chief
(305) 460-5413

Raleigh, North Carolina
Sergeant Eric Goodwin, Research & Planning
(919) 996-1062

DeKalb County, GA
Zach Williams, Chief Operating Officer
(404) 371-3694

Redding, California
Kurt Starman
(530) 225-4060

Elko, Nevada
Curtis Calder, City Manager
(775) 777-7126

Suffolk, Virginia
Jeff Gray, Assistant to City Manager
(757) 514-4037

Hayward, California
Diane Urban, Police Chief
(510) 293-7272

Vernon, California
Daniel Calleros
(323) 587-7171

Hennepin County, Minnesota
Mark Thompson, Deputy County Administrator
(612) 596-6752

Winnipeg, Manitoba (Canada)
Devon Clunis, Police Chief
(204) 986-6037

4. SCOPE OF WORK

4. SCOPE OF WORK

In this section of the proposal we provide a discussion of the scope of work and how the ties between the issues to be evaluated and the work approaches to conduct the evaluation.

1. PROJECT BACKGROUND AND SCOPE OF WORK

The City of Midwest City is seeking a professional consulting study to evaluate its Police and Fire staffing needs. While the City has not grown rapidly in recent years (by 3.4% since 2010) the Oklahoma City metropolitan area is one of the fastest growing in the country. As a result, there is not only the potential for future growth to accelerate but the City's public safety needs will be impacted by the growth elsewhere.

The Midwest City Police Department serves the City's approximate 54,000 citizens with 95 sworn officers and 23 civilian personnel. It is full service police department inclusive not just of traditional field, investigative functions but also specialty operational support functions and units, animal services, a jail, crime scene unit and lab. The Department is accredited through the State Police Chief's accreditation demonstrating its commitment to sound policies and procedures.

The City and Police Department desires a full assessment of the current, short range and long term staffing and other resource needs. The scope of work included in the City's Request for Proposals also targets operational management issues, organizational issues. In meeting the required scope of work, this study needs to:

- Understand, document and analyze all workloads and service levels as well as the resources needed to handle these workloads in every Police Department function.
- Compare current approaches to staffing, deployment and utilization to 'best practices' in law enforcement and to comparable communities.
- Ensure that community expectations are addressed and met by obtaining their input during this process.
- Evaluate staff needed now and in the next 10 years in each Department function.
- Evaluate other resources (facilities and equipment) needed in the next 10 years.
- Assess the Department's organization and management systems.

While projections can assist greatly in providing a long-term plan for addressing these needs – an important component of this study – it is critical that the study provide and train the decision-makers within the Police Department and City with the analytical tools needed to make the same assessments in the future in order to effectively identify service needs and allocate resources.

2. PROJECT PLAN

The tasks below describe the general activities in which the project team will engage in and complete in order to conduct the study.

Task 1 Identify Attitudes Towards Existing Law Enforcement Services, Service Levels and Trends in Midwest City.

To fully evaluate the noted issues facing the Midwest City Police Department, as well as to identify the needs related to the response of law enforcement services in the City, the project team will need to develop an initial but in-depth understanding of attitudes toward existing service levels and the unique characteristics of policing programs and community protection needs. To provide this level of understanding, the project team will accomplish the following:

- Interview the Mayor, other elected officials, the City Manager, the Police Chief and command staff, to obtain their views on police service issues and improvement opportunities, as well confirming the goals and objectives of this study.
- Conduct a kick-off meeting with the project review committee, including reviewing the project objectives, project approach and deliverables, and providing an overall project schedule.
- Interview representatives from the Midwest City Police Officers' Association to explain the study and obtain their views on key staffing and management issues.

These initial interviews will focus on determining individual attitudes toward current law enforcement service levels, programs, and community protection needs, including the following:

- Adequacy of existing service levels.
- Responsiveness to community public protection needs.
- The plans for accommodating new and changing law enforcement demands.
- Perceived gaps in existing service levels.

The project team will also begin to collect those basic documents which define a department, including goals, vision and objectives statements; organizational materials and budgets.

One of the initial outputs of the study developed in Task 1 is a detailed data collection list. Once developed, we will review it with key Department personnel and work with staff to collect it.

Task Result:

Based on the results of these interviews and initial data collection, the project team will prepare an issues list that will provide the basis for subsequent analytical steps. The project team will also finalize the project work plan, including the project deliverable schedule.

Task 2 Document Employee Attitudes Toward Department Strengths and Improvement Opportunities

To fully evaluate the organization, it is important that the project team understand the range of employee perceptions in the MCPD. To be credible, this input needs to be accomplished at the outset of the analysis. We have found in our previous work that use of a survey instrument is an ideal way to maximize input and increase the perception of the study as an objective effort. While the project team will interview many employees in the Department, a survey will provide an opportunity for every employee to be involved directly in the study.

Documentation and analysis of employee attitudes will consist of the following work steps:

- Preparation of a confidential employee questionnaire to be distributed to all sworn and civilian employees. The project team will structure a questionnaire that is tailored to the unique characteristics of the MCPD based on the initial interviews conducted in Task 1. Respondents are able to complete the survey through the online survey tool SurveyMonkey, allowing for respondent anonymity to be preserved, as well as assuring that only one survey can be completed per individual.
- The employee survey will elicit responses to such issues as:
 - Workload and service management.
 - Staffing levels.
 - Operations management and improvement opportunities.
 - Proactive Police Department community relations.

- Analysis of employee questionnaire results, differentiating among responses by employee type (sworn versus non-sworn); as well as managers and supervisors versus line employees.
- Preparation of an issues paper which summarizes questionnaire results from both surveys, identifying the specific areas that will require more extensive exploration in subsequent study work tasks.

Task Result:

The results of the employee survey will be reviewed with the project steering committee. Upon completion of the project, the summarized results will be made available to all employees in the Department.

Task 3 Profile the Organization, Staffing and Operations of the Midwest City Police Department.

A key to the analysis of the staffing requirements of the Midwest City Police Department is the development of a detailed understanding of the Department, its organization and staffing, its workloads and service levels. To develop this understanding, we will document the organizational and operational characteristics of the Department as described in the subsections, which follow. It should be noted that not all MCPD functions are described in these subsections.

(1) Patrol

The staff of the Matrix Consulting Group has extensive experience working with our clients to obtain the information we need from a variety of sources, including CAD / RMS, personnel and GIS systems. We will profile and analyze field patrol services in terms of the following:

- Employing data extracted from dispatch information and available reports, field patrol workloads and service levels will be profiled and analyzed in terms of:
 - Community-generated call for service demand by time of day and day of week for the last twelve months. This will include:
 - Call frequency.
 - Time required to handle calls for service.
 - Availability of back-up and time required for back-up.
 - Area Command and beat area.
 - Response times by priority of call for service handled. This will include:
 - Average response times for all priorities of calls for service.
 - Distribution of response times by priority of calls.

- Number and type of calls handled by other means (differential responses).
- Levels of officer-initiated activity by type of activity, time, location and result.
- Document actual field patrol deployment practices with existing staffing levels in field patrol. Through analysis of rosters and other appropriate documents, the project team will document actual field patrol deployment in terms of:
 - Scheduled deployment by time of day and day of week and Area Command.
 - Shift relief factors such as:
 - On-shift court appearance requirements.
 - Sick leave, vacation and other time-off requirements.
 - Special assignments.
 - Training.
 - Other factors impacting deployment and availability.
- Concurrently, the project team will interview staff at all levels in Patrol to develop a detailed understanding of how the patrol program works from a number of perspectives including:
 - Preferred level of uncommitted time.
 - The extent to which field staff are involved in follow-up investigations.
 - The level and content of patrol plans based.
 - Problems associated with maintaining targeted patrol levels.
 - How proactive enforcement units' activities are prioritized.
 - Efforts at utilizing predictive tools to focus field efforts.
- Document the deployment of command and supervisory personnel by time and day and develop an understanding of command and supervisory responsibilities.

(2) Traffic Enforcement

Traffic Enforcement operations in the City and service levels will be documented in terms of:

- Scope of responsibility for traffic enforcement.
- Dedication to traffic enforcement in general patrol versus specialized traffic unit.
- Scheduled and actual deployment of traffic personnel by time and day.

- Use of Data-Driven Approaches to Crime and Traffic Safety in workload prioritization and deployment decision-making.
- Current workload including accident investigations and whether traffic personnel being assigned calls for service?
- How traffic enforcement and accident investigation workloads are planned, prioritized and handled.
- Level of patrol officer-initiated activity related to traffic enforcement, including citation production on a per officer basis.
- How special events are planned and handled in the City.

(3) Investigations

Investigative workloads and service levels will be analyzed in terms of:

- Current investigative policies including case screening approaches; types of cases "worked" by case type; and other policies which impact time utilization and workload of investigative personnel.
- Based on interviews, document current caseloads and case status by case type.
- Based on the above, evaluate existing investigative service levels:
 - Current caseloads compared to standards.
 - The extent to which cases with "leads" can be worked.
 - Elapsed time between initial report, assignment and working of the case.
 - Coordination of cases with patrol.
- Mission, workload, and results achieved by pro-active investigative units, including narcotics and special operations.
- How criminal intelligence is planned, targeted and evaluated.

(4) Specialty Units and Functions

Specialty functions will be documented in terms of:

- Scope of responsibility for each functions – canine, SWAT and hostage negotiations and emergency management.
- Staffing levels, both fixed and contributory / collateral duty based assignments.

- Scheduled and actual deployment of personnel by time and day, for full time and collateral units.
- Use of each unit and policies for use.
- Training received upon assignment and in service.

(5) Training and Career Development.

Through interviews and a review of relevant documents, this sub-task will document the scope and content of the Police Department's recruitment and training programs, including:

- Scope and content of in-service training provided to non-sworn staff, including existence of master training program(s) and objectives; and types and amounts of training provided to sworn and non-sworn staff.
- Existence and content of career development plans and paths for sworn and non-sworn staff.
- Approaches employed to recruit new non-sworn and sworn staff, including promotional, outreach, and selection approaches and materials.
- Review in-service training, including existence of master training program(s) and objectives; types and amount of training provided to sworn and non-sworn staff over the last 24 months; and training program costs and expenditures.

(6) Emergency Communications

The project team will analyze workloads and service levels associated with dispatch by applying such approaches as the following:

- Document deployment of staff by shift and day of week.
- Document personnel availability factors such as leaves and attrition.
- Document the allocation of call for service and other workload indicators by time of day and day of week.
- Develop an understanding of communications support functions, including training, technical support and administration.

(7) Jail

The project team will analyze workloads and service levels associated with the jail in the MCPD by applying such approaches as the following:

- Review and analysis of jail operations management practices.
- Review of jail bookings by type over recent years.

(8) Other Administrative and Support Services

The project team will analyze workloads and service levels associated with the support units in the MCPD by applying such approaches as the following:

- Document Records processing flows by document type and volume. Identify and quantify processing turnaround times and processing backlogs that might impact MCPD patrol and investigative personnel.
- Evidence inventory and control functions including hours of coverage, roles relating to evidence collection and processing, evidence audits and controls.
- Finance operations, to include responsibilities and coordination with the City, timeliness and accuracy of financial processes, budget support and effectiveness in locating and securing grants.
- Review of professional standards scope of responsibilities, including involvement in proactive risk management and other areas, such as recruitment.

Task Result:

The task will result in the completion of a descriptive profile of the Police Department, detailing the staffing, organization, workload levels, and deployment schedules of the Department. This interim deliverable will provide the foundation of our analysis, as the document will be reviewed by both the project steering committee and key staff in order to ensure the accuracy of our assumptions and understanding of the Department.

Task 4 Evaluate Key Staffing and Operational Issues Through a Best Management Practices Assessment and Comparisons to 'Peer Agencies'.

The project team will compare the Midwest City Police Department in two ways – in a comparative survey against 'peer agencies' as well as to 'best management practices' in law enforcement. These two methods work well together to identify potential issues as well as to develop an improvement direction for the agency.

The project team will develop a detailed list of "best management practices" for use in a diagnostic assessment of the Police Department, using a combination of benchmarks and prevailing industry practices in order to identify issues areas in Department staffing, organization, and management practices. The standards used in this assessment represent the project team's experience working with police agencies over the past 30+ years, as well as national standards from other organizations (e.g., CALEA, IACP, etc.).

- The project team will use the data collected from earlier tasks, as well as additional research on comparative agencies, to assess the degree to which services or service levels conform to each benchmark or standard.
- Each service area diagnostic element consists of the following:
 - A definition of the service level, efficiency or deployment target.
 - A description of the current performance.
 - Identification of areas which meet or exceeded the target(s).
 - Identification of areas which represent improvement opportunities.
 - A description of the next steps which the project team should take.

Examples of the types of best patrol management targets we will utilize in this evaluation are provided within the following table:

Sample Best Management Practices Used in Assessment

Performance Target	Target Met?	Potential Improvements
Are patrol beats designed in such a way so that workload is targeted to be roughly the same across the city?		
Personnel are allocated using a methodology that accounts for workload volume, call duration and type of calls handled.		
Do field commanders have the flexibility to re-deploy resources to address changing needs in throughout the City?		
Is crime analysis information used by supervisors to guide officers' proactive time?		

Performance Target	Target Met?	Potential Improvements
Are predictive policing techniques used to provide patrol with 'real time' information on trends and emerging field issues?		
Do managers develop and maintain relationships with business, school and faith based group leaders, residents and other stakeholders?		
Is there a formal way to develop POP projects, implement plans and report results to patrol personnel, stakeholders and community groups?		
When patrol officers have available time are they conducting preventive patrol and other appropriate officer initiated activities (e.g. initiating contacts with members of the public, traffic enforcement, etc.)?		
Do shift schedules appropriately deploy staff considering calls for service?		
Do field units operate with a proper mix of supervisory to line positions (a ratio of 1:6 to 1:9)?		
Is there an established policy for prioritizing calls?		
Are civilian personnel utilized to handle low priority calls for service in the field and in telephone reporting units? Is the level of call diversion within the range of 10% to 20% of total calls handled?		
Is technology being utilized effectively in field patrol operations? How is in-car reporting used?		

The project team will conduct a comparative survey of peer cities with populations between 40,000 and 75,000, reviewing the preliminary list of selected cities with the project steering committee before proceeding. The selected cities will include those in the Southwest as well as others from around the country, with selection criteria extending beyond population to include community, departmental, and other factors.

Key focuses of the comparative survey will be to compare how best practice targets are met among other agencies, as well as the prevalence of data-driven models for resource allocation decisions.

Task Result:

The results of this analytical exercise will be documented in a comparative assessment of issues in the context of comparisons to best practices in law enforcement as well as to 'peer' police departments.

Task 5 Evaluate Current Staffing, Deployment and Service Delivery in the Midwest City Police Department.

The project team will analyze the current staffing levels necessary to achieve the service objectives associated with each sworn law enforcement operation. Basic steps in the analysis will be as follows (again, not all functions in the Department are specifically described):

- Employ the Matrix Consulting Group's patrol staffing model to calculate the most optimal and effective deployment of existing field personnel, using both current the schedules, as well as alternative schedule configurations. The model will determine field patrol deployment requirements at a comprehensive level based on workload and targeted levels of proactive capabilities. Effective use of relief factors and adjustments for the use of overtime to achieve these objectives will be evaluated, as well as opportunities for alternative response methods.
 - The project team will develop a staffing plan for Patrol which will take into account the amount and structure for an appropriately balanced service combining reactive needs (i.e., responding to calls for service) and proactive needs.
 - The project team will evaluate alternative shift schedules in terms of their ability to better provide for coverage of field requirements.
 - The project team will evaluate call for service management techniques such as differential response (e.g., using a telephone reporting unit and/or field civilian personnel to handle low priority calls for service) and their impacts on patrol operations. The project team will also evaluate alternative methods of managing and supporting field operations, including opportunities integrate crime analysis and predictive policing into patrol tactics, and scheduling responses to lower-priority calls.
 - The project team will evaluate the beat and deployment structure in Midwest City in terms of how well beats equalize workloads and proactive capabilities, the alignment of the beat structure against neighborhood areas, geographic considerations, and issues associated with officer transportation. The Matrix Consulting Group has developed a sophisticated mapping technique for this evaluation. Examples of the types of analysis provided by these techniques are displayed on the following page.
- The project team will evaluate the interactions with services related to Patrol in Specialized Response and Traffic Enforcement units. These important interactions include coordination of response, policies and performance expectations in the areas of traffic and forensics support as well as others. This will be accomplished through the following:

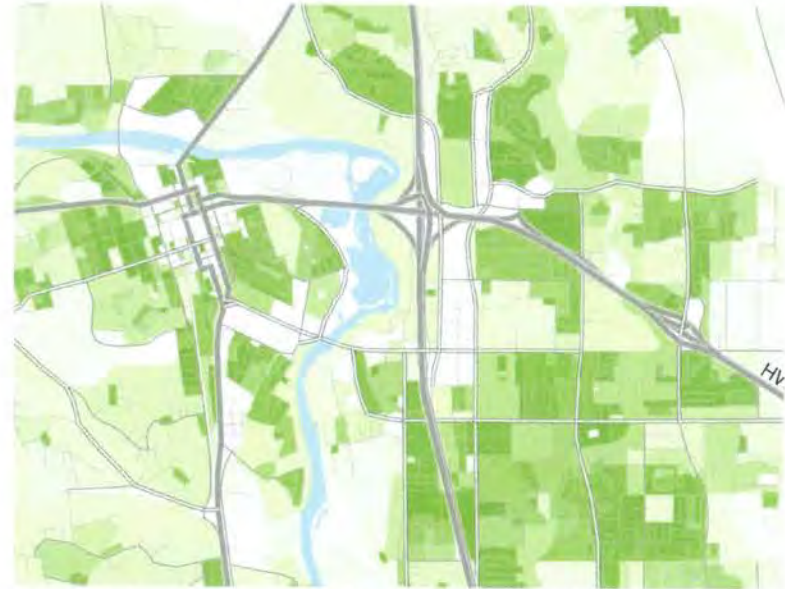
- Compare best practice results with City targets for proactive enforcement and operational support functions.
 - Evaluate how data-driven techniques support the coordination of field resources.
 - Develop an assessment of how staffing in these functions compare to performance and in meeting appropriate and/or internal workload and service level targets.
 - Compare the results of the comparative survey for staffing and the organization of these functions in similar cities.
- Evaluate investigative staffing needs based on major case totals in the context of case management approaches. This assessment takes into account:
 - The appropriate functional organization of investigative units for consistency and coordination of leads and cases.
 - The appropriate geographic organization of investigators and investigative units for community service and workload considerations.
 - The appropriate temporal assignment of detectives based on need and call out experience. The structure of detective shifts will also be evaluated.
 - The entire case management process starting with field supervisory report review, investigative unit review, assignment and follow-up of cases.
 - Opportunities to civilianize case support and enhancement.
- Analyze report volumes and other information in records and other support functions. Important elements of this analysis are the impacts of alternative technologies on staffing and operating requirements as well as the efficiency of business processes and information flows.
- Evaluate communications staffing needs based on an assessment of workloads for call taking and dispatching on a shift and day of week basis against staff availability, scheduling and deployment and, of critical importance, staff turnover.
- Then, define staffing requirements for other functions and services in the Police Department based on internal or external service level needs and workloads.

CITY OF MIDWEST CITY, OKLAHOMA
Proposal to Conduct a Police Department Staffing Study

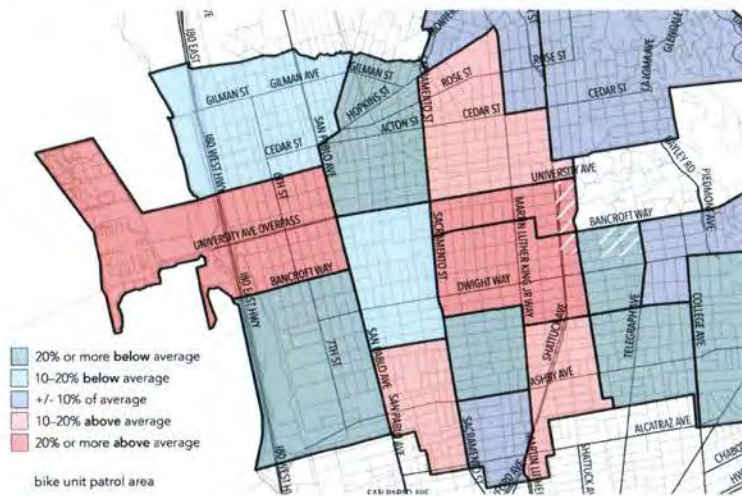
Examples of the GIS-Based Analytical Techniques Used to Evaluate Field Services



Identification of workload 'hotspots' to find emerging service needs



Analysis of population density across the jurisdiction



Assessment of inequalities in the number of calls handled by each beat
Matrix Consulting Group



Comparison of officer workloads by geographic area

- Identify any issues surrounding support from currently civilianized or potentially civilianized positions within the Midwest City Police Department.
- Identify present technology issues impacting efficiency, effectiveness and identify opportunities for improvement through enhanced usage of existing systems and/or deployment of alternative technology approaches.
- Evaluate how the current collective bargaining agreement facilitates or impedes any of the changes identified and eventually recommended.
- Evaluate opportunities for alternative service delivery including civilianization, contracting and shared services.

The staffing analysis will be shown for each functional area and staff classification. The cost impacts will also be provided together with the targeted efficiencies achieved through implementation of the identified recommendation. Finally, the tools which the project team uses in this assessment will be provided to the City together with training on how to utilize our models.

Task Result:

The analysis will result in an interim deliverable that identifies current needs in staffing, operations management systems, and opportunities for alternative service delivery in the Police Department, supporting documentation. These issues will be addressed in a progress report which will be reviewed with the project review committee, as well as key staff.

Task 6 Project Ten Year Staffing and Other Resource Needs for Law Enforcement Services in the Midwest City Police Department.

The project team will project and assess future staffing needs for the Midwest City Police Department. Staffing projections for each Department function will be based on recent and expected growth over the next ten (10) years, in addition to a number of other factors impacting predicted service needs. This will be accomplished by converting current workloads on a per capita basis to expected staffing adjusting these to reflect anticipated needs and relationships among functions. Projections will be developed in five (5) year increments. Basic steps in the analysis will be as follows:

- Develop a staffing and resource plan for a 10 year planning period, in 5 year increments, that ties projected populations and workloads to the future organization using the analysis of current staffing as a base.
- Within this 10 year plan, identify various issues that could impact the Midwest City Police Department's staffing levels including, but not limited to:
 - The impact of attrition through staff turnover, retirements, etc.

- Potential new legislation impacting law enforcement needs.
 - Revised approaches to law enforcement effort impacting staffing requirements.
 - Changes in technology impacting staffing levels.
 - Alterations in community expectations.
- Develop an assessment of the equipment and facility needs for the Police Department including the following:
 - Additions which may be required to the central police facility, including potential size and costs.
 - Briefing and/or complete substations, including potential general locations and estimated size and costs.
 - An assessment of gaps in technology now and, insofar as this is possible, the near term and longer range.

Projections will be shown for each projection increment by functional area and staff classification. The cost impacts will also be provided. Finally, the tools which the project team uses in this assessment will be provided to the City together with training on how to utilize our models in the future.

Task Result:

The analysis and issues for short-term (5 years) and long-term (10 years) staffing needs would be documented in the draft and final report and reviewed in detail with staff and the project committee.

Task 7 Evaluate Organizational Structure of the Midwest City Police Department.

The results of the previous tasks will be analyzed to identify alternatives to the current organizational structure and levels of management staffing. In conducting this important organizational analysis, a variety of criteria will be utilized, including the following:

- Is the Police Department too "tiered" or too "flat" from a command and supervisory staffing perspective?
- Are spans of control consistent with organizational complexity and manager responsibilities?
- Are functions placed too high or too low in the organization in relation to their importance toward meeting law enforcement and service objectives?

- Are lines of authority and responsibility clear to all command personnel and organizational units and are they being adhered to in day-to-day operations?
- Do program gaps exist which require organizational attention?
- How does the organizational structure impact the ability of the Police Department to meet internal and community-based expectations for service priorities?

Task Result:

The results of the analysis described above will be documented with strengths of the existing organizational structure, as well as possible improvement opportunities, identified. This will be reviewed with the project committee.

Task 8 Develop a Final Report and Present the Results of the Study.

Once the work tasks noted above have been completed, our findings, conclusions, and recommendations will be documented in the form of a police operational staffing and efficiency study for the Midwest City Police Department. This plan will consist of:

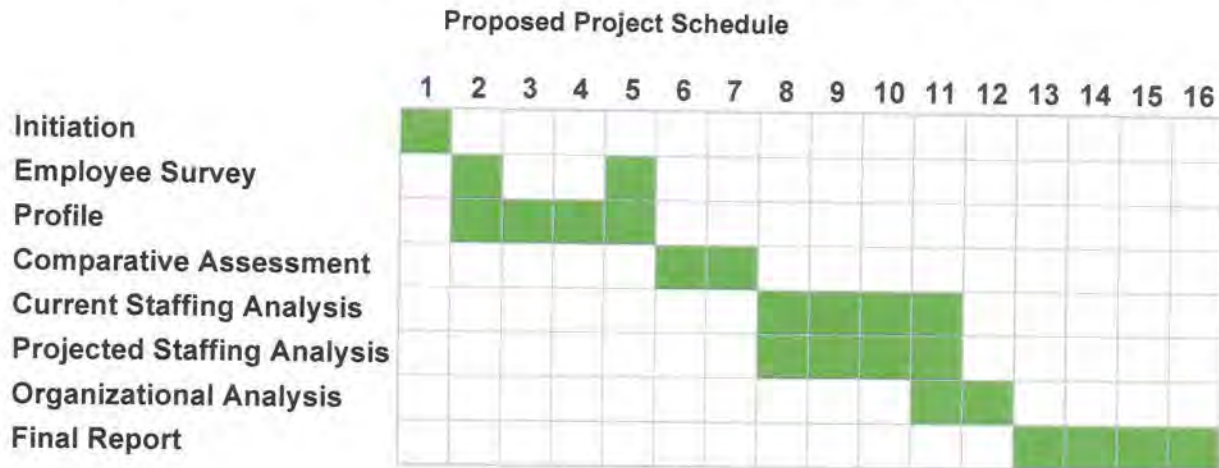
- Executive summary of all key findings and recommendations, including the method of approach and assessments of current and projected staffing needs.
- Analysis of existing operations, organization, and staffing needs based on service level targets. Costs would also be identified.
- Projections of operations, organization, and staffing needs based on future service level targets and changes in the community. Costs would be identified.
- An assessment of facility implications and alternatives for the Department, especially as that relates to field functions.
- As identified during our operational review, any civilian changes that could be employed now, as well as in the future.
- Provide all of the analytical tools and benchmarks utilized in this assessment in a training session for Department staff to utilize as situations change in the future. We will dedicate a half day to training staff in our analytical techniques.

Task Result:

Once the draft report and implementation plan has been reviewed by the project review and any modifications have been completed, we will present the final report to the City Council. Training will be provided to Department personnel on the analytical models used by the project team.

3. PROPOSED PROJECT SCHEDULE

We recognize the need for timely conduct of this important engagement. As such, the following chart presents a proposed 16-week project schedule, beginning after the notice to proceed, and concluding with the draft final report being provided:



Interim and final deliverables will be provided to the project steering committee for review at the end of each colored segment displayed in the chart. It should also be noted that the draft instruments to be used in the employee and community surveys will be provided to the committee for review and revisions prior to being issued.

5. PROJECT REPORT EXAMPLE

5. PROJECT REPORT EXAMPLE

To allow a full examination of the type of report to be expected from a Police Department study, we have included an electronic copy of a recently completed study for the Coral Gables Police Department.

6. KEY PERSONNEL

6. KEY PERSONNEL

The Matrix Consulting Group proposes to utilize a senior project team, including our President and other personnel with significant police analytical experience. The senior professional members of the team have between 10 and 30+ years of professional experience as consultants and/or police professionals.

1. ORGANIZATION OF THE PROJECT TEAM

The following organization chart depicts the organization and reporting structure of the proposed project team:



All members of the project team are employees of the Matrix Consulting Group – no subcontractors will be used to conduct the proposed study. We believe that the excessive use of subcontractors leads to inconsistent quality and depth of analysis as well as client service.

2. SUMMARY OF PROJECT TEAM MEMBER EXPERIENCE

Summary descriptions of each senior team member are provided below, with more detailed resumes provided in the appendix section at the end of the proposal:

Name/Title	Summary of Professional Background, Experience, and Education
Richard Brady President Project Manager	<p>Mr. Brady has been providing management consulting services to municipalities for 34+ years across all governmental functions, including over 250 law enforcement department clients conducting costs and financial analysis, organizational and operational assessments, organizational structure reviews, feasibility studies, technology and equipment reviews, and performance audits.</p> <p>This includes recent police department assessments for San Antonio (TX), Elko (NV), Pacifica, Hayward and Chula Vista (CA), Portland (OR), Omaha (NE), Aurora (CO), Lawrence Township (NJ), Arlington (WA), and Montpelier (VT), Lansing (IL), and Birmingham (AL).</p> <p>He has a Doctoral Degree from Oxford University and a BA from Cal State, Hayward.</p> <p><i>Mr. Brady will lead the assignment, be responsible for overall work products and quality and doing so will be involved in each area of the project. He will also lead the analysis of investigations.</i></p>
Byron Pipkin Senior Manager Project Analyst	<p>Byron Pipkin is a Senior Manager with the Matrix Consulting Group and has over 32 years of experience as a consultant and a public safety officer (trained as both a police officer and firefighter) through the rank of Deputy Chief in the Sunnyvale Department of Public Safety.</p> <p>His recent public safety analytical experience includes studies for Portland (OR), Birmingham (AL), Newburgh (NY), Arlington (WA), Berkeley (CA), Peachtree City (GA), Springdale (AR), Perrysburg (OH), and Rio Rancho (NM).</p> <p>He is a graduate of the FBI National Academy; BA from San Jose State University in Justice Administration.</p> <p><i>Byron Pipkin will lead our analysis of patrol operations.</i></p>

Name/Title	Summary of Professional Background, Experience, and Education
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Robert Finn
Senior Manager

Project Analyst

Chief Finn has been a public safety practitioner for 20+ years, having served recently as the Chief of Police for the Southlake (TX) Department of Public Safety, which included roles as the Lieutenant of Professional Standards and Lieutenant of Training. He is based in our Texas office in Keller (Metroplex area).

He recently led or worked on the assessments of Police Departments in Suffolk (VA), Greenbelt (MD), Portland (OR), Birmingham (AL) and DeKalb County (GA).

He has a Master of Business Administration and a BS in Public Safety Management from Grand Canyon University.

Robert Finn will lead our analysis of support services.

Greg Mathews
Senior Manager

Project Analyst

Mr. Mathews, a Senior Manager, has over 27 years of private sector and government experience, performing as both a senior management consultant and executive manager. He is based in our Washington State office. He concluded his public sector career in 2005 as Deputy Director of Auditing for the Los Angeles City Controller's Office. He began his career with the Pasadena Police Department, supervising the Crime Analysis Unit and became a POST-certified Level 1 Reserve Officer.

For fourteen years he has provided government consulting services to states, cities, counties, and special districts throughout the U.S., emphasizing public safety engagements that include, most recently, Goleta and Chula Vista (CA), Springfield (MO), Albuquerque (NM), Birmingham (AL), Suffolk (VA) and Hayward (CA).

He holds a BA degree from UC Davis and M.P.A. from the University of Southern California.

Mr. Mathews will lead our assessment of communications and the jail.

Name/Title	Summary of Professional Background, Experience, and Education
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Ian Brady Senior Consultant Project Analyst	Ian Brady is a Senior Consultant with the Matrix Consulting Group as part of our Management Services Division, and is based out of our Mountain View office. Mr. Brady has recently worked on police management studies for Winnipeg (Canada), Berkeley (CA), Raleigh (NC), Birmingham (AL), Portland (OR), and Hayward (CA). His experience also includes studies of the Rockingham County (NH) Department of Corrections and the Orange County (FL) Sheriff's Office.
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Before joining the Matrix Consulting Group as a full-time consultant in 2013 (he was an intern prior to that).

He received his BA in Political Science from Willamette University.

Ian will provide analytical assistance to all of the team but will be the lead person in all field operations deployment and scheduling issues.

More detailed resumes are provided in the attachment to this proposal.

7. PROJECT COST

7. PROJECT COST

The Matrix Consulting Group is pleased to submit our cost proposal to conduct a Police Department Study for Midwest City. Our price to conduct this study at the level of detail described in this proposal is estimated at **\$74,000**, including the cost of professional time and reimbursable expenses (travel). Hourly rates, and the level of effort for each task for each of our proposed staff members, are noted below.

Task	Project Manager	Senior Manager	Senior Consultant	Total
1. Initiation	8	0	4	12
2. Employee Survey	4	0	8	12
3. Profile	4	56	32	92
4. Comparative Assessment	8	16	24	48
5. Current Staffing Analysis	8	56	40	104
6. Projected Staffing	4	16	32	52
7. Organizational Analysis	8	16	0	24
8. Final Report	16	32	32	80
Total Hours	60	192	172	424
Hourly Rate	\$225	\$175	\$110	
Total Professional Fees	\$13,500	\$33,600	\$18,920	\$66,020
Project Expenses				\$7,980
Total Project Cost				\$74,000

Our usual practice is to invoice on a monthly basis up to the project / contract amount, but we certainly are amenable to a 'not to exceed' basis as described in the RFP.

Please note – we have submitted proposals on both the Police Department and the Fire Department studies for Midwest City. If awarded both studies we will reduce the price for both studies by 5%.

RICHARD P. BRADY
President, Matrix Consulting Group
Project Manager

BACKGROUND

Richard Brady is the Matrix Consulting Group's President. Mr. Brady has been a management consultant to local government for more than 33 years. Prior to joining the Matrix Consulting Group, he was the MAXIMUS national Vice President in charge of its local government consulting practice, and before that the managing partner of the California-based management consulting firm of Hughes, Heiss & Associates. Mr. Brady has conducted numerous studies of every local government function. However, the vast majority of his work is in the law enforcement, criminal justice and public safety areas.

EXPERIENCE IN LAW ENFORCEMENT

The following points summarize Mr. Brady's project experience.

- **Law enforcement management and operations studies** covering workload, staffing, service levels, and internal procedures and policies. Clients served include:

State	Law Enforcement Management and Staffing Studies
Alabama	Birmingham
Alaska	Anchorage
Arizona	Goodyear, Phoenix, Prescott Valley
California	Alameda County, Anaheim, Berkeley, Butte County, Chula Vista, Citrus Heights, Contra Costa County, Galt, Gilroy, Goleta, Glendale, Hayward, Kern County, Laguna Hills, Los Angeles, Los Angeles County, Los Gatos, Lynwood, Monrovia, Napa, Ontario, Orange County, Palmdale, Palo Alto, Pittsburg, Poway, Roseville, San Jose, Pasadena, Patterson, San Bernardino, San Bernardino County, San Mateo County, San Rafael, Santa Ana, Santa Barbara County, Santa Monica, Sonoma County, Sunnyvale and Vernon
Colorado	Aurora
Connecticut	Stamford
Florida	Alachua County, Coral Gables, Jacksonville, Jupiter, North Miami Beach, Orange County, Pasco County, Pinellas County, Port Richey and Venice
Georgia	Americus, Augusta-Richmond County, DeKalb County, Fulton County, Hall County, Chatham County and Americus
Illinois	Lansing

CITY OF MIDWEST CITY, OKLAHOMA**Proposal to Conduct a Police Department Staffing Study**

State	Law Enforcement Management and Staffing Studies
Louisiana	Alexandria
Massachusetts	Beverly, Boston, Lawrence, Milford, Mansfield, Burlington, Pelham, Watertown, Wayland, Westwood, Whitman
Minnesota	Hennepin County, Anoka County
Missouri	Columbia, Des Peres and Raymore
Nebraska	Omaha
Nevada	Las Vegas Metropolitan Police Department, Elko, Sparks and Reno
New Hampshire	Portsmouth
New Mexico	Albuquerque
New Jersey	Lawrence Township, Franklin Township, Montvale, Woodcliff Lake and Park Ridge
New York	Albany, Carthage, Endicott, Newburgh, Vestal and Briarcliff Manor
North Carolina	Raleigh, Durham and Burke County
Michigan	Alpena and Detroit
Ohio	Fairborn
Oregon	Portland, Clackamas County and Grants Pass
Pennsylvania	Carlisle and York
South Carolina	Beaufort County, Charleston County, Hilton Head Island, Spartanburg County
Tennessee	Nashville-Davidson County and Knox County
Texas	Arlington, San Antonio, Terrell, El Paso, Grand Prairie and Southlake
Utah	Salt Lake City
Vermont	Brattleboro and Montpelier
Virginia	Richmond, Leesburg and Loudoun County
Washington	Arlington, Spokane, Kirkland and Snohomish County
Wisconsin	Sun Prairie, Milwaukee, Dane County
Canada	Winnipeg

Law Enforcement Program Studies: Mr. Brady has performed a wide variety of studies of law enforcement programs and services. Selected studies have included the following:

- **Emergency Communications** – over 75 studies of existing communications centers (e.g., Monterey County, CA) as well as consolidation alternatives (e.g., San Mateo County, CA).
- **Personnel policies and procedures** studies for Escondido (CA), Danville (VA) and Fluvanna County (VA). Secondary employment policy development for all San Mateo County (CA) police agencies and the Sheriff's Office.
- **Support staffing needs** for Beverly Hills and Santa Ana (CA).
- **Regional Law Enforcement Feasibility Studies:** Mr. Brady has been involved or managed several law enforcement regionalization studies. These have included the following:
 - **Regionalization Opportunities in Training and Communications for the Boston Metropolitan Area.** The Regionalization Commission chose members of this project team to work with over 110 agencies on public safety regional issues.
 - **Law Enforcement Consolidation Feasibility Study for Broome County, New York:** all police Services have begun to consolidate all support functions (communications, records, information systems, training) as well as shift supervision as a first step to consolidation.
 - **Regional Law Enforcement Feasibility Study for San Bernardino County, California Contract Cities:** Nine cities receive contracted law enforcement services from the San Bernardino County Sheriff's Office.
 - **Three Community Police Consolidation Feasibility Study** – for Montvale, Woodcliff Lake and Park Ridge (NJ).

EDUCATION

BA, California State University, Hayward
Ph.D., Oxford University, United Kingdom

BYRON K. PIPKIN

Senior Manager, Matrix Consulting Group

BACKGROUND

Byron Pipkin brings a public safety manager's perspective to the project team. He has thirty-two years experience in law enforcement and fire service, including fourteen years in management positions in the Sunnyvale Department of Public Safety (CA) – a fully integrated police and fire agency. During his career he managed every major law enforcement and administrative function, including patrol operations, investigations, narcotics/vice operations, internal affairs, records, recruiting and hiring, training, administration, school resource officers, traffic operations, crime prevention, emergency preparedness, the mobile field force, and the SWAT team. He has also instructed for the California Peace Officer Standards and Training Executive Development Course, teaching a course on effective management of law enforcement organizations. Mr. Pipkin is a Senior Manager with the Matrix Consulting Group.

PROJECT EXPERIENCE

Mr. Pipkin has experience as a lead with the following Police and public safety projects.

Arlington (TX)	La Quinta (CA)
Arlington (WA)	Newburgh (NY)
Asheville (NC)	Omaha (NE)
Aurora (CO)	Onondaga County (NY)
Berkeley (CA)	Pacifica (CA)
Beverly Hills (CA)	Park Ridge/Montvale/Woodcliff Lake (NJ)
Birmingham (AL)	Peachtree City (GA)
California Office of Traffic Safety	Phoenix (AZ)
Campbell (CA)	Placer County (CA)
Cotati (CA)	Portland (OR)
Danville/Lafayette/Orinda (CA)	Red Bluff (CA)
DeKalb County (GA)	Rio Rancho (NM)
Galt, (CA)	Sacramento (CA)
Gilroy (CA)	San Mateo County (CA)
Goodyear (AZ)	Spokane (WA)
Gresham (OR)	Springdale (AR)
Grants Pass (OR)	University of Missouri (KS)
Huntington Beach (CA)	Vancouver (WA)
Laguna Hills (CA)	Winnipeg (Canada)

MANAGEMENT ASSIGNMENTS

Command of Sunnyvale DPS Special Operations Bureau, 2001-2005
Liaison with the FBI and the Joint Terrorism Task Force 2004-2005
Command of Police Field Operations Bureau, 2000-2001
Special Assistant to the Chief, 1999-2000
Fire Marshal, managed the Fire Prevention Bureau, 1997-1999
Command of Police Field Operations Bureau, 1994-1997

ATTACHMENT – RESUMES

Community Services Bureau, Recruitment and Hiring, Training and Records, 1991-1994

EDUCATION

Graduate of the FBI National Academy, Quantico, Virginia

B.S. in Administration of Justice, California State University, San Jose

PROFESSIONAL CERTIFICATES

P.O.S.T. Management Certificate, 1993

P.O.S.T. Supervisory Certificate, 1986

California Community College Lifetime Teaching Credential, 1983

P.O.S.T. Advanced Certificate, 1980

ROBERT FINN

Senior Manager, Matrix Consulting Group

BACKGROUND

Robert Finn is a Senior Manager with the Matrix Consulting Group and previously served as the Chief of the Southlake (TX) Department of Public Safety. Mr. Finn has a strong educational background coupled with a successful track record that includes strategic planning, budgeting, change management, community relations, and building collaborative partnerships allows this candidate to bring a unique vision geared toward guiding organizations through periods of accelerated growth and economic downturn.

EXPERIENCE IN POLICE STUDIES

Mr. Finn has experience conducting law enforcement management, staffing and operations studies, including recently for the following clients:

- Albuquerque, New Mexico
- Coral Gables, Florida
- Elko, Nevada
- Hanford, California
- Montville, New Jersey
- Orland Park, Illinois
- Patterson, California
- Peachtree City, Georgia
- Perrysburg, Ohio
- Phoenix, Arizona
- Shenandoah County, Virginia
- Springdale, Arkansas
- Stamford, Connecticut
- Suffolk, Virginia
- University of Oklahoma, Norman
- Watertown, Massachusetts
- Winnipeg (Manitoba)

Mr. Finn is currently completing a Public Safety Study for Redding (CA).

Mr. Finn has served at many levels in public safety, including as the following:

- Chief of Police (2008 to 2011)
- Chief of Fire Services (2004 to 2008)
- Lieutenant of Professional Standards (1999 to 2004)
- Lieutenant of Training (1995 to 1999)
- Coordinator of Emergency Medical Services (1993 to 1995)

PUBLIC SAFETY ASSOCIATION AFFILIATIONS

Mr. Finn has served on various public safety related associations, including:

- Center for Public Safety Excellence as a Peer Assessor (2006 to Present)
- FBI National Academy Alumni Association, Quantico, Virginia (2002 to Present)
- CALEA Peer Assessor (2000 to 2005)
- Texas Association of Law Enforcement Planners as President (2000 to 2001)

EDUCATION AND TRAINING

Robert Finn has a Master of Business Administration in Executive Leadership and a Bachelor of Science in Public Safety Administration from the Grand Canyon University, Phoenix (AZ), as well as training at the FBI National Academy and Basic Peace Officer and Firefighter Academy.

GREG MATHEWS

Senior Manager, Matrix Consulting Group

BACKGROUND: Greg Mathews has over 27 years of private and public sector experience, performing as both a senior management consultant and executive manager. As Deputy Director of Auditing for the Los Angeles City Controller's Office, he managed the day-to-day functions of the Performance Auditing, Follow-up, and Management Assessment sections in the Performance Audit Division for this elected official. This work was preceded by seven years at the Orange County Sanitation District—the third largest wastewater organization west of the Mississippi—as Administrative Services Manager and part of the Executive Leadership Team. He began his public sector career at the Pasadena Police Department later moving to the Public Works' Parks Division. For nearly fourteen years he has provided public sector consulting services to states, cities, counties, and special districts throughout the U.S., and has completed comprehensive management studies encompassing over 120 operating departments. He has participated as project manager or lead consultant in over 80 consulting engagements, with emphasis in various public safety, public works, parks/recreation, public utilities and administrative fields.

Agency-Wide Studies: Conducted studies of entire city and county organizations. Scopes of work included organizational structure and allocation of functions, management spans of control, service and staffing levels, operational requirements, information technology assessment, as well as policies and procedures review.

Albuquerque (NM)
Barstow (CA)
Carlsbad (CA)
Douglas (AZ)
Goodyear (AZ)
Hanford (CA)

Matanuska-Susitna Borough (AK)
Monroe County (MI)
Rancho Mirage (CA)
Roseville (CA)
San Rafael (CA)
Spokane (WA)

Public Safety Studies: Conducted studies of dispatch, law enforcement, fire, and emergency medical response throughout the country to include feasibility studies, organizational and operational reviews, policy and procedure audit, staffing/scheduling practices, implementation of key performance metrics and use of information technology.

Alameda County (CA)
Aurora (CO)
Beverly Hills (CA)
Burbank (CA)
Corvallis (OR)
Chula Vista (CA)
Dane County (WI)
Eastpointe (MI)

Milwaukee (WI)
Mission Viejo (CA)
Monterey County (CA)
Montville (NJ)
Omaha (NE)
Orange County (CA)
Orange County (FL)
Placer County (CA)

CITY OF MIDWEST CITY, OKLAHOMA

Proposal to Conduct a Police Department Staffing Study

Glendale (CA)

Goleta (CA)

Glenn County (CA)

Greene County (MO)

Inglewood (CA)

Jackson County (OR)

Kenmore (WA)

Laguna Beach (CA)

Laguna Nigel (CA)

Lake Forest (CA)

Long Beach (CA)

Los Angeles (CA)

Medford (OR)

Reno, Sparks and Washoe Co. (NV)

Republic (MO)

San Clemente (CA)

San Juan Capistrano (CA)

San Mateo County (CA)

San Rafael (CA)

Santa Monica (CA)

Simi Valley (CA)

South Pasadena (CA)

Stamford (CT)

Tacoma (WA)

EDUCATION:

Mr. Mathews received his B.A. from UC Davis and M.P.A. degree from the University of Southern California.

IAN BRADY

Senior Consultant, Matrix Consulting Group

BACKGROUND

Ian Brady is a Senior Consultant with the Matrix Consulting Group as part of our Management Services Division, and is based out of our Mountain View (CA) office. He began with the firm as an intern before joining full-time, and has over 4 years of consulting experience. He specializes in public safety and is dedicated to providing analytical support for all of our police, fire, emergency communications and criminal justice system studies. Mr. Brady also developed the firm's GIS-based analytical tools for analyzing field service workloads and service levels, beat design and efficiency, and alternatives to resource deployment and scheduling.

EXPERIENCE IN LAW ENFORCEMENT AND CORRECTIONS STUDIES

Mr. Brady has experience conducting law enforcement management, staffing and operations studies, including recently for the following clients:

Adams County, Colorado (corrections)	Lansing, Illinois
Arlington, Washington	Laguna Hills, California
Berkeley, California	Orange County, Florida (corrections)
Birmingham, Alabama	Portland, Oregon
Carlisle, Pennsylvania	Patterson, California
Chula Vista, California	Raleigh, North Carolina
Columbia, Missouri	Redding, California
DeKalb County, Georgia	Rio Rancho, New Mexico
Hanford, California	Rockingham County, New Hampshire (corr.)
Hayward, California	Roseville, California
Huntington Beach, California	Suffolk, Virginia
La Quinta, California	Winnipeg, Manitoba

EDUCATION

Mr. Brady received his BA in Political Science from Willamette University.

Police Department Efficiency and Effectiveness Study

CORAL GABLES, FLORIDA



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November 2012

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1. INTRODUCTION AND EXECUTIVE SUMMARY

Matrix Consulting Group was retained by the City of Coral Gables to conduct a Police Department Efficiency and Effectiveness Study. The report, which follows, presents the results of the study. This study, which began in the fall of 2011, was designed to provide an assessment of the efficiency and effectiveness of Police Department operations, identifying strengths and improvement opportunities relating to service delivery, organization and staffing, as well as management.

In reaching the concluding point of the study, the project team has assembled this final report which summarizes our findings, conclusions and recommendations where appropriate.

1. STUDY METHODOLOGY

In this Police Department Efficiency and Effectiveness Study, the Matrix Consulting Group project team utilized a wide variety of data collection and analytical techniques. The project team conducted the following analytical activities:

- At the outset of the project, the study team interviewed the Police Chief and his management team. The project team also interviewed the City Manager. The purpose of these interviews was to develop an initial understanding of the issues and background which led to this study.
- The project team conducted an intensive process of interviewing staff in every function within the Police Department. Members of the project team interviewed over 50 staff in individual interviews. These interviews included staff at every level in the organization – managers, supervisors and line staff.
- While on site, the project team collected a wide variety of data designed to document workloads, costs, service levels and operating practices. The project team developed descriptive summaries, or profiles, of each function within the Police Department – reflecting organizational structure, staffing, workloads, service levels and programmatic objectives.

- In order to make the assessments of operational strengths and improvement opportunities, the project team developed a set of performance measures, called “best management practices” against which to evaluate current services, workloads and service levels in the CGPD. These service and performance measures comprise the main thrust of the ‘issues phase’ of the project. The measures utilized were derived from the project team's collective experience in working with hundreds of law enforcement agencies in Florida and throughout the country. The performance measures utilized represent:
 - Statements of "effective practices" based on the study team's experience in evaluating operations in other law enforcement operations. These measures are both qualitative and quantitative.
 - Where they exist, statements reflecting "industry standards" were used to incorporate commonly utilized service delivery approaches in addition to targets developed by national research organizations.
 - In both instances, these measures of efficiency and effectiveness were selected and adjusted to reflect the unique operating and service conditions in Coral Gables.

This study was comprehensive in method, to meet a comprehensive scope of work. The next section discusses what the project team was asked to accomplish in this study as well as the unusual fiscal environment in which the study was conducted.

2. INTRODUCTION TO THE CORAL GABLES POLICE DEPARTMENT.

The City of Coral Gables poses unique challenges in nearly all aspects of a management study. While several cities of comparable size can be identified, few match the demographic composition or climatic conditions of this City. Coral Gables is not only a business center, but also a tourist destination due to its close proximity to the City of Miami and numerous shopping, dining and recreational opportunities. Consider the following unique factors:

- Few cities must deal with a population that increases dramatically on a daily basis simply because of the influx of commuters, workers and sightseers coming into the city.

- Few cities of Coral Gable's size must deal with the law enforcement issues normally found in much larger cities.
- Few cities must deal with the number and size of special events that routinely occur in Coral Gables.
- Few cities must deal with the daily issues created by the number of cars passing through the jurisdiction on a limited number of roadways which lead to the City of Miami and other business centers.
- Few cities must deal with having a major university within the city limits and issues created by students attending school as well as visitors attending college sporting events and other offerings of the university.

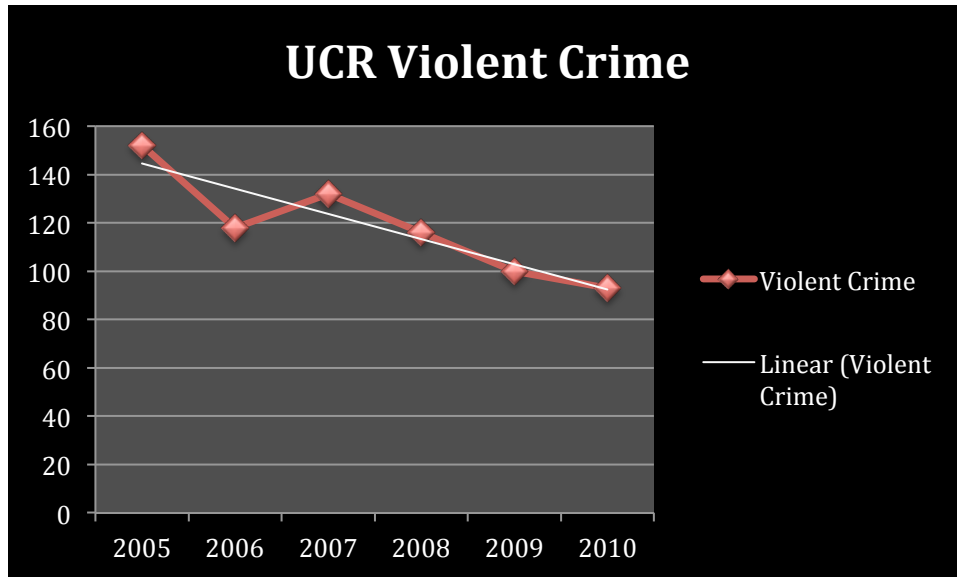
The philosophy of service in Coral Gables is rooted historically in the evolution of the City. Developed as "The City Beautiful", Coral Gables enjoys being a cohesive community built on a grand scale. The northern portions of the City include the business district – which includes "Miracle Mile" shopping and dining, historic residential areas, hotels, and three golf courses; while the southern portions of the City include large custom homes and master planned waterfront residential areas with easy access to numerous water channels and Biscayne Bay. There is also a large county park, botanical garden, private golf club and State preservation area in the southern portions of the City. The police department has and continues to play a vital role in establishing Coral Gables as one of America's unique cities.

The traditional measure for police department effectiveness has been the year-to-year comparison of crime data. The Coral Gables Police Department participates in the Uniform Crime Reporting (UCR) program. The UCR program focuses on reporting statistics for "Violent Crime" and "Property Crime." Violent Crime includes:

- Murder
- Aggravated Assault

- Sexual Assault
- Robbery

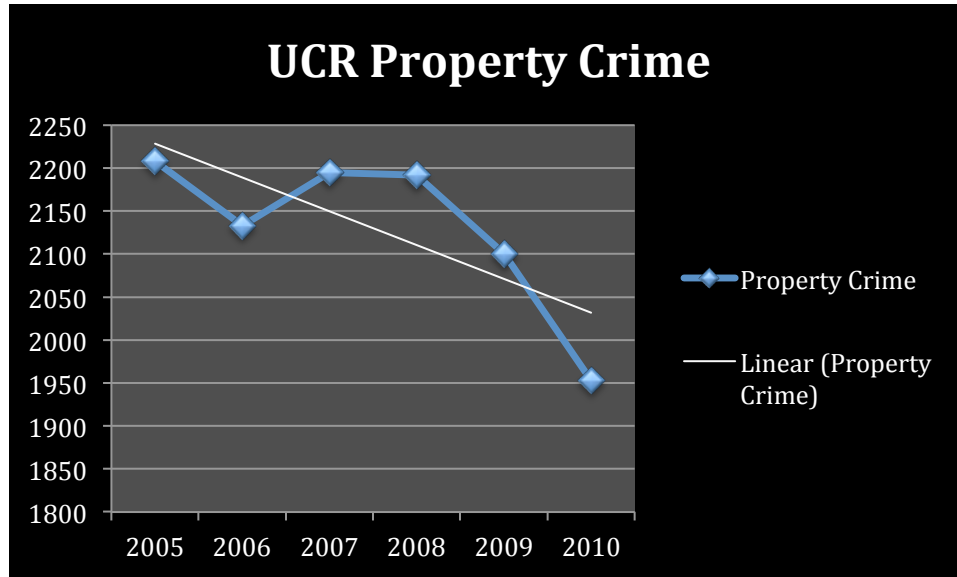
The following graph depicts the violent crime trend statistics for the City of Coral Gables as reported to the FBI. The data demonstrates that incidents of violent crime are trending downward.



Property Crime Includes:

- Burglary
- Larceny
- Motor Vehicle Theft

The following graph depicts the property crime trend statistics for the City of Coral Gables as reported to the FBI. Over the past 20 years, the data demonstrates that incidents of property crimes are also trending downward.



Overall, these crime trends indicate the Coral Gables Police Department has been effective in its crime fighting efforts.

The Coral Gables Police Department prides itself on initiating and maintaining partnerships with the community and other law enforcement agencies. This is evident from the numerous full and part-time task forces in which the agency currently participates, including: South Florida Money Laundering Strike Force, DEA task force, HIDTA, US Postal, Secret Service, South American Theft Group and US Marshal Fugitive task force.

3. SCOPE OF WORK.

From the beginning, the scope of this project was comprehensive and included the following:

- **Determining appropriate service levels** in each law enforcement function in the Coral Gables Police Department.
- **Determining appropriate staffing levels** for each law enforcement function at the appropriate level of service.

- **Determining if resources are managed effectively** in terms of planning and scheduling work, ensuring that service delivery targets are met and cost effectiveness is encouraged.
- **Determining if the Coral Gables Police Department is organized effectively** and if there are minimal gaps and overlaps in reporting relationships as well as operations.
- **Determining if the financial management contributes** to municipal goals of maximizing service within available resource allocations.

Clearly, the scope of work for this assignment was comprehensive. However, because of the budget situation in the State and the Country, this study's focus was also to provide both the City and the Police Department with analysis and guidance regarding law enforcement needs in the context of ensuring that existing resources were utilized efficiently and cost effectively.

4. STRENGTHS OF THE CORAL GABLES POLICE DEPARTMENT.

A study such as this one necessarily focuses much of its attention on improvement opportunities, which need to be addressed in a client agency. However, this study process has also identified a number of positive characteristics in the Coral Gables Police Department. This conclusion was established from:

- Our extensive input and interaction with a large number of the personnel in the organization which highlighted staffs' dedication to service.
- The 'best practices' assessment process utilized in this study was also key to understanding the Police Department.

The project team feels that it is important in this Introduction to highlight some of the positive features of the Police Department. The table, below, summarizes just a few of these positive attributes:

Office of the Chief of Police
The Coral Gables Police Department received “Accreditation with Excellence” recognition from CALEA related to the 2010 peer assessor site visit.
Uniform Patrol Division
Supervisory spans of control are within recommended benchmarks.
Response times to in progress and high priority calls for service are below 5 minutes. The CGPD provides a response within an average of 3 minutes 7 seconds to in progress calls and 4 minutes 43 seconds for priority one calls.
Patrol Units are making good use of their uncommitted time, averaging 110 self-initiated activity incidents each day.
Criminal Investigations Division
The Criminal Investigations Division dedicates significant detective resources to the investigation of felony, misdemeanor and incident-related events.
The CID dedicates resources to locally specific crimes such as economic crimes.
The Investigative Bureau dedicates special enforcement resources toward both local and regional issues to impact Coral Gables crime.
The Youth Resource Unit has School Resource Officers assigned to public schools and have developed a cooperative and close working relationship with school staff and students.
Specialized Enforcement Division
The Specialized Enforcement Division allocates personnel to address specialized police functions including traffic enforcement, crash investigation, bike patrol and marine patrol.
Officers in the SED are making appropriate use of the proactive time and responding effectively to community requests for service.

There are positive attributes of the Police Department in every functional area.

5. SUMMARY OF RECOMMENDATIONS

The following exhibit provides a list of the recommendations in this report. The appropriate chapters of this report should be reviewed for detailed analysis of each issue summarized here.

Office of the Chief of Police
The Department should continue having the Internal Affairs Unit report directly to the Chief of Police.
The Accreditation Lieutenant should work closely with the Lieutenant developing and reviewing policy and procedures.
Reassign the Community Affairs Unit to become part of the newly recommended Administrative Services Office.
The FOP President, a Sergeant, should not be a detached position. Allocate a reasonable number of hours to union business. The Sergeant position should be redeployed to the new / recommended Strategic Initiatives Team.
Uniform Patrol Division
Patrol Units have high levels of proactive time at 85% overall. Even with the inclusion of proactive activities, overall Patrol Unit utilization is low at 56%.
Change Uniform Patrol Operations from the current 4/10 shift schedule to a 12-hour shift schedule.
If a 12-hour shift schedule is adopted increase Lieutenant staffing by one (1), reallocate MPO staffing by one (1) and reallocate Patrol Officer staffing by nine (9). All reallocated positions should be assigned to a new "Strategic Initiatives Team"
K-9 Officer utilization is low. The CGPD should ensure that K-9 Officers are utilized for additional duties including: providing back-up for emergency calls for service, crime prevention programming, participation in SWAT exercises and training, and participation in tactical and operational plans developed by SED.
Reallocate K-9 staffing to three (3) police officers serving as K-9 officers. One K-9 officers should be redeployed to the Strategic Initiatives Team.
Criminal Investigations Division
The number of cases assigned and active cases assigned to investigators is below best practices numbers indicating that the agency can perform investigative services with fewer investigators.
There are few proactive investigative efforts occurring in the agency as the majority of Vice detectives have been deployed to regional task force efforts.
Case assignments are slow, typically 4-5 days, due to the current report review process in place in Uniform Patrol. The report review process should be streamlined to allow more timely assignment.
Require Patrol Sergeants to review cases and officers make required corrections prior to the end of each shift on reports being forwarded for case assignment.
Create a Strategic Investigations Unit and reallocate the three sworn personnel from the Criminal Investigations Division to proactive investigative activities (e.g., vice, narcotics, organized crime, other crimes). Also reclassify the Major to a detective position and reassign to this Unit. These staff would augment the efforts of the four detectives and Sergeant already assigned to proactive investigations.

Specialized Enforcement Division
Continue to target traffic enforcement efforts relating to the TEI calculation in the 1:35 – 1:40 range.
Reschedule one Crash Investigator to begin the tour of duty at 1300 to maximize personnel coverage during peak service demand times.
Assign Crash Investigation Officers to selective traffic enforcement efforts when not engaged in conducting crash investigations.
As staffing permits, deploy the Bicycle Patrol Unit back to the Specialized Enforcement Division to focus their efforts on the Downtown Business District.
Create a “Strategic Initiatives Team” to address a wide variety of emerging and special issues in the community on a flexible basis. The staff for this unit should come from positions redeployed from the Uniform Patrol Division.
Eliminate the Specialized Enforcement Division and assigning the Units of this Division under the Command of the Uniform Patrol Division Major.
With the Specialized Enforcement Division merger with Uniform Patrol, eliminate the Major position assigned to this Division.
Reassign the Secretary position in this Division to the Criminal Investigations Division.
Technical Services Division
Call priority in CAD is not reflective of critical nature of the call. The agency should develop a priority classification based on critical call types and low priority events.
The City should reduce the dispatch center staffing allocation by 3 operator positions, one per shift. This should be accomplished through attrition.
Reduce the Dispatch Center Supervisor staffing by one (1) position (from 5 to 4), and re-allocate existing non-training activities to other supervisors and consolidate the training activities with the centralized unit.
The City should increase the number of Police Department Records Clerks by a total of two (2) positions.
The City should continue the dedicated Property and Evidence Sergeant position and approaches to staffing property and evidence.
The City should reassign the technology Sergeant position to the Strategic Initiatives Team and create an additional civilian staff person to the Information Technology Department.
The City should assign police information technology design, development, and implementation projects under the responsibility of the Information Technology Department. The staff, however, would continue to be located in the Police Department.
The City should re-organize administrative and support functions in the Department. This change is described in the final chapter of the report.

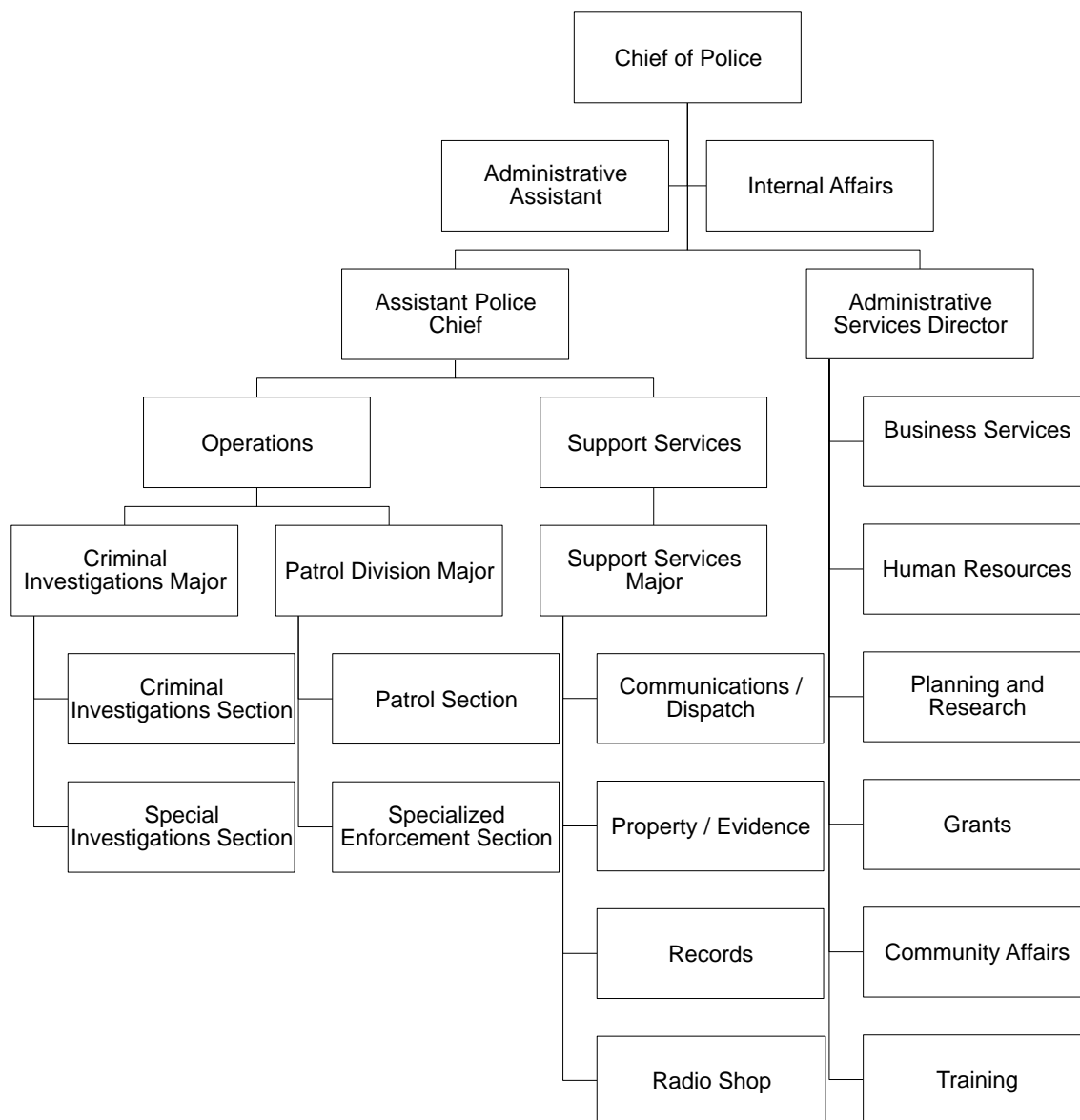
Professional Standards Division
The City should convert the Administrative Assistant position to an Administrative Analyst to be consistent with the rest of the City. The staff person should be experienced in finance and budget.
The City should re-organize administrative and support functions in the Department. This change is described in the final chapter of the report.
Organizational Structure
Reorganize the Department, merging the Uniform Patrol Division with the Specialized Enforcement Division.
Create an Administrative Services Office for administrative functions in the Department.
Create an Administrative Services Director position to manage all of the Department's internal administrative functions.
Reclassify and redeploy one Major position to a Detective in the newly created Strategic Investigations Unit.

There are several recommendations which are linked in this analysis with a common objective or re-organizing the Department's core philosophies. These include:

- The reorganization of administrative and support functions under experienced and professional civilian management to improve the efficiency and effectiveness of these internal services.
- The recommendations in this report do not reduce the allocation of sworn personnel in the Department. Rather, many staff are recommended to be reassigned to areas of greater need.
- Changing the basic service approach in the Department from one of reactivity to proactivity. The creation of a Strategic Initiatives Team and a Strategic Investigations Unit will fundamentally change the Department's service delivery philosophy and capabilities.

The following chart is the recommended organizational structure of the Coral Gables Police Department with a table depicting before and after positions by function¹:

¹ In addition to the functions shown in the chart the Department currently has a dedicated Fraternal Order of the Police representative which this report recommends converting to a collateral duty position.



The table, below, shows the net changes recommended in this report by function and position. It should be noted that all recommended changes are not reflected in this table, only the recommendations resulting in reductions in staff required in one part of the organization and redeployed to another function or eliminated through attrition. The notes after the table describes how this information should be interpreted.

Net Positions Changes Recommended in the Report

Division	Function	Position	#	Action
Office of the Chief	FOP Rep.	Sergeant	1	Transfer to the new Strategic Initiatives Team.
Uniform Patrol Division	Patrol	Master Police Officer	1	Transfers to the new Strategic Initiatives Team.
		Police Officer	9	
		Police Officer (K-9)	1	
		Lieutenant	+1	Position created to manage a new team in the 12 hour shift.
Specialized Enforcement Division	Command	Major	(1)	Position eliminated.
Criminal Investigations	Investigations	Detectives	3	Transfer and enhance proactive investigations.
Technical Services Division	Info. Tech.	Sergeant	1	Transfer to the new Strategic Initiatives Team.
		IT Staff (civilian)	+1	
	Dispatch	Comm. Supervisor Comm. Operator	(1) (3)	Position eliminated. Positions eliminated.
	Records	Police Records Clerk	+2	Additional / new positions.
Professional Standards Division	Management	Major	(1)	Position eliminated.
Administrative Services	Management	Admin. Services Dir.	+1	New management position created to manage new Administrative Services Office.

- Positions with a “+” sign before the change number are newly recommended positions.
- Positions with a “()” sign before the change number are positions recommended to be eliminated through attrition.
- Positions with neither a “+” nor a “()” sign before the change number are positions transferred to and from the functions described in the “Action” column.

The project team believes that these recommendations better position the Coral Gables Police Department to be proactive and internally support itself.

2. PROFILE OF THE POLICE DEPARTMENT

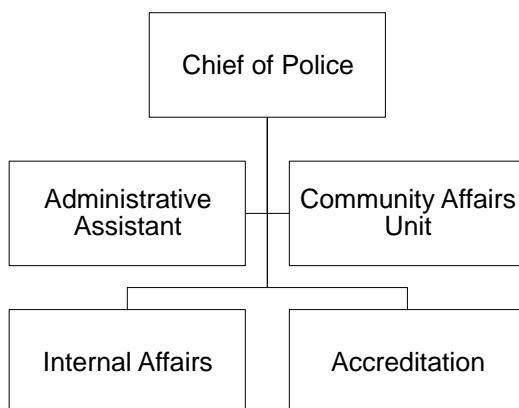
This chapter provides a descriptive profile of the Coral Gables Police Department (CGPD), prepared by the project team from the Matrix Consulting Group. This profile is intended to serve as a comprehensive summary of staffing, organization, workload and other factors that describe the operations and services provided by the Coral Gables Police Department. This profile is organized into subsequent sections that describe the Office of the Chief, Uniform Patrol Division, Criminal Investigations Division, Specialized Enforcement Division, Technical Services Division and Professional Standards Division. The staffing numbers used in the profile are the authorized positions as of October 2011.

OFFICE OF THE CHIEF OF POLICE

The Office of the Chief of Police is responsible for the administrative functions of the police department. This includes the Chief of Police, Accreditation, Community Affairs, Internal Affairs, FOP, and an Administrative Assistant.

1. ORGANIZATIONAL STRUCTURE

The following illustrates the Office of the Chief organizational structure:



- Note: in addition, the FOP President is a detached position not shown in any other organization chart.

2. STAFF KEY ROLES AND RESPONSIBILITIES

The following table summarizes the key roles and responsibilities of the authorized positions (per the FY 2011 / 2012 Budget) allocated to the Administrative Division.

Position	Authorized #	Key Roles and Responsibilities
Chief	1	<ul style="list-style-type: none"> Provides overall leadership, direction, and management of the Coral Gables Police Department. Direct Reports are and Administrative Assistant, Internal Affairs Lieutenant, Accreditation Lieutenant, Community Affairs Sergeant, Criminal Investigation Major, Uniform Patrol Major, Specialized Enforcement Major, Professional Standards Major and Technical Services Major.
Assistant Police Chief	1	<ul style="list-style-type: none"> Provides day-to-day oversight of department operations. Budget preparation and monitoring. Oversight of expenditures. Coordination of special assignments. Departmental planning. Serves in the capacity of Chief in his absence.
Administrative Assistant	1	<ul style="list-style-type: none"> Provides the daily administrative support to the Chief of Police and command staff members.
Internal Affairs Section		
Internal Affairs Lieutenant	1	<ul style="list-style-type: none"> IA Lieutenant reports to the Chief of Police Liaison between Human Resources Department and the law firm that represents the City regarding disciplinary matters/issues. Liaison for all Divisions regarding Disciplinary Action Reports/issues. Writes analysis reports – for IA cases, use of force reports and grievances. IA serves as repository for use of force reports, counseling reports, disciplinary action reports – IA Lieutenant reviews all documents. Monitors Early Identification/Intervention Program as well as documentation and follow-up. Conducts internal affairs investigations based on internally and externally generated complaints, including review of factual information, witness interviews, etc. Reviews and assigns internal affairs investigations to the Sergeant position, as appropriate.

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Position	Authorized #	Key Roles and Responsibilities
Internal Affairs Sergeant	1	<ul style="list-style-type: none"> • Conducts internal affairs investigations based on the cases and complaints assigned by the Lt. (official cases, contact reports, or information cases). • Supports other divisional disciplinary processes and corrective actions. • Liaison for all Divisions regarding Disciplinary Action Reports/Issues. • Supports Human Resources Department and attorneys on cases/issues.
Investigative Assistant	1	<ul style="list-style-type: none"> • Manages and provides data entry for the information management system (IA PRO), (entry of IA Contact reports, written counseling, DARs, grievance, VAB etc.), including the updating of information, running reports, etc. • Maintains and manages the disciplinary matrix. • Addresses the public records requests processing and coordinating these requests with other Divisions. • Other administrative support, such as answering phone calls, filing, and data analysis and reporting. • Serves as the back-up administrative assistant for the Chief of Police

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Position	Authorized #	Key Roles and Responsibilities
Community Affairs Unit		
Community Affairs Sergeant	1	<ul style="list-style-type: none"> • Develops, delivers, and implements various crime prevention programs, including the processing of crime prevention service requests, conducting security surveys of businesses and homes and delivering presentations. • Serves as the departmental Public Information Officer, including news releases, answering media inquiries, etc. • Prepares bids for purchases over \$1,000 and handles purchase from requisition through delivery. • Monitors purchases and expense for Unit in Eden. • Ensures Unit compliance with CALEA Accreditation Standards. • Prepares and submits monthly reports for Unit. • Maintains Department picture library of officers and civilians. • Manages and supervises personnel assigned to Unit. • Serves as the Webmaster for Department. • Serves as the Crime Prevention Service Request Coordinator. • Produces and publishes annual Department report. • Maintains crime prevention supplies and crime prevention surveys. • Prepares weekly crime analysis for problem area deployment. • Vet Crime Stopper tips in a timely manner. • Gathers relevant information on all personnel when hired and separated from Department. Coordinates with Human Resources regarding applications. • Ensures EOC is maintained in a state of readiness. • Coordinates Crime Watch program for CGPD. • Conducts initial interview of all applicants and volunteers for internships and coordinates Department volunteer program. • Coordinates a number of projects for CGPD, including: red light project, Child Safe, Direct Connect, Data Dots, We Care, child fingerprinting, RAD, SAFE, CPTED, and animal services. • Coordinates Department and community events. • Serves as instructor for Department.
Community Affairs Officer	1	<ul style="list-style-type: none"> • Assists in the development of crime prevention programs. • Serves as the back-up Public Information Officer in the absence of the Community Affairs Sergeant. • Serves as the primary recruiter for the agency. • Coordinated maintenance of Emergency Response Vehicle. • Conducts station tours. • Serves as instructor for Department.

Position	Authorized #	Key Roles and Responsibilities
Accreditation & Inspection Section		
Lieutenant	1	<ul style="list-style-type: none"> • Manages the CALEA accreditation process for the Department. • Manages State Accreditation process for the Department. • Manages the Staff Inspection process for the Department. • Manages computerized Accreditation software. • Manages and updates Accreditation related policies. • Reviews CALEA analyses. • Reports directly to Chief of Police. • Collects and validates proofs of compliance related to Accreditation. • Conducts required accreditation training to personnel. • Represents agency at Florida Accreditation PAC meetings.
Fraternal Order of Police		
Sergeant	1	<ul style="list-style-type: none"> • Administers the affairs of the Coral Gables Police Union on a full time basis. This position does not provide law enforcement services as part of assigned duties.
Total	10	

3. KEY SERVICES AND WORKLOAD INDICATORS

Function	Key Services / Processes	Key Workload Indicator
Internal Affairs	Conducts follow-up to official cases, contact reports, or information cases with the following dispositions: exonerated, sustained, unfounded, not sustained, and policy failure.	<p>Workload for 2010 included:</p> <ul style="list-style-type: none"> • 50 contact reports (30 initiated by IA, 17 initiated by Uniform Patrol, 2 initiated by Specialized Enforcement, 1 initiated by Technical Services) • 15 Counseling Received • 4 Disciplinary Action Reports Received • 15 Formal IA Investigations • 17 Grievances Received • 52 Inquiries Received (No Action) • 3 Interventions (Early Warning System) • 15 Use of Force Received • 33 Vehicle Accidents Received <p><i>This data was obtained from the Internal Affairs Lieutenant and the Investigative Assistant via annual workload summary.</i></p>

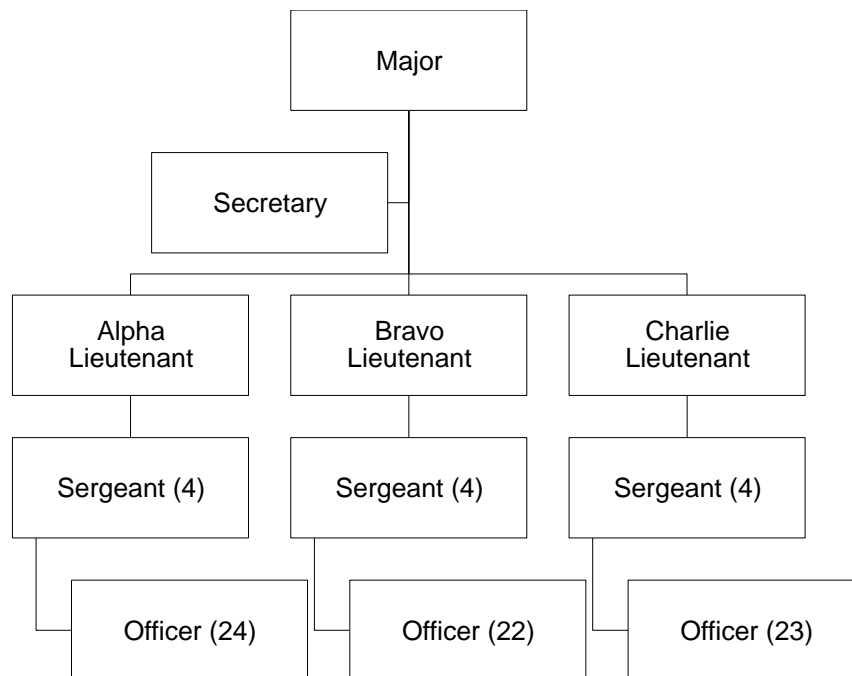
Function	Key Services / Processes	Key Workload Indicator
Accreditation	Ensures continual compliance with CALEA accreditation standards.	<p>Workload for 2010 included:</p> <ul style="list-style-type: none"> • Successful onsite review by CALEA Assessors related to management of 480 standards. Department received 6th reaccreditation "Accreditation with Excellence Recognition". • Review of all documents required by CALEA to ensure compliance with standards. • Conducted unannounced inspections of property room. • Developed an electronic performance evaluation system. • Prepared annual biased based profiling report. <p><i>This information was provided during the interview with the Accreditation Lieutenant.</i></p>

UNIFORM PATROL DIVISION

The Uniform Patrol Division is responsible for providing police response to emergency calls and routine patrol services for the Coral Gables Police Department. This Division includes Patrol, K-9, FTO Program (field training), Public Operations Desk, Fleet Management and a Part-Time SWAT and Crisis Negotiation Team. The Bike Patrol Team is currently deployed as part of the Uniform Patrol Division, but is organizationally assigned to the Specialized Enforcement Division.

1. ORGANIZATIONAL STRUCTURE

The following illustrates the organization structure of the Uniform Patrol Division:



2. STAFF KEY ROLES AND RESPONSIBILITIES

The following summarizes the key roles and responsibilities of the positions allocated to the Uniform Patrol Division.

Position	Authorized #	Key Roles and Responsibilities
Major	1	<ul style="list-style-type: none"> • Provides overall management and leadership to the Uniform Patrol Division • Functional areas of oversight are Patrol, K-9 & POD • Conducts annual performance appraisals on direct reports • Prepares budget recommendations for Division. • Administers the budget for the Division. • Four Lieutenants and a Secretary are direct reports • Approves overtime in Division • Approves Uniform Patrol Supervisor leave requests • Attends Monday & Thursday Command Staff meetings • Finalizes payroll for Division • Ensures required policy updates are completed. • Responds to critical incidents that occur in the City. • Applies Strategic Management to the Division. • Adjusts the staffing of resources based on intelligence reports. • Reviews and approves all operational plans for Division and CMT. • Reviews all after action reports for the Division.
Secretary	1	<ul style="list-style-type: none"> • Prepares monthly unit reports. • Prepares daily patrol rosters • Conducts analysis of pursuits • Prepares budget proposals and assists in ensuring line items are not overspent. • Assists in emergency activation staffing • Processes and distributes time sensitive orders • Prepares reports required for CALE Accreditation. • Serves as the Court liaison to ensure officers appear for court hearings. • Serves as receptionist for the Uniform Patrol Division. • Maintains inventory and orders supplies for UPD. • Handles a variety of administrative and clerical functions for UPD.

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Position	Authorized #	Key Roles and Responsibilities
Lieutenant	4	<ul style="list-style-type: none"> • Each Lieutenant supervises four (4) Patrol Sergeants and POD officer. • Ensures Sergeants actively coach and mentor patrol officers • Performs QA checks on occasional reports • Conducts roll-call briefing with assistance from Sgt • Assigns officer to one of four patrol areas • Reviews crime trends and BOLO's for roll call briefing • Reviews leave requests and ensure entry into e-notify • Prepares payroll and enters into EDEN • Responds to high priority calls when requested • Prepares weekly analysis of crime trends and develop action plans to address • Prepares after action reports on critical incidents • Represents Department at community meetings • Develops action plans for crime trends in Coral Gables • Prepares pre-sick rosters for upcoming shift • Conducts annual performance appraisals on Sgt's and POD officer and review those prepared by Sgt's • Ensures off duty officers have reported to assignments • Bravo LT serves as SWAT Commander
Sergeant	12	<ul style="list-style-type: none"> • Supervises patrol officers on shift • Conducts annual performance appraisals on assigned officers • Responds to calls requiring supervisor • Trains, mentors, and coaches officers assigned to shift • Works primarily in field with LT handling office work • Conducts shift briefings in absence of LT • Approves leave requests and forward to LT for processing • Conducts line and vehicle inspections of staff and patrol units • Bike Sgt prepares monthly activity report for bike patrol activities
Officer	69	<ul style="list-style-type: none"> • Patrols assigned area and respond to community generated calls for service • Works action plans developed to address crime trends • Reports to Sgt on duty or MPO if Sgt is scheduled off
POD Officer	3	<ul style="list-style-type: none"> • Works front counter of PD lobby • Assists walk-in customers • Takes walk-in reports from citizens • Reports to Uniform Patrol Lieutenant on duty
Total	91	

3. KEY SERVICES AND WORKLOAD INDICATORS

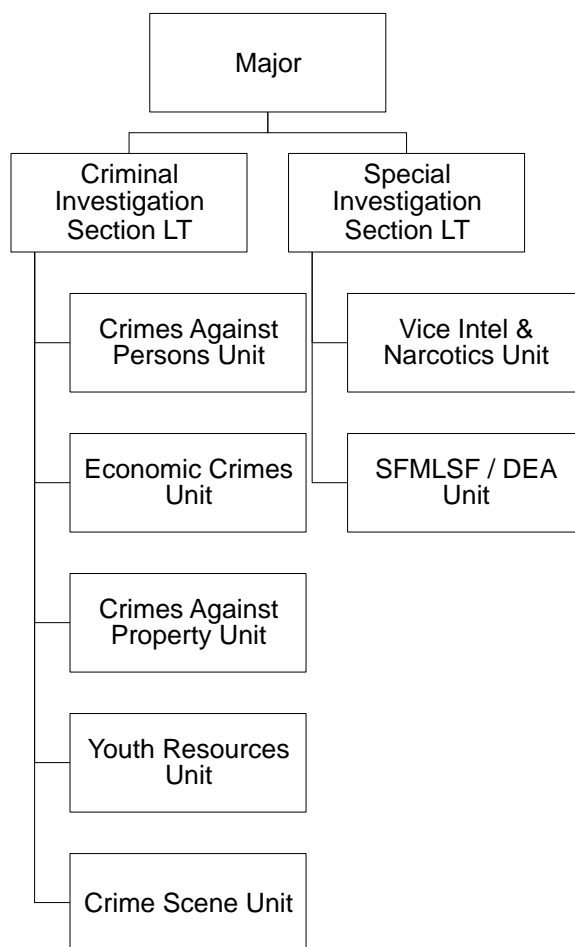
Function	Key Services / Processes	Key Workload Indicator
Uniform Patrol	Responds to emergency calls for services in Coral Gables and provide preventative patrol in assigned areas.	Workload for 2010 included: <ul style="list-style-type: none">• Responded to 80,106 incidents/events.• Resolution of incidents and events totaled 49,026 hours.• Wrote in excess of 5,500 reports.• Made over 550 arrests. <i>Data obtained from 2010 UPD Personnel Allocation Memorandum</i>

CRIMINAL INVESTIGATIONS DIVISION

The Criminal Investigations Division is responsible for conducting all investigations with the exception of homicide and natural death investigations. This is accomplished by two (2) sections with seven (7) units: Crimes Against Persons, Economic Crimes, Crimes Against Property, Youth Services, Vice, Task Force, and Crime Scene Unit.

1. ORGANIZATIONAL STRUCTURE

The following illustrates the Criminal Investigations Division organizational structure:



2. STAFF KEY ROLES AND RESPONSIBILITIES

The following table summarizes the key roles and responsibilities of the authorized positions (per the FY 2011 / 2012 Budget) allocated to the Criminal Investigations Unit.

Position	Authorized #	Key Roles and Responsibilities
Major	1	<ul style="list-style-type: none"> Provides overall management and direction to the Criminal Investigation Division Responsible for the strategic operation of the Criminal Investigation Division. Carry's out the Chiefs direction by ensuring that the Lieutenants and Sergeants are informed of operational plans. Reviews the payroll of the Division. Responsible for the administration of the Division's budget. Criminal Investigation Section Lieutenant and Special Investigation Section Lieutenant are Direct Reports

Position	Authorized #	Key Roles and Responsibilities
Criminal Investigations Section		
Lieutenant	1	<ul style="list-style-type: none"> • Manages the daily operations of the Criminal Investigations Section • Direct reports are 4 CIS Sergeants, Crime Scene Supervisor, and Crime Analyst • Prepares payroll, leave requests, and roster for Section • Assists with ensuring CALEA compliance for Section • Reviews incoming cases and assignments submitted by Crime Analyst. • Contacts victims and answers any questions. • Conducts research and provides input into Departmental policies • Holds meetings twice monthly with 4 Sergeants, Crime Scene Unit Supervisor and Crime Analyst in Section • Conducts annual performance evaluations on six direct reports. • Assists with preparation of budget, purchasing requests and capital improvement requests for Section. • Prepares budget recommendations for Section. • Serves as Department Liaison for Dignitary Protection. • Approves leave and training requests for Section.

Position	Authorized #	Key Roles and Responsibilities
Sergeant	4	<ul style="list-style-type: none"> • Each Sergeant is the supervisor of a Unit in the Criminal Investigations Section: <ul style="list-style-type: none"> – Crimes Against Persons – Crimes Against Property – Economic Crimes – Youth Resources • Sergeants supervise personnel assigned to their unit and have the following responsibilities: <ul style="list-style-type: none"> – Supervise personnel assigned to unit – Conduct annual performance evaluations for personnel in unit. – Review and Assign Cases submitted by Crime Analyst. – Ensure Payroll for Unit is properly documented. – Approve leave requests for officers in Unit. – Conduct call-outs for after hour responses when Unit is requested. – Review cases and supplemental reports submitted by Detectives – Conduct formal monthly meetings with assigned staff. – Six Detectives and Victim Advocate Report to Crimes Against Persons Sergeant. – Crimes Against Persons Sergeant supervises polygraph unit. – Crimes Against Property Sergeant Supervises six (6) detectives. One is currently full-time at SFMLSF. Four (4) detectives are assigned burglaries, thefts and general property crimes, two (2) work auto theft and auto burglaries. – Crimes Against Property Sergeant assigns property crimes to University of Miami CID. – Crimes Against Property Sergeant is also in charge of video forensic unit and arson investigations. – Youth Resource Sergeant supervises three (3) Youth Detectives. – Youth Resource Sergeant completes required reports for graffiti, DARE, Sexual Predator notifications, and SCRC. – Economic Sergeant supervises three (3) detectives assigned to unit (current staffing is 2).

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Position	Authorized #	Key Roles and Responsibilities
Detective	19	<ul style="list-style-type: none"> • Investigates cases assigned by Unit Sergeant to solve criminal occurrences in Coral Gables. • Prepares supplemental case reports for assigned cases. • Participates in task and strike forces as assigned on either a full-time or part-time basis. • Works afternoon rotation from 3-11 serving as a generalist for crime requiring an immediate detective response. • One detective prepares composite sketches for agency. • Attends weekly meeting with Unit Sergeant regarding active case status. • Attends formal monthly review meeting of all active cases. • Conducts surveillance on locations and subjects.
Crime Scene Unit Supervisor	1	<ul style="list-style-type: none"> • Supervises personnel assigned to the Crime Scene Unit • Reports to the Section Lieutenant • Conduct annual performance evaluations • Prepares payroll and approves leave requests • Responds to crime scenes with unit as required
Crime Scene Technicians	2	<ul style="list-style-type: none"> • Responds to active crime scenes • Processes and fully documents crime scenes • Processes and prepares evidence at crime scenes for lab submittal • Transports evidence to appropriate labs for processing
Crime Analyst	1	<ul style="list-style-type: none"> • Reviews all reports submitted by patrol to determine appropriate unit to investigate case. • Reports to the Section Lieutenant • Conducts analysis on crime trends in Coral Gables
Victim/Witness Coordinator	1	<ul style="list-style-type: none"> • Reports to the Crimes Against Persons Sergeant • Works with victims to obtain Crime Victims Compensation Funds • Reviews patrol reports to identify victims in need of assistance • Assists victims with relocation, restraining orders and through trial • Develops public awareness for victims of crime • Works with churches, shelters, and camps to educate the public and improve perception of police

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Position	Authorized #	Key Roles and Responsibilities
Special Investigations Section		
Lieutenant	1	<ul style="list-style-type: none"> • Reports to the Division Major • Manages South Florida Money Laundering Strike Force • Manages \$4 million budget • Monitors overtime reimbursements to 20 agencies • Prepares budget, payments and expenses • Controls buy money for drug deals • Oversees quarterly audits of funds by with the assistance of the Professional Standards Division and Strike Force Auditors. • Conducts annual performance appraisals on 4 employees • Reviews payroll after secretary prepares • Oversees the VIN Unit when serving Warrants and conducting seizures. • Serves as field commander on major incidents • Prepares CALEA reports for Section • Oversees cash counts for all seizures; including counting and packaging • Transports money to bank for secondary count • Prepares asset checks for disbursement at Steering Committee Meeting • Coordinates all aspects regarding out-of-state money pickups with State and Federal Agencies • Maintains asset database for issued equipment • ACISS system administrator

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Position	Authorized #	Key Roles and Responsibilities
Sergeant	2	<ul style="list-style-type: none"> • The VIN Sergeant • Coordinates efforts with local agencies on joint investigations • Creates intelligence bulletins for agency from FBI info and distribute in agency • Maintains inventory of assigned vehicles • Approves leave and prepare payroll for units • Conducts annual performance appraisals on assigned personnel • Prepares monthly reports and statistics • Supervises four (4) detectives; currently one (1) detective is in unit full-time, others serve at least part-time on task forces. • Conducts weekly case status review with detectives • Maintains inventory of surveillance equipment, impound lot of seized vehicles, surveillance platform and undercover office. • Approves all OCIDEF reimbursements. • Strike Force / TFO Sergeant • Supervises four (4) detectives assigned to the SFMLSF and DEA Task Force. • Monitors the monthly expenses of assigned TF/SF. • Serves as the operator of the "Sting Ray" cell phone system. • Prepares monthly Reports and Statistics. • Coordinates all aspects regarding out of state money pickups with State and Federal Agencies. • Maintains asset database for issued equipment. • ACISS system administrator.
Detectives	8	<ul style="list-style-type: none"> • One detective is assigned full-time at the CGPD • Remaining detectives are part of Task Forces and Strike Forces either full or part-time • Investigates assigned cases and work undercover operations • Conducts activities related to TF and SF assignments • Develops and uses confidential informants. • Investigates intelligence reports assigned by immediate supervisor.
Secretary	1	<ul style="list-style-type: none"> • Reports to Lieutenant of Section • Handles administrative support functions of SIS and Task Force and Strike Forces section participates with • Works with Financial Analyst (Monroe County Employee) to prepare financial reports required for Federal Agencies • Prepares payroll for Section. • Assists with administrative duties for the Criminal Investigation Division, including facilitates the required paperwork to process asset forfeitures. • Liaison with the City Attorney Office.
Total	42	

3. KEY SERVICES AND WORKLOAD INDICATORS

Function	Key Services / Processes	Key Workload Indicator
Persons Crimes	Conducts follow-up investigations on assigned cases related to crimes against persons.	<p>2010 workload indicators</p> <ul style="list-style-type: none"> • 7 Personnel assigned cases • 319 assigned cases • 4.5 cases per month per detective. • Clearance rate 39.5% <p><i>Data obtained from 2010 Case Management Statistical Report</i></p>
Property Crimes	Conducts follow-up investigations on assigned cases related to crimes against property.	<ul style="list-style-type: none"> • 8 Personnel assigned cases • 816 assigned cases • 11.2 cases per month per detective. • Clearance rate 19.6% <p><i>Data obtained from the 2010 Case Management Statistical Report</i></p>
Economic Crimes	Conducts follow-up investigations on assigned cases related to economic and financial crimes.	<ul style="list-style-type: none"> • 5 Personnel assigned cases • 118 assigned cases • 4.7 cases per month per detective. • Clearance rate 49.2% <p><i>Data obtained from the 2010 Case Management Statistical Report</i></p>
Youth Resources	<p>Conducts follow-up investigations on assigned cases related to youth involved crime.</p> <p>Conducts Police Athletic League Activities</p>	<ul style="list-style-type: none"> • 4 Personnel assigned cases • 13 assigned cases • 3 cases per month per officer • Clearance rate 23.1% • 304 Kids participated in 2010 <p><i>Data obtained from the 2010 Case Management Statistical Report and 2010 PAL Camp Demographics Report</i></p>
Vice & Narcotics	Works undercover operations	<ul style="list-style-type: none"> • 1 Full-time Detective in Unit, all others work in Strike Forces and Task Forces part or full-time. • Typically handles 80 or more narcotics related arrests annually. <p><i>Information obtained from interview with Unit Sergeant</i></p>

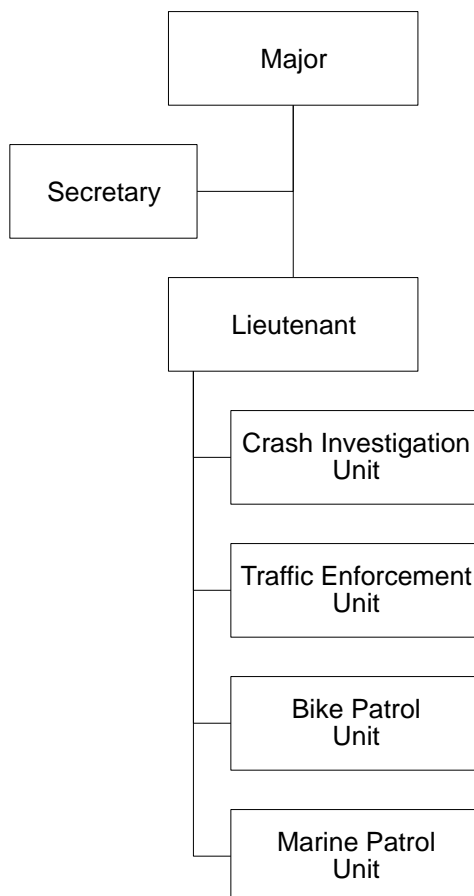
Function	Key Services / Processes	Key Workload Indicator
SFMLSF / DEA	One of 20 full-time agencies working in South Florida Money Laundering Strike Force.	<ul style="list-style-type: none"> YTD Seizures in 2011 \$19 million <i>Data obtained from 2011 Out-of-State Seizure Report</i>

SPECIALIZED ENFORCEMENT DIVISION

The Specialized Enforcement Division is responsible for the delivery of specialized law enforcement services by the Coral Gables Police Department. These services include the Crash Investigation Unit, Traffic Enforcement Unit, Bike Patrol Unit and Marine Patrol Unit. The Bike Patrol Unit has been temporarily assigned to Uniform Patrol since June 2010.

1. ORGANIZATIONAL STRUCTURE

The following illustrates the organizational structure of the Specialized Enforcement Division:



2. STAFF KEY ROLES AND RESPONSIBILITIES

The following summarizes the key roles and responsibilities of the authorized positions (per the FY 2011 / 2012 Budget) allocated to the Specialized Enforcement Division:

Position	Authorized #	Key Roles and Responsibilities
Major	1	<ul style="list-style-type: none"> • Provides overall management and leadership to the Specialized Enforcement Division, which includes the Crash Investigation Unit, Traffic Enforcement Unit, Bike Patrol Unit, and Marine Patrol Unit. • Responsible for special event planning and coordination • Approves Special Event permits • Represents Department on Citywide Fleet accidents • Coordinates with Uniform Patrol Major on Traffic Enforcement requests • Direct supervision of SED Lieutenant • Responsible for carrying out Chief's direction. • Responsible for strategic operation of Division. • Prepares and administers divisional budget. • Responds to and oversees major cases. • Represents Department at various community meetings.
Lieutenant	1	<ul style="list-style-type: none"> • Manages all specialized units within the division. • Completes payroll for Division • Represents division at a variety meetings including development review, landscaping encroachment, and construction staging. • Red light camera program administrator. • Supervises Sergeants assigned to SED. • Works with Traffic Sergeant to determine proactive enforcement strategies and DUI saturations. • Coordinates Junior Orange Bowl Parade, 4th of July, and Carnival on the Mile. • Manages the Honor Guard Unit. • Conducts annual performance appraisals of Sgt's. in Division. • Manages personnel staffing, leave and makes adjustments to adequately maintain consistent staffing levels. • Represents division at a variety of meetings: Development Review, Construction Staging, Public Works etc. • Receives and returns public phone calls.

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Position	Authorized #	Key Roles and Responsibilities
Crash Investigation Unit		
Sergeant	1	<ul style="list-style-type: none"> • Supervises five officers assigned to the Crash Unit • Conducts annual performance appraisals on assigned officers • Reviews crash reports completed by Unit • Approves leave requests from officers in Unit • Responds to serious accidents and manages scene • Responds to complaints regarding findings of accident investigations • Ensures calibration of radar and laser units is current • Conducts line inspections of officers/units/equipment • Coordinates Maintenance of Traffic (MOT) off duty requests • Prepares State report for Liaison program regarding meeting training requirements • Serves as team leader on SWAT team • Coordinates impaired driver enforcement programs. • Serves as Agency DUI & DRE coordinator, also liaison with State programs.
Officer	5	<ul style="list-style-type: none"> • Responds to motor vehicle accidents in Coral Gables • Investigates traffic accidents • Prepares crash reports • Investigates serious and fatality accidents after hours • Officers scheduled 7a-midnight on overlapping 8 hour shifts M-F and 10a-6p on Sat. • Facilitates on call needs during off hours.
Traffic Enforcement Unit		
Sergeant	1	<ul style="list-style-type: none"> • Addresses all traffic complaints received by phone, email or other City departments • Develops enforcement plans for specialized traffic enforcement • Develops plans to mitigate traffic hazards • Supervises ten traffic officers (motors) • Supervises school crossing guards • Attends monthly traffic advisory board meeting • Serves as special events coordinator for agency • Completes annual performance evaluations on traffic officers • Approves leave requests and enters information into EDEN and e-notify • Attends monthly Community Traffic Safety Program (CTSP) meeting • Coordinates special events. • Oversees maintenance of specialized equipment assigned to the division.

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Position	Authorized #	Key Roles and Responsibilities
Motor Officer	10	<ul style="list-style-type: none"> Enforces traffic laws in Coral Gables. Serves as backup for crash unit Conducts directed assignments as issued by Sgt. related to traffic concerns in Coral Gables Participates in scheduled Selective Traffic Enforcement Program (STEP) details to reduce incidents of accidents. Participates in escorts for various events occurring in the county.
School Crossing Guard	3	<ul style="list-style-type: none"> Current staffing is one (1) crossing guard Ensures school aged children can safely cross streets while walking or riding bikes to school
Bike Patrol Unit (Temporarily Assigned to Uniform Patrol)		
Sergeant	1	<ul style="list-style-type: none"> Sergeant is currently working full-time with one other bike unit member as bike unit Prepares payroll for SED Friday – Wednesday Conducts performance evaluations on bike officers. Reviews crime analysis reports and assigns officers accordingly. Coordinates security for City Hall activities, Commission meetings and public hearings. Coordinates events such as career days, memorial day weekend, etc.
Bike Patrol Officer	6	<ul style="list-style-type: none"> Bike Patrol Officers are currently assigned as part of the Uniform Patrol Division Conducts dedicated bike patrol functions as staffing permits; typically on Wednesdays Bike officers work 10a-6p and 3p-11p.
Marine Patrol		
Sergeant	1	<ul style="list-style-type: none"> Supervises four (4) officers assigned to Marine Patrol Unit; one (1) officer is currently deployed to State Guard. Sgt. is a working supervisor and works boat patrol Serves as underwater recovery team supervisor Conducts annual performance appraisals on assigned officers Approves leave requests for officers in Unit Attends Marine Area Service Team (MAST) meetings with surrounding marine agencies

Position	Authorized #	Key Roles and Responsibilities
Marine Patrol Officer	4	<ul style="list-style-type: none"> • Conducts area checks of houses fronting waterways in 11 marine patrol areas • Conducts routine patrol of 40 miles of interior waterway and 30 square miles of Biscayne Bay which includes 7 miles of bay front ensuring high visibility is maintained • Responds to community generated calls for service requiring a marine response • Enforces laws related to manatee protection zone • Inspects vessels for maintenance concerns • Conducts pre-hurricane inspections of boats in waterways • Attends crime watch meetings at waterfront neighborhoods.
Secretary	1	<ul style="list-style-type: none"> • Maintains divisional budget, develops requisitions and purchase orders in EDEN. • Assists citizens and general callers. • Coordinates Accident Review Board. • Agency e-Notify Master Administrator. • Division Court Liaison. • Develops and maintains divisional accreditation reports. • Provides Notary services. • Provides all administrative services for Major and all units within the Division.
Total	35	

3. KEY SERVICES AND WORKLOAD INDICATORS

Function	Key Services / Processes	Key Workload Indicator
Crash Investigation	Investigates motor vehicle accidents reported in Coral Gables. Investigate all serious injury and fatality accidents.	<ul style="list-style-type: none"> • 2,447 accidents investigated in 2010 • 6 fatality Investigations • 53 Hit and Run investigations
Traffic	Enforces traffic laws in Coral Gables and serve as backup officers to the Crash Investigation Unit.	<ul style="list-style-type: none"> • 53 Specialized Traffic Enforcement Plans • 13,631 Citations issued in 2010 • 3 DUI Saturations • Provided 25-30 Escorts
Bike Patrol	Bike Patrol is flexibly assigned to the Uniform Patrol Division at present and is functioning as part of that Division.	

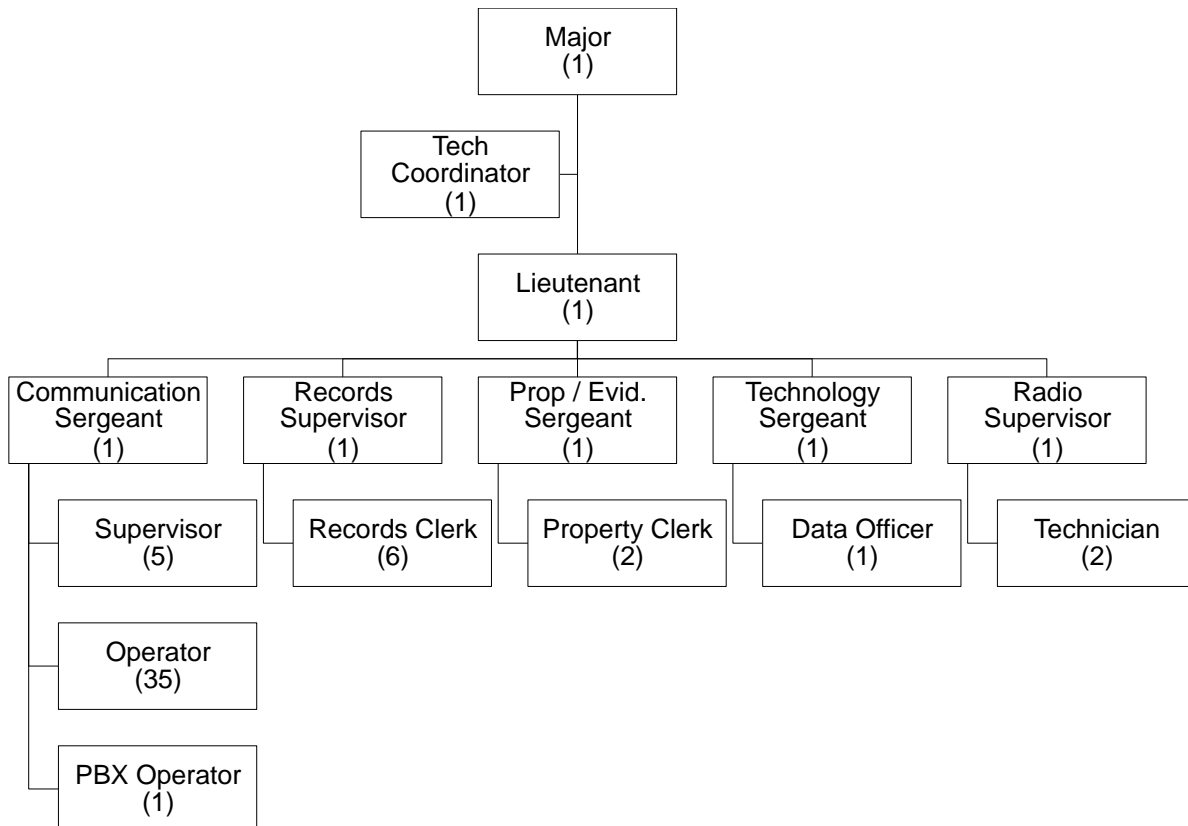
Function	Key Services / Processes	Key Workload Indicator
Marine Patrol	Conducts routine patrol of waterways in Coral Gables	<ul style="list-style-type: none"> Area Checks of homes fronting waterways Patrols 40 miles of interior waterway and 30 sq miles of Biscayne Bay Provides preventative patrol for 1,300+ homes fronting waterway Patrol area includes 1,750 boats anchored at residences.

TECHNICAL SERVICES DIVISION

The Technical Services Division (TSD) is responsible for the delivery of emergency communications, records processing, and property and evidence services for the Coral Gables Police Department, including the design, development, implementation, and maintenance/repair of information technology and communications systems and equipment.

1. ORGANIZATIONAL STRUCTURE

The following illustrates the Technical Services Division organizational structure, including the number of authorized staffing:



2. STAFF KEY ROLES AND RESPONSIBILITIES

The following table summarizes the key roles and responsibilities of the authorized positions (per the FY 2011 / 2012 Budget) allocated to the Technical Services Division:

Position	Authorized #	Key Roles and Responsibilities
Major	1	<ul style="list-style-type: none"> • Manages the overall staffing and budget resources allocated to the Technical Services Division, including evaluating operations, performance evaluations, etc. • Functional areas of oversight are Records, Communications, Data Management, Radio Shop and Property & Evidence.
Lieutenant	1	<ul style="list-style-type: none"> • Provides the daily administrative oversight of the resources assigned to TSD, including addressing personnel issues, reviewing performance evaluations, etc. • Acts as the key liaison to surrounding law enforcement agencies regarding interoperability issues and special projects. • Acts as the key liaison to primary technology software and support vendors, including ATT&T and OSSI (for CAD / RMS), to address problems and enhancements. • Manages four (4) sections staffed by employees working in multiple sites and on different floors throughout the police station.
Technology Services Coordinator	1	<ul style="list-style-type: none"> • Administers and supports various technology systems and projects throughout the Department, including the card-reading system, the direct-connect system for business alarms, building video camera systems, etc. • Facilitates business functions within the ISD, including accounts payable, processing requisitions, making purchases, and placing uniform orders • Serves as a back-up communications supervisor when necessary. • 9-1-1 Coordinator and primary liaison with AT&T, Positron and Miami-Dade PD. • Agency administrator for 800 CCURE Security System. • Liaison for Public Works and City contracted security company. • Handles maintenance and programming of the Direct Connect Alarm system. Ensures accounts, passwords, are current and resolves problems related to alarm incidents. • Serves as the Department CAD administrator. • Serves as the Administrative Assistant to the Technical Services Major, Lieutenant and Division. • Administers users in the AVOX Recorder System and works with IT and AT&T for maintenance and repairs to system.

Position	Authorized #	Key Roles and Responsibilities
Communications		
Sergeant	1	<ul style="list-style-type: none"> • Manages the daily operations of the police and fire dispatch center. • Addresses personnel issues relating to performance and discipline. • Administers the quality assurance / quality control program (both reactive and proactive), including updating policies and procedures, identifying training issues, and personnel improvement. • Manages the quality assurance program. • Processes media requests for communication transmissions. • Provides knowledge of police tactics to communications personnel and directs operational training. • Oversees the day-to-day operations of the Communications Center. • Manages assigned personnel, administer discipline. • Provides technical expertise for policy recommendations. • Manages the CCTV system in the police facility.
Supervisor	5	<ul style="list-style-type: none"> • 4 of the positions are assigned as shift supervisors, which includes monitoring the phone call and radio activities of the dispatch center, addressing issues if / when they arise, backing-up the phones or radio when necessary, and collaborating with the field police and fire supervisors, as well as general administrative tasks, including: <ul style="list-style-type: none"> – Conducts personnel evaluations – Develops the daily rosters and staff schedules – Enters payroll information – Reviews policies and procedures • Training Supervisor <ul style="list-style-type: none"> - CAD System Administrator - Terminal Agency Coordinator - CRS Administrator for Miami-Dade County Local Computer. - Manages the CTO Program. - Manages in-service training for Communications Operators and Supervisors.

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Position	Authorized #	Key Roles and Responsibilities
Operator	35	<ul style="list-style-type: none"> Answers and addresses emergency and non-emergency phone calls from the public. Dispatches police and fire units to incidents as necessary based on the emergency and non-emergency phone calls, and provides radio support throughout the incidents. Creates, updates, and maintains CAD incident data based on community-generated calls for service and officer-initiated activities. Provides records support via the "Teletype" desk for police officers in the field, including warrant checks, vehicle checks, driver's license checks, etc.
PBX Operator (Receptionist)	1	<ul style="list-style-type: none"> Addresses and/or routes any phone calls at the front-reception lobby area of the 4th floor.
Records Management		
Supervisor	1	<ul style="list-style-type: none"> Supervises six (6) Records Clerks. Assigns, reviews and coordinates the daily operations of the Records Management and Technology section. Processes statistical research requests from the Chief of Police, Senior Staff, City Hall and the public. Reviews and processes arrest affidavits and supplemental reports. Submits citations for traffic, boating, DUI, parking and warnings. Processes court orders for sealing and expunging records. Validates information entered in FCIC and NCIC. Reviews and processes crash reports. Manages annual disposition of records to ensure compliance with records retention schedules. Prepares, reviews and approves a variety of research and statistical reports, including: Monthly and YTD UCR comparison, Monthly operational activities, Monthly revenue activity reports, Monthly citation verification, Monthly Hate Crime report, Monthly Archive Report, Bi-monthly Alarm report, Quarterly revenue reports, Quarterly seat belt violation data, etc. Processes supporting documentation related to CALEA Accreditation Standards. Submission of annual and bi-annual UCR. Reviews Juvenile Safeguard Program letters for Chief signature. Processes all subpoenas and public records requests. Administers payroll duties for the division. Trains staff on uses of assigned records management systems. Conducts audit of all reports, transactions, and citations processed. Prepares and presents required staff reports. Submits budget recommendations and monitors expenditures.

Position	Authorized #	Key Roles and Responsibilities
Clerk	6	<ul style="list-style-type: none"> Processes the incident case reports generated by field and other personnel via the OSSi records management system, including reviewing for quality assurance purposes, making minor corrections, and / or submitting back to the sworn supervisor for corrections. Maintains the Pending Report List to ensure all reports are accounted for in the system. Processes traffic citations, parking citations, arrest affidavits, records sealing activities, public records requests, fingerprinting, and other customer related activities handled at the front-counter, telephone, and electronically.
Property and Evidence		
Sergeant	1	<ul style="list-style-type: none"> Manages the daily operations of the property and evidence booking and disposition processes Develops and submits various reports, including for accreditation. Acts as the key liaison between the CGPD and the County for laboratory services.
Property Clerk	2	<ul style="list-style-type: none"> Processes the intake of property and evidence submitted by police officers and other personnel, as necessary Disposes of property and evidence based on case dispositions, State of Florida retention rules, statutes of limitations, etc. Supports the auditing and accreditation activities conducted by the City internal auditor and CALEA.
Technology		
Sergeant	1	<ul style="list-style-type: none"> Serves as the system administrator for the RMS / mobile data terminals, maintains user rights, updates, log-inc, and addresses problems and enhancements. Researches and develops new law enforcement technologies that may enhance the CGPD Manages various information technology projects throughout the CGPD Updates standard operating procedures based on newly implemented technologies, as well as providing training on any new systems
Data Management Officer	1	<ul style="list-style-type: none"> Serves as one of the key liaisons between the CGPD and the City IT Department, including assisting with any RMS updates Assists the records function, including the review of police reports, facilitating fingerprinting activities, etc. Fulfills RMS-related ad-hoc research and data requests which originate internally or externally

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Position	Authorized #	Key Roles and Responsibilities
Radio		
Supervisor	1	<ul style="list-style-type: none"> Schedules the radio and other technology equipment repair and maintenance requests made by police and fire personnel (relating to radios, wiring, etc.), and provides other administrative tasks such as payroll, procuring supplies and equipment, maintaining accreditation reports, maintaining inventory, etc. Provides the installation and maintenance of any mobile and portable radio communications equipment, for both police and fire. Provides the maintenance and repair of the City's communications infrastructure. Installs and maintains light bars and sirens on police vehicles.
Technician	2	<ul style="list-style-type: none"> Installs, maintains and repairs mobile and portable radios, as well as light bars and sirens on police vehicles. Strips out usable communications and technology equipment from decommissioned vehicles. Maintains the back-up power system Supports special events
TOTAL	60	Note: 2011 / 2012 Budget shows 59 positions for TSD, however, 1 position is allocated here from PSD.

3. KEY SERVICES AND WORKLOAD INDICATORS

Function	Key Services / Processes	Key Workload Indicator
Communications	<p>Handles the emergency and non-emergency phone calls from the public which may result in the dispatching of Coral Gables law enforcement and / or fire units.</p> <p>Typical minimum communication staffing includes the following:</p> <ul style="list-style-type: none"> • 1 supervisor • 2 call-takers • 1 police dispatcher • 1 fire dispatcher • 1 teletype / records position <p>Staff work an 8-hour shift and include the Days (0700-1500), Afternoon (1500-2300), Midnight (2300-0700), and a Relief shift.</p>	<p>During the 12-month period between October 2010 and October 2011, the dispatch center created over 89,000 law enforcement CAD incidents, with approximately 56,000 CAD incidents being self-initiated by officers, 23,000 CAD incidents generated from a phone call, and 9,000 CAD incidents generated from a 9-1-1 call.</p> <p>During the 12-month period between October 2010 and October 2011, the dispatch center created over 7,000 fire and EMS CAD incidents, generated from approximately 4,000 9-1-1 calls and 3,000 phone calls.</p> <p>2010 Comm Center Statistics:</p> <ul style="list-style-type: none"> • 207,784 Calls Handled • 308,134 Teletype Transactions • 107,620 CFS Created <p>See Exhibits below for detailed calls for service distribution data.</p> <p><i>This data was obtained from the raw CAD Data from the Data Management Officer in the form of excel spreadsheets and Lt. Frevola</i></p>
Records	<p>Provides records support and processing for employees (including the University of Miami PD) and the public (via the SunGard OSSI Records Management System). The hours of operation include:</p> <ul style="list-style-type: none"> • Front-counter: Mon thru Fri. 8 – 3:30 PM • Phone inquiry: Mon. thru Fri. 8 – 4:00 PM 	<p>Processed over 10,200 case reports between October 2010 and October 2011.</p> <p>2010 Workload Statistics</p> <ul style="list-style-type: none"> • Accident Reports 3,586 • Citations 20,758 • Arrests 931 • Incident Reports 9,945 • Research and Receipts 4,376 • Document Scans 26,000 <p><i>This data was obtained from the raw CAD Data from the Data Management Officer in the form of excel spreadsheets and from Lt. Frevola.</i></p>

Function	Key Services / Processes	Key Workload Indicator
Property and Evidence	<p>Handles the impounding (and dispositions) of property and evidence from CGPD personnel, University of Miami Police, and the South Florida Money Laundering Strike Force, using the SunGard OSSI (property module).</p> <p>Clerks utilize three separate storage areas, including the A-Room (general property and evidence and the safe), B-room (narcotics, guns, etc.), and the Bicycle Large Object Storage Area.</p>	<p>2010 Workload Data:</p> <ul style="list-style-type: none"> • 3,538 Property Intakes • 1,032 Property Disposals • 515 Property Transfers • 765 Property Returns • 212 Property sent to Lab • 180 Property received from Lab • 1,600 Dispositions Generated • 950 Disposition packets sent out • 208 Officer Corrections • 1,573 Vouchers prepared <p><i>This data was obtained from the TSD Workload Report.</i></p>
Technology	<p>Provides system administration to the police department management systems (user rights, security, etc.), as well as the design, development, and implementation of technology projects and initiatives.</p>	<p>Current project list has approximately 19 separate initiatives (e.g., CID Interview Room DVR, Rapid ID Fingerprint Reader, etc.)</p> <p><i>This data was obtained from the respective Technology Sergeant via PowerPoint presentation.</i></p>
Radio	<p>Provides the installation, maintenance, and repairs of the portable and mobile radios, base stations, and the radio sites owned and operated by the Police Department, Fire Department, and other respective departments, as necessary.</p> <p>Staff provide services Monday through Friday (8:00 AM to 5:00 PM), in addition to being available on-call 24-hours per day.</p>	<p>Technology assets include (as of March 2011)</p> <ul style="list-style-type: none"> • 3 site 10-channel digital simulcast radio network • 8 E-9-1-1 dispatch radio consoles • 3 hop digital microwave network • Radios including: <ul style="list-style-type: none"> - 521 portable radios - 286 mobile radios - 36 base stations • 6 uninterruptable power supplies: <ul style="list-style-type: none"> - at 4 Radio sites - at Primary PSAP and - at Secondary PSAP • Install radio equipment, light bars and sirens on all new police vehicles. • Remove all equipment from decommissioned City vehicles. • Provide Communication Equipment for special events. <p><i>This data was from the respective Radio Supervisor.</i></p>

Exhibit A
Law Enforcement CAD Incident Distribution

The table below represents the total number of law enforcement CAD incidents created by the dispatch personnel of the CGPD and include incidents resulting from community-generated calls for services, as well as officer-initiated activities (e.g., area checks, traffic stops, etc.) Note: This data is from October 2010 to October 2011.

Total Number of Law Enforcement CAD Incidents Created

Hour	Sun	Mon	Tue	Wed	Thur	Fri	Sat	Total	Avg. / Hour
0000	706	559	552	568	707	609	796	4,497	12.3
0100	680	504	550	568	638	686	800	4,426	12.1
0200	568	398	471	503	530	567	642	3,679	10.1
0300	491	330	380	436	474	528	552	3,191	8.7
0400	414	300	295	333	366	423	384	2,515	6.9
0500	292	202	180	216	331	313	307	1,841	5.0
0600	229	278	266	277	338	346	275	2,009	5.5
0700	214	464	555	550	544	495	267	3,089	8.5
0800	257	537	653	620	739	561	346	3,713	10.2
0900	335	656	676	777	728	677	462	4,311	11.8
1000	429	602	611	818	667	669	504	4,300	11.8
1100	451	525	548	767	651	642	475	4,059	11.1
1200	421	542	640	856	725	682	509	4,375	12.0
1300	400	695	692	764	705	713	496	4,465	12.2
1400	389	621	702	768	755	724	444	4,403	12.1
1500	397	605	713	791	724	732	452	4,414	12.1
1600	439	738	807	867	863	781	441	4,936	13.5
1700	423	677	744	797	723	702	402	4,468	12.2
1800	457	617	627	733	597	574	473	4,078	11.2
1900	397	548	489	621	418	479	413	3,365	9.2
2000	398	483	473	570	427	550	387	3,288	9.0
2100	346	430	448	529	500	582	402	3,237	8.9
2200	362	417	378	545	524	517	460	3,203	8.8
2300	443	471	481	620	660	709	552	3,936	10.8
Total	9,938	12,199	12,931	14,894	14,334	14,261	11,241	89,798	10.3

As this data shows, the CGPD experiences approximately ten (10) CAD incidents created per hour, ranging from a high of between thirteen (13) and fourteen (14) during the 1600 hour, and a low of between five (5) and six (6) during the 0500 and 0600 hour. This data has also been further examined during the course of the study to determine patrol workloads and staffing requirements.

Exhibit B
Fire CAD Incident Distribution

The table below represents the total number of fire and EMS CAD incidents created by the dispatch personnel of the CGPD:

Total Number of Fire and EMS CAD Incidents Created

Hour	Sun	Mon	Tue	Wed	Thur	Fri	Sat	Total	Avg. / Hour
0000	28	29	20	17	23	24	35	176	0.5
0100	24	21	11	12	17	23	26	134	0.4
0200	23	15	28	12	14	18	21	131	0.4
0300	24	17	13	16	10	21	27	128	0.4
0400	22	22	13	12	16	17	20	122	0.3
0500	10	5	11	24	20	18	17	105	0.3
0600	19	19	14	29	20	17	19	137	0.4
0700	34	41	34	37	36	41	29	252	0.7
0800	38	46	45	42	45	49	33	298	0.8
0900	44	70	64	76	86	71	38	449	1.2
1000	34	69	72	66	75	84	58	458	1.3
1100	38	70	79	75	63	68	52	445	1.2
1200	41	57	58	64	83	76	49	428	1.2
1300	56	63	87	75	67	82	57	487	1.3
1400	59	86	79	76	72	78	47	497	1.4
1500	46	67	65	65	64	68	55	430	1.2
1600	53	64	74	68	61	44	51	415	1.1
1700	49	56	63	46	64	69	41	388	1.1
1800	45	51	59	57	58	58	61	389	1.1
1900	50	61	52	46	51	57	51	368	1.0
2000	38	34	50	47	43	54	45	311	0.9
2100	30	31	32	29	43	38	34	237	0.6
2200	32	32	33	40	35	35	34	241	0.7
2300	32	31	36	27	25	43	33	227	0.6
Total	869	1,057	1,092	1,058	1,091	1,153	933	7,253	0.8

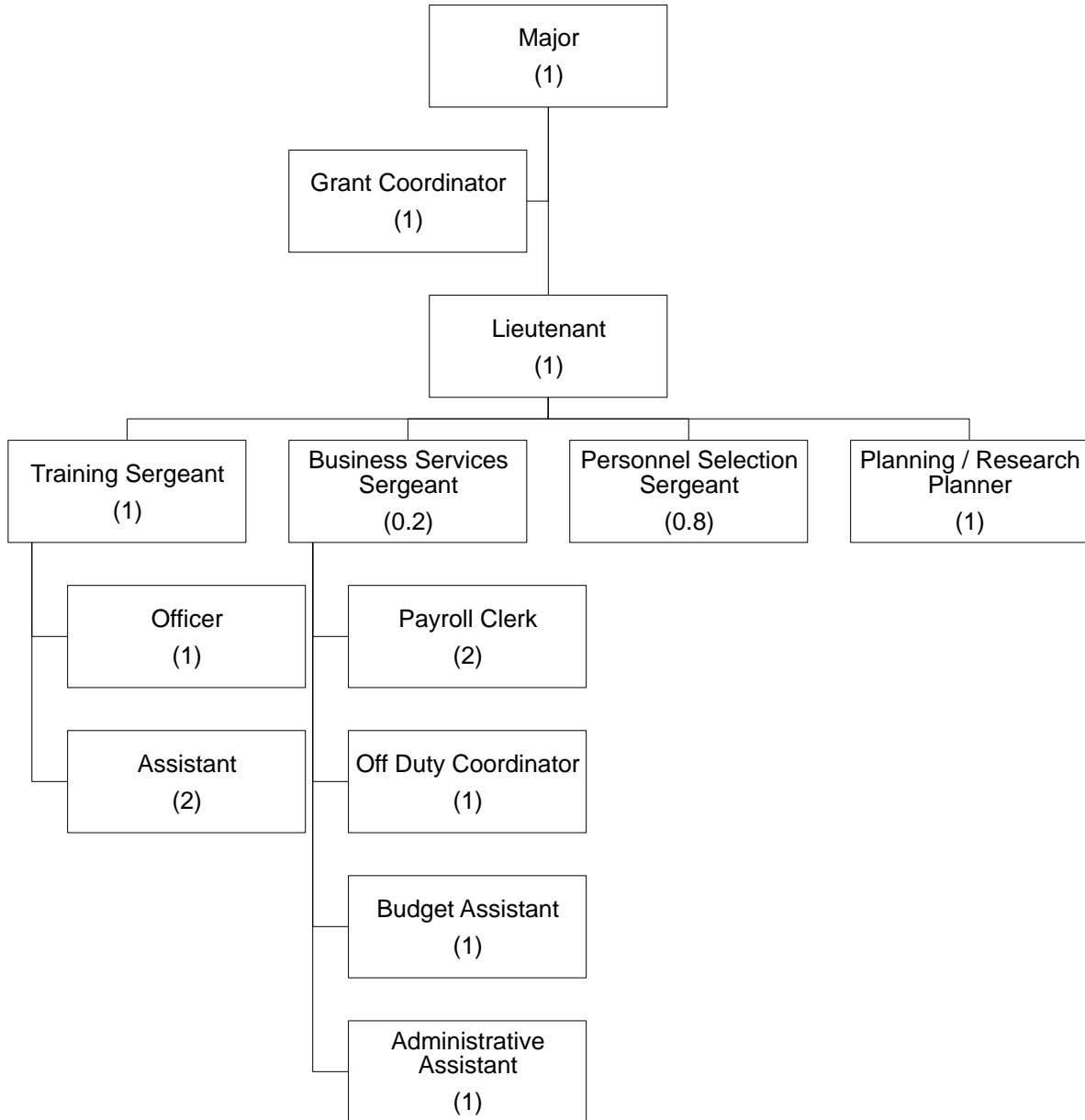
As this data shows, the CGPD experiences approximately one (1) fire and EMS CAD incident created per hour, ranging from a high of between one (1) and two (2) between 0900 to 1900, and less than one (1) during the remaining hours of the day. Combined with the law enforcement CAD data, the CGPD dispatch personnel create an average of between eleven (11) and twelve (12) incidents per working hour.

PROFESSIONAL STANDARDS DIVISION

The Professional Standards Division (PSD) is responsible for managing the training requirements of sworn and non-sworn personnel, personnel hiring and selection, as well as internal administrative functions such as facility maintenance, payroll processing, and budget development and management.

1. ORGANIZATIONAL STRUCTURE

The following illustrates the PSD organizational structure, including the number of authorized staffing:



2. STAFF KEY ROLES AND RESPONSIBILITIES

The following table summarizes the key roles and responsibilities of the positions allocated to the PSD:

Position	Authorized #	Key Roles and Responsibilities
Major	1	<ul style="list-style-type: none"> Provides the overall management of the staffing and budgetary resources assigned to the Professional Services Division. Serves as the liaison between the Division and the Police Chief, and carrying out any departmental initiatives.
Lieutenant	1	<ul style="list-style-type: none"> Handles the update of departmental policies and standard operating procedures. Supports the accreditation process to ensure department is meeting standards, including the documentation of new standards. Supports information technology projects Assists with preparation of budget, purchasing requests and capital improvement requests for section. Reviews leave requests and ensures entry into e-Notify. Conducts annual performance appraisals of Sgt.'s in Division. Supervises Sergeants assigned to PSD. Supervises Police Planner
Grant Coordinator	1	<ul style="list-style-type: none"> Identifies and applies for available public safety grants from local, state, and federal agencies, including the UASI grants, justice assistance grants, COPS grants, etc. Manages current grant programs and current pending grant applications, including grant expenditures and meeting any reporting requirements. Researches and identifies corporate, private foundation and government grant funding sources. Writes all grant applications, proposals and manage and track ongoing compliance. Conducts other writing and research projects related to grant activities. Ensures quality and timeliness of all aspects of grant processing and management. Coordinates and directs all components of grant processing including, structure, regulatory compliance and communication of grant information with program, finance, communication, and technology staff. Provides data entry and general office and administrative support for grant processing. Conducts evaluation, research and development of administrative and operational procedures. Supports other special projects, including data analysis and intelligence support, etc.

Position	Authorized #	Key Roles and Responsibilities
Training		
Sergeant	1	<ul style="list-style-type: none"> • Manages the delivery of training programs (in-house and outside training) to ensure staff are meeting the minimum certification requirements. • Oversees the training delivery for new recruits • Tracks and revises the Master Departmental Training Schedule, as needed. • Sets up department wide training instructor meetings and qualification sessions. • Evaluates traffic crash reports involving PD personnel in the Accident Review Board as a voting member. • Reviews and advises on budget recommendations for the divisional training budget. • Makes equipment and training recommendations to command staff. • Reviews and evaluates use of force reports submitted to Internal Affairs. • Conducts AED downloads and calibrate (date/time) on the AED inventory annually. • Follows case law and training trends regionally/nationally and make recommendations. • Creates and reviews required training lesson plans for all training sessions conducted by Department instructors. • Assigns and tracks equipment issued to sworn and non-sworn personnel. • Maintains and updates the departmental training requirements for sworn officers.
Training Officer	1	<ul style="list-style-type: none"> • Supports the management and delivery of training programs to departmental staff. • Provides new officer orientation and coordination with Community Affairs, Union ceremony for Oath of Office • Coordinates with other Divisions for various new hire orientations. • Serves as the firearms range / Armory • Maintains department instructor certificates for specific weapon systems. • Maintains inventory of CGPD issued equipment.
Training Assistant	2	<ul style="list-style-type: none"> • Supports the training instructors and programs attended by agency personnel internally and externally. • Serves as the liaison with the State Standards and Training Commission on certification status of each sworn member of the agency, including maintenance of the personnel files. • Enters the required training data in the respective information management systems. • Provides other administrative support, including developing of training reports, coordinating and scheduling training classes, and answering staff questions.

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Position	Authorized #	Key Roles and Responsibilities
Business / Facility Services		
Sergeant	0.2	<ul style="list-style-type: none"> Supervises payroll clerks, off duty coordinator and support services assistant. Liaison with Public Works Department regarding ongoing maintenance of the police headquarters facility. Prepares and submits annual divisional budget recommendations.
Payroll Clerk	2	<ul style="list-style-type: none"> Processes the bi-weekly payroll for the full-time and part-time department employees. Reviews time entries made into the system and ensures correct hours are entered for employees based on overtime, leaves, etc. Reviews and generates various reports, including training reports, classification reports, etc.
Off-Duty Coordinator	1	<ul style="list-style-type: none"> Receives and processes applications made to the department requesting to hire off-duty officer services, including for photo/film shoots, special private events, parties, etc. Manages and enters the required information into the administrative software, including notifying the officers of assignments. Recording secretary for the City's School and Community Relations Committee.
Administrative Assistant	1	<ul style="list-style-type: none"> Manages the budget development and tracking processes of the department, including daily/weekly liaison with the City's Finance Department. Works with the various Divisions in order to compile the budget for approval. Tracks and accounts for departmental overtime and other expenditures.
Support Services Assistant	1	<ul style="list-style-type: none"> Handles the departmental purchasing, including making and tracking purchase orders, data entry and processing invoices, including liaison with the City's Procurement and Finance Departments and established departmental vendors concerning billing and invoice payment. Primary responsibility for issuance of citywide security access cards for all current and new city employees. Liaison with City's contract security system provider on maintenance of the access control software system. Reports daily divisional payroll status Supports the division for all personnel, maintaining inventory of office supplies and maintenance of office equipment.

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Position	Authorized #	Key Roles and Responsibilities
Personnel and Selection		
Sergeant	0.8	<ul style="list-style-type: none"> • Supports the recruitment, hiring, and selection processes for potential departmental new hires, including conducting background investigations and providing oversight for contract background investigator. • Maintains applicant files, coordinating applicant testing (polygraph), conducting credit history checks, etc. • Prepares annual divisional budget recommendations associated with the selection process responsibility.
Planning and Research		
Planner	1	<ul style="list-style-type: none"> • This position is vacant, respective duties have been re-allocated as appropriate. • Provides overall departmental administrative support, legal updates research and analysis. • Creates, monitors, controls and develops departmental forms. • Maintains Power DMS for storage of Departmental documents, policies and procedures, contracts, etc. • Prepares and submits all documentation for accreditation relating to the Planning and Research function. • Completes and/or participates in departmental projects to include law enforcement surveys, programs and plans. • Evaluates and presents statistical data in written and verbal form. • Coordinates and facilitates the development of agency-wide multi-year strategic plans. Researches and compiles information. Presents results and monitors implementation. Draws conclusions, makes and presents recommendations.
TOTAL	14	Note: 2011 / 2012 Budget shows 15 positions for PSD, however, 1 additional position is allocated to TSD.

3. KEY SERVICES AND WORKLOAD INDICATORS

Function	Key Services / Processes	Key Workload Indicator
Training	Manages and delivers training to meet internal and external requirements.	For the CY 2010, the departmental personnel received 5,331 hours of internal training and 5,271 hours of external training – total of 10,602 training hours. <i>This data was obtained from the Training Assistants in the form of monthly compilations of training hours via excel spreadsheets.</i>
Personnel and Selection	Conducts interviews and background checks on potential new hires, including checks for driver's license, local, state, national, and international criminal history check, credit bureau check, previous employers, character references, and others.	Since 1999, the department has hired a total of 233 employees (or an average of nearly 20 per year). <i>This data was obtained from the respective Sergeant.</i>
PSD Lieutenant	Policy updates, process including initial research, review with expert and review with senior staff.	51 Policy update projects complete in Calendar year 2010.
Police Planner	Manages Power DMS	707 departmental forms and 101 documents were replaced in Power DMS in Calendar year 2010.

3. UNIFORM PATROL DIVISION

This chapter of the report provides the project team's analysis of the management and operations of the Uniform Patrol Division of the CGPD. This chapter is organized as follows:

- Current organization of Uniform Patrol
- Uniform Patrol Workloads
- Response Times
- Overview of Field Services Analytical Model
- Analysis of Patrol Staffing and Deployment
- Analysis of Patrol Unit Utilization
- Analysis of Uniform Patrol Management Issues

The first section, which follows, provides a brief overview of the organization and operations of the Uniform Patrol Division.

1. THE UNIFORM PATROL DIVISION IS ORGANIZED INTO THREE SHIFTS: ALPHA, BRAVO AND CHARLIE.

The Uniform Patrol Division is responsible for primary response to emergency and non-emergency calls for service as well as proactive enforcement of local, state and federal laws. The Division is organized into three shifts: Alpha, Bravo and Charlie; each is lead by a patrol lieutenant. The table, which follows, shows the number of positions authorized (including vacancies) to the Uniform Patrol Division by assignment:

**Coral Gables Police Department
Uniform Patrol Division
Budgeted and Actual Positions**

Function	Position	Budget	Actual
Division Management	Major	1	1
	Secretary	1	1
POD	POD Officer	3	3
Patrol	Lieutenant	4	3
	Sergeant	12	12
	MPO's	6	5
	K-9	4	4
	Patrol Officer	60	57
	Total	91	86

As shown above, the Uniform Patrol Division has 91 authorized positions. This includes three patrol officer vacancies and one lieutenant vacancy.

(1) Patrol Personnel Deployment.

Patrol personnel work four 10-hour shifts each week, followed by three days off. Wednesday is an overlap day for Bravo and Charlie shifts and is typically used for training. Minimum staffing for each shift is nine officers and two supervisors. The scheduled number of officers on each shift equals 22, which will allow two officers off before overtime is required. Shift overlap occurs several times each day, as each shift has a staggered start and end time. The project team collected rosters from each shift for the first week of each quarter of calendar year 2010 to determine the number of officers actually working each shift. The table, below, shows the average and median number of patrol officers available per hour each day over this period:

Coral Gables Police Department
Average Patrol Units Available by Day of Week and Hour of Day

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Average	Median
0000	15.75	14.5	17.25	14.25	18.75	18.5	18.25	16.75	17.25
0100	12	10.5	12	9.25	14.25	13	14.5	12.21	12
0200	8.75	9	8.75	8.5	9.75	9.75	10	9.21	9
0300	8.75	9	8.75	8.5	9.75	9.75	10	9.21	9
0400	8.75	8.75	8.75	8.5	9.75	9.75	10	9.18	8.75
0500	8.25	7.75	8.75	8.5	9.5	9.75	10	8.93	8.75
0600	8.25	7.75	8.75	8.25	9.5	9.75	9.75	8.86	8.75
0700	13.25	13	13.75	12	15.25	15	14.75	13.86	13.75
0800	11.5	13.25	13.75	13.25	14.25	14.5	12.75	13.32	13.25
0900	8.5	10	9.5	11	10.75	11	8.75	9.93	10
1000	8.5	10.25	9.75	11	10.75	11	8.75	10.00	10.25
1100	8.5	10.25	9.75	11	10.75	11	8.75	10.00	10.25
1200	8.5	10.25	9.75	10.75	11	10.75	8.5	9.93	10.25
1300	9	10.25	11.25	11	11	11	8.5	10.29	11
1400	8.75	10.25	11.75	10.5	11	11	9	10.32	10.5
1500	12	14.25	15.75	14.5	16.5	15	11.75	14.25	14.5
1600	13.75	16.75	17.25	18.25	20.5	19	14.75	17.18	17.25
1700	9.5	11.75	12	13.25	14.25	13.5	10	12.04	12
1800	8.5	8.5	9	9.5	10.25	10	8.25	9.14	9
1900	8.5	8.5	9	9	9.5	9.25	8.25	8.86	9
2000	8.5	8.25	9	9	9.5	9.25	8.25	8.82	9
2100	8.5	8.25	9	9	9.5	9.25	8.25	8.82	9
2200	12.5	11.25	12.75	11.75	14.5	14	13.75	12.93	12.75
2300	15.75	14.25	16.75	12.75	17.75	17.25	17	15.93	16.75
Average	10.19	10.69	11.36	10.97	12.43	12.17	10.94	11.25	
Median	8.75	10.25	9.75	10.875	10.875	11	10		10.25

As shown above, the median hourly number of patrol units on duty over the one-year period was 10.25 while the average number was 11.25.

(2) K-9 Personnel Deployment

There are four K-9 units assigned to the Uniform Patrol Division. K-9 personnel provide several services including search and tracking of suspects, narcotics detection, and explosives detection. K-9 personnel work the same shifting as patrol officers and function as patrol officers while on duty. Currently there is one (1) K-9 officer assigned to Alpha shift, one (1) to Bravo shift and two (2) to Charlie shift.

K-9 units are not reflected in the officer counts above as their workload indicators will be analyzed separately from patrol units due to the specialized functions they perform.

The following table shows the scheduled deployment of K-9 units.

Coral Gables Police Department
K-9 Unit Deployment by Day of Week and Hour of Day

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Average	Median
0000	1	1	1	1	0	0	0	0.57	1
0100	1	1	1	1	0	0	0	0.57	1
0200	1	1	1	1	0	0	0	0.57	1
0300	1	1	1	1	0	0	0	0.57	1
0400	1	1	1	1	0	0	0	0.57	1
0500	1	1	1	1	0	0	0	0.57	1
0600	1	1	1	1	0	0	0	0.57	1
0700	2	2	2	2	0	0	0	1.14	2
0800	1	1	1	1	0	0	0	0.57	1
0900	1	1	1	1	0	0	0	0.57	1
1000	1	1	1	1	0	0	0	0.57	1
1100	1	1	1	1	0	0	0	0.57	1
1200	1	1	1	1	0	0	0	0.57	1
1300	1	1	1	1	0	0	0	0.57	1
1400	1	1	1	1	0	0	0	0.57	1
1500	2	2	2	3	1	1	1	1.71	2
1600	2	2	2	3	1	1	1	1.71	2
1700	1	1	1	2	1	1	1	1.14	1
1800	1	1	1	2	1	1	1	1.14	1
1900	1	1	1	2	1	1	1	1.14	1
2000	1	1	1	2	1	1	1	1.14	1
2100	1	1	1	2	1	1	1	1.14	1
2200	1	1	1	2	1	1	1	1.14	1
2300	2	2	2	3	1	1	1	1.71	2
Average	1.17	1.17	1.17	1.54	0.38	0.38	0.38	0.88	
Median	1	1	1	1	0	0	0		1

As shown above, there are, on average, 0.57 to 1.71 K-9 Units scheduled for duty in Coral Gables on a daily basis.

2. UNIFORM PATROL UNITS RESPOND TO COMMUNITY GENERATED CALLS FOR SERVICE AS WELL AS SELF INITIATED ACTIVITIES.

This section provides information on key workloads handled by the Uniform Patrol division units, including call for service response and self initiated activities. The first section, which follows, discusses patrol officer workloads.

(1) Uniform Patrol Workloads

The primary responsibility of personnel assigned to patrol is response to community-generated calls for service as well as proactive enforcement of the law. The project team obtained the most current CAD data available for a one-year period at the time of their site visit. Technical Services personnel provided call for service (CFS) data from October 14, 2010 to October 13, 2011 to be analyzed.

(1.1) From October 14, 2010 to October 13, 2011 Patrol Units Responded to 18,967 Community Generated Calls for Service.

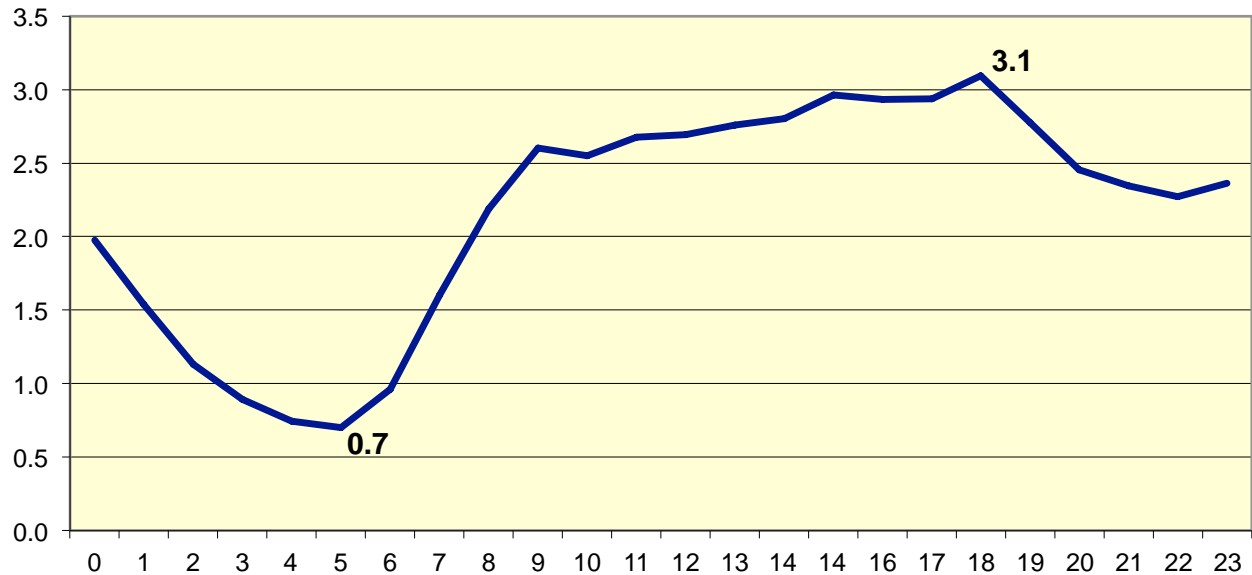
The table, which follows, shows the total number of community generated (excluding self-initiated) calls for service handled by patrol over the one-year time period.

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Coral Gables Police Department
Community Generated Calls for Service Handled by Patrol Units
October 14, 2010 – October 13, 2011

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total	Average
0000	206	72	64	70	74	96	140	722	1.98
0100	128	54	52	62	60	79	125	560	1.53
0200	107	50	50	44	31	46	85	413	1.13
0300	66	29	41	30	36	42	81	325	0.89
0400	48	42	20	30	39	47	45	271	0.74
0500	45	37	29	33	29	37	45	255	0.70
0600	41	40	55	61	58	48	48	351	0.96
0700	68	90	73	78	83	110	82	584	1.60
0800	68	95	131	138	120	123	124	799	2.19
0900	97	151	138	140	144	141	139	950	2.60
1000	106	122	138	153	148	137	127	931	2.55
1100	129	142	128	152	152	147	127	977	2.68
1200	138	107	144	145	166	128	155	983	2.69
1300	129	147	135	131	147	158	161	1008	2.76
1400	132	120	131	171	159	166	144	1023	2.80
1500	121	165	146	181	165	159	145	1082	2.96
1600	144	152	151	163	168	155	138	1071	2.93
1700	160	140	164	145	147	161	156	1073	2.94
1800	156	158	158	149	162	173	174	1130	3.10
1900	123	131	121	163	137	168	171	1014	2.78
2000	109	133	115	155	117	139	128	896	2.45
2100	104	122	119	113	127	149	123	857	2.35
2200	88	104	115	107	118	135	162	829	2.27
2300	99	94	101	93	127	168	181	863	2.36
Total	2612	2497	2519	2707	2714	2912	3006	18967	
Average	50.23	48.02	48.44	52.06	52.19	56.00	57.81	52.11	2.17

Average Calls for Service per Hour/Day (2010/11)



As shown above, Uniform Patrol handles approximately 52 community-generated calls for service, on average, each day. The number of calls handled each hour ranges from a low of approximately 0.70 calls between 0500-0559 to a high of approximately 3.1 calls between 1800-1859. The busiest block of time in terms of calls for service per hour is 1500-1959 and the slowest block of time in terms of calls for service per hour is 0300-0659.

Monday is typically the slowest day of the week for community generated calls, averaging approximately 48 calls per day or two (2) per hour; while Friday is the busiest day, averaging approximately 58 calls per day or 2.4 community generated calls per hour.

(1.2) From October 14, 2010 to October 13, 2011 Patrol Units Performed 37,805 Self-Initiated Activities.

In addition to responding to community generated calls for service, patrol units also perform self-initiated activities including traffic stops, suspect stops, business and area checks, and other activities. The table, which follows, shows the number of these activities performed over the same time period.

**Coral Gables Police Department
Self-Initiated Activities by Patrol Units
October 14, 2010 – October 13, 2011**

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total	Average
0000	404	403	416	416	548	436	548	3171	8.69
0100	472	378	417	419	531	531	578	3326	9.11
0200	398	298	351	400	463	448	494	2852	7.81
0300	368	284	300	344	392	409	401	2498	6.84
0400	323	209	238	265	300	333	282	1950	5.34
0500	231	145	137	167	287	256	243	1466	4.02
0600	163	184	152	153	242	246	197	1337	3.66
0700	96	83	108	108	177	133	143	848	2.32
0800	92	132	142	155	263	160	158	1102	3.02
0900	113	227	186	301	310	282	217	1636	4.48
1000	116	213	198	352	308	305	228	1720	4.71
1100	112	130	147	291	238	241	176	1335	3.66
1200	85	139	115	292	213	228	157	1229	3.37
1300	72	131	133	287	206	209	162	1200	3.29
1400	78	115	127	225	198	213	140	1096	3.00
1500	95	82	142	236	206	176	146	1083	2.97
1600	162	204	201	296	260	207	128	1458	3.99
1700	151	243	212	346	191	183	111	1437	3.94
1800	196	216	202	349	213	200	180	1556	4.26
1900	168	236	191	304	144	160	145	1348	3.69
2000	183	207	171	267	178	218	136	1360	3.73
2100	159	173	186	288	193	250	154	1403	3.84
2200	174	194	131	312	241	223	175	1450	3.97
2300	260	255	276	434	419	392	279	2315	6.34
Total	4671	4881	4879	7007	6721	6439	5578	40176	
Average	89.83	93.87	93.83	134.75	129.25	123.83	107.27	110.37	4.59

Patrol units handled a total of 40,176 self-initiated incidents over the one-year period, for an average of approximately 110 incidents each day or 4.6 each hour. This level of self-initiated activity shows that patrol officers are making good use of their uncommitted time. The busiest day for self-initiated activity was Wednesday, with an

average of approximately 135 self initiated incidents occurring; while the slowest was Sunday, with an average of approximately 90 self-initiated incidents occurring.

(1.3) During the Same Period, Patrol Units Made Arrests, Issued Citations, and Performed A Number of Other Duties.

The table, which follows, shows the number of incidents (community generated and self-initiated) handled by patrol units, by major disposition.

**Coral Gables Police Department
Incident Disposition by Patrol Units
October 14, 2010 – October 13, 2011**

Disposition	CGCFS	Self-Initiated
ALARM CAD REPORT	4736	71
ARREST MADE	232	218
ASSIST OTHER AGENCY	55	34
BACK UP	734	207
CANCELLED BY COMPLAINANT	16	27
CANCELLED BY SUPERVISOR	2	5
CASE NUMBER ISSUED IN ERROR	63	24
CITATION ISSUED	43	1669
CRASH REPORT WRITTEN	445	55
CRASH REPORT WRITTEN AT INTERSECTION	205	29
DUPLICATE	8	12
FIELD INTERROGATION	51	90
NO CRASH REPORT	127	22
NO CRASH REPORT AT INTERSECTION	40	9
NO REPORT	7684	34954
OTHER JURISDICTION	169	48
OTHER SERVICE PROVIDER	8	3
PROMISE TO APPEAR ARREST	2	0
REPORT WRITTEN	3105	427
SUPPLEMENT WRITTEN	95	29
TEST ENTRY	1	2
TOW ONLY	0	7
UNFOUNDED	1111	48
VERBAL WARNING	24	2072
WRITTEN WARNING	10	113

As shown above, patrol units made 450 arrests, issued 1,712 citations, wrote 734 crash reports, 3,532 incident reports, gave 2,967 verbal warnings and 123 written warnings.

3. RESPONSE TIME DATA INDICATE THAT THE DEPARTMENT PROVIDES RAPID RESPONSE TO EMERGENCY CALLS FOR SERVICE.

An important measure of law enforcement service levels is the ability to provide rapid response to emergency calls for service. This section provides information on response times achieved by the CGPD Uniform Patrol Division as well as time spent handling community generated workloads and self initiated activities.

(1) Response Times to Emergency and High Priority Calls for Service From October 14, 2010 to October 13, 2011 Averaged Approximately 5 Minutes 20 seconds.

The table, which follows on the next page, shows the average and median response times achieved by the Police Department to community generated calls for service by call priority. Priorities "P" and 1 are the highest priority calls and represent in-progress emergencies and high priority calls. Coral Gables also classifies calls as Priority 2, 3, 4, 7 and 9. Higher numbers indicate lower priorities. As there were only three priority 4 and one each of priority 7 and 9 calls, these are not typical call priorities for the CGPD.

Typically, Community Generated Calls for Service (CGCFS) will have an associated response time as units are dispatched and respond to these calls. Self-initiated calls are typically radioed into dispatch by the officer at the time an incident is initiated and do not typically involve a response time. In reviewing the CAD data supplied by the Coral Gables Police Department, there are over 12,000 calls noted as self-initiated in the phone source, which appear to not be self-initiated, as they have an associated response time. There are also over 14,000 calls entered as being received by E911, W911 and phone sources, that have no associated response time and the call type is listed as traffic stop, area check, special assignment, etc., which are typically

self-initiated calls for service. For this reason all calls showing a 0:00:00 response time have been omitted from the response time calculation of CGCFS and all calls with associated response times shown as self-initiated have been added to the response time data. There were also four (4) calls with no priority indicated that had a response time associated with the call.

It is critical that CGPD train dispatch personnel on the importance of accurate call entry into the CAD system, as the analysis of this initial point of data entry can greatly effect the perception of workload of police personnel.

Coral Gables Police Department
Average Response Times, October 14,2010 – October 13, 2011

Priority	Average	Median	Min	Max	# of Events
P	0:03:07	0:02:37	0:00:01	0:43:25	1,400
1	0:04:43	0:04:04	0:00:01	1:10:06	1,434
2	0:05:32	0:04:38	0:00:01	2:59:53	14,357
3	0:06:04	0:04:42	0:00:02	2:17:00	1,678
4	0:02:01	0:2:11	0:00:55	0:02:56	3
7	0:05:55	N/A	0:05:55	0:05:55	1
9	0:06:53	N/A	0:06:53	0:06:53	1
Blank	0:02:29	0:01:33	0:00:17	0:06:31	4
Overall:	0:05:20	0:04:24	0:00:01	2:59:53	18,967

Median Service Time	0:19:28
Average Service Time	0:38:00

As shown above, the CGPD achieved an average response time of 5 minutes 20 seconds to emergency calls for service and a median (which measures the 50th percentile) response time of approximately 4 minutes 24 seconds. The reporting of median response and service times is important as it removes the unusually fast or long response times from analysis. This is especially important for jurisdictions such as CGPD where severe weather events may leave calls holding, which is not typical of the agencies ability to respond. High priority calls, Priority P, were responded to within an average of 3 minutes 7 seconds and a median response time of 2 minutes 37 seconds,

with Priority 1 responded to in 4 minutes 43 seconds and 4 minutes 4 seconds respectfully. This is a very rapid response to emergency and high priority calls for service. Overall, the average response time to all incidents averaged just over 5 minutes. The median response time was just over 4 minutes, which indicates that large response times to some calls influenced the average. The table also shows that the primary unit dispatched to calls for service spent an average of 38 minutes handling each call. The median scene time was 19 minutes 28 seconds, also indicating that unusually long scene times impacted the average scene time.

(2) Patrol Units Spent an Average Total of Approximately 82 Minutes Each Hour Handling Community Generated Calls for Service. The Median Time Spent Each Hour Was Approximately 88 Minutes.

The project team utilized the Department CAD (computer aided dispatch) data to document actual time spent by on-duty patrol units handling community-generated calls for service. This information is taken from the same 18,967 calls used to evaluate response and scene times. The table, below, shows the total amount of time spent handling calls for service. The total time allocated to the call for each of the 18,967 calls was converted to minutes for the purposes of determining time spent on these calls.

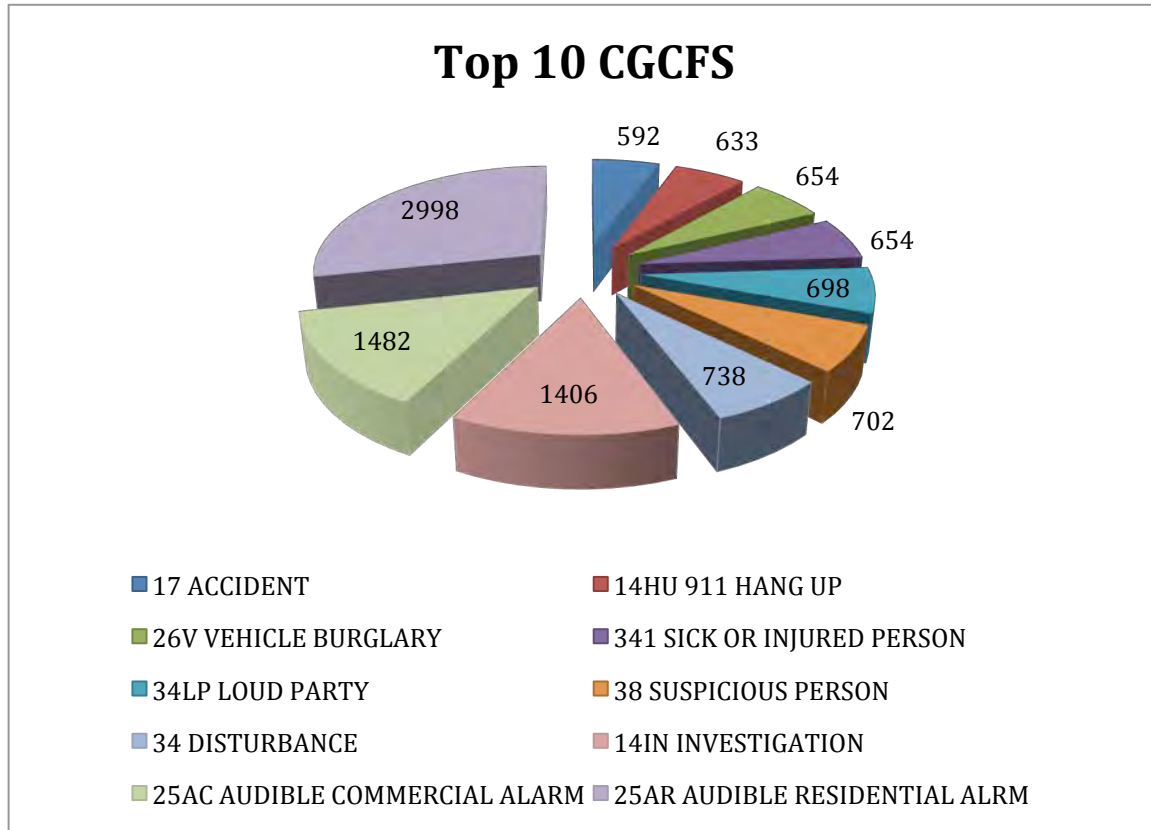
Coral Gables Police Department
Average Time Spent on Community Generated CFS, Patrol Units
October 14, 2010 – October 13, 2011

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Average	Median
0000	102.65	36.97	51.03	35.77	41.00	45.62	72.77	55.12	45.62
0100	74.42	34.23	29.29	44.26	64.03	43.95	72.70	51.84	44.26
0200	54.16	30.35	33.36	15.13	16.22	59.06	74.95	40.46	33.36
0300	44.44	22.27	23.63	13.67	51.65	25.10	63.39	34.88	25.10
0400	36.51	31.96	7.15	21.17	47.77	63.23	75.07	40.41	36.51
0500	43.21	28.77	13.07	21.18	32.00	33.25	29.92	28.77	29.92
0600	22.99	32.04	36.78	50.63	55.72	30.41	31.06	37.09	32.04
0700	46.70	74.99	52.11	60.13	35.71	102.47	47.49	59.94	52.11
0800	49.67	76.81	98.32	93.19	98.91	73.67	78.47	81.29	78.47
0900	70.05	111.90	95.39	89.12	283.55	85.34	89.07	117.77	89.12
1000	64.88	98.16	101.77	119.32	82.18	86.71	77.11	90.02	86.71
1100	88.68	102.36	99.16	123.93	93.39	105.42	85.03	99.71	99.16
1200	122.75	85.08	103.48	98.25	95.81	88.87	117.02	101.61	98.25
1300	95.12	87.27	106.33	91.04	89.66	115.75	118.78	100.56	95.12
1400	96.60	87.13	99.72	132.04	109.37	116.21	103.43	106.36	103.43
1500	90.27	115.50	121.38	134.84	110.54	271.42	120.19	137.74	120.19
1600	100.84	106.88	170.80	112.44	137.00	107.24	107.76	120.42	107.76
1700	123.61	97.37	125.35	107.88	101.65	131.02	104.44	113.05	107.88
1800	84.38	108.98	119.10	89.98	97.76	141.89	130.96	110.43	108.98
1900	77.29	97.87	80.08	128.64	114.90	116.15	112.58	103.93	112.58
2000	80.20	86.67	61.40	111.49	91.50	93.30	101.01	89.37	91.50
2100	78.63	60.64	98.53	67.90	92.96	105.05	103.64	86.76	92.96
2200	66.91	87.00	71.87	72.85	80.68	75.36	124.05	82.67	75.36
2300	62.84	63.04	74.69	48.01	80.93	130.08	104.72	80.61	74.69
Average	74.07	73.51	78.07	78.45	87.70	93.61	89.40	82.12	
Median	75.85	85.87	87.74	89.55	90.58	91.08	95.04		87.91

As shown above, patrol units spent an approximate average of 82 minutes each hour handling community generated workloads. Units were busiest during the hours of 1500 to 1700, while the slowest hours were from 0300 to 0600.

(3) Patrol Units Responded to a Wide Variety of Community Generated Calls For Service.

The following graph shows the top ten community generated calls for service over the one-year period.



As shown above, the largest call-type resulting from a community-generated call for service was audible residential alarms, which accounted for 15.9% of CGCFS. The next two highest call types generated by the community were audible commercial alarms and investigations, which accounted for 7.9% and 7.5% of call respectfully. The fact that audible alarm calls account for approximately 24% of the community generated calls for service indicates that an educational opportunity exists related to the impact of false alarms on the CGPD.

(4) Patrol Units Spent An Average of 149 Minutes Each Hour Performing Self-Initiated Activities.

The next table shows the average amount of time spent by patrol units on self-initiated activities. As indicated earlier, the call source information in CAD may not be an accurate reflection of community generated vs. self-initiated calls for service. To compile

this data, the calls with 0:00:00 in total response time were used to calculate self-initiated time spent on calls.

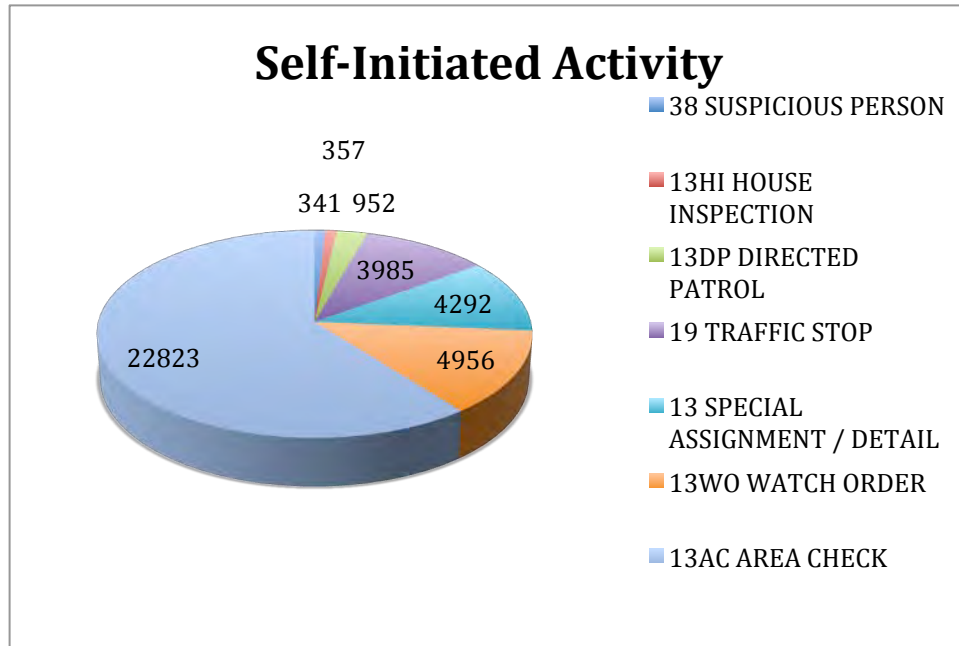
Coral Gables Police Department
Time Spent on Officer Initiated Activities, Patrol Units
October 14, 2010 – October 13, 2011

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Average
0000	199.20	198.49	217.81	224.05	275.04	237.12	291.96	234.81
0100	416.91	357.54	259.66	238.37	286.15	270.75	354.44	311.98
0200	231.85	267.96	227.23	239.23	300.93	320.53	338.62	275.19
0300	240.50	276.09	223.35	245.87	374.20	233.85	292.32	269.45
0400	227.65	179.83	202.84	206.97	206.77	210.99	218.36	207.63
0500	190.40	109.51	111.93	136.51	241.97	154.79	189.01	162.02
0600	121.23	237.10	214.96	286.49	283.90	256.85	162.65	223.31
0700	75.72	76.31	76.18	87.85	115.42	117.91	79.56	89.85
0800	41.47	59.51	80.78	127.87	180.82	89.16	80.49	94.30
0900	46.29	87.11	76.23	218.34	162.76	157.41	109.51	122.52
1000	45.22	96.00	97.59	202.22	188.44	144.61	118.37	127.49
1100	47.81	65.77	72.35	193.02	156.45	127.14	102.75	109.32
1200	48.15	64.49	64.67	223.22	151.09	122.08	163.53	119.60
1300	57.33	90.09	83.20	221.75	178.04	148.30	111.42	127.16
1400	65.65	77.33	83.32	213.76	134.74	156.82	67.40	114.14
1500	61.65	48.91	89.88	199.63	123.88	95.49	84.98	100.63
1600	85.22	84.54	81.59	173.35	124.74	124.55	57.88	104.55
1700	54.04	94.07	80.13	199.18	78.29	73.87	53.73	90.47
1800	69.69	85.55	77.00	195.99	87.62	63.36	64.42	91.95
1900	87.74	75.20	83.96	170.60	76.33	56.68	66.56	88.15
2000	74.41	62.78	53.48	142.02	99.55	93.72	73.26	85.60
2100	125.27	107.29	124.73	176.15	134.72	132.70	154.69	136.51
2200	78.95	115.53	71.96	167.97	137.98	150.74	97.40	117.22
2300	153.09	134.17	161.18	244.03	218.36	234.39	161.65	186.69
Average	118.56	127.13	121.50	197.27	179.92	157.24	145.62	149.61

The table, above, shows that self initiated activity varies significantly throughout the day, with highs during the hours of 0100, 0200 and 0300. These are typically slower hours for call for service workload. The least amount of time spent on average on self-initiated activity occurred during the hours of 1900, 2000 and 0700.

4. AREA CHECKS ARE THE MOST FREQUENTLY CONDUCTED SELF-INITIATED ACTIVITY.

The following graph shows the most frequent self-initiated activities conducted by patrol units over the one-year period.



As shown, area checks are the most frequently conducted self-initiated activity by patrol officers in Coral Gables, with 22,823 being documented in the one year period. It is typical for a patrol unit to perform an area check while conducting routine patrol to provide documentation of areas patrolled during the shift.

5. OVERVIEW OF THE MATRIX CONSULTING GROUP'S APPROACH TO EVALUATING FIELD SERVICES.

The project team developed its analysis of officer staffing needs and deployment based on the principle that both reactive (call handling) and proactive abilities need to be factored into the assessment. The concept of proactivity is very important in law enforcement – if field personnel are committed to calls a large portion of the time, they have little capability to impact the root causes of crime, to anticipate crime in selected situations, or to work with citizens. Further, field personnel with little uncommitted time find it difficult to produce the response times at community expected levels.

Law enforcement agencies that have a community policing philosophy should generally be utilizing proactive time targets within the 40% to 50% range. Proactive time below 40% does not provide time in sufficient blocks to be useable, while being above the 50% level is typically not affordable or efficient, especially for larger organizations. The following table provides a brief discussion of the various proactive time targets in our patrol officer-staffing model:

40% Proactive Time	45% Proactive Time	50% Proactive Time
<ul style="list-style-type: none"> Below this level, proactive time begins to come in blocks that are too small to be useful for problem-oriented policing, and the ability to quickly respond to calls for service diminishes. Officers are providing the minimum level of effective service and should be able to engage in a wide range of preventive activities, including directed patrol, responding to non-criminal quality of life complaints, engaging in traffic and other activities. Ability to engage in community meetings and other time consuming efforts. This level requires active involvement of supervisors. More of the officer's time is dictated by the necessity of handling calls for service than in higher target situations. 	<ul style="list-style-type: none"> Proactive time at this level provides a high level of service for the community, and provides an effective and efficient balance of reactive and proactive workload. At this level, officers are providing a high level of service and should be able to address the proactive needs of the community, without having to deal with having too high or too low of proactive time available. At this level as well, supervisors are to be held accountable for their officers' utilization, and for the results in the community. 	<ul style="list-style-type: none"> Above this level, proactive time comes in blocks that are difficult to utilize in routine shift circumstances. Proactive time of more than 50% is an inefficient and ineffective use of time, and it is difficult to manage personnel whose time is so heavily weighted in this way. At this level, officers provide a very high level of service and should be able to engage in a full range of proactive activities (e.g., traffic, special enforcement and directed patrol). This level of proactivity requires a commitment to actively manage the use of this time, for supervisors to be held accountable for their utilization and for the results in the community.

The following points are noted with respect to Proactive or Uncommitted time:

- Proactive enforcement addresses all other workloads that are not in response to a community-generated call for service. These include such important services as officer self-initiated activity, proactive or preventive patrol, investigative follow-up, directed traffic enforcement, etc. It is critical to recognize that all self-initiated activity falls within the uncommitted time category.
- A Department should have clearly defined uses for uncommitted time. Officers should know what they are expected to do with time between calls for service.

- The ‘proactive’ element of field patrol in many law enforcement agencies generally makes up between 40% and 60% of each officer’s shift, on average. Typically, less than 30% net proactive time available to patrol staff results in inefficient bundling of available time – i.e., uncommitted time comes in intervals too short to be effectively used by field personnel. Proactive time of more than 50% generally results in less than efficient use of community resources, as it is difficult to effectively manage field patrol personnel with this level of uncommitted time. There are important exceptions, however, to these ratios that can be impacted by such issues as officer safety, response times, etc. For example, very small agencies with an extremely small contingent of field staff must have high levels of proactive time, often in the 60% range, to address response time, potential officer safety, and other performance-related issues. Larger agencies do not require such large increments of proactive time unless there are particular unique and extenuating circumstances within the community.

The calculation of proactive time is fundamental to staffing level findings, conclusions and recommendations. These elements are further discussed in the following sections.

(1) The Analysis of Field Patrol Resource Requirements Should Be Based on Actual Workloads Handled and Appropriate Targets for Proactive Time.

The Matrix Consulting Group utilizes a method in which the number of field personnel required is based on an analysis of the unique workloads and service level expectations of a community. In order to evaluate these resources and staffing issues, the project team conducted a data collection and analytical effort focusing on the following:

- Determining community generated workloads in the detail necessary to understand the work volume and the time required to handle it.
- Targeting an amount of time beyond community generated, or “reactive” workload, which can be utilized to be proactive in a directed kind of way (i.e., special enforcement of high-crime areas, etc.).
- Determining the field resources used to handle calls for service and proactive workloads based on actual officer availability levels.

Field law enforcement services represent one of the areas of law enforcement operations in which staffing and service levels can be clearly quantified. Several factors determine the level of patrol staffing required in a community, including:

- Community generated call for service demand, by time of day and day of week.
- How units are utilized and deployed. As shown in the preceding section, the project team utilized CAD data to document the actual number of patrol units on duty each day over a one-year period.
- How calls for service are managed by a law enforcement agency. Many departments throughout the United States “manage” calls for service in a number of ways. This may include the use of telephone or internet reporting, or the use of civilian responders. What these methods of handling calls for service have in common is that they free up time of trained professional officers from handling lower priority calls (i.e., routine calls) so that more of their available time can be spent on calls requiring a higher level of expertise and training.
- The level of service desired by communities varies, for example, in the amount of “proactive” time, or “uncommitted” time a community desires. This is another factor impacting required patrol staffing levels. This involves time not spent handling community-generated calls for service and “proactive” time for which an officer is available for preventive patrol, self-initiated activity (i.e., observations including suspicious pedestrians or vehicles, etc.), special or directive patrol, and other approaches for addressing crime problems, quality of life issues, etc.

The project team employed a model based on these decision points in evaluating officer field staffing for the Coral Gables Police Department, in terms of workload, service levels, and overall operations. The following section identifies and discusses the various characteristics and elements of the field staffing model, and how proactive time is calculated.

(2) Workload and Data Elements Utilized in Patrol Staffing Model

Officers dedicate time to responding and handling community-generated calls for service, as well as related activities, including reports (particularly the more serious reports not completed during the initial handling of the call for service), arrests / bookings, back-up assistance, etc., and the associated times for these elements, as

identified in the following table. These elements are all utilized to calculate total field commitments (i.e., proactive time) in our model, as follows:

Reactive Factor in Calculation of Proactive Time	Summary Discussion
Calls for Service	As shown in the preceding sections, patrol units handled a total of 18,967 calls from October 14, 2010 to October 13, 2011.
Call Handling Time	As shown in the preceding sections, handling time for the primary unit (1 st unit) is approximately on average 38 minutes.
Back-Up Frequency / Number of Units per Call	Based on interviews and the number of two unit calls responded to, the average number of units sent to community generated calls for service was 1.5. This means that approximately 50% of calls for service received a back-up unit.
Duration of Time on Scene by Back-Up	The time spent at the scene of an incident by a back-up unit is captured in the project team's calculation of actual committed time. Based on the back-up rate and the average committed time for all units, the time spent by back-up units on scene is 19 minutes.
Number of Reports	During October 14, 2010 to October 13, 2011, patrol units prepared 3,105 Incident reports and 5,386 other reports.
Time to Complete a Report	Based on discussions with the Police Department, actual availability of patrol units, and call for service workload, the project team assumed the average time needed to complete reports is 45 minutes.
Number of Arrests / Bookings	As shown in a previous section, patrol units made 450 arrests from October 14, 2010 to October 13, 2011.
Time to Complete an Arrest / Booking	Based on discussion with patrol personnel, the project team allowed an average of 1.5 hours to process an arrest.
Proactivity Target	The project team utilized a range of 45% to 50% proactive time to evaluate patrol staffing.

Reactive Factor in Calculation of Proactive Time	Summary Discussion
Available Time of Patrol Officers on Duty	<p>The project team used duty rosters to document the number of patrol units on duty each day for a one-year period. In addition, the project team estimated the amount of time spent on administrative and other activities which impact officer availability. We used the following estimates for administrative, breaks, maintenance, and other activities:</p> <ul style="list-style-type: none"> - Briefings: 15 minutes - Maintenance: 15 Minutes - Meals: 60 minutes - Breaks: 15 minutes - Court: 30 minutes - Training 60 minutes <p>Total Admin Time per shift: 195 minutes</p> <p>It is important to note that Wednesdays are typically training days, where overlap officers are not available for calls, which is why there is a high number of average training hours per shift.</p>

The next section discusses the project team's findings based on our patrol staffing and deployment model.

5. ANALYSIS OF WORKLOADS AND PROACTIVE TIME LEVELS SHOWS THAT THE CITY FACES A TRADE OFF BETWEEN OFFICER UTILIZATION AND RESPONSE TIME.

This section provides the project team's analysis of the minimum patrol staffing needed to achieve recommended service level targets as well as opportunities to redeploy personnel to improve service levels.

(1) Analysis Shows That the CGPD Has a Very High Level of Proactive Time.

The project team used the data from the previous sections, including officer availability, call for service workload, and estimates for time not available due to briefings, meals, preventive maintenance, etc. These data were then used to determine the amount of uncommitted or proactive time available within patrol. The table, that follows, shows the percentage of time spent by on-duty patrol units handling community-generated workloads or on administrative time, over the one-year period:

Coral Gables Police Department
Percentage of Time Spent By On-Duty Units on Community Generated Workload

Hour	Sun	Mon	Tues	Wed	Thu	Fri	Sat	Avg.
00-01	13%	5%	6%	5%	4%	5%	8%	7%
01-02	12%	6%	5%	10%	9%	7%	10%	8%
02-03	13%	7%	8%	4%	3%	12%	15%	9%
03-04	10%	5%	5%	3%	10%	5%	13%	7%
04-05	8%	7%	2%	5%	10%	13%	15%	9%
05-06	10%	7%	3%	5%	7%	7%	6%	6%
06-07	6%	8%	8%	12%	12%	6%	6%	8%
07-08	7%	11%	7%	10%	5%	14%	6%	9%
08-09	9%	11%	15%	14%	14%	10%	12%	12%
09-10	16%	22%	20%	16%	52%	15%	20%	23%
10-11	15%	19%	21%	22%	15%	16%	18%	18%
11-12	21%	20%	20%	22%	17%	19%	19%	20%
12-13	29%	16%	21%	18%	17%	16%	27%	21%
13-14	21%	17%	19%	16%	16%	21%	28%	20%
14-15	22%	17%	17%	25%	20%	22%	23%	21%
15-16	15%	16%	15%	19%	13%	36%	20%	19%
16-17	15%	13%	20%	12%	13%	11%	14%	14%
17-18	26%	16%	21%	17%	14%	19%	21%	19%
18-19	20%	25%	26%	19%	19%	28%	31%	24%
19-20	18%	23%	18%	28%	24%	25%	27%	23%
20-21	19%	21%	13%	25%	19%	20%	24%	20%
21-22	18%	15%	22%	15%	19%	23%	25%	20%
22-23	11%	15%	11%	12%	11%	11%	18%	13%
23-00	8%	9%	9%	7%	9%	15%	12%	10%
Avg.	15%	14%	14%	14%	15%	16%	17%	15%

The following points highlight the information presented in the table, above:

- As shown in the table, on average, approximately 15% of available time within patrol is spent handling community generated calls for service after considering administrative time and other duties. This means that approximately 85% of patrol time is available for proactive activities. This is a very high level of available time, well above the 40% to 50% typically recommended range.
- Proactive time is relatively evenly distributed by time of day and day of week. Proactive time is highest during the hour of 0400 to 0500, which is common amongst law enforcement agencies across the country. However, most hours of the day fall between 78 and 87% proactive time.

The preceding analysis shows that there is a large amount of proactive time available within patrol.

(2) After Considering Proactive Activities, Total Patrol Utilization Is Approximately 56%.

The following table shows the percentage of available time spent on community-generated workloads, administrative time, and self-initiated activities.

Coral Gables Police Department
Percentage of Time Spent By On-Duty Units on Community Generated Workload
and Proactive Activities

Hour	Sun	Mon	Tues	Wed	Thu	Fri	Sat	Avg.
00-01	61%	66%	67%	62%	62%	66%	56%	63%
01-02	15%	23%	50%	38%	45%	46%	34%	36%
02-03	34%	33%	40%	39%	26%	13%	8%	28%
03-04	35%	33%	43%	38%	2%	40%	21%	30%
04-05	39%	51%	51%	46%	42%	38%	35%	43%
05-06	44%	65%	71%	63%	35%	57%	51%	55%
06-07	65%	31%	42%	18%	20%	34%	56%	38%
07-08	83%	78%	82%	77%	78%	69%	81%	78%
08-09	85%	80%	74%	67%	57%	76%	73%	73%
09-10	74%	62%	65%	44%	13%	52%	51%	52%
10-11	76%	63%	60%	42%	45%	54%	51%	56%
11-12	70%	68%	66%	43%	49%	55%	54%	58%
12-13	63%	72%	67%	40%	51%	58%	29%	54%
13-14	68%	66%	67%	43%	47%	48%	42%	55%
14-15	65%	69%	69%	35%	52%	46%	60%	57%
15-16	77%	79%	75%	58%	71%	53%	66%	69%
16-17	75%	78%	73%	71%	74%	75%	78%	75%
17-18	65%	68%	67%	56%	75%	70%	70%	67%
18-19	65%	57%	59%	46%	65%	61%	56%	58%
19-20	63%	62%	65%	41%	62%	65%	59%	59%
20-21	65%	66%	76%	50%	61%	61%	60%	63%
21-22	53%	61%	52%	51%	53%	50%	40%	51%
22-23	77%	64%	78%	62%	69%	67%	68%	69%
23-00	73%	73%	72%	59%	67%	59%	70%	68%
Avg.	62%	61%	64%	49%	51%	55%	53%	56%

As shown above, approximately 56% of available patrol time is spent on community-generated workloads as well as proactive activities. As with proactive time, total utilization is fairly consistently distributed by time of day and day of week. The period with the highest utilization time is between the hours of 0700 and 0900 with an

average utilization rate of 76%. The lowest utilization rate is between 0200 and 0400, with an average utilization rate of 29%.

(3) Analysis of Service Level Targets Shows That Patrol Could Provide High Quality Service With Fewer Staff Than Are Currently Authorized.

As illustrated in the preceding section, proactive time levels within patrol are higher than typically recommended by the project team. We typically recommend a proactive time level of 40% to 50%. Proactive time levels above these targets make accountability for available patrol time difficult to manage. However, the current level of proactive time available within patrol is a consequence of several decisions about patrol deployment. This includes:

- An administrative decision to staff a minimum of 9 patrol officers at all times.
- The geography of the southern portion of the City results in higher proactive time levels in order to ensure that officers are deployed for a five-minute response to emergency calls.

As shown in the preceding section, the CGPD is currently available to provide a rapid response to emergency calls for service given the number of patrol officers on duty. As a result of the current staffing however, proactive time levels are higher than typically recommended by the project team. The preceding sections also show that overall utilization is fairly low – approximately 56%.

As an illustration of the trade off between the number of patrol officers needed under the current approach and alternative service levels, the project team calculated the number of officers needed under several different service levels. The starting point for this analysis is to identify the number of units needed per hour to provide targeted service levels.

The project team next calculated the number of hours available for each officer, after deducting for leaves and lost shift time. This calculation is shown below:

Leave Taken by Police Officers by Type	Hours
Comp Time	7,117
Military	740
Annual Leave	9,455
Sick Leave	5,473
Total Leaves	22,785
PO's in dataset	82
Average Leave per PO	278
Scheduled Hours	2,080
Average Leave	278
Court Time	82
Training Time	102
Arrest Processing	6
Subtotal	1,612
Shifts (Schedule Time less leaves, training, and court / 10)	161.2
Meal time per shift (hours)	1.0
Breaks	0.25
Briefing	0.25
Total Admin Time per Shift	1.25
Total Admin Time per Year	201.5
Net Available Time	1,169

As shown above, the project team determined that officers are available 1,169 hours each year for patrol duties. Based on this, the project team calculated the number of officers needed under the current approach to shift staffing and under alternative service level targets.

Patrol Officers Needed Under Different Scenarios

Officer Hours Needed under Current Approach (9 per shift)	78,840
Officer Hours Needed to Meet 50% Proactive Time Target	37,327
Officer Hours Needed to Meet 45% Proactive Time Target	33,934

Total Officers Needed under Current Approach with turnover (approx. 7%)	70
Officers Needed to Meet 50% Proactive Time Target (w/ 7% turnover)	46
Officers Needed to Meet 45% Proactive Time Target (w/ 7% turnover)	42

Current Patrol Officers	66
Bike Officer	5
POD Officers	3
Total	74

The following points highlight the information in the table, above:

- Based on the current staffing plan, which calls for a minimum of 9 officers on duty at all times, the CGPD needs 70 patrol officers. Please note this does not include the 3 officers assigned to the POD or the bike officers, who typically work in Specialized Enforcement.
- As shown previously, based on current staffing levels and workloads, patrol personnel have an average of 85% of their time available for proactive activities. At a 50% proactive time level, approximately 46 Officers would be needed. At 45%, approximately 42 Officers would be needed.
- By comparison, based on the current approach to patrol staffing and scheduling, the Department needs 70 Patrol Officers assigned to Patrol.

As shown above, the City and the CGPD can meet recommended service level targets with fewer resources. It should be noted that the total number of officers needed under the current approach (9 per shift), with turnover, is 70. There are currently 62 Patrol Officers, 4 K-9 Officers and 5 Bicycle Officers from Specialized Enforcement providing Uniform Patrol services for a total of 71 officers. It is important to note that the number of officers required above to meet the proactive targets does not take into account the unique service area of Coral Gables, particularly the southern portion of the City which has many areas not quickly accessible. The Uniform Patrol Division staffing recommendations, with those situations figured, are shown later in the report.

The current staffing plan may also satisfy other desired services, including:

- The ability to handle two incidents requiring backup (e.g., domestic disputes, robbery or burglary in progress, etc.) simultaneously, while still maintaining a patrol presence.
- The ability to provide regular specialized training to officers (e.g., SWAT, K-9).
- The ability to utilize officers for special assignments – bike patrol, walking beats, directed patrol etc.

Given the current level of resources available within patrol, the City and the Department should ensure that personnel are effectively utilized. This includes focusing on targeted enforcement and additional traffic enforcement activities.

6. THERE ARE OPPORTUNITIES TO IMPROVE THE UTILIZATION OF UNIFORM PATROL UNITS.

This section provides the project team's analysis of overall utilization of Uniform Patrol units.

(1) Uniform Patrol Units Are Impacted by the Service Level Demands of Coral Gables.

It is important to place any analysis of police officer utilization in the context of local community service level demands and expectations. The City of Coral Gables places a number of unique service demands upon the Police Department, including traffic control, dignitary visits, and a number of special events. The City is a destination spot for many travelers and has a high profile image due to its close proximity and access as a major travel route to the City of Miami. As a result, the Police Department faces several demands that most cities do not. In addition, the Department has not historically tracked the amount of time spent handling these special assignments. Consequently, it is difficult to get a comprehensive picture of overall utilization of field services units.

The City of Coral Gables is also unusual in how different the north and south portions of the City are in terms of ease of travel and service demands. The northern portion of the community is more urban in nature, while the southern portion is occupied by high-end residential neighborhoods and estate homes. Making emergency response more problematic in the southern portions of the City, are the number of canals for the waterfront homes, gated communities, and Dixie Highway—which is a major travel route through Coral Gables for commuters traveling to and from the City of Miami. Congestion on Dixie Highway impacts adjacent roadways as commuters seek alternative routes through the City.

At minimum staffing levels, three officers are deployed North of Bird, two officers South of Bird, two officers North of Kendall and two officers South of Kendall. The justification for the deployment is based on call volume and the ability to meet 05:00 minute average response time goals to high priority calls.

The following table illustrates the response times in the four response zones in the City.

Response Area	Number of Calls for Service	Average Response Time
North of Bird	11,107	05:13
South of Bird	3,539	05:11
North of Kendall	3,174	05:18
South of Kendall	889	07:27

As shown above, the area North of Bird receives the highest number of calls requiring an officer response at 11,107 calls annually. The area with the least number of calls is South of Kendall, which receives 889 calls annually. While three of the areas are fairly close to meeting the five-minute response time goal, the area South of Kendall has an average response time of 7 minutes 27 seconds. Given the difficulty of rapid response, the area South of Kendall should continue to have no less than two officers

assigned despite the low call volume. The higher call volume North of Bird also indicates that the current deployment of three officers is appropriate.

Recommendation: Staffing reallocations should begin with a reduction in minimum staffing of one officer.

Recommendation: The CGPD should begin tracking the amount of time spent by officers handling special assignments such as special details, special events, and other activities.

(2) The Utilization of Uniform Patrol Units Can Be Improved.

As shown in the preceding sections, the overall utilization rate for patrol units is approximately 50%. This means that 50% of available officer time is spent handling calls for service, working on administrative matters, or conducting proactive activities. The other 50% of time is available for other activities, or is currently underutilized. Given the amount of time available within patrol, the CGPD should target additional activities for personnel or consider reducing the staffing levels to a minimum required staffing of eight (8) patrol officers per shift.

(3) The Impact of Shift Schedules on Staff Utilization in Uniform Patrol.

Various patrol shift schedules can be implemented in a Department, from a five-day / 8-hour work week, to the four-day / 10-hour work week currently in place for patrol at the CGPD, to a 12-hour deployment schedule. There are several advantages associated with the Department's current 10-hour shift schedule:

- A 4/10 work schedule's primary benefits are the additional days off provided to staff compared to an 8-hour schedule.
- The ability to have overlap coverage during peak workloads as well as to better accommodate shift briefing.
- The ability to have an additional staff contingent available during overlap days for training or other activity.

There are several disadvantages associated with a 10-hour shift schedule, including the following:

- All shift schedules which are not divisible into 24 hours in a day suffer from cost inefficiencies. A 4/10 plan requires three shift deployments totaling 30 hours of paid time to cover a 24-hour day.
- The daily overlaps often do not coincide with peak call loads and, as a result, excessive numbers of officers are deployed compared to the work requirements.
- The weekly overlap does not always get utilized for training or other priority activity and, as a result, excessive numbers of officers are deployed compared to the work requirements.

The cost and service disadvantages of the 10-hour schedule outweigh the advantages for the City of Coral Gables and the Department should move to a 12-hour shift schedule.

For comparative purposes, the table below takes a targeted staffing level of eight (8) officers, 24 hours a day, and shows the number of staff required for each of the common patrol work schedules.

Shift Schedule Comparison

Shift Schedule	8-Hour	10-Hour	12-Hour
Staffing Target	7	7	7
Teams / Day	3	3	2
Staff Hours / Day (Shift Schedule x Teams)	24	30	24
Shift Efficiency	100.0%	125.0%	100.0%
Staff Hours / Year (Actual x Staff Hours x 365 Days per Year)	61,320	76,650	61,320
FTE Required @ 1,169 Net Hours per Position	52.5	65.6	52.5
Current Regular Patrol FTE Authorization	62	62	62
Variance	9	(4)	9

While an 8-hour schedule would result in the loss of one day off per week compared to the 10 plan, a 12-hour shift would keep that day in one week of a two week cycle and increase it by another day in the second week of a two week cycle. This shift schedule has been implemented in many places in Florida and around the country. Among the departments in Florida which utilize a 12 hour shift for patrol are the following:

- Boca Raton
- Daytona Beach
- Marco Island
- Naples
- Orlando
- Plantation

As the table above illustrates, it would require the CGPD to have a total allocation of 53 field patrol personnel in order to achieve a minimum staffing level of seven (7) regular Patrol Officers per hour. As a result, since 2008, the City would have been better served with a different schedule than the 10-hour shift.

With respect to 12-hour shift programs, there are a wide variety of potential schedules that can be implemented, ranging from alternating time blocks off (3 days-on, 3 days-off), to “flipped” schedules – 3 days on, 4 days off then 4 days on, 3 days off – to what is known as the Pitman schedule (2-on, 2-off, 3-on, 2-off, 2-on 3-off), to frequently rotating shifts (regular movement between Day and Night shift). Additionally, there are alternative shift schedules that combine 12-hour patrol operations with other schedules.

(4) The 12-Hour Shift Schedules Have Some Perceived Health Advantages

The 12-hour deployment schedule that is receiving increasing popularity with many law enforcement agencies is a scheduling option worth considering. There has also been much interest relating to the potential impact of extended work schedules on the physical and mental well-being of those employees subject to lengthier shifts.

A recent study performed by Lincoln, Nebraska, included an officer survey of the Police patrol regarding potential issues associated with its implementation of a 3/12 schedule, focused on many health related questions. The survey noted:

- 100% of the respondents felt they were able to perform all police functions on the 3/12 schedule.
- 87% disagreed that they had become so tired during a shift that they were unable to function normally or safely.
- When asked about how rested they felt after returning from days off, 82% of officers said they were “very rested,” 9% percent felt “somewhat rested,” and an additional 9% found no difference from previous scheduling alternatives.

- When queried about their ability to work additional hours beyond a 12-hour shift, 42% felt there was no difference, 40% said they were “somewhat less able” to work, and 18% were “significantly less able” to work overtime.
- Positive mood and disposition changes had been noticed by the families of 77% of the respondents.²

In effect, a very recent survey of a large metropolitan police department found overall positive physical as well as mental health benefits associated with implementing a 12-hour shift program. It should be noted, however, that the survey respondents were pre-disposed to a 12-hour schedule, as they were voluntarily participating in a pilot study. Nevertheless, the results are statistically favorable with regard to this program.

(5) The Department Should Implement a 12-Hour Shift Program.

Because of the variety of 12-hour shift options, the project team has developed a 12-hour shift program within the following conceptual framework:

- Similar to present 4/10 shift schedules, the same number of patrol officers are scheduled throughout the week, regardless of day of week.
- Patrol personnel would work a 3 day / 4 day rotation of shifts in a two week period.
- Such a two week cycle would still result in 4 hours of overtime each cycle assuming that the Department schedules one day in the 48 hour week to an 8 hour shift rather than a 12 hour shift. This approach is becoming increasingly common to reduce the payment of overtime.
- If the City implemented a fourteen day work cycle, it could eliminate the payment of overtime for scheduled deployments.

It should be noted that from a purely operational standpoint, 12-hour schedules that have rotating days off – whether 3/3 programs, 4/4 programs, the Pitman Schedule, etc. – will always have the same field deployment profiles, as one-half of the field resources are always scheduled for duty and one-half are off. Given that the present

² All results found in the August, 2008 article from *The Police Chief* magazine.

culture at the CGPD has the same level of patrol resources scheduled for deployment regardless of day (except barrel day), this concept will be carried forward in the development of optional 12-hour schedule.

The project team recommends the following 12-hour shift schedule to ensure employees are equally distributed and have equal numbers of days off. For illustrative purposes a two-week schedule is depicted.

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Day / Night 2	Day / Night 1	Day / Night 1	Day / Night 2	Day / Night 2	Day / Night 1	Day / Night 1
Day / Night 1	Day / Night 2	Day / Night 2	Day / Night 1	Day / Night 1	Day / Night 2	Day / Night 2

As shown over the two-week period, each officer will work the same days and have the same days off on a rotating basis. The twelve-hour shifting schedule would result in the following staffing levels by position to maintain the current high service levels by the Coral Gables Police Department to the Community.

Proposed 12-hour Shift Staffing Levels

Position	Total	Total / Shift	Minimum / Shift	Change
Lieutenant	4	1	0	1
Sergeant	12	3	2	0
MPO	4	1	0	-1
Police Officer	48	12	8	-9

The Uniform Patrol Division would continue to be under the direction of a Major. There would be an additional Lieutenant assigned to ensure a Lieutenant manages each shift. This would improve operations, as a Watch Commander would be available on a 24-hour basis. Each shift would have three (3) Sergeants assigned for field supervision with minimum staffing levels of two (2) field supervisors on each shift. The shifts would also continue to have an MPO on each shift as well as 12 officers, with

minimum staffing levels of eight (8) officers per shift to ensure continuation of high service levels, while officer time is more fully utilized.

It should be noted that the efficiencies gained by changing the shift schedule from the current 10 hour shift to the 12 hour shift could be achieved through adoption of an 8-hour schedule.

Recommendation: Change Uniform Patrol operations from the current 4-10 shift schedule to a 12-hour shift schedule.

Recommendation: If a 12-hour shift schedule is adopted, increase Lieutenant staffing by one (1), reallocate MPO staffing by one (1) and reallocate Patrol Officer staffing by nine (9).

Recommendation: All reallocated positions should be assigned to a new “Strategic Initiatives Team” as described in a later chapter of the report.

(6) The Utilization of K-9 Units Can Be Improved.

The project team utilized data, which showed K-9 units on duty, calls for service, and self initiated activity, to evaluate the utilization of K-9 personnel within the CGPD. K-9 personnel work on designated patrol shifts, but work one less hour per shift to compensate for caring for the canine. The following tables show the time in minutes spent on self-initiated and community generated calls and the percentage of on duty hours spent handling community generated or self initiated workload from October 14, 2010 to October 13, 2011. Please note that the project team excluded hours where K-9 Units were not typically scheduled.

Coral Gables Police Department
Time in Minutes Spent by K-9 Units on CFS and Self Initiated Activities

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Avg.
00-01	152	47	40					79.67
01-02	115		181					148.00
02-03	131	13	112	9				66.25
03-04	118		143					130.50
04-05	101	10	181					97.33
05-06	66		84					75.00
06-07	29		107					68.00
07-08	87	75	210					124.00
08-09	146	330	264					246.67
09-10	143	493	531				6	293.25
10-11	256	377	395			16		261.00
11-12	188	249	353				14	201.00
12-13	181	376	249	28	38		58	155.00
13-14	147	265	290	120			44	173.20
14-15	309	138	114	51		30		128.40
15-16	354	185	178		87	173	281	209.67
16-17	73	263	225	27	1559	796	834	539.57
17-18	303	422	191	16	1727	1317	861	691.00
18-19	386	355	350		466	555	498	435.00
19-20	358	333	241	0	101	202	52	183.86
20-21	338	559	345		176	1045	438	483.50
21-22	163	303	206	2	1283	917	929	543.29
22-23	228	206	191		900	729	795	508.17
23-00	131	214	115		235	170	228	182.17
Avg.	187.63	260.65	220.67	31.63	657.20	540.91	387.54	250.98

Coral Gables Police Department
Percentage of Time Spent by K-9 Units on CFS and Self Initiated Activities

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Avg.
00-01	4.87%	1.51%	1.28%	0.00%				1.92%
01-02	3.69%	0.00%	5.80%	0.00%				2.37%
02-03	4.20%	0.42%	3.59%	0.29%				2.12%
03-04	3.78%	0.00%	4.58%	0.00%				2.09%
04-05	3.24%	0.32%	5.80%	0.00%				2.34%
05-06	2.12%	0.00%	2.69%	0.00%				1.20%
06-07	0.93%	0.00%	3.43%	0.00%				1.09%
07-08	1.39%	1.20%	3.37%	0.00%				1.49%
08-09	4.68%	10.58%	8.46%	0.00%				5.93%
09-10	4.58%	15.80%	17.02%	0.00%				9.35%
10-11	8.21%	12.08%	12.66%	0.00%				8.24%
11-12	6.03%	7.98%	11.31%	0.00%				6.33%
12-13	5.80%	12.05%	7.98%	0.90%				6.68%
13-14	4.71%	8.49%	9.29%	3.85%				6.59%
14-15	9.90%	4.42%	3.65%	1.63%				4.90%
15-16	5.67%	2.96%	2.85%	0.00%	2.79%	5.54%	9.01%	4.12%
16-17	1.17%	4.21%	3.61%	0.29%	49.97%	25.51%	26.73%	15.93%
17-18	9.71%	13.53%	6.12%	0.26%	55.35%	42.21%	27.60%	22.11%
18-19	12.37%	11.38%	11.22%	0.00%	14.94%	17.79%	15.96%	11.95%
19-20	11.47%	10.67%	7.72%	0.00%	3.24%	6.47%	1.67%	5.89%
20-21	10.83%	17.92%	11.06%	0.00%	5.64%	33.49%	14.04%	13.28%
21-22	5.22%	9.71%	6.60%	0.03%	41.12%	29.39%	29.78%	17.41%
22-23	7.31%	6.60%	6.12%	0.00%	28.85%	23.37%	25.48%	13.96%
23-00	2.10%	3.43%	1.84%	0.00%	7.53%	5.45%	7.31%	3.95%
Avg.	5.58%	6.47%	6.59%	0.30%	23.27%	21.03%	17.51%	7.14%

As shown above, approximately 7% of available K-9 officer time was spent handling community-generated calls for service or self initiated activity during the one-year period. The table shows that K-9 units are most productive during the hours of 1600 to 2300. Overall, however, K-9 officer utilization levels are relatively low.

The current approach to K-9 officer deployment is based on several considerations. Currently, four dogs are deployed, to provide one K-9 officer on Alpha shift (Squad 2), one K-9 officer on Bravo shift (Squad 2) and two K-9 officers on Charlie

shift (one per Squad). This explains the higher activity during the 1500-0000 hours. This also allows K-9 personnel time to attend and conduct training exercises.

K-9 units, like patrol, conducted a large number of area checks over the one-year period. Of the 1,676 CAD entries for K-9 units, 788 or 48% were area checks. K-9 personnel should be involved in crime prevention presentations, continue to participate in SWAT exercises, and be part of tactical and operational plans developed by the Specialized Enforcement Division.

As an alternative, the Department could interchange K-9 and Uniform Patrol positions and retain K-9 staff recommended to be reallocated here.

Recommendation: K-9 Officer utilization is low. The CGPD should ensure that K-9 Officers are utilized for additional duties including: crime prevention programming, participation in SWAT exercises and training, and participation in tactical and operational plans developed by SED.

Recommendation: Reduce K-9 staffing to three (3) police officers serving as K-9 officers.

4. ANALYSIS OF THE CRIMINAL INVESTIGATIONS DIVISION

This chapter provides an analysis of the staffing, operations and workload of the Criminal Investigations Division. The workload information used in this section was obtained from interviews with Division supervisory and line personnel, and a review of documents and information from the Department's case management system. This Division is responsible for various investigative and special enforcement services including criminal investigations, vice and narcotics enforcement, gang tracking and suppression efforts, covert investigations and various other supportive investigative efforts to serve a demanding community. The Division also provides victim and witness services, provides school resources officers to public schools in the City, and provides officers to various task and strike forces supported by the Department. The analysis in this chapter begins with the Criminal Investigation Section.

1. VARIOUS CASES ARE ASSIGNED TO DIFFERENT UNITS WITHIN THE CRIMINAL INVESTIGATIONS SECTION.

The Criminal Investigations Section is managed by a Lieutenant who reports directly to the Division Major. This Section is responsible for various investigative and special services.

The following sections of the study pertain to the organizational and staffing analysis of the Details (Units) with an investigative operations focus, as described in the CGPD Profile. These include the following:

- Crimes Against Persons
- Crimes Against Property
- Economic Crimes

- Youth Resource
- Crime Scene Unit
- Victim//Witness Coordinator

These investigative units comprise the Criminal Investigations Section. The following table summarizes the major activities performed by each Unit.

Cases Assigned to Various Investigative Units

Unit	Case Types Assigned	Notes
Economic Crimes Unit	Typically assigned various financial cases for investigative follow-up that include check and credit card fraud, extortion, forgery, embezzlement, non-sufficient fund checks, internet fraud, identity theft, and suspicious circumstances.	Two detectives currently staff the Economic Crimes Unit. Authorized staffing is three.
Crimes Against Property Unit	Typically assigned various property cases for investigative follow-up that include residential and commercial burglary, grand and petty theft, lost and found property, trespass, vandalism and suspicious circumstances.	Six detectives currently staff the Crimes Against Property Unit.
Crimes Against Persons Unit	Assigned various cases for investigative follow-up that generally include person crimes to include assaults, suicides, suspicious deaths, homicides, robberies, sex crimes, harassing phone calls, criminal terrorist threats, domestic violence, disputes, elder abuse, hate crimes, missing persons, and suspicious circumstances.	Six detectives currently staff the Crimes Against Persons Unit. The Victim Advocate also reports to the Crimes Against Persons Sergeant.
Youth Resource Unit	Investigates all felonious crimes committed against or by children up to 18 years of age with the following exceptions: 1) Homicides, and 2) Generally person crimes perpetrated by youth against adults. Investigative follow-up includes the following Child abuse, sex crimes runaways, found/stolen bicycles, graffiti (Vandalism), and other property crimes performed by youth.	Three detectives currently staff the Youth Services Unit.

Unit	Case Types Assigned	Notes
Crime Scene Unit	Responds to active crime scenes to fully process and document the crime scene and process and prepare evidence for lab submittal.	Two Technicians and one Supervisor are assigned to the Unit.

In calendar year 2010 the Criminal Investigations Section was assigned the following:

- A total of 1,266 Part I, Part II and miscellaneous cases.
- 319 Crimes Against Persons.
- 816 Crimes Against Property.
- 118 Economic & Commercial Crimes.

This workload will be examined in much further detail in the following sections. Additionally, the project team will evaluate the organization, staffing and case assignment philosophy related to the above investigative Units throughout this chapter.

2. CRIMINAL INVESTIGATIONS WORKLOAD, STAFFING, AND EFFECTIVENESS ARE EVALUATED DIFFERENTLY THAN FIELD OPERATIONS.

It is more difficult to evaluate the staffing levels required by criminal investigations because, unlike patrol operations, more subjective and qualitative determinants of workload and work practices need to be considered. Patrol services have the benefit of several quantitative measures, such as calls for service and proactive time, to assist in the evaluation of staffing requirements, whereas investigative services have fewer such reliable measures. Comparisons with other agencies are often made, but given differences in the way investigations are conducted, as well as the type of crime in a community, such comparisons are not very useful. Factors making comparative analyses difficult include:

- What is actually investigated varies by agency. The extent to which agencies assign misdemeanor level property crime cases to Detectives varies. Also, the extent to which patrol performs preliminary investigations varies widely and thereby impacts Detective caseloads. The Coral Gables Police Department assigns all misdemeanors, various informational, and all felony cases to the Detectives, thereby maximizing Detective caseload compared to many other agencies where caseloads are screened, through various methods, prior to assignment to a follow-up Detective.
- Approaches used to screen, assign, and monitor cases are different among law enforcement agencies. For example, Coral Gables largely relies on a Crime Analyst to screen cases and determine the appropriate unit sergeant to whom cases should be sent for assignment, whereas other departments may use detectives to self-screen or dedicated Detective Sergeants to read and initially screen cases based on various solvability factors.
- Work practices vary tremendously among agencies, relating to interviewing techniques, mix of telephone and in-person interviews, use of computer technologies, time devoted to administrative tasks, etc.
- Complexity of caseloads is also a factor to consider when examining quantitative factors relating to investigative activity. Each case is different in terms of workable leads, suspect description, evidence availability, victim/witness cooperation, quality of information provided by the original report taker, and numerous other factors. The way information in a single case may combine with information on other cases (e.g., serial crime) also impacts investigative actions.
- Additional duties and responsibilities performed by detectives beyond their caseload work. Such activities may include being a specialized trainer, assisting on warrant arrests or various other administrative duties that may detract from casework.
- Finally, the nature of the community itself is a factor in evaluating investigative workload and staffing needs. Citizen expectations translate into service levels impacting detectives in terms of what is investigated and how investigations are conducted. An agency such as the CGPD, may provide follow-up on all crimes, whether there are available leads or not, whereas another agency may rely on the victim to take the initiative as to case progress for “unsolvable” crimes.

As it relates specifically to the Coral Gables Police Department, there are certain expectations placed upon Detective staff that could be considered somewhat atypical in a variety of other law enforcement agencies. These expectations are largely two-fold:

- Cases assigned to Detectives exceed those of many other agencies which have implemented a case-screening process to minimize the number of “unsolvable” or “minor” cases forwarded to investigative staff. Many cases are suspended at this case screening stage in other law enforcement agencies.
- Personnel within the Section, such as Sergeants, perform a number of administrative duties outside of investigative workload as detailed in the Profile section of this report. Such work detracts from managing investigative case work.

As noted in prior pages, investigative workloads have numerous qualitative considerations when compared to that which depicts typically quantitative-driven patrol workload. In patrol, workload can be characterized broadly by the following factors:

- High volume/fast turnaround work and deployment practices designed to result in a rapid response of personnel. These can be linked to such metrics as response time and on-scene time.
- Work is typically oriented not toward a solution of a complex case, but toward documenting available evidence at the crime scene and initiating contacts with victims and witnesses.
- Appropriate availability and use of non-call-for-service time characterized as proactive time.

Unlike patrol, investigative workload does not have a wealth of specific measures that can be converted into quantitative methodologies to arrive at required staffing levels. There are some important metrics available, yet qualitative issues must also be considered. Investigative staffing requirements need to be examined from a variety of perspectives in order to obtain an overall portrait of staffing issues, case handling issues, and operational philosophies that have an impact on overall staffing needs. The project team performed the following steps in the analysis of the Criminal Investigations Section:

- Reviewed case management practices through interviews with unit supervisory and other line staff and obtained available caseload data for each of the Units.

- Compared the CGPD's Detective staffing and workload with investigative benchmarks from other law enforcement agencies.
- Examined other qualitative measures of workload, as appropriate, to determine the effectiveness of Section services.
- Examined organizational and supervisory spans of control.

The sections, which follow, provide a description of how the project team conducted its analysis relative to the aforementioned approaches.

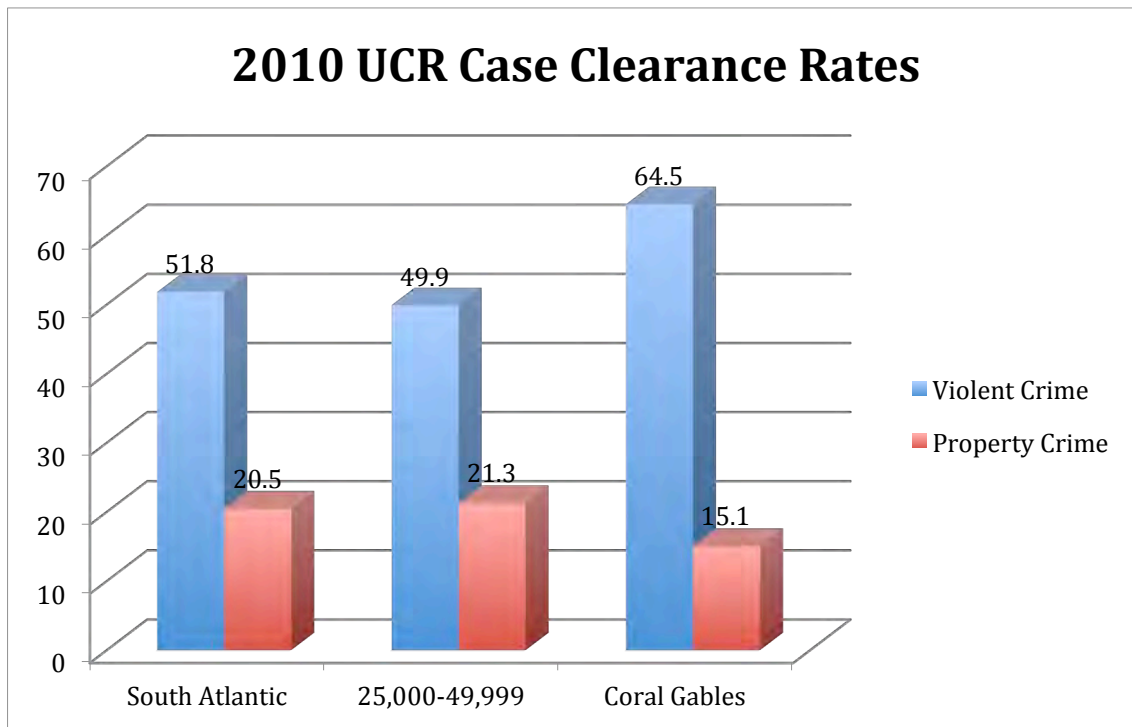
As stated above, investigative workload and staffing requirements can employ a series of indicators to determine the extent to which core investigative staffing and general workload in the Section compare to ranges observed in other police agencies. This information is used to determine if the Coral Gables PD is within the ranges measured by those indicators. Investigative workloads vary depending on the number and types of cases a Detective is assigned, their complexity, and also the level of service desired by an agency. Generally speaking, however, the comparative measures that can be used to determine staffing, efficiency and effectiveness are displayed in the following table:

Comparative Measures	Comparative Industry Patterns
Part I Offenses per “line” Detective in core investigative functions such as persons and property crimes Detectives. This does not include those assigned to “pro-active” units such as narcotics or vice.	The Average distribution of Part I Offenses per “line” Detective developed in recent police services studies in the U.S. generally ranges from 400-500 Part I Offenses per investigator.
Case Clearance for Part I Crimes.	The Uniform Crime Report provides data on average case clearance by major crime type for various sized jurisdictions.
Active cases assigned to “property” crimes Detectives (e.g., burglary/theft).	15 to 20 active cases per month based on a survey of dozens of law enforcement agencies performed by the Matrix Consulting Group over the last several years.
Active cases assigned to white collar crimes Detectives (e.g., fraud).	These have a broader range due to their varied complexity, from 10 to 20 active cases per month each.
Active cases assigned to “person” crimes Detectives.	8 to 12 active cases per month based on the same survey. 3 to 5 active cases for complex person crimes such as felony assaults (shootings) to include homicides.
Active cases assigned to “generalist” crimes Detectives.	12 to 15 active cases per month based on the same survey.

There is no caseload standard for specialized detective units (e.g., vice and narcotics), because these types of cases are more proactive in nature. They can consume many weeks of staff time generating leads, contacts and suspect information, and they may often require surveillance and related activities. Furthermore, caseload standards have yet to be developed for computer forensic work, given the extreme variance in the potential complexity of a case and the tools available to the computer forensics investigator(s).

3. A COMPARISON WITH NATIONAL CRIME CLEARANCE DATA SHOWS THE CGPD IS BELOW THE AVERAGE CLEARANCE FOR CITIES OF SIMILAR SIZE AND THOSE IN THE SOUTH ATLANTIC REGION FOR PROPERTY CRIMES, BUT HAS HIGHER CLEARANCE RATES FOR VIOLENT CRIMES.

One approach to evaluating investigative effectiveness is to benchmark case clearances³ versus other law enforcement agencies in similar sized communities. Information available from the Uniform Crime Reports (UCR) provides case clearance statistics for Part I crimes. The following graph shows the CGPD's case clearance performance as compared to other law enforcement agencies in the United States. The graph depicts overall case clearance for violent and property crime, comparing Coral Gables to other communities in the South Atlantic Region and Nationally in the 25,000 – 49,999 population range.



³ Cases are cleared through an arrest or exceptional circumstances.

It should be noted that UCR data should be viewed with some caution; that is why it is only one method by which the project team evaluates investigative services.

The following is abstracted directly from the FBI's website:

"Each year when *Crime in the United States* is published, many entities – news media, tourism agencies, and other groups with an interest in crime in our Nation—use reported figures to compile rankings of cities and counties. These rankings, however, are merely a quick choice made by the data user; they provide no insight into the many variables that mold the crime in a particular town, city, county, state, region, or other jurisdiction. Consequently, these rankings lead to simplistic and/or incomplete analyses that often create misleading perceptions adversely affecting cities and counties, along with their residents."

The following points regarding the above graphs are noted:

- Based on the UCR data provided in 2010 by the Federal Bureau of Investigation, the CGPD clears a higher percentage of violent crimes, but lower percentage of property crimes when compared to the national average (calendar year 2010) for other jurisdictions in the 25,000 – 49,999 population range.
- Similarly, based on the UCR, the CGPD clears a higher percentage of violent crimes, but a lower percentage property crimes when compared to the average for reporting communities in the South Atlantic region of the United States.

Clearance rates can be impacted by a number of factors, and should not be considered an exclusive measure of investigative productivity. It is, however, one measure that can allude to several operational characteristics. For example, these UCR data can provide a broad indicator of investigative staffing and workload balance. Case clearance rates dramatically below or above national averages could be indicative of staffing issues in the respective investigative areas. The project team does not believe lower clearance rates reflect a staffing issue but reflect the methods in which investigative services are conducted. Beyond the reasons for lower clearance rates, achieving national averages for cities of similar size should be strived for as a

noteworthy goal, as it reflects an important law enforcement agency core business function – the investigation and ultimate clearance of criminal cases.

4. USING UNIFORM CRIME REPORTING PART I CRIME DATA, THE RATIO OF PART I CRIMES PER DETECTIVE IS SIGNIFICANTLY LOWER THAN OTHER BENCHMARK AGENCIES.

The number of Part I crimes per Detective in many other law enforcement agencies in the United States averages between 400 and 500 crimes per Detective. Part I Crimes are taken from the annual Uniform Crime Report and compared to actual detective staffing levels in an agency. The following reflects information gathered by the project team over the last several years related to this staffing pattern:

Range of Part I Offenses per Investigative Staff

Range of Part I Offenses Per Core Investigator	Percent of Departments Surveyed with Part I Offenses Ratios in the Range
Less than 300	5.3%
300 to 400	31.6%
400 to 500	42.1%
More Than 500	21.0%
TOTAL:	100%

Based on Detective staffing levels of 12 detectives in Persons and Property Crimes, and based on 2010 UCR data of 93 violent crimes and 1,953 property crimes, the ratio of Part I Offenses per Detective is 171:1. This is well below the agencies surveyed for this study.

This metric is telling, as it relates to the number of Detectives fielded in comparison to Part I crimes, particular since the ratio is well below the low end of the noted 400 – 500 range as well as recently compared agencies. As any standalone metric, this performance measurement is inconclusive in and of itself; however, it does point to a potential operational issue deserving further analysis.

5. THE DETECTIVE UNITS WERE EVALUATED BASED ON CASELOAD INFORMATION FROM A VARIETY OF SOURCES.

In brief, caseload and staffing data are provided for each work Unit in the following format:

Case Workload and Performance

Measurement Type	Description
Assigned Staffing Level	The actual staffing level in the Unit as of this study.
FTE Staffing Level, 2011	Based on investigative logs, the actual number of detectives assigned cases to that Unit either temporarily, a portion of the year prior to transfer, etc. Detectives assigned only a very minor number of cases to the Detail were not counted.
Annual Cases <i>Assigned</i> to Unit	Total cases assigned to the Unit in calendar 2010.
Average Monthly Cases <i>Assigned</i> to Each Detective	The average number of monthly cases assigned to each Detective in the Unit. If a Detective worked the Detail less than one year, the monthly average reflects this based on the number of Detective FTE's assigned as reflected in the FTE Staffing Level, 2010 column above.
Average Monthly "Minor" or "Minimal Work" Cases <i>Assigned</i> to Each Detective	The average number of monthly minor/minimal work cases assigned to each Detective in the Unit. See FTE comment above.
Average Monthly <i>Active</i> Cases for Each Detective	The total monthly cases worked in September 2011 based on the Desk Audits conducted.
Benchmark Targets for <i>Active</i> Monthly Caseload per Detective	A range showing the number of monthly cases that should be actively worked based on Matrix Consulting Group methodologies.
Does Unit Meet the Benchmark?	Comments regarding if the Unit meets benchmark targets.

Utilizing the approaches noted, the project team analyzed each unit as presented below.

(1) Crimes Against Property Unit.

The Crimes Against Property Unit is currently staffed with four full-time Detectives, but is authorized six detectives. Workload metrics as defined above are shown as follows:

Crimes Against Property Unit Caseload Performance Metrics – Calendar 2010

Assigned Staffing Level	Full-time Equivalents (FTEs)
FTE Staffing Level, 2011	4, 6 Authorized
Annual Cases <i>Assigned</i> to Unit	324
Average Monthly Cases <i>Assigned</i> to Each Detective	11.2
Average Monthly <i>Active</i> Cases (September 2011) for Each Detective	7
Benchmark Targets for <i>Active</i> Monthly Caseload per Detective	15-20 (property crimes)
Does Unit Meet the Benchmark?	Active cases are below Benchmark

(2) Economic Crimes Unit.

The Economic Crimes Unit is currently staffed with two full-time Detectives, but is authorized three detectives. Based on vacation schedules for all three staff, the self-reporting exercise performed in September 2011 is not applicable to this Unit. Workload metrics are shown as follows:

Economic Crimes Unit Caseload Performance Metrics – Calendar 2010

Staffing Level	Full-time Equivalents (FTEs)
FTE Staffing Level, 2011	2, 3 Authorized
Annual Cases <i>Assigned</i> to Unit	94
Average Monthly Cases <i>Assigned</i> to Each Detective	3.9
Average Monthly <i>Active</i> Cases (September 2011) for Each Detective	3
Benchmark Targets for <i>Active</i> Monthly Caseload per Detective	10 (white collar crimes)
Does Unit Meet the Benchmark?	Active cases are below Benchmark

Recommended staffing levels for the Economic Crimes Unit and the entire Division will be placed in further context later in this chapter.

(3) The Crimes Against Persons (CAP) Unit.

The CAP is currently staffed with three full-time Detectives, but authorized six Detectives. Workload metrics are noted as follows:

Crimes Against Persons Caseload Performance Metrics – Calendar 2010

Staffing Level	Full-time Equivalents (FTEs)
FTE Staffing Level, 2011	3, 6 authorized
Annual Cases <i>Assigned</i> to Unit	131
Average Monthly Cases <i>Assigned</i> to Each Detective	4.5
Average Monthly <i>Active</i> Cases (September 2011) for Each Detective	28.7
Benchmark Targets for <i>Active</i> Monthly Caseload per Detective	8-12 (person crimes)
Does Unit Meet the Benchmark?	Active cases are above Benchmark

The following points summarize relevant data regarding the CGPD Crimes Against Persons Unit.

With the current staffing of three detectives, the unit is above benchmark levels. If staffing is brought back up to five (5) authorized and staffed positions, active cases would be brought in line with benchmarks once case clearance practices are improved. The Detectives should improve processes for closing cases where it is obvious no leads exist to continue to consider a case “open/active”.

Recommended staffing levels for the CAP and the entire Division will be placed in further context later in this chapter.

(5) The Youth Resource Unit.

The Youth Resource Unit is currently staffed with three full-time Detectives. Workload metrics are noted as follows:

Youth Services Caseload Performance Metrics – Calendar 2010

Staffing Level	Full-time Equivalents (FTEs)
FTE Staffing Level, 2011	3, 4 authorized
Annual Cases <i>Assigned</i> to Unit	140
Average Monthly Cases <i>Assigned</i> to Each Detective	3
Average Monthly <i>Active</i> Cases (September 2011) for Each Detective	3
Benchmark Targets for <i>Active</i> Monthly Caseload per Detective	No Benchmark
Does Unit Meet the Benchmark?	No Benchmark due to ancillary duties and programs

The following points summarize relevant data regarding the CGPD Youth Resources Unit.

The Youth Resources Unit handles the cases involving youth in Coral Gables and provides a number of youth related programs, including Police Athletic League activities as well as SRO services, which makes benchmarking difficult.

(6) Vice and Intelligence Unit.

The Vice and Intelligence Unit is staffed with two (2) Sergeant and eight (8) detectives – one (1) Sergeant and four (4) detectives are assigned to regional strike and task forces; one (1) Sergeant and four (4) detectives work within the City on vice, narcotics and other proactive investigations. These are highly proactive investigative efforts and do not adhere to the traditional method for determining staffing, but should be evaluated on outcomes associated with its undercover and investigative efforts.

6. CERTAIN WORK PRACTICES RESULT IN CASELOADS THAT ARE DIFFICULT TO EFFECTIVELY MANAGE.

Data in the prior section showing caseloads assigned to various Detective Units is particularly telling as it relates to the way in which Coral Gables PD performs investigations and the level of service provided to the community. The following subsections discuss our recommended operational changes.

(1) The Criminal Investigation Bureau Should Improve the Case Screening Process to Ensure Detectives Receive Cases in a Timely Fashion.

The current practice in the Coral Gables Police Department is to have the cases reviewed by the Crime Analyst using an established solvability index. Based on the solvability and case prioritization the recommendation to assign cases is forwarded to the Sergeant of the appropriate Unit who determines final assignment and which detective will be assigned the case. The Sergeant makes the final decision to assign or not assign cases if assignment is questionable.

Based on the project team's review of various case screening processes in use in varied law enforcement settings, we believe that the system employed by the CGPD is an effective system for determining case assignments.

Based on interviews, there appears to be a delay in cases being assigned, as CGPD Patrol Sergeants review reports after they are submitted by officers, but corrections are not made immediately to reports—and this delays the case screening process, often resulting in victims calling detectives before cases are assigned. The delays also result in the loss of DVR evidence, as it will be several working days before follow-up occurs.

The agency would benefit from developing a system to ensure there is a timely review and immediate correction of field reports. In several agencies these reviews are conducted and corrections made prior to the end of the shift, resulting in little delay for case assignment.

Recommendation: Require Patrol Sergeants to review cases and officers make required corrections prior to the end of each shift on reports being forwarded for case assignment.

(4) Existing Detective Staffing Levels in the Core Investigative Units.

Based on the entirety of information and data analyses performed, in concert with the previous recommendations, the project team believes that detective staffing should be adjusted to reflect a more proactive stance in the community. This should result in the vast majority of Detectives having more reasonable caseloads and improved investigative time available to focus Detective efforts on major crimes in an effort to improve case clearance rates, while meeting community expectations of service. It should be re-emphasized that the current expectation of the City and the CGPD as it

relates to focusing on customer service, such as all burglary victims receiving a personal phone call upon case assignment, is a primary driver to staffing recommendations noted in this chapter.

- Reduce staffing in the Crimes Against Persons Unit to five (5) Detectives (from six Detectives, at present).
- Reduce staffing in the Economic Crimes Unit to two (2) Detectives (from three Detectives, at present). Alternatively, the Department could flexibly staff these labor intensive, highly varying caseloads.
- Reduce staffing in the Crimes Against Property Unit to five (5) Detectives (from six Detectives, at present).
- Maintain existing staffing in the Youth Resource Unit of four Detectives.

Investigators not required because of caseloads should be reassigned to proactive investigative functions. The Department should expand and enhance Coral Gables' proactive investigative efforts. Mirroring the emphasis in Uniform Patrol, a Strategic Investigations Unit could be flexibly used for a variety of special investigative needs. As described here and elsewhere, this Unit would be comprised of the following staff:

- The existing four (4) investigators and Sergeant not currently assigned to regional task forces.
- The three (3) investigators in case handling units recommended for reassignment in this Chapter (with the caveat that Economic Crimes could be handled and staffed more flexibly).
- The reclassified Major in the reorganization recommended in the final Chapter of this report.
- The City would continue its commitment to assigning the four (4) existing investigators and Sergeant assigned to regional task forces.

The Strategic Investigations Unit, then, would be staffed with a Sergeant and eight (8) investigators.

Finally, the Department should annually evaluate participation in the various Strike Forces / Task Forces to determine if they focused on reducing the types of crimes affecting Coral Gables or if the personnel resources would be better deployed elsewhere.

Recommendation: Reallocate sworn authorized staffing levels in the Criminal Investigations Division by three Detectives. These three positions should be assigned to proactive investigative activities.

Recommendation: Monitor economic crime trends and workloads and flexibly staff this function.

Recommendation: Reallocate three Detectives from case handling investigative units to a renamed and refocused Strategic Investigations Unit. Also, reclassify and assign a Major position, as described in a later Chapter of this report.

Recommendation: Annually evaluate the results of Detectives assigned to regional Strike Forces and Task Forces.

5. ANALYSIS OF THE SPECIALIZED ENFORCEMENT DIVISION

This Chapter of the report focuses on the analysis and recommendations related to the Specialized Enforcement Division (SED). The creation of this Division in 2007 was intended to provide better management and accountability of the specialized services of the Coral Gables Police Department. The Division is comprised of the Traffic Enforcement Unit, the Crash Unit, the Bike Patrol Unit and the Marine Unit.

The following section contains the analysis of the Traffic Enforcement Unit.

1. ANALYSIS OF THE TRAFFIC ENFORCEMENT UNIT

The Traffic Enforcement Unit is responsible for the maintenance of traffic through enforcement of traffic laws within the City of Coral Gables. The unit is especially concerned with the preservation of life and property through the prevention of vehicular accidents and enforcement of all state, county and municipal traffic laws. The location of Coral Gables as a major connector to the greater Miami metropolitan area causes traffic issues to be a concern and focus of the agency.

(1) The Coral Gables Police Department Assigns Ten (10) Motorcycle Officers Who Report to a Sergeant to the Principal Duty of Traffic Enforcement.

The traffic officers are assigned on staggered shifts with five officers working from 7:00 am to 3:00 pm and five officers from 12:00 pm to 8:00 pm. While the primary responsibility of the traffic officer is to enforce traffic related laws, the unit also serves as the back-up officers for the Crash Unit.

The Sergeant assigns officers to conduct directed enforcement in areas where there have been citizen complaints related to traffic issues or where the agency has noticed an increase in traffic incidents.

During 2011 the following information is noted about the activity in the Traffic Enforcement Unit:

2011 Traffic Enforcement Activity

Activity	Count
Citations	15,521
Traffic Enforcement Plans	53
DUI Saturations	3
Escorts	28
DUI Arrests	96

The following chart depicts the activities most frequently engaged in by Traffic Unit Officers between October 2010 and October 2011:



As shown, the two primary activities are self initiated traffic details and traffic details assigned by the Unit Sergeant. The next service level indicator is traffic stops while not on a detail. This indicates that traffic officers are very proactive in their enforcement efforts, as self initiated activity is occurring at very high levels compared to community-generated calls.

(2) The Effectiveness of Traffic Enforcement is Determined Using the Traffic Enforcement Index.

In terms of overall effectiveness, the Matrix Consulting Group turns to the studies conducted by the Northwestern University Center for Public Safety. From this research comes the Traffic Enforcement Index (TEI). The index is a ratio that compares enforcement activities related to the issuance of citations for violations that create road hazards combined with DUI enforcement and relates those productivity levels to the number of injury accidents (to include fatalities) each year. The ratio is an “indicator” of the effectiveness of traffic operations in impacting overall traffic conditions in a specific area.

Traffic Enforcement Index =	$\frac{\text{Traffic Citations + DUI Arrests}}{\text{Injury + Fatal Accident}}$
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The ideal range for the TEI is between 35 and 40. The National Highway Traffic Safety Administration acknowledges that a relationship exists between proactive traffic enforcement and the reduction in motor vehicle collisions. More and more studies are being conducting drawing a nexus between strategic traffic enforcement and an overall reduction in traffic hazards as well as crime. The International Association of Chiefs (IACP) research group asserts that as the TEI increases, not only do traffic accidents decrease, but there is also a reduction in criminal activity. The latest model in traffic enforcement, Strategic and Tactical Approach to Traffic Safety (STATS), endorsed by IACP and the National Sheriffs Association (NSA), sees direct benefits in coordinated traffic enforcement efforts designed specifically to disrupt criminal patterns of behavior. As a result, the TEI does present a valid indicator of overall effectiveness.

In examining the Coral Gables statistics, there were 96 DUI arrests in 2011. Accident figures showed 500 injury accidents and 5 fatalities. Officers issued 15,521 citations during the period. Inserting these figures into the TEI equations produces a ratio of 30.92.

TEI = 30.92	15,521 +96
	500+5

The calculated TEI for Coral Gables indicates the traffic enforcement efforts are currently within 1:35 – 1:40 ratio considered an effective level (though it has been higher in the past). It is clear from the data analysis that the individual officer efforts and supervisory efforts toward targeting specific locations for directed traffic enforcement have produced a positive TEI impact score.

Recommendation: Continue to target traffic enforcement efforts relating to the TEI calculation in the 1:35 – 1:40 range.

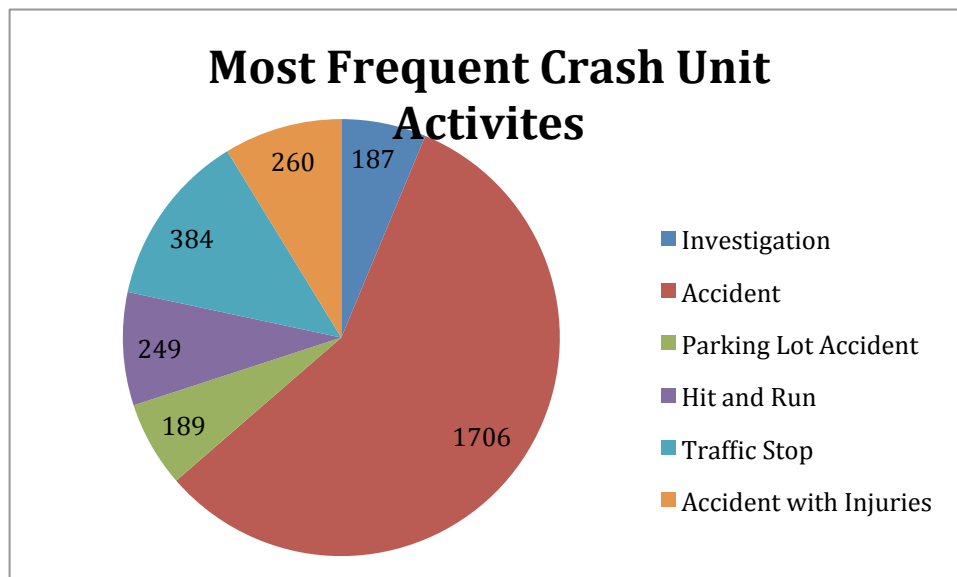
2. ANALYSIS OF THE CRASH UNIT

The Crash Investigation/Traffic Homicide Unit investigates all types of crashes, from minor property damage to those involving fatalities. The Unit also conducts traffic enforcement public education in an effort to educate the public, reduce crashes and ultimately save lives. An additional focus of the Crash Investigation Unit is the participation in DUI saturation, DUI checkpoint and the County DUI Task Force.

(1) The Coral Gables Police Department Assigns Five (5) Officers, Who Report to One (1) Sergeant, to the Crash Investigation/Traffic Homicide Unit.

The traffic officers are assigned to overlapping shifts Monday – Friday from 7:00am to Midnight and 10:00am to 6:00pm on Saturday. Similar to the Traffic Enforcement Division, officers are not typically assigned to work on Sunday. Officers of the Crash Unit rotate an on-call schedule and are subject to call-out for serious injury accidents when no Crash Investigator is on duty.

While the primary responsibility of the Crash Investigation Unit is to investigate traffic crashes, the unit also handles other functions for the agency. The following chart depicts the most frequent activities engaged in by Crash Investigation Unit Officers between October 2010 and October 2011:



As shown, the primary activity is the investigation of accidents in various forms, but officers in the unit also conducted traffic enforcement activities in the form of traffic stops, 384 times during the one year period. This indicates that the officers assigned to this Unit are mostly reactive in their activities, as they respond to accidents when dispatched.

(2) Crash Unit Investigators Were Dispatched to 3,494 Community-Generated Calls for Service between October 2010 and October 2011.

The following table shows the community-generated calls for service to which the Crash Investigation Unit was dispatched between October 2010 and October 2011.

Community Generated Calls – Crash Investigation Unit

Hour	Weekday							Total
	Sun	Mon	Tue	Wed	Thu	Fri	Sat	
0	1	0	0	0	0	2	2	5
100	1	0	0	0	0	0	0	1
200	1	0	0	0	0	0	1	2
300	0	0	0	0	0	0	0	0
400	1	1	1	0	1	0	1	5
500	0	0	0	0	0	2	0	2
600	0	6	2	1	3	2	2	16
700	0	25	31	25	35	34	0	150
800	0	38	39	32	47	36	0	192
900	0	31	49	54	44	45	4	227
1000	1	31	33	59	35	50	19	228
1100	0	31	44	55	50	44	21	245
1200	0	33	43	51	64	63	24	278
1300	0	49	42	45	63	51	14	264
1400	0	42	62	54	57	61	18	294
1500	0	37	54	53	42	55	21	262
1600	0	43	67	64	64	73	19	330
1700	1	41	75	68	55	53	5	298
1800	0	31	47	48	44	30	1	201
1900	0	24	33	22	29	30	1	139
2000	0	17	32	28	17	28	0	122
2100	0	15	18	24	16	21	0	94
2200	0	13	12	15	16	20	0	76
2300	0	12	13	12	14	11	1	63
Total	6	520	697	710	696	711	154	3494

As shown, the Crash Investigation Unit officer responded to 3,494 incidents during the one-year period, with the majority of calls to which the Crash Unit responded occurring during normally scheduled hours. There were 33 serious accidents or 0.01% of the total calls requiring call-out of a Crash Investigator during non-scheduled hours.

(3) Crash Investigation Unit Officers Spent an Average of 32% of Available Time on Community-Generated Calls for Service.

Similar to patrol officers, the Crash Investigation Unit officers are typically dispatched to calls for service when an accident occurs. As discussed earlier, they also conduct proactive activities, such as conducting traffic stops and preparing and giving public education presentations related to lowering the incidence of traffic crashes in Coral Gables, when not assigned to investigate an accident.

Available Time on Community-Generated Calls

Hour	Mon	Tue	Wed	Thu	Fri	Sat	Average
0700	21%	34%	17%	43%	44%	-	32%
0800	41%	57%	33%	59%	34%	-	45%
0900	20%	44%	65%	32%	54%	-	43%
1000	24%	20%	44%	28%	33%	23%	29%
1100	27%	30%	35%	26%	25%	31%	29%
1200	25%	30%	34%	35%	35%	32%	32%
1300	54%	27%	23%	35%	32%	24%	32%
1400	32%	29%	42%	38%	24%	22%	31%
1500	67%	56%	52%	38%	50%	35%	50%
1600	35%	42%	51%	35%	53%	64%	46%
1700	42%	49%	36%	35%	44%	3%	35%
1800	30%	43%	39%	46%	27%	-	37%
1900	18%	31%	21%	33%	28%	-	26%
2000	16%	38%	20%	23%	17%	-	23%
2100	9%	21%	16%	22%	14%	-	17%
2200	34%	15%	11%	21%	10%	-	18%
2300	10%	19%	24%	16%	15%	-	17%
Average	30%	34%	33%	33%	32%	29%	32%

As shown, the Crash Investigation Unit officers average 32% of their available time on community-generated calls for service. There are also several time blocks where they exceed 50% uncommitted time, which for this unit is not as critical an issue as it would be for patrol officers, since Crash Investigators are not traditionally expected to be actively conducting proactive activities, but should instead be more reactive in nature.

The table also indicates that the majority of high utilization times are between the hours of 0800 and 1700 and the lowest utilization between 2100 and 2300. The agency may wish to consider adjusting the schedule of one of the afternoon officers to an earlier start time to provide more overlapping coverage between 1300 and 1500.

Recommendation: Consider rescheduling one Crash Investigator to begin the tour of duty at 1300 to maximize personnel coverage during peak service demand times.

Recommendation: Assign Crash Investigation Officers to selective traffic enforcement efforts when not engaged in conducting crash investigations.

3. ANALYSIS OF THE BICYCLE PATROL UNIT

The Bicycle Patrol Unit is designated as a specialty unit for the purposes of focusing patrol efforts on the downtown business district in Coral Gables. During its shifts, the unit patrols the parking garages, alleyways and other areas not easily accessible by officers in patrol vehicles. The Bicycle Patrol Unit also serves as a community relations arm of the agency, as officers spend time building relationships with downtown merchants, the public and community organizations, as they conduct their duties on both bicycles and Segways.

The Unit participates in numerous public events which are held in Coral Gables annually, including:

- Holiday Bike Patrol
- Junior Orange Bowl Parade
- Ponce Peace Parade
- Farmers Market
- School Demonstrations
- Orange Bowl Game

The Bicycle Patrol Unit is staffed with six officers, who are supervised by one Sergeant. During the time of this study, the Bicycle Patrol Unit has been re-deployed to the Uniform Patrol Division due to the impact of the current 10-hour shift schedule on officer availability. Therefore, these Officers were counted as part of the Uniform Patrol Division and were unable to be evaluated as a separate, stand alone work group.

Recommendation: As staffing permits, deploy the Bicycle Patrol Unit back to the Specialized Enforcement Division to focus its efforts on the Downtown Business District.

4. ANALYSIS OF THE MARINE PATROL UNIT

The Marine Patrol Unit has the primary focus of ensuring boater safety and providing education to boaters in the waterways around Coral Gables. During its patrols of the waterway interface the Unit provides crime prevention, environmental protection and hurricane preparedness while conducting their routine patrol activities. The Unit also assists other local, State and Federal agencies with port security, narcotics interdiction and illegal immigrations.

(1) The Marine Patrol Unit is Staffed with Four Officers, Who Are Supervised by a Sergeant.

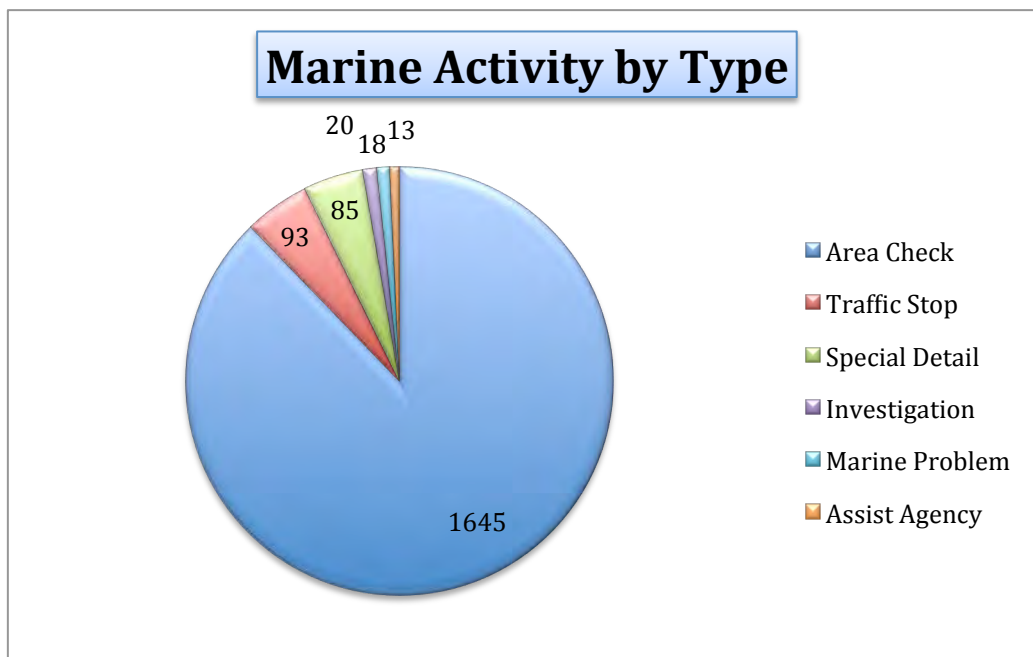
The Marine Patrol Unit provides ten (10) hours of coverage per day to the eleven (11) marine patrol areas in the City. The Unit operates from 12:00pm to 10:00pm Monday – Friday and 8:00am to 6:00pm on Saturday and Sunday. These hours are consistent with the most boat activity in the area.

The patrol area consists of 40 miles of internal waterway canals and 30 square miles of Biscayne Bay, include 7 miles of bay front. In this area there are approximately 1,300 homes with waterfront access with values as high as \$40 million. In these homes the Department estimates there are approximately 1,750 boats anchored at residences.

(2) The Marine Patrol Unit is Largely Proactive in Terms of its Activity.

During the patrol of the Waterways in Coral Gables the Marine Unit conducts area checks of houses fronting the waterways. This area is a “no wake” zone and patrol speeds are slow, with each of the eleven areas taking between 20 minutes and 1.5 hours to patrol. During these patrols, officers enforce the manatee protection zones and educate the boating public about protected species such as the manatees and saltwater crocodiles. The officers also inspect vessels for maintenance concerns and inspect the waterways prior to hurricanes to ensure all boats are properly secured.

During the one-year period reviewed by the project team (October 2010 – October 2011), the Marine Unit showed 1,953 activities documented in the CAD system. This CAD data reviewed by the project team showed the following activities as the most commonly performed by the Marine Patrol Unit:



As shown in the chart, 1,646 or 84.3% of activities in CAD are related to conducting area checks, which are the routine patrols for the marine unit. The average

time spent on activities for the Marine Unit is 50 minutes, 37 seconds over the one-year period.

(3) Marine Patrol Units Conducted 1,953 Activities During the Review Period.

The Officers assigned to the Marine Patrol Unit conducted 1,953 recorded activities during the one-year period reviewed by the project team. The following table shows the call breakdown by unit:

Calls By Unit

Unit	Total
D400	298
D401	254
D402	420
D403	537
D404	444
Total	1,953

As shown, unit D403 showed the most activity during the one-year period with 537 recorded events in CAD. The unit with the lowest activity was unit D401 with 254 recorded events.

3. THE CITY SHOULD CREATE A “STRATEGIC INITIATIVES TEAM” TO FLEXIBLY DEAL WITH A WIDE VARIETY OF COMMUNITY ISSUES.

Recommendations made elsewhere in this report have resulted in a number of positions which can be reallocated to other functions. These positions include:

- One (1) Master Police Officer currently assigned to Uniform Patrol.
- Nine (9) Police Officers currently assigned to Uniform Patrol.
- One (1) Police Officer currently assigned to K-9 or another from Patrol.
- One (1) Sergeant currently serving as the FOP President on a full time basis.
- One (1) Sergeant currently serving as the Department's IT Officer.

The City has an operational choice with respect to these positions – either to allow the force to be reduced over time through attrition to the levels recommended in

this report or to flexibly use these staff to address special issues in the community. The Team would be comprised of two (2) Sergeants, one (1) Master Police Officer and ten (10) Police Officers. The issues they would handle would range from:

- Emerging criminal issues in areas which cannot adequately be addressed by other resources in the Department.
- “Quality of life” issues in the community which cannot adequately be addressed by other resources in the Department. These issues could include traffic and other nuisance problems.
- Availability for multi-jurisdictional activities which potentially or actually impact Coral Gables.
- Assisting in the handling of peak activities either in Uniform Patrol or Criminal Investigations which cannot adequately be addressed by those other resources.

The creation, then, of a “Strategic Initiatives Team” could be used to flexibly address a wide variety of crime and non-crime community issues. This team could be assigned as needed, by day and shift, and could work in uniform or in plain clothes. It is an established approach in law enforcement and would allow the Department to address a wide range of issues in Coral Gables. It would also be a way to increase the level of service in the community without adding resources. Operationally, these staff could be assigned as one team or two to maximize the flexibility of assignment.

These staff would come under the direct supervision of the former Specialized Enforcement Division Lieutenant, a currently authorized position. Unit supervision would come from Sergeant positions recommended for transfer from other functions – a Sergeant overseeing the Department’s information technology effort and the Sergeant’s position (or its equivalent in Uniform Patrol) currently allocated to being the FOP representative.

Recommendation: Create a “Strategic Initiatives Team” to address a variety of special issues in the community on a flexible basis.

4. SPECIALIZED ENFORCEMENT WOULD FUNCTION EFFECTIVELY AS PART OF THE UNIFORM PATROL DIVISION

The purpose of the Specialized Enforcement Division is to provide services of a specialized nature and allow Uniform Patrol Officers to remain available for emergency calls. As shown earlier in the report, Uniform Patrol Officers currently have high levels of proactive time available.

To be fully effective, the units in the Specialized Enforcement Division should be working with Uniform Patrol, based on crime analysis, to determine areas where issues exist that require a higher level of police presence. Currently there are few planning efforts ongoing in the CGPD related to how the Uniform Patrol Division and members of the Specialized Enforcement Division are deployed. This cooperation is critical, as Bike Patrol, Traffic and Marine officers can play a vital role in assisting in the prevention and detection of crime in Coral Gables.

In a May, 2011 article in Governing Magazine, analysis showed that a growing number of communities are finding that by merging crime and traffic data, they can take steps to dramatically lower traffic violations, and reduce crime with little or no additional funding. The findings showed that when “hot spots” were determined where both criminal activity and traffic incidents occur, the deployment of highly visible traffic enforcement to targeted areas resulted in reductions in robberies, vandalism, theft and many other criminal categories. Increases in vehicle stops, warnings, traffic citations and DUI/DWI arrests were also noted. One principal that the National Highway Traffic Safety Association says is critical to the success of “Data Driven Policing” is information

sharing and outreach (Kerrigan, Heather, May 2011, “Data-Driven Policing” GOVERNING).

This clearly illustrates the importance of information sharing and cooperative efforts between patrol officers and traffic officers, which could greatly improve through reporting to a single commander. Bike Patrol can also play a vital role in this type of effort by providing a highly visible and interactive presence in “hot spots” and the central business district.

Recommendation: Eliminate the Specialized Enforcement Division and assign the Units of this Division under the Command of the Uniform Patrol Division Major. Eliminate the current Major position assigned to this Division.

Recommendation: Reassign the Secretary position in this Division to the Criminal Investigations Division.

6. ANALYSIS OF THE OFFICE OF THE CHIEF OF POLICE

In this chapter of the report is presented the project team's assessment of the Office of the Chief of Police, which includes the Internal Affairs Section, Accreditation and Inspections Section, FOP President and the Community Affairs Unit.

It is important to note that during the course of this study the position of Assistant Police Chief has remained vacant. It is the opinion of the project team that this vital position should be filled, with duties focused on management and service level performance of the three Bureaus as depicted in the executive summary. This will allow the Chief of Police to keep focused on the long-term strategic focus of the agency and ensuring there is adequate time to engage with community leaders, city administration and key external stakeholder groups.

1. THE INTERNAL AFFAIRS SECTION.

The Internal Affairs Section is responsible for conducting follow-up investigations related to complaints filed against employees of the police department. These complaints can be generated both internally and externally.

This is an important function for a law enforcement agency as it ensures professional conduct is maintained in the organization. A well run Internal Affairs Unit will respond to allegations of misconduct in a fair and impartial manner, which builds trust internally and ensures the public image of the agency remains positive.

This Unit handles a variety of activities for the CGPD, including:

- Formal Internal Affairs Investigations
- Grievances

- Use of Force
- Vehicle Accidents
- Contact Reports
- Interventions

In 2010 the Unit conducted the following types of activities:

Internal Affairs Activity – 2010

Activity	Count
Contact Reports	50
Counseling Reports Reviewed	15
Disciplinary Action Reports Reviewed	4
Formal IA Investigations	15
Inquiries	52
Early Warning Interventions	3
Use of Force Review	15
Vehicle Accidents Reviewed	33
Total	187

(1) The Internal Affairs Unit Utilizes a Number of Best Practices.

Three (3) personnel staff the Internal Affairs Unit. A Sergeant and an Investigative Assistant report to a Lieutenant who manages the Unit. The organizational structure of the Coral Gables Police Department is such that the Lieutenant has a direct reporting relationship to the Chief of Police. This is important due to the sensitivity of information related to internal investigations, to ensure the Chief of Police receives all pertinent information in a timely fashion.

The agency has also implemented an early warning / early intervention system to proactively identify potential problem employees when certain pre-determined behavior thresholds occur. These thresholds include use of sick time, complaints, use of force incidents etc., and when they trigger an alert it allows the agency to ensure an employee in need of assistance is provided the appropriate assistance before issues are allowed to escalate.

Agency policies involving the internal affairs function are well developed and include a requirement related to the maintenance of complaints, which protects the confidentiality of these records and ensures they are maintained separately from other personnel records.

Recommendation: The Department should continue the practice of having the Internal Affairs Unit report directly to the Chief of Police.

2. THE ACCREDITATION SECTION.

The Coral Gables Police Department is an accredited agency by The Commission on Accreditation of Law Enforcement Agencies, Inc. (CALEA). The accreditation process is voluntary for law enforcement agencies and includes a review every three years by a team of assessors to ensure the agency continues to have the written policies in place of a modern law enforcement agency and that it is following these policies consistent with this effort.

The CGPD has a Lieutenant assigned to manage the accreditation process for both the State of Florida Accreditation and CALEA Accreditation programs. While currently this Lieutenant does not have any direct reporting subordinates, the rank is commensurate with the responsibilities associated with managing the accreditation process for the agency. Critical job tasks for the Department include:

- Managing the accreditation process, including on-site assessments.
- Managing the Staff Inspection process to ensure all Units are operating according to established policies and procedures.
- Ensuring policies and procedures remain current and adhere to requirements to retain the agency's accredited status.
- Conducting training sessions to departmental personnel.
- Representing the Department at national and regional accreditation meetings.

- Collecting and validating proofs of compliance with the hundreds of standard associated with being an accredited agency.
- Development of annual biased-based policing report.
- Conducting 'spot audits' of the property and evidence functions.

Recommendation: The Accreditation Lieutenant should work closely with the Lieutenant developing and reviewing policy and procedures.

3. THE COMMUNITY AFFAIRS UNIT

The Community Affairs Unit serves as the primary public information, crime prevention and recruiting arm of the Coral Gables Police Department. This Unit is staffed with two (2) personnel and reports directly to the Chief of Police. A Sergeant supervises the Community Affairs Officer.

There are a number of activities performed by the members of this Unit, including:

- Preparing news releases and answering media inquiries.
- Developing, delivering and implementing crime prevention programs.
- Maintaining a current photo library of agency personnel.
- Producing and publishing the Annual Report.
- Preparing weekly crime analysis for problem area deployment.
- Coordinating recruiting and applications with Human Resources.
- Maintaining the Emergency Operations Center in a state of readiness.
- Coordinating Crime Watch Programs.
- Coordinating Community Events.
- Attend recruiting functions to attract qualified candidates.
- Maintaining the Department website.

Personnel assigned to the Community Affairs Unit work an eight-hour workday from 7:00 am to 3:00 pm Monday – Friday. After hours and weekend media needs are handled on a rotating on-call schedule for emergencies and significant breaking news events. The Communications Center supervisor on duty makes the determination for call-out of the on call PIO.

Based on interviews and discussion with Unit personnel, it appears to the project team that the workload and responsibilities are appropriate for the staff assigned to this Unit. This is another Unit where the span of control for the supervisor is limited at 1:1. Efficiencies may be gained by having personnel in the Community Affairs Unit reassigned to become a function of the recommended Administrative Services Office. This would ensure the Human Resource functions performed by Community Affairs are managed consistently with the other HR functions.

Recommendation: Reassign the Community Affairs Unit to become part of the recommended Administrative Services Office.

3. FRATERNAL ORDER OF POLICE (FOP) PRESIDENT

The Coral Gables Police Department currently has the President of the FOP detached from the day-to-day operations of the police department and focusing solely on the business of the Police Union. Based on the experience of the project team, it is unusual for an agency the size of the CGPD to have a position solely dedicated to the business of the Union. Detached positions are typically only seen in large metropolitan police agencies where the duties of an association President would require a full-time equivalent position.

The City of Coral Gables and the CGPD should provide a “reasonable” number of hours for the President to be allowed to focus on Union business, allowing this position to fulfill law enforcement functions.

Recommendation: The FOP President should not be a detached position. A reasonable number of hours should be allocated for union business.

7. ANALYSIS OF THE TECHNICAL SERVICES DIVISION

This chapter provides the assessment of the Technical Services Division, whose personnel are allocated within communications, records, property and evidence, technology, and radio repair and maintenance.

1. THE DISPATCH CENTER HANDLES EMERGENCY AND NON-EMERGENCY CALLS FOR SERVICE REGARDING LAW ENFORCEMENT AND FIRE / EMERGENCY MEDICAL SERVICE INCIDENTS.

The dispatch staff are allocated among four separate shifts to provide coverage 24-hours per day / 7-days per week, as follows:

- Day Shift (0700 to 1500) – 7 dispatchers
- Afternoon Shift (1500 to 2300) – 10 dispatchers
- Midnight Shift (2300 to 0700) – 8 dispatchers
- Relief Shift (1100 to 1500 / 15 to 2300 and 0700 to 1500) – 7 dispatchers

The total number of filled dispatcher positions is 32, with a Communications Supervisor assigned to each shift. The minimum staffing requirements are six to seven dispatchers per hour / per day, with typical staff deployment as follows: One Communications Supervisor, two Call-Takers, one Police Dispatcher, one Fire Dispatcher, and one Teletype / Records position.

Based on the current schedule (effective August 29, 2011 to January 1, 2012), the table below shows the number of dispatchers scheduled per hour / per day:

Coral Gables Dispatch Center – Deployment Schedule

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Avg.
0000	6	6	5	5	6	6	6	5.7
0100	6	6	5	5	6	6	6	5.7
0200	6	6	5	5	6	6	6	5.7
0300	6	6	5	5	6	6	6	5.7
0400	6	6	5	5	6	6	6	5.7
0500	6	6	5	5	6	6	6	5.7
0600	6	6	5	5	6	6	6	5.7
0700	7	7	7	7	7	7	7	7.0
0800	7	7	7	7	7	7	7	7.0
0900	7	7	7	7	7	7	7	7.0
1000	7	7	7	7	7	7	7	7.0
1100	7	9	9	7	7	7	7	7.6
1200	7	9	9	7	7	7	7	7.6
1300	7	9	9	7	7	7	7	7.6
1400	7	9	9	7	7	7	7	7.6
1500	10	7	7	10	10	10	10	9.1
1600	10	7	7	10	10	10	10	9.1
1700	10	7	7	10	10	10	10	9.1
1800	10	7	7	10	10	10	10	9.1
1900	10	7	7	10	10	10	10	9.1
2000	10	7	7	10	10	10	10	9.1
2100	10	7	7	10	10	10	10	9.1
2200	10	7	7	10	10	10	10	9.1
2300	6	6	5	5	6	6	6	5.7
Avg.	7.7	7.0	6.7	7.3	7.7	7.7	7.7	7.4

As this shows, the dispatch center typically schedules five (5) to ten (10) dispatchers per hour, with the highest number of dispatchers being scheduled between 1500 and 2300 Wednesday through Sunday, and the lowest number being scheduled between 2300 and 0600 on Tuesday and Wednesday. Overall, the average number of scheduled dispatchers is seven (7) to eight (8) dispatchers per hour. However, with an availability per dispatcher of 83% (or 1,728 hours worked out of 2,080 – based on a contractual 100 annual leave hours, 100 sick leave hours, and 152 holiday hours), the table below shows the actual number of dispatchers on duty per hour / per day (excluding the use of overtime):

Coral Gables Dispatch Center – Distribution of Actual Staff

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Avg.
0000	5	5	4	4	5	5	5	4.7
0100	5	5	4	4	5	5	5	4.7
0200	5	5	4	4	5	5	5	4.7
0300	5	5	4	4	5	5	5	4.7
0400	5	5	4	4	5	5	5	4.7
0500	5	5	4	4	5	5	5	4.7
0600	5	5	4	4	5	5	5	4.7
0700	6	6	6	6	6	6	6	5.8
0800	6	6	6	6	6	6	6	5.8
0900	6	6	6	6	6	6	6	5.8
1000	6	6	6	6	6	6	6	5.8
1100	6	7	7	6	6	6	6	6.3
1200	6	7	7	6	6	6	6	6.3
1300	6	7	7	6	6	6	6	6.3
1400	6	7	7	6	6	6	6	6.3
1500	8	6	6	8	8	8	8	7.6
1600	8	6	6	8	8	8	8	7.6
1700	8	6	6	8	8	8	8	7.6
1800	8	6	6	8	8	8	8	7.6
1900	8	6	6	8	8	8	8	7.6
2000	8	6	6	8	8	8	8	7.6
2100	8	6	6	8	8	8	8	7.6
2200	8	6	6	8	8	8	8	7.6
2300	5	5	4	4	5	5	5	4.7
Avg.	6.4	5.8	5.5	6.1	6.4	6.4	6.4	6.1

As this shows, the dispatch center typically has between 5 to 8 dispatchers on duty during any given hour.

(1) Workload Data and Time Standards Indicate the Coral Gables Dispatch Center has Opportunities to Reduce Staffing Levels.

The project team obtained workloads for a 12-month period between 2010 and 2011 and determined that the dispatch center created over 97,000 data incidents in the computer-aided dispatch (CAD) system resulting from emergency and non-emergency phone calls, including community-generated and officer-initiated activities that were captured in the system. The table below illustrates the total number of CAD incidents created for a 12-month period:

Coral Gables Dispatch Center – CAD Incidents

Hour	Sun	Mon	Tue	Wed	Thur	Fri	Sat	Total	Avg.
0000	734	588	572	585	730	633	831	4,673	12.8
0100	704	525	561	580	655	709	826	4,560	12.5
0200	591	413	499	515	544	585	663	3,810	10.4
0300	515	347	393	452	484	549	579	3,319	9.1
0400	436	322	308	345	382	440	404	2,637	7.2
0500	302	207	191	240	351	331	324	1,946	5.3
0600	248	297	280	306	358	363	294	2,146	5.9
0700	248	505	589	587	580	536	296	3,341	9.2
0800	295	583	698	662	784	610	379	4,011	11.0
0900	379	726	740	853	814	748	500	4,760	13.0
1000	463	671	683	884	742	753	562	4,758	13.0
1100	489	595	627	842	714	710	527	4,504	12.3
1200	462	599	698	920	808	758	558	4,803	13.2
1300	456	758	779	839	772	795	553	4,952	13.6
1400	448	707	781	844	827	802	491	4,900	13.4
1500	443	672	778	856	788	800	507	4,844	13.3
1600	492	802	881	935	924	825	492	5,351	14.7
1700	472	733	807	843	787	771	443	4,856	13.3
1800	502	668	686	790	655	632	534	4,467	12.2
1900	447	609	541	667	469	536	464	3,733	10.2
2000	436	517	523	617	470	604	432	3,599	9.9
2100	376	461	480	558	543	620	436	3,474	9.5
2200	394	449	411	585	559	552	494	3,444	9.4
2300	475	502	517	647	685	752	585	4,163	11.4
Total	10,807	13,256	14,023	15,952	15,425	15,414	12,174	97,051	11.1

As this shows, Coral Gables dispatchers can expect to create between 11 and 12 CAD incidents per hour, ranging from a high of nearly 15 to a low of approximately 5 incidents per hour. In addition to the 97,000 CAD incidents, the dispatch center also handled 36,849 emergency / 9-1-1 calls (based on 2010 data), as well as processed 168,509 non-emergency / administrative phone calls (based on Positron data between October 2010 and October 2011). Based on these key workload indicators, the project team calculated the number of required call-taking and dispatching staff based on time standards and expected dispatcher availability. This staffing analysis is summarized in the table below:

Call-Taking and Dispatcher Staffing Requirements

Key Workload Indicator	Time Standard	Total Annual Time Required
Law Enforcement CAD Activity: 89,795	7.6 minutes for processing service requests, handling radio transmission, data entry, etc.	11,374 Hours
Fire and EMS CAD Activity: 7,253	6.2 minutes allocated to processing service requests, handling radio transmission, data entry, etc.	7,253 Hours
9-1-1 Calls: 36,849	2 minutes for call processing	1,228 Hours
Non-Emergency / Administrative Calls: 168,509	1.5 minutes for call processing	4,213 Hours
Total Workload Time		17,565 Hours
Total Staff Availability (@50% Utilization)	Communications staff should be utilized at 50% in order to allow for "free-time" that allows availability to answer calls in a timely manner, handle administrative tasks, etc.	864 Hours
Total Staff Required (Call-Taking and Dispatch)	This equates to total workload time divided by staff availability (or 50% of the available 1,728 hours per FTE)	20.3 Full-Time Equivalents
Total Teletype / Records Position	This provides for 1 dedicated position for the teletype and records station on a 24-hour / 7-day per week basis	5.1 Full-Time Equivalents
TOTAL DISPATCH CENTER STAFFING		25.4 Full-Time Equivalents

As this shows, based on actual workload data, time and performance standards, as well as dispatcher availability, the CGPD requires between 25 and 26 dispatching staff to adequately handle its workloads. Given a turnover rate of 10% and an availability rate of 83%, the project team recommends the allocation of 30 authorized

positions to address workloads and vacancy (versus the current 35 authorized positions). As such, the City should reduce dispatch center staffing to more optimum levels.

Recommendation: The City should reduce the dispatch center staffing allocation by three (3) operator positions, one per shift. This should be accomplished through attrition.

(2) There Is an Opportunity to Enhance the Utilization of Dispatch Center Supervisor Staff

Currently, the dispatch center has a total of five (5) supervisor positions, including four of the positions being assigned as shift supervisors, which includes monitoring the phone call and radio activities of the dispatch center, addressing issues if/when they arise, backing up the phones or radio when necessary, and collaborating with the field police and fire supervisors, as well as general administrative tasks, including:

- Conducting personnel evaluations
- Developing the daily rosters and staff schedules
- Entering payroll information
- Reviewing policies and procedures

Additionally, the dispatch center has a dedicated Training Supervisor, with other types of responsibilities, including the following:

- CAD system Administrator
- Terminal Agency Coordinator
- CRS Administrator for Miami-Dade County Local Computer

Given that the police department has a dedicated training unit under the Professional Standards Division, the roles and responsibilities for training should be

centralized to maximize economies of scale, training coordination, schedule development, tracking and reporting, etc. Additionally, based on our experience working with dozens of dispatch centers across the country, it is a best practice that dispatch supervisors have ancillary duties. Based on interviews and document review, the current dispatch supervisors do not have significant ancillary duties assigned. As such, the non-training roles and responsibilities of the current dispatch “training coordinator” should be re-allocated to existing dispatch supervisors, and the number of dispatch center Supervisors should be reduced by one (1) position (from 5 to 4). This will enhance the utilization of existing staff while better centralizing training coordination under one unit of the police department.

Recommendation: Reduce the Dispatch Center Supervisor staffing by one (1) position (from 5 to 4), and re-allocate existing responsibilities to other supervisors.

2. THE RECORDS FUNCTION PROVIDES RECORDS SUPPORT AND PROCESSING FOR EMPLOYEES AND THE PUBLIC.

The records management function is staffed with one (1) Supervisor and six (6) Clerk positions responsible for the following:

- Processing incident case reports generated by field and other personnel via the OSSi records management system, including reviewing for quality assurance purposes, making minor corrections, and / or submitting back to the sworn supervisor for corrections.
- Maintaining the Pending Report List to ensure all reports are accounted for in the system.
- Processing traffic citations, parking citations, arrest affidavits, records sealing activities, public records requests, fingerprinting, and other customer related activities handled at the front-counter, telephone, and electronically.

Based on records management workload indicators, the following table summarizes activity between 2005 and 2010:

Annual Records Activity (2005 to 2010)

Core Duties	Annual Quantity of Units Processed					
	2005	2006	2007	2008	2009	2010
Accidents	4,142	4,081	4,250	3,709	3,640	3,586
Citations	23,965	27,445	31,166	28,069	26,402	20,758
Arrests	983	999	1,084	1,028	1,145	931
Incidents	11,557	11,642	11,759	10,971	10,456	9,945
Research & Receipts	5,544	4,629	5,521	4,281	3,954	4,376
Scans ¹	n/a	n/a	n/a	n/a	n/a	26,000
Total Units	46,191	48,796	53,780	48,058	45,597	39,596

In order to assess general staffing levels, the project team utilizes the number of incident reports processed, as this is a consistent workload indicator among police departments. Based on our work with hundreds of police departments, in particular small to medium-sized agencies, the total number of incident reports processed may range from 1,100 to 1,400 incidents per records clerk. Given 9,945 incident reports processed during 2010 and six records clerks, this ratio equates to approximately 1,685 per clerk (above the average). The staffing variance is summarized in the following table:

Range	Staffing Required
1,100 incident reports per clerk	9 full-time equivalents required (9,945 / 1,100)
1,400 incident reports per clerk	7 full-time equivalents required (9,945 / 1,400)
Average (1,250 incident reports per clerk)	8 full-time equivalents

As this shows, the Coral Gables Police Department should increase records staffing by two (2) full-time positions (for a total of 8 records clerk positions).

Recommendation: The City should increase the number of Police Department Records Clerks by a total of two (2) positions.

3. PROPERTY AND EVIDENCE

The property and evidence function is allocated a total of three (3) positions, including one (1) Sergeant and two (2) non-sworn Property Clerk positions. In general, the Sergeant is responsible for the following:

- Managing the daily operations of the property and evidence booking and disposition processes.
- Developing and submitting various reports, including for accreditation.
- Acting as the key liaison between the CGPD and the County for laboratory services.

The Property Clerk positions are responsible for the following:

- Processing the intake of property and evidence submitted by police officers and other personnel, as necessary
- Disposing of property and evidence based on case dispositions, State of Florida retention rules, statutes of limitations, etc.
- Supporting the auditing and accreditation activities conducted by the City internal auditor and CALEA.

The table below summarizes the workload data for this unit between 2008 and 2010:

WORKLOAD ACTIVITY (Units Processed)	2008	2009	2010
VOUCHERS	1593*	1815	1573
PIECES OF PROPERTY/INTAKE	2160	4575	3538
PROPERTY DISPOSED	2030	1088	1032
PROPERTY TRANSFERRED	561	926	515
PROPERTY RETURNED TO OWNER	787	541	674
PROPERTY RETURNED TO OTHER	3	53	91
PROPERTY SENT TO MDPD LAB	147	178	212
PROPERTY RECEIVED FROM MDPD LAB	128	152	180
DISPOSITIONS GENERATED	1610	1860	1600
DISPOSITIONS SENT OUT (PACKETS)	2285	628	950
OFFICER CORRECTIONS	239	189	208
Total Units Processed	5,635	7,430	10,573

The project team found the property and evidence room to be well organized and functioning. For example, the property and evidence room is guided by well documented and updated Standard Operating Procedure (#050) for Property and Evidence Management, and includes the appropriate sections pertaining to facilitates, security, functions, lost or abandoned property, impounding, special handling and packaging, receipting, releasing, purging, etc. Additionally, the property and evidence room is regularly audited by the Internal Audit Division of the City Manager's Office, and based on the most recent audit:

"Upon observation, and testing performed during this audit, the Property and Evidence Room appears to be orderly and well maintained. A proper chain of custody has been established and followed to ensure the integrity of property and evidence."

Compared to other jurisdictions, including the Beverly Hills (CA) Police Department (which shares many attributes with that of Coral Gables), the staffing levels for property and evidence positions are more than adequate in Coral Gables.

Recommendation: The City should continue the dedicated Property and Evidence Sergeant position and maintain the contingent of two civilian staff.

4. THERE IS AN OPPORTUNITY TO RE-ALLOCATE AND CENTRALIZE THE INFORMATION TECHNOLOGY RESOURCES AND SERVICES.

The technology function provides system administration to the police department management systems (user rights, security, etc.), as well as the design, development, and implementation of technology projects and initiatives. This function is primarily staffed with a Sergeant position responsible for the following:

- Serving as the system administrator for the RMS / mobile data terminals and maintaining user rights, updates, log-inc, as well as addressing problems and enhancements.
- Researching and developing new law enforcement technologies that may enhance the CGPD.

- Managing various information technology projects throughout the CGPD.
- Updating standard operating procedures based on newly implemented technologies, as well as providing training on any new systems.

As of late 2011, there were nearly 20 active information technology projects being planned or carried out, relating to active files, digital media storage, outlook forms, form automation, business project automation, fingerprint readers, etc. While it is important for information technology projects to be designed, developed, and implemented by professionals with law enforcement knowledge, it is rare for a police agency to have a dedicated sworn Sergeant position focused on information technology projects. The issue is further compounded by the best practice of information technology services being centralized or consolidated within a jurisdiction. This centralization allows municipalities to leverage economies of scale, ensure property information technology standards and enable planning / lessening of maintenance and operational costs, etc. As such, the project team recommends re-allocating / reducing the Sergeant position that is currently dedicated to information technology, as well as re-allocating the responsibilities of information technology design, development, and implementation projects to the City Information Technology Department. The City IT Department should allocate a member of its staff to be focused on police technology requirements and develop a service level agreement (SLA) with the police department to establish timelines for completion of critical projects and service needs.

Recommendation: The City should reassign the technology Sergeant position to the new Strategic Initiatives Team. The City should add a civilian staff person to the Information Technology Department.

Recommendation: The City should assign police information technology design, development, and implementation projects as a responsibility of the Information

Technology Department. The staff, however, would continue to be located in the Police Department.

5. RADIO REPAIR AND MAINTENANCE IS FUNCTIONING AT AN ACCEPTABLE LEVEL.

The resources allocated to the radio shop provide the installation, maintenance, and repairs of the portable and mobile radios, base stations, and the radio sites owned and operated by the Police Department, Fire Department, and other respective departments, as necessary. Staff provide services Monday through Friday (8:00am to 5:00pm), in addition to being available on-call 24-hours per day.

The staffing includes one (1) Supervisor position responsible for the following:

- Scheduling the radio and other technology equipment repair and maintenance requests made by police and fire personnel (relating to radios, wiring, etc.), and other administrative tasks such as payroll, procuring supplies and equipment, maintaining accreditation reports, maintaining inventory, etc.
- Providing the installation and maintenance of any mobile and portable radio communications equipment, for both police and fire.
- Providing the maintenance and repair of the City's communications infrastructure.
- Installing and maintaining light bars and sirens on police vehicles.

The staffing also includes two (2) authorized Technician positions responsible for the following:

- Installing, maintaining and repairing mobile and portable radios, as well as light bars and sirens on police vehicles.
- Stripping out usable communications and technology equipment from decommissioned vehicles.
- Maintaining the back-up power system.
- Supporting special events.

The workload indicators for these resources include the following:

Maintaining a 3 Site 10 channel Digital Simulcast Radio Network
Maintaining 8 E-911 Dispatch Radio Consoles
Maintaining Fire Dispatch/Alerting System
Maintaining a 3 hop digital microwave network
Maintaining the City's 521 Portable Radios
Maintaining the City's 286 Mobile Radios:
Maintaining the City's 36 Base Radio Stations
Maintaining 6 Uninterruptable Power Supplies (UPS) at the City's four Radio Sites
Maintaining 6 Uninterruptable Power Supplies (UPS) at the City's Back-up PSAP
Maintaining 6 Uninterruptable Power Supplies (UPS) in the Public Safety Building (E911 Center, EOC, IT Servers)
Installing Radio Equipment in all City Vehicles (newly added responsibility of Fire Apparatus) This requires on average 2 staff hours per vehicle
Installing light bars and sirens on new Police vehicles. This requires on average 16 staff hours per vehicle
Repairing light bars and sirens
Removing equipment from decommissioned City Vehicles. This requires on average 8 staff hours per vehicle.
Providing communications equipment for special events
Conducting various repairs, to various electronic devices, such as direct connect alarm systems or, Public Address systems.

Recommendation: The CGPD should continue with its current radio shop staffing plan.

8. ANALYSIS OF THE PROFESSIONAL STANDARDS DIVISION

The Professional Standards Division (PSD) is responsible for managing the training requirements of sworn and non-sworn personnel, personnel hiring and selection, as well as internal administrative functions such as facility maintenance, payroll processing, and budget development and management. Besides a Departmental reorganization which affects this Division, there was a single issue which needed to be reviewed in this report – Finance and Planning.

The activities performed by Finance and Planning include:

- Provide overall administrative support, legal updates research and analysis.
- Create, monitor, control and develop departmental forms.
- Maintain Power DMS for storage of Departmental documents, policies and procedures, contracts, etc.
- Prepare and submit all documentation for accreditation relating to the Planning and Research function.
- Complete and/or participate in departmental projects to include law enforcement surveys, programs and plans.
- Evaluates and presents statistical data in written and verbal form.
- Coordinate and facilitate the development of a multi-year strategic plans.
- Research and compile information.
- Present results and monitor implementation.
- Draws conclusions, makes and presents recommendations.

Recommendation: The City should convert the Administrative Assistant position to an Administrative Analyst to be consistent with the rest of the City. The staff person should be experienced in finance/budget and other administrative tasks.

9. ANALYSIS OF ORGANIZATIONAL STRUCTURE

The final chapter in this report focuses on the organization and management staffing of the Coral Gables Police Department. The first section identifies the criteria that the project team believes should be utilized for evaluating organizational structures.

1. KEY TO EVALUATING ANY ORGANIZATIONAL STRUCTURE IS THE NEED TO IDENTIFY CRITERIA FOR ASSESSMENT.

In order to evaluate the organizational structure of the Coral Gables Police Department, the project team first had to identify the criteria by which the organizational structure would be judged. The paragraphs, that follow, describe those criteria as well as describe what is meant by each of them:

- **Accountability and responsibility are clearly identified:** The organizational structure must be consistent with the concept that clear lines of authority and decision making are essential for any organization to achieve excellence. Areas of responsibility are clearly delineated and points of accountability are readily identifiable.
- **Span of control or communication is optimal:** Effective organizations are structured so that lines of communication are identifiable and where there are multiple reporting relationships, responsibility for communication and control are clearly identified and understood.
- **Structure is based on task requirements and work flow as opposed to specialized skills of individual members:** There is a tendency in some organizations to organize work patterns around the specific passions or skills of individual members. This results in high friction levels for most work processes and the relationships between group members and groups.
- **Similarly titled positions have similar responsibilities and levels of accountability:** The organization should be structured such that decision making authority and the ability of decisions to impact the organization in a strategic way are all found at similar levels of the hierarchy.
- **Support functions are logically grouped and do not create additional layers of oversight:** Organizational structures should group support functions together, separated from operations, only when the scale and scope of the operation requires it.

The section, that follows, provides our analysis of the current organizational structure and opportunities for improvement.

2. THE CURRENT ORGANIZATIONAL STRUCTURE IN THE CORAL GABLES POLICE DEPARTMENT HAS SIGNNIFICANT ISSUES IN MEETING THE CRITERIA FOR AN EFFECTIVE ORGANIZATION.

The current organization of the Police Department is along fairly typical lines, as shown on the following page. The table, below, provides a graphical assessment of the current organizational structure. Note the “√” mark in a box indicates that the organizational unit meets that criteria described in the preceding section of the report.

Organizational Unit	Authority	Span of Control	Based on Work Flow	Similar Titles / Similar Duties	Support Integrated into Ops
Office of the Police Chief	√			√	
Uniform Patrol Division				√	√
Investigative Division	√		√	√	√
Specialized Enforcement				√	√
Technical Services	√		√		√
Professional Standards				√	√

The paragraphs that follow provide a summary of the project team’s findings and conclusions regarding the current organizational structure of the Coral Gables Police Department:

- The Department has a very management intensive organization structure with a Chief an Assistant Chief and five (5) Majors.
- There are several instances of one-over-one reporting relationships in which a Lieutenant is the only direct report to a Major.

- As noted elsewhere, there are vastly different spans of control at mid-management levels.
- Also as noted elsewhere in this report, there are critical service functions which are fragmented in their management – this is most notable in the areas of field operations and in administrative and support functions.

The following section describes an organizational alternative which addresses these issues.

3. THE CITY SHOULD REORGANIZE FIELD AND ADMINISTRATIVE FUNCTIONS AND CIVILIANIZE THE MANAGEMENT OF ADMINISTRATION.

The organization chart, which is provided at the conclusion of this Chapter of the report, depicts a reorganization for the Coral Gables Police Department which better meets the organizational principles listed at the beginning of this chapter – particularly the grouping of like or complementary functions, the spans of control for top management staff and placing the responsibility for administrative functions in an appropriately civilianized position. Principle characteristics of this reorganization are:

- Merger of the Uniform Patrol and Specialized Enforcement Divisions.
- Creation of a new Administrative Services Office – headed by a civilian Director – which is responsible for internal Department administrative functions.

The civilianization of the management of administrative functions in the Department is critical for its effective functioning. Reasons to support this change include the following:

- Financial and business functions require dedicated and professional management as is the case with other Department functions.
- Law enforcement personnel typically do not receive training in administrative functions in their careers.
- If law enforcement trained managers gain administrative experience during their tour managing these functions they are often transferred out and the cycle is renewed.

- The staff in these functions are mostly civilian.

As shown in the organization chart at the end of this Chapter and as reflected in earlier sections of the report, the project recommends the following specific details:

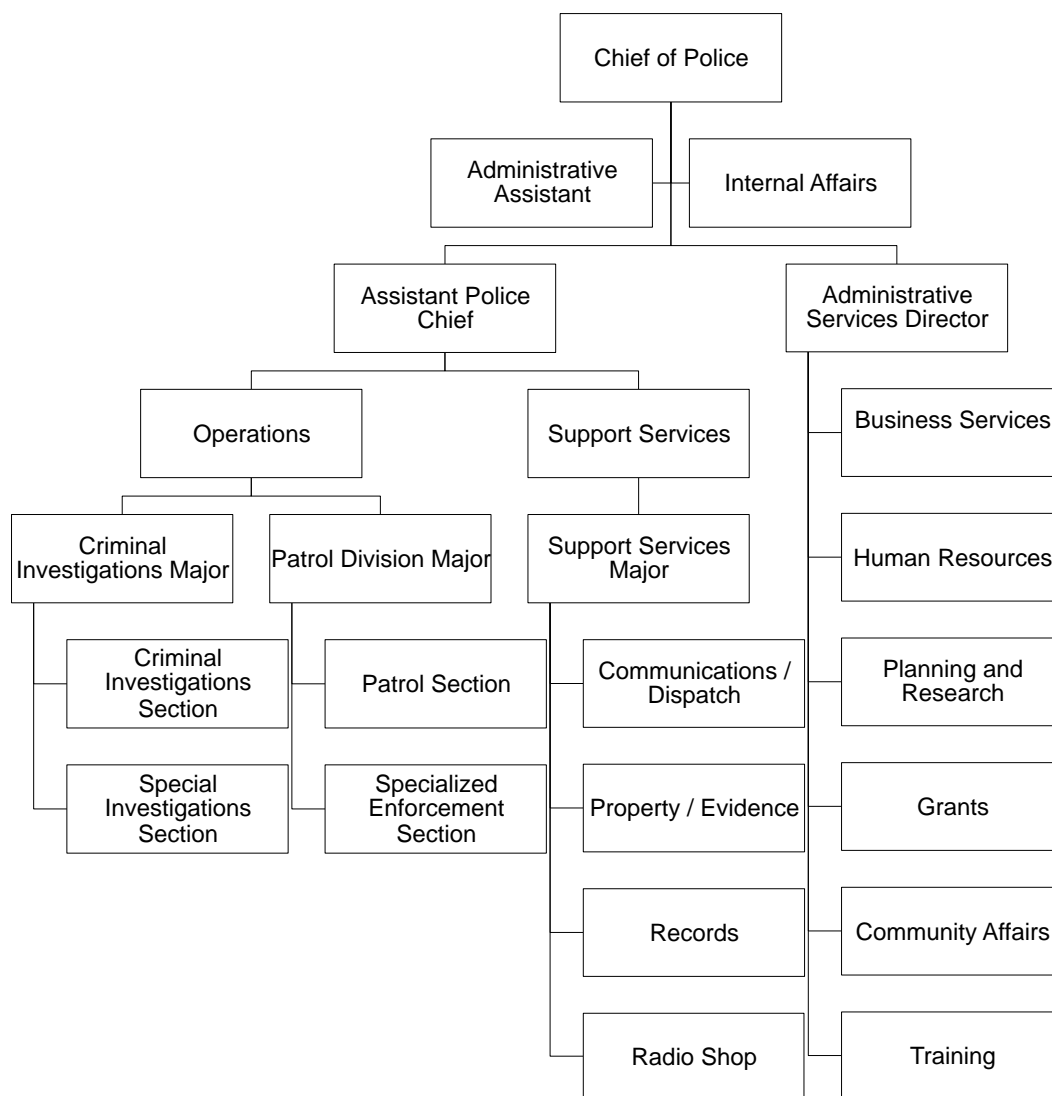
- All field oriented functions should fall under a unified command in order for these functions to coordinate their activities more effectively. The newly reorganized Uniform Patrol Division would contain:
 - Patrol teams
 - The recommended Strategic Initiative Team(s)
 - Traffic Enforcement
 - Bike Patrol
 - Marine Patrol
- Administrative and internal support functions would be reorganized as follows:
 - A Support Services Division would contain functions that largely and directly support core field and investigative functions, including:
 - Communications
 - Property and Evidence
 - Records
 - Radio Shop
 - A new Administrative Services Office, under the management of a civilian Administrative Services Director, would contain functions that are largely financial and administrative in nature, including:
 - Business Services
 - Human Resources
 - Planning and Research
 - Grants
 - Community Affairs
 - Training
 - Coordination with Information Technology

The net effect of this reorganization is to better group complementary functions and to reduce the number of top managers in the organization (a Major) by one position.

Recommendation: Reorganize the Department, merging the Uniform Patrol Division with the Specialized Enforcement Division.

Recommendation: Reorganize administrative and support functions in a new Support Services Division and Administrative Services Office.

Recommendation: Create an Administrative Services Director position to manage all of the Department's internal administrative functions. The Major's position not required in the reorganization should be reclassified as a detective and the position deployed to the newly created Strategic Investigations Unit.



ATTACHMENT – SAMPLE PERFORMANCE MEASURES

The following performance measures are illustrative of the metrics which the Coral Gables Police Department should implement to manage operations and services.

1. EFFICIENCY INDICATORS

(1) All Divisions

- Average hours available annually per position for regular duty assignments after “fixed” time losses considered such as vacations, holidays not worked and mandatory breaks.
- Average hours expended annually per position for “variable” time loss factors:
 - Sick Leave
 - Disability Leave
 - Mandated In-Service Training
- Average overtime hours (paid/compensatory/donated) per position annually by reason for use (e.g.. extension of duty, special event, shift/call back).
- Average hours expended annually by position for court appearances.
- Ratio of “working” personnel to supervisors at various organizational levels.
- Percent of sick leave days taken on at the end or the beginning of a work week or immediately preceding or following a holiday.
- Annual attrition rates by position classification and in total.
- Vehicle downtime (for repairs/maintenance as a percentage of hours they should be available).
- Number of hours of “useful” work performed by activity by volunteers.

(2) Field Service Division

- Average hours/minutes required by position to handle various work tasks:

- CFS Handling	- Arrest/booking
- Report Writing	- Vehicle Servicing
- Traffic Citations	- Case Investigation
- Reports	- Field Interrogations

- Volume of work activities performed per position per year (possibly weighted to reflect their importance), such as:
 - CFS Per Officer
 - Arrests per Officer
 - Traffic Citations per Officer
- Percent of CFS for which a report is written.
- Percent of CFS where two or more patrol units respond (i.e., the back-up rate).
- CFS per Officer among various duty shifts and days of the week.
- Percent of no-injury traffic accident activity investigated.
- Number of false alarms responded to annually, compared to trends or targets.
- False alarms as a percent of total alarms received.
- Percent of CFS (or other workload indicator) by time of day or day of the week, compared to available staff scheduled for work.

(3) Investigative Service Division

- Percent of reported crimes actively receiving follow-up investigation by type of offense.
- Volume of work activities performed per position such as:
 - Total cases assigned by type.
 - Total cases prepared for court

2. SERVICE LEVEL INDICATORS

(1) All Divisions

Average elapsed time required (in working days) to resolve a citizen complaint.

(2) Field Service Division

- Percent of duty time that Patrol Officers or other field personnel are free for pro-active problem-solving/self initiated activity.
- Mean and median elapsed time required to respond to service requests by priority of call (e.g., in-progress, important and as available)
- Percent of calls, by priority, responded to in X-minutes or less.

(3) Detective Division

- Percent of reported crimes where detectives make a follow-up contact in person, by phone and by letter.
- Percent of stolen property recovered (non-vehicle) and the total value of property taken which was returned to rightful owners.
- Percent of stolen vehicles recovered that were returned to rightful owners.
- Percent of cases, by type, cleared within X hours/days.
- Elapsed time from incident to assignment; elapsed time to contact the victim; elapsed time from assignment to initial supervisory review.

3. WORK QUALITY INDICATORS

(1) All Divisions

- Percent of complaints lodged against Coral Gables Police Department personnel, by nature of complaint, (e.g., not courteous or excessive use of force), found to be invalid.
- Average score obtained in firearms qualification drills.
- Percent of employee complaints/grievances found to be invalid.
- Ratio of written complaints/commendations which are positive in nature.
- Percent of citizens/users surveyed who are satisfied with various operational aspects of police services (e.g., courtesy, professionalism, thoroughness of police action taken, fairness of Officer).
- Percent of Department employees surveyed who are satisfied with various aspects of Department operations (e.g., training provided, availability and accuracy of records, thoroughness of preliminary investigations, incident reports, clarity and accuracy of dispatches).

(2) Field Service Division

- Percent of traffic citations issued for the major causes of traffic accidents (e.g., excessive speed and failure to yield the right of way).
- Percent of reports taken that are referred back to the investigating Officer for correction of errors or additional information.

(3) Investigative Service Division

- Percent of arrests, by type of crime, where the DA agrees to file a complaint.
- Percent of cases by type of offense, where investigation is possible, which are cleared by arrest and exception.

4. PROGRAM IMPACT INDICATORS

(1) All Divisions

- Number of reported (total crimes), by type, per 1,000 population where police action can have an impact (e.g., burglary compared to other similar jurisdictions).
- Percent of citizens/users surveyed who are satisfied with various aspects Coral Gables Police services (e.g., safety while at home, safety while out, police control over crime, response time, traffic enforcement, neighborhood blight).

(2) Field Service Division

- Percent of traffic citations issued resulting in a judicial penalty.
- Number of reported traffic accidents (injury and property damage only) compared to trends and/or other similar agencies.
- Percent of dwelling units and businesses victimized by type of crime, where police can have an impact.
- Dollar value of property stolen per X residents or Y business sales, by type of crime, where police can have an impact.
- Number of children injured going to/from school at school crossing sites.
- Percent of juveniles apprehended, by type of offense, who have no further contact with the police.
- Victimization rates of dwelling units and businesses participating in a specific crime prevention program, compared to those which have not.
- Crime rate, in total, and for various types of offenses per 100,000 population compared to trends and other similar jurisdictions.

(3) Investigative Service Division

- Percent of stolen property (as measured by total \$ value) and vehicles (as measured by number) recovered.
- Percent of arrests made resulting in a conviction.



Fire Proposal from
Matrix Consulting Group

Proposal to Conduct a Fire Department Master Plan Study

MIDWEST CITY, OKLAHOMA



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LETTER OF TRANSMITTAL



February 23, 2016

Ms. Sara Hancock
 City Clerk
 City of Midwest City
 100 N. Midwest Boulevard
 Midwest City, OK 73110

Dear Ms. Atkins:

The Matrix Consulting Group is pleased to provide you with our proposal to Fire Department Master Plan for Midwest City. A review of our services, experience, qualifications and work plan will show that the Matrix Consulting Group is highly qualified because of its extensive experience evaluating fire operations, emergency medical services, and management and resource deployment throughout the United States. We have provided public safety consulting services for more than ten years, with senior members of the firm having over 30 years experience in consulting and public safety management. Our references can attest to the depth, quality and value of our analysis.

Our team's fire and emergency medical service analytical experience includes over 250 projects throughout the United States, including these representative assignments:

Amesbury, Massachusetts	Hermosa Beach, California	Peoria, Illinois
Anchorage, Alaska	Highland, California	Pinellas Sun Coast FD, Florida
Boston, Massachusetts	Hoboken, New Jersey	Placer County, California
Augusta, Maine	Indio, California	Plano, Texas
Auburn, Maine	Keene, New Hampshire	Plymouth, Massachusetts
Barnstable, Massachusetts	Killington, Vermont	Portland, Oregon
Bedford, New York	Mason, Ohio	Portsmouth, New Hampshire
Brattleboro, Vermont	Meriden, Connecticut	Portsmouth, Virginia
Canandaigua, New York	Middleborough, MA	Pueblo, Colorado
Charlottesville, Virginia	Milwaukee, Wisconsin	Red Bluff, California
Chelsea, Massachusetts	Monrovia, California	Reno, Nevada
Clive, Urbandale, WDM, Iowa	Montpelier, Vermont	Sacramento, California
Dinuba, California	Mountain View, California	San Antonio, Texas
El Paso, Texas	Napa, California	Southlake, Texas
Fort Lauderdale, Florida	North Kingstown, RI	Springdale, Arkansas
Glenview, Illinois	Norwalk, Connecticut	Suffolk, Virginia
Grants Pass, Oregon	Pacific Grove, California	Sunnyvale, California
Hanford, California	Peachtree City, Georgia	Wilbraham, Massachusetts

All of the staff for our proposed team are extremely experienced, having themselves conducted up to hundreds of fire service studies.

- We would dedicate the President of the firm to this assignment. He has over 35 years of fire service analytical experience, including all of our firm's projects.
- Robert Finn, our proposed lead analyst, is a peer assessor, team leader and technical reviewer for the Commission on Fire Accreditation International (CFAI) and a former Fire Chief.

Our approach to fire service consulting is independent and objective, thorough and detailed, and provides our clients with the analysis they need to change and plan for the future. Our commitments to our clients in our work include:

- We are a 'fact based' firm providing detailed data collection and analysis.
- We obtain extensive input from 'stakeholders' in all of our studies, including municipal managers and elected officials, fire service managers and staff.
- We work closely with our clients through interim reports and review meetings.
- We provide detailed and time phased plans so that our clients have a clear plan for future service delivery.

While we are a national firm, we have an office in Texas in the Dallas / Fort Worth area.

Please note that all of the submission forms follow this page.

As President of the firm, I am authorized to negotiate, bind the firm, and execute the contract for the study. If you have any questions, please do not hesitate to contact me at 650-858-0507 or via email at rbrady@matrixcg.net.


Matrix Consulting Group

Richard P. Brady
President


Contractor Certification

Contractor certifies and warrants that it will comply with the Immigration Laws of the United States, including but not limited to 8 USC 1324(a), which makes it unlawful for an employer to hire or continue to employ an illegal or undocumented alien knowing the alien is or has become unauthorized with respect to such employment, or to fail to comply with the I-9 requirements. Contractor further agrees to comply with the Oklahoma Taxpayer and Citizen Protection Act of 2007. Contractor will not knowingly employ or knowingly allow any of its Subcontractors to employ any illegal or undocumented aliens to perform any work in connection with services performed for the City of Midwest City. After July 1, 2008, Contractor and its Subcontractors will verify information on all new employees on the Status Verification System operated by the U.S. Government.

Contractor will retain and make available for inspection by the City, upon reasonable notice, a completed I-9 Employment Eligibility Verification Form for each person that contractor directly employs to perform services for the City. If Contractor, or any of its Subcontractors, receives *actual knowledge* of the unauthorized status of one of its employees engaged in providing services to the City, then Contractor or Subcontractor will remove that employee from the project, and shall require each Sub-contractor to act in a similar fashion with respect to such Sub-contractor's employees. Contractor agrees to have a provision in its subcontracts stating that each Sub-contractor will have the same duties and responsibilities with regard to its employees that the Contractor has certified in this paragraph.

Signed under penalty of perjury on February 23, 20 16.

Matrix Consulting Group, Ltd.
Contractor

By: 
Owner or Authorized Officer

AGREEMENT BY PROPOSER

These terms apply to and become part of the terms and conditions of each proposal. Any exception must be in writing.

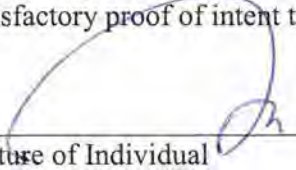
1. Each proposal must be placed in a separate envelope. Each envelope must be completely and properly identified and sealed, showing the date of proposal opening and the subject advertised.
2. The City of Midwest City (the "City") reserves the right to reject any and all proposals, to waive any technicalities in the proposal process, and to award each item to a different proposal or all items to a single proposer.
3. No proposer may withdraw his proposal within a period of thirty (30) days after the date and hour set for the opening of proposals. A proposer may withdraw his proposal at any time prior to the time fixed for the opening of proposals.
4. Any exceptions to these items or conditions or deviations from written specifications shall be shown in writing in the proposal.
5. Information pertaining to the RFP is filed in the office of the City Clerk and copies may be obtained from the Municipal Building, Midwest City, Oklahoma.
6. Proposers may present proposals on one or both items but proposals may not be tied together unless specifically stated in specifications.
7. The specifications are complete as written. No oral representation made by any agent or employee of the City, or its affiliate agencies, neither shall they be of any force or effect unless reduced to writing and submitted to all prospective proposers at least 24 hours in advance of the proposal openings.
8. Any protest of the award of the proposal by a proposer shall be in writing, shall specify the grounds for the protest in specific terms and shall be received by the City within three (3) business days after the award of the proposal by the governing body. All other provisions of these specifications shall also apply.
9. No proposer shall divulge the information in s/he sealed proposal to any person whomsoever, except those having a partnership or other financial interest with him/her in said proposal, until after the sealed proposals are opened.
10. EXCEPTIONS. Any exceptions [variances] to these instructions or request for proposals must be submitted in writing with the proposer's proposal. Failure to indicate any exceptions [variance] will be regarded as full compliance with these requirements, request for proposals and instructions and will be construed to mean that the proposer proposes to furnish the exact commodity as described in the request for proposals/requirements.

A violation of any one of the foregoing provisions on the part of a proposer shall be sufficient reason for the rejection of his/her proposal or making void any contract made by him/her with the City based upon such proposal.

NON-DISCRIMINATION STATEMENT

The contractor agrees, in connection with the performance of work under this contract:

- a. That the contractor will not discriminate against any employee or applicant for employment, because of race, creed, color, sex, age, national origin, ancestry or disability. The contractor shall take affirmative action to insure that employees are treated without regard to their race, creed, color, age, national origin, sex, ancestry or disability. Such actions shall include, but not be limited to, the following: employment, promotion, demotion or transfer, recruitment, advertising, lay-off, termination, rates of pay or other forms of compensation and selection for training, including apprenticeship; and
- b. That the contractor agrees to include this non-discrimination clause in any subcontracts connected with the performance of this contract.
- c. In the event of the contractor's non-compliance with the above non-discrimination clause, this contract may be canceled or terminated by the Contract Entity. The contractor may be declared by the Contract Entity ineligible for further contract[s] with the Contract Entity until satisfactory proof of intent to comply is made by the contractor.



*Signature of Individual

President

*Title

Richard Brady

*Printed Name of Individual

Matrix Consulting Group, Ltd. 201 San Antonio Circle, Suite 148, Mountain View, CA 94040

*Company Name and Address [Please Print]

*Zip Code

650-858-0507

*Telephone Number

650-917-2310

Fax Number if any

rbrady@matrixcg.net

*Email Address

www.matrixcg.net

Company Website and/or Other Active Social Media Outlets

* Required information

NON COLLUSION AFFIDAVIT

STATE OF California)

SS.


COUNTY OF Santa Clara)

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

The undersigned Richard Brady, of lawful age, being first
(Architect/contractor/supplier/engineer - printed name)
duly sworn, on oath says that s/he is the agent authorized by the proposer to submit the attached RFP. Affiant further states that the work, services, or materials will be completed or supplied in accordance with the plans, specifications, orders or requests furnished the affiant for the project described as:


REQUEST FOR PROPOSAL (RFP)
FOR MIDWEST CITY FIRE ANALYSIS PROJECT

Affiant further states that s/he has made no payment of money or any other thing of value directly or indirectly to any elected official, officer or employee of the City of Midwest City or any of its affiliated entities to obtain or procure the contract or purchase order.



Signature of Affiant

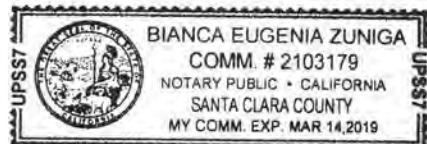
Subscribed and sworn to before me this 23rd day of February, 20 16



Notary Public

My Commission Expires: March 14, 2019

My Commission Number: 2103179



1. FIRM QUALIFICATIONS

1. FIRM QUALIFICATIONS

This section of our proposal provides relevant background information regarding our firm, services provided, office locations, approach to providing municipal consulting services, and information about our experience and past performance on prior projects.

1. HISTORY OF THE FIRM

The Matrix Consulting Group specializes in providing analytical services to local governments, to assist them in providing highly responsive, efficient, and effective services to their residents. Our market and service focus is financial, management, staffing and operations analysis of local government. Our firm's history and composition are summarized below:

- We were founded in 2002. However, the principals and senior staff of our firm have worked together in this and other consulting organizations as *one team* for between 10 and 30 years.
- Our *only* market and service focus is management, staffing and operations analysis of local government.
- Since our founding, we have worked with over 800 municipalities and counties, conducting management studies of their operations and recommending improvements.
- Our firm maintains offices in Mountain View, California; Texas (Dallas Metro); Worcester, Massachusetts; Illinois (St. Louis Metro area); and Washington (Spokane area).

We are proud of our service philosophy based on detailed analysis, as well as our customized strategy and partnership with our clients. This has resulted in high levels of implementation of our project recommendations – exceeding 85%.

The following table provides some additional general demographic and contact information on our firm.

Form of Incorporation	Matrix Consulting Group, Ltd. Incorporated domestically in California (January 2003) as a C-Corp.
Location / Mailing Address for Corporate Headquarters	201 San Antonio Circle, Suite 148 Mountain View, CA 94040 650.858.0507 (voice) 650.917.2310 (fax)
Corporate Contact	Richard P. Brady, President 650.858-0507 rbrady@matrixcg.net

Current Staff	We currently have 15 full-time and 5 part-time staff.
Services Provided	Management, organizational, shared-services, staffing and operational (efficiency and effectiveness) analysis for public sector entities across the various functions, including: Administration (HR, Finance, IT, etc.) Business Process Documentation Community Development Finance studies, including user fee analysis Fire and Emergency Medical Services Law Enforcement (police, corrections, courts) Organizational Structure Analysis Parks, Recreation and Community Services Public Works Utilities / Infrastructure Maintenance

2. BACKGROUND AND FIRE SERVICE CONSULTING EXPERIENCE

We have extensive experience analyzing fire service organization and operations in the mid Atlantic and Southeast region and around the country, including analysis of deployments, staffing, scheduling, staff utilization, fire station locations, organizational and management. Our experience is both personal and corporate – our team has worked together on hundreds of public safety management and efficiency studies throughout the United States.

- Our primary focus is on the analysis of public safety operations (fire / rescue and police services). We have personally served over 250 fire agencies.
- Each of our senior consultants has between 10 and 30 years of analytical and management experience. All of the experience referenced as the firm's experience is that of one or more of the proposed project team members.

The table, below, portrays our experience working for recent clients (those conducted in the past three years have been **bolded**):

Anchorage, Alaska	King William County, Virginia	Pinellas Sun Coast, Florida
Auburn, Maine	Lincoln, Rhode Island	Plano, Texas
Augusta, Maine	Milwaukee, Wisconsin	Pompano Beach, Florida
Bedford, New York	Monterey, California	Sacramento, California
Boston, Massachusetts	Napa, California	San Antonio, Texas
Chelsea, Massachusetts	Needham, Massachusetts	Seaside, California
Coventry, Connecticut	North Kingstown, Rhode Island	Seminole County, Florida
Dinuba, California	Norwalk, Connecticut	Sterling, Illinois
El Paso, Texas	Omaha, Nebraska	Suffolk, Virginia
Fort Lauderdale, Florida	Palm Coast, Florida	Tallahassee, Florida
Hoboken, New Jersey	Parkland, Florida	Walton County, Florida
Huntington Beach, California	Peachtree City, Georgia	Winter Garden, Florida

We are also currently completing fire studies in Cooper City and Gulf Stream (FL) as well as Butte County and Tracy (CA).

2. SIMILAR STUDIES

2. SIMILAR STUDIES

The Matrix Consulting Group has conducted over 250 fire and emergency medical services studies. The following table summarizes recently completed fire projects, which are similar to the one sought by Midwest City for communities with populations between 5,000 and 55,000. These also serve as contact references for our work:

Client	Project Summary	Reference
Dinuba, California Update to the Fire Department Master Plan Population 23, 347	In this project the Matrix Consulting Group conducted an update to the Fire Department Master Plan, which was originally developed twenty years ago for the Department by our firm (another update was developed 10 years ago). Several changes in the city had occurred since the plan including population growth, annexation and a focus on attracting large distribution centers. The analysis showed a gap in service to the western and northern portions of the City and the need to begin planning for the construction of a second station. Also there was an immediate need to improve staffing and deployment of personnel to ensure an adequate response force could be sent on initial assignments.	Chad Thompson Fire Chief 559-591-5931
Peachtree City, Georgia Organizational and Operational Efficiency Study Population 34, 893	The Matrix Consulting Group was retained by Peachtree City to conduct an independent review of the organization and operation of the Fire Department. Key recommendations included restructuring the rank structure in the department, including members of the community in the strategic planning process, refining dispatch procedures to improve call-processing times, adopting formal service levels for turnout and travel times and assigning a dedicated IT position to improve technology utilization in the agency.	Joseph O'Connor Fire Chief (770) 631-2526
Lincoln, Rhode Island Fire Service Assessment Study Population 21,105	The Matrix Consulting Group has just completed an assignment for the Town of Lincoln to determine the appropriate level of fire protection required to provide service to the Town. There is a desire to consolidate the current six (6) fire districts into a single district to ensure fire services and costs are equally distributed throughout the Town. Recommendations included continuing with the use of a career, part-time and volunteer staffing model and reducing the number of stations from seven (7) to four (4) by moving to a single fire district to serve the Town.	Joseph Almond Town Administrator 401-333-8419

MIDWEST CITY, OKLAHOMA
Proposal to Conduct a Fire Master Plan Study

Chelsea, Massachusetts	In this project we evaluated organization, staffing and management of this industrial City adjacent to Boston. Key recommendations included strengthening mutual and automatic aid arrangements with neighboring communities to better meet fire flow requirements, changes to management roles and organizational structure and better use of fire details to mitigate hazards.	Ed Dunn City Auditor/Budget Director (617) 466-4030
Management and Staffing Study of the Fire Department		
Population 37, 670		
<hr/>		
Auburn, Maine	The Matrix Consulting Group was retained by the City of Auburn to conduct a performance and management analysis of the fire department. Key recommendations included the entrance into further regional agreements with the City of Lewiston; including a full automatic aid agreement to better leverage resources. Other recommendations included the development of response time measures for "turnout" time to better monitor overall response performance, career development planning, improvements to the inspection processes and improved community relations.	Geoff Low Deputy Fire Chief (207) 333-6633 x5
Fire Department Performance and Management Analysis Study		
Population 22, 987		

3. PREVIOUS CONTRACT WORK

3. PREVIOUS CONTRACT WORK

We completed projects for the following fire/EMS agencies within the previous three years:

Anchorage, Alaska

Jodie Hettrick, DC Operations
907-267-5091

Boston, Massachusetts

John Natoli – Special Advisor to the CFO
617-635-4233

Cleveland, Ohio

Elizabeth Loszak – Internal Auditor
216-420-7618

Dinuba, California

Chad Thompson, Fire Chief
559-591-5931

Lincoln, Rhode Island

Joseph Almond – Town Administrator
401-333-8419

Monterey, California

Gaudenez Panholzer – Fire Chief
831-646-3900

Redding, California

Gerry Gray – Fire Chief
530-225-4141

Suffolk, Virginia

Jeff Gray, Administrative Analyst
757-514-4037

Bedford, New York

Robert Mazurak - Commissioner
914-234-3133

Chelsea, Massachusetts

Ed Dunn, City Auditor
617) 466-4030

DeKalb County, Georgia

Darnell Fullum, Fire Chief
678-406-7750

Huntington Beach, California

Fred Wilson, City Manager
714-536-5202

Mat Su Borough, Alaska

George Hays, Assistant Borough Mgr.
907-861-8405

Peachtree City, Georgia

Joe O'Connor, Fire Chief
770-631-2526

San Antonio, Texas

Tyler Bahr – Performance Specialist
210-207-8229

Winter Garden, Florida

Laura Zielonka – Finance Director
407-656-4111 ext. 2313

4. SCOPE OF WORK

4. SCOPE OF WORK

This section of our proposal provides a summary of our approach to conducting the Fire Master Plan study as described in the Request for Proposals.

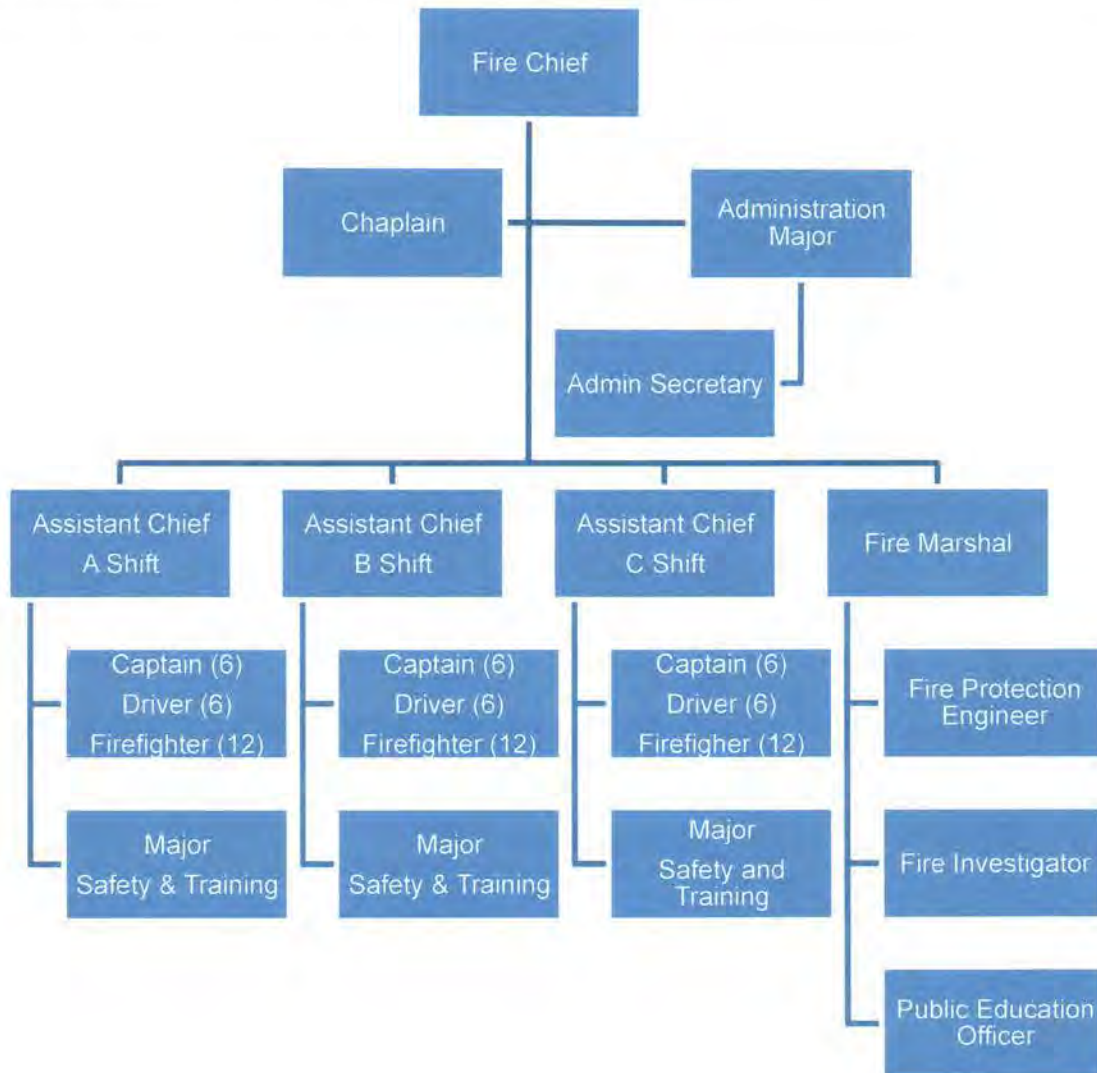
1. BACKGROUND TO THE STUDY

The purpose of this study is to conduct a comprehensive review of the organization, efficiency and effectiveness of the fire and emergency medical system in Midwest City and provide recommendations on future improvements and growth planning based on national standards and comparable benchmarks.

Midwest City is part of the Oklahoma City metropolitan area and lies just north of Tinker Air Force Base. According to the United States Census Bureau, the population in 2010 was 54,371 and the current estimated population is 56,756. The City is approximately 26 square miles for a population density of 2,183, which makes Midwest City considered urban from a fire planning perspective. The Department currently has a Class 1 rating from the Insurance Services Organization (ISO), the highest possible rating for a Fire Department.

Midwest City is currently served by six (6) fire stations with each station staffed with four personnel operating on a three-shift platoon system. Station 1 also serves as the Hazmat station and Station 6 as the technical rescue station.

The chart on the following page depicts the current organizational structure of the Midwest City Fire Department:



The results of this study will include detailed analyses of each organizational component of the Midwest City Fire Department along with future demand projections and service delivery models to ensure desired levels of service can be maintained.

2. PROJECT APPROACH

The Matrix Consulting Group believes very strongly in the science of our craft. As a result, we utilize formal project management techniques in conducting our studies, to best meet the needs of our clients. These techniques include:

- **Fact-based and jurisdiction specific analysis:** The central tenet of our approach is collecting facts and data specific to the jurisdiction to ensure all analysis and recommendations are specific to the agency and its requested scope of services.
- **Understanding of the project:** Prior to beginning any study, the project team

familiarize themselves with basic information regarding the jurisdiction, including collecting any service level data information, such as number of calls for service, financial data, current staffing approaches, apparatus deployment plans, response times, service area, etc. This fact based approach continues throughout the project.

- **Interactive study process:** A successful project needs to be based on a study process that involves Department staff and their input regarding recommendations. This approach includes meeting with Fire Department representatives from each operational area.
- **Detailed project management plan:** All project work activities, including team member roles, deliverables, schedule, and budget is detailed in a project management plan along with regular status updates during the study.
- **Cross-trained project team:** Our project team's background as both career consultants and former fire service managers provides a unique understanding of the various components that need to be explored to arrive at recommendations that are able to be implemented while providing accurate and timely financial projections.
- **Work product reviews:** All interim and final work products are reviewed by the client and designated project manager before being delivered or presented at any public meeting.

Our approach and philosophy has provided our clients with valuable assistance and advice in dealing with important public policy, organizational and operational issues. It has also resulted in projects with high implementation rates.

3. METHODOLOGICAL OVERVIEW

Evaluations of fire and rescue services must take into account the specific characteristics and environment of the communities being served. While comparative personnel / population ratios are interesting from the broad perspective, they are insufficient to support defensible judgments about the adequacy of resources available to or required by a specific community. As a result of this, we have a structured approach which examines, in detail, the unique workloads and service level characteristics of each function in the delivery of fire services; and secondly, an approach which is interactive and involves the participation of staff from the Fire Department. Our basic approach to evaluating the options available for providing fire/rescue services in Midwest City would include the following:

(1) Detailed Data Collection and Analysis

The Matrix Consulting Group focuses intently on the collection and analysis of descriptive data:

- Documenting the current operating and capital costs for services.
- Documenting the current demand for fire and EMS services.
- Documenting and analyzing current service levels.
- Documenting how resources are deployed and utilized.
- Documenting current efforts to encourage functional and regional cooperation.
- Documenting current staff pay, incentives, benefits and retirement programs.
- Gathering standard operating procedures.
- Evaluating and defining specific staffing requirements in each service function.
- Evaluating the current and long range facility and capital needs of the agency.
- Defining alternative service levels based on the results of analysis. Definitions of alternative service levels will need to be based on a quantifiable and consultative process between the project team and the client, staff and others identified in the study and could include such factors as:
 - Response time targets.
 - Nature and quality of services provided to citizens.
 - Level of staff utilization deemed acceptable.
 - Other roles and responsibilities of staff (e.g., maintenance).
- Documenting any contracts being utilized to determine how costs are developed and the types of services being provided.
- Documenting current management systems and approaches used in fire and rescue operations.
- Then, evaluating and defining specific staffing requirements in each departmental function required to achieve defined service level objectives.

We are known as a 'fact based firm', and this approach leads to our clients' better understanding the magnitude of a service delivery issue and the opportunities for improvement.

(2) Interactive Study Process

In our extensive work with fire and rescue agencies, we have found that a successful project (i.e., one which results in positive change in the organization being analyzed) needs to be based on a study process which involves the participating

agencies in the project, and through that involvement, builds “ownership” in project recommendations and results. To achieve that involvement, we propose a multi-faceted approach, which consists of the following components:

- We would conduct one-on-one interviews in the City and in each departmental area focusing on job content as well as issue identification.
- We conduct regular formal and informal communications throughout the study process, including status reports.
- Frequent interim deliverables that will be used to demonstrate our progress in achieving the study goals and objectives.

We have found that these interactive approaches lead to higher levels of implementation of recommendations because there are no surprises – all ‘stakeholders’ understand the need for change and have had extensive input into the process.

3. SUGGESTED PROJECT WORK PLAN

The paragraphs, which follow, provide a description of the suggested tasks the project team would complete in this assignment. In the following section of this proposal, we have included a chart that shows the timing for completing each work task and identifies points at which progress reports would be delivered to the project steering committee and reviewed.

Task 1 Project Initiation

To fully meet the core requirements of conducting this study – including evaluating the fire service’s current operating environment as well as short term and long range needs – the project team will need to develop an in-depth understanding of attitudes towards existing service levels and the unique characteristics of programs and community protection needs in Midwest City. To provide this level of understanding, the project team will accomplish the following:

- Interview top management in Midwest City as well as elected officials to get their views on fire department staffing, service issues and improvement opportunities.
- Conduct a kick-off meeting with the project steering committee.
- Interview the command staff from the Fire Department to obtain an initial understanding of the organization, major goals and recent trends.
- Interview other stakeholders identified by the City and Fire Departments that are critical in developing strong background knowledge for the study.

- These initial interviews would focus on determining individual attitudes toward current fire and emergency medical service levels, programs, and community protection needs, including the following:
 - Adequacy of existing service levels (e.g., response times, fire and EMS call results, fire prevention programs, etc.).
 - Responsiveness to basic community fire protection needs as well as regional EMS needs.
 - Perceived gaps or duplication in existing services and service levels.
 - Issues regarding inter-relationships among other regional departments.
 - Financial issues regarding expenditure trends and specific issues regarding categories of expenditures (e.g., employee compensation, overtime, etc.).
- We would also collect basic documents which "define" the Fire Department internally and externally (e.g., goals and objectives, mission statements, overall service trends, loss statistics, etc.).

Based on the results of these interviews and initial data collection, the project team will prepare an internal project team memo, which will provide the basis for subsequent profile and analytical steps.

At the conclusion of the stakeholder interviews we will conduct a community meeting to introduce the City and allow residents and business owners an opportunity to provide input to the project team.

Project Deliverable – MCG	Client Services Required
<ul style="list-style-type: none">• On-site initial meeting with Executive staff to review goals, objectives, and project plans• Kick-Off presentation to appropriate staff• Detailed project management plan – outlining dates for monthly status reports.• Development of community meeting agenda.• Conduct 1st community meeting.	<ul style="list-style-type: none">• Attendance at kick-off presentation and initial Executive staff meetings.• Designate a project management representative from each participating agency.• Availability for one on one interviews.• Review of community survey agenda.• Provide site for community meeting.

Task 2 Document Personnel Attitudes Toward Master Plan Issues

To fully evaluate an organization's needs, it is important that the project team understand the range of personnel perceptions in the City. To be credible, this input needs to be accomplished at the outset of the analysis of the various alternatives to be considered during the project. We have found in our previous work that use of a survey instrument is an ideal way to maximize input and to increase the perception of the study

as an objective effort. Documentation and analysis of career and paid call staff attitudes will consist of the following work steps:

- Preparation of a confidential questionnaire to be distributed to all personnel of the Fire Department. The project team will structure a questionnaire, which "fits" the unique characteristics of the Midwest City Fire Department. The survey would be completed online.
- Analysis of questionnaire results.
- Preparation of a paper that summarizes questionnaire results and identifies specific areas which need more extensive exploration in subsequent study tasks.
- Review of questionnaire results with the Department and the project steering committee.

It should also be noted that employee attitudes and ideas for improvement will be further explored in subsequent project work tasks through individual and group interviews, including selected station focus group meetings and other interviews and direct observations by members of our project team.

Matrix Consulting Tasks / Deliverables	Client Services Required
<ul style="list-style-type: none">• Development of online survey questions.• Issue link to survey to all personnel.• Receive results of the survey.• Analysis and write-up of survey findings.• Delivery of the survey findings to the City and Fire Department for review and discussion of identified strengths and improvement opportunities from the employee perspective.	<ul style="list-style-type: none">• Review and approval of survey questions• Availability for review and discussion of survey results and employee perceptions.

Task 3 Evaluation of Current Conditions

A key to this analysis is the development of a detailed understanding of workloads and service levels currently experienced by the Department. To develop this level of understanding, we will document and analyze workload and service levels as described in the illustrative subsections, which follow.

(1) Overall Descriptive Information

The project team will document basic descriptive information about the fire department, including:

- Organizational structure, number and type of staff by function as well as reporting relationships.

- Staffing levels, now and over the past five years.
- Fire loss statistics over the past five years.
- Budgets over the past five fiscal years.
- Review of the current policies, procedures and rules in place and the Department's compliance with current best practices, laws and regulations including NFPA, OSHA, ISO and CFAI.
- Review of current response area for the Midwest City Fire Department.

(2) Key Hazards and Service Level Goals

The project team will work to fully understand the range of hazards found within the Fire Department's area of responsibility. Specific steps to understanding the fire and non-fire risks present in Midwest City will include:

- Reviewing any existing documents related to hazard identification and planning done by the Fire Departments or City Including:
 - Emergency preparedness documents.
 - Target hazards identified.
 - Pre-incident planning documents on high and special risk occupancies.
 - Pre-plans on occupancies requiring fire flows over 3,000 gpm.
- Touring the service area to directly view fire and non-fire risks present in the community.
- Identifying construction trends in the City.
- Meeting with operations personnel in each response area to gain a full understanding of their view of major hazards, risks and challenges related to meeting service demands in their first due response area.
- Reviewing land-use and planning documents and maps to gain an understanding of the risks associated with certain geographic areas of the City related to uses approved or planned in the area.
- Reviewing the water supply system to ensure it meets the fire demand.

The detailed assessment of the risks and hazards present in the community will be included in the descriptive profile for review by Department personnel and the project steering committee.

(3) Fire and Emergency Medical Services

Through interviews and review of key operating and response policy documents, the project team will develop a detailed understanding of the existing fire suppression and emergency medical services network and service structure in the Fire Department:

- Capital improvement or maintenance needs associated with the station.
- Vehicle and apparatus inventory to include age and maintenance of vehicles and apparatus and the portable equipment used in providing services.
- How the shift scheduling system works, including documentation of all leave related factors.
- Basic response policies to each type of call received by the Fire Department. This would include the number and type of apparatus dispatched by call type; the number of field personnel dispatched; staff resources dispatched by call and staff type; and involvement in emergency medical responses.
- Documentation of all fire and emergency medical service response patterns and capabilities, for the previous three calendar years, including:
 - Response times for all calls, by type of call and priority.
 - The amount of clock and staff time required to handle each call type and including the various elements of handling time:
 - Dispatch processing time.
 - "Scramble" or reflex time.
 - Travel time.
 - Set-up time.
 - Total on-scene time.
 - The number of units dispatched by type of call.
 - How runs are distributed by unit, by time of day and day of week.
 - What is the impact on requesting and being requested to provide mutual aid? What is the availability and timeliness of response of mutual aid resources?
- Response characteristics and deployment of resources to provide emergency medical services in each service area.
 - What is the overall approach to providing EMS services in Midwest City?

- Are there improvements that can be made to the current system?

(4) Fire Prevention, Emergency Management, Hazardous Materials Management and Technical Rescue

Through interviews with staff, analysis of existing codes and ordinances, and discussions with planning and building representatives of the City, we will focus on understanding all aspects of the Department's current approach to fire prevention and specialty services. This would include:

- Developing a detailed understanding of the organization and responsibilities of the Department's fire prevention services.
- Obtaining detailed information of the housing stock, community risks and likely response scenarios related to those risks.
- Understanding current philosophies and contents of codes and ordinances related to "building in" fire protection in the service area to moderate future demands for fire suppression resources.
- Understanding the role of fire suppression personnel in the overall fire prevention program, to include company inspection policies and inspection frequencies, and other relevant activities in the fire prevention areas accomplished by fire suppression personnel.
- Documenting the scope and depth of services provided internally as well as the community relating to emergency management and disaster planning.
- Documenting the Department's approach to providing specialty responses including hazardous materials and technical rescue. The documentation will include involvement in planning and regulation, initial response, etc.
- Documenting the current approach to Emergency Management planning and deployment of resources during critical events in the service area.

(5) Records and Other Internal Support Services

The project team will analyze workloads and service levels associated with the other support units in the Fire Department by applying such approaches as the following:

- Document records processing flows by document type and volume. Identify and quantify processing turnaround times and processing backlogs.
- Review systems currently available to support records processing activities.

- Review internal information processing procedures and controls.

(6) Recruitment, Training Programs and Other Human Resources Functions

Through interviews and a review of relevant documents, this sub-task would document the scope and content of the department's recruitment and training programs, including:

- Scope and content of in-service training provided to staff, including existence of master training program(s) and objectives; types and amount of training provided to staff over the last 24 months; and training program costs and expenditures.
- Existence and content of succession planning and career development plans.
- Current performance evaluation systems and approaches including measures and approaches employed in performance evaluations.
- Approaches employed to recruit and hire new personnel including promotional; outreach; and selection approaches and materials.
- Existence and use of training facilities.
- What health and safety programs are utilized by the Department? Are they effective at reducing / minimizing workman's compensation claims?

(7) Management Components

In this work task, the project team will evaluate the Midwest Fire Department's current approaches to managing human resources, including training, other services provided (such as fire prevention) and its overall management. Evaluation will take into account the capability of the organization to respond to operating and administrative requirements. In conducting this management analysis, a variety of issues will be addressed, including:

- **Evaluate key management systems.** The project team will assess the organizational structure and key management systems in use:
 - Are current policies and procedures up to date and relevant for the MCFD?
 - Are missions, goals, and values published and known in the organization?
 - Does the MCFD maintain appropriate financial controls? Is there appropriate transparency in their use of funds?

- Evaluate operations management, including incident command and large-scale emergency preparedness.
- Are policies and procedures consistently applied?
- Does the MCFD utilize post-incident critiques to learn from incidents, to identify training needs, to assess performance, etc.?
- Are there appropriate policies regarding shift assignments, incident management, overtime, vacation and sick time?
- Does the City Manager, Mayor and City Council receive the information that they need to provide an on-going assessment of MCFD performance?
- Are technology systems being appropriately utilized and leveraged by the MCFD? Are there opportunities to utilize emerging technologies?

The results of Task 3 will be documented in the form of a narrative and statistical profile of departmental workloads and service levels, which will provide the basis for subsequent analysis. This profile, when completed, will be circulated among key staff to ensure accuracy and reviewed with the project steering committee.

Project Deliverable – MCG	Client Services Required
<ul style="list-style-type: none"> • Data collection and compilation for analysis. • Development of a draft profile detailing the factual understand of the current operations of the Fire Department. 	<ul style="list-style-type: none"> • Provide Data as requested. • Availability for follow-up interviews and questions. • Review of the draft profile to ensure accuracy.

Task 4 Evaluate Fire and Emergency Medical Response Needs

The Matrix Consulting Group has a comprehensive analytical, statistical and GIS-based approach for assessing the impact of alternative response systems. The Matrix Consulting Group uses a process, which examines the ramifications of station locations and unit deployments across a wide range of potential deciding factors. Examples of these include:

- Ability of the system to place at least one unit on-scene everywhere in the response areas within the performance standards.
- Level of station coverage overlap. Can at least two stations cover higher volume areas?
- Level of personnel overlap. Can a standard structure fire response get to 90% of calls for service within the targeted response time objectives?
- **Demand Study** showing the current demand for services

- A deployment analysis utilizing established criteria from current NFPA 1710 and Commission on Fire Accreditation Standards to ensure the fire departments can man an effective response force to include:
 - **Distribution Study** showing an overview of the current facility and apparatus deployment strategy analyzed through GIS software, with identification of any service gaps and redundancies in initial unit arrival.
 - **Concentration Study** analyzing response time performance to achieve an initial and effective response force as well as analysis of company and staff distribution as it relates to the assembly of an effective response force.
 - **Reliability Study** analyzing current workload, including unit hour utilization of companies, actual or estimated failure rates, outcomes for critical incidents, impact of call concurrency and system reflex time performance individually and as a whole.
- Use of mutual and automatic aid to assist in developing an effective response force and mitigating large scale emergencies.
- Incident control and incident management techniques utilized by the Department to ensure they are NIMS and best practice compliant.

The Matrix Consulting Group has developed a series of methodologies which enable us to not only examine but also quantify these questions looking not only at the recent past / current situation but also at the projected future for the community and region based on growth projections provided by the City.

The Matrix Consulting Group will develop an analysis that identifies issues and alternatives for enhancing service delivery. This analysis will be reviewed with the project steering committee and distributed to the various participants for review and comment.

At the conclusion of this task, the project team will host a second community meeting to discuss the current conditions and performance of the Fire Department and determine any gaps in the service levels provided and the desired level of service by the community.

Matrix Consulting Tasks / Deliverables	Client Services Required
<ul style="list-style-type: none">• Development of service level maps and historical system performance.• Development of agenda for the community meeting.	<ul style="list-style-type: none">• Availability for review and discussion of issues identified in the current condition evaluation.• Provide site for the community meeting.

Task 5 Future Demand Projections

Once the service level targets have been defined, the project team will analyze the future community conditions, projected service demands and community risks that the Fire Department will be required to serve in the future. Basic steps in the analysis will be as follows:

- **Population Growth Projections** for the City, including any planned growth through annexations. This will be accomplished through review of census and local planning data as available for Midwest City.
- **Service Demand Projections** for the Fire Department based on population growth and they types of growth in the business community that will change the current risks and impact demand for services moving forward.
- **Community Risk Analysis** based on land use and zoning in the City along with the current community risks identified earlier in the project we will examine the potential impact on community risk. This will include:
 - Population and population density changes and impact on response time
 - Demographic changes and how they may impact workload
 - Community land use regulations
 - Occupancy types and how they impact service demands or the level of effective response force required
 - Hazardous substances and processes and how they will impact service level needs.

Project Deliverable – MCG		Client Services Required	
• Analysis of growth projections and impact on fire operations		• Availability for follow up questions or additional interviews.	
• Analysis of changes in community risk and impact on fire operations			

Task 6 Future Delivery System Models

The project analysis would lead to culmination with analysis of future service needs for fire protection in Midwest City.

(1) Service Delivery Options

The project team will work with the MCFD to develop several options for delivery of services that will incrementally improve the Department's level of service toward the

identified performance objectives and targets developed earlier in the project. This will focus on developing recommendations that identify the best short and long-term strategy for the delivery of fire services in Midwest City. This will include:

- Appropriate service level targets and response standards to the identified risks
- Short term strategies to improve service delivery and system efficiency
- Additional fire station locations, if any
- Additions, modifications or relocation of existing facilities
- Changes to apparatus deployment of the types of apparatus deployed
- Changes to response areas for stations
- Increased partnerships or cooperative efforts in the region
- Opportunities to reduce or mitigate risks in the community
- Adding additional services to reduce risks and improve response (USAR, Technical Rescue, etc.

(2) Evaluation of Options

Once the future deliver options are developed, the project team will meet with the MCFD executive management team to discuss the strengths, benefits, weaknesses and potential negative consequences of each of the options as well as the potential impact on other services and service alternatives the options provide.

Concluding the discussion, final approval for the service delivery options will be made by the executive management for inclusion in the final Master Plan document.

At the conclusion of this task, the project team will conduct the third community meeting to gain community input into the short and long term options for the delivery of fire services in the City.

Matrix Consulting Tasks / Deliverables	Client Services Required
<ul style="list-style-type: none">• Development of an evaluation matrix for future service delivery options in the MCFD.• Discussion of options with the executive team for final approval and inclusion in the Master Plan.• Development of the agenda for the 3rd community meeting.	<ul style="list-style-type: none">• Availability for review and discussion of issues identified in the in the evaluation of future service delivery options.• Provide site for the community meeting.

Task 7 Document Recommendations and Implementation Plans in a Final Fire Master Plan Report.

Once the work tasks noted above have been completed, our findings, conclusions, and recommendations will be documented in the form of a detailed final report for Midwest City. This report will consist of the following:

- Analysis to determine the appropriate minimum levels of service including response times, staffing and levels of fire protections and emergency medical care and how they compare with current levels of service.
- Recommendations for improving the efficiency and effectiveness of all components of operations. All recommendations can be expected to include cost and savings or cost avoidance impacts of implementation as well as any performance gains or trade-offs expected provided in one year projections.
- Analysis of the organization structure and management systems in use in the fire department.
- Recommendations for alternative delivery systems with specific implementation measures and strategies, with a focus on the most cost effective alternatives to meet minimum identified service levels and benchmarking against nationally accepted best practices such as NFPA, ISO, OSHA, CFAI etc. The impacts, if any, to existing operations will be clearly explained. The analysis will include projections encompassing:
 - Best practice targets.
 - Reasonable service targets
- Implementation plans for recommended changes by priority (short and long term) to include work steps necessary to implement; recommend responsibilities; and timing.
- Growth projections for the City and how they will impact the need for staffing and deployment of resources.

The Master Plan report will be reviewed with department staff and the project steering committee. Once all reviews have been completed and the report is in final form, we are prepared to present the final report to the Fire Department, senior officials, elected officials and other interested parties in a public meeting.

Matrix Consulting Tasks / Deliverables	Client Services Required
<ul style="list-style-type: none"> Development of recommendations to address the identified issues. Development of the draft Master Plan report for review by the MCFD. Delivery of the draft Master Plan report Completion of any required revisions to the draft document. Presentation of the final project report and Master Plan. 	<ul style="list-style-type: none"> Review and approval of the draft report. Designating a mutually acceptable date, time and location for presenting the report findings to the City at a public meeting.

3. PROJECT WORK SCHEDULE

The chart, below, shows our proposed schedule for completing the project. As shown in the chart, we propose to conduct the project in 16 calendar weeks.

Phase / Week	1-2	3-4	5-6	7-8	9-10	11-12	13 - 14	15-16
1. Project Initiation/ Interviews								
2. Personnel Survey								
3. Evaluation of Current Conditions								
4. Evaluation of Fire / EMS Needs								
5. Future Demand Projections								
6. Future Delivery System Model								
7. Draft / Final Report								

5. PROJECT REPORT EXAMPLE

5. PROJECT REPORT EXAMPLE

To allow a full examination of the type of report to be expected from a Fire Master Plan study, we have included an electronic copy of a prior Master Plan update recently completed for the Dinuba (CA) Fire Department.

6. KEY PERSONNEL

6. KEY PERSONNEL

The Matrix Consulting Group proposes to utilize a senior project team, including our President and other personnel with fire and emergency medical service analytical experience. The project team includes former Chief Officers of career and combination departments and a GIS Analyst. This project team has worked with hundreds of fire departments across the Country, including volunteer, combination and career agencies. Each of projects included interviews with Chief Officers and line personnel in the jurisdictions being analyzed as well as presentations to elected officials and the public at the conclusion of the project.

The organization chart, which follows, depicts the project team:



Summary descriptions for each of the project team members are provided in the following table:

Consultant	Summary of Experience
Richard Brady President Project Manager	<ul style="list-style-type: none">• 35 years of fire / emergency services consulting experience.• Project manager and lead analyst on almost 500 projects.• Extensive experience conducting over 200 fire / EMS studies• BA Cal State University, Hayward; PhD, Oxford University, UK.
Robert Finn Senior Manager Project Analyst	<ul style="list-style-type: none">• 20+ years of combined experience as a public safety executive and consultant.• Experience as a Fire Chief – and prior experience as a Coordinator of EMS and Firefighter / Driver / Paramedic.• MBA, BS in Public Safety Management, Grand Canyon University.• Peer Assessor, Team Leader, and Technical Reviewer with the Commission on Fire Accreditation International (CFAI).

Consultant	Summary of Experience
Terry Lewis Manager Project Analyst	<ul style="list-style-type: none">• 30+ years of experience in the fire service.• Experience at all levels of the fire service, including Fire Chief.• Peer Assessor/Team Leader/Mentor for Center for Public Safety Excellence.• BS degree in Fire Science and AA in Accounting from the University of Cincinnati. Executive Fire Officer (EFO) program graduate.
Ian Brady Senior Consultant Research/GIS Analyst	<ul style="list-style-type: none">• Experience working with project team on various management and public safety studies.• BA in Political Science from Willamette University, Salem, Oregon.• Project focus on data collection and analysis under direction of one or more of the senior staff assigned to the project.
William Guindon Senior Consultant Project Analyst	<ul style="list-style-type: none">• 30+ years experience in the public sector and fire service.• Experience at all levels of the fire service, including Fire Chief.• Extensive experience in training, human resources and strategic planning.• MPA from Anna Maria College and BS in Organizational Management from Colorado Christian University.

Detailed resumes of each project team member are provided in the Attachment to this proposal.

7. PROJECT COST

7. PROJECT COST

The Matrix Consulting Group's fee for conducting this review and developing the final Fire Master Plan report is proposed as a fixed, not to exceed price of **\$59,500**, including all time and expenses. The table, below, shows the allocation of hours by task and hourly rate for the personnel assigned to this project.

Task	Project Manager	Senior Manager	Manager	Consultants	Total Hours
1. Project Initiation	8	8	0	0	16
2. Data Collection	0	8	0	8	16
3. Stakeholder Input	8	24	16	0	48
4. Current Conditions	8	16	16	32	72
5. Performance Objectives	8	24	12	24	68
6. Future Delivery	8	16	8	12	44
7. Draft/Final Report	8	40	16	8	72
TOTAL HOURS	48	136	68	84	336
RATE PER HOUR	\$225	\$185	\$150	\$100	
TOTAL COST	\$10,800	\$25,160	\$10,200	\$8,400	\$54,560
TRAVEL EXPENSE					4,940
TOTAL PROJECT COST					\$59,500

Our usual practice is to invoice our clients monthly for time and materials, up to the total project amount. We are also amenable to alternative invoicing arrangements, such as on a deliverable basis. Additional services will be provided at the hourly rates indicated above.

Please note – we have submitted proposals on both the Fire Department and the Police Department studies for Midwest City. If awarded both studies we will reduce the price for both studies by 5%.

ATTACHMENT – RESUMES

RICHARD BRADY
President, Matrix Consulting Group
Project Manager

BACKGROUND

Richard Brady is the President of the Matrix Consulting Group. Mr. Brady has been a management consultant to local government for more than thirty years.

The list, which follows, summarizes Mr. Brady's project experience on fire and emergency medical management studies and selected other studies. It should be noted that Mr. Brady has managed or participated in over 200 studies of fire, EMS and emergency communications in his career.

EXPERIENCE RELEVANT TO THE PROJECT

• **Fire Service Management, Effectiveness and Efficiency Studies**

Alachua County, Florida	Albany, New York
Americus, Georgia	Anchorage, Alaska
Augusta-Richmond County, Georgia	Bellingham, Washington
Boston, Massachusetts	Brattleboro, Vermont
Bremerton, Washington	Broward County, Florida
Burlington, Massachusetts	Charlotte County, Florida
Chelsea, Massachusetts	Hilton Head Island, South Carolina
Lansing, Michigan	Montpelier, Vermont
Newark, California	Norwalk, Connecticut
Omaha, Nebraska	Peoria, Illinois
Reno, Nevada	Salt Lake City, Utah
San Rafael, California	Sarasota County, Florida
Suffolk, Virginia	Tallahassee, Florida
Venice, Florida	Winter Garden, Florida

• **Fire Master Plan Studies**

Dinuba, California	Huntington Beach, California
Redmond, Washington	Woodinville, Washington
Monroe, Washington	Orange County, California
Corte Madera, California	Sacramento, California

EDUCATION

Mr. Brady received his BA degree from California State University at Hayward and his MA and PhD degrees from Oxford University, U.K.

ROBERT FINN

Senior Manager, Matrix Consulting Group – Lead Project Analyst

BACKGROUND

Robert Finn is a Senior Manager with the Matrix Consulting Group and previously served as the Chief of the Southlake (TX) Department of Public Safety.

EXPERIENCE AS A FIRE SERVICES CONSULTANT

Clients for whom Mr. Finn has served as the lead project analyst on fire service studies include the following:

Anchorage, Alaska	Auburn, Maine
Bedford, New York	Boston, Massachusetts
Chelsea, Massachusetts	Cleveland, Ohio
Dinuba, California	Hanford, California
Huntington Beach, California	Lincoln, Rhode Island
Mat Su Borough, Alaska	Mesa County, Colorado
Monterey, California	North Utah County, Utah
Pacific Grove, California	Perrysburg, Ohio
Peachtree City, Georgia	Redding, California
San Antonio, Texas	Springdale, Arkansas
Sterling, Illinois	Suffolk, Virginia
Winter Garden, Florida	

EXPERIENCE AS A PUBLIC SAFETY PROFESSIONAL

Mr. Finn has served at many levels in public safety, including as the following:

- Chief of Police (2008 to 2011)
- Chief of Fire Services (2004 to 2008)
- Lieutenant of Professional Standards (1999 to 2004)
- Lieutenant of Training (1995 to 1999)
- Coordinator of Emergency Medical Services (1993 to 1995)
- Firefighter / Driver / Paramedic (1987 to 1993)

PUBLIC SAFETY ASSOCIATION AFFILIATIONS

- Center for Public Safety Excellence as a Peer Assessor, Team Leader and Technical Reviewer (2006 to Present).

EDUCATION AND TRAINING

He has a Master of Business Administration in Executive Leadership and a Bachelor of Science in Public Safety Administration from the Grand Canyon University, Phoenix (AZ).

TERRY LEWIS

Manager, Matrix Consulting Group – Project Analyst

SUMMARY OF PROFESSIONAL QUALIFICATIONS

Terry Lewis has over 30 years of experience in the fire service. He began his career in 1980 with the Loveland-Symmes Fire Department in Ohio, where he worked until 1999, advancing through the ranks from Firefighter/Paramedic to Battalion Chief. While in Loveland Symmes, Chief Lewis worked in a variety of capacities including financial management, fire prevention, public education and managing the operations division. Terry was appointed Fire Chief in Henderson, Kentucky in 1999 until retiring in 2009.

EXPERIENCE

Consultant, Matrix Consulting Group

Recent fire service regional analytical studies include Matanuska-Susitna Borough (AK), King William County (VA) and Mesa County (CO).

Fire Chief, City of Henderson, Kentucky

Provided overall management and direction of fire suppression and risk reduction services, utilizing 60 personnel covering eighteen square miles and approximately 30,000 customers. Administered an annual operating budget of \$4.5 million along with various capital improvement projects. He has also composed Standard of Cover Documents and developed and served on the Board of a regional hazmat and technical rescue team.

Peer Assessor and Technical Advisor:

Served as a Peer Assessor and Technical Advisor (Mentor) during the Accreditation process for the following agencies:

- | | |
|-----------------------------|----------------------------------|
| • King of Prussia, PA | • Winter Park, FL |
| • Lenexa, KS | • Country Side Fire District, IL |
| • Fort Lee, VA | • Southlake, TX |
| • McChard AFB, WA | • Santa Clara County, CA |
| • Menasha, WI | • Port Huron, MI |
| • Wilson, NC | • Fenton, MO |
| • Clearwater, FL | • Searcy, AR |
| • Edmonton, Alberta, Canada | • Summit, NJ |

EDUCATION

Bachelor of Science in Fire and Safety Engineering Technology and Associate of Science in Accounting from the University of Cincinnati.

IAN BRADY
Senior Consultant, Matrix Consulting Group
Project Analyst

BACKGROUND

Ian Brady is a Senior Consultant with the Matrix Consulting Group as part of our Management Services Division, and is based in our Mountain View (CA) office. He began with the firm as an intern but now has 4 years of consulting experience. He specializes in public safety and is dedicated to providing analytical support for all of our police, fire, emergency communications and criminal justice system studies. Mr. Brady also developed the firm's GIS analytical tools for analyzing field service workloads and service levels, beat design and efficiency, and alternatives to deployment and scheduling of resources.

EXPERIENCE IN PUBLIC SAFETY STUDIES

Mr. Brady has experience conducting fire service management, staffing and operations studies, including recently for the following clients:

- Anchorage, Alaska
- DeKalb County, Georgia
- Hanford, California
- Redding, California
- Suffolk, Virginia

Mr. Brady has experience conducting GIS analysis, including recently for the following clients:

- Arlington, Washington
- Berkeley, California
- Birmingham, Alabama
- Hanford, California
- Hayward, California
- Laguna Hills, California
- Orange County, Florida
- Portland, Oregon
- Redding, California
- Raleigh, North Carolina
- Suffolk, Virginia

EDUCATION

Mr. Brady received his BA in Political Science from Willamette University in Oregon.

WILLIAM GUINDON

Senior Consultant, Matrix Consulting Group
Project Analyst

SUMMARY OF PROFESSIONAL QUALIFICATIONS

William has over 30 years of public sector and fire service experience. He has demonstrated ability to analyze, troubleshoot and develop effective models and processes for constructive improvements, service level enhancements, operational efficiencies and productivity enhancements. His areas of expertise include strategic planning, process improvement, operations management, training and development, human resources and customer service.

EXPERIENCE

Director of Maine Fire Service Institute

Responsible for oversight of the state-wide fire training and certification program and development of strategic and market plans for the organization.

Fire Chief and Interim City Manager, City of Burns, Oregon

Fire Chief, Canon City Area Fire District, Canon City, Colorado

Deputy Chief, South Lane County Fire and Rescue, Cottage Grove, Oregon

Director, Metro Fire Training Center, Littleton, Colorado

EDUCATION

Master of Public Administration from Anna Maria College in Paxton (MA) and Bachelor of Science in Organizational Management from Colorado Christian University in Lakewood (CO).

He also has a certificate in Human Resources from Penn Foster Schools as well as numerous certificates from the National Fire Academy in Emmitsburg (MD).

Fire Department Master Plan Update
CITY OF DINUBA, CALIFORNIA
FINAL REPORT



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1. INTRODUCTION AND EXECUTIVE SUMMARY

This chapter of the report is intended to describe the background of this study, its scope of work, and the methodologies utilized for the study. It also provides a summary of the key findings, conclusions, and alternatives examined in this report.

1. PROJECT OVERVIEW

The City of Dinuba has experienced considerable growth over the last decade – both in terms of population and commercial growth. This is a result of annexations, primarily to the west, that have increased the service area to which the City provides fire protective services. To respond to this growth and growth anticipated over the next 20 years, the City requested an update to its Fire Master Plan to determine the most efficient and effective way to provide these services to the community.

2. PROJECT SCOPE OF WORK

The City requested a comprehensive scope of work for this project. In general, this entailed evaluation of aspects of Fire Department service, including:

- **Analyzing levels of service**, including station locations, apparatus placement, response area coverage, response time performance and workload call distribution.
- **Analyzing and provide recommendations**, including improvements, additions, and changes to facilities, staffing, apparatus, training, and information management.
- **Analyzing and provide recommendations** regarding staffing levels and practices necessary to support recommended operational changes, including location and configuration of stations, scheduling of personnel, and composition of staff.
- **Analyzing and providing recommendations** to improve the efficiency and effectiveness of department operations as it relates to current deployment, response times, safety, and productivity.

- **Analyzing and providing visual models** of current response data. Provide recommendations on industry “Best Practices” and demonstrate the impact of hypothetical deployment and facility changes.
- **Analyzing past, current, and project growth** and the impact on fire/EMS services to develop long-term strategies to improve efficiency and effectiveness.
- **Providing a detailed work plan**, including timeline and cost for each project benchmark.

This Fire Service Master Plan should be viewed as a “living document” that can be easily updated as conditions change – such as annexation, growth parameters, and financial capabilities of the City.

3. PROJECT METHODOLOGIES

The processes utilized in developing this study were extensive, as described in the points below:

- Interviews were conducted with the Fire Chief and all other staff in the Dinuba Fire Department. The purpose of these meetings was to develop an understanding of the Department’s organization, costs, staffing, and programs, as well as issues potentially impacting this study.
- Fire Department interviews were complemented by interviews with the City Manager, Assistant City Manager, Finance Director, and others to obtain information about organizational, financial and developmental issues facing the City now and in the years to come.
- Members of the City Council were also interviewed to obtain their views on key fire, emergency medical and financial issues.
- Interviews were followed-up by data collection. Data collection focused on documenting key aspects of fire service organization, staffing, staffing policies, budgets, salaries and fringe benefits, emergency medical service delivery, fire prevention programs, training, apparatus and facilities, and call for service workloads.

Throughout this process, the project team met with the Department, which reviewed findings for accuracy, and discussed issues, study direction, and alternatives.

4. SUMMARY OF KEY FINDINGS AND RECOMMENDATIONS

The following table provides a summary of key findings, conclusions, and alternatives examined in this report:

Finding	Recommendation
There are opportunities to improve the Insurance Services Office (ISO) Fire Suppression Rating in Dinuba	<p>Develop an ISO improvement plan that focuses on maintaining the strengths, while improving identified deficiencies.</p> <p>Develop an annual training plan that includes multi-company and nighttime evolutions with mutual-aid partners.</p> <p>Establish pre-arranged first alarm response plans with Tulare County to respond to critical incidents at the time of initial dispatch.</p> <p>Establish an automatic first alarm response plan with mutual aid partners for any reported working fire to obtain ISO credit for automatic aid.</p>
Current daily staffing results in the engine company being staffed with only two personnel at times.	<p>Increase the daily staffing on each shift by one firefighter to ensure the engine is consistently staffed with three personnel.</p>
<p>Call data is reported in whole minutes.</p> <p>Call processing time is often reported as 0:00.</p>	<p>Work with the dispatch center to begin capturing and reporting call times in hh:mm:ss.</p> <p>Work with the dispatch center to establish and report performance standards related to processing high priority calls.</p> <p>Develop a system to ensure call times are accurately captured by the dispatch center and publicly report performance.</p>
A second fire station is needed to ensure response time goals can be met in the western and northern portions of the City.	<p>Pursue the feasibility of constructing a second fire station to house an additional engine company and existing ambulance on the City owned property at the northwest corner of Road 70 and Avenue 408, planning on construction in FY2017 and staffing in FY2018.</p>
<p>Shift personnel have reduced their participation in Company Inspections.</p> <p>The single position assigned to fire prevention is unable to inspect all commercial occupancies on an annual basis</p>	<p>Shift personnel need to continue to be involved in community inspections.</p> <p>Make company inspections and pre-fire plans a priority for the fire service.</p>
The paid call firefighter program should be enhanced to improve reliability.	<p>Require a minimum number of service hours for paid call firefighters and “schedule” these hours to better understand when PCFs are likely to respond to emergency incidents and participate in training activities.</p>

Finding	Recommendation
The Department lacks appropriate administrative, fire prevention, and command positions.	<p>Add a second Battalion Chief position to oversee operations and training and allow the Fire Marshal to focus on fire prevention and public education efforts.</p> <p>Add a fire inspector in FY 2015 to ensure businesses receive timely fire prevention inspection on an ongoing basis according to established inspection schedules.</p>

2. SUMMARY OF THE 2004 MASTER PLAN

The original Master Plan Study for the Dinuba Fire Department was conducted in 1992 by Hughes, Heiss, and Associates, and an update to that plan occurred in 2004, conducted by the Matrix Consulting Group. The purpose of the 2004 update was to update the earlier Master Plan, as well as to challenge assumptions, which were the basis for the original plan. The following sections highlight key areas within the 2004 Master Plan update and provide a comparison of the 2004 plan to current operations.

1. IMPACT ON SERVICE DELIVERY

The original Master Plan identified several key areas that would impact service delivery for the Department. Those items included the population in the City, EMS service area in the County, the location of the station, and calls for service demands.

The points below present a discussion of the Department:

- The 1992 Master Plan Study and 2004 Master Plan Update determined that even with future growth the Station was in the optimum location to maintain the current level of service (e.g., short response times). The Department still provides coverage from the same location 24 hours per day, seven days per week.
 - The current station's location is not sufficient to provide timely service delivery to the most northern and western portions of the City according to established goals in the City General Plan, which states a goal of a five minute response time from receipt of the call.
 - With respect to EMS calls, the station location allows the Department to meet its response time targets in the rural areas of the County. The current goal is ten minutes within one mile of the City limits, 20 minutes in rural areas, and no expectation in areas defined as wilderness.
 - The Department remodeled the station to accommodate staff and relocated the administrative offices next door, allowing the entire second floor to be used as living quarters, which helped to minimize the impact of increased on-duty staffing on space.

- The Department provided fire suppression services within the City of Dinuba and on an automatic or mutual aid basis outside the City limits. Through a contract with the County, the Department provided emergency medical response to approximately 400 square miles in Northern Tulare County.
 - Fire suppression services are still provided within the City (now approximately 6.5 square miles), as well as on an automatic/mutual aid basis outside of the City limits.
 - The EMS service area has remained the same at about 400 square miles.
- The 1992 population in the City was 13,600 and 13,000 in the EMS service area.
 - The population in the City during the 2004 update was approximately 18,000 and 17,000 in the EMS service area.
 - The current population in the City is estimated at 23,666 and 19,000 in the EMS service area.
 - This represents an overall growth rate in the City of 69% since 1992 and 28% since 2004.
- The Department responded to 2,036 calls for service in 1991 of which 91% (1,862) of calls were emergency medical service calls. This equated to 5.1 EMS calls per day, and one fire call every 2.1 days.
 - Calls for fiscal year 2002 – 2003 totaled two, 834 of which 78% (2,210) were EMS calls. The remaining 633 calls included fire (118), good intent, service calls, etc.
 - The calls for service in 2013 totaled 4,002 of which 89.2% (3,571) were EMS related. The remaining 431 were fire related calls.
 - The Department responds to an average of 11 calls per day; 9.8 of which are EMS related. Fire calls occur about 1.2 times per day. It is important to note that fire personnel respond to assist on EMS calls occurring in the City limits.
 - The Department is only responsible for providing fire suppression activities within the City limits or through an automatic/mutual aid basis when requested.

The overall service population for the Department has grown by 69% since the original master plan study. Calls for service have increased by 97%.

2. ORGANIZATION AND SERVICE DELIVERY REVIEW

The 2004 Master Plan update reviewed the Department's organization and service delivery capabilities to determine its ability to address future needs as population and demand for services grew. This included a review of service goals objectives, on-duty staffing, collect rates, and in-service training. The chart below presents a comparison of the current operations of the Department to the performance found in 2004.

The 2004 Master Plan study identified several key service level objectives to which the Department should attempt to achieve. Those included response times, company size, and initial response capabilities.

The table below was utilized in the 2004 Master Plan update to discuss fire and emergency medical service goals and compare the system performance in Dinuba for the 2004 update.

Target Area	Service Target	2004 Performance in Dinuba
Response Time to Fires	<ul style="list-style-type: none"> Ability to respond to fires in four minutes in 80% - 90% of calls. 	<ul style="list-style-type: none"> This target is generally met in the City, though there are pockets in the periphery of the City which cannot meet it.
Response Time to Medical Calls	<ul style="list-style-type: none"> Ability to respond to EMS calls in four minutes for 80% - 90% of calls in urban areas at a BLS level. Ability to respond to EMS calls at an ALS level within eight minutes 80% - 90% in urban areas. Ability to respond to EMS calls in eight minutes for 80% - 90% of calls in rural areas at a BLS level. Ability to respond to EMS calls at an ALS level within 12 minutes 80% - 90% in rural areas. 	<ul style="list-style-type: none"> Both ALS and BLS targets are generally met within the City, though there are isolated pockets in the periphery of the City. There are large areas in the northern portion of Tulare County which are the responsibility of Dinuba not meeting these targets.
Company Size	<ul style="list-style-type: none"> Engine companies staffed at three persons. 	<ul style="list-style-type: none"> The single engine company in the City is generally staffed at four.

Target Area	Service Target	2004 Performance in Dinuba
Aerial Ladder Truck Availability	<ul style="list-style-type: none"> Truck company available to respond to the scene of a fire within eight minutes. Truck companies staffed at three. 	<ul style="list-style-type: none"> The truck company is staffed through call back and/or with paid call personnel. This unit is variably staffed.
Full Incident Response Capability	<ul style="list-style-type: none"> Ten to 15 personnel at the scene of a fire within eight to ten minutes. 	<ul style="list-style-type: none"> Response data indicate that this target is generally met through call back of off duty personnel and paid call staff.
Automatic Sprinkler Systems	<ul style="list-style-type: none"> Sprinkler systems required in areas outside of the response targets described above or in high hazard buildings outside of the fire flow capacity which can be met by a full incident response. 	<ul style="list-style-type: none"> The City's sprinkler ordinance conforms to the Uniform Fire and Building Codes in which size generally dictates sprinkler needs (for structures in excess of 5,000 square feet).

There are a number of conclusions drawn from the data portrayed in the chart above in the 2004 update. These are summarized in the following points:

- The above comparison chart indicates that the Dinuba Fire Department does an effective job of meeting urban fire service targets, through off duty and paid call personnel.
- There are pockets in the City, however, in which response time targets are not met, and these will worsen during the planning period.
- The reliance on off duty and paid call personnel has become a planning issue in the period between the first master plan and the 2004 update. This will become an even more significant issue in the years to come.
- Finally, the City could mitigate many of the most significant problems associated with the difference between fire service targets and capabilities by enacting more stringent codes and ordinances to build-in fire protection.

Prior master plans for the City of Dinuba have also focused on organization and staffing. These are summarized in the next section.

3. ORGANIZATION AND STAFFING ANALYSIS

In addition to identifying opportunities for improvement within the operations and organization of the Department, the 2004 report highlighted several key areas on which

the Department needed to focus as demand for services increased. Key areas included an increase in calls for service, service delivery alternatives, establishment of a county service area, creation of an administrative captain position, as well as the adoption of a sprinkler ordinance. The points below highlight those key areas:

- The 2004 update recommended an additional six personnel to staff an ambulance in the Cutler-Orosi area that should be financed by the County.
- The 2004 update recommended increasing on duty staffing by three personnel to minimize the risk that concurrent calls would impact service delivery. This would bring the daily shift staffing to six personnel as compared with the five on duty at the time of the study.
- The 2004 update recommended a sprinkler ordinance for new development outside the five minute response time capability of the Department to mitigate the need for additional shift firefighters beyond those recommended.
- The 2004 update recommended the addition of a second mid-command staff position by 2006, resulting in one Battalion Chief responsible for fire prevention and the other for operations.

The Fire Department incorporated several recommendations made in the 2004 Master Plan update. The Department has maintained minimum on-duty staffing levels at five personnel, which enables the Department to have the capability to staff a three-person engine company and two two-person ambulances when all personnel are on shift. An Assistant Chief, Inspector and Clerical Assistant position were eliminated in 2009 due to a downturn in the economy. Shift captains are still responsible for assisting and coordinating several administrative functions, such as equipment/apparatus maintenance and fire and emergency medical service training, however, the Battalion Chief (Fire Marshal) oversees and manages operations, fire prevention, and training functions for the Department.

4. CHALLENGES FOR THE FUTURE

The comparison of the current service delivery impacts to the 2004 Master Plan update presents several key areas that will continue to present a challenge to the Department as demand for services increase. The points below present a discussion of the key challenges which the Department will face over the planning period:

- The service area and population have increased since the 2004 update. The City annexed land to the west of the previous City limits, constructed a golf course and has development plans for a custom housing development along the golf course.
- The Department has on-duty daily staffing of seven, with a minimum staffing level of five, which allows the Department to staff the first due engine with three personnel and a minimum of one ambulance. However, as calls increase, so does the risk of running concurrent calls, which will impact the Department's ability to meet those targets.
- For calls requiring a multiple engine company response, the Department relies on mutual and automatic aid, as well as paid call firefighters. The paid call force is an important part of the Department's ability to provide fire suppression services when a structure fire or multiple unit response is required, currently there are ten fully trained paid call firefighters and five in the background process. Recruiting and retaining an active paid call force will continue to be a challenge for the Department.

The Fire Department will continue to face some challenges similar to those it has faced over the last ten years. As identified in the points above, population growth will place greater demands on the Department and its resources, particularly as the risk for concurrent calls increases. Additionally, the Department's ability to recruit and retain an active paid call force will impact its ability to provide the needed level of service with respect to fires, as well as emergency medical calls.

The following table compares the status of the "issue areas" in 2004 to the current circumstances experienced by the Department:

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Issue Area	1992 – Master Plan	2004 – Master Plan Update	Current
Stations	<ul style="list-style-type: none"> In 1992, the Department operated one fire station, which was equipped and staffed 24 hours per day for fire and emergency medical services. 	<ul style="list-style-type: none"> The Department still operates one fire station (same facility) and continues to provide 24 hours per day for fire and emergency medical services. 	<ul style="list-style-type: none"> The Department operates from the same single facility as in the previous studies. The station has been remodeled and Fire Administration moved to a building next to the station.
Service Area	<ul style="list-style-type: none"> The Department provided fire suppression services only within the City limits and on an automatic/instant aid basis to other communities. The Department provided emergency medical services to approximately 100 square miles within the northern part of Tulare County. 	<ul style="list-style-type: none"> The Department provides fire suppression services only within the City limits and on an automatic/instant aid basis to other communities. The Department is responsible for providing emergency medical services to Northern Tulare County), which consists of 400 square miles. 	<ul style="list-style-type: none"> The Fire Service Area in the City limits has increased to 6.5 square miles. The Emergency Medical Services Area continues to be approximately 400 square miles.
Population	<ul style="list-style-type: none"> Population within the City was 13,600 and in the EMS Service Area it was 13,000. 	<ul style="list-style-type: none"> Current population estimates are 18,000 for the City and 17,000 within the EMS County Services Area. 	<ul style="list-style-type: none"> Current population in the City is approximately 23,666. Population in the EMS Service Area is estimated at 19,000.
Calls for Service	<ul style="list-style-type: none"> In 1992, an engine responded to 174 calls and an ambulance responded to 1,862 calls for service (2,036 total calls). 	<ul style="list-style-type: none"> Total calls for service for fiscal year 2003 were 2,834. Of the 2,834, 78% (2,210) were emergency medical service calls, and 22% (624) were fire related calls. 	<ul style="list-style-type: none"> Calls for service in 2013 totaled 4,002, with 89.2% (3,571) being EMS related.

3. ORGANIZATIONAL OVERVIEW

The information in this chapter was presented as part of the agency profile, which was delivered as an interim deliverable and verified as factual by departmental personnel. The information was derived from various data sources, interviews, and tours of the service area. The profile contains information related to:

- Organization and Staffing
- Department Budget
- Emergency Operations Daily Staffing
- Personnel Costs and Overtime Utilization
- Fire Department Roles and Responsibilities
- Fire Department Workloads and Response Times.

The first section below provides a general overview of the Dinuba Fire Department, including its organization and authorized staffing.

The basis of the evaluation, analysis of data, and reference information comes from California State laws and regulations, the National Fire Protection Association (NFPA), the Center for Public Safety Excellence (CPSE), firefighter health and safety requirements, federal and state mandates, and what are currently considered generally accepted best practices in providing emergency service delivery.

Each section in the report provides general information about the objectives, observations, analysis, and a discussion of any significant issues or conditions that are pertinent. Matrix Consulting Group's observations are supported by data collected as part of reviewing documents and interviews with key department staff. Finally, specific

recommendations are included to address identified issues or to take advantage of opportunities that may exist.

1. RESPONSIBILITIES AND LINE OF AUTHORITY

Governance of the Dinuba Fire Department is by the Dinuba City Council. The Council is elected directly by the voters and consists of four Council Members and one Mayor, each representing one of five Districts in the City. The day-to-day oversight of the city is the responsibility of a city manager, who is hired by the city council.

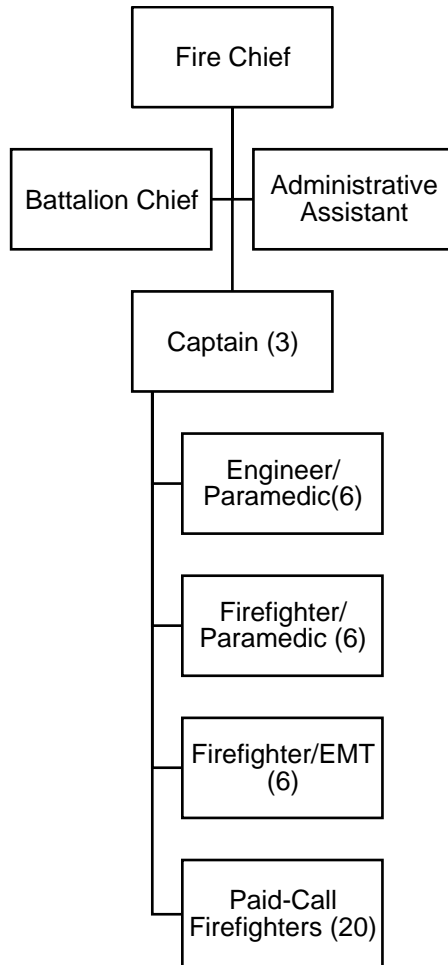
The Dinuba Fire Department (DFD) is one of several municipal services provided by the City of Dinuba. The Fire Chief is the position appointed to provide overall management and direction to the DFD. The Fire Chief reports directly to the City Manager.

2. ORGANIZATION OF THE DINUBA FIRE DEPARTMENT

The Dinuba Fire Department provides response to fires, medical emergencies, hazardous materials incidents, natural and man-made disasters, mutual aid assistance to neighboring departments and related emergencies in an effort to reduce life and property loss. In addition, the Fire Department inspects businesses and properties, assists with code enforcement (weed abatement), and conducts public education programs. The functions are performed with an authorized staffing of 24 full-time and 20 paid-call personnel. There are two functional areas in the Fire Department: Emergency Operations and Administration.

The organization chart below shows the current organizational structure of the Dinuba Fire Department when all 24 authorized full-time positions are filled:

Organizational Chart
Dinuba Fire Department



The following table shows the number of authorized positions over the past three fiscal years, as well as the current number of vacancies within the Dinuba Fire Department:

**Dinuba Fire Department
Authorized Positions FY 12-14**

Position	FY 2012	FY 2013	FY 2014	Vacant
Fire Chief	1	1	1	0
Battalion Chief	1	1	1	0
Administrative Assistant	1	1	1	0
Captain	3	3	3	0
Engineer/Paramedic	6	6	6	0
Firefighter/Paramedic	6	6	6	0
Firefighter/EMT	6	6	6	0
Total	24	24	24	0
Paid Call Firefighter	20	20	20	

The following points highlight the information presented above:

- The current number of authorized full-time positions is 24.
- There are currently 20 authorized paid-call firefighter positions.
- By classification, the number of personnel assigned to shift duties has remained constant over the three-year period.

Due to the lack of administrative positions in the Fire Department, many administrative duties have been transferred to the shift Captains. The following table illustrates the basic duties of the personnel in the Dinuba Fire Department:

Position/ Classification	Authorized	Current	Key Roles and Responsibilities
Fire Chief	1	1	<ul style="list-style-type: none"> • Provides the executive management of the Fire Department, including the development of policies and procedures, providing leadership for future services, budget development, identifying service gaps, working with the elected officials and City management to ensure that the DFD interests are considered. • Provides education regarding how the DFD operates, what its services are, what the resource needs are. • Supervises the Battalion Chief and Administrative Assistant. • Responds to critical incidents and assumes command.

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Position/ Classification	Authorized	Current	Key Roles and Responsibilities
Administrative Assistant	1	1	<ul style="list-style-type: none"> • Reports to the Fire Chief. • Prepares payroll for the Department, maintains files, and provides general administrative support. • Processes RFPs and Department Purchase Orders. • Serves as the Records Manager for the department. • Maintains Injury Report Logs. • Assists Chief with budget development and maintenance.
Battalion Chief	1	1	<ul style="list-style-type: none"> • Reports to the Fire Chief. • Oversees Departmental training and fire prevention. • Completes and submits monthly NFIRS report. • Completes quarterly fire report for County. • Conducts plan reviews for fire sprinklers, alarms and new business licenses. • Conducts fire prevention inspections for businesses, schools, daycare facilities and State licensed facilities. • Serves as initial point of contact for citizen issues. • Oversees the fire investigation program and investigates suspicious fires. • Oversees the weed abatement program. • Responds to all critical incidents and assumes command in absence of the Fire Chief.
Captain	3	3	<ul style="list-style-type: none"> • Report to the Battalion Chief. • Serve as the Shift Commander on each fire shift. • Supervise personnel assigned to their shift. • Ensure minimum staffing levels are maintained. • Serve as incident commander on emergency incidents. • Each Captain has an ancillary administrative responsibility <ul style="list-style-type: none"> • Apparatus and Equipment maintenance. • Station maintenance, SCBA program, and hose maintenance. • EMS
Engineer/ Paramedic	6	6	<ul style="list-style-type: none"> • Report to assigned Shift Captain. • Drive apparatus to emergency scenes. • Respond to emergency calls for service. • Comply with training requirements. • Conduct company inspections as scheduled. • Conduct public education events as scheduled.
Firefighter/ Paramedic Firefighter EMT	12	12	<ul style="list-style-type: none"> • Report to assigned Shift Captain • Work on either the ambulance or engine company. • Respond to emergency calls for service. • Comply with training requirements. • Conduct company inspections as scheduled. • Conduct public education events as scheduled.

The current daily staffing of each unit of fire and EMS apparatus is shown below:

Shift Unit Assignments and Minimum Staffing

Units	Scheduled Staffing	Minimum Staffing
Engine	3	1
Ambulance	4	4

As shown above, a total of seven line personnel are scheduled each day to staff units with minimum staffing of five. If both ambulances are on a call, engine staffing is allowed to drop to a minimum staffing of one.

Personnel work 48-hour shifts on a rotating basis with 96 hours off after each 48-hour shift worked. The rotation results in a 56-hour average FLSA workweek for shift personnel. As discussed above, the scheduled staffing for each shift is seven personnel.

The table below shows the actual staffing for 2013 based on daily attendance rosters for calendar year 2013.

**Dinuba Fire Department
Actual Staffing for Shifts – 2013**

Month	AVG SHIFT STAFFING	COMP TIME OFF SHIFTS	VACATION SHIFTS	SICK LEAVE SHIFTS	OVERTIME SHIFTS
Jan	6.16	7	15	11	3
Feb	6.79	14	9	10	2
Mar	6.42	10	3	7	4
Apr	6.63	14	6	10	0
May	6.61	8	13	9	9
Jun	6.37	1	37	14	9
Jul	5.74	3	19	15	13
Aug	5.77	2	9	13	9
Sep	6.30	8	4	10	0
Oct	6.77	7	11	4	1
Nov	6.27	10	11	9	5
Dec	6.03	4	23	14	8
Year	6.32	7.33	13.33	10.50	5.25

As illustrated above, the actual daily staffing for the Dinuba Fire Department is approximately 6.3 personnel.

The Dinuba Fire Department provides services from a single fire station located in the historic downtown area of the City. The following table shows the location of the Dinuba facilities along with the most readily available mutual aid partners:

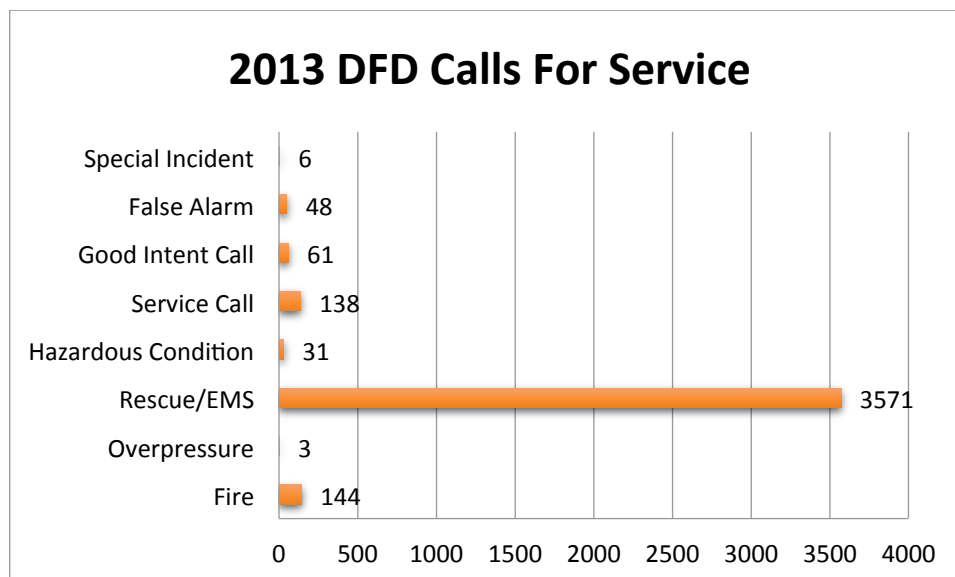
Dinuba California Fire Facilities

Agency	Facility	Street Address	City	Equipment/Apparatus
Dinuba	Fire Station	496 E. Tulare Street	Dinuba	One Engine Co., two Truck Co., four Medic Units Chief's Vehicle & Battalion Chief Vehicle
Dinuba	Admin Bldg.	420 E. Tulare Street	Dinuba	
Dinuba	Training Trailers	1088 E. Kamm Ave.	Dinuba	
Dinuba	Training Facility (proposed)	Rd. 70 / Ave. 408	Dinuba	
Reedley	Fire Station	1060 D Street	Reedley	One Engine/Truck Co.
Tulare	Station 2	3811 Avenue 400	Kingsburg	One Engine Co.
Tulare	Station 3	40404 Road 80	Dinuba	One Engine Co.
Tulare	Station 4	40779 Road 128	Cutler	One Engine Co.

The Dinuba Fire Department provides response to fires, emergency medical emergencies, hazardous materials incidents, natural and man-made disasters, mutual aid assistance to neighboring departments, and related emergencies in an effort to reduce life and property loss. In addition, the Fire Department inspects businesses and properties, assists with code enforcement, and conducts public education programs. There are three functional areas in the Fire Department: Fire Operations (Fire and EMS first responder), Fire Prevention, and Administration.

The following chart shows the 2013 calls for service for the DFD. In most communities, fire calls account for a small portion of the emergency activity of the Fire Department and this is the case in Dinuba. Emergency medical service (EMS) activity accounts for the greatest workload in terms of emergency response in the community

and EMS Service Area.



As illustrated in the chart above, the vast majority of calls are Rescue/EMS calls for service.

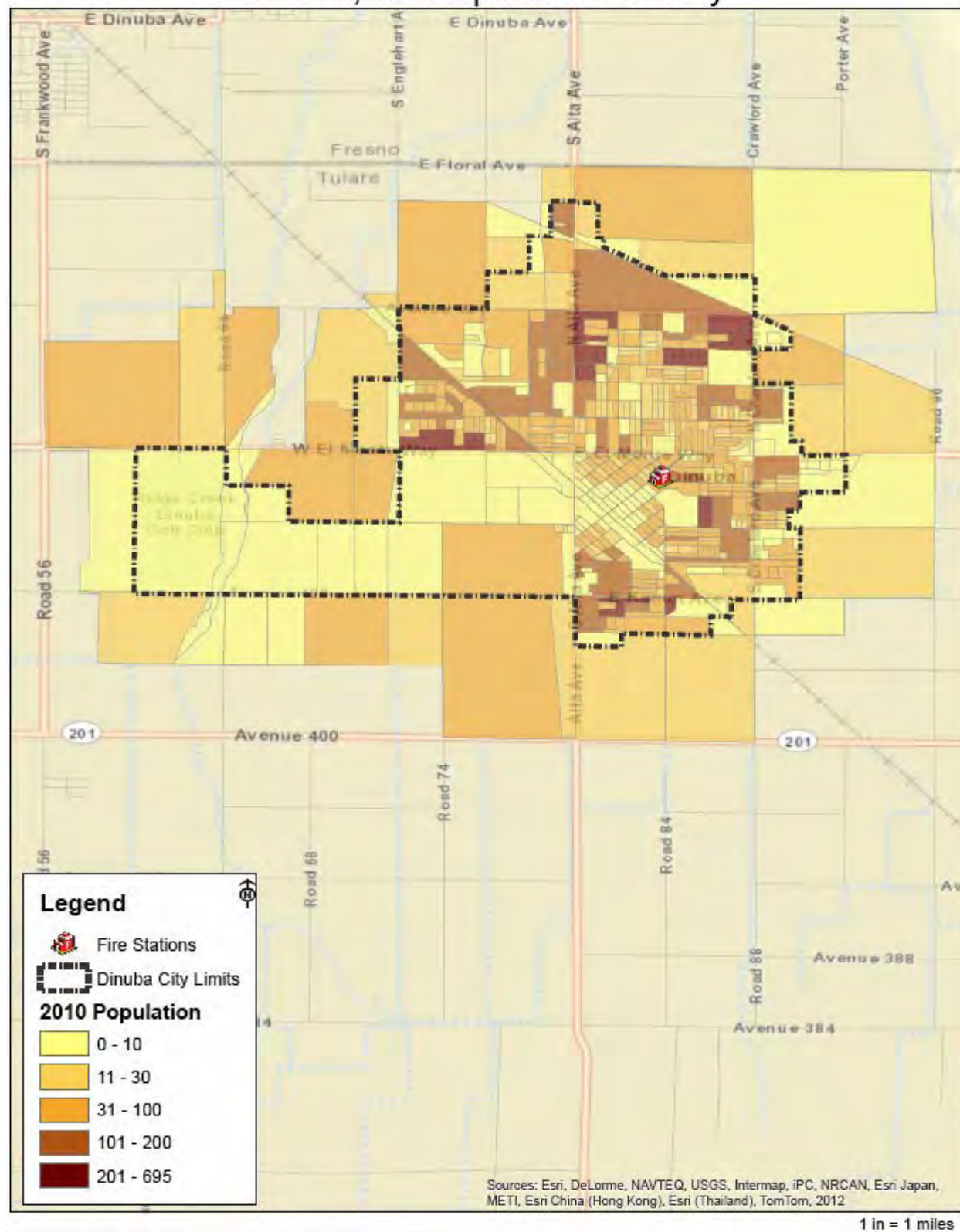
DFD responded to a total of 4,002 calls for service in 2013 according to records obtained by the project team. Of the 4,002 calls for service in 2013, 3,571 (89.2%) were EMS related while 431 (10.8%) were fire related.

DFD protects a service area in the City that can best be described as a mix of urban and suburban, while the EMS Service Area in the County is mostly rural. According to the 2012 population estimates provided by the United States Census Dinuba has an estimated population of 23,666 and covers a land area of 6.5 square miles for a density of 3,641 residents per square mile. Since much of Dinuba is rural, for the purposes of a fire protection study it makes sense to split the areas into different density categories. According to current industry best practices from the Center for Public Safety Excellence (CPSE), an urban setting is best described as having a population of over 30,000 and/or a density of more than 2,000 residents per square

mile. A Suburban setting is described as having a population of 10,000 to 29,999 and/or a density of 1,000 to 2,000 residents per square mile. A rural setting is described as having a population of less than 10,000 or a density of less than 1,000 residents per square mile. The service area protected by the Dinuba Fire Department clearly fits each of these descriptions in different sections of the City/County.

The map on the following page shows the population for the various sections of Dinuba. As shown core areas of the City are the most densely populated, with the newly annexed areas to the west and areas immediately outside the City having the least dense population:

Dinuba, CA Population Density



3. INSURANCE SERVICES OFFICE (ISO)

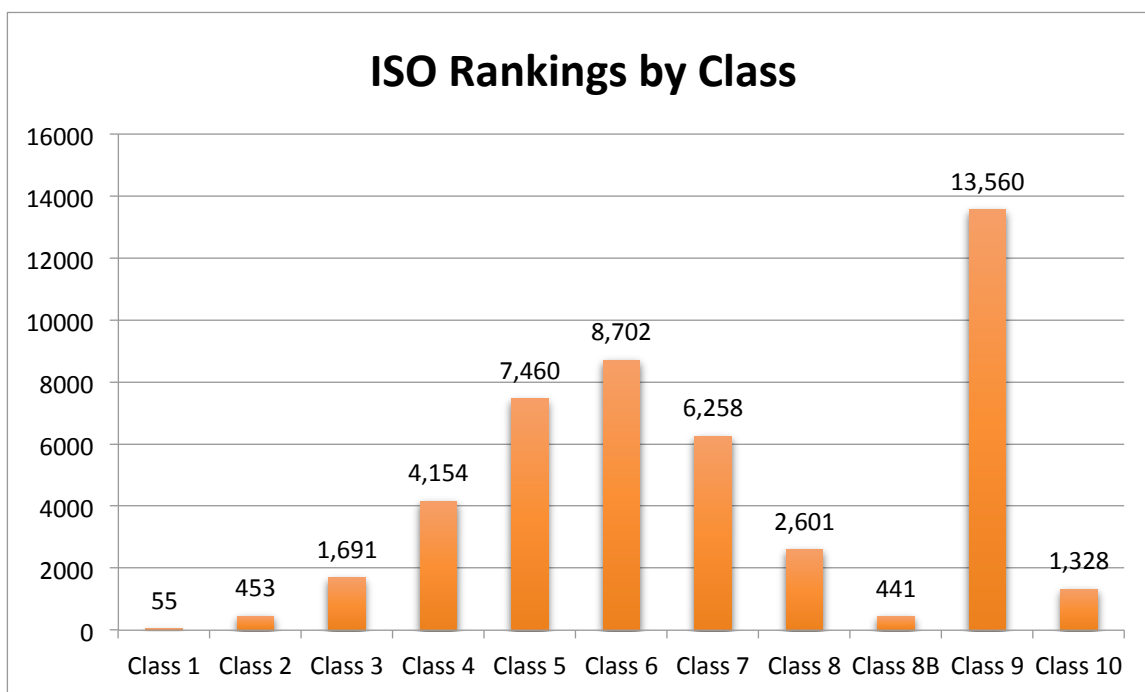
The current ISO property class rating for the City of Dinuba is Class 4 in the city for structures within 1,000 feet from a hydrant and Class 8b for those over 1,000 feet from a hydrant. The class rating is important to the community as many property insurance companies base the fire risk portion of premiums on the community's ISO rating. If Dinuba improved from a Class 4 to a Class 3, insurance rates would decrease for homeowners and businesses. Businesses see even greater rate benefits as a community continues to improve their rating down to the optimal rating of Class 1.

According to ISO:

"Virtually all U.S. insurers of homes and business property use ISO's PPC (Public Protection Classification) in calculating premiums. In general, the price of fire insurance in a community with a good PPC is substantially lower than in a community with a poor PPC, assuming all other factors are equal."⁽¹⁾

The ISO uses a 1 to 10 rating scale, with Class 1 being the best level of service and Class 10 representing no fire service being provided at all. The ISO reviews fire protection in three major categories:

- Communication (10%)
- Water Supply (40%)
- Fire Department (50%)



The current ISO credit system is broken down into the following maximum percentage points ⁽²⁾:

FIRE DEPARTMENT CLASSIFICATION	MAXIMUM PERCENT
Credit for:	
ENGINE COMPANIES	10.00
RESERVE PUMPER	1.00
PUMP CAPACITY	5.00
LADDER-SERVICE COMPANIES	5.00
RESERVE LADDER COMPANIES	1.00
DISTRIBUTION	4.00
COMPANY PERSONNEL	15.00
TRAINING	9.00
TOTAL	50.00

The following changes would positively impact further ISO ratings:

- Multi-company training drills with first due mutual-aid companies.
- Training on multi-story operations.
- Nighttime company and multi-company evolutions.
- Increased apparatus staffing levels.

- Improved distribution of response resources.

The ISO Fire Suppression Rating Schedule states that response areas with five buildings that are three stories or 35 feet or more in height, or with five buildings that have a Needed Fire Flow (NFF) greater than 3,500 GPM, or any combination of these criteria, should have a ladder company. Based on this requirement it is important that Dinuba keep the ladder company in service.

Recommendation: Develop an ISO improvement plan for Dinuba Fire Department that focuses on maintaining the strengths of the agency while improving identified deficiencies.

Recommendation: Develop an annual training plan that includes multi-company and nighttime evolutions with mutual-aid partners.

It is important to note that the ISO has recently updated the content of the Fire Suppression Rating Schedule (FSRS) to include an increased reference to National Fire Protection Association (NFPA) standards. The revisions include ⁽³⁾:

- Eliminating the current ISO equipment inventory and replacing it with reference to pumper and ladder equipment listed in NFPA 1901.
- Recognition of Initial Rapid Intervention Crew and Rapid Intervention Crew teams according to NFPA 1500.
- Additional emphasis on firefighter safety and training:
 - Training and credentialing for fire officers in accordance with National Incident Management System (NIMS) recommendations and NFPA 1021.
 - Training for fire apparatus drivers and operators in accordance with NFPA 1002 and 1451.
 - Reference to firefighter safety requirements.
- Recognition of automatic-aid personnel responding to first-alarm structure fires.
- Extension of full credit for automatic-aid response plans to first-alarm structure fires when the departments have satisfied the certain criteria for interoperability.

An additional key point noted is increased reference to the American Water Works Association (AWWA) standards. Revisions here include:

- Recognition for fire hydrants that produce flows up to 1500 GPM.
- More emphasis on hydrant inspection programs, including hydrant flow testing.
- A reference to implementation of master or strategic planning.
- Recognition of partial or full Commission on Fire Accreditation International (CFAI) accreditation through the Center for Public Safety Excellence (CPSE).
- Recognition for adoption and enforcement of model building and fire prevention codes.
- Recognition for public fire safety education programs.
- Recognition for adoption of fire department standard operating procedures via NIMS standards or FEMA publication FA-197.
- Recognition for adoption of a fire department incident management system according to NFPA 1561.

It is critical that as DFD reviews their readiness for a future ISO inspection, the contemplated changes are considered during decision-making process.

4 FINANCIAL RESOURCES

The City of Dinuba utilizes a variety of funds to pay for Fire Department operations. The tables on the following pages illustrate the annual operating and revenue structure of the Dinuba Fire Department for FY 2010-11 through FY 2013-14.

The following table illustrates the combined annual expenditures for the DFD:

CITY OF DINUBA, CALIFORNIA
Fire Department Master Plan Update

COMPILED DEPARTMENT BUDGET					
EXPENDITURES	FY10-11	FY11-12	FY12-13	FY 13-14 Adopted	% Change
EMPLOYEE SERVICES					
Regular Salaries	1,412,755	1,595,492	1,718,841	1,798,376	27%
Part-Time Salaries	0	177	0	0	0%
Part-Time Clerical	0	291	0	0	0%
Overtime	51,745	94,400	110,335	56,325	9%
Temporary Help	0	0	0	0	0%
PERS	295,140	390,584	488,364	601,856	104%
Social Security	1,000	831	783	2,108	111%
Medicare	20,772	20,724	23,656	27,386	32%
LTD/Life Insurance	34,750	39,483	48,667	47,717	37%
Health/Dental/Vision	259,900	310,500	350,000	326,600	26%
Workers' Compensation	46,069	67,601	79,512	60,501	31%
Unemployment Insurance	13,562	16,585	8,245	3,917	-71%
Uniform Allowance	10,880	21,634	6,412	10,880	0%
Reserve Officer Uniform Allowance	1,500	2,474	(1,126)	1,500	0%
Physical Examinations	5,000	3,985	5,789	7,000	40%
Paid-Call Salaries	15,320	16,771	13,045	34,000	122%
TOTAL EMPLOYEE SERVICES	2,168,393	2,581,532	2,852,523	2,978,166	37%
MAINTENANCE & OPERATIONS					
Office Supplies	2,250	2,305	3,420	2,845	26%
Operating Supplies	62,703	48,756	45,531	61,000	-3%
Safety Equipment & Supplies	28,850	21,133	28,555	46,300	60%
Utilities	20,260	18,401	21,120	22,002	9%
Lubricants & Fuels	39,829	59,992	62,192	59,800	50%
Maintenance Contracts	17,825	17,908	30,487	25,220	41%
Professional & Technical Services	130	9,729	2,849	8,500	6438%
Contractual Services - TCCAD	69,600	71,433	72,890	75,741	9%
Training & Vocational	7,850	11,829	5,510	17,425	122%
Communication	14,249	17,080	15,991	14,995	5%
Dues & Subscriptions	3,725	2,570	2,509	3,000	-19%
Travel & Conference	725	973	3,133	2,300	217%
Advertising	0	519	2,752	0	0%
Vehicle Maintenance	2,000	45	125	1,200	-40%
Repairs to Building & Equipment	2,000	2,979	6,022	2,200	10%
Equipment Maintenance	5,850	13,587	8,127	10,320	76%
Special Dept. Expenses	2,000	2,465	3,077	0	-100%
Training Class Expense	14,790	11,870	10,355	10,311	-30%
Fire Prevention/Training	1,300	432	858	1,100	-15%
Fire Prevention/Maintenance	600	1,632	657	660	10%
TOTAL MAINTENANCE & OPERATIONS	296,536	315,638	326,160	364,919	23%
PRINCIPAL PAYMENTS					
2006 Truck Purchase	121,929	127,294	132,723	0	-100%
TOTAL PRINCIPAL PAYMENTS	121,929	127,294	132,723	0	-100%
INTEREST PAYMENTS					
2006 Truck Purchase	16,813	11,448	5,840	0	-100%
TOTAL INTEREST PAYMENTS	16,813	11,448	5,840	0	-100%
ALLOCATED COSTS					
Liability Insurance	32,855	33,714	38,714	37,972	16%
Prop/ Fire Insurance	26,883	22,757	26,132	26,580	-1%

COMPILED DEPARTMENT BUDGET					
EXPENDITURES	FY10-11	FY11-12	FY12-13	FY 13-14 Adopted	% Change
Auto Insurance	32,400	4,320	4,320	8,640	-73%
Risk Management	44,694	48,339	58,397	59,614	33%
Retiree Health Insurance	16,992	11,312	11,764	13,479	-100%
Construction Services	0	0	0	0	0%
PW Vehicle Maintenance	11,899	11,915	12,975	14,602	23%
Interdepartmental Overhead	215,368	236,219	243,306	250,605	16%
Collection Service	57,965	61,718	63,847	65,752	13%
TOTAL ALLOCATED COSTS	439,056	430,294	459,455	477,244	9%
CAPITAL OUTLAY					
Records Management	0	10,270	0	0	0%
Laptops & Computer Equipment	0	0	0	0	0%
Fire Vehicles	115,000	258,954	0	0	-100%
Impact Fee Study	0	0	0	21,500	N/A
Fire Station #2	0	0	0	40,000	N/A
Building	0	0	0	50,000	N/A
Ambulance Equipment	0	7,296	2,808	0	0%
FEMA Grant	10,500	4,383	19,478	0	-100%
WMD Grant	0	0	5,447	0	0%
Public Safety Sales Tax	0	0	0	0	0%
TOTAL CAPITAL OUTLAY	125,500	280,903	27,733	111,500	-11%
TRANSFERS					
All Transfers	0	0	0	0	0%
TOTAL TRANSFERS	0	0	0	0	0%
TOTAL DEPARTMENT EXPENDITURES	3,168,227	3,747,109	3,804,434	3,931,829	24%

As shown above, the total expenditures have increased 24% from \$3.17 million in FY11 to \$3.93 million in FY14. The largest increases are due to PERS obligations, benefit costs and employee salaries. With a total population of 23,666 this equates to per capita spending of \$166.14 for fire protection in the City of Dinuba.

The following tables show the agency's current revenue structure. The principal revenue sources for the DFD are:

Fiscal Year 2013-14 Revenue

Item	Basis	Amount
Ambulance Fund	Fee based cost structure for ambulance services, State Grant, Ambulance Subscription, training classes, etc.	\$1,327,740
Fire Impact Fees	Fees assessed on residents or business owners new construction and impact on Fire Services.	\$18,604
General Fund	General chages for services provided by the Department including inspections, State Mutual aid, etc.	\$14,025
Public Safety Sales Tax	Portion of the Public Safety Sales Tax (Measure F) used to fund Fire Department Operations.	\$702,632
Revenue Total		\$2,063,001

5. RESPONSE POLICIES, CAPABILITIES, AND INCIDENT DEMAND.

The following table shows how the Dinuba Fire Department responds to various types of emergency incidents:

Incident Type	Response	How Provided
Structure Fire	All engines, trucks, and ambulances; all personnel.	Engine or truck staffed with three; ambulance staffed with two; all other apparatus staff with responding paid call personnel.
Brush/Grass Fire	First out engine; all personnel.	Engine staffed with three.
Other Fire	First out engine; all personnel.	Engine staffed with three; ambulance staffed with two; all other apparatus staff with responding paid call personnel.
Emergency Medical Services	Within the City: engine and ambulance; Within the County area: ambulance and mutual aid engine.	Engine staffed with three; ambulance staffed with two.
Traffic Accident	Within the City: engine and ambulance. Within the County area: ambulance and mutual aid engine.	Engine staffed with three; ambulance staffed with two.
Service Call	As requested with appropriate vehicle	Staffed as appropriate.

The following table summarizes the calls for service by type of incident handled by the Fire Department in 2013:

Incident Type	Number of Calls	Percent of Total Calls
Fire	144	4%
Overpressure/Rupture	3	0%
Rescue and EMS	3,571	89%
Hazardous Conditions (No Fire)	31	1%
Service Call	138	3%
Good Intent	61	2%
False Alarm and False Call	48	1%
Special Incident Type	6	0%
Total	4,002	100%

The next table shows the above calls broken down by time of day and day of week for calendar year 2013:

Hour / Day	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total	Percentage
0	14	15	9	14	13	15	15	95	2.37%
1	16	3	18	7	12	16	20	92	2.30%
2	15	10	8	11	8	12	12	76	1.90%
3	15	6	7	11	14	10	10	73	1.82%
4	10	11	12	10	8	8	5	64	1.60%
5	4	13	12	8	11	8	8	64	1.60%
6	11	10	13	15	9	16	13	87	2.17%
7	15	24	16	19	11	22	20	127	3.17%
8	18	31	26	22	38	26	17	178	4.45%
9	16	27	23	25	22	34	27	174	4.35%
10	35	29	26	40	30	27	34	221	5.52%
11	32	27	29	31	26	24	36	205	5.12%
12	32	39	32	36	38	34	37	248	6.20%
13	34	30	27	26	26	24	30	197	4.92%
14	35	34	40	34	33	35	30	241	6.02%
15	26	34	40	26	33	42	27	228	5.70%
16	33	35	33	32	42	40	32	247	6.17%
17	25	29	31	31	32	30	35	213	5.32%
18	27	23	27	30	25	29	33	194	4.85%
19	38	32	34	35	33	28	33	233	5.82%
20	31	27	25	32	32	42	41	230	5.75%
21	31	27	25	30	27	34	20	194	4.85%
22	19	18	23	24	24	30	33	171	4.27%
23	16	17	20	22	16	23	36	150	3.75%
Total	548	551	556	571	563	609	604	4,002	100%
Percent	13.7	13.8	13.9	14.3	14.1	15.2	15.1		

As shown above, the Dinuba Fire Department is busiest on Friday and Saturday and slowest on Sunday in terms of calls for service. The hour of 12:00 p.m. – 1:00 p.m. is the busiest hour of the day and 4:00 a.m. – 6:00 a.m. is the slowest period of the day.

Due to the expanded nature of the EMS Service Area, it is important to know where the majority of EMS calls are occurring. The following table shows the EMS location by city for the 3,571 EMS related calls responded to in 2013:

EMS Calls by City

Location	Count	Percentage
Cutler	225	6%
Dinuba	2,608	73%
Fresno	1	0%
Goshen	1	0%
Ivanhoe	3	0%
Kingsburg	11	0%
Orange	1	0%
Orange Cove	12	0%
Orosi	425	12%
Reedley	53	1%
Seville	7	0%
Sultana	26	1%
Traver	3	0%
Visalia	191	5%
Yetttem	4	0%
Total	3,571	100%

As shown, 73% of the EMS calls occur in the City of Dinuba, while the remaining 27% occur outside the City. Orosi has the highest incident rate 12% of EMS calls with Cutler accounting for approximately 6% of EMS calls.

6. MAJOR DEPARTMENT PROGRAMS.

The table on the following page describes the major fire service related programs in Dinuba:

Program	Description
Training for Career and Paid Call	<p>Career Personnel The Fire Marshal who oversees training provides shifts with a monthly training schedule, which Captains incorporate into the in-service training. The amount of in-service training varies to do staffing levels and call volume.</p> <p>The Department also provides training to ensure staff meet certification requirements. Staff members also have the option to pursue training at schools and other programs external to the Department. Joint training is conducted with the California Department of Forestry.</p> <p>Another Captain coordinates training for emergency medical services. The Captain works with the Medical Director for quality control/quality assurance activities. In addition to the Captain, there are a few staff persons who provide continuing education instructions for the Department.</p> <p>Finally the Department subscribes to “Target Solutions” to allow personnel to attend online training offered from the vendor.</p> <p>Paid Call Personnel Scheduled training for paid call is provided during the first three Mondays of each month.</p>
Fire Prevention	<p>Fire Prevention activities are provided by the Fire Marshal, as well as Engine companies when staffing and call load permit. Public Education activities are provided as requested by the public.</p> <p>Staff also provide instruction to the public with regard to CPR and EMT training.</p> <p>Business inspections are coordinated by the Fire Marshal and performed by the engine companies as staffing and call volume permit.</p> <p>There is not a hazardous materials inspection program.</p>
Apparatus Maintenance and Replacement	<p>Apparatus maintenance and replacement is coordinated by a Fire Captain. Staff members perform daily equipment checks to ensure apparatus is functioning at level in which it can be used to respond to emergencies. Minor equipment repairs are performed by staff. Preventive maintenance and repairs are outsourced.</p> <p>The agency has a formal vehicle replacement schedule for emergency apparatus.</p>

Data was provided by the Fire Department with regards to training. In general, the Fire Marshal manages the training programs, but the shift captain is responsible for entering training information for each person on their shift as it occurs – this does occasionally vary. The table below provides a summary by general category for the Department for 2013:

Category	Total Number of Hours
Administration	142
Education - Fire Prevention	97
Emergency Medical Services	1,250
Equipment / Apparatus	298
Fire	1,291
Fire Fighter Strategy and Tactics	707
Practical Training	279
Target Solutions	193
Total	4,256

The following table presents a summary fire prevention and inspection activity by month for 2013:

Month	Prevention / Inspections
January	38
February	12
March	41
April	20
May	1
June	9
July	3
August	5
September	4
October	21
November	3
December	0
Total	157

7. FIRE STAFF SALARIES

The following table lists current compensation levels for paid staff:

**Dinuba Fire Department
Salary Ranges by Position**

Position	Entry Level	Midpoint	Maximum
Fire Chief	\$93,060	\$103,086	\$113,112
Battalion Chief	\$79,356	\$87,912	\$96,468
Captain	\$70,068	\$77,616	\$85,164
Engineer/Paramedic	\$61,572	\$68,202	\$74,832
Firefighter/Paramedic	\$57,996	\$64,248	\$70,500
Firefighter/EMT	\$49,956	\$55,338	\$60,720

4. SYSTEM DEMAND PROJECTIONS

The Dinuba Fire Department faces challenges related to organizational growth and management in addition to the operational challenges of providing efficient and effective emergency response. The project team developed population projections for the City of Dinuba and the EMS service area. Data were collected from various sources to determine appropriate growth assumptions for the City, as well as the portion of the County to which the Department provides emergency medical services. In addition to collecting information from United State census counts, project team members conducted interviews with County and City staff relating to planning, development and growth within the Department's service area. The table below presents a comparison of the City and the EMS service area population:

Area	Population			
	1992	2003	2012	% Change
City	13,600	18,000	22,955	69%
County	13,000	17,000	19,000	46%
Total	26,600	35,000	41,955	58%

As the above table shows, the population in both the City and the EMS service areas grew by approximately 58% since the original Master Plan Study and approximately 20% since the 2004 update. Additionally, the population split between the City and the County has continued to grow, with the growth in the City outpacing growth in the County.

1. POPULATION GROWTH WITHIN THE CITY

The table below presents the population growth data for the City of Dinuba from 1990 to 2010. This includes census data from 1990, 2000, and 2010, and State estimated increase in population to the years 2020 and 2030:

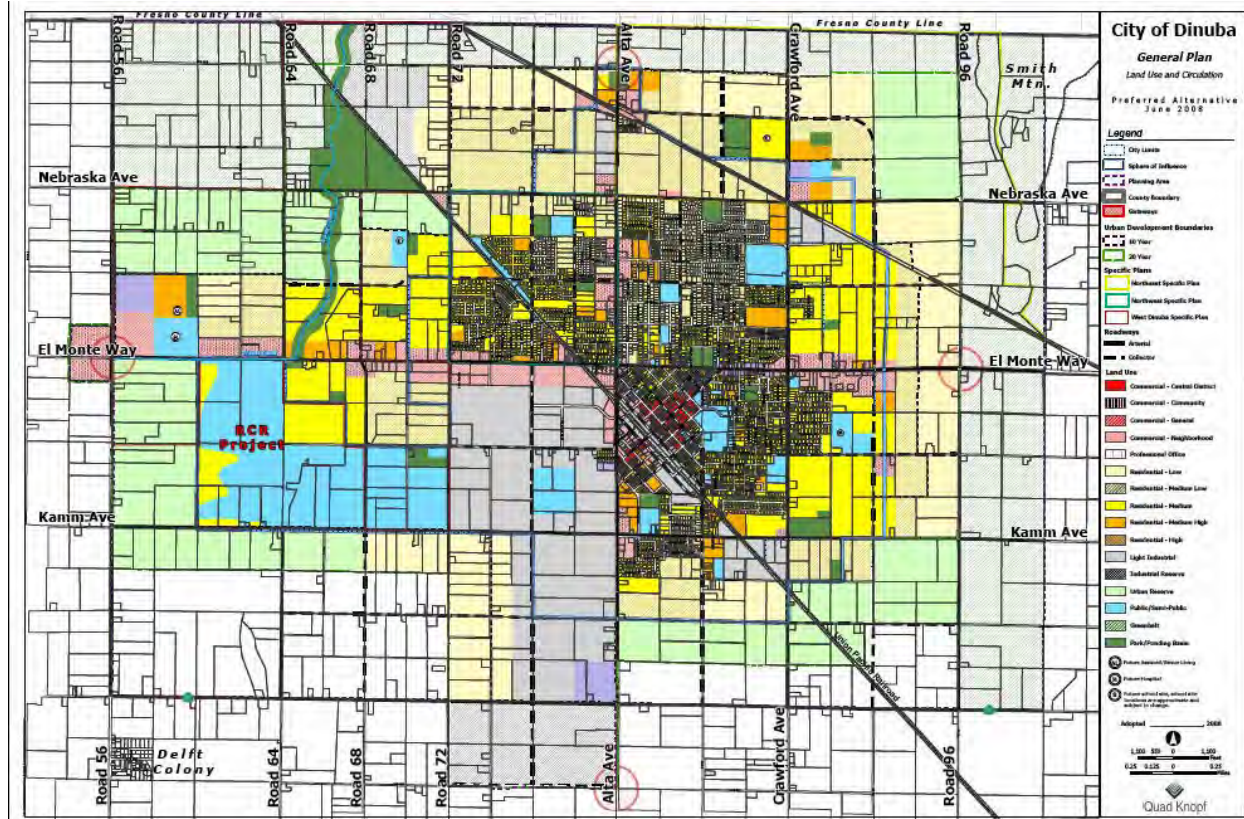
	1990	2000	2010	2020	2030
Population	12,743	16,844	21,453	26,151	31,878
% Increase	N/A	32.2%	27.4%	21.9%	21.9%

As the table indicates, the population of Dinuba has grown by approximately 30% each ten-year period since 1990. It is projected to grow by almost 22% through 2020 and a further 22% from 2020 to 2030.

As noted in the table above, the population is projected to increase to approximately 31,878 in 2030. This is a growth of 48.6% over the population of Dinuba in 2010.

2. LAND USE WITHIN THE CITY

The project team collected information from the City with respect to land use and how the City plans to grow. This is important, as the City currently has a wide variety of commercial, industrial, agricultural, and residential uses. The plan for commercial growth is to attract more businesses (such as the Best Buy distribution warehouse), while residential growth is mostly planned for the area surrounding the City golf course on the western edge of the town. The map below illustrates the current land use plan for the City:



As the map indicates, the largest amount of light industrial acreage lies in the southwest quadrant of the City, while the RCR project lies directly west of the light industrial area. The City expects growth to continue to the western portions of town for the foreseeable future.

3. CALLS FOR SERVICE PROJECTIONS

The project team developed calls for service projections based on the relationship between calls for service and population. The table below presents the projected number of calls for service in the year 2020 and 2030:

Year	2000	2013	2020	2030
Population	16,844	22,955	26,151	31,878
% Increase	32.2%	36.3%	13.9%	21.9%
Calls For Service	2,834	4,002	4,558	5,556
Calls For Service/Day	7.8	11.0	12.5	15.2

As the table indicates, the number of calls for service that the Fire Department will need to respond to will increase from 4,002 in 2013 to an estimated 4,558 in 2020 and 5,556 in 2030. Further, the average number of calls for service per day will increase from an average of 11 in 2013 to 12.5 in 2020 and 15.2 in 2030. Additionally, the population projections indicate a growth of 13.9%% between 2013 to the year 2020 and 22% between the year 2020 and 2030.

5. CURRENT DEPLOYMENT STRATEGIES AND PERFORMANCE

In order for a fire department to successfully mitigate emergency situations, it must maintain an adequate, well-trained staff of emergency service personnel to utilize apparatus and equipment effectively and efficiently. When there are too few emergency personnel at a scene the response effectiveness is reduced and the risk of injury to those responding increases.

1. CRITICAL TASKS REQUIRED AT FIREGROUND SCENES.

There are a number of tasks that must occur simultaneously to adequately combat different types of fires. The absence of adequate personnel to perform these tasks requires each task to be prioritized and completed in chronological order. These fire ground tasks include command, scene safety, search and rescue, water supply, fire attack, pump operations, ventilation, back up, and rapid intervention.

An initial full alarm assignment should be able to provide personnel to accomplish the following tasks:

- Establish incident command outside of the hazard area. This will allow coordination and direction of the incoming emergency response personnel and apparatus. A minimum of one person should be dedicated to this task.
- Establish an uninterrupted water supply of at least 400 gallons per minute for 30 minutes. Once established the supply line can be maintained by the pump operator to ensure uninterrupted water supply. A minimum of one person is assigned to this task that can then assume support role.
- Establish an effective water flow rate of 300 gallons per minute. This will be supplied to a minimum of two hand lines each operating at a minimum flow of 100 gallons per minute. Each hand line must have two individuals assigned with one serving as the attack line and the other as a back-up line.

- Provision of one support person to handle the hydrant hookup, utility control, forcible entry, and assist in deploying fire hose lines.
- Establish a search and rescue team. Each team will consist of a minimum of two personnel.
- Establish a ventilation team. Each team will consist of a minimum of two personnel.
- Establish an initial rapid intervention team (RIT). Each RIT team shall consist of a minimum of two properly trained and equipped personnel.

Critical tasking will vary depending on the size and nature of the incident. The Commission on Fire Accreditation International (CFAI) provides a sample critical tasking analysis for the number of emergency workers required for the various levels of risk ⁽⁶⁾. The CFAI analysis is summarized in the table below showing the minimum required personnel to mitigate the initial emergency response requirements by occupancy risk:

Critical Task	Maximum Risk	High Risk	Moderate Risk	Low Risk
Attack Line	4	4	4	2
Search and Rescue	4	2	2	0
Ventilation	4	2	2	0
Backup Line	2	2	2	2
Rapid Intervention	2	2	0	0
Pump Operator	1	1	1	1
Water Supply	1*	1*	1*	1*
Support (Utilities)	1*	1*	1*	1*
Command	1	1	1	1
Safety Officer	1	1	1	1
Salvage/Overhaul	2	0	0**	0
Command Aid	1	1	0	0
Operations Chief	1	1	0	0
Logistics	1	0	0	0
Planning	1	0	0	0
Staging Officer	1	1	0	0
Rehabilitation	1	1	0	0
Division Supervisors	2	1	0	0
High-rise Evacuation	10	0	0	0
Stairwell Support	10	0	0	0
Total Personnel	50-51	21-22	14-15	8-9

*Tasks can be performed by the same individual

**Task can be performed by the attack crew

It is essential for the fire department to have a response plan in place to be able to deliver a sufficient number of personnel to the scene to accomplish the critical tasks. Structure fires are the most labor-intensive incidents and depending on weather conditions can require additional personnel to maintain an effective operation. The majority of risks in the City of Dinuba will fall into the moderate category as this risk category describes a typical single family home. As the size of structure, complexity of the incident, or life safety risks increase, so does the risk category. For this reason, high occupancy and unprotected structures fall into the high-risk category. This includes assemblies, schools, and buildings in the historic downtown.

At current daily staffing levels, DFD has seven personnel available for immediate response to all emergencies. If fully staffed, the daily workforce can be as high as a maximum of nine personnel, including the Chief and Fire Marshal. As shown above this is not adequate staffing to deploy an effective response force for the typical risk found in Dinuba, nor the more complex risks in the community. It is not fiscally possible or responsible to staff for the worst-case scenarios, which is why Dinuba, like most communities, has mutual aid agreements in place with surrounding jurisdictions. Dinuba continues to make use of paid call firefighters to boost staffing during critical incidents and ensure an effective response force can be deployed.

Tulare County Fire Department is the agency with the closest proximity to Dinuba. The typical staffing at their stations is three personnel, which means it will take a minimum of two mutual aid units to ensure an effective response force for the typical risk in Dinuba.

There are two methods by which resources are typically shared by municipalities, mutual aid and automatic aid. Mutual aid is a traditional agreement where assistance is requested from surrounding jurisdictions when the size and scope of an incident or series of incidents exceeds the resources of the responsible agency. In an automatic aid agreement resources are shared by sending the closest available unit to emergency incidents regardless of jurisdictional boundaries. This ensures the timely arrival of emergency response personnel.

In order to receive credit under ISO requirements, an agency must have a written automatic aid agreement, which:

- Includes a prearranged first-alarm response according to a definite plan.
- Aid is provided 24 hours per day, 365 days a year.
- Offsets a need in the community. For example a neighboring agency's ladder company responding by an automatic aid agreement can meet the ladder requirement if it is able to cover at least 50 percent of the ladder company standard.

Dinuba Fire Department currently operates with a "mutual" aid agreement with the fire agencies in Tulare County. The current agreement, which was approved in 1998, is in the process of being updated.

Recommendation: Establish pre-arranged first alarm response plans with the Tulare County to respond to critical incidents at initial time of dispatch.

Recommendation: Establish an automatic first alarm response plan with mutual aid partners for any reported working fire to obtain ISO credit for Automatic Aid.

2. THERE IS EXTENSIVE DEBATE REGARDING THE MOST APPROPRIATE APPROACH TO DEFINING SERVICE LEVELS IN THE FIRE SERVICE.

This section provides a summary of the various "standards" that have been developed for the evaluation of fire and rescue staffing and deployment. These

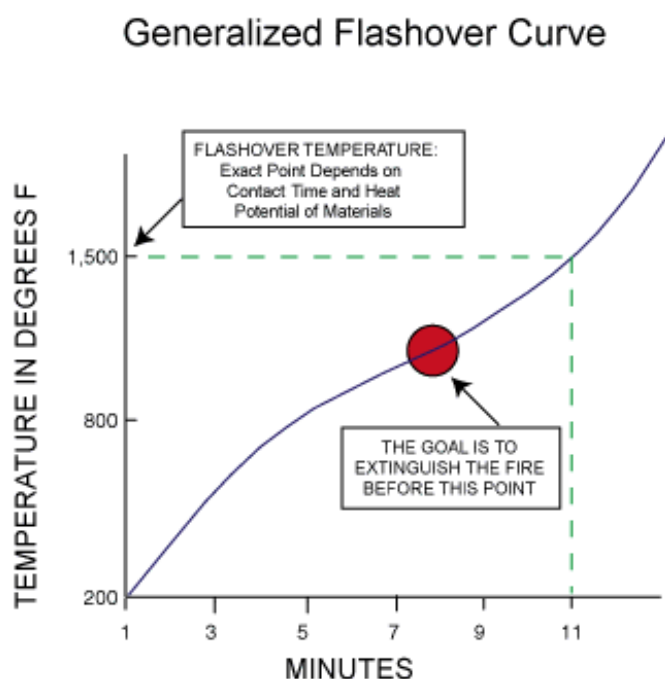
represent a range of thinking including efforts to scientifically identify critical points in the combat of structure fires as well as the need to intervene in medical emergencies. While these neither cover every eventuality nor cover each community's special needs, they serve as an important starting point for conducting such an analysis.

(1) The National Standards for Fire and EMS Service Delivery Are Based on Research into Fire Behavior and Cardiac Survival.

The standards promoted for fire rescue and EMS have their basis in research that has been conducted into two critical issues:

- What is the critical point in a fire's "life" for gaining control of the blaze?
- What is the impact of the passage of time on survivability for victims of cardiac arrest?

The following exhibit shows the typical "flashover" curve for interior structure fires. The point of "flashover" is critical, as it defines when all of the contents of a room become involved in the fire. This is also the point at which a fire changes from "room and contents" to a structure fire, involving a wider area of the building.



Note that this graphic depicts a fire from the moment of inception – not from the moment that a fire is detected or reported. This demonstrates the criticality of early detection and fast reporting and dispatch of responding units. This also shows the critical need for a rapid (and sufficiently staffed) initial response – by quickly initiating the attack on a fire, “flashover” can be averted. The points below describe the major changes that occur at a fire when “flashover” occurs:

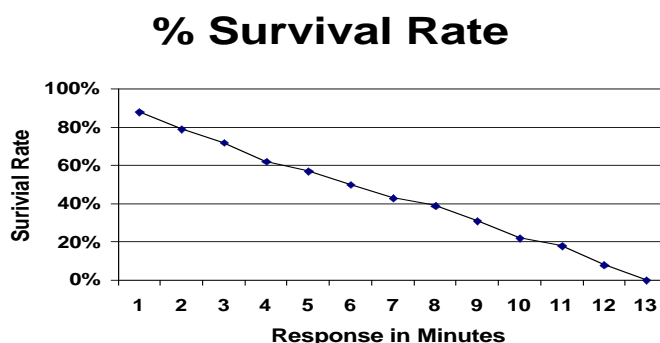
- It is the end of time for effective search and rescue in a room involved in the fire. It means that likely death of any person trapped in the room – either civilian or firefighter.
- After this point in a fire is reached, portable extinguishers can no longer have a successful impact on controlling the blaze. Only hand-lines will have enough water supply to affect a fire after this point.
- The fire has reached the end of the “growth” phase and has entered the fully developed phase. During this phase, every combustible object is subject to the full impact of the fire.
- This also signals the changeover from “contents” to “structure” fire. This is also the beginning of collapse danger for the structure. Structural collapse begins to become a major risk at this point, and reaches the highest point during the decay stage of the fire (after the fire has been extinguished).

It should be noted that not every fire will reach flashover – and that not every fire will “wait” for the eight-minute mark to reach flashover. A quickly responding fire crew can do things to prevent or delay the occurrence of flashover. These options include:

- Application of portable extinguisher or other “fast attack” methodology.
- Venting the room to allow hot gases to escape before they can cause the ignition of other materials in the room.
- Not venting a room – under some circumstances this will actually stifle a fire and prevent flashover from occurring.

Each of these techniques requires the rapid response of a company that can safely initiate these actions. Under most circumstances, at least three firefighters are

required on-scene. Furthermore, OSHA requires that, except in exigent circumstances requiring action to safeguard life, a minimum of two people must be available as a rescue crew outside of a building before a crew can enter a burning building. The second issue to consider is the delivery of cardiac and other emergency medical first response. The exhibit below demonstrates the survivability of cardiac patients as a timeline:



This graph shows the results of extensive studies of the survivability of patients suffering from cardiac arrest. This is the most-often studied issue due to the ease of evaluating the outcome (a patient either survives or does not) from a cardiac arrest. This research results in the recommended standard of provision of basic life support (BLS) within four minutes of notification and the provision of advanced life support (ALS) within eight minutes of notification.

3. COMPARISON OF FIRE AND EMS GOALS WITH ACTUAL PERFORMANCE IN DINUBA.

The table below provides an overview of the discussion about fire and emergency medical service goals provided in the preceding subsections and compares them to the current system performance in Dinuba:

Target Area	Service Target	Performance in Dinuba
Response Time to Fires	<ul style="list-style-type: none"> National Standard is the ability to respond to fires in four minutes travel time to 90% of calls. The City of Dinuba has a goal in the general plan for response times of five minutes from time of call. 	<ul style="list-style-type: none"> Travel time for the Engine to emergency calls is typically six minutes 90% of the time.
Response Time to Medical Calls	<ul style="list-style-type: none"> National Standard is the ability to respond to EMS calls in four minutes travel time for 90% of calls in urban areas at a BLS level. National Standard is the ability to respond to EMS calls at an ALS level within eight minutes 90% in urban areas. National Standard is the ability to respond to EMS calls in eight minutes for 90% of calls in rural areas at a BLS level. National Standard is the ability to respond to EMS calls at an ALS level within 12 minutes 90% in rural areas. The Tulare County goal is a ten minute response time for the EMS Metro Area (within one mile of city limits) and 20 minute response time to rural areas of the County. 	<ul style="list-style-type: none"> The Department is able to meet the County requirements for responding to EMS incidents. The Department is unable to meet the four minute travel goal for areas in the northern and western portions of the City. The Department has an overall travel time of 14 minutes to all EMS calls regardless of location at the 90th percentile.
Company Size	<ul style="list-style-type: none"> Engine companies staffed at three persons. 	<ul style="list-style-type: none"> The single engine company in the City is generally staffed at three, but staffing can fall as low as one.
Aerial Ladder Truck Availability	<ul style="list-style-type: none"> Truck company available to respond to the scene of a fire within eight minutes. Truck companies staffed at three. 	<ul style="list-style-type: none"> The truck company is staffed through call back and/or with paid call personnel. This unit is variably staffed.

Target Area	Service Target	Performance in Dinuba
Full Incident Response Capability	<ul style="list-style-type: none"> Fourteen to 15 personnel at the scene of a fire within eight to ten minutes. 	<ul style="list-style-type: none"> Response data indicate that this target is generally met through mutual aid, call back of paid personnel and paid call response.
Automatic Sprinkler Systems	<ul style="list-style-type: none"> Sprinkler systems required in areas outside of the response targets described above or in high hazard buildings outside of the fire flow capacity, which can be met by a full incident response. 	<ul style="list-style-type: none"> The City's sprinkler ordinance requires sprinklers in all new construction. Except commercial buildings under 5000 square feet.

There are a number of conclusions to be drawn from the chart above. These are summarized in the following points:

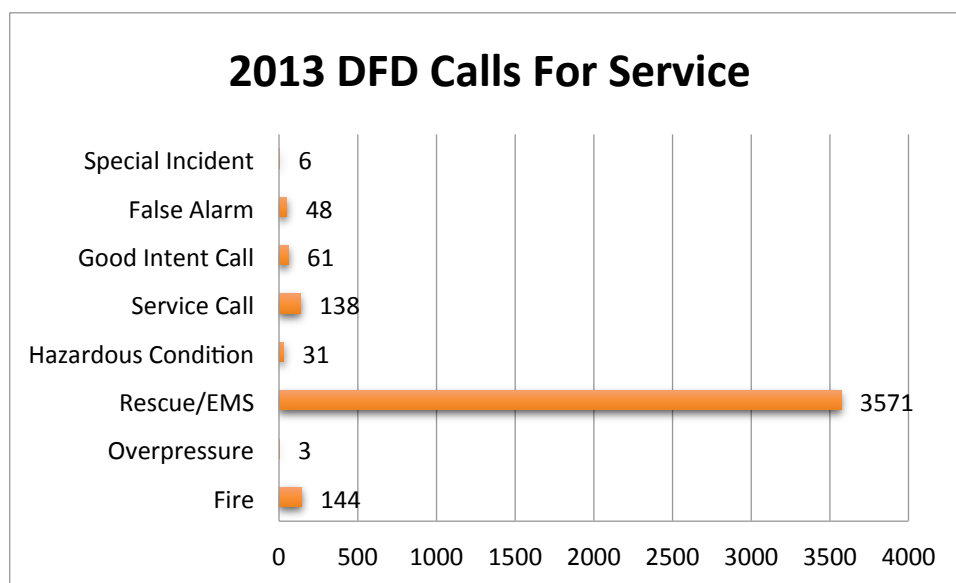
- The above comparison chart indicates that the Dinuba Fire Department does an effective job of meeting urban fire service targets in the majority of the City, but not in the most northern and western portions of the City.
- The Department requires mutual aid, off-duty callback, and/or paid call personnel to deploy an effective response force.
- The reliance on off-duty and paid call personnel has become a planning issue in the period between the last master plan update and this update. This will likely become an even more significant issue in the years to come.

These issues will be more fully explored in the next chapter of the report in conjunction with the development of the analysis of fire and emergency medical service needs.

4. EMERGENCY RESPONSE ACTIVITY

Nationwide and over the past ten years, there has been a declining trend in numbers of fire calls. As the frequency of fire calls reduced, the workload of fire departments increased as they became increasingly responsible for more issues in communities. These include: medical calls, hazardous materials incidents, technical rescue, and every type of household emergency. This has created the need for not only personnel trained as firefighters, but also who can respond to all community hazards.

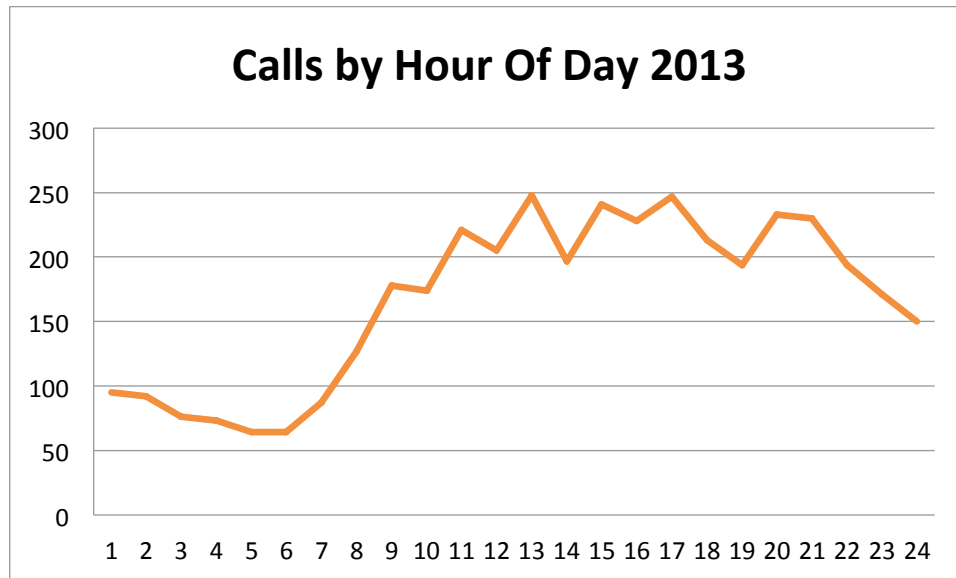
The following chart shows the calls for service responded to by Dinuba Fire Department in the calendar year 2013:



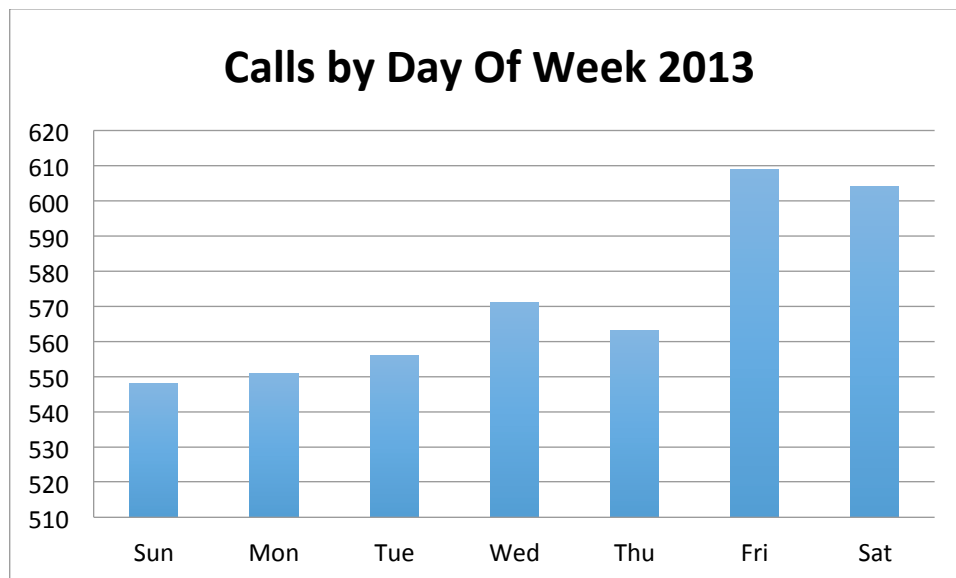
As is the case for most fire departments across the country, the majority of incidents responded to by DFD are medical related.

When calls for service are examined by time of day, the Dinuba Fire Department shows a trend of responding to the majority of calls between 8:00 a.m. and 11:00 p.m. The lowest demand of calls for service occurs between midnight and 7:00 a.m.

The following chart illustrates the calls for service by hour of day:



Calls for service range from 548 to 609 by day of the week. Sunday has the lowest call demand, and Friday and Saturday having the highest at 609 and 604, respectfully.



6. CURRENT AND FUTURE DEPLOYMENT RECOMMENDATIONS

This chapter of the report focuses on analyzing the current and projected organizational needs of the Dinuba Fire Department in terms of deployment and staffing.

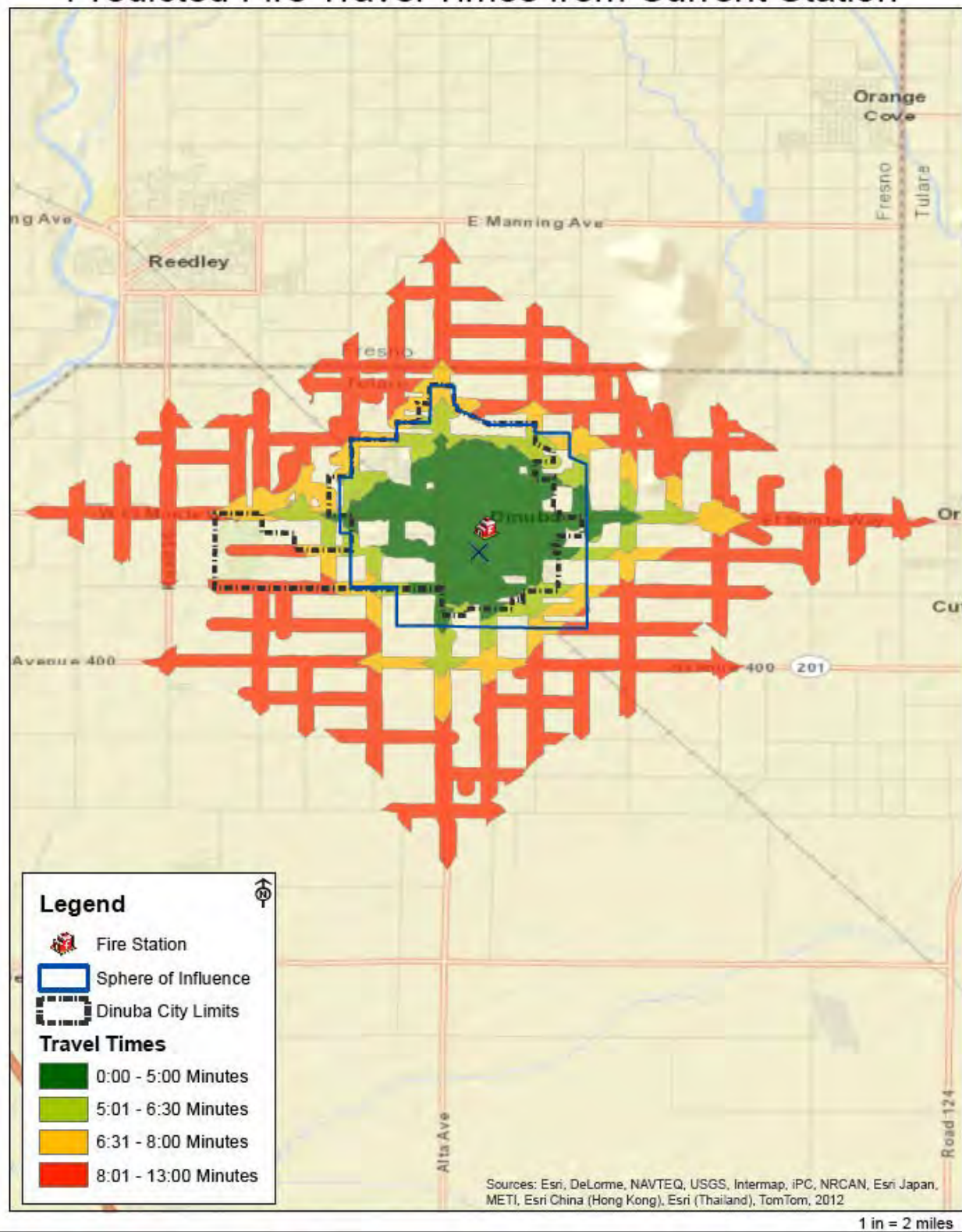
1. THE DISTRIBUTION ANALYSIS SHOWS ISSUES WITH CURRENT DEPLOYMENT.

The Dinuba Fire Department operates from one fire station located in the historic downtown area, within the city limits of Dinuba. This station is responsible for providing emergency response in a 6.5 square mile area. The current station is located in the most populous portions of the City, but away from newly developing areas.

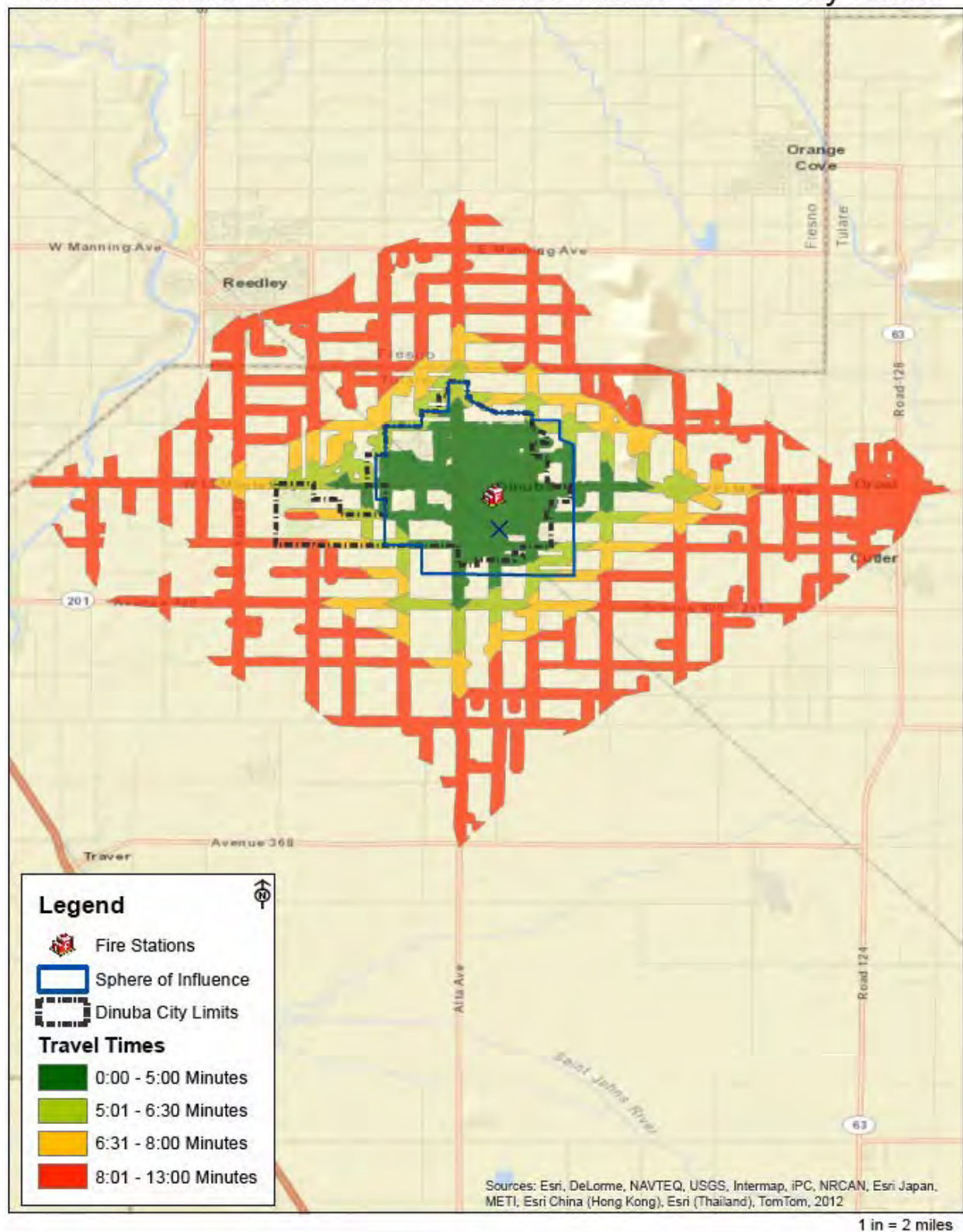
The General Plan for the City shows a desire for growth further west in Dinuba, near the existing municipal golf course.

The following maps demonstrate the travel time capability for emergency apparatus when it leaves the fire station using the current station location. The first map shows projected travel times for fire calls in the City and Sphere of Influence (SOI), while the second map illustrates predicted EMS travel times:

Predicted Fire Travel Times from Current Station



Predicted Ambulance Travel Times within SOI & City Limits



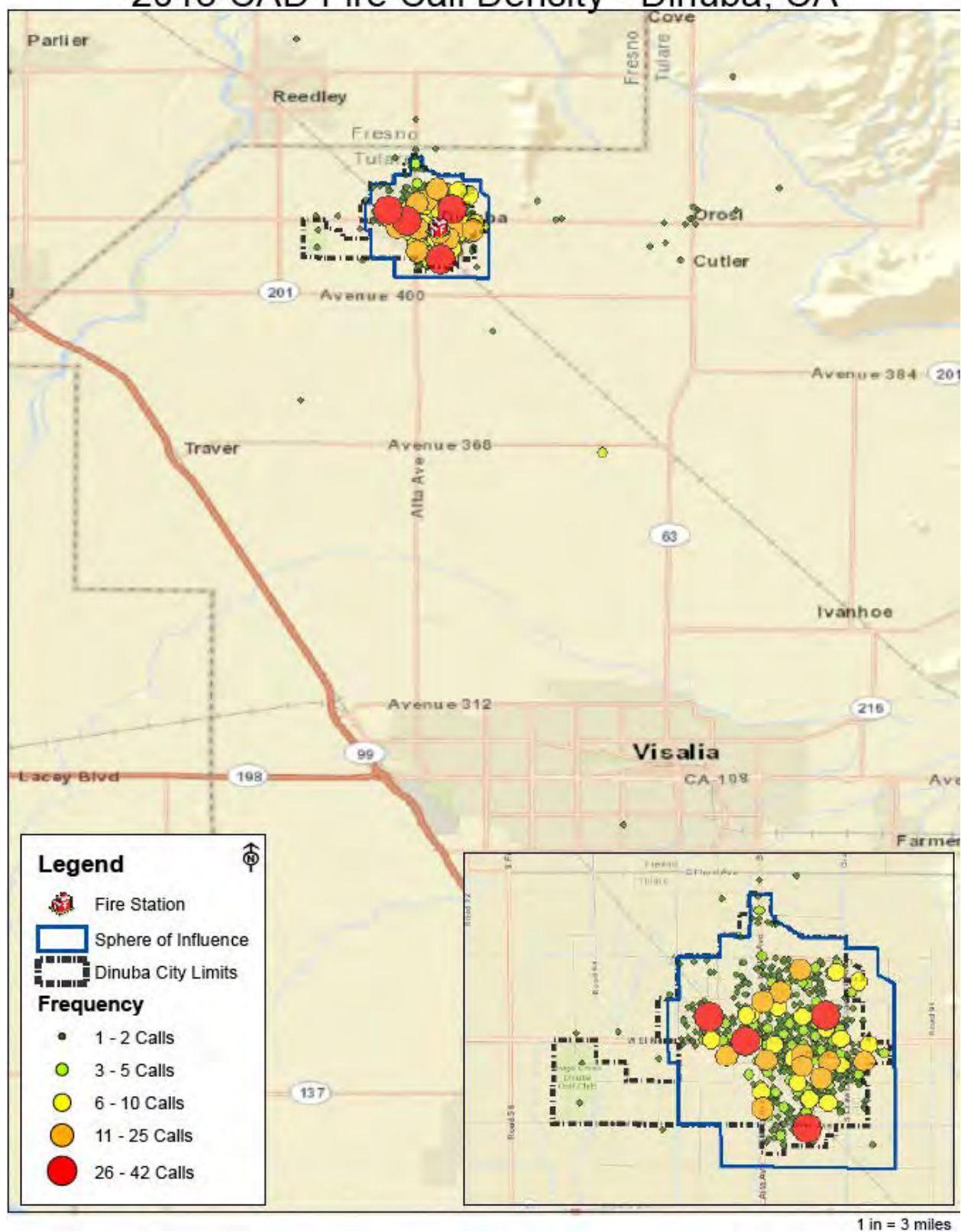
As shown, the current station location allows firefighters to reach the most populous portions of Dinuba within five-minutes, and the majority of the City to be reached within six minutes and 30 seconds travel time. The farthest western portions of the City require travel times (for both fire and EMS units) of over eight minutes.

2. DEMAND ANALYSIS SHOWS LOW CALL OCCURANCE IN THE AREAS OUTSIDE THE EFFECTIVE RESPONSE TIME CAPABILITY.

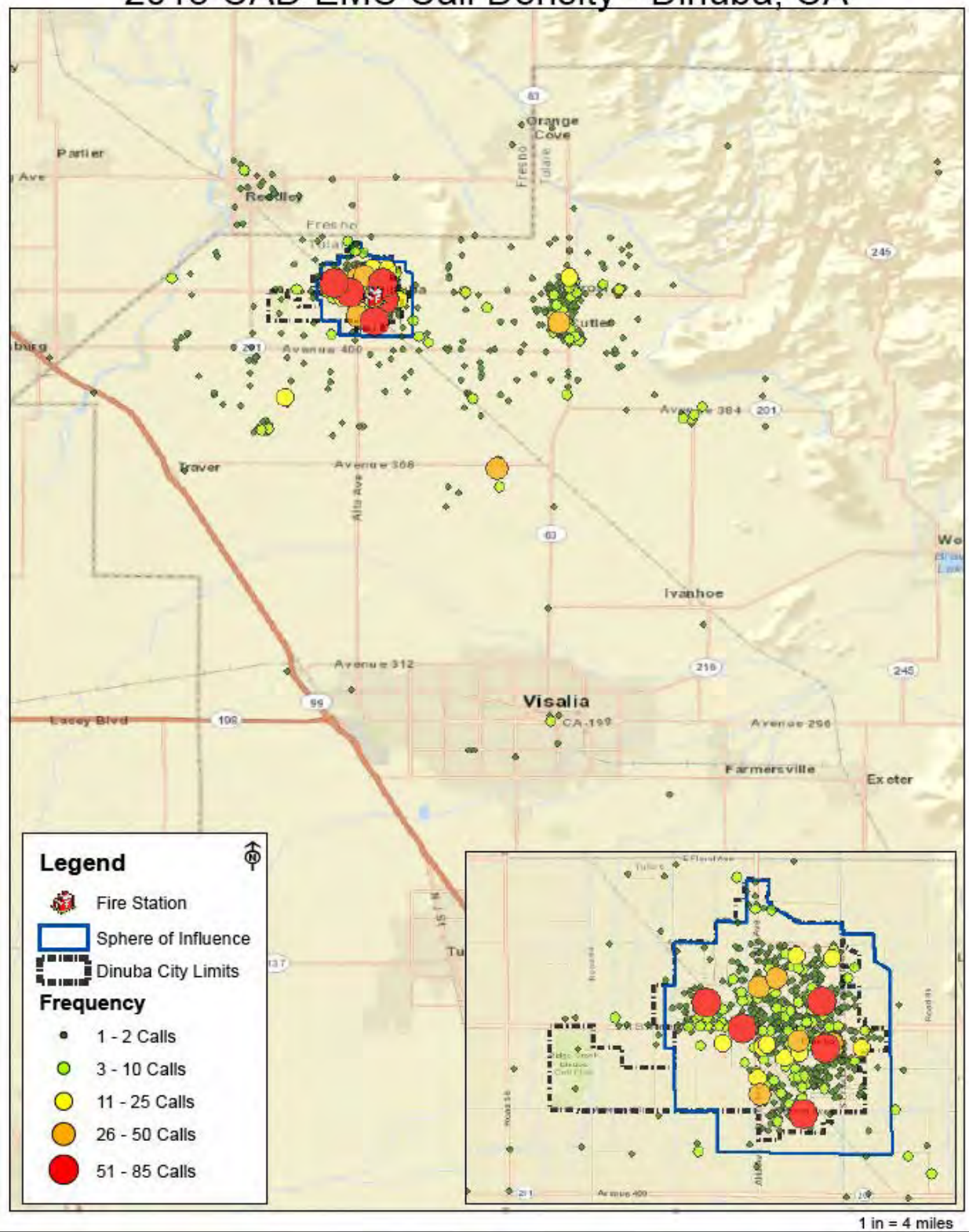
As shown earlier, the DFD responded to 4,002 calls for service in 2013. A review of the geographic location of calls will allow the assessment of current station locations as compared to the call demand for fire services. This will also allow a graphic representation of areas, which may not be adequately covered by the current station.

The maps on the following pages illustrate the location of emergency calls in 2013. The first map illustrates the location of fire calls, while the second map illustrates the location of EMS calls:

2013 CAD Fire Call Density - Dinuba, CA



2013 CAD EMS Call Density - Dinuba, CA



The maps show the highest volume for fire service calls exists in the center of the City with one additional pocket of higher EMS call activity in the Cutler area. The area near the golf course currently experiences very low call volume.

3. WORKLOAD AND FAILURE RATES

The workload of emergency response units can be a factor in response time performance. If a station is committed to a call, it is not available for emergency response and another station would be required to respond out of district to handle the emergency.

One method for reviewing resource workload and availability is examining concurrent calls for service (more than one emergency call occurring at the same time). When this occurs, the already-limited resources are quickly stretched thin, and response times extend, as mutual aid units must be called or the calls hold until apparatus can “clear” from the current emergency call.

The following chart examined calls in 2013 to see how often multiple calls were received during the same time periods:

Level	# Calls	Percentage
1 Call	3,736	96.05%
2 Calls	252	3.98%
3 Calls	14	0.13%
Grand Total	4,002	100%

As shown in the table above, the majority of fire calls in Dinuba happen singularly. Many of the multiple response calls involved medical calls, which only require a single unit response to the County area. The greatest risk for call concurrence is during the peak demand periods of 8:00 a.m. – 11:00 p.m. As the City continues to grow it is important to measure the call concurrency issue. This is especially true if multiple

fire calls are received concurrently as they require multiple unit response, which stretch resources to capacity, and extend response times as mutual aid crews are called to handle the incident.

As discussed earlier in the report, the typical daily staffing for emergency response is just over six personnel. This staffing level does not allow enough flexibility for growing call demands as a second ambulance call results in the engine being staffed with only two personnel. This is an unsafe practice that should stop immediately. Continued growth and call for service growth will only impact this situation further.

Recommendation: Increase daily staffing to eight personnel daily in FY 2015 to ensure the engine can be staffed with a minimum of three personnel at all times.

4. RESPONSE TIME STANDARDS

The primary goal of an emergency service delivery system should be to provide sufficient resources to the scene of an emergency in time to take effective action to mitigate the impacts of the situation. Rapid response is required for fires, medical calls, and many other emergency situations.

When calculating response times there are three components that should be recorded:

1. **Call Processing:** The time from call receipt to dispatch of emergency personnel.
2. **Turnout:** The time from dispatch of the call to units responding to the call.
3. **Travel Time:** The time from initial response to arrival at the emergency.

National best practices have established the goal (benchmark) for call processing should be 90% of priority one calls in 60 seconds or less as optimal performance. Having 90% of calls processed in 90 seconds the minimal baseline acceptable performance standard. The goal (benchmark) for turnout should be 90% of calls

responded to within 60 seconds with 90% responded to in 90 seconds the minimal (baseline) performance standard. The goal for travel time will be dependent on the type of area being served and will be discussed later in the report. This is important as the two components of response time that are controllable are dispatch and turnout times. Travel time will be dictated by distance, weather and road conditions. Dinuba currently has a goal of turnout at 90 seconds or less in effect.

Tracking call processing and turnout time performance is problematic in Dinuba as the dispatch center currently only reports time in whole minutes. This does not allow an accurate evaluation of performance for any of the response elements, as a call showing received at 06:00 may have been received anytime from 06:00:00 to 06:00:59, and dispatch time showing 06:01 could actually be 06:01:00 to 06:01:59 meaning the call could have been processed in as little as one second, or as long as one minute 59 seconds. The same holds true for turnout time. As shown in the earlier map, Dinuba should expect good travel times in the urban portions of the city. The dispatch center also has no established performance targets for timely dispatching of high priority calls.

Recommendation: Work with the Dispatch Center to begin reporting call data in hh:mm:ss.

Recommendation: Work with Dispatch Center to establish and report performance standards related to the call processing of high priority calls.

5. NFPA STANDARDS

The National Fire Protection Association (NFPA) has developed response time standards for fire departments staffed by career firefighters. It is important to note that NFPA standards are not legal mandates, but rather something to benchmark the performance of a fire department against to measure performance.

NFPA 1710 contains time performance standards for structural fire response as well as medical response.

It is recommended that the first company arrive at the scene of a structure fire within five minutes of being dispatched 90% of the time. The use of the 90th percentile allows the majority of incidents to be evaluated as compared to “average” performance. This standard allows unusually long response times to be removed from the equation, as they are not typical of agency performance. It also provides the community with a real expectation of how long emergency response will take after they initiate a 911 call.

The standard also establishes a “company” as consisting of four personnel. This does not mean that four people must staff engine companies, but that true response time is not counted until four people have reached the scene to function as a single unit. For example, in Dinuba if the Battalion Chief responds to all structure fires and the engine is staffed with three personnel, when all four members are on scene the response time would be measured.

NFPA 1710 describes the following performance as meeting the structure fire response criteria:

- Turnout time within one minute, 90 percent of the time.
- Arrival of the first “company” within five minutes of dispatch 90 percent of the time, or
- Arrival of the entire initial response assignment (all units assigned to the call) within nine minutes of dispatch, 90 percent of the time.

NFPA 1710 also has three time standards within the standard for emergency medical response:

- Turnout time within one minute, 90 percent of the time.

- Arrival of a unit with first responder or higher capability within five minutes of dispatch, 90 percent of the time.
- Arrival of an advanced life support unit, where this service is provided by the fire department, within nine minutes of dispatch, 90 percent of the time.

The Commission on Fire Accreditation International (CFAI) understands the cost implications for most communities to fully comply with the above standards. For a community with urban, suburban, and rural areas like Dinuba, accreditation standards allow for a longer response time. This nationally recognized “best practice” standard is a great place to start as communities are looking to improve the performance of their fire department ⁽⁶⁾.

The benchmark performance standard (one that municipalities should strive to achieve) for fire calls in urban areas is as follows:

- Dispatch of units (call processing) within 60 seconds of call, 90% of the time.
- Turnout time within 80 seconds of dispatch, 90% of the time.
- Arrival of the first unit within 4 minutes of turnout and the second unit within eight minutes, 90% of the time.

The baseline performance standard (acceptable performance to be a credible agency) for fire calls in urban areas is as follows:

- Dispatch of units (call processing) within 90 seconds of call, 90% of the time.
- Turnout time within 90 seconds of dispatch, 90% of the time.
- Arrival of the first unit within five minutes/12 seconds (travel time) and the second unit ten minutes/24 seconds, 90% of the time.

For EMS calls, the performance standards are the same, with the exception of a 60 second turnout time expectation for benchmark performance.

In areas classified as suburban, the benchmark is for arrival of the first unit within five minutes of turnout and the second unit within eight minutes of turnout. The baseline performance in suburban settings is six minutes 30 seconds, and ten minutes 24 seconds, respectfully.

In the areas classified as rural, the benchmark is for the first unit to arrive in ten minutes 90% of the time, and the second unit in 14 minutes 90% of the time after turnout. The baseline performance expectations are measured at the 70% for rural areas and are 13 minutes and 18 minutes 12 seconds, respectfully.

6. HISTORICAL RESPONSE TIME PERFORMANCE

The adoption of the baseline performance expectations would require that Dinuba Fire Department respond to 90% of fire and EMS calls within six minutes 42 seconds, total response time in the areas classified as urban.

As stated earlier in the report, times are currently only recorded in whole minutes and show the following performance for 2013 at the 90th percentile for emergency calls occurring in Dinuba:

Call Processing	Turnout	Travel	Total
0:00	2:00	8:00	10:00

This data does show the need for improvement in travel, as even with the reporting of times by the dispatch center we would expect travel times to be six minutes or less.

An agency must separate non-emergency calls from true emergency calls to determine how well they are performing. Dinuba Fire Department currently designates

calls as emergency or non-emergency, which allows for proper analysis of only high priority emergency calls.

Recommendation: Develop a system to accurately capture the time elements of emergency response and publicly report performance.

7. THE CITY AND FIRE DEPARTMENT HAVE MITIGATED SOME IMPACTS ON FIRE SERVICE BY ENHANCING THE FIRE PROTECTION ORDINANCES.

As recommended in the 2004 update, the City of Dinuba passed adopted local fire codes, which require fire sprinklers in new residential construction. This has resulted in several homes being constructed with automatic sprinkler systems. The newly developing area around the municipal golf course will also have homes built with automatic fire sprinklers. While this does allow adequate time for planning and designing a new fire station, it does not preclude the need for a station to serve this area of the City as development continues.

The table below quantifies the trigger points for opening a new fire station in a developing community. This serves as a good indicator of when to construct a new facility, whether or not calls for service increases are experienced as growth occurs in accordance with the Dinuba General Plan. Given the timeframe required to design and construct a new facility, it is important these decisions are properly anticipated with good planning.

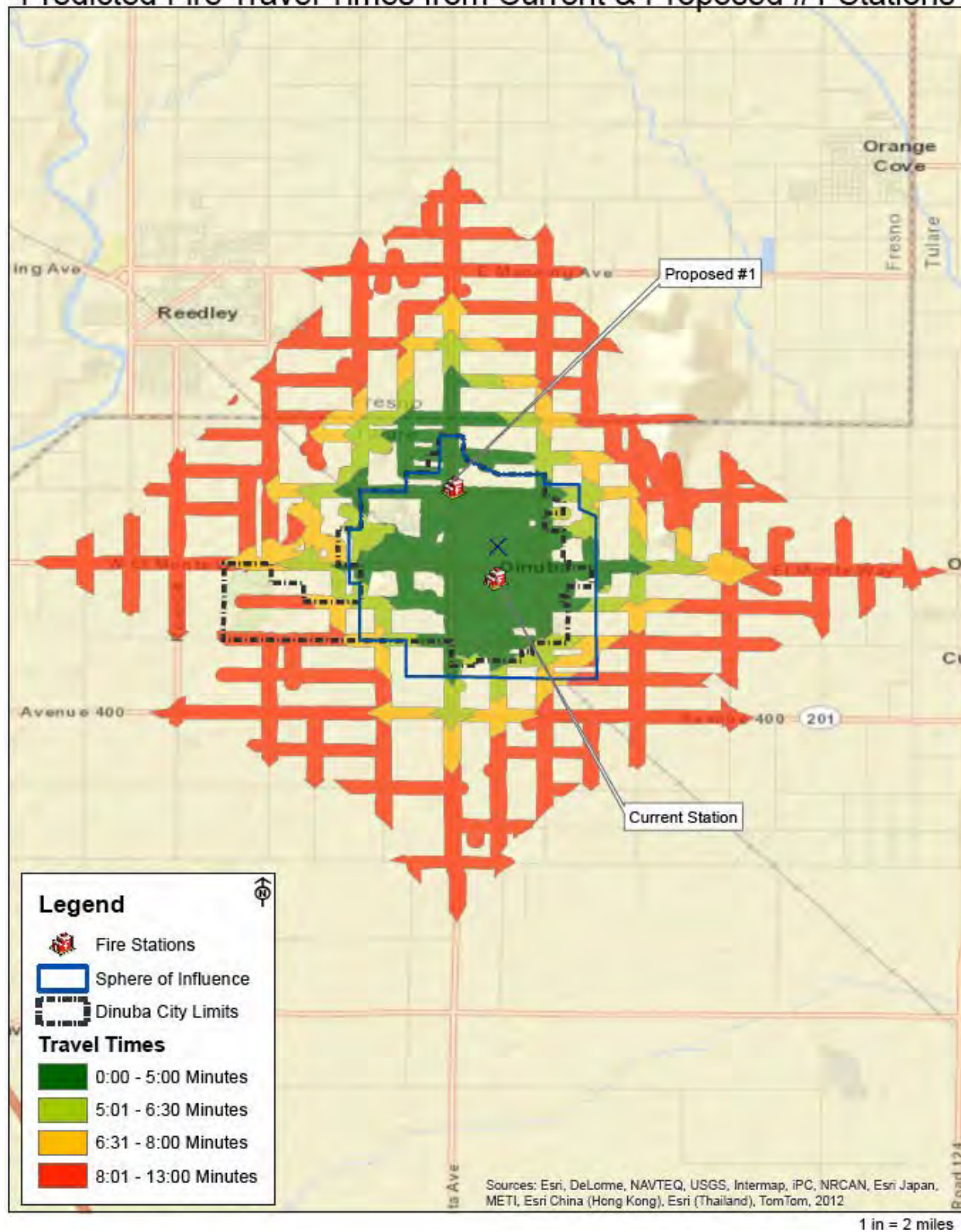
Action	Travel Distance	Response Time	Percent of Calls	Building/Risk Inventory
Maintain Status Quo	All risks within locally adopted distance.	First due unit is within locally adopted standards.	Low % of current out of district calls.	Low local building/risk inventory.
Temporary facilities and minimal staffing	Risks 1.5 to 3.0 miles from existing station.	First due unit exceeds five minute travel time 10% of the time, but does not exceed eight minutes.	More than 10% of calls are out of district.	New area has 25% of the same risk distribution as in initial area of coverage.
Permanent Station Needed	Risk locations exceeding four miles from the station.	First due company exceed 5 minute travel time 20 – 25% of the time. Some calls over eight minutes.	More than 20 – 25% of calls in outlying areas.	New area has 35% of same risk distribution as in initial area of coverage.
Permanent Station Essential	Outlying risk locations exceed five miles from station.	First due unit exceeds five minute travel time 30% of the time. Some calls over ten minutes.	More than 30% of calls are in outlying area.	New area has 50% of same risk distribution as in initial area.

As shown in the earlier response maps, Dinuba is in need of a permanent station to serve the western portion of the City. However, Dinuba has not yet reached the essential point of requiring station construction, as the new development in the area is not progressing very rapidly and call volume is still relatively low in the area.

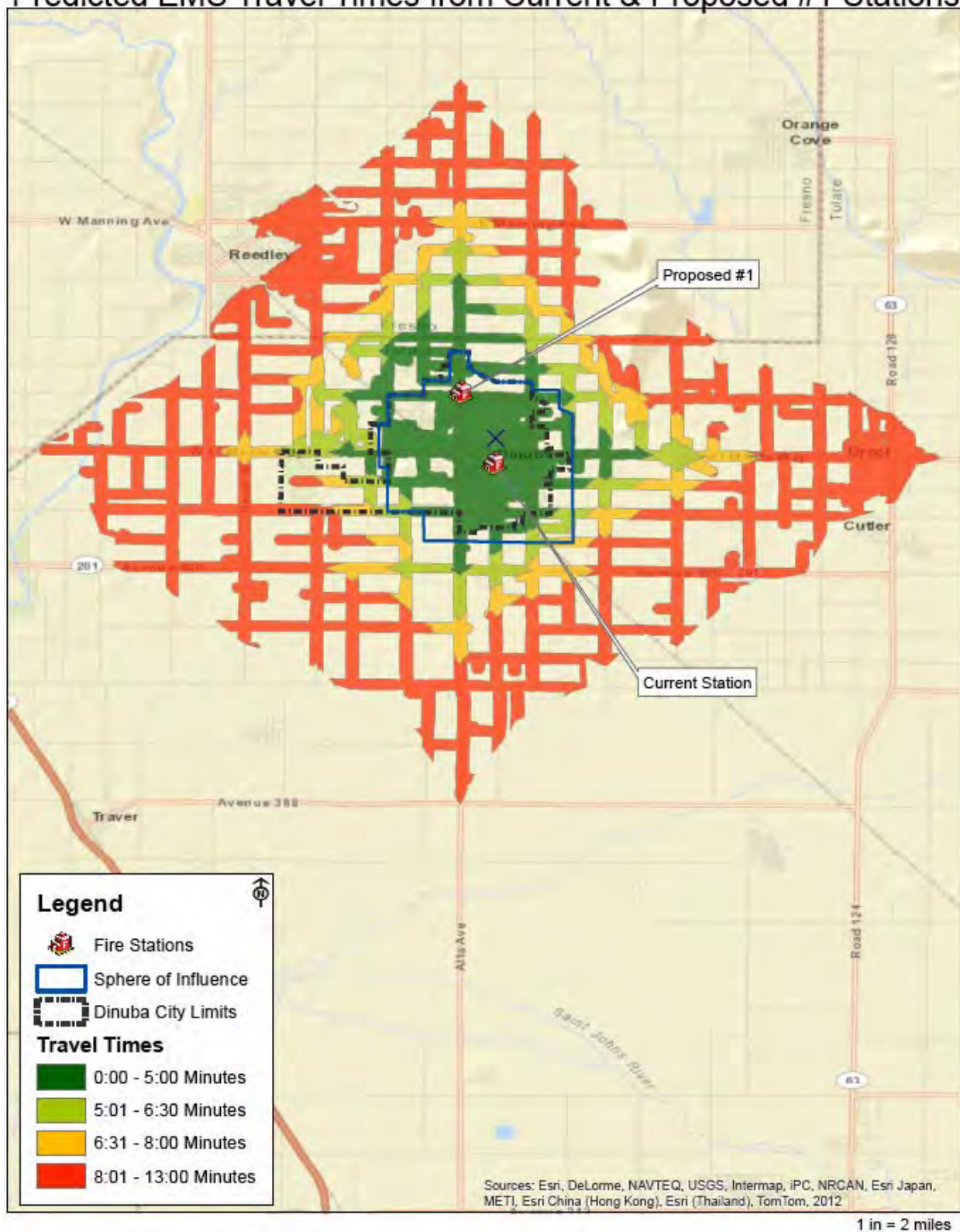
As part of the project, the City provided the team with three potential sites to be evaluated for a potential second station location. Utilizing our GIS technology, each site was evaluated to determine how well it would provide coverage to the underserved portions of the City, particularly the western and northern portions of Dinuba. The locations analyzed are as follows:

- Option 1: 42410 Road 80.
- Option 2: Northwest corner of Road 70 and Avenue 408.
- Option 3: Northwest corner of Avenue 416 and Road 72.

Predicted Fire Travel Times from Current & Proposed #1 Stations



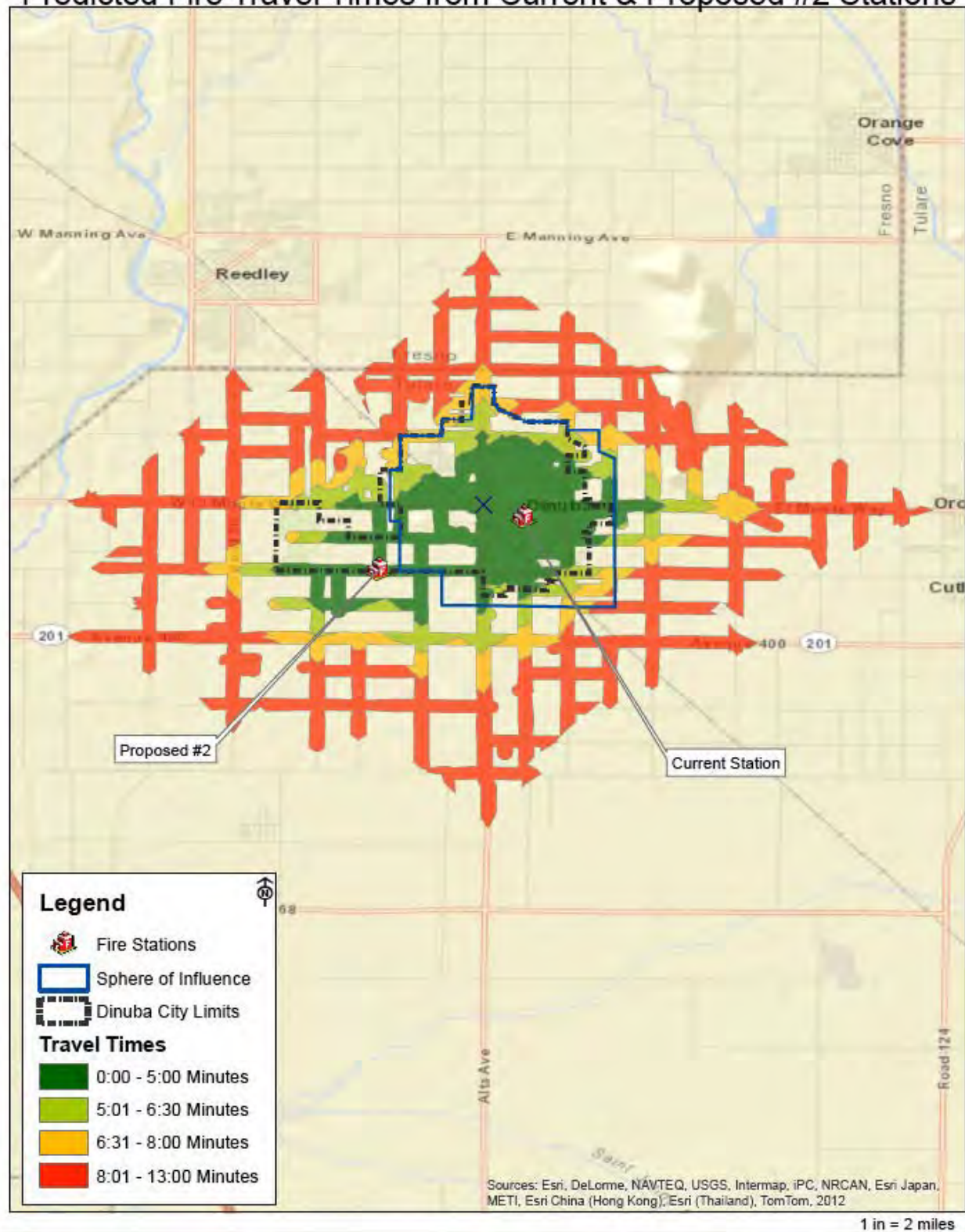
Predicted EMS Travel Times from Current & Proposed #1 Stations



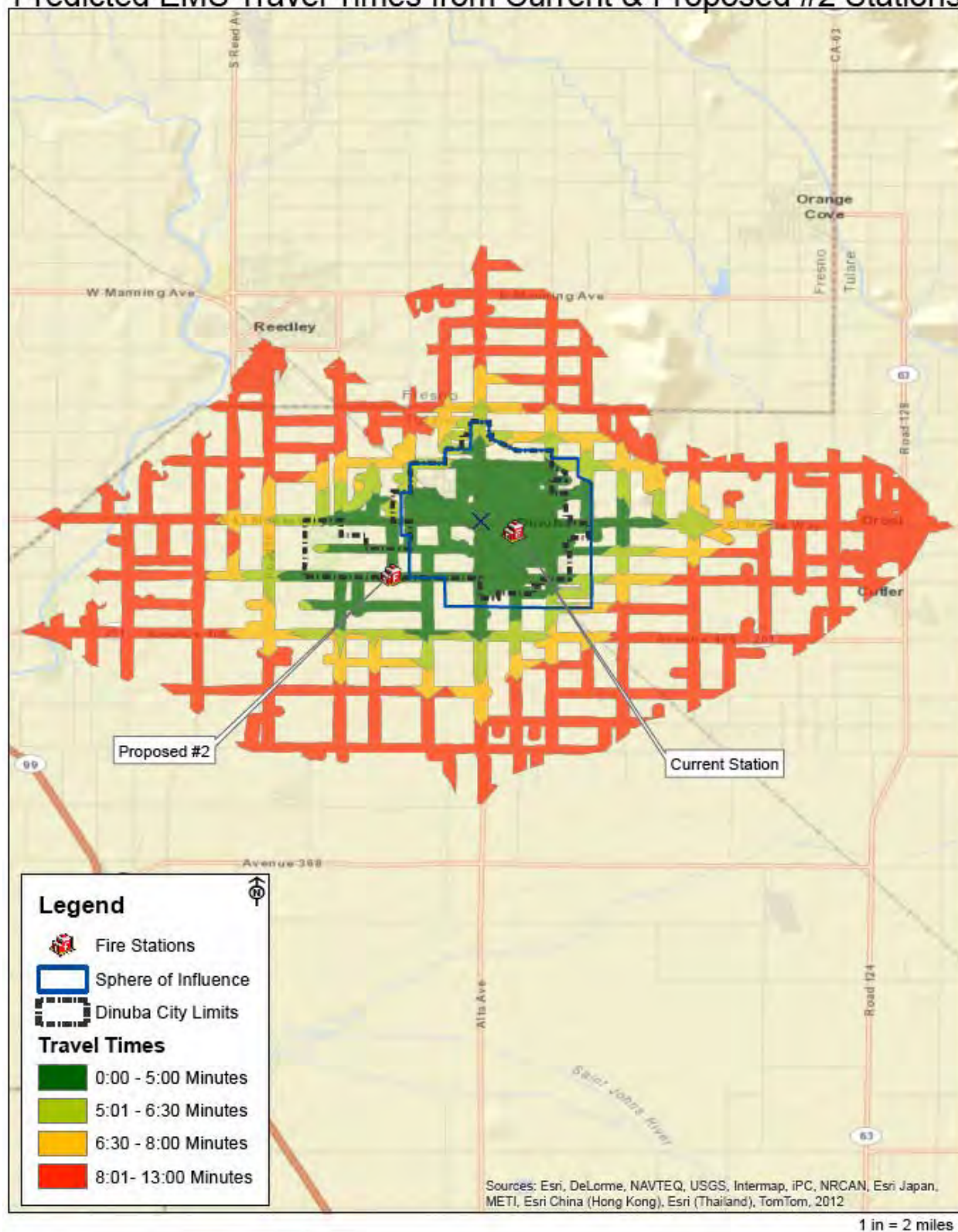
As shown in the maps above, the proposed station location at 42410 Road 80 would improve travel times to the northern portions of Dinuba, but would not impact the long travel times to the western portions of the City.

The next maps illustrate the predicted travel times for fire and EMS calls from the proposed station at the northwest corner of Road 70 and Avenue 408:

Predicted Fire Travel Times from Current & Proposed #2 Stations



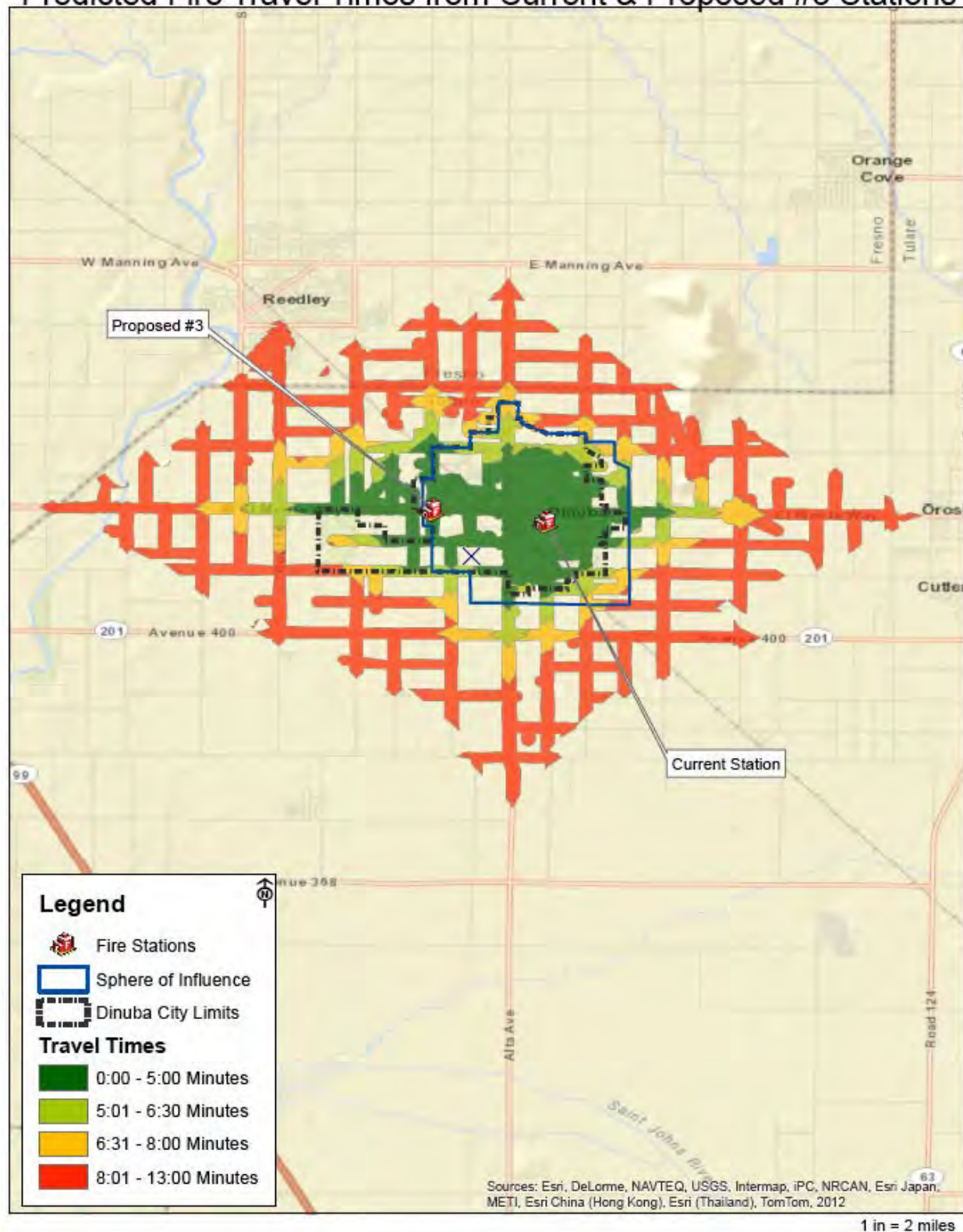
Predicted EMS Travel Times from Current & Proposed #2 Stations



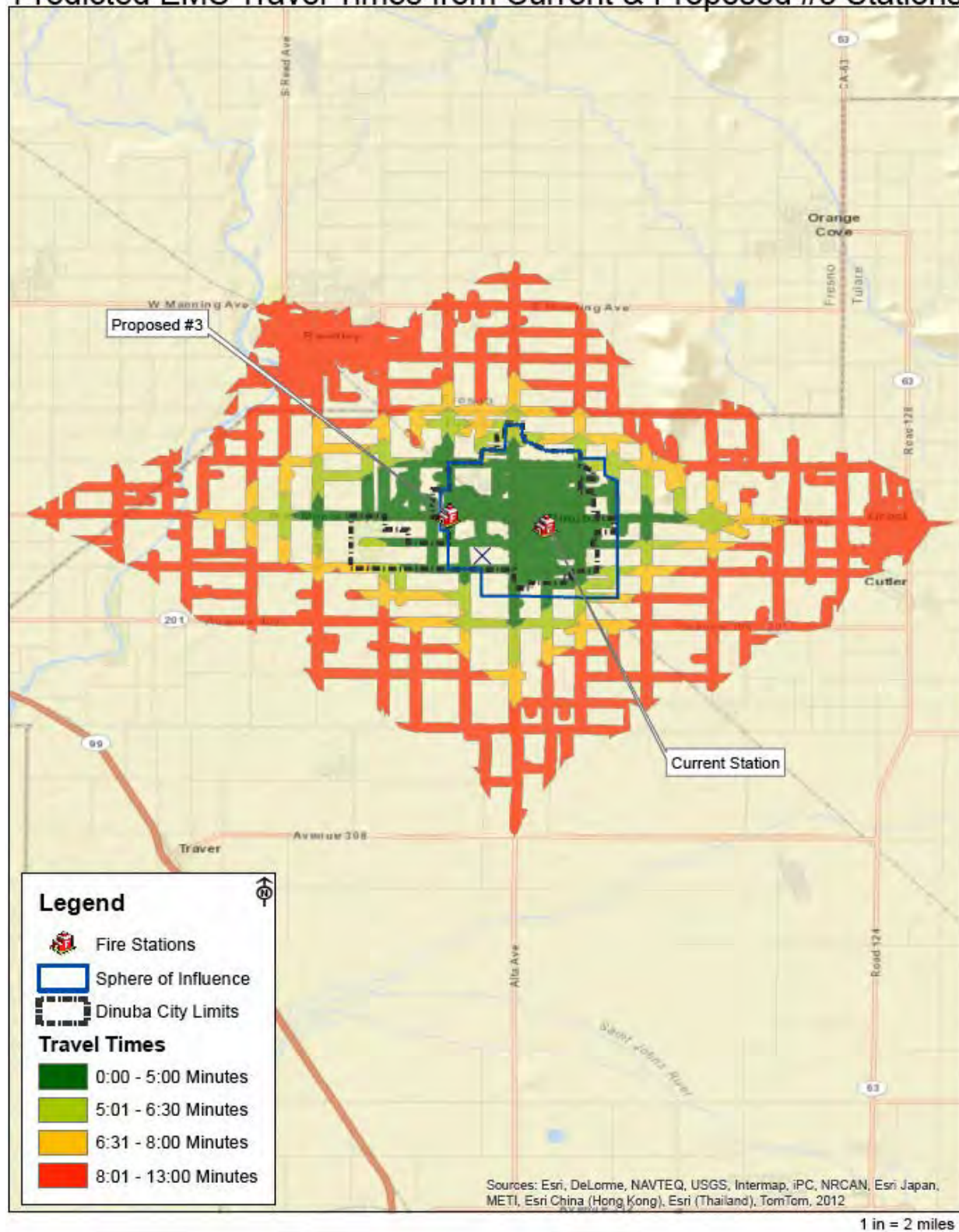
As shown in the maps above, the proposed site location #2 at the northwest corner of Road 70 and Avenue 408 greatly improves response times for both fire and EMS calls to the northern and western areas of Dinuba. This location provides optimal coverage as no area of the City should expect response times longer than six minutes and 30 seconds and the vast majority of the City would expect response times of less than five minutes.

The third location, proposed site #3 is located at the northwest corner of Avenue 416 and Road 72. The following maps illustrate the predicted travel times for fire and EMS calls from the proposed site #3:

Predicted Fire Travel Times from Current & Proposed #3 Stations



Predicted EMS Travel Times from Current & Proposed #3 Stations



As shown above, this site also improves response times to both the northern and western portions of Dinuba, but not to the same extent as site #2.

Recommendation: Continue to pursue the feasibility of constructing a second fire station, to house an engine company and ambulance, on the City owned property at the northwest corner of Road 70 and Avenue 408, planning on construction during FY 2017 and staffing in FY 2018.

8. THE DINUBA FIRE DEPARTMENT SHOULD IMPROVE THE PAID CALL FIREFIGHTER PROGRAM.

The Dinuba Fire Department has utilized paid call firefighters (PCF) to augment full time paid personnel. The Department currently has 20 positions authorized, with ten being filled. This is a similar situation to that found during the 2004 Master Plan Update when only nine of the 20 authorized positions were filled.

Typically, the paid call personnel are not available during the daytime, as many of them work in other professions that do not allow for emergency response during normal business hours. The low incidence of fire calls in Dinuba is another factor, which may impact involvement of the PCFs, as the majority of calls are EMS related and can be handled by on-duty personnel.

Given these factors the Department should continually find ways to recruit and retain PCFs as they are a critical component in ensuring an effective response force can be deployed in a timely fashion. Several agencies have found it beneficial to “schedule” the PCFs, which in effect allows them to tell the agency when they are available to respond to calls and attend training. This can be done on monthly basis with the agency requiring a commitment of at least 24 hours per month for training and emergency response availability for a PCF to remain active. This would ensure the Department knows when PCFs are available, and would allow recruiting efforts to focus

on finding candidates who can serve in times of low participation from the existing personnel.

Recommendation: The Department should require a minimum number of service hours from PCFs and “schedule” these hours to better know when a PCF response is likely.

9 THE FIRE DEPARTMENT LACKS APPROPRIATE ADMINISTRATIVE, FIRE PREVENTION, AND COMMAND POSITIONS.

As stated earlier, currently the Fire Chief and Fire Marshal are the only administrative and command positions in the Fire Department. Personnel cutbacks eliminated an Assistant Chief and Fire Inspector position during the most recent economic downturn. This has caused the shift Captains to absorb many administrative functions, many of which it is difficult to effectively manage on a 48-hour-on/96-hour-off schedule such as training, EMS, and vehicle maintenance.

The Department is currently not able to keep up with the demand for annual fire inspections as plan reviews, training, and overseeing operations generally fills the available time of the Fire Marshal. As shown earlier in the report, there is an average of 13 fire prevention inspections being conducted each month, which means over 400 businesses are not inspected each year.

Proactive public education also no longer exists as a service of the Fire Department. Shift personnel are typically running calls at times when public education programs are delivered, which has resulted in the Department providing public education only when requested.

The project team believes these issues will continue through this planning period, and that organizational change is needed to ensure the businesses and residents of Dinuba receive high levels of service from the Fire Department.

Recommendation: The City of Dinuba should add a second Battalion Chief to oversee operations by FY 2016 to allow the Fire Marshal to focus on Fire Prevention.

Recommendation: The City of Dinuba should add a Fire Inspector during FY 2015 to ensure businesses receive timely fire prevention inspections on an ongoing basis according to established inspection schedules.

10 SUMMARY OF PROJECTED STAFFING NEEDS.

The following table summarizes the staffing needs of the Dinuba Fire Department as discussed above.

Fiscal Year	Staff/Shift	Total Staff	Purpose	Cost Per Year*
2015	1	3	Increase shift staffing by one to ensure a 3-person engine company can be staffed at all times.	\$224,802
2016	N/A	1	Second Battalion Chief position to oversee operations and training.	\$131,868
2015	N/A	1	Hire a Fire Inspector to ensure businesses receive timely fire prevention inspections.	\$83,307
2018	4	12	Staff an additional engine company in the second fire station to provide effective response times to the northern and western portions of the City	\$1,194,318
Total	5	17		\$1,634,295

* Cost is projected at mid-step with 50% fringe benefit costs.

11. CONTINUE THE APPARATUS AND FLEET REPLACEMENT SCHEDULE TO ENSURE DEPARTMENTAL FLEET IS REPLACED ACCORDING TO GUIDELINES.

As part of the 2004 Master Plan Update recommendations the City established an equipment replacement fund for fleet assigned to the Fire Department. The replacement fund is based on replacement cycles of five years for ambulances, fifteen years for engines, twenty years for aerials and ten years for staff vehicles.

The following table shows the current apparatus and recommended replacement dates:

Dinuba Fire Department - Recommended Vehicle Replacement Schedule

YEAR	TYPE	AGE	ASSIGNMENT	FRONT LINE	RESERVE	REPLACEMENT
1997	Ford Rescue	17	Confined Space	15 years	5 years	2017
2000	Ferrara Engine	14	Front Line E-31	12 years	3 years	2015
2004	Smeal Truck	10	Font Line T-32	15 years	5 years	2024
2006	Ford Ambulance	8	Reserve	5 years	3 years	2014
2006	Chevy Pickup	8	Battalion 31	10 years	N/A	2016
2007	Smeal Engine	7	Front Line E-32	12 years	3 years	2022
2007	Smeal Truck	7	Front Line T-31	15 years	5 years	2027
2007	Ford Ambulance	7	Front Line	5 years	3 years	2015
2008	GMC Pickup	6	Chief	10 years	N/A	2018
2010	Ford Ambulance	4	Front Line	5 years	3 years	2018
2010	Ford Ambulance	4	Front Line	5 years	3 years	2018
2012	Ford Pickup	2	Utility	10 years	N/A	2022

The table shows that the agency should be planning to replace two vehicles in 2015 and another in 2016.

12. TRAINING FACILITIES

The Dinuba Fire Department currently maintains training props in the public works yard. The City owns land for the future construction of a fire and police training area. While the current props are adequate to meet the basic perishable training needs of the organization, the Department is finding it difficult, with the current call load, to effectively schedule and attend hands on training drills. This has led to the use of Target Solutions, and online-based training tool, to ensure personnel receive necessary training hours as time permits. In the employee survey, most employees agreed that they receive the appropriate amount of training to do their job well, but did not think that the hands-on training received is adequate.

7. RECOMMENDED LONG TERM STRATEGY

This chapter focuses on the long-term strategy related to the fire station locations, and how Dinuba officials can determine timing for adding additional stations if warranted. It is important to note that while the current location of the fire station is meeting the needs of the community, growth in the western portion of the City will change this statement. Therefore, the City should incorporate planning for a second station prior to development in the area.

1. FIRE STATION LOCATIONS

The preferred method used today for determining fire station locations is through geographical information systems (GIS). This method can take into account road networks, impedance factors, turn impedance, and elevation impedance.

For many years the basic criterion for station placement was road mileage only. The standard came from the ISO based on 1.5-mile station separation. The thought was that a fire apparatus could respond on 1.5 miles of roadway within five minutes of an emergency call.

The concept of using actual travel time more accurately represents the level of service for an all-risk approach. This method is performance-based and when performance lags steps can be taken to correct the issue.

One point that warrants restatement is that response time criteria should only be applied to calls that are high priority emergency calls. When incidents are analyzed, the data should be reviewed to ensure that nonemergency calls are not used when calculating performance. Non-life threatening calls, which are routinely handled by DFD,

should not be included in this analysis. To include these times in the analysis will skew the outcome, leading to false service indicators.

2. DETERMINING WHEN A STATION IS NEEDED

Proper timing for construction of a new station will require careful analysis and planning. A quantifiable threshold must be developed to determine the point at which a station is needed. Ultimately, a combination of financial measures and professional judgment from the leaders in the City will determine when a new station will be appropriate.

The Commission on Fire Accreditation International (CFAI) has developed a Trigger Mechanism Decision Matrix to provide options available when faced with various factors ⁽⁹⁾. The system approach would suggest a tiered application of solution based on thresholds. In this system, first actions are to be analyzed when the performance indicators are within ten percent of the threshold values. At the point the threshold values are met, additional actions are indicated, and if the threshold are exceeded, new resources may need to be employed within the first due area to increase performance.

The Trigger Mechanism Decision Matrix is found on the following page:

THRESHOLD	POSSIBLE SOLUTIONS
Units within 90% of Threshold values: Unit/Station call loading <ul style="list-style-type: none"> Above 3,150 calls per year – single unit Above 7,900 calls per year – two units Above 12,600 calls per year – three units First due unit availability less than 82% First due reliability under 82% Performance gap rate of 1 - 2%	<ul style="list-style-type: none"> Change cover status/dynamic deployment Decrease first-due area Redeploy adjacent resources Reconfigure station resources Eliminate planned out of service time
Units at Threshold Values: Unit/Station call loading <ul style="list-style-type: none"> 3,500 calls per year – single unit 8,760 calls per year – two units 14,000 calls per year – three units Unit availability under 80% First due reliability under 80% Performance gap rate of 3 – 5%	<ul style="list-style-type: none"> Increase capacity of adjacent units Increase/decrease mutual aid Implement peak staffed units Redeploy resources to problem areas Relocate existing fire stations
Units over 110% of Threshold Values: Unit/Station call loading <ul style="list-style-type: none"> Above 3,850 calls per year – single unit Above 9,650 calls per year – two units Above 15,400 calls per year – three units Unit availability under 78% First due reliability under 78% First due availability under 78% Performance gap rate over 5%	<ul style="list-style-type: none"> Add new resources to station Add new resources to adjacent stations Add new station(s)

According to CFAI, trigger mechanism, when developed and employed with good science and data, can be a very valuable tool in compliance methodology ⁽⁹⁾.

Currently the Department is operating from a single station and runs just over 4,000 calls per year.

Below is a table to quantify the trigger points for opening a new fire station in a developing community. This will serve as a good indicator if calls for service increases are experienced as growth occurs in accordance with the Dinuba General Plan. Given

the timeframe required to design and construct a new facility, it is important these decisions are properly anticipated with good planning:

Action	Travel Distance	Response Time	Percent of Calls	Building/Risk Inventory
Maintain Status Quo	All risks within locally adopted distance.	First due unit is within locally adopted standards.	Enter percentage of current out of district calls.	Enter local building/risk inventory.
Temporary facilities and minimal staffing	Risks 1.5 to 3.0 miles from existing station.	First due unit exceeds five minute travel time 10% of the time, but does not exceed eight minutes.	More than 10% of calls are out of district.	New area has 25% of the same risk distribution as in initial area of coverage.
Permanent Station Needed	Risk locations exceeding four miles from the station.	First due company exceed 5 minute travel time 20 – 25% of the time. Some calls over eight minutes.	More than 20 – 25% of calls in outlying areas	New area has 35% of same risk distribution as in initial area of coverage
Permanent Station Essential	Outlying risk locations exceed five miles from station.	First due unit exceeds five minute travel time 30% of the time. Some calls over ten minutes.	More than 30% of calls are in outlying area.	New area has 50% of same risk distribution as in initial area.

As shown in the table above, the City of Dinuba does fall into the category of “Permanent Station Needed,” but does not fall into that of “Permanent Station Essential”.

APPENDIX A – RESULTS OF THE EMPLOYEE SURVEY

The Matrix Consulting Group conducted a survey of employees in the Dinuba Fire Department in order to gauge employee's sentiments on a variety of issues within the Department. Surveys were distributed to all employees in the Department, with 26 responses received. All responses are confidential.

1. SURVEY OVERVIEW

The survey consisted of three sections. The first section asked respondents to provide some demographic data for the purposes of filtering responses. They provided their current department assignment, employment status, and length of time employed by the Department.

The second section contained 56 statements to which respondents were asked to select one of the following responses: "strongly agree," "agree," "neutral," "disagree," and "strongly disagree." For purposes of discussion, responses of "strongly agree" and "agree" are grouped together in some tables, as are responses of "strongly disagree" and "disagree".

In the third section, respondents were asked to respond in their own words to 3 open-ended prompts regarding the strengths of the Department and opportunities for improvement. These prompts were intended to gauge employee sentiment on which issues are most pressing and give them an opportunity to suggest improvements.

2. DEMOGRAPHIC IDENTIFIERS

While all responses were kept confidential, respondents were asked to provide three pieces of information about themselves in order to make trends and correlations

visible in their responses. The questions asked and a summary of responses are listed below:

- “Please indicate your current department assignment.”

Current Department Assignment	
Assignment	Percentage of Respondents
Administration	7.4%
Emergency Response	92.6%

- “Please indicate your current employment status.”

Current Employment Status	
Status	Percentage of Respondents
Full Time	96.2%%
Part Time	0.0%
Paid Call	3.9%

- “How long have you worked for the Dinuba Fire Department?”

Length of Employment by the Department	
Longevity	Percentage of Respondents
Less than 1 year	4.6%
1-5 years	22.7%
6-10 years	31.8%
11-15 years	18.2%
16-20 years	9.1%
More than 20 years	13.6%

3. MULTIPLE CHOICE STATEMENTS

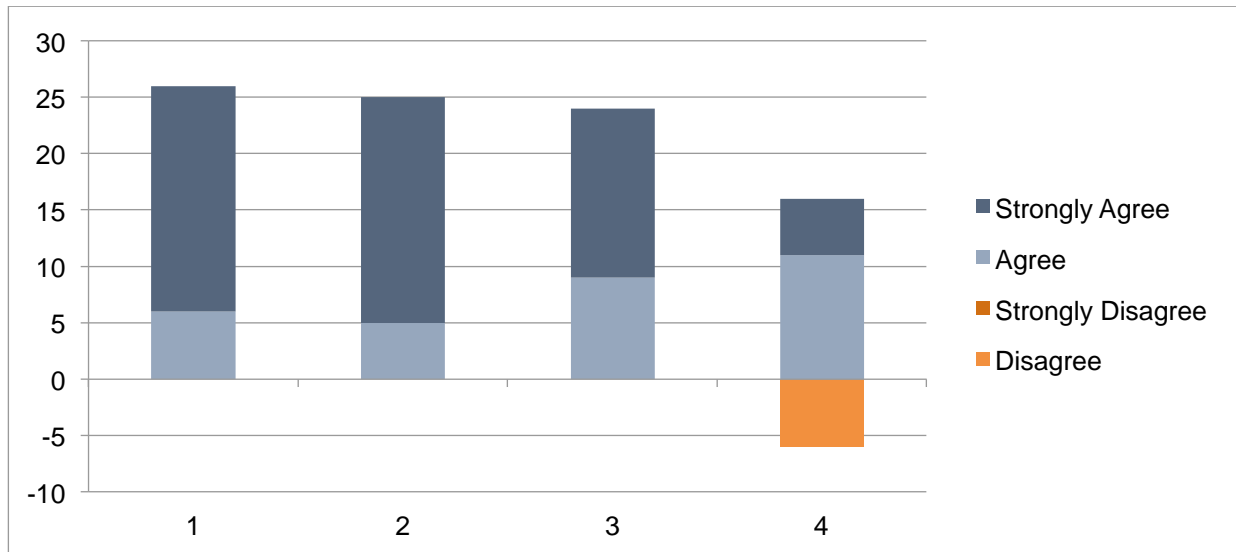
The following sections describe employees’ responses to the multiple-choice statements from the second section of the survey, regarding their perceptions and attitudes about various aspects of the Department. Responses varied widely in this portion of the survey, with some statements receiving strong agreement, and respondents expressing more negative sentiments in others.

(1) Service to the Community

The following table outlines employees’ responses to statements regarding the Department’s service to the community.

Service to the Community				
Statement	Agree or Strongly Agree	Neutral	Disagree or Strongly Disagree	N/A
1. The Department provides a high level of service to the community.	100.0%	0.0%	0.0%	0.0%
2. Compared to other fire departments in the area, DFD provides high levels of service.	96.2%	3.8%	0.0%	0.0%
3. The residents of Dinuba view the Fire Department as a high priority.	92.3%	7.7%	0.0%	0.0%
4. Compared to other fire departments in the area, DFD has a high amount of resources available for providing fire services.	61.5%	15.4%	23.1%	0.0%

The following graph presents a visual representation of the number of agreeing (blue) and disagreeing (red) responses to each statement in this category.



Please note the following point:

- **Statement #4:** “Compared to other fire departments in the area, DFD has a high amount of resources available for providing fire services.” This statement received a strong majority of agreement, with a handful of disagreeing responses. There was no correlation between the disagreement and the assignment, status, or longevity of staff.

Respondents made it clear that they feel the Department provides a high level of service to the community, and is in turn respected and prioritized by citizens. Some

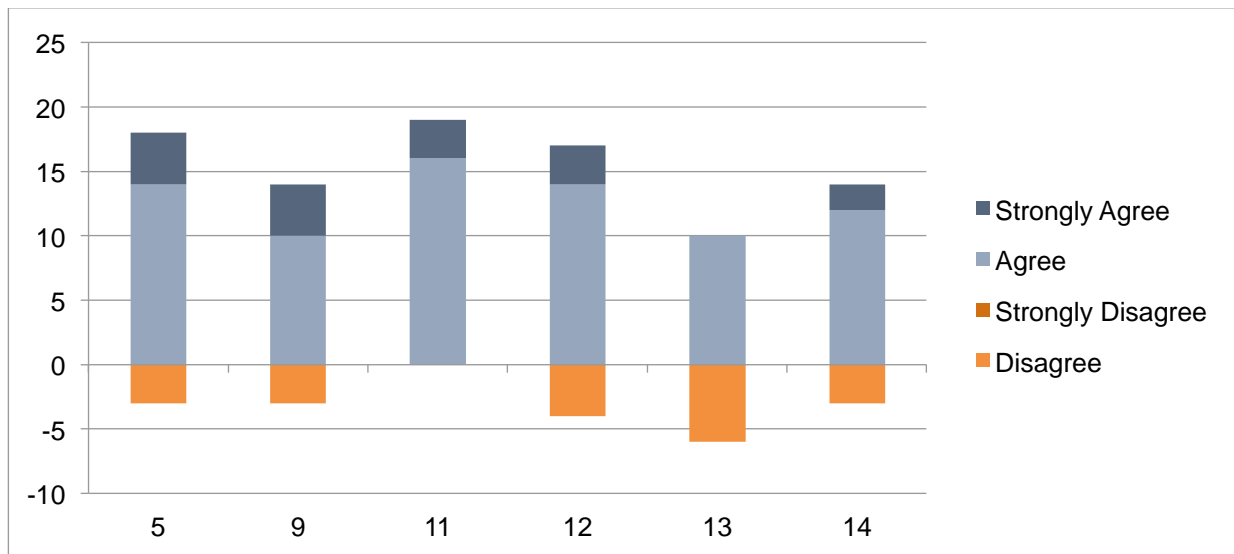
employees do feel, however, that DFD is under-resourced compared to other fire departments in the area.

(2) Administrative Effectiveness

The following table outlines employees' responses to statements regarding the administrative effectiveness of the Department.

Administrative Effectiveness				
Statement	Agree or Strongly Agree	Neutral	Disagree or Strongly Disagree	N/A
5. Our Department has a clear vision/direction for the future.	72.0%	12.0%	12.0%	4.0%
9. When problems or issues arise in the Department they are resolved in a timely manner.	56.0%	28.0%	12.0%	4.0%
11. Our Department seems to be innovative and progressive.	76.0%	24.0%	0.0%	0.0%
12. Our Department does a good job planning and scheduling our work assignments.	68.0%	16.0%	16.0%	0.0%
13. Our policies and procedures are up to date and are consistently followed.	40.0%	32.0%	24.0%	4.0%
14. The Department strives to continually improve policies and procedures.	56.0%	28.0%	12.0%	4.0%

The following graph presents a visual representation of the number of agreeing (blue) and disagreeing (red) responses to each statement in this category.



Please note the following point:

- **Statement #13:** *“Our policies and procedures are up to date and are consistently followed.”* This statement received a majority of agreeing responses, along with a handful of disagreement and a large number of neutral responses. Both responding administrators disagreed or skipped the statement.

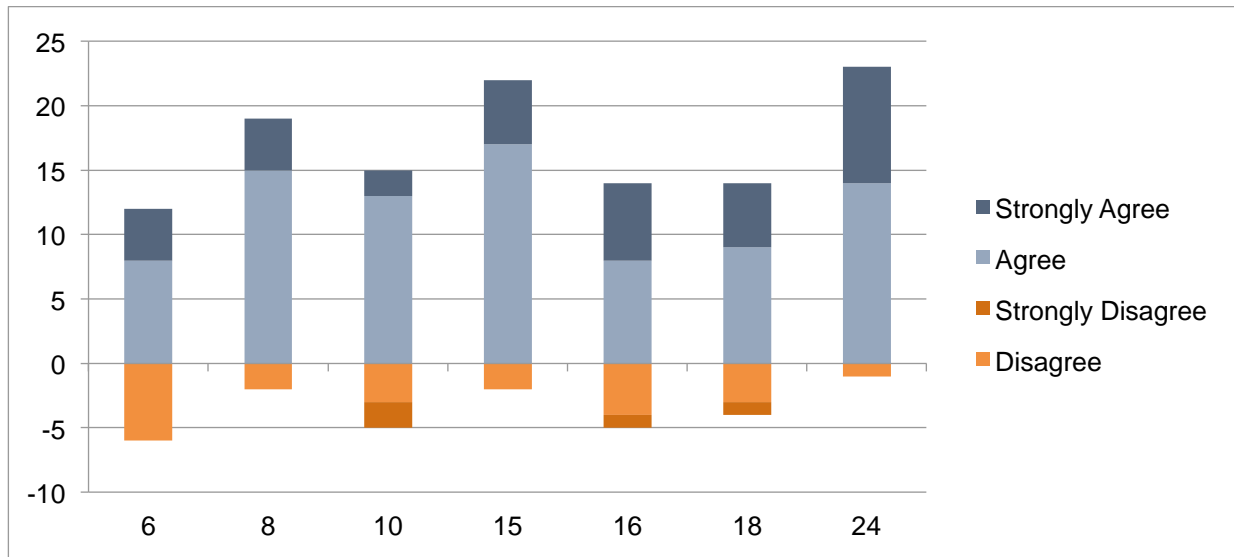
Respondents for the most part provided strong positive opinions about the effectiveness of their administrators and the overall leadership and direction of the Department. The one area of noticeable disagreement was in the area of policies and procedures, where some feel that they are either not up to date or not consistently followed.

(3) Work Environment

The following table outlines employees’ responses to statements regarding the work environment of the Department.

Work Environment				
Statement	Agree or Strongly Agree	Neutral	Disagree or Strongly Disagree	N/A
6. I am kept informed of Departmental information that affects me.	48.0%	28.0%	24.0%	0.0%
8. My work performance expectations are made clear.	76.0%	12.0%	8.0%	4.0%
10. Staff are held accountable for their actions.	60.0%	16.0%	20.0%	4.0%
15. The Department's expectations regarding standards of conduct are clear to me.	88.0%	0.0%	8.0%	4.0%
16. The same standards of conduct are applied to managers and supervisors as are applied to line staff.	56.0%	24.0%	20.0%	0.0%
18. I am appropriately recognized for my work and contributions to the Department.	56.0%	12.0%	16.0%	16.0%
24. There is a good working relationship between paid on-call, full-time personnel, and administrative staff.	92.0%	4.0%	4.0%	0.0%

The following graph presents a visual representation of the number of agreeing (blue) and disagreeing (red) responses to each statement in this category.



Please note the following points:

- **Statement #6:** *“I am kept informed of Departmental information that affects me.”* This statement received twice as much agreement as disagreement. Among those who disagreed, there was no correlation between their responses and their assignment, status, or longevity.
- **Statement #10:** *“Staff are held accountable for their actions.”* This statement received three times as much agreement as disagreement, with a few who strongly disagreed. For those who disagreed, there was no correlation between their responses and their assignment, status, or longevity.
- **Statement #16:** *“The same standards of conduct are applied to managers and supervisors as are applied to line staff.”* This statement received a majority of agreement, and a handful of disagreeing responses. No discernible pattern emerged between those who disagreed and their assignment, status, or longevity.
- **Statement #18:** *“I am appropriately recognized for my work and contributions to the Department.”* This statement received a majority of agreement, and a handful of disagreeing responses. There was no correlation between those who disagreed and their assignment, status, or longevity.

Staff provided mostly positive responses in regards to the work environment at the Department. A few statements received scattered disagreeing responses, indicating that there are some who feel that avenues of communication and recognition have room

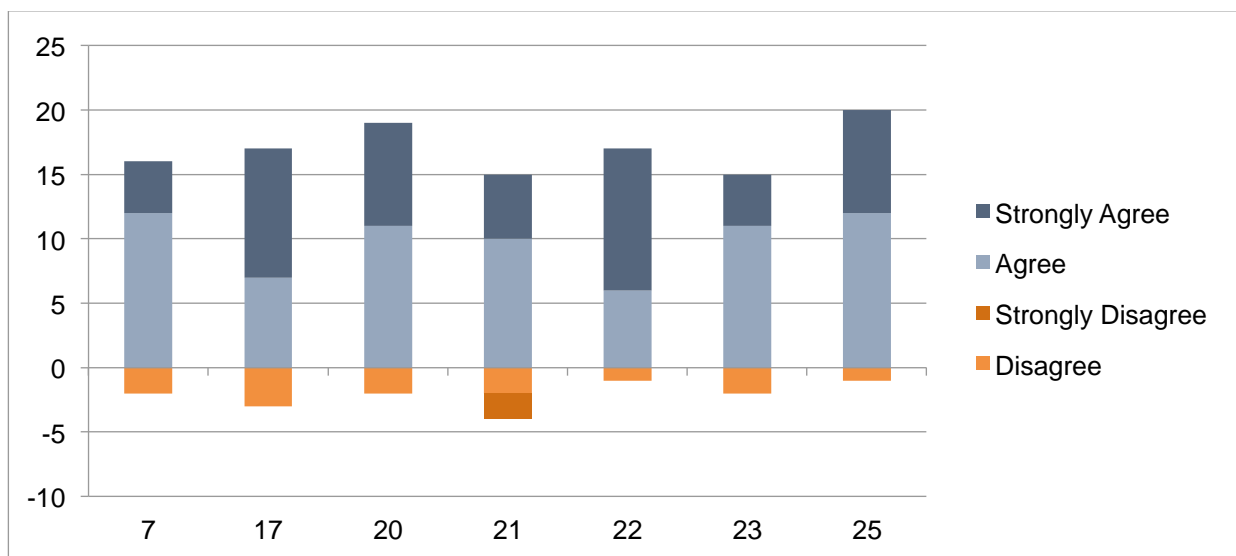
for improvement, that staff are not always held accountable for their actions, and that there may be a discrepancy of standards between managers and line staff.

(4) Management & Leadership

The following table outlines employees' responses to statements regarding the management and leadership of the Department.

Management & Leadership				
Statement	Agree or Strongly Agree	Neutral	Disagree or Strongly Disagree	N/A
7. I am able to provide input to my supervisor and management.	64.0%	24.0%	8.0%	4.0%
17. My immediate supervisor creates a motivating environment for my work unit.	68.0%	12.0%	12.0%	8.0%
20. My supervisor listens to me and evaluates me fairly.	76.0%	8.0%	8.0%	8.0%
21. Employees have equal opportunity to be selected for specialty assignments.	60.0%	16.0%	16.0%	8.0%
22. The promotional process fairly tests the skills, ability, and qualifications of the candidates for the position.	68.0%	16.0%	4.0%	12.0%
23. Managers seek and value input from staff on their ideas about how to improve operations and services.	60.0%	28.0%	8.0%	4.0%
25. If I have ideas or concerns about the Department, I bring them to my supervisor's attention.	92.0%	4.0%	4.0%	0.0%

The following graph presents a visual representation of the number of agreeing (blue) and disagreeing (red) responses to each statement in this category.



Please note the following point:

- **Statement #21:** *“Employees have equal opportunity to be selected for specialty assignments.”* This statement received a majority of agreement and more than three times as many positive responses as negative ones. Among those who disagreed or strongly disagreed, there was no relationship between their responses and their assignment, status, or longevity.

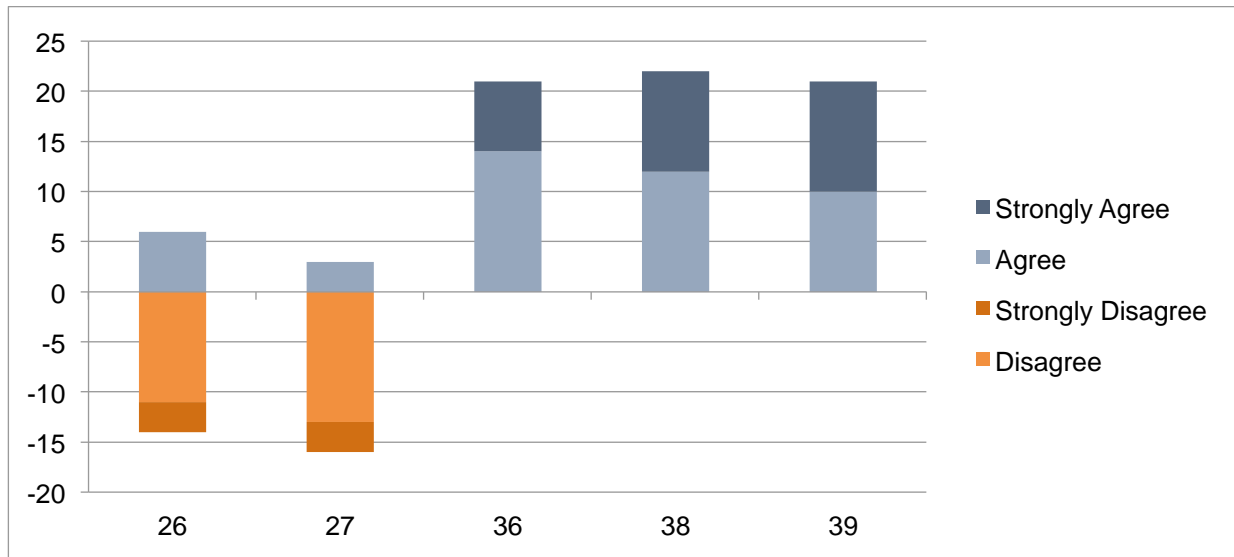
Respondents gave overall positive reviews to the Department’s management and leadership, with a handful of employees questioning the equality of opportunity to be selected for special assignments.

(5) Staffing

The following table outlines employees’ responses to statements regarding the Department’s staffing situation.

Staffing				
Statement	Agree or Strongly Agree	Neutral	Disagree or Strongly Disagree	N/A
26. Staff resources are appropriate given call for service workloads.	24.0%	16.0%	56.0%	4.0%
27. We have staffing levels needed to perform safely and effectively during incidents.	12.0%	24.0%	64.0%	0.0%
36. Our Department is able to attract and retain highly qualified personnel.	84.0%	12.0%	0.0%	4.0%
38. Our administrative personnel are competent at their jobs.	88.0%	12.0%	0.0%	4.0%
39. My immediate supervisor is competent at his/her job.	84.0%	12.0%	0.0%	4.0%

The following graph presents a visual representation of the number of agreeing (blue) and disagreeing (red) responses to each statement in this category.



Please note the following points:

- **Statement #26:** *“Staff resources are appropriate given call for service workloads.”* This statement received a majority of disagreement and a handful of strongly disagreeing responses. Both responding administrators disagreed with this statement as well. The vast majority of responses to this statement matched the response to statement #27.
- **Statement #27:** *“We have staffing levels needed to perform safely and effectively during incidents.”* This statement received a majority of disagreeing and strongly disagreeing responses. Among those who disagreed, there was no discernible correlation between their responses and their assignment, status, or longevity.

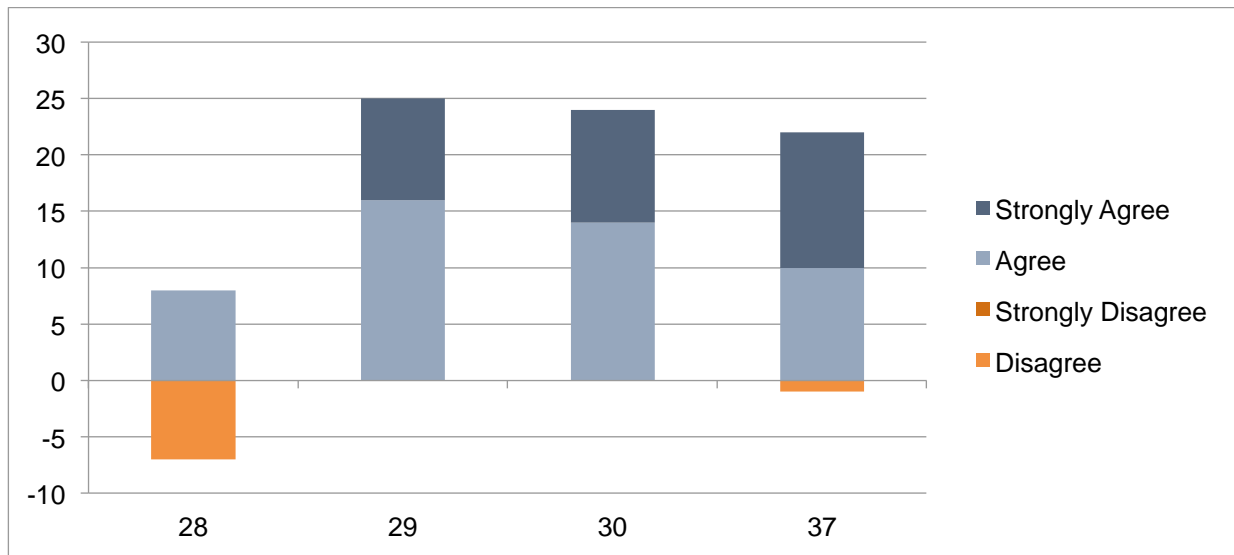
Respondents clearly have a positive opinion of their colleagues’ capabilities and competency, and the sentiment carries over to their managers as well. In terms of staffing numbers, however, responses to statements #26 and #27 make it clear that most employees feel the Department is understaffed.

(6) Call Response Operations

The following table outlines employees’ responses to statements regarding the Department’s operations in responding to calls.

Call Response Operations				
Statement	Agree or Strongly Agree	Neutral	Disagree or Strongly Disagree	N/A
28. Dispatch information provided to us on incidents is accurate and timely.	32.0%	40.0%	28.0%	0.0%
29. Our personnel work well with each other on calls for service requiring multi-unit response.	100.0%	0.0%	0.0%	0.0%
30. We get out of our stations quickly in response to emergency calls.	96.0%	0.0%	0.0%	4.0%
37. We are able to respond in a timely manner to high priority calls for service.	91.7%	4.2%	4.2%	0.0%

The following graph presents a visual representation of the number of agreeing (blue) and disagreeing (red) responses to each statement in this category.



Please note the following point:

- **Statement #28:** *“Dispatch information provided to us on incidents is accurate and timely.”* This statement was met with split opinions, a large number of neutral responses, and no strongly agreeing or disagreeing responses. None of the emergency response staff with 15 or more years of employment agreed with this statement.

Employees expressed strongly positive sentiments about the Department’s ability to respond quickly and work together when responding to calls, but were less

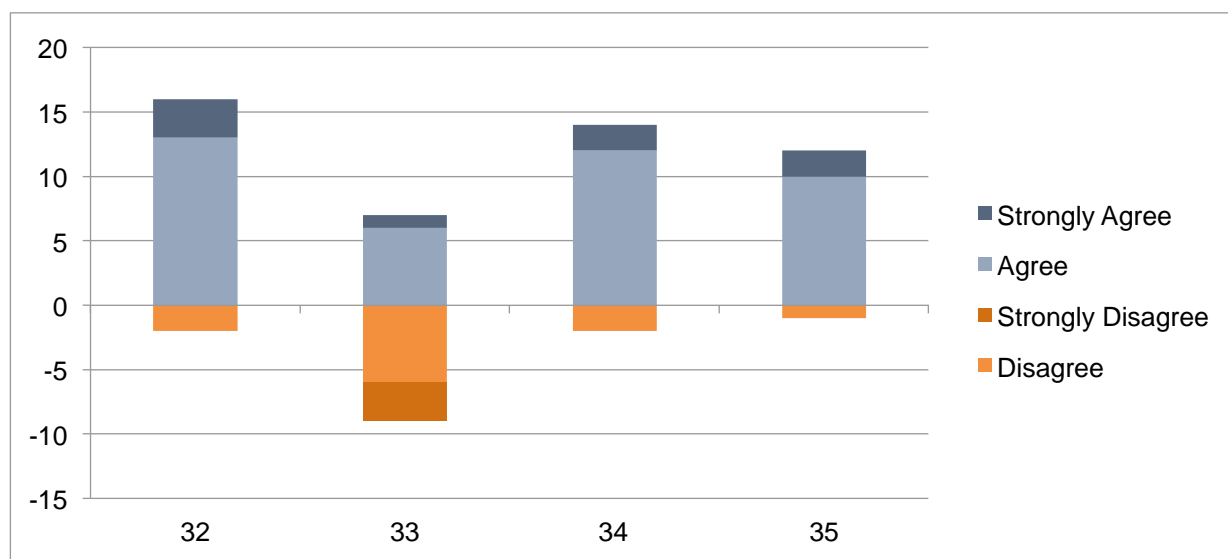
enthusiastic about approving of the timing and accuracy of the dispatch information provided to them.

(7) Planning & Organization

The following table outlines employees' responses to statements regarding planning and organization in the Department.

Planning & Organization				
Statement	Agree or Strongly Agree	Neutral	Disagree or Strongly Disagree	N/A
32. We have maximized the use of technology in delivering services in the field.	64.0%	24.0%	8.0%	4.0%
33. Our current approach to pre-fire planning is effective.	28.0%	32.0%	36.0%	4.0%
34. The company inspection program increases life-safety in our community.	56.0%	28.0%	8.0%	8.0%
35. Fire Prevention and Public Education information is adequately disseminated to the community.	48.0%	36.0%	4.0%	12.0%

The following graph presents a visual representation of the number of agreeing (blue) and disagreeing (red) responses to each statement in this category.



Please note the following point:

- **Statement #33:** "Our current approach to pre-fire planning is effective." This statement received mixed responses, with slightly more disagreement than

agreement. Both administrators who responded disagreed with this statement, indicating recognition of the need for improvement across organizational levels.

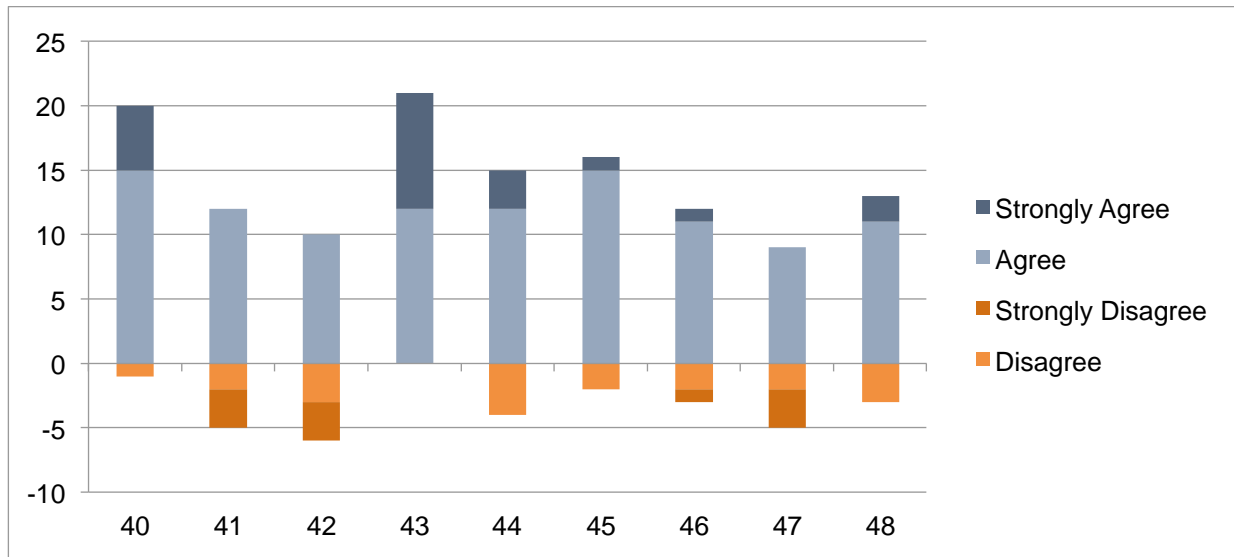
Respondents were mostly positive in their assessment of the Department's planning and organization. The one exception to the general agreement in this section was the effectiveness of pre-fire planning.

(8) Facilities, Apparatus, & Equipment

The following table outlines employees' responses to statements regarding the Department's facilities, apparatus, and equipment.

Facilities, Apparatus, & Equipment				
Statement	Agree or Strongly Agree	Neutral	Disagree or Strongly Disagree	N/A
40. We have the equipment we need to provide high levels of service.	83.3%	12.5%	4.2%	0.0%
41. The approach to IT meets the internal needs of the DFD.	50.0%	20.8%	20.8%	8.3%
42. The way our IT is deployed enhances the ability to perform my job.	41.7%	33.3%	25.0%	0.0%
43. We have the apparatus we need to provide high levels of service.	87.5%	12.5%	0.0%	0.0%
44. We are replacing our fire and EMS apparatus on an appropriate schedule.	62.5%	16.7%	16.7%	4.2%
45. Our fire and EMS equipment is well maintained.	66.7%	25.0%	8.3%	0.0%
46. Our fire and EMS apparatus are well maintained.	50.0%	33.3%	12.5%	4.2%
47. Our equipment is repaired in a timely manner.	37.5%	33.3%	20.8%	8.3%
48. Our fire station is in good condition and provides a comfortable place to work.	54.2%	29.2%	12.5%	4.2%

The following graph presents a visual representation of the number of agreeing (blue) and disagreeing (red) responses to each statement in this category.



Please note the following points:

- **Statement #41:** *“The approach to IT meets the internal needs of the DFD.”* This statement received twice as much agreement as disagreement. Employees with more years of employment in the Department tended to have a more positive opinion on this statement than more recent hires.
- **Statement #42:** *“The way our IT is deployed enhances the ability to perform my job.”* This statement received mostly agreement, but a handful of disagreeing and strongly disagreeing responses. There was no correlation between employees’ responses and their assignment, status, or longevity.
- **Statement #47:** *“Our equipment is repaired in a timely manner.”* This statement was met with more agreement than disagreement, but some employees strongly disagreed. Among those who disagreed, there was no noticeable relationship between their responses and their assignment, status, or longevity.

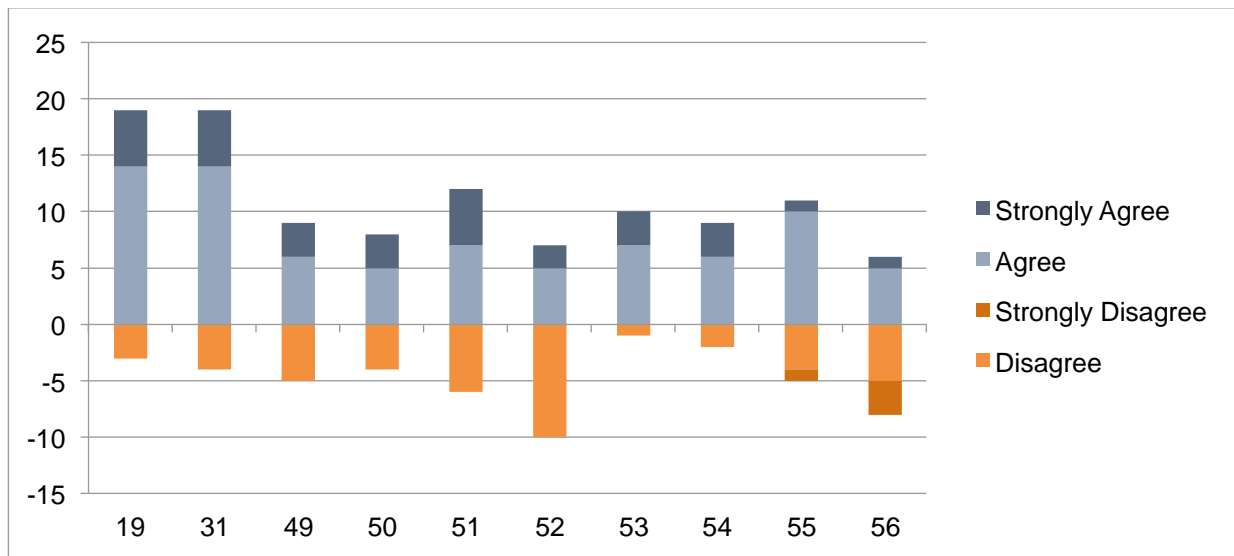
Employees are mostly satisfied with the facilities, apparatus, and equipment in the Department. A couple of exceptions emerged, as some employees, particularly newer ones, feel that the effectiveness of IT functions could be improved, and there are a few who would like to see equipment repaired more quickly.

(9) Training

The following table outlines employees’ responses to statements regarding the Department’s training programs and practices.

Training				
Statement	Agree or Strongly Agree	Neutral	Disagree or Strongly Disagree	N/A
19. I receive the appropriate training to do my job well.	76.0%	12.0%	12.0%	0.0%
31. We receive the training needed to maintain our Fire and EMS skills.	76.0%	8.0%	16.0%	0.0%
49. Overall, we receive the practical training we need to keep our basic skills high.	37.5%	41.7%	20.8%	0.0%
50. The amount of training I receive is adequate.	33.3%	50.0%	16.7%	0.0%
51. The quality of classroom training I receive is adequate.	50.0%	25.0%	25.0%	0.0%
52. The quality of hands-on training I receive is adequate.	29.2%	25.0%	41.7%	4.2%
53. Company officers receive the training required to become good leaders and managers.	41.7%	41.7%	4.2%	12.5%
54. Company officers receive the support they need to provide consistent/effective company-level training.	37.5%	37.5%	8.3%	16.7%
55. The training we receive is well planned and organized.	45.8%	33.3%	20.8%	0.0%
56. We receive the specialty training we need to perform well (technical rescue, hazmat, etc.)	25.0%	41.7%	33.3%	0.0%

The following graph presents a visual representation of the number of agreeing (blue) and disagreeing (red) responses to each statement in this category.



Please note the following points:

- **Statement #49:** “Overall, we receive the practical training we need to keep our basic skills high.” This statement received more agreement than disagreement, and a large number of neutral responses. All of the disagreeing responses came from staff with less than 10 years of Department experience.

- **Statement #50:** *“The amount of training I receive is adequate.”* This statement received more agreement than disagreement, and a large number of neutral responses. Again, all of the disagreeing responses came from staff with less than 10 years of Department experience. Responses to this statement across the board were nearly identical to those of statement #49.
- **Statement #51:** *“The quality of classroom training I receive is adequate.”* This statement received twice as much agreement as disagreement. There was no apparent pattern to the assignment, status, or longevity of those who disagreed.
- **Statement #52:** *“The quality of hands-on training I receive is adequate.”* This statement received more disagreement than agreement, suggesting a need for improved hands-on training in the Department. There was no correlation between the disagreeing responses and the assignment, status, or longevity of those who provided them.
- **Statement #55:** *“The training we receive is well planned and organized.”* This statement received twice as much agreement as disagreement. Among the handful who disagreed, there was no relationship between their responses and their assignment, status, or longevity.
- **Statement #56:** *“We receive the specialty training we need to perform well (technical rescue, hazmat, etc.)”* This statement received more disagreement than agreement, and a handful of strongly disagreeing responses as well. There was no noticeable pattern to the assignment, status, or longevity of those who disagreed.

Respondents provided a mostly optimistic perspective of the Department’s training program, although they expressed their concern in a number of areas. Hands-on training and specialty training, in particular, led the list of concerns, while some statements about the amount and quality of general training, as well as the planning and organization of the training program, also received negative responses.

4. OPEN-ENDED PROMPTS

The following sections summarize users’ responses to the open-ended prompts in the final section of the survey.

(1) Please indicate what you believe are the most important strengths of the Dinuba Fire Department.

There were 13 responses to this prompt. Themes that appeared in multiple responses are outlined below:

- Community support and public image (5 responses)
- Department equipment (5 responses)
- EMS service levels (5 responses)
- Service to community (4 responses)
- Professionalism of staff (4 responses)
- Teamwork/unity among staff (3 responses)
- Strong administration (2 responses)
- Fast response times (2 responses)
- Flexibility of staff to changing situations (2 responses)
- Competent and knowledgeable staff (2 responses)
- EMS equipment (2 responses)
- Training (2 responses)

Responses to this prompt align with the responses to the multiple-choice statements earlier in the survey. The quality and dedication of staff to their job and to fast, professional responses to incidents is a source of pride, and employees are generally pleased with their equipment as well.

(2) Please indicate what you believe are the most important improvement opportunities facing the Dinuba Fire Department.

There were 14 responses to this prompt. Themes that appeared in multiple responses are outlined below:

- Improved training program and funding (14 responses)
- Construction of second station (12 responses)
- Staffing increases (10 responses)
- Replacement of equipment/apparatus (6 responses)
- Prevention officer (2 responses)

Respondents made a clear statement about their priorities for changes in the Department, with nearly every response concentrating on the need for an expanded and improved training program, as well as the need for Department growth in both staffing

numbers and the construction of a new station. Additionally, many responses indicated that equipment and apparatus is in need of regular replacement.

(3) Please feel free to provide any additional comments for the project team below:

Only one responses to this prompt was received:

"I do not feel that we, as a department, are prepared for fire incidents. Training is not a priority, other than Target Solutions. Pre-planning is not discussed or overviewed. Assignments in emergency situations are not discussed or known until incidents happen. Standards of activities performed on fire grounds are not maintained. There is a complete lack in technical training and technical equipment up keep. There is no accountability in discipline or lack in performing duties. The department is desperate need of a 2nd station."

APPENDIX B – REFERENCES

1. Insurance Services Office, “ISO’s PPC Program, Better Fire Protection – As Measured by the PPC Program”, ISO’s Public Protection Classification (PPC).
2. Insurance Services Office, “Fire Suppression Rating Schedule”.
3. Insurance Services Office, “Draft Concept FSRS 2009”, ISO, 2008.
4. Government Sourcebook, “State and Local Fire Protection Spending per Capita”, 2006.
5. National Fire Protection Association, “NFPA Report: U.S. Fire Department Profile Through 2009”, October, 2010, by Karter, M. and Stein, P.
6. Commission on Fire Accreditation International (CFAI), “Fire & Emergency Service Self-Assessment Manual”, 8th Edition, 2009.
7. National Fire Protection Association, NFPA 1901: Standard for Automotive Fire Apparatus, 2009 edition.
8. National Fire Protection Association, “Fire Loss in the United States During 2009”, August 2010, by Karter, Michael.
9. Commission on Fire Accreditation International (CFAI), “Standards of Cover”, 5th Edition, 2008.

Proposal to Conduct a Police Department Study

MIDWEST CITY, OKLAHOMA



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March 31, 2016

Mr. Guy Henson
City Manager
City of Midwest City
100 North Midwest Boulevard
Midwest City, OK 73110

Dear Mr. Henson:

The Matrix Consulting Group is pleased to submit our revised proposal to conduct a Police Department Study for the City of Midwest City. Our proposal is based on our review of the City's Request for Proposals and our research on the Police Department's organization and services, as well as our experience conducting hundreds of staffing studies for similar police departments in the Southwest and across the United States. Our experience and capabilities can be summarized as follows:

- **Extensive experience having completed similar assessments for over 250 police departments in the Southwest and across the country** (as well as in Canada). Our firm has assisted hundreds of police chiefs, policymakers and municipal and police managers with improving department management, organizational structure, staffing and operations. Our recent experience includes many agencies similar in size to the Midwest City Police Department. The following table provides a partial list of recent examples:

Arlington, WA	Fort Morgan, CO	Portland, OR
Asheville, NC	Franklin Township, NJ	Raleigh, NC
Aurora, CO	Goleta, CA	Redding, CA
Aztec, NM	Goodyear, AZ	Seaside, CA
Birmingham, AL	Hayward, CA	Spokane, WA
Berkeley, CA	Hennepin County, MN	St. Petersburg, FL
Beverly Hills, CA	Kenmore, WA	Suffolk, VA
Carlisle, PA	Lawrence Township, NJ	Sunnyvale, CA
Clearwater, FL	Milwaukee, WI	Tacoma, WA
Columbia, MO	Montville, NJ	Vancouver, WA
Coral Gables, FL	Napa, CA	Vernon, CA
Corvallis, OR	Newburgh, NY	Winnipeg, MB (Canada)
Elko, NV	Phoenix, AZ	York, PA

In addition, we are currently completing other law enforcement studies Roseville and Dublin (CA), Mahwah and Mendham (NJ) and Sherwood (OR).

- **A proposed project team with demonstrated success as law enforcement practitioners and management consultants.** As President of the firm, with 35+ years of experience encompassing over 300 police department assessments, I have managed and quality controlled all of our projects. I will be the project manager of this engagement and will be assisted by the following senior staff:
 - Robert Finn, a Senior Manager with over 6 years of consulting experience, who served the Chief of the Southlake (TX) Department of Public Safety. He is based in the Dallas Metroplex.
 - Byron Pipkin, a Senior Manager, who has been a law enforcement consultant for 10 years. Before joining the firm, he served as Deputy Chief in Sunnyvale, CA.
 - Ian Brady, a Senior Consultant, specializes in law enforcement consulting and develops our deployment and beat models.

While we are a national firm we have a regional office in the Dallas Metroplex.

- **An approach to assessing police departments which is data-driven to identify opportunities for improvement.** We utilize a comprehensive approach to assessing police department staffing and how operations management affects these needs. Our approach to conducting this study is summarized as follows:
 - Extensive interviews with key stakeholders including policy-makers, managers and staff of the City and the Police Department. We have also provided opportunities for public participation.
 - Detailed analysis based on intensive data collection that lead to comprehensive reviews of all aspects of the Department's operations.
 - An interactive process designed to maximize organization-wide support for implementation of study recommendations.
 - Transferring our analytical capacity to the Police Department by training staff on our models and benchmarks.

As President of the firm, I am authorized to negotiate, bind the firm, and execute the contract for the study.

If you have any questions, please do not hesitate to contact me – either at the letterhead address, by phone at 650-858-0507, or by email at rbrady@matrixcg.net.

Matrix Consulting Group

Richard Brady
President

1. FIRM QUALIFICATIONS

In this section of the proposal we provide a summary of the firm and the services it provides to governments around the country, especially to law enforcement agencies.

1. HISTORY OF THE FIRM

The Matrix Consulting Group specializes in providing analytical services to local governments, to assist them in providing highly responsive, efficient, and effective services to their residents. Our market and service focus is financial, management, staffing and operations analysis of local government. Our firm's history and composition are summarized below:

- We were founded in 2002. However, the principals and senior staff of our firm have worked together in this and other consulting organizations *as one team* for between 10 and 30 years.
- Our *only* market and service focus is management, staffing and operations analysis of local government.
- Since our founding, we have worked with over 800 municipalities and counties, conducting management studies of their operations and recommending improvements.
- Our firm maintains offices in Mountain View, California; Texas (Dallas Metro); Worcester, Massachusetts; Illinois (St. Louis Metro area); and Washington (Spokane area).

We are proud of our service philosophy based on detailed analysis, as well as our customized strategy and partnership with our clients. This has resulted in high levels of implementation of our project recommendations – exceeding 85%.

While we provide a wide variety of services to local government, the analysis of law enforcement services is our largest service area. Our extensive experience in this field is described in greater detail later in this proposal.

The following table provides some additional general demographic and contact information on our firm.

Form of Incorporation	Matrix Consulting Group, Ltd. Incorporated domestically in California (January 2003) as a C-Corp.
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Location / Mailing Address for Corporate Headquarters	201 San Antonio Circle, Suite 148 Mountain View, CA 94040 650.858.0507 (voice) 650.917.2310 (fax)
Corporate Contact	Richard P. Brady, President 650.858-0507 rbrady@matrixcg.net
Current Staff	We currently have 15 full-time and 5 part-time staff.
Services Provided	Management, organizational, shared-services, staffing and operational (efficiency and effectiveness) analysis for public sector entities across the various functions, including: Administration (HR, Finance, IT, etc.) Business Process Documentation Community Development Finance studies, including user fee analysis Fire and Emergency Medical Services Law Enforcement (police, corrections, courts) Organizational Structure Analysis Parks, Recreation and Community Services Public Works Utilities / Infrastructure Maintenance

2. PRIOR POLICE ORGANIZATIONAL AND STAFFING STUDIES.

Our firm has assisted hundreds of police chiefs, policy-makers and municipal and police managers with improving department management, organizational structure, staffing and operations. We have worked with many law enforcement agencies in recent years that are similar in size to the Midwest City Police Department. A partial list of recent clients include the following examples (those in the past three years **bolded**):

Arlington, WA	Fort Morgan, CO	Portland, OR
Asheville, NC	Franklin Township, NJ	Raleigh, NC
Aurora, CO	Goleta, CA	Redding, CA
Aztec, NM	Goodyear, AZ	Seaside, CA
Birmingham, AL	Hayward, CA	Spokane, WA
Berkeley, CA	Hennepin County, MN	St. Petersburg, FL
Beverly Hills, CA	Kenmore, WA	Suffolk, VA
Carlisle, PA	Lawrence Township, NJ	Sunnyvale, CA
Clearwater, FL	Milwaukee, WI	Tacoma, WA
Columbia, MO	Montville, NJ	Vancouver, WA
Coral Gables, FL	Napa, CA	Vernon, CA
Corvallis, OR	Newburgh, NY	Winnipeg, MB (Canada)
Elko, NV	Phoenix, AZ	York, PA

In addition, we are currently completing other law enforcement studies Roseville and Dublin (CA), Mahwah and Mendham (NJ) and Sherwood (OR).

2. SIMILAR STUDIES

The Matrix Consulting Group has conducted over 300 law enforcement services studies. The following table summarizes recently completed police analytical projects, which are similar to the one sought by Midwest City for communities with populations between 5,000 and 55,000. We have also taken the liberty to provide additional references for key work for larger departments completed within the past year. These also serve as contact references for our work:

Client	Project Summary
Peachtree City, Georgia Police Department Organizational and Operational Efficiency Study James Pennington City Manager (770) 487-7657	Key recommendations included maintaining existing staffing to provide the high level of service desired by the City, refining dispatch procedures to provide additional data for response times, revisions to the complaint investigation process and assigning a dedicated IT position to improve technology utilization in the agency. This project was completed within the project budget. The schedule for this project was extended, as significant issues existed with the dispatch center's ability to provide call for service and response time data.
Berkeley, California Police Department Beat Structure Project Lt. David Frankel Project Coordinator (510) 981-5792	<p>The Matrix Consulting Group completed a patrol redistricting and deployment project for the Berkeley Department. The study developed extensive analytics to evaluate issues with the existing beat structure, including analysis of calls for service, major crimes, and patrol unit workloads. Input was gained from management and line patrol staff, as well as from the Berkeley community through a citizen survey and seven open town hall meetings.</p> <p>The project accomplished the Department's goal of transitioning the department from an 18-beat structure to a more workable 14-beat configuration that enabled the creation of a proactively deployed "flex team." The recommendations made by the project team, including the redesigned patrol beat structure, have now been fully implemented.</p>
Coral Gables, Florida Police Department Efficiency and Effectiveness Study Edward Hudak Police Chief (305) 460-5413	In this study, the project team assessed the efficiency and effectiveness of this Department. Key recommendations included the conversion of an inefficient 10 hour shift schedule to a more efficient and innovative variation of the 12 hour shift; creation of a proactive Strategic Initiatives Team in field services; improvements in case management, creation of a proactive Strategic Investigations Unit; and a Department reorganization while eliminated two divisions and replaced a top sworn manager with a civilian over administrative services.

Client	Project Summary
Carlisle, Pennsylvania Police Department Organizational Review Matthew Candland Borough Manager (717) 240-6921	In this just completed study the project the Matrix Consulting Group developed a management and staffing plan for the Police Department. Coming a time of significant change in home rule the study laid out a management plan for the Chief, Borough Manager and Borough Council to better provide oversight and performance expectations. The study also reviewed operations to include improvements in community service, patrol and case management and crime analysis.
Elko, Nevada Management Study of the Police Department Curtis Calder City Manager (775) 777-7126	In this study the project team evaluated the Police Department at a time of concern evidenced by high employee turnover and dissatisfaction. Key recommendations to improve management systems and internal communications were critical. Recommendations were also made to improve regionalization, to improve records and especially property and evidence functions.
Raleigh, North Carolina Police Department Workload and Personnel Resources Allocation Analysis Sergeant Eric Goodwin Research and Planning (919) 996-1062	<p>The Matrix Consulting Group developed a plan to redesign an outdated patrol beat structure in a rapidly growing city that was expected to double in size over the next 20 years. Inequalities in the levels of workload handled by each beat were extensive within the existing beat structure, where a number of beats featured calls for service totals that were 75% above or below the average.</p> <p>Our project team completely redesigned the beat structure in a manner that equalized workloads and facilitated community policing by drawing beat boundaries around neighborhoods and commercial districts. The project team also made recommendations regarding shift management, clarifying the roles of watch commanders, district captains, shift lieutenants, and sergeants. The structure and roles of community policing units was also addressed. These recommendations are now being implemented by the Department.</p>
Portland, Oregon Staffing Study of the Police Department Captain John Scruggs Project Coordinator (503) 793-8995	In this project Matrix worked with the outgoing and new Chief of Police and command staff to develop a plan for the Police Department which addressed the needs of an effective community policing organization in an environment in which organizational culture transformation needed to be supported. The study resulted in redeployment of patrol staff, additional school resources officers, the reorganization of organized crime investigations and the development of a performance management system which supported managers while better informing the Mayor and Commission as well as the public.

3. PREVIOUS CONTRACT WORK

We completed projects for the following law enforcement agencies within the previous three years:

Asheville, North Carolina Paul Featherston, Assistant City Manager (828) 424-5169	Huntington Beach, California Fred Wilson, City Manager (714) 536-5202
Arlington, Washington Allen Johnson, City Administrator (360) 403-3441	Laguna Hills, California Don White, Assistant City Manager (949) 707-2610
Berkeley, California Lt. David Frankel, Project Coordinator (510) 981-5792	La Quinta, California Chris Escobedo, Asst. to the City Manager 760-777-7010
Carlisle, Pennsylvania Matthew Candland, Borough Manager (717) 240-6921	Peachtree City, Georgia James Pennington, City Manager (770) 487-7657
Chula Vista, California Ed Chew, ITS Manager (619) 691-5013	Phoenix, Arizona Ed Zurcher, City Manager (602) 262-6941
Columbia, Missouri John Gordon, Assistant Chief (573) 874-7607	Portland, Oregon Captain John Scruggs, Project Coordinator (503) 793-8995
Coral Gables, Florida Edward Hudak, Police Chief (305) 460-5413	Raleigh, North Carolina Sergeant Eric Goodwin, Research & Planning (919) 996-1062
DeKalb County, GA Zach Williams, Chief Operating Officer (404) 371-3694	Redding, California Kurt Starman (530) 225-4060
Elko, Nevada Curtis Calder, City Manager (775) 777-7126	Suffolk, Virginia Jeff Gray, Assistant to City Manager (757) 514-4037
Hayward, California Diane Urban, Police Chief (510) 293-7272	Vernon, California Daniel Calleros (323) 587-7171
Hennepin County, Minnesota Mark Thompson, Deputy County Administrator (612) 596-6752	Winnipeg, Manitoba (Canada) Devon Clunis, Police Chief (204) 986-6037

4. SCOPE OF WORK

In this section of the proposal we provide a discussion of the scope of work and how the ties between the issues to be evaluated and the work approaches to conduct the evaluation.

1. PROJECT BACKGROUND AND SCOPE OF WORK

The City of Midwest City is seeking a professional consulting study to evaluate its Police and Fire staffing needs. While the City has not grown rapidly in recent years (by 3.4% since 2010) the Oklahoma City metropolitan area is one of the fastest growing in the country. As a result, there is not only the potential for future growth to accelerate but the City's public safety needs will be impacted by the growth elsewhere.

The Midwest City Police Department serves the City's approximate 54,000 citizens with 95 sworn officers and 23 civilian personnel. It is full service police department inclusive not just of traditional field, investigative functions but also specialty operational support functions and units, animal services, a jail, crime scene unit and lab. The Department is accredited through the State Police Chief's accreditation demonstrating its commitment to sound policies and procedures.

The City and Police Department desires a full assessment of the current, short range and long term staffing and other resource needs. The scope of work included in the City's Request for Proposals also targets operational management issues, organizational issues. In meeting the required scope of work, this study needs to:

- Understand, document and analyze all workloads and service levels as well as the resources needed to handle these workloads in every Police Department function.
- Compare current approaches to staffing, deployment and utilization to 'best practices' in law enforcement and to comparable communities.
- Ensure that community expectations are addressed and met by obtaining their input during this process.
- Evaluate staff needed now and in the next 10 years in each Department function.
- Assess the Department's organization and management systems.

While projections can assist greatly in providing a long-term plan for addressing these needs – an important component of this study – it is critical that the study provide and train the decision-makers within the Police Department and City with the analytical tools needed to make the same assessments in the future in order to effectively identify service needs and allocate resources.

2. PROJECT PLAN

The tasks below describe the general activities in which the project team will engage in and complete in order to conduct the study.

Task 1 Identify Attitudes Towards Existing Law Enforcement Services, Service Levels and Trends in Midwest City.

To fully evaluate the noted issues facing the Midwest City Police Department, as well as to identify the needs related to the response of law enforcement services in the City, the project team will need to develop an initial but in-depth understanding of attitudes toward existing service levels and the unique characteristics of policing programs and community protection needs. To provide this level of understanding, the project team will accomplish the following:

- Interview the Mayor, other elected officials, the City Manager, the Police Chief and command staff, to obtain their views on police service issues and improvement opportunities, as well confirming the goals and objectives of this study.
- Conduct a kick-off meeting with the project review committee, including reviewing the project objectives, project approach and deliverables, and providing an overall project schedule.
- Interview representatives from the Midwest City Police Officers' Association to explain the study and obtain their views on key staffing and management issues.

These initial interviews will focus on determining individual attitudes toward current law enforcement service levels, programs, and community protection needs, including the following:

- Adequacy of existing service levels.
- Responsiveness to community public protection needs.
- The plans for accommodating new and changing law enforcement demands.
- Perceived gaps in existing service levels.

The project team will also begin to collect those basic documents which define a department, including goals, vision and objectives statements; organizational materials and budgets.

One of the initial outputs of the study developed in Task 1 is a detailed data collection list. Once developed, we will review it with key Department personnel and work with staff to collect it.

Task Result:

Based on the results of these interviews and initial data collection, the project team will prepare an issues list that will provide the basis for subsequent analytical steps. The project team will also finalize the project work plan, including the project deliverable schedule.

Task 2 Document Employee Attitudes Toward Department Strengths and Improvement Opportunities

To fully evaluate the organization, it is important that the project team understand the range of employee perceptions in the MCPD. To be credible, this input needs to be accomplished at the outset of the analysis. We have found in our previous work that use of a survey instrument is an ideal way to maximize input and increase the perception of the study as an objective effort. While the project team will interview many employees in the Department, a survey will provide an opportunity for every employee to be involved directly in the study.

Documentation and analysis of employee attitudes will consist of the following work steps:

- Preparation of a confidential employee questionnaire to be distributed to all sworn and civilian employees. The project team will structure a questionnaire that is tailored to the unique characteristics of the MCPD based on the initial interviews conducted in Task 1. Respondents are able to complete the survey through the online survey tool SurveyMonkey, allowing for respondent anonymity to be preserved, as well as assuring that only one survey can be completed per individual.
- The employee survey will elicit responses to such issues as:
 - Workload and service management.
 - Staffing levels.
 - Operations management and improvement opportunities.
 - Proactive Police Department community relations.

- Analysis of employee questionnaire results, differentiating among responses by employee type (sworn versus non-sworn); as well as managers and supervisors versus line employees.
- Preparation of an issues paper which summarizes questionnaire results from both surveys, identifying the specific areas that will require more extensive exploration in subsequent study work tasks.

Task Result:

The results of the employee survey will be reviewed with the project steering committee. Upon completion of the project, the summarized results will be made available to all employees in the Department.

Task 3 Profile the Organization, Staffing and Operations of the Midwest City Police Department.

A key to the analysis of the staffing requirements of the Midwest City Police Department is the development of a detailed understanding of the Department, its organization and staffing, its workloads and service levels. To develop this understanding, we will document the organizational and operational characteristics of the Department as described in the subsections, which follow. It should be noted that not all MCPD functions are described in these subsections.

(1) Patrol

The staff of the Matrix Consulting Group has extensive experience working with our clients to obtain the information we need from a variety of sources, including CAD / RMS, personnel and GIS systems. We will profile and analyze field patrol services in terms of the following:

- Employing data extracted from dispatch information and available reports, field patrol workloads and service levels will be profiled and analyzed in terms of:
 - Community-generated call for service demand by time of day and day of week for the last twelve months. This will include:
 - Call frequency.
 - Time required to handle calls for service.
 - Availability of back-up and time required for back-up.
 - Area Command and beat area.
 - Response times by priority of call for service handled. This will include:
 - Average response times for all priorities of calls for service.
 - Distribution of response times by priority of calls.

- Number and type of calls handled by other means (differential responses).
- Levels of officer-initiated activity by type of activity, time, location and result.
- Document actual field patrol deployment practices with existing staffing levels in field patrol. Through analysis of rosters and other appropriate documents, the project team will document actual field patrol deployment in terms of:
 - Scheduled deployment by time of day and day of week and Area Command.
 - Shift relief factors such as:
 - On-shift court appearance requirements.
 - Sick leave, vacation and other time-off requirements.
 - Special assignments.
 - Training.
 - Other factors impacting deployment and availability.
- Concurrently, the project team will interview staff at all levels in Patrol to develop a detailed understanding of how the patrol program works from a number of perspectives including:
 - Preferred level of uncommitted time.
 - The extent to which field staff are involved in follow-up investigations.
 - The level and content of patrol plans based.
 - Problems associated with maintaining targeted patrol levels.
 - How proactive enforcement units' activities are prioritized.
 - Efforts at utilizing predictive tools to focus field efforts.
- Document the deployment of command and supervisory personnel by time and day and develop an understanding of command and supervisory responsibilities.

(2) Traffic Enforcement

Traffic Enforcement operations in the City and service levels will be documented in terms of:

- Scope of responsibility for traffic enforcement.
- Scheduled and actual deployment of traffic personnel by time and day.
- Current workload including accident investigations and whether traffic personnel being assigned calls for service?

- Level of patrol officer-initiated activity related to traffic enforcement, including citation production on a per officer basis.
- How special events are planned and handled in the City.

(3) Investigations

Investigative workloads and service levels will be analyzed in terms of:

- Current investigative policies including case screening approaches; types of cases "worked" by case type; and other policies which impact time utilization and workload of investigative personnel.
- Based on interviews, document current caseloads and case status by case type.
- Based on the above, evaluate existing investigative service levels:
 - Current caseloads compared to standards.
 - The extent to which cases with "leads" can be worked.
 - Elapsed time between initial report, assignment and working of the case.
 - Coordination of cases with patrol.
- Mission, workload, and results achieved by pro-active investigative units, including narcotics and special operations.
- How criminal intelligence is planned, targeted and evaluated.

(4) Specialty Units and Functions

Specialty functions will be documented in terms of:

- Scope of responsibility for each functions – canine, SWAT and hostage negotiations and emergency management.
- Staffing levels, both fixed and contributory / collateral duty based assignments.
- Scheduled and actual deployment of personnel by time and day, for full time and collateral units.
- Use of each unit and policies for use.
- Training received upon assignment and in service.

(5) Training and Career Development.

Through interviews and a review of relevant documents, this sub-task will document the scope and content of the Police Department's recruitment and training programs, including:

- Scope and content of in-service training provided to non-sworn staff, including existence of master training program(s) and objectives; and types and amounts of training provided to sworn and non-sworn staff.
- Existence and content of career development plans and paths for sworn and non-sworn staff.
- Approaches employed to recruit new non-sworn and sworn staff, including promotional, outreach, and selection approaches and materials.
- Review in-service training, including existence of master training program(s) and objectives; types and amount of training provided to sworn and non-sworn staff over the last 24 months; and training program costs and expenditures.

(6) Jail

The project team will analyze workloads and service levels associated with the jail in the MCPD by applying such approaches as the following:

- Review and analysis of jail operations management practices.
- Review of jail bookings by type over recent years.

(7) Other Administrative and Support Services

The project team will analyze workloads and service levels associated with the support units in the MCPD by applying such approaches as the following:

- Document Records workloads and internal service levels.
- Evidence inventory and control functions including hours of coverage, roles relating to evidence collection and processing, evidence audits and controls.
- Coordination of financial functions with the City.
- Review of professional standards scope of responsibilities.

Task Result:

The task will result in the completion of a descriptive profile of the Police Department, detailing the staffing, organization, workload levels, and deployment schedules of the Department. This interim deliverable will provide the foundation of our analysis, as the document will be reviewed by both the project steering committee and key staff in order to ensure the accuracy of our assumptions and understanding of the Department.

Task 4 Evaluate Key Staffing and Operational Issues Through a Best Management Practices Assessment and Comparisons to ‘Peer Agencies’.

The project team will compare the Midwest City Police Department in two ways – in a comparative survey against ‘peer agencies’ as well as to ‘best management practices’ in law enforcement. These two methods work well together to identify potential issues as well as to develop an improvement direction for the agency.

The project team will develop a detailed list of "best management practices" for use in a diagnostic assessment of the Police Department, using a combination of benchmarks and prevailing industry practices in order to identify issues areas in Department staffing, organization, and management practices. The standards used in this assessment represent the project team’s experience working with police agencies over the past 30+ years, as well as national standards from other organizations (e.g., CALEA, IACP, etc.).

- The project team will use the data collected from earlier tasks, as well as additional research on comparative agencies, to assess the degree to which services or service levels conform to each benchmark or standard.
- Each service area diagnostic element consists of the following:
 - A definition of the service level, efficiency or deployment target.
 - A description of the current performance.
 - Identification of areas which meet or exceeded the target(s).
 - Identification of areas which represent improvement opportunities.
 - A description of the next steps which the project team should take.

Examples of the types of best patrol management targets we will utilize in this evaluation are provided within the following table:

Sample Best Management Practices Used in Assessment

Performance Target	Target Met?	Potential Improvements
Are patrol beats designed in such a way so that workload is targeted to be roughly the same across the city?		
Personnel are allocated using a methodology that accounts for workload volume, call duration and type of calls handled.		
Do field commanders have the flexibility to re-deploy resources to address changing needs in throughout the City?		
Is crime analysis information used by supervisors to guide officers' proactive time?		
Are predictive policing techniques used to provide patrol with 'real time' information on trends and emerging field issues?		
Do managers develop and maintain relationships with business, school and faith based group leaders, residents and other stakeholders?		
Is there a formal way to develop POP projects, implement plans and report results to patrol personnel, stakeholders and community groups?		
When patrol officers have available time are they conducting preventive patrol and other appropriate officer initiated activities (e.g. initiating contacts with members of the public, traffic enforcement, etc.)?		
Do shift schedules appropriately deploy staff considering calls for service?		
Do field units operate with a proper mix of supervisory to line positions (a ratio of 1:6 to 1:9)?		
Is there an established policy for prioritizing calls?		
Are civilian personnel utilized to handle low priority calls for service in the field and in telephone reporting units? Is the level of call diversion within the range of 10% to 20% of total calls handled?		
Is technology being utilized effectively in field patrol operations? How is in-car reporting used?		

The project team will conduct a comparative survey of peer cities with populations between 40,000 and 75,000, reviewing the preliminary list of selected cities with the project steering committee before proceeding. The selected cities will include those in the Southwest as well as others from around the country, with selection criteria extending beyond population to include community, departmental, and other factors.

Key focuses of the comparative survey will be to compare how best practice targets are met among other agencies, as well as the prevalence of data-driven models for resource allocation decisions.

Task Result:

The results of this analytical exercise will be documented in a comparative assessment of issues in the context of comparisons to best practices in law enforcement as well as to ‘peer’ police departments.

Task 5 Evaluate Current Staffing, Deployment and Service Delivery in the Midwest City Police Department.

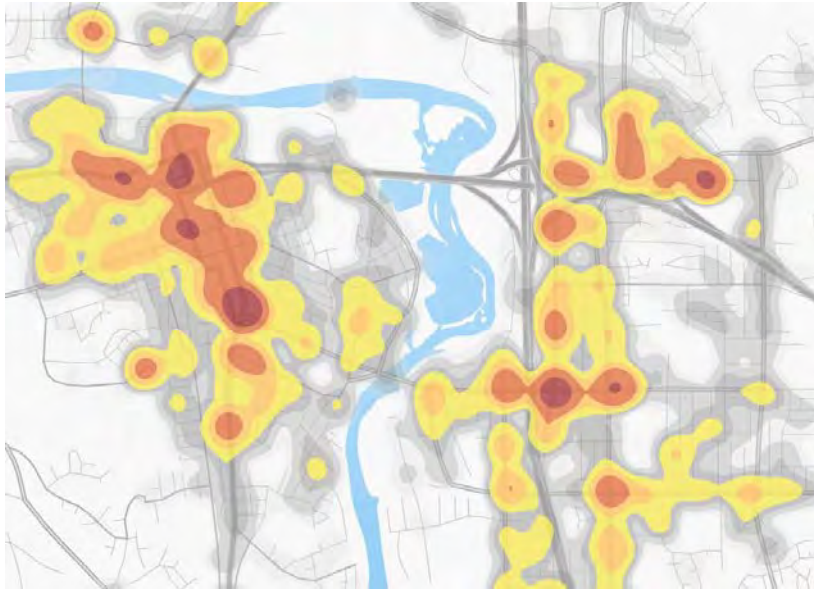
The project team will analyze the current staffing levels necessary to achieve the service objectives associated with each sworn law enforcement operation. Basic steps in the analysis will be as follows (again, not all functions in the Department are specifically described):

- Employ the Matrix Consulting Group’s patrol staffing model to calculate the most optimal and effective deployment of existing field personnel, using both current the schedules, as well as alternative schedule configurations. The model will determine field patrol deployment requirements at a comprehensive level based on workload and targeted levels of proactive capabilities. Effective use of relief factors and adjustments for the use of overtime to achieve these objectives will be evaluated, as well as opportunities for alternative response methods.
 - The project team will develop a staffing plan for Patrol which will take into account the amount and structure for an appropriately balanced service combining reactive needs (i.e., responding to calls for service) and proactive needs.
 - The project team will evaluate alternative shift schedules in terms of their ability to better provide for coverage of field requirements.

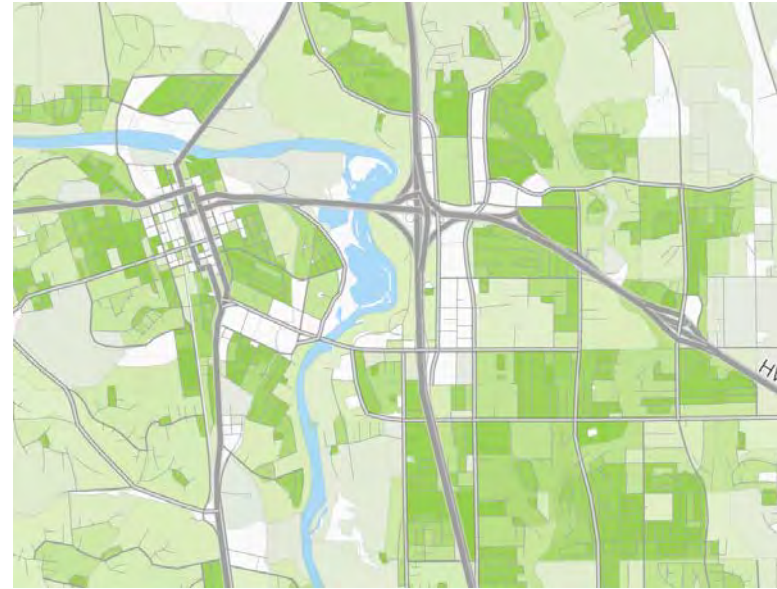
- The project team will evaluate call for service management techniques such as differential response (e.g., using a telephone reporting unit and/or field civilian personnel to handle low priority calls for service) and their impacts on patrol operations. The project team will also evaluate alternative methods of managing and supporting field operations, including opportunities integrate crime analysis and predictive policing into patrol tactics, and scheduling responses to lower-priority calls.
 - The project team will evaluate the beat and deployment structure in Midwest City in terms of how well beats equalize workloads and proactive capabilities, the alignment of the beat structure against neighborhood areas, geographic considerations, and issues associated with officer transportation. The Matrix Consulting Group has developed a sophisticated mapping technique for this evaluation. Examples of the types of analysis provided by these techniques are displayed on the following page.
- The project team will evaluate the interactions with services related to Patrol in Specialized Response and Traffic Enforcement units. These important interactions include coordination of response, policies and performance expectations in the areas of traffic and forensics support as well as others. This will be accomplished through the following:
 - Compare best practice results with City targets for proactive enforcement and operational support functions.
 - Evaluate how data-driven techniques support the coordination of field resources.
 - Develop an assessment of how staffing in these functions compare to performance and in meeting appropriate and/or internal workload and service level targets.
 - Compare the results of the comparative survey for staffing and the organization of these functions in similar cities.
- Evaluate investigative staffing needs based on major case totals in the context of case management approaches. This assessment takes into account:
 - The appropriate functional organization of investigative units for consistency and coordination of leads and cases.
 - The appropriate geographic organization of investigators and investigative units for community service and workload considerations.

- The appropriate temporal assignment of detectives based on need and call out experience. The structure of detective shifts will also be evaluated.
- The entire case management process starting with field supervisory report review, investigative unit review, assignment and follow-up of cases.
- Opportunities to civilianize case support and enhancement.
- Analyze report volumes and other information in records and other support functions. Important elements of this analysis are the impacts of alternative technologies on staffing and operating requirements as well as the efficiency of business processes and information flows.
- Evaluate communications staffing needs based on an assessment of workloads for call taking and dispatching on a shift and day of week basis against staff availability, scheduling and deployment and, of critical importance, staff turnover.
- Then, define staffing requirements for other functions and services in the Police Department based on internal or external service level needs and workloads.

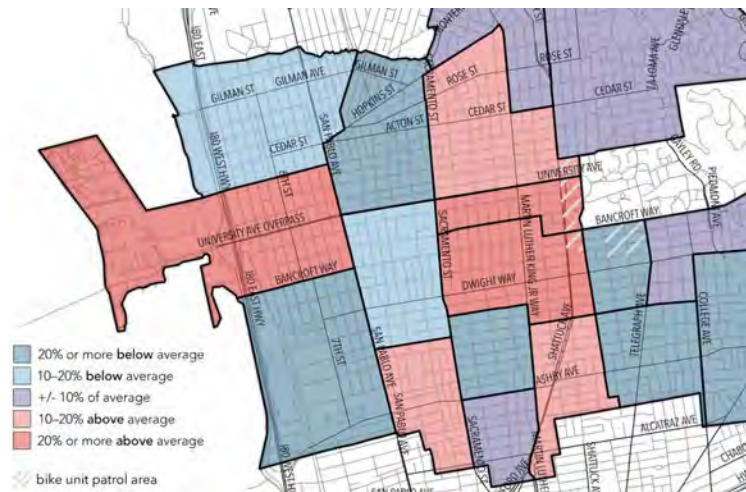
Examples of the GIS-Based Analytical Techniques Used to Evaluate Field Services



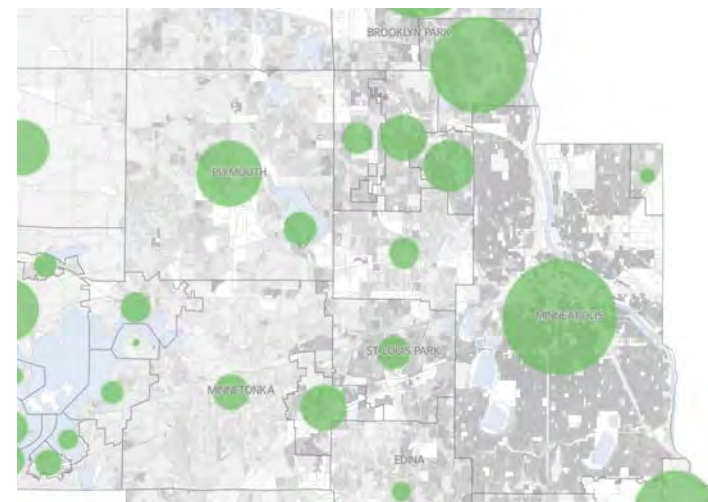
Identification of workload 'hotspots' to find emerging service needs



Analysis of population density across the jurisdiction



Assessment of inequalities in the number of calls handled by each beat



Comparison of officer workloads by geographic area

- Identify any issues surrounding support from currently civilianized or potentially civilianized positions within the Midwest City Police Department.
- Identify present technology issues impacting efficiency, effectiveness and identify opportunities for improvement through enhanced usage of existing systems and/or deployment of alternative technology approaches.
- Evaluate how the current collective bargaining agreement facilitates or impedes any of the changes identified and eventually recommended.
- Evaluate opportunities for alternative service delivery including civilianization, contracting and shared services.

The staffing analysis will be shown for each functional area and staff classification. The cost impacts will also be provided together with the targeted efficiencies achieved through implementation of the identified recommendation. Finally, the tools which the project team uses in this assessment will be provided to the City together with training on how to utilize our models.

Task Result:

The analysis will result in an interim deliverable that identifies current needs in staffing, operations management systems, and opportunities for alternative service delivery in the Police Department, supporting documentation. These issues will be addressed in a progress report which will be reviewed with the project review committee, as well as key staff.

Task 6 Project Ten Year Staffing and Other Resource Needs for Law Enforcement Services in the Midwest City Police Department.

The project team will project and assess future staffing needs for the Midwest City Police Department. Staffing projections for each Department function will be based on recent and expected growth over the next ten (10) years, in addition to a number of other factors impacting predicted service needs. This will be accomplished by converting current workloads on a per capita basis to expected staffing adjusting these to reflect anticipated needs and relationships among functions. Projections will be developed in five (5) year increments. Basic steps in the analysis will be as follows:

- Develop a staffing and resource plan for a 10 year planning period, in 5 year increments, that ties projected populations and workloads to the future organization using the analysis of current staffing as a base.
- Within this 10 year plan, identify various issues that could impact the Midwest City Police Department's staffing levels including, but not limited to:
 - The impact of attrition through staff turnover, retirements, etc.

- Potential new legislation impacting law enforcement needs.
- Revised approaches to law enforcement effort impacting staffing requirements.
- Changes in technology impacting staffing levels.
- Alterations in community expectations.

Projections will be shown for each projection increment by functional area and staff classification. The cost impacts will also be provided. Finally, the tools which the project team uses in this assessment will be provided to the City together with training on how to utilize our models in the future.

Task Result:

The analysis and issues for short-term (5 years) and long-term (10 years) staffing needs would be documented in the draft and final report and reviewed in detail with staff and the project committee.

Task 7 Evaluate Organizational Structure of the Midwest City Police Department.

The results of the previous tasks will be analyzed to identify alternatives to the current organizational structure and levels of management staffing. In conducting this important organizational analysis, a variety of criteria will be utilized, including:

- Is the Police Department too "tiered" or too "flat" from a command and supervisory staffing perspective?
- Are spans of control consistent with organizational complexity and manager responsibilities?
- Are functions placed too high or too low in the organization in relation to their importance toward meeting law enforcement and service objectives?
- Are lines of authority and responsibility clear to all command personnel and organizational units and are they being adhered to in day-to-day operations?
- Do program gaps exist which require organizational attention?
- How does the organizational structure impact the ability of the Police Department to meet internal and community-based expectations for service priorities?

Task Result:

The results of the analysis described above will be documented with strengths of the existing organizational structure, as well as possible improvement opportunities, identified. This will be reviewed with the project committee.

Task 8 Develop a Final Report and Present the Results of the Study.

Once the work tasks noted above have been completed, our findings, conclusions, and recommendations will be documented in the form of a police operational staffing and efficiency study for the Midwest City Police Department. This plan will consist of:

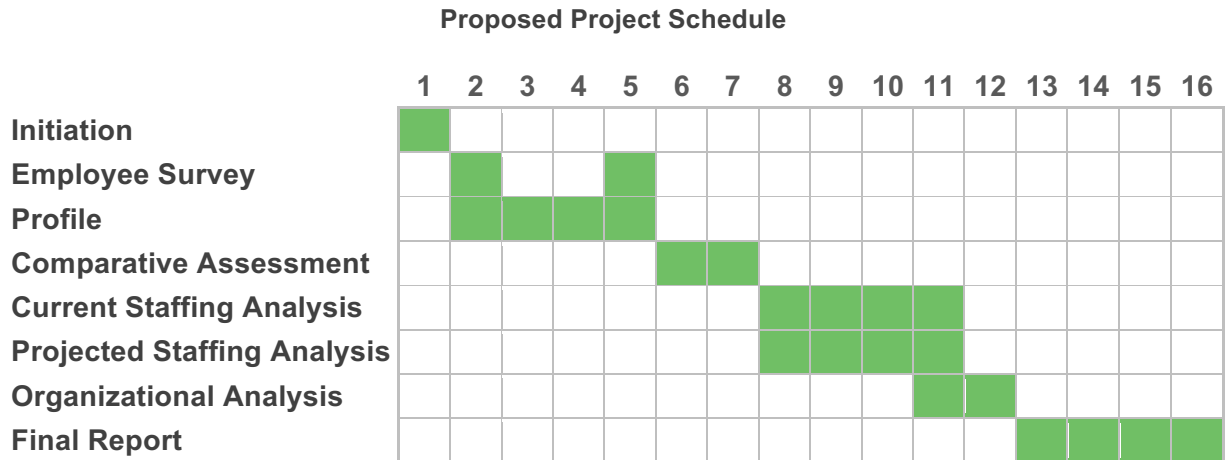
- Executive summary of all key findings and recommendations, including the method of approach and assessments of current and projected staffing needs.
- Analysis of existing operations, organization, and staffing needs based on service level targets. Costs would also be identified.
- Projections of operations, organization, and staffing needs based on future service level targets and changes in the community. Costs would be identified.
- An assessment of facility implications and alternatives for the Department, especially as that relates to field functions.
- As identified during our operational review, any civilian changes that could be employed now, as well as in the future.
- Provide all of the analytical tools and benchmarks utilized in this assessment in a training session for Department staff to utilize as situations change in the future. We will dedicate a half day to training staff in our analytical techniques.

Task Result:

Once the draft report and implementation plan has been reviewed by the project review and any modifications have been completed, we will present the final report to the City Council. Training will be provided to Department personnel on the analytical models used by the project team.

3. PROPOSED PROJECT SCHEDULE

We recognize the need for timely conduct of this important engagement. As such, the following chart presents a proposed 16-week project schedule, beginning after the notice to proceed, and concluding with the draft final report being provided:



Interim and final deliverables will be provided to the project steering committee for review at the end of each colored segment displayed in the chart. It should also be noted that the draft instruments to be used in the employee and community surveys will be provided to the committee for review and revisions prior to being issued.

5. PROJECT REPORT EXAMPLE

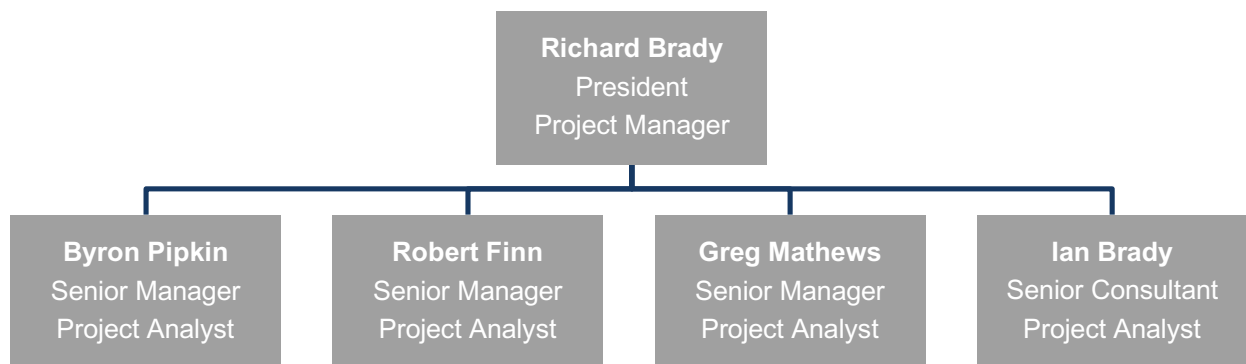
To allow a full examination of the type of report to be expected from a Police Department study, we have included an electronic copy of a recently completed study for the Coral Gables Police Department.

6. KEY PERSONNEL

The Matrix Consulting Group proposes to utilize a senior project team, including our President and other personnel with significant police analytical experience. The senior professional members of the team have between 10 and 30+ years of professional experience as consultants and/or police professionals.

1. ORGANIZATION OF THE PROJECT TEAM

The following organization chart depicts the organization and reporting structure of the proposed project team:



All members of the project team are employees of the Matrix Consulting Group – no subcontractors will be used to conduct the proposed study. We believe that the excessive use of subcontractors leads to inconsistent quality and depth of analysis as well as client service.

2. SUMMARY OF PROJECT TEAM MEMBER EXPERIENCE

Summary descriptions of each senior team member are provided below, with more detailed resumes provided in the appendix section at the end of the proposal:

Name/Title	Summary of Professional Background, Experience, and Education
Richard Brady President Project Manager	<p>Mr. Brady has been providing management consulting services to municipalities for 34+ years across all governmental functions, including over 250 law enforcement department clients conducting costs and financial analysis, organizational and operational assessments, organizational structure reviews, feasibility studies, technology and equipment reviews, and performance audits.</p> <p>This includes recent police department assessments for San Antonio (TX), Elko (NV), Pacifica, Hayward and Chula Vista (CA), Portland (OR), Omaha (NE), Aurora (CO), Lawrence Township (NJ), Arlington (WA), and Montpelier (VT), Lansing (IL), and Birmingham (AL).</p> <p>He has a Doctoral Degree from Oxford University and a BA from Cal State, Hayward.</p> <p><i>Mr. Brady will lead the assignment, be responsible for overall work products and quality and doing so will be involved in each area of the project. He will also lead the analysis of investigations.</i></p>
Byron Pipkin Senior Manager Project Analyst	<p>Byron Pipkin is a Senior Manager with the Matrix Consulting Group and has over 32 years of experience as a consultant and a public safety officer (trained as both a police officer and firefighter) through the rank of Deputy Chief in the Sunnyvale Department of Public Safety.</p> <p>His recent public safety analytical experience includes studies for Portland (OR), Birmingham (AL), Newburgh (NY), Arlington (WA), Berkeley (CA), Peachtree City (GA), Springdale (AR), Perrysburg (OH), and Rio Rancho (NM).</p> <p>He is a graduate of the FBI National Academy; BA from San Jose State University in Justice Administration.</p> <p><i>Byron Pipkin will lead our analysis of patrol operations.</i></p>

Name/Title	Summary of Professional Background, Experience, and Education
Robert Finn Senior Manager Project Analyst	<p>Chief Finn has been a public safety practitioner for 20+ years, having served recently as the Chief of Police for the Southlake (TX) Department of Public Safety, which included roles as the Lieutenant of Professional Standards and Lieutenant of Training. He is based in our Texas office in Keller (Metroplex area).</p> <p>He recently led or worked on the assessments of Police Departments in Suffolk (VA), Greenbelt (MD), Portland (OR), Birmingham (AL) and DeKalb County (GA).</p> <p>He has a Master of Business Administration and a BS in Public Safety Management from Grand Canyon University.</p> <p><i>Robert Finn will lead our analysis of support services.</i></p>
Greg Mathews Senior Manager Project Analyst	<p>Mr. Mathews, a Senior Manager, has over 27 years of private sector and government experience, performing as both a senior management consultant and executive manager. He is based in our Washington State office. He concluded his public sector career in 2005 as Deputy Director of Auditing for the Los Angeles City Controller's Office. He began his career with the Pasadena Police Department, supervising the Crime Analysis Unit and became a POST-certified Level 1 Reserve Officer.</p> <p>For fourteen years he has provided government consulting services to states, cities, counties, and special districts throughout the U.S., emphasizing public safety engagements that include, most recently, Goleta and Chula Vista (CA), Springfield (MO), Albuquerque (NM), Birmingham (AL), Suffolk (VA) and Hayward (CA).</p> <p>He holds a BA degree from UC Davis and M.P.A. from the University of Southern California.</p> <p><i>Mr. Mathews will lead our assessment of communications and the jail.</i></p>

Name/Title	Summary of Professional Background, Experience, and Education
Ian Brady Senior Consultant Project Analyst	<p>Ian Brady is a Senior Consultant with the Matrix Consulting Group as part of our Management Services Division, and is based out of our Mountain View office. Mr. Brady has recently worked on police management studies for Winnipeg (Canada), Berkeley (CA), Raleigh (NC), Birmingham (AL), Portland (OR), and Hayward (CA). His experience also includes studies of the Rockingham County (NH) Department of Corrections and the Orange County (FL) Sheriff's Office.</p> <p>Before joining the Matrix Consulting Group as a full-time consultant in 2013 (he was an intern prior to that).</p> <p>He received his BA in Political Science from Willamette University.</p> <p><i>Ian will provide analytical assistance to all of the team but will be the lead person in all field operations deployment and scheduling issues.</i></p>

More detailed resumes are provided in the attachment to this proposal.

7. PROJECT COST

The Matrix Consulting Group is pleased to submit our revised cost proposal to conduct a Police Department Study for Midwest City. Our price to conduct this study at the level of detail described in this proposal is estimated at **\$68,000**, including the cost of professional time and reimbursable expenses (travel). Hourly rates, and the level of effort for each task for each of our proposed staff members, are noted below.

Task	Project Manager	Senior Manager	Senior Consultant	Total
1. Initiation	8	0	0	8
2. Employee Survey	4	0	8	12
3. Profile	4	56	20	80
4. Comparative Assessment	8	16	24	48
5. Current Staffing Analysis	8	56	32	96
6. Projected Staffing	4	16	24	44
7. Organizational Analysis	8	16	0	24
8. Final Report	16	32	24	72
Total Hours	60	192	132	384
Hourly Rate	\$225	\$175	\$110	
Total Professional Fees	\$13,500	\$33,600	\$14,520	\$61,620
Project Expenses				\$6,380
Total Project Cost				\$68,000

Our usual practice is to invoice on a monthly basis up to the project / contract amount, but we certainly are amenable to a 'not to exceed' basis as described in the RFP.

Please note – we have submitted proposals on both the Police Department and the Fire Department studies for Midwest City. If awarded both studies we will reduce the price for both studies by 5%.

RICHARD P. BRADY
President, Matrix Consulting Group
Project Manager

BACKGROUND

Richard Brady is the Matrix Consulting Group's President. Mr. Brady has been a management consultant to local government for more than 33 years. Prior to joining the Matrix Consulting Group, he was the MAXIMUS national Vice President in charge of its local government consulting practice, and before that the managing partner of the California-based management consulting firm of Hughes, Heiss & Associates. Mr. Brady has conducted numerous studies of every local government function. However, the vast majority of his work is in the law enforcement, criminal justice and public safety areas.

EXPERIENCE IN LAW ENFORCEMENT

The following points summarize Mr. Brady's project experience.

- **Law enforcement management and operations studies** covering workload, staffing, service levels, and internal procedures and policies. Clients served include:

State	Law Enforcement Management and Staffing Studies
Alabama	Birmingham
Alaska	Anchorage
Arizona	Goodyear, Phoenix, Prescott Valley
California	Alameda County, Anaheim, Berkeley, Butte County, Chula Vista, Citrus Heights, Contra Costa County, Galt, Gilroy, Goleta, Glendale, Hayward, Kern County, Laguna Hills, Los Angeles, Los Angeles County, Los Gatos, Lynwood, Monrovia, Napa, Ontario, Orange County, Palmdale, Palo Alto, Pittsburg, Poway, Roseville, San Jose, Pasadena, Patterson, San Bernardino, San Bernardino County, San Mateo County, San Rafael, Santa Ana, Santa Barbara County, Santa Monica, Sonoma County, Sunnyvale and Vernon
Colorado	Aurora
Connecticut	Stamford
Florida	Alachua County, Coral Gables, Jacksonville, Jupiter, North Miami Beach, Orange County, Pasco County, Pinellas County, Port Richey and Venice
Georgia	Americus, Augusta-Richmond County, DeKalb County, Fulton County, Hall County, Chatham County and Americus
Illinois	Lansing

State	Law Enforcement Management and Staffing Studies
Louisiana	Alexandria
Massachusetts	Beverly, Boston, Lawrence, Milford, Mansfield, Burlington, Pelham, Watertown, Wayland, Westwood, Whitman
Minnesota	Hennepin County, Anoka County
Missouri	Columbia, Des Peres and Raymore
Nebraska	Omaha
Nevada	Las Vegas Metropolitan Police Department, Elko, Sparks and Reno
New Hampshire	Portsmouth
New Mexico	Albuquerque
New Jersey	Lawrence Township, Franklin Township, Montvale, Woodcliff Lake and Park Ridge
New York	Albany, Carthage, Endicott, Newburgh, Vestal and Briarcliff Manor
North Carolina	Raleigh, Durham and Burke County
Michigan	Alpena and Detroit
Ohio	Fairborn
Oregon	Portland, Clackamas County and Grants Pass
Pennsylvania	Carlisle and York
South Carolina	Beaufort County, Charleston County, Hilton Head Island, Spartanburg County
Tennessee	Nashville-Davidson County and Knox County
Texas	Arlington, San Antonio, Terrell, El Paso, Grand Prairie and Southlake
Utah	Salt Lake City
Vermont	Brattleboro and Montpelier
Virginia	Richmond, Leesburg and Loudoun County
Washington	Arlington, Spokane, Kirkland and Snohomish County
Wisconsin	Sun Prairie, Milwaukee, Dane County
Canada	Winnipeg

Law Enforcement Program Studies: Mr. Brady has performed a wide variety of studies of law enforcement programs and services. Selected studies have included the following:

- **Emergency Communications** – over 75 studies of existing communications centers (e.g., Monterey County, CA) as well as consolidation alternatives (e.g., San Mateo County, CA).
- **Personnel policies and procedures** studies for Escondido (CA), Danville (VA) and Fluvanna County (VA). Secondary employment policy development for all San Mateo County (CA) police agencies and the Sheriff's Office.
- **Support staffing needs** for Beverly Hills and Santa Ana (CA).
- **Regional Law Enforcement Feasibility Studies:** Mr. Brady has been involved or managed several law enforcement regionalization studies. These have included the following:
 - **Regionalization Opportunities in Training and Communications for the Boston Metropolitan Area.** The Regionalization Commission chose members of this project team to work with over 110 agencies on public safety regional issues.
 - **Law Enforcement Consolidation Feasibility Study for Broome County, New York:** all police Services have begun to consolidate all support functions (communications, records, information systems, training) as well as shift supervision as a first step to consolidation.
 - **Regional Law Enforcement Feasibility Study for San Bernardino County, California Contract Cities:** Nine cities receive contracted law enforcement services from the San Bernardino County Sheriff's Office.
 - **Three Community Police Consolidation Feasibility Study** – for Montvale, Woodcliff Lake and Park Ridge (NJ).

EDUCATION

BA, California State University, Hayward
Ph.D., Oxford University, United Kingdom

BYRON K. PIPKIN
Senior Manager, Matrix Consulting Group

BACKGROUND

Byron Pipkin brings a public safety manager's perspective to the project team. He has thirty-two years experience in law enforcement and fire service, including fourteen years in management positions in the Sunnyvale Department of Public Safety (CA) – a fully integrated police and fire agency. During his career he managed every major law enforcement and administrative function, including patrol operations, investigations, narcotics/vice operations, internal affairs, records, recruiting and hiring, training, administration, school resource officers, traffic operations, crime prevention, emergency preparedness, the mobile field force, and the SWAT team. He has also instructed for the California Peace Officer Standards and Training Executive Development Course, teaching a course on effective management of law enforcement organizations. Mr. Pipkin is a Senior Manager with the Matrix Consulting Group.

PROJECT EXPERIENCE

Mr. Pipkin has experience as a lead with the following Police and public safety projects.

Arlington (TX)	La Quinta (CA)
Arlington (WA)	Newburgh (NY)
Asheville (NC)	Omaha (NE)
Aurora (CO)	Onondaga County (NY)
Berkeley (CA)	Pacifica (CA)
Beverly Hills (CA)	Park Ridge/Montvale/Woodcliff Lake (NJ)
Birmingham (AL)	Peachtree City (GA)
California Office of Traffic Safety	Phoenix (AZ)
Campbell (CA)	Placer County (CA)
Cotati (CA)	Portland (OR)
Danville/Lafayette/Orinda (CA)	Red Bluff (CA)
DeKalb County (GA)	Rio Rancho (NM)
Galt, (CA)	Sacramento (CA)
Gilroy (CA)	San Mateo County (CA)
Goodyear (AZ)	Spokane (WA)
Gresham (OR)	Springdale (AR)
Grants Pass (OR)	University of Missouri (KS)
Huntington Beach (CA)	Vancouver (WA)
Laguna Hills (CA)	Winnipeg (Canada)

MANAGEMENT ASSIGNMENTS

Command of Sunnyvale DPS Special Operations Bureau, 2001-2005
Liaison with the FBI and the Joint Terrorism Task Force 2004-2005
Command of Police Field Operations Bureau, 2000-2001
Special Assistant to the Chief, 1999-2000
Fire Marshal, managed the Fire Prevention Bureau, 1997-1999
Command of Police Field Operations Bureau, 1994-1997

Community Services Bureau, Recruitment and Hiring, Training and Records, 1991-1994

EDUCATION

Graduate of the FBI National Academy, Quantico, Virginia

B.S. in Administration of Justice, California State University, San Jose

PROFESSIONAL CERTIFICATES

P.O.S.T. Management Certificate, 1993

P.O.S.T. Supervisory Certificate, 1986

California Community College Lifetime Teaching Credential, 1983

P.O.S.T. Advanced Certificate, 1980

ROBERT FINN
Senior Manager, Matrix Consulting Group

BACKGROUND

Robert Finn is a Senior Manager with the Matrix Consulting Group and previously served as the Chief of the Southlake (TX) Department of Public Safety. Mr. Finn has a strong educational background coupled with a successful track record that includes strategic planning, budgeting, change management, community relations, and building collaborative partnerships allows this candidate to bring a unique vision geared toward guiding organizations through periods of accelerated growth and economic downturn.

EXPERIENCE IN POLICE STUDIES

Mr. Finn has experience conducting law enforcement management, staffing and operations studies, including recently for the following clients:

- Albuquerque, New Mexico
- Coral Gables, Florida
- Elko, Nevada
- Hanford, California
- Montville, New Jersey
- Orland Park, Illinois
- Patterson, California
- Peachtree City, Georgia
- Perrysburg, Ohio
- Phoenix, Arizona
- Shenandoah County, Virginia
- Springdale, Arkansas
- Stamford, Connecticut
- Suffolk, Virginia
- University of Oklahoma, Norman
- Watertown, Massachusetts
- Winnipeg (Manitoba)

Mr. Finn is currently completing a Public Safety Study for Redding (CA).

Mr. Finn has served at many levels in public safety, including as the following:

- Chief of Police (2008 to 2011)
- Chief of Fire Services (2004 to 2008)
- Lieutenant of Professional Standards (1999 to 2004)
- Lieutenant of Training (1995 to 1999)
- Coordinator of Emergency Medical Services (1993 to 1995)

PUBLIC SAFETY ASSOCIATION AFFILIATIONS

Mr. Finn has served on various public safety related associations, including:

- Center for Public Safety Excellence as a Peer Assessor (2006 to Present)
- FBI National Academy Alumni Association, Quantico, Virginia (2002 to Present)
- CALEA Peer Assessor (2000 to 2005)
- Texas Association of Law Enforcement Planners as President (2000 to 2001)

EDUCATION AND TRAINING

Robert Finn has a Master of Business Administration in Executive Leadership and a Bachelor of Science in Public Safety Administration from the Grand Canyon University, Phoenix (AZ), as well as training at the FBI National Academy and Basic Peace Officer and Firefighter Academy.

GREG MATHEWS
Senior Manager, Matrix Consulting Group

BACKGROUND: Greg Mathews has over 27 years of private and public sector experience, performing as both a senior management consultant and executive manager. As Deputy Director of Auditing for the Los Angeles City Controller's Office, he managed the day-to-day functions of the Performance Auditing, Follow-up, and Management Assessment sections in the Performance Audit Division for this elected official. This work was preceded by seven years at the Orange County Sanitation District—the third largest wastewater organization west of the Mississippi— as Administrative Services Manager and part of the Executive Leadership Team. He began his public sector career at the Pasadena Police Department later moving to the Public Works' Parks Division. For nearly fourteen years he has provided public sector consulting services to states, cities, counties, and special districts throughout the U.S., and has completed comprehensive management studies encompassing over 120 operating departments. He has participated as project manager or lead consultant in over 80 consulting engagements, with emphasis in various public safety, public works, parks/recreation, public utilities and administrative fields.

Agency-Wide Studies: Conducted studies of entire city and county organizations. Scopes of work included organizational structure and allocation of functions, management spans of control, service and staffing levels, operational requirements, information technology assessment, as well as policies and procedures review.

Albuquerque (NM)
Barstow (CA)
Carlsbad (CA)
Douglas (AZ)
Goodyear (AZ)
Hanford (CA)

Matanuska-Susitna Borough (AK)
Monroe County (MI)
Rancho Mirage (CA)
Roseville (CA)
San Rafael (CA)
Spokane (WA)

Public Safety Studies: Conducted studies of dispatch, law enforcement, fire, and emergency medical response throughout the country to include feasibility studies, organizational and operational reviews, policy and procedure audit, staffing/scheduling practices, implementation of key performance metrics and use of information technology.

Alameda County (CA)
Aurora (CO)
Beverly Hills (CA)
Burbank (CA)
Corvallis (OR)
Chula Vista (CA)
Dane County (WI)
Eastpointe (MI)

Milwaukee (WI)
Mission Viejo (CA)
Monterey County (CA)
Montville (NJ)
Omaha (NE)
Orange County (CA)
Orange County (FL)
Placer County (CA)

Glendale (CA)	Reno, Sparks and Washoe Co. (NV)
Goleta (CA)	Republic (MO)
Glenn County (CA)	San Clemente (CA)
Greene County (MO)	San Juan Capistrano (CA)
Inglewood (CA)	San Mateo County (CA)
Jackson County (OR)	San Rafael (CA)
Kenmore (WA)	Santa Monica (CA)
Laguna Beach (CA)	Simi Valley (CA)
Laguna Nigel (CA)	South Pasadena (CA)
Lake Forest (CA)	Stamford (CT)
Long Beach (CA)	Tacoma (WA)
Los Angeles (CA)	
Medford (OR)	

EDUCATION:

Mr. Mathews received his B.A. from UC Davis and M.P.A. degree from the University of Southern California.

IAN BRADY
Senior Consultant, Matrix Consulting Group

BACKGROUND

Ian Brady is a Senior Consultant with the Matrix Consulting Group as part of our Management Services Division, and is based out of our Mountain View (CA) office. He began with the firm as an intern before joining full-time, and has over 4 years of consulting experience. He specializes in public safety and is dedicated to providing analytical support for all of our police, fire, emergency communications and criminal justice system studies. Mr. Brady also developed the firm's GIS-based analytical tools for analyzing field service workloads and service levels, beat design and efficiency, and alternatives to resource deployment and scheduling.

EXPERIENCE IN LAW ENFORCEMENT AND CORRECTIONS STUDIES

Mr. Brady has experience conducting law enforcement management, staffing and operations studies, including recently for the following clients:

Adams County, Colorado (corrections)	Lansing, Illinois
Arlington, Washington	Laguna Hills, California
Berkeley, California	Orange County, Florida (corrections)
Birmingham, Alabama	Portland, Oregon
Carlisle, Pennsylvania	Patterson, California
Chula Vista, California	Raleigh, North Carolina
Columbia, Missouri	Redding, California
DeKalb County, Georgia	Rio Rancho, New Mexico
Hanford, California	Rockingham County, New Hampshire (corr.)
Hayward, California	Roseville, California
Huntington Beach, California	Suffolk, Virginia
La Quinta, California	Winnipeg, Manitoba

EDUCATION

Mr. Brady received his BA in Political Science from Willamette University.



MUNICIPAL AUTHORITY
AGENDA



MIDWEST CITY MUNICIPAL AUTHORITY AGENDA

Midwest City Council Chambers, 100 N. Midwest Boulevard

April 12, 2016 - 7:01 PM

A. CALL TO ORDER.

B. DISCUSSION ITEMS.

1. Discussion and consideration of approving the minutes of the staff briefing and regular meetings of March 22, 2016, as submitted. (Secretary - S. Hancock)
2. Discussion and consideration of 1) declaring fifteen (15) 2009 model electric- powered golf cars surplus and authorizing their disposal by trade-in to E-Z-Go Textron Company; and 2) awarding a bid for fifteen (15) new 2016 E-Z-Go model TXT electric-powered golf cars to E-Z-Go Textron Company, who submitted the lowest and best net bid meeting specifications, for a total of \$58,425.00; and less option 1 (\$19,500.00 trade-in for the cars declared surplus), for a total net cost of \$38,925.00. (Community Services - V. Sullivan)

C. NEW BUSINESS/PUBLIC DISCUSSION.

D. ADJOURNMENT.



DISCUSSION ITEMS



Notice of regular meetings for staff briefings for the Midwest City Municipal Authority was filed for the calendar year with the City Clerk of Midwest City and copies of the agenda for this meeting were posted at City Hall and on the City's website, accessible to the public for at least 24 hours in advance of the meeting.

**MINUTES OF THE REGULAR STAFF BRIEFING FOR
MIDWEST CITY MUNICIPAL AUTHORITY TRUSTEES**

March 22, 2016 – 6:00 p.m.

This meeting was held in the Midwest City Council Conference Room on the second floor of the City Hall of Midwest City, 100 North Midwest Boulevard, City of Midwest City, County of Oklahoma, State of Oklahoma. The following members were present: Chairman Jay Dee Collins; Trustees Daniel McClure Jr., Richard R. Rice, Rick Dawkins, James L. Ray, Christine Allen and Jeff Moore; and Secretary Sara Hancock. Absent: none.

Chairman Collins called the meeting to order at 6:38 p.m.

Clarification of agenda items, handouts, and presentation of new or additional information for items on the Municipal Authority agenda for March 22, 2016. The trustees had no questions about the individual agenda items.

Chairman Collins closed the meeting at 6:38 p.m.

ATTEST:

JAY DEE COLLINS, Chairman

SARA HANCOCK, Secretary

Notice of regular Midwest City Municipal Authority meetings was filed for the calendar year with the City Clerk of Midwest City and copies of the agenda for this meeting were posted at City Hall and on Midwest City's website, accessible to the public for at least 24 hours in advance of the meeting.

MINUTES OF THE REGULAR
MIDWEST CITY MUNICIPAL AUTHORITY MEETING

March 22, 2016 - 7:01 p.m.

This meeting was held in the Midwest City Council Chambers, 100 North Midwest Boulevard, City of Midwest City, County of Oklahoma, State of Oklahoma. The following members were present: Chairman Jay Dee Collins; Trustees Daniel McClure Jr., Richard R. Rice, Rick Dawkins, Christine Allen, and Jeff Moore; and Secretary Sara Hancock. Absent: James L. Ray. Chairman Collins called the meeting to order at 8:43 p.m.

Consent Agenda. Motion was made by Dawkins, seconded by Allen, to approve the items on the Consent Agenda, as submitted.

1. Discussion and consideration of approving the minutes of the staff briefing and regular meetings of March 8, 2016, as submitted.
2. Discussion and consideration of accepting the report on the current financial condition of the Sheraton Midwest City Hotel at the Reed Center for the period ending February 29, 2016.
3. Discussion and consideration of approving and entering into an agreement allowing the Midwest City YMCA to offer swim lesson at the Reno Swim and Slide for the 2016 swim season in exchange for a commission fee paid to the Municipal Authority in the amount of \$5.00 per participant per class.
4. Discussion and consideration of declaring the various items of property on the attached list surplus and authorizing their disposal by public auction.
5. Discussion and consideration of declaring 982 90-gallon Ameri-Karts surplus, and authorizing their disposal by public auction or sealed bid.

Voting aye: McClure, Rice, Dawkins, Allen, Moore, and Chairman Collins. Nay: none. Absent: Ray. Motion carried.

New Business/Public Discussion. There was no new business or public discussion.

Adjournment. There being no further business, motion was made by Dawkins, seconded by Allen, to adjourn. Voting aye: McClure, Rice, Dawkins, Allen, Moore, and Chairman Collins. Nay: none. Absent: Ray. Motion carried. The meeting adjourned at 8:44 p.m.

ATTEST:

JAY DEE COLLINS, Chairman

SARA HANCOCK, Secretary



MEMORANDUM

TO: Honorable Chairman and Trustees
Midwest City Municipal Authority

FROM: Vaughn Sullivan, Community Services Director

DATE: April 12, 2016

SUBJECT: Discussion and consideration of 1) declaring fifteen (15) 2009 model electric-powered golf cars surplus and authorizing their disposal by trade-in to E-Z-Go Textron Company; and 2) awarding a bid for fifteen (15) new 2016 E-Z-Go model TXT electric-powered golf cars to E-Z-Go Textron Company, who submitted the lowest and best net bid meeting specifications, for a total of \$58,425.00; and less option 1 (\$19,500.00 trade-in for the cars declared surplus), for a total net cost of \$38,925.00.

On Tuesday March 29, 2016, at 2:00 p.m. the Municipal Authority opened bids for fifteen (15) or more new 2016 electric powered golf cars. Bids were submitted by E-Z Go Textron and Yamaha Golf-Car Company. E-Z-Go Textron Company had the lowest net bid meeting specifications for a total net price, with trade-in option, of \$38,925.00.

Funds were budgeted and are available in the golf capital outlay account.

Vaughn K. Sullivan
Community Services Director

Enc. Bid Tabulation Sheet

Four-Wheel Electric Golf Carts

Bid List

<u>VENDOR</u>	<u>BID AMOUNT</u>
1. E-Z-Go A Textron Company 2016 E-Z-GO TXT-E 7205 Burns St Richland Hills, TX 76118 Attn: Luke Benedict lbenedict@textron.com (580) 574-0593	Base Bid \$ <u>3,895.00 each</u> Option 1: \$ <u>1,300.00 each</u>
2. Yamaha Golf Car Co. 2016 Yamaha YDRE-W 14111 So 50 th East Ave Bixby, OK 74008 Attn: Jeff Simpson jsimpson@ymmc.yamaha-motor.com (918) 384-9464	Base Bid \$ <u>3,850.00 each</u> Option 1: \$ <u>1,150.00 each</u>
3. Justice Golf Cars Co. 9300 S I-35 Service Rd Oklahoma City, OK 73109 Attn: Shawn Anderson Shawn@justicegolf.com (405) 634-0571	Base Bid \$ <u>No Bid</u>
4. Kansas Golf and Turf Inc. 5701 Chuzy Dr. Wichita, OK 67219 Attn: Steven (Steve) Guhr Office (316) 267-9111 Cell (316) 734-8828 http://www.kansasgolfandturf.com sguhr@kansasgt.com	Base Bid \$ <u>No Bid</u>



NEW BUSINESS/
PUBLIC DISCUSSION





HOSPITAL AUTHORITY AGENDA



MIDWEST CITY MEMORIAL HOSPITAL AUTHORITY AGENDA

Midwest City Council Chambers, 100 N. Midwest Boulevard

April 12, 2016 - 7:02 PM

A. CALL TO ORDER.

B. DISCUSSION ITEM.

1. Discussion and consideration of approving the minutes of the staff briefing and regular meeting March 22, 2016, as submitted. (Secretary - S. Hancock)

C. NEW BUSINESS/PUBLIC DISCUSSION.

D. EXECUTIVE SESSION.

1. Discussion and consideration of 1) entering into executive session, as allowed under 25 O.S. § 307(B)(3), to discuss the purchase or appraisal of real property; and 2) in open session, authorizing the general manager/administrator to take action as appropriate based on the discussion in executive session. (Hospital Authority - G. Henson)

E. ADJOURNMENT.



DISCUSSION ITEM



Notice of regular meetings for staff briefings for the Midwest City Memorial Hospital Authority was filed for the calendar year with the City Clerk of Midwest City and copies of the agenda for this meeting were posted at City Hall and on the City of Midwest City's website, accessible to the public for at least 24 hours in advance of the meeting.

**MINUTES OF THE REGULAR STAFF BRIEFING FOR
MIDWEST CITY MEMORIAL HOSPITAL AUTHORITY TRUSTEES**

March 22, 2016 – 6:00 p.m.

This meeting was held in the Midwest City Council Conference Room on the second floor of the City Hall of Midwest City, 100 North Midwest Boulevard, City of Midwest City, County of Oklahoma, State of Oklahoma. The following members were present: Chairman Jay Dee Collins; Trustees Daniel McClure Jr., Richard R. Rice, Rick Dawkins, James L. Ray, Christine Allen and Jeff Moore; and Secretary Sara Hancock. Absent: none. Chairman Collins called the meeting to order at 6:38 p.m.

Clarification of agenda items, handouts, and presentation of new or additional information for items on the Hospital Authority agenda for March 22, 2016. The trustees had no questions regarding the items on the agenda.

Chairman Collins closed the meeting at 6:38 p.m.

ATTEST:

JAY DEE COLLINS, Chairman

SARA HANCOCK, Secretary

Notice of regular Midwest City Memorial Hospital Authority meetings was filed for the calendar year with the City Clerk of Midwest City and copies of the agenda for this meeting were posted at City Hall and on the City of Midwest City's website, accessible to the public for at least 24 hours in advance of the meeting.

**MINUTES OF THE REGULAR MIDWEST CITY
MEMORIAL HOSPITAL AUTHORITY MEETING**

March 22, 2016 - 7:02 p.m.

This meeting was held in the Midwest City Council Chambers, 100 N. Midwest Boulevard, Midwest City, County of Oklahoma, and State of Oklahoma with the following members present: Chairman Jay Dee Collins; Trustees Daniel McClure Jr., Richard R. Rice, Rick Dawkins, Christine Allen, and Jeff Moore; and Secretary Sara Hancock. Absent: James L. Ray. Chairman Collins called the meeting to order at 8:44 p.m.

Discussion Items.

1. **Discussion and consideration of approving the minutes of the staff briefing and regular meetings of March 8, 2016, as submitted.** Motion was made by Dawkins, seconded by Allen, to approve the minutes as submitted. Voting aye: McClure, Rice, Dawkins, Allen, Moore, and Chairman Collins. Nay: none. Absent: Ray. Motion carried.
2. **Discussion and consideration of action to reallocate assets, change fund managers or make changes in the Statement of Investment Policy, Guidelines and Objectives.** No action taken on this item.

New Business/Public Discussion. There was no new business or public discussion.

Adjournment. There being no further business, motion was made by Rice, seconded by Dawkins, to adjourn. Voting aye: McClure, Rice, Dawkins, Allen, Moore, and Chairman Collins. Nay: none. Absent: Ray. Motion carried. The meeting adjourned at 8:45 p.m.

ATTEST:

JAY DEE COLLINS, Chairman

SARA HANCOCK, Secretary



NEW BUSINESS/
PUBLIC DISCUSSION





EXECUTIVE SESSION





Midwest City Memorial Hospital Authority

100 North Midwest Boulevard
Midwest City, Oklahoma 73110
(405) 739-1207 Fax (405) 739-1208 TDD (405) 739-1359
E-mail: ghenson@midwestcityok.org

J. Guy Henson
*General Manager/
Administrator*

Trustees

Matthew D. Dukes II
Daniel McClure Jr.
Pat Byrne
Rick Dawkins
M. Sean Reed
Christine Allen
Jeff Moore

Board of Grantors

John Cauffiel
Charles McDade
Glenn Goldschlager
Marcia Conner
Beverly Young
Nancy Rice
Sherry Beard
Pam Hall
Pam Dimski

MEMORANDUM

TO: Honorable Chairman and Trustees

FROM: J. Guy Henson, General Manager/Administrator

DATE: April 12, 2016

SUBJECT: Discussion and consideration of 1) entering into executive session, as allowed under 25 O.S. § 307(B)(3), to discuss the purchase or appraisal of real property; and 2) in open session, authorizing the general manager/administrator to take action as appropriate based on the discussion in executive session.

Appropriate information will be provided in executive session.

J. Guy Henson
General Manager/Administrator



ECONOMICAL DEVELOPMENT
COMMISSION AGENDA



MIDWEST CITY ECONOMIC DEVELOPMENT COMMISSION AGENDA

Midwest City Council Chambers, 100 N. Midwest Boulevard

April 12, 2016 – 7:03 PM

- A. CALL TO ORDER.
- B. DISCUSSION ITEMS.
 - [1.](#) Discussion and consideration of approving the minutes of the staff briefing and regular meetings of January 12, 2016, as submitted. (City Clerk - S. Hancock)
 - [2.](#) Discussion and consideration of accepting the Midwest City Chamber of Commerce's quarterly report for the period ending March 31, 2016. (City Manager - G. Henson)
- C. NEW BUSINESS/PUBLIC DISCUSSION.
- D. ADJOURNMENT.



DISCUSSION ITEMS



Notice of this regular meeting for the staff briefing for the Midwest City Economic Development Commission was filed with the City Clerk of Midwest City and copies of the agenda for this meeting were posted at City Hall and on the Midwest City website, accessible to the public for at least 24 hours in advance of the meeting.

MINUTES OF THE STAFF BRIEFING FOR MIDWEST CITY
ECONOMIC DEVELOPMENT COMMISSION MEETING

January 12, 2016 - 6:00 p.m.

This meeting was held in the Midwest City Council Conference Room on the second floor of City Hall, 100 North Midwest Boulevard, Midwest City, County of Oklahoma, State of Oklahoma. The following members were present: Chairman Jay Dee Collins; Commissioners Daniel McClure Jr., Rick Dawkins, James L. Ray, Christine Allen; and City Clerk Rhonda Atkins. Absent: Richard R. Rice and Jeff Moore. Chairman Collins called the meeting to order at 6:55 p.m.

Clarification of agenda items, handouts, and presentation of new or additional information for items on the Economic Development Commission agenda for January 12, 2016. The commissioners had no questions about any of the items on the agenda.

Chairman Collins closed the meeting at 6:55 p.m.

ATTEST:

JAY DEE COLLINS, Chairman

RHONDA ATKINS, City Clerk

DANIEL McCLURE JR., Commissioner

RICHARD R. RICE, Commissioner

RICK DAWKINS, Commissioner

JAMES RAY, Commissioner

CHRISTINE C. PRICE ALLEN, Commissioner

JEFF MOORE, Commissioner

Notice of this regular Midwest City Economic Development Commission meeting was filed with the City Clerk of Midwest City and copies of the agenda for this meeting were posted at City Hall and on the Midwest City website, accessible to the public for at least 24 hours in advance of the meeting.

**MINUTES OF THE REGULAR MIDWEST CITY
ECONOMIC DEVELOPMENT COMMISSION MEETING**

January 12, 2016 - 7:03 p.m.

This meeting was held in the Midwest City Council Chambers, 100 North Midwest Boulevard, Midwest City, County of Oklahoma, State of Oklahoma with the following members present: Chairman Jay Dee Collins; Commissioners Daniel McClure Jr., Rick Dawkins, James L. Ray, and Christine Allen; and City Clerk Rhonda Atkins. Absent: Richard R. Rice and Jeff Moore.

Chairman Collins called the meeting to order at 7:28 p.m.

Discussion Items.

1. **Discussion and consideration of approving the minutes of the staff briefing and regular meeting of October 13, 2015, as submitted.** Motion was made by Dawkins, seconded by Ray, to approve the minutes, as submitted. Voting aye: McClure, Dawkins, Ray, Allen and Chairman Collins. Nay: none. Absent: Rice and Moore. Motion carried.
2. **Discussion and consideration of accepting the Midwest City Chamber of Commerce Quarterly Report for the period ending December 31, 2015.** Motion was made by Dawkins, seconded by Allen, to accept the report, as submitted. Voting aye: McClure, Dawkins, Ray, Allen and Chairman Collins. Nay: none. Absent: Rice and Moore. Motion carried.

New Business/Public Discussion. There was no new business or public discussion.

Adjournment.

There being no further business, motion was made by Dawkins, seconded by Allen, to adjourn. Voting aye: McClure, Dawkins, Ray, Allen and Chairman Collins. Nay: none. Absent: Rice and Moore. Motion carried. The meeting adjourned at 7:29 p.m.

ATTEST:

JAY DEE COLLINS, Chairman

RHONDA ATKINS, City Clerk

DANIEL McCLURE JR., Commissioner

RICHARD R. RICE, Commissioner

RICK DAWKINS, Commissioner

JAMES L. RAY, Commissioner

CHRISTINE C. PRICE ALLEN, Commissioner

JEFF MOORE, Commissioner



City Manager
100 N. Midwest Boulevard
Midwest City, OK 73110
office 405.739.1204

MEMORANDUM

TO: Honorable Chairman and Commissioners
Midwest City Economic Development Commission

FROM: J. Guy Henson, City Manager

DATE: April 12, 2016

SUBJECT: Discussion and consideration of accepting the Midwest City Chamber of
Commerce's quarterly report for the period ending March 31, 2016.

Staff recommends acceptance of the report as presented.

J. Guy Henson, AICP
City Manager

Midwest City Chamber of Commerce Quarterly Report

March 31, 2016

The following is a quarterly report of the Midwest City Chamber of Commerce staff relating to Tinker and the Primes and Economic Development for the quarter ending March 31, 2016.

Meetings and Events:

Tuesday, February 3, 2016: Staff met with potential Tinker and the Primes Project Manager.

Friday, February 18, 2016: Staff met with Rose State College to outline 2016 Tinker and the Primes event management duties.

Friday, March 11, 2016: Staff met with Rose State College to discuss 2016 Tinker and the Primes event details.

Friday, March 18, 2016: Staff contacted all 2016 Tinker and the Primes prospects and previous exhibitors to begin booth sales.

Monday, March 21, 2016: Director and Economic Development Director attended a luncheon with the Oklahoma City Area Economic Developers Association.

Chamber staff continues to meet with prospective participants for the August 22-24, 2016 event and have commitments from 16 exhibitors, including the Premier Title Sponsor.

Chamber staff continues to provide information and support necessary for the continued efforts of Economic Development and the success of Tinker and the Primes Requirements Symposium.

Respectfully,
Bonnie Cheatwood
Executive Director
Midwest City Chamber of Commerce



NEW BUSINESS/
PUBLIC DISCUSSION

