

Proposal for

Standards of Cover Assessment and Utilization Study

City of Leon Valley, Texas

May 4, 2023, 4:00 pm



CPSM[®]

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ICMA

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

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May 4, 2023

City of Leon Valley
Attn: Lisa Hernandez, Human Resources Director
6400 El Verde Road
Leon Valley, TX 78238

Dear Ms. Hernandez:

Proposal for Standards of Cover and Utilization Study—Police Department and Fire and EMS Department Studies

The Center for Public Safety Management, LLC (CPSM), the exclusive provider of public safety technical assistance for the International City/County Management Association (ICMA), is pleased to submit this proposal to the City of Leon Valley for a Standards of Cover and Utilization Study for its police and fire and EMS Departments.

CPSM specializes in providing technical assistance to government entities for independent, comprehensive assessments of their public safety agencies. We assess police, fire, rescue, and EMS agencies to evaluate and analyze their organization and operations and use the results of our data analysis and operational assessment to develop practical recommendations for improving effectiveness and efficiencies as well as to address future needs. Operating as an independent company since 2014, CPSM is the exclusive provider of public safety technical assistance for the International City/County Management Association (ICMA). CPSM provides training and research for the ICMA's members and represents the association in its dealings with the federal government and other public safety professional associations such as CALEA, PERF, IACP, IPMA-HR, DOJ, BJA, COPS, NFPA, CPSE, IAFC, and others.

We have conducted more than 400 public safety agency studies in 46 states and provinces and 310 communities ranging in population from 8,000 (Boone, Iowa) to 800,000 (Indianapolis, Indiana). Our services are designed to assist our clients in achieving more efficient and effective public safety service delivery that is grounded in data and best practices, as well as to assist in strategic planning and feasibility studies.

This proposal is specifically designed to provide the City of Leon Valley with a comprehensive Standards of Cover and Utilization Study for its police and fire and EMS departments consistent with industry standards and guidelines. CPSM offers a unique approach developed by combining the expertise of our fire, rescue, and EMS subject matter experts with our experience performing hundreds of similar assessments for government entities nationwide.

Our project team has been selected specifically for this project and offers many years of practical experience managing police and fire and EMS departments; a record of research, academic teaching and training, and professional publications; and extensive consulting experience completing hundreds of similar studies nationwide. Our team comprises true industry subject matter experts, not merely research assistants, interns, or generic management consultants. Therefore, our fire service and EMS studies reflect lessons learned from the hands-on experience of our leading industry experts.

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

Sincerely,

A handwritten signature in blue ink, appearing to read "Thomas Wieczorek", is placed above the printed name.

Thomas Wieczorek
Director
Center for Public Safety Management, LLC

2. Project Team and Key Personnel

2.a. Proposed Project Staff

CPSM offers a project team comprising highly capable and experienced police, fire and EMS, and data analysis subject matter experts with a track record of competently and efficiently performing similar projects for municipal clients. For this project, CPSM has assembled a premier team of experts with hands-on experience and knowledge directly relevant to performing the required Standards of Cover and Utilization Study. Each of our police and fire and EMS operational subject matter experts are current and former chief officers who have years of experience working in the local government setting. This experience includes working with municipal leadership and elected officials. Our subject matter experts also have prior experience serving as practitioners, line officers, and middle managers. Their expertise has been applied to similar projects that CPSM has performed for its clients.

CPSM's subject matter experts have technical certifications such as state police officer certification and in fire suppression, hazardous materials, EMS, National Incident Management System, emergency management, technical rescue, wildland fire, and other related topics.

CPSM's proposed project professionals will be available to support the project through completion. Our subject matter experts have a long history with the firm, which means staff turnover is not a significant concern. Based on our experience, a dedicated, consistent project team works more efficiently and effectively, ensuring both continuity of project knowledge and budget management. Because we have a stable workforce, our project team members have a history of collaborating on similar projects. More information on our project personnel's qualifications, experience, and project roles is provided in Table 1. The organizational chart for the project is provided in Figure 1.

2.a.1. Project Manager

Thomas Wieczorek, CPSM's director, will be our project manager for this contract. He will lead our project team of Police, Fire and EMS, and Data Analysis subject matter experts in performing the required scope of services in accordance with the contract, CPSM's quality standards, and the established project budget and schedule.

As project manager, Tom will serve as a principal point of contact with the City's project team. He will ensure that we perform the required study with the same exceptional quality and service for which CPSM is recognized. After contract award, at the project kickoff meeting, our project manager will solicit input on our proposed approach and schedule and document the mutually agreed upon final plan that CPSM will follow to complete the project.

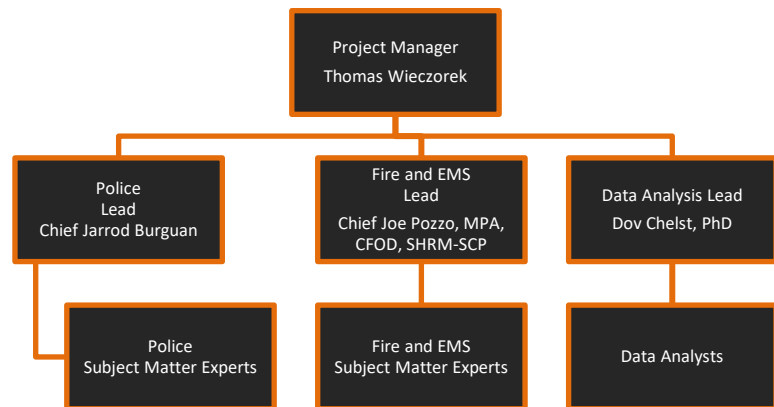


Figure 1. Project Organizational Chart

Table 1. Key Personnel Summary

Name/ Title	Qualifications	Relevant Experience	Project Role
Thomas Wieczorek Director, Center for Public Safety Management, LLC	<ul style="list-style-type: none">40+ years of public safety experienceCurrent representative of ICMA on the NFPA 1710 Career Committee2000 ICMA Award for Excellence	<ul style="list-style-type: none">Former police officer, fire chief, director of public safety, and city managerAs city manager, was lead negotiator for ambulance service contracts serving City and surrounding Townships and represented City on a regional rural hospital board.Former Executive Director of the Center for Public Safety Excellence. Taught Public Safety	Corporate Oversight

Name/ Title	Qualifications	Relevant Experience	Project Role
	<ul style="list-style-type: none"> 1999 City Manager of the Year, 2003 Person of the Year for Rural Water Association of Michigan 2005 Distinguished Service Award – Michigan Municipal League 	<ul style="list-style-type: none"> programs at multiple colleges and organizations Former officer for Michigan Local Government Manager’s Association and Commission of Fire Officer Designation 	
Police Operations Team			
Chief Jarrod Burguan, BS, MA Associate	<ul style="list-style-type: none"> 29 years in local law enforcement, with 10 years in senior management positions Bachelor’s degree in Business and a master’s degree in Management from the University of Redlands Graduate of the California Command College, the FBI’s Law Enforcement Executive Development program, and the Senior Management Institute for Police through the PERF 	<ul style="list-style-type: none"> Retired as Chief of Police for San Bernardino Police Department in 2019 During his career, worked a variety of assignments in patrol, traffic, investigative and administrative divisions Unique experience managing a police department through a municipal bankruptcy while maintaining day-to-day operational effectiveness Invited speaker at conferences and training events throughout the country and internationally on police response to active shooter events following both an elementary school active shooter in 2016 and 2015 terrorist attack in San Bernardino Since retiring from the department in 2019, has continued to work as a consultant for municipal government and media organizations and has served as an advisor for Department of Justice - ICITAP program 	Project Manager/ Police Subject Matter Expert
Deputy Chief Martin Baeza, BA, MA <i>Senior Associate</i>	<ul style="list-style-type: none"> Served with the Los Angeles Police Department for 32 years, the last 14 years in senior management positions BS in Applied Business and Management and MA in Organizational Management from Azusa Pacific University Graduate of the West Point Leadership Program, Senior Management Institute for Policing, and the University of Southern California, Sol Price School of Public Policy, Executive Leadership Program 	<ul style="list-style-type: none"> Retired Deputy Chief, Los Angeles Police Department Experience includes Patrol Operations, Detective, Specialized Divisions and Administrative Offices Retired from LAPD as the Commanding Officer of the Personnel and Training Bureau overseeing Human Resources and training for all sworn and non-sworn employees Led various Operational Commands and the Police Academy Restructured crime reduction strategies and implemented smart policing concepts and community engagement programs Recognized for creative community policing incentives and was a two-time recipient of the Excellence in Leadership Award for Community Policing Led recruitment, hiring, and deployment of all human resources for the organization, which encompassed 13,000 employees 	Police Subject Matter Expert

Name/ Title	Qualifications	Relevant Experience	Project Role
Chief John E. Perez, BS, MS, PhD Senior Associate	<ul style="list-style-type: none"> 35 years of public safety experience including an array of specialized assignments in enforcement, special tactics, administration, and community initiatives Bachelor's degree in Criminal Justice, a master's degree in Behavior Science, and a PhD in Public Administration Graduate of the California Peace Officers and Standards Executive Management School as well as holding a POST executive certificate Recipient of Mayor's Special Service Award for his work in developing community initiatives and twice awarded the Police Chief's Excellence in Policing merit award Serves on the board of the California Police Chiefs Association and the National Police Foundation Serves on the Pasadena Educational Foundation, Patron Saints Foundation 	<ul style="list-style-type: none"> Chief of Police for the City of Pasadena (CA) since 2018 and has been with the Department since 1985 Served as Counter-Terrorism Intelligence Officer immediately after the 9/11 terrorist attack in developing security/safety measures for Pasadena's Tournament of Roses Parade, Rose Bowl, and special events After serving as Special Enforcement Section Sergeant and developing policing initiatives in lowering gang violence while improving community trust and confidence, appointed by California's Commission on Peace Officer Standards and Training to provide best practices on developing statewide initiatives Served in various ranks of Department to include Deputy Chief of Police from 2016–2018 Led development of several internal initiatives that decreased use of force by 50% through immersive training and self-improvement from use of Body-Worn Camera (BWC), as well other initiatives to increase community awareness of policing challenges through programs such as "Policing 101" and "Community Conversations" 	Police Subject Matter Expert
Fire / EMS Operations Team			
Chief Joseph Pozzo (Ret), MPA, CFOD, SHRM-SCP Senior Manager for Fire/EMS	<ul style="list-style-type: none"> 40-year career in public service Master of Public Administration degree from Troy University, BA in Public Administration from Saint Leo University and several associate degrees including an AAS in Fire Science and Protective Services Chief Fire Officer Designation from the Center for Public Safety Excellence Senior Certified Professional, Society of Human Resource Management 	<ul style="list-style-type: none"> As CPSM's Senior Manager for Fire and EMS has completed more than 50 similar studies Texas state experience includes performing fire department and EMS assessments for the cities of Brownsville, Conroe, Frisco, Garland, Highland Village, Luca, Lufkin, and Round Rock. Former Director of Public Protection for Volusia County, Florida where he provided executive leadership to 900-employee Fire, EMS, Emergency Management, Corrections, Animal Control, and Beach Safety divisions Former Fire Chief Volusia County, FL, Loudoun County, VA, Portsmouth, VA 	Project Manager

Name/ Title	Qualifications	Relevant Experience	Project Role
Chief Peter J. Finley, Jr. (Ret.), BA, EFO Senior Associate	<ul style="list-style-type: none"> 36 years in fire and emergency services Bachelor of Science degree in Fire Science/ Administration from the University of Maryland Associate in Applied Science degree from Atlantic Community College in New Jersey 2003 graduate of the National Fire Academy's Executive Fire Officer Program earning an Outstanding Research Award in 2002BA, EFO, Senior Associate Current Adjunct Professor in the Fire Science Program at Camden County College Past President NJ Career Fire Chiefs Association 	<ul style="list-style-type: none"> Retired Chief of Department City of Vineland Fire Department and Winslow Township Fire in New Jersey Significant accomplishments include planning, establishment, and initial deployment of the career component of the department as it transitioned from fully volunteer to combination status. In more than 20 years with City of Vineland Fire Department held every operational rank (Firefighter, Fire Prevention Specialist, Captain, Deputy Chief, Fire Chief) including 4 ½ years as Chief of Department. Initiated significant changes including implementing numerous improved operational and safety initiatives and updating and modernizing equipment. During his tenure, department received more than one million dollars in grants. Formerly commanded Vineland Rescue Squad, gaining significant EMS operations and command experience and completing a complete overhaul of that organization's operations. 	Fire Service Subject Matter Expert
Deputy Chief Matt Gustafson Fire & EMS Associate	<ul style="list-style-type: none"> 40-year career in public and private fire service Associates degree in Fire Science Technology, a Bachelor of Science degree in Fire Administration and Prevention (Magna Cum Laude), and Fire Officer Certification, and is a Master Instructor within the California State Fire Service Training and Education System Currently an adjunct fire officer instructor and oversees firefighter and EMT internships for the Santa Rosa Jr. College 	<ul style="list-style-type: none"> Most recently retired as a Deputy Chief with the Sonoma County, CA Fire District Started his career as a volunteer Firefighter for the City of Larkspur (CA) Hired at Lucasfilm LTD to help create a new fire, safety, and security division for the Skywalker Ranch / Lucasfilm complexes. And worked his way up to Assistant Fire Chief and Head of Safety/Security for the Skywalker Ranch complex Battalion Chief / Fire Marshal with Windsor Fire Protection District 	Fire and EMS Subject Matter Expert
Matt Zavadsky, MS-HSA, NREMT Senior Associate	<ul style="list-style-type: none"> 40 years' EMS experience Master's in Health Service Administration with a Graduate Certificate in Health Care Data Management Subject matter expert in mobile integrated healthcare, high performance EMS system operations, public/media relations, public policy, EMS economic models and EMS research Expert knowledge of dispatch and communications system 	<ul style="list-style-type: none"> Chief Strategic Integration Officer at MedStar Mobile Healthcare, Public Utility Model EMS agency, exclusive provider of EMS and Mobile Integrated Healthcare Services for Fort Worth and 14 other cities in North Texas While at MedStar, they completely re-designed dispatch process and implemented a revolutionary new CAD system, which has been integrated across multiple systems and agencies. Co-investigator in several published studies related to innovations in emergency medical dispatch. 	EMS Subject Matter Expert

Name/ Title	Qualifications	Relevant Experience	Project Role
	<ul style="list-style-type: none"> innovations, specifically related to the key roles of emergency medical dispatch operations, data analytics, and resource allocation Written numerous articles and spoken nationally on topics relating to flexible deployment strategies, dynamic resource management, and resource utilization 	<ul style="list-style-type: none"> President of the National Association of EMTs and chairs the Transformation Committee Adjunct Faculty for the University of North Texas Health Science Center, Department of Health Management and Policy 	
Data Assessment Team			
Dov Chelst, PhD Director of Quantitative Analysis	<ul style="list-style-type: none"> Subject Matter Expert in analyzing public safety department's workload and deployment PhD Mathematics BA Magna Cum Laude in Mathematics and Physics 	<ul style="list-style-type: none"> Managed over 140 data analysis projects for city and county agencies ranging in population size from 8,000 to 800,000 	Data Assessment Lead
Xianfeng Li, PhD Senior Public Safety Data Analyst	<ul style="list-style-type: none"> PhD and master's degree in Polymer Science, Institute of Chemistry, Chinese Academy of Sciences in Beijing Bachelor's degree in Chemistry, Jilin University in Changchun 	<ul style="list-style-type: none"> Professional computational scientist and certified SAS programmer with a wealth of knowledge and research experience in complex system modeling, data analysis, and statistical physics. Previously worked as a Research Associate at Clemson University. 	Data Analyst
Monique Lee, MS, BS Public Safety GIS Specialist	<ul style="list-style-type: none"> Extensive experience in data and geospatial analysis, hydrographic data processing, mapping platforms, and project management MS degree in Geographic Information Science & Technology 	<ul style="list-style-type: none"> Provides mapping support to CPSM's public safety studies Experience includes work as a GIS consultant, and with the U.S. Army Corps of Engineers where she received a U.S. Army commendation, and the United States Geological Survey, Grand Canyon Monitoring and Research Center 	Public Safety GIS Specialist

2.b. Biographic Information

Brief bios for each of our key personnel are provided below.

Director, Center for Public Safety Management, LLC —Thomas Wiczorek

Retired City Manager Ionia, MI; former Executive Director Center for Public Safety Excellence

With 40+ years of public safety experience, Thomas Wiczorek is an expert in fire and emergency medical services operations. He has served as a police officer, fire chief, director of public safety and city manager and is former Executive Director of the Center for Public Safety Excellence (formerly the Commission on Fire Accreditation International, Inc.).

He has taught a number of programs at Grand Valley State University, the National Highway Traffic Safety Administration (NHTSA), and Grand Rapids Junior College. He has testified frequently for the Michigan Municipal League before the legislature and in several courts as an expert in the field of accident reconstruction and fire department management. He is the past president of the Michigan Local Government Manager's Association; served as the vice-chairperson of the Commission on Fire Officer Designation; and serves as a representative of ICMA on the NFPA 1710 career committee.

He most recently worked with the National League of Cities and the Department of Homeland Security to create and deliver a program on emergency management for local officials titled, "Crisis Leadership for Local Government Officials." It has been presented in 43 states (including Hawaii) and has been assigned a course number by the DHS. He represents ICMA on the NFPA 1710 and 1730 Standards Committees and is a board member on the International Accreditation Service, a wholly owned subsidiary of the International Code Council.

He received the Mark E. Keane "Award for Excellence" in 2000 from the ICMA, the Association's highest award, and was honored as City Manager of the Year (1999) and Person of the Year (2003) by the Rural Water Association of Michigan, and for distinguished service by the Michigan Municipal League in 2005.

Police Operations Team

Chief Jarrod Burguan, BS, MA — Senior Associate

Chief of Police, San Bernardino Police Department

Chief Burguan served 29 years in local law enforcement, with 10 years of that experience in senior management positions. He retired as the Chief of Police for the San Bernardino Police Department in 2019.

During his career, Chief Burguan worked a variety of assignments in the patrol, traffic, investigative and administrative divisions of the department. He has the unique experience of managing a police department through a municipal bankruptcy while maintaining day-to-day operational effectiveness. He has been an invited speaker at conferences and training events throughout the country and internationally on police response to active shooter events following both an elementary school active shooter in 2016 and the 2015 terrorist attack in San Bernardino.

Since retiring from the department in 2019, Chief Burguan has continued to work as a consultant for municipal government and media organizations and has served as an advisor for the Department of Justice – ICITAP program. He holds a bachelor's degree in Business and a master's degree in Management from the University of Redlands. He is also a graduate of the California Command College, the FBI's Law Enforcement Executive Development program, and the Senior Management Institute for Police through the PERF.

Deputy Chief Martin Baeza, BA, MA — Senior Associate

Retired Deputy Chief, Los Angeles Police Department

Deputy Chief Baeza served with the Los Angeles Police Department for 32 years and spent the last 14 years in senior management positions. His depth of experience includes a variety of assignments in Patrol Operations, Detective, Specialized Divisions and Administrative Offices. He retired from the Los Angeles Police Department as the Commanding Officer of the Personnel and Training Bureau overseeing Human Resources and training for all sworn and non-sworn employees of the Department.

He led various Operational Commands and the Police Academy. He restructured crime reduction strategies and implemented smart policing concepts and community engagement programs. He was recognized for his creative community policing incentives and was a two-time recipient of the Excellence in Leadership Award for Community Policing. Deputy Chief Baeza was invited to participate as a Los Angeles Police Department International Delegate in Abu Dhabi, United Arab Emirates. He presented on best practices in community engagement and training development. Deputy Chief Baeza held a variety of leadership positions throughout the Department and has been involved in training police officers at all levels. He served as the Los Angeles Police Academy Director and oversaw the successful re-certification. His experience includes instructing in the Field Training Officer Program, Police Leadership, Supervisor, and Executive Command Development Courses. He has been an invited speaker on various topics in leadership.

Deputy Chief Baeza led the recruitment, hiring, and deployment of all human resources for the organization, which encompassed 13,000 employees. He established a Traffic Group to oversee traffic commands and evaluate traffic policies and procedures. Additionally, his responsibilities included oversight of fleet, information technology, and Behavioral Science Services. He was a standing member of the categorical use of force board and was integral in the assessment of policy, use of force tactics, procedural justice, and best practices.

Deputy Chief Baeza possesses a Bachelor of Science degree in Applied Business and Management and a Master of Arts in Organizational Management from Azusa Pacific University. He is also a graduate of the West Point Leadership Program, Senior Management Institute for Policing, and the University of Southern California, Sol Price School of Public Policy, Executive Leadership Program.

Chief John E. Perez, BS, MS, PhD — Senior Associate

Chief of Police, City of Pasadena, California

John E. Perez has served as the Chief of Police for the City of Pasadena (CA) since 2018 and has been with the Department since 1985. His 35 years of public safety experience includes an array of specialized assignments in enforcement, special tactics, administration, and community initiatives. He served as the Counter-Terrorism Intelligence Officer immediately after the 9/11 terrorist attack in developing security/safety measures for Pasadena's Tournament of Roses Parade, Rose Bowl, and special events.

After serving as the Special Enforcement Section Sergeant and developing policing initiatives in lowering gang violence while improving community trust and confidence, he was appointed by California's Commission on Peace Officer Standards and Training to provide best practices on developing statewide initiatives. He is the recipient of Mayor's Special Service Award for his work in developing community initiatives and has been twice awarded the Police Chief's Excellence in Policing merit award. Chief Perez has served in the various ranks of the Department to include Deputy Chief of Police from 2016-2018.

Chief Perez led the development of several internal initiatives that decreased the use of force by 50% through immersive training and self-improvement from use of Body-Worn Camera (BWC), as well as other initiatives to increase community awareness of policing challenges through programs such as "Policing 101" and "Community Conversations" - each intended to develop and educate community members, youth, and the media on policing topics as well as learning from the community.

Chief Perez serves on the Pasadena Educational Foundation, Patron Saints Foundation, and is a graduate of the California Peace Officers and Standards Executive Management School as well as holding a POST executive certificate. Chief Perez possesses a bachelor's degree in Criminal Justice, a master's degree in Behavior Science, and a PhD in Public Administration. He serves on the board of the California Police Chiefs Association and the National Police Foundation.

Fire and EMS Operations Assessment Team

Chief Joseph Pozzo (Ret.), MPA, CFOD, SHRM-SCP — Project Manager

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

Chief Pozzo has a 40-year career in public service, and most recently served as the Director of Public Protection for Volusia County, Florida where he provided executive leadership to the Fire, EMS, Emergency Management, Corrections, Animal Control, and Beach Safety divisions. The Public Protection Department is the largest department in Volusia County and includes 945+ employees, an EMS Division that handles over 50,000 transports per year and utilizes Florida's first-ever Nurse Triage system in the 911 Center, an all-hazards Emergency Management Division that specializes in coastal storm preparation and response, and a Fire Division that responds to 23,000 calls/year utilizing ALS staffed apparatus.

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

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

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

Prior to his appointment with Loudoun County, Chief Pozzo served as Chief of the Portsmouth Fire, Rescue and Emergency Services Department, one of the oldest professional departments on the eastern seaboard, serving over 100,000 residents during Chief Pozzo's tenure. Chief Pozzo also served in the City of Virginia Beach, Virginia Fire Department for 19 years, reaching the level of Deputy Fire Marshal and then Battalion Chief prior to embarking on his career as a Fire Chief/Director.

Chief Pozzo holds a Master of Public Administration degree from Troy University, a B.A. in Public Administration from Saint Leo University, and numerous public safety technical certifications. He holds the Chief Fire Officer Designation from CPSE and is a Senior Certified Professional in Human Resources through the Society of Human Resource Management (SHRM).

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

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

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

Chief Finley currently serves as an Adjunct Professor in the Fire Science Program at Camden County College. In addition, since his retirement, he has been involved in conducting numerous fire department operational readiness and organizational evaluations including several under the auspices of the United State Coast Guard related to domestic port security assessments. He has also been involved in the development and administration of several fire service promotional examinations and assessment processes.

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

Deputy Chief Matt Gustafson— Fire & EMS Associate

Retired Deputy Fire Chief, Sonoma County

Deputy Chief Matt Gustafson has a 40-year career in public and private fire service, and most recently retired as a Deputy Chief with the Sonoma County, CA Fire District. Matt started his career as a volunteer firefighter for the City of Larkspur (CA). He was later hired at Lucasfilm Ltd to help create a new fire, safety, and security division for the Skywalker Ranch / Lucasfilm complexes. Matt gained extraordinary experience and education in private emergency services as well as motion-picture film and television entertainment safety. Matt worked his way up to Assistant Fire Chief and Head of Safety/Security for the Skywalker Ranch complex.

In 1998, Matt was hired with Windsor Fire Protection District as a Battalion Chief / Fire Marshal. As Battalion Chief, Matt managed fire station crews and administrative staff and responded to greater alarm incidents ultimately for two fire districts under a Joint Powers Agreement (JPA). He managed employee performance and relations, facilities, and policy development. During this time, Matt founded the Sonoma County Fire Chief Operation section which led to more common county-wide tactics and strategies, strike team, and county-wide resource management. As Fire Marshal, Matt performed plan review and fire and life safety inspections for new building projects and events for a rapidly growing community. Matt managed fire investigations, public relations, and community risk reduction programs. Matt worked closely effectively with the public, building officials, planners, developers, other fire officials, city officials, and elected officials. He served as president of the Sonoma County Fire Prevention Officers and facilitated the “single-code” (one fire code for the entire county) project. Matt also served as acting assistant fire chief for several years and routinely filled in for the fire chief. Matt managed a LEED/Green-certified new fire station project, added staffing, built employee relations, and created strategic plans, team building programs, fee schedules, mitigation revenues, and a career succession program.

In recent years, Matt has helped manage complex annexations and mergers resulting in the integration of five struggling agencies into one cohesive agency and increasing services from BLS to ALS. Matt has also assisted the district and the community regain footing after four back-to-back large incidents, namely the Tubbs (2018), Kincade (2019), Walbridge, and Glass, Lightening Complex (2020) fires.

In August 2021, Matt retired from the district and is currently an adjunct fire officer instructor and oversees firefighter and EMT internships for the Santa Rosa Jr. College.

Matt has an associate’s degree in Fire Science Technology, a Bachelor of Science degree in Fire Administration and Prevention (Magna Cum Laude), Fire Officer Certification, and is a Master Instructor within the California State Fire Service Training and Education System.

Matt Zavadsky, MS, BA — EMS Specialist

Chief Strategic Integration Officer, MedStar Mobile Health

Matt Zavadsky currently serves as the Chief Strategic Integration Officer at MedStar Mobile Healthcare, the Public Utility Model EMS agency that provides exclusive emergency and non-emergency EMS and Mobile Integrated Healthcare services for Fort Worth and 14 other cities in North Texas. MedStar provides advanced life support ambulance service to 436 square miles and more than 1 million residents and responds to over 165,000 calls a year with a fleet of 65 ambulances. MedStar is a dual-accredited, high-performance, high-value EMS system, providing advanced clinical care with high economic efficiency with no taxpayer subsidy and is one of the most recognized EMS agencies in America.

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

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

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

Data Assessment Team

Dov Chelst, PhD — Data Assessment Lead

Director of Quantitative Analysis

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

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

Xianfeng Li, PhD — Public Safety Data Analyst

Dr. Xianfeng Li is a professional computational scientist and certified SAS programmer with a wealth of knowledge and research experience in complex system modeling, data analysis, and statistical physics. He performs CPSM's fire and EMS data analyses. He previously worked as a Research Associate at Clemson University.

Dr. Li earned his PhD and Master's degree in Polymer Science within the Institute of Chemistry from the Chinese Academy of Sciences in Beijing. He earned his Bachelor's degree in Chemistry at Jilin University in Changchun.

Monique Lee, MS, BS — Public Safety GIS Specialist

Ms. Lee has extensive experience in the areas of data and geospatial analysis, hydrographic data processing, mapping platforms, and project management. She provides mapping support to CPSM's public safety studies. Her experience includes work as a GIS consultant, and with the U.S. Army Corps of Engineers where she received a U.S. Army commendation, and the United States Geological Survey, Grand Canyon Monitoring and Research Center. Ms. Lee has an MS degree in Geographic Information Science & Technology.

2.c. Subconsultants/Subcontractors

CPSM performs all work using in-house resources and does not subcontract any portion of the work scope. The firm has adequate in-house subject matter experts to perform multiple concurrent public safety studies at any time.

3. Relevant Experience

3.a. CPSM History

CPSM is a nationally recognized expert in police department and fire protection and EMS service organization analysis and planning. We routinely analyze deployment of resources including station location, size, etc. against existing and future needs. We specialize in this work and have completed hundreds of such analyses for municipal clients nationwide. We are able to offer our clients the kind of insight and creative options available from our broad scope of experience. As a result of our studies, we have provided our clients with hundreds of recommendations for enhanced service delivery, efficiencies, and cost avoidance.

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

The firm's principals are shown in Figure 2. All three principals have been with CPSM since its inception. CPSM's staff includes a team of 30 fire, rescue, and EMS subject matter experts, police subject matter experts, and data analysts. CPSM is headquartered in Washington, DC, with a quantitative analysis group based in West Orange, New Jersey, and subject matter experts throughout the U.S.

Director Thomas Wieczorek	Managing Partner Leonard Matarese	Managing Partner Dov Chelst, PhD
<ul style="list-style-type: none">•Expert in fire, rescue, and EMS operations•Served as a police officer, fire chief, director of public safety and city manager and is former Executive Director of the Center for Public Safety Excellence (formerly the Commission on Fire Accreditation International, Inc.)•Managed hundreds of studies similar to those required by the City of Leon Valley	<ul style="list-style-type: none">•Specialist in public sector administration with particular expertise in public safety issues•44 years' experience as a law enforcement officer, police chief, public safety director, city manager and major city Human Resources Commissioner•Managed several hundred studies of emergency services agencies	<ul style="list-style-type: none">•Leads the company's quantitative analysis unit•Supported by data analysts specializing in the analysis of public safety data•Managed and performed provided data analysis for hundreds of similar municipal police, fire, and EMS studies

Figure 2. CPSM's Principals offer significant experience in similar studies.

3.b. Experience Overview

CPSM has conducted over 175 fire and EMS projects and more than 275 police/law enforcement projects with comprehensive management, operational, and staffing analyses. Studies have included report components and recommendations following the Center for Public Safety Excellence (CPSE), Commission on Accreditation of Law Enforcement Agencies (CALEA), and Commission on Fire Accreditation International standards (CFAI). These projects have involved workload matching to staffing, review of investigations and specialized units, community risk assessments, fire and EMS consolidation analyses, analysis of emergency communications centers, fire and EMS department strategic plans, fire and EMS department staffing plans, and fiscal analyses.

3.c. Relevant Experience

CPSM performs comprehensive, unbiased police and fire and EMS service assessments that examine all aspects of department organization and operations including service delivery, workload, response times, resiliency, station location analysis measured against industry benchmarks (e.g., CALEA, NFPA, and ISO-PPC), operational and administrative staffing, community risk reduction, community risk through all-hazards assessment, training and education, and review of the annualized budget that supports the department's overall effort to staff and deploy an all-hazards agency. This involves data collection and analysis, interviews, comparison analysis, and observation. Our subject matter experts develop customized recommendations for balancing workload and service needs within local budgets. These projects have been conducted in small, medium, and large metropolitan police, fire, and EMS departments located in rural, suburban, and urban areas.

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

In conducting its studies, CPSM utilizes national standards, guidelines, and best practices including those of CALEA, CPSE, and CFAI standards. Our services are designed to assist our clients in achieving more efficient and effective public safety service delivery that is grounded in data and best practices.

As part of our studies, CPSM conducts a series of focus groups with stakeholders including staff members (both sworn and civilian), senior management, elected officials, and other community members.

CPSM routinely develops recommendations and alternatives for its clients. These typically include recommendations that result in cost reduction and when appropriate, cost recovery strategies. With the exception of permit fees, there are very limited opportunities to recover costs for police and fire services. Further, very few EMS systems are able to financially operate without some other form of government subsidy. CPSM's approach is to look at each of the stations, call locations, nature of the calls, and financial reports to determine if there are alternatives.

3.d. Representative Projects/Client References

Table 2 provides summaries of six relevant projects and client references for similar work CPSM has recently performed.

Table 2. References for Similar Projects

Name and Address of Government Agency/ Services Provided	Client Contact and Title/ Telephone Number/ Email Address	Description of Services Performed
City of Allen, Texas 305 Century Parkway, Allen, TX 75013 Comprehensive Analysis of Allen Police Department Completed July 2021	Brian Harvey, Police Chief (214) 509-4201 bharvey@cityofallen.org	CPSM evaluated operations of the Allen Police Department. Our analysis covered all aspects of the department's operations, including identifying appropriate staffing of the department given the workload, community demographics, and crime levels; the effectiveness of the organizational structure; and efficiency and effectiveness of bureau/unit processes.
City of Sugar Land, TX 2700 Town Center Blvd. North Sugar Land, TX 77479 Police Operations and Data Analysis	Mike Goodrum, City Manager (281) 275-2700 citymgr@sugarlandtx.gov	For the Sugar Land Police Department (SLPD), CPSM performed a comprehensive operational review and data analysis that addressed all aspects of the department's operations. This study included identifying appropriate department staffing given the workload, community demographics, and crime levels; the effectiveness

Name and Address of Government Agency/ Services Provided	Client Contact and Title/ Telephone Number/ Email Address	Description of Services Performed
<p>First assessment Completed March 2018</p> <p>Focus group project 2022</p>		<p>of the organizational structure; and efficiency of division/unit processes.</p> <p>Using operations research methodology, we analyzed the department workload and compared that workload to staffing and deployment levels. We reviewed other performance indicators to understand the implications of service demand on current staffing. Our study involved data collection, interviews with key police and administration personnel, focus groups with department personnel and volunteers/community members, onsite observations of the job environment, data analysis, comparative analysis, SWOT analysis, and development of alternatives and recommendations.</p> <p>Based on CPSM's detailed review of the SLPD, we provided recommendations throughout the project report designed to enhance the operation of Department, including by ensuring that police resources are optimally deployed, operations are streamlined for efficiency, and services provided are cost-effective.</p> <p>We were recently commissioned to review and analyze the law enforcement needs of the City of Sugar Land with a particular focus on gathering the perceptions of the men and women, both sworn and civilian, of the Sugar Land Police Department (SLPD). We employed a series of focus groups to gather these perceptions, which we then categorized into major themes, including communication, decision-making process, department culture, staffing, discipline, trust/confidence/support, morale, and training.</p>
<p>City of Upper Providence Township, PA 935 N Providence Road Media, PA 19063</p> <p>Comprehensive Analysis of Police Department study completed September 2020</p> <p>Police Leadership Development Program completed 2022</p>	<p>Timothy Tieperman, Township Manager (610) 933-9179 tieperman@uprov-montco.org</p>	<p>CPSM reviewed the operations of the Upper Providence Police Department. Our analysis covered all aspects of the department's operations, including identifying appropriate staffing of the department given the workload, community demographics, and crime levels; effectiveness of the organizational structure; and effectiveness and efficiency of division/unit processes. Recommendations were provided in the study report.</p>

Name and Address of Government Agency/ Services Provided	Client Contact and Title/ Telephone Number/ Email Address	Description of Services Performed
<p>City of Corinth, TX 3300 Corinth Parkway, Corinth, TX 76208</p> <p>Operational and Administrative Analysis for Lake Cities Fire Department</p> <p>Completed Dec 2019</p>	<p>Bob Hart, City Manager (940) 498-3204 bob.hart@cityofcorinth.com</p>	<p>CPSM evaluated the Lake Cities Fire Department (LCFD) and conducted an Operational and Administrative Analysis of the fire department, including a detailed review of department operations, its interaction with hospital services, workload, staffing, fire stations, fire apparatus, and deployment practices. This analysis included a thorough review of the organization's structure, training, performance measures, prevention activities, and interactions with mutual aid and regional partners. CPSM provided recommendations and alternatives regarding fire department operations, staffing levels, alternate modes of operation in relation to the current service demand, and options to position the department to best manage the community's anticipated rapid growth.</p>
<p>City of Upper Arlington, OH 3600 Tremont Road Upper Arlington, OH</p> <p>Fire and EMS Operational and Administrative Analysis</p> <p>Completed April 2023</p>	<p>Jacolyn Thiel, Assistant City Manager (614)-583-5043 jthiel@uaoh.net</p>	<p>CPSM completed an analysis of the city's Fire Department, which included an analysis of fire protection operations, EMS operations, a community risk analysis, standards of cover, a staffing analysis, and analysis of each division and program in the Upper Arlington Fire Division. The fire department and city accepted the administrative, operational, and standards of cover recommendations, and are developing a plan to accomplish the staffing recommendations.</p>
<p>Plymouth, MA 114 Sandwich Street Plymouth MA, 02360</p> <p>Fire Department and EMS Analysis</p> <p>Completed January 2023</p>	<p>Neil Foley, Fire Chief (508) 830-4213, ext. 106 nfoley@plymouth-ma.gov</p>	<p>For the Town of Plymouth, CPSM performed an analysis of the town's Fire Department and private EMS provider. Services included a staffing analysis, comprehensive review of the private ambulance service, community risk analysis, analysis of the fire department's 911-dispatch center, station feasibility analysis, and analysis of each division and program in the Plymouth Fire Department.</p>

3.e. Why CPSM is Best Firm Qualified to Perform the Required Standards of Cover and Utilization Study for the City of Leon Valley

CPSM has been performing police, fire, and EMS operational and administrative analyses for government entities—large, medium, and small—for more than 15 years. We have a record of completing projects on time, within the established budget, and in compliance with contractual requirements. Many of our clients are repeat clients, coming back to us for additional studies or to update previously performed studies.

CPSM offers the unparalleled experience in performing police and fire department SOC assessments, risk assessments, and EMS deployment assessments using highly capable and experienced subject matter experts with a track record of competently and efficiently performing similar projects for government clients. Each of our police, fire, and EMS subject

matter experts are current and former chief officers who have years of experience working in the local government setting and with government entity leadership and elected officials. Our staff themselves have prior experience serving as practitioners, line officers, and middle managers and bring knowledge and expertise gained not only from their public safety roles but also from conducting studies of a wide range of police or fire and EMS departments nationwide. With this breadth of experience, we are able to provide our clients with innovative short- and long-term recommendations customized for their specific needs and circumstances.

CPSM has developed or been a participant in the processes used to create optimal performance for modern-day policing. Decades of research through ICMA led to the creation of the methodology used by CPSM. Other components of this research led to the models used for the Commission on Accreditation of Law Enforcement Agencies (CALEA) as well as fire and EMS accreditation.

CPSM uses current and former fire service chief officers who are well-versed in the deployment of fire services, all-hazards community risk assessments, and the content and application of the Standards of Cover document. This includes our routine inclusion of a Community Risk Assessment utilizing the 3-Axis Risk Calculation in each current fire operational and facility feasibility analysis; gap analysis of station and apparatus locations benchmarked against the appropriate National Fire Protection Association (NFPA) standard and the ISO-PPC 1.5-mile radius for engine companies and 2.5-mile radius for ladder companies; and an analysis of a department's ability to assemble an Effective Response Force and complete the critical tasking necessary to mitigate an emergency as benchmarked against the appropriate NFPA and industry standards based on facility locations.

CPSM has performed 30+ comprehensive assessments of public safety agencies in Texas. This experience includes Police studies for municipalities including Addison, Allen, Belton, Brownsville, Bryan, Cedar Park, New Braunfels, Prosper, Sugar Land, and Victoria and Fire/EMS assessments for municipalities such as Addison, Baytown, Belton, Brownsville, Bryan, Conroe, Corinth, Frisco, Garland, Highland Village, Lucas, Lufkin, New Braunfels, Round Rock, and Sugar Land.

4. Project Approach

4.a. Understanding of the Required Study

The City of Leon Valley is seeking a qualified, independent contractor to conduct a utilization study for the city's Police, Fire/EMS, and Public Works departments. The selected contractor will evaluate the staffing levels and review performance for each of the three departments. CPSM proposed to perform the Police and Fire/EMS Standards of Cover and Utilization Studies. Based on the results of each study, industry standards, and their subject matter expertise, the contractor will provide recommendations for an innovative and sustainable method of determining current and future staffing needs; to ensure service delivery meets current best practices and community expectations; and for strategic direction and span of control.

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

- Conducting a data-driven forensic analysis to identify actual workload, response times, and resiliency. This data feeds into the GIS demand mapping and travel time mapping from police or Fire and EMS stations, which is essential when identifying gaps in station coverage and locations;
- Identifying and recommending appropriate staffing and deployment levels for departmental operational and support functions;
- Performing a gap analysis, comparing the "as-is" state of the departments to industry best practices and standards;
- Measuring the department's ability to respond to the community risk and demand for service and assemble an effective response force for various responses and providing goals and alternatives for effective service delivery.
- Recommending a management framework to ensure accountability, increased efficiency, and improved performance objectives and measures with compliance methodologies.

CPSM's fire and EMS subject matter experts are knowledgeable of industry accepted best practices and procedures, including but not limited to, CALEA, National Fire Protection Association (NFPA) guidelines, Insurance Services Office (ISO), CFAI guidelines, CPSE guidelines, International Association of Fire Fighters (IAFF), International Association of Fire Chiefs (IAFC), and other Fire Service best practices.

4.b. Work Plan

4.b.1. Project Management

CPSM follows its in-house process for project management. This starts with the identification of a qualified project manager who is assigned to the project and responsible for all aspects of project execution and contractual compliance. Our project manager leads CPSM's project team in project performance, ensures on-time submittal of quality deliverables, and facilitates customer communications and satisfaction.

Thomas Wieczorek, CPSM's director, will be the project manager for this contract. He will lead our project team in performing the required scope of services in accordance with the contract scope of work, CPSM's quality standards, and the established project budget and schedule. He has assembled a highly qualified project team comprising subject matter experts selected specifically for this project. Tom will assign work to project team members, manage and oversee their work, and track progress. He will provide project status reports as required. As project manager, he serves as a principal point of contact for contact with the City regarding this project. Tom has more than 100 similar police and fire and EMS assessment projects, including several for Texas municipalities, has 40 years of public safety experience, and will ensure that CPSM performs, with the same exceptional quality and service for which CPSM is known, the required Standards of Cover and Utilization Studies.

4.b.2. Project Communications

When CPSM is engaged in performing a public safety assessment for a jurisdiction, we make our project team accessible to our client, and our team is available to support the project as needed to ensure successful performance. We have found that by collaboratively partnering with our governmental clients, we are able to work more effectively and efficiently while ensuring a more comprehensive assessment and report. At the project kickoff meeting, we will introduce our project team to

the City's project team and share our team's contact information as well as the draft project schedule. This step facilitates better project communication and performance. Our project manager is available to the City's project team throughout the project to address any questions or concerns and to facilitate communications and ensure smooth project performance.

For this project, we have designated Chief Jarrod Burguan and Chief Joseph Pozzo as the leads for the Police and Fire and EMS studies, respectively. Both are experienced in leading and contributing their subject matter expertise to similar Standards of Cover and Utilization studies for CPSM. As lead, each will direct their team of subject matter experts in performing their respective study in accordance with the scope of services and our proposal, work with our data analysis team, and be responsible for their study report. Our Data Analysis lead, Dr. Dov Chelst, will oversee the project data analyses and the work of our data analysts. Our data analysis team has performed data analyses for hundreds of similar studies.

4.b.3. Project Kick-off, Data and Information Collection, and General Project Overview

Based on 15 years of corporate experience and our expertise in both delivery and assessment of police, fire, and EMS services, CPSM has developed its own methodology for performing organizational and operational assessments of agencies such as Standards of Cover and Utilization Studies and for developing recommendations to improve service delivery effectiveness and efficiency. In general, CPSM selects a project team specifically for each project based on the client's work scope and the agency's particular circumstances. Each project begins with a kickoff meeting with the client to introduce our team, discuss and finalize the project work plan including schedule, and identify information needed from the client.

Once we receive the service delivery data needed for analysis, our data analysis team will perform its analyses and generate a draft data report. Our team of subject matter experts will evaluate information gathered on the agency's organization and operations in preparation for conducting a site visit and interviews to perform an in-depth assessment. This typically includes stakeholder meetings or interviews. The findings of our analyses and assessment are documented in a draft study report along with recommendations developed based on our findings. We finalize the study report after incorporating client comments. Typically, we present the report findings and recommendations to an audience that includes the municipal and agency leaderships as well as other attendees specified by the client. CPSM uses this general approach to similar assessment projects, customizing our approach to the specific work scope and client requirements and community circumstances.

In developing our analysis and conclusions, CPSM works closely with agency upper management, mid-level supervisors, company officers, steering committees, and others in understanding the unique aspects of the community and the rationale for operational practices. Our findings and conclusions are fully vetted through a draft review process, and there are typically no surprises when outcomes are reached, and recommendations for implementation are developed.

As part of our data collection process, we gather input from stakeholders via such means as interviews, survey tools, and stakeholder meetings. We regularly facilitate stakeholder meetings, which provide not only the opportunity to solicit stakeholder input but also to advise stakeholders of the assessment process. Through our work on hundreds of similar studies, we are very familiar with public input processes and very accustomed to presenting study objectives, methodology, findings, and recommendations to varied stakeholder audiences. Our subject matter experts are experienced in addressing and incorporating stakeholder comments into study report documents. Additionally, CPSM includes a site visit by each team (Police and Fire and EMS) where we conduct further information and document gathering through stakeholder interviews, station/office/division/unit site visits as well as tour the city to understand better the neighborhoods, commerce, and demographics that drive call workload and service deployment assets.

Based on the forensic data collected and the analyses, organizational and operational data reviewed both through document reviews and stakeholder meetings and interviews, and our all-hazards community risk assessment, CPSM will develop practical, specific, and detailed recommendations that will address, but not be limited to, the City's RFP scope of work items.

4.b.4. Police Standards of Cover and Utilization Study

Onsite Operational Review

CPSM will conduct an onsite operational review of the City's Police Department. Here the performance indicators will serve as the basis for the operational reviews. Prior to the onsite arrival of CPSM's team, we will ask the Department to compile key operational documents (e.g., policies and procedures, assets list, staffing plan, etc.). The operational review will involve an evaluation of all Department operational divisions, sections, units, and specialized assignments. Onsite operational

reviews will involve interviews with management and supervisors, as well as rank and file officers, attendance at roll calls, and ride-alongs with officers. We will review case files with investigators and observe dispatch operations to assess compliance with the provided written documentation.

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

CPSM's approach to studying, understanding, evaluating, and reporting on police departments around the country is described below. Although no two police departments are the same, a standardized approach to department evaluation ensures a rigorous and methodological process that permits benchmarking, comparing, and assessing within the context of the best practices of American law enforcement. Each locality has unique characteristics that present policing challenges. Integrating a standardized approach within the context of local variability permits an accurate assessment of the organization in its political environment, and further permits CPSM to offer recommendations that comport with the best practices in policing, while tailored to the specific community.

Benchmark the Community

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

Patrol Operations

Police agencies routinely speak about "recommended officers per 1,000 population" or a "National Standard" for staffing or comparisons to other municipalities. There are no such standards, nor are there "recommended numbers of "officers per thousand." The International Association of Chiefs of Police (IACP) states: "Ready-made, universally applicable patrol staffing standards do not exist. Ratios, such as officers-per-thousand population, are inappropriate as a basis for staffing decisions." Staffing decisions, particularly in patrol, must be made based upon actual workload, and very few police agencies have the capability to conduct that analysis. Once we complete an analysis of the Department's actual workload, a determination can be made on the amount of discretionary patrol time that should exist, consistent with the local government's ability to fund.

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

Police service workload is differentiated from CFS, which reflect the incidents recorded. Workload is a time measurement recording the actual amount of police time required to handle CFS from inception to completion. Various types of service calls require differing amounts of time (and thus affect staffing requirements). As such, call volume (number of calls) as a percentage of total number of calls could be significantly different than workload in a specific area as a percentage of total workload. The graph in Figure 3 demonstrates this difference in units.

CPSM has found that the most effective way to manage operations, including policing, is to make decisions based upon data and information interpretation and analysis. To achieve this, we will conduct an analysis of police department workload, staffing, and deployment. By objectively looking at the availability of deployed hours and comparing those to the hours necessary to conduct operations, staffing expansion and/or reductions can be determined and projected.

Additionally, the time necessary to conduct proactive police activities (such as team-led enforcement, directed patrol, community policing, and selected traffic enforcement) will be reviewed to provide the Department with a meaningful methodology to determine appropriate costing allocation models.

Workload vs. Deployment Analysis Sample

Workload vs. Deployment Analysis is one way we show the amount of available, non-committed patrol time compared to workload. As you can see in Figure 3, we break out the various activities, convert them to time and then compare them to available manpower. The deployment is based upon actual hours worked.

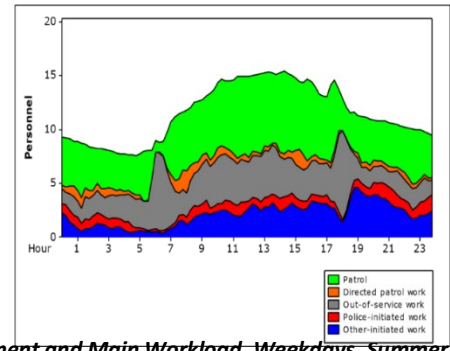
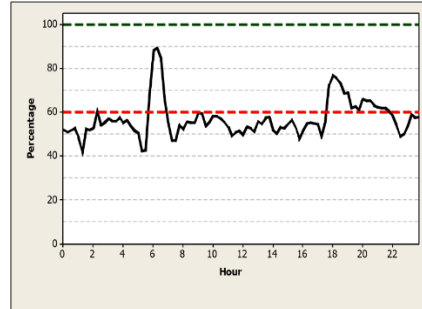


Figure 3. Deployment and Main Workload, Weekdays, Summer

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



Workload vs. Deployment – Weekdays, Summer

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

Figure 4. Workload Percentage by Hour, Weekdays, Summer

meaning, at that hour, on average, of the 15 officers on duty, nine are busy on activities. The area shown in green, and brown is uncommitted time. This is the area where staffing decisions impact — it becomes a policy issue as to how much uncommitted time a city wants and is willing to pay.

CPSM’s study will include the calculation of service demands placed on the Department, workload levels, service times for CFS, and response times. This information is developed by first extracting data from the Department’s CAD system. The extracted information is then processed, and workload is calculated. This workload is then compared to deployment levels. The product of this analysis is the variance between service demands and available personnel, and appropriate recommendations are made for staffing levels and an optimal deployment schedule to meet these service demands. This permits exploration of the following questions:

- What are the service demands made by the public as measured through the CAD system?
- What is the workload?
- Based on this workload, is the alignment of Districts and Divisions appropriate?
- Based on workload, is shift schedule aligned appropriately, and what alternatives are most efficient?
- How many police officers and supervisors are needed to staff patrol function to meet workload demands?
- How long does it take to respond to CFS (both response and total time), and how can these be reduced?
- How many officers are assigned to each call, and how can these assignments be minimized?
- What categories of call does the agency handle, and in what frequency, and what measures can be adopted to minimize unnecessary responses?
- How much time is spent on administrative duties?
- How much time is spent on directed patrol activities and specialized enforcement?

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

In addition to the analysis of patrol operations from the CAD system and workload, the CPSM study will focus on the qualitative aspects of patrol. The study will observe officers on patrol through ride-alongs, interviews, and general observations. We will amass all available documents, plans, and data available to understand the patrol approach in the Department. We will observe the special operations teams, e.g., the problem/nuisance unit, etc. to evaluate their role within

the overall Department mission and patrol operations. We will evaluate the performance of the units, identify improvement opportunities, and justify and recommend appropriate staffing levels.

The CPSM study will also evaluate the implementation of technology on patrol, weapons available, and equipment used, as well as opportunities for improvement.

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

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

Investigations

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

- Staffing — Are there sufficient investigators available to handle the workload?
- Workload — What is the workload? How many cases do investigators handle? Is the specialization appropriate?
- Case management— Is there an effective case management system in place?
- Effectiveness & Efficiency — How much time does it take to investigate cases? Are victims kept informed? Are cases cleared and offenders held accountable? How much overtime is spent?
- Intelligence — How is intelligence gathered and disseminated (inside and outside the Department)? Does the investigations function make use of intelligence?
- Civilianization opportunities — What are the potential areas for civilianization?
- Technological opportunities — Is technology leveraged to improve investigations?
- Crime scene — Are crime scenes processed efficiently and are appropriate follow-ups conducted?
- Proactive investigations — the same approach and inquiries found in the sections above are applied to each of the Department's specialized investigative units.

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

Administration and Support

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

Our police subject matter experts will explore administration and support activities in the area of professional standards (internal investigations, hiring and recruitment, disciplinary system, promotional system), training (both academy and in-service), and records management. We will evaluate critical, frequent, and high-liability policies, as well as facility, fleet, equipment, IT, property management system, laboratory, planning and research, sick-time management, overtime, communications, and dispatch, etc. We look at every unit identified as a discrete operational/support entity for:

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

Organizational Culture

During the operational evaluation, organizational themes emerge. What does the Department think about providing police service to the community, and how does this thinking align with the stated mission and Department policies? How does the Department interact with the community and internally with its own members? In general, what is the organization culture?

The culture of a police organization reflects its members and the community it serves. Through focus groups, interviews, and observations, CPSM will evaluate operational readiness and need. This part of our study is critical to the overall project success, as it provides a better understanding of the Department and how the workload, staffing, and community dynamics shape the organization mission, goals, operations, and needs. As an option, every Department member can be given the opportunity to participate in an anonymous survey. This survey is designed to understand the Department culture, assess internal and external communications, and determine what it “thinks” about various elements of organizational life.

Organizational Structure and Administration

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

Performance Management

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

4.b.5. Approach to Performing the Fire and EMS Standards of Cover and Utilization Study

CPSM has performed 175+ fire, rescue, and EMS administrative and operational analyses. In each, our teams have evaluated administrative and operational staffing. Our subject matter experts have developed a matrix they follow when conducting a fire services community risk assessment/SOC that links to a strategic plan and includes, but is not limited to:

- Specific target hazards analysis
- Land use, zoning and geospatial information
- Building information, density, and occupancy type analysis
- Environmental factors analysis
- Transportation network analysis
- Fire Management Zone analysis
- Fire risk and EMS risk
- 3-Axis Risk Calculation
- Current services/staffing model and resource deployment in relation to the defined risks
- Conduct a forensic data analysis that has a focus on fire services first response types, response times; workload dedicated to fire and EMS first response; station response workload; apparatus/unit workload; peak workload hours; operational response resiliency; and operational response workload of the entire Fire department.
- Analyzing current department deployment of resources and performance.
- Linking the Community Risk Assessment to response assets and evaluate department capabilities to respond to these risks.
- Reviewing and analyzing the current Insurance Services Office (ISO) community rating report.
- Analyze the ability of the Department to assemble an Effective Response Force in accordance with national standards and benchmarking (NFPA and CPSE).
- Analysis of Critical Task Capabilities of the Fire and EMS department and benchmark against national standards and benchmarking (NFPA and CPSE).
- Analyze Fire Management Zones for location, call density, response times, resiliency, community risk.
- Analyze current demographics and population, land use and projected growth and associated impacts on the Department.
- Conduct a staffing evaluation that includes deployment methods and staffing performance for incidents.
- Develop performance goals and objectives relative to department response and capabilities benchmarked against the results of the SOC and identify gaps in service delivery.
- Develop compliance methodologies for performance goals and objectives.

For this project, CPSM will ensure that our SOC analysis includes all of the components included in the RFP scope of work.

Standard of Cover / Community Risk Assessment

CPSM will conduct the necessary data gathering, analysis, operational and organizational assessments to prepare a comprehensive SOC assessment report compliant with industry best practices. Our evaluation and analysis of data will be based on nationally recognized guidelines and criteria, including NFPA standards, Insurance Services Office (ISO) schedules, any federal and state mandates relative to emergency services, and generally accepted practices within emergency services. We will follow CPSM's methodology, which is based on CFAI's Standards of Response Coverage.

Services to be provided for the Standard of Cover/Community Risk Assessment include:

- Interactive virtual background/information collection meetings
- Document/Information request for pertinent data, mapping, information relevant to Standard of Cover—Community Risk Assessment
- Comprehensive data analysis that includes workload, response time, resiliency, property loss.
- Creation of GIS mapping for fire and EMS demand analysis, target hazard analysis, fire management zone response time analysis, mutual/auto aid analysis.
- Community Risk Assessment that includes 3-Axis Risk Assessment
- Staffing and resources deployment analysis
- Effective Response Force analysis benchmarked against NFPA 1710
- Onsite visit
- Development of performance goals and objectives
- Develop SOC Document that includes a Community Risk Assessment

EMS Assessment

For the EMS Assessment portion of this project, CPSM will perform a comprehensive assessment of the current EMS deployment system utilized by the City. Our assessment will include:

- Evaluation of the dispatch codes/priority categorization presently used
- Assessment of current basic life support (BLS) and advanced life support (ALS) service delivery
- Evaluation of current patient treatment and transport system (s)
- Analysis of the makeup of the emergency medical calls that occur
- Present response time goals established for emergency medical calls
- Review of historical performance in comparison to the standard presently in place
- Recommendations for what the response standard should be for medical calls (low acuity vs. high acuity)
- Recommendations on the most effective use of personnel and apparatus resources
- Recommendations on the emergency medical system treatment and transport model (s)
- Examination of the payer mix
- Review of revenue sources
- Recommendations on potential funding and cost-sharing models based upon operational recommendations made
- Estimated cost and revenue/funding impacts associated with the implementation of recommended changes

4.b.6. Data Analysis

CPSM maintains a full-time quantitative data analysis staff that specializes in the analysis of data to assess public safety agencies. Our data analysis staff has experience in statistics, forecasting, GIS, data science, machine learning, integer programming, and multi-criteria decision making. They have extensive capabilities in extracting and presenting statistical analysis regarding fire, rescue, and EMS activities.

Under the direction of Dov Chelst, PhD, our team will produce a series of unique analyses regarding workload, unit response activities, call distribution, unit and station workloads, response times, call durations, unit availability, fire loss analysis, fire by occupancy type, emergency and non-emergent call volumes, and a whole host of activity reports that create a comprehensive understanding of workload and community risk.

Our data team includes a GIS specialist who links the data analysis information to mapping specific to the project. This includes fire and EMS demand, response time from stations benchmarked against NFPA 1710, and if applicable, the plotting of high-rise structures so that NFPA 1710 response times can be benchmarked for these high hazards. In addition, we can conduct an analysis of fire station locations that will identify the optimal locations, evaluate the impacts of fire station re-locations, and identify those optimal sites that may be considered for future fire station locations.

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

A key component to our deployment modeling strategy is to identify emergent and non-emergent workloads. This is essential if future planning because this analysis will provide factually based options to alter service delivery models based on the severity of the call type. Through this type of analysis, we provide forensic support to adjust and modify deployment strategies based on risk. This is the essence of the CPSE Standard of Cover (SOC) concept. Every call is not the same, and the ability to interrogate the caller at the 911 call center and make tactical determinations based on proven and clinical findings will then allow a "Smart Deployment Strategy" that optimizes resources to improve efficiencies. The study will also analyze fire call data to provide a comprehensive review of how fire services are delivered to the community including a detailed analysis of workloads and response times. The analysis of the workloads should begin with an in-depth study of the types of calls managed and their severity. The goal of this data gathering would be to explicate the fundamental nature of the fire challenge faced by the fire department.

The resulting data analysis CPSM completes will gather and analyze data on the efficiency and effectiveness of the current deployment on the fire and EMS runs. Resource utilization will be quantified for concentration, location, and unit utilization. For each call type, we will determine the time spent on-scene and the manpower personnel who worked the scene. This data will be aggregated to determine an overall average total time spent on fire calls per 24-hour period and by shift for each fire and EMS unit. It will document any dramatic variations by time of day and day of week as well as seasonal variations.

The data analysis will include a three-year analysis period as agreed upon with the client. CPSM's data analysis team will be available as needed to analyze data and prepare preliminary findings, where appropriate. CPSM will deliver the preliminary study findings to the Department for review and discussion.

Presentation of Data and GIS Mapping

CPSM will present the data analysis in a series of tables and charts depicting the outcomes of the analysis. Using GIS, we will conduct an analysis on call demand concentration of police, fire, EMS, and non-emergency calls. The results of the GIS analysis are presented in GIS mapping illustrations. We typically include in our proposal examples of the types of tables and figures included in our reports; however, due to page limitation, please refer to the sample reports provided with our proposal for these examples.

4.b.7. Project Deliverables

CPSM's project deliverables will include a draft of the data analyses and draft and final versions of the Standards of Cover and Utilization Study reports for Police and Fire and EMS.

Draft and Final Data Analysis Reports

After we complete analysis of the data gathered, we will provide a draft of the data analysis for each of the Police and Fire and EMS studies for review by City representatives. Any comments received on the data analysis will be addressed prior to incorporation of the data analyses into the draft study reports.

Standards of Cover and Utilization Study Report

After completing the SOC assessment and utilization study, we will deliver a draft copy of each of the project study reports (Police and Fire and EMS) for review and comment by City representatives.

Each project report will include at a minimum:

- An executive summary describing the nature of the report, the methods of analysis, the primary findings, and critical recommendations.
- Detailed narrative analysis of each report component structured in easy-to-read sections, accompanied by explanatory support to encourage understanding by both staff and civilian readers.
 - A summary of the method of analysis. A summary review of the strengths of the Department and opportunities for improvement and change.
 - All response and service level data shall be reported for a minimum of the last three (3) years.

- Response and Community Risk data shall be displayed in a GIS format to the extent possible.
- An explanation of proposed changes and recommendations for their implementation.
- Inclusion of supporting data and rationale for all recommendations.
- An analysis of the efficiency of the current deployment model and analysis of a recommendation for future optimized service delivery.
- An analysis of each department's ability to respond to larger or more significant emergencies.
- Clearly designated recommendations.
- Supportive charts, graphs, diagrams, and maps using GIS analysis, where appropriate.
- Appendices, exhibits, and attachments, as necessary.

After receipt of the City's consolidated set of comments on each of the draft project reports, CPSM will address the comments received, finalize the reports, and deliver the final reports in electronic format.

4.c. Project Timeline

Table 3 and Table 4 provide draft timelines for the Standards of Cover and Utilization Study and draft and final reports for the Police and Fire and EMS studies, respectively. After contract award, we will discuss the draft timelines with the City's Project Team and submit a revised, final timelines for each of the Police and Fire and EMS studies. Please note that timely response to information requests, particularly the response workload and response time CAD and NFIRS report data will be critical to maintaining the study timelines. Delays in providing the data will result in project schedule delays.

Table 3. Proposed Project Timeline for Police Standards of Cover and Utilization Study

Tasks	Description
Task 1 – Full execution of the agreement	Agreement will identify Project kickoff date.
Task 2 – Project Kick-off Meeting	We will conduct a meeting and/or telephone conference with the City project points of contact. Our project manager will kick off the project by clarifying and confirming expectations, detailing assessment parameters, discussing schedule, identifying agency point of contacts, and commencing information gathering.
Task 3a – Information Gathering and Data Extraction – 30 Days	Immediately following project kickoff, we will deliver an information request to the City. When necessary, we will hold a teleconference to discuss items contained in the request. Our assessment team will review this material prior to an onsite visit.
Task 3b – Data Extraction and Analysis – 15 Days	Also immediately following the project kickoff, our Data Assessment Lead will submit a preliminary data request, which will evaluate the quality of the CAD system data. This will be followed by a comprehensive request for data from the CAD system to conduct the response and workload analysis. The data team will extract one year's worth of CFS from CAD system.
Task 3c – Data Certification – 15 days	Once the Data Assessment Team is confident the data are accurate, they will certify that we have all the data necessary to complete the analysis.
Task 4a – Delivery of Draft Data Report – 30 days	Within 30 days of data certification, the analysis will be completed, and a draft, unedited data report will be delivered to the City for review and comment. After the data draft report is delivered, our assessment team will schedule an onsite visit.
Task 4b– City Review of Draft Data Report – 15 days	The City will have 15 days to review and comment on the draft data report.
Task 5 – Conduct Onsite Visit – 30 days	Our assessment team will perform a site visit to review operations, interview staff, and conduct stakeholder meetings.
Task 6a – Draft Study Report– 30 days <i>Includes overview of community expectations for services; overview of current demand for services; best practices for determining staffing and utilization in comparable cities; staffing methodology that can be replicated, including recommendations for next 5–10 years</i>	CPSM will produce the draft study report and submit it to the City for review and comment.
Task 6b– City Review of Draft Study Report– 15 days	The City will have 15 days to review and comment on the draft study report, providing one consolidated set of comments to CPSM.
Task 7 – Final Report – 15 days	Once review comments are received, we will address comments, finalize the report, and deliver the final study report to the City.

Tasks	Description
Total Elapsed Time: ~120 – 150 days (Some tasks overlap.)	

Table 4. Proposed Project Timeline for Fire and EMS Standards of Cover and Utilization Study

Timeline	Milestone or Task	Description
1	Full execution of agreement	Agreement completed between City and CPSM.
2 7–14 days	Project Kickoff Meeting	CPSM will conduct a virtual meeting with City’s project team. Our project manager will kick off the project by introducing our team, clarifying, and confirming expectations, detailing study parameters, discussing our proposed approach and schedule, and commencing information and data gathering.
3 7 days	Administrative, Operational, and Response Data Requests We will provide instructions for uploading materials to our cloud storage system.	Immediately following the kickoff meeting, our Project Manager will deliver an information request to the City. This request will provide us with a detailed understanding of the City’s current Fire and EMS services. Additionally, our Data Analysis Lead will submit a preliminary data request, which will evaluate the quality of the CAD system data. This will be followed by a comprehensive request for data from the CAD system and the third party’s NFIRS report information to conduct a response and workload analysis from these records management systems.
4 These analyses overlap and are continuous until Final Operational Report is delivered.	Response Data Analysis Commences Operational Analysis Commences	Once our Data Team is confident the CAD and NFIRS data are accurate, they will certify that they have all the data necessary to complete the analysis, and data analysis will commence. Our Operations Team will review the data and information uploaded to our cloud file and begin the Operational Analysis. During this period, our Project Manager and operations team will gather additional information as they build the background information for the Assessment Report through virtual meetings, email requests, and conference calls.
6 90 days	Community Survey ▪ <i>Includes overview of community expectations for services</i>	CPSM will conduct an electronic community survey to elicit and analyze citizen input and expectations regarding Fire and EMS services. This analysis will be provided to the city when completed and included in the final report.
5 100 days	Deliver Draft Data Analysis Report ▪ <i>Includes overview of current demand for services</i>	Our Data Team will provide the City a Draft Data Analysis Report for review. The City will provide CPSM with a consolidated set of comments on the report that CPSM will address and incorporate.
6 100 days	Operations Team Onsite Visit	Once the Draft Data Analysis is in draft form, and the operations team has completed the background information sections of the Operational Analysis, our Project Manager will schedule an onsite visit. The purpose of the initial onsite visit is to conduct internal and external stakeholder meetings, conduct further administrative and operational program analysis, and standards of cover analysis.
7a 170 days	Deliver Draft Final Assessment Report Includes ▪ <i>Best practices for determining staffing and utilization in comparable cities</i> ▪ <i>Staffing methodology that can be replicated, including recommendations for next 5–10 years</i>	CPSM will deliver to the City a draft report that includes the data analysis and components in the scope of work. The City will provide CPSM with a consolidated set of comments on the report, which CPSM will address and incorporate.
7b 200 days	Deliver Final Assessment Report	CPSM will deliver a final Assessment Report to the City as specified in the proposal.
Total Elapsed Time: 150–200 days		

4.d. Sample Reports

As evidence of the nature and quality of our work products, we are including electronic copies of the following project reports with our submittal.

- Police Operations and Data Analysis Report, Billings Police Department, Billings, Montana
- Fire Department and EMS Analysis, Plymouth, Massachusetts, Final Report

5. Price Proposal

CPSM's not-to-exceed prices to complete each of the Police and Fire and EMS Standards of Cover and Utilization studies is provided in the following Price Proposal Form. Please note that we offer a 10 percent discount if both studies are contracted at the same time.

5.a. Price Proposal Form

PRICE PROPOSAL FORM

Please include the total price for each Scope of Work. Firms may submit proposals for one or both studies. Each price shall be for a not to exceed amount and shall include reimbursable expenses. The City reserves the right to negotiate proposed amounts with the selected firm(s).

1. Police Department Standards of Cover and Utilization Study \$ 58,000*
2. Fire and EMS Department Standards of Cover and Utilization Study \$ 55,000*
3. Public Works Department Standards of Cover and Utilization Study \$ Not applicable


*10 percent discount applied if Police and Fire and EMS studies are contracted at the same time.

The individual signing this certifies that he/she is a legal agent of the Company, authorized to submit on behalf of the Company, and is legally responsible for the decisions as to the supporting documentation provided.

COMPANY

Name: Center for Public Safety Management, LLC

Authorized Representative

Printed Name: Thomas Wieczorek
Title: Director
Email Address: twieczorek@cpsm.us
Phone Number: (800) 988-3392
Signature: 
Date: 05/02/2023

5.c. Conflict of Interest Statement

CPSM does not have any conflict of interest with the City, including any past or present employees or past or present elected officials of the City.

5.d. Exhibits

5.d.1. Scope of Work (Exhibit A)

Reserved. (Exhibit A not available with other RFP files.)

5.d.2. Evidence of Insurability (Exhibit B)

(Exhibit B not available with other RFP files.)



CENTFOR-04

MDICELLO

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
5/2/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Clements Worldwide 1220 L St. NW Suite 1200 Washington, DC 20005	CONTACT NAME: PHONE (A/C, No, Ext): (202) 872-0060 FAX (A/C, No): E-MAIL ADDRESS: Info@Clements.com
	INSURER(S) AFFORDING COVERAGE INSURER A: Lloyds of London INSURER B: Hartford INSURER C: INSURER D: INSURER E: INSURER F:
INSURED Center for Public Safety Manag Leonard A. Matarese 475 K Street, NW, Suite 702 Washington, DC 20001	NAIC # 22357

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input checked="" type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER:			PSK0839452708	5/5/2022	5/5/2023	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 250,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			PSK0839452708	5/5/2022	5/5/2023	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ Deductible \$ 2,500
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED \$ RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y / N If yes, describe under DESCRIPTION OF OPERATIONS below		N / A	30WBCCQ4108	5/5/2022	5/5/2023	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
A	Professional Liabi			PSK0839452708	5/5/2022	5/5/2023	Proessional Liabilit \$ 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
Proof of Coverage

CERTIFICATE HOLDER

CANCELLATION

City of Leon Valley TX 6400 El Verde Road Leon Valley, TX 78238	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. 13. AUTHORIZED REPRESENTATIVE
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ACORD 25 (2016/03)

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