Proposal to Conduct a Police Department Staffing Study

AURORA, ILLINOIS

November 1, 2024

matrix consulting group

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Commander Don Flowers
Police Department
City of Aurora
1200 East Indian Trail
Aurora, IL 60505

Dear Commander Flowers,

Matrix Consulting Group is pleased to submit our proposal to conduct the Police Department Staffing Study for the Aurora Police Department. This proposal is based on our research on the City and its Police Department when de submitted a qualifications statement last March and our subsequent interview on that last month.

Our firm has worked extensively to provide a wide range of services to police agencies in the Midwest and around the country, having conducted over 400 police studies. Our recent experience include numerous police staffing studies, most of which involving projections analysis:

Buda, TX	Glendale, WI	Prince George's County, MD
Boerne, TX	Goodyear, AZ	Reno, NV
Burleson, TX	Kyle, TX	Rockford, IL
Cedar Hill, TX	Madison, WI	San Jose, CA
Denton, TX	Miami Beach, FL	Syracuse, NY
Everett, WA	Milwaukee, WI	Tacoma, WA
Fort Worth, TX	O'Fallon, MO	Virginia Beach, VA

In addition, we are currently working with Millburn, NJ and Downey, Escondido, and Watsonville, CA on staffing and strategic planning studies.

We will provide the City with a highly qualified team of police consultants who have worked together on comparable projects for years. It includes project team members who had previous careers managing police operations in a variety of departments as well as well as career police consultants. We have no subcontractors on our team.

We appreciate the opportunity to submit this proposal on this important project for the City of Aurora. If you have any questions, please do not hesitate to contact me by phone at 650-858-0507 or by email at rbrady@matrixcg.net.

Richard Brady, President
Matrix Consulting Group

2. ORGANIZATION, PERSONNEL, AND STAFFING

We propose to utilize a dedicated team of law enforcement specialists, including the President of our firm. The organization and functional responsibility for our team is shown below, followed by a professional summary for the project manager and other team members.

Resumes for each project team member can be found in the Attachment at the conclusion of this proposal.

Richard Brady
President
Project Manager

Devon Clunis
Director
Community Engagement

Ian Brady
Senior Vice President
Lead Field Services

John Scruggs
Manager
Investigations

Tim Donohoe
Senior Consultant
Operational Support

Philip Berry
Senior Consultant
Field Services

Nick Heuertz
Senior Consultant
Support Services

Isaac Robles
Senior Consultant
Data & GIS Analysis

Richard Brady
President

Project Role
Project Manager and
Lead Analyst for the
Overall Project

Mr. Brady has provided management consulting services to municipalities for over 40 years across all governmental functions, including over 400 law enforcement department clients conducting organizational and operational assessments, organizational structure reviews, feasibility studies, technology and equipment reviews, and performance audits.

His experience includes recent police department studies for many agencies throughout the country and in Canada, including Calistoga, Laguna Hills, Los Angeles, Rancho Cordova, Richmond, San Clemente, San Francisco, San Jose, Sacramento, Signal Hill, and Suisun (CA); Coral Gables, Orange County, Miami Beach, and Jacksonville (FL), Albuquerque and Rio Rancho (NM), Lynnwood (WA), Austin (TX), San Antonio (TX), Portland (OR), Winnipeg (MB), Las Vegas (NV), and Tacoma (WA), Wichita, Kansas City and Wyandotte County (KS), Kansas City (MO), DeKalb County (GA), Raleigh (NC), Portland (OR), Omaha (NE), Aurora (CO), and Birmingham (AL).

Mr. Brady received his BA degree from the California State University, East Bay; Masters and Doctoral degrees from Oxford University (UK). All his advanced degrees are in Social Sciences.

Devon Clunis
Senior Manager

Project Role
Community
Engagement

Devon Clunis is a highly regarded policing professional with 35 years of combined policing and consulting experience. Mr. Clunis 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.

His police consulting experience in North America in the past five (5) years is extensive in projects in which he led community engagement and leadership emphases. This includes projects in Canada for Edmonton (AB), Kawartha Lakes (ON), and Winkler and Morden (MB); in the United States he worked for Columbus (OH), Los Angeles (CA), and Kansas City (MO). He also consulting with the San Carlos Apache Tribe in Arizona.

Mr. Clunis received a Master's Certificate from York University (Canada).

Ian Brady
Senior Vice President

Project Role
Lead Analyst on
Field Services

Ian Brady is a Senior Vice President with the Matrix Consulting Group in our Police Services Practice. He has over 11 years of consulting experience. He specializes in public safety and provides analytical support for all our police, fire, emergency communications and criminal justice system studies.

Mr. Brady has developed the firm's staffing, scheduling, and statistical models, including GIS-based analytical tools for analyzing field workloads and redeveloping patrol deployment areas.

He recently was a lead consultant on a number of police management studies in the last five years, including Berkeley, Laguna Hills, Los Angeles, Roseville, San Clemente, San Francisco, San Jose, and Sacramento (CA); Orange County and Miami Beach (FL), Wichita (KS), Austin (TX), Raleigh (NC), Kansas City (MO), Rockford (IL), Winnipeg (MB), Raleigh (NC), Birmingham (AL), Portland (OR), Tacoma (WA).

Mr. Brady received his BA degree in Political Science from Willamette University.

John Scruggs
Manager

Project Role
Lead Analyst for
Investigations

John Scruggs is a Manager with the Matrix Consulting Group. He has a strong background in law enforcement, including having previously served as a Captain for the Portland Police Bureau. He has served in all facets of law enforcement including patrol, investigations, training, and administration during his 26-year career.

He was a member of our police department study teams for, Bakersfield, Los Angeles, Pittsburg, San Francisco, San Jose, Sacramento, and Suisun (CA); Kansas City (KS), Kansas City (MO), Wichita (KS) and Midwest City (OK) as well as Lower Saucon Township (PA), Recently, he also was interim police chief to Lower Saucon Township and assisted them in a recruitment for a permanent one.

Mr. Scruggs received his BA in Political Science degree from Portland State University and a Master of Public Administration degree from Portland State University.

Philip Berry
Manager

Project Role
Analyst for Field Services

Philip Berry, who joined our firm earlier this year as a Senior Consultant, will serve 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.

His police consulting experience includes management and staffing studies and strategic planning studies for Everett (WA), Madison and Milwaukee (WI), Cedar Hill (TX), and Boise (ID).

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.

Mr. Berry received his BA degree in Sociology from Lebanon Valley College; his MA degree in Criminology from Radford University; and his ABD in Criminology from the University of South Carolina.

Tim Donohoe
Senior Consultant

Project Role
Lead Analyst for Operational Support

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 Sates 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.

His police consulting experience includes management and staffing studies and strategic planning studies for Signal Hill (CA), Milwaukee (WI), Cedar Hill (TX), Virginia Beach (VA), and Boise (ID).

Mr. Donohoe received his BS in Criminology and Criminal Justice degree from Portland State University and Master in Criminology and Criminal Justice degree from the University of Colorado. He is an Adjunct Professor at the University of Nevada, Reno.

Nick Heuertz
Senior Consultant

Project Role
Lead Analyst for
Support Services

Nick Heuertz is a Senior Consultant with the Matrix Consulting Group. He previously served as a Police Officer for the Palatine (IL) Police Department. During his time with the Palatine Police Department, Nick served as a patrol officer, tactical unit officer, investigator, school resource officer, and community relations officer. Additionally, he has experience in officer resilience and wellness programs, and public information officer.

Nick is a graduate of Purdue University and the United States Naval Postgraduate School. In 2022, Nick was awarded the Rising Shield of Law Enforcement Award by the Illinois Association of Chiefs of Police.

3.   FIRM QUALIFICATIONS AND REFERENCES

The following section provides an overview of Matrix Consulting Group as a firm, as well as specifically outlining the firm's law enforcement consulting experience and specialization.

Introduction to the Matrix Consulting Group

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

- Matrix Consulting Group was founded in 2003. We are incorporated in California but also incorporated in Illinois.

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

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

- Our firm is headquartered in California (in the Bay Area). We also have offices in Dallas, St. Louis, Portland, South Florida, Charlotte, and Orange County (CA). We currently have 30 full-time and 7 part-time staff.

- We are an independent firm. In 2018, we created a Canadian firm wholly owned by Matrix, MCG Consulting Solutions, to better serve the Canadian market.

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

Law Enforcement Consulting

While we provide a wide range of services to local government, our most extensive area of expertise is in law enforcement. We have worked extensively to provide a wide range of services to police agencies around the country as well as in Canada, having conducted over 400 police studies in 45 states.

Our services in police consulting are varied and include, but are not limited to:

- Staffing, deployment, and scheduling

- Strategic, resource and management planning

- Implementation of practices aligned with the President's 21st Century Policing

- Organization and management of services

Selected law enforcement studies within the last 5 years include:

Austin, TX	Kyle, TX	Reno, NV
Boerne, TX	Madison, WI	Rockford, IL
Burleson, TX	Miami Beach, FL (3x)	Sacramento, CA
Columbus, OH	Milwaukee, WI	San Francisco, CA
Denton, TX	O'Fallon, MO	San Jose, CA
Everett, WA	Osceola County, FL	St. Louis, MO
Fort Worth, TX	Phoenix, AZ	Syracuse, NY
Glendale, WI	Prince George's County, MD	Tacoma, WA (3x)
Goodyear, AZ	Portland, OR	Virginia Beach, VA
La Verne, CA	Raleigh, NC (2x)	Wichita, KS

In addition, we are currently working with Millburn, NJ and Downey, Escondido, and Watsonville, CA on staffing and strategic planning studies.

References for Recent Law Enforcement Projects

This section of our proposal includes a description of selected public sector projects completed within the last three years that demonstrate our experience performing a wide range of services, comparable to those requested by the City of Aurora:

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Burleson, Texas

Police Staffing and Facility Study

Bryan Langley
Currently, City Manager
Kyle, Texas
(512) 262-3923
blangley@cityofkyle.com

Matrix CG developed a comprehensive analysis of current and projected staffing needs for the Burleson Police Department. The scope of work identified key aspects of BPD that their administration wanted to be emphasized in the analysis, including patrol, investigations, and several key supporting units throughout their organization.

The project team identified the need for new positions in the next fiscal year in a variety of capacities throughout the organization. In addition, the project team recommended significant changes to investigative case management, as well as in field deployment. These recommendations were made in an attempt to optimize the utilization of the recommended staffing numbers made by MCG.

Completion Date: January 2023

Note: We also conducted a police staffing study for this City Manager when he recently transitioned to Kyle, TX.

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Madison, Wisconsin

Police Department Strategic Planning Study

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

Matrix CG 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 were to be checked by personnel internal and external to the organization.

Completion Date: April 2023

Milwaukee, Wisconsin

Police Department Staffing and Deployment Study

Nicholas DeSiato
Chief of Staff – Mayor's Office
(414) 286-2489
nidesi@milwaukee.gov

Matrix developed a comprehensive evaluation of the Milwaukee Police Department, evaluating staffing needs of the organization. While resource needs were a key objective, achieving greater transparency, accountability, and engagement with the community was central to the study effort.

Key recommendations included creating new positions within patrol, as needed, as well as providing MPD with a recommended staffing model that is conducive to increasing community input and a more holistic public safety environment. Staffing analyses and recommendations were completed for all Bureaus of the organization, and organizational recommendations regarding communication, spans of control, and civilianization were included.

Completion Date: March 2023

4.   PROJECT APPROACH

The following task plan provides an outline of our proposed approach to conduct the evaluation of current and projected staffing. We welcome the opportunity to provide the City with a more detailed scope of work and task plan.

Task Plan

The following task plan provides our proposed approach to the study.

Task 1 | Project Initiation

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

- Interviews with the City Manager and elected officials (if desired) in order to obtain their views on police service issues and improvement opportunities, as well to confirm the goals and objectives of the study.

- Similarly, conduct initial interviews with the Chief, command, and supervisory staff to obtain their views on police service issues and improvement opportunities.

- Also reach out to the Aurora Police Association for their views on service and staffing issues.

- Conduct interviews with Human Resources, Finance, Information Technology and other municipal staff who have important interfaces with the APD.

This task will involve significant outreach to Department staff to understand the functionality of the organization as well as issues from a variety of perspectives. This input will be augmented in Task 2 in the employee survey.

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.

- Responsiveness to community priorities and other service needs.

- Perceived gaps in existing service levels, resources, and programs.

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**
>
> **Project initiation together with development of project planning materials – a regular schedule with review dates identified and a data collection list.**

Task 2 | Receive Community and Employee Stakeholder Input

The past several years has shown that the community wants its voice heard directly. This study is a critical component in providing a forum for the consultants to hear feedback from the public and employees and develop constructive strategies around this feedback.

The project team will utilize several methods of engagement in this phase of the project:

- Holding community workshops to gather information on resident's perceptions of APD service levels.
- Conduct a community survey to further gauge resident's perceptions of APD service levels.
- Utilizing a survey for Police Department employees.

Our proposed approach to each of these is described in the following subsections.

Community Meetings

The project team will conduct a series of two (2) community workshop meetings for the general public. These meetings allow for a weekday evening and a weekend option for participation. Topics will include:

Responsiveness

What does the community expect when calling the department for assistance or in making a complaint? Do they expect the officer(s) to be courteous and respectful?

Engagement and Communication

Does the community feel that the department is transparent? Do sufficient avenues exist for the community to express its concerns? What improvements could be made to the process?

Community Priorities

What public safety priorities does the community want the department to focus on? Are the issues the Police Department focuses on aligned with the community's priorities?

The focus group meetings could either be in person or virtual, depending on public health issues at the time and the City's preferences. The City would promote these meetings on its social media platforms and website.

Input from Police Department Personnel

Input from within the Police Department is also critical to understanding issues regarding service delivery and alternatives. Additionally, their views are instrumental in helping to understand the greater context of police-community relations.

While many employees will be individually interviewed, the project team will develop and administer an online employee survey to obtain input on key issues directly within the scope of this study. This survey will be distributed to all employees of the organization, regardless of rank or classification, facilitating the ability of project staff to uncover comparative perceptions of operations and functionality throughout the organization.

> **TASK RESULT**
>
> **The project team will gather community and employee input to better understand their views on Police Department response and alternatives.**

Task 3 | Descriptive Profile of the Police Department

The project team will document its initial understanding of the APD, its service levels, staffing, and service environment in a descriptive profile. The profile will also present organizational charts, 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 division and unit within the Department, the descriptive profile will detail the following:

- Departmental goals and objectives and other defining documents.

- Service scope of work for each organizational function.

- Organizational structures and reporting relationships.

- Current (filled) and authorized staffing levels by classification.

- Key responsibilities and duties for each unit, command staff, and unique role within the Department.

- Programs and services offered to youth and the community generally.

- Deployment structures of field services:

  – Detailed visualization tables showing the current shift schedule, including personnel assigned to each, start times, and workday rotations.

  – Areas of geographic responsibility.

- For investigations, a description of case management practices and case assignment processes.

- For administrative and support functions, workloads and service levels, technology in use, and division of responsibility between the City and the Department.

The draft document will be reviewed with the Department, 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 Police Department, as well as any key characteristics of the service environment.

Task 4	**Conduct a Comparative Evaluation of the Police Department to Best Practice and Peer Agencies.**

By this point in the process, the project team will have documented the 'as is' state of the 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 the region and throughout North America, as well as from the literature on policing.

- The project team will also develop a comparative survey with 'peer cities' in Northern Illinois or a wider region. The project team will select the communities in conjunction with and consultation with the City and the Department. Population, area size, and growth prospects 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**
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> **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 City.**

Task 5 | Analysis of Workloads and Staffing

The project team will develop a comprehensive analysis of staffing needs for every function of the Police Department, as well as strategies achieving the best use of existing resources. Different analytical factors and processes will be used to determine staffing needs for each individualized function throughout the organization, as well as optimizing strategies for deploying and managing staff.

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, to staff special events, etc.)?

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

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 self-initiated activities.
    - Relationship between uncommitted time and officer-generated activity.

- Determine patrol staffing needs, both overall and at the beat level, based on workloads and targets for proactivity.

- 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.

- Document and evaluate the extent of call diversion now, either virtually or in response. Analyze opportunities to increase the use of alternative response to lower priority calls as well as to various crisis calls.

The following examples provide visuals 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 at a detailed level is able to show whether the strategies for deploying resources are able to consistently meet desired service levels:

Time	# Units	S	M	T	W	Th	F	Sa	Overall
2am–6am	31.4	15%	59%	55%	58%	57%	46%	26%	45%
6am–10am	37.0	57%	47%	46%	46%	49%	47%	52%	48%
10am–2pm	38.9	19%	-1%	3%	5%	5%	1%	8%	6%
2pm–6pm	73.6	46%	38%	36%	34%	33%	37%	41%	43%
6pm–10pm	52.3	15%	8%	14%	10%	14%	7%	17%	16%
10pm–2am	53.6	8%	35%	29%	37%	34%	28%	9%	35%
Overall	47.8	32%	33%	33%	34%	34%	30%	30%	32%

Incident/Crime Locations

Analysis of when specific incident types and crimes occur provides insight on the deployment of existing and feasibility of alternatives:
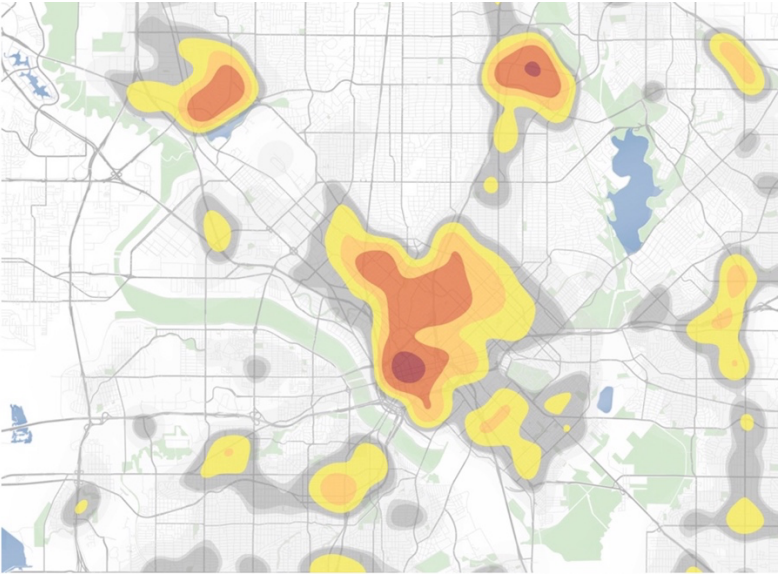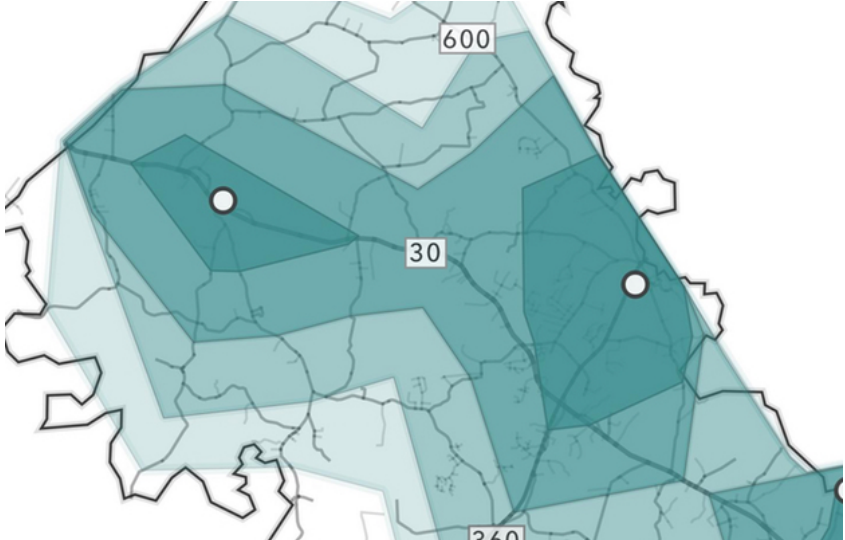
Hotspot analysis
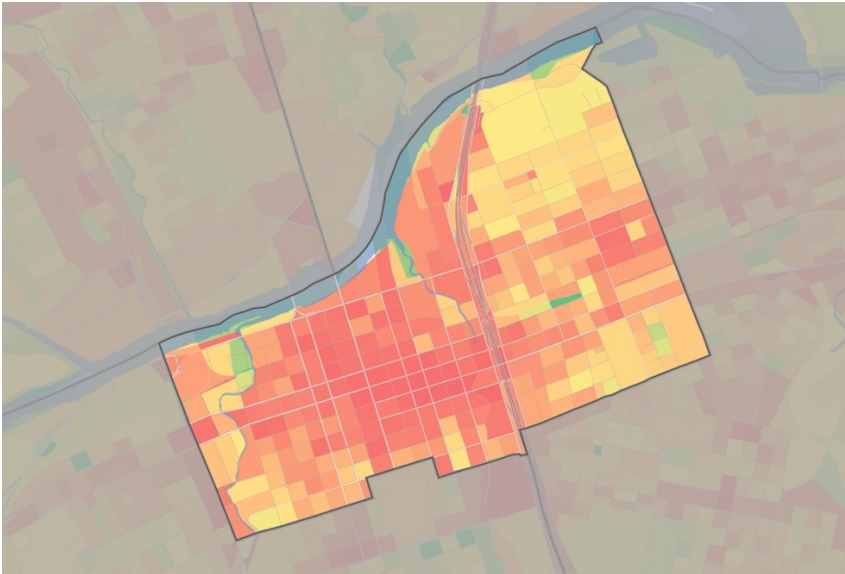
Visibility and saturation

Patrol deployment zones

Response time analytics

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 investigations, including review of:

•   Case assignment and screening by solvability factors.

•   Workload by detective.

•   Management of active and inactive cases.

•   Coordination with patrol and records.

Other Functional Areas

Examples of other administrative functions in the Police Department that would be evaluated include:

In **professional standards / internal affairs**, we will evaluate how the process works internally in terms of case management and externally in terms for avenues for complaints and methods for transparency.

In **emergency communication**, we will document workload by agency (Aurora Police and Fire as well as North Aurora) by time of day and day of week. We would evaluate staffing levels based on dispatching workloads and address employee recruitment and retention.

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

In **recruitment and training,** how does the APD 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 6 | Projection of Future Service Demands and Staffing Needs

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

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

Illustrative Factors Considered to Project Staffing Needs
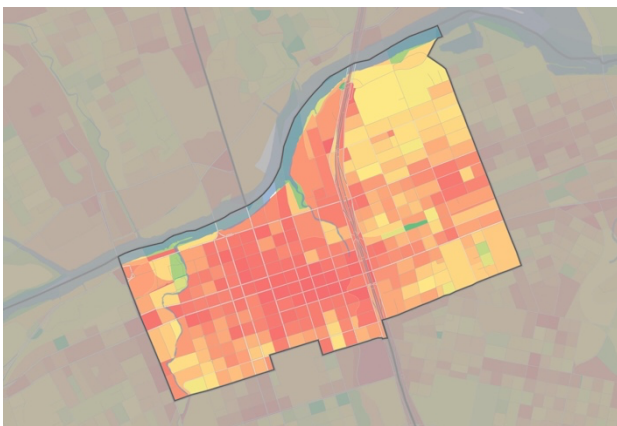
Geographic Analysis of Service Needs

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

Our analysis will utilize a GIS-centered approach to examine geospatial trends in police service demand.
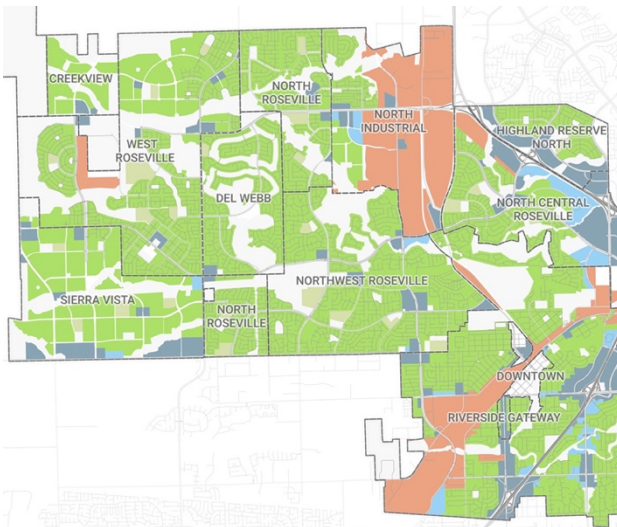
Current and Anticipated Land Use

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

We will meet with Planning and Zoning staff to understand how land is used currently, as well as the configurations of anticipated developments, in order to accurately model how these needs will evolve.

The data collected from local and/or county planning and development departments, as well as other resources, will form the basis of our GIS model of how police service needs will evolve over the next 10 years.
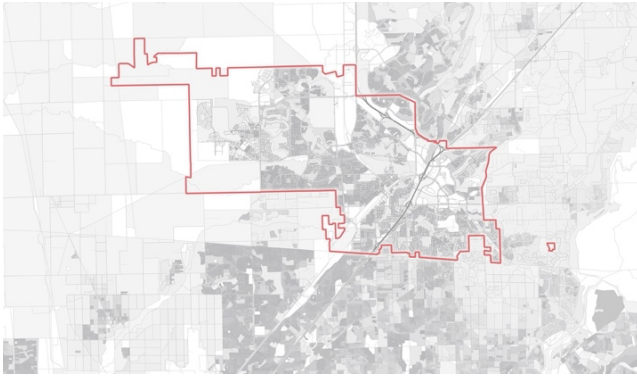
Local and Regional Interactions

Understanding the context of the community within its surrounding region is essential to forecasting its planning needs. This includes developing an understanding of factors such as:

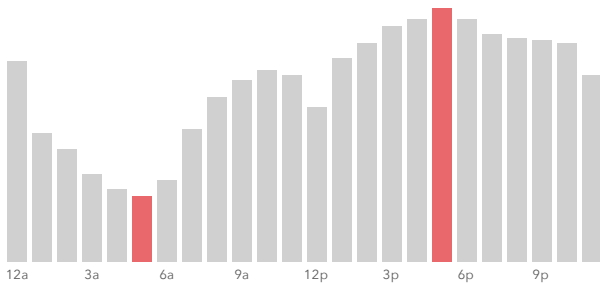• Daytime working population and effects on field resource demands.

• Entertainment area growth and impacts on needs for specialized resources.

Workload-Based Projections

Rather than base projections for future staffing needs on a simple ratio such as officers per capita, our analysis builds staffing needs from how workload is changes – whether driven by calls for service for patrol personnel, cases for investigators, or reports and administrative workloads for records staff.

As police service workloads drives the actual needs to grow the organization, our analysis defensibly anchors the planning process to the changing dynamics of the community.

Data collected for the analysis of projected service and personnel needs includes:

•   CAD data (up to the past three years if current CAD system has been in place for that timeframe).

•   Supporting information for CAD analysis (e.g., unit code and incident type lists, patrol schedules, incident report totals, arrest and booking totals).

•   UCR/NIBRS (up to the past three years; including location coordinates if data systems allow).

•   Planning and land use GIS shapefiles (preferably including information such as commercial space, housing unit counts, and other key data).

•   Information on planned development activity, including the current stage of each project (e.g., development review permit issued, etc.) and estimated timeframe for completion.

The project team will collect other publicly available data used for the analysis, such as road networks, census data, and geographical features.

The results of the service needs and staffing projections will be developed into an interim deliverable that provides comprehensive projections for service and staffing needs for every police department function. The projections will be provided at multiple timeframes in order to provide for a more accurate planning process.

The interim document will be reviewed with the Department and the City, with revisions being made, as needed. It is also important to note that our planning models will also be provided to the department prior to the completion of the project, enabling for adjustments to be made in the future as growth trajectories shift.

> **TASK RESULT**
>
> **The analysis will result in an interim deliverable that projects law enforcement workloads and staffing needs over the next 10 years for every department position and functional area.**

| Optional Task | Geographic Deployment Restructuring Analysis |

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. These issues will form the basis of the process of redesigning the boundaries of the beat structure in order to better meet and equalize service levels, as well as to more closely reflect the geography of individual neighborhoods.

It is not unusual for deployment issues to stem from patrol area structures that were built decades ago that no longer reflect the community and its service needs and with patrol workloads that vary significantly from area to area.

- **Workload Equalization:** Patrol beats should have equalized workloads and proactive abilities to ensure that service levels are consistent throughout the City.

- **Neighborhood Integrity:** Patrol areas should be designed around the communities they service and should drive to keep neighborhoods in the same area.

- **Transportation Routes:** The design of beats should facilitate timely responses to calls, including backup responses from other areas.

- **Logical Barriers:** Patrol areas should be designed around natural and manmade barriers, such as freeways, hills, levees, or water features

- **Staffing Objectives:** Beats should be designed so that they can be consistently staffed, and resource allocation proportional to workloads.

TASK RESULT

The project team will evaluate issues associated with the current patrol deployment structure and redesign it to better equalize workload and proactive capabilities, as well as to keep individual neighborhoods and business districts together within the same area to facilitate community policing.

Task 7 | Develop the Final Report

Once the work tasks described in the preceding sections have been completed, our findings, conclusions, and recommendations will be developed into a final staffing study for the Aurora Police Department. It will incorporate previous interim deliverables into a single unified document, combining the analysis of all functional areas of the Police Department. The document will be structured as follows:

- 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 study.

- Analysis of **workloads and personnel needs** for all police department functions:
    – Detailed analysis of current patrol workloads, availability factors (e.g., leaves, turnover, training etc.), and patrol proactivity.
    – Investigative workloads and case management practices.
    – Allocation of sworn and civilian resources to administrative and support functions and potential re-allocation of resources to the various functions.
    – Assessment of alternative response opportunities.

- Analysis of **future resource needs**, which outlines the projected staffing needs of APD. This document will be crucial to the establishment of the staffing plan of implementation, listed below.

- A **plan of implementation** for each study recommendation with schedule, costs (if necessary) and responsible parties.

- If selected as an option, an evaluation of deployment, including the **redesign of patrol beat system**.
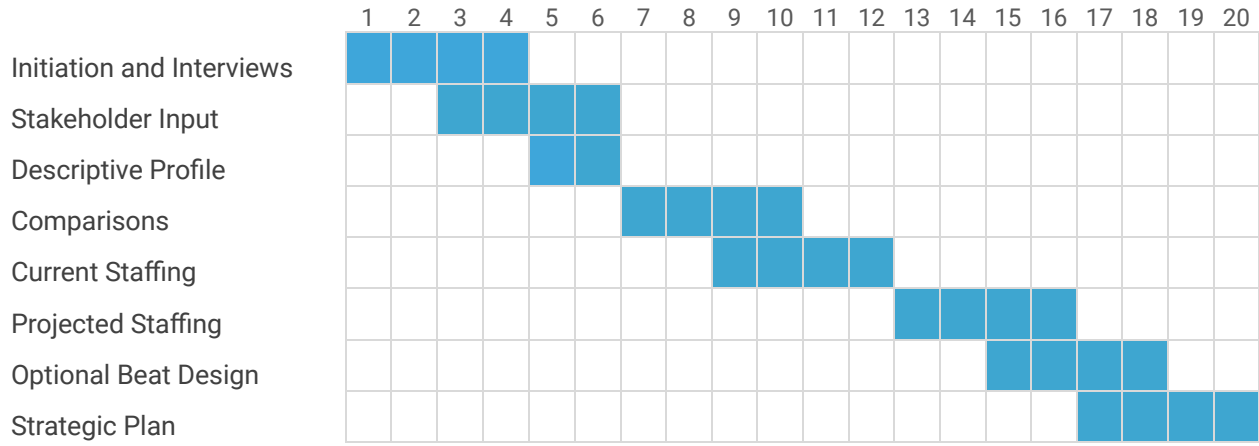
Following completion of the final report, the document will be reviewed with the Department and City, and revisions will be made thereafter.

TASK RESULT

The analysis will result in the final strategic plan on current and projected staffing for the Police Department. After draft reviews we will present the final report to the City Council.

Proposed Schedule

The following chart outlines our proposed timeline to complete the project over a period of approximately five months from project initiation to delivery of the final report:

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Initiation and Interviews	■	■	■	■																
Stakeholder Input			■	■	■	■														
Descriptive Profile					■	■														
Comparisons							■	■	■	■										
Current Staffing									■	■	■	■								
Projected Staffing													■	■	■	■				
Optional Beat Design															■	■	■	■		
Strategic Plan																	■	■	■	■

5. PROJECT COST

The following table provides our proposed cost to conduct the Police Department Staffing Study, with hours and cost tabulated by staff category and task area. We have priced the optional beat design cost separately but also as a total with it included.

Task	President / Sr. VP	Sr. Manager/ Manager	Senior Consultant	Total Hours	Total Fee
Initiation and Interviews	12	40	40	92	$17,600
Community Input	8	16	16	40	$8,000
Descriptive Profile	8	24	24	56	$10,800
Comparative Survey	12	24	48	84	$15,600
Current Staffing	16	60	56	132	$25,200
Projected Staffing	8	40	32	80	$15,200
Draft and Final Report	20	36	36	92	$18,600
Total Hours	**84**	**240**	**252**	**576**	
Hourly Rate	$300	$200	$150		
Total Professional Fees	**$25,200**	**$48,000**	**$37,800**		**$111,000**
Travel Expenses					$4,000
Total Project Cost					**$115,000**
Optional Task – Beat Design		44	16	48	108	$19,632
Total With Optional Task					**$134,632**

RICHARD BRADY

PRESIDENT, MATRIX CONSULTING GROUP

Richard Brady founded Matrix Consulting Group in 2002 and leads our public safety practice, which includes law enforcement, and justice studies. He has served as the project manager or lead analyst on hundreds of public safety studies in his 40-year career.

His subject matter expertise includes police staffing and deployment, management effectiveness, and governance and transparency. Prior to founding these two firms, he served for over 20 years as a practice leader in two other firms, including Maximus.

Experience Highlights

Austin, TX: Richard led a consulting team to assist the APD in recreating 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 several areas that 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.

In general, there was a 'disconnect' between the goals, policies, and commitments and the reinforcement of these in management.

Ossining, NY: Richard was the Project Manager on this just-completed engagement evaluating opportunities to reform policing consistent with 21st Century Policing concepts:

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

Role on This Engagement:

Richard will serve as a project executive and advisor.

He will be involved in all project stages, including on-site interviews and review meetings. He will lead product design and quality control.

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 Experience: 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 11 years of consulting experience. Specializing in public safety, he works on all our police, fire, corrections, and emergency communications studies.

Mr. Brady is the lead developer on all 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 modeling.
- 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 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 lead analyst in field services, as well as more generally over data analytics.

Relevant Clients:

AZ	Phoenix
AL	Birmingham
CA	Berkeley
CA	Los Angeles
CA	Sacramento
CA	San Francisco
CA	San Jose (2x)
CO	Adams County
FL	Miami Beach (3x)
FL	Orange County
GA	DeKalb County
HI	Kauai County
IA	Davenport
IL	Rockford
KS	Wichita
MB	Winnipeg
MD	Harford County
MD	Howard County
MN	Hennepin County
MO	Columbia
MO	Clayton
MO	Kansas City
MO	St. Louis
OH	Columbus
OH	Cincinnati
OK	Midwest City
NC	Raleigh (2x)
NJ	Mahwah
NM	Santa Fe
NY	Syracuse
OH	Columbus
OR	Portland
PA	Pittsburgh
TX	Austin
TX	Denton
TX	Fort Worth (2x)
TX	Travis County
VA	Virginia Beach
WA	Tacoma (2x)
WI	Milwaukee

Years of Experience: 10

Education:

BS in Politics, Willamette University

DEVON CLUNIS

SENIOR MANAGER, MATRIX CONSULTING GROUP
FORMER CHIEF OF WINNIPEG POLICE SERVICE

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.

City of Winnipeg: 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:

CA	Los Angeles
OH	Columbus
MO	Kansas City
AZ	San Carlos
PA	Macungie
WI	Madison
AB	Edmonton
MB	Winkler
MB	Modren
ON	Kawartha Lakes

Years of Consulting Experience: 35

Years of Government Experience: 29

Education:

Law degree from Quebec City's *Université Laval*.

Political science / economics degree from Montreal's McGill University.

JOHN SCRUGGS

MANAGER, MATRIX CONSULTING GROUP

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

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.
- Reviewed space projections to meet desired operational approaches and service levels.

Role on This Engagement:

John will serve as a lead analyst for investigations.

Relevant Clients:

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

Years of Experience: 32

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

TIM DONOHOE

SENIOR CONSULTANT, MATRIX CONSULTING GROUP

Tim Donohoe is a former Commander with the Reno, Nevada Police Department with 26 years of experience in law enforcement. Tim has served as the Mission Advisor for the United States Department of Justice's International Criminal Investigative Assistance Program (ICITAP) in the Republic of Armenia and as a Senior Law Enforcement Advisor in Ukraine. He has extensive specialized experience in international police reform, police hiring practices, internal affairs, police use of force, and police training. He is a graduate of the Police Executive Research Forum's Senior Management Institute for Policing and is a National Institute of Justice, Law Enforcement Advancing Data and Science Scholar.

Tim is an Adjunct Professor at the University of Nevada, Reno, teaches an evidence-based policing course for police leaders at the University of Louisville, Southern Police Institute, and is a veteran of the United States Marine Corps.

Experience Highlights

As the United States Department of Justice ICITAP Mission Advisor in the Republic of Armenia, Tim worked closely with officials in developing the country's first national patrol police force with a focus on the following:

- Patrol police admission standards and hiring procedures
- Institutional procedures and instruction
- Training requirements and standards
- Police Training Officer (PTO) Program
- Civilian oversight

Prince George's County, MD: Led project team analysis of the Bureau of Homeland Security, assessed current operations, response capabilities, staffing, resource allocation, and management of resources.

Richmond, CA: Led project team analysis of the Administration Bureau and Emergency Communications Center, assessed current operations, response capabilities, staffing, resource allocation, and community responsiveness.

Role on This Engagement:

Tim will serve as a lead analyst for operational support.

Relevant Clients:

AZ	Chandler
AZ	Goodyear
CA	La Verne
CA	Richmond
CA	San Diego Harbor
CA	San Jose
CA	Signal Hill
CT	Bridgeport
FL	Osceola County
ID	Boise
MD	Prince George's Cnty.
NY	Monroe County
NY	Syracuse
OH	Cincinnati
OR	Bend
PA	Pittsburgh
RI	East Greenwich
TX	Cedar Hill
TX	Cedar Park
TX	Fort Worth
TX	Texas City
VA	Virginia Beach
WI	Milwaukee

Education:

MA, University of Colorado, Denver and BS, Portland (OR) State University

Years of Experience: 26

Professional Association:

International Association of Chiefs of Police (IACP)

Police Executive Research Forum (PERF)

American Society of Evidence Based Policing (ASEBP)

PHILIP BERRY

MANAGER, MATRIX CONSULTING GROUP

Philip Berry serves in a senior consulting capacity 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

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

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

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

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

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.

Role on This Engagement:

Philip will serve as an analyst for field services.

Relevant Clients:

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

Years of Experience: 6

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

NICK HEUERTZ

SENIOR CONSULTANT, MATRIX CONSULTING GROUP

Nick Heuertz is a Senior Consultant with the Matrix Consulting Group and previously served for six years as a Police Officer with the Palatine (IL) Police Department. During his time with the Palatine Police Department, Nick served as patrol officer, tactical unit officer, investigator, school resource officer, and community relations officer. Additionally, he has experience in threat assessment, officer resilience and wellness programs, public information officer (PIO) strategies, and non-profit partnerships.

Experience Highlights

Nick worked in a variety of capacities within the Palatine Police Department and developed several programs to improve department operations. Principally, Nick developed a comprehensive officer resilience and wellness program. Nick also developed a formal social media strategy and grew the Department's social media presence.

- Change management
- Policy writing and development
- Social media strategies
- Crisis communications planning

During Nick's assignment to the Palatine Police Department's Investigations Division, he applied for and was accepted into the Emergence Program at the United States Naval Postgraduate School. While enrolled in the program, he developed a detailed proposal to create a crime analysis program for the Palatine Police Department. In 2022, Nick was awarded the Rising Shield of Law Enforcement Award from the Illinois Association of Chiefs of Police for his work to strengthen partnerships between the Palatine Police Department and non-profit organizations in the Chicagoland area.

- Community Relations & Crime Prevention Officer
- Investigator & School Resource Officer
- Tactical Unit Officer
- Patrol Officer

Role on This Engagement:

Nick will serve as an analyst for administrative functions.

Education:

BA, Purdue University

Emergence Program, United States Naval Postgraduate School

Awards:

2022 Rising Shield of Law Enforcement Award, Illinois Association of Chiefs of Police