



Law Enforcement in Tompkins County

Evaluation of Current Services and Future Options

November 9, 2016



About CGR

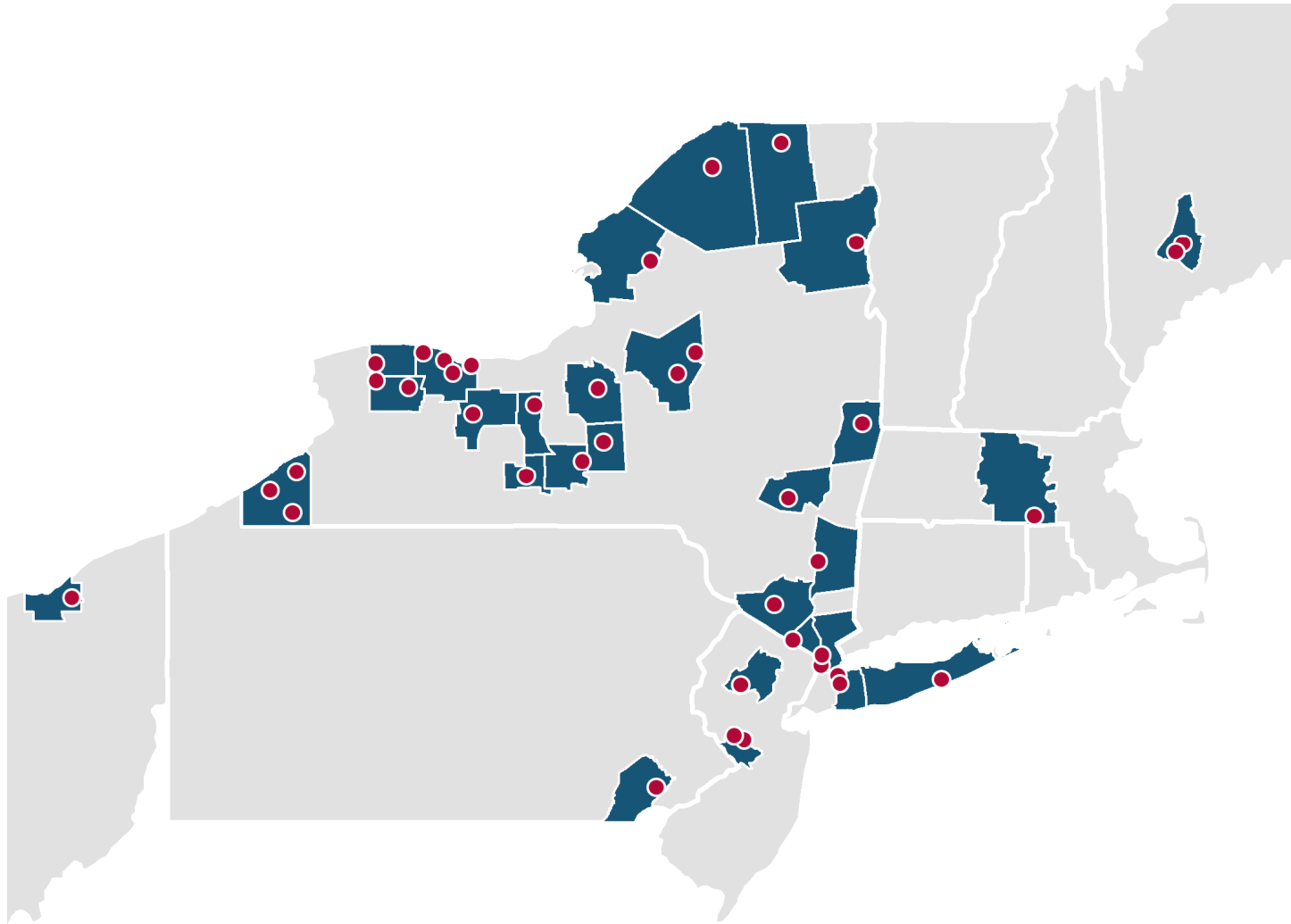
- **Founded in 1915, CGR is the Northeast's leading firm on issues of municipal efficiency, reorganization and service delivery**
 - Headquartered in Rochester
 - Deeper portfolio of government service evaluations for NY's localities than any other organization; extensive experience with LGE program
 - Thought leadership partner with clients, tailoring solutions to individual community desires and needs
- **Four major practice areas delivering expert support on the range of issues facing local gov**

About Highland Planning

- **Founded in 2007, Highland Planning is the Western New York's premier public engagement firm**
 - Headquartered in Rochester
 - Influenced by International Association of Public Participation
 - Founded by a Cornell grad
- **Four practice areas: public engagement, grant writing, research management, commercial district revitalization**



CGR Public Safety Experience since 2010



Lead CGR Personnel

- **Paul Bishop, Project Director**

- Associate Principal at CGR, leading all of the firm's public safety, emergency services and law enforcement engagements
- Recent public safety clients include North East Joint Fire District, Town of Byron, Greene County, Village of Dryden, East / West Goshen (PA), Village of Watkins Glen and Town of Victor

- **Joseph Stefko, Senior Advisor**

- President / CEO at CGR, directing projects on all aspects of municipal service delivery, fiscal improvement and reorg
- Recent public safety clients include City of Jamestown, Town of North Hempstead, City of Yonkers and City of Rochester

Integrated Team | Project Partners

- **Organizational partner**

- Tanya Zwahlen, Principal, Highland Planning
- Mary M. Rowlands, Senior Project Manager, Highland Planning

- **Subject matter experts**

- Todd Baxter, Subconsultant for police operations (28 yrs LE)
- Peter Brunett, Subconsultant for police operations (23 yrs LE)

Project Plan | Phase 1

- **Project initiation and Management**
 - Meet with project steering committee to review scope and timeline, and discuss the context of the current study effort in terms of current community and regional issues
 - Identify data and information resources required by the project team in the immediate term
 - Identify key stakeholders to be interviewed as part of the Baseline Review of existing conditions
 - Determine protocol for conveying information to the project steering committee and the broader community

Project Plan | Phase 2

- **Baseline review of existing conditions, to establish “what is” and develop a shared information base for the options phase**
 - Combination of site visits and data collection with County Sheriff’s Office, Ithaca PD, Village PDs, 911 and municipal governments
 - Primary source interviews with agency leaders
 - Review officer activity reports to identify operational characteristics
 - Conduct observational “ride along” with each agency

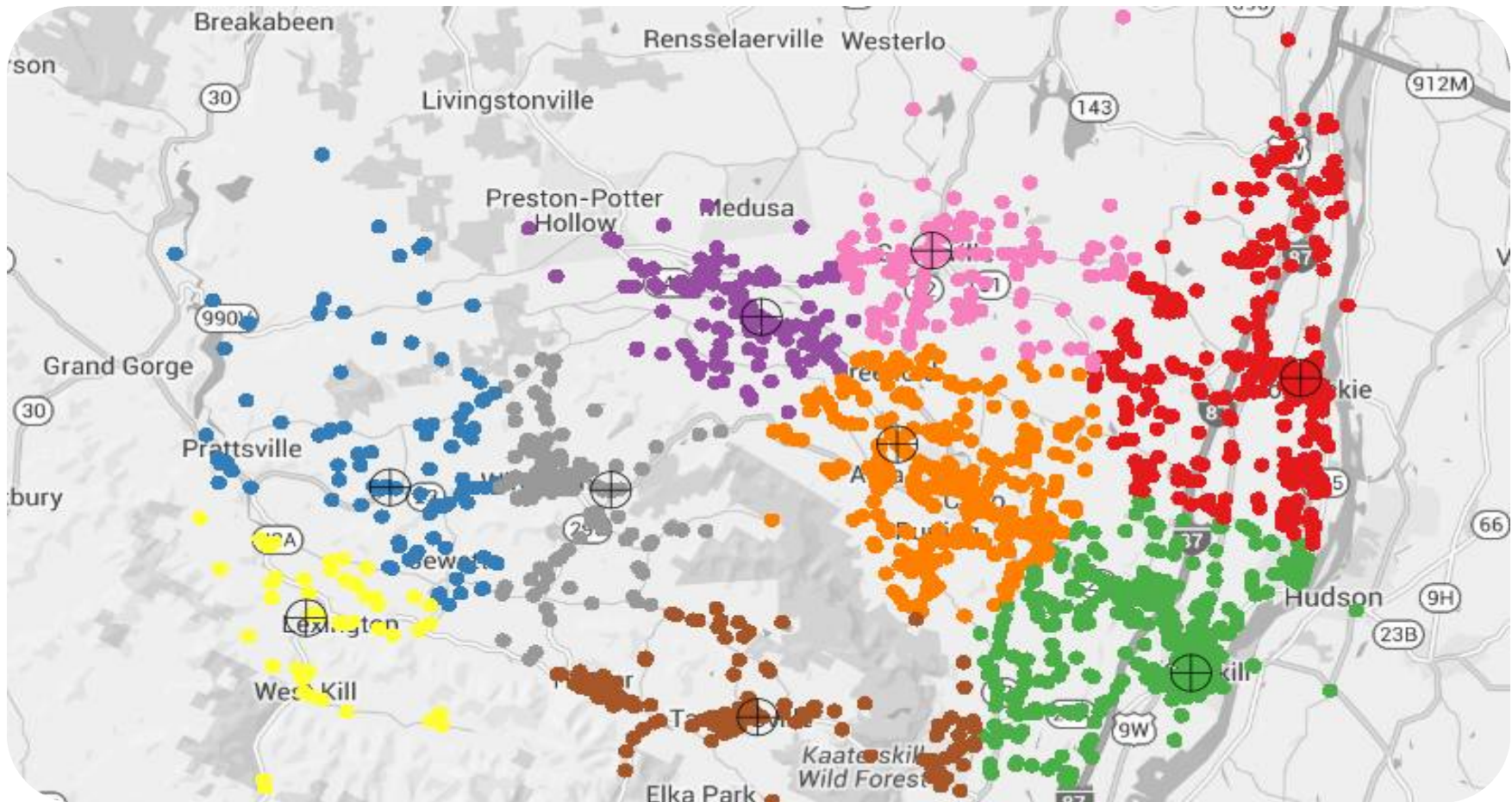
Project Plan | Phase 2 (continued)

- **Baseline review of existing conditions, to establish “what is” and develop a shared information base for the options phase**
 - Review agency budgets, payroll, equipment and capital expense
 - Assess information and communications technology for issues of interagency compatibility and functionality
 - Document long-term trend for cost of police services in county
 - Review existing facilities, workspaces for functionality and capacity

Project Plan | Phase 2 (continued)

- **Baseline review of existing conditions, to establish “what is” and develop a shared information base for the options phase**
 - Engage with community leadership to evaluate service expectations and current levels of service
 - Evaluate law enforcement service demand data, including temporal and geographic patterns
 - Develop projections for service demand based on historical trends and anticipated development in the affected areas
 - Consider a community survey on attitudes toward law enforcement and public safety

Service Demand Density Map



Project Plan | Phase 3

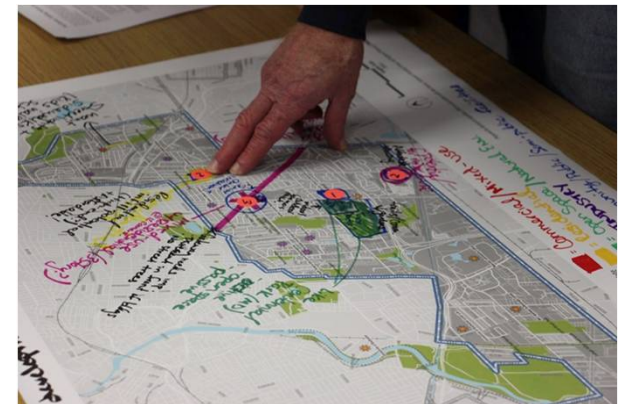
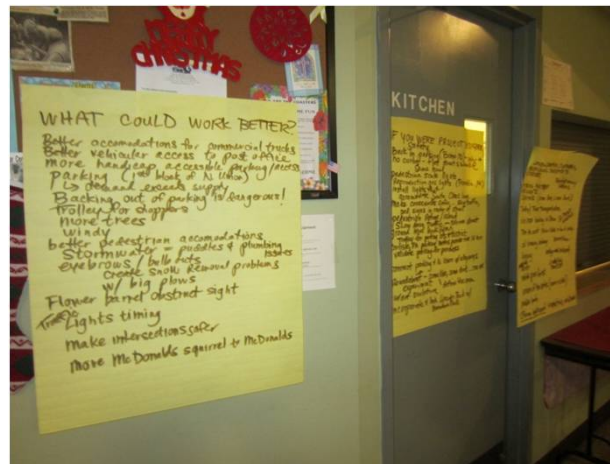
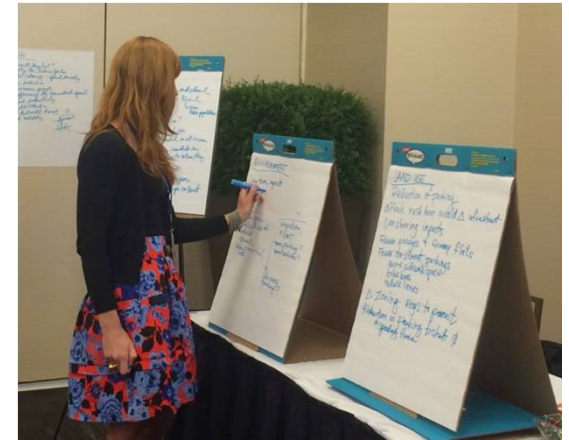
- **Identification and evaluation of options for collaboration and potential merger**
 - CGR will develop a range of potential organizational design options for possible shared / consolidated police services
 - Options will be informed by, at minimum:
 - Duplication and / or efficiency opportunities identified by CGR
 - Approaches suggested by personnel and stakeholders to the study team through the interview process
 - Best practices in NYS and beyond
 - Consideration of implementation pathways and tradeoffs (e.g. ease of implementation vs. potential benefits)

Project Plan | Phase 3 (continued)

- **Identification and evaluation of options for collaboration and potential merger**
 - Preliminary discussion with project steering committee on the feasibility / viability of each alternative
 - Following, CGR will develop working model for the merger of Ithaca PD, Village PDs and the road patrol of the Sheriff's Office
 - Community workshops (x2) to gather structured feedback from residents and stakeholders

Community Workshop Formats

- Open House
- Presentation
- Small Group Exercises



Project Timeline

- **Estimated 6 months**
 - Baseline / Existing Conditions **(Months 1-3)**
 - Options Development **(Months 3-4)**
 - Options Report and Stakeholder Feedback **(Months 5-6)**