Proposal to Conduct a Public Safety Resource Allocation Study

NORMAN, OKLAHOMA

October 2, 2023

matrix consulting group

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Major Chad Vincent
City of Norman
201 W Gray St,
Norman, OK 73069

Dear Mr. Vincent:

The Matrix Consulting Group is pleased to submit our **revised** proposal to conduct Public Safety Resource Allocation Study for the City of Norman. We are comprised of highly experienced management consultants, specializing in public safety services, having provided a wide range of services to over 400 police and over 400 fire agencies in Oklahoma and across the country and internationally for over 20 years.

We have worked extensively to provide a wide range of services to police and fire agencies in the region and across the country (and in Canada). Our experience includes a public safety study for the **University of Oklahoma, Norman**.

The following examples of recent work shows the diversity of our police study client base:

Austin, TX	Kansas City, KS and MO	Sacramento, CA
Berkeley, CA	Miami Beach, FL (2x)	Salt Lake City, UT
Birmingham, AL	**Midwest City, OK**	Tacoma, WA (3x)
Columbia, MO	Park City, KS	Tigard, OR
Denton, TX	Puyallup, WA	Valley Center, KS
Fort Worth, TX	Raleigh, NC (2x)	Wichita, KS

We have also worked extensively to provide a wide range of services to fire agencies across the country. The following table provides a partial list of recent fire studies:

Anchorage, AK	Dixon, CA	Peoria, IL
Bellingham, WA	Grants Pass, OR	Steamboat Springs, CO
Berlin, NH	Hoboken, NJ	Sterling, IL
Big Bear, CA	Los Banos, CA	Valley Center, KS
Billerica, MA	New Rochelle, NY	Westport, CT
Dinuba, CA	Oshkosh, WI	West Sacramento, CA

We have just completed a police and fire study for **Ada, OK**. We have also just completed a police and fire study for Richmond, CA. Finally, we have just been selected to conduct a police study for **Broken Arrow, OK**.

The following points characterize our approach to conducting police fire assessments:

- All staff for our proposed team are extremely experienced, having themselves conducted up to hundreds of police and fire service studies.

  - The President of the firm, with 40 years of fire service analytical experience would manage the project. He has led all of the firms public safety studies since founding the Matrix Consulting Group 20 years ago.

  - Our lead police analyst, Ian Brady, leads our police practice having been a key member or lead on over 100 studies in the past 11 years. He has created our deployment and projection models for police and fire.

  - Our lead fire analyst, Robert Finn, has also led the analysis of over 100 fire department staffing studies across the country. He also has been with the firm for over 11 years.

  - Other staff assigned to this project have between 10 and 35 years of public safety and/or consulting experience.

- We are a 'fact based' firm providing detailed data collection and analysis.

- We obtain extensive input from stakeholders in all our studies, including municipal managers and elected officials, police and fire service managers and staff.

- We work closely with our clients through interim reports and review meetings.

As President of the firm, I am authorized to sign this proposal. Negotiate on the firm's behalf and bind it contractually. The corporate resolution authorizing this can be found in the following page.

If you have any questions, please do not hesitate to contact me either at the letterhead headquarters' address, by phone at 650.858.0507 (and 650.397.4050 fax) and by email at rbrady@matrixcg.net

Richard Brady, President
Matrix Consulting Group, Ltd.

1 Proposal Summary

1.1 Scope of Work

The City of Norman is seeking a comprehensive assessment of its public safety services, seeking recommendations to address the anticipated needs of a still growing and diverse city. This study will evaluate for its police and fire departments its current and projected resource needs, including staffing, facilities, fleet, and other major needs.

In today's environment, public safety is more than staff resources. The City and the scope of work for this study recognizes this. More holistically, this study needs to address the needs of the two departments relating to training, career development, leadership, support for organizational health and wellness, as well as support for the community.
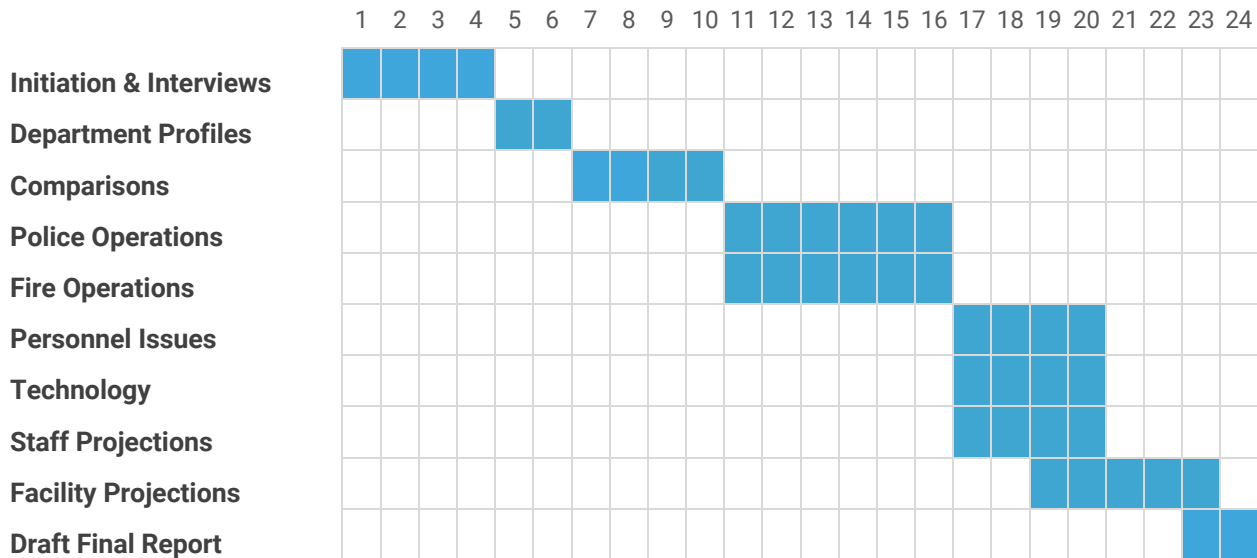
1.2 Approach

We want to stress several aspects of our overall management plan for this assignment. Our intent here is to demonstrate how we will produce results that are accurate and concrete, substantive, defensible and can be implemented. These aspects include:

- **Information Gathering** – The Matrix Consulting Group has developed several information gathering tools and techniques.

- **Interviews** – We will interview the appropriate individuals managing and carrying out the work in the Police and Fire Departments to understand their service needs and expectations.

- **Data Analysis and Performance Metrics** – The Matrix Consulting Group uses "best management practices" and "peer reviews" against which to assess the services provided in the City.

- **An Inclusive Stakeholder-Oriented Approach.** Stakeholder involvement is a critical component of this study. We propose to conduct individual interviews with Police and Fire Department managers and supervisors, and many line staff. We will also conduct interviews of other City stakeholders.

We also recommend the creation of a project committee to work with us in this project. This committee's role would be to review and critique our findings, conclusions, and recommendations as they are developed.

1.3   Sequential Task Plan and Schedule

We have proposed a ten (10) task approach to this study which culminates with detailed recommendations and implementation plans for the City's public safety needs now and in the future. The process will take about six (6) months as shown below:

Task	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Initiation & Interviews	■	■	■	■																				
Department Profiles					■	■																		
Comparisons							■	■	■	■														
Police Operations											■	■	■	■	■	■								
Fire Operations											■	■	■	■	■	■								
Personnel Issues																	■	■	■	■				
Technology																	■	■	■	■				
Staff Projections																	■	■	■	■				
Facility Projections																			■	■	■	■	■	
Draft Final Report																							■	■

1.4   Project Cost

For the scope of work described by the City and the approach described by us in this proposal we propose a total cost of **$188,040** including all professional time and expenses. This is allocated, as follows:

Police Department Study $91,400
Fire Department Study $96,640

1.5   Qualifications

Founded in 2002, the Matrix Consulting Group was formed by senior government consultants who created it to provide the depth of analysis needed to help our clients solve problems and prepare for the future.

While we provide a variety of services to local government our most significant service area is public safety. The Matrix Consulting Group project team has conducted studies of more than 400 law enforcement agencies in Oklahoma, elsewhere in the region and throughout the United States and in Canada.

Our experience includes a public safety study for the **University of Oklahoma, Norman**. We have also just completed a police and fire study for **Ada, OK**. We have also just completed police and fire studies for Richmond, CA and Cedar Hill, TX.

The following examples of recent work shows the diversity of our police study client base:

Austin, TX	Kansas City, KS and MO	Sacramento, CA
Berkeley, CA	Miami Beach, FL (2x)	Salt Lake City, UT
Birmingham, AL	**Midwest City, OK**	Tacoma, WA (3x)
Columbia, MO	Park City, KS	Tigard, OR
Denton, TX	Puyallup, WA	Valley Center, KS
Fort Worth, TX	Raleigh, NC (2x)	Wichita, KS

We have just been selected to conduct a police study for **Broken Arrow, OK** and are completing a study of the Cedar Park Police Department (TX).

We have also worked extensively to provide a wide range of services to fire agencies across the country. The following table provides a partial list of recent fire studies:

Anchorage, AK	Dixon, CA	Peoria, IL
Bellingham, WA	Grants Pass, OR	Steamboat Springs, CO
Berlin, NH	Hoboken, NJ	Sterling, IL
Big Bear, CA	Los Banos, CA	Valley Center, KS
Billerica, MA	New Rochelle, NY	Westport, CT
Dinuba, CA	Oshkosh, WI	West Sacramento, CA

We are completing a study of the Cedar Park Police Department (TX).

2 Scope of Services

This section of our proposal includes a description of our approach and the specific steps to be provided as a result of the Scope of Services listed in the City's RFP.

2.1   Approach

We want to stress several aspects of our overall management plan for this assignment. Our intent here is to demonstrate how we will produce results that are accurate and concrete, substantive, defensible and can be implemented. These aspects include:

- **Information Gathering.** Important to the success of the project are the methods that we will use to collect, analyze, and present information to formulate findings and develop and assure acceptance of recommendations. The Matrix Consulting Group has developed several information gathering tools and techniques.

- **Interviews.** Interviews are a staple of our consulting approach. In this study, we will interview the appropriate individuals managing and carrying out the work in the Police and Fire Departments to understand their service needs and expectations. In addition to site visits at the beginning and the conclusion of the study, at least two trips will be made onsite for interviews, observations, and data.

- **Data Analysis and Performance Metrics.** The Matrix Consulting Group uses "best management practices" and "peer reviews" against which to assess the services provided in the City. The analysis of comparative assessments has been increasingly utilized in the public sector to evaluate organizations. This approach would be useful in this study to assess the current approaches to service delivery.

- **An Inclusive Stakeholder-Oriented Approach.** Stakeholder involvement is a critical component of this study. We propose to conduct individual interviews with Police and Fire Department managers and supervisors, and many line staff.

- **Project Management**. Project management techniques include defining work, schedules and budgets in advance and working closely with the City to ensure the successful implementation of our proposed project approach and maintaining the schedule. These project management approaches have resulted in all our projects being delivered at a high level of quality, on time and on budget.

We also recommend the creation of a project committee to work with us in this project. This committee's role would be to review and critique our findings, conclusions, and recommendations as they are developed. We would prepare progress reports periodically

throughout the study to report progress to date, problems or obstacles encountered, and planned project activities over the next several weeks.

2.2   Scope of Work

The City of Norman is seeking a comprehensive assessment of its public safety services, seeking recommendations to address the anticipated needs of a still growing and diverse city. This study will evaluate for its police and fire departments its current and projected resource needs, including staffing, facilities, fleet, and other major needs.

In today's environment, public safety is more than staff resources. The City and the scope of work for this study recognizes this. More holistically, this study needs to address the needs of the two departments relating to training, career development, leadership, support for organizational health and wellness, as well as support for the community.

This once in a generation assessment will provide a game plan to guide the City's public safety services in a positive and deliberate way.

2.3   Task Plan

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

Task 1   │   Project Kickoff and Initial Interviews

In order to conduct the study of the Norman Police and Departments, the project team will first develop an initial understanding of the departments and their service environments, as well as seek input on existing service levels and potential issues from department managers and key stakeholders. This task, which involves significant number of interviews by the project team, allows for an opportunity to learn about the unique characteristics, policing programs, and services provided by the departments. This process includes the following elements:

- Interviews with the City Manager and the City Council in order to obtain their views on police and fire service issues and improvement opportunities.

- These initial interviews will lead to interviews of community leaders who have a public safety interest or connection.

- Interviews with the chiefs and command staffs in Police and Fire in order to obtain their views on public safety service issues and improvement opportunities, as well to confirm the goals and objectives of the study.

- Conduct a kickoff meeting with the project review committee, including a review of project objectives, approach, interim deliverables, and schedule.

- Conduct one-on-one interviews with Norman Police Department and Fire Department personnel in order to develop our understanding of the organization, service demands, service levels, and issues.

- In addition to site visits at the beginning and the conclusion of the study, at least two trips will be made onsite for interviews, observations, and data. At least one of these site visits will coincide with an OU home football game for our team to appreciate the public safety impacts.

- Augment employee interviews with an anonymous employee survey in order for everyone to provide input to the study at its outset.

- Interview contacts within the departments to start the data collection process in that area and identify other key contacts within the organization.

- Interviews with key community leaders who can provide context for service delivery and potential improvements.

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

- Adequacy of existing service levels.

- Management systems and internal controls.

- Responsiveness to community priorities and other service needs, as well as relations with community groups and organizations.

- Resource constraints and contributing factors.

- Coverage concerns and shift scheduling issues.

- Growth prospects for the City.

- Regional public safety issues and opportunities.

- Facility issues.

The project team will also begin to collect various documents, including departmental goals, vision, and objectives statements, as well as other organizational materials and budgetary documents.

We will also initiate contact with the City's Planning and Development Services Department to understand growth prospects and development in Norman.

> **TASK RESULT**
>
> **Based on the results of these interviews and initial data collection, the project team will prepare an issues list that will provide the basis for subsequent analytical steps. The project team will also finalize the project work plan project deliverable schedule.**

Task 2 | Descriptive Profile of the Police and Fire Departments

The project team will document its initial understanding of the departments, their service levels, staffing, and service environments in descriptive profiles. The profiles will also present workload data, preliminary analysis, organizational charts, deployment schedules, and a summary of key characteristics and dynamics of the community.

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

For each department, divisions and units, the descriptive profile will detail:

- Current (filled) and authorized staffing levels by classification.

- Key responsibilities and duties for each unit, command staff, and unique role within the department, including all administrative and support units.

- Organizational structures and reporting relationships.

- Deployment structures of field services, including for suppression and patrol:

    – Detailed visualization and tables showing the current shift schedule, including personnel assigned to each, start times, and workday rotations.

    – Areas of geographic responsibility.

- For investigative units, total caseloads, a description of case management practices, and case assignment processes.

- Numbers of staff and roles for support and administrative staff (e.g., training, prevention, programs, finance, etc.).

- Document recruitment and training dedicated to staff.

- Deployment of stations and apparatus in use by the Fire Department as well as Police Department facilities.

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

This task in the study will also document crime and fire protection risks in the City and what steps are in place to mitigate these risks through community partnerships and/or the City's resource allocation.

> **TASK RESULT**
>
> **A descriptive profile will be detail the organizational structure, staffing, and operations, of the departments, as well as key characteristics of the service environments. This would be reviewed with the departments and the project committee.**

Task 3 | Community Input

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

The project team will conduct two (2) community workshop meetings for the general public. One of these meetings could be on a Saturday morning, the other on a weekday evening. Topics could include:

- What does the community expect when calling the Norman Police and Fire Departments for assistance?

- Do sufficient avenues exist for the community to express its concerns or input into service issues?

- What public safety priorities does the community want the Police and Fire Departments to focus on?

- Are the issues that the Police and Fire Departments focus on aligned with the community's priorities?

The City and the departments would promote these meetings on its social media platforms and website.

TASK RESULT

The project team will gather community input to better understand their views on the responsiveness of Norman's Police and Fire Departments as well as alternatives.

Task 4 | **Conduct a Comparative Evaluation of the Norman Police and Fire Departments to Identify Gaps in Service Goals Versus Performance**

By this point in the process, the project team will have documented the 'as is' state of the Norman Police and Fire Departments. Comparative insights are also valuable in order to look for improvements.

- The project team will develop a list of staffing, operational and organizational issues to use in a diagnostic assessment of potential gaps in services. The standards used in this assessment represent the project team's extensive experience working with law enforcement and fire / EMS agencies in the region and throughout North America, as well as from the literature on this rapidly changing area of policing.

- The project team will also develop a comparative survey with 'peer cities'. The project team will select the cities in conjunction with and consultation with the City and the departments. Population and area size, in Oklahoma or the southwest region, existence of a major university, and growth prospects could all be factors.

These two assessment approaches work well together, combining 'theory' (best practices) to prevailing 'practices' (peer community assessment). The methods can result in the development of 'aspirational' goals for the City and the Police and Fire Departments, including innovations in policy, operations management and the use of technology. The resulting gap analysis identifies areas of deficiency with respect to desired targets. In each area where there is a difference between current and desired service targets, preliminary action items are listed to correct the issues.

TASK RESULT

The results of this analysis will be documented in a comparative assessment of issues in the Police and Fire Departments' staffing levels and operations. This key interim deliverable would be reviewed with the departments and the project steering committee.

Task 5 | Analysis of Police Department Workloads, Staffing, and Deployments

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

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

- Key workload drivers and processes for administrative and support functions.

- Are spans of control within targeted ranges for individual functions?

- Are controls for overtime usage adequate, and what are the key drivers of overtime by type (e.g., to backfill, staff special events, etc.)?

(1) Patrol Workload, Proactivity, and Staffing

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

- Analysis of patrol workload, including at the following levels:

    – Calls for service by hour and weekday, month, area, priority level.
    – Response and travel times by priority level and call classification.
    – Total spent handling calls by primary and backup units by time and area.
    – Factors and assumptions for other workload factors, such as report writing.

- Patrol self-initiated activities and community engagement strategies, including:

    – Self-Initiated activities by hour and weekday.
    – Trends in types and frequency of self-initiated activities.
    – Relationship between uncommitted time and officer-generated activity.

- Determine patrol staffing needs, both overall and at the level of each patrol division and shift, based on workloads and targets for proactivity.

- Develop an understanding of the growth factors that will impact patrol.

- Analyze patrol supervisory staffing needs based on span of control and the impact of the administrative workloads handled by sergeants and ability to be in the field.

- The project team will evaluate the interactions of Patrol with investigations, specialized units, and regional assets. This will be accomplished through:

  – Evaluate how data-driven techniques support coordinating field resources.
  – Develop an assessment of how staffing in these functions compare to performance goals and objectives for meeting certain service level targets.

- Critically especially for field services, how is the community's perceptions and needs identified and prioritized?

(2)   Patrol Shift Schedules and Deployment

The project team will utilize the firm's patrol resource allocation model to determine the most optimal and effective deployment of personnel, including the development of alternative shift configurations. This incorporates:

- **Net availability factors**, including leave, training, vacation, FMLA, military, sick, and other categories that result in employees not being on duty on a particular day. This is tied to all staffing calculations and stratified into different functionality categories, such as patrol officers, who have unique factors shaping their availability.

- **Unallocated (proactive) time capabilities:** The schedule must ensure that officers are optimally deployed in relation to times and days when workload is greatest, ensuring that proactive time capabilities are consistently and equitably distributed by shift.

- **Current staffing constraints and future needs:** Shift schedules must not only incorporate current limitations, but also be designed to be scalable and reflect the changing service environment, as well as adaptability to future staffing scenarios.

- **Overtime usage:** Shift schedules and minimum staffing considerations are central to the question of overtime usage, as shift schedules guide the probability that overtime must be used to backfill needed positions. As a result, the requirements for deploying staff and targets for minimizing overtime must be set to specific thresholds that feed into coverage requirement calculations from a standpoint of probability – i.e., the likelihood of there being insufficient staff available on duty on a particular day.

- **Qualitative factors** are also critical to consider in developing new deployment schedules, such as employee quality of life factors, fatigue, and other concerns. These issues drive rates of retention and the ability to attract candidates.

The analysis of shift schedules will examine opportunities to optimize the current configuration as well as the feasibility and effects of implementing alternative schedules, including the allocation of personnel by squad, watches, start times, and other factors.
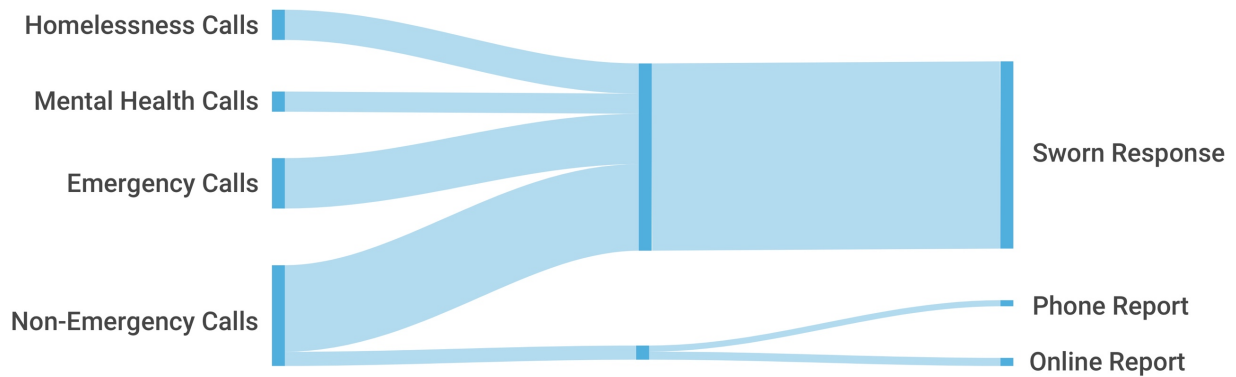
(3)   Call Diversion

Over time, and particularly over the past decade, more and more has been asked of law enforcement personnel. They have been asked to function as social services staff in responding to issues of homelessness, intervene in situations involving persons experiencing mental health crisis, and serve numerous other roles beyond what was expected in the past.

At the same time, service level expectations have not diminished. Perhaps more than ever, law enforcement personnel have been asked to respond to minor, non-emergency calls such as non-injury accidents, and calls that simply do not need to be law enforcement matters.

Call diversion provides an opportunity to re-imagine and reconfigure these responsibilities, allowing departments to balance workload between field patrol personnel and other types of specialized resources.

The following charts provide a visual illustration of the framework for call handling before and after implementing call diversion for certain types of calls:

## Before Implementing Call Diversion Approaches


After Implementing Call Diversion Approaches
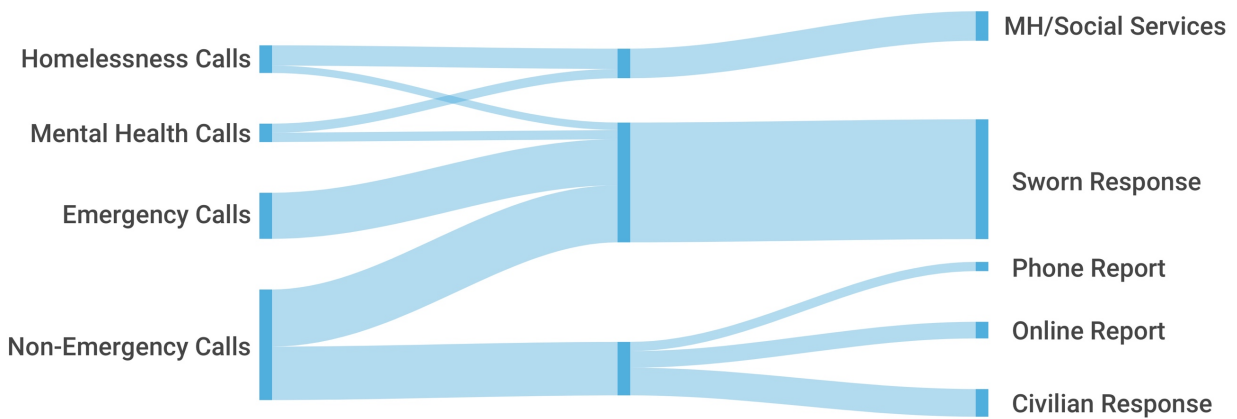
The following pages provide additional examples of the firm's approaches to analyzing crime, calls for service, and patrol proactivity/unallocated time:
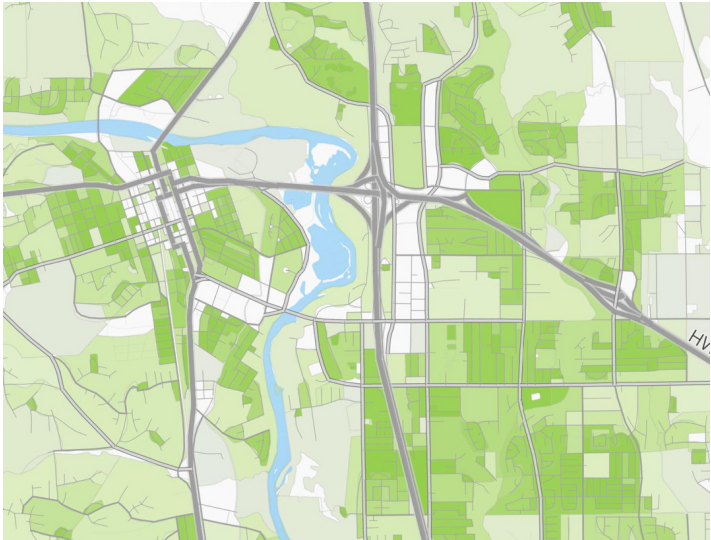
| Time	# Units	S	M	T	W	Th	F	Sa	Overall
2am–6am	31.4	15%	59%	55%	58%	57%	46%	26%	45%
6am–10am	37.0	57%	47%	46%	46%	49%	47%	52%	48%
10am–2pm	38.9	19%	-1%	3%	5%	5%	1%	8%	6%
2pm–6pm	73.6	46%	38%	36%	34%	33%	37%	41%	43%
6pm–10pm	52.3	15%	8%	14%	10%	14%	7%	17%	16%
10pm–2am	53.6	8%	35%	29%	37%	34%	28%	9%	35%
Overall	47.8	32%	33%	33%	34%	34%	30%	30%	32%
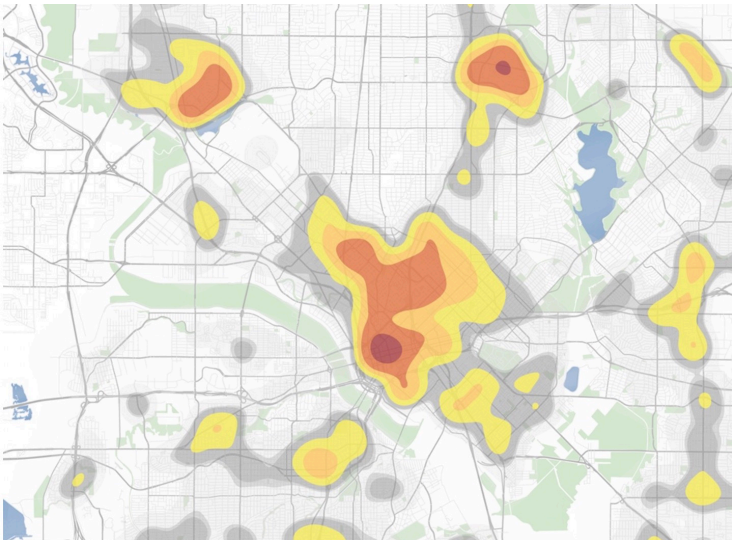
Identification of call hotspots to determine emerging service needs
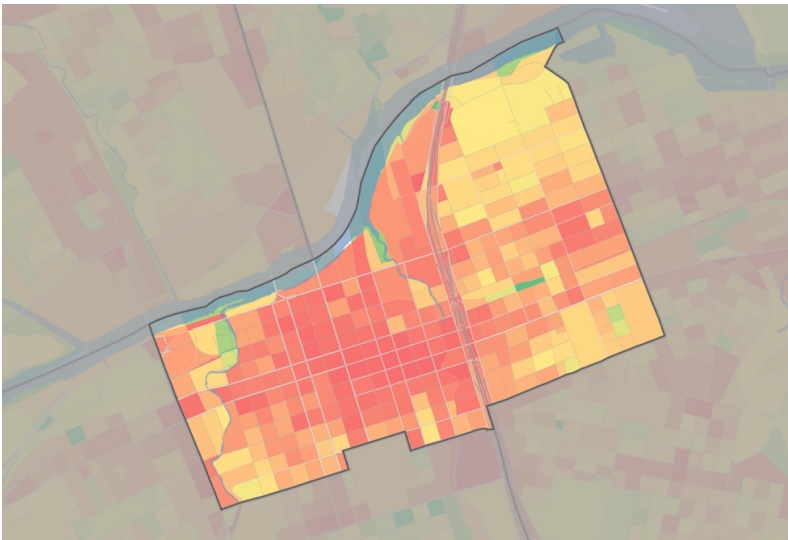
Block-by-block analysis of patrol resource needs

Analysis of population density throughout the jurisdiction
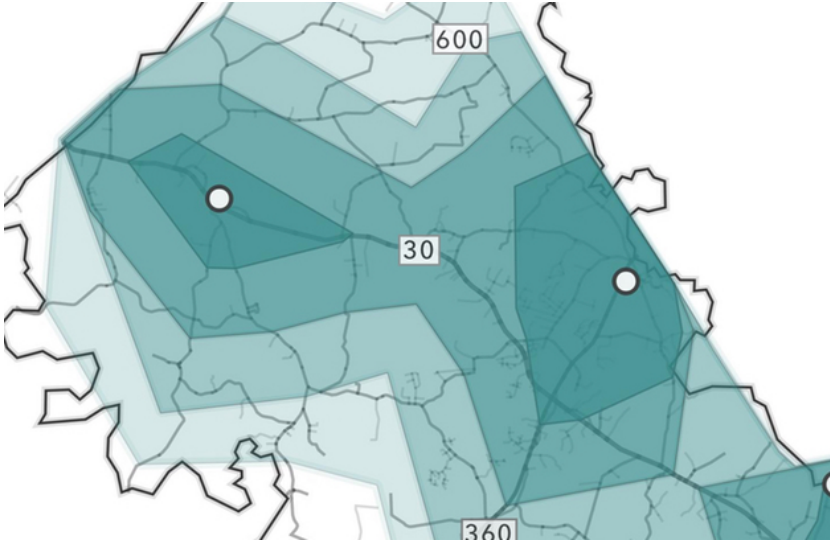
Response time analysis for emergency incidents

(4)   Investigations

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

• Case assignment and screening.

• Management of versus inactive cases.

• Average workloads by detective in each investigative unit.

• Coordination with patrol and records.

• Average time from initial report, assignment of the case, and start of work.

• Solvability factors and work priority management.

• Division of case types by unit – are investigations too generalized or specialized given workloads, service levels, and investigative outcomes?

(5)   Other Functional Areas and Organizational Structure

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

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

In functions such as **animal services** and **parking enforcement** the relationship between coverage and workloads is critical, including desired levels of proactivity.

In **emergency communications**, like patrol, daily and hourly workloads require different levels of staffing. Tied to this is an industry with historically high levels of turnover, position vacancies, and overtime (often mandated).

The **organizational structure** will also be examined from the perspectives of:

• Gaps and duplication in responsibility

• Rank structure

- Spans of control

- Functional alignments

- Opportunities to civilianize administrative functions or their supervision.

In addition to these organizational considerations, are services and units appropriately centralized or decentralized from the perspectives of service need, utilization and specialization requirements.

> **TASK RESULT**
>
> **The project team will develop an interim deliverable report that provides a comprehensive analysis of the workload and staffing in each unit in the Police Department. This will be reviewed with the Police Department and project committee.**

Task 6 | Analysis of Fire Department Workloads, Staffing, and Deployments

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

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

- Key workload drivers and processes for administrative and support functions.

- Are spans of control within targeted ranges for individual functions?

- Are controls for overtime usage adequate, and what are the key drivers of overtime by type (e.g., to backfill, staff special events, etc.)?

(1)   Assessment of Fire Stations and Apparatus

The existing stations will be toured to ensure they provides an appropriate and safe location for employees to work and operate from. The project team will tour the facility utilized by the Fire Department to review the following:

- **Complete a detailed facilities inventory.** We will meet with facility management personnel to review maintenance histories for the fire stations.

- **Conduct a functional analysis of the station.** We will tour the fire station to analyze the building condition, efficiency, square footage, staff per square foot and adjacencies. We will identify underutilized and crowed spaces/conditions. What is the access/egress from the facility? Is the station efficient? Can it accommodate other site amenities? Are there immediate maintenance or improvements needed? Is there proper ingress and egress at the facility? What is the long-term projection for the station life cycle?

- **Inspect the general site conditions.** This assessment will examine all parking lot conditions such as surfacing, sealing, and striping, as well as sidewalks and access ramps, steps, and entrances into the building. Any deficiencies will be identified and reported. Drainage, fencing and signage will also be examined.

- **Evaluate the building envelope.** The condition of exterior walls, windows, doors, and the roof will be assessed, and any required repairs noted, including prior leaks and previous repair attempts. Adequacy of existing parking on-site? Maintenance needs to avoid costly decay of the building elements will be included in the assessment and included in the report.

- **Evaluate the building interior.** The general conditions of the interior finishes and substrates including walls, floors, insulation, ceilings, doors/hardware, and casework/millwork will be assessed for any inefficiencies and required corrections.

- **Identification of life safety issues**. All life safety issues will be identified, and recommendations made to bring all such deficiencies into compliance. Issues to review include, emergency egress, emergency lighting, alarms and pull boxes, fire suppression systems and the quantity and placement of fire extinguishers.

- **Apparatus Assessment.** During the station tours an assessment of the apparatus housed at the station to ensure it meets the current and projected needs of the response area will be conducted with the age, condition and serviceability of the apparatus documented. This will allow the development of an appropriate apparatus replacement schedule during the development of the study.

(2)   Analysis of Responses

The project team will evaluate the workloads of the NFD and how it relates to risks. The first step will be a demand study that will analyze and geographically display the current service demand by incident type and temporal variation.
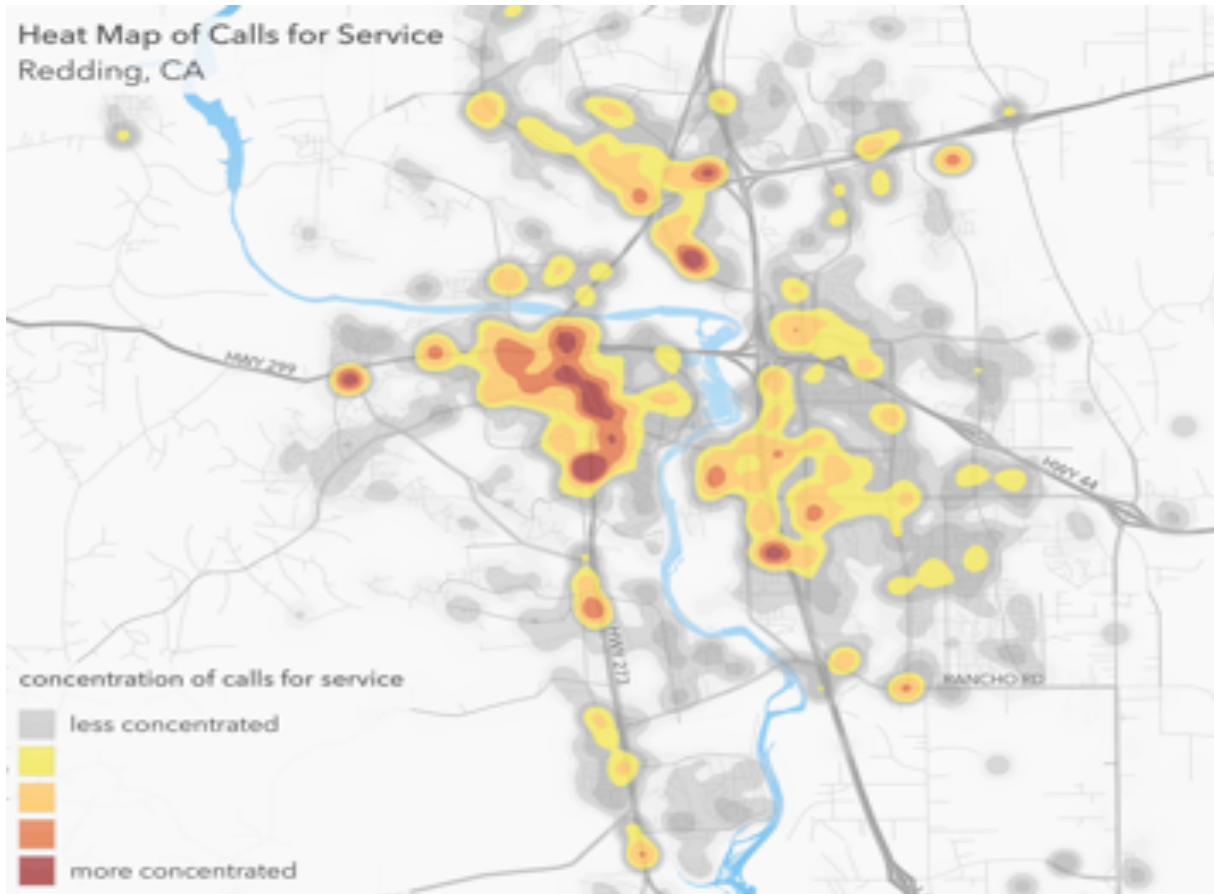
We will develop a matrix for the common and predictable risk types and corresponding staffing, resource needs and time standards to mitigate these types of emergencies. This will allow comparison of the current deployment capabilities against community risks, call demand and community expectations. A summary of the current available resources and how they correspond to the community risk profile will be developed.

At the same time, we will evaluate the current facility and apparatus deployment strategy, analyzed through GIS software, with identification of service gaps and redundancies in initial unit arrival.

The project team will then review and evaluate responses in areas specifically involved in, or affecting, service levels and performance. Key areas to be reviewed will include:

•   Analysis of response time capability to achieve a full effective response force

•   Analysis of company and staff distribution as it relates to the assembly of an effective response force.

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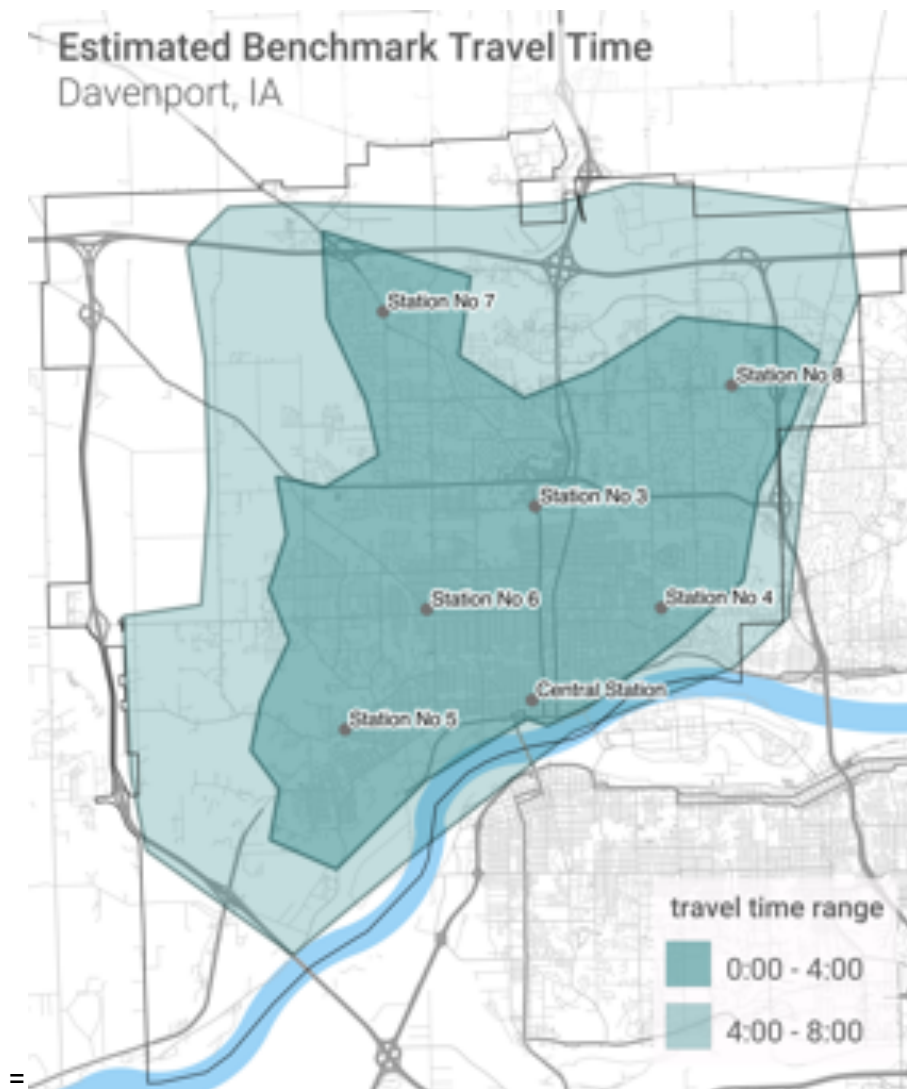
- Analysis of current workloads, including unit hour utilization of individual companies

- Analysis of call concurrency and the impact on the ability to assemble an effective response force an impact on resource exhaustion, including reflex and travel times

- Review of current automatic and mutual aid documents to determine the ability of outside agencies to assist in the delivery of emergency services and development of an effective response force

- Development of an optimal station placement and staffing plan to address current needs and future planned growth.

This task will be focused on evaluating the staffing and deployment of personnel associated with emergency service delivery. This evaluation will focus on the following types of issues:

- How is leave managed to minimize the impacts of overtime?

- What are the utilization rates of suppression and EMS personnel? Are there opportunities to increase their utilization in non-emergency activities?

- Does the Fire Department track and manage key personnel indicators such as use of sick leave, workers compensation, etc.?

- Are there issues with utilization and results of special assignments in the Department?

(3)   Fire Prevention Services

Through interviews with Department staff, analysis of existing codes and ordinances and discussion with Planning and Zoning representatives in the City, we will gain a full understanding of the current approach to providing fire prevention related services. This will include:

- Understanding the organization and responsibilities of fire prevention services to include staff time allocation and assigned responsibilities for plan reviews, inspections, public education, and other fire prevention activities.

- How are development services coordinated in the City?

- What are the requirements for built in fire protection in the City?

- How are fire suppression and EMS personnel used to assist in fire prevention efforts?

- How does fire prevention fit into the overall City risk management programs?

- How are fire investigations handled in the City?

(4)   Internal Support Services

This task will examine the various management roles and support services of the Fire Department to include training, fitness and wellness and administrative support. This information will provide a base to assess issues associated with:

- Recruitment, hiring and retention practices to attract and keep a high-quality workforce

- Initial and ongoing training of sworn and civilian personnel

- Training facilities used to conduct training evolutions

- Career development plans and how personnel are prepared to promote in the Department

- Formal and informal lines and methods of communication

- Roles of administrative personnel (e.g., finance, human resources, IT).

- Roles of civilian personnel and opportunities to improve the use of civilians

- External elements to ensure a ISO class 1 rating can be maintained including water supply and emergency communications.

- Evaluation of Emergency Management practices. Are plans reviewed, updated and trained on regularly?

TASK RESULT

The project team will develop an interim deliverable report that provides a comprehensive analysis of the workload and staffing needs of each unit in the Fire Department. This will be reviewed with the Fire Department and project committee.

Task 7 | Analysis of Recruitment Efforts and Career Development

Recruitment, hiring, promotion, and assignment processes are some of the most impactful of any public safety function, and are central in shaping organizational culture. It is critical that the analysis look beyond simply the effectiveness of these functions, as their policies and processes can have disparate impacts on communities of color, both internally and externally. To evaluate these processes, the project team will examine the sub tasks associated with each separately and as a whole.

(1)   Recruitment and Hiring

Competition for attracting talent to law enforcement agencies is perhaps the greatest it has ever been, with many departments struggling to fill vacant positions, or even hire above the rate of attrition. As a result, recruitment strategies and techniques are paramount. Recruitments today need to consider methods for mitigating these disparities, which requires examining the following issues:

- Are recruiting materials inclusive when viewed through multiple viewpoints?

- Are communities of color included in the development of recruiting materials?

- Are recruiters representative of the community served? Are they selected because of their ability to be outgoing and able to communicate with many cultures?

- Are staff assigned to hiring able to guide candidates through the process and do they keep in touch?

- Is the testing process free from bias and designed to attract good character? How are statistics used to identify issues and disparate impacts?

- How is the background process vetted to eliminate unintentional bias and identify disparate impacts?

(2)   Promotions, Career Development, and Succession Planning

Promoting police officers and supervisors can have a tremendous impact on the culture of an organization and it can also be fraught with disparate impact even with promotional processes that seem fair. To examine the promotional process of the department the project team will review will include:

- How are officers and supervisors mentored and developed? Do some specialty assignments give an advantage in the promotional process?

- Are there formal or informal mentoring opportunities for all members of the department? Is there a disparate impact in the mentoring opportunities?

- Is the promotional process reviewed for unintended impacts?

- Are promotional panels inclusive? Are community member's part of the process?

- Are there promotional standards that may have disparate impact on communities of color? Four-year college degree requirements, for instance, can create bias issues if significant disparities exist in rates of degree attainment.

- Evaluation of career development and succession planning in both departments.

TASK RESULT

The project team will conduct a comprehensive review of departments' recruitment, hiring, and promotion processes, including an assessment of approaches used and standards for determining eligibility.

Task 8 | Technology Utilization Assessment

The project team will review the use of technology to support field operations. This assessment will include the following:

- Analysis of gaps in technology to support field operations and deployment.

- Issues and limitations with information/data sharing and coordination.

- Are there technologies that could be deployed to improve efficiency or service?

- Comparison of the departments' use of technology against best and emerging practice.

The results of this analysis will be provided as an interim deliverable, which will be reviewed with the project steering committee.

TASK RESULT

The project team will assess both departments' use of technology in achieving operational objectives.

Task 9 | **Projection of Police and Fire Department Service Demands and Personnel Resource and Capital Needs.**

The unique factors of a community shape the service environment that public safety personnel operate in, and as a result, there is not a one-size-fits-all approach to identifying strategic planning.

The modeling system we have developed to determine the impacts of development and growth on fire service demands is the combined product of using advanced technical capabilities and our experience in working with local government clients.

Key aspects of the model employed to create an accurate and defensive model for planning service and personnel needs while factoring future demands created by growth, new turnpike, urban expansion, and the expansion of the airport. These will include the following:

Illustrative Factors Considered to Project Future Staffing Needs
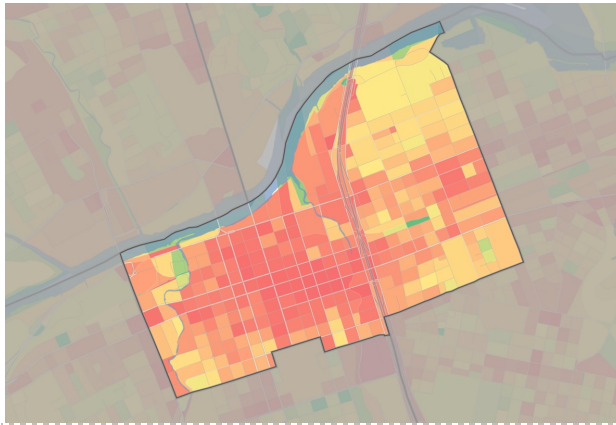
Geographic Analysis of Service Needs

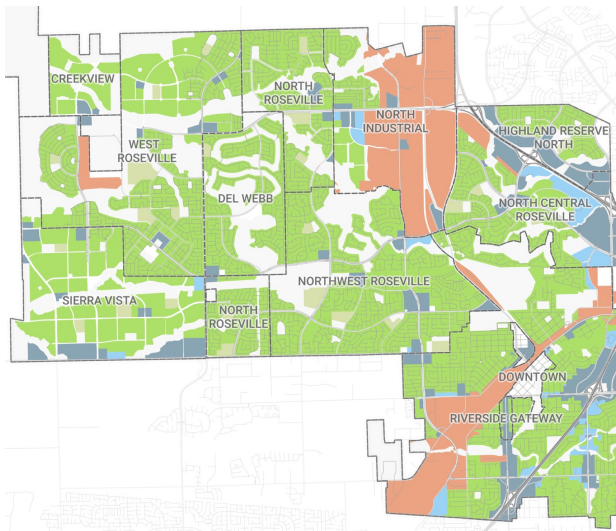In order to model the effects of the anticipated development project in Norman, it is critical to understand the rates at which existing and similar developments generate workloads and other public safety service needs.

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

Land Use and Redevelopment

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

We will meet with Norman's Planning and Zoning staff to understand how land is used currently, as well as the configurations of the anticipated development project, in order to accurately model how these needs will evolve.

The data collected from Planning and other resources will form the basis of our GIS model of how fire service needs will evolve over the projection timeframe.
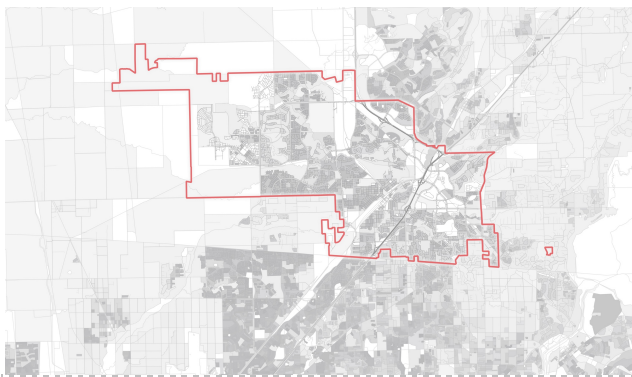
Regional Interactions

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

This includes developing an understanding of factors such as the daytime working population and effects on field resource demands in the mixed-use environment of this proposed project.
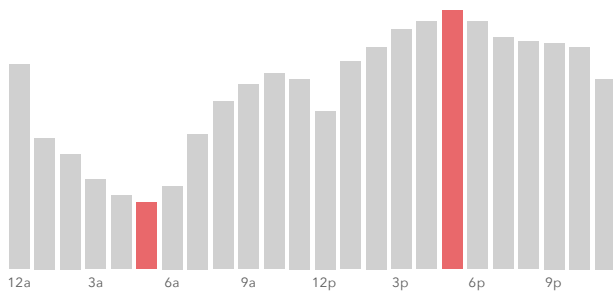
Workload-Based Projections

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

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

- CAD data (up to the past three years if current CAD system has been in place for that timeframe).

- Supporting information for CAD analysis (e.g., unit code and incident type lists, incident report totals).

- Planning and land use GIS shapefiles (preferably including information such as commercial space, housing unit counts, and other key target hazard data)

- Information on planned developments, including expected timeframes for completion when possible

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

The results of the service need and staffing projections will be developed into an interim deliverable that provides comprehensive projections for service and staffing needs for every fire department function to meet current services and provide services to the City and contract entities. The projections will be provided at multiple timeframes in order to provide for a more accurate planning process.

TASK RESULT

The analysis will result in an interim deliverable that comprehensively projects public safety service and staffing needs related to the planned development for each function in the Police and Fire Departments. The project team will review the draft deliverable with the steering committee on site and make revisions as needed.

Task 10 | Projection of Police and Fire Department Facility Needs.

The existing stations will be toured to ensure they provides an appropriate and safe location for employees to work and operate from. The project team will tour the facility utilized by the Police and Fire Department to review the following:

- **Complete a detailed facilities inventory.** We will meet with facility management personnel to review maintenance histories for the fire and police stations and training facilities.

- **Conduct a functional analysis of each facility.** We will tour each facility utilized by the police and fire departments to analyze the building condition, efficiency, square footage, staff per square foot and adjacencies. We will identify underutilized and crowed spaces/conditions. What is the access/egress from the facility? Is the current facility efficient? Can it accommodate other site amenities? Are there immediate maintenance or improvements needed? What is the long-term projection for the facility life cycle?

- **Inspect the general site conditions.** This assessment will examine all parking lot conditions such as surfacing, sealing, and striping, as well as sidewalks and access ramps, steps, and entrances into the buildings. Any deficiencies will be identified and reported. Drainage, fencing and signage will also be examined.

- **Evaluate the building envelope.** The condition of exterior walls, windows, doors, and the roof will be assessed, and any required repairs noted, including prior leaks and previous repair attempts. Adequacy of existing parking on-site? Maintenance needs to avoid costly decay of the building elements will be included in the assessment and included in the report.

- **Evaluate the building interior.** The general conditions of the interior finishes and substrates including walls, floors, insulation, ceilings, doors/hardware, and casework/millwork will be assessed for any inefficiencies and required corrections.

- **Identification of life safety issues**. All life safety issues will be identified, and recommendations made to bring all such deficiencies into compliance. Issues to review include, emergency egress, emergency lighting, alarms and pull boxes, fire suppression systems and the quantity and placement of fire extinguishers.

- **Apparatus Assessment.** During the fire station tours an assessment of the apparatus housed at the station will be conducted to ensure it meets the current and projected needs of the response area with the age, condition and serviceability

of the apparatus documented. This will allow the development of an appropriate apparatus replacement schedule during the development of the study.

- **Training Facility Evaluation.** The current training facilities utilized by the police and fire departments will be evaluated to ensure they offer the appropriate classroom space, vehicle and equipment storage, showers, locker rooms administrative space driving pads and other required specialty training for the Departments. Specifically for the Fire Department a focus will be on ensuring an ISO Class 1 rating can be maintained and maintaining status as an International Fire Service Accreditation Congress (IFSAC) site is maintained. Based on the future planning results we will develop a plan for future training facilities, including options for shared police and fire training if appropriate to include projected square footage needs, initial capital construction costs and annual estimate operational costs.

TASK RESULT

The analysis will result in an interim deliverable that comprehensively projects public safety service and staffing needs related to the planned development for each function of the Police and Fire Departments. The project team will review the draft deliverable with the steering committee on site and make revisions as needed.

Task 11 | Final Report

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

- An executive summary, which includes an overview of the process used to conduct the study, key results, and a comprehensive list of all recommendations made in the report.

- The input from stakeholders, including two community meetings, that supports the strengths and improvement needs of the Police and Fire Departments.

- Analysis of staffing resources, operations, and deployment for all Police and Fire Department functions, which includes:

  – Analysis of current police and fire field workloads and staffing needs.
  – Shift configuration and assignment optimization and alternatives.
  – Deployment and staffing needs for specialized resources.
  – Investigative workloads, specialization, and case management practices.
  – Prevention and training opportunities for improvement.
  – Administrative staffing and functionality.

- Evaluation of career development and succession planning in both departments.

- Analysis of project staffing on a position by position basis for a 20 year planning period. The staffing analysis will be tied to analysis and projections of facility needs for both departments

- Implementation plans for each recommendation.

- The report will also include the finalized descriptive profile, which documents the current staffing levels, organization, operations, deployment configurations, and other key aspects of the departments.

Following completion of the draft final report, the document will be reviewed with the project steering committee, and revisions will be made thereafter. Upon finalization of the report, the project team will be available to present the results of the study to the Norman City Council.

TASK RESULT

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

3 Consulting Firm Profile

This section of our proposal provides a brief introduction describing our firm's organization and services.

3.1   Introduction to the Matrix Consulting Group

Founded in 2002, the Matrix Consulting Group was formed by senior government consultants who created it to provide the depth of analysis needed to help our clients solve problems and prepare for the future. Our only business focus is the provision of organization and management analytical services to local government. Since being founded 20 years ago we have served our clients in over 1,600 consulting projects providing support to the efficiency of operations and better plan for the future.

We provide a wide range of service to our local government clients – including management, staffing and operations audits, feasibility studies, and cost of service studies for every local government service area. However, as later sections demonstrate, public safety is our largest service area.

Our firm is incorporated in California and has two offices there. As a national firm, we also have offices in Portland (OR), Dallas Metroplex, Southern Illinois, Tampa / Fort Myers (FL), and Charlotte / Raleigh (NC). We also have an office in Nova Scotia, Canada. We currently have 25 full-time and 5 part-time staff.

2.2   Law Enforcement Consulting

While we provide a variety of services to local government our most significant service area is public safety. The Matrix Consulting Group project team has conducted studies of more than 400 law enforcement agencies in Oklahoma, elsewhere in the region and throughout the United States and in Canada. Our services in police consulting are varied and include:

•   Community-centered policing.

•   Staffing, deployment and scheduling.

•   Organization and management of services.

•   Strategic, resource and management planning.

We have worked extensively to provide a wide range of services to police and fire agencies in the region and across the country (and in Canada). Our experience includes a public safety study for the **University of Oklahoma, Norman**. We have also just

completed a police and fire study for **Ada, OK**. We have also just completed a police and fire studies for Richmond, CA and Cedar Hill, TX.

The following examples of recent work shows the diversity of our police study client base:

Austin, TX	Kansas City, KS and MO	Sacramento, CA
Berkeley, CA	Miami Beach, FL (2x)	Salt Lake City, UT
Birmingham, AL	**Midwest City, OK**	Tacoma, WA (3x)
Columbia, MO	Park City, KS	Tigard, OR
Denton, TX	Puyallup, WA	Valley Center, KS
Fort Worth, TX	Raleigh, NC (2x)	Wichita, KS

We have just been selected to conduct a police study for **Broken Arrow, OK** and are completing a study of the Cedar Park Police Department (TX).

2.3   Fire and EMS Consulting

The Matrix Consulting Group project team has conducted studies of more than 400 fire and emergency medical service agencies in the region and throughout the United States and in Canada. Our services in police consulting are varied and include:

• Fire service staffing and deployment studies.

• Master planning and strategic planning.

• Standard of cover studies.

• Feasibility assessments.

We have also worked extensively to provide a wide range of services to fire agencies across the country. The following table provides a partial list of recent fire studies:

Anchorage, AK	Dixon, CA	Peoria, IL
Bellingham, WA	Grants Pass, OR	Steamboat Springs, CO
Berlin, NH	Hoboken, NJ	Sterling, IL
Big Bear, CA	Los Banos, CA	Valley Center, KS
Billerica, MA	New Rochelle, NY	Westport, CT
Dinuba, CA	Oshkosh, WI	West Sacramento, CA

We are completing a study of the Cedar Park Police Department (TX).

2.4   Project Team

We are assigning a very experienced project team to conduct this study. The following points provide brief synopses of who our team members are, followed by detailed resumes.

- **Richard Brady**, President of the firm, with 40 years of police analytical experience, I would manage the project and be involved in all phases of its conduct.

- **Ian Brady**, a Vice President with 10 years of experience in law enforcement consulting; his expertise lies in creating deployments and statistical models.

- **Robert Finn**, a Senior Manager with 25 years of experience in public safety (Southlake, TX) and 11 years of consulting experience leading our fire practice.

- **Devon Clunis**, a Senior Manager with over 30 years of experience as a consultant and transformational chief in Winnipeg (MB) and Ontario's Policing Inspectorate.

- **John Scruggs**, a Manager, has over 26 years of law enforcement experience and over 6 as a police consultant. He co-authored legislation on body cameras.

- **Terry Lewis**, a Senior Consultant with 26 years of experience in the fire service and 5 as a fire consultant.

- **Aaron Baggarly**, a Senior Manager with the firm, is our lead analyst/facility planner on facility assessment, programming, space needs assessment, and master planning engagements.

- **Kelli Sheffer**, a Manager, has 30 years of law enforcement experience. She has served in all facets of law enforcement, both in civilian and sworn roles.

- **Tim Donohoe**, a Senior Consultant with the firm with over 25 years of police experience and recent consulting experience, including internationally.

- **Philip Berry**, a Senior Consultant with Matrix Consulting Group, has over 6 years of experience serving as an analyst for law enforcement and criminal justice agencies.

- **Ryan Peterson**, a Consultant, specializes in GIS capabilities and has over five years of experience in conducting geospatial analysis for local government.

It needs to be stressed that this team of police and fire consultants are all staff of the Matrix Consulting Group. Our team does not include subcontractors. Staffing a project in this way has a positive impact on quality, depth, and consistency of our work.

RICHARD BRADY
PRESIDENT, MATRIX CONSULTING GROUP

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

Experience Highlights

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

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

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

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

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

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

Role on This Engagement:

Richard will serve as a project executive and advisor.

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

Relevant Clients:

MB	Winnipeg
ON	Kawartha Lakes
AB	Edmonton
AZ	Phoenix
CA	Los Angeles
CA	San Francisco
CO	Aurora
IA	Davenport
TX	Austin
TX	Fort Worth
MO	Kansas City
OH	Columbus
OR	Portland
NY	Ossining
NY	Albany
VA	East Greenwich
NC	Raleigh
NC	Asheville
WA	Tacoma
WI	Glendale
WI	Oshkosh
OR	Portland

Years of Consulting: 40

Education:

BA, California State University, East Bay.

PhD, Oxford University, U.K.

Notable Accomplishments:

Ohio Commission on Juvenile Justice

Massachusetts Governor's Committee on Local Government

Professional Association:

Association of Local Government Auditors

International City-County Management Association

IAN BRADY

VICE PRESIDENT, MATRIX CONSULTING GROUP

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

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

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

Experience Highlights

Los Angeles, CA: LAPD Basic Car Area Boundary Study

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

San Francisco, CA: Police Department Staffing Analysis

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

Role on This Engagement:

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

He will be involved in all project stages and will be involved in the development of each deliverable.

Relevant Clients:

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

Years of Experience: 10

Education:

BS in Politics, Willamette University.

ROBERT FINN

SENIOR MANAGER, MATRIX CONSULTING GROUP

Robert Finn is a Senior Manager with the Matrix Consulting Group and previously served as the Chief of the Southlake (TX) Department of Public Safety. Mr. Finn has a strong educational background coupled with a successful track record that includes strategic planning, budgeting, change management, community relations, and building collaborative partnerships. Robert has over 30 years of fire service and consulting experience covering all aspects of the fire service industry.

Robert's relevant experience includes serving the City of Southlake, Texas for 25 years in the following roles:

- Chief of Police (2008 to 2011)
- Chief of Fire Services (2004 to 2008)
- Lieutenant of Professional Standards (1999 to 2004)
- Lieutenant of Training (1995 to 1999) – Level II Instructor
- Coordinator of Emergency Medical Services (1993 to 1995)
- Firefighter / Driver / Paramedic (1987 to 1993)

Experience Highlights

Billerica, MA: Robert was the lead analyst on this project aimed at an assessment of the Fire Department. Key findings/ achievements of the project:

- Increasing minimum staffing on engine companies to 3 personnel.
- Relocation of a station to improve response times and reduce risk of flooding.
- Elimination of a redundant Captain position.

Westport, CT: Robert was the lead analyst on this study develop a strategic plan for the Fire Department. Key findings/achievements include:

- Changes to the deployment model to improve services.
- Improvements to the record keeping and data reporting systems
- Relocating Fire Prevention to centralize the service in the Town.
- Implementing electronic inspection and plan review processes.

Role on This Engagement: Robert will be the lead analyst and on the fire portion of this project.

Relevant Clients:

AK	Anchorage
CA	Big Bear
CA	Huntington Beach
CA	Mercer County
CA	Monterey
CO	Mesa County
CO	Steamboat Springs
CT	Greenwich
CT	Westport
GA	DeKalb County
IA	Davenport
MA	Billerica
MA	Boston
MA	Chelsea
MA	Yarmouth
MI	Sterling Heights
NC	Raleigh
NY	Bedford
NY	New Rochelle
OH	Cleveland
TX	Possum Kingdom
TX	San Antonio
WA	Bellingham
WI	Oshkosh

Years of Experience: 30

Education:

MBA, and BS, Public Safety Administration, Grand Canyon University

Professional Association:

National Fire Protection Association (NFPA)

International Association of Fire Chiefs (IAFC)

Center for Public Safety Excellence (CPSE)

DEVON CLUNIS

SENIOR MANAGER, MATRIX CONSULTING GROUP

Devon Clunis served as Chief of Police of the Winnipeg Police Service and was the first Black police chief in Canada. He is a highly regarded policing professional, with 35 years of combined policing and consulting experience. He is recognized internationally as a thought leader in advancing policing excellence through a collaborative, community-centered approach.

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

Experience Highlights

Province of Ontario: Provided strategic oversight of the establishment of the Inspectorate of Policing, ensuring critical collaborative input from relevant stakeholders, including the public, Police Services, Police Boards, Police Unions, and various other bodies within the Justice System framework. Oversaw all aspects of Vision, Mission, and Guiding Principles formation. Established policies, procedures, and SOP guidelines. Led the hiring of staff and created a people-centered, community-focused, continuous pursuit of excellence operational framework. Oversaw the creation of the implementation and operational, strategic plans to guide the establishment and future operations of the Inspectorate.

City of Winnipeg: Served as Chief of Police and led overarching institutional change. Facilitated the creation of five-year transformational strategic and business plans to lead the organization from 2015 to 2019. Worked with police and the community to develop a collaborative approach to community safety and well-being, resulting in a critical shift in police and community relationships.

Role in This Engagement:

Chief Clunis will utilize his extensive experience in engaging stakeholders to build strategies, focusing particularly on organizational culture and community engagement.

Relevant Clients:

CA	Los Angeles
OH	Columbus
MO	Kansas City
AZ	San Carlos
PA	Macungie
WI	Madison
AB	Edmonton
MB	Winkler
MB	Modren
ON	Kawartha Lakes

Years of Consulting Experience: 35

Years of Government Experience: 29

Education:

Law degree from Quebec City's *Université Laval*.

Political science / economics degree from Montreal's McGill University.

JOHN SCRUGGS

MANAGER, MCG CONSULTING SOLUTIONS and MATRIX CONSULTING GROUP

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

John's relevant experience include:

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

Experience Highlights

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

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

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

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

Role on This Engagement:

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

Relevant Clients:

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

TERRY LEWIS

SENIOR CONSULTANT, MATRIX CONSULTING GROUP

Terry Lewis has over 30 years of fire service and consulting experience. He previously served as the Chief of the Henderson (KY) Fire Department. Terry has a strong educational background coupled with a successful track record of leading an agency of 60 personnel in a community with 30,000 residents. Terry brings a wealth of knowledge and experience evaluating the staffing and operational needs of fire and EMS operations.

Terry's relevant experience includes serving the City of Henderson, Kentucky as Fire Chief for 10 years. He began his career with the Loveland-Symmes (OH) Fire Department where he advanced through the ranks until being appointed as Chief of Henderson. He has experience in the following areas:

- Administration
- Fire Prevention
- Financial Management
- Operations
- Hazardous Materials

Experience Highlights

Yarmouth, MA: Terry was a technical analyst on this project aimed at an assessment of internal and shared service improvement opportunities. Key findings/ achievements of the project:

- Identification of consolidation opportunities in Emergency Communication Services.
- Staffing requirements for a peak hour EMS unit.
- Development of service requirements, staffing needs, and costs of operating a during winter and peak summer months.

Oshkosh, WI: Terry was a technical analyst on this study to look at the staffing, operations and deployment of the fire department. Key findings/achievements include:

- Centralizing fleet and facility maintenance in the City.
- Discontinuing the interfacility EMS transfer program.
- Reorganization to improve reporting relationships in the Department.
- Deployment changes to improve gaps in coverage in the City.

Role on This Engagement:

Terry will be a technical expert for fire operations.

Relevant Clients:

CA	Atherton
CA	Big Bear
CA	Butte County
CA	Dixon
CA	Huntington Beach
CA	Mercer County
CA	Monterey
CA	Placer County
CO	Steamboat Springs
CT	Greenwich
CT	Westport
FL	Coconut Creek
GA	DeKalb County
IA	Davenport
MA	Billerica
MA	Boston
MA	Chelsea
MI	Sterling Heights
NC	Raleigh
NH	Berlin
NY	New Rochelle
OH	Cleveland
OR	Estacada
TX	San Antonio
WA	Redmond
WI	Oshkosh

Years of Experience: 30+

Education:

BS Fire Technology, AS Accounting, University of Cincinnati

Professional Association:

National Fire Protection Association (NFPA)

International Association of Fire Chiefs (IAFC)

Center for Public Safety Excellence (CPSE)

KELLI SHEFFER

SENIOR CONSULTANT, MATRIX CONSULTING GROUP

Kelli Sheffer is a 30-year law enforcement veteran with 16 years of command leadership experience with the Portland Police Bureau. She has extensive specialized experience in precinct operations, investigations, major events/protests, houselessness / mental health and neighborhood livability issues, background investigation and personnel recruitment, use of force review, policy development, among many other areas.

Experience Highlights

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

Lead for the Critical Incident Management Command Program-Training for Incident Command.

Oversight of the Service Coordination Team, a multi-disciplinary service response to houselessness, mental health, and addiction.

Commander, North Precinct

Commander, East Precincts

Commander, Traffic Division.

Public Information Officer

Hostage Negotiation Team Lead

Detective Sergeant

20-year Defensive Tactics Instructor

Camp Rosenbaum Board member (2010 – Present)

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

DOJ, ICITAP (2010)

Partnering to build curriculum and instruct Bangladesh National Police in modern policing and Community Policing philosophies – 2010.

Role on This Engagement:

Kelli will be an analyst focusing on police administration.

Relevant Clients:

CA   Signal Hill
CA   Pittsburg
FL   Hallandale Beach
MO   O'Fallon
MN   Hennepin County
NM   Santa Fe
NY   Monroe County
OR   Clackamas County
PA   Pittsburgh
TX   Texas City
UT   Salt Lake City
VA   Virginia Beach
WA   Everett
WA   Ridgefield
WI   Glendale
WI   Madison
WI   Milwaukee

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

AARON BAGGARLY, AICP

SENIOR MANAGER, MATRIX CONSULTING GROUP

Aaron Baggarly is our lead analyst/facility planner on facility assessment, programming, space needs assessment, and master planning engagements.

Aaron's relevant experience include:

- Completed over 70 facility studies for all government facilities with an emphasis on public safety and criminal justice facilities.
- Conducted facility condition assessments, space allocation review, architectural space programs, and space projections.
- Develop facility master plans that address current and future spatial needs with a combination of new construction, adaptive re-use, and analysis for centralized and decentralized operations.
- Studies results in determining facility needs based on user's operational approaches.
- Over 200 staffing and operational studies for all local government operational areas.

Experience Highlights

Stafford County, VA: Aaron served as the facility assessor on this engagement which include assessment of 15 fire and rescue stations in the County. Key findings included:

- Several stations included several operational deficiencies such as a lack of drive through bays, proper vehicle exhaust systems, separate sleeping quarters, backup generators, etc.
- Assessed the facility mechanical systems, building exterior and interior, and site accessibility and security.
- Identified opportunities for consolidation of three volunteer and career stations to reduce future operational and capital cost.

Hennepin County, MN: Aaron was the lead staffing and facility analyst to evaluate the Sheriff's Office Enforcement Services Division. Key findings and recommendations included:

- Completed a comprehensive staffing analysis to meet current and projected workload.
- Completed an architectural space program that outlined individual space needs for patrol, SWAT, crime lab, and training functions.
- Evaluated the space needs for a new firearms range and training facility.
- Developed options to address several scenarios for the potential inclusion of other Sheriff's Office units in a new facility.

Role on This Engagement: Aaron will serve as a facility and space planner.

Relevant Clients:

AL	Gulf Shores
AZ	Buckeye
CA	Bakersfield
IA	Davenport
KS	Valley Center
KS	Wyandotte County
MN	Hennepin County
NC	Durham
NC	Wake County
ND	Red River Dispatch
NE	Fremont
NY	New Rochelle
SC	Oconee County
SC	Richland County
TX	Buda
TX	Burleson
TX	DeSoto
TX	Hays County
TX	Kyle
TX	Lewisville
TX	Prosper
TX	San Marcos
TX	Travis County
UT	Grand County
WA	Redmond

Years of Experience: 16

Education:

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

Professional Association:

American Institute of Certified Planners (AICP)

American Planning Association

TIM DONOHOE

SENIOR CONSULTANT, MATRIX CONSULTING GROUP

Tim Donohoe is a 26-year law enforcement veteran with 16 years of command leadership experience with the Reno, Nevada Police Department. Tim has served as the Mission Advisor for the United States Department of Justice's International Criminal Investigative Assistance Program in the Republic of Armenia and as a Senior Law Enforcement Advisor in Ukraine. He has extensive specialized experience in international police reform, police hiring practices, internal affairs, police use of force, and police training. He is an Adjunct Professor at the University of Nevada, Reno, and is a veteran of the United States Marine Corps.

Experience Highlights

Tim most recently worked for the United States Department of Justice's International Criminal Investigative Assistance Program in the Republic of Armenia. As the Mission Advisor, he worked closely with officials in developing the country's new national patrol police force.

- Patrol police admission standards and hiring procedures
- Institutional procedures and instruction
- Training requirements and standards
- Police Training Officer (PTO) Program
- Civilian oversight.

Tim served with the Reno, Nevada Police Department for 25 years and has experience in both police operations and administration. He is a graduate of the Police Executive Research Forum's Senior Management Institute for Policing and is a National Institute of Justice, Law Enforcement Advancing Data and Science Scholar.

- Operations Division Commander
- Internal Affairs Section Lieutenant
- Training Section Lieutenant
- Recruitment, Hiring, and Backgrounds Section Lieutenant
- Patrol Lieutenant
- Regional Repeat Offender Program Sergeant
- Regional Street Crimes Unit Sergeant
- Regional Police Academy Sergeant
- Internal Affairs Investigator
- K9 Unit Sergeant
- Patrol Team Sergeant
- Regional Street Crimes Unit Detective
- Backgrounds Investigations Detective

Role on This Engagement:

Tim will serve as a lead analyst on operations support services.

Relevant Clients:

CA	Richmond
CA	Signal Hill
ID	Norman
NY	Monroe County
TX	Cedar Hill
VA	Virginia Beach
WI	Milwaukee

Education:

MA, University of Colorado, Denver

BS, Portland (OR) State University

Professional Association:

International Association of Chiefs of Police (IACP)

Police Executive Research Forum (PERF)

American Society of Evidence Based Policing (ASEBP)

PHILIP BERRY

SENIOR CONSULTANT, MATRIX CONSULTING GROUP

Philip Berry serves in a senior consultant capacity alongside management to provide in depth analysis of relevant topics, as well as providing theoretical background knowledge of criminological principles and spatiotemporal analytics.

Prior to joining Matrix, Philip spent time as a research analyst with the Virginia Criminal Sentencing Commission in Richmond, VA. Philip has also spent time at academic institutions as an instructor throughout the east coast throughout the duration of his graduate-level coursework.

Experience Highlights

Virginia Criminal Sentencing Commission: Led research analyses surrounding the sentencing practices of judges throughout the Commonwealth. Analyses surrounded the effect of changing legislation on prison bed capacity in the state.

Cedar Hill, TX: Led MCG project staff regarding patrol resource analysis, internal employee survey methodologies, and external community survey completion.

Norman, ID: Coordinated all survey methodologies with regards to both internal employee surveys and external comparative surveys, leading to gap analyses to strengthen practices of NPD.

Madison, WI: Philip served as a part of the Strategic Plan team to develop a holistic and bifurcated Strategic Plan for the Madison Police Department.

Role on This Engagement:

Philip will serve as an analyst on selected functions and assist with data analytics.

Relevant Clients:

ID	Norman
WI	Madison
NY	Monroe County
AZ	Phoenix
VA	Virginia Beach
TX	Cedar Hill
FL	Hallandale Beach
CA	Signal Hill

Years of Experience: 6

Education:

B.A., Lebanon Valley College, Sociology

M.A., Radford University, Criminology

A.B.D., University of South Carolina, Criminology

Professional Associations:

International Association of Crime Analysts

American Society of Criminology

American Criminal Justice Society

American Sociological Association

RYAN PETERSON

CONSULTANT, MATRIX CONSULTING GROUP

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

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

Experience Highlights

Los Angeles, CA: LAPD Basic Car Area Boundary Stud

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

San Francisco, CA: Police Department Staffing Analysis

- Analyst on a comprehensive staffing study of the department.

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

Jefferson County, OR: Fire and EMS Feasibility Study

Ryan was a data and GIS analyst on this project that examined the feasibility of consolidating private EMS with the County Fire District.

- Conducted calls for service and unit utilization analysis.

- Conducted financial analysis related to costs of providing both services now and into the future.

- Developed mapping scenarios to illustrate travel time performance from various station locations

Role on This Engagement:

Ryan will serve as a data analyst.

Relevant Experience:

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

Years of Experience: 5

Education:

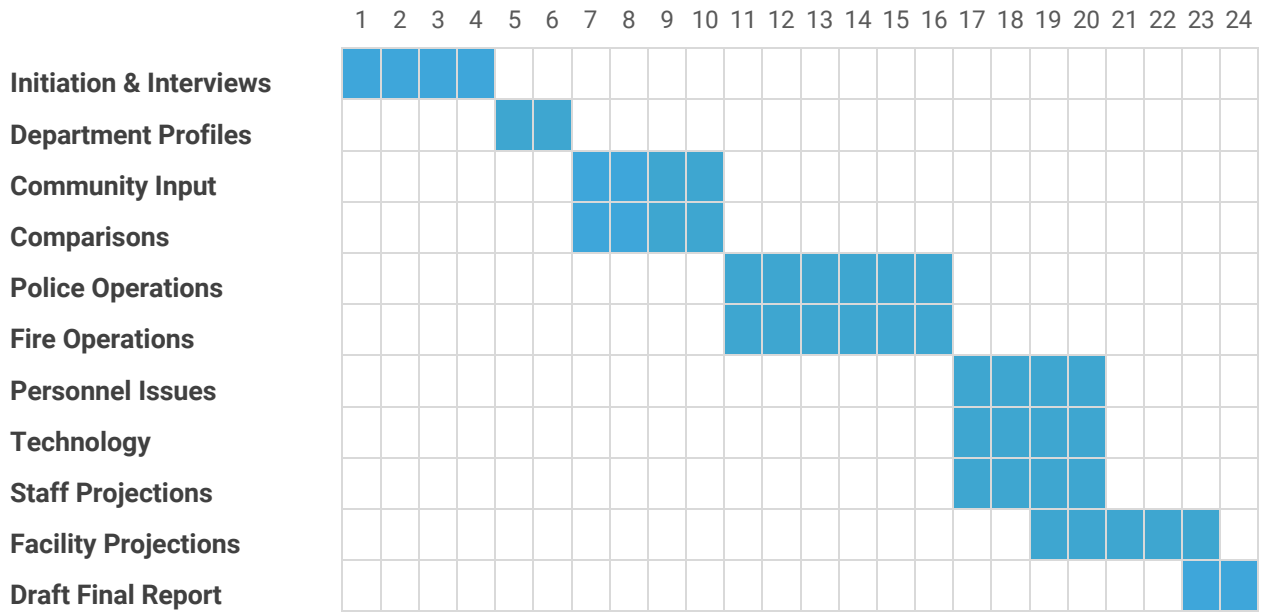BS in Geography, University of Oregon

4 Detailed Cost Proposal

We propose to conduct the Public Safety Department Resource Allocation Study for a fixed price of **$188,040**. The table below shows the allocation of costs by task and project team classification broken down by each department.

Police	Project Manager	Senior Analysts	Analysts	Total Hours	Total Cost
Initiation and Interviews	16	24	24	**64**	$12,960
Profile	8	16	8	**32**	$6,720
Community Input					$2,500
Police Department Analysis	16	32	32	**80**	$15,680
Personnel and Career Dev.	8	24	24	**56**	$10,560
Technology and Regionalization	6	16	16	**38**	$7,240
Staffing Projections	8	20	20	**48**	$9,200
Facility Projections	8	20	16	**44**	$8,640
Report	24	20	20	**64**	$14,000
Total Hours	**94**	**172**	**160**	**426**	
Rate Per Hour	$300	$200	$140		
Total Professional Cost	**$28,200**	**$34,400**	**$22,400**	**$87,500**	
Travel				$3,900	
Total Project Cost				**$91,400**	

Fire	Project Manager	Senior Analysts	Analysts	Total Hours	Total Cost
Initiation and Interviews	12	20	20	**52**	$10,400
Profile	8	16	16	**40**	$7,840
Community Input					$2,500
Comparisons	8	40	32	**80**	$14,880
Fire Department Analysis	16	46	48	**110**	$20,720
Staffing Projections	8	20	20	**48**	$9,200
Facility Projections	8	24	20	**52**	$10,000
Report	24	36	20	**80**	$17,200
Total Hours	**84**	**202**	**176**	**462**	
Rate Per Hour	**$300**	**$200**	**$140**		
Total Professional Cost	**$25,200**	**$40,400**	**$24,640**	**$92,740**	
Travel				$3,900	
Total Project Cost				**$96,640**	

5 Project Completion Schedule

The following presents our proposed timeline to complete the study on a week-by-week basis for a projected 6-month duration from project initiation to completion of the draft report. Based on reviews by the departments and the City, another 2 – 3 weeks could be added.

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Initiation & Interviews	■	■	■	■																				
Department Profiles					■	■																		
Community Input							■	■	■	■														
Comparisons							■	■	■	■														
Police Operations											■	■	■	■	■	■								
Fire Operations											■	■	■	■	■	■								
Personnel Issues																	■	■	■	■				
Technology																	■	■	■	■				
Staff Projections																	■	■	■	■				
Facility Projections																			■	■	■	■		
Draft Final Report																							■	■

6 Client References

The table below provides information for past Police and/or Fire Department Study clients.

Phoenix, Arizona

North Phoenix Infrastructure Pilot Study

Adam Miller
Development Team Leader
City of Phoenix
(602) 262-3111
adam.miller@phoenix.gov

In this project, the Matrix Consulting Group was retained by the City of Phoenix to conduct the North Phoenix Infrastructure Pilot Study, which sought to determine future public safety needs within the growing northern areas of the city. Objectives included:

- Assess current workload and service needs of the Police and Fire departments, examining the relationships between land use and the geography of public safety service provision.

- Project service demands resulting from growth.

- Identify capital facility needs and requirements.

- Forecast facility costs and locations.

Key findings and conclusions included:

- About 90% of the development over the next 19 years is expected to take place within the area north of the Central Arizona Project canal, which is currently mostly unbuilt.
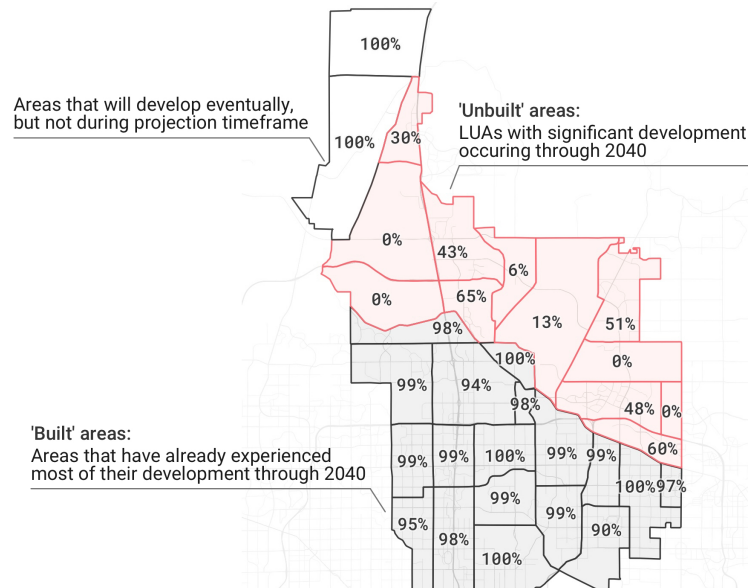
- An additional Police precinct will be needed by 2036 as a result of development forecasted in the study area.

- Staffing needs that scale with service needs, will require the police department to add 201 sworn and 50 civilian positions by 2040 as a result of growth and development.

Everett, Washington

Police Department Assessment

Lt. Kevin Fairchild
Special Projects
(425) 508-6018
KFairchild@everettwa.gov

In this just completed and presented project the Matrix Consulting team developed a comprehensive evaluation of the Everett Police Department. While resource needs were a key objective, greater transparency, accountability and engagement to and with the community was central to the study effort.

In addition to extensive input form staff through interviews and a survey, the project team also conducted five (5) community group meetings – each district of the City, the business community, and Spanish speakers.

Key recommendations included creating new positions to sponsor community connectiveness (community liaison officers), expansion of the City's alternative response program for mental health crisis calls, increasing transparency for the complaint process, and continuing efforts to improve recruitment, policies and training to meet emerging needs.

Columbus, Ohio

Division of Fire Planning/Staffing Study

Matthew Parrish, Chief of Staff
(614) 645-7533
mparrish@columbus.gov

The Matrix Consulting Group was retained by the City of Columbus to assess the Division of Fire. The project assessed staffing levels, deployment, station locations and growth impacts for a 10-year planning period.

The project recommended adding four additional stations during the planning period. Adding five additional ladder companies to the deployment plan in new and existing stations, increasing ladder company staffing from 3 to 4 personnel. There were also improvement recommendations for the organizational alignment and staffing in administration, training, fire prevention and EMS.

Denton, Texas

Police Department Staffing Study and Projections

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

The firm developed a staffing and deployment plan for current needs as well as to meet growing and changing demands. Handling current and projected workloads also justified greater use of alternative response techniques, including civilian response, telephone and internet reporting. Projection methodologies incorporated city and regional planning on development to forecast workloads for each function and resulting staffing needs.

Of note, detectives were understaffed, resulting in high levels of cases deferred for investigation. However, case management approaches needed to be strengthened.

Fremont, Nebraska

Fire Department Master and Strategic Plan

Todd Bernt
Fire Chief
(402) 727-2688
todd.bernt@freemontne.gov

The Matrix Consulting Group was retained by the City of Fremont to conduct a long range strategic and master plan for the Fire Department. The project assessed community risk, staffing levels, response capabilities, station locations and the deployment plan of the fire department.

The study found the need for additional administrative staff, improvement opportunities in call processing and turnout times the need for additional operational staff to reduce the reliance on call-back personnel to staff EMS units and the need to formally establish fire prevention programs. Long-term there is the need to replace the current fire station.