

MAYOR PRO TEMPORE:  
Michael Heidingsfelder

COUNCIL MEMBERS:  
Bradley D. Belt  
Russell A. Berner  
Madeleine Kaye



TOWN ADMINISTRATOR:  
Stephanie Tillerson

TOWN ATTORNEY:  
Mac McQuillin

**Town of Kiawah Island  
PUBLIC SAFETY COMMITTEE MEETING**

Virtually Via Zoom  
April 16, 2024, 1:30 pm

**AGENDA**

- I. **Call to Order:**
  
- II. **Old Business:**
  - A. TOKI Law Enforcement Feasibility Study Consultant Recommendation of the Proposal from CSPM (Center for Public Safety Management, LLC)
  
- III. **New Business:**

None
  
- IV. **Adjournment:**

PROPOSAL FOR

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# COMPREHENSIVE POLICE FEASIBILITY STUDY

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TOWN OF KIAWAH ISLAND, SOUTH  
CAROLINA

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TOWN OF



CPSM<sup>®</sup>

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CENTER FOR PUBLIC SAFETY MANAGEMENT, LLC  
475 K STREET NW, SUITE 702 • WASHINGTON, DC 20001  
WWW.CPSM.US • 616-813-3782



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



Center for Public Safety Management, LLC

March 7, 2024

Craig Harris, Public Safety Director  
Petra Reynolds, Town Clerk  
Kiawah Island Municipal Center  
4475 Betsy Kerrison Parkway  
Kiawah Island, South Carolina 29455

RE: Response to a Request for Proposal

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 to the Town of Kiawah Island located in South Carolina for a feasibility Study of its Police Operations.

CPSM is very familiar with the police challenges, having worked for several years with Bald Head Island, North Carolina, on its police and fire challenges. The barrier islands present unique challenges, in particular dealing with emergency situations that may be both human-made and natural. The CPSM approach is unique and more comprehensive than ordinary accreditation or competitor studies.

In general, our analysis involves the following major outcomes:

- Conduct a forensic data analysis to identify actual workload and locations of incidents on the island. Kiawah Island uses multi-tiers of responders that will be evaluated to provide a picture of the “as-is” condition of service delivery. We will look at all facets of the department to establish workloads and service demands.
- Identify and recommend appropriate staffing and deployment levels for every discrete operational and support function for policing.
- Examine the department’s organizational structure and culture.
- Perform gap analysis, comparing the “as is” state of the department to the industry’s best practices.
- Recommend a management framework to ensure accountability, increased efficiency, enhanced safety for responders and the community, and improved performance.
- Determine staffing analysis using workload and performance using research conducted by ICMA, IPMA-HR, CALEA, and CPSM.

CPSM works with CALEA and many other professional policing organizations to strategically deploy police resources.

This proposal is specifically designed to provide the local government with a thorough and unbiased analysis of emergency services in your community. We have developed a unique approach by combining the experience of dozens of emergency services subject matter experts. The team assigned to the project will have hundreds of years of practical experience

managing emergency service agencies, a record of research, academic, teaching and training, and professional publications, and extensive consulting experience from hundreds of projects completed for municipalities nationwide.

The team we assemble for you will be true "subject matter experts" with hands-on emergency services experience, not research assistants or interns.

CPSM has built upon nearly 40 years of research by ICMA and other academic researchers to develop the **CPSM Data Analytic Report™**. While other firms conduct interviews, charettes, and other intelligence gathering, only CPSM combines those processes by forensically analyzing and reporting an agency's workload and performance which incorporates metrics for future analysis of deployment change. CPSM and ICMA developed the "60% rule" that was authored by one of our SME's which serves as one more benchmark for staffing of police agencies and is often cited by CALEA as a best practice. That report is currently being updated by the current CPSM team of researchers.

ICMA has provided direct services to local governments worldwide for almost 100 years, which has helped to improve the quality of life for millions of residents in the United States and abroad. My colleagues at CPSM and I greatly appreciate this opportunity and would be pleased to address any comments you may have. I will be the authorized signatory on any documents and can be reached at 616-813-3782 or via email at [twieczorek@cpsm.us](mailto:twieczorek@cpsm.us). CPSM has seven full-time employees, three full-time partners, and more than 30 Subject Matter Experts from whose experience and research we can draw from for this project!

Sincerely,



Thomas J. Wieczorek  
Director  
Center for Public Safety Management, LLC

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# COMPANY BACKGROUND: THE ASSOCIATION & THE COMPANY

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## International City/County Management Association (ICMA)

The [International City/County Management Association \(ICMA\)](#) is a 110-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 their citizens in an efficient and effective manner. ICMA advances the knowledge of local government best practices with its [website](#), [www.icma.org](http://www.icma.org), publications, research, professional development, and membership.

## Center for Public Safety Management (CPSM)

The ICMA [Center for Public Safety Management \(ICMA/CPSM\)](#) was launched in 2006 by ICMA to provide support to local governments in the areas of police, fire, and Emergency Medical Services. It has remained focused on public safety issues with the addition of dispatch, strategic planning, and Homeland Security.

The Center also represents 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. We use our team of eight employees and 30 SME's to respond to the team our client has identified. With such expertise, we are able to evaluate all sizes of organizations that face challenges from every perspective. 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 450 such studies in 46 states and provinces and more than 300 communities ranging in population size 269 (Bald Head Island, NC) to 4.1 million (Maricopa County, Arizona).

# RECENT PROJECTS

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### 2023 Projects

Delaware OH  
Powell OH  
Norristown PA  
West Des Moines IA  
Kalispell MT  
Roanoke VA  
Cocoa Beach FL  
Alpharetta GA  
Celina TX  
Maricopa County AZ  
Kent County MI  
Minot ND  
Olympia WA  
Plymouth MA  
Chattanooga TN  
Pulaski County AR  
Battle Creek MI

### 2022 Projects

Brookings  
El Mirage  
Little Rock  
Medford  
Myrtle Beach  
National City

New Braunfels (NBPD in the file name)  
Pembroke Park  
Petaluma  
Santa Rosa  
Sugar Land  
Sylvester  
Upper Arlington  
Yuma

### 2021 Projects

Darien, CT  
Jones Mayer  
Wauwatosa, WI  
Reno, NV  
Sylvester, GA  
Oakland, CA  
El Mirage, AZ  
Medford, OR  
Wauwatosa, WI  
New Braunfels, TX  
Dupage County Forest District  
Allen, TX  
Little Rock, AR  
Petaluma, CA  
Upper Providence Township, PA

Culver City, CA  
Santa Rosa, CA  
National City, CA  
Lake Wales, FL  
Redwood City, CA  
Brookings, SD  
Billings, MT  
Edmonds, WA  
Danville, KY  
Barancik Foundation, FL  
Myrtle Beach, SC  
Yuma, AZ  
Brownsville, TX  
Pinal County, AZ  
Palm Coast, FL  
Stearns County, MN  
Torrance CA



# STATEMENT OF UNDERSTANDING: MEET YOUR TEAM -- POLICE

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The Town of Kiawah Island is inviting proposals from eligible consultants to conduct a comprehensive review of public safety issues for Kiawah Island.

The project's initial phase will involve conducting a comprehensive needs assessment and gap analysis of current public safety and police services, including those provided by the Charleston County Sheriff's Office (CCSO) coverage of Kiawah Island and surrounding areas, the Town's current or proposed contract with CCSO for off-duty deputy coverage, the Town's Public Safety Department and code enforcement officers, Charleston County EMS, St. Johns Fire Department, and security services provided by KICA and KIGR personnel.

The consultant will meet with each of the above entities and compile a comprehensive database of incident reports on Kiawah Island (including Freshfields Village) over the past three years with the type of incident, first responder(s), and response time. The consultant will assess which organization has primary responsibility for certain types of incidents or incidents for which there is overlapping coverage.

The consultant will assess the level of cooperation and coordination among the various entities and make recommendations for improving the same. The consultant will identify critical gaps in coverage, responsibility, and response times and make recommendations for improving the same. The consultant will specifically assess whether there are critical gaps in coverage by armed law enforcement personnel serving Kiawah Island and its residents. The consultant will also hold listening sessions with the community to obtain feedback on the existing programs and community safety measures.

The consultant will carefully examine the efficacy of the Town's contracted policing services with CCSO, exploring alternatives to armed law enforcement services and conducting a detailed comparison of the services and costs under a municipal law enforcement program compared to the Town's existing or proposed contracts with the CCSO for full-time and/or off-duty deputy coverage.

The primary objective of this initial phase is to identify issues, make recommendations for changes to current practices and policies, and propose practical, efficient, and cost-effective strategies that align with the Town's overall safety and security objectives. The needs assessment and gap analysis will provide an independent assessment to the Town Council of the effectiveness and efficiency of the provision of public safety and police services and inform future decisions on the best approaches to delivering such services in the years to come.

To the extent that the consultant recommends that the Town consider providing armed law enforcement services beyond those provided by or contracted with the CCSO, it is anticipated that the Town of Kiawah Island will request the consultant undertake a second phase of work. The next phase will be addressed in a new Scope of Work, which will include developing an implementation plan with detailed cost projections, such as requirements for hiring and training personnel, one-time and ongoing capital costs, station planning considerations, and any related third-party costs. Additionally, the implementation plan will align with broader Town strategies, such as the Town's Emergency Management Plan and the upcoming Strategic Plan and include actionable performance metrics to track service quality and proactively identify areas for improvement.

Furthermore, any implementation plan will outline any necessary changes to the Town's existing programs and community safety measures, including implementing any new community safety measures. The consultant will also identify any technology, equipment, or other resources that may be required to implement the new plan.

The Town Council will be informed of the independent assessment of the effectiveness and efficiency of the provision of police services, and the consultant will make recommendations on the best approaches to delivering police services in the years to come. The consultant will also provide actionable performance metrics to track service quality and proactively identify areas for improvement.

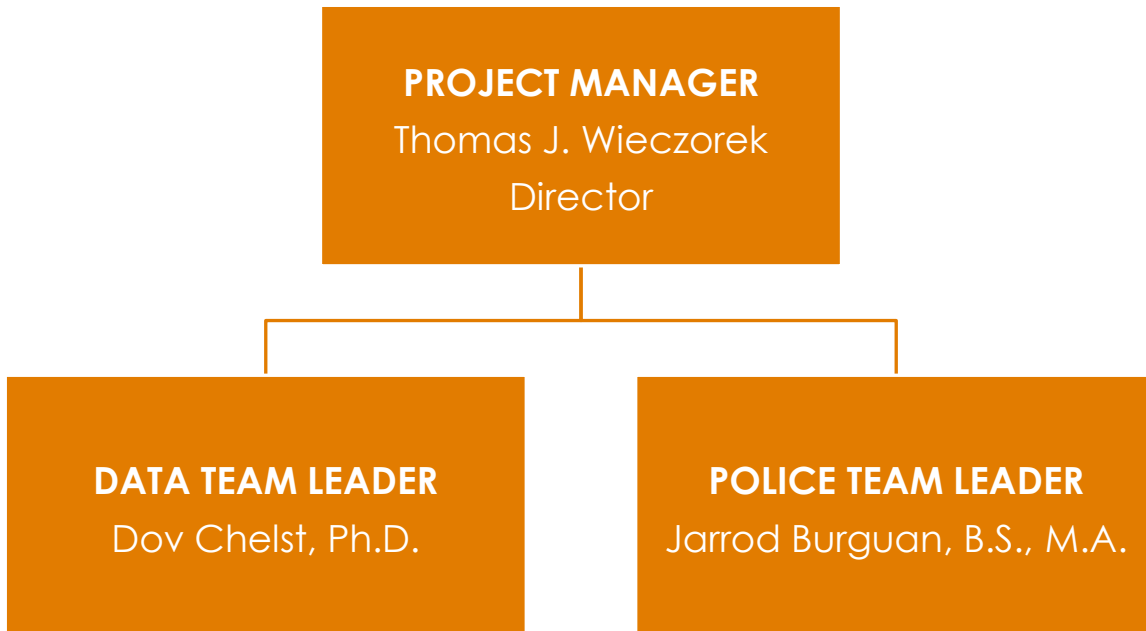
The expected outcomes include a review to assess the police force services currently being provided to Kiawah Island, detailed analysis of options related to delivering police services and existing operational effectiveness as measured by industry standards to deliver service in accordance and compliance with nationally recognized standards, benchmarks, and federal, state, and local industry-recognized laws and regulations. The consultant shall provide recommendations to optimize operational and financial effectiveness and service delivery to the community over the next five years.

This evaluation is designed to determine the potential to achieve the following benefits for the community:

- Meet community policing needs.
- Improved short-term efficiency and effectiveness for community safety and well-being.
- Projecting the impact of future growth on the safety of our community.
- Identify alternatives to police services for Kiawah Island.
- Enhanced or expanded current service(s), if necessary.
- Projecting the impact of future growth.
- Provide costs and cost avoidance opportunities (s) for today and in the future.
- Explain the Impact on future state and federal grant funding.

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 manager, one Operations Leader and several senior public safety experts selected from our staff to meet the specific needs of the municipality.

The management organizational chart for the project includes the following key team members



# CORPORATE COMPLIANCE POLICE UNIT

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## PROJECT MANAGER

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### THOMAS WIECZOREK

Director, Center for Public Safety Management; retired City Manager Ionia, MI; former Executive Director Center for Public Safety Excellence



#### BACKGROUND

Thomas Wiczorek is an expert in fire and emergency medical services operations. He has served as a police officer, fire chief, director of public safety and city manager and is former Executive Director of the Center for Public Safety Excellence (formerly the Commission on Fire Accreditation International, Inc.).

He has taught numerous programs for the International City-County Management Association, Grand Valley State University, the National Highway Traffic Safety Administration (NHTSA), State of Michigan's Transportation Asset Management Council, and Grand Rapids Community College. He often testified for the Michigan Municipal League before the legislature and in several courts as an expert in the field of accident reconstruction and fire department management. He is the past president of the Michigan Local Government Manager's Association (MLGMA, now MME); served as the vice-chairperson of the Commission on Fire Officer Designation; served as ICMA's representative on the International Accreditation Service (IAS), a wholly owned subsidiary of the International Code Council (ICC); and currently serves on the NFPA 1710 and 1730 committee.

He worked with the National League of Cities and the Department of Homeland Security to create and deliver a program on emergency management for local officials titled, "Crisis Leadership for Local Government Officials." It has been presented in 43 states and has been assigned a course number by the DHS. He represents ICMA on the Emergency Management Assistance Compact (EMAC) Board and other fire service participation areas. In 2022 he worked with ICMA to create a FEMA program on economic recovery from disasters for local government managers. It has been delivered via webinar and in person across the United States.

He received the Mark E. Keane "Award for Excellence" in 2000 from the ICMA, the Association's highest award and was honored as City Manager of the Year (1999) and Person of the Year (2003) by the Rural Water Association of Michigan, and distinguished service by the Michigan Municipal League in 2005.

## MANAGING PARTNER

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### LEONARD A. MATARESE, MPA, ICMA-CM, IPMA-CP

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



#### BACKGROUND

Mr. Matarese is a specialist in public sector administration with expertise in public safety issues. He has 44 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 18 years. He has managed several 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 Lighting 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 organizations at 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 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 of ICMA.

# FORENSIC DATA ANALYSIS TEAM

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## DATA ASSESSMENT TEAM – PROJECT LEADER

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DOV CHELST, PH.D.

Director of Quantitative Analysis



### BACKGROUND

Dr. Chelst is an expert in analyzing public safety department's 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 140 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 -- GIS

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DAVID MARTIN, PH.D.

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



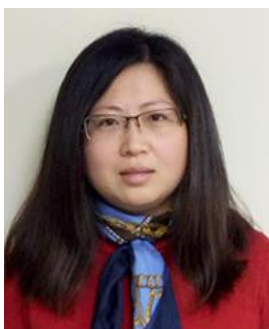
### BACKGROUND

Dr. Martin specializes in public policy analysis and program evaluation. He has worked with several police departments to develop crime mapping and statistical analysis tools. In these projects, he has developed automated crime analysis tools and real-time, dashboard-style performance indicator systems for police executive and command staff. Dr. Martin teaches statistics at Wayne State University. He is also the program evaluator for four Department of Justice Weed and Seed sites. He is an expert in the use of mapping technology to analyze calls for service workload and deployments.

## PUBLIC SAFETY DATA ANALYST

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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 PhD in Cell biology, Genetics and Development from University of Minnesota.

# OPERATIONS ASSESSMENT TEAM

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## POLICE PROJECT MANAGER

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### CHIEF JARROD BURGUAN, B.S., M.A.

Chief of Police, San Bernardino Police Department



#### BACKGROUND

Chief Burguan served 29 years in local law enforcement, with 10 years of that experience in senior management positions. He retired as the Chief of Police for the San Bernardino (Ca) Police Department in 2019.

During his career, Chief Burguan worked a variety of assignments in the patrol, traffic, investigative and administrative divisions of the department. He has the unique experience of managing a police department through a municipal bankruptcy while maintaining day to day operational effectiveness. He has been an invited speaker at conferences and training events throughout the country and internationally on police response to active shooter events following both an elementary school active shooter in 2016 and the 2015 terrorist attack in San Bernardino.

Since retiring from the department in 2019, Chief Burguan has continued to work as a consultant for municipal government and media organizations and has served as an advisor for the Department of Justice – ICITAP program. He holds a bachelor's degree in business and a master's degree in management from the University of Redlands. He is also a graduate of the California Command College, the FBI's Law Enforcement Executive Development program and the Senior Management Institute for Police through the PERF.

## TEAM LEADS

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### VICTOR LAURIA

Retired Assistant Police Chief, Novi Police Department



#### BACKGROUND

Victor Lauria retired as an Assistant Chief of Police with the Novi Police Department after serving the community for nearly 28 years. Over the course of his career, he has served in a wide variety of positions which include police officer, K-9 handler, detective, undercover narcotics detective, crisis negotiator and numerous supervisory positions. In 2009, the City of Novi combined their police and fire administrations into a Public Safety Administration. Victor was responsible for various supervisory roles within the Police and Fire Departments.

Victor earned a Bachelor of Science degree from Northern Michigan University, a Master of Science, with a concentration in Emergency Management, from Eastern Michigan University and he holds a graduate certificate from the University of Virginia. He also attended the 250<sup>th</sup> Session of the Federal Bureau of Investigations

National Academy in Quantico, Virginia. He is also certified as Firefighter I and Firefighter II by the State of Michigan.

Mr. Lauria is currently employed as a faculty member at Madonna University. He is the Interim Chairperson of the Criminal Justice Department and the Program Director for the Emergency Management, Fire Science and Occupational Safety and Health programs. He instructs a wide variety of undergraduate and graduate courses. He is a regular guest lecturer at Eastern Michigan University's Police Staff and Command Executive Leadership Program.

## CHIEF CRAIG JUNGINGER (RET), BS, MPA

Retired Chief of Police, Gresham, Oregon, former Huntington Beach Police Captain



### BACKGROUND

Chief Junginger had over 38 years' experience as a law enforcement professional. He served as the Chief of the Gresham, Oregon Police since December 2008 until his retirement in June 2016. Gresham is a community with a population of 110,000 just to the east of Portland. He led a department of 130 sworn officers and 47 civilian employees, with a budget of \$31 million. He also served on the board of the Oregon Police Chief's Association.

Chief Junginger began his career at the Bell-Cudahy Police department in 1979. He worked as a K-9 Officer, Detective, and Patrol Officer. In 1985 he transferred to the Huntington Beach Police Department where he remained until his retirement in November 2008. While at Huntington Beach, he was a Patrol Officer, Beach Detail Officer, Field Training Officer, SWAT Officer, Traffic Motor Officers, Community Policing Officer, and Narcotics Detective. In 1999 he was promoted to Sergeant where he worked Patrol, Downtown Foot Beat, Support Services, Vice and Intelligence and Internal Affairs. He was promoted to Lieutenant in 2003 and worked as the Community Policing Commander responsible for all major event planning, Watch Commander and as the Chief's Executive Officer. In 2007 he was promoted to the rank of Captain and was assigned to Administrative Operations consisting of Communications, Budget, Personnel, and Property and Evidence.

He holds a master's degree from California State University, Long Beach, a bachelor's degree from University of La Verne and an associate degree from Rio Hondo Community College.

He attended the FBI National Academy Class 224 in Quantico Virginia, California Post Command College, West Point Leadership Program, POST Executive Development Program and the POST Supervisory Leadership Institute. While in Command College he was published for his article "How will we train police recruits of the millennial generation in the year 2012," and as the Chief of Gresham he was published for an article he authored on leadership.

He was awarded the Medal of Valor in 1989 for his encounter with an armed bank robber.

## SENIOR ASSOCIATE

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### CHIEF JOHN E. PEREZ, B.S., M.S., PH.D.

Chief of Police, City of Pasadena Police Department

### BACKGROUND

John E. Perez has served as the Chief of Police for the City of Pasadena (CA) since 2018 and has been with the Department since 1985. His 35 years of public safety experience includes an array of specialized assignments in enforcement, special tactics, administration, and community



initiatives. He served as the Counter-Terrorism Intelligence Officer immediately after the 9/11 terrorist attack in developing security/safety measures for Pasadena's Tournament of Roses Parade, Rose Bowl, and special events. After serving as the Special Enforcement Section Sergeant and developing policing initiatives in lowering gang violence while improving community trust and confidence, he was appointed by California's Commission on Peace Officer Standards and Training to provide best practices on developing statewide initiatives.

He is the recipient of the Mayor's Special Service Award for his work in developing community initiatives and has been twice awarded with the Police Chief's Excellence in Policing merit award. Chief

Perez has served in the various ranks of the Department to include Deputy Chief of Police from 2016-2018.

Chief Perez led the development of several internal initiatives that decreased the use of force by 50% through immersive training and self-improvement from use of Body-Worn Camera (BWC), as well other initiatives to increase community awareness of policing challenges through programs such as "Policing 101" and "Community Conversations" – each intended to develop and educate community members, youth, and the media on policing topics as well as learning from the community.

Chief Perez serves on the Pasadena Educational Foundation, Patron Saints Foundation, and is a graduate of the California Peace Officers and Standards Executive Management School as well as holding a POST executive certificate. Chief Perez possesses a bachelor's degree in criminal justice, a master's degree in Behavior Science, and a PhD in Public Administration. He serves on the board of the California Police Chiefs Association and the National Police Foundation.

## SENIOR ASSOCIATE

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### DEPUTY CHIEF WAYNE HILTZ (RET)

Former Interim Chief of Police at Pasadena and Irwindale Police Departments

#### BACKGROUND



Wayne has 33 years of experience in municipal law enforcement. This includes a broad range of experience in nearly every facet of policing from patrol, gang enforcement, and undercover narcotics to internal affairs investigations and community relations. The last 13 years were spent at command and executive levels. In his capacity as Deputy Police Chief, he served as the chief operating officer of the Pasadena Police Department, responsible for all day-to-day operations including internal audits and inspections. As well, he was responsible for operations related to the Tournament of Roses Parade and Rose Bowl events to include World Cup Soccer and BCS Championship games. For a period of nearly two years, he served in the capacity of Interim Chief of Police at both the Pasadena and

Irwindale Police Departments.

He has extensive experience in managing budgets and has served as a budget instructor for the California Commission on Peace Officer Standards and Training. He was selected by the Los Angeles County Police Chiefs Association to represent the 45 member agencies in negotiations for Homeland Security Grants for a three-year period. He also served as President of the San

Gabriel Peace Officers Association. He has served on the boards of community-based organizations with focus on addressing homeless issues, substance abuse, and juvenile violence. Wayne holds a Bachelor of Science degree in Police Science and Administration from California State University at Los Angeles. Executive training includes the FBI Southwest Command College and the Senior Management Institute for Police.

## SENIOR ASSOCIATE

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### CHIEF ROBERT HANDY, M.S.

Chief of Police, Huntington Beach Police Department, San Bernardino Police Department



#### BACKGROUND

Chief Robert Handy is a 30-year law enforcement professional having served in a wide variety of assignments from Patrol Officer to Police Chief. Handy served in three separate jurisdictions: Huntington Beach, California; San Bernardino, California; and Phoenix, Arizona.

Chief Handy worked on a wide variety of assignments from officer/detective through leadership positions in all divisions of a police agency and has been involved in training and teaching for decades. His broad base of experience includes firearms instructor, arrest tactics/use of force instructor, academy instructor, in-service instructor, and veteran university teacher. Chief Handy has obtained a

bachelor's and master's degree in public administration and is a graduate of the FBI National Academy.

Chief Handy has taught and developed police officers and police leaders from agencies across the Country. His diverse experiences from three jurisdictions, combined with years of academic research and teaching, has provided Handy with vast knowledge and expertise in police practices, training, and every other aspect of contemporary policing.

## SENIOR ASSOCIATE

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### DEPUTY CHIEF MARTIN BAEZA, B.A., M.A.

Retired Deputy Chief, Los Angeles Police Department



#### BACKGROUND

Deputy Chief Baeza served with the Los Angeles Police Department for thirty-two years and spent the last fourteen years in senior management positions. His depth of experience includes a variety of assignments in Patrol Operations, Detective, Specialized Divisions and Administrative Offices.

He retired from the Los Angeles Police Department as the Commanding Officer of the Personnel and Training Bureau overseeing Human Resources and training for all sworn and non-sworn employees of the Department.

He led various Operational Commands and the Police Academy. He restructured crime reduction strategies, implemented smart policing concepts and community engagement

programs. He was recognized for his creative community policing incentives and was a two-time recipient of the Excellence in Leadership Award for Community Policing.

Chief Baeza was invited to participate as a Los Angeles Police Department International Delegate in Abu Dhabi, United Arab Emirates. He presented best practices in community engagement and training development. Deputy Chief Baeza held a variety of leadership positions throughout the Department and has been involved in training police officers at all levels. He served as the Los Angeles Police Academy Director and oversaw the successful re-certification. His experience includes instructing in the Field Training Officer Program, Police Leadership, Supervisor, and the Executive Command Development Courses. He has been an invited speaker on various topics in leadership.

Deputy Chief Baeza led recruitment, hiring and the deployment of all human resources of the organization which encompassed 13,000 employees. He established a Traffic Group to oversee traffic commands and evaluate traffic policies and procedures. Additionally, his responsibilities included oversight of fleet, information technology and Behavioral Science Services. He was a standing member of the categorical use of force board and was integral in the assessment of policy, use of force tactics, procedural justice, and best practices.

Deputy Chief Baeza possesses a Bachelor of Science degree in Applied Business and Management and a Master of Arts in Organizational Management from Azusa Pacific University. He is also a graduate of the West Point Leadership Program, Senior Management Institute for Policing and the University of Southern California, Sol Price School of Public Policy, Executive Leadership Program.

## SENIOR ASSOCIATE

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**CHIEF DAVID SWING**  
Chief of Police, Pleasanton

### BACKGROUND

Chief David Swing is a 28-year law enforcement professional having served in a wide variety of assignments from Reserve Officer to Police Chief. Swing served most of his professional career in Morgan Hill, California starting as a Reserve Officer and rising to the rank of Chief for nine years. Swing is currently serving as the Chief of Police in Pleasanton, California.

Chief Swing is active in the law enforcement profession as a Past President and current board member of the California Police Chiefs Association. Swing developed an understanding of stop data demographics while representing California Police Chiefs for nearly four years on the Racial and Identity Profiling Act board including the Stop Data and Evidence Based Practices sub-committee.

Chief Swing worked on a wide variety of assignments to include FTO and SWAT Operator, Detective Sergeant through all leadership positions of a small police agency. Chief Swing is passionate about enhancing the organization's response to domestic violence and has been involved in the topic for decades. His broad base of experience also includes Police Management instructor for budgeting and strategic and succession planning. Chief Swing earned a bachelor's degree in public relations and master's degree in public administration and is a graduate of POST Command College.

Swing brings a strategic focus to his work, having developed multiple strategic plans aligning the work and budget of the Department to community expectations and Council goals.

## SENIOR ASSOCIATE

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**CHIEF GENE ELLIS**  
Chief of Police, Belton, TX

### BACKGROUND

A native of Houston, Texas, Chief Gene Ellis started his law enforcement career in the Houston area where he worked for the second largest city in Southeast Texas, Pasadena.

Chief Ellis has served as a Police Chief for over 20 years, including several years in the State of Iowa before returning to Texas in 2009 when he was appointed Chief of Police in Belton. Chief Ellis is a graduate of the University of Houston and St. Ambrose University.

He holds both Bachelor of Science and Master of Science Degrees in Criminal Justice. He is a graduate of the FBI National Academy, a law enforcement management program. He is a graduate of the Certified Public Manager Program through Texas State University. Chief Ellis is a member of the board of officers of the Texas Police Chiefs Association where he serves as a past president and liaison to the Texas Municipal League Board of Directors. Chief Ellis is a Past President of the Iowa Police Chiefs Association. He is a Life Member of the International Association of Chiefs of Police (IACP).

Gene Ellis also serves as Belton's Assistant City Manager, which is a dual role with his police chief duties. In this role he is responsible for other City departments including Code Compliance, Public (Communications) Information, Information Technology, and the library in addition to the Police Department. Gene leads the City of Belton's Excellence in Customer Service initiative and was instrumental in the creation of "Belton 101," an orientation program for new employees.

Gene enjoys travelling, cheering for the Houston Astros and the Green Bay Packers as a shareholder in the team, and spending time with family.

## SENIOR ASSOCIATE

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**DEPUTY CHIEF JASON CLAWSON, M.S.**  
Retired Deputy Chief, Pasadena

Jason is a veteran of the U.S. Navy and has 31 years of experience in municipal law enforcement operations, serving the citizens of Pasadena, California.

Jason has worked in many ranks across various divisions to include Patrol Operations, a gang suppression team, Vice/Narcotics, S.W.A.T. and Detectives. Jason is an expert handling neighborhood quality of life issues by focusing on premise liability, prevention, intervention, and enforcement methods. He led a Safe Streets Task Force while assigned as a Task Force Supervisor with the Federal Bureau of Investigation, focusing on the transnational gang problem stemming from Central America.

He has coordinated jurisdictional Mutual Aid, Critical Incident Response Team operations, and focused on problem locations through Community Policing efforts in high crime zones. Jason has served as the Press Information Officer where he directed and coordinated the activities within the Office of the Police Chief; audits and inspections; and the on-going review of policy and procedures. He served as the Project Director of a \$2.5 million dollar grant from the

Bureau of State and Community Corrections focusing on reintegration efforts of previously incarcerated community members.

Jason has participated in the development of goals, objectives, and key performance indicators for assigned divisional functions as well developing and administering divisional budgets, to include developing a Homeless Initiative to combat Mental Health and Homelessness.

For the last 8 months of 2022, Jason served as the Interim Police Chief for the City of Pasadena where he drafted and presented the department's \$97,000,000 budget, conducted Administrative Reviews, worked out salary resolutions, oversaw the implementation of a new Computer Aided Dispatch / Records Management System, and navigated the installment of a police oversight commission and independent police auditor, until his retirement from service in January 2023.

Jason received his master's degree in organizational leadership from Union Institute & University in Los Angeles, California. He was also the recipient of the Police Chief's Special Award for Excellence in 2006, the Freemason's United States Constitutional Observance Award in 2010, and was the Pasadena Police Foundation's Officer of the year in 2021. He is a lifetime member of the California Narcotic Officer's Association and sits on the executive board of the Flintridge Center's Vision 20/20 Advisory Council.

# PROPOSED SERVICES: THE CPSM APPROACH

The Town seeks proposals from qualified consultants to conduct a review of the Town's current contract for law enforcement services and a feasibility study to determine the cost and scope of creating a municipal police department. There are four deliverables:

1. Information Gathering
2. Preliminary Findings
3. Proposals and comparison of options
4. Final Report

Each of the deliverables are outlined in the project phases. For CPSM, we would suggest some grouping differences that could be discussed at project launch which would achieve the same outcome. CPSM would note that public meetings should be targeted at times when the participants are more likely to be on the Island and that participation include the option for Zoom in case it is an active storm season.

The CPSM team developed a standardized approach to conducting analyses of Police and Sheriff's departments by combining the experience sets of dozens of subject matter experts.

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.

During Phase II, CPSM conducts an on-site operational review. Here the performance indicators serve as the basis for the operational reviews. Prior to any on-

site review, agencies are asked to compile several key operational documents (i.e., policies and procedures, assets lists, 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.

As a result 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 and that may include formation of a new department.

The following information describes the CPSM approach to studying, understanding, evaluating, and reporting on Police and Sheriff's departments around the country. Although no two 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 customized for the client community.

## **PHASE I**

### **Data....why data?**

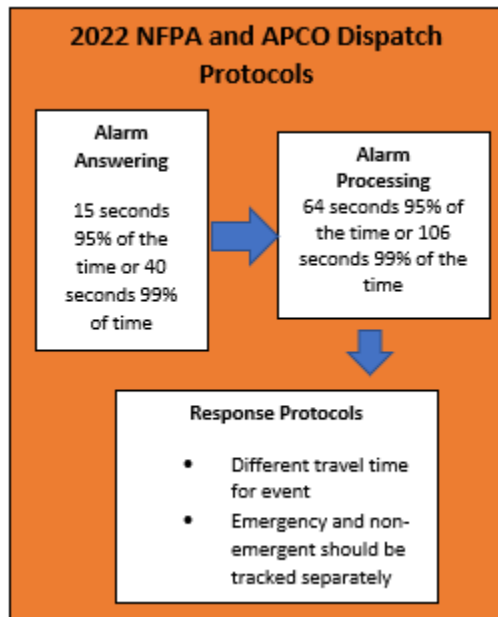
CPSM has found that there are tremendous amounts of data collected on a daily, even hourly basis on many departments. The challenge is how to access that data; how to clean that data; how to quantify that data; and how to present the product so that everyone understands.

CPSM does not use hypotheticals. We don't use "national averages" upon which to base our client team's individual recommendations and findings. We begin analyzing your data to establish your performance and paint a complete picture of how you are deploying with the accompanying results.

It is critical to have data and one of the biggest challenges for departments because rarely do they have the depth of our analytical team and its decades of research and trademarked processes. If we are going to recommend change and if our client team is going to make change – they need data to measure how it impacted their outcomes. It's not good enough to say, "this is what happens wherever." We need to provide you with the tools and launch point so that you can measure and report to your stakeholders – citizens, elected officials, appointed officials, and staff – how those changes affected the outcome.

The raw Computer Aided Dispatch data and our process is like a financial audit. No city, county or community ever imagines just skipping the annual audit. It's usually a mandate in the charter or state law. Yet we find few communities are willing to extend the same effort to delve into the operations of their largest emergency response departments whose actions can literally be life and death. Our process is the same for each community so that we can build national data reporting tables and compare you to like demographics, but we create our recommendations and findings based on your individual performance. The CAD system is also the official record of public safety services for communities. Like minute books for the County clerk, it is the record of times and actions taken by your response community. The information at dispatch needs to be collected; it needs to be correct; and it should be a resource to assist with decision making daily.

CPSM ensures this information and system is working and correct before we proceed to other facets of our work.



### Begins at dispatch

Armed with the data and information we gather; we start your project at the dispatch center. Benchmarks have been established for dispatch centers across the country in National Fire Protection Association Standards (NFPA 1220, NFPA 1221, NFPA 1710, NFPA 1720, etc). Many of those same benchmarks and standards have also been adopted by the Association of Public-Safety Communications Officials-International (APCO).

The dispatch protocols are continually being studied, particularly with the adoption of Priority Fire, Medical, and Police dispatch. The systems look at collecting what is happening, where, and alerting the right response to the right location for a positive outcome.

For that reason, it is important that two things occur at dispatch:

1. Caller expectations be established. In other words, if the dispatcher tells the caller that police and deputies will be "right there," the expectation is immediate response. Instead, dispatch centers should advise callers that officers are tied up on other calls and establish expectations for service delivery.
2. Calls should be categorized, monitored, and reported using multiple response time metrics. Crimes in progress and serious felonies should have established and monitored times. Outliers should be examined daily, and a report produced on why there may be extended time periods. For non-criminal and non-emergent calls, different metrics should exist with an explanation of why there were extended times.

### Dispatch Metrics

CPSM will look at the dispatch center to determine how often calls remain in the queue, trends on when lengthy queues develop, and whether the dispatch center is evaluating their operations on a regular basis to determine if they are meeting national standards and benchmarks.

The time that a fire, Police/Sheriff's, or EMS call occurs and for an alarm to be raised can vary from community to community. In urban, rural, and remote areas, it can be lengthy periods of time before a situation is noticed and the alert raised. In commuter communities, larcenies and break-ins may not be noticed until morning or people return home from work. These types of calls should be tracked independent of true emergencies to not corrupt the ongoing analysis of response times.

**TABLE 9-31: Reported Billings, Montana, and National Crime Rates, by Year**

Year	Billings				Montana				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2010	104,170	273	4,822	5,095	1,055,270	255	2,381	2,636	314,170,775	393	2,833	3,225
2011	105,095	299	4,467	4,766	1,064,639	256	2,220	2,476	317,186,963	376	2,800	3,176
2012	106,371	358	4,527	4,885	1,071,788	259	2,411	2,670	319,697,368	377	2,758	3,135
2013	107,802	395	5,208	5,603	1,078,577	264	2,379	2,642	321,947,240	362	2,627	2,989
2014	110,245	381	4,500	4,881	1,087,522	298	2,302	2,601	324,699,246	357	2,464	2,821
2015	109,997	442	4,730	5,172	1,099,717	327	2,452	2,779	327,455,769	368	2,376	2,744
2016	111,447	463	4,689	5,152	1,101,927	352	2,547	2,899	329,308,297	383	2,353	2,736
2017	111,317	493	5,458	5,951	1,050,493	377	2,592	2,969	325,719,178	383	2,362	2,745
2018	110,397	542	4,779	5,321	1,062,305	374	2,496	2,870	327,167,434	369	2,200	2,568
2019	110,198	610	4,083	4,693	1,068,778	405	2,193	2,598	328,239,523	379	2,010	2,489

**TABLE 9-32: Reported Billings, Montana, and National Crime Clearance Rates**

Crime	Billings			Montana			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances*	Rate
Murder Manslaughter	3	2	67%	35	20	57%	14,325	8,796	61%
Rape	75	10	13%	614	72	12%	124,817	41,065	33%
Robbery	98	38	39%	210	82	39%	239,643	73,091	31%
Aggravated Assault	499	285	57%	2,601	1,486	57%	726,778	380,105	52%
Burglary	608	58	10%	2,688	357	13%	981,264	138,358	14%
Larceny	3,266	835	26%	19,152	3,923	20%	4,533,178	834,105	18%
Vehicle Theft	625	76	12%	2,234	400	18%	655,778	90,497	14%

**Note:** \*National clearance counts were calculated from crimes and clearance rates, as these numbers are not directly available from the FBI.

For call answering, we will benchmark your time against the latest editions of NFPA and APCO standards. In 2022, that time process changed. If your dispatch is not performing at these levels – or if they are not using metrics to constantly evaluate performance (particularly in emergencies requiring rapid response), your team needs to be able to intervene. CPSM finds many communities and dispatch centers do not regularly look at this critical step on the successful outcome matrix.

By establishing different metrics for evaluating emergency and non-emergency travel times, unrealistic expectations and demands will be removed from the patrol force. Every call is not the same and does not require the same response.

The travel time which will be reviewed by our expert Geographic Information and Data division.

Our data team will also begin to produce analytics that look at statistical information reported and compiled by a wide variety of agencies. Crime rate comparisons, clearance rates, crime trends analysis, and other information will be integrated with our client team information that they will be uploading to a secure site for our subject matter experts' review.

For Phase II and armed with information, our Operations Team will work with the client team to evaluate the following major areas of operations:

## I. Benchmark the Community

It is essential to understand the service levels, protection needs, community dynamics, and overall environment within which the Sheriff's department operates.

The CPSM study may 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.



CPSM reviews Census Information that may flag key demographics to be studied further: are there minority populations and are there disparities in service? In actions? In communication?

## II. Patrol Operations

Police and Sheriff's 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 law enforcement 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 **The CPSM Patrol Workload & Deployment Analysis System®** with the ability to produce detailed information on workload even in those agencies without sophisticated management information systems.

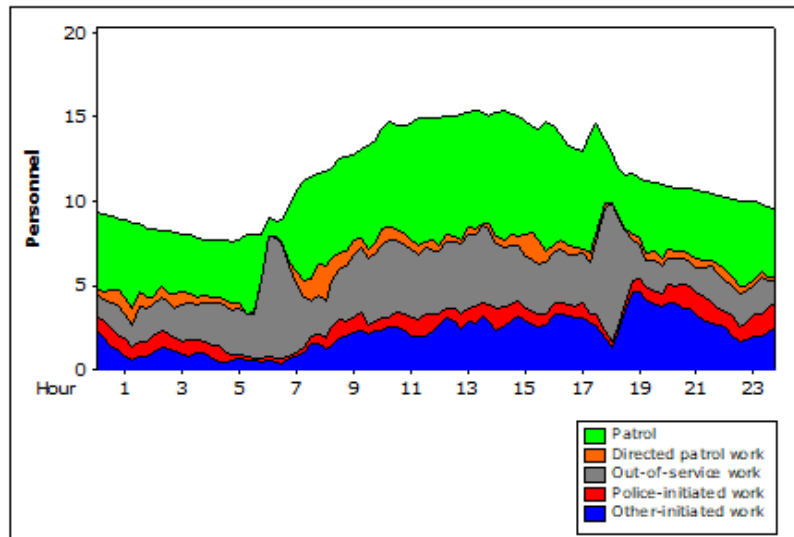
Using the raw data extracted from the department's CAD system our team converts calls for service into service workload and then effectively graphs workload reflecting seasonally, weekday / weekend and time of day variables. Using this information, the department can contrast actual workload with deployment and identify the amount of discretionary patrol time available (as well as time commitments to other activities – including special events).

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 time required to handle calls for service from inception to completion. Various types of 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 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 activities (such as team-led enforcement, directed patrol, community policing and selected traffic enforcement) will be reviewed to provide the community with a meaningful methodology to determine appropriate costing allocation models.

**Figure 7: Deployment and Main Workload, Weekdays, Summer**



**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 and officer-initiated calls for services, including traffic) and administrative activities (meals, vehicle, reports, etc.). There are approximately 15 officer-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 community wants and is willing to pay for.

**CPSM White Paper on Staffing**

CPSM and ICMA conducted research on staffing for police departments that led to a white paper released in 2013. More than 50 departments' data was analyzed for staffing, workload, and patrol trends across 24/7 and 365 days a year.

The subsequent white paper has been regularly used and quoted by the International Chiefs of Police, the Commission for Accreditation of Law Enforcement Agencies (CALEA), the Police Executive Research Forum (PERF) and most consultants.

The white paper found that a best practice for evaluating departments would position 60 percent of the sworn resources into patrol activities. In addition, no more than 60% of their total available time would be encumbered with calls for service.

The research showed that when the 60% encumbered level was exceeded, officers moved from proactive into reactive mode. In other words, officers expected additional calls for service, understood there were no free resources, and thus disengaged and awaited dispatch to the next call in the queue at dispatch.

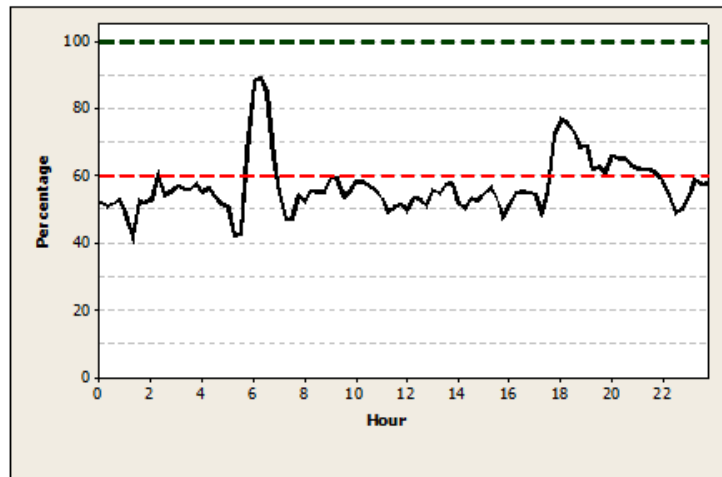
CPSM assembles the information on how much "time" is available, what various demands require against that time, and calculates a Saturation Index along with when the 60% is exceeded.

Using this data-driven approach, communities can determine how much un-encumbered time they desire and where they would like that time dedicated. It also allows communities to determine if additional staffing is needed, when, and how much.

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. 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?
- Based on workload is the staffing deployment appropriate?
- Based on the workload, is the shift schedule aligned appropriately and what alternatives to the current shift plan are most efficient?
- How many officers and supervisors are needed to staff the patrol function in order 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?

**Figure 8: Workload Percentage by Hour, Weekdays, Summer**

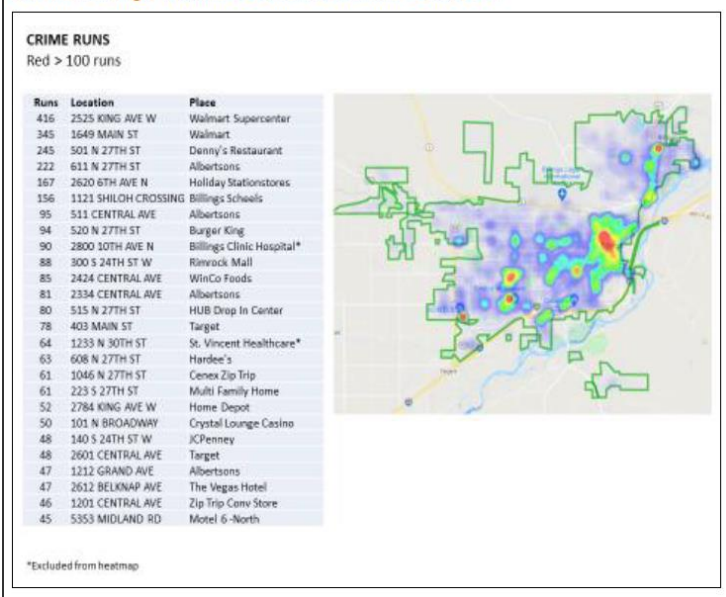


**Workload vs. Deployment – Weekdays, Summer**

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

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

FIGURE 4-3: High-volume Locations for Crime Calls, 2019



Our GIS team will use the analyzed data sets to identify high crime

locations, high accident locations, and “repeat calls for service” locations.

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 and community. Kiawah Island utilizes a multi-tier approach to policing with functions performed by several entities. How do these work? Can they work better?

To what extent does this bureau work, coordinate, and communicate with the other operational and support functions of the department and other entities? 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?
- 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?

Using the information compiled, CPSM will be able to recommend what level of investigation is needed should the Town form its own department and at what cost.

#### 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.
- Outsourcing opportunities;
- Best practice comparisons and opportunities for improvement.

Position	Proposed Authorized	Proposed Added Positions
<b>Sworn</b>		
Captain	1	
Lieutenant	3	
Sergeant	13	1*
Patrol Officer	78	
K9	4**	
Billings Clinic	2	
STEP – Traffic (No K9s)	4***	
DBA	2	
Parks	1	
<b>Total Sworn</b>	<b>108</b>	<b>1</b>
<b>Civilian</b>		
Police Service Officer***	6	6
<b>Total Civilian</b>	<b>6</b>	
<b>Total Authorized Personnel</b>	<b>114</b>	<b>7</b>

Departments across the country are struggling with recruitment, retention, and attracting candidates for sworn positions. In Kiawah Island, one significant challenge will be where officers will live and their availability in case of emergencies that exceed the regularly deployed workforce. We will look at opportunities that the department can use non-sworn personnel for non-criminal activities and keep sworn officers available for calls for service requiring certified officers.

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. Operation of Evidence and Property

CPSM will conduct a review of the evidence room and evidential processes of the department. We will determine if there is adequate staffing and a technology system for managing property and evidence.

CPSM starts by looking at the intake process: When officers seize property or evidence what occurs next? How are items transported to the evidence facility and what are the next steps?

We will look to create totals for the workload of not only the evidence and property but other component functions of the department.

This data should be a performance benchmark, as it reflects an effective operation and the necessary workspace.

**Evidence & Property Inventory, Intake, and Release, 2019**

	<b>Number of Items</b>
Items in inventory	69,448
Items received	18,202
Items released/disposed	19,807
Items awaiting disposition	647

**VI. Duty to Intercede and Report, De-escalation Provisions**

In recent years, law enforcement agencies nationwide have begun to include duty to intercede and report provisions in their use of force policies. Duty to intercede requires an officer to intercede if they witness a department member using force that is clearly beyond that which is necessary, as determined by an

objectively reasonable officer under the circumstances. A duty to report policy requires any officer who observes a law enforcement officer or an employee use force that potentially exceeds what the officer reasonably believes to be necessary to report such observation to a supervisor.

Sample Duty to Intercede and Report policy from Lexipol states:

*Any officer present and observing another law enforcement officer or an employee using force that is clearly beyond that which is necessary, as determined by an objectively reasonable officer under the circumstances, shall, when in a position to do so, intercede to prevent the use of unreasonable force. Any officer who observes a law enforcement officer or an employee use force that potentially exceeds what the officer reasonably believes to be necessary shall promptly report these observations to a supervisor as soon as feasible.*

In addition, de-escalation requirements have been incorporated into use of force policies. This policy requires officers to utilize de-escalation techniques, crisis intervention tactics, and other alternatives to force when feasible. "Feasible" has been defined for policy purposes in some jurisdictions as, "Reasonably capable of being done or carried out under the circumstances to successfully achieve the arrest or lawful objective without increasing risk to the officer or another person."

**Review of Use of Force Incidents**

CPSM will review policies that authorize deadly force when an officer is justified and what actions were taken in monitoring, documenting, and investigating police use of force.

## Use of Force Incidents, 2017–2019

Year	Incidents	Policy Violations
2017	78	0
2018	90	1
2019	131	2
<b>Total</b>	<b>299</b>	<b>3</b>

### VII. Organizational Culture

During the operational evaluation described above, organizational “themes” emerge. What does the department “think” about providing Sheriff’s 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 an 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 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.

### VIII. Health and Safety

Officer health and mental health are extremely important. In 2022, more officers died from suicide than in other line-of-duty incidents.

CPSM will review what programs the department has in place and during interviews, charrettes, and focus groups will seek to determine how those programs are being received.

### IX. Performance Management

The overarching philosophy of the CPSM approach is to evaluate the department the 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 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.

**WORRIED ABOUT YOUR FELLOW OFFICER?**

Are they performing or acting differently?  
Do they seem down?  
Are you concerned for their well-being?

According to the American Association of Suicidology, below are some **WARNING SIGNS** of acute suicide risk\*

**Threatening to hurt or kill themselves**  
(Or talking of wanting to hurt or kill themselves)

**Looking for ways to kill themselves**  
(Access to firearms, available medication, etc.)

**Talking or writing about death, dying, or suicide**  
(When these actions are out of the ordinary)

**Other behaviors that may be an indication:**

- Increased substance or alcohol use
- Experiencing no reason for being, no sense of purpose in life
- Withdrawal from friends, family, or society
- Giving away personal possessions or making long-term care of pets
- Acting reckless or engaging in risky activities seemingly without thinking about outcomes and consequences
- Changing behavior as a result of an impending or recent transition, separation, or absence

**Other needs/emotions that may be an indication:**

- Anxiety, agitation
- Unable to sleep or sleeping all of the time
- Feeling trapped, like there is no way out
- Hopelessness
- Drastic mood changes
- Rage/uncontrolled anger
- Seeking revenge

**RECOGNIZE WARNING SIGNS? SAVE A LIFE. REACH OUT AND ASK.**

**GET THE CONVERSATION STARTED**

Use these questions to break the ice and help your friend or fellow officer

**Peer-to-Peer:**

1. Hey, I noticed you aren't acting like yourself. Is everything alright? Do you have a couple of minutes to talk?
2. How's the conversation going, and I'm concerned about you. Can we talk?
3. Listen, I know you've been through a lot recently and have been in several stressful calls, and I know the stress that can come with it. I want to know how you are doing.

**Direct-Line Supervisor:**

1. Let's talk a few minutes about your behavior. Notice this isn't a bad thing, but I'm worried that your level of performance has been changing. I just need to hear from you.
2. Listen, I can see that you're struggling. You might feel like you can't trust talking to someone, but I want you to know that we have confidential resources you can share with you. We can do this together. What can I do to help you?

**YOU TALKED AND IDENTIFIED AN ISSUE . . . NOW WHAT?**

**Offer Resources:**

- National Suicide Prevention Lifeline (800) 273-8255
- Crisis Text Line Text HOME to 741741
- Employee Assistance Program (EAP) Information

**Still Worried?**

- If you feel the officer is still at risk of harming themselves or others, reach out with your supervisor about your officer and request your supervisor's peer support team.
- If you feel the officer is in immediate danger of harming themselves, **DO NOT LEAVE THE OFFICER ALONE** and keep talking to them. If possible, Contact 9-1-1 or take the officer to the emergency room immediately.
- Always follow your department's policies.

\*https://suicidology.org/ For more resources on suicide prevention and awareness, visit suidology.org.

This project was supported by Grant #2018-0001 awarded by the Bureau of Justice Assistance. The findings and conclusions are those of the author(s) and do not necessarily represent the official position of the U.S. Department of Justice.

SPONSORED BY IIR

This would conclude the “Information Gathering Phases.” We would provide for public meetings and opportunities for input from as many sources as possible. If the community desires, an on-line survey could also be created to maximize the capacity to allow public participation. CPSM does note that surveys can often only represent those that have concerns; satisfied community members will often decline the opportunity to participate.

### **PHASE II & III**

Once the CPSM team has data and information, we begin to prepare our preliminary findings. CPSM does not regurgitate a list of Ideas but instead focuses on concerns expressed or uncovered that can be supported by data as well as comparing the performance of conditions in Kiawah Island to best practices across the United States.

Using the community input, the data, and the information compiled by the Operations Team, preliminary findings are created that can be shared with our Kiawah Island Team. This allows us to get added feedback from the team to determine if some practices have been tried and failed or that may be outright rejected. We rely on our Kiawah Island Team to add this additional feedback so that more definitive ideas and courses can be created that are relevant to the conditions on Kiawah Island. All communities are different and some “best practices” may not be viewed as best or appropriate for Kiawah Island and its policing initiatives.

### **PHASE IV**

Once we have shared the draft report which will be created with Phase II and III, we will create the final report. Normally we allow about 15-30 days for this feedback.

The CPSM team can return for public meetings at a fee which is \$1,500 per subject matter expert along with travel expenses at cost with no administrative mark-up. Our team is also regularly consulted and available for questions at no additional cost. CPSM prides itself that we are not “drop and run” type consultants. We value the relationships our Team builds with Your Team and make every effort for that to continue.

# PROJECT SCHEDULE

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## **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, identifying agency point of contacts and commencing information gathering.

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

Immediately following project launch, the operations leads 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**

Also, 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 the department for 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**

CPSM would propose that this step would complete the first phase of the project as proposed by the Town. After receipt of the department's comments, the data report will be finalized within 10 days.

## **Milestone 5 – Conduct On-Site Visit – 30 days**

This milestone begins the second phase of the proposed project by the Town. CPSM does have a concern about the availability of residents because this may occur during the winter months. Subject matter experts will perform a site visit within 30 days of the delivery of the draft data report.

## **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 the department point of contact. 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 Town within 15 days.

**TOTAL ELAPSED TIME: 130 – 155 days**

# PROPOSED FEES

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The quotation of fees and compensation shall remain firm for a period of 90 days from this proposal submission.

We would propose the following grouping and total pricing:

PHASE I, II, and III -- \$70,529 (includes all travel) which developing and holding process meetings with the community, meetings with agencies, and two public presentations of the findings.

SHOULD WEATHER preclude in-person participation (active hurricane season), CPSM will negotiate a reduction in price and attempt to continue using on-line platforms to reach residents and others that might be forced from the Island.

PHASE IV – \$2,100.

PHASE I, II, and III would be billed in three installments: 40% with the project launch and data transfer; 40% with the delivery of the draft data report; 20% with the delivery of the draft data/operations report with findings. Phase IV would be billed with delivery of the final report.

## **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, CD or both. The final reports will incorporate the operational findings as well as data analysis. Should the municipality desire additional copies of the report, CPSM will produce and deliver whatever number of copies is requested, which will be invoiced at cost.

Should the local government desire additional support or in-person presentation of findings, CPSM will assign staff for such meetings at a cost of \$1,500 per day/per person plus travel expenses.

# CONCLUSION

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Part of ICMA's mission is to assist local governments in achieving excellence through information and assistance. Following this mission, Center for Public Safety Management, LLC acts as a trusted advisor, assisting local governments in an objective manner. CPSM's experience in dealing with public safety issues combined with its background in performance measurement, achievement of efficiencies, and genuine community engagement, makes CPSM a unique and beneficial partner in dealing with issues such as those being presented in this proposal. We look forward to working with you further.

For copies of reports (as released by clients) and testimonials of our work, please visit the QR code that will take you to our webpage at [www.cpsm.us](http://www.cpsm.us)



# REFERENCES AND PAST & CURRENT ENGAGEMENTS

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**Bald Head Island, North Carolina**

**Chris McCall, City Manager**

[cmccall@villagebhi.org](mailto:cmccall@villagebhi.org)

**910-457-9700, extension 1002.**

**Cocoa Beach, Florida**

**Robin Hayes, City Manager**

[citymanager@cityofcocoa-beach.com](mailto:citymanager@cityofcocoa-beach.com)

**321-868-3200**

**Powell, Ohio**

**Andy White, City Manager (we also conducted a study for CM White while he was in Huron, Ohio on Lake Erie, a summer community)**

[awhite@cityofpowell.us](mailto:awhite@cityofpowell.us)

**614-885-5380**

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<b>LOCALITY</b>	<b>ST</b>	<b>PROJECT DESCRIPTION</b>
Edmonton	AB	Comprehensive Analysis of Fire Services.
Leduc	AB	Fire Consolidation Plan
Leduc	AB	Comprehensive Analysis of Fire Services.
Kenai	AK	Comprehensive Analysis of Fire Services
Anniston	AL	Comprehensive Analysis of Police Services
Auburn	AL	Comprehensive Analysis of Fire 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 City	AZ	Comprehensive Analysis of Police Services
Lake Havasu City	AZ	Comprehensive Analysis of Fire Services
Florence	AZ	Comprehensive Analysis of Police Services
Pinal County	AZ	Comprehensive Analysis of Sheriff's Office
Prescott	AZ	Comprehensive Analysis of Fire Services
Prescott	AZ	Comprehensive Analysis of Police Services
Queen Creek	AZ	Police Strategic Plan

Queen Creek	AZ	Comprehensive Analysis of Fire services
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 Fire 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
Greenfield	CA	Comprehensive Analysis of Police Services
Hermosa Beach	CA	Comprehensive Analysis of Fire services
Hermosa Beach	CA	Comprehensive Analysis of Police Services
Laguna Woods	CA	Review of Sheriff's Office Service
Milpitas	CA	Comprehensive Analysis of Police Services
Morgan Hill	CA	Comprehensive Analysis of Police Services
Morgan Hill	CA	Comprehensive Analysis of Fire Services
Palm Desert	CA	Comprehensive Analysis of Fire Services
Palo Alto	CA	Comprehensive Analysis of Fire Services
Placentia	CA	Comprehensive Analysis of Police Services
Rohnert Park	CA	Comprehensive Analysis of Police Services
San Diego County	CA	EMS Study
San Jose	CA	Fire Study Review
San Jose	CA	Police Study Review
San Mateo	CA	Dispatch 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
Santa Rosa	CA	Performance Measurement Analysis
Stockton	CA	Comprehensive Analysis of Police Services
Stockton	CA	Comprehensive Analysis of Fire Services
Union City	CA	Comprehensive Analysis of Fire Services
Whittier	CA	Comprehensive Analysis of Police Services
Woodlands	CA	Police Chief Selection
Yuba City	CA	Comprehensive Analysis of Fire Services
Yuba City	CA	Comprehensive Analysis of Police Services
Federal Heights	CO	Comprehensive analysis of Police Services
Federal Heights	CO	Comprehensive analysis of Fire Services
Littleton	CO	Comprehensive Analysis of Fire Services
Steamboat Springs	CO	Comprehensive Analysis of Fire Services
Cheshire	CT	Police Management Review
Southington	CT	Comprehensive Analysis of Fire Services
Dover	DE	Comprehensive Analysis of Police Department
Dover	DE	Comprehensive Analysis of Fire Services

Alachua	FL	Expert Witness Law Enforcement Issues
Tamarac	FL	Analysis of Sheriff's Contract Services
Inverness	FL	Comprehensive Analysis of Fire Services
Delray Beach	FL	Comprehensive Analysis of Police Services
Delray Beach	FL	Comprehensive Analysis of Fire 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 Bch	FL	Police Chief Selection
Jupiter	FL	Police and Fire
Hobe Sound	FL	Public Safety Consolidation
Kenneth City	FL	Comprehensive Analysis of Police Services
Miami Beach	FL	Comprehensive analysis of Fire Services
Naples	FL	Presentation
North Port	FL	Comprehensive Analysis of Police Services
Orlando	FL	Expert Witness Law Enforcement Issues
Land O' Lakes	FL	Comprehensive analysis of Fire Services
New Port Richey	FL	Sheriff Budget Analysis
Pompano Beach	FL	Comprehensive Analysis of Police Services
Venice	FL	Comprehensive Analysis of Fire Services
Kingsland	GA	Comprehensive Analysis of Fire Services
Kingsland	GA	Fire Consolidation St Marys
Woodbine	GA	Police Consolidation Study
Garden City	GA	Preliminary Analysis Public Safety Merger
Johns Creek	GA	Analysis of Fire Services
Kingsland	GA	Fire Consolidation Study
Sandy Springs	GA	Comprehensive Analysis of Police Department
St. Marys	GA	Fire Consolidation Study
Boone	IA	Public Safety Consolidation
Boone	IA	Performance Measurement of Municipal
Hayden	ID	Comprehensive Analysis of Police Services
Jerome	ID	Analysis of Police Services
Algonquin	IL	Performance Measurement Analysis
Glenview	IL	Comprehensive Analysis of Police & Fire Services
Glenview	IL	Comprehensive Analysis of Police Services
Glenview	IL	Dispatch Operations Review
Highland	IL	Comprehensive Analysis of Fire Services
Highland Park	IL	Comprehensive Analysis of Fire Consolidation
Highwood	IL	Comprehensive Analysis of Fire Consolidation
Lake Bluff	IL	Analysis of Fire Consolidation
Lake Bluff	IL	Fire Data Review
Lake Forest	IL	Analysis of Fire Consolidation
Lake Zurich	IL	Comprehensive Analysis of fire services
Naperville	IL	Workload, Staffing & Schedule Design

Roseville	IL	Comprehensive Analysis of Police Services
Skokie	IL	Police Study
Western Springs	IL	Comprehensive Analysis of Police Services
Indianapolis	IN	Police Workload & Deployment Services
Plainfield	IN	Comprehensive Analysis of Police Services
Topeka	KS	Preliminary review of Fire Department
Northborough	MA	Comprehensive Analysis of Police Services
Northborough	MA	Comprehensive Analysis of Fire Services
Cambridge	MD	Performance Measurement Study
Annapolis	MD	Comprehensive Analysis of Police Services
Ocean City	MD	Dispatch Operations Review
Ann Arbor	MI	Comprehensive Analysis of Fire Services
Auburn Hills	MI	Comprehensive Analysis of Fire Services
Auburn Hills	MI	Comprehensive Analysis of Police Services
Benton Harbor	MI	Public Safety Consolidation
Chesterfield	MI	Comprehensive Analysis of Police Services
Lansing	MI	Comprehensive Analysis of Police Services
Lansing	MI	Comprehensive Analysis of Fire Services
Detroit	MI	Police Department Review
Douglas	MI	Comprehensive Analysis of Police Services
Flint	MI	Comprehensive Analysis of Fire Services
Flint	MI	Comprehensive Analysis of Police Services
Grand Rapids	MI	Comprehensive Analysis of Police Services
Grand Rapids	MI	Comprehensive Analysis of Fire Services
Kingsley	MI	Comprehensive Analysis of Fire Services
Interlochen	MI	Comprehensive Analysis of Fire Services
Grosse Pointe	MI	Public Safety Consolidation
Grosse Pointe	MI	Public Safety Consolidation
Hamtramck	MI	Police Study
Grand Rapids	MI	Comprehensive Analysis of Police & Fire Services
Grand Rapids	MI	Analysis of Police Services Consolidation
Kentwood	MI	Analysis of Fire Services Consolidation
Flint	MI	Comprehensive Analysis of Police Services
Flint	MI	Comprehensive analysis of Fire Services
Novi	MI	Comprehensive Analysis of Police Services
Novi	MI	Comprehensive analysis of Fire Services
Kalamazoo	MI	Police Workload / Contract for Services Analysis
Petoskey	MI	Public Safety Consolidation
Plymouth	MI	Fire Services Consolidation
Plymouth	MI	Fire Service Analysis
Royal Oak	MI	Comprehensive Analysis of Police Services
Royal Oak	MI	Comprehensive Analysis of Fire Services
Saginaw	MI	Comprehensive Analysis of Police Services
Saginaw	MI	Comprehensive Analysis of Fire Services
Vicksburg	MI	Financial Analysis of Fire Authority

Saint Joseph	MI	Public Safety Consolidation
Sturgis	MI	Public Safety Analysis
Troy	MI	Comprehensive Analysis of Police Services
Troy	MI	Review of Fire Administration and Inspections
Wyoming	MI	Comprehensive Analysis of Police Services 2012
Wyoming	MI	Comprehensive Analysis of Fire Services 2012
Wyoming	MI	Comprehensive Analysis of Police Services 2009
Wyoming	MI	Comprehensive Analysis of Fire Services 2009
Mankato	MN	Public Safety Study
Moorhead	MN	Comprehensive Analysis of Fire Services
Saint Cloud	MN	Police Strategic Planning Review
Saint Cloud	MN	Comprehensive Analysis of Police Services
Brentwood	MO	Comprehensive Analysis of Police Services
Saint Louis	MO	Comprehensive Analysis of Fire Services
Saint Louis	MO	Comprehensive Analysis of Police Services
Saint Louis	MO	Standard of Response / risk assessment
Bozeman	MT	Fire Protection Master Plan
Bald Head Island	NC	Public Safety Staffing Review
Bald Head Island	NC	Public Safety Consolidation
Chapel Hill	NC	Comprehensive Analysis of police services
Cornelius	NC	Fire Consolidation Study
Davidson	NC	Fire Consolidation Study
Greenville	NC	Comprehensive Analysis of Fire Services
Oxford	NC	Comprehensive Analysis of Fire Services
Oxford	NC	Comprehensive Analysis of Police Services
Rocky Mount	NC	AED Grant assistance
Rocky Mount	NC	Comprehensive Analysis of Police Services
Grand Island	NE	Comprehensive Analysis of Police Services
Grand Island	NE	Comprehensive Analysis of Fire Services
South Sioux City	NE	Fire Services Strategic Plan
East Brunswick	NJ	EMS Study
Oradell	NJ	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
Bernalillo	NM	Comprehensive Analysis of Fire Services
Las Cruces	NM	Comprehensive Analysis of Fire 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	Comprehensive Analysis of Fire Services
North Las Vegas	NV	Fire Workload Analysis
Bria Cliff Manor	NY	Analysis of police consolidation
Garden City	NY	Comprehensive Analysis of Fire Services

Long Beach	NY	Comprehensive Analysis of Fire and EMS services
Armonk	NY	Comprehensive Analysis of Police Services
Oneonta	NY	Comprehensive Analysis of Fire and EMS services
Oneonta	NY	Fire Apparatus Review
Orchard Park	NY	Comprehensive Analysis of Police Services
Ossining	NY	Analysis of police consolidation
Ossining	NY	Analysis of police consolidation
Rye	NY	Police Chief Selection
Watertown	NY	Comprehensive Analysis of Fire Services
Cincinnati	OH	Police Dispatch Review
Dayton	OH	Police Internal Affairs Review
Huron	OH	Comprehensive Analysis of Police Services
Huron	OH	Comprehensive Analysis of Fire Services
Independence	OH	Comprehensive Analysis of Police Services
Independence	OH	Comprehensive Analysis of Fire Services
Sandusky	OH	Fire Study
Sandusky	OH	Police Study
Broken Arrow	OK	Comprehensive Analysis of Police Services
Broken Arrow	OK	Comprehensive Analysis of Fire Services
Edmond	OK	Comprehensive Analysis of Police Services
Jenks	OK	Comprehensive Analysis of Police Services
Jenks	OK	Comprehensive Analysis of Fire Services
Muskogee	OK	Comprehensive Analysis of Police Services
Tulsa	OK	Comprehensive Analysis of Fire Services
Bend	OR	Comprehensive Analysis of Police Services
Grants Pass	OR	Comprehensive Analysis of Fire Services
Grants Pass	OR	Comprehensive Analysis of Police Services
Grants Pass	OR	Public Safety Strategic Plan Development
Ontario	OR	Comprehensive Analysis of Police Services
Ontario	OR	Comprehensive Analysis of Fire Services
Mohnton	PA	Comprehensive Analysis of Police Services
Mohnton	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
Wrightsville	PA	Comprehensive Analysis of Police Services
Lancaster	PA	Police Study
Berwyn	PA	Comprehensive Analysis of Police Services
East Providence	RI	Comprehensive Analysis of Fire Services
East Providence	RI	Expert Witness Fire Issues
Beaufort	SC	Review of Fire Service Contract
Beaufort	SC	Comprehensive Analysis of Police Services
Beaufort	SC	Comprehensive Analysis of Fire Services
Walterboro	SC	Comprehensive Analysis of Public Safety Dept.
Rapid City	SD	Comprehensive Analysis of Fire Services

Germantown	TN	Comprehensive Analysis of Fire Services
Johnson City	TN	Comprehensive Analysis of Fire Services
Johnson City	TN	Comprehensive Analysis of Police Services
Smyrna	TN	Comprehensive Analysis of Police Services
Smyrna	TN	Comprehensive Analysis of Fire Services
Addison	TX	Comprehensive Analysis of Fire Services
Addison	TX	Comprehensive Analysis of Police Services
Baytown	TX	EMS Study
Belton	TX	Comprehensive Analysis of Police Services
Belton	TX	Comprehensive Analysis of Fire Services
Belton	TX	Police Chief Selection
Belton	TX	Fire Chief Selection
Buda	TX	Comprehensive Analysis of Police Services
Cedar Park	TX	Comprehensive Analysis of Police Services
Conroe	TX	Fire Services Analysis and Standard of Response
Frisco	TX	Comprehensive Analysis of Fire Services
Highland Village	TX	Fire Review
Hutto	TX	Comprehensive Analysis of Fire Services
Lucas	TX	Fire and EMS Analysis
New Braunfels	TX	Fire Study
New Braunfels	TX	Police Study
Prosper	TX	Comprehensive Analysis of Police Services
Round Rock	TX	Comprehensive Analysis of Fire Services
Sugarland	TX	Fire Department Overtime Analysis
Sugarland	TX	Comprehensive Analysis of Fire Services
Victoria	TX	Comprehensive Analysis of Police Services
Washington City	UT	Comprehensive Public Safety Analysis
Hampton	VA	Police Chief Selection
Leesburg	VA	Comprehensive Analysis of Sheriff Services
Leesburg	VA	Comprehensive Analysis of Fire Services
Bonney Lake	WA	Comprehensive Analysis of Police Services
Lacey	WA	Comprehensive Analysis of Fire 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
Menomonie	WI	Sheriff Office Study
Wauwatosa	WI	Comprehensive Analysis of Fire Services
Wauwatosa	WI	Comprehensive Analysis of Police Services
Jackson	WY	Police Consolidation Review
Laramie	WY	Comprehensive Analysis of Police Services
Jackson	WY	Police Consolidation Review



**GOVERNMENT OF THE DISTRICT OF COLUMBIA**  
DEPARTMENT OF LICENSING AND CONSUMER PROTECTION  
CORPORATIONS DIVISION



**C E R T I F I C A T E**

**THIS IS TO CERTIFY** that all applicable provisions of the District of Columbia Business Organizations Code (Title 29) have been complied with and accordingly, this ***CERTIFICATE OF GOOD STANDING*** is hereby issued to

CENTER FOR PUBLIC SAFETY MANAGEMENT, LLC

**WE FURTHER CERTIFY** that the domestic entity is formed under the law of the District on 04/07/2014 ; that all fees, and penalties owed to the District for entity filings collected through the Mayor have been paid and Payment is reflected in the records of the Mayor; The entity's most recent biennial report required by § 29-102.11 has been delivered for filing to the Mayor; and the entity has not been dissolved. This office does not have any information about the entity's business practices and financial standing and this certificate shall not be construed as the entity's endorsement.

**IN TESTIMONY WHEREOF I** have hereunto set my hand and caused the seal of this office to be affixed as of 9/6/2023 2:30 PM

Business and Professional Licensing Administration



*Rebecca Janovich*

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REBECCA JANOVICH  
Superintendent of Corporations,  
Corporations Division

Muriel Bowser  
Mayor

Tracking #: PgaZVwgN

## OFFEROR'S CHECKLIST

NOTE: These items are the criteria on which your proposal will be evaluated.

Please make sure that the following items are included with your submittal:

- X Submittal Form **(Required)**
- X Non-Collusion Oath **(Required)**
- X Documentation of Insurance Coverage **(Required)**
- X Copy of Business License (If applicable)
- N/A Minority/Women Owned Business Certification (Preferred but not required)

**NOTE: IN ADDITION TO THE ABOVE, THE FOLLOWING ITEMS MUST ALSO BE INCLUDED OR ADDRESSED IN YOUR SUBMITTAL:**

- X Organization Information **(Required)**
- X Personnel List (i.e. names of persons to be used in this engagement) **(Required)**
- X References **(Required)**
- X All Inclusive Cost **(Required)**

***You do not have to submit the Offeror's Checklist. This list is included for your convenience. However, all required information must be provided.***

***Failure to submit the required items may deem your submittal to be non-responsive.***

**SUBMITTAL FORM**

**(Offeror to complete all blanks)**

**Page One**

DATE: March 7, 2024

**ORGANIZATIONAL INFORMATION**

NAME OF OFFEROR: Center for Public Safety Management, LLC

BUSINESS ADDRESS: 475 K Street NW, Suite 702

Washington, DC 20001

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**BY SUBMITTING HIS PROPOSAL, THE UNDERSIGNED OFFEROR REPRESENTS:**

1. that he has carefully examined specifications for the Services;
2. that he is familiar with all the conditions surrounding the performance of the Services;
3. that, if awarded the Contract, he will provide all labor, material, supplies and equipment necessary to execute the Services in accordance with the Contract Documents;
4. that he understands that the Town reserves the right to reject any or all responses which does not meet the proposal requirements, or all proposals in the event that the Project is canceled, postponed, or if it is in the best interest of Town of Kiawah Island;
5. that, if awarded the Contract, he will enter and execute a contract as required in the Invitation to Bid;
6. that the Offeror is legally able to enter into and perform a contract, if awarded;
7. that the Offeror is current on all taxes and fees owed to the Town.
8. that the Offeror has provided proof of insurance as required by the Town.

**I. PERSONNEL:**

Provide a list of personnel that will be committed to this engagement and their job function.

\_\_\_\_\_  
Thomas J. Wieczorek, Project Manager (on-site and off)

\_\_\_\_\_  
Leonard Matarese, Managing Partner (administrative support)

\_\_\_\_\_  
Dr. Dov Chelst, Director of Quantitative Analysis

\_\_\_\_\_  
Dr. Shan Zhou, Data Analyst for Police

\_\_\_\_\_  
Dr. David Martin, Geospatial location and analytics

\_\_\_\_\_  
Jarrod Burguan, Project Specialist

\_\_\_\_\_  
SME's as determined for specific functions

\_\_\_\_\_  
Other personnel that may be called upon depending on findings, conditions, and direction are included in response.

**II. EXPERIENCE:**

**At least three (3) references for similar work performed are required; however, you may provide as many as five (5) references.**

1. COMPANY NAME:

**ALL REFERENCES ARE INCLUDED IN THE PROPOSAL AND WOULD BE CITY MANAGERS/CITY OFFICIALS INSTEAD OF COMPANIES.**

We have included a master listing of other cities, departments, and communities in which we have performed work.

\_\_\_\_\_

II. **COST:**

In Compliance with Request for Proposals, the undersigned hereby proposes to provide all materials, equipment, and labor, except as otherwise provided noted, for the Services agreement for the following cost:

<b>All-inclusive Cost for Services:</b>
Phase I, II, III -- \$70,529
Phase IV-- \$2,100
<b>TOTAL BOTH PHASES: \$72,629</b>

NAME OF COMPANY: Center for Public Safety Management, LLC

By: Thomas J. Wieczorek

Title: Director/Partner (i.e., Owner, Partner, Corporate Officer, etc.)

Address: 475 K Street NW, Suite 702

City: Washington

State: DC

Zip: 20001

Telephone Number: 616-813-3782 Business Fax Number: \_\_\_\_\_

Is your firm a  Corporation,  Sole Proprietorship, or  Partnership?

If incorporated, please list state of incorporation: District of Columbia (attached)

FEIN or SSN: 46-5366606

**III. BUSINESS LICENSE:**

The Offeror is not required to have valid business licenses to submit a Proposal. However, Offeror's must possess a valid Business License for business undertaken within the corporate limits of the Town of Kiawah Island.

Does your business have a valid Town of Kiawah Island Business License?

Yes  No If yes, list the number \_\_\_\_\_

Contact (843) 768-9166 with any questions. If no, a business license must be obtained upon award of the contract.

**IV. INSURANCE:**

Contractor shall carry and maintain Worker's Compensation Insurance in statutory amounts for its employees, unless exempt by State statute. Contractor shall provide Town with certification of this coverage, or if exempt, written confirmation of this.

Contractor shall be insured with Worker's Compensation, carry a Comprehensive Liability Policy of at least One Hundred Thousand (\$100,000) Dollars per occurrence (combined single limit of liability) to cover operations equipment and contractual liability, and have a (\$50,000 minimum) janitorial bond. Contractor shall provide Town with a copy of the policy which shall name the Town as an additional insured.

Contractor shall defend, indemnify, and hold harmless the Town, its elected officials and employees from and against any and all actions, costs, claims, losses, expenses and/or damages arising out of performance of the working contractor. **COPY OF INSURANCE ATTACHED**

**V. MINORITY/WOMEN-OWNED ENTERPRISE:**

Are you a Minority or Woman-Owned business?  Yes  No

If so, are you certified?  Yes  No

If you are certified, you must furnish a copy of your certificate with your submittal.

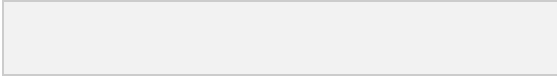


Thomas J. Wiczorek

Director CPSM

**NON-COLLUSION OATH**

**SEE NOTARIZED DOCUMENT ATTACHMENT**



CITY OF: ~~WASHINGTON~~ MCKINNEY

STATE OF: ~~DISTRICT OF COLUMBIA~~ Texas

Before me, the Undersigned, a Notary Public, for and in the County and State aforesaid, personally appeared THOMAS J. WIECZOREK and made oath that the Offeror herein, his agents, servants, and/or employees, to the best of his knowledge and belief, have not in any way colluded with anyone for and on behalf of the Offeror, or themselves, to obtain information that would give the Offeror an unfair advantage over others, nor have they colluded with anyone for and on behalf of the Offeror, or themselves, to gain any favoritism in the award of the contract herein.

SWORN TO BEFORE ME THIS 7<sup>th</sup> DAY OF MARCH, 2024

*Thomas Joseph Wieczorek*

Authorized Signature for Offeror

Please print Offeror's name and address:

Thomas J. Wieczorek

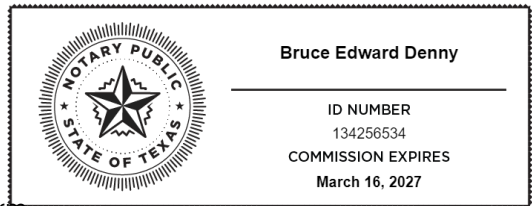
475 K Street NW, Suite 702

Washington, DC 20001

Notary Signature

Electronically signed and notarized online using the Proof platform.

NOTARY PUBLIC FOR THE STATE OF Texas



My Commission Expires: 03/16/2027

Print Name:      Bruce Edward Denny