Proposal to Conduct a Police Services Options Analysis

Kensington Police Protection and Community Services District, California

matrix consulting group

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October 16, 2017

Anthony Constantouros
General Manager
Kensington Police Protection and Community Services District
217 Arlington Avenue
Kensington, CA 94707

Dear Mr. Constantouros:

The Matrix Consulting Group is pleased to submit our proposal to the Kensington Police Protection and Community Services District to conduct a Police Services Options 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.

Contract Service Evaluation	Feasibility Studies	Consolidation Analysis
Cooper City, FL	Broome County, NY	Augusta / Richmond County, GA
Kenmore, WA	**Citrus Heights, CA**	Bergen County, NJ
Laguna Hills, CA	College Park, MD	Boston Area Agencies, MA
La Quinta, CA	**Cupertino, CA**	Broome County, NY
Lynwood, CA	**Danville/Lafayette/Orinda, CA**	Carthage / West Carthage, NY
Palmdale, CA	Hilton Head Island, SC	Endicott / Vestal, NY
Patterson, CA	**Riverside County, CA**	**Glendale / Pasadena, CA**
San Clemente, CA	**San Bernardino County, CA**	Hall County / Gainesville, GA

It is important to note that much of this experience is quite recent – the contract review studies for Riverside County, La Quinta, Laguna Hills and San Clemente are within the past two years, and we continue to work with several of these agencies to follow up on the original analysis. More on these studies is provided later in this proposal.

We have worked extensively with a wide range of police agencies – in all, over 300 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:

Austin, Texas	**Hayward, California**	**Raleigh. North Carolina**
Berkeley, California	Kansas City, KS & MO	**Redding, California**
Beverly, Massachusetts	Mahwah, New Jersey	Richmond, Virginia
Brattleboro, Vermont	Mendham, New Jersey	San Antonio, Texas
Briarcliff Manor, New York	Milwaukee, Wisconsin	**San Pablo, California**
Carlisle, Pennsylvania	Montpelier, Vermont	**Seaside, California**
Clearwater, Florida	Newburgh, New York	Southlake, Texas
Coral Gables, Florida	Omaha, Nebraska	Tacoma, Washington
Franklin Township, NJ	**Ontario, California**	Watertown, Massachusetts
Greenbelt, Maryland	Portland, Oregon	Wichita, Kansas

In addition, we are currently completing law enforcement staffing studies for Peoria (AZ), Miami Beach (FL), Sacramento, West Sacramento and San Jose (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:

 – Byron Pipkin, a Senior Manager, who has been a police consultant for 10 years. He was previously a Deputy Chief in the Sunnyvale (CA). He has played a lead role in all of our recent police feasibility studies.

 – Ian Brady, Manager, who leads our data analytics, which includes the analysis of resource needs. Recently, his project experience has included key roles in all of our police deployment studies and feasibility studies.

• We believe in high levels of client participation and input.

• We 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.

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 300 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), Oregon, Massachusetts, Illinois, 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.

Contract Service Evaluation	Feasibility Studies	Consolidation Analysis
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Palmdale, CA	Hilton Head Island, SC	Endicott / Vestal, NY
Patterson, CA	**Riverside County, CA**	**Glendale / Pasadena, CA**
San Clemente, CA	**San Bernardino County, CA**	Hall County / Gainesville, GA

Much of this experience is quite recent and includes the following:

- **Riverside County** – we just completed 9 city JPA feasibility study for contract cities in this county which demonstrated substantial savings for an equivalent level of service for these agencies.

- **Laguna Hills** – Three years ago we completed a contract review for this City. We have also just completed a 3 city joint contract feasibility study which included Laguna Woods and Aliso Viejo to better coordinate and share services.

- **San Clemente** – We just completed a contract feasibility study which was designed to make the contract service more responsive and community oriented. We assisted with the selection of a new police chief too.

- **La Quinta** – Three years ago we completed a contract review for this City. We have developed annual updates for this study since the completion of the original study.

Finally, we worked with **Citrus Heights** from initial feasibility through implementation for the creation of their Police Department.

We have worked extensively with a wide range of police agencies – in all, over 300 police studies in 41 states. We have worked with over 100 police and sheriff's offices in California. 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. Moreover, our experience with small organizations is extensive – 10 in the past year alone (we provided the acting chief in one of these after an analytical study).

Our experience includes the following illustrative agencies:

Austin, Texas	**Hayward, California**	**Raleigh. North Carolina**
Berkeley, California	Kansas City, KS & MO	**Redding, California**
Beverly, Massachusetts	Mahwah, New Jersey	Richmond, Virginia
Brattleboro, Vermont	Mendham, New Jersey	San Antonio, Texas
Briarcliff Manor, New York	Milwaukee, Wisconsin	**San Pablo, California**
Carlisle, Pennsylvania	Montpelier, Vermont	**Seaside, California**
Clearwater, Florida	Newburgh, New York	Southlake, Texas
Coral Gables, Florida	Omaha, Nebraska	Tacoma, Washington
Franklin Township, NJ	**Ontario, California**	Watertown, Massachusetts
Greenbelt, Maryland	Portland, Oregon	Wichita, Kansas

In addition, we are currently completing law enforcement staffing studies for Peoria (AZ), Miami Beach (FL), Sacramento, West Sacramento and San Jose (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 as well as police management 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 to evaluate the feasibility of a three city contract.

Riverside County Contract Cities **JPA Feasibility Study** Rob Johnson City Manager City of San Jacinto 951-487-7330	In this just completed study the Matrix Consulting Group worked with nine cities which currently contract with the Riverside County Sheriff's Office. The purpose of the study was to evaluate the financial and service feasibility of developing a joint powers authority (JPA) to replace those services. The study found that there were considerable opportunities to provide the same level of service more cost effectively, by an average of 10% compared to existing contract services – *even after major start-up costs (of about ($88 million are considered)*. The communities are considering their next steps in moving forward with this idea.
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; this results in an annual savings – estimated at $581,965 in FY 2015-16. We have also just completed a second follow up study to update our original analysis.
Roseville, California **Police Department Planning Study** James Maccoun Assistant Chief / Project Coordinator 916-774-5011	The Matrix Consulting Group completed a comprehensive planning study for the Roseville Police Department, developing detailed service need and staffing projections through the year 2026. The analysis made extensive use of planning and economic forecasting data to model the effects of the city's rapid growth on future levels of crime and police call for service volumes. The forecasts then translated these workloads into the required staffing levels in every area of the department.

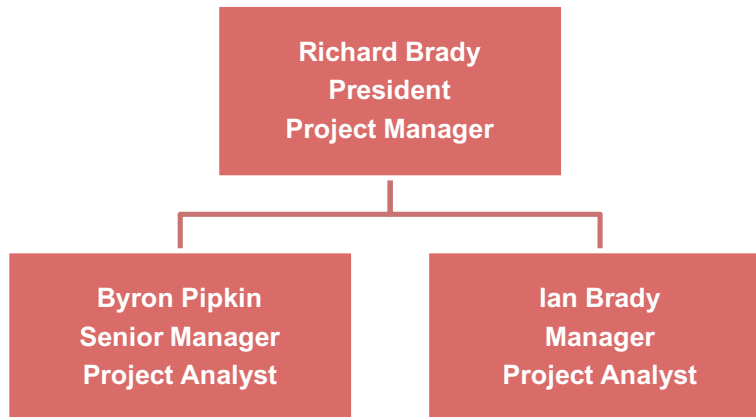|	
Carlisle, Pennsylvania **Police Department Organizational Review** Mathew Candland Borough Manager 717-240-6921	The project team developed a management and staffing plan for the Carlisle Police Department, with the project coming at a time of significant change in the borough's home rule system. The study created a management plan for the Chief, Borough Manager and Borough Council to provide effective oversight and performance expectations. The study also reviewed operations, including improvements in community service, patrol, investigative case management, and crime analysis. Finally, the project team provided assistance to the Borough on transition of chiefs.

4. Personnel

The Matrix Consulting Group proposes to utilize a senior project team, including our President and other experienced personnel, one with direct law enforcement experience and the other the head of our data analytics practice. The two 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

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                    ┌──────────────────────┐
                    │   Richard Brady       │
                    │   President           │
                    │   Project Manager     │
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              ┌────────────────┴────────────────┐
   ┌──────────────────────┐          ┌──────────────────────┐
   │   Byron Pipkin        │          │   Ian Brady           │
   │   Senior Manager      │          │   Manager             │
   │   Project Analyst     │          │   Project Analyst     │
   └──────────────────────┘          └──────────────────────┘
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It should be reiterated that our team includes no subcontractors. 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	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. 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). He led our recent police feasibility study efforts in San Clemente, Laguna Hills, Patterson, Riverside County (CA) and Bergen County (NJ). He has a Doctoral Degree from Oxford University and a BA from Cal State, Hayward.
Byron Pipkin **Senior Manager** Project Analyst	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. 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). He led our recent police feasibility study efforts in La Quinta and worked on studies for Laguna Hills and Bergen County (NJ). He is a graduate of the FBI National Academy; BA from San Jose State University in Justice Administration.

Name/Title	Summary of Professional Background, Experience, and Education
Ian Brady **Manager** Project Analyst	Ian Brady is a 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. 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). He worked on our recent police feasibility study efforts in San Clemente, Laguna Hills, Patterson, Riverside County (CA) and Bergen County (NJ). He received his BA in Political Science from Willamette University.

More extensive resumes for the proposed project team are provided in the Attachment to this proposal.

5. Conflicts and Associations

No member of this firm has any conflict which would interfere with conduct of this assignment. Moreover, no member of the firm has any personal or professional connection with the District.

2. PROJECT SCOPE OF WORK AND POTENTIAL APPROACH

The section, which follows, presents a detailed description of the analytical tasks we will complete to achieve the study objectives of this Police Services Options Analysis. Prior to presenting that task plan, this proposal describes the background to the project and its scope of work.

1. Project Background and Scope of Work

The Kensington Police Protection and Community Services District, a community of about 5,000, provides police and other services to residents (including parks, recreation and refuse services).

Law enforcement today does not exist in a security vacuum. Community expectations and transparency are critical in law enforcement – everything that is policing today is based on a partnership between law enforcement and the community to solve problems. Cost control is equally important as fiscal accountability is essential to police services like any other public service.

Over the years, police services in Kensington have undergone much scrutiny. This scrutiny culminated last year in a Board Subcommittee report on alternatives to police services, including a contract with a neighboring city.

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:

• Improving the services provided by the District under this approach.

• Creating another kind of stand-alone entity.

• Contracting with a neighboring municipality or a joint powers' authority.

• A hybrid of some currently undefined approach.

This consulting effort will evaluate the feasibility of these alternative approaches to providing law enforcement for the residents within the Kensington Police Protection and Community Services District. 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 an 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.

Phase 1 Information Gathering

Task 1	**Initiate the Project and Document Law Enforcement Trends and Issues Which Led to This Study at This Time.**

The purpose of this first task is to develop a thorough understanding of issues and expectations of the study. Completion of this task will build upon earlier efforts to evaluate police services in Kensington and will include:

• Interview the General Manager and the Board to explore:

– Attitudes toward service levels and responsiveness of the Kensington Police Department.

– Views toward any unmet law enforcement related needs.

– Identification and views toward any viable alternatives.

• Interview staff in the Police Department. These interviews would discuss:

– How the Kensington Police Protection District is served.

– Trends and issues that have arisen over the past few years.

• Make initial contact with other municipalities and other law enforcement agencies in the region to understand the regional service delivery picture and views toward participating in alternatives. In the previous Subcommittee assessment several neighboring communities and other police agencies were identified as interested in such an arrangement including:

– El Cerrito
– Albany
– Richmond
– University of California, Berkeley

These and other neighboring cities would be contacted again relating to complete

contracts or other shared services approaches.

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

•   The previously conducted study by the Subcommittee of the Board.

•   Previous analyses developed by Chief Brown Taylor and other assessments.

•   Periodic reports to the Board from the Police Department.

•   Population and demographic information for the District.

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 District.**

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

•   Community-generated calls for service (CFS) workloads by time of day and day of week; similarly, document officer-initiated workloads. Develop long term trend data on calls for service and officer-initiated activities.

•   Crime rates and arrests (by type) over the past 10 years.

•   Field deployments in Kensington.

•   The time elements on calls by priority of call.

•   Develop an understanding of the ways in which these activities are planned and staff help accountable.

•   Other workloads, such as court appearances, public education, etc.

•   Traffic enforcement workloads activities.

- Number of cases followed-up for investigations as well as the outcomes of these cases.

- Nature and scope of crime prevention programs currently provided.

- All costs associated with compensation and other operating and capital costs.

It is important to note that in this task the project team would begin the process of data collection for neighboring communities which are or could be interested in a contract or shared services approach to law enforcement in the region.

TASK RESULT

These data will be profiled in a summary narrative and statistical portrait of law enforcement services in Kensington. This important first deliverable in the project will be reviewed with the District and the Police Department 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" Meetings.

Through the use of a "Town Hall" or focus group 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 Kensington Police Department is meeting them; as well as openness to alternative service delivery

approaches.

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" meeting conducted – identifying major themes, comments received and suggestions for change.

Phase 2 Initial Findings

Task 4	**Evaluate Law Enforcement Services Currently Provided in the Kensington Police Protection District.**

The results of the previous tasks will be analyzed to identify issues and improvement opportunities associated with current operations and services provided by the Kensington Police Protection and Community Services District. 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, investigations, etc.?

• What are the appropriate quantitative and qualitative approaches to evaluating resource requirements in the District. 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 District or services restructured in some way to improve service or cost effectiveness? Such as:

– Is community input effectively sought? How are staff accountable for its services?

– Are communications between police and the District adequate?

– What opportunities exist for involvement in crime prevention programs?

TASK RESULT

The focus of this task is the identification of alternatives within the existing service delivery system. Each recommendation would be analyzed for service and cost impacts.

Task 5	Develop Assumptions for Use in the Analysis of Alternatives.

The project team will evaluate the feasibility of alternative approaches to providing law enforcement for the KPPCSD. 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 a neighboring city or the creation of another form of stand-alone police department.

In the previous Subcommittee assessment several neighboring communities and other police agencies were identified as interested in such an arrangement including El Cerrito, Albany, Richmond as well as UC Berkeley. These and other neighboring cities would be contacted again relating to complete contracts or other shared services approaches.

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.

a Opportunities for shared services outside of a complete contract for service.

TASK RESULT

Once these alternatives have been identified, we will review them with the project committee. Based on the guidance provided by the committee, these alternatives would be identified, discussed and agreed upon for analysis.

Task 6	Identify the Immediate and Ten Year Resources Needed for Alternative Service Delivery.

In this task, the project team will evaluate the feasibility of alternative approaches to providing law enforcement services – a contract with a neighboring city and the creation of a police department in another format. 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" meetings 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 and command

• The project team would analyze deployments in Kensington.

• What is the best use of civilians, including in core service areas currently provided by sworn personnel (for example in the response to low priority / risk crime and service calls).

• This task will provide suggested contract benchmarks and performance targets.

TASK RESULT

The product of this work task will be a detailed analysis of the staffing and organizational needs in the alternative service delivery approaches both now and over a 10 year planning period. This analysis will be reviewed with the project steering committee.

Task 7	**Develop a Detailed Analysis of the Operating Costs of the Service Alternatives.**

It is important to develop and evaluate the police service alternatives' costs at a level of detail sufficient for the District to pursue the choice(s) with a level of confidence. As a result, we will structure and estimate the costs of alternative contracts or other alternative, as follows:

• Summarize the number of line staff required, by position type; evaluate part time staff availability and use options.

• Develop plans of administrative and command staffing necessary to support operations.

• Evaluate the 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.

• We would identify the 'indirect' costs associated with each alternative police service. This will include such costs as vehicle servicing, technologies, facilities, and the provision of support services (e.g., HR, IT, etc.).

• Cost allocation approaches would be identified, costed and evaluated for a contract with a neighboring city.

TASK RESULT

The results of the above would be pro-forma operating budgets for each alternative service delivery approach. The results of these analyses of operating costs would be reviewed with the project committee.

Task 8	Identify Start-Up Requirements.

This work task will involve developing capital budget and transition strategies for a contract with a neighboring city or other police service alternative. This would include:

• Determining the types and numbers of equipment needed.

• How to transition service responsibility to 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 implementing police service alternatives.

Phase 3 Final Report

Task 9	Provide the Results of the Feasibility Analysis

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.

• The advantages and disadvantages of each.

• A Ten Year Plan for Police Services.

• Performance measures to hold police services and/or a contract service accountable.

Once the draft report has been reviewed by the project steering committee we would be

prepared to present the results to the District in a public meeting.

> **TASK RESULT**
>
> **Each alternative analyzed would be shown in the final report and including the cost-benefit analysis, description of advantages and disadvantages, reasons for recommending (or not), etc. A public presentation would result in this task.**

Phase 4 Contract Assistance

We envision that the request for proposal development for law enforcement services and contract negotiations would follow the analytical assignment. The reason for this is simple – the District must completely define and support the level of service requirements prior to seeking alternative methods to meet those requirements.

The information needed to develop the alternatives would have been developed in earlier tasks. The assistance in this portion of the process would include:

• Development of a request for proposals for a police contract or shared service.

• Review and analyze submitted proposals.

• Present the results to the Board and or a designated committee.

• Assistance to the Board or subcommittee in reviewing the submittals.

At the conclusion of this assistance we would again present the results to the Board and to the public.

3. Project Schedule

The table, below, graphically displays the tentative schedule to conduct the Police Services Options 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 18 weeks (about five months).

This timeline does not include the unknown time for Request for Proposal development and Contract Assistance. In our view this would come after the analytical report.

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Project Initiation	■	■																
Law Enforcement Profile		■	■	■	■													
Community Input			■		■													
Analysis of Current						■	■	■										
Assumptions									■	■								
Alternative Resources											■	■	■					
Alternatives Costs													■	■	■			
Transitional Issues													■	■	■			
Final Report																■	■	■
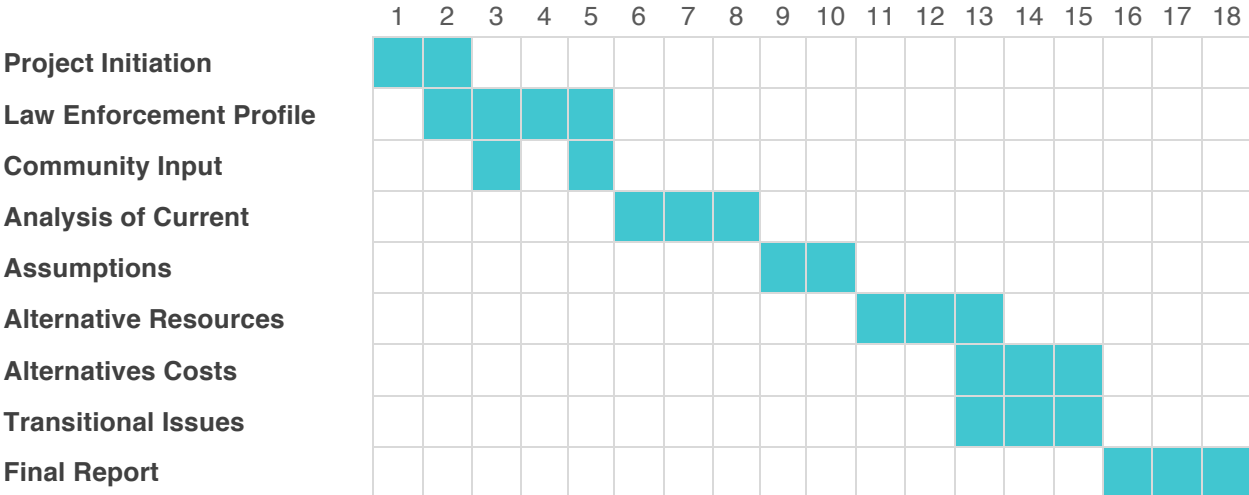
As described in the task plan earlier in this proposal there would be a deliverable associated with each project task.

3. PROJECT COST

The Matrix Consulting Group proposes to conduct the Police Services Option Analysis for a fixed price of **$74,000**. The detailed calculations of our pricing structure are provided below.

	Brady R	Pipkin	Brady I	Hours	Cost
Project Initiation	16	8	8	32	$6,200
Police Profile	8	32	32	72	$12,200
Community Input	4	0	8	12	$2,100
Analysis of Contract	8	16	16	40	$7,000
Assumptions	4	4	4	12	$2,200
Resource Needs	8	24	32	64	$10,800
Operating Costs	8	8	16	32	$5,600
Start-up Costs	4	4	8	16	$2,800
Final Report & Presentation	16	24	24	64	$11,400
Contract Assistance	24	16	16	56	$10,600
Total Hours	**100**	**136**	**164**	**400**	
Hourly Rate	**$225**	**$175**	**$150**		
Total Professional Fees	**$22,500**	**$23,800**	**$24,600**		**$70,900**
Project Expenses					**$3,100**
Total Project Cost					**$74,000**

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.

Insurance Note – *our firm does not have $2 million in professional liability insurance. We carry $1 million per occurrence and $3 million in aggregate. Our other insurances exceed your requirements.*

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 and criminal justice 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, 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, Rancho Cordova, Burlington, Pelham, Watertown, Wayland, Westwood, Whitman
Maryland	Greenbelt
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 Program Studies: Mr. Brady has performed a wide variety of studies of law enforcement programs and services. Selected studies have included the

following:

- **Emergency Communications** – over 75 studies of existing communications centers (e.g., Monterey County, CA) as well as consolidation alternatives (e.g., San Mateo County, CA).

- **Personnel policies and procedures** studies for Escondido (CA), Danville (VA) and Fluvanna County (VA). Secondary employment policy development for all San Mateo County (CA) police agencies and the Sheriff's Office.

- **Regional Law Enforcement Feasibility Studies:** Mr. Brady has been involved or managed several law enforcement regionalization studies including:

  - **Police Services Contract Reviews and Feasibility Studies for San Clemente, Laguna Hills and La Quinta** – Mr. Brady developed a police services plan for these contracts with the Orange County.

  - **Municipal Police Department Feasibility for Citrus Heights (CA)** – members of the project team worked with the City from initial feasibility through implementation of a municipal department.

  - **Regionalization Opportunities in Training and Communications for the Boston Metropolitan Area.** The Regionalization Commission chose members of this project team to work with over 110 agencies on public safety regional issues.

  - **Law Enforcement Consolidation Feasibility Studies for Broome County (NY) and Riverside County (CA):** In Broome County an effort to consolidate support functions; in Riverside County a 9 city JPA was just completed and the participants are considering their next steps.

  - **Regional Law Enforcement Feasibility Study for San Bernardino County, California Contract Cities:** Nine cities receive contracted law enforcement services from the San Bernardino County Sheriff's Office. Because the County changed its philosophy of contracting, costs increased dramatically.

  - **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 based in our headquarters office in Mountain View.

EXPERIENCE IN POLICE STUDIES

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
- 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

IAN BRADY
Manager, Matrix Consulting Group

BACKGROUND

Ian Brady is a Manager with the Matrix Consulting Group as part of our Public Safety Consulting Services practice. He has over 5 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.