

COUNCIL WORK SESSION

Tuesday, March 14, 4:30 p.m.

Casper City Hall

Council Meeting Room

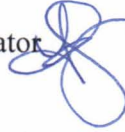
AGENDA

1. Senior Advocacy Committee Quarterly Update (Tanya Johnson)
2. DDA Presentation (Kevin Hawley)
3. Electronics Recycling Discussion
4. Independent Management Review of Police Services
5. City Manager Report
 - a. City of Casper Eclipse Services Report
 - b. FY 2017 Capital Improvement Projects
 - c. March Sales Tax Revenue
7. Future Agenda Review
8. Council Around the Table

March 6, 2017

MEMO TO: Her Honor, Mayor Humphrey, and Members of City Council

FROM: Tanya Johnson, Special Projects Coordinator
Senior Advocacy Committee Members



SUBJECT: Senior Advocacy Committee Quarterly Update

Recommendation:

To provide a quarterly update of progress being made on tasks included in the 2016 Senior Services “Boomer” Study Update. Additionally, to seek Council’s approval of funds in the amount of \$2,000 (Two thousand dollars) to be used for printing materials that are outcomes of the study recommendations and also to seek Council’s support to begin the process of becoming a “Livable Community” as designated by AARP and identified in the Senior Services Update recommendations.

Summary:

Council was presented with the 2016 Senior Services Update report at the May 24, 2016, Work Session. The report identified concerns and needs of the “Baby Boomer” generation, individuals born between 1946 and 1964, with extensive consideration given to seven specific topics. Those topics are:

- Community Design;
- Transportation;
- Financial Concerns;
- Healthcare (including mental healthcare);
- Housing;
- Lifelong Learning, Social and Civic Engagement, and Recreation; and,
- Workforce, Employment, and Volunteerism.

Since Council’s last update in November 2016, steady progress continues to be made in this ongoing effort to strengthen the services and programs needed to best support seniors in Casper. Throughout the previous three months, this committee has focused largely on the areas of housing, transportation, lifelong learning, social and civic engagement, and recreation.

An outcomes-based progress summary, including actionable items and their corresponding timeframes, will be presented. City staff and members of this committee recognize the importance of Council’s support in ongoing efforts to implement the tasks specified in the 2016 Senior Services “Boomer” Study Update.

Requested funding will be from funds allocated to Council’s FY17 Printing and Reproduction line item.

March 6, 2017

TO: Mayor Kenyne Humphrey and Members of City Council

FROM: Brandon Daigle, Chairman, Casper DDA

SUBJECT: Market Driven Funding Presentation

Recommendation:

That Council consider approving the creation of a TIF District as a sustainable revenue source for (re)development in downtown.

Summary:

For nearly 30 years, the sole source of operational revenue for the DDA has come from a mill-levy on downtown property owners within the district, resulting in roughly \$144,000 annually. In 2014, with a bold plan for continued revitalization, the volunteer board of the DDA requested an investment of \$200,000 in operational support over two years and Council agreed.

In recent years, downtown has seen tremendous private sector investment in an amount exceeding \$30 million. Much of this has been due to the vision, leadership, and investment from City Council to make downtown revitalization a priority. With David Street Station coming online as a new anchor of downtown activity, the DDA believes the private sector investment will only continue to grow and has estimated future opportunities estimated between \$30-60 million. Due to this exciting time of tremendous investment and with the opportunity for even more, the DDA humbly requests continued operational and infrastructure support from Council through the creation of a TIF District. The sales tax revenue generated over the established baseline within the district would be reinvested into priority projects in downtown, as well as continued support of the DDA. Council would retain oversight and approval on disbursements within the district through an annual planning document.

As the Downtown Development Authority, we believe the current investment in downtown/OYD is game-changing but that it is also only the beginning. The opportunity for continued collaboration and support from Council can result in tens of millions more in private sector investment in the heart of our community. Please consider how our continued efforts for revitalization of these districts can result in further economic investment, stabilization, and growth benefiting our great community for generations.



**DOWNTOWN DEVELOPMENT
— AUTHORITY —**

Market Driven Funding Presentation

March 14, 2017

Agenda

1. DDA Project History
2. DDA Funding
3. **Market Driven Funding / Tax Increment Financing (TIF) Introduction**
4. **Discussion / Questions**

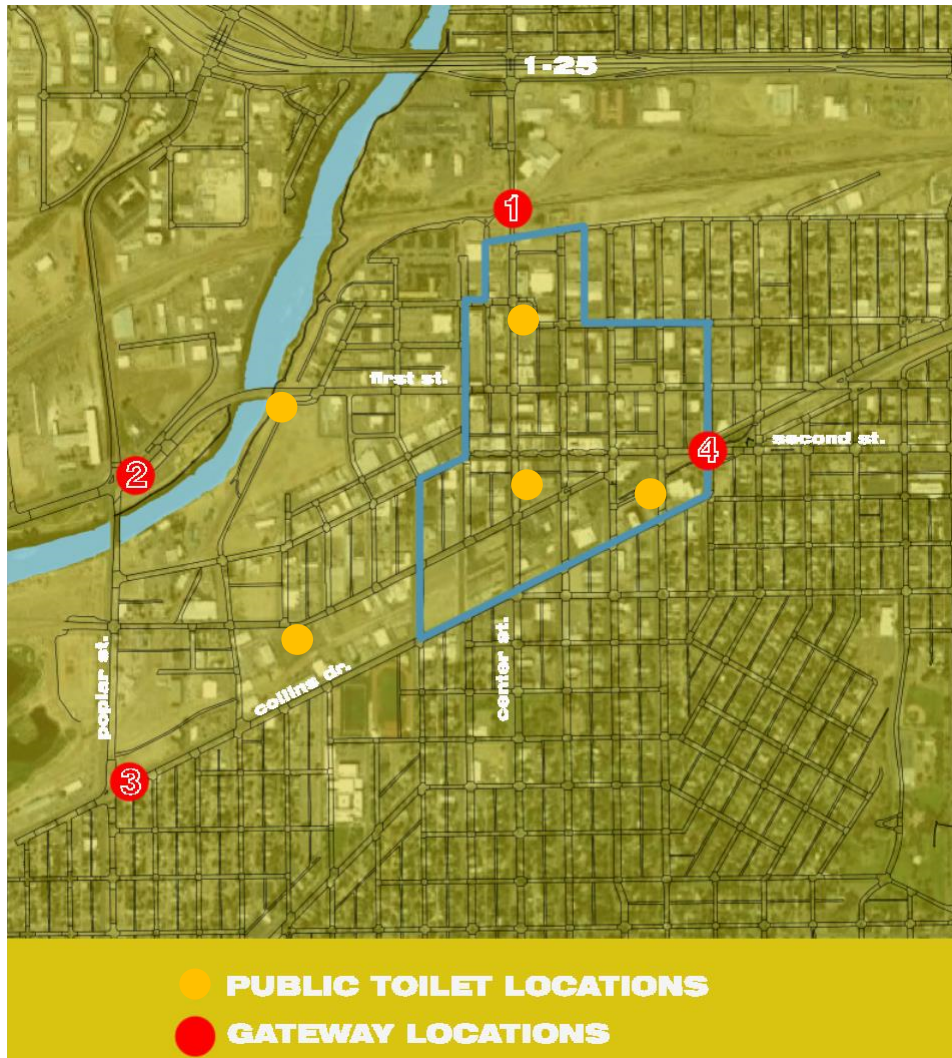


DDA Project History - Boundaries



DOWNTOWN DEVELOPMENT AUTHORITY

DDA Project History – Public Restrooms / Gateways



DDA Project History – Public Restrooms



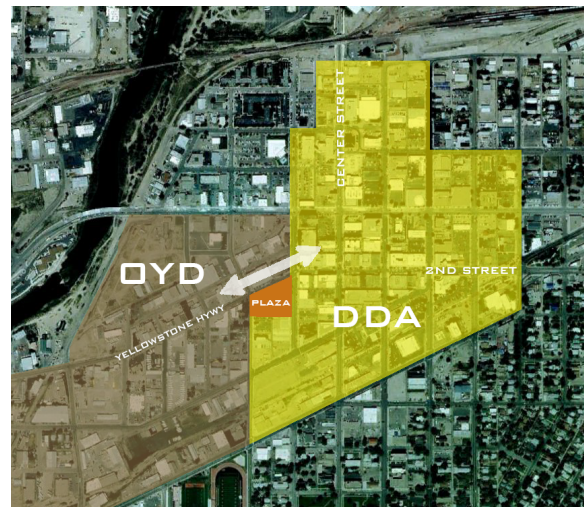
DDA Project History – City Office Building Renovation



- Secured and contracted tenant for recently purchased city office building
- Modernized old commercial office space in downtown core
- Invested \$200,000+ in city asset
- Paid \$232,000 lease payment to city
- \$40,000+/year in Utilities and Maintenance



DDA Project History – David Street Station



- Create bridge between DDA & OYD
- Central to Retail Core
- Provide Central Public Gathering Space
- Catalyst for Downtown Redevelopment
- **\$3M Investment by City of Casper**

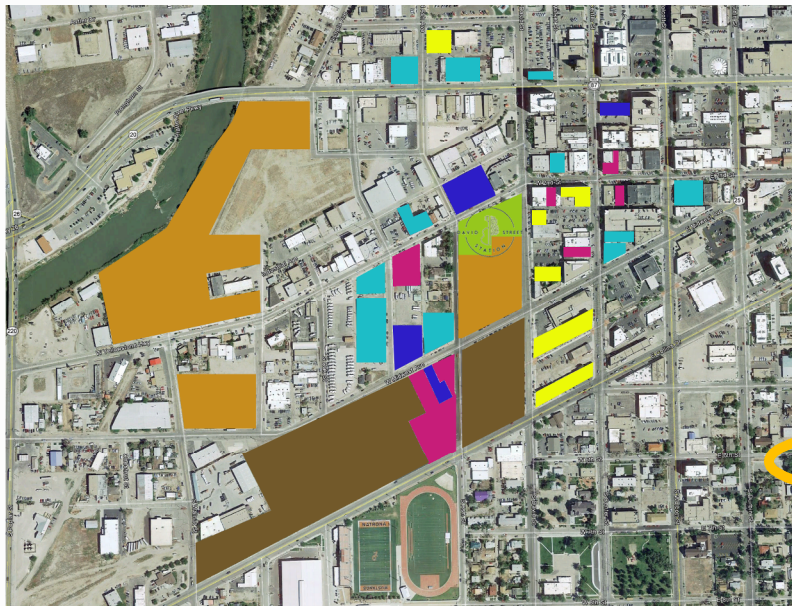
“The plaza’s completion is without a doubt the **single most important project in Casper**, to spur growth and economic stability.” - Tony S. Cery, Cery Investments, LLC



DDA Project History – David Street Station

CURRENT PRIVATE SECTOR INVESTMENT

| | |
|---------------------------------|-----------------|
| Restaurant / Bar | \$12.5 M |
| Mixed Use / Retail | \$11.3 M |
| Office | \$5.2 M |
| Art/Culture | \$4.25 M |
| Total Private Investment | \$33.25M |



- DAVID STREET STATION
- RESTAURANT / BAR
- MIXED USE / RETAIL
- ART/CULTURE
- OFFICE
- STATE OF WYOMING
- FUTURE DEVELOPMENT

\$60M+ Potential

David Street Station has stimulated the creation of
230+ private sector jobs in downtown Casper



DDA Project History – Other Projects

City Branding Project

Wayfinding Signage

Building Mapping Project w/Casper College

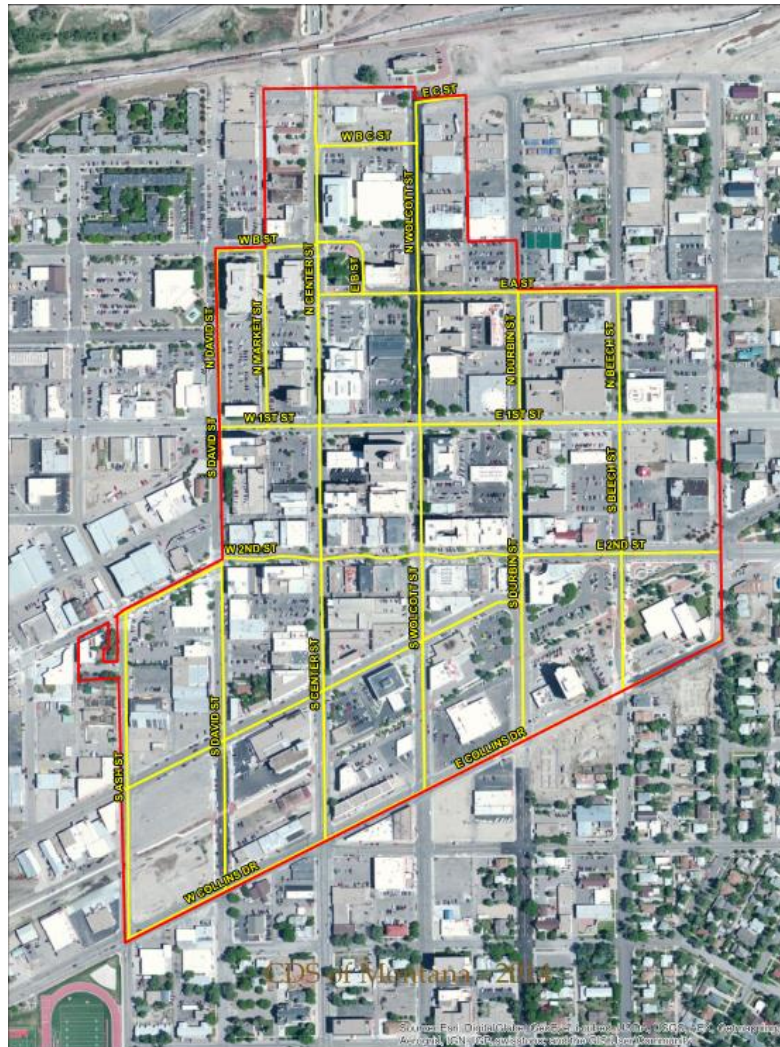
Retail (Re)development

Downtown Hotel

Market Rate Housing



DDA Funding - Boundaries



DOWNTOWN DEVELOPMENT AUTHORITY

DDA Funding - Operations

| | |
|--|---------------------|
| Total Revenue | \$214,712.60 |
| Property Owner Mil Levy | \$148,872.66 |
| City of Casper – 2 yr Contract (Ends 2017) | \$62,499.94 |
| Planter Donations / Investment Interest | \$3,340.00 |

2014 DDA Budget Comparison

| | |
|---------------|-----------------------|
| Cheyenne: | \$722,834 |
| Mill-levy | \$150,000 |
| TIF | \$531,834 |
| Rock Springs: | \$375,625 |
| City | \$375,625 |
| Sheridan: | \$200,000 |
| City | \$30,000 |
| Green River: | \$191,881 |
| City | \$191,881 |
| Evanston: | \$150,000 |
| City | \$150,000 |
| Rawlins: | \$145,000 |
| City | \$70,000 |
| Casper: | \$144,000 |
| City | \$2,000 (Parks Dept.) |
| Laramie: | \$118,000 |
| City | \$40,000 |



DDA Funding – City Investment

| | | |
|------------------------------|-----------------------------------|--------------------|
| 2012 | DDA Special Projects | \$50,000 |
| 2014 | Public Restrooms | \$150,000 |
| 2015/16 | DDA Operations / Special Projects | \$200,000 |
| 2015 | David Street Station | \$3,000,000 |
| Total City Investment | | \$3,400,000 |

CURRENT PRIVATE SECTOR INVESTMENT

| | |
|---------------------------------|-----------------|
| Restaurant / Bar | \$12.5 M |
| Mixed Use / Retail | \$11.3 M |
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| Total Private Investment | \$33.25M |

9.78 X Return on Investment



Market Driven Funding / Tax Increment Financing (TIF) Introduction

TIF is authorized under Title 15, Chapter 9, Article 2 of WSS and enables local governments, for a period of not more than 25 years, to direct the following types of tax increments to the DDA for development projects within a designated blighted area:

- 1) A portion of the property taxes that accrue from new development occurring after a base year is established, or
- 2) All or a portion of the municipal sales taxes received in excess of those received in the base year, or
- 3) Both



Market Driven Funding / Tax Increment Financing (TIF) Introduction

A TIF is **NOT A NEW TAX**

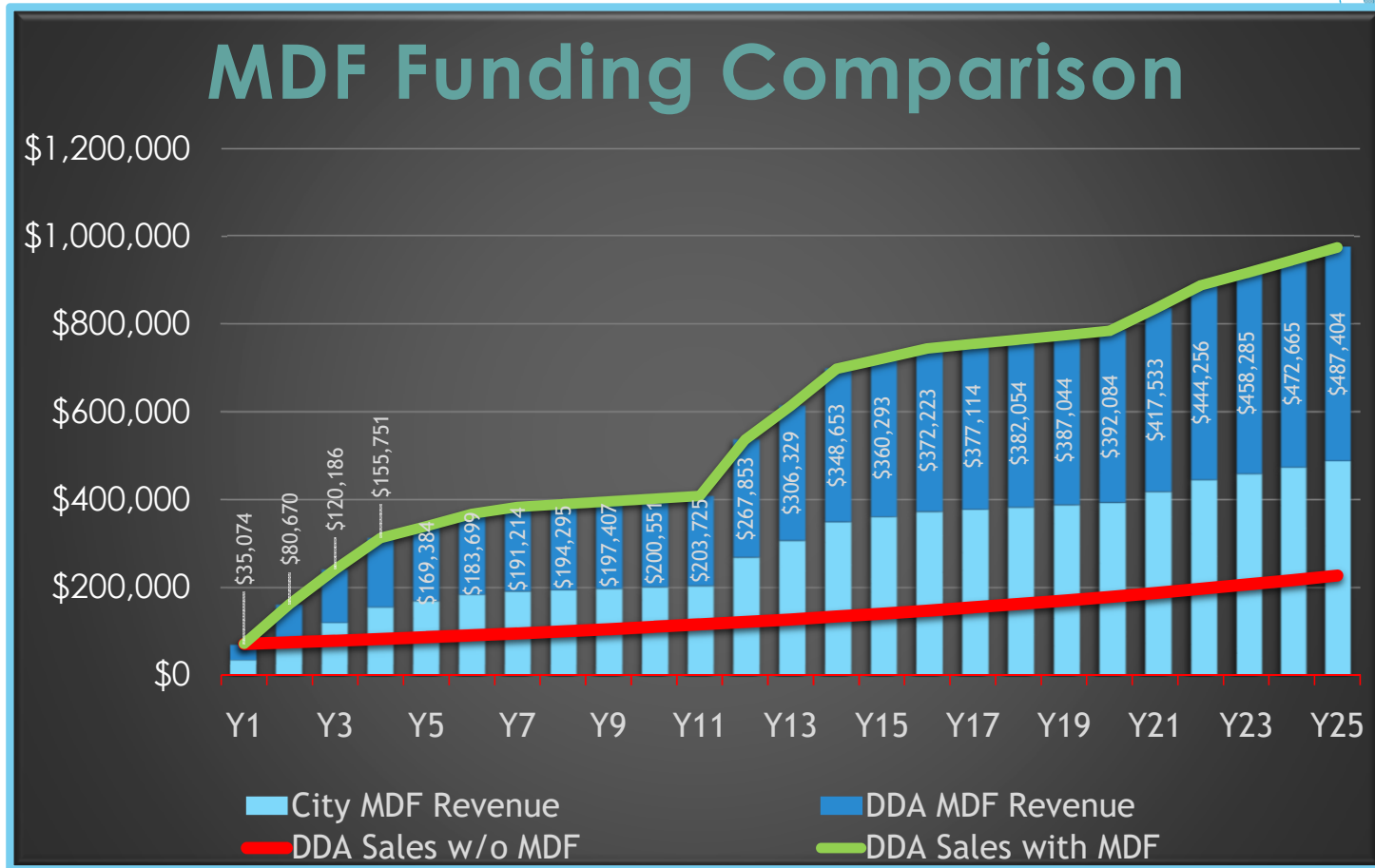
A TIF **IS** an allocation of additional tax revenue in a specific district.

A TIF provides oversight of how funds are invested in a specific district

A TIF is NOT A NEW TAX



Market Driven Funding – Sales Tax Projections



Market Driven Funding / Implementation

Steps to Implementation

1. Submit the long range development plan to the Planning Board for its review and recommendation
2. Hold a public hearing on the long range development plan (City Council)
3. Adopt the long range development plan (City Council)
4. Work with the Wyoming Department of Revenue to obtain taxable sales information within the DDA (ongoing)
5. Place tax increment in special fund and use as determined by DDA and City Council.



DDA Funding – The Ask

Provide financial support for 2015 Council Goal of Downtown Priority

Create a sustainable revenue source for (RE) development in Downtown

City maintains oversight of spending within DDA district

- 1) Provide funding to DDA for Project Development, Infrastructure and Operations in the amount of \$150,000/year until (TIF) allocation exceeds \$150,000 annually beginning in 2017**
- 2) City Authorizes Approval of (TIF) District**

DDA Funding will be used for:

Staffing

Project Promotions

Development Recruitment

Infrastructure & Equipment



THANK YOU!....

Discussion / Questions



March 10, 2017

MEMO TO: Honorable Mayor Humphrey
Vice President Pacheco
Casper City Council

FROM: V.H. McDonald, City Manager 

SUBJECT: Electronics Recycling Discussion

Recommendation:

No recommendation, information only.

Summary:

Related to the City Council's decision to not approve a contract with a vendor to recycle the City's electronics waste, the attached information has been prepared in response to various questions posed by council members.

ELECTRONICS WASTE (E-WASTE) RECYCLING FREQUENTLY ASKED QUESTIONS (FAQ'S)

Prepared March 10, 2017

1. Question. What is the City of Casper's definition of electronics waste?

Answer. By City ordinance electronics waste means components and equipment, such as computers, monitors, keyboards, televisions, cellular telephones and personal devices that contain hazardous materials. City solid waste staff currently define electronics waste into three categories

- 1) Personal Computers (PC), Computer Hard Drives and Laptop Computer Devices;
- 2) Mix/Multi-functional General E-waste Devices*; and
- 3) Televisions (TV), Flat Screens, Computer Monitors and Cathode Ray Tube (CRT) Devices.

**Mixed and multi-functional general e-waste includes answering machines/cable and satellite TV control boxes, DVRs, camcorders and digital cameras, CD players, copiers, DVD players and recorders, electronic typewriters, fax machines, gaming consoles and equipment, mobile & cellular phones, modems, network equipment, pagers, central processing units (CPUs), computer keyboards, computer mouse and peripherals, printers, circuit boards, projectors, radios, remote controls, scanners, servers, stereos, speakers, tape players, uninterrupted power supply (UPS) systems/battery backups, and VCRs.*

2. Question. When and why did the city of Casper start recycling e-waste?

Answer. In 2007, City council approved the Casper Solid Waste Facility to recycle e-waste at the request of their constituents. In 2009, City council prohibited e-wastes from trash containers and the Casper Regional Landfill.

3. Question. What happens to e-waste collected at the Casper Solid Waste Facility?

Answer. City staff monitors the e-waste drop off location at the Casper Solid Waste Facility which includes six 300-gallon containers. There are two containers for printers/faxes, computer towers & laptops, mixed e-wastes. When a container is full of e-waste, staff transports the container to a trailer for storage. When the trailer is full, staff records the number of totes and the type of e-waste in each. In addition, staff weighs the e-waste material before transporting to a certified e-waste recycler.

The City has awarded contracts to certified e-waste recycling companies since 2007 including Tatooine Recycling (Cheyenne, Wyoming), Metech (Fort Collins, Colorado), NOWCAP (Casper, Wyoming), and recently recommended contracting to Electronics Recyclers International (ERI). Certified e-waste recyclers must hold the following certifications: e-Stewards, R2, ISO 9001, and ISO 14001 to recycle the City's e-waste. These certifications insure the e-waste recycler is

regulated and that they properly process, market and sell e-waste in a safe manner for workers.

When the City’s e-waste is received at a certified electronics recycling facility the e-waste is weighed in and recorded per the requirements of City’s contract. The certified electronics recycler ensures electronic devices are being managed in an environmentally responsible and data security conscious manner.

ERI handles electronics from cradle-to-cradle at their facilities; the use of subcontractors is not necessary. This enables ERI to further guarantee brand protection, data security, responsible environmental stewardship and safe practices for individuals handling electronic material at every step in the product flow. All e-waste collected from Casper would be sent to ERI’s facility in Aurora, Colorado for recycling.

ERI is the only electronics recycler with downstream vendor ownership through their relationships with smelting companies, LS Nikko Copper and Alcoa. These relationships reduce ERI’s downstream liability enabling ERI to send commodities directly to the smelter. ERI has a zero illegal exporting policy that is strictly enforced. ERI processes all electronic waste down to the commodity and component level with only 2-3% of the total component parts (only the wood from television paneling) disposed of in a landfill.

4. Question. How many pounds of e-waste does the Casper Solid Waste Facility typically receive in a year and how much does it cost?

Answer. The following table includes the name of the contracted e-waste recycler holding a contract with the City, the year they accepted the e-waste, the price they charged the City and the annual cost.

| ANNUAL E-WASTE RECYCLING COSTS | | | | | |
|---------------------------------------|------------------------------------|------------|-------------|----------------------|-----------------|
| DATE | Contracted E-Waste Recycler | LBS | TONS | PRICE (\$/lb) | Cost(\$) |
| 2011 | Metech | 453,923 | 227 | 0.14 | \$63,549.22 |
| 2012 | Metech | 506,972 | 253 | 0.14 | \$70,976.08 |
| 2013 | Metech | 479,652 | 240 | 0.14 | \$67,151.28 |
| 2014 | Metech | 209,558 | 105 | 0.14 | \$29,338.12 |
| 2015 | Metech | 150,972 | 75 | 0.14 - 0.75 | \$22,667.01 |
| 2016 | NOWCAP | 164,317 | 82 | 0.15 | \$24,647.55 |

Note: the significant drop in tonnage received in 2014 was due the reduction in cathode ray tubes (CRT) containing devices, i.e., TVs and computer monitors with CRT technology were being replaced with flat screens. In late 2015, when Metech increased its rates, Casper Solid Waste staff removed CRT containing devices from its e-

waste recycling stream to reduce costs. Also note, from 2007 to 2010, the largest annual weight of e-waste collected was over 500 tons due to a one-day television collection event held at City Hall.

5. Question. How does the City pay for its e-waste recycling program?

Answer. Residents of the city of Casper pay \$0.12 per month through their City utility bill for sanitation (weekly garbage collection). This revenue generates approximately \$28,800 per year. In addition, the City receives payment for e-waste recycling from out of county customers through a written agreement or the Casper Solid Waste Facility landfill fee (aka tipping fee). For example, the city of Rawlins paid approximately \$7,020 for e-waste recycling in 2016 through their Casper landfill tipping fee.

6. Question. What is the annual revenue of the Casper Regional Landfill (Balefill Fund) and what percentage of the annual revenue is spent on e-waste recycling?

Answer. In fiscal year 2016, the Balefill Fund received \$6,912,102 in revenues excluding money received from the State of Wyoming for loan and grant reimbursements. The cost to recycle e-waste in 2016 was \$24,648; therefore, less than one percent of Balefill Fund revenues were expended for e-waste recycling.

7. Question. How does the City of Cheyenne's e-waste program compare to the City of Casper's e-waste program?

Answer. According to Dennis Pino, City of Cheyenne's e-waste program costs \$1,200 per week, \$62,400 per year to operate. The City of Cheyenne contracts with a recycler in Fort Collins, Colorado called Refresh. Refresh provides cages to the City of Cheyenne for sorting and storing the e-waste and Refresh picks up Cheyenne's e-waste and transports it to its Fort Collins recycling facility. Currently the City of Cheyenne's definition of e-waste is similar to Casper's definition; however, the City of Cheyenne does not sort out televisions (TVs), flat screens, computer monitors and cathode ray tube (CRT) devices for landfilling as the City of Cheyenne transports its waste stream to a landfill in Colorado and does not currently have a permitted landfill of its own.

The primary differences other than sorting between Cheyenne's and Casper's e-waste program is the City of Casper's contracted recycler does not provide the e-waste storage units or transport the e-waste. The City of Casper gets quotes from hauling companies to transport e-waste to the e-waste recycling facility. The hauling company who most frequently provides the lowest transport bids is North Park Transportation Company out of Denver, Colorado. Hauling recyclables to ERI's Aurora, Colorado recycling facility is estimated to be \$600 per round trip, and staff estimates eight trips per year for an annual estimated cost of \$4,800. Staff also estimates the annual cost for recycling e-waste under the ERI contract would cost between \$28,700 (82,000 lbs @ \$0.25/lb plus 82,000 lbs @ \$0.10/lb) and \$57,400 (164,000 lbs @ \$0.35/lb).

The costs between Cheyenne's and Casper's e-waste program is similar as Cheyenne's annual cost is \$62,400 including TVs, flat screens, computer monitors and CRT devices in its e-waste recycling waste stream. Casper's annual cost, if they did not sort out TVs, flat Screens, computer monitors and CRT devices, would be \$62,200 (\$57,400 + \$4,800 for transport).

8. Question. How much would it save for City staff to haul e-waste to Aurora, Colorado versus hiring a transport hauler?

Answer. The cost to have City staff haul e-waste to Aurora, assuming there is not additional insurance requirements for hauling out of state, would be approximately \$840 per trip. This cost includes one city employee, driving for 10 hours round trip from Casper to Aurora, plus 2 hours assisting with unloading, and an occasional overnight stay in a hotel in inclement weather.

9. Question. Does the Wyoming Department of Environmental Quality (WDEQ) approved Casper Regional Landfill (CRL) permit allow burying e-waste?

Answer. Yes, the CRL's lined landfill is permitted to allow burying of e-waste. However, the CRL's unlined landfill is not allowed to bury e-waste.

10. Question. When did the City start burying garbage in a lined landfill Instead of an unlined landfill, and what was the cost difference?

Answer. In 2009, the CRL lined landfill started receiving wastes. The Casper landfill tipping fee was increased by \$5 per ton to cover the additional costs to line its landfill.

11. Question. What would it have cost the City to landfill its e-waste instead of recycling the e-waste?

Answer. The current cost to landfill at the lined CRL is \$47 per ton and the annual weight of e-waste received from 2007 to 2016 varied. Therefore, the annual disposal costs to landfill e-waste would have ranged from \$25,000 (2007 – 2011) to \$3,854 (2016).

12. Question. What percentage of the waste stream buried at the CRL would be attributed to e-waste if e-waste was buried instead of recycled?

Answer. In 2016, 82 tons of e-waste were recycled and 114,742 tons of municipal solid waste (MSW) were buried at the CRL. If Casper had buried the 82 tons of e-waste in 2016, e-waste would have contributed 0.07% of the MSW waste stream. The CRL receives on average 350 tons per day of municipal solid waste.

13. Question. What type of chemicals can be released into the environment from burying e-waste?

Answer. Electronics can contain lead, chromium, cadmium, mercury, beryllium, nickel, zinc, and brominated flame retardants.

14. Question. What happens to the liquids (landfill leachate) in the lined CRL?

Answer. Liquids (aka landfill leachate) are collected in piping infrastructure above the landfill liner and pumped to Casper's wastewater treatment plant for treatment (WWTP). Lead, chromium, cadmium, mercury, beryllium, nickel, zinc and bromide are elements listed on the WWTP's industrial pretreatment list.

15. Question. What valuable resources can be obtained by recycling e-waste?

Answer. Many electronics contain rare earth metals, precious metals, and other metals such as steel and aluminum that can be reused in manufacturing new electronics and other goods.

16. Question. How long does a landfill liner last?

Answer. The Geosynthetic Research Institute has done significant research on the life of geosynthetic landfill liners. These liners can last for a very long time (in excess of hundreds of years) unless they are exposed to UV light and/or elevated temperatures. Liners at the bottom of landfills are not exposed to UV light, but may be subject to higher temperatures resulting from degradation of organic waste. High density polyethylene (HDPE) liners such as the ones used at the CRL have a minimum half-life of about 70 years at the most extreme temperatures observed in landfills (about 40 degrees Celsius). The half-life of the HDPE liners is longer in landfills where temperatures are less, such as Wyoming landfills, where the arid climate limits water (an essential ingredient to degradation) to the landfill and the degradation process is slower. This is supported by anecdotal evidence such as non-degraded and readable newspapers from the 1970s in the Casper Bafefill that were uncovered during construction. This information suggests, that HDPE liners will maintain their function for over 100 years at the CRL. This is well beyond the time that the CRL will generate leachate (fluid from the landfill) and thus any hydraulic driving force for any contaminants to penetrate the liner system. The CRL's liner also consists of a geosynthetic clay liner under the HDPE liner, which is comprised of Wyoming bentonite. The geosynthetic clay liner provides a "backup" to the HDPE liner and will continue to provide a barrier to fluid movement long after the HDPE has degraded.

March 6, 2017

MEMO TO: Honorable Mayor Humphrey
Vice-president Pacheco
And the City Council

FROM: V.H. McDonald, City Manager
Jim Wetzel, Chief of Police

SUBJECT: Independent Comprehensive Analysis of the Casper Police Department

Recommendation:

That the Casper City Council consider supporting a Comprehensive Analysis of the Casper Police Department be conducted by the Center for Public Safety Management.

Summary:

To provide management resource assistance to Chief Wetzel in his effort to ensure that the Casper Police Department best serves the citizens of Casper, I am requesting that the City Council consider acquiring the services of the Center for Public Safety Management (CPSM) for a comprehensive analysis of law enforcement services as provided by the Casper Police Department. Among its services, the CPSM provides technical assistance to local governments through the work of qualified staff experienced in the field of law enforcement and public service.

Law enforcement is at a critical juncture in the United States. Over the last several years, law enforcement in many respects has come to find themselves “the face of government,” and by extension, center stage in an ongoing societal and cultural conflict. As a result, the Casper Police Department currently faces numerous complex challenges and issues that must be addressed, and as plans and preparations are made for the coming years for new, more complex, and an ever-increasing scope of future challenges. Most pressing among these present and future challenges for the Department include:

- A national narrative surrounding events that have begun to erode public trust and confidence and strain police-community relationships.
- A challenging recruitment and retention effort impacted by disparaging narratives.
- A perception of insincerity or unimportance to certain victims or crimes by law enforcement personnel.
- The requirement to compassionately, professionally and thoroughly communicate with victims, families, the community. The communication effort must include intradepartmental communications.
- A changing information environment, including a social media environment that can sometimes promote and reward inaccurate, incendiary, and/or false statements.
- Increasingly brazen violence against law enforcement officials.

- Officers' fear of reprisal within a zero-defect environment and a resultant hesitancy to conduct their duties.
- Increased demands and requirements placed on police departments and officers.
- "Mission Creep" – the expectation of law enforcement to address and fix issues arguably outside the scope of their function and mission.
- Societal and community impacts of substance abuse and addiction, exacerbated by diversion of highly potent marijuana from legalized markets; an exploding national opioid addiction epidemic; and an illicit methamphetamine market that has seen a historic rise in product quantities of dangerous purity.
- Growing demand to address and interdict human sex and labor trafficking.
- Increased digital/cybercrimes of fraud, theft, and exploitation.
- Increased encounters with individuals in mental health crisis.
- Decreased state and municipality budgets impacting resource availability.
- Increased technology solutions, costs, and requirements.

Since becoming Chief, Chief Wetzel has embarked on identifying needs of the department to meet the demands of the future. The Department cannot take an operational pause or time out to reflect and deliberate on its current position within the above debates. Doing so only puts Department staff further behind the demands and issues. The Department must immediately identify, adapt, and adjust to the present issues that exist, while ensuring they are also actively planning and preparing for future challenges and issues. This proverbial "building, repairing, and maintaining the car as it is driving down the road at 80 mph" is in itself a monumental challenge.

Several months ago, the Department was tasked with developing a strategic plan, with the intent of the document to both guide the Department and inform the community on *what* they do, *why* they do it, and *how* they do it. Generally, consensus was more easily established concerning the "*what*" and the "*why*." However, and understandably, unanimity surrounding the "*how*," proved and continues to be a much more formidable task.

During the Department's discussion, planning, and development of the strategic plan, three key categories absolutely necessary to define strategic success were identified:

- **Workforce excellence.** The force is resourced, trained, capable, and postured to execute all assigned duties and responsibilities.
- **Enforcement excellence.** Enforcement practices, equipment, and capabilities ensure unbiased enforcement and enable procedural justice excellence.
- **Organizational excellence.** The Department's internal management, organizational structure, behavior, and practices support and enable administrative and organizational efficiency, health, compliance, and trust.

The Department recognized that prior to asking and answering, "*How are these individual excellences achieved?*" the Department must know where it is currently, and where they have been. *How* to get over a wall can be answered with a ladder, but if the ladder is placed on the wrong wall, *how* the wall was scaled becomes a moot point.

Given the critical importance of these three categories to be properly framed and understood, followed by the pivotal requirement to reconcile and align consensus and agreement in “*how*” the Department accomplishes its objectives, the Department recognizes the need to obtain a true unbiased review of the Department’s past and present standing; particularly in the areas of workforce, enforcement, and organizational practices. The analysis is a critical component to correctly and accurately assess the Department’s needs and requirements, and formulate a strategic plan and way forward.

As the Police Department’s service and dedication to their citizens remains resolute, they must plan and prioritize now to ensure the community receives the superior policing services it deserves and requires. This analysis in association with the planning and assertive actions necessary to address and tackle the challenges and issues confronting the Department intends to provide the way forward to ensure we meet and accomplish these ends.

Analysis of police departments are conducted by a variety of consultants. However, the International City/County Managers Association (ICMA) provides such services through its Center for Public Safety Management, one of four centers within its ICMA Information and Assistance Division.

CPSM proposes a fee \$53,550, exclusive of travel, for the comprehensive analysis. If the City Council supports the proposal going forward for approval at a regular Council meeting, staff will be contacting listed references before presenting the item for approval.

The amount is proposed to be funded from the City Manager cost center’s budgeted Operating Contingency line item and a Police Department Contractual Services line items. An estimate of travel costs will be developed.

PROPOSAL FOR

COMPREHENSIVE ANALYSIS OF LAW ENFORCEMENT SERVICES

CASPER, WYOMING



CPSM[®]

CENTER FOR PUBLIC SAFETY MANAGEMENT, LLC
475 K STREET NW STE 702 • WASHINGTON, DC 20001
WWW.CPSM.US • 800-998-3392

ICMA

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

CPSM[®]

Center for Public Safety Management, LLC

March 6, 2017

Mr. V.H. McDonald, CPA
City Manager
City of Casper
200 N. David
Casper, WY 82609

Dear Mr. McDonald:

The *Center for Public Safety Management, LLC, (CPSM)* as the exclusive provider of public safety technical assistance for the International City/County Management Association, is pleased to submit this proposal for an analysis of law enforcement services for Casper. The CPSM approach is unique and more comprehensive than ordinary accreditation or competitor studies.

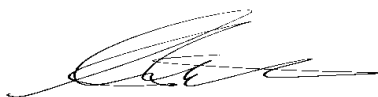
In general, our analysis involves the following major outcomes:

- Conduct a data-driven forensic analysis to identify actual workload;
- Identify and recommend appropriate staffing and deployment levels for every discrete operational and support function in the department.
- Examine the department's organizational structure and culture;
- Perform gap analysis, comparing the "as is" state of the department to the best practices of industry standards;
- Recommend a management framework to ensure accountability, increased efficiency and improved performance;

This proposal is specifically designed to provide the local government with a thorough and unbiased analysis of emergency services in your community. We have developed a unique approach by combining the experience of dozens of subject matter experts in the areas of emergency services. The team assigned to the project will have hundreds of years of practical experience managing emergency service agencies, a record of research, academic, teaching and training, and professional publications, and extensive consulting experience completing hundreds of projects nation-wide. The team assembled for you will be true "subject matter experts" not research assistants or interns.

ICMA has provided direct services to local governments worldwide for almost 100 years, which has helped to improve the quality of life for millions of residents in the United States and abroad. I, along with my colleagues at CPSM, greatly appreciate this opportunity and would be pleased to address any comments you may have. You may contact me at 716.969.1360 or via email at lmatarese@cpsm.us.

Sincerely,



Leonard A. Matarese, ICMA-CM, IPMA-HR
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 101 year old, non-profit professional association of local government administrators and managers, with approximately 9,000 members located in 32 countries.

Since its inception in 1914, ICMA has been dedicated to assisting local governments in providing services to its citizens in an efficient and effective manner. Our work spans all of the activities of local government – parks, libraries, recreation, public works, economic development, code enforcement, Brownfield's, public safety, etc.

ICMA advances the knowledge of local government best practices across a wide range of platforms including publications, research, training, and technical assistance. Our work includes both domestic and international activities in partnership with local, state and federal governments as well as private foundations. For example, it is involved in a major library research project funded by the Bill and Melinda Gates Foundation and is providing community policing training in Panama working with the U.S. State Department. It has personnel in Afghanistan assisting with building wastewater treatment plants and has teams in Central America providing training in disaster relief working with SOUTHCOM.

The **ICMA Center for Public Safety Management (ICMA/CPSM)** was one of four Centers within the Information and Assistance Division of ICMA providing support to local governments in the areas of police, fire, EMS, Emergency Management and Homeland Security. In addition to providing technical assistance in these areas we also represent local governments at the federal level and are involved in numerous projects with the Department of Justice and the Department of Homeland Security. In each of these Centers, ICMA has selected to partner with nationally recognized individuals or companies to provide services that ICMA has previously provided directly. Doing so will provide a higher level of services, greater flexibility and reduced costs in meeting member's needs as ICMA will be expanding the services that ICMA can offer to local government is expanding. For example, The Center for Productivity Management (CPM) is now working exclusively with SAS, one of the world's leaders in data management and analysis. And the Center for Strategic Management (CSM) is now partnering with nationally recognized experts and academics in local government management and finance.

Center for Public Safety Management, LLC (CPSM) is now the exclusive provider of public safety technical assistance for ICMA and 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 and CPSE. The Center for Public Safety Management, LLC maintains the same team of individuals performing the same level of service that it has for the past seven years 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 221 such studies in 36 states and 185 communities ranging in size from 8,000 population Boone, IA to 800,000 population Indianapolis, IN.

Thomas Wieczorek is the Director of the Center for Public Safety Management. Leonard Matarese serves as the Director of Research & Program Development. Dr. Dov Chelst is the Director of Quantitative Analysis.

PROJECT STAFFING

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

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



PROJECT MANAGER

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

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

BACKGROUND

Mr. Matarese is a specialist in public sector administration with particular expertise in public safety issues. He has 44 years' experience as a law enforcement officer, police chief, public safety director, city manager and major city Human Resources Commissioner. He was one of the original advisory board members and trainer for the first NIJ/ICMA Community Oriented Policing Project which has subsequently trained thousands of municipal practitioners on the techniques of the community policing philosophy over the past 18 years. He has managed several hundred studies of emergency services agencies with particular attention to matching staffing issues with calls for service workload.

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

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

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

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

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 Pontifícia Universidade Católica in Brazil.

SENIOR PUBLIC SAFETY DATA ANALYST

SARAH WEADON, B.A.

BACKGROUND

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

PUBLIC SAFETY DATA ANALYST

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

OPERATIONS ASSESSMENT TEAM – POLICE UNIT

SENIOR ASSOCIATE

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

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

BACKGROUND

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

Dr. Rasor - Cordero has conducted research examining the relationship between personality preferences of executive level and mid-level law enforcement/corrections leaders and exemplary leadership practices. She has an extensive background as an educator and trainer. As a program director for St. Petersburg College, Carol established the first and only academic on-line gang-related investigations track in the nation. She developed the course Evolving Leaders in a Changing World for the Southeastern Public Safety Leadership Institute at St. Petersburg College which is a six-part series and approved for college credit. She designed a three-part series for implementing, managing, and evaluating community policing for the Florida Regional Community Policing Institute and delivered the training throughout Florida to mid-level and executive level leaders. Carol has developed and delivered training in the high liability areas of firearms, defensive tactics and driving. She has served as an evaluator for the project "An Evaluation of the National Justice Based After School Pilot Program" for the Office of Community Oriented Policing Services and a consultant for the Bureau of Justice Assistance evaluating the training needs of the Atlanta Police Department's Narcotics Unit. She has authored articles and presented at numerous conferences.

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

SENIOR ASSOCIATE

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

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

BACKGROUND

Dr. McCabe retired as an Inspector with the New York City Police Department after 20 years of service. As Inspector his assignments included Commanding Officer of the NYPD Office of Labor Relations and Commanding Officer of the Training Bureau. As a Deputy Inspector he was the Commanding Officer of the Police Academy with direct supervision of over 750 staff officers and

2,000 recruits. As Executive Officer, Police Commissioner's Office. His field experience includes, Commanding Officer, 110th Precinct, Executive Officer, 113th Precinct, assignment to the Operations Division/Office of Emergency Management and uniform patrol as an officer and Sergeant in Manhattan. He has published extensively and presented to numerous conference including Academy of Criminal Justice Sciences:

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

SENIOR ASSOCIATE

DEPUTY CHIEF WAYNE HILTZ (RET)

Former Interim Chief of Police at Pasadena and Irwindale Police Departments

BACKGROUND

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

He has extensive experience in managing budgets, and has served as a budget instructor for the California Commission on Peace Officer Standards and Training. He was selected by the Los Angeles County Police Chiefs Association to represent the 45 member agencies in negotiations for Homeland Security Grants for a three year period. He also served as President of the San Gabriel Peace Officers Association. He has served on the boards of community based organizations with focus on addressing homeless issues, substance abuse, and juvenile violence. Wayne holds a Bachelor of Science degree in Police Science and Administration from California State University at Los Angeles. Executive training includes the FBI Southwest Command College and the Senior Management Institute for Police.

SENIOR ASSOCIATE

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

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

BACKGROUND

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

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

SENIOR ASSOCIATE

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

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

BACKGROUND

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

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

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

Marilyn Diaz has served on the boards of Women at Work, Boy Scouts of America, Pacific Clinics, and the Caltech Women's Club. Marilyn also serves as a docent for the Caltech Architectural Tour Service, and is on the Caltech Women's Club Board. Marilyn is President of the Rotary Club of Sierra Madre for 2013-2014. She also teaches Youth Protection at the Rotary District level.

ASSOCIATE

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

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

BACKGROUND

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

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

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

ASSOCIATE

CHIEF CRAIG JUNGINGER, BS, MPA (RET)

Retired Chief of Police, Gresham, Oregon

BACKGROUND

Chief Junginger has 26 years' experience as a law enforcement professional. He has served as the Chief of the Gresham, Oregon Police since December 2008, a community of 110,000 population just to the east of Portland. He currently leads a department of 160 personnel both sworn and civilian with a budget of \$29 million.

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

He holds a Master's Degree from California State University, Long Beach, a Bachelor's Degree from University of La Verne and an Associate's Degree from Rio Hondo Community College.

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

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

ASSOCIATE

CAPTAIN JOHN CLARK (RET.), B.A.

Los Angeles County Sheriff's Department

BACKGROUND

John Clark served with the Los Angeles County Sheriff's Department for over thirty-three years. His broad experience includes command, administrative, operational and tactical assignments in Patrol, Detective, Custody, Court, and Administrative divisions. The last eight years were spent at command level posts.

As Captain, he was in command of various units including internal investigations, financial and cybercrimes, custody operations and inmate transportation, responsible for the administrative and operational management of each. John also managed the Southern California High Tech Taskforce comprised of Federal, State and local agencies as part of his command duties.

Throughout his career, John was a command and operations level member of a county-wide team responsible for managing all department resources during natural disasters, civil disturbances and other high profile events such as political conventions and sporting events.

John was a member of the International Association of Financial Crimes Investigators, the Southern California Jail Managers Association, the Los Angeles Superior Court Management Group, and the San Gabriel Valley Peace Officers Association. He also served as an adjunct faculty member for a local community college.

John holds a Bachelor of Arts in Criminal Justice from the California State University, Fullerton.

PROJECT SCHEDULE

Milestone 1 – Full execution of the agreement

Agreement will identify Project Launch date.

Milestone 2 – Project Launch

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

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

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

Milestone 3b – Data Extraction and Analysis – 14 Days

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

Milestone 3c – Data Certification – 14 days

Milestone 4a – Data Analysis and Delivery of Draft Data Report – 30 days

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

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

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

Milestone 4c – Final Data Report – 10 days

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

Milestone 5 – Conduct On-Site Visit – 30 days

Subject matter experts will perform an on-site visit within 30 days of the delivery of the draft data report.

Milestone 6 – Draft Operations Report – 30 days

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

Milestone 7 – Final Report 15 days

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

TOTAL ELAPSED TIME: 105 – 135 days

THE CPSM APPROACH

The CPSM team developed a standardized approach to conducting analyses of police departments by combining the experience sets of dozens of subject matter experts.

We begin projects with a request for data, documents and worksheets.

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

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

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

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

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

I. Benchmark the community

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

II. Patrol Operations

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

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

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

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

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

To achieve this, a data analysis of police department workload, staffing and deployment will be conducted. By objectively looking at the availability of deployed hours and comparing those to the hours necessary to conduct operations, staffing expansion and/or reductions can be determined and projected. Additionally the time necessary to conduct proactive police activities (such as team-led enforcement, directed patrol, community policing and selected traffic enforcement) will be reviewed to provide the city with a meaningful methodology to determine appropriate costing allocation models.

Workload vs. deployment analysis sample

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

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

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

Figure 7: Deployment and Main Workload, Weekdays, Summer

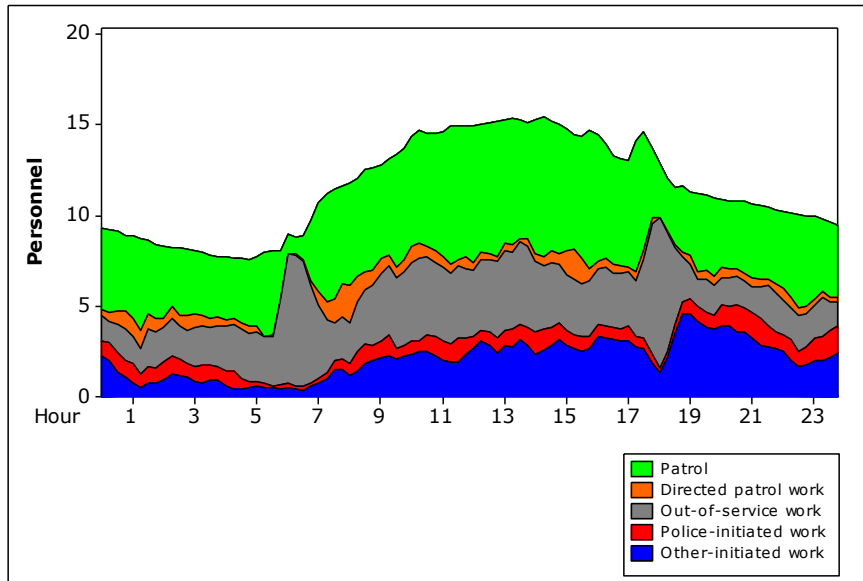
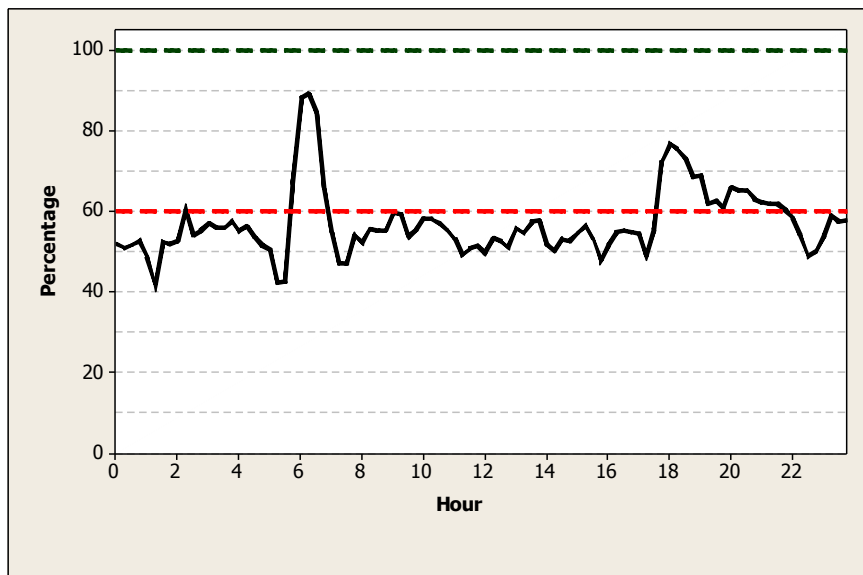


Figure 8: Workload Percentage by Hour, Weekdays, Summer



Workload vs. Deployment – Weekdays, Summer

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

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

- What are the service demands made by the public as measured through the CAD system?
- What is the workload?
- Based on this workload is the alignment of Districts and Divisions appropriate?
- Based on the workload is the shift schedule aligned appropriately and what alternatives to the current shift plan are most efficient?
- How many police officers and supervisors are need to staff the patrol function in order to meet the workload demands placed on the agency?
- How long does it take to respond to calls for service (both response time and total time) and what ways are there to reduce these times?
- How many officers are assigned to each call and what are the ways to minimize these assignments?
- What categories of call, and in what frequency, does the agency handle and what measures can be adopted to minimize unnecessary responses?
- How much time is spent on administrative duties?
- How much time is spent on directed patrol activities and specialized enforcement?

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

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

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

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

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

III. Investigations

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

- Staffing – Are there sufficient investigators available to handle the workload?
- Workload – What is the workload; how many cases do investigators handle; is the specialization appropriate?
- Case management – Is there an effective case management system in place?
- Effectiveness & Efficiency – How much time does it take to investigate cases? Are victims kept informed? Are cases cleared and offenders held accountable? How much overtime is spent?
- Intelligence – How is intelligence gathered and disseminated (inside and outside the department)? Does the investigations function make use of intelligence?
- Civilianization opportunities – What are the potential areas for civilianization?
- Technological opportunities – Is technology being leveraged to improve investigations?
- Crime scene – Are crime scenes being processed efficiently, and are appropriate follow-up investigations being conducted?
- Proactive Investigations – the same approach and inquires found in sections above are applied to each specialized investigative unit in the department.
 - Narcotics
 - Violent Offenders
 - Warrants and Fugitives
 - Bombings and Arson
 - Fraud/Cyber crimes
 - All other specialized investigations units

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

IV. Administration and Support

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

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

Best practice comparisons and opportunities for improvement.

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

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

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

V. Organizational Culture

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

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

VI. Organizational Structure and Administration

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

VII. Performance Management

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

PROPOSED FEES

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

CPSM will conduct the analysis of the police department for \$59,500 exclusive of travel. The project would be billed in three installments: 40% upon signing the contract; 40% with delivery of the police draft data analysis; 20% with delivery of the draft final report. Following delivery of the draft reports, the city will have 30 days to provide comments as to accuracy and a final report will be delivered within 30 days of the comment period.

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

NOTE: If the chief administrative officer is a member of ICMA the fee, exclusive of travel costs, will be reduced by 10% to \$53,550.

Deliverables

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

In order to be ecologically friendly, CPSM will deliver the final report in computer readable material either by email or CD or both. The final reports will incorporate the operational as well as data analysis. Should the municipality desire additional copies of the report, CPSM will produce and deliver whatever number of copies the client request and will invoice the client at cost.

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

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. In particular, 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 | STATE | PROJECT |
|---------------|-------|--|
| 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 |
| 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 Police Services |
| Burbank | CA | Analysis of Investigations Workload / Staffing |
| Buda | CA | Police Workload & Deployment Analysis |
| Carlsbad | CA | Comprehensive Analysis of Police Services |
| El Centro | CA | Comprehensive Analysis of Police Services |
| Hermosa Beach | CA | Comprehensive Analysis of Fire services |
| Hermosa Beach | CA | Comprehensive Analysis of Police Services |
| Palm Desert | CA | Comprehensive Analysis of Fire Services |
| Palo Alto | CA | Comprehensive Analysis of Fire Services |
| Laguna Beach | CA | Analysis of Sheriff's Office Service |
| Morgan Hill | CA | Comprehensive Analysis of Fire Services |
| Morgan Hill | CA | Comprehensive Analysis of Police Services |
| San Jose | CA | SWOT Analysis of Police and Fire Services |
| San Mateo Co. | CA | Dispatch Operations Review |

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|-----------------------|----|---|
| Santa Ana | CA | Comprehensive Analysis of Police Services |
| Santa Clara | 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 |
| Yuba City | CA | Comprehensive Analysis of Fire Services |
| Yuba City | CA | Comprehensive Analysis of Police Services |
| Federal Heights | CO | Comprehensive Analysis of Police Services |
| Federal Heights | CO | Comprehensive Analysis of Fire Services |
| Littleton | CO | Comprehensive Analysis of Fire Services |
| Steamboat Springs | CO | Comprehensive Analysis of Fire Services |
| Dover | DE | Comprehensive Analysis of Fire Services |
| Dover | DE | Comprehensive Analysis of Police Services |
| Cheshire | CT | Police Management Review |
| Southington | CT | Comprehensive Analysis of Fire Services |
| Dover | CT | Comprehensive Analysis of Police Department |
| Dover | CT | 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 |
| 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 Analysis |
| Jupiter Island | FL | Public Safety Consolidation |
| Kenneth | FL | Comprehensive Analysis of Police Services |
| Miami Beach | FL | Comprehensive analysis of Fire Services |
| North Port | FL | Comprehensive Analysis of Police Services |
| Pasco County | FL | Comprehensive analysis of Fire Services |

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|-------------------|----|---|
| 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 | Police Consolidation Study |
| Garden City | GA | Preliminary Analysis Public Safety Merger |
| Sandy Springs | GA | Comprehensive Analysis of Police Department |
| Johns Creek | GA | Analysis of Fire Services |
| Boone | IA | Public Safety Consolidation |
| Hayden | ID | Comprehensive Analysis of Police Services |
| Jerome | ID | Analysis of Police Services |
| 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 Forest | IL | Analysis of Fire Consolidation |
| Lake Zurich | IL | Comprehensive Analysis of fire services |
| Naperville | IL | Police Department Staffing & Deployment Analysis |
| Western Springs | IL | Comprehensive Analysis of Police Services |
| Indianapolis | IN | Analysis of Police Workload & Deployment Services |
| Plainfield | IN | Comprehensive Analysis of Police Services |
| Topeka | KS | Preliminary review of Fire Department |
| Northborough | MA | Comprehensive Analysis of Police Services |
| Northborough | MA | Comprehensive Analysis of Fire Services |
| 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 |

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|------------------------------------|----|--|
| 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 Traverse Rural Fire District | MI | Comprehensive Analysis of Fire Services |
| Green Lake | MI | Comprehensive Analysis of Fire Services |
| Grosse Pointe | MI | Public Safety Consolidation |
| Grosse Pointe Park | MI | Public Safety Consolidation |
| Hamtramck | MI | Comprehensive Analysis of Police Services |
| Kentwood | MI | Comprehensive Analysis of Police & Fire Services |
| Lake Bluff | MI | Comprehensive Analysis of Fire Services |
| Lake Bluff | MI | Fire Workload Analysis |
| Mott Community College | MI | Comprehensive Analysis of Public Safety Services |
| Novi | MI | Comprehensive Analysis of Police Services |
| Novi | MI | Comprehensive analysis of Fire Services |
| Oshtemo Township | MI | Police Workload / Contract for Services Analysis |
| Petoskey | MI | Public Safety Consolidation |
| Plymouth | MI | Fire Services Consolidation |
| Royal Oak | MI | Public Safety Consolidation |
| Saginaw | MI | Comprehensive Analysis of Police Services |
| Saginaw | MI | Comprehensive Analysis of Fire Services |
| So. Kalamazoo Fire Auth. | MI | Financial Analysis of Fire Authority |
| St. Joseph | MI | Public Safety Consolidation |
| Sturgis | MI | Public Safety Analysis |
| Mott College | MI | Comprehensive Analysis of Police Services |
| Troy | MI | Comprehensive Analysis of Police Services |
| Troy | MI | Review of Fire Administration and Inspections |
| Wyoming | MI | Comprehensive Analysis of Police Services 2012 |

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|------------------|----|--|
| Wyoming | MI | Comprehensive Analysis of Fire Services 2012 |
| Wyoming | MI | Comprehensive Analysis of Police Services 2009 |
| Wyoming | MI | Comprehensive Analysis of Fire Services 2009 |
| Kentwood | MI | Analysis of Police Services Consolidation |
| Kentwood | MI | Analysis of Fire Services Consolidation |
| Mankato | MN | Public Safety Study |
| Moorhead | MN | Comprehensive Analysis of Fire Services |
| St. Cloud | MN | Police Strategic Planning Review |
| St. Cloud | MN | Comprehensive Analysis of Police Services |
| 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 |
| 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 |
| Ruidoso | NM | Comprehensive Analysis of Police Services |
| Bernalillo | NM | Comprehensive Analysis of Fire Services |
| Las Cruces | NM | Comprehensive Analysis of Police Services |
| Las Cruces | NM | Comprehensive Analysis of Fire Services |
| Boulder City | NV | Police Organizational Study |
| Henderson | NV | Comprehensive Analysis of Police Services |
| Las Vegas | NV | Comprehensive Analysis of Fire Services |

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|-----------------|----|---|
| North Las Vegas | NV | Fire Workload Analysis |
| 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 | NY | Comprehensive Analysis of Police Services |
| Rye | NY | Police Chief Selection |
| Watertown | NY | Comprehensive Analysis of Fire Services |
| Cincinnati | OH | Police Dispatch 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 | Comprehensive Analysis of Police Services |
| Dayton | OH | Police Internal Affairs Review |
| 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 Fire Services |
| Jenks | OK | Comprehensive Analysis of Police 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 | Police Chief Selection |
| Cumru Township | PA | Comprehensive Analysis of Police Services |
| Ephrata | PA | Comprehensive Analysis of Police Services |
| Farrell | PA | Comprehensive Analysis of Police Services |

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|---------------------|----|---|
| Lower Windsor Twp. | PA | Comprehensive Analysis of Police Services |
| Tredyffrin Township | PA | Comprehensive Analysis of Police Services |
| Jamestown | PA | Comprehensive Analysis of Police Services |
| Mannheim Twp. | PA | Comprehensive Analysis of Police Services |
| East Providence | RI | Comprehensive Analysis of Fire Services |
| East Providence | RI | Expert Witness Fire Issues |
| Beaufort | SC | Comprehensive Analysis of Fire Services |
| Beaufort | SC | Comprehensive Analysis of Police Services |
| Walterboro | SC | Comprehensive Analysis of Public Safety Dept. |
| 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 | Police Workload Analysis |
| 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 |
| Lucas | TX | Fire and EMS Analysis |
| Prosper | TX | Comprehensive Analysis of Police Services |
| Round Rock | TX | Comprehensive Analysis of Fire Services |
| Sugar Land | TX | Fire Overtime Analysis |
| 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 |

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|----------------|----|--|
| Loudoun County | VA | Comprehensive Analysis of Fire Services |
| Lacey | WA | Comprehensive Analysis of Fire Services |
| Snoqualmie | WA | Police Workload Analysis |
| Spokane Valley | WA | Comprehensive Analysis of Police Services |
| Vancouver | WA | Comprehensive Analysis of Police Services |
| Vancouver | WA | Police Chief Selection |
| Dunn County | WI | Comprehensive Analysis of Sheriff Department |
| Wauwatosa | WI | Comprehensive Analysis of Police Services |
| Wauwatosa | WI | Comprehensive Analysis of Fire Services |
| Jackson Hole | WY | Police Consolidation Review |
| Laramie | WY | Comprehensive Analysis of Police Services |
| Teton County | WY | Police Consolidation Review |
| Leduc, Canada | AB | Comprehensive Analysis of Fire Services. |
| Leduc County | AB | Fire Consolidation Plan |

CITY OF CASPER ECLIPSE SERVICES REPORT

The following is a summary of what is known, or a concern, that may affect City services.

Critical Communication

- **First Responder Network Authority** a.k.a FirstNet is a new federal agency that was commissioned to provide enhanced wireless communications for first responders. The Casper Police Department has contacted FirstNet for assistance with extra capacity needed for Casper's cellular network. First Net and the Police Department are attempting to work with the FCC to make these arrangements, but permissions have not yet been granted.
- If the phone system becomes over loaded, **911 calls** will still be prioritized throughout the Eclipse event.

Traffic Control/Monitoring

- Concern is maintaining emergency services access to all locations in the City.
- Identifying local traffic issues for events as events are confirmed and expected attendance of events is known.
- Traffic management for traffic load issues for historic traffic "choke points" locations being developed. This was put on hold pending a representation from the Eclipse Coordinator that estimates of attendees were being developed as lodging (hotels, house rentals, campground occupancy) was supposed to be determined. Having not received any information City staff is proceeding on with plans for monitoring/managing "choke point" locations

Personnel

- **Casper Fire Department:** is prepared to double staff.
- **Casper Police Department:** is not allowing vacation or comp time during this time.

Events - the week of August 17th – August 22nd with a total of 12 known events to be held in City limits at this time. All City and County events are also on GEOSMART and available for staff's review.

- The DDA's **David Street Station** event site plan has been submitted and reviewed by departments. Corrections where needed and have been communicated to the Event Organizer. They have also applied for a malt beverage permit, street closure permit and an open container permit. Event dates are August 18th – August 21st, 2017.
- **Wyoming Symphony Orchestra** event site plan has been submitted and reviewed by departments. Corrections where needed and have been communicated to the event organizers. They have not returned the open container permit for review. This event will be held at Washington Park Band Shell. Event date is August 20th, 2017.
- **Eclipse Festival** has been issued a street closure permit but does not have a site plan ready at this time. Event dates are August 18th – August 20th, 2017.
- **Yellowstone Garage** is hosting an art walk during this time but no permits have been requested for review. Event dates are August 17th – Unknown.
- **Townsquare Media** is hosting a concert at Mike Lansing Field and no permits have been requested for review, but they are undecided on the service of alcohol. Event date is August 18th, 2017.
- **Platte River Trails** is hosting the Riverfest at Mike Lansing Field and an open container permit has been requested. City Staff is waiting on the Malt Beverage permit to be revised by the applicant. Event date is August 19th, 2017.

As of 3/8/17

- **Nicolaysen Art Museum** is hosting an outdoor event for families but no permit applications have been requested. Event dates are August 18th – August 20th, 2017.
- **Casper Municipal Golf Course** is hosting a tournament on the day of the Eclipse and no permits are needed. Event date is August 21st, 2017.
- **Townsquare Media** is hosting a 5K Inflatable event. Event date is August 19th, 2017.
- **ASTROCON** will be hosting a convention at the Parkway Plaza and Mike Sedar Park, and a park permit was issued. Event dates are August 16th – August 21st, 2017.
- **ART 321**, National Historic Trails Center, and the Museum Consortium will be having displays but no permits needed. Exhibits are for the month of August.
- **Uprising Church Services and Musical Festival** will be held at the midget football fields. Event date is August 20th, 2017.

Lodging

- **Campgrounds – City:** The two campgrounds the city has available are currently seeing a slight increase in activity. As of February 2017 the Casper Events Center RV Camping was at 70% capacity with 33 reservations. As of February 2017 Highland Park Tent Camping was at 51% capacity with 61 reservations.

Campsite reservations are being taken on the City of Casper’s website and managed by the Casper Events Center.

Certain rules for the management of campgrounds are issued along with every reservation. There is currently no plan to have any staff on site (“camp hosts”) to manage the campgrounds. Any additional campground rules or regulations will be issued by the parks manager as the need arises.

- **AirBnB:** Many citizens have begun making their homes available for rent through AirBnB. The Municipal Code includes various regulations in regard to hotels, including requirements for hotel licensure, but applying these rules to AirBnB has required some interpretation. A working guidance document on how to interpret these rules is available from the Licensing Specialist.
- **Certified Campgrounds:** The City-County Health Department has issued revised rules in regards to the definition of a “certified” campground. The new rules specifically exempt City-owned and County-owned campgrounds from meeting any certification requirement.

Parking Plans

- **Downtown Parking:** A plan has been proposed to ban street parking throughout most of the downtown area. A map of the proposed area is available but has not yet been formally adopted. An update to the Municipal Code and Parking Manual may be required in order to grant the Police Department authority to tow vehicles from this area.


Other

- **Licensing Specialist:** An “Event Guide” has been drafted, but it has not yet been formally published or adopted. Despite that fact, the City’s Licensing Specialist (Carla Mills-Laatsch) is functioning as a point of contact

- for all event organizers. She has begun accepting requests for various kinds of permit; these requests are then routed to the applicable departments.
- **Eclipse Hotline:** The City of Casper Eclipse Hotline receives questions regarding the Eclipse on a daily basis. 6 out of 10 calls are inquiries regarding city and county campsite availability. 55 inquiries have been received to date.
- **Sanitation Routes:** No route changes at this time. The landfill is prepared to open on Sunday if the need arises.

March 3, 2017

MEMO TO: V.H. McDonald, City Manager

FROM: Andrew Beamer, P.E., Public Services Director 

SUBJECT: Fiscal Year 2017 Capital Improvement Projects

Recommendation:

No recommendation, information only.

Summary:

Staff from the Public Services Department meet annually to review and update the City of Casper Capital Improvement Plan. With input from the division managers, with an emphasis on underground utilities and roadway conditions, an improvement program is developed for the current fiscal year given the available budget.

The attached spreadsheet highlights the capital improvement projects for fiscal year 2017. It is not inclusive of all capital projects, but those that are likely to impact the travelling public. A map will also be presented to graphically represent the projects around the community.

Fiscal Year 17 Capital Projects

| PROJECT | DESCRIPTION | CONTRACTOR | COST |
|---|--|-----------------------|-------------------|
| Airport Elevated Water Tank | Provides a new elevated water tank to provide adequate pressure for the airport and the surrounding area. | | \$ 2,500,000 est. |
| Robertson Road Pathway | Installs a pedestrian pathway along Robertson Road between the North Platte River and the River Park subdivision. | | \$ 870,000 est. |
| Begonia Lift Station Upgrades | This project replaces the pumps, control system, and force main at the Begonia Lift Station in Paradise Valley. | | \$ 200,000 est. |
| Columbine Improvements - Indian Paintbrush to Carnation St. | This is a "mill and fill" project, including miscellaneous water and sanitary sewer work, with new ADA ramps. | | \$ 750,000 est. |
| West Casper Zone II Water System Improvements | Installs a redundant water main from Wolf Creek Road to Coates Road. | | \$ 2,580,000 est. |
| Brookview Drive Sanitary Sewer Replacement | This project replaces sanitary sewer main and manholes along Brookview Drive from Valley Drive to Mariposa Boulevard and along Mariposa Boulevard from Brentwood Drive to Brookview Drive. | Hedquist Construction | \$ 232,000 |
| South Spruce Street - CY Ave. to Collins | The east side of Spruce Street was recently upgraded by the school district during renovations to NCHS. This project will complete the west side of the street, with new curb & gutter, asphalt surfacing, catch basins, and ADA ramps. | | \$ 420,000 est. |
| English Ave. - Poplar St. to Circle Dr. | This project installs new curb & gutter, catch basins, and asphalt surfacing. | | \$ 230,000 est. |
| 15th Street & Elm Street Improvements | Work was completed last year on Elm Street between W. 15th St. and CY Ave. This summer will see work conclude on W. 15th Street from Ash St. to CY Ave. | Grizzly Excavation | \$ 1,460,000 |
| Misc. Chip Seal | Chip seal 15th Street - McKinley St. to Wyo. Blvd., Casper Mtn. Rd. - 15th St. south to City limits, McKinley St. - 2nd St. to 15th St., and Durbin St. - 15th St. to Wolcott St. | | \$ 700,000 est. |
| Rotary Park Pathway | Phase I of the project installs a pedestrian pathway from the YMCA along Casper Mountain Rd. to Wyo. Blvd. Phase II of the project will extend the pathway south along Casper Mountain Road past West 59th St. | | \$ 940,000 est. |
| Midwest Ave. Reconstruction - David St. to Elm St. | This project continues the improvements in the OYD district with the reconstruction of Midwest Ave. between David St. and Elm St. It includes the relocation of overhead power to underground, decorative street lights, and enhanced landscaping. | | \$ 2,000,000 est. |

Fiscal Year 17 Capital Projects

| PROJECT | DESCRIPTION | CONTRACTOR | COST |
|---|--|-----------------------|-------------------|
| K Street Improvements - Center St. to Grant St. | This involves the complete reconstruction of K Street, with new water, sanitary sewer, and storm sewer mains, along with enhanced pedestrian connectivity with widened sidewalks. | Hedquist Construction | \$ 860,000 |
| McKinley Street Underpass | This project upgrades the storm sewer system and surfacing at the I-25 McKinley Street underpass. | | \$ 510,000 est. |
| 26th Street Improvements - McKinley Street to Sagewood Ave. | A "mill and fill" project with new ADA ramps. | | \$ 380,000 est. |
| East Casper Zone III Water System Improvements | Provides a redundant connection to the existing south central Casper pressure Zone 3 area (Mountain Road). Completion of the East Casper Zone 3 improvements would open up approximately 1,200 acres of developable land, or approximately 4,200 lots. | | \$ 5,500,000 est. |
| Eastdale Creek Channel Repair at Wisconsin Street | Culver installation and earthwork to correct soil instability. | Hedquist Construction | \$ 56,000 |
| Bryan Stock Trail | This project corrects the settlement north of the North Platte River and south of Metro Road, and includes replacing a stretch of water main, new curb & gutter, and asphalt surfacing. | | \$ 190,000 est. |
| Lower Eastdale Creek Channel Improvements | Large box culverts will be installed across Bryan-Evansville Road adjacent the Waste Water Treatment Plant to mitigate flooding. | Knife River | \$ 266,505 |
| 2nd Street Concrete Repairs | This project corrects miscellaneous concrete items along East 2nd Street between Durbin St. and Venture Way, including curb & gutter, valley gutters, and ADA ramps. | | \$ 190,000 est. |
| Wyoming Blvd. and E. 12th St. Water Main Installation | As part of WYDOT's project to reconstruct the intersection of Wyo. Blvd. and E. 12th St., the City will be replacing water mains within the intersection. | | \$ 125,000 |
| Landmark Drive Improvements - Blackmore Rd. to E. 2nd St. | This is a "mill and fill" project, where the existing asphalt surface will be milled 2-inches and new asphalt surfacing installed. | | \$ 260,000 est. |