

**Proposal to Conduct a Police Department
Organizational Assessment**

CITY OF ASHEVILLE, NORTH CAROLINA

matrix 
consulting group

TABLE OF CONTENTS

LETTER OF TRANSMITTAL	i
1. FIRM AND PROJECT TEAM EXPERIENCE	1
2. PROJECT WORK PLAN AND SCHEDULE	15
4. PROJECT COST	23



November 1, 2014

Mr. Paul Featherston
 Assistant City Manager
 City of Asheville
 70 Court Plaza
 Asheville, NC 28802

Dear Mr. Featherston:

The Matrix Consulting Group is pleased to submit our qualifications and approach to conduct a Police Department Organizational Assessment. The Matrix Consulting Group is comprised of highly experienced management consultants who specialize in the analysis of law enforcement systems and operations. We have conducted law enforcement assessments for more than 250 communities across the United States.

Our firm has assisted hundreds of local government policy-makers and executive managers improve police department management, organizational structure, and operations, illustrated by the following sample of clients (with studies which addressed organizational culture assessments comprising a significant focus of the study **bolded**):

Albuquerque, New Mexico	Goodyear, Arizona	Onondaga County, New York
Arlington, Texas	Grants Pass, Oregon	Orange County, Florida
Aurora, Colorado	Inglewood, California	Phoenix, Arizona
Aztec, New Mexico	Jacksonville, Florida	Richmond, Virginia
Bayonne, New Jersey	Jupiter, Florida	San Antonio, Texas
Berkeley, California	Las Vegas Metro, Nevada	Seaside, California
Beverly Hills, California	Lawrence Township New Jersey	Spokane, Washington
Clearwater, Florida	Lowell, Massachusetts	St. Petersburg, Florida
Coral Gables, Florida	Manchester, New Hampshire	Sunnyvale, California
Corvallis, Oregon	Milwaukee, Wisconsin	Tacoma, Washington
Deltona, Florida	Montville, New Jersey	Vancouver, Washington
Des Moines, Washington	Napa, California	Venice, Florida
Elko, Nevada	Nashville-Davidson, Tennessee	Watertown, Massachusetts
Franklin Township, New Jersey	Newburgh, New York	Winnipeg, Manitoba (Canada)
Goleta, California	Omaha, Nebraska	York, Pennsylvania

We are currently completing law enforcement studies for Portland (OR), Birmingham (AL), Suffolk (VA) and DeKalb County (GA).

On a study such as this we would assign an extremely experience team to work with the Police Department and the City of Ashville. The team would be comprised of:

- **The President of the firm will be directly involved in the project.** I have personally worked on and directed over 250 police studies during my 30+ year career, including all of the feasibility analyses listed in the table above.
- **We staff our projects with senior police analytical specialists.** In addition to myself, our experienced law enforcement analytical team includes:
 - Byron Pipkin, a Senior Manager, has been a law enforcement consultant for 10 years. He was a Deputy Chief in the Sunnyvale (CA) DPS. He is currently working with Onondaga County (NY) and Park Ridge (NJ).
 - Robert Finn, a Senior Manager who was the Chief in the Southlake (TX) Department of Public Safety and now provides management consulting services to police and fire departments with our firm.
 - Greg Mathews, a Senior Manager who has 25+ years of government auditing and consulting and public sector experience.

We look forward to the opportunity to work with the City of Asheville and its Police Department on this study. If you have any questions, please do not hesitate to contact me through our headquarters office at 650-858-0507 or at rbrady@matrixcg.net.

Richard P. Brady
President

Matrix Consulting Group

1. FIRM AND PROJECT TEAM EXPERIENCE

In this section of the proposal is provided a summary of the firm and its experience conducting law enforcement studies, as well as the experience of the team which we would assign to the project.

1. INTRODUCTION TO THE MATRIX CONSULTING GROUP

The Matrix Consulting Group was formed by senior consultants who created it in order to pursue a service in which the senior people actually do the work in a low overhead environment. Our only business focus is the provision of organization and management analytical services to local government, as summarized below:

- We were founded in 2002. However, the principals and senior staff of our firm have worked together in this and other firms as *one team* for 10 to 30 years.
- Our *only* market and service focus is management, staffing and operations analysis of local government.
- Our most significant service area is public safety. The Matrix Consulting Group project team has conducted staffing studies of more than 250 police and sheriff's departments throughout the United States.
- Our firm maintains offices in California (where we are incorporated domestically), Illinois, Massachusetts, Washington and Texas.
- We currently have 15 full-time and 5 part-time staff.

We are proud of our track record in providing analytical assistance to police departments specifically. This track record is bolstered by our rate of successful implementation, which exceeds 80% of recommendations made.

2. LAW ENFORCEMENT PROJECT EXPERIENCE

The Matrix Consulting Group project team has conducted staffing studies of more than 250 police and sheriff's departments throughout the United States. We have extensive and recent experience working law enforcement agencies of all sizes and situations, and in 40 states and in Canada, as the following partial table of recent clients demonstrates (with studies which addressed organizational culture assessments comprising a significant focus of the study **bolded**):

CITY OF ASHVILLE, NORTH CAROLINA
Proposal to Conduct a Police Department Organizational Assessment

Albuquerque, New Mexico	Goodyear, Arizona	Onondaga County, New York
Arlington, Texas	Grants Pass, Oregon	Orange County, Florida
Aurora, Colorado	Inglewood, California	Phoenix, Arizona
Aztec, New Mexico	Jacksonville, Florida	Richmond, Virginia
Bayonne, New Jersey	Jupiter, Florida	San Antonio, Texas
Berkeley, California	Las Vegas Metro, Nevada	Seaside, California
Beverly Hills, California	Lawrence Township New Jersey	Spokane, Washington
Clearwater, Florida	Lowell, Massachusetts	St. Petersburg, Florida
Coral Gables, Florida	Manchester, New Hampshire	Sunnyvale, California
Corvallis, Oregon	Milwaukee, Wisconsin	Tacoma, Washington
Deltona, Florida	Montville, New Jersey	Vancouver, Washington
Des Moines, Washington	Napa, California	Venice, Florida
Elko, Nevada	Nashville-Davidson, Tennessee	Watertown, Massachusetts
Franklin Township, New Jersey	Newburgh, New York	Winnipeg, Manitoba (Canada)
Goleta, California	Omaha, Nebraska	York, Pennsylvania

We are currently completing law enforcement studies for Portland (OR), Birmingham (AL), Suffolk (VA) and DeKalb County (GA).

3. REFERENCES

The following table provides references for law enforcement projects recently completed. We have provided a mix of references for studies in which 'organizational culture and management assessments' comprised a significant portion of the study focus. These are not merely general 'corporate' references – members of our proposed project team played lead roles in each of these projects.

Client	Project Summary	Reference
Vancouver, Washington Police Department Review	The Matrix Consulting Group took an in-depth look at the demographics of the department in terms of diversity, both from a cultural and gender perspective. The study focused on how the department reflects the community and how comparative cities measure up as well. The project team thoroughly reviewed and evaluated the complaint investigation and disciplinary process within the agency. The PPD process was compared to "best management practices" as well as the current practices of comparative cities. Finally, the project team examined perceptions in the department with a limited scope on diversity and discipline. The examination included an internal review to identify officer's perceptions of minority opportunities and the disciplinary process, specifically their opinions regarding fairness in both of these areas.	Elizabeth Gotelli Human Resources Director (360) 487-8418

CITY OF ASHVILLE, NORTH CAROLINA
Proposal to Conduct a Police Department Organizational Assessment

Client	Project Summary	Reference
<p>Phoenix, Arizona</p> <p>Management Study of the Professional Standards Bureau</p>	<p>In this study of the Professional Standards Bureau (i.e., internal affairs) the project team developed recommendations to improve case processing (e.g., case assignment, training, use of systems); improve review processes and mechanisms associated with the Discipline Review Board and Use of Force Board; transparency and links to the public (e.g., Spanish language communications capabilities, records retention, website and telephone updates, reports; and outcomes (e.g., increasing maximum disciplinary periods) as well as reporting and command relationships.</p>	<p>Ed Zuercher Assistant City Manager (602) 262-7915</p>
<p>San Antonio, Texas</p> <p>Police Department Organizational and Operational Review</p>	<p>This project was organized in five areas – staffing: in which we recommended a redeployment of field personnel more consistent with workloads; technology: in which we recommended an overhaul of the Department's IT capacity and use of data to manage operations; business processes: in which we recommended the use of technology to eliminate many manual and duplicative processes; organizational structure: in which we recommended a better grouping of functions and the elevation of administrative services to 'bureau' status; and management: in which we recommended a 'back to the basic' approach to performance management. The most significant recommendation led to a supervisory and cultural change in the Department – there were too few first line supervisors with roles that resulted in little time to oversee operations.</p>	<p>Erik Walsh Assistant City Manager (210) 207-8258</p>
<p>Lawrence Township, New Jersey</p> <p>Police Department Staffing Study</p>	<p>This study of the Police Department was initiated following several years of fiscal pressure on the Township. As such, the project team conducted an assessment to ensure that the Police Department was operating as efficiently as possible while providing for appropriate levels of service throughout the Townships. Although the project team found many strengths, specific recommendations included reduction of a command staff position, shifting targeted staffing levels to better distribute proactive time, and other enhancements to improve the supervision of field personnel.</p>	<p>Richard Krawczun Township Manager 609-844-7005</p>

Client	Project Summary	Reference
<p>Winnipeg, Manitoba (Canada)</p> <p>Operational Review of Police Services</p>	<p>In this study, the Matrix Consulting Group worked with the new Chief and the just created Police Board to develop a management and service plan to be more proactive and less reactive. All-encompassing recommendations included the following elements: (1) reorganize field services so that more proactive time exists through diversion of low priority calls to field civilians and an expanded telephone reporting unit; (2) involve field Sergeants more in field supervision rather than administrative tasks; (3) reorganize field and field support units to better coordinate community services; (4) expand and improve crime analytical and performance data usefulness in support of service and management of WPS; (5) orient the new Police Board to ensure implementation of recommendations and provide a useful oversight contributing to community service.</p>	<p>Devon Clunis Police Chief</p> <p>(204) 986-6037</p>

4. PROPOSED PROJECT TEAM

The Matrix Consulting Group proposes to utilize a very experienced project team to complete this assignment.

RICHARD BRADY is the President of the Matrix Consulting Group. He is the leader of our management studies and law enforcement analytical practices. He has been a consultant to local governments for over thirty years. During that period, he has specialized in the analysis of police services – having conducted over 200 studies of law enforcement and criminal justice systems in 40 states around the country, including Durham and Burke County (NC) as well as a recent study for Winnipeg (Manitoba Province, Canada). He has led our recent studies which focused on organizational culture and management, including Vancouver (WA), Phoenix (AZ), Newburgh (NY) and San Antonio (TX). Mr. Brady has managed and/or significantly participated in every law enforcement study cited as experience in this proposal. Mr. Brady would lead the project team. Mr. Brady has a BA from California State University, Hayward; and a doctorate from Oxford University, U.K.

BYRON PIPKIN is a Senior Manager with the Matrix Consulting Group, with over 32 years of law enforcement experience. Mr. Pipkin has experience as a public safety officer through the rank of Deputy Chief in the Sunnyvale (CA) Department of Public Safety. Byron Pipkin has extensive experience, which includes analysis of law enforcement operations for Sunnyvale's Department of Public Safety as a client project coordinator. Mr. Pipkin has recently completed studies of the police departments in Phoenix (AZ), Newburgh (NY), Winnipeg (Manitoba, Canada) and Springdale (AR). Other studies in the recent past include Vancouver (WA), Spokane (WA), Grants Pass (OR), Beverly Hills (CA), Cotati (CA), San Antonio (TX), Arlington (TX), and Omaha

(NE). He is currently working with us to complete police studies in Birmingham (AL) and Portland (OR). Mr. Pipkin has a B.S. in Administration of Justice, California State University at San Jose.

ROBERT FINN – Chief Finn has over 25 years of combined experience as a police and fire executive, public safety director and consultant. Among his prior roles have been Police Chief, Fire Chief, police officer and supervisor, training officer, paramedic and shift commander. As a management consultant with the Matrix Consulting Group he has managed and conducted studies for the police departments in Albuquerque (NM), Coral Gables (FL), Winnipeg (Manitoba, Canada), Suffolk (VA), Patterson (CA), Hanford (CA), Orland Park (IL), Wadsworth (OH), Elko (NV), Perrysburg (OH), Springdale (AR), Stamford (CT) and Watertown (MA). He is currently working to complete police studies in Birmingham (AL), Suffolk (VA), Lansing (IL) and Portland (OR). Robert has an MBA, and a B.S. in Public Safety Management from Grand Canyon University.

GREG MATHEWS – Mr. Mathews, a Senior Manager, has over 27 years of private sector and government experience, performing as both a senior management consultant and executive manager. He concluded his public sector career in 2005 as Deputy Director of Auditing for the Los Angeles City Controller's Office where he managed the day-to-day functions of the Performance Auditing, Follow-up, and Management Assessment sections in the Performance Audit Division for a city-wide elected official. He began his formal career with the Pasadena Police Department, supervising the Crime Analysis Unit and became a POST-certified Level 1 Reserve Police Officer. For fourteen years he has provided government consulting services to states, cities, counties, and special districts throughout the U.S., emphasizing public safety, public utilities and public works engagements that include, most recently, Goleta and Chula Vista (CA), Grand Rapids (MI), Springfield (MO) and Albuquerque (NM). He is currently working with us to complete police studies in Birmingham (AL), Suffolk (VA) and Hayward (CA). He holds a B.A. degree from UC Davis and M.P.A. from the University of Southern California.

IAN BRADY is a Consultant with the Matrix Consulting Group. Recently, Mr. Brady has worked on police management studies for the Winnipeg (Canada), Hanford (CA), Berkeley (CA), Laguna Hills (CA), Huntington Beach (CA) and Arlington (WA). His experience also includes – Rockingham County (NH) Department of Corrections study and the Orange County (FL) Pretrial Release Program. Ian Brady was the lead analyst on our just completed beat redesign project for the Berkeley Police Department, including his development of our GIS and statistical analytical approaches for evaluating existing and alternative beat structures. He is currently working with us to complete police studies in Birmingham (AL), Suffolk (VA), Lansing (IL), Hayward (CA) and Portland (OR). Before joining the Matrix Consulting Group as a full-time consultant, Mr. Brady had previously served in our firm as an intern for two years. He received his BA in Political Science from Willamette University in Salem, Oregon.

More extensive resumes for the senior law enforcement project team members can be found following this page.

RICHARD P. BRADY
President, Matrix Consulting Group
Project Manager

BACKGROUND

Richard Brady is the Matrix Consulting Group's President. Mr. Brady has been a management consultant to local government for more than thirty years. Prior to joining the Matrix Consulting Group, he was the MAXIMUS national Vice President in charge of its local government consulting practice, and before that the managing partner of the California-based management consulting firm of Hughes, Heiss & Associates. Mr. Brady has conducted numerous studies of every local government function. However, the vast majority of his work is in the law enforcement and criminal justice areas.

PROJECT EXPERIENCE

The following points summarize Mr. Brady's project experience.

State	Illustrative Law Enforcement Management and Staffing Studies
Alaska	Anchorage
Arizona	Goodyear, Phoenix, Prescott Valley
California	Alameda County, Anaheim, Butte County, Chula Vista, Citrus Heights, Contra Costa County, Galt, Gilroy, Goleta, Glendale, Kern County, Los Angeles, Los Angeles County, Los Gatos, Lynwood, Monrovia, Napa, Ontario, Orange County, Palmdale, Palo Alto, Pittsburg, Poway, Roseville, San Jose, Pasadena, San Bernardino, San Bernardino County, San Mateo County, San Rafael, Santa Ana, Santa Barbara County, Santa Monica, Sonoma County, Sunnyvale
Colorado	Aurora
Connecticut	Stamford
Florida	Alachua County, Coral Gables, Jacksonville, Jupiter, North Miami Beach, Orange County, Pasco County, Pinellas County, Port Richey and Venice
Georgia	Americus, Augusta-Richmond County, Fulton County, Gainesville, Hall County, Chatham County.
Louisiana	Alexandria
Massachusetts	Beverly, Boston, Lawrence, Milford, Mansfield, Burlington, Pelham, Watertown, Wayland, Westwood, Whitman
Minnesota	Anoka County
Missouri	Des Peres and Raymore
Nebraska	Omaha

CITY OF ASHVILLE, NORTH CAROLINA
Proposal to Conduct a Police Department Organizational Assessment

State	Illustrative Law Enforcement Management and Staffing Studies
Nevada	Las Vegas Metropolitan Police Department, Elko, Sparks and Reno
New Hampshire	Portsmouth
New York	Albany, Carthage, Endicott, Newburgh, Vestal and Briarcliff Manor
North Carolina	Burke County and Durham
Michigan	Alpena and Detroit
Ohio	Fairborn
Oregon	Clackamas County and Grants Pass
Pennsylvania	Mount Lebanon and York
South Carolina	Beaufort County, Charleston County, Hilton Head Island, Spartanburg County
Tennessee	Nashville-Davidson County and Knox County
Texas	Arlington, San Antonio, Terrell, El Paso, Grand Prairie and Southlake
Utah	Salt Lake City
Vermont	Brattleboro and Montpelier
Virginia	Richmond, Leesburg and Loudoun County
Washington	Arlington, Spokane, Kirkland and Snohomish County
Wisconsin	Sun Prairie, Milwaukee, Dane County

He is currently working with us to complete police studies in Birmingham (AL), Suffolk (VA), Lansing (IL), Hayward (CA) and Portland (OR).

Law Enforcement Program Studies: Mr. Brady has performed a wide variety of studies of law enforcement programs and services. Selected studies have included the following:

- **Emergency Communications** – over 75 studies of existing communications centers (e.g., Monterey County, CA) as well as consolidation alternatives (e.g., San Mateo County, CA).
- **Personnel policies and procedures** studies for Escondido (CA), Danville (VA) and Fluvanna County (VA). Secondary employment policy development for all San Mateo County (CA) police agencies and the Sheriff's Office.
- **Support staffing needs** for Beverly Hills and Santa Ana (CA).

- **Regional Law Enforcement Feasibility Studies:** Mr. Brady has been involved or managed several law enforcement regionalization studies. These have included the following:
 - **Regionalization Opportunities in Training and Communications for the Boston Metropolitan Area.** The Regionalization Commission chose members of this project team to work with over 110 agencies on public safety regional issues.
 - **Law Enforcement Consolidation Feasibility Study for Broome County, New York:** all police Services have begun to consolidate all support functions (communications, records, information systems, training) as well as shift supervision as a first step to consolidation.
 - **Regional Law Enforcement Feasibility Study for San Bernardino County, California Contract Cities:** Nine cities receive contracted law enforcement services from the San Bernardino County Sheriff's Office. Because the County changed its philosophy of contracting, costs increased dramatically.
 - **Three Community Police Consolidation Feasibility Study – for Montvale, Woodcliff Lake and Park Ridge (NJ).**

EDUCATION

BA, California State University, Hayward
Ph.D., Oxford University, United Kingdom

BYRON K. PIPKIN
Senior Manager, Matrix Consulting Group

BACKGROUND

Byron Pipkin brings a public safety manager's perspective to the project team. He has thirty-two years experience in law enforcement and fire service, including fourteen years in management positions in the Sunnyvale Service of Public Safety (CA) – a fully integrated police and fire agency. During his career he managed every major law enforcement and administrative function, including patrol operations, investigations, narcotics/vice operations, internal affairs, records, recruiting and hiring, training, administration, school resource officers, traffic operations, crime prevention, emergency preparedness, the mobile field force, and the SWAT team. He is also currently and instructor for the California Peace Officer Standards and Training Executive Development Course, teaching a course on effective management of law enforcement organizations. Mr. Pipkin is a Senior Manager with the Matrix Consulting Group.

EXPERIENCE IN POLICE STUDIES

Mr. Pipkin has experience as a lead with the following law enforcement agencies.

- Arlington, TX
- Aurora, CO
- Beverly Hills, CA
- Cotati, CA
- Galt, CA
- Gilroy, CA
- Goodyear, AZ
- Grants Pass, OR
- Gresham, OR
- Omaha, NE
- Onondaga County, NY
- Pacifica, CA
- Park Ridge, Montvale and Woodcliff Lake, NJ
- Phoenix, AZ
- San Antonio, TX
- Spokane, WA
- Springdale, AR
- University of Missouri, Kansas City, MO
- Vancouver, WA

MANAGEMENT ASSIGNMENTS

Command of Sunnyvale DPS Special Operations Bureau, 2001-2005
Liaison with the FBI and the Joint Terrorism Task Force 2004-2005
Command of Police Field Operations Bureau, 2000-2001

Special Assistant to the Chief, 1999-2000
Fire Marshal, managed the Fire Prevention Bureau, 1997-1999
Command of Police Field Operations Bureau, 1994-1997
Community Services Bureau, Recruitment and Hiring, Training and Records, 1991-1994

EDUCATION

Graduate of the FBI National Academy, Quantico, Virginia
B.S. in Administration of Justice, California State University, San Jose

PROFESSIONAL CERTIFICATES

P.O.S.T. Management Certificate, 1993
P.O.S.T. Supervisory Certificate, 1986
California Community College Lifetime Teaching Credential, 1983
P.O.S.T. Advanced Certificate, 1980

ROBERT FINN
Senior Manager, Matrix Consulting Group

BACKGROUND

Robert Finn is a Senior Manager with the Matrix Consulting Group and previously served as the Chief of the Southlake (TX) Department of Public Safety. Mr. Finn has a strong educational background coupled with a successful track record that includes strategic planning, budgeting, change management, community relations, and building collaborative partnerships allows this candidate to bring a unique vision geared toward guiding organizations through periods of accelerated growth and economic downturn.

EXPERIENCE IN POLICE STUDIES

Mr. Finn has experience conducting law enforcement management, staffing and operations studies, including recently for the following clients:

- Albuquerque, New Mexico
- Coral Gables, Florida
- Elko, Nevada
- Hanford, California
- Montville, New Jersey
- Orland Park, Illinois
- Patterson, California
- **Peachtree City, Georgia – current**
- Perrysburg, Ohio
- Phoenix, Arizona
- Shenandoah County, Virginia
- Springdale, Arkansas
- Stamford, Connecticut
- University of Oklahoma, Norman
- Watertown, Massachusetts
- Winnipeg (Manitoba)

Mr. Finn has served at many levels in public safety, including as the following:

- Chief of Police (2008 to 2011)
- Chief of Fire Services (2004 to 2008)
- Lieutenant of Professional Standards (199 to 2004)
- Lieutenant of Training (1995 to 1999)
- Coordinator of Emergency Medical Services (1993 to 1995)

PUBLIC SAFETY ASSOCIATION AFFILIATIONS

Mr. Finn has served on various public safety related associations, including:

- Center for Public Safety Excellence as a Peer Assessor (2006 to Present)
- FBI National Academy Alumni Association, Quantico, Virginia (2002 to Present)
- CALEA Peer Assessor (2000 to 2005)
- Texas Association of Law Enforcement Planners as President (2000 to 2001)

EDUCATION AND TRAINING

Robert Finn has a Master of Business Administration in Executive Leadership and a Bachelor of Science in Public Safety Administration from the Grand Canyon University, Phoenix (AZ), as well as training at the FBI National Academy and Basic Peace Officer and Firefighter Academy.

GREG MATHEWS
Senior Manager, Matrix Consulting Group

BACKGROUND: Greg Mathews has over 27 years of private and public sector experience, performing as both a senior management consultant and executive manager. As Deputy Director of Auditing for the Los Angeles City Controller's Office, he managed the day-to-day functions of the Performance Auditing, Follow-up, and Management Assessment sections in the Performance Audit Division for this elected official. This work was preceded by seven years at the Orange County Sanitation District—the third largest wastewater organization west of the Mississippi— as Administrative Services Manager and part of the Executive Leadership Team. He began his public sector career at the Pasadena Police Department later moving to the Public Works' Parks Division. For nearly fourteen years he has provided public sector consulting services to states, cities, counties, and special districts throughout the U.S., and has completed comprehensive management studies encompassing over 120 operating departments. He has participated as project manager or lead consultant in over 80 consulting engagements, with emphasis in various public safety, public works, parks/recreation, public utilities and administrative fields.

Agency-Wide Studies: Conducted studies of entire city and county organizations. Scopes of work included organizational structure and allocation of functions, management spans of control, service and staffing levels, operational requirements, information technology assessment, as well as policies and procedures review.

Albuquerque (NM)
Barstow (CA)
Carlsbad (CA)
Douglas (AZ)
Goodyear (AZ)
Hanford (CA)

Matanuska-Susitna Borough (AK)
Monroe County (MI)
Rancho Mirage (CA)
Roseville (CA)
San Rafael (CA)
Spokane (WA)

Public Safety Studies: Conducted studies of dispatch, law enforcement, fire, and emergency medical response throughout the country to include feasibility studies, organizational and operational reviews, policy and procedure audit, staffing/scheduling practices, implementation of key performance metrics and use of information technology.

Alameda County (CA)
Aurora (CO)
Beverly Hills (CA)
Burbank (CA)
Corvallis (OR)
Chula Vista (CA)
Dane County (WI)
Eastpointe (MI)

Milwaukee (WI)
Mission Viejo (CA)
Monterey County (CA)
Montville (NJ)
Omaha (NE)
Orange County (CA)
Orange County (FL)
Placer County (CA)

CITY OF ASHVILLE, NORTH CAROLINA
Proposal to Conduct a Police Department Organizational Assessment

Glendale (CA)
Goleta (CA)
Glenn County (CA)
Greene County (MO)
Inglewood (CA)
Jackson County (OR)
Kenmore (WA)
Laguna Beach (CA)
Laguna Nigel (CA)
Lake Forest (CA)
Long Beach (CA)
Los Angeles (CA)
Medford (OR)

Reno, Sparks and Washoe Co. (NV)
Republic (MO)
San Clemente (CA)
San Juan Capistrano (CA)
San Mateo County (CA)
San Rafael (CA)
Santa Monica (CA)
Simi Valley (CA)
South Pasadena (CA)
Stamford (CT)
Tacoma (WA)

EDUCATION:

Mr. Mathews received his B.A. from UC Davis and M.P.A. degree from the University of Southern California.

2. PROJECT WORK PLAN AND SCHEDULE

This section of our proposal provides our approach to this project, a proposed work plan, and a proposed timeline for completing this project.

1. PROPOSED WORK APPROACH AND PROJECT PLAN.

This section describes the Matrix Consulting Group's detailed work approach for conducting this assignment, including deliverables for tasks completed.

Task 1 **Conduct Initial Interviews to Develop an Understanding of the Existing Culture, Policies and Practices of the Asheville Police Department Relevant to This Study.**

To become informed and knowledgeable regarding the relevant policies, practices, issues and people involved in this study the project team will need to conduct interviews of people in and outside the Police Department. This interview items include the existing culture of the organization, human resource practices, employee performance expectations and operational / Department management. To provide this level of understanding, the project team will accomplish the following:

- Conduct a kick-off meeting with the project steering committee to clarify and prioritize issues to be resolved in this study.
- Interview the Chief and other top management in the APD to obtain an initial understanding of the organizational philosophies regarding the items and issues detailed the above paragraph.
- Interview the City Manager and other City officials (e.g., City Attorney and Human Resources Director) to understand key issues from his perspective that led to the conduct of this study. The City Council could also be interviewed individually as part of the project initiation, if desired.
- Hold a meeting of the Strategic Operations Plan (SOP) team and its facilitator on the goals and scope of the project.
- Interview representatives of the Police Benevolent Association and the Fraternal Order of the Police.

These initial interviews focus on developing a thorough understanding of the current process and philosophy associated with the following:

- Existing culture and attitudes within the Police Department.

- Basic and in-service training provided to police officers; focusing not just on technical aspects of the job but team building and building a strong / positive organizational culture.
- Supervisory requirements and practices.
- “Early warning” systems that may be in place within the APD.
- Citizen complaint investigation process.
- Formal and informal Police Department disciplinary process.
- Roles and responsibilities of command and supervisory officers at each level of the Department.
- Roles and responsibilities of the City Attorney in reviewing investigation/disciplinary process.
- Recruitment, recruitment plans, hiring, promotional and retention programs of the Department.

The project team would also review the recently completed Strategic Operations Plan for the Department and progress made toward implementation.

Task Result: At the completion of this task, the project team will have a thorough but initial understanding of the culture, philosophies and operations of the APD.

Task 2 General Data Collection on Issues Relating to Organizational Development and Management.

During this task, the project team would collect basic documents, policies and procedures that describe practices of the APD relating to the scope of work. These documents would include:

- Department goals and objectives, mission and value statements, etc.
- Department policies related to training, operations management, disciplinary processes, etc.
- Promotional processes and results in the past three (3) years; the processes relating to special assignments in the Department.
- Policies and procedures, general orders, etc.; how policy revisions are communicated throughout the Department.
- EEO plan and workforce demographics.

- Statistics related to attrition (turnover) for the past three years.
- Information related to internal investigations, the review process and the disciplinary process.
- Documentation relating to the various forms of internal communications in the Department ranging from staff meetings, newsletters, etc.

Task Result: The project team would develop an inventory of information relating to internal human resource and management systems relevant to this project. A summary would be developed.

Task 3 Document Employee Attitudes Toward Strengths and Opportunities for Improvement within the Asheville Police Department.

To fully evaluate an organization, it is important that the project team understand the range of employee roles and perceptions in the APD. To be credible, this input needs to be accomplished at the outset of the analysis. We have found in our previous work that interviews and the use of a survey instrument are ideal ways to maximize input and increase the perception of the study as an objective effort. Documentation and analysis of employee attitudes will consist of the following work steps:

- Based reviewing the project scope and after conduct of Task 1 interviews the project team will develop a survey for all employees.
- Preparation / distribution of an anonymous questionnaire (survey) to be distributed to all sworn and civilian employees. Surveys would be made available electronically through a secure Internet site.
- Analysis of questionnaire results, differentiating among responses by employee type (sworn versus civilian); functional unit; and position (managers versus supervisors versus line employees).
- Preparation of a summary of the results and identification of any specific areas that may need more extensive exploration in subsequent study work tasks.

These initial interviews and survey would focus on determining individual attitudes toward the current internal issues in APD and the quality of services provided to the community, including the following:

- The level of positive and negative interaction among officers and Department management.
- The sufficiency of in-service training.

- Hiring and promotional practices.
- The handling of complaints, investigation of complaints, and disciplinary process
- The adequacy of the disciplinary processes.
- Supervisory and management relations.
- Internal communications.

Task Result: *Based on the results of the interviews and surveys, the project team would identify potential issues existing within the APD. The project team will complete a summary report of the issues noted during this phase of the study.*

Task 4 Conduct Employee Focus Group Meetings.

Simultaneously with developing input from the on line employee survey, the Matrix Consulting Group proposes to hold five focus groups with a cross section of the Department. We propose to conduct the following meetings:

- Management staff.
- Selected supervisory staff.
- Selected line staff (2 meetings).
- Civilian employees.

These focus groups will solicit feedback from participants regarding their perceptions of Department team building, supervisory / management systems, and internal communications. The purpose of these meetings will be to obtain input in greater depth than is possible in an attitude survey.

The focus group meetings would be held in a private setting and confidentiality would be stressed at the beginning and throughout the process.

Task Result: *Based on the results of the focus group meetings, the project team would identify potential issues existing within the APD. The project team will complete a summary report of the focus group meeting findings and review these with the project steering committee.*

Task 5 Identified Issues and Organizational Strengths will be Compared to “Best Practices”.

In this task, the project team would develop an initial set of issues with respect to the efficiency and effectiveness of operations, in addition to identifying organizational strengths. This list would include the following information:

- Noted areas of concern and organizational strengths identified from the information obtained and work completed in the previous tasks.
- Related and relevant review of the "best management practices" used in police departments for each identified issue. The Matrix Consulting Group has been a leader in the development of 'best management' practice assessments of law enforcement agencies for over 20 years.
- This issues list would be developed to identify the following:
 - Areas of strength in the organization.
 - Areas identified as issues or concerns
 - Areas where there may be opportunities for improvement.

Task Result: The results would be combined with the results of the previous tasks and documented in a summary report “Issues and Strengths List” combined with related best management practices. This Issues and Strengths List would be reviewed with the project steering committee.

Task 6 Evaluate the Organizational Structure of the Police Department.

In this project task the project team will conduct a full review of the current staffing of the Asheville Police Department, to allow a review against best practices for police operations for a Department of comparable size and complexity. The project team will perform detailed analysis of organizational structure and management staffing levels to include:

- Assessing the current organizational structure of the Police Department to determine if organizational accountability and functionality is maximized.
- Evaluating organizational spans of control and reporting relationships.
- Evaluating if management roles reflect the needs of the organization.

Task Result: This result of this task will be an evaluation of spans of control, the assignment of management roles, reporting relationships and overall structure. This organizational assessment would be reviewed with the project committee.

Task 7 Assess Departmental, Operational and Personnel Management Systems in the Department.

The management systems and processes used to plan and control operations will be evaluated. Analytical attention will be focused on such major management system issues as the following:

- Are missions, goals, and values effectively communicated throughout the organization? Are the units accountable for meeting these goals?
- How are goals, objectives and service level targets developed?
- Is the level of openness within the Department adequate? If not, what positive changes can be made?
- How does the Department plan, schedule and control the work to be done in patrol services and other work units involved in the scope of this study?
- How productive are departmental personnel in performing their duties? How is this productivity evaluated?
- Do the City Manager, Mayor and City Council receive the information that they need to provide an on-going assessment of the performance of police services?

The result of this task will be an assessment of operational and personnel management systems and processes in the Asheville Police Department. The sub-elements of this are further described in the following sub-tasks.

Task 7.1 Organizational Culture and Department Management.

The study team will also assess the positive features and improvement opportunities which may exist in overall Department management and supervision as well as how a positive and team oriented organization is promoted. Some of the issues which will receive attention in this sub-task include the following:

- How does the Department promote team building and a positive work environment?
- How does the Department promote ethics in all of its actions?
- How does the Department deal with diversity in all of its forms?
- How does the Department deal with any reported peer control issues, inappropriate use of position or bullying?

This sub-task will specifically address the internal relationships within the Department as well as mechanisms to identify and resolve problems.

Task 7.2 Department Human Resource Management.

The study team will also assess the positive features and improvement opportunities in the Department's human resource management components relating to recruitment and selection, training and career development and how this contributes to a positive organization. Some of the issues which will receive attention include:

- Is the Police Department recruiting and hiring high quality candidates? Is the testing and background investigation process adequate?
- Is Academy and Field training used to promote the positive values.
- What types of in service training are provided to police personnel? Is the training sufficient and of high quality? Do training gaps exist?
- Is police ethics a priority in training?
- How is career development and professional growth promoted?
- Is the existing performance appraisal system adequate, both from the perspective of forms employed and more importantly, as executed by managers and supervisors within the Department? Special attention will be accorded to:
 - Frequency and content of performance evaluations.
 - Types of measures employed to evaluate performance and the extent to which they are related to Department and City goals and objectives.
 - Quality of evaluations.
 - Provision of performance feedback between evaluations.
- Is an "early warning" system in place to assist supervisors?
- Is there fairness and consistency in the handling of complaints, investigation of complaints, and the disciplinary process? Is there an adequate appeal opportunity for individuals in the disciplinary process?

Task Result: The result of this sub-task will be a thorough assessment of all general, operational and human resource management systems in the Asheville Police Department. This would be summarized in a status report and reviewed with the project steering committee.

Task 8 Document Recommendations and an Implementation Plan in a Final Report.

Once the work tasks noted above have been completed, our findings and recommendations will be documented in the form of a detailed management and operations plan for the APD. This Draft and Final Report will consist of:

- A summary of the facts developed during the study as well as summaries of the employee input processes conducted as part of the study.
- Executive summary of all key findings and recommendations.
- Detailed analysis, findings and recommendations related to the scope of work.
- The necessary steps required to implement the recommended changes, the person(s) responsible for implementation, and timing.

Task Result: The final report and implementation plan will be reviewed with the project steering committee. Once all reviews have been completed and the report is finalized, we are prepared to present the final report to the City Council.

2. PROJECT SCHEDULE

The table, below, graphically displays the tentative schedule to conduct the Police Department Organizational Assessment. The chart shows the sequencing of each proposed work task, the elapsed time it would take to complete each task and the suggested timing of project steering committee meetings. As can be seen from the chart, we are proposing that the study be completed in about three months. It needs to be pointed out in this that conduct of projects over the holidays are often problematic because of competing internal demands and key leaves within the Department.

Project Task/Week	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1. Initial Interviews	■	Δ												
2. General Data Collection		■												
3. Employee On Line Survey		■			■									
4. Focus Group Meetings			■	■										
5. Best Practices Assessment						■	Δ							
6. Organizational Analysis							■	■						
7. Management Analysis								■	■	■	Δ			
8. Draft/Final Report											■	■	■	Δ

Key: Δ = Project Steering Committee Meeting

3. PROJECT COST

The Matrix Consulting Group proposes to conduct this Police Department Organizational Assessment for a fixed price of **\$47,500**. The detailed calculations of this pricing are provided below.

Project Task	Project Manager	Senior Managers	Consultant	Total
1. Initial Interviews	8	0	0	8
2. Employee Attitudes	8	24	8	40
3. Community Input	8	0	16	24
4. General Data Collection	8	8	16	32
5. Field Operations	8	16	0	24
6. Best Practices Assessment	8	16	0	24
7. Evaluation of Issues	16	24	0	40
8. Draft/Final Report	16	32	0	48
Total Staff Hours	80	120	40	240
Hourly Billing Rates	\$225	\$175	\$100	
Professional Staff Time Cost	\$18,000	\$21,000	\$4,000	\$43,000
Travel-Related Cost				\$4,500
TOTAL COST				\$47,500

We typically contract on a fixed price basis with monthly billings representing our progress on the project. We are, however, open to other approaches for payment.

