

Proposal to Conduct a Police Service Alternatives Analysis

Commerce, California



Table of Contents

Letter of Transmittal	1
.....	
Firm and Project Team Experience	3
.....	
Project Scope of Work and Proposed Approach	9
.....	
Project Cost	19
.....	
Attachment – Resumes	20
.....	



May 8, 2018

Mr. Edgar Cisneros
City Administrator
City of Commerce
2535 Commerce Way
Commerce, CA 90040

Dear Mr. Cisneros:

The Matrix Consulting Group is pleased to submit our proposal to the City of Commerce to conduct a Police Service Alternatives Analysis. The Matrix Consulting Group is comprised of highly experienced management consultants who specialize in the analysis of law enforcement services. We have conducted police studies for over 300 communities across the country, including many feasibility studies.

The firm **and** project team assigned to this study have significant experience analyzing law enforcement service alternatives for communities wishing to evaluate other approaches to providing these services. The table, below, summarizes this experience, which includes many service delivery alternative studies.

Police Contract Evaluations	Police Feasibility Studies	Police Consolidation Analysis
Cooper City, FL Kenmore, WA Laguna Hills, CA La Quinta, CA Rancho Cordova, CA San Clemente, CA	Citrus Heights, CA College Park, MD Cupertino, CA Danville/Lafayette/Orinda, CA Laguna Hills & Woods, CA Riverside County, CA	Augusta / Richmond County, GA Bergen County, NJ Boston Area Agencies, MA Endicott / Vestal, NY Glendale / Pasadena, CA Truro & Provincetown, MA

We are currently evaluating police services alternatives for Orange County's 13 contract cities, for the Woodlands (TX) and for the Kensington Police Protection and Community Services District (CA).

We have worked extensively with a wide range of police agencies – in all, over 350 police studies in 41 states. We have worked with over 100 police and sheriff's offices in California alone. Our service focus is varied and critical for this project – it includes organizational, operational and staffing assessments; community policing and community engagement; as well as alternative service delivery feasibility studies. Our experience includes the following illustrative agencies:

Austin, Texas
Berkeley, California
Beverly, Massachusetts
Brattleboro, Vermont
Briarcliff Manor, New York
Carlisle, Pennsylvania
Clearwater, Florida
Columbia, Missouri
Coral Gables, Florida
Franklin Township, NJ
Greenbelt, Maryland

Hayward, California
Mahwah, New Jersey
Mendham, New Jersey
Milwaukee, Wisconsin
Montpelier, Vermont
Newburgh, New York
Omaha, Nebraska
Onondaga County, New York
Ontario, California
Peoria, Arizona
Portland, Oregon

Raleigh, North Carolina
Redding, California
Richmond, Virginia
Sacramento, California
San Antonio, Texas
San Jose, California
Seaside, California
Southlake, Texas
St. Petersburg, Florida
Tacoma, Washington
Watertown, Massachusetts

In addition, we are currently completing law enforcement staffing studies for Fort Worth and Glenn Heights (TX), Clayton (MO) and Seal Beach (CA).

Our approach to conducting studies is based on an extremely experienced team, detailed analysis and interaction with our clients. This approach is characterized by:

- **The President of the firm would be directly involved in the project.** I have personally worked on and directed over 250 police studies during my 35+ year career, including all of the feasibility analyses listed in the table above.
- **We staff our projects with functional specialists, not generalists.** In addition to myself, our experienced law enforcement analytical team includes:
 - Greg Mathews, a Senior Manager with extensive experience evaluating police services in general and alternative service delivery specifically.
 - Ian Brady, Senior Manager, who leads our data analytics, which includes the analysis of resource needs.
 - Byron Pipkin, a Senior Manager, who has been a police consultant for 10 years. He was previously a Deputy Chief in the Sunnyvale (CA).
- We believe in high levels of client input and work closely with our clients through interim reports and meetings.
- We provide detailed analysis for each recommendation.

We appreciate the opportunity to submit this proposal. If you have any questions, please do not hesitate to contact me.

Richard P. Brady
Matrix Consulting Group

Richard P. Brady
President

1 Firm and Project Team Experience

This section of the proposal provides a comprehensive portrait of both the firm's and the project team's qualifications and experience.

1. Introduction to the Matrix Consulting Group

The Matrix Consulting Group was formed by senior consultants who created it in order to pursue a service in which the senior people actually do the work in a low overhead environment. Our only business focus is the provision of organization and management analytical services to local government. Our firm's history and composition are summarized below:

- We were founded in 2002. However, the principals and senior staff of our firm have worked together in this and other consulting organizations *as one team* for between 10 and 30 years.
- Our *only* market and service focus is management, staffing and operations analysis of local government.
- 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 350 police and sheriff's departments throughout the United States, including over 100 police agencies in California. This experience includes both operational studies and alternative service delivery studies.
- Our firm maintains offices in California (our headquarters), Massachusetts, Illinois, Washington, Oregon, North Carolina and Texas. We currently have 18 full-time and 8 part-time staff.

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

2. Police Study Experience

The firm **and** project team assigned to this study have significant experience analyzing law enforcement service alternatives for communities wishing to evaluate other approaches to providing these services. The table, below, summarizes this experience, which includes many service delivery alternative studies.

Police Contract Evaluations	Police Feasibility Studies	Police Consolidation Analysis
Cooper City, FL Kenmore, WA Laguna Hills, CA La Quinta, CA Rancho Cordova, CA San Clemente, CA	Citrus Heights, CA College Park, MD Cupertino, CA Danville/Lafayette/Orinda, CA Laguna Hills & Woods, CA Riverside County, CA	Augusta / Richmond County, GA Bergen County, NJ Boston Area Agencies, MA Endicott / Vestal, NY Glendale / Pasadena, CA Truro & Provincetown, MA

We are currently evaluating police services alternatives for Orange County's 13 contract cities, for the Woodlands (TX) and for the Kensington Police Protection and Community Services District (CA).

We have worked extensively with a wide range of police agencies – in all, over 350 police studies in 41 states. We have worked with over 100 police and sheriff's offices in California alone. Our service focus is varied and critical for this project – it includes organizational, operational and staffing assessments; community policing and community engagement; as well as alternative service delivery feasibility studies. Our experience includes the following illustrative agencies:

Austin, Texas Berkeley, California Beverly, Massachusetts Brattleboro, Vermont Briarcliff Manor, New York Carlisle, Pennsylvania Clearwater, Florida Columbia, Missouri Coral Gables, Florida Franklin Township, NJ Greenbelt, Maryland	Hayward, California Mahwah, New Jersey Mendham, New Jersey Milwaukee, Wisconsin Montpelier, Vermont Newburgh, New York Omaha, Nebraska Onondaga County, New York Ontario, California Peoria, Arizona Portland, Oregon	Raleigh, North Carolina Redding, California Richmond, Virginia Sacramento, California San Antonio, Texas San Jose, California Seaside, California Southlake, Texas St. Petersburg, Florida Tacoma, Washington Watertown, Massachusetts
--	---	---

In addition, we are currently completing law enforcement staffing studies for Fort Worth and Glenn Heights (TX), Clayton (MO) and Seal Beach (CA).

3. References

We are providing in this section of the proposal, references for selected analytical projects that have been performed by the firm in the past 5 years. The references provided projects include law enforcement feasibility studies.

References and Descriptions of Similar Projects

Laguna Hills, California**Police Services Study**

Don White
Assistant City Manager
949-707-2600

Laguna Hills had received law enforcement services from the Orange County Sheriff's Department since incorporation in the early 1990's. In spite of demonstrated high service levels and support from the community problems surfaced – costs had escalated during the last recession as personnel costs, especially pension costs, rose faster than inflation; assigned deputies were out of the City a large amount of time, often on lower priority responses; and the service lost a level of proactivity that is critical. Key recommendations included changing policies to restrict out of City responses, additional compensation from neighboring Laguna Woods for the provision of all late night services, and sharing the cost of the Administrative Sergeant with another contract city (savings of \$122,000).

We have also just completed a follow up study with the City and two of its neighbors (Aliso Viejo and Laguna Woods) to evaluate a three city contract together with a shared services approach to selected services.

**La Quinta,
California****Police Services Study**

Chris Escobedo
Assistant to the City Manager
760-777-7010

Based in extensive public input and support to the process this project evaluated the contract for service from the Riverside County Sheriff's Department. Principal recommendations included – modify the contract to allow the Chief the discretion to allow patrol staffing levels to fall below the contracted level up to 15%; the City should work with the Sheriff's Office and management from gated communities to evaluate the options available to facilitate quick entry of police officers; Expand the regular duty hours of the Traffic Unit to provide coverage from 0600 – 1900 or 2000 hours on weekdays but increase their productivity; reduce the number of daily Patrol Officer hours from 150 daily to 140 hours daily with annual savings of \$581,965.

We have also just completed a third follow up study to update our original analyses and first follow-up.

Rancho Cordova, California
**Police Services Assessment
and Alternatives Study**

Cyrus Abhar
City Manager

916-851-8800

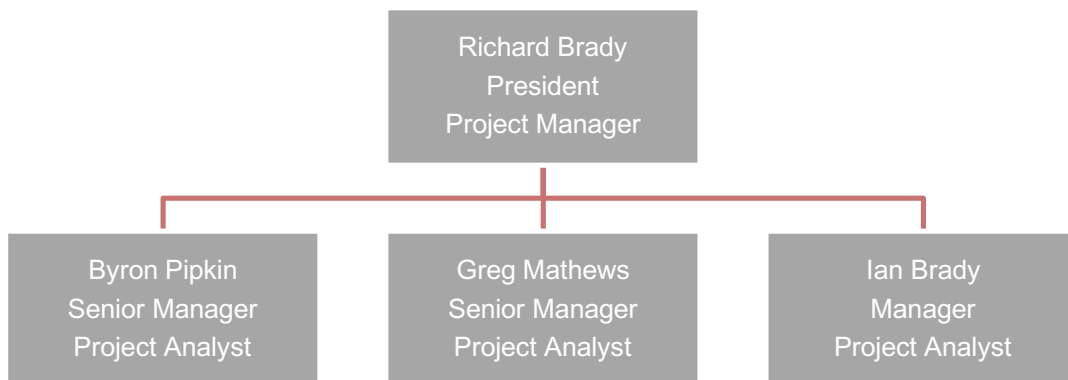
Matrix Consulting just completed a comprehensive assessment of service delivery for this Sacramento area city which included the feasibility of creating a municipal department and a contract with a neighboring city.

The study of existing services identified opportunities to improve the relationship with the Sheriff's Department – including working with the community to develop a strategic plan and better ongoing partnerships, deployment changes to better utilize County patrol units in the integrated service delivery approach in east county, improved case management for detectives and focus for special enforcement units.

The study of the feasibility of a municipal department and a contract alternatives demonstrated potential or cost saving on an operating basis. However, the initial and transitional costs of such options together with the potential for disruption in service partnerships with the community led the City to improve existing services rather than further explore a new service relationship.

4. Personnel

The Matrix Consulting Group proposes to utilize a senior project team, including our President and other experienced personnel with direct law enforcement experience. The most senior members of the team have between 10 and 30 years of professional experience as consultants and/or law enforcement professionals. The organization chart, which follows, depicts the project team



All of our experienced team members are Matrix Consulting Group staff who have worked together regularly on law enforcement projects.

Summary descriptions of each team member are provided below beginning with our proposed project manager, with more detailed resumes in the Attachment:

Name/Title	Summary of Professional Background, Experience, and Education
Richard Brady President Project Manager	<p>Mr. Brady has been providing management consulting services to municipalities for 34+ years across all governmental functions, including over 250 law enforcement department clients conducting costs and financial analysis, organizational and operational assessments, organizational structure reviews, feasibility studies, technology and equipment reviews, and performance audits.</p> <p>This includes recent police department assessments for Austin and San Antonio (TX), DeKalb County (GA), Wichita (KS), Asheville (NC), Elko (NV), Carlisle (PA), Columbia (MO), Pacifica, Hayward and Chula Vista (CA), Portland (OR), Omaha (NE), Aurora (CO), Hennepin County (MN), Mahwah, Mendham and Lawrence Township (NJ), Arlington (WA), Montpelier (VT), Lansing (IL), and Birmingham (AL).</p> <p>He led our recent police feasibility study efforts in San Clemente, Laguna Hills, Patterson, Riverside County (CA) and Bergen County (NJ).</p> <p>He has a Doctoral Degree from Oxford University and a BA from Cal State, Hayward.</p>
Byron Pipkin Senior Manager Project Analyst	<p>Byron Pipkin is a Senior Manager with the Matrix Consulting Group and has over 32 years of experience as a consultant and a public safety officer (trained as both a police officer and firefighter) through the rank of Deputy Chief in the Sunnyvale Department of Public Safety.</p> <p>His recent public safety analytical experience includes studies for Austin and San Antonio (TX), DeKalb County (GA), Portland (OR), Birmingham (AL), Newburgh (NY), Arlington (WA), Aurora (CO), Pacifica and Berkeley (CA), Peachtree City (GA), Springdale (AR), Perrysburg (OH), and Rio Rancho (NM).</p> <p>He led our recent police feasibility study efforts in La Quinta and worked on studies for Laguna Hills and Bergen County (NJ).</p> <p>He is a graduate of the FBI National Academy; BA from San Jose State University in Justice Administration.</p>

Name/Title	Summary of Professional Background, Experience, and Education
Greg Mathews Senior Manager Project Analyst	<p>Mr. Mathews, a Senior Manager, has over 27 years of private sector and government experience, performing as both a senior management consultant and executive manager. He is based in our Washington State office. He concluded his public sector career in 2005 as Deputy Director of Auditing for the Los Angeles City Controller's Office where he managed the day-to-day functions of the Performance Auditing, Follow-up, and Management Assessment sections in the Performance Audit Division. He began his formal career with the Pasadena Police Department, supervising the Crime Analysis Unit and became a POST-certified Level 1 Reserve Police Officer.</p> <p>His prior public safety engagements include most recently, Goleta and Chula Vista (CA), Springfield (MO), Albuquerque (NM), Birmingham (AL), Suffolk (VA), Hayward (CA), and Sherwood (OR).</p> <p>He worked on our recent police feasibility study efforts in San Clemente and currently for the Kensington Police Protection and Community Services District.</p> <p>He holds a BA degree from UC Davis and M.P.A. from the University of Southern California.</p>
Ian Brady Senior Manager Project Analyst	<p>Ian Brady is a Senior Manager with the Matrix Consulting Group as part of our Management Services Division. Mr. Brady created and leads our data analytics practice, which for police staffing studies includes evaluation of deployments, beat designs and scheduling issues and alternatives.</p> <p>Mr. Brady has recently worked on police management studies for Austin (TX), DeKalb County (GA), Winnipeg (Canada), Berkeley (CA), Raleigh (NC), Birmingham (AL), Portland (OR), and Hayward (CA).</p> <p>He worked on our recent police feasibility study efforts in San Clemente, Laguna Hills, Patterson, Riverside County (CA) and Bergen County (NJ). He is currently leading our Orange County contract city alternative model development.</p> <p>He received his BA in Political Science from Willamette University.</p>

More extensive resumes for the proposed project team are provided in the following pages.

2 Project Scope of Work and Approach

The section, which follows, presents a detailed description of the analytical tasks we will complete to achieve the study objectives of this Police Service Alternatives Analysis.

1. Project Background and Scope of Work

The City of Commerce, a community of roughly 13,000, contracts for police services from the Los Angeles County Sheriff's Department. This is not remarkable – hundreds of communities in California and across the country contract for service with a neighbor or with a county sheriff. Contract service in California, and Los Angeles County specifically, has had a particularly strong history for communities recognizing that it can be cost effective because of shared overheads and fractional services.

However, there is another side to policing that is even more fundamental than how these services are organized, staffed and services delivered. Law enforcement today does not exist in a security vacuum. Community expectations are critical in law enforcement – everything that is policing today is based on a partnership between law enforcement and the community to solve problems. As a result planning for results and accountability are equally important to deployments and responses.

An environment of accountability for police services is important for any service approach – contract, shared service or municipal. This is important to the City of Commerce and, as a result, issues regarding service presence and consistency have led to questions about what service delivery alternatives exist. As a result, this study is designed to evaluate current law enforcement service delivery and potential alternatives to the delivery of these services. These alternatives include:

- Creating a municipal police department serving Commerce.
- Contracting with another municipality or a joint powers' authority. Potential partners include Vernon, Montebello and Bell Gardens.

This consulting effort will evaluate the feasibility of these alternative approaches to providing law enforcement for Commerce. The feasibility of these alternatives will be compared with the existing service in terms of service and cost effectiveness.

2. TASK PLAN

The task plan, which follows, provides a outline of the steps that the project team could take to conduct and complete this study. Following the task plan is a suggested schedule for completion of this study.

Task 1 | **Initiate the Project and Develop an Understanding of Background to the Current Contracting Environment.**

The purpose of this first task is to develop a thorough understanding of issues and expectations of the study. Completion of this task will include:

- Interview the City Administrator and, if desired, the City Council to explore:
 - Attitudes toward service levels and responsiveness of the Sheriff's Department.
 - Views toward any unmet law enforcement related needs.
 - Identification and views toward any viable alternatives.
 - Identification of issues regarding regional service delivery issues.
- Interview key Sheriff's Department representatives. These interviews would discuss:
 - How the Commerce is served.
 - Trends and issues that have arisen over the past few years.
- Make initial contact with the cities of Bell Gardens, Montebello and Vernon to understand the regional service delivery picture and views toward alternatives.

We would also begin to collect documents which assist in backgrounding for this study, including:

- Any periodic reports to the City from the Sheriff's Department.
- Any performance measures utilized by the Sheriff's Department for budget or service delivery purposes.
- The current contract between Commerce and the Sheriff's Department.
- Population and demographic information for the City.

TASK RESULT

The result of this task would be a final project work plan reflecting the project team's updated understanding of the project and the evolution of service issues in the past several years.

Task 2 | Document Law Enforcement Services, Staffing, Workloads and Service Levels in the City.

To establish a basis for structuring and evaluating law enforcement organization alternatives, we will develop a portrait of current workload and service demands in Commerce. We will gather and analyze information about crime, service levels and response times. We would document the following:

- Contract service requirements. Document how the contract ‘works’ from the perspective of generating base and supplemental costs.
- Mechanisms used by the LASD to partner with the community on law enforcement problems and service solutions.
- Community-generated calls for service (CFS) workloads by time of day and day of week; similarly, document deputy-initiated workloads. Develop long term trend data on calls for service and deputy-initiated activities.
- Crime rates and arrests (by type) over the past 10 years.
- Field deployment levels in Commerce and surrounding areas.
- The time elements on calls by priority of call.
- Document the types of deputy-initiated activities currently accomplished by field patrol personnel. Develop an understanding of the ways in which these activities are planned and staff help accountable.
- Other workloads of patrol (as well as other personnel) such as court appearances, public education, etc.
- Traffic enforcement workloads and traffic enforcement activities.
- Number of cases forwarded to investigative staff for follow-up as well as the outcomes of these cases.
- Nature and scope of crime prevention programs currently provided.

TASK RESULT

These data will be profiled in a summary narrative and statistical portrait of law enforcement services in Commerce. This important first deliverable in the project will be reviewed with the City and the LASD to ensure accuracy.

Task 3 | **Understand Community Views About Law Enforcement Services.**

It is critical for the project team to develop input regarding current law enforcement services as well as viable alternatives from the community. To provide a major avenue for input at the outset of the project, we plan to conduct two major study activities – a community online survey and a “Town Hall” meeting. The following subsection describes these efforts.

(1) Survey for the Public.

We would conduct an electronic survey that could be completed by any member of the public to provide additional feedback and input to the project team regarding law enforcement services. Information regarding the perceptions of the law enforcement services provided and the current satisfaction with these services will provide unique insight.

Questionnaires would be confidential and completed via an online survey instrument (SurveyMonkey).

(2) “Town Hall” Meeting.

Through the use of a “Town Hall” meeting for community stakeholders, the Matrix Consulting Group usually asks customers a number of pointed questions about their law enforcement service expectations and how well the LASD is meeting them; as well as openness to alternative service delivery approaches.

We propose to conduct one community stakeholder meetings early in the project. The participants would be led through a two hour discussion by the Matrix Consulting Group, to really understand why citizens feel the way they do about a particular issue of law enforcement services.

TASK RESULT

Summaries of the findings from the survey and the “Town Hall” meetings conducted – identifying major themes, comments received and suggestions for change.

Task 4 | **Evaluate Law Enforcement Services Currently Provided to Commerce.**

The results of the previous tasks will be analyzed to identify issues and improvement opportunities associated with current operations and services provided by the Los Angeles County Sheriff's Department to the City of Commerce. The analysis would focus on such areas as the following:

- How do existing service levels compare to generally accepted industry or prevailing approaches to productivity, response times, time available for proactive patrol, investigative caseloads, etc.?
- What are the appropriate quantitative and qualitative approaches to evaluating resource requirements in the City. For example, in patrol this would include an assessment of call for service workloads in the context of also needing proactive time to impact policing issues in the community.
- Are there areas where service needs to be improved in the City or services restructured in some way to improve service or cost effectiveness? Such as:
 - Does the City receive adequate patrol and investigative resources and the extent to which presence and dedicated resources are an issue?
 - Is community input effectively sought by the LASD?
 - How is the LASD accountable for its services?
 - Are communications between the LASD and the City adequate?
 - What opportunities exist for involvement in crime prevention programs?
 - Are the contract costs reasonable relative to the services provided?
 - Are there opportunities to provide selected law enforcement or support functions out of the contract.

TASK RESULT

The project team will identify alternative contracting approaches and provide counsel on approaches to take to improve these services in the future if no change is made in service provider.

Task 5 | **Develop Assumptions for Use in the Analysis of Creating a New Municipal Police Service Provider – Either a City Police Department or a Contract with Another City.**

The project team will evaluate the feasibility of alternative approaches to providing law enforcement for Commerce. The feasibility of these alternatives will be compared, in terms of service and cost effectiveness, with the existing approach. Alternatives would include a contract with another city or the creation of a City Police Department.

The project team will review the results of the first four tasks and develop an issues list and a set of service level objectives that can be employed as a basis for structuring and costing alternative approaches to providing law enforcement services. Issue areas could include:

- Field deployment levels and practices.
- Proactivity targets.
- Use of civilian personnel.
- Scope of prevention and community programming.
- Level of investigative services.
- How support services should be handled.
- How alternatives would be organized, staffed and costs allocated.
- In a contract, assumptions developed regarding contract accountability.

TASK RESULT

The project team will develop a set of assumptions for structuring and organizing alternative police service delivery systems in Commerce.

Task 6 | **Identify the Resources Needed for Alternative Police Service Delivery.**

In this task, the project team will evaluate the feasibility of two alternative approaches to providing law enforcement services – a contract with another city and the creation of a municipal police department. In developing the analysis in this task, and for both alternatives, we will explore:

- Utilizing the results of our initial research and interviews as well as the community survey and “Town Hall” meeting to develop an initial / provisional community policing philosophy and set of strategies.
- The number of sworn staff required to handle each function based on workloads, service level targets and geography.
 - Patrol
 - Investigations
 - Administrative services
 - Support services
 - Command staffing
- The project team would analyze deployments in Commerce. The Matrix Consulting Group has an innovative approach to evaluating deployments. Information can be found on our web site at www.matrixcg.net/beats
- While development of strategic goals and objectives are important for any law enforcement agency in an alternative service delivery system they are critical when they are externally provided.

This task will provide suggested contract benchmarks and community service targets for both a municipal department and a contract with the other potential service providers – Bell Gardens, Montebello and Vernon.

TASK RESULT

The product of this work task will be a detailed analysis of the staffing and organizational needs in creating municipal police department as well as alternative contracts with Bell Gardens, Montebello and/or Vernon. This analysis will be reviewed with the City.

Task 7 | Develop an Analysis of the Potential Operating Costs of a Municipal Police Department and Alternative Contracts

It is important to develop and evaluate the police service alternatives’ costs at a level of detail sufficient for the City to pursue the choice(s) with a level of confidence. As a result, we will structure and estimate the costs of a municipal agency or a contract, as follows:

- Summarize the number of line staff required, by position type; evaluate part time staff availability and use options.
- Develop plans of administrative, command, and support staffing necessary to support operations.
- Estimate the competitive labor costs associated with the staffing plan. Base the analysis on the following:
 - Prepare a likely compensation schedule, by position, for the staffing plan based on existing compensation.
 - Convert the staffing plans to estimated salary costs.
 - Estimate fringe benefit costs based on competitive local benefit packages.
- Then, develop detailed operating expense budgets by cost component for the service delivery alternative.
- For the municipal department, we would identify the ‘indirect’ costs associated with assuming a new police service. This will include such costs as vehicles, technologies, facilities, and the provision of support services (e.g., HR, IT, etc.).
- Alternative cost allocation approaches would be identified, costed and evaluated for a contract with another city.

TASK RESULT

The results of the above would be pro-forma operating budgets for a municipal service delivery approach as well as with contracts with a neighboring community. The results of these analyses of operating costs would be reviewed with the City.

Task 8 | Identify Start-Up and Transitional Requirements.

This work task will involve developing capital budget and transition strategies for a municipal police department and, as needed, for a contract with another city. This would include:

- Determining the types and numbers of equipment needed.
- How to transition service responsibility from the LASD to a new service to ensure services are maintained, yet duplication minimized.

- What interim operational steps could be taken to move from current approaches to any new service delivery model adopted.
- A schedule for implementation.

TASK RESULT

The results of this task will be capital budget and transition plan for police service alternatives.

Task 9 | Provide the Results of the Feasibility Study

With the completion of the previous tasks the project team will develop draft and final reports. Each alternative organizational approach to police services would be analyzed in terms of the following:

- How each compares on a cost effectiveness basis.
- How each would be implemented.
- How each would impact other municipal services.
- The advantages and disadvantages of each.

Once the draft report has been reviewed by the project steering committee we would be prepared to present the results to the City in a City Council meeting.

TASK RESULT

The public safety feasibility assessment would provide the cost-benefit analysis of services, description of advantages and disadvantages of each service alternative, reasons for recommending (or not), etc.

3. Project Schedule

The table, below, graphically displays the tentative schedule to conduct the Police Service Alternatives Analysis. The chart shows the sequencing of each proposed work task, the elapsed time it would take to complete each task. As can be seen from the chart, we are proposing that the study be completed in 14 weeks (about four months).

	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Project Initiation														
Police Profile														
Analysis of Current Services														
Alternatives' Assumptions														
Alternative Resources														
Alternatives Costs														
Transitional Issues														
Final Report														

As described in the task plan earlier in this proposal there would be a deliverable associated with each project task.

3 Project Cost

The Matrix Consulting Group proposes to conduct the Public Safety Feasibility Study for a fixed price of **\$69,000**. The detailed calculations of our pricing structure are provided below.

	BradyR	Pipkin / Mathews	BradyI	Hours / Cost
Project Initiation	8	0	0	8
Police Profile	4	24	12	40
Analysis of Contract	4	4	8	16
Assumptions	4	24	12	40
Resource Needs	4	8	4	16
Operating Costs	8	48	24	80
Start-up Costs	8	16	16	40
Final Report	8	16	16	40
Total Hours	\$200	\$175	\$150	372
Hourly Rate	\$12,000	\$32,900	\$18,600	
Total Professional Fees	\$200	\$175	\$150	\$63,500
Project Expenses				\$5,500
Total Project Cost				\$69,000

We typically contract on a fixed price basis with monthly billings representing our progress on the project. We are, however, open to other approaches for payment.

RICHARD P. BRADY

President, Matrix Consulting Group

Project Manager

Background

Richard Brady is the Matrix Consulting Group's President. Mr. Brady has been a management consultant to local government for more than thirty-five years. Prior to joining the Matrix Consulting Group, he was the MAXIMUS national Vice President in charge of its local government consulting practice, and before that the managing partner of the California-based management consulting firm of Hughes, Heiss & Associates. Mr. Brady has conducted numerous studies of every local government function. However, the vast majority of his work is in the law enforcement, criminal justice and public safety areas.

Project Experience

The following points summarize Mr. Brady's project experience.

State	Illustrative Law Enforcement Management and Staffing Studies
Alabama	Birmingham
Alaska	Anchorage
Arizona	Goodyear, Phoenix, Peoria, Prescott Valley
California	Alameda County, Anaheim, Berkeley, Butte County, Chula Vista, Citrus Heights, Contra Costa County, Galt, Gilroy, Goleta, Glendale, Hayward, Kern County, Los Angeles, Los Angeles County, Los Gatos, Lynwood, Monrovia, Napa, Ontario, Orange County, Palmdale, Palo Alto, Pittsburg, Poway, Redding, Roseville, San Jose, Pasadena, San Bernardino, San Bernardino County, San Mateo County, San Rafael, Santa Ana, Santa Barbara County, Santa Monica, Sonoma County, Sunnyvale
Colorado	Aurora
Connecticut	Stamford
Florida	Alachua County, Coral Gables, Jacksonville, Jupiter, North Miami Beach, Orange County, Pasco County, Pinellas County, Port Richey and Venice
Georgia	Americus, Augusta-Richmond County, DeKalb County, Fulton County, Gainesville, Hall County, Chatham County.
Illinois	Lansing
Louisiana	Alexandria

State	Illustrative Law Enforcement Management and Staffing Studies
Massachusetts	Beverly, Boston, Lawrence, Milford, Commerce, Burlington, Pelham, Watertown, Wayland, Westwood, Whitman
Maryland	Greenbelt, Howard County
Michigan	Alpena and Detroit
Minnesota	Hennepin County, Ramsey County and Anoka County
Missouri	Columbia, Des Peres and Raymore
Nebraska	Omaha
Nevada	Las Vegas Metropolitan Police Department, Elko, Sparks and Reno
New Hampshire	Portsmouth and Rockingham County
New Jersey	Mendham, Mahwah, Park Ridge, Woodcliff Lake, Montvale
New York	Albany, Carthage, Endicott, Newburgh, Vestal and Briarcliff Manor
North Carolina	Burke County, Raleigh and Durham
Ohio	Fairborn
Oregon	Portland, Clackamas County and Grants Pass
Pennsylvania	Carlisle, Mount Lebanon and York
South Carolina	Beaufort County, Charleston County, Hilton Head Island, Spartanburg County
Tennessee	Nashville-Davidson County and Knox County
Texas	Arlington, Austin, San Antonio, Terrell, El Paso, Grand Prairie and Southlake
Utah	Salt Lake City
Vermont	Brattleboro and Montpelier
Virginia	Richmond, Leesburg, Suffolk and Loudoun County
Washington	Arlington, Spokane, Kirkland and Snohomish County
Wisconsin	Sun Prairie, Milwaukee, Dane County
Canada	Winnipeg

Law Enforcement Feasibility Studies: Mr. Brady has been involved or managed several law enforcement feasibility and regionalization studies. These have included the following:

- **Police Services Contract Reviews and Feasibility Studies** for San Clemente, Laguna Hills, Dublin, Palmdale, Lancaster, Patterson and La Quinta (CA) as well as Cooper City (FL) and Hilton Head Island (SC).
- **Municipal Police Department Feasibility** for Citrus Heights and Rancho Cordova (CA)
- **Regionalization Opportunities in Training and Communications** for the Boston Metropolitan Area (110 communities, including Boston).
- **Law Enforcement Consolidation Feasibility Studies** for Broome County (NY) and Riverside County (CA)
- **Regional Law Enforcement Feasibility Study** for San Bernardino County (CA) Contract Cities (9 cities)
- **Three Community Police Consolidation Feasibility Study** – for Montvale, Woodcliff Lake and Park Ridge (NJ).

Education

BA, California State University, Hayward
Ph.D., Oxford University, United Kingdom

BYRON K. PIPKIN**Senior Manager, Matrix Consulting Group****Background**

Byron Pipkin brings a public safety manager's perspective to the project team. He has thirty-two years of experience in law enforcement and fire service, including fourteen years in management positions in the Sunnyvale Service of Public Safety (CA) – a fully integrated police and fire agency. During his career he managed every major law enforcement and administrative function, including patrol operations, investigations, narcotics/vice operations, internal affairs, records, recruiting and hiring, training, administration, school resource officers, traffic operations, crime prevention, emergency preparedness, the mobile field force, and the SWAT team. He is also currently and instructor for the California Peace Officer Standards and Training Executive Development Course, teaching a course on effective management of law enforcement organizations. Mr. Pipkin is a Senior Manager with the Matrix Consulting Group.

Project Experience

Mr. Pipkin has experience as a lead with the following law enforcement agencies.

- Arlington, TX
- Arlington, WA
- Aurora, CO
- Beverly Hills, CA
- Carlisle, PA
- Cotati, CA
- Galt, CA
- Gilroy, CA
- Goodyear, AZ
- Grants Pass, OR
- Gresham, OR
- Mahwah, New Jersey
- Newburgh, NY
- Omaha, NE
- Phoenix, AZ
- San Antonio, TX
- Springdale, AR
- Spokane, WA
- University of Missouri, Sacramento, MO
- Vancouver, WA

Mr. Pipkin led or worked on our recent contract reviews and feasibility studies, including:

- La Quinta, CA
- Dublin, CA
- Laguna Hills, CA and a 3 city joint contract feasibility assessment with Laguna Woods and Aliso Viejo.
- Bergen County, NJ

Management Assignments

Command of Sunnyvale DPS Special Operations Bureau, 2001-2005

Liaison with the FBI and the Joint Terrorism Task Force 2004-2005

Command of Police Field Operations Bureau, 2000-2001

Special Assistant to the Chief, 1999-2000

Fire Marshal, managed the Fire Prevention Bureau, 1997-1999

Command of Police Field Operations Bureau, 1994-1997

Community Services Bureau, Recruitment and Hiring, Training and Records, 1991-1994

Education

Graduate of the FBI National Academy, Quantico, Virginia

B.S. in Administration of Justice, California State University, San Jose

Professional Certificates

P.O.S.T. Management Certificate, 1993

P.O.S.T. Supervisory Certificate, 1986

California Community College Lifetime Teaching Credential, 1983

P.O.S.T. Advanced Certificate, 1980

GREG MATHEWS
Senior Manager, Matrix Consulting Group**Background**

Greg Mathews has over 27 years of private and public sector experience, performing as both a senior management consultant and executive manager. As Deputy Director of Auditing for the Los Angeles City Controller's Office, he managed the day-to-day functions of Police Performance Auditing. He began his public sector career at the Pasadena Police Department. For nearly fourteen years he has provided public safety consulting services throughout the U.S., and has completed comprehensive management studies encompassing over 120 police departments.

Project Experience

Conducted studies of law enforcement throughout the country to include feasibility studies, organizational and operational reviews, policy and procedure audit, staffing/scheduling practices, implementation of key performance metrics and use of information technology.

Alameda County (CA)
Aurora (CO)
Beverly Hills (CA)
Burbank (CA)
Corvallis (OR)
Chula Vista (CA)
Dane County (WI)
Glendale (CA)
Goleta (CA)
Glenn County (CA)
Greene County (MO)
Hennepin County (MN)
Inglewood (CA)
Jackson County (OR)
Laguna Beach (CA)
Laguna Niguel (CA)
Lake Forest (CA)
Long Beach (CA)
Los Angeles (CA)

Milwaukee (WI)
Monterey County (CA)
Montville (NJ)
Omaha (NE)
Orange County (CA)
Orange County (FL)
Placer County (CA)
Reno, Sparks and Washoe Co. (NV)
Republic (MO)
San Clemente (CA)
San Juan Capistrano (CA)
San Mateo County (CA)
San Rafael (CA)
Santa Monica (CA)
Sherwood (OR)
Simi Valley (CA)
South Pasadena (CA)
Stamford (CT)
Tacoma (WA)

Mr. Mathews led or worked on contract reviews and feasibility assessments for:

- Eastpointe (MI)
- Kenmore (WA)
- Mission Viejo (CA)
- San Clemente (CA)

Education:

Mr. Mathews received his B.A. from UC Davis and M.P.A. degree from the University of Southern California.

IAN BRADY**Senior Manager, Matrix Consulting Group****Background**

Ian Brady is a Senior Manager with the Matrix Consulting Group as part of our Public Safety Consulting Services practice. He has over 6 years of consulting experience. He specializes in public safety and is dedicated to providing analytical support for all of our police, fire, emergency communications and criminal justice system studies. Mr. Brady also developed the firm's GIS-based analytical tools for analyzing field service workloads and service levels, beat design and efficiency, and alternatives to resource deployment and scheduling.

Experience In Law Enforcement Studies

Mr. Brady has experience conducting law enforcement management, staffing and operations studies, including recently for the following clients:

Adams County, Colorado	Lansing, Illinois
Arlington, Washington	Mahwah, New Jersey
Berkeley, California	Orange County, Florida
Birmingham, Alabama	Portland, Oregon
Chula Vista, California	Raleigh, North Carolina
Columbia, Missouri	Redding, California
DeKalb County, Georgia	Rio Rancho, New Mexico
Hanford, California	Rockingham County, New Hampshire
Hayward, California	Roseville, California
Huntington Beach, California	Suffolk, Virginia
Kauai County, Hawaii	Winnipeg, Manitoba

Mr. Brady led or worked on our recent contract reviews and feasibility studies, including:

- Dublin, CA
- La Quinta, CA
- Laguna Hills, CA
- Patterson, CA
- Riverside County, CA
- San Clemente, CA

Education

Mr. Brady received his BA in Political Science from Willamette University.