

PROPOSAL FOR

CONSULTING SERVICES FOR WORKLOAD DATA ANALYSIS OF FIRE AND EMERGENCY MEDICAL SERVICES CITY OF PLACENTIA, CA

OCTOBER, 2018



CPSM[®]

CENTER FOR PUBLIC SAFETY MANAGEMENT, LLC
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Exclusive Provider of Public Safety Technical Services for
International City/County Management Association



Center for Public Safety Management, LLC

October 12, 2018

Damian Arrula
City Administrator
City of Placentia
Placentia, CA

Dear Mr. Arrula:

The Center for Public Safety Management, LLC, the exclusive provider of public safety technical assistance for the International City/County Management Association, is pleased to submit this proposal to provide professional services to perform workload data analysis services to assist the City of Placentia in developing RFPs and to identify potential service providers of fire and emergency medical services for the city.

In general, the fire and emergency medical services workload data analysis CPSM will conduct for the city of will include:

Workload Data Analysis

- ✓ Develop formal Request for Information for submittal to City's existing fire and EMS service provider.
- ✓ Conduct a forensic data analysis that has a focus on fire and emergency medical services response types, response times; workload dedicated to EMS transport; peak call times; and overall operational response workload of the entire fire department;
- ✓ Conference with City Fire/EMS Working Group to review data analysis and recommend standards and service models best suited to meet City's needs for incorporation into the City's RFPs.
- ✓ Assist staff with responding to Requests for Information related to City EMS and fire standards outlined in the RFPs.
- ✓ Participate in 1-3 conference calls with staff and the City Council in closed session; Dr. Chelst to attend one City Council meeting for the awards of service contracts.

The following are the project deliverables under this agreement:

1. Formal Request for Information to current City service provider
2. Forensic Data Analysis
3. Review Data Analysis with Fire/EMS working group
4. Provide recommended standards and service models


This proposal is specifically designed to provide the city with a thorough and unbiased analysis of the fire and emergency medical services-service delivery model. To accomplish this, CPSM combines the experience of dozens of subject matter experts in the areas of emergency services. The team assigned to this project will have over 100 years of practical experience managing emergency service agencies, academic,

teaching and training, and professional publications, and extensive consulting experience completing projects nation-wide and in Canada.

The Project Manager for this project will be Thomas Wieczorek, a managing partner of the company. Dr. Dov Chelst will be the Data Analysis Lead.

ICMA has provided direct services to local governments worldwide for over 105 years, which has helped to improve the quality of life for millions of residents in the United States and abroad. I, along with my colleagues at CPSM, greatly appreciate this opportunity and would be pleased to address any comments you may have. **You may contact me at 716.969.1360 or via email at lmatarese@cpsm.us.**

Sincerely,

A handwritten signature in black ink, appearing to read 'Leonard A. Matarese', with a stylized flourish extending to the right.

Leonard A. Matarese, ICMA-CM, IPMA-SCP
Director, Research and Project Development
Center for Public Safety Management. LLC

THE ASSOCIATION & THE COMPANY

International City/County Management Association (ICMA)

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

Since its inception in 1914, ICMA has been dedicated to assisting local governments and their managers in providing services to its citizens in an efficient and effective manner. ICMA advances the knowledge of local government best practices with its website, www.icma.org publications, research, professional development, and membership.

The ICMA Center for Public Safety Management

The ICMA Center for Public Safety Management (ICMA/CPSM) was launched by ICMA to provide support to local governments in the areas of police, fire, and Emergency Medical Services. 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. 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 315 such studies in 42 states and provinces and 215 communities ranging in size from 8,000 population Boone, IA to 800,000 population Indianapolis, IN. ***Included in this list are comprehensive fire and EMS analyses for Miami Beach, FL; Las Vegas, NV; Saint Louis, MO; Frisco, TX; Tulsa, OK.***

DATA ASSESSMENT TEAM

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

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.

SENIOR PUBLIC SAFETY DATA ANALYST

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

BACKGROUND

Priscila Monachesi is a Senior Data Analyst with CPSM and has worked on over 40 data analysis projects for city and county public safety agencies. She has over ten years' experience as a Project Leader/Senior System Analyst in auto manufacturing and financial systems.

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

PUBLIC SAFETY DATA ANALYST

SARAH WEADON, B.A.

BACKGROUND

Sarah Weadon has over 15 years' experience consulting with local, state, and federal government agencies in the areas of data and geospatial analysis, database and application development, and project management. She has worked with over 40 public safety agencies across the U.S. and Canada, providing data and geospatial analysis of response times, call trends, and station locations. Her skill in understanding the results of the analyses in the broader context of each client's budget, political, and overall reality, supports the development of practical, actionable recommendations. Ms. Weadon holds a Bachelor's degree in Classical Languages.

PUBLIC SAFETY DATA ANALYST

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.

PUBLIC SAFETY DATA ANALYST

RYAN JOHNSON, B.A.

BACKGROUND

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

Work Plan and Methodology

Immediately following project launch, the Project Manager will deliver an operational/administrative information request to the city. This is an extensive request which provides us with a detailed understanding of the department's operations. We will provide instructions concerning uploading materials to our website. When necessary, the Project Manager and/or the Operations Team Lead will lead a telephone conference with the point of contact for the project to discuss items contained in the request.

Also, immediately following the project launch the Data Team 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 to ensure the timely production of required data for analysis. Delays in this process may extend the entire project and impact the delivery of final report. The data team will extract two years' worth of Calls for Service (CFS) from the CAD system. Once the Data Team Lead is confident the data are accurate, they will certify that they have all the data necessary to complete the analysis.

Once the operational/administrative information is received and reviewed by the project team, and the data analysis report is in draft form, the operations team will schedule an on-site visit for the purpose of reviewing the operational functions of the department, with a focus on EMS service delivery, for the purpose of gathering further information for the development of the emergency medical services analysis.

Methodology to Achieve Major Outcomes

- **Conduct a forensic data analysis that has a focus on fire and emergency medical services response types, response times; workload dedicated to EMS transport; peak call times; and overall operational response workload of the entire fire department.**

CPSM maintains a full-time data assessment team that has extensive capabilities in extracting and presenting statistical analysis regarding Fire and EMS activities. Under the direction of Dr. Dov Chelst, Ph.D., our team will produce a series of unique analysis regarding workload, unit response activities, call distribution, unit and station workloads, response times, call durations, unit availability, fire by occupancy type, EMS call types, emergency and non-emergent call volumes, EMS transport analysis, and a whole host of activity reports that create a comprehensive understanding of workload.

A key component to our deployment modeling strategy is to identify *emergent and non-emergent workloads*. This is essential if future planning because this analysis will provide factually based options to alter service delivery models based on the severity of the call type. Through this type of analysis we provide the forensic support to adjust and modify deployment strategies based on risk. This is the essence of the standard of cover (SOC) concept. Every call is not the same and the ability to interrogate the caller at the 911 call center and make tactical determinations based on proven and clinical findings will then allow a "Smart Deployment Strategy" that optimizes resources to improve efficiencies. The study will also analyze fire call data to provide a comprehensive review of how fire services are delivered to the community including a detailed analysis of

workloads and response times. The analysis of the workloads should begin with an in-depth study of the types of calls handled and their severity. The goal of this data gathering would be to explicate the fundamental nature of the fire challenge faced by the Fire Department.

The resulting data analysis CPSM completes will gather and analyze data on the efficiency and effectiveness of the current deployment on the fire and EMS runs. Resource utilization will be quantified for concentration, location, and unit utilization.

For each call type, we will determine the time spent on-scene and the manpower personnel who worked the scene. This data will be aggregated to determine an overall average total time spent on fire calls per 24-hour period and by shift for each fire and EMS unit. It will document any dramatic variations by time of day and day of week as well as seasonal variations.

Presentation of Data and GIS Mapping

CPSM will present the data analysis in a series of tables and charts depicting the outcomes of the analysis. Using GIS we will conduct an analysis on call demand concentration of fire, EMS, and non-emergency calls. The results of the GIS analysis will be presented in GIS mapping illustrations. Examples are identified in the following Tables and Figures:

Fire Calls by Call Type

Call Type	Number of Calls	Average Calls per Day	Call Percentage
Structure fire	50	0.14	1.2
Outside fire	84	0.23	2.0
Hazard	493	1.35	11.8
False alarm	519	1.42	12.4
Good intent	73	0.20	1.7
Public service	322	0.88	7.7
Fire Total	1,541	4.22	36.8

EMS Calls by Call Type

Call Type	Number of Calls	Average Calls per Day	Call Percentage
Cardiac and stroke	237	0.65	5.7
Seizure and unconsciousness	258	0.71	6.2

Breathing difficulty	355	0.97	8.5
Overdose and psychiatric	154	0.42	3.7
MVA	121	0.33	2.9
Fall and injury	846	2.32	20.2
Illness and other	587	1.61	14.0
EMS Total	2,558	7.01	61.2

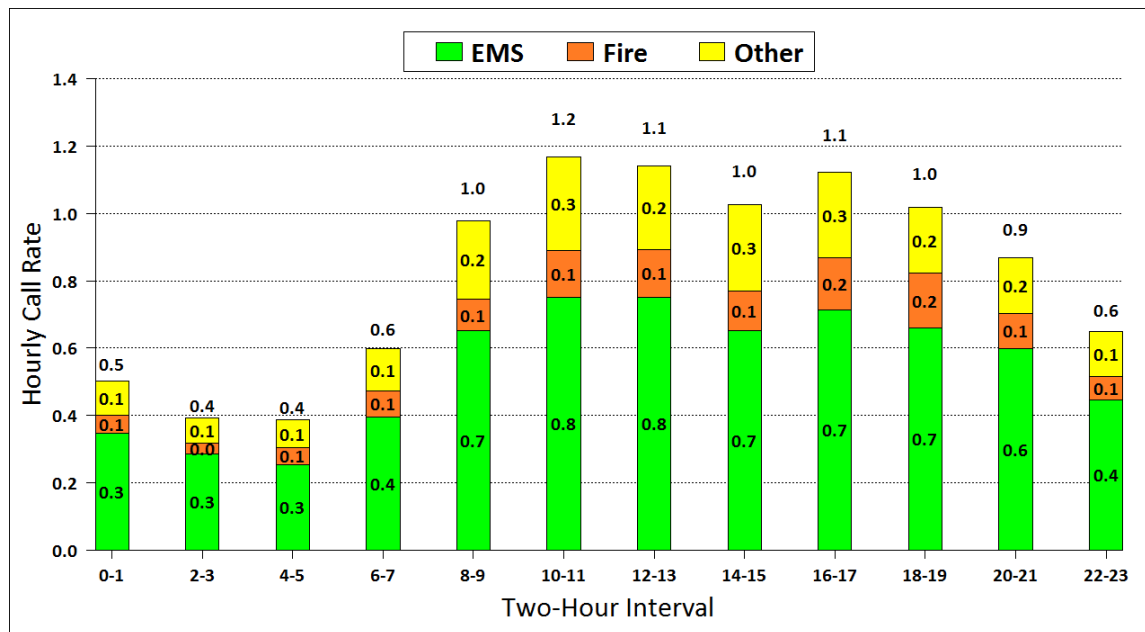
Average Response Time Components of First Arriving Unit

Call Type	Dispatch Time	Turnout Time	Travel Time	Response Time	Sample Size
Cardiac and stroke	1.8	1.1	2.3	5.2	217
Seizure and unconsciousness	2.0	1.0	2.5	5.5	221
Breathing difficulty	1.9	1.1	2.9	5.8	311
Overdose and psychiatric	2.5	1.1	2.8	6.4	124
MVA	2.2	1.2	2.0	5.3	96
Fall and injury	2.4	1.2	3.0	6.5	740
Illness and other	2.4	1.1	2.8	6.4	515
EMS Total	2.2	1.1	2.8	6.1	2,224
Structure fire	1.5	1.2	1.9	4.7	39
Outside fire	2.4	1.2	2.2	5.7	67
Hazard	2.4	1.3	2.5	6.1	388
False alarm	1.8	1.2	1.9	4.9	382
Good intent	2.5	1.4	2.5	6.4	52
Public service	2.4	1.3	2.6	6.3	203
Fire Total	2.2	1.3	2.3	5.7	1,131
Total	2.2	1.2	2.6	6.0	3,355

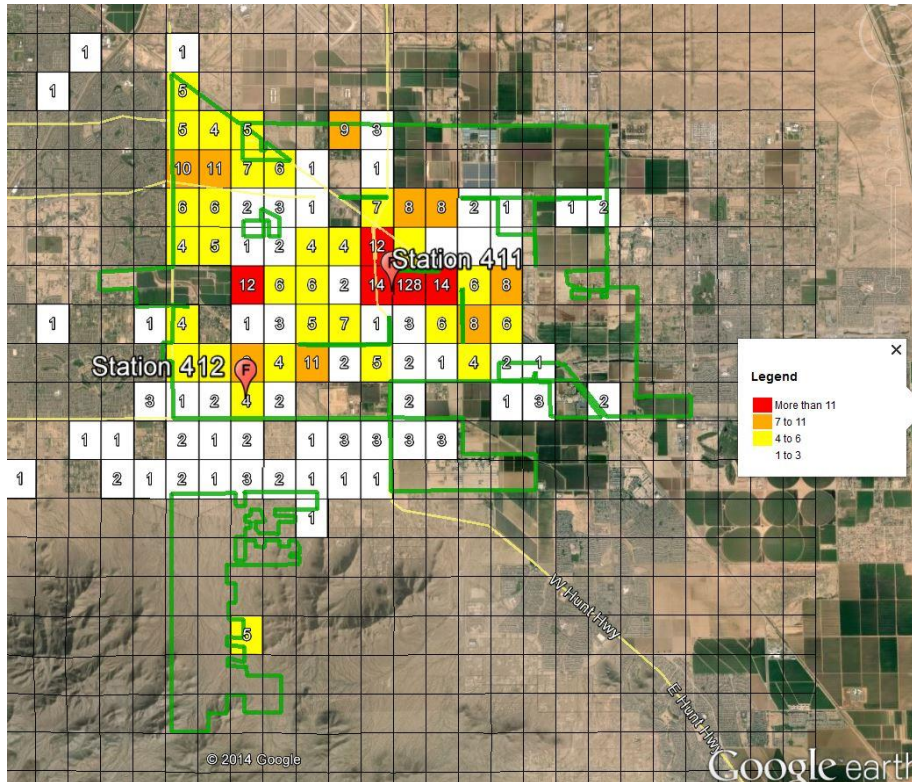
Time Component Analysis for EMS Transport Runs

Description	Unit	Average Deployed Minutes per Run	Average On Scene Time	Average Travel To Hospital Time	Average At Hospital plus Travel Back Time	Sample Size
ALS Ambulance	32AM1	93.6	19.5	11.7	57.5	565
	32AM2	92.7	17.2	9.3	60.4	261
	32AM3	99.3	18.5	13.9	61.0	294
	32AM4	101.8	18.3	13.8	64.4	282
Total		96.3	18.6	12.1	60.2	1,402

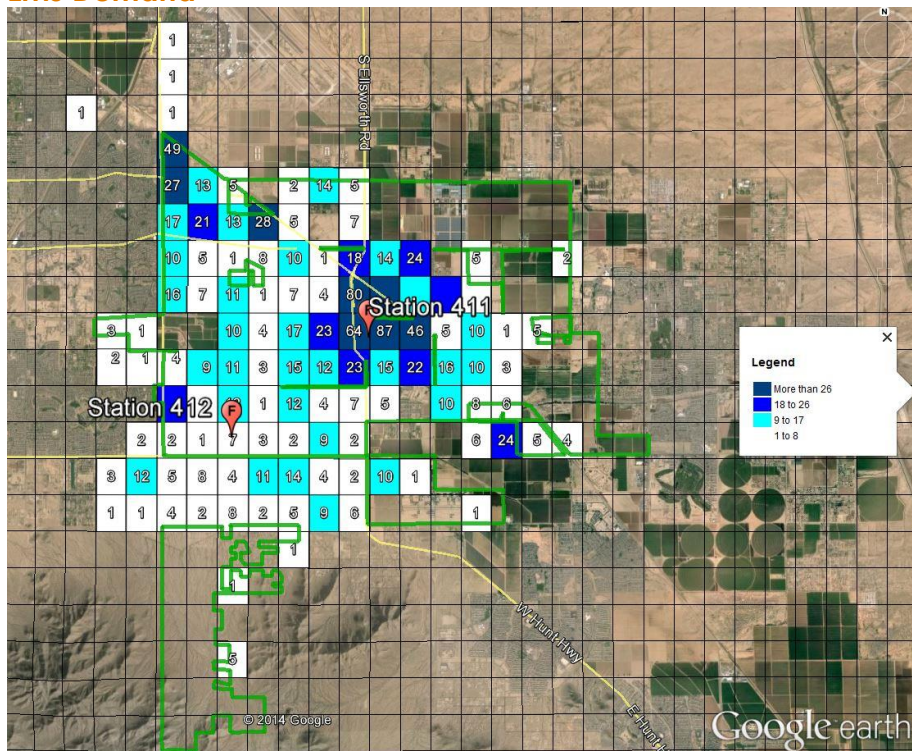
Calls by Hour of Day



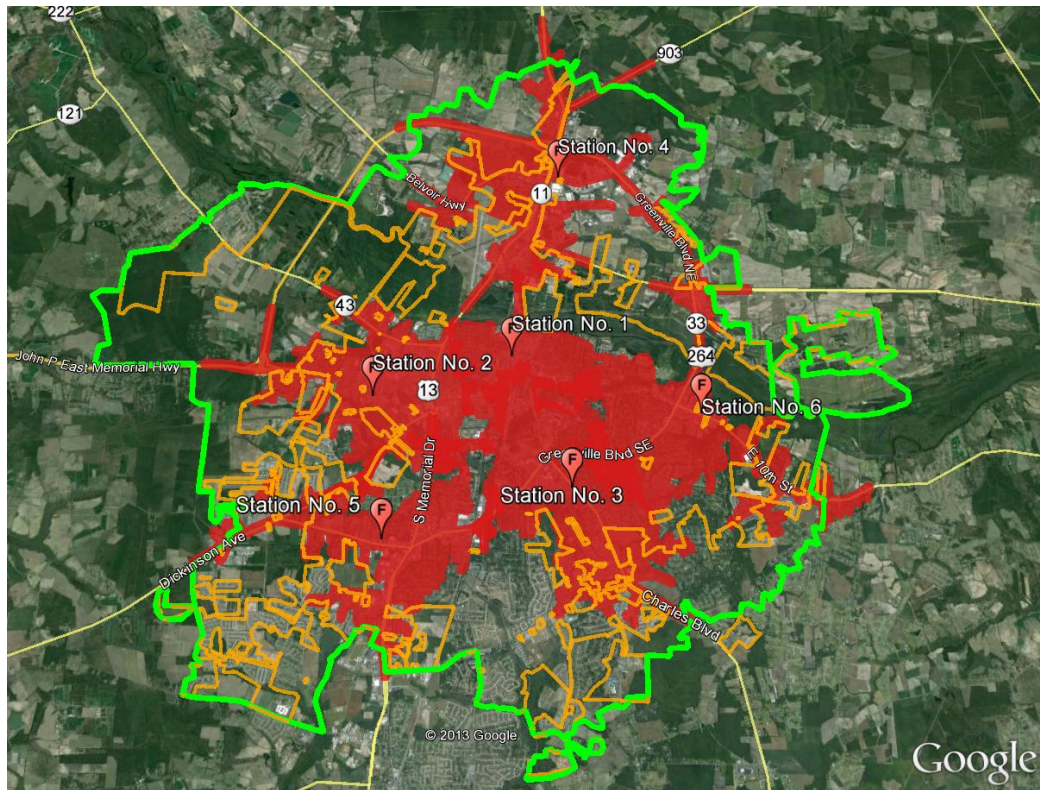
Fire Demand



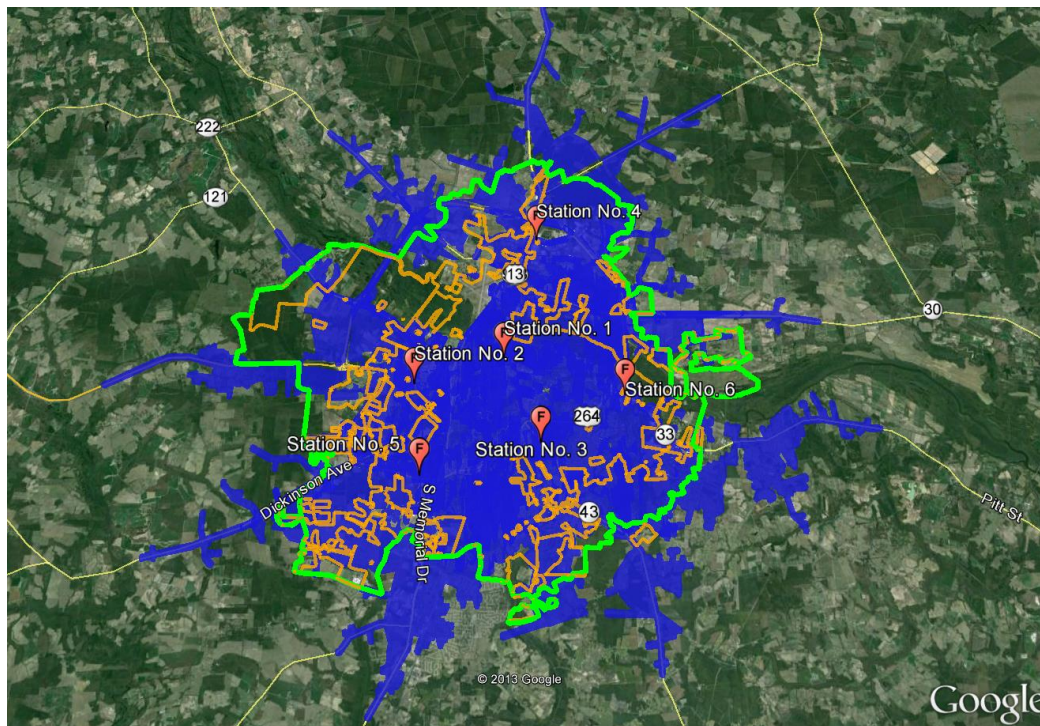
EMS Demand



4 Minute Response Time from Each Station



8 Minute Response Time For Each Station



Proposed Fees

CPSM will conduct the services described above for the following fees:

Data Analysis & Report

50% upon execution of contract, balance upon delivery of report

Initial contract not-to-exceed amount \$24,500

Consulting Services on Site (as needed)

Per person, plus travel expenses \$2,000

(City Council meeting)

CONCLUSION

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.

PAST & CURRENT ENGAGEMENTS

LOCALITY

ST PROJECT

Edmonton Intl. Airport	AB	Comprehensive Analysis of Fire Services
Leduc County	AB	Fire Consolidation Plan
Leduc, Canada	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	AZ	Comprehensive Analysis of Police Services
Lake Havasu	AZ	Comprehensive Analysis of Fire Services
Pinal County	AZ	Comprehensive Analysis of Sheriff's Office 2015
Pinal County	AZ	Comprehensive Analysis of Sheriff's Office 2017
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
El Centro	CA	Comprehensive Analysis of Fire Services
Hermosa Beach	CA	Comprehensive Analysis of Fire Services
Hermosa Beach	CA	Comprehensive Analysis of Police Services
Kern County	CA	Comprehensive Analysis of Fire Services
Laguna Woods	CA	Review of Sheriff's Office Service
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
San Jose	CA	Preliminary Fire Operations Review

San Jose	CA	Preliminary Police Operations Review
San Mateo Co.	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
Sonoma County	CA	Performance Measurement Analysis
Stockton	CA	Comprehensive Analysis of Police Services
Stockton	CA	Comprehensive Analysis of Fire Services
Woodland	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
Littleton	CO	Review of Fire Consolidation Proposal
Steamboat Springs	CO	Comprehensive Analysis of Fire Services
Cheshire	CT	Police Management Review
Southington	CT	Comprehensive Analysis of Fire Services
Bethany Beach	DE	EMS Review
Dover	DE	Comprehensive Analysis of Police Department
Dover	DE	Comprehensive Analysis of Fire Services
Alachua	FL	Expert Witness Law Enforcement Issues
BCCMA	FL	Analysis of Sheriff's Contract Services
Citrus County	FL	Comprehensive Analysis of Fire Services
Cocoa	FL	Comprehensive Analysis of Police Services
Coconut Creek	FL	Comprehensive Analysis of Police 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 Beach	FL	Police Chief Selection
Jupiter	FL	Police and Fire
Jupiter Island	FL	Public Safety Consolidation
Kenneth	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
Orange County	FL	Expert Witness Law Enforcement Issues
Pasco County	FL	Comprehensive analysis of Fire Services

Pasco County	FL	Sheriff Budget Analysis
Pompano Beach	FL	Comprehensive Analysis of Police Services
Venice	FL	Comprehensive Analysis of Fire Services
Camden County	GA	Comprehensive Analysis of Fire Services
Camden County	GA	Fire Consolidation St Marys
Camden County	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 Operations
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
Roselle	IL	Comprehensive Analysis of Police Services
Skokie	IL	Police Study
Western Springs	IL	Comprehensive Analysis of Police Services
Indianapolis	IN	Analysis of Police Workload & Deployment Services
Plainfield	IN	Comprehensive Analysis of Fire Services
Topeka	KS	Preliminary review of Fire Department
Northborough	MA	Comprehensive Analysis of Police Services
Northborough	MA	Comprehensive Analysis of Fire Services
Algonquin	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 Twp.	MI	Comprehensive Analysis of Police Services
Delta Township	MI	Comprehensive Analysis of Police Services
Delta Township	MI	Comprehensive Analysis of Fire Services
Detroit Public Schools	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
Grand Travers Fire Dept.	MI	Comprehensive Analysis of Fire Services
Green Lake Twp.	MI	Comprehensive Analysis of Fire Services
Grosse Pointe	MI	Public Safety Consolidation
Grosse Pointe Park	MI	Public Safety Consolidation
Hamtramck	MI	Police Study
Kentwood	MI	Comprehensive Analysis of Police & Fire Services
Kentwood	MI	Analysis of Police Services Consolidation
Kentwood	MI	Analysis of Fire Services Consolidation
Mott Community Col.	MI	Comprehensive Analysis of College Police Services
Novi	MI	Comprehensive Analysis of Police Services
Novi	MI	Comprehensive analysis of Fire Services
Oshtemo Township	MI	Police Contract for Services Analysis
Petoskey	MI	Public Safety Consolidation
Plymouth	MI	Fire Services Consolidation
Plymouth	MI	Fire Service Needs 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
So. Kalamazoo Fire	MI	Financial Analysis of Fire Authority
St. 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
Forest Lake	MN	Comprehensive Analysis of Police Services
Mankato	MN	Public Safety Study
Moorhead	MN	Comprehensive Analysis of Fire Services

North St. Paul	MN	Public Safety Study
St. Cloud	MN	Police Strategic Planning Review
St. Cloud	MN	Comprehensive Analysis of Police Services
Stearns County	MN	Comprehensive Analysis of Sheriffs Offices
Brentwood	MO	Comprehensive Analysis of Police Services
Brentwood	MO	Implementation Assistance
Brentwood	MO	Police Chief Selection
St. Louis	MO	Comprehensive Analysis of Fire Services
St. Louis	MO	Comprehensive Analysis of Police Services
St. Louis	MO	Standard of Response Cover and risk assessment
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
Briar 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
North Castle	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 Town	NY	Analysis of police consolidation
Ossining Village	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
Cumru Township	PA	Comprehensive Analysis of Police Services
Cumru Township	PA	Police Chief Selection
Ephrata	PA	Comprehensive Analysis of Police Services
Farrell	PA	Comprehensive Analysis of Police Services
Jamestown	PA	Comprehensive Analysis of Police Services
Lower Windsor Twp.	PA	Comprehensive Analysis of Police Services
Manheim Township	PA	Police Study
Tredyffrin Township	PA	Comprehensive Analysis of Police Services
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 Department
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
Sugar Land	TX	Fire Department Overtime Analysis
Sugar Land	TX	Comprehensive Analysis of Fire Services
Sugar Land	TX	Comprehensive Analysis of Police Services
Victoria	TX	Comprehensive Analysis of Police Services
Washington City	UT	Comprehensive Public Safety Analysis
Hampton	VA	Police Chief Selection
Loudoun County	VA	Comprehensive Analysis of Sheriff Services
Loudoun County	VA	Comprehensive Analysis of Fire Services
Lacey	WA	Comprehensive Analysis of Fire Services
Duval	WA	Police Staffing Study
Kelso	WA	Comprehensive Analysis of Police Services
Mill Creek	WA	Comprehensive Analysis of Fire Services
Mill Creek	WA	Comprehensive Analysis of Police Services
Snoqualmie	WA	Police Workload & Deployment Analysis
Spokane Valley	WA	Comprehensive Analysis of Police Services
Vancouver	WA	Comprehensive Analysis of Police Services
Vancouver	WA	Police Chief Selection
Dunn County	WI	Sheriff Office Study
Wauwatosa	WI	Comprehensive Analysis of Fire Services
Wauwatosa	WI	Comprehensive Analysis of Police Services

Casper	WY	Comprehensive Analysis of Police Services
Jackson Hole	WY	Police Consolidation Review
Laramie	WY	Comprehensive Analysis of Police Services
Teton County	WY	Police Consolidation Review