

CENTER FOR PUBLIC SAFETY MANAGEMENT, LLC

PROPOSAL FOR

COMPREHENSIVE GAP ANALYSIS OF POLICE DEPARTMENT

REF # 18-207 G

ROSWELL, GEORGIA



CPSM[®]

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



Center for Public Safety Management, LLC

August 6, 2018

The *Center for Public Safety Management, LLC, (CPSM)* as the exclusive provider of public safety technical assistance for the International City/County Management Association, is pleased to submit this proposal for a comprehensive analysis of law enforcement services for Roswell.

We understand that the police department is currently suffering from a series of incidents which have raised questions about the professionalism and culture of the agency. The standard CPSM approach is unique and more comprehensive than ordinary accreditation or competitor studies. While that approach is satisfactory to meet the requirements of a typical police study, we understand that the Roswell Police Department is under such intense national scrutiny that the city is seeking an even deeper analysis than our standard approach.

The city seeks to conduct a thorough review of all aspects of the agency using, as a model, the recommendations of the *President's Task Force on 21st Century Policing* to determine what structural changes are required to address gaps. CPSM is uniquely qualified to conduct this study given our successful completion of hundreds of police studies and our familiarization with the President's Task Force Report. Mr. Matarese participated in a sub-committee meeting of that project regarding Human Resources issues. Together with Mr. Rod Gould he has conducted training for police chiefs and city managers on the six pillars of the report, both at the ICMA Annual Conference and at regional training programs including at the Oregon State Police Training Academy.

Our analysis will involve the following major outcomes:

- Conduct a data-driven analysis to identify actual workload;
- Identify and recommend appropriate staffing and deployment levels and review the policies and procedures for every discrete operational and support function in the department;
- Examine the department's organizational structure and culture;
- Perform gap analysis, comparing the "as is" state of the department to the best practices of industry standards including the President's Task Force Report on 21st Century Policing;
- Recommend a management framework to ensure accountability, increased efficiency, and improved performance;
- Conduct interviews and focus groups with members of the agency, sworn and civilian, elected officials and stakeholders in the community;
- Focus on training and certification processes including the K-9 Unit;
- Review of internal affairs, specifically reviewing recent and past incidents.

This proposal is specifically designed to provide the local government with a thorough and unbiased analysis of police services in your community. We have developed a unique approach by combining the experience of dozens of subject matter experts in

the areas of public safety services. The team assigned to the project will have hundreds of years of practical experience managing police agencies, a record of research, academic, teaching and training, professional publications, and extensive consulting experience completing hundreds of projects nation-wide. The team assembled for you will be true "subject matter experts" not research assistants or interns.

ICMA has provided direct services to local governments worldwide for over 103 years, which has helped to improve the quality of life for millions of residents in the United States and abroad. I, along with my colleagues at CPSM, greatly appreciate this opportunity and would be pleased to address any comments you may have. You may contact me at 716.969.1360 or via email at lmatarese@cpsm.us.

Sincerely,



Leonard A. Matarese, ICMA-CM, IPMA-SCP
Managing Partner
Center for Public Safety Management. LLC

TABLE OF CONTENTS

Business Profile	1
Project Team	2
Project Schedule	10
Experience & Work Plan	11
References	18
Past & Current Engagements	19
Addenda	26

4.3.1 Business Profile

THE ASSOCIATION & THE COMPANY

The [International City/County Management Association \(ICMA\)](#) is a 103-year old, non-profit professional association of local government administrators and managers, with approximately 13,000 members located in 32 countries.

Since its inception in 1914, ICMA has been dedicated to assisting local governments and their managers in providing services to its citizens in an efficient and effective manner. ICMA advances the knowledge of local government best practices with its [website](#), www.icma.org publications, research, professional development, and membership. The ICMA Center for Public Safety Management (ICMA/CPSM) was launched by ICMA in 2007 to provide support to local governments in the areas of police, fire, and Emergency Medical Services.

The Center also represented local governments at the federal level and has been involved in numerous projects with the Department of Justice and the Department of Homeland Security. In 2014 as part of a restructuring at ICMA the Center for Public Safety Management, (CPSM) spun out as a separate company and is now the exclusive provider of public safety technical assistance for ICMA. CPSM provides training and research for the Association's members and represents ICMA in its dealings with the federal government and other public safety professional associations such as CALEA, PERF, IACP, IFCA, IPMA-HR, DOJ, BJA, COPS, NFPA, etc.

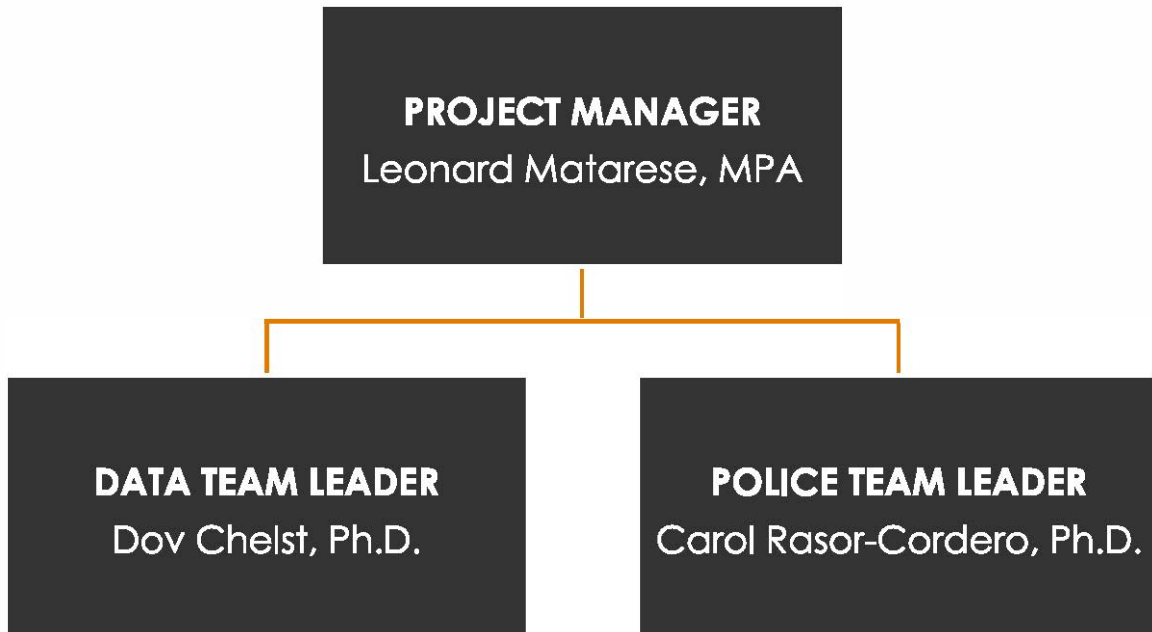
The Center for Public Safety Management, LLC maintains the same team of individuals performing the same level of service that it had for ICMA. CPSM's local government technical assistance experience includes workload and deployment analysis, using our unique methodology and subject matter experts to examine department organizational structure and culture, identify workload and staffing needs as well as industry best practices. We have conducted over 305 such studies in 41 states and provinces and 215 communities ranging in size from 8,000 population Boone, IA to 800,000 population Indianapolis, IN.

4.3.2 Project Team

PROJECT STAFFING

For this project CPSM will assemble a premier team of experts from a variety of disciplines and from across the United States. The goal is to develop recommendations that will enable it to produce the outcomes necessary to provide critical emergency services consistent with the community's financial capabilities. The team will consist of a project team leader, two Operations Leaders and several senior public safety Subject Matter Experts selected from our team specifically to meet the needs of the municipality.

The management organizational chart for the project includes the following Key Team Members



PROJECT MANAGER

LEONARD A. MATARESE, MPA, ICMA-CM, IPMA-SCP

Director of Research and Project Development, Center for Public Safety Management

BACKGROUND

Mr. Matarese is a specialist in public sector administration with particular expertise in public safety issues. He has 49 years' experience as a law enforcement officer, police chief, public safety director, city manager and major city Human Resources Commissioner. He was one of the original advisory board members and trainer for the first NIJ/ICMA Community Oriented Policing Project which has subsequently trained thousands of municipal practitioners on the techniques of the community policing philosophy over the past 28 years. He has managed over three hundred studies of

emergency services agencies with attention to matching staffing issues with calls for service workload.

Recognized as an innovator by his law enforcement colleagues he served as the Chairman of the SE Quadrant, Florida, Blue Lightning Strike Force, a 71 agency, U.S. Customs Service anti-terrorist and narcotics task force and as president of the Miami-Dade County Police Chief's Association – one of America's largest regional police associations. He represents ICMA on national projects involving the United States Department of Homeland Security, The Department of Justice, Office of Community Policing and the Department of Justice, Office Bureau of Justice Assistance. He has also served as a project reviewer for the National Institute of Justice and is the subject matter expert on several ICMA / USAID police projects in Central America. As a public safety director, he has managed fire / EMS systems including ALS transport. He was an early proponent of public access and police response with AEDs.

Mr. Matarese has presented before most major public administration organization's annual conferences on numerous occasions and was a keynote speaker at the 2011 annual PERF conference. He was a plenary speaker at the 2011 TAMSEC Homeland security conference in Linköping, Sweden and at the 2010 UN Habitat PPUD Conference in Barcelona, Spain.

He has a Master's degree in Public Administration and a Bachelor's degree in Political Science. He is a member of two national honor societies and has served as an adjunct faculty member for several universities. He holds the ICMA Credentialed Manager designation, as well as Senior Certified Professional designation from the International Public Management Association- Human Resources. He also has extensive experience in labor management issues, particularly in police and fire departments. Mr. Matarese is a life member of the International Association of Chiefs of Police and the ICMA.

DATA ASSESSMENT TEAM

DOV CHELST, PH.D.

Director of Quantitative Analysis

BACKGROUND

Dr. Chelst is an expert in analyzing public safety departments workload and deployment. He manages the analysis of all public safety data for the Center. He is involved in all phases of the Center's studies from initial data collection, on-site review, large-scale dataset processing, statistical analysis, and designing data reports. To date, he has managed over 200 data analysis projects for city and county agencies ranging in population size from 8,000 to 800,000.

Dr. Chelst has a Ph.D. Mathematics from Rutgers University and a B.A. Magna Cum Laude in Mathematics and Physics from Yeshiva University. He has taught mathematics, physics, and statistics, at the university level for 9 years. He has conducted research in complex analysis, mathematical physics, and wireless communication networks and has presented his academic research at local, national, and international conferences, and participated in workshops across the country.

SENIOR PUBLIC SAFETY SUBJECT MATTER EXPERT

DAVID MARTIN, PH.D.

Senior Researcher in the Center for Urban Studies, Wayne State University

BACKGROUND

Dr. David Martin is Director of the Center for Urban Studies' Urban Safety Unit. He specializes in criminal justice research and program evaluation. He has had a close working relationship with the Detroit Police Department since 1993 and is currently working with Wayne State's police department on Midtown COMPSTAT, a collaborative policing and crime prevention initiative. He has developed real-time crime mapping and analysis tools to track crime, arrests and offender recidivism in Detroit and other communities. Dr. Martin has also conducted evaluations of innovative policing projects, including evaluations of Detroit Empowerment Zone Community Policing Initiative and federally-supported Weed and Seed Initiatives in the City of Detroit, City of Inkster and City of Highland Park, Michigan. He has also conducted several recidivism studies that examine the impact of offender rehabilitation programs in Wayne County.

PUBLIC SAFETY DATA ANALYST

SHAN ZHOU, PH.D.

BACKGROUND

Dr. Shan Zhou specializes in the analysis of police data. Shan brings extensive experience in scientific and clinical data analysis. Prior to CPSM, she worked as an associate scientist at Yale School of Medicine. Shan has a MS in Business Analytics and Project Management from University of Connecticut and a Ph.D. in Cell biology, Genetics, and Development from University of Minnesota.

SENIOR PUBLIC SAFETY DATA ANALYST

PRISCILA MONACHESI, M.S., B.A.

BACKGROUND

Priscila Monachesi is a Senior Data Analyst with CPSM and has worked on over 60 data analysis projects for city and county public safety agencies. She has over ten years' experience as a Project Leader/Senior System Analyst in auto manufacturing and financial systems.

She has a M.S in Statistics from Montclair State University, a B.A. in Economics from Montclair State University, and a Technical Degree in Data Processing from Pontificia Universidade Católica in Brazil.

SENIOR PUBLIC SAFETY DATA ANALYST

SARAH WEADON, B.A.

BACKGROUND

Sarah Weadon has over 15 years' experience consulting with local, state, and federal government agencies in the areas of data and geospatial analysis, database and application development, and project management. She has worked with over 40

public safety agencies across the U.S. and Canada, providing data and geospatial analysis of response times, call trends, and station locations. Her skill in understanding the results of the analyses in the broader context of each client's budget, political, and overall reality, supports the development of practical, actionable recommendations. Ms. Weadon holds a Bachelor's degree in Classical Languages.

PUBLIC SAFETY DATA ANALYST

RYAN JOHNSON, B.A.

BACKGROUND

Ryan Johnson is a new addition to the CPSM data analyst team, specializing in the analysis of fire data. He has helped complete fire analysis projects for several cities and has handled ad hoc requests for modeling optimum staffing levels for police departments. Ryan brings experience in financial data analysis from the telecom expense industry, where he was the lead analyst for four clients; 3 Fortune 500 companies and the Top Architectural Engineering Firm in the country. He also brings experience in spatial analytics from his time with Homeland Security. Ryan has a B.S. in Economics from Georgia State University and he is completing his M.A. in Economics from Rutgers University.

OPERATIONS ASSESSMENT TEAM – POLICE UNIT

SENIOR ASSOCIATE

CAPTAIN CAROL E. RASOR-CORDERO, PH.D. (RET).

Retired Captain, Pinellas County, Florida Sheriff's Office, Associate Professor Public Safety Administration, St. Petersburg College

BACKGROUND

Dr. Rasor-Cordero is a retired Captain from the Pinellas County Sheriff's Office in Florida. During her 25-year career in law enforcement, she served in various divisions to include: Patrol Operations, Crimes Against Children, Economic Crimes, Training, Community Services, and Court Security. While serving as the Commander of the Community Services Division, she established the Domestic Violence Unit, the Sexual Predator and Offender Unit, and the Citizen's Community Policing Institute. She served as the agency's training advisor and played a significant role in transforming the Pinellas County Police Academy from a vocational program to a progressive program that offers college credit at St. Petersburg College. She served as team leader for the agency's Hostage Negotiation Team and implemented the agency's Critical Incident Stress Management Team.

Dr. Rasor - Cordero has conducted research examining the relationship between personality preferences of executive level and mid-level law enforcement/corrections leaders and exemplary leadership practices. She has an extensive background as an educator and trainer. As a program director for St. Petersburg College, Carol established the first and only academic on-line gang-related investigations track in the nation. She developed the course Evolving Leaders in a Changing World for the

Southeastern Public Safety Leadership Institute at St. Petersburg College which is a six-part series and approved for college credit. She designed a three-part series for implementing, managing, and evaluating community policing for the Florida Regional Community Policing Institute and delivered the training throughout Florida to mid-level and executive level leaders. Carol has developed and delivered training in the high liability areas of firearms, defensive tactics and driving. She has served as an evaluator for the project "An Evaluation of the National Justice Based After School Pilot Program" for the Office of Community Oriented Policing Services and a consultant for the Bureau of Justice Assistance evaluating the training needs of the Atlanta Police Department's Narcotics Unit. She has authored articles and presented at numerous conferences.

Dr. Razor - Cordero is currently an associate professor for the College of Public Safety Administration, St. Petersburg College. She holds a Ph.D. in Education, Master, and Bachelor Degrees in Criminal Justice from the University of South Florida. She is a graduate of the Police Executive Research Forum Senior Management Institute for Police.

SENIOR ASSOCIATE

CHIEF DEMOSTHENES M. LONG (RET.) ED.D. JD, MA

Former Assistant Chief of NYPD, Commanding Officer NYPD Police Academy, Former Deputy Commissioner / Undersheriff Westchester County Public Safety Department

BACKGROUND

Chief Long has 30 years law enforcement experience, including 21 years with The New York City Police Department where he retired as Assistant Chief. His assignments included Commanding Officer, School Safety Division, where he managed 4,600 police officers and school safety agents and administered an operating budget of \$133 million. He served as Commanding Officer, Office of Deputy Commissioner Community Affairs where he was responsible for developing, implementing and assessing programs to strengthen police/community relations; Commanding Officer, Police Academy, responsible for providing entry-level, in-service, promotional and executive level training for 53,000 uniform and civilian members of the Department; Executive Officer, Office of the First Deputy Commissioner and Executive Officer, 47th Precinct and also assignment as Supervisor of Patrol for 17 Bronx Precincts, Transit Districts and Housing Police Service Areas.

After retiring from the NYPD, he was appointed as First Deputy Commissioner / Undersheriff for the Westchester County Department of Public Safety. Responsibilities include the administrative planning, organization, coordination, execution, and control of the fiscal, administrative, support and training functions of the 325-member police department.

He holds a Doctor of Education Degree in Executive Leadership from St. John Fisher College, a Juris Doctor Degree from New York Law School, and Master of Arts and Bachelor of Science degrees from John Jay College of Criminal Justice.

SENIOR ASSOCIATE

CHIEF JACKIE GOMEZ-WHITELEY (RET.), B.A., M.A.

Retired Orange County, California Police Department, Program Director for California Police Chiefs Executive Leadership Institute

BACKGROUND

Chief Jackie Gomez-Whiteley is a 31-year law enforcement professional serving with distinction in both Orange and Los Angeles County. In 1986, she began her sworn career at the Orange Police Department where she served in all three divisions: Patrol, Investigations, and Administration. She was the department's first woman motor officer, as well as sergeant and lieutenant. In 1989, Jackie was involved in an officer-involved shooting of a kidnap and attempted murder suspect. Because of her actions, she was awarded the Medal of Valor.

After 23 years at Orange PD, she accepted a position as Captain at the Cypress Police Department where she oversaw both divisions: Operations and Support Services. In 2011, she was appointed Chief of Police and the first woman to serve as Police Chief of a municipal agency in Orange County. She retired in 2015 and shortly thereafter, served as Interim Police Chief for the Alhambra Police Department.

Chief Gomez-Whiteley obtained her Master of Arts degree from Chapman University in Organizational Leadership with a certificate in Public and Non-Profit Leadership. She has a Bachelor of Arts degree from Loyola Marymount University in Psychology with a minor in Alcohol and Drug Studies. In 2007, Jackie graduated from the P.O.S.T. Command College, where she published an article in Police and Security News Magazine titled: Dirty Bombs: Calculating the Threat.

Chief Gomez-Whiteley has been an adjunct instructor at various law enforcement training centers throughout the state for 29 years and is Program Director for the prestigious California Police Chiefs Executive Leadership Institute (CPCELI) at Drucker.

Chief Gomez-Whiteley is a volunteer and President of Officers Give Hope, a non-profit organization dedicated to hosting marrow donor drives in the public safety community throughout the State of California. She is a member of the California Police Chiefs' Association, California Peace Officers' Association, and International Association of Chiefs of Police. Chief Gomez-Whiteley continues to serve on many boards, including Orange County Exploring Learning for Life.

SENIOR ASSOCIATE

ROD GOULD, MPA, EdM, BA, ICMA-CM

Former City Manager of Santa Monica, Poway, San Rafael, Monrovia, CA

BACKGROUND

Rod Gould has successfully managed five cities over 29 years in both northern and southern California. He has also held leadership roles in the city management profession, including serving as a Vice President of the International City and County Management Association (ICMA), on the Board of Directors of the League of California Cities and as President of the City Managers Department. Rod currently serves on the boards of the Institute for Local Government (Vice Chair), Davenport Institute for Public

Engagement and Civic Leadership at Pepperdine University (Senior Fellow) and the HdL Companies.

Rod Gould has taught at USC's Price School of Public Policy, San Francisco State University and California State University Long Beach in the MPA programs and the Stanford Local Government Summer Institute and has served as city manager in residence at Stanford, Pepperdine, USC, Cornell, and Berkeley.

Rod is an instructor in the Executive Development Course with the California Commission on Police Officer Standards and Training (POST) for command staff level officials to learn about local government. He has conducted training on the President's Task Force on 21st Century Policing at ICMA conferences and in regional programs.

He authors articles for professional publications, lectures at graduate schools, speaks at conferences, provides professional training and consultation, mentors young professionals and has been honored by his peers and various organizations over the years. In 2017, he received ICMA's Distinguished Service Award.

Prior to city management, Rod worked as a management consultant for a Big Eight firm and the Boston Housing Authority, served as a VISTA volunteer in the Mission District in San Francisco and worked several summers in Washington, D.C. in the Secretary's Office of HHS and HEW.

Rod studied public management and finance in graduate school at Harvard University and political science and economics in college at Yale.

SENIOR ASSOCIATE

INSPECTOR JAMES E. MCCABE, (RET.) PH.D., M. PHIL., M.A., B.A.

Professor of Criminal Justice, Sacred Heart University, Retired NYPD Inspector

BACKGROUND

Dr. McCabe retired as an Inspector with the New York City Police Department after 20 years of service. As Inspector his assignments included Commanding Officer of the NYPD Office of Labor Relations and Commanding Officer of the Training Bureau. As a Deputy Inspector he was the Commanding Officer of the Police Academy with direct supervision of over 750 staff officers and 2,000 recruits. As Executive Officer, Police Commissioner's Office. His field experience includes, Commanding Officer, 110th Precinct, Executive Officer, 113th Precinct, assignment to the Operations Division/Office of Emergency Management and uniform patrol as an officer and Sergeant in Manhattan. He has published extensively and presented to numerous conferences including Academy of Criminal Justice Sciences:

He holds a Ph.D. and M. Phil. in Criminal Justice, from CUNY Graduate Center, an M.A. in Criminal Justice, from John Jay College, an M.A. in Labor and Policy Studies, SUNY Empire State College, and B.A. in Psychology, CUNY Queens College, June 1989. He is a graduate of the Executive Management Program, Harvard University's John F. Kennedy School of Government, and the FBI National Academy.

SENIOR ASSOCIATE

PROFESSOR PAUL E. O'CONNELL, PH.D., J.D.

Chair of Criminal Justice Department, Iona College, New Rochelle, New York, former NYPD Training Officer.

BACKGROUND

Dr. O'Connell is a leading expert on the application of Compstat model Police Management principles to public administration organizations. He has been a full-time member of the Criminal Justice faculty at Iona College in New Rochelle since 1994. He received his Ph.D. from CUNY where his doctoral thesis was the history and development of the Compstat model of Police Management. Dr. O'Connell began his professional career in criminal justice in 1981, serving the New York City Police Department first as a police officer, and then as a Police Academy instructor, in-service trainer, and curriculum developer. After receiving an MPA in 1984 and J.D. in 1989, he worked as a trial attorney with the firm of Cummings & Lockwood in Stamford, CT. Presently, he is the chair of Iona College's Criminal Justice department, where he also conducts funded research, publishes scholarly papers and lectures widely on the topics of police performance measurement, integrity management and law enforcement training systems.

Dr. O'Connell has provided consulting services to a variety of government agencies, including assessment of existing policing policies and practices and development of proactive management strategies. Over the years, he has collaborated with the Center for Technology in Government (Albany, NY), Giuliani Partners (New York, NY) and the Center for Society, Law, and Justice (University of New Orleans). Dr. O'Connell recently was awarded a Fulbright Grant working with the Turkish National Police.

SENIOR ASSOCIATE

CHIEF MARILYN DIAZ (RET.), B.S., M.S.

Retired Chief of Police, Sierra Madre, and Retired Commander, Pasadena, California Police Department.

BACKGROUND

In 1974 Marilyn Diaz began her career when she was hired as the first woman to be directly assigned as a patrol officer in the Pasadena Police Department. She promoted through the ranks, and in 2006 Marilyn retired as a Commander, where she led the Administrative Services and Field Operations Divisions.

In March of 2006 Marilyn was appointed as Sierra Madre's Chief of Police. Chief Diaz was the first woman in Los Angeles County to become chief of a municipal police department. Marilyn retired from the Sierra Madre Police Department in December 2011.

Ms. Diaz has a Master's degree in Education from the University of Southern California, and earned her Bachelor's degree in Police Science at California State University, Los Angeles.

Marilyn has served on the boards of Women at Work, Boy Scouts of America, Pacific Clinics, and the Caltech Women's Club. Marilyn also serves as a docent for the Caltech Architectural Tour Service and is on the Caltech Women's Club Board.

PROJECT SCHEDULE

Milestone 1 – Full execution of the agreement

Agreement will identify Project Launch date.

Milestone 2 – Project Launch

We will conduct an interactive telephone conference with local government contacts. Our project leads will launch the project by clarifying and confirming expectations, detailing study parameters, and commencing information gathering.

Milestone 3a – Information Gathering and Data Extraction – 30 Days

Immediately following project launch, the police operations lead will deliver an information request to the department. This is an extensive request which provides us with a detailed understanding of the department's operations. Our experience is that it typically takes an agency several weeks to accumulate and digitize the information. We will provide instructions concerning uploading materials to our website. When necessary, the lead will hold a telephone conference to discuss items contained in the request. The team lead will review this material prior to an on-site visit.

Milestone 3b – Data Extraction and Analysis – 14 Days

Immediately following the project launch the Data Lead will submit a preliminary data request, which will evaluate the quality of the Computer Aided Dispatch (CAD) system data. This will be followed by a comprehensive request for data from the CAD system to conduct the response and workload analysis. This request requires a concerted effort and focused response from your department to ensure the timely production of required for analysis. Delays in this process will likely extend the entire project and impact the delivery of final report. The data team will extract one year's worth of Calls for Service (CFS) from the CAD system. Once the Data Team is confident the data are accurate, they will certify that they have all the data necessary to complete the analysis.

Milestone 3c – Data Certification – 14 days**Milestone 4a – Data Analysis and Delivery of Draft Data Report – 30 days**

Within thirty days of data certification, the analysis will be completed and a draft, unedited data report will be delivered to each of the departments for their review and comment. After the data draft report is delivered, an on-site visit by the operations team will be scheduled.

Milestone 4b – Departmental Review of Draft Data Report – 14 days

The department will have 10 days to review and comment on the draft unedited data analysis. During this time, our Data team will be available to discuss the draft report. The Department must specify all concerns with the draft report at one time.

Milestone 4c – Final Data Report – 10 days

After receipt of the department's comments, the data report will be finalized within 10 days.

Milestone 5 – Conduct On-Site Visits – 30 days

Subject matter experts will perform on-site visits to conduct interviews and focus groups with stakeholders.

Milestone 6 – Draft Operations Report – 30 days

Within 30 days of the last on-site visit, the operations team will provide a draft operations report to each department. Again, the department will have 10 days to review and comment.

Milestone 7 – Final Report 15 days

Once the Department's comments and concerns are received by CPSM the combined final report will be delivered to the city within 15 days.

4.3.3 Experience

THE CPSM APPROACH

CPSM has conducted over 305 public safety studies, including over 175 police studies.

The CPSM team developed a standardized approach to conducting analyses of police departments by combining the experience sets of dozens of subject matter experts. We utilize a comprehensive approach to review a police agency, as described below. We begin projects with a request for data, documents, and worksheets.

Next, we extract raw data on calls for service from an agency's computer aided dispatch system. The data are sorted and analyzed to identify performance indicators (i.e., response times, workload by time, multiple unit dispatching, etc.) for comparison to industry benchmarks. Performance indicators are valuable measures of agency efficiency and effectiveness. The findings are shown in tabular as well as graphic form and follow a standard format for presentation of the analyzed data. While the format will be similar from community to community, the data reported are unique to the specific agency.

CPSM also conducts an on-site operational review. Here the performance indicators serve as the basis for the operational reviews. Prior to any on-site arrival of an CPSM team, agencies are asked to compile many key operational documents (i.e., policies and procedures, assets list, etc.). Most on-site reviews consist of interviews with management and supervisors, as well as rank and file officers; attendance at roll calls and ride-alongs with officers. We review case files with investigators and observe dispatch operations to assess compliance with the provided written documentation.

Because of on-site visits and data assessments, our subject matter experts produce a SWOT analysis (strengths, weaknesses, opportunities, and threats of the department). We have found that this standardized approach ensures that we measure and observe all the critical components of agencies.

Additionally, this methodology can be integrated with ongoing support customized to the unique needs of your community. Strategic planning, risk assessment, and training services are also available to assist with the implementation of CPSM recommendations and developing new processes and programs that may arise as implementation evolves.

The following information describes the CPSM approach to studying, understanding, evaluating, and reporting on police departments around the country. Although no two police departments are the same, a standardized approach to department evaluation ensures a rigorous and methodological process that permits benchmarking, comparing, and assessing within the context of the best practices of American law enforcement. However, each locality has unique characteristics that present policing challenges. Integrating a standardized approach within the context of local variability permits an accurate assessment of the organization in its political environment, and further permits CPSM to offer recommendations that comport with the best practices in policing, yet tailor-made for the client community.

I. Benchmark the community

It is essential to understand the service levels, protection needs, community dynamics, and overall environment within which the police department operates. The CPSM study will involve interviews directed at stakeholders in the community which could include elected officials and employee labor representatives who would be contacted to solicit their opinions about the department, the public safety needs of their constituency, and the perceived gaps in service levels currently provided. CPSM may work with the agency to identify community members that can provide this important information. Additionally, the department will be compared to organizations of similar size with respect to crime, demographics, and cost-efficiency.

II. Patrol Operations

Police agencies routinely speak about "recommended officers per 1,000 population" or a "National Standard" for staffing or comparisons to other municipalities. There are no such standards, nor are there "recommended numbers of "officer per thousand". The International Association of Chiefs of Police (IACP) states; "Ready-made, universally applicable patrol staffing standards do not exist. Ratios, such as officers-per-thousand population, are totally inappropriate as a basis for staffing decisions."

Staffing decisions, particularly in patrol, must be made based upon actual workload and very few police agencies have the capability of conducting that analysis. Once an analysis of the actual workload is made, then a determination can be made as to the amount of discretionary patrol time that should exist, consistent with the local government's ability to fund.

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

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

CPSM has found that the most effective way to manage operations, including policing, is to make decisions based upon the interpretation and analysis of data and information.

To achieve this, a data analysis of police department workload, staffing and deployment will be conducted. By objectively looking at the availability of deployed hours and comparing those to the hours necessary to conduct operations, staffing expansion and/or reductions can be determined and projected. Additionally, the time

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

Workload vs. deployment analysis sample

This is one of the ways we show the amount of available, non-committed patrol time compared to workload. As you can see we break out the various activities, convert them to time and then compare to available manpower. The deployment is based upon actual hours worked.

So, in this example, at noon there are approximately 9 hours of work (including citizen initiated & officer initiated calls for services, including traffic) and administrative activities (meals, vehicle, reports, etc.). There are approximately 15-man hours of available resources meaning that at that hour, on average, of the 15 officers on duty 9 are busy on activities.

The area shown in green and brown is uncommitted time. This is the area where staffing decisions impact – it becomes a policy issue as to how much uncommitted time a city wants and is willing to pay for.

Figure 7: Deployment and Main Workload, Weekdays, Summer

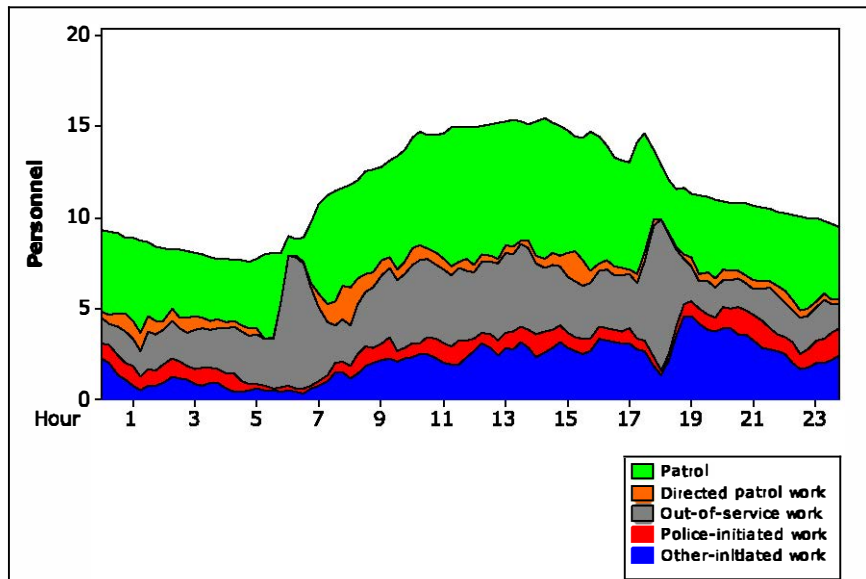
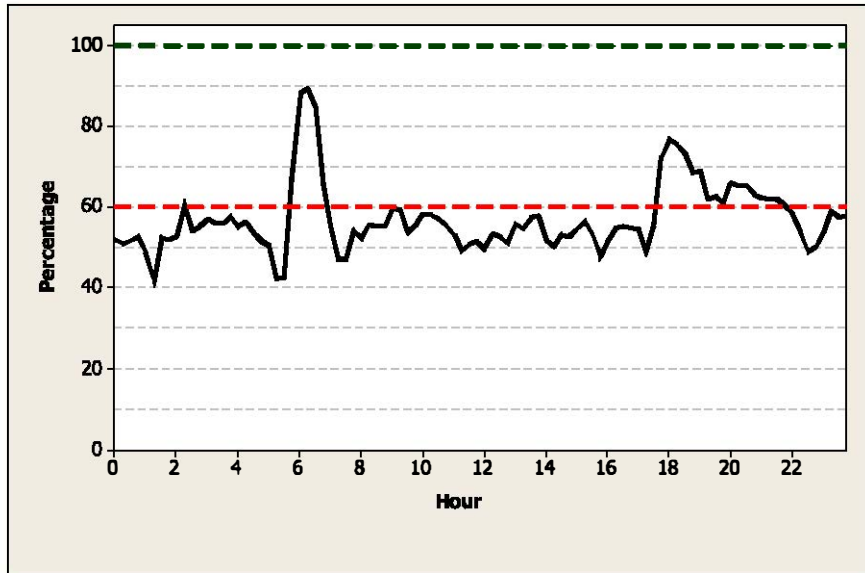


Figure 8: Workload Percentage by Hour, Weekdays, Summer**Workload vs. Deployment – Weekdays, Summer**

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

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

- What are the service demands made by the public as measured through the CAD system?
- What is the workload?
- Based on this workload is the alignment of Districts and Divisions appropriate?
- Based on the workload is the shift schedule aligned appropriately and what alternatives to the current shift plan are most efficient?
- How many police officers and supervisors are needed to staff the patrol function to meet the workload demands placed on the agency?
- How long does it take to respond to calls for service (both response time and total time) and what ways are there to reduce these times?
- How many officers are assigned to each call and what are the ways to minimize these assignments?

- What categories of call, and in what frequency, does the agency handle and what measures can be adopted to minimize unnecessary responses?
- How much time is spent on administrative duties?
- How much time is spent on directed patrol activities and specialized enforcement?

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

In addition to the analysis of patrol operations from the CAD system and workload, the CPSM study will focus on the qualitative aspects of patrol. The study will observe officers on patrol through ride-alongs, interviews, and general observations. We will amass all available documents, plans, and data available to understand the patrol approach in the department. We will observe the special operations teams, the problem/nuisance unit, etc. to evaluate their role within the overall mission of the department and patrol operations. We will evaluate the performance of the units, identify improvement opportunities, and justify and recommend appropriate staffing levels

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

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

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

III. Investigations

The CPSM study will assess investigations – both reactive and proactive. The CPSM team will explore the following questions:

- Staffing – Are there enough investigators available to handle the workload?
- Workload – What is the workload; how many cases do investigators handle; is the specialization appropriate?
- Case management – Is there an effective case management system in place?
- Effectiveness & Efficiency – How much time does it take to investigate cases? Are victims kept informed? Are cases cleared and offenders held accountable? How much overtime is spent?
- Intelligence – How is intelligence gathered and disseminated (inside and outside the department)? Does the investigations function make use of intelligence?
- Civilianization opportunities – What are the potential areas for civilianization?

- Technological opportunities – Is technology being leveraged to improve investigations?
- Crime scene – Are crime scenes being processed efficiently, and are appropriate follow-up investigations being conducted?
- Proactive Investigations – the same approach and inquires found in sections above are applied to each specialized investigative unit in the department.
 - Narcotics
 - Violent Offenders
 - Warrants and Fugitives
 - Bombings and Arson
 - Fraud/Cyber crimes
 - All other specialized investigations units

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

IV. Administration and Support

Once again, CPSM will evaluate every administrative and support unit in the police department. This evaluation will involve:

- Staffing;
- Workload;
- Civilianization possibilities;
- Cost saving opportunities;
- Out-sourcing opportunities;

Best practice comparisons and opportunities for improvement.

The CPSM team has subject matter experts in police management and administration and will explore administration and support activities in the area of professional standards (Internal investigations, hiring and recruitment, disciplinary system, promotional system), training (both academy and in-service), records management, evaluating the critical, frequent, and high liability policies, facility, fleet, equipment, information technology, property management system, laboratory, planning and research, sick-time management, overtime, communications and dispatch, etc.

In general, we look at every unit identified as a discrete operational/support entity for the following:

- Describe the functions of the unit;
- Evaluate the performance of the unit. In most cases this is a quantitative; evaluation, but in units not appropriate for quantification, a qualitative evaluation is provided;
- Identification of improvement opportunities
- An evaluation and justification, and recommendation for appropriate staffing levels.

V. Organizational Culture

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

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

VI. Organizational Structure and Administration

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

VII. Performance Management

The overarching philosophy of the CPSM approach is to evaluate the police department in terms of performance management. Identifying workload, staffing, and best practices is just the beginning. It is also important to assess the organization's ability to carry out its mission. Essentially, does the police department know its goals, and how does it know they are being met. It is very difficult for an organization to succeed at any given level of staffing unless it has a clear picture of success. How does the department "think" about its mission, how does it identify and measure what's important to the community, how does it communicate internally and externally, how does it hold managers accountable, and how does it know the job is getting done? The CPSM team will evaluate the department and make recommendations to assist with improving capacity in this area, if necessary. In addition, CPSM can offer performance management training and mentoring services to support organizational success.

VII. Training and Certifications

We will review in detail the agency's training and certification programs. Members of our team have served in training capacities, including as commanding officer, for the NYPD Police Academy. We will particularly focus on the K-9 units activities.

4.3.4 REFERENCES

Client: City of Sandy Springs, GA (pop. 106,700)
Project Name: Comprehensive Analysis of Police Department
Date: January 2016
Contact Info: John McDonough, City Manager
(770) 206-1414
jmcdonough@sandyspringsga.gov

Client: City of Santa Clara, CA (Pop. 126,000)
Project Name: Comprehensive Analysis of Police Department
Date: November 2016
Contact Info: Cmdr. Wahid Kazem, Project Manager
(408) 615-4751
wkazem@santaclaraca.gov

Client: Sugar Land, TX (Pop. 91,000)
Project Name: Comprehensive Analysis of Police Department
Date: March 2018
Contact Info: Steve Griffith, Deputy City Manager
(281) 275-2341
sgriffith@sugarlandtx.gov

Client: Las Cruces, NM (Pop. 102,200)
Project Name: Comprehensive Analysis of Police Department
Date: January 2016
Contact Info: Stuart Ed, City Manager
(575) 541-2066
sed@las-cruces.org

Client: City of Scottsdale, AZ (Pop. 226,500)
Project Name: Comprehensive Analysis of Police Department
Date: August 2016
Contact Info: Brent Stockwell, Deputy City Manager
bstockwell@scottsdaleaz.gov
(480) 312-7288

PARTIAL LIST OF PAST & CURRENT POLICE ENGAGEMENTS

LOCALITY	ST	PROJECT
Anniston	AL	Comprehensive Analysis of Police Services
Auburn	AL	Comprehensive Analysis of Police Services
Dothan	AL	Comprehensive Analysis of Police Services
Casa Grande	AZ	Comprehensive Analysis of Police Services
Florence	AZ	Comprehensive Analysis of Police Services
Lake Havasu	AZ	Comprehensive Analysis of Police Services
Pinal County	AZ	Comprehensive Analysis of Sheriff's Office
Prescott	AZ	Comprehensive Analysis of Police Services
Queen Creek	AZ	Police Strategic Plan
Scottsdale	AZ	Comprehensive Analysis of Police Services
Tucson	AZ	Comprehensive Analysis of Police Services
Youngtown	AZ	Comprehensive Analysis of Police Services
Alameda	CA	Comprehensive Analysis of Police Services
Burbank	CA	Analysis of Investigations Workload / Staffing
Carlsbad	CA	Comprehensive Analysis of Police Services
El Centro	CA	Comprehensive Analysis of Police Services
Fairfield	CA	Comprehensive Analysis of Police Services
Hermosa Beach	CA	Comprehensive Analysis of Police Services
Indio	CA	Police Department Workload Analysis
Laguna Woods	CA	Review of Sheriff's Office Services 2016
Morgan Hill	CA	Comprehensive Analysis of Police Services
Placentia	CA	Comprehensive Analysis of Police Services
Rohnert Park	CA	Public Safety Study
Salinas	CA	Analysis of Police Services Overtime
San Jose	CA	Police Operations Review
Santa Ana	CA	Comprehensive Analysis of Police Services
Santa Clara	CA	Comprehensive Analysis of Police Services
Santa Cruz	CA	Comprehensive Analysis of Police Services
Santa Monica	CA	Police Chief Selection
Stockton	CA	Comprehensive Analysis of Police Services
Woodland	CA	Police Chief Selection
Yuba City	CA	Comprehensive Analysis of Police Services
Federal Heights	CO	Comprehensive analysis of Police Services
Cheshire	CT	Police Management Review
Dover	DE	Comprehensive Analysis of Police Department
Alachua	FL	Expert Witness Law Enforcement Issues
BCCMA	FL	Analysis of Sheriff's Contract Services
Cocoa	FL	Comprehensive Analysis of Police Services
Coconut Creek	FL	Comprehensive Analysis of Police Services
Delray Beach	FL	Comprehensive Analysis of Police Services
Dunedin	FL	Police Consolidation Review
Hollywood	FL	Police Internal Affairs Review

Indian River Shores	FL	Public Safety Staffing Analysis
Indian River Shores	FL	Public Safety Study
Jacksonville Beach	FL	Police Chief Selection
Jupiter	FL	Police and Fire Review
Jupiter Island	FL	Public Safety Consolidation
Kenneth	FL	Comprehensive Analysis of Police Services
North Port	FL	Comprehensive Analysis of Police Services
Orange County	FL	Expert Witness Law Enforcement Issues
Parkland	FL	City Wide Safety & Security Study
Pasco County	FL	Sheriff Budget Analysis
Pompano Beach	FL	Comprehensive Analysis of Police Services
Alpharetta	GA	Comprehensive Analysis of Police Services
Camden County	GA	Police Consolidation Study
Garden City	GA	Preliminary Analysis Public Safety Merger
Sandy Springs	GA	Comprehensive Analysis of Police Department
Ankeny	IA	Police Chief Selection
Boone	IA	Public Safety Consolidation
Hayden	ID	Comprehensive Analysis of Police Services
Jerome	ID	Analysis of Police Services
Glenview	IL	Comprehensive Analysis of Police Services
Glenview	IL	Dispatch Operations Review
Naperville	IL	Workload, Staffing & Schedule Design
Roselle	IL	Comprehensive Analysis of Police Services
Skokie	IL	Police Study
Western Springs	IL	Comprehensive Analysis of Police Services
Indianapolis	IN	Analysis of Police Workload & Deployment
Plainfield	IN	Comprehensive Analysis of Police Services
Northborough	MA	Comprehensive Analysis of Police Services
Algonquin	MD	Performance Measurement Study
Annapolis	MD	Comprehensive Analysis of Police Services
Ocean City	MD	Dispatch Operations Review
Rockville	MD	Comprehensive Analysis of Police Services
Auburn Hills	MI	Comprehensive Analysis of Police Services
Benton Harbor	MI	Public Safety Consolidation
Chesterfield Twp.	MI	Comprehensive Analysis of Police Services
Delta Township	MI	Comprehensive Analysis of Police Services
Detroit Public Schools	MI	Police Department Review
Douglas	MI	Comprehensive Analysis of Police Services
Flint	MI	Comprehensive Analysis of Police Services
Grand Rapids	MI	Comprehensive Analysis of Police Services
Grosse Pointe	MI	Public Safety Consolidation
Grosse Pointe Park	MI	Public Safety Consolidation
Hamtramck	MI	Police Study
Kentwood	MI	Comprehensive Analysis of Police & Fire
Kentwood	MI	Analysis of Police Services Consolidation
Mott Community Coll.	MI	Comprehensive Analysis of Public Safety

Novi	MI	Comprehensive Analysis of Police Services
Oshtemo Township	MI	Police Workload / Contract for Services Analysis
Petoskey	MI	Public Safety Consolidation
Plymouth	MI	Public Safety Analysis
Royal Oak	MI	Comprehensive Analysis of Police Services
Saginaw	MI	Comprehensive Analysis of Police Services
St. Joseph	MI	Public Safety Consolidation
Sturgis	MI	Public Safety Analysis
Troy	MI	Comprehensive Analysis of Police Services
Wyoming	MI	Comprehensive Analysis of Police Services 2012
Wyoming	MI	Comprehensive Analysis of Police Services 2009
Forest Lake	MN	Comprehensive Analysis of Police Services
Mankato	MN	Public Safety Study
North St. Paul	MN	Public Safety Strategic Plan Development
St. Cloud	MN	Police Strategic Planning Review
St. Cloud	MN	Comprehensive Analysis of Police Services
Stearns County	MN	Comprehensive Analysis of Sheriff's Office & Jail
Brentwood	MO	Comprehensive Analysis of Police Services
St. Louis	MO	Comprehensive Analysis of Police Services
Bald Head Island	NC	Public Safety Staffing Review
Bald Head Island	NC	Public Safety Consolidation
Chapel Hill	NC	Comprehensive Analysis of police services
Oxford	NC	Comprehensive Analysis of Police Services
Rocky Mount	NC	Comprehensive Analysis of Police Services
Grand Island	NE	Comprehensive Analysis of Police Services
Paterson	NJ	Comprehensive Analysis of Police Services
South Orange	NJ	Comprehensive Analysis of Police Services
Westwood	NJ	Comprehensive Analysis of Police Services
Las Cruces	NM	Comprehensive Analysis of Police Services
Ruidoso	NM	Comprehensive Analysis of Police Services
Boulder City	NV	Police Organizational Study
Henderson	NV	Comprehensive Analysis of Police Services
Las Vegas	NV	Analysis of Department of Public Safety
Briar Cliff Manor	NY	Analysis of police consolidation
North Castle	NY	Comprehensive Analysis of Police Services
Orchard Park	NY	Comprehensive Analysis of Police Services
Ossining Town	NY	Analysis of police consolidation
Ossining Village	NY	Analysis of police consolidation
Rye	NY	Police Chief Selection
Cincinnati	OH	Police Dispatch Review
Dayton	OH	Police Internal Affairs Review
Huron	OH	Comprehensive Analysis of Police Services
Independence	OH	Comprehensive Analysis of Police Services
Sandusky	OH	Police Study
Broken Arrow	OK	Comprehensive Analysis of Police Services
Edmond	OK	Comprehensive Analysis of Police Services

Jenks	OK	Comprehensive Analysis of Police Services
Muskogee	OK	Comprehensive Analysis of Police Services
Bend	OR	Comprehensive Analysis of Police Services
Grants Pass	OR	Comprehensive Analysis of Police Services
Grants Pass	OR	Public Safety Strategic Plan Development
Ontario	OR	Comprehensive Analysis of Police Services
Cumru Township	PA	Comprehensive Analysis of Police Services
Cumru Township	PA	Police Chief Selection
Ephrata	PA	Comprehensive Analysis of Police Services
Farrell	PA	Comprehensive Analysis of Police Services
Jamestown	PA	Comprehensive Analysis of Police Services
Lower Windsor Twp.	PA	Comprehensive Analysis of Police Services
Manheim Township	PA	Police Study
Tredyffrin Township	PA	Comprehensive Analysis of Police Services
Beaufort	SC	Comprehensive Analysis of Police Services
Johnson City	TN	Comprehensive Analysis of Police Services
Smyrna	TN	Comprehensive Analysis of Police Services
Addison	TX	Comprehensive Analysis of Police Services
Belton	TX	Comprehensive Analysis of Police Services
Belton	TX	Police Chief Selection
Buda	TX	Comprehensive Analysis of Police Services
Cedar Park	TX	Comprehensive Analysis of Police Services
New Braunfels	TX	Police Study
Prosper	TX	Comprehensive Analysis of Police Services
Sugar Land	TX	Comprehensive Analysis of Police Services
Victoria	TX	Comprehensive Analysis of Police Services
Washington City	UT	Comprehensive Public Safety Analysis
Hampton	VA	Police Chief Selection
Loudoun County	VA	Comprehensive Analysis of Sheriff Services
Bonney Lake	WA	Comprehensive Analysis of Police Services
Duvall	WA	Police Staffing Study
Kelso	WA	Comprehensive Analysis of Police Services
Marysville	WA	Comprehensive Analysis of Police Services
Mill Creek	WA	Comprehensive Analysis of Police Services
Snoqualmie	WA	Police Workload & Deployment Analysis
Spokane Valley	WA	Comprehensive Analysis of Police Services
Vancouver	WA	Comprehensive Analysis of Police Services
Vancouver	WA	Police Chief Selection
Dunn County	WI	Sheriff Office Study
Wauwatosa	WI	Comprehensive Analysis of Police Services
Casper	WI	Comprehensive Analysis of Police Services
Jackson Hole	WY	Police Consolidation Review
Laramie	WY	Comprehensive Analysis of Police Services
Teton County	WY	Police Consolidation Review

PROPOSAL LETTER AND CERTIFICATION

(FAILURE TO INCLUDE THIS SIGNED PROPOSAL LETTER AND CERTIFICATION MAY RESULT IN THE REJECTION OF YOUR PROPOSAL.)

We propose to furnish and deliver any and all of the deliverables and services named in the attached RFP 18-207-G City of Roswell Police Department Gap Analysis for the City of Roswell.

It is understood and agreed that this Proposal constitutes an offer, which when accepted in writing by the City of Roswell, and subject to the terms and conditions of such acceptance, will constitute a valid and binding contract between the undersigned and the City of Roswell ("City").

It is understood and agreed that we have read the City's Scope of Work shown or referenced in the RFP and that this statement is made in accordance with the provisions of such scope / specifications. By our written signature on this document, we guarantee and certify that all items included in this statement meet or exceed any and all such City scope of work / specifications described in this RFP. We further agree, if awarded a contract, to deliver goods and services which meet or exceed the scope of work / specifications. The City reserves the right to reject any or all Proposals, waive technicalities, and informalities, and to make an award in the best interest of the City.

PROPOSAL LETTER AND CERTIFICATION

I certify that this Proposal is made without prior understanding, agreement, or connection with any corporation, firm, or person submitting a statement for the same materials, supplies, equipment, or services and is in all respects fair and without collusion or fraud. I understand collusive bidding is a violation of state and federal law and can result in fines, prison sentences, and civil damage awards. I agree to abide by all conditions of the RFP and certify that I am authorized to sign this Proposal for the Offeror. I further certify that the provisions of O.C.G.A. § 45-10-20, et seq. have not been violated and will not be violated in any respect.

Authorized Signature for Offeror  _____

Date August 8, 2018

Print/Type Company Name Center for Public Safety Management, LLC

Print/Type Offeror Name Here Leonard Matarese

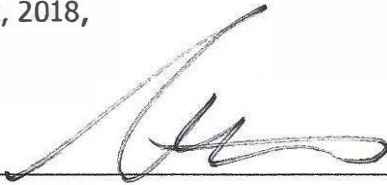
EXHIBIT A – Partnership Certificate Form

PARTNERSHIP CERTIFICATE

I, Leonard Matarese, certify that I am a Managing Partner of Center for Public Safety Management, LLC named as Contractor in the foregoing bid; that said bid was duly signed for and in behalf of said Partnership by authority of the Partnership's By - Laws and is within the scope of its company powers That said Partnership is organized under the laws of the District of Columbia_.

This 6th of August, 2018,

(Signature)



A handwritten signature in black ink, appearing to be 'LM', is written over a horizontal line. The signature is fluid and cursive.

EXHIBIT B – Contractor Affidavit under O.C.G.A. §13-10-91

By executing this affidavit, the undersigned contractor verifies its compliance with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm or corporation which is engaged in the physical performance of services on behalf of City of Roswell, has registered with, is authorized to use and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91. Furthermore, the undersigned contractor will continue to use the federal work authorization program throughout the contract period and the undersigned contractor will contract for the physical performance of services in satisfaction of such contract only with subcontractors who present an affidavit to the contractor with the information required by O.C.G.A. § 13-10-91(b). Contractor hereby attests that its federal work authorization user identification number and date of authorization are as follows:

7884445

Federal Work Authorization User Identification Number

6/30/2014

Date of Authorization

Center for Public Safety Management, LLC

Name of Contractor

Police Department Gap Analysis

Name of Project

City of Roswell, Georgia

Name of Public Employer

I hereby declare under penalty of perjury that the foregoing is true and correct.

Executed on 8th, 2018 in _____(city), _____(state).

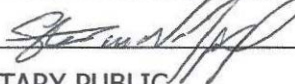

Signature of Authorized Officer or Agent

Leonard Matarese

Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME

ON THIS THE 8th DAY OF August, 2018.


NOTARY PUBLIC

My Commission Expires: 04/04/2020

STEVEN M VAN KNAPP
Notary Public, State of New York
No. 01VA6339580
Qualified in Erie County
Commission Expires 04/04/2020

**City of Roswell
Purchasing Division**

**Gary Palmer
City Administrator**

**Lori Henry
Mayor**

ADDENDUM NUMBER 1

Request for Proposals # 18-207-G

**City of Roswell Police Department Gap Analysis
August 7, 2018**

To All Prospective Offerors:

In reference to the RFP listed above, the following Changes and Answers to Questions are hereby incorporated into the Request for Proposals:

Changes:

The RFP Response due date and opening date are hereby changed to 8/17/18.

The questions deadline will not be extended. Any questions received after the questions deadline may be considered, but will not be responded to directly.

Questions and Answers:

#	QUESTION	ANSWER
1.	In section 1.5.1 , page 7, we are wondering if the inked signature means that the signature cannot be electronic. If that is the case (that it's signed, not electronic), can the inked signatures be scanned version for the original version of our proposal?	A scanned version is acceptable.
2.	In section 4.2 , page 12, can we submit a USB drive in lieu of a CD or zipped drive?	Yes.

3.	In section 4.3.9, page 13, what are the necessary, valid and current licenses to do business in the State of Georgia (as issued by the respective State Boards and Government Agencies responsible for regulating and licensing the services to be provided and performed)?	Guidance from the State of Georgia regarding what is required to do business in the state can be found here: http://sos.ga.gov/admin/files/First_stop_business_guide.pdf
4.	In section 4.4 , page 14, the handling of the budget is described. Is only one copy of the budget supposed to be provided?	One cost proposal should be submitted in a separate envelope contained within the same overall submittal packet.
5.	In section 3.2.2, on page 11, reference is made to Best Practice utilization analysis (in Section 3.1). We are unclear about this reference. What does the best practice utilization analysis refer to?	Using the Final report of the president’s Task Force in 21 st Century Policing as a guide for “Best Practice”, the consultant should analyze if there is a “gap” between that group of ‘best practices’ embodied in the Final Report, and where the department standards are now, and where the standards and practices need to be in the future.
6.	What counts toward the 25 page limit (e.g., resumes, letter of transmittal, forms)?	The entire proposal must be provided within the 25 page limit.
7.	The specific items listed in the scope of work are clear as well as the general objective of a 21st Century Policing gap analysis – but does ‘top down’ refer also to staffing and deployment levels too?	Yes – staffing and deployment levels need to be included in the analysis.

All other terms, conditions, and deadlines remain the same.

COMPLETE THIS ADDENDUM, SIGN and SUBMIT with the RFP to:

**City of Roswell – Purchasing Division
Roswell City Hall
38 Hill Street, Suite 130
Roswell, GA 30075**

I hereby acknowledge receipt of Addendum 1 and have incorporated the changes into my proposal response for the above mentioned RFP.

COMPANY NAME: Center for Public Safety Management **CONTACT PERSON:** Leonard Matarese
ADDRESS: 475 K Street, NW #702 **CITY:** Washington **STATE:** DC **ZIP:** 20001
PHONE: 716-969-1360 **FAX:** 202-706-6070 **EMAIL ADDRESS:** Lmatarese@cpsm.us
SIGNATURE:  **DATE:** August 10, 2018



Center for Public Safety Management, LLC

PROPOSED FEES

The quotation of fees and compensation shall remain firm for a period of 180 days from this proposal submission.

CPSM will conduct the analysis of the police department for \$77,500 exclusive of travel. The project would be billed in three installments: 40% upon signing the contract; 40% with delivery of the police draft data analysis; 20% with delivery of the draft final report. (Or such payment arrangements as may be agreed upon.) Following delivery of the draft reports, the city will have 30 days to provide comments as to accuracy and a final report will be delivered within 30 days of the comment period.

Travel expenses will be billed as incurred as actual cost with no overhead or administrative fees.

NOTE: If the chief administrative officers is a member of ICMA the fee, exclusive of travel costs, will be reduced by 10% to \$69,750.

Deliverables

Draft reports will be provided for department review in electronic format.

To be ecologically friendly, CPSM will deliver the final report in computer readable material either by email or CD or both. The final reports will incorporate the operational as well as data analysis. CPSM will produce and deliver 50 copies of the report.

Should the local government desire additional support or in-person presentation of findings, CPSM will assign staff for such meetings at a cost of \$2,500 per day/per person along with reimbursement of travel expenses.