

AGREEMENT TO PROVIDE PROFESSIONAL CONSULTING SERVICES TO BURLESON, TEXAS

Matrix Consulting Group

THIS AGREEMENT, entered into this 5th day of July, 2022, and effective immediately by and between Matrix Consulting Group (hereinafter called the "CONSULTANT" and the City of Burleson, Texas, a home-rule municipal corporation (hereinafter called "**CITY**"), WITNESSETH THAT,

WHEREAS, CITY desires to engage the CONSULTANT to Conduct a Police Department Staffing and Facility Study.

NOW, THEREFORE, the parties hereto mutually agree as follows:

- (1) **Employment of Consultant.** CITY agrees to engage the CONSULTANT and the CONSULTANT hereby agrees to perform the services described in CONSULTANT'S Proposal dated June 23, 2022, attached hereto and incorporated herein by reference as Attachment A.
- (2) **Time of Performance.** All services to be performed hereunder by the CONSULTANT shall be completed within 180 days of the project start date unless this Agreement is terminated earlier as provided for herein.
- (3) **Compensation.** The CITY agrees to pay the CONSULTANT a sum not to exceed one hundred nine thousand and nine hundred dollars (\$109,900.00). CONSULTANT agrees to complete the project and all services provided herein for said sum.
- (4) **Method of Payment.** The CONSULTANT shall bill monthly for hours completed to date as described in CONSULTANT'S Price Proposal. Total payments shall not exceed the amount shown in (3), Compensation, above. CITY shall pay invoices within thirty (30) days of receipt.
- (5) **Changes.** CITY may, from time to time require changes in the scope of services of the CONSULTANT to be performed hereunder. Such changes, which are mutually agreed upon by and between CITY and the CONSULTANT, shall be incorporated in a written amendment to this Agreement that is signed by both parties.
- (6) **Services and Materials to be Furnished by CITY.** CITY shall furnish the CONSULTANT with all available necessary, non-confidential information, data, and material pertinent to the execution of this Agreement. CITY shall cooperate

with the CONSULTANT in carrying out the work herein and shall provide adequate staff for liaison with the CONSULTANT.

- (7) **Termination of Agreement.** CITY may, in its sole discretion, terminate this Agreement at any time during the term hereof, for convenience and without cause. CITY shall exercise its option to terminate by giving written notice to the CONSULTANT of such termination and specifying the effective date thereof, at least five (5) days before the effective date of such termination. In the event of termination due to convenience, CITY shall pay CONSULTANT for all undisputed fees and expenses related to the services CITY has received or CONSULTANT has delivered, prior to the effective date of termination.
- (8) **Records and Inspections.** CONSULTANT shall maintain full and accurate records with respect to all matters covered under this Agreement for a period of one (1) year after the completion of the project. CITY shall have free access at all proper times to such records, and the right to examine and audit the same and to make transcripts there from, and to inspect all program data, documents, proceedings, and activities.
- (9) **Completeness of Contract.** This "Agreement to Provide Professional Consulting Services to Burleson, Texas", the "Governmental Contract and Purchasing Rider for Contracts with the City of Burleson, Texas", Attachment A contain all the terms and conditions agreed upon by the parties hereto, and no other agreements, oral or otherwise, regarding the subject matter of this contract or any part thereof shall have any validity or bind any of the parties hereto.
- (10) **Insurance.** Consultant agrees to maintain insurance during the term of this Agreement: for comprehensive general liability in the amount of \$2,000,000 per occurrence and \$4,000,000 in aggregate; automobile liability insurance in the amount of \$1,000,000; workers' compensation insurance in the amount of \$1,000,000 and professional liability in the amount of \$2,000,000 per occurrence and \$3,000,000 in aggregate. CONSULTANT shall provide CITY with an insurance certificate which names the CITY as an additionally insured under the foregoing coverages.
- (11) **Assignability.** The parties hereby agree that Consultant may not assign, convey or transfer its interest, rights and duties in this Agreement without the prior written consent of CITY.
- (12) **Notices.** Any notices, bills, invoices, or reports required by this Agreement shall be sufficient if sent by the parties by private courier (e.g., FedEx, UPS, etc.) or in the United States mail, postage paid, to the addresses noted below:

Brian Langley
City Manager
City of Burleson
141 W Renfro Street
Burleson, TX 76028

Richard P. Brady, President
Matrix Consulting Group
1650 S Amphlett Blvd., #213
San Mateo, CA 94402

- (13) **No Waiver of Governmental Immunity.** CONSULTANT expressly acknowledges CITY is a political subdivision of the State of Texas and nothing in the Agreement will be construed as a waiver or relinquishment by CITY of its right to claim such exemptions, privileges, and immunities as may be provided by law. Neither the execution of the Agreement by CITY nor any other conduct, action, or inaction of any representative of CITY relating to the Agreement constitutes or is intended to constitute a waiver of CITY's sovereign immunity to suit.
- (14) **Applicable Law; Venue.** This Agreement is subject to and governed by the laws of the State of Texas. Any disputes arising from or relating to this Agreement shall be resolved in a court of competent jurisdiction located in Johnson County, Texas, or the federal courts for the United States for the Northern District of Texas. The parties hereto irrevocably waive any right to object to the jurisdiction of such courts in any dispute arising from or relating to this Agreement.
- (15) **Savings Clause.** If a court of competent jurisdiction finds any provision of this Agreement illegal, ineffective or beyond contractual authority of either party, then the offending provision will be stricken and the remainder of the agreement between the parties will remain in effect.
- (16) **Entire Agreement.** This Agreement constitutes the entire agreement between the parties and may not be waived or modified except by a written agreement signed by the parties.

[Remainder of page intentionally left blank. Signature page to follow.]

IN WITNESS WHEREOF, CITY and the CONSULTANT have executed this agreement as of the date first written above.

CITY OF BURLESON

By: _____
Bryan Langley, City Manager

Date:

MATRIX CONSULTING GROUP

By: *Richard Brady*
Richard Brady, President

Date: 6-24-22

EXHIBIT "A"

Proposal to Conduct a Police Department Staffing and Facility Study

BURLESON, TEXAS

June 23, 2022



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June 23, 2022

Bryan Langley
City Manager
City of Burleson
141 W Renfro Street
Burleson, TX 76028

Dear Mr. Langley,

The Matrix Consulting Group is pleased to submit our revised proposal to conduct an Operational Staffing and Facility Study for the Burleson Police Department. We are comprised of highly experienced management consultants, specializing in law enforcement services. This proposal is based on conversations last week with you and the Police Chief, our background research on the City and its Police Department as well as our experience conducting comparable studies in Texas and around the country.

We have extensive experience with similar assessments for over 400 police departments in Texas and across the country (as well as in Canada). Our firm has assisted police and municipal managers with improving department management, organizational structure, staffing and operations. The following table provides a partial list of recent police studies:

Asheville, NC	Glendale, WI	Peoria, AZ
Austin, TX	Glenn Heights, TX	Raleigh, NC
Birmingham, AL	Kyle, TX	Sacramento, CA
Buda, TX	Lewisville, TX	Salt Lake City, UT
Columbia, MO	Los Angeles, CA	San Antonio, TX
Davenport, IA	Miami Beach, FL	San Francisco, CA
Denton, TX	Midwest City, OK	San Jose, CA
Elko, NV	O'Fallon, MO	Sunnyvale, TX
Fair Oaks Ranch, TX	Oshkosh, WI	Tacoma, WA
Fort Worth, TX	Ossining, NY	Travis County, TX

In addition, we are currently completing law enforcement studies for **Boerne, Cedar Hill and Texas City TX**, Madison and Milwaukee WI.

All staff for our proposed team are highly experienced, having conducted hundreds of

police service studies, including each of those listed above. Our highly qualified team includes:

- **Richard Brady**, with over 40 years of police analytical experience working with over 400 law enforcement agencies throughout the country and in Canada. He would be involved in every facet of the project.
- **Ian Brady**, a Vice President with 10 years of experience in law enforcement consulting; he leads our police consulting practice and has developed all of the firms deployment and staffing models.
- **Devon Clunis**, a Senior Manager with over 30 years of experience as a consultant and transformational police professional, including chief in Winnipeg (MB) and recent head of Ontario's Inspectorate of Policing.
- **John Scruggs**, a Manager, and former Portland Police Bureau senior manager, has over 26 years of law enforcement experience. He co-authored legislation on body worn cameras in Oregon.
- **Kelli Sheffer**, a Manager, has 30 years of law enforcement experience. She has served in all facets of law enforcement, both in civilian and sworn roles.
- **Aaron Baggaly**, a Senior Manager who works in our public safety services practice and focuses on resource and facility needs.
- **Ryan Peterson**, a Consultant, specializes in GIS capabilities and has over five years of experience in conducting geospatial analysis for local governments.

We appreciate the opportunity to submit this proposal on this important project for the City. If you have any questions, please do not hesitate to contact me by phone at 650.858.0507 or by email at rbrady@matrixcg.net.

Richard P. Brady

President
Matrix Consulting Group

2 Project Understanding and Approach

In this section of the proposal is provided our work approach for this study.

1. Summary of Our Approach to Conducting Studies on Policing

Our firm's reputation is based on providing detailed analysis through extensive data collection, input, and interaction with our clients. The cornerstone of our philosophy in conducting organization and management studies is summarized in the following points:

- **A principal of the firm is always involved on each project.** For this project, we would commit the President of the firm as Project Executive and a Vice President as Project Manager. We have also assigned several of our Senior Managers.
- **We approach our projects with a firm grounding in formal analytical methodologies.** All impacts are identified and analyzed in detail to ensure that recommendations are implemented and our clients (and the public they serve) can understand the reasons for recommended changes. This is achieved by:
 - Use of proven project management techniques.
 - Input from staff through interviews and surveys.
 - Detailed data collection and analysis derived from primary sources.
 - Extensive internal reviews of facts, conclusions, and recommendations.
 - Detailed implementation plans.
- **We have developed strong project management techniques** to ensure that the study progresses on schedule at the desired level of quality:
 - Our team would be led by the President and Vice President who lead our police consulting practice.
 - All project work activities are defined in advance and tied to each project team member, deliverables, the schedule and the budget.
 - The project manager develops general and project specific data collection plans and interview guides for all our staff.
 - Project team and client expectations and results are managed on a continual basis by utilizing formal project schedules and reporting.
 - The project manager designs and personally reviews all work products.

- We will establish progress meetings to review interim deliverables and findings as they are developed. This approach to collaboration will ensure no surprises and provide multiple opportunities for input.

These project management approaches have resulted in all our projects being delivered at a high level of quality, on time and on budget. We are known for the depth and insight of our analysis and our client responsiveness.

2. Background to and Scope of Work for the Study

The City of Burleson has requested a study of its Police Department to ensure core services are keeping pace with growth, and to adjust staffing to match service demands. The City is seeking a neutral and experienced perspective from a third-party consultant, whose analysis will identify recommendations based on core services, yet allowing or potential options for efficient service delivery.

The context for this study is also very relevant. The City recently bonded for the development of new police facilities. A previous space study underscored the need for such new facilities and provided an estimate of the amount of space needed and the costs.

Finally, law enforcement today needs to demonstrate to the communities that they support that they meet more holistic goals of effectiveness, whether based on “21st Century Policing” goals or emerging best practices. This includes policies, training, recruitment and retention, supervision and leadership.

Key outcomes associated with this study include:

- Evaluating current and future staffing needs, including the tools needed for that future analysis.
- Evaluating management policies and practices to ensure that community expectations are met.
- Evaluating the space needs for new police facilities, including its administrative headquarters and the potential for a substation.
- Evaluate options of building a jail as part of a new police facility or regional options for the City’s booking facility. Currently, the City uses Mansfield’s jail.
- Evaluation of the costs and benefits of a take home car program for officers.

In today’s environment, the expectations of the public are critical, their voices should be heard. We are proposing a community input process including two (2) focus group meetings.

3. Project Task Plan

The following task plan outlines our plan to conduct the study, including each interim deliverable leading to the final report.

Task 1 | Project Kickoff and Interviews

In order to conduct the study of the Burleson Police Department, the project team will first develop an initial understanding of the department and its service environment, as well as seek input on existing service levels and potential issues from department managers and key stakeholders. This task allows for an opportunity to learn about the unique characteristics, policing programs, and services provided by the department. This process includes the following elements:

- Conduct interviews with the chief, command staff, the City Manager and elected officials in order to obtain their views on police service issues and improvement opportunities, as well to confirm the goals and objectives of the study.
- Conduct a kickoff meeting with the project review committee, including a review of project objectives, approach, interim deliverables, and schedule.
- Conduct additional one-on-one interviews with Burleson Police Department personnel in order to develop our understanding of the agency's organization, unique characteristics, service levels, and issues.
- Augment employee interviews with an anonymous employee survey for everyone to provide input to the study at its outset.
- Interview contacts within the department to start the data collection process in that area and identify other key contacts within the organization.
- Conduct interviews with other internal (City) stakeholders and external ones (community leaders).
- Contact Mansfield and other neighboring cities for potential interest in a new regional jail facility.

These initial interviews will focus on determining individual attitudes toward current law enforcement services and organizational considerations, including the following topics:

- Adequacy of existing service levels.
- Management systems.
- Responsiveness to community priorities and other service needs.
- Resource constraints and contributing factors.

- Potential for long-term changes and development.

The project team will also begin to collect various documents, including departmental goals, vision, and objectives statements, as well as other organizational materials and budgetary documents. We will also review the facility planning work done to date.

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 summarize the results of the employee survey once that process is complete.

Task 2 | Descriptive Profile of the Police Department

The project team will document its initial understanding of the department, its service levels, staffing, and service environment in a descriptive profile of the Burleson Police Department. The profile will also present workload data, preliminary analysis, organizational charts, salaries and compensation, deployment schedules, and a summary of key characteristics and dynamics of the community.

A primary aim of developing the descriptive is to provide a foundation for subsequent analysis by ensuring the accuracy of our assumptions and understanding of key details.

For each divisions and unit within the department, the descriptive profile will detail

- Current (filled) and authorized staffing levels by classification.
- Key responsibilities and duties for each unit, command staff, and unique role within the department, including all administrative and support units.
- Organizational structures and reporting relationships.
- Deployment structures of field services, including for patrol:
 - Detailed visualization and tables showing the current shift schedule, including personnel assigned to each, start times, and workday rotations.
 - Areas of geographic responsibility.
- For investigative units, total caseloads, a description of case management practices, and case assignment processes.
- For administrative and support functions, workloads and service levels, technology in use, allocation of collateral roles, and division of responsibility between the City and the Department.

- In this task we will also document the facility size, functional allocation of space, and issues, including the booking facility in use.
- Document the use and costs of booking arrestees in the Mansfield jail, including trends in bookings, average daily stays, and costs.

The draft document will be reviewed with the project team, with corrections and revisions being made thereafter. This meeting will also provide an opportunity to discuss initial observations and findings, coordinate any remaining data collection needs, and discuss the next steps of the project.

TASK RESULT

A descriptive profile will be created, detailing the staffing, workload levels, and deployment schedules of the department, as well as any key characteristics of the service environment.

Task 3 | Community Input

The past two years have shown that the community wants its voice heard directly. This study is a critical component in providing a forum for the consultants to hear feedback from the public and employees and develop constructive strategies around this feedback.

In this task, the project team will hold two (2) community meetings and develop a statistically valid survey of the community. Our proposed approach to these is described below.

Legitimacy and Trust:

What does the community expect when calling the department for assistance? Do they expect the officer(s) to be courteous and respectful? Do they feel safe doing so?

Engagement and Communication

Does the community feel that the BPD is transparent in investigations, including officer-involved shootings? Do sufficient avenues exist for the community to express its concerns?

Community Priorities

What public safety priorities does the community want the department to focus on? Are the issues the Police Department focuses on aligned with the community's priorities?

The focus group meetings could either be in person or virtual, depending on the public health situation at the time (or both). The City would promote these meetings on its social media platforms and website.

TASK RESULT

The project team will gather community input to better understand their views on Police Department services and issues. We will summarize this input.

Task 4 | Analysis of Workloads and Staffing

The project team will develop a comprehensive analysis of staffing needs for every function of the department, as well as strategies achieving the best use of existing resources. While different analytical factors and processes are used to determine staffing needs for each function, the project team will examine strategies for deploying, allocating, and managing the operations of personnel around a number of key considerations:

For every function, the analysis will focus on the ability of staffing levels to achieve targeted service levels and support effective operations management, such as:

- Key workload drivers and processes for administrative and support functions.
- Are spans of control within targeted ranges for individual functions?
- Are controls for overtime usage adequate, and what are the key drivers of overtime by type (e.g., to backfill, staff special events, etc.)?

The following subsections provide examples of how we look at several key functions within the Department.

(1) Patrol Workload, Proactivity, and Staffing

Analysis of community-generated calls for service using computer aided dispatch data is central to this effort. project team will determine current service levels through:

- Analysis of patrol workload, including at the following levels:
 - Calls for service by hour and weekday, month, area, priority level.
 - Response and travel times by priority level and call classification.
 - Total spent handling calls by primary and backup units by time and area.
 - Factors and assumptions for other workload factors, such as report writing.
- Patrol self-initiated activities and community engagement strategies, including:

- Self-Initiated activities by hour and weekday.
- Trends in types and frequency in which self-initiated activities are generated.
- Relationship between uncommitted time and officer-generated activity.
- Analyze jail transport and booking times currently incurred.
- Determine patrol staffing needs, both overall and at the level of each patrol division and shift, based on workloads and targets for proactivity.
- Evaluate the current shift schedule from the perspectives of how well deployments in time match variations in daily workloads as well as the 'desirability' of the shift in terms of officers' quality of life.
- The project team will analyze issues associated with the geographic deployment structure, including whether it is able to equalize workloads and proactive capabilities and meet minimum service level objectives.
- Analyze patrol supervisory staffing needs based on span of control and the impact of the administrative workloads handled by sergeants and ability to be in the field.
- This study needs to explore the need for and options for delivering services in an alternative manner. These efforts could include critical mental health response in partnership with other service providers as well as responses to very low priority calls by civilian paraprofessionals.

The following pages provide examples of the firm's approaches to analyzing crime, calls for service, and patrol proactivity/unallocated time

Analysis of Patrol Proactive Capabilities at Specific Times

Analysis of patrol proactivity (or % of uncommitted time) at a detailed level is able to show whether the strategies for deploying resources are able to most efficiently provide resources against workload levels as they vary throughout the day and week:

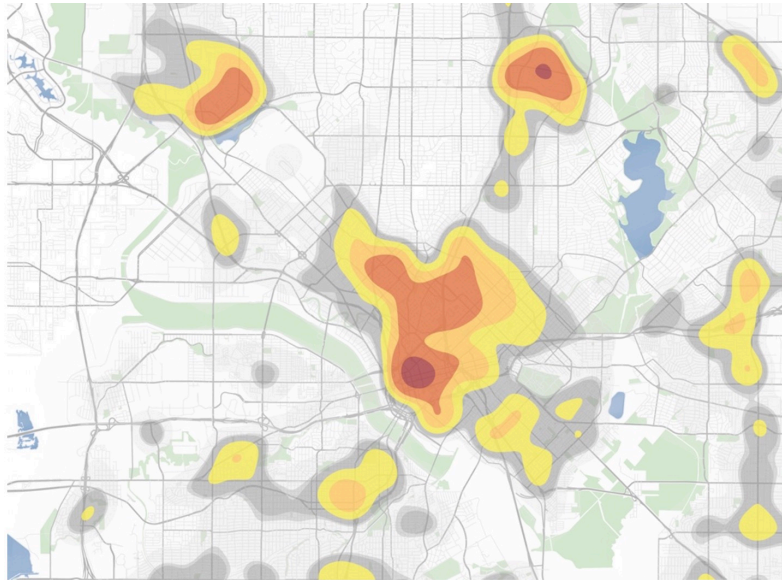
Time	# Units	S	M	T	W	Th	F	Sa	Overall
2am-6am	31 . 4	15%	59%	55%	58%	57%	46%	26%	45%
6am-10am	37 . 0	57%	47%	46%	46%	49%	47%	52%	48%
10am-2pm	38 . 9	19%	-1%	3%	5%	5%	1%	8%	6%
2pm-6pm	73 . 6	46%	38%	36%	34%	33%	37%	41%	43%
6pm-10pm	52 . 3	15%	8%	14%	10%	14%	7%	17%	16%
10pm-2am	53 . 6	8%	35%	29%	37%	34%	28%	9%	35%
Overall	47 . 8	32%	33%	33%	34%	34%	30%	30%	32%

Incident/Crime Occurrence Trends

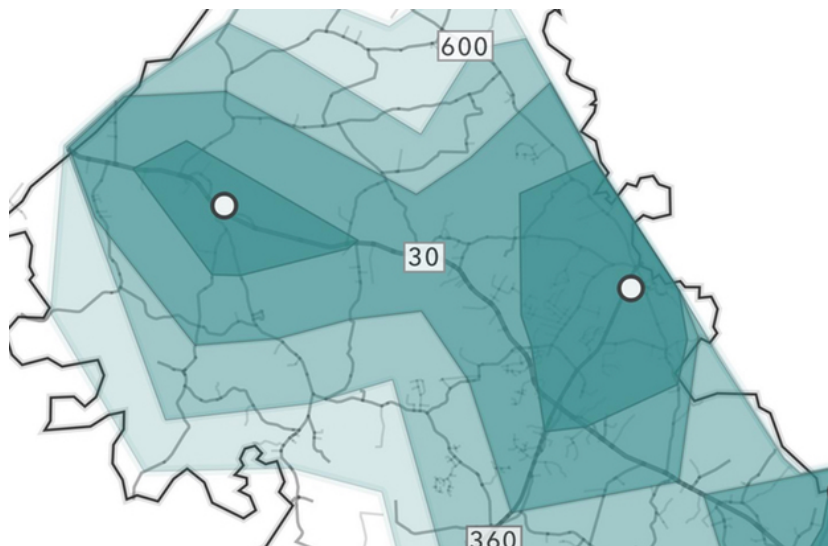
Analysis of when specific incident types and crimes occur provides insight on whether the right types of resources are deployed at certain times of the day:

Incident Type	# CFS	Time	12a	4a	8a	12p	4p	8p
INFO/DETAIL	12,966	39.7						
DISTURBANCE	8,986	35.6						
SUSPICIOUS PERSON	5,620	34.8						
WATCHORDER	3,819	25.1						
ALARM/AUDIBLE	3,719	25.0						
PHONE REPORT CALL	3,297	20.2						
THEFT	3,132	55.6						
ACCIDENT	2,986	76.8						
ASSAULT/BATTERY	1,423	67.9						
ACCIDENT/INJURY	792	86.9						
All Other Types	9,901	69.3						
Total	56,641	44.9						

Response Time and Capabilities



Identification of call hotspots to determine emerging service needs



Response time analysis for emergency incidents

(2) Investigations

The analysis of investigations workload and staffing needs incorporates input received from the interviews conducted with supervisors and line level detectives, comprehensive collection of data to examine caseloads and associated workloads, as well as a review of participation in specialized regional task forces. Through this process, the project team will develop an analysis of staffing needs for all investigative functions, including review of the following:

- Case assignment and screening.
- Management of versus inactive cases.
- Average workloads by detective in each investigative unit.
- Coordination with patrol and records.
- Average time from initial report, assignment of the case, and start of work.
- Solvability factors and work priority management.
- Division of case types by unit – are investigations too generalized or specialized given workloads, service levels, and investigative outcomes?

(3) Administrative and Support Functional Areas

Examples of other administrative and operational support functions in the Department that would be evaluated include:

In **professional standards / internal affairs**, evaluation of the transparency of the process, how the investigations of complaints is expedited.

In **records and support services**, the analysis will focus on hours of coverage, scheduling, and technology.

In **recruitment and training**, how does the BPD identify strong candidates to reflect not only technical abilities but also ethical and engagement needs with the community? How does training in the academy and annual in-service training reinforce this?

In **property and evidence**, are processes consistent with best practices (e.g., managing the chain of custody, audits, purging, etc.), are the facilities and access to them secure, what technology is in place?

TASK RESULT

The project team will develop an interim deliverable report that provides a comprehensive analysis of the workload and staffing needs of each unit in the department.

Task 5 | Review Departmental Organization and Management

The project team would evaluate departmental organizational structure and management systems with special emphasis on the elements described below.

- The Department's organization would be evaluated in terms of:
 - Gaps and duplication in responsibility
 - Rank structure
 - Spans of control
 - Functional alignments
 - Opportunities to civilianize administrative functions or their supervision.
- The Department's management would be evaluated in terms of how they compare to 'best' or 'emerging' practices in the following areas:
 - Policies and procedures, for example policies relating to use of force.
 - Training of new recruits, field training, and in service training.
 - Community engagement and programming, for example, for youth.
 - Personnel management, including labor relations.
- As part of this task, the project team will examine the need for expanded operations management and specialized equipment such as command and SWAT vehicles.

In addition to these organizational considerations, are services and functionality considered from a shared service perspective wither internally (i.e., within the City) or externally (i.e., other police departments in the region).

TASK RESULT

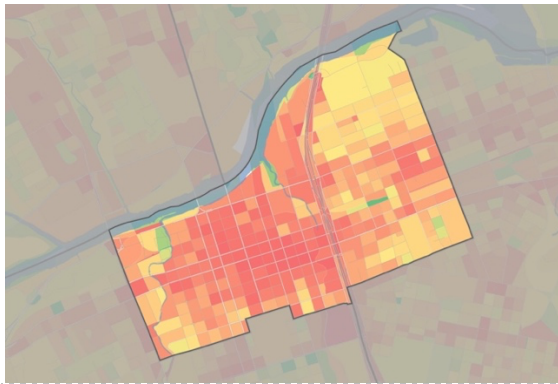
The analysis of the Department's organizational structure and management systems would be developed and reviewed. Special operations vehicle needs will also be evaluated.

Task 6 | Police Department Staffing Projections for the Next 20 Years

The unique factors of a community shape the service environment that public safety personnel operate in. The modeling system we have developed to determine the impacts of development and growth on police service demands is the combined product of using advanced technical capabilities and our experience in working with local government clients.

Key aspects of the model employed to create an accurate and defensive model for planning service and personnel needs include the following:

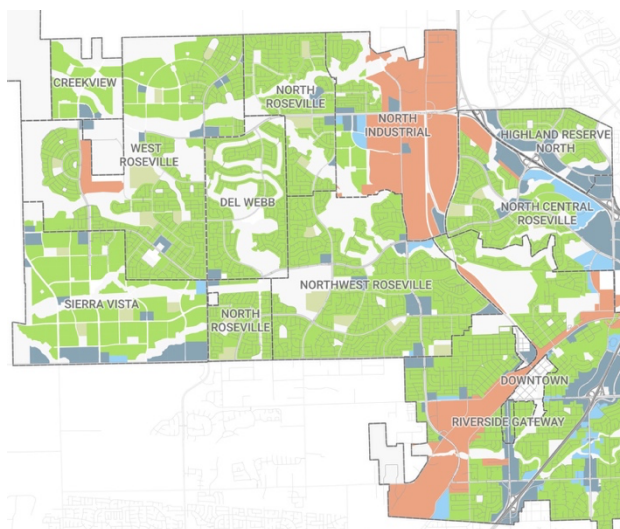
Illustrative Factors Considered to Project Future Staffing Needs



Geographic Analysis of Service Needs

In order to model the effects of the anticipated growth in Burleson, it is critical to understand the rates at which existing and similar developments generate workloads and other public safety service needs.

Our analysis will utilize a GIS approach to examine geospatial trends in service demand.

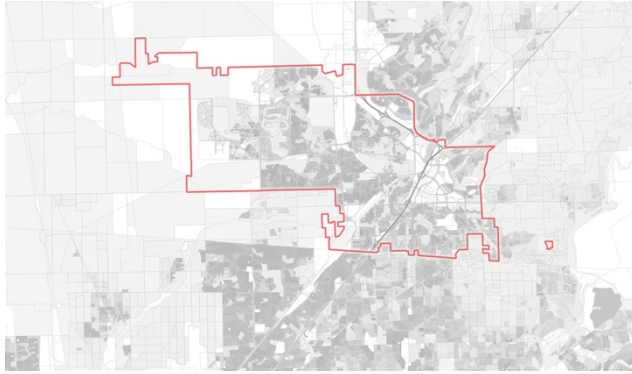


Land Use and Redevelopment

Different types of residential, commercial, and industrial zoning spaces have unique impacts on public safety service needs.

We will meet with planners to understand how land is used currently, as well as the configurations of any anticipated development and redevelopment, in order to accurately model how these needs will evolve.

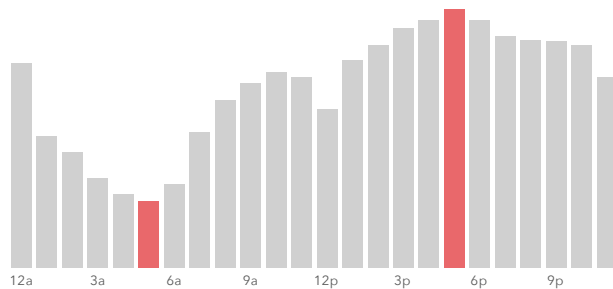
The data collected from the City's Community Development Department and other resources (e.g., from Deschutes County) will form the basis of our GIS model of how police service needs will evolve over the projection timeframe.



Regional Interactions

Understanding the context of the community within its surrounding region is essential to forecasting its planning needs.

This includes developing an understanding of factors such as the daytime working population and effects on field resource demands.



Workload-Based Projections

Rather than base projections for future staffing and operational needs on a simple ratio such as officers per capita, our analysis builds staffing needs from how workload is changing – whether driven by calls for service, investigative cases, or reports and administrative workloads for staff.

Data collected for the analysis of projected service and personnel needs includes:

- CAD data (up to the past three years if current CAD system has been in place for that timeframe)
- Supporting information for CAD analysis (e.g., unit code and incident type lists, patrol schedules, incident report totals, arrest and booking totals)
- UCR/NIBRS (up to the past three years; including location coordinates if data systems allow)
- Planning and land use GIS shapefiles (preferably including information such as commercial space, housing unit counts, and other key data)
- Information on planned developments, including expected timeframes for completion when possible

The project team will collect other publicly available data used for the analysis, such as road networks, census data, and geographical features.

The results of the operational service needs and staffing projections will be developed into an interim deliverable that provides comprehensive projections for service and staffing needs for each police function.

For the jail, this task will result in projections of bookings to be used in the next task on the feasibility of constructing a new municipal or regional jail. However, regional planning would be contacted for regional population projection estimates.

TASK RESULT

The analysis will result in an interim deliverable that comprehensively projects police operational service and staffing needs over the next 20 years.

Task 7 | Forecast Spatial Needs for the Next 20 Years, Including an Analysis of the Feasibility of Operating a Municipal or Regional Jail.

The project team will work with the Police Department and City staff, and based on the analysis in the previous tasks, to develop future staffing needs and projections regarding operational space needs to accommodate future operations. To set the stage for this analysis, the project team will review the space planning work conducted to date.

Police Facilities

The first step in projecting space needs is to evaluate current space allocations. Determining current space allocation is critical, especially as it relates to if current operations need more (or less) space. Furthermore, the project team will develop space ratio per staff member based on operation type (e.g. 200 square feet per employee for mid managers).

The current ratio of space allocation per staff will be compared to space standards the project team has composed from various sources including the General Services Administration, International Chiefs of Police, and our experience.

The project team will develop space standards that are applied specifically to each function. This includes both workspace, storage, and shared areas such as conference rooms, lobbies, lockers, evidence, training, briefing and report writing areas, public counters, etc. Space standards will be applied to projected staffing needs to determine corresponding future space needs.

The impact of additional police officers and potential interest in regionalization relating to training, including a range, will receive special attention.

Finally, in the future, a remote facility or a substation may be required. The study will evaluate these options and provide guidance on the best approach – for example, major facility or community contact point; built or leased.

Our holistic approach to projecting space needs builds on the foundation of staffing needs and current operational approaches. Current and future operational approaches should drive future space needs and facility design. Some functions are performed more efficiently when in close proximity to other functions (both for staff and customers). As such, the need for functions to be in close proximity to other functions will also be considered when evaluating future spatial allocations and needs.

Jail Feasibility

Since Burleson currently contracts with the City of Mansfield to book and temporarily house its arrestees, the project team will develop an assessment of the feasibility of a City-operated facility on its own or in conjunction with a neighboring city or cities. The feasibility will be developed through the following approaches:

- Examine historical trends in bookings and project these consistent with expected changes in population described in Task 5. For a regional jail this would be accomplished for likely participants too.
- For the volume of anticipated arrestees in the planning period for both the City and any regional partners, the number of beds need to house average daily and average peak jail population levels.
- Develop a space plan that includes bed space needed for 20 years, based on Texas standards for a short term holding facility for general holding cells, booking and release space, storage, etc.
- Develop a staffing plan around this facility, plus supervisory, management and administrative functions. For line staff, develop an estimate of total staff required based on shift requirements and net availability.
- Based on regional compensation patterns for jailer classifications and calculate the costs of this.
- Estimate the costs of administration and support for the jail, including the indirect costs for the City for finance, human resources, risk management and liability, food, etc.
- For a regional option provide options for cost allocation.

The results of this will allow the City to compare costs of municipal or regional jail operations to the current approach. The analysis will include the advantages and disadvantages of the alternatives including the impacts of added liability.

TASK RESULT

Space projections will be provided in 5-year increments for each Police Department function; the results of the jail feasibility assessment including summary advantages and disadvantages of the alternatives.

Task 8 | Evaluate the Costs and Benefits of a Take Home Car Program

The City and the Department have an interest in examining the viability of a take home car program. In a police environment, vehicles are taken home for one or both of the following reasons – it is a vehicle assigned as part of a benefits package, or the vehicle is assigned due to an on-call or emergency response requirement. As police recruitment and retention become more difficult, take-home vehicles can be a valuable tool to attract and keep talent. There is a cost associated with this that the City needs also to be aware of and this, too, will be a focus of this assessment.

We have assisted several municipal organizations develop and refine take home car policies. A thorough review of the following is essential in order to recommend a policy and program for the City:

- Meet with the City on the background and interest in a more comprehensive take home car program, including the extent to which other cities in the Metroplex have implemented such a program.
- Review existing take home car policies and adherence to the policy as that relates to special assignments.
- Compile a list of current take home cars and the distances travelled annually.
- If other cities in the Metroplex have a take home car program, contact them on the results in terms of costs and employee recruitment and retention. Also review their take home car policies.
- Calculate the costs associated with adopting to a more comprehensive take home car model. The costs include different operating costs (maintenance and fuel) as well as capital costs associated with purchasing more vehicles with a longer ownership period.

- Examine non-financial costs and benefits and policy changes needed to accommodate the new model (e.g., personal use, driving outside of the City, etc.).

TASK RESULT

The project team will develop an analysis of costs and benefits of a comprehensive take home car program. This task will also make recommendations on key policies, if enacted.

Task 9 | Final Report

Following the staffing and organizational analysis, the project team will develop the draft final report. The report includes a comprehensive analysis of all items in the scope of work, along with timelines, impacts, and targets for implementing changes. It is comprised of the following:

- An [executive summary](#), which includes an overview of the process used to conduct the study, key results, and a comprehensive list of all recommendations made in the report.
- Analysis of [staffing resources, operations, and deployment](#) for all police department functions, which includes:
 - Detailed analysis of current patrol workload, and staffing needs
 - Shift configuration and assignment optimization and alternatives.
 - The effectiveness and depth of approaches to alternative service.
 - Investigative workloads, specialization, and case management practices.
 - Support staffing, functionality, and organizational needs for every function.
- [Evaluation of organizational structure and management](#) including recommendations to address meeting any gaps between current approaches in policies, training, etc., and 'best' or 'emerging' practices.
- [Staffing projections and tools](#) to be utilized in the future by the Department and the City to determine staffing needs as workloads and service levels change.
- [Facility needs and projections over](#) the next 20 years to plan for needed amounts of space and the quality needed for efficient operations.
- [Jail feasibility assessment](#) compared to the existing approach and also including local only and regional options.

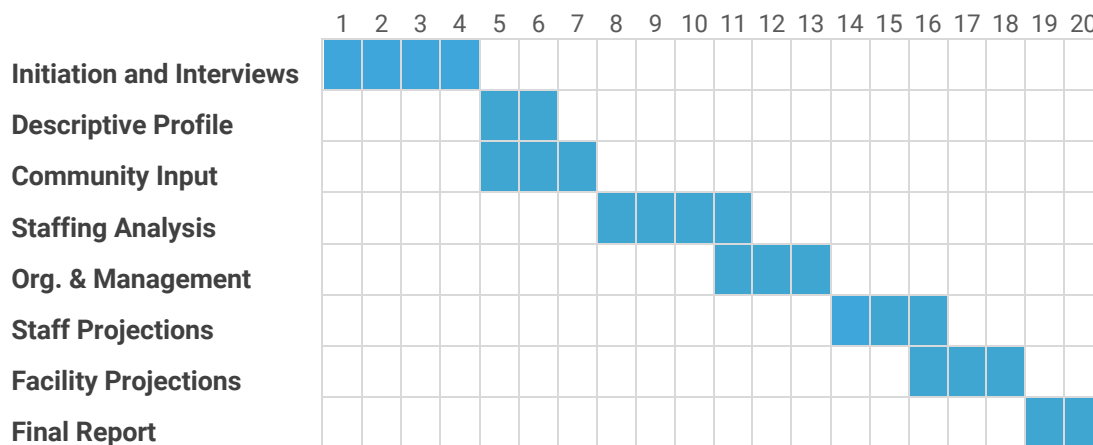
Following completion of the draft final report, the document will be reviewed with the project committee, and revisions will be made thereafter. Upon finalization of the report, the project team will be available to present the results of the study to the Burleson City Council and police department leadership – either virtually or in person, depending on the status of current health orders.

TASK RESULT

The project team will complete a draft report, which will be reviewed with the City. After revisions and modifications have been made, the project team will be available as to present the final report to the City Council.

4. Project Schedule

The schedule to complete the study would be 20 weeks. This schedule is shown below:



3 Project Team

Our police consulting team is an ensemble – we work together as one team on most of our projects. This is a choice of our firm – to develop and utilize a stable team of consultants on all of our projects. This has a major advantage over teams that are constructed on a per project basis – consistency in analysis, depth, and customer service.

Our proposed project Manager, Ian Brady, is a Vice President of the firm and leads our Police consulting practice. He is based in Portland, OR. He and all proposed staff are committed to the project and are available for its duration.

The following table provides abbreviated experience summaries for the proposed project team. Complete resumes are in the Appendix section of this proposal.

Richard Brady President, Project Executive	<p>Mr. Brady has been providing management consulting services to municipalities for 40 years across all governmental functions, including over 300 law enforcement department clients, conducting costs and financial analysis, staffing, organizational and operational assessments, organizational structure reviews, feasibility studies, technology and equipment reviews, and performance audits.</p> <p>His Texas police consulting experience includes assessments for Arlington, Austin, Denton, El Paso, Fort Worth, Grand Prairie, Lewisville, San Antonio, Terrell, Texarkana, and Travis County. Additional recent projects are listed in his resume.</p> <p>He has a PhD from Oxford University and a BA from Cal State, Hayward.</p>
Ian Brady Vice President Project Manager and Lead on Patrol and Projections	<p>Ian Brady is a Vice President with the Matrix Consulting Group in our Police Services Practice. He has over 8 years of consulting experience during which time he has worked with over 100 law enforcement agencies. Mr. Brady develops the firm's staffing, scheduling, and statistical models.</p> <p>He recently was a lead consultant on police staffing studies in Texas for Austin, Denton, Lewisville, Fort Worth, Glenn Heights, and Travis County (TX). Additional studies are provided in his accompanying resume.</p> <p>He received his BA in Politics from Willamette University.</p>

Devon Clunis

Senior Manager

Project Analyst on
Community
Engagement

Devon Clunis is a highly regarded policing professional with 35 years of combined policing and consulting experience. Mr. Clunis is recognized internationally as a thought leader in advancing policing excellence through a collaborative, community-centered approach.

Mr. Clunis served 29 years with The Winnipeg Police Service in Manitoba, Canada, retiring as Chief of Police in 2016. Most recently, he undertook the role of Inspector General of Policing in Ontario, overseeing the establishment of The Inspectorate of Policing in Canada's largest province, overseeing 45 police agencies and their corresponding Civilian Police Boards.

John Scruggs

Senior Manager

Project Analyst on
Investigations

John Scruggs is a Senior Manager with the Matrix Consulting Group. He has a strong background in law enforcement, including having previously served as a Captain for the Portland Police Bureau. He has served in all facets of law enforcement during his 26-year career.

Mr. Scruggs was a member of our police department study teams in Texas for Denton, Lewisville, Fort Worth, Glenn Heights, Sunnyvale and Travis County. Recently, he also served Lower Saucon Township by acting as their interim police chief and assisted them in a recruitment for a permanent one.

Mr. Scruggs has a BA and MPA degrees from Portland State University.

Kelli Sheffer

Manager

Project Analyst on
Administration

Kelli Sheffer is a consultant with Matrix Consulting Group and has over 30 years over years of law enforcement experience both as a civilian and sworn member in the Portland Police Bureau. She most recently served as a Patrol Division Commander overseeing 185 personnel. She has experience any every facet of police operations including personnel, investigations, traffic, K9, Emergency Management, PIO, Critical Incident Commander, Training and has served as a Crisis Negotiation Team Leader.

Kelli has additional in-depth experience in recruiting, the background process and employee discipline. She developed a use of force investigation and tracking protocol and has been active with several community outreach programs.

Aaron Baggarly
Senior ManagerProject Analyst on
Facility Planning

Aaron Baggarly is a Senior Manager with the Matrix Consulting Group.

Mr. Baggarly has worked on over 100 local government studies including over 40 public safety related studies and was a member of our recent police department study teams for Anoka, Hennepin and Ramsay counties (MN), Kansas City (MO), and Kansas City / Wyandotte County (KS), Yarmouth (MA), Kyle and Lewisville (TX) Buckeye (AZ), and Lynnwood and Puyallup (WA).

Mr. Baggarly received a BS from Appalachian State University in Community and Regional Planning, minor in GIS; 2007

Ryan Peterson
Consultant

Data Analyst

Ryan Peterson is a Consultant with the Matrix Consulting Group, specializing in GIS and data analytics. He is based in Portland. He has over five years of experience in conducting geospatial analysis for local and regional governments, having previously worked for Portland and Beaverton.

Mr. Peterson has recently worked on police analytical projects for Los Angeles, Sacramento, San Francisco and West Sacramento (CA), Tigard (OR); Tacoma and Monroe (WA), Rockford (IL), Peoria (AZ), Mequon and Oshkosh (WI), Davenport (IA), Miami Beach and Orange County (FL).

He holds a BS in Geography/GIS from University of Oregon, as well as a GIS Graduate Certificate from Portland State University, and a certificate in programming from the Epicodus School.

4 Firm Qualifications

In this section of the proposal is provided a summary of our firm's experience and qualifications to conduct this study for the Burleson Police Department.

1. The Matrix Consulting Group

The Matrix Consulting Group was formed by senior consultants who created it in order to pursue a service in which the senior people actually do the work. Our only business focus is the provision of organization and management analytical services to 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 40 years.
- Our *only* market and service focus is management, staffing and operations analysis of local government. We are a full service that includes a combination of career public officials and consultants.
- While we provide a variety of services to local government our most significant service area is law services. The Matrix Consulting Group project team has conducted studies of more than 400 law enforcement agencies throughout the United States, including many recent studies in Texas.
- We are a national firm, headquartered in California with additional offices in the Dallas Metroplex, Portland (OR), St. Louis area, and Charlotte (NC).

We are proud of our track record in providing analytical assistance to local governments in general, and to police departments specifically.

2. Law Enforcement Experience

The Matrix Consulting Group has conducted over 400 police services studies in Texas and elsewhere throughout the country. Our services in police consulting are varied:

- Organization and staffing
- Deployment and scheduling
- Resource and management planning
- Implementation of 21st Century Policing concepts

Our experience includes the following illustrative agencies:

Asheville, NC	Glendale, WI	Peoria, AZ
Austin, TX	Glenn Heights, TX	Raleigh, NC
Birmingham, AL	Kyle, TX	Sacramento, CA
Buda, TX	Lewisville, TX	Salt Lake City, UT
Columbia, MO	Los Angeles, CA	San Antonio, TX
Davenport, IA	Miami Beach, FL	San Francisco, CA
Denton, TX	Midwest City, OK	San Jose, CA
Elko, NV	O'Fallon, MO	Sunnyvale, TX
Fair Oaks Ranch, TX	Oshkosh, WI	Tacoma, WA
Fort Worth, TX	Ossining, NY	Travis County, TX

In addition, we are currently completing law enforcement studies for **Boerne, Cedar Hill and Texas City TX**, Madison and Milwaukee WI.

3. References

We are providing references for five recent clients. We would be glad to provide additional references from any client in our history.

Denton, Texas

Police Department Staffing

Frank Dixon
Police Chief
(940) 349-8181
frank.dixon@cityofdenton.com

In this recently completed project, Matrix just developed a staffing and deployment plan for current needs as well as to meet the growing and changing demands of the City. Handling current and projected workloads also justified greater use of alternative response techniques, including civilian response, telephone and internet reporting.

Detectives were significantly understaffed too, resulting in high levels of cases deferred for investigation. However, case management approaches needed to be strengthened. Other recommendations included improved workload tracking.

Fort Worth, Texas**Police Department Staffing and Planning Study**

Jesus Chapa
Assistant City Manager
(817) 392-6113
Jesus.Chapa@fortworthtexas.gov

Matrix developed a comprehensive analysis of current and projected staffing needs. The project team developed detailed GIS-based projections of population, housing, police service demand, and crime rates throughout the entire jurisdiction, using these to determine impacts on police staffing needs.

The project team identified the need for approximately 150 new positions to catch up with growth and another 250 over the next 10 years for projected growth. In addition, the project team recommended changes to operations management in investigations and in the deployment of resources to ensure that high call volume areas were adequately served.

Tacoma, Washington**Police Department Staffing**

Tadd Wille
Deputy City Manager
(253) 591-5818
tadd.wille@cityoftacoma.org

Matrix CG developed a comprehensive analysis of current and projected staffing needs. In coordination with city and regional planning efforts, the project team developed detailed GIS-based projections of population, housing, police service demand, and crime rates throughout the entire jurisdiction, using these to determine impacts on police staffing needs.

Overall, the project team identified the need for approximately 150 new positions in the next fiscal year to catch up with growth and another 250 over the next 10 years to keep up with projected growth. In addition, the project team recommended significant changes to operational management in investigations (case management) and in the deployment of resources to ensure that high call volume areas were adequately served.

A follow up study provided an assessment of alternative response for calls involving mental health and homelessness.

Salt Lake City, Utah**Police Department Audit**

Ben Luedtke
Salt Lake City Council Staff
(801) 535-7622
benjamin.luedtke@slcgov.com

Matrix conducted a study of SLCPD that focused on a wide range of areas, providing for a plan for the department to adopt a zero-based budgeting approach:

- Evaluation of the department's approach to budgeting.
- Development of a zero-based approach to budgeting.
- Review of internal accountability practices, including discipline, training, and policy development, and recommended improvements.
- Assessment of the department's approach to mental health crisis response and strategies to improve operations.
- Creation an alternative response to non-emergency calls.

5 Cost Proposal

The Matrix Consulting Group is pleased to submit our price proposal to conduct the Operational Staffing and Facility Study for the Burleson Police Department. This price is based on the scope of work and the task plan presented. The table below provides our fees for the development of the study with hours and costs broken down by task and by project team classification level.

Task	PM / Executive	Sr Mgr / Manager	Consultant	Total Hours	Total Fee
1. Initiation	12	48	12	72	\$12,720
2. Profile	8	40	16	64	\$10,760
3. Community Input	8	8	0	16	\$3,400
4. Staffing Analysis	12	56	12	80	\$14,120
5. Org. & Management	8	44	12	64	\$11,020
6. Projections	8	40	16	64	\$10,760
7. Facilities	16	80	32	128	\$21,520
8. Final Report	8	24	16	48	\$7,960
Total Hours	96	380	124	600	
Hourly Rate	\$250	\$175	\$110		
Total Professional Fees	\$24,000	\$66,500	\$13,640		\$104,140
Travel Expenses					\$5,760
Total Project Cost					\$109,900

6 Appendix – Project Team Resumes

RICHARD BRADY

PRESIDENT, MATRIX CONSULTING GROUP

Richard Brady founded Matrix Consulting Group in 2002 and our Canadian firm, MCG Consulting Solutions in 2017. He leads our Public Safety Practice which includes law enforcement and justice studies. He has served as the Project Manager or Lead Analyst on hundreds of public safety studies in his 40 year career. His subject matter expertise includes police staffing and deployment, management effectiveness, and governance and transparency. Prior to his founding of these two firms, he served for over 20 years as a practice leader in two other firms, including Maximus.

Experience Highlights

Austin, TX: Richard lead a consulting team to assist the APD recreate its approach to community policing to involve everyone, not just those with specialty assignments. While the study supported the addition of staff, the study also found that there were significant opportunities to support community policing in leadership, policies, recruitment, training, supervision, and use of data.

Columbus, OH: Richard led this recent project that identified the need for new positions, but more importantly, identified a number of areas which would improve the quality of service and integrity, including:

- Steps to improve upon building trust in the community.
- Changes to use of force policies and biased policing.
- Increase training on de-escalation and procedural justice.
- Increase the use of civilians in the field and in administration.

There was a 'disconnect' between the policies and management.

Ossining, NY: Richard led this just-completed engagement evaluating opportunities to reform policing consistent with 21st Century Policing concepts. Key recommendations included:

- Improve the functioning, transparency and objectivity of the Citizen / Police Complaint Review Board.
- Work with other agencies to create a mental health response unit.
- Expand training in the areas of racism, bias, de-escalation.

Role on This Engagement:

Richard will serve as a project executive and advisor.

He will be involved in all project stages, including on-site interviews and review meetings. He will lead product design and quality control.

Relevant Clients:

MB	Winnipeg
ON	Kawartha Lakes
AB	Edmonton
CA	Los Angeles
CA	San Francisco
TX	Austin
TX	Fort Worth
MO	Kansas City
OH	Columbus
NY	Ossining
NY	Albany
VA	Richmond
NC	Raleigh
NC	Asheville
AZ	Phoenix
WA	Tacoma
OR	Portland

Years of Consulting: 40

Education:

BA, California State University, East Bay.

PhD, Oxford University, U.K.

Notable Accomplishments:

Ohio Commission on Juvenile Justice

Massachusetts Governor's Committee on Local Government

Professional Association:

Association of Local Government Auditors

International City-County Management Association

IAN BRADY

VICE PRESIDENT, MATRIX CONSULTING GROUP

Ian Brady is a Vice President with Matrix Consulting Group in our Police Services Practice. He leads our data analytics unit, and has over 10 years of consulting experience. Specializing in public safety, he works on all of our police, fire, corrections, and emergency communications studies.

Mr. Brady is the lead developer on all of our statistical modeling and data analytics efforts, and has created standalone models in support of our studies' analytical efforts, including for:

- New agency formation feasibility, financial and service delivery (For nine municipalities in Riverside County, CA).
- Growth forecasting using GIS-based projections for population, service needs, and staffing requirements.
- Comprehensive workload and staffing analytics.
- Interactive scheduling configuration, forecasting effects on service levels and overtime usage.

Experience Highlights

Los Angeles, CA: LAPD Basic Car Area Boundary Study

- Led a comprehensive staffing study of LAPD field services.
- Recreated the patrol geographic deployment structure from the granular level, resulting in 202 new patrol areas, up from the 168 that existed previously.
- Analyzed patrol resource allocation strategies, recommending improved methods in order to better equalize service levels.

San Francisco, CA: Police Department Staffing Analysis

- Lead analyst on a comprehensive staffing study of the department.
- The project was designed to create defensible methodologies for determining the staffing needs of all 600+ assignments in the department based on service needs and other factors. These methodologies were then used to recommend appropriate staffing levels in every position.
- Developed and designed an interactive analytical tool for BPD to use in the future to recreate the analysis in its entirety.

Role on This Engagement:

Ian will serve as the project manager and lead analyst in field services, as well as more generally over data analytics.

He will be involved in all project stages, including on-site interview and review meetings, and will be involved in the development of each deliverable.

Relevant Clients:

AZ	Peoria
AL	Birmingham
CA	Berkeley
CA	Los Angeles
CA	Roseville
CA	Sacramento
CA	San Francisco
CA	San Jose
CO	Adams County
FL	Miami Beach
FL	Orange County
GA	DeKalb County
HI	Kauai County
IL	Lansing
IL	Rockford
KS	Wichita
MB	Winnipeg
MD	Harford County
MD	Howard County
MN	Hennepin County
MO	Columbia
MO	Kansas City
OK	Midwest City
NC	Raleigh
NJ	Mahwah
NM	Rio Rancho
NY	Newburgh
OH	Columbus
OR	Portland
PA	Carlisle
TX	Austin
TX	Fort Worth
TX	Travis County
VA	Suffolk
WA	Tacoma
WI	Oshkosh

Years of Experience: 10

Education:

BS in Politics, Willamette University.

DEVON CLUNIS

SENIOR MANAGER, MATRIX CONSULTING GROUP

Devon Clunis is a highly regarded policing professional with 35 years of combined policing and consulting experience. Mr. Clunis is recognized internationally as a thought leader in advancing policing excellence through a collaborative, community-centered approach.

Mr. Clunis served 29 years with the Winnipeg Police Service in Manitoba, Canada, retiring as Chief of Police in 2016. Most recently, he undertook the role of Inspector General of Policing in Ontario, overseeing the establishment of The Inspectorate of Policing in Canada's largest province, overseeing 45 police agencies and their corresponding Civilian Police Boards.

Experience Highlights

Province of Ontario: Led the establishment of the Inspectorate of Policing. Oversaw all aspects of Vision, Mission, and Guiding Principles formation. Established policies, procedures, and SOP guidelines. Led hiring of staff and creation of a people-centered, community-focused, continuous pursuit of excellence operational framework. Led engagements with all police agencies and civilian boards in the province resulting in a unified approach to policing.

City of Winnipeg: Chief of Police leading overarching institutional change. Worked with police and the community to develop a collaborative approach to community safety and well-being resulting in a transformational shift in police and community relationships.

Columbus, OH: Devon was a key member in this project that identified many areas which would improve the quality of service and integrity, including:

- Steps to improve upon building trust in the community.
- Changes to use of force policies and biased policing.
- Increase training on de-escalation and procedural justice.
- Increase the use of civilians in the field and in administration.

Many recommendations were made to bridge the disconnect between the department and the community

Role on This Engagement:

Chief Clunis will take the lead in community engagement and the analysis of organization, department mission and values, and management.

Relevant Clients:

US

CA	Los Angeles
OH	Columbus
MO	Kansas City
AZ	San Carlos Apache
PA	Macungie

CAN

AB	Edmonton (CAN)
ON	Kawartha Lakes (CA)
MB	Winkler (CAN)
MB	Morden (CAN)

Years of Consulting Experience: 5

Years of Government Experience: 29

Education:

Master's Certificate, Municipal Leadership, York University

JOHN SCRUGGS

MANAGER, MATRIX CONSULTING GROUP

John Scruggs is a manager / analyst on law enforcement, public safety, and criminal justice engagements.

John's relevant experience include:

- Completed over 50 studies for law enforcement, public safety, and criminal justice clients.
- Analysis focuses on operational and staffing review, workload analysis, net annual work hour determination, and alternative scheduling analysis.
- Expertise also includes the evaluation of administrative, dispatch, investigations, patrol, records, and property and evidence functions.
- Retired Captain with 26 years of Law Enforcement Experience.

Experience Highlights

Kansas City, MO: This study evaluated the staffing needs of the Police Department. Key findings included:

- Opportunity for greater fiscal savings by transitioning 30 positions from sworn to civilian staff, primarily in administrative areas (e.g. finance, records, fleet maintenance, security, IT, and HR).
- Identified the need for additional positions related to open record requests, reviewing BWC footage, and packaging of officer videos for judicial proceedings.
- Provided insight into alternative organizational structures and span of control in administrative functions.
- Conducting workload analysis to determine staffing needs for non-patrol and investigative units.

Kawartha Lakes, Ontario: John served as the lead analyst of the on this engagement which reviewed the current staffing and developed staffing projections for a facilities study. Key recommendations included:

- Identified two patrol positions needed in the next 4 years and six positions over the next 20 years to better meet adopted proactive policing thresholds.
- Identified a shortage of detectives assigned to investigate crimes committed at the Central East Correctional Center.
- Identified an alternative fixed post staffing plan for the jail and a revised shift schedule to increase supervision in the jail.

Role on This Engagement:

He will be an analyst on the project focusing on investigations.

Relevant Clients:

AL	Gulf Shores
AZ	Buckeye
CA	Los Angeles
CA	San Jose
CA	Santa Clara
FL	St. Cloud
KS	Kansas City
KS	Wyandotte County
MA	Yarmouth
MN	Hennepin County
MO	Kansas City
OR	Tigard
PA	Lower Saucon
PA	Narberth
PA	Upper Macungie
NC	Waxhaw
NC	Raleigh
TX	Denton
TX	Fort Worth
TX	Glen Heights
TX	Lewisville
TX	Sunnyvale
WA	Monroe
WA	Tacoma
WI	Dodge County

KELLI SHEFFER

MANAGER, MATRIX CONSULTING GROUP

Kelli Sheffer is a 30-year law enforcement veteran. 16-year command leadership with a progressive major metropolitan police agency. Extensive experience in; precinct operations, investigations, major events/protests, houselessness/mental health and neighborhood livability issues, background investigation/personnel recruitment, use of force review and policy.

Experience Highlights

Kelli most recently worked for the City of Portland, Oregon as the Central Precinct Commander responsible for the oversight of all police response and operations in the downtown core and neighborhoods south and west of the city.

- Lead for the Critical Incident Management Command Program- Training for Incident Command.
- Oversight of the Service Coordination Team, a multi-disciplinary service response to houselessness, mental health, and addiction.
- Commander, North Precinct
- Commander, East Precincts
- Commander, Traffic Division.
- Public Information Officer
- Hostage Negotiation Team Lead
- Detective Sergeant
- 20-year Defensive Tactics Instructor

Camp Rosenbaum Board member (2010 – Present)

Camp counselor and staff positions from 1994 to 2018. CRB is a summer camp started 48 years ago by the late Brigadier Gen. Fred M. Rosenbaum utilizing partnerships between police, Air/Army Guard and Housing authority to support and mentor underprivileged youth.

DOJ, ICITAP (2010)

Partnering to build curriculum and instruct Bangladesh National Police in modern policing and Community Policing philosophies

Role on This Engagement:

She will be an analyst on the project focusing on support services.

Bureau Positions:

2016-2018 Central & East Precinct Commander

2013-2016 Traffic Division Commander

2012-2013 North Precinct Commander/Captain

2010-2012 Chief's Office Lieutenant

- Adjunct to Operations Branch Chief
- Public Information Officer

2007-2010 Lieutenant

- East Precinct
- Lieutenant/Hostage Negotiation Team Lead
- Personnel Division

2003-2007 Sergeant

- Precincts
- HNT
- Detectives

2000-2003 Detective

- Robbery
- Child Abuse Team

1990-2000 Officer

- Precincts
- Background Invest. /Recruitment

Training/Education

- Texas A&M All Hazard Unified Command
- NTOA Command
- HNT/CNT
- Critical Incident Stress
- Crisis Intervention
- Major Event Management

AARON BAGGARLY, AICP

SENIOR MANAGER, MATRIX CONSULTING GROUP

Aaron Baggarly is an analyst on law enforcement, public safety, and criminal justice engagements.

Aaron's relevant experience include:

- Completed over 70 studies for law enforcement, public safety, and criminal justice clients.
- Analysis focuses on operational and staffing review, workload analysis, net annual work hour determination, and alternative scheduling analysis.
- Expertise also includes the evaluation of administrative, dispatch, patrol, records, and property and evidence functions.

Experience Highlights

Kansas City, MO: This study evaluated the staffing needs of the Police Department. Key findings included:

- Opportunity for greater fiscal savings by transitioning 30 positions from sworn to civilian staff, primarily in administrative areas (e.g. finance, records, fleet maintenance, security, IT, and HR).
- Identified the need for additional positions related to open record requests, reviewing BWC footage, and packaging of officer videos for judicial proceedings.
- Provided insight into alternative organizational structures and span of control in administrative functions.
- Conducting workload analysis to determine staffing needs for non-patrol and investigative units.

Puyallup, WA: Aaron served as the lead analyst on this engagement which reviewed the staffing, operational, and organization structure of the Police Department. Key recommendations included:

- Identified an additional six patrol officer positions to better meet adopted proactive policing thresholds.
- Revision to current approaches to providing in-service training to reduce overtime.
- Identified an alternative fixed post staffing plan for the jail and a revised shift schedule to increase supervision in the jail.

Role on This Engagement:

He will be the facility planning analyst on the project.

Relevant Clients:

AZ	Buckeye
FL	Alachua County
FL	Cooper City
IA	Davenport
IA	Scott County
KS	Wyandotte County
MA	Yarmouth
MN	Anoka County
MN	Hennepin County
MN	Ramsey County
MO	Clayton
MO	Kansas City
NC	Raleigh
TX	Fort Worth
TX	Kyle
TX	Lewisville
WA	Lynnwood
WA	Puyallup
WI	Dodge County
WI	Waukesha County

Years of Experience: 13

Education:

BS, Appalachian State University, Community and Regional Planning, Minor in GIS.

Professional Association:

American Institute of Certified Planners (AICP)

American Planning Association

RYAN PETERSON

CONSULTANT, MATRIX CONSULTING GROUP

Ryan Peterson is a Consultant with the Matrix Consulting Group, specializing in GIS and data analytics.

He has over 5 years of experience conducting geospatial analysis for public safety agencies.

Experience Highlights

Los Angeles, CA: LAPD Basic Car Area Boundary Stud

- Assisted in the recreation the patrol geographic deployment structure from the granular level, resulting in 202 new patrol areas, up from the 168 that existed previously.
- Analyzed patrol resource allocation strategies, recommending improved methods in order to better equalize service levels.

San Francisco, CA: Police Department Staffing Analysis

- Analyst on a comprehensive staffing study of the department.
- The project was designed to create defensible methodologies for determining the staffing needs of all 600+ assignments in the department based on service needs and other factors. These methodologies were then used to recommend appropriate staffing levels in every position.
- Developed and designed an interactive analytical tool for SFPD to use in the future to recreate the analysis in its entirety.

Relevant Experience:

CA	Los Angeles
CA	San Francisco
FL	Miami Beach
FL	Orange County
HI	Kauai County
IL	Rockford
MD	Harford County
MO	Kansas City
NC	Raleigh
OH	Columbus
TX	Fort Worth
TX	Travis County
WA	Tacoma
WI	Oshkosh

Years of Experience: 5

Education:

BS in Geography,
University of Oregon

Role on This Engagement:

Ryan will serve as a data analyst.