

Revised Proposal for a Police Organizational and Workload Study

APPLETON, WISCONSIN

September 12, 2024

matrix 
consulting group

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September 12, 2024

Jay Ratchman, Director
Human Resources Department
City of Appleton
100 North Appleton Street
Appleton, WI 54911

Dear Mr. Ratchman,

Matrix Consulting Group is pleased to submit our revised proposal to conduct an Organization and Workload Study of the Appleton Police Department. We are comprised of highly experienced management consultants, specializing in law enforcement services. This proposal is based on RFP issued by the City of Appleton, our background research on the City and its Police Department, as well as our experience conducting comparable studies in Wisconsin and around the country.

We have extensive experience with similar assessments for over 400 police departments in Wisconsin and across the country (as well as in Canada). Our firm has assisted police and municipal managers with improving department management, organizational structure, staffing, and operations. The following table provides a partial list of recent police studies:

Asheville, NC	Glendale, WI	Madison, WI
Austin, TX	Glenn Heights, TX	Raleigh, NC
Birmingham, AL	Kyle, TX	Sacramento, CA
Buda, TX	Lewisville, TX	Salt Lake City, UT
Columbia, MO	Los Angeles, CA	San Antonio, TX
Davenport, IA	Miami Beach, FL	San Francisco, CA
Denton, TX	Midwest City, OK	San Jose, CA
Elko, NV	O'Fallon, MO	Sunnyvale, TX
Milwaukee, WI	Oshkosh, WI	Tacoma, WA
Fort Worth, TX	Ossining, NY	Travis County, TX

In addition, we are currently completing law enforcement studies for Scott County and St. Louis County, Minnesota.

All staff for our proposed team are highly experienced, having conducted hundreds of police service studies, including each of those listed above. Our highly qualified team includes:

- **Richard Brady**, the President of MCG with over 40 years of police analytical experience working with over 400 law enforcement agencies throughout the country and in Canada. He would be involved in every facet of the project.
- **Ian Brady**, a Senior Vice President with 10 years of experience in law enforcement consulting; he leads our police consulting practice and has developed all of the firm's deployment and staffing models.
- **John Scruggs**, a Manager and former Portland Police Bureau senior manager, has over 26 years of law enforcement experience. He co-authored legislation on body worn cameras in Oregon.
- **Devon Clunis**, a Senior Manager with over 30 years of experience as a consultant and transformational police professional, including chief in Winnipeg (MB) and recent head of Ontario's Inspectorate of Policing.
- **Tim Donohoe**, a Senior Consultant and former Commander with the Reno (NV) Police Department, has over 20 years of law enforcement experience.
- **Philip Berry**, a Senior Consultant and data analyst with over 9 years of experience working with law enforcement agencies across the country.

We appreciate the opportunity to submit this proposal on this important project for the City. If you have any questions, please do not hesitate to contact me by phone at 650.858.0507 or by email at rbrady@matrixcq.net.



Richard Brady, President
Matrix Consulting Group, Ltd.

2 Project Approach

1. Summary of Our Approach to Conduct Police Studies

Our firm's reputation is based on providing detailed analysis through extensive data collection, input, and interaction with our clients. The cornerstone of our philosophy in conducting organization and management studies is summarized in the following points:

- **A principal of the firm is the project manager on every project.** For this project, we would commit the President of the firm as Project Executive and a Vice President as Project Manager. We have also assigned several of our Senior Managers.
- **We approach our projects with a firm grounding in formal analytical methodologies.** All impacts are identified and analyzed in detail to ensure that recommendations are implemented and our clients (and the public they serve) can understand the reasons for recommended changes. This is achieved by:
 - Use of proven project management techniques.
 - Input from staff through interviews and surveys.
 - Detailed data collection and analysis derived from primary sources.
 - Extensive internal reviews of facts, conclusions, and recommendations.
 - Detailed implementation plans.
- **We have developed strong project management techniques** to ensure that the study progresses on schedule at the desired level of quality:
 - Our team would be led by the President and Vice President who lead our police consulting practice.
 - All project work activities are defined in advance and tied to each project team member, deliverables, the schedule and the budget.
 - The project manager develops general and project specific data collection plans and interview guides for all our staff.
 - Project team and client expectations and results are managed on a continual basis by utilizing formal project schedules and reporting.
 - The project manager designs and personally reviews all work products.

- We will establish progress meetings to review interim deliverables and findings as they are developed. This approach to collaboration will ensure no surprises and provide multiple opportunities for input.

These project management approaches have resulted in all our projects being delivered at a high level of quality, on time and on budget. We are known for the depth and insight of our analysis and our client responsiveness.

2. Background to and Scope of Work for the Study

The City of Appleton has requested an Organizational and Workload Study of its Police Department. The study aims to provide essential insights to ensure adequate staffing levels, optimize service delivery throughout all divisions within the organization, and meet the needs of the evolving community.

The context for this study is also very relevant. The Appleton Police Department succeeded in achieving its 2023 goals of hiring 10 new officers and maintain this recruitment process in preparation of future retirements. Further, the department consistently seeks to evaluate different areas of police services to determine the most efficient and cost-effective ways to provide services to the community. In an attempt to do so, APD has made strides in becoming more efficient including the addition of a Community Engagement Specialist position, the addition of a Traffic Safety Officer in response to an effective 2022 pilot program, and enhancements to training throughout the organization. Moreover, the department, in conjunction with the City and regional entities, has created Crisis Response Teams and Project Safe Response to ensure that appropriate resources and outcomes result from calls involving cognitive and behaviorally impaired persons.

Appleton PD is, in part, accomplishing these goals through the utilization of technology. APD is currently expanding their FLOCK Safety contract to purchase 19 stationary ALPR cameras to deploy at critical locations throughout the City.

Finally, law enforcement today needs to demonstrate to the communities they serve that they support and meet more holistic goals and effectiveness, based on “21st Century Policing” goals or emerging best practices.

Key outcomes associated with this study include:

- Evaluating current staffing needs, including the tools and equipment needed to provide exceptional services to the Appleton community.

- Evaluating the policies and practices in relation to comparative law enforcement agencies in the region through a comparative evaluation.

The following section outlines the proposed project task plan that has been specifically tailored to address these key outcomes.

3. Project Task Plan

The following task plan outlines our plan to conduct the study, including each interim deliverable leading to the final report.

Task 1 | Project Initiation and Stakeholder Engagement

In order to conduct the study of the Appleton Police Department, the project team will first develop an initial understanding of the department and its service environment, as well as seek input on existing service levels and potential issues from department managers and key stakeholders. This task allows for an opportunity to learn about the unique characteristics, policing programs, and services provided by the department. This process includes the following elements:

- Conduct interviews with the Chief, command staff, the City Manager and elected officials in order to obtain their views on police service issues and improvement opportunities, as well to confirm the goals and objectives of the study.
- Conduct a kickoff meeting with the project review committee, including a review of project objectives, approach, interim deliverables, and schedule.
- Conduct additional one-on-one interviews with Appleton Police Department personnel in order to develop our understanding of the agency's organization, unique characteristics, service levels, and issues.
- Augment employee interviews with an anonymous employee survey for everyone to provide input to the study at its outset.
- Interview contacts within the department to start the data collection process in that area and identify other key contacts within the organization.
- Conduct interviews with other internal (City) stakeholders and external ones (community leaders).

These initial interviews will focus on determining individual attitudes toward current law enforcement services and organizational considerations, including the following topics:

- Adequacy of existing service levels.

- Management systems.
- Responsiveness to community priorities and other service needs.
- Resource constraints and contributing factors.

The project team will also begin to collect various documents, including departmental goals, vision, and objectives statements, as well as other organizational materials and budgetary documents.

TASK RESULT

Based on the results of these interviews and initial data collection, the project team will prepare an issues list that will provide the basis for subsequent analytical steps. The project team will also summarize the results of the employee survey once that process is complete.

Task 2 | Descriptive Profile of the Police Department

The project team will document its initial understanding of the department, its service levels, staffing, and service environment in a descriptive profile of the Appleton Police Department. The profile will also present workload data, preliminary analysis, organizational charts, salaries and compensation, deployment schedules, and a summary of key characteristics and dynamics of the community.

A primary aim of developing the descriptive is to provide a foundation for subsequent analysis by ensuring the accuracy of our assumptions and understanding of key details.

For each divisions and unit within the department, the descriptive profile will detail

- Current (filled) and authorized staffing levels by classification.
- Key responsibilities and duties for each unit, command staff, and unique role within the department, including all administrative and support units.
- Organizational structures and reporting relationships.
- Deployment structures of field services, including for patrol:
 - Detailed visualization and tables showing the current shift schedule, including personnel assigned to each, start times, and workday rotations.
 - Areas of geographic responsibility.

- For investigative units, total caseloads, a description of case management practices, and case assignment processes.
- For administrative and support functions, workloads and service levels, technology in use, allocation of collateral roles, and division of responsibility between the City and the Department.
- In this task we will also document the facility size, functional allocation of space, and issues, including the booking facility in use.

The draft document will be reviewed with the project team, with corrections and revisions being made thereafter. This meeting will also provide an opportunity to discuss initial observations and findings, coordinate any remaining data collection needs, and discuss the next steps of the project.

TASK RESULT

A descriptive profile will be created, detailing the staffing, workload levels, and deployment schedules of the department, as well as any key characteristics of the service environment.

Task 3 | Analysis of Workload and Staffing

The project team will develop a comprehensive analysis of staffing needs for every function of the department, as well as strategies achieving the best use of existing resources. While different analytical factors and processes are used to determine staffing needs for each function, the project team will examine strategies for deploying, allocating, and managing the operations of personnel around a number of key considerations:

For every function, the analysis will focus on the ability of staffing levels to achieve targeted service levels and support effective operations management, such as:

- Key workload drivers and processes for administrative and support functions.
- Are spans of control within targeted ranges for individual functions?
- Are controls for overtime usage adequate, and what are the key drivers of overtime by type (e.g., to backfill, staff special events, etc.)?

The following subsections provide examples of how we look at several key functions within the Department.

(1) Patrol Workload, Proactivity, and Staffing

Analysis of community-generated calls for service using computer aided dispatch data is central to this effort. project team will determine current service levels through:

- Analysis of patrol workload, including at the following levels:
 - Calls for service by hour and weekday, month, area, priority level.
 - Response and travel times by priority level and call classification.
 - Total spent handling calls by primary and backup units by time and area.
 - Factors and assumptions for other workload factors, such as report writing.
- Patrol self-initiated activities and community engagement strategies, including:
 - Self-Initiated activities by hour and weekday.
 - Trends in types and frequency in which self-initiated activities are generated.
 - Relationship between uncommitted time and officer-generated activity.
 - Analyze jail transport and booking times currently incurred.
- Determine patrol staffing needs, both overall and at the level of each patrol division and shift, based on workloads and targets for proactivity.
- Evaluate the current shift schedule from the perspectives of how well deployments in time match variations in daily workloads as well as the 'desirability' of the shift in terms of officers' quality of life.
- The project team will analyze issues associated with the geographic deployment structure, including whether it is able to equalize workloads and proactive capabilities and meet minimum service level objectives.
- Analyze patrol supervisory staffing needs based on span of control and the impact of the administrative workloads handled by sergeants and ability to be in the field.
- This study needs to explore additional opportunities for delivering services in an alternative manner. The City, Outagamie County, and the region have been leaders in this – through creation of dedicated response to various crisis calls as well as responses to low priority calls by civilian paraprofessionals (CSOs). The team will evaluate if these programs can be expanded.

The following pages provide examples of the firm's approaches to analyzing crime, calls for service, and patrol proactivity/unallocated time.

Analysis of Patrol Proactive Capabilities at Specific Times

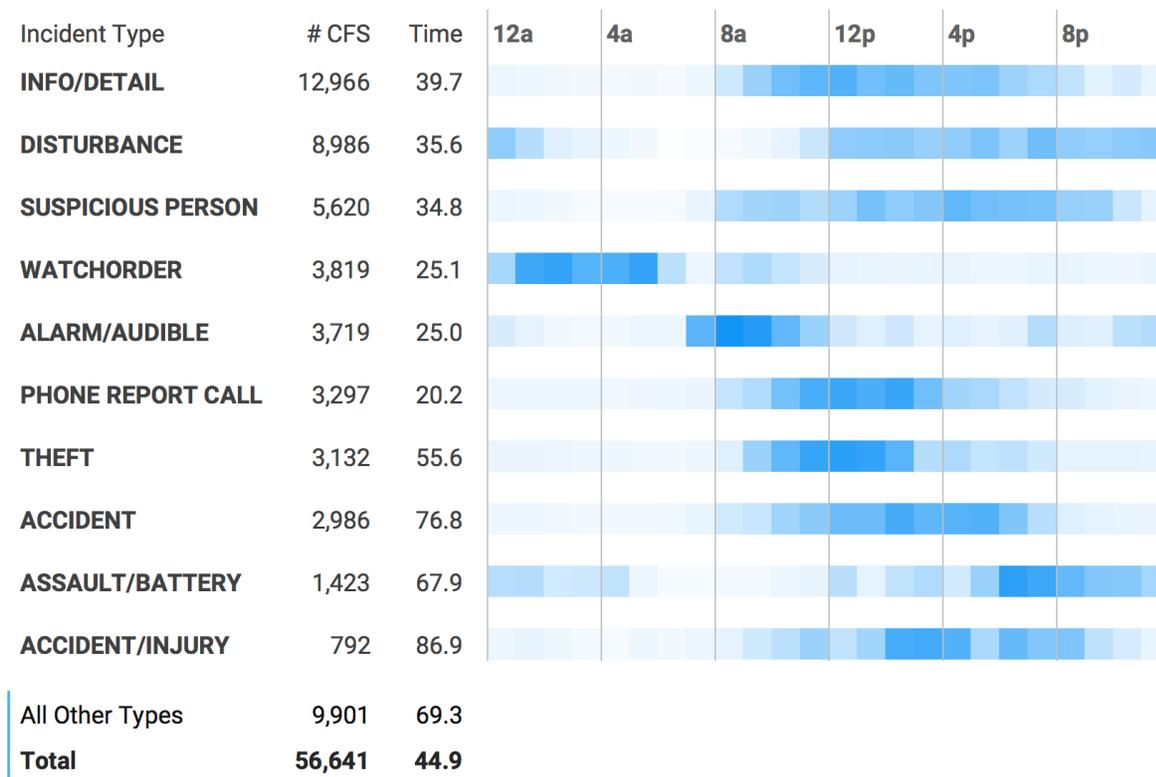
Analysis of patrol proactivity (or % of uncommitted time) at a detailed level is able to show whether the strategies for deploying resources are able to most efficiently provide resources against workload levels as they vary throughout the day and week:

Uncommitted Time by Hour and Weekday

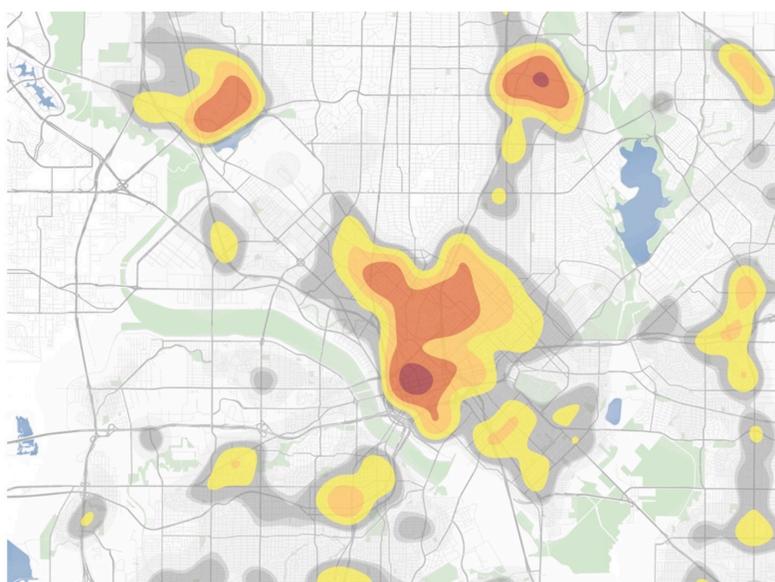
	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Overall
2am-6am	43%	56%	61%	61%	60%	57%	47%	54%
6am-10am	44%	34%	34%	33%	34%	34%	40%	40%
10am-2pm	22%	17%	20%	20%	20%	19%	21%	21%
2pm-6pm	32%	27%	29%	29%	28%	27%	31%	29%
6pm-10pm	24%	23%	22%	22%	24%	22%	22%	25%
10pm-2am	21%	34%	36%	37%	34%	30%	20%	30%
Overall	31%	32%	34%	34%	33%	32%	30%	32%

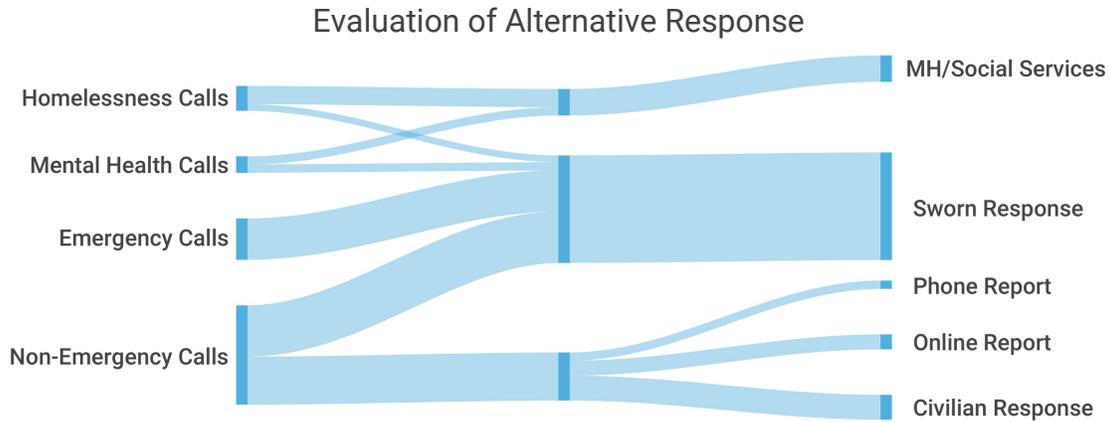
Incident/Crime Occurrence Trends

Analysis of when specific incident types and crimes occur provides insight on whether the right types of resources are deployed at certain times of the day:



Response Time and Capabilities





(2) Investigations

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

- Case assignment and screening.
- Management of versus inactive cases.
- Average workloads by detective in each investigative unit.
- Coordination with patrol and records.
- Average time from initial report, assignment of the case, and start of work.
- Solvability factors and work priority management.

(3) Administrative and Support Functional Areas

Examples of other administrative and operational support functions in the Department that would be evaluated include:

In **professional standards / internal affairs**, evaluation of the transparency of the process, how the investigations of complaints is expedited.

In **records and support services**, the analysis will focus on hours of coverage, scheduling, and technology.

In **recruitment and training**, how does the PPD identify strong candidates to reflect not only technical abilities but also ethical and engagement needs with the community? How does training in the academy and annual in-service training reinforce this?

In **property and evidence**, are processes consistent with best practices (e.g., managing the chain of custody, audits, purging, etc.), are the facilities and access to them secure, what technology is in place?

TASK RESULT

The project team will develop an interim deliverable report that provides a comprehensive analysis of the workload and staffing needs of each unit in the department.

Task 4 | Conduct a Comparative Evaluation of the Appleton Police Department to Identify Gaps in Service Goals Versus Performance

By this point in the process, the project team will have documented the 'as is' state of the Appleton Police Department. Comparative insights are also valuable in order to look for improvements.

- The project team will develop a list of staffing, operational and organizational issues to use in a diagnostic assessment of potential gaps in services. The standards used in this assessment represent the project team's extensive experience working with law enforcement agencies in Wisconsin and throughout North America, as well as from the literature on this rapidly changing area of policing.
- The project team will also develop a comparative survey with 'peer cities'. The project team will select the cities in the region in consultation with the City and the department. Population and area size, demographics, and growth could all be factors.

These two assessment approaches work well together, combining 'theory' (best practices) to prevailing 'practices' (peer community assessment). The methods can result in the development of 'aspirational' goals for the City and the Police Department, including innovations in policy, operations management and the use of technology. The resulting gap analysis identifies areas of deficiency with respect to desired targets. In each area where there is a difference between current and desired service targets, preliminary action items are listed to correct the issues.

TASK RESULT

The results of this analysis will be documented in a comparative assessment of issues in the Police Department's staffing levels and operations. This key interim deliverable would be reviewed with the department and the project steering committee.

Task 5 | Final Report

Following the staffing and organizational analysis, the project team will develop the draft final report. The report includes a comprehensive analysis of all items in the scope of work, along with timelines, impacts, and targets for implementing changes. It is comprised of the following:

- An **executive summary**, which includes an overview of the process used to conduct the study, key results, and a comprehensive list of all recommendations made in the report.
- Analysis of **staffing resources, operations, and deployment** for all police department functions, which includes:
 - Detailed analysis of current patrol workload, and staffing needs
 - Shift configuration and assignment optimization and alternatives.
 - The effectiveness and depth of approaches to alternative service.
 - Investigative workloads, specialization, and case management practices.
 - Support staffing, functionality, and organizational needs for every function.
- **Evaluation of organizational structure and management** including recommendations to address meeting any gaps between current approaches in policies, training, etc., and 'best' or 'emerging' practices.
- **Appendices**; including the final department profile, comparative survey, and employee survey completed at intermediate stages of the scope of work.

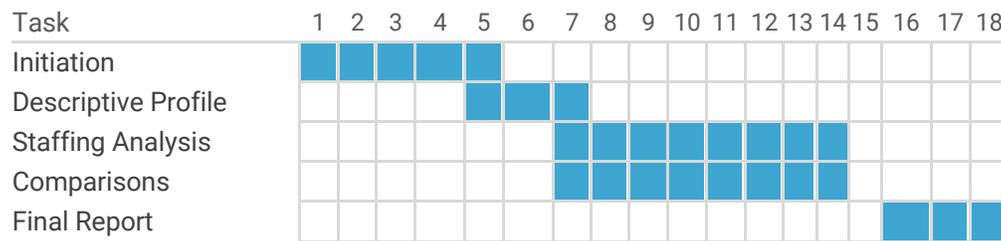
Following completion of the draft final report, the document will be reviewed with the project committee, and revisions will be made thereafter. Upon finalization of the report, the project team will be available to present the results of the study to the Appleton Common Council and police department leadership – either virtually or in person.

TASK RESULT

The project team will complete a draft report, which will be reviewed with the City. After revisions and modifications have been made, the project team will be available as to present the final report to the Common Council.

4. Project Schedule

The schedule to complete the study would be 18 weeks, as shown below:



3 Firm and Project Team Qualifications

In this section of the proposal is provided a summary of our firm's and project team's experience and qualifications to conduct this study for the Appleton Police Department.

1. The Matrix Consulting Group

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

- We were founded in 2003. We are a national firm, headquartered in California but also registered to conduct business in Wisconsin.
- We are a full service that includes a combination of former public officials and career consultants.
- While we provide a variety of services to local government our most significant service area is law services. The Matrix Consulting Group project team has conducted studies of more than 400 law enforcement agencies throughout the United States, including many recent studies in Wisconsin.
- We are a national firm, headquartered in California with additional offices in the Portland (OR), North Carolina (multiple locations), Dallas Metroplex, St. Louis area, Tampa (FL).
- We also have a Canadian subsidiary, MCG Consulting Solutions, with headquarters in Nova Scotia.

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

2. Law Enforcement Experience

The Matrix Consulting Group has conducted over 400 police services studies in Wisconsin and elsewhere throughout the country. Our services in police consulting are varied and include:

- Organization and staffing
- Deployment and scheduling
- Resource and management planning
- Implementation of 21st Century Policing concepts

Our experience includes the following illustrative agencies:

Asheville, NC	Glendale, WI	Madison, WI
Austin, TX	Glenn Heights, TX	Raleigh, NC
Birmingham, AL	Kyle, TX	Sacramento, CA
Buda, TX	Lewisville, TX	Salt Lake City, UT
Columbia, MO	Los Angeles, CA	San Antonio, TX
Davenport, IA	Miami Beach, FL	San Francisco, CA
Denton, TX	Midwest City, OK	San Jose, CA
Elko, NV	O'Fallon, MO	Sunnyvale, TX
Milwaukee, WI	Oshkosh, WI	Tacoma, WA
Fort Worth, TX	Ossining, NY	Travis County, TX

In addition, we are currently completing law enforcement studies for Scott County and St. Louis County, Minnesota.

3. References

We are providing references for five recent clients. We would be glad to provide additional references from any client in our history.

Madison, Wisconsin

Police Department Strategic Plan

Matt Tye
 Assistant Chief
 (608) 266-4318
MTye@cityofmadison.com

Matrix developed an assessment of the current climate of the Madison Police Department in an internal and external context. MCG project staff developed effective strategies to gather relevant information relating to the organizational culture of the police department, as well as community perspectives, and desired levels of service, of MPD.

This information was then utilized to draft an effective and holistic 5-year strategic plan for the police department. This strategic plan emphasized crucial aspects to a police organization, specifically organizational legitimacy, and community relationships. Perhaps most notably, this strategic plan included operational and measurable outcomes that can be checked by personnel internal and external to the organization.

Oshkosh, Wisconsin

Police Department Staffing Study and Projections

Dean Smith
 Chief of Police
 (920) 236-5700
dsmith@ci.oshkosh.wi.us

In this study the project team developed short and longer range projections of staffing and organizational needs. Key to the study were the longer range needs associated with redevelopment of downtown and the waterfront.

The project team also evaluated how the management structure will change over time and how roles need to evolve in the process of getting there. Finally, opportunities to improve operations management in patrol and investigations were identified.

Tacoma, Washington

Police Department Staffing and Alternative Response Studies

Tadd Wille
 Currently Assistant City Manager Chandler, AZ
 (480) 782-2210
Tadd.wille@chandleraz.gov

In an initial study, Matrix CG developed a comprehensive analysis of current staffing needs. Overall, the project team recommended significant changes to operational management in investigations (case management) and in the deployment of resources to ensure that high call volume areas were adequately served. A redistribution of traffic units was also needed based more on a risk assessment approach.

A follow up study provided an assessment of alternative police response for calls involving mental health issues and homelessness as well as civilian response to low priority calls.

Miami Beach, Florida

Staffing and Deployment Studies

Wayne Jones
 Police Chief
 (305) 673-7925
waynejones@miamibeachfl.gov

Over the past several years, Matrix has been retained to conduct three separate studies of the Miami Beach PD

2018 Staffing Study: Our team provided analysis on staffing needs and deployment strategies of patrol and proactive and specialized units. Recommendations included realigning responsibilities between patrol and specialized units, revised minimum staffing levels, and increase the staffing of certain support units to better facilitate field operations.

2020 Scheduling Options Study: Using our proprietary data analytics model for developing shift schedules and interactively evaluating their effectiveness, our team developed several options for the department, including various 10 and 12-hour configurations.

2021 Entertainment District Policing Study: In response to increasing public safety demands in the South Beach entertainment district, the study recommended staff increases and redeployment, alternative scheduling, additional technologies (e.g., ALPRs), and detention transports.

4. Project Team

Our police consulting team is an ensemble – we work together as one team on most of our projects. This is a choice of our firm – to develop and utilize a stable team of consultants on all of our projects. This has a major advantage over teams that are constructed on a per project basis – consistency in analysis, depth, and customer service.

Our Project Executive, Richard Brady, is the President and Founder of our firm with over 40 years of experience consulting with local organizations, specifically law enforcement agencies across the country. Our proposed Project Manager, Ian Brady, is a Senior Vice President of the firm and leads our Police consulting practice.

- **Richard Brady** As the President of the firm, with 40 years of police analytical experience, I would manage the project. I have led all our law enforcement service assessments.
- **Devon Clunis**, a Senior Manager with over 30 years of experience as a consultant and transformational police professional, including chief in Winnipeg (MB) and recent head of Ontario's Inspectorate of Policing.
- **John Scruggs**, a Manager, has over 26 years of law enforcement experience. He co-authored legislation on body worn cameras in Oregon.
- **Tim Donohoe**, a Senior Consultant with the firm with over 25 years of police experience and recent consulting experience, including internationally.
- **Philip Berry**, a Senior Consultant with Matrix, has over 6 years of experience serving as an analyst for law enforcement and criminal justice agencies.

All proposed staff are committed to the project and are available for its duration.

The following tables provide updated resumes for all project staff team members, noting relevant service to the scope of work outlined above.

RICHARD BRADY

PRESIDENT, MATRIX CONSULTING GROUP

Richard Brady founded Matrix Consulting Group in 2002 and our Canadian firm, MCG Consulting Solutions in 2017. He leads our Public Safety Practice which includes law enforcement and justice studies. He has served as the Project Manager or Lead Analyst on hundreds of public safety studies in his 40-year career. His subject matter expertise includes police staffing and deployment, management effectiveness, and governance and transparency. Prior to his founding of these two firms, he served for over 20 years as a practice leader in two other firms, including Maximus.

Experience Highlights

Austin, TX: Richard lead a consulting team to assist the APD recreate its approach to community policing to involve everyone, not just those with specialty assignments. While the study supported the addition of staff, the study also found that there were significant opportunities to support community policing in leadership, policies, recruitment, training, supervision, and use of data.

Columbus, OH: Richard led this recent project that identified the need for new positions, but more importantly, identified a number of areas which would improve the quality of service and integrity, including:

- Steps to improve upon building trust in the community.
- Changes to use of force policies and biased policing.
- Increase training on de-escalation and procedural justice.
- Increase the use of civilians in the field and in administration.

There was a 'disconnect' between the policies and management.

Ossining, NY: Richard led this just-completed engagement evaluating opportunities to reform policing consistent with 21st Century Policing concepts. Key recommendations included:

- Improve the functioning, transparency and objectivity of the Citizen / Police Complaint Review Board.
- Work with other agencies to create a mental health response unit.
- Expand training in the areas of racism, bias, de-escalation.

Role on This Engagement:

Richard will serve as a project executive and advisor.

Relevant Clients:

- MB Winnipeg
- ON Kawartha Lakes
- AB Edmonton
- CA Los Angeles
- CA San Francisco
- TX Austin
- TX Fort Worth
- MO Kansas City
- OH Columbus
- NY Ossining
- NY Albany
- VA Richmond
- NC Raleigh
- NC Asheville
- AZ Phoenix
- WA Tacoma
- OR Portland

Years of Consulting: 40

Education:

BA, California State University, East Bay.

PhD, Oxford University, U.K.

Notable Accomplishments:

Ohio Commission on Juvenile Justice

Massachusetts Governor's Committee on Local Government

Professional Association:

Association of Local Government Auditors

International City-County Management Association

IAN BRADY

SENIOR VICE PRESIDENT, MATRIX CONSULTING GROUP

Ian Brady is a Senior Vice President with Matrix Consulting Group in our Police Services Practice. He leads our data analytics unit, and has over 10 years of consulting experience. Specializing in public safety, he works on all of our police, fire, corrections, and emergency communications studies.

Mr. Brady is the lead developer on all of our statistical modeling and data analytics efforts, and has created standalone models in support of our studies’ analytical efforts, including for:

- New agency formation feasibility, financial and service delivery (For nine municipalities in Riverside County, CA).
- Growth forecasting using GIS-based projections for population, service needs, and staffing requirements.
- Comprehensive workload and staffing analytics.
- Interactive scheduling configuration, forecasting effects on service levels and overtime usage.

Experience Highlights

Los Angeles, CA: LAPD Basic Car Area Boundary Study

- Led a comprehensive staffing study of LAPD field services.
- Recreated the patrol geographic deployment structure from the granular level, resulting in 202 new patrol areas, up from the 168 that existed previously.
- Analyzed patrol resource allocation strategies, recommending improved methods in order to better equalize service levels.

San Francisco, CA: Police Department Staffing Analysis

- Lead analyst on a comprehensive staffing study of the department.
- The project was designed to create defensible methodologies for determining the staffing needs of all 600+ assignments in the department based on service needs and other factors. These methodologies were then used to recommend appropriate staffing levels in every position.
- Developed and designed an interactive analytical tool for SFPD to use in the future to recreate the analysis in its entirety.

Role on This Engagement:

Ian will serve as the project manager and lead analyst in field services, as well as more generally over data analytics.

He will be involved in all project stages, including on-site interview and review meetings, and will be involved in the development of each deliverable.

Relevant Clients:

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

Years of Experience: 10

Education:

BS in Politics, Willamette University.

JOHN SCRUGGS

SENIOR MANAGER, MATRIX CONSULTING GROUP

John Scruggs is a senior manager / analyst on law enforcement, public safety, and criminal justice engagements.

John’s relevant experience include:

- Completed over 50 studies for law enforcement, public safety, and criminal justice clients.
- Analysis focuses on operational and staffing review, workload analysis, net annual work hour determination, and alternative scheduling analysis.
- Expertise also includes the evaluation of administrative, dispatch, investigations, patrol, records, and property and evidence functions.
- Retired Captain with 26 years of Law Enforcement Experience.

Experience Highlights

Kansas City, MO: This study evaluated the staffing needs of the Police Department. Key findings included:

- Opportunity for greater fiscal savings by transitioning 30 positions from sworn to civilian staff, primarily in administrative areas (e.g. finance, records, fleet maintenance, security, IT, and HR).
- Identified the need for additional positions related to open record requests, reviewing BWC footage, and packaging of officer videos for judicial proceedings.
- Provided insight into alternative organizational structures and span of control in administrative functions.
- Conducting workload analysis to determine staffing needs for non-patrol and investigative units.

Kawartha Lakes, Ontario: John served as the lead analyst of the on this engagement which reviewed the current staffing and developed staffing projections for a facilities study. Key recommendations included:

- Identified two patrol positions needed in the next 4 years and six positions over the next 20 years to better meet adopted proactive policing thresholds.
- Identified a shortage of detectives assigned to investigate crimes committed at the Central East Correctional Center.

Role on This Engagement:

He will be an analyst on the project focusing on investigations.

Relevant Clients:

- AL Gulf Shores
- AZ Buckeye
- CA Los Angeles
- CA San Jose
- CA Santa Clara
- FL St. Cloud
- KS Kansas City
- KS Wyandotte County
- MA Yarmouth
- MN Hennepin County
- MO Kansas City
- OR Tigard
- PA Lower Saucon
- PA Narberth
- PA Upper Macungie
- NC Waxhaw
- NC Raleigh
- TX Denton
- TX Fort Worth
- TX Glen Heights
- TX Lewisville
- TX Sunnyvale
- WA Monroe
- WA Tacoma
- WI Dodge County

DEVON CLUNIS

SENIOR MANAGER, MATRIX CONSULTING GROUP

Devon Clunis served as Chief of Police of the Winnipeg Police Service, and was the first Black police chief in Canada. He is a highly regarded policing professional, with 35 years of combined policing and consulting experience. He is recognized internationally as a thought leader in advancing policing excellence through a collaborative, community-centered approach.

Mr. Clunis served 29 years with The Winnipeg Police Service in Manitoba, Canada, retiring as Chief of Police in 2016. Most recently, he undertook the role of Inspector General of Policing in Ontario, overseeing the establishment of The Inspectorate of Policing in Canada's largest province, overseeing 45 police agencies and their corresponding Civilian Police Boards.

Experience Highlights

Province of Ontario: Provided strategic oversight of the establishment of the Inspectorate of Policing, ensuring critical collaborative input from relevant stakeholders, including the public, Police Services, Police Boards, Police Unions, and various other bodies within the Justice System framework.

- Oversaw all aspects of Vision, Mission, and Guiding Principles formation.
- Established policies, procedures, and SOP guidelines.
- Led the hiring of staff and created a people-centered, community-focused, continuous pursuit of excellence operational framework.
- Oversaw the creation of the implementation and operational, strategic plans to guide the establishment and future operations of the Inspectorate.

Winnipeg Police Service: Served as Chief of Police, and led overarching institutional change.

- Facilitated the creation of five-year transformational strategic and business plans to lead the organization from 2015 to 2019.
- Worked with police and the community to develop a collaborative approach to community safety and well-being, resulting in a critical shift in police and community relationships.

Role in This Engagement:

Chief Clunis will utilize his extensive experience in engaging stakeholders to build strategies across all areas of the organization, focusing particularly on organizational culture and community engagement.

Relevant Clients:

- AZ Chandler
- AZ San Carlos Apache
- AB Edmonton
- CA Los Angeles
- CA Richmond
- OH Cincinnati
- OH Columbus
- MO Kansas City
- PA Upper Macungie
- WI Madison
- MB Winkler
- MB Modren
- ON Kawartha Lakes
- WA Everett

Years of Consulting Experience: 35

Years of Government Experience: 29

Education:

Law degree,
Université Laval

Political science /
Economics degree,
McGill University

PHILIP BERRY

SENIOR CONSULTANT, MATRIX CONSULTING GROUP

Philip Berry serves in a senior consultant capacity alongside management to provide in-depth analysis of relevant topics, as well as providing theoretical background knowledge of criminological principles and spatiotemporal analytics.

Prior to joining Matrix, Philip spent time as a research analyst with the Virginia Criminal Sentencing Commission in Richmond, VA. Philip has also spent time at academic institutions as an instructor throughout the east coast throughout the duration of his graduate-level coursework.

Experience Highlights

Madison, WI: Philip served as a part of the Strategic Plan team to develop a holistic and bifurcated Strategic Plan for the Madison Police Department.

Cedar Hill, TX: Led MCG project staff regarding patrol resource analysis, internal employee survey methodologies, and external community survey completion.

Boise, ID: Coordinated all survey methodologies with regard to both internal employee surveys and external comparative surveys, leading to gap analyses to strengthen practices of BPD.

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

Virginia Criminal Sentencing Commission: Led research analyses surrounding the sentencing practices of judges throughout the Commonwealth. Analyses surrounded the effect of changing legislation on prison bed capacity in the state.

Role on This Engagement:

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

Relevant Clients:

AZ	Fountain Hills
AZ	Goodyear
AZ	Phoenix
CA	Anaheim
CA	Richmond
CA	Signal Hill
CA	La Verne
FL	Hallandale Beach
ID	Boise
NY	Monroe County
OK	Ada
PA	Pittsburgh
TX	Cedar Hill
TX	Cedar Park
TX	Fort Worth
VA	Virginia Beach
WA	Everett
WA	Ridgefield
WI	Madison
WI	Milwaukee

Years of Experience: 9

Education

- B.A., Lebanon Valley College, Sociology
- M.A., Radford University, Criminology
- A.B.D., University of South Carolina, Criminology

Professional Associations:

- International Association of Crime Analysts
- American Society of Criminology
- American Criminal Justice Society
- American Sociological Association

TIM DONOHOE

SENIOR CONSULTANT, MATRIX CONSULTING GROUP

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

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

Mr. Donohoe holds a master’s degree in criminology and criminal justice from the University of Colorado at Denver and a Bachelor of Science degree in Criminology and Criminal Justice from Portland State University. He is an Adjunct Professor at the University of Nevada, Reno.

Experience Highlights

U.S. Department of Justice, International Criminal Investigative Training Assistance Program: Mission Advisor, Armenia

Supported the government of Armenia’s effort to develop a new patrol police department. Aid in the development of patrol police admission standards, institutional procedures, training requirements, and civilian ministry oversight.

Worked closely with the Armenian Ministry of Justice, the Armenian National Police Executive Staff, and newly selected Armenian National Patrol Police leadership.

Senior Law Enforcement Advisor, Ukraine

Instruct/assist with implementation of various programs associated with police reform efforts.

Territorial Community Police Officer (TCPO) Supervisor Project o Police Training Officer Program (Train the Trainer Course)

Lead Trainer/Supervisor, Ukraine

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

Bangladesh National Police Project

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

Relevant Clients

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

Relevant Positions:

Adjunct Professor
University of Nevada, Reno

Police Commander
Reno Police Department

Law Enforcement
Advancing Data and
Science Scholar (LEADS)
National Institute of Justice

Education:

M.A., University of
Colorado at Denver,
Denver

B.S., Portland State
University, Portland, OR

4 Cost Proposal

The Matrix Consulting Group is pleased to submit our price proposal to conduct the Operational and Workload Study for the Appleton Police Department. This price is based on the scope of work and the task plan presented. The table below provides our fees for the study, with hours and costs broken down by task and by project team classification level:

Task	Project Manager/ Executive	Senior Manager/ Manager	Consultant	Total Hours	Total Fee
1. Initiation and Interviews	16	16	56	88	\$16,000
2. Profile	16	8	16	40	\$8,600
3. Analysis of Workload and Staffing	24	32	72	128	\$23,600
4. Comparisons	4	0	32	36	\$6,000
5. Draft and Final Report	16	16	24	56	\$11,200
Total Hours	76	72	200	348	
Hourly Rate	\$300	\$175	\$150		
Total Professional Fees	\$22,800	\$12,600	\$30,000		\$65,400
Travel Expenses					\$3,600
Total Project Cost					\$69,000