PROPOSAL TO CONDUCT THE POLICE DEPARTMENT STAFFING STUDY

MARCH 19, 2025

SAN MARCOS, TEXAS

MATRIX
CONSULTING GROUP

LONZO ANDERSON
Assistant City Manager
City Of San Marcos
712 S Stagecoach Trail
San Marcos, TX 78666

Dear Mr. Anderson:

Matrix Consulting Group is pleased to submit our proposal to conduct the San Marcos Police Department Staffing Study for the City of San Marcos. The study comes at a critical time for the Department, as growing workloads and evolving community expectations require a new approach to evaluating staffing needs now and in the future.

The study is designed to provide the department with a roadmap for maintaining service levels, efficiently deploying resources, and identifying gaps where they exist. It is critical that this study be forward-looking, projecting the department's needs at a granular level in the years ahead to meet changing demands and evolving service expectations.

We founded Matrix Consulting Group over two decades ago to provide comprehensive consulting services to local governments by blending subject matter expertise, technical capabilities, and real-world experience to help our clients achieve their goals and enact change. We have worked extensively to provide a wide range of services to police agencies around the country as well as in Canada, having conducted over 400 police studies in 45 states, with many in Texas. Our recent experience includes:

Austin, TX	Fair Oaks Ranch, TX	Rockford, IL
Bend, OR	Fort Worth, TX (2x)	San Francisco, CA
Boerne, TX	Kyle, TX	San Jose, CA
Broken Arrow, OK	Los Angeles, CA	Santa Fe, NM
Burleson, TX	O'Fallon, MO	Syracuse, NY
Buckeye, AZ	Oshkosh, WI	Tacoma, WA
Denton, TX	Raleigh, NC (2x)	Texas City, TX
Everett, WA	Reno, NV	Virginia Beach, VA

We appreciate the opportunity to submit this proposal to work with the San Marcos Police Department on this important project. If you have any questions, please do not hesitate to contact me by phone at 650-858-0507 or by email at rbrady@matrixcg.net.

RICHARD P. BRADY

Chairman of the Board
Matrix Consulting Group

TABLE OF CONTENTS

THE FIRM AND ITS POLICE STUDY EXPERIENCE

INTRODUCTION TO THE FIRM

Matrix Consulting Group was founded over two decades ago to provide detailed organization and management analytical services to local government. Our firm's history and approach are centered around our service philosophy:

- The only consulting services we provide are to local government. Although law enforcement is our firm's most significant single practice area, our projects span a wide range of local government functions.

- We work together as one team on our consulting engagements and do not typically utilize subcontractors. Our law enforcement consulting team is comprised of career police services consultants, as well as former police managers who are now consultants with the firm.

- Our firm is headquartered in California (San Mateo). We also have offices in Dallas, St. Louis, Portland, South Florida, Charlotte, and Southern California. We currently have 30 full-time and four part-time staff.

OUR POLICE STUDY EXPERIENCE

In the two decades since our founding, we have worked extensively to provide a wide range of services to police agencies nationwide. In total, we have conducted over 400 police studies in 45 states, with many in Texas. Recently, our project experience includes the following illustrative studies that centered on issues of staffing, benchmarking, and projection of future needs:

Austin, TX	Fair Oaks Ranch, TX	Rockford, IL
Bend, OR	Fort Worth, TX (2x)	San Francisco, CA
Boerne, TX	Kyle, TX	San Jose, CA
Buda, TX	Los Angeles, CA	Santa Fe, NM
Burleson, TX	O'Fallon, MO	Syracuse, NY
Buckeye, AZ	Oshkosh, WI	Tacoma, WA
Denton, TX	Raleigh, NC (2x)	Texas City, TX
Everett, WA	Reno, NV	Virginia Beach, VA

We have been the primary implementor on all of our implementations.

EXAMPLE OF PREVIOUS WORK

The following provides a detailed summary of the work conducted and the outcomes of a study we recently conducted.

FORT WORTH, TX

Police Staffing and Planning Studies

Orkhan Oliver Ismayilov

Budget Manager

817-392-8711

orkhan.oliver-ismayilov@fortworthtexas.gov

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

- Overall, the project team identified the need for approximately 150 new positions in the next fiscal year to catch up with growth and another 250 over the next 10 years to keep up with projected growth.

- In addition, the project team recommended significant changes to operational management in investigations (case management) and in the deployment of resources to ensure that high call volume areas were adequately served.

In 2022, Matrix conducted a follow-up study that updated the staffing needs analysis for every function within the police department, including a review of benchmarks comparing 2018 and 2023 study data. The update recommended adding 191 sworn and 32 civilian positions.

PROJECT TEAM EXPERIENCE

Our law enforcement consulting team is comprised of career police services consultants, as well as former police managers who are now consultants with the firm. This hybrid approach results in a team that is not divided between a 'main' team and a 'support' team. Our experts at data analytics are experienced police consultants, and our team members with prior careers in law enforcement are also experienced analysts.

Our team includes the following experienced analysts and former law enforcement professionals, as well as their office locations and contact information:

- **Richard Brady** (rbrady@matrixcg.net), Chairman of the Board for the firm, with over 40 years of police analytical experience. Mr. Brady has worked with more than 350 police agencies around the country and in Canada. He will serve as the project manager, and is based out of San Mateo, CA headquarters office.

- **Ian Brady** (ibrady@matrixcg.net), a Senior Vice President, specializes in and leads our law enforcement consulting practice, and develops the firm's deployment and statistical models. He will lead tasks associated with staffing analysis, including alternative response, field deployment, and resource allocation. He is based out of our Portland, OR office.

- **John Scruggs** (jscruggs@matrixcg.net), a Senior Manager, has over 26 years of law enforcement experience. He co-authored legislation on body-worn cameras in Oregon. Based on his experience in internal affairs and policy issues, he will lead this part of the assignment. He is based out of our Raleigh, NC office.

- **Tim Donohoe** (tdonohoe@matrixcg.net), a Senior Consultant who has over 26 years of experience in both local and international law enforcement, previously serving as a Commander in the Reno Police Department. He will focus on training, organizational, and management issues.

- **Philip Berry** (pberry@matrixcg.net), a Manager with the firm who previously worked with the Virginia Criminal Sentencing Commission in Richmond, VA, now specializes in quantitative analysis of field services functions.

- **Isaac Robles** (irobles@matrixcg.net), a Senior Consultant, specializes in GIS and data analytics capabilities. He has over six years of experience working in local government as a police analyst and planner for the City of Fort Worth (TX). He is based out of our Dallas-Fort Worth Metroplex office.

RESUMES

The following pages provide detailed summaries of the qualifications of the staff assigned to the team, including their qualifications, training and certification, and experience:

RICHARD BRADY
Chairman of the Board

BIOGRAPHY:

Richard Brady founded Matrix Consulting Group in 2003 and 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 44-year career. His subject matter expertise includes police staffing and deployment, management effectiveness, and governance. Prior to Matrix, he served for over 20 years as a practice leader in two other firms, including Maximus.

EXPERIENCE HIGHLIGHTS:

COLUMBUS, OH: OPERATIONAL REVIEW

Served as project manager for the study, which identified the need for new positions, but more importantly, identified numerous areas which would improve the quality of service and integrity, including:

- Increase training on de-escalation and procedural justice.
- Increase the use of civilians in the field and in administration.
- Numerous recommendations were made in the study in these areas in order to bridge the disconnect between the department's goals and policies, as well as how these are reinforced by management.

AUSTIN, TX: COMMUNITY POLICING STUDY

Project manager on the study, which was designed to assist the APD recreate its approach to community policing to involve everyone in the department. The study identified opportunities to support community policing in leadership, policies, recruitment, training, and supervision.

LOS ANGELES, CA: BASIC CAR AREA BOUNDARY STUDY

Led a comprehensive study of LAPD field services, community policing programs, and patrol resource allocation strategies. The study recommended improved methods to better equalize service levels and prioritized a community-centered approach to field services.

ROLE ON THIS ENGAGEMENT:

Richard will serve as the project manager and executive. He will be involved in all project stages, including on-site interviews and review meetings. He will also lead product design and quality control.

RELEVANT CLIENTS:

AL, Birmingham
AZ, Phoenix
CA, Los Angeles
CA, San Jose
CA, Sacramento
CA, San Francisco
FL, Miami Beach
KS, Wichita
MB, Winnipeg
MO, Kansas City
NC, Asheville
NV, Las Vegas
NC, Raleigh
NY, Albany
OH, Columbus
OH, Cincinnati
OR, Portland
TX, Austin
TX, Fort Worth
TX, San Antonio
TX, Travis County
VA, Richmond
VA, Virginia Beach
WA, Tacoma
WI, MILWAUKEE

YEARS OF EXPERIENCE:
40

EDUCATION:

BA, California State University, East Bay.

PhD, Oxford University, U.K.

PROFESSIONAL ASSOCIATION:

Association of Local Government Auditors

International City-County Management Association

IAN BRADY
Senior Vice President

BIOGRAPHY:

Ian Brady is a Senior Vice President with Matrix Consulting Group in our Police Services Practice. He leads our data analytics unit and has over 14 years of consulting experience. Specializing in public safety, he works on all our police, fire, corrections, and emergency communications studies. He is the lead developer on our statistical modeling and data analytics efforts, including:

- New agency formation feasibility, financial and service delivery.
- Growth forecasting using GIS-based projections for population, service needs, and staffing requirements.
- Interactive scheduling configuration, forecasting effects on service levels and overtime usage.

EXPERIENCE HIGHLIGHTS:

LOS ANGELES, CA: 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 to 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, workload-based methodologies for determining the staffing needs of all 600+ assignments in the department.
- 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.

RELEVANT CLIENTS:

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

YEARS OF EXPERIENCE:
10

EDUCATION:
BS in Politics, Willamette University

JOHN SCRUGGS
Senior Manager

BIOGRAPHY:

John Scruggs is a former Captain with the Portland Police Bureau, with 26 years of experience in law enforcement. He is now a lead analyst on our law enforcement, public safety, and criminal justice engagements. His relevant experience includes:

- 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 scheduling.
- Expertise also includes the evaluation of administrative, dispatch, investigations, patrol, records, and property and evidence.

EXPERIENCE HIGHLIGHTS:

KANSAS CITY, MO

Served as the lead analyst of the on this engagement, which evaluated the staffing and projected future needs. Key recommendations 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, and IT).
- 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

- Identified two patrol positions needed in the next four 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.
- Reviewed space projections and the space program to meet desired operational approaches and service levels.

RELEVANT CLIENTS:

AZ, Chandler
AZ, Goodyear
CA, Federal Reserve
CA, La Verne
CA, Richmond
CA, San Diego Harbor
CA, San Jose
CA, Signal Hill
CT, Bridgeport
FL, Osceola County
ID, Boise
NY, Monroe County
NY, Syracuse
OH, Cincinnati
OK, Ada
OK, Broken Arrow
OR, Bend
PA, Pittsburgh
RI, East Greenwich
TX, Cedar Hill
TX, Cedar Park
TX, Fort Worth
TX, Texas City
VA, Virginia Beach
WI, Milwaukee

YEARS OF EXPERIENCE:

32

EDUCATION:

Master of Public Administration and B.S. in Political Science from Portland State University

TIM DONOHOE
Senior Consultant

BIOGRAPHY:

Tim Donohoe is a Senior Consultant with over 26 years of experience in both local and international law enforcement. He most recently served as Mission Advisor for the United States Department of Justice, International Criminal Investigative Training Assistance Program for the country of Armenia and as a Senior Law Enforcement Advisor for the country of Ukraine implementing police reform.

He is a retired Commander with the Reno, NV Police Department and has command level experience in both police operations and administration.

Mr. Donohoe holds a master's degree in criminology and criminal justice from the University of Colorado at Denver and a Bachelor of Science degree in Criminology and Criminal Justice from Portland State University.

He is an Adjunct Professor at the University of Nevada, Reno.

EXPERIENCE HIGHLIGHTS:

ARMENIA: MISSION ADVISOR, USDOJ INTL. TRAINING PROGRAM

Led a team of trainers in designing and instructing two, one month-long train-the-trainer courses in community-oriented policing, use of force techniques, and patrol tactics.

UKRAINE: SENIOR LAW ENFORCEMENT ADVISOR

- Instructed and assisted with implementation of various programs associated with police reform efforts.
- Territorial Community Police Officer (TCPO) Supervisor Project o Police Training Officer Program (Train the Trainer Course)

BANGLADESH: NATIONAL POLICE PROJECT

Assisted in the development of a police training program and manual – Using Community Policing and Problem Solving to Counter Violent Extremism and Terrorism.

RELEVANT CLIENTS:

AZ, Chandler
AZ, Goodyear
CA, Federal Reserve
CA, La Verne
CA, Richmond
CA, San Diego Harbor
CA, San Jose
CA, Signal Hill
CT, Bridgeport
FL, Osceola County
ID, Boise
NY, Monroe County
NY, Syracuse
OH, Cincinnati
OK, Ada
OR, Bend
PA, Pittsburg
RI, East Greenwich
TX, Cedar Hill
TX, Cedar Park
TX, Fort Worth
TX, Texas City
VA, Virginia Beach
WI, Milwaukee

YEARS OF EXPERIENCE:

26

RELEVANT POSITIONS:

Adjunct Professor, University of Nevada, Reno

Police Commander, Reno Police Department

Law Enforcement Advancing Data and Science Scholar, National Institute of Justice

EDUCATION:

MA, University of Colorado at Denver

BS, Portland State University

PHILIP BERRY
Manager

BIOGRAPHY:

Provides 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:

FOUNTAIN HILLS, AZ

Led the creation of an interactive model for forecasting the costs of establishing a new police agency, using extensive research on compensation structures, and operating costs to accurately model feasibility.

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.

ROLE ON THIS ENGAGEMENT:

Philip will serve as an analyst and researcher on every project deliverable, taking the lead on selected functions.

RELEVANT CLIENTS:

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AZ, Fountain Hills
AZ, Goodyear
AZ, Phoenix
CA, Richmond
CA, Signal Hill
CA, San Diego Harbor
FL, Hallandale Beach
ID, Boise
NY, Monroe County
OH, Cincinnati
OK, Ada
PA, Pittsburgh
TX, Cedar Hill
TX, Fort Worth
VA, Virginia Beach
WA, Everett
WA, Ridgefield
WI, Madison
WI, Milwaukee
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YEARS OF EXPERIENCE:

6

EDUCATION:

BA, Lebanon Valley College, Sociology

MA, Radford University, Criminology

ABD, University of South Carolina, Criminology

PROFESSIONAL ASSOCIATIONS:

International Association of Crime Analysts

American Society of Criminology

American Criminal Justice Society

American Sociological Association

APPROACH AND TASK PLAN

SERVICE DELIVERY PHILOSOPHY

The cornerstone of our philosophy in conducting organization and management studies is rooted in our project management philosophy and our principled approach to our work:

- **A principal of the firm is always involved in each project.** For this project, we would commit the Chairman of the Board as Project Manager and several of our Senior Managers as leads over each major functional area. A project of this prominence deserves the attention of the top key executives of our firm.

- **We approach our projects with a firm grounding in formal analytical methodologies**. All impacts are identified and analyzed to ensure that recommendations are implemented and our clients (and the public they serve) can understand the reasons for recommended changes. This is achieved by:

  o Use of proven project management techniques.

  o Input from staff through interviews and surveys; extensive input from other stakeholders (e.g., elected officials, community representatives).

  o Detailed data collection and analysis derived from primary sources.

  o Extensive reviews of facts, findings, conclusions, and recommendations.

  o Detailed implementation plans.

This approach has provided our clients with valuable assistance and advice in dealing with important public policy issues.

PROJECT MANAGEMENT

We strongly believe in the science of our craft. As a result, we utilize formal project management techniques in our studies. These techniques include:

- Use of project management software to use timelines, track utilization, and communicate.

- Project team and client expectations and results are managed on a weekly basis by developing and utilizing formal project schedules and reporting tools.

- All project work activities are defined in advance and tied to each project team member, deliverables, schedule, and budget.

- The project manager and lead analysts develop general and project-specific data collection plans and interview guides for all our staff.

- At project initiation, we will establish a series of progress meetings with the project steering committee and other key stakeholders as needed to review interim deliverables and findings as they

are developed. This collaborative approach throughout the engagement ensures that there are no surprises and works to maximize buy-in at all levels.

- The project manager designs and personally reviews all interim and final products before they are delivered to the client.

These project management approaches have resulted in all our projects being delivered at a high level of quality and on time. All of our projects are completed in budget – we have **never** asked for additional budget to complete the proposed scope of work. We are known for the depth and insight of our analysis and our client responsiveness.

SCOPE OF WORK

The study comes at a critical time for the Department, as growing workloads and evolving community expectations require a new approach to evaluating staffing needs, both now and into the future. Extensive input must be collected that involves internal and external stakeholders, including the community, in shaping a collaborative approach to the study and generating buy-in into the process.

Comprehensive data collection will provide the quantitative basis for the study's analysis, using rigorous methodologies to examine workload versus capacity in every police department function. Peer benchmarking and comparative research on best practices will also underscore this, identifying gaps where they exist and identifying actionable strategies to implement changes.

The study is designed to provide the department with a roadmap for maintaining service levels, efficiently deploying resources, and identifying gaps where they exist. Critically, it cannot only be a snapshot at a point in time. It must also provide the department with the tools to replicate the analysis in the future.

It is also important that this study be forward-looking in identifying needs. The study will project the department's workload and staffing needs at a granular level in the years ahead to meet changing demands and evolving service expectations.

APPROACH TO THE STUDY

The following outlines our approach to analyze the current state of the department, as well as to assess future needs:

TASK 1: INITIATION AND INTERVIEWS

The project team will begin the study by developing an initial understanding of the department through an extensive input phase. The team will meet with internal and external stakeholders using a combination of on-site and virtual interviews that are designed to help us learn about the department, its goals, the unique factors of the service environment, and to obtain views on issues relevant to the project. This process includes the following interviews:

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

- Interviews with city officials and management team.

- Meet with the chief and command staff of the department, both individually and as a group.

- Conduct one-on-one interviews with department personnel at all levels of the organization – managers, supervisors, and line staff.

- Meet with representatives from labor groups to better understand issues relevant to specific groups.

- Interview contacts within the department to start the data collection process, as well as other key contacts within the organization.

- Other interviews with key stakeholders as identified throughout this process.

In preparation for the kickoff meeting, the project team will develop a comprehensive list of data needed to conduct the study, as well as a week-by-week schedule for project completion. The initial interviews will also be used to identify key points of contact to collect data and schedule interviews within the department.

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 and project deliverable schedule.

TASK 2: EMPLOYEE SURVEY

Input obtained through interviews will be supplemented through an online anonymous survey of all department employees to give everyone in the organization the opportunity to participate in the study. The survey will cover a wide range of issues relevant to the study, including perceptions of service levels, community support, training availability, staffing, and organizational issues.

The results will be tabulated into an analysis that examines key findings and differences in perception among different groups. For instance, there may be some areas where civilian and sworn opinions exist on internal department issues. Respondents will also be given a chance to provide more open-ended input.

TASK RESULT

An anonymous online employee survey will be distributed to all department employees, offering everyone the opportunity to provide input to the study. The responses will be tabulated, and the key findings and conclusions will be summarized in an analytical report, which will be reviewed with the project steering committee.

TASK 3: DESCRIPTIVE PROFILE

The project team will document its initial understanding of the department, its service levels, staffing, and service environment in a comprehensive descriptive profile of the organization. The draft document will provide a foundation for subsequent analysis by ensuring the accuracy of our assumptions and understanding of key details. The profile will also review the functionality of each department area and the key workload and service level drivers of each work unit.

The draft document will be reviewed 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 in the project.

TASK RESULT

The project team will develop a descriptive profile of the department, detailing the department's staffing, workload levels, service goals, and deployment schedules, as well as outline the organizational and public safety objectives achieved by each unit.

TASK 4: ENGAGE THE COMMUNITY ON KEY ISSUES

Community engagement is a critical component of a police department's initiative for change and growth, providing a forum to hear feedback from the public on key issues relevant to the study, seek input, and gain buy-in from community stakeholders.

The project team will hold two community meetings to seek input from stakeholders and diverse communities on a wide range of topics relevant to the study, including:

SAFETY AND SECURITY

Do individuals feel safe in their communities? What factors influence these perceptions?

In commercial areas, are there community concerns regarding behavioral health issues?

SERVICE LEVELS

Are police response times meeting community expectations?

Is the department responsive to community concerns and service requests?

COMMUNITY PRIORITIES

What public safety priorities does the community want the department to focus on?

Are the issues that the department appears to focus on aligned with the community's own priorities?

We also propose to schedule two virtual "Coffee With a Consultant" online sessions with members of our project team to provide additional avenues for community input. These town hall and virtual meetings would be promoted through the City's website and social media.

The community meetings will provide valuable feedback to identify issues relevant to the study and work to generate buy-in and dialogue into the study.

TASK RESULT

The project team will hold two town hall meetings in a diverse range of communities to elicit feedback from the community on issues relevant to the study. The findings and key themes from this process will be summarized.

TASK 5: ANALYSIS OF WORKLOAD, STAFFING, AND CIVILIAN ROLES

The project team will develop a comprehensive analysis of staffing needs for every function and assignment within the department, including both sworn and civilian employees. Additionally, the analysis will determine strategies to achieve the best use of existing resources. For each function within the department, the analysis will focus on the ability of staffing levels to achieve targeted service levels and support effective operations management. This includes a review of key workload drivers and processes for administrative and support functions, as well as spans of control.

PATROL WORKLOAD, PROACTIVITY, AND STAFFING

Analysis of community-generated calls for service using computer-aided dispatch data is central to this effort. The 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 for self-initiated activities.
- Determine patrol staffing needs, both overall and at the level of each patrol division and shift, based on workloads and targets for proactivity.
- Analyze patrol supervisory staffing needs based on spans of control and the impact of the administrative workloads handled by sergeants and the ability to be in the field.
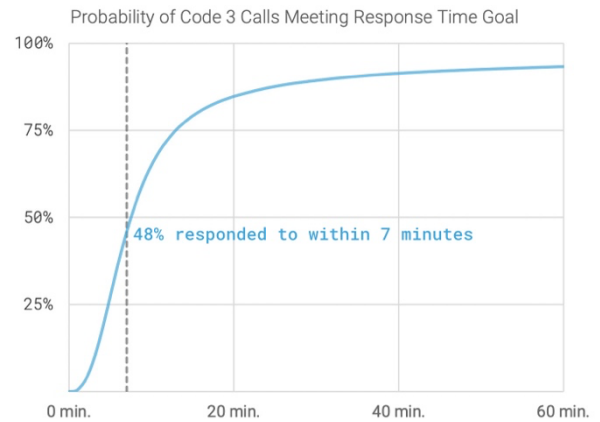
ANALYTICS

Examples of our approach to analyzing crime, calls for service, and patrol proactivity (uncommitted) time:

Uncommitted Time by Hour and Weekday

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
2am–6am	43%	56%	61%	61%	60%	57%	47%
6am–10am	44%	34%	34%	33%	34%	34%	40%
10am–2pm	22%	17%	20%	20%	20%	19%	21%
2pm–6pm	32%	27%	29%	29%	28%	27%	31%
6pm–10pm	24%	23%	22%	22%	24%	22%	22%
10pm–2am	21%	34%	36%	37%	34%	30%	20%
Overall	31%	32%	34%	34%	33%	32%	30%

Response Time Performance

Probability of Code 3 Calls Meeting Response Time Goal
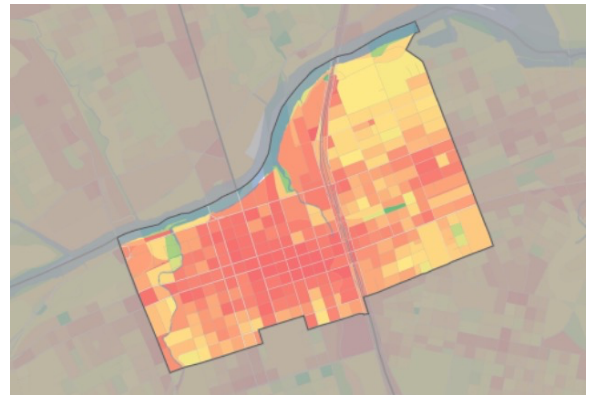
48% responded to within 7 minutes

GIS MAPPING

Geospatial analysis used to assess field workloads and provide context to report findings:
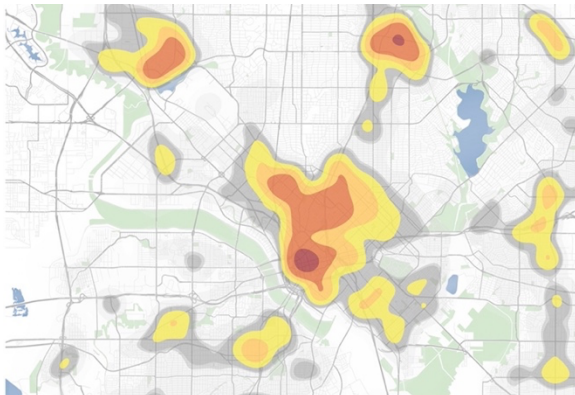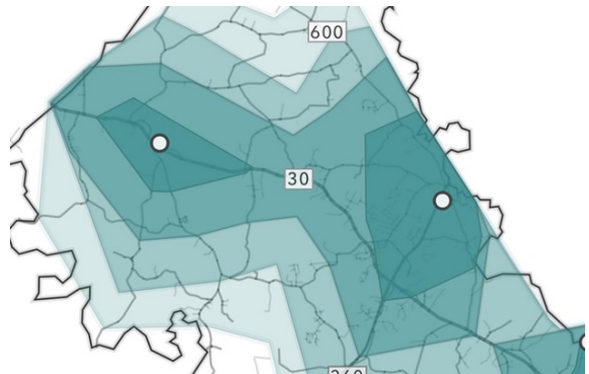

Identification of call for service hotspots

Block-by-block analysis of patrol resource needs

Deployment analytics, including special events

Response time analysis for emergency incidents

INVESTIGATIONS

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

• Case assignment and screening.

• Management of versus inactive cases.

• Average workloads per detective in each investigative unit.

• Coordination with patrol and records.

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

• Solvability factors and work priority management.

• Division of case types by unit.

The interim deliverable of staffing needs will provide preliminary findings on issues associated with staffing throughout the department, as well as the number of staff needed by each function to meet targeted service levels. The draft document will be reviewed with the project steering committee, with revisions made thereafter.

CIVILIAN AND SWORN STAFFING

Civilianizing positions that do not need to be filled with sworn positions to provide an equivalent level of service can be an essential tool in reallocating sworn officers to roles where they are most needed, particularly in an environment where many agencies are experiencing high vacancy rates.

The project team will examine opportunities throughout the organization to civilianize positions to free up sworn capacity to focus on core needs and service objectives. This effort will build upon the other elements of the staffing analysis, which identifies the key workloads and responsibilities of each function and assignment and provides for a review of whether key administrative and support positions can be fulfilled by civilian personnel.

TASK RESULT

The project team will develop an interim report that provides a comprehensive analysis of the workload and staffing needs in every function in the department, including a review of opportunities to expand the use of civilian positions.

TASK 6: PROJECTION OF FUTURE SERVICE DEMANDS AND STAFFING NEEDS

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

This analysis will be used to develop a comprehensive assessment of the department's staffing needs over the next decade, providing specific projections for each individual position and unit within the department. Key aspects of the model employed to create an accurate and defensive model for planning service and personnel needs include the following:

ILLUSTRATIVE FACTORS CONSIDERED TO PROJECT STAFFING NEEDS
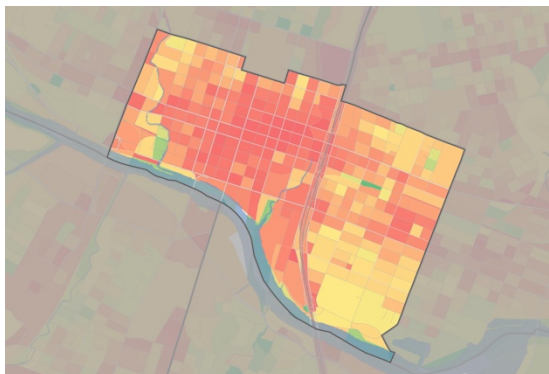
Geographic Analysis of Service Needs

To model the effects of the anticipated growth in the community, it is critical to understand the rates at which existing and similar developments generate police workloads.

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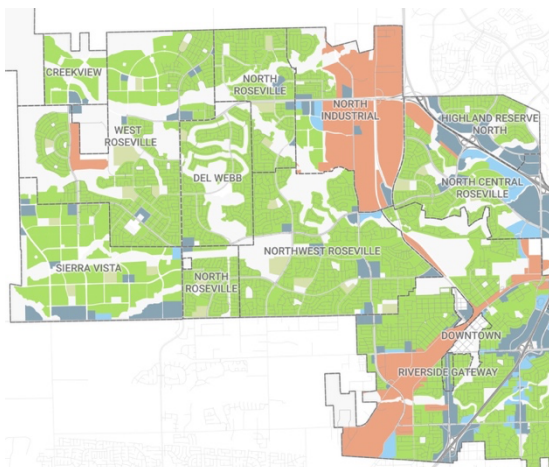

Current and Anticipated Land Use

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

We will meet with city and county planning and development to understand how land is used currently, as well as the configurations of anticipated developments, to accurately model how these needs will evolve.

The data collected from this effort will form the basis of our GIS model of how police service needs will evolve over the next 10 years.
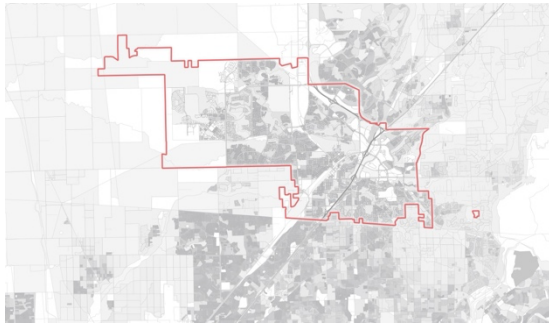
Local and Regional Interactions

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:

- Daytime working population and effects on field resource demands.
- Entertainment area growth and impacts on needs for specialized resources.
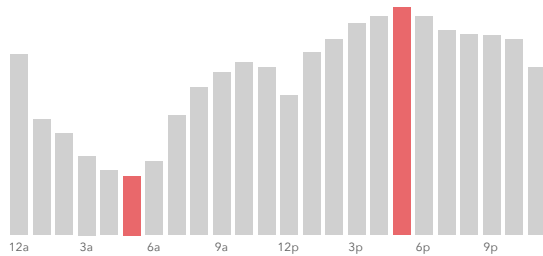
Workload-Based Projections

Our analysis builds staffing needs through a granular approach centered around the relationship of how specific workloads affect needs, such as calls for service for patrol officers or cases for investigators.

As police service workloads drive the actual needs to grow the organization, our analysis defensibly anchors the planning process to the changing dynamics of the community. Data collected for the projections analysis includes the following:

- CAD data (up to the past three years if the current CAD system has been in place for that timeframe).
- Supporting information for CAD analysis (e.g., unit code and incident type lists, patrol schedules, incident report totals, arrest and booking totals).
- UCR/NIBRS (up to the past three years, including location coordinates if data systems allow).
- Planning and land use GIS shapefiles (preferably including information such as commercial space, housing unit counts, and other key data).
- Information on planned development activity, including the current stage of each project (e.g., development review permit issued, etc.) and estimated timeframe for completion.

The project team will collect other publicly available data used for the analysis, such as road networks, census data, and geographical features. The results of the service needs and staffing projections will be developed into an interim deliverable that provides comprehensive projections for service and staffing needs for every police department function. The projections will be provided at multiple timeframes to provide for a more accurate planning process.

TASK RESULT

The analysis will result in an interim deliverable that comprehensively projects law enforcement workloads and staffing needs over the next ten years for every department position and functional area.

TASK 7: FINAL REPORT

The draft final report combines each of the analytical steps and interim deliverables into one document, including recommendations for each area covered in the study. It is critical that the recommendations made as part of the study be specific, measurable, prioritized, and associated with a detailed and comprehensive timeline for implementation. It will include the following elements:

- An **executive summary** that summarizes the major findings of the study.

- Comprehensive **analysis of workload, staffing, and deployment** for each department function.
    - Identification of targets and gaps in supervisory spans of control for each function.
    - Providing the department with the tools used by the project team to conduct the analysis so that it may be **replicated in the future**.

- Detailed **projections of future growth and development** over the next 10 years, highlighting associated impacts on service demand and how those impacts translate into staffing needs for every police department functional area.

- A **comprehensive list of recommendations**, including staffing needs for each function within the department. Recommendations will also include any associated costs and prioritization strategies.

The draft final report will be reviewed with the project steering committee and any key stakeholders identified throughout the study. The project team will thereafter be available to make presentations to key stakeholders, including the elected officials, as requested.

TASK RESULT

The project team will develop a draft final report that builds upon all interim deliverables to provide a comprehensive analysis of the department and a plan for implementation. Following a process of review and revisions, we will be available to present to the department and city as needed thereafter.

PROJECT SCHEDULE AND KEY MILESTONES:

The following chart provides a week-by-week outline of the proposed schedule for completing the project over an approximately five-month period:

	Apr	May	Jun	Jul	Aug	Sep
Initiation and Interviews	██					
Employee Survey		██				
Descriptive Profile			█			
Community Engagement				█		
Workload and Staffing				██	█	
Projections Analysis					██	
Final Report						█

PROJECT COST

The following table provides our proposed cost to conduct the Police Department Staffing Study for the Police Department, listing the time allocations and hourly rate for each staff category:

	PM/VP	Sr. Mgr./ Manager	Senior Consultant	Cost
Initiation and Interviews	32	40	28	**$22,400**
Employee Survey	8	18	8	**$7,360**
Community Engagement	18	8	0	**$7,180**
Profile	16	20	18	**$11,840**
Workload and Staffing	36	56	52	**$30,680**
Projections	28	24	32	**$18,600**
Final Report	26	22	16	**$15,020**
Total Hours	160	188	156	
Hourly Rate	$310	$200	$160	
Total Professional Fees	$49,600	$37,600	$24,960	**$112,160**
Project Expenses				$3,840
Total Project Cost				**$116,000**