



June 3, 2021

T. J. Martin
Deputy Finance Director
City of Phoenix
251 W. Washington Street
Phoenix, AZ 85003

Dear Ms. Martin:

The Matrix Consulting Group is pleased to provide you with our proposal to Conduct a North Phoenix Police Infrastructure Study. This proposal is based on the original RFP for Fire, your request for a supplemental proposal, our discussion yesterday, and review of the information sent on the Police Department.

1. Scope of Work

The City of Phoenix has selected Matrix Consulting Group Planning to conduct a comprehensive review, analysis and implementation strategies of the Phoenix Fire Department's (PFD) existing and future facilities, equipment and assets in the rapidly growing area north of Northern Avenue. The City would like to expand this analysis to include the asset needs of the Phoenix Police Department (PPD).

As with the Fire Department evaluation, the scope of work for the Police Department portion of the study includes:

- A review of the geographic characteristics, road network and infrastructure systems.
- Development of a land use profile and the associated risks associated with new development projections.
- Identification of the capital facility requirements, impacts of new police facilities.
- Development of recommended ways to reduce costs; including changes to service delivery or deployments, and/or to integrate fire and police facilities.

This project must be highly collaborative, involving input from employees of the Planning Department, Fire Department, Police Department, City representatives and external stakeholders.

2. Task Plan

In developing the proposal for the assessment of the Fire Department's needs we provided a detailed task plan for its conduct.

Task 1 | Initiate the Project and Document Police Service Trends and Issues.

We would begin the study with interviews with the City (e.g., Mayor, City Manager, and other departments) to obtain views on police service issues and improvement opportunities. We would have comparable initial interviews with the Police Chief and executive command staff.

Task 2 | Document the Police Department's Staffing, Organization and Deployment Plan in Phoenix.

To establish a basis for structuring and comprehensively evaluating police operational needs in the north Phoenix area, we will develop a profile of the Police Department. We will gather and analyze detailed information about the organizational structure, operations and service levels to use as a basis for planning how services should be delivered in the study area. We will document the organization and operations of the Police Department overall but with greater detail and focus on staffing and deployments in the North Phoenix study area.

Task 3 | Identify Key Organizational and Operational Issues in a Comparative Context.

The project team will develop a diagnostic assessment of the Police Department in order to identify issues in staffing, organization, and deployment practices. The standards used represent the project team's experience working with police departments around the country, as well as standards from other organizations (e.g., CALEA, CPSM, etc.).

The project team will also contact up to six other agencies considered comparable to Phoenix in order to understand the extent to which 'best practices' have been implemented or other efforts that could translate well into Phoenix's service environment.

Task 4 | Assess the Fire Department Staffing and Deployment Needs

The project team will develop a staffing analysis for the North Phoenix area. To accomplish this will require a variety of techniques depending on the function – for patrol, we will evaluate existing police call responses and service levels, determine net availability and deployments; for investigations, case assignments and management as well as caseload levels for detectives; for other functions, similar workload and service level measures will be evaluated.

Task 5 | Evaluate the Current Capital Assets of the Police Department in the North Phoenix Study Area.

Existing precinct and other facilities in the study area will be toured to ensure they provide an appropriate and safe location for employees to work and operate from now and in the future.

Task 6 | Develop a Projection of Future Staffing Needs Based on Projected Growth in the Study Area.

Staffing projections for field, investigative, special services, and support functions will be developed. The project team will collect data used for the analysis, such as current and proposed road networks, census data, and geographical features. The results of the service need and staffing projections will be developed into an interim deliverable that provides comprehensive projections for staffing needs to meet current services and provide services to the in the North Phoenix region through buildout.

Task 7 | Develop an Analysis of Issues That Impact Future Space Planning

This task will further the projection analysis to evaluate how non-linear aspects of planning need to be incorporated. These couple include but not limited to the following questions: Do service gaps exist which require organizational attention? Should specialized or alternative resources be considered for the area (e.g., mental health techs.)? Are current precinct locations appropriate to meet the current and future needs of the North Phoenix region? Are there opportunities to co-locate with other city facilities, especially fire facilities?

Task 8 | Develop the Final Report and Present the Results of the Study.

Our findings, conclusions, and recommendations will be documented in a final report to the City together with detailed plans for implementation, including financial impacts to

both operational and capital budgetary needs. We would review the draft report with the Department and the City. We are prepared to make a presentation to City management and the City Council.

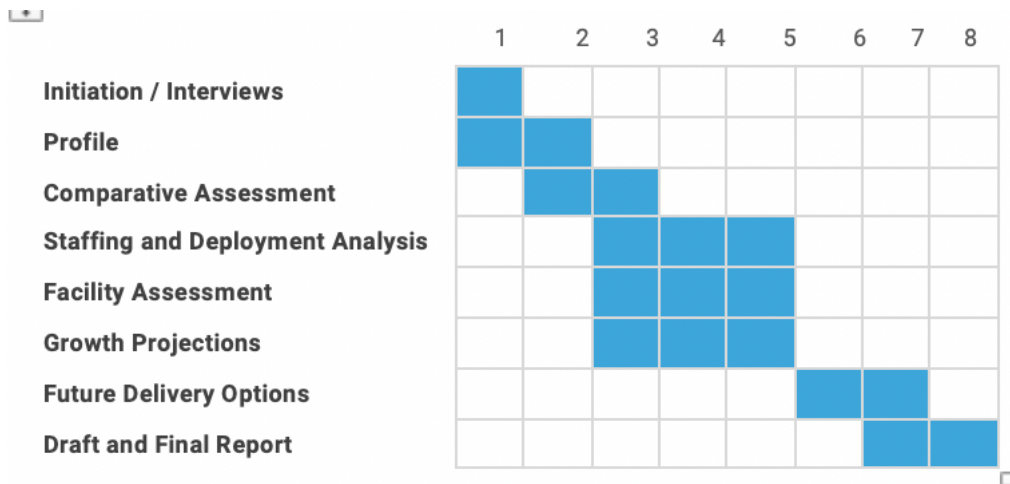
3. Cost and Schedule

Our proposed additional cost to conduct this staffing and asset assessment of the Police Department's current and projected operations in the North Phoenix study area is provided in the following table.

Task	Project Manager	Senior Manager	Analysts	Total Hours	Total Cost
Initiation / Interviews	16	8	8	32	\$5,880
Profile	8	32	40	80	\$13,520
Comparisons	16	24	24	64	\$11,240
Staffing / Deployment	16	32	32	80	\$13,920
Facility Assessment	8	16	0	24	\$4,560
Growth Projections	16	32	24	72	\$12,720
Future Options	16	32	16	64	\$11,520
Draft and Final Report	24	32	32	88	\$15,520
Total Hours	120	208	176	504	\$88,880
Rate Per Hour	\$200	\$185	\$150		
Total Time Cost	\$24,000	\$38,480	\$26,400		
Travel Related Expense					\$4,620
MWL Architects					\$30,000
RLB Cost Estimators					\$4,500
Total Project Cost					\$128,000

We would be prepared to add this price of **\$128,000** to the fire contract and invoice monthly on a consolidated basis.

The study will take 8 months to conduct. The completion of tasks will be consistent with the Fire Department analysis. The schedule for the Police Department tasks is shown in the following table.



4. Qualifications to Conduct Police Operational Studies

As was the case for fire, a review of our services, experience, and qualifications will show that the Matrix Consulting Group is highly qualified because of its extensive experience evaluating police staffing, deployment, operations, organization, and management studies throughout the United States. Within the approximately 400 police studies conducted were many for large metropolitan police departments, as shown in the following list:

Albuquerque, NM	Kansas City, MO	Rio Rancho, NM
Austin, TX	Los Angeles, CA	San Antonio, TX
Birmingham, AL	Miami Beach, FL (2x)	San Francisco, CA
Columbia, MO	Nashville, TN	San Jose, CA
Columbus, OH	Omaha, NE	Spokane, WA
Denton, TX	Orange County, FL (2x)	Tacoma, WA (2x)
Fort Worth, TX	Portland, OR	Wichita, KS
Kansas City, KS	Raleigh, NC (2x)	Winnipeg, MB

We are also currently completing studies for the Salt Lake City Police Department and the Buda and Fair Oaks Ranch (TX) police departments. About 10 years ago we also conducted a study of Phoenix's Internal Affairs.

The following references can attest to our qualifications:

Los Angeles, California – Beat Redesign and Community Policing Study

Tyler Munhall, City Administrator's Office, 213-473-7528, tyler.munhall@lacity.org

Austin, Texas – Community Policing Study

Chris Vallejo, Patrol Commander, 512-974-4452, Chris.Vallejo@austintexas.gov

Columbus, Ohio – Operational Review of the Division of Police

Brian Clark, Chief Advisor to Mayor Ginther, 614-645-6992, BMClark@columbus.gov

A major advantage of working with the Matrix Consulting Group is the training and experience of our staff consulting team. We rarely use subcontractors because of the risk of poor quality, consistency and customer service that can result. All of the experience of our firm is the experience of the project team which would work with you (for example, I was the project manager on our study of Phoenix's internal affairs 10 years ago). Our highly qualified team includes:

- **Richard Brady**, with over 40 years of police analytical experience working with over 400 law enforcement agencies throughout the country and in Canada. He would manage the project and be assisted by a highly qualified team of staff consultants, and would be involved in every facet of the project.
- **Ian Brady**, a Vice President with 10 years of experience in law enforcement consulting; he has developed the firm's deployment and statistical models.
- **John Scruggs**, a Manager, has over 26 years of law enforcement experience. He co-authored legislation on body worn cameras in Oregon.
- **Kelli Sheffer**, a Manager, has 30 years of law enforcement experience. She has served in all facets of law enforcement, both in civilian and sworn roles.
- **Aaron Baggarly**, a Senior Manager who works in our public safety services practice and focuses on resource and facility needs.
- **Ryan Peterson**, a Consultant, specializes in GIS capabilities and has over five years of experience in conducting geospatial analysis for local governments.

Our reputation in the consulting industry is as a 'fact-based' firm which has developed leading-edge models for the assessment of staffing and deployment needs as well as planning future needs. This analytical foundation is closely allied with our emphasis on extensive input and interaction with our clients throughout our projects.

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If you have any questions, please do not hesitate to contact me at 650-858-0507 or via email at rbrady@matrixcg.net. I can also be contacted at the letterhead address.

Richard P. Brady
Matrix Consulting Group

Richard P. Brady
President