



Promising Solutions

Government & Education | Economics & Public Finance | Health & Human Services | Nonprofits & Communities

Tompkins County Law Enforcement Shared Services Initiative Technical Proposal

October, 2016

Prepared for:

Tompkins County, New York

Prepared by:

Paul Bishop, MPA
Project Director

In Partnership with:

Highland Planning



HIGHLAND

PLANNING



© CGR Inc. 2016 – All Rights Reserved

1 South Washington Street, Suite 400, Rochester, New York 14614
(585) 325-6360 • info@cgr.org

www.cgr.org

Table of Contents

Introduction.....	1
Firm Qualifications	1
CGR.....	1
Highland Planning.....	2
Project Team Biographies.....	2
Paul Bishop, M.P.A., Project Director	3
Joseph Stefko , Ph.D., Senior Advisor	4
Steven Hanmer, M.P.A., Senior Associate.....	5
Todd Baxter, Subconsultant for Police Operations.....	6
Peter Brunett, Subconsultant for Police Operations	7
Tanya Mooza Zwahlen, AICP, Highland Planning.....	8
Mary M. Rowlands, Highland Planning	8
Project Plan.....	10
Phase 1: Project Initiation and Management	10
Phase 2: Baseline Review	11
Phase 3: Options for Collaboration and Merger	12
Proposed Project Schedule	13
CGR Reference Projects	14
City of Jamestown and Chautauqua County (NY)	14
Village of Dryden (NY).....	14
Village of Watkins Glen (NY).....	15
Highland Planning Reference Projects	15
Regional Walkability Improvement Study Genesee Transportation Council.....	15
Rochester- Genesee Regional Transportation Authority Regional Operational Service Efficiency Study.....	16

Introduction

Law enforcement is an essential government service that touches the lives of every resident and visitor in Tompkins County. The professionals that provide this valuable service have dedicated their lives to keeping the community safe. However, the increased costs associated with the service and the changing demands of the community are forcing changes to the provision of law enforcement. This reality has led Tompkins County, the City of Ithaca, and the Villages of Cayuga Heights, Dryden and Groton to undertake a thorough evaluation to determine the best option for providing the highest levels of service in the future.

CGR's team brings to this project an industry-leading collaborative of experts on the issues of local government management, public finance, community engagement and operational excellence, combined with deep experience in the operations of all aspects of law enforcement. Our approach is straightforward. In cooperation with the Law Enforcement Shared Services Steering Committee, CGR's team will:

- Engage community stakeholders and law enforcement professionals in a dialogue about the existing law enforcement system;
- Conduct an extensive review of the existing operations including collective bargaining agreements, demand for services, designated service areas, existing staff deployment, and equipment;
- Develop several models for future operations ranging from maintaining the status quo to complete consolidation of all agencies; and
- If desired, assist the Law Enforcement Shared Services Steering Committee and community leaders to implement an improved operational model for law enforcement as part of an expanded engagement.

Our proposal includes the firm profiles of CGR and Highland Planning, biographies of the anticipated staff for the project, the project plan, reference projects for both firms, and in a separate document, the cost for conducting the planned work.

Firm Qualifications

CGR

Since 1915, CGR has delivered results to the municipal, education, and nonprofit sectors through objective analysis of mission-critical data and strategic counsel. We empower innovative solutions in the public interest and are trusted for our independence and a broad base of knowledge built on a century of experience. CGR

delivers expert solutions in government & education, economics & public finance, health & human services and nonprofits & communities. Proudly headquartered in Rochester, New York, CGR has served communities throughout the Northeast and Great Lakes regions.

CGR has performed over seventy government service evaluations and strategic plans for municipalities in the past five years. Our many public safety engagements combine critical specialist knowledge with this deep understanding of local government. In addition to the specific law enforcement efforts covered under this proposal, CGR has performed consolidation service evaluations in the educational, public housing, emergency medical services, nursing home, and public works arenas. A broad listing of our recent work is available at our website www.cgr.org.

Highland Planning

Highland Planning LLC was established in 2007 by Tanya Mooza Zwahlen, AICP. The firm's area of practice is city planning, with an emphasis on public outreach, economic development, grant writing, and research management. Highland Planning's office is located in Rochester, New York and has two full-time employee and three part-time employees. The firm was certified as a Women Owned Business Enterprise (WBE) in 2008.

Highland Planning considers public outreach as a passion. The firm develops an individual engagement process for each project, based on the input sought by the client, the level of involvement sought by the stakeholders, the geographic reach of the project, and even the time of year. Highland Planning prides itself on creating meaningful opportunities for input – through door-to-door outreach, one-on-one conversations, and reciprocal dialogue between designers and stakeholders. A listing of recent projects and clients is available at www.highland-planning.com.

CGR and Highland Planning have the availability to begin the work upon contract award and will complete the deliverables as outlined in the project plan, as approved by the Steering Committee.

Project Team Biographies

The team leader for the project will be Paul Bishop. He will be responsible for leading the relationship with the Steering Committee and will coordinate the activities of all team members. Paul can be contacted by email at pbishop@cgr.org or by phone at 585-327-7068. The other team members have been chosen for their individual expertise and ability to support each other on this complex project.

Paul Bishop, M.P.A., Project Director

Title and Role in Firm: Associate Principal, Government Management and Public Safety.

Biography: Paul Bishop is an Associate Principal at CGR. He is a public policy researcher with a passion for addressing public safety issues. He brings his experience of emergency response, system coordination and thorough analysis to each CGR project on which he works. He also brings the perspective of being a supervisor, educator and care provider to each aspect of analysis. His familiarity with the demands of public service allows him to look at situations from multiple points of view.

He is currently leading CGR's projects with Orleans County (NY) on the evaluation of shared services operations for law enforcement, developing a strategic plan for EMS delivery in Essex County (NY) and assisting the City of Cortland in evaluating the feasibility of a joint police and fire station. Previously, he led the analysis of the North East Joint Fire District Evaluation of Operations, the Future of the Fire Service in Byron (NY), the Greene County (NY) EMS Resource Deployment Study, the Operational Analysis of the Dryden Police Department, the Evaluation of Law Enforcement Merger for East Goshen, West Goshen, and Westtown (PA), the Proposed Dissolution of the Village of Medina, the Proposed Dissolution of the Village of Hoosick Falls, and the Operational Analysis of the Watkins Glen Police Department. He also was a key team member of the Skinny Ohio – Lake County Capital Equipment Sharing project for the Ohio state auditor, a four municipality shared services study in Cuyahoga County, OH, and the operational review of municipal services in the Township of Hopewell, NJ.

Prior to joining CGR in 2012, Mr. Bishop was the Manager of Emergency Medical Services (EMS) Education at the Public Safety Training Center at Monroe Community College for 10 years. His work focused on all aspects of education for EMS including initial certification for emergency medical technicians (EMTs) and paramedics, as well as leadership development. He was involved in the transition to the new EMS education standards at both the local and state levels. He remains an active adjunct at MCC and a speaker at regional EMS conferences on EMS management topics. He also is the instructor for an EMS Management course at Finger Lakes Community College.

His expertise includes program assessment, strategic planning and accreditation. He has had extensive involvement and leadership roles with regional and state EMS organizations including as chair of the local regional EMS council and several terms on the regional emergency medical advisory committee. During his tenure at Monroe Community College, he worked collaboratively with many members of law enforcement and the fire service. He was called upon to instruct for their disciplines, including on topics related to organizational leadership, personal development, and

medical care. He continues to work as a paramedic for a suburban Rochester EMS agency.

Education: He holds a B.A. in Political Science from the University of Rochester and a Master of Public Administration from SUNY Brockport. He is a nationally registered paramedic and holds other relevant EMS certifications.

Joseph Stefko, Ph.D., Senior Advisor

Title and Role in Firm: President and Chief Executive

Biography: Dr. Joseph Stefko is the 10th President and Chief Executive Officer of CGR, the Rochester NY-headquartered consulting research organization founded by George Eastman in 1915. A Buffalo, NY native, Dr. Stefko was named CGR's Director of Public Finance in 2008 and Vice President in February 2012. In those capacities, he directed the organization's public finance and government restructuring engagements, working on issues related to consolidation, budgeting, municipal fiscal distress, service delivery and government management. His project work has spanned counties, cities, towns, villages and school districts in New York, New Jersey, Ohio and Massachusetts. Notably, he directed CGR's landmark 2010-11 municipal consolidation engagement for the Township and Borough of Princeton NJ, which resulted in voter approval of that state's largest local government merger in 60 years and, significantly, the first under the state's Local Option Municipal Consolidation law.

Most recently in the area of public safety, Dr. Stefko directed CGR's multi-year examination of the emergency ambulance and medical system in North Hempstead, New York; CGR's ongoing analysis of police consolidation options for what would be a first-of-its-kind merger between the City of Jamestown and Chautauqua County, New York; CGR's study of public safety service demands related to industrial park development in Upstate New York; and CGR's work with the City of Yonkers, New York to benchmark resource allocation in its police and fire departments. He also directed CGR's municipal consolidation project in Princeton (NJ), which resulted in the combination of two independent police departments.

Dr. Stefko serves on the Government Accounting Standards Advisory Council, the national body that assists the Government Accounting Standards Board (GASB) in the standard-setting process for financial reporting by public sector entities nationwide. He is appointed to that position by the member organizations of the national Governmental Research Association.

Dr. Stefko rejoined CGR in 2008 after spending nearly 5 years on senior staff to the Buffalo Fiscal Stability Authority (BFSA), the NYS financial control board responsible for monitoring the fiscal condition of the City of Buffalo, the Buffalo Public Schools and other critical city agencies, including the Buffalo Urban Renewal Agency and Buffalo

Municipal Housing Authority. He served as Principal Analyst and Deputy Director of BFSA before being named Acting Executive Director in 2007. Under the control board's guidance, the City generated more than \$230 million in budgetary savings, experienced a 4-fold increase in fund balance reserves and earned multiple credit rating upgrades from Wall Street.

Dr. Stefko worked at CGR twice earlier in his career, from 1998-00 as a Research Associate and from 2002-03 as a Senior Associate. He was recognized by Buffalo Business First as a "40 Under Forty" rising leader award winner in 2005. Dr. Stefko has served as an adjunct faculty member in the Department of Public Administration at the State University of New York College at Brockport, as well as the Departments of Political Science and Urban and Regional Planning at the University at Buffalo.

Education: He holds B.A. (Phi Beta Kappa, Magna Cum Laude), M.A. and Ph.D. degrees in Political Science from the University at Buffalo, State University of New York, with doctoral concentrations in public policy and subnational / local government.

Steven Hanmer, M.P.A., Senior Associate

Steven Hanmer manages a diversity of projects covering the efficient and effective administration of programs and services supported by municipal, state and federal agencies. He specializes in strategic goal setting, performance measurement, business process redesign, and integrated data management to improve internal decision-making. Mr. Hanmer is currently conducting a strategic assessment for the New York City Department of Health and Mental Hygiene to align staffing levels, budget resources and information systems with the Commissioner's goals and objectives for improved contracted service quality and community outcomes.

Steve comes to CGR after six years working for the U.S. Department of Health and Human Services as a program and budget analyst. While there he served as a member of the Administration for Children and Families Performance Management Team, leading program offices through strategic realignment and the creation of new benchmarks.

Prior to working at HHS, he worked as the Principal Budget Analyst for the City of Cambridge, MA for five years. While there he streamlined the city budget process, standardizing department goals to City Council priorities, and aligning service delivery measurement to demonstrate efficiency of operations and community impact. He collaborated with public safety community, including Police, Fire, Emergency Management, and Emergency Call Center departments, overhauling their performance measurement system to reflect a post 9/11 shift in strategic priorities.

As a Management Analyst for the City of Glendale, AZ, he led Departments through the development of Business Plans, benchmarking organizational structures, staffing levels, and outcome measures to align with the new City Manager's strategic plan and economic development goals.

He holds a B.S. from Syracuse University and a Master of Public Administration from the Maxwell School of Citizenship and Public Affairs.

Todd Baxter, Subconsultant for Police Operations

Address: 24 King Fisher Drive Spencerport, NY 14559

Title and Role: Executive Director of Veterans Outreach Center of Rochester, Police Officer (Part Time) – Ogden, New York, Retired Chief of Police – Greece, New York, Retired Captain - Rochester Police Department, and Retired Master Sergeant – United States Army and Army Reserve

Biography: Todd Baxter is currently serving as the Executive Director of the Veteran's Outreach Center of Rochester after a 28 year career in law enforcement including 4 years as chief in a suburban police department and 4 years as a captain for a large urban police department. He will be serving as an independent contractor to CGR to assist with the analysis and development of options related to the operations of police department.

For CGR, Mr. Baxter will draw on his extensive police practice and leadership experience, including rebuilding departments in crisis, to assist the consulting team develop a comprehensive set of recommendations for improving police operations.

Recently with the Greece (NY) Police Department, Mr. Baxter was recruited to reorganize and revitalize department following the arrest of five and conviction of four sworn officers, including the former Chief of Police. Overall management and administration of an agency with a total of 168 sworn and civilian employees, a fleet of 50 vehicles, and an annual budget of \$18 million, serving a suburban community with 100,000 residents.

During his last four years with the Rochester Police Department, he was assigned to command roles with various divisions tasked with street patrol and first response in an urban community with over 250,000 residents. He directed patrol functions and supervised up to 200 employees during a period of transition and reorganization. Earlier in his career at RPD he served in other supervisory roles and was an active member of the Emergency Task Force (SWAT Team).

Education: His education includes a Master's Degree in Strategic Leadership from Roberts Wesleyan College, a Bachelor's Degree in Organizational Management from

Roberts Wesleyan College and an Associate's Degree in Police Science from Monroe Community College.

Peter Brunett, Subconsultant for Police Operations

Address: 60 York Street, Honeoye Falls, NY 14472

Title and Role: Program Coordinator for Law Enforcement In-Service at Monroe Community College and Retired Commander for the Rochester Police Department

Biography: Peter Brunett currently is a Program Coordinator and Instructor for the Public Safety Training Center at Monroe Community College in Rochester, NY where he directs all in-service for law enforcement disciplines. He coordinates over 100 training offerings annually including course development and researching appropriate topics. Mr. Brunett is a retired Police Commander from RPD. He will be serving as an independent contractor to CGR to assist with the analysis and development of options related to the operations of police department.

Prior to joining Monroe Community College as a staff member, Mr. Brunett served in the Rochester Police Department (RPD) for 23 years. He joined the department in 1984 as an officer before working as a member of an emergency task force from 1989-1999 and joining the chief's staff as a captain in 1999. As a confidential aide to the chief, he conducted research and evaluation for RPD, handled all aspects of the police budget, and served as a labor relations specialist. He had a key role in the conduct and implementation of the CGR's study the consolidated the sections from seven to two. From 2006-2007, Mr. Brunett was the Police Commander of RPD's East Division.

During his tenure with RPD, Mr. Brunett served on a number of committee and task force initiatives. Most recently, he served as a training specialist, was involved in labor relations as a Wasserman Committee member, worked on the Duct Tape Robberies and Emergency Task Forces, and assisted in the development of strategic operational plans.

Most recently at CGR, Mr. Brunett has assisted with the law enforcement analysis for a merger/shared services evaluation for four suburban Cleveland municipalities and the evaluation of operations for the West Goshen and WEGO Police Departments in Pennsylvania. He has developed numerous training plans for agencies and has experience in weapons transitions.

Education: Mr. Brunett holds B.A. and M.S. degrees from the State University College at Buffalo in Criminal Justice (1986 and 1980, respectively), and an A.A.S degree from Monroe Community College (Police Science/Criminal Justice, 1978). He also attended the FBI National Academy in Quantico, VA (2002).

Tanya Mooza Zwahlen, AICP, Highland Planning

Title and Role in Firm: Principal and Owner

Biography: Tanya Mooza Zwahlen, AICP, is Principal and Owner of Highland Planning. She has more than 15 years' experience in the fields of regional planning and community development. She is currently leading the public engagement efforts for the Town of Brighton Comprehensive Plan update and the City of Rochester Comprehensive Plan update, as well as a park design project and she manages five research projects for the Transportation Research Board.

In 2015, Ms. Zwahlen designed and managed public engagement for the NYS Analysis of Impediments to Fair Housing choice. The process included 21 stakeholder interviews and 15 public meetings throughout the state.

She has also led public outreach processes for several projects in the City of Rochester, including Mount Read Boulevard Corridor Study, La Avenida Phase II Improvements, Promenade at Erie Harbor, Charles Carroll Park Redesign, and the Dewey Avenue/Driving Park Road Realignment. She led the public outreach process for the nine county Regional Trails Initiative on behalf of the Genesee Transportation Council. In the City of Buffalo, Ms. Zwahlen managed the public outreach processes for the Parkside Neighborhood Traffic Study and the Allen Street Extension Phase III. The majority of these projects included a survey components, stakeholder interviews, and public meetings.

In 2011, she managed the public outreach component of a nine county regional freight study on behalf of the Genesee Transportation Council. In 2009, she developed community survey in Holley, NY to ascertain local opinions regarding land use, municipal needs and shopping and travel patterns.

Ms. Zwahlen served on the Board of Directors of the South Wedge Planning Committee for eight years. She has been a member of the City of Rochester Environmental Commission since 2008.

Education: Tanya holds a B.A. in English and Art History from Boston College and a Master of City and Regional Planning from Cornell University. She is holds a certification from the International Association of Public Participation (IAP2) in public participation methodology and techniques. She is also trained as a mediator by the Center for Dispute Settlement.

Mary M. Rowlands, Highland Planning

Title and Role in Firm: Senior Project Manager

Biography: Mary has over 30 years of diversified experience in municipal highway and traffic operations; urban and regional planning, traffic and transportation planning, operations, and design; office administration; project management; contract negotiations; business development; project proposals and scope of work development; public participation; state and federal planning and programming; community development and other related executive level activities.

Through her years of experience working in Syracuse, NY she has had extensive interaction with local, state and federal agencies and officials on a variety of projects. Mary was previously a **Senior Managing Transportation Planner** at Barton & Loguidice Engineers (2007-2014); the **Executive Director** of the Syracuse Metropolitan Transportation Council (1999-2007), the Metropolitan Planning Organization for Onondaga County, NY; and a **Deputy Commissioner** for the City of Syracuse Department of Public Works Transportation Division (1987-1999).

Mary's project experience includes management of the following projects

- Syracuse Connective Corridor, City of Syracuse, NY
- Syracuse Stage Plaza Design, Syracuse University, Syracuse, NY
- Forman Park Renovations, City of Syracuse and Syracuse University, Syracuse, NY
- The Warehouse Plaza & Park, Syracuse University, Syracuse, NY
- Traffic and Transportation Term Services, City of Syracuse, NY
- Village of Central Square Traffic Circulation Study, Central Square, NY
- Syracuse Brownfield Opportunity Area (BOA) Nomination Studies, City of Syracuse, NY
- Macedon Circulation, Accessibility, and Parking Study, Genesee Transportation Council
- Corridor Management Plan, State Route 370, Town of Lysander, NY

As the Executive Director of the Syracuse Metropolitan Transportation Council (SMTCC) Mary oversaw and administered all aspects of the MPO including the preparation, development and implementation of the following documents:

- Three (3) Long-Range Transportation Plan (LRTP) Updates
- Seven (7) Unified Planning Work Programs (UPWP)
- Four (4) Transportation Improvement Programs (TIP)
- Two (2) Federal Certification Reviews
- Two (2) Congestion Management System Reports
- Two (2) Environmental Justice Analyses, and
- Over twenty (20) project area specific planning studies

Education: Mary holds a B.S. in Transportation Management from Niagara University and has been an active member in the Institute of Transportation Engineers for most of her career.

Project Plan

Our proposed methodology is described below in a series of distinct tasks, many of which will necessarily overlap as the project progresses. The Project Team of CGR and Highland Planning will be sharing the tasks for the project with a targeted 70 percent effort for CGR and 30 percent for Highland Planning. Coordination of tasks will be seamless to the Steering Committee and the community. The Project Team will communicate with the Steering Committee on the status of the project and will provide regular updates. During our projects, CGR endeavors to balance the need for information with the burden on department staff to provide the information. As much as possible, existing reports and information are used to inform the analysis. Regarding confidential information, all information is stored in a secured office suite or on a private server. After our work on the project, paper records can either be returned or securely destroyed and recycled. The Project Team will ensure that any confidential information that is shared will be protected from unauthorized disclosure. The Steering Committee will review all written documents prior to publication to ensure confidential information is excluded from public documents.

Phase 1: Project Initiation and Management

Members of the project team will meet with the Project Steering Committee as soon as possible following receipt of a signed contract. At this kickoff meeting, we will:

- Discuss the context of the current law enforcement study effort, in terms of current community and regional issues;
- Review the scope of the project and collaborate on a final approved project design identifying milestones, communication standards, deliverables, timeline and resource requirements;
- Clarify the role of the steering committee members and, to the extent necessary, any subcommittee structure;
- Agree on a protocol for conveying information to the steering committee, and identify individual(s) who will act as liaison to the project team and the steering committee;
- Identify key stakeholders who should be interviewed as part of the Baseline Review; and
- Identify data and information resources required by the project team in the immediate term.

Subsequent to this meeting, the project team will submit a final project work plan with anticipated timelines to the Steering Committee. CGR will develop, maintain and host

a website for all relevant project materials to be shared with residents and interested parties.

Phase 2: Baseline Review

Following the project initiation, CGR's project team will begin the process of completing primary data collection for the Baseline Review. The project team will make a combination of site visits and data/information requests to the County Sheriff's Office, Ithaca Police Department, village police departments and municipal governments; interview a series of key operations staff and stakeholders; tour key operational sites; review budgets, personnel and other operating records; and collect electronic or paper copies of key documents.

Our Baseline Review will serve as a shared information base for the remainder of the project and provide a fact-based framework for identifying options and assessing their impact.

The Baseline Review will include the following:

- Interview agency leadership and key staff members of each agency to identify agency success and challenges;
- Summarize demand for law enforcement services for previous three years and evaluate staffing sufficiency using common industry guidelines;
- Meet with representatives of the New York State Police to learn about their services in the county;
- Identify geographic and temporal patterns in the demands for law enforcement service;
- Sample individual officer activity reports to identify operational characteristics;
- Conduct an observational ride along with each agency;
- Describe the operations of the agency including existing staff levels, schedules, and job descriptions for employees;
- Review departmental budgets including payroll, benefits, overtime, equipment and capital expenses;
- Evaluate departmental training records and plans for future professional development;
- Assess the information and communications technology used by the agencies for compatibility and functionality and review anticipated upgrades;
- Summarize the operational budgets for the last three years for the agencies including a list of relevant fund balances, outstanding debt, pension obligations and other post-employment benefits;

-
- Document a long term trend for the costs of police services in the county;
 - Develop projections for demands for service based on historical trends and anticipated development in the communities;
 - Conduct a scan of state laws that might impact the consolidation of police services;
 - Review existing operational buildings and workspaces for functionality and capacity; and
 - Engage with community leadership (school officials, business groups, higher education institutions, major employers, neighborhood associations and similar) through surveys and small group meetings to evaluate police service expectations and current level of service.

At the conclusion of the Baseline Review, a Baseline Report will be presented to the Steering Committee and will serve as the basis for the discussion of options.

Phase 3: Options for Collaboration and Merger

Based on data collected and analyzed in the Baseline Review, CGR's team will develop a range of potential options for possible shared/consolidated police services between the city, villages and Tompkins County including functional consolidation, gradual full consolidation and other realignment structures. Options will be informed by the following, at minimum:

- Duplication and/or efficiency opportunities identified during the review of baseline data;
- Perceived advantages and disadvantages;
- Cost projections;
- Approaches suggested by personnel to the study team during interviews with each stakeholder agency; and
- Best practices known to the study team to be in place in other communities, both in New York and beyond.

In evaluating options, CGR will advise the Steering Committee on implementation processes and considerations, especially to the extent certain options may have higher/lower implementation thresholds or impact timelines. Certain options may have easier implementation pathways but take longer to produce significant savings. Conversely, opportunities for more immediate significant savings may face tougher implementation odds. CGR's role will be to ensure the Steering Committee understands these tradeoffs fully, and are in a position to make an informed decision that balances each consideration.

Following preliminary discussion with the Steering Committee on the perceived feasibility/viability of the alternatives identified, CGR will develop viable working models for the merger or sharing of services for the city police department, the village police departments and the road patrol of the Tompkins County Sheriff's Office. The working models will include estimates of the costs of operating the models in both the short term and long term with any cost differentials clearly identified. The working models, along with the Baseline Report, will be shared with the Steering Committee and the public during at least two community workshops to get feedback from residents in a structured format. In addition to workshops, CGR will use electronic means to share summaries of the options and to receive feedback from stakeholders. All feedback will be summarized and shared with the steering committee in a final report.

Proposed Project Schedule					
December	January	February	March	April	May
Project Initiation					
Agency Interviews and Baseline Information Gathering					
	Community Stakeholder input sessions				
		Submission of Baseline Report			
			Develop and Analyze Options for Collaboration		
				Community Discussions Regarding Options	
				Submission of Final	

Proposed Project Schedule					
December	January	February	March	April	May
				Report with Options	
					Presentation of Findings

CGR Reference Projects

CGR has an established reputation for conducting reviews of local governments' public safety systems and developing practical, achievable recommendations for improving their overall operations and cost-effectiveness. We have worked with police departments to examine the feasibility of potential consolidation options; address changing demands for services; deal with regulations, standards and mandates requiring additional training and equipment; plan for long-term service needs; and respond to fiscal pressures to keep taxes as low as possible without compromising essential service quality. Our recent work on law enforcement efficiency and operations includes the following sample projects.

City of Jamestown and Chautauqua County (NY)

Project Description: Beginning in 2012, an engagement for the City of Jamestown (NY) Police Department and Chautauqua County (NY) Sheriff's Office wherein CGR developed, assessed the fiscal / operational impacts of, and is currently facilitating negotiation of a shared service agreement for consolidation of the law enforcement function within the County agency, including both administrative and patrol services. This spanned a combined sworn- and non-sworn staff of 300 full- and part-time employees, including 60 dedicated directly to road patrol activities in the City.

Reference: Sam Teresi, Mayor, City of Jamestown, (716) 483-7600, teresi@cityofjamestownny.com

Village of Dryden (NY)

Project Description: In 2013, the central New York Village of Dryden requested a review of their police department operations including identifying options for the future of the local law enforcement service. The study evaluated processes for police

patrol, volume of criminal activity and financial operations of the police department. A variety of options including dissolution were presented to the village board for consideration and possible implementation. Study team materials, the Options Report and a sample of the public engagement materials are available at www.cgr.org/dryden_police. In 2015, the Village chose to enact several of the recommendations from the report including scaling back overnight operations and increasing use of part time staff.

Reference: Charlie Becker, former Deputy Mayor of Dryden, (607) 844-8122, drydentrusteebecker@gmail.com

Debra Marrotte, Village Clerk, Village of Dryden, (607) 844-8122
villageclerk@dryden-ny.org

Village of Watkins Glen (NY)

Project Description: In 2012, CGR was engaged by the Village of Watkins Glen to evaluate its police department and provide options to reduce costs including sharing services with the Schuyler County Sheriff's Office. CGR conducted on site interviews with staff of both departments, participated in department observation, and regularly met with the study team. CGR evaluated the pattern of law enforcement activity for all the law enforcement agencies that operated in the county to identify potential staffing efficiencies. Study team materials, the Options Report and a sample of the public engagement materials are available at www.cgr.org/watkinsglen. The Village chose to make certain operational changes as a result of the report, but did not choose to pursue a dissolution.

Reference: Thomas Struble, Chief of Police, Watkins Glen, New York, watkinspd@watkinsglen.us, (607) 535-7883

Highland Planning Reference Projects

Highland Planning has demonstrated strengths in public outreach and project management. Their expertise in engagement, transportation planning and commercial district revitalization will enhance the project team's ability to engage the community, model future service delivery methods and develop options for future service delivery.

Regional Walkability Improvement Study Genesee Transportation Council

Project Description: In 2014 and 2015, Highland Planning is coordinating the logistics and outreach for ten communities identified for participation in the GTC's

regional walkability audits. The project's goal is to identify physical improvements, education/encouragement programs, and policies to support walking and bicycling in communities throughout the region.

Highland Planning assisted with developing a working group, consisting of GTC Staff, local officials, and approximately 15 to 30 stakeholders and interested residents for each community. Four of the walkability audits were held during the Fall 2014, and six were held in spring 2015. The audits gave participants an opportunity to observe existing conditions and identify issues and opportunities for each participating community.

Participating communities include: Geneva, Canandaigua, Avon, Bergen, Albion, Medina, Batavia, Geneseo, Rochester, and Penfield.

Reference: Bob Torzynski, Genesee Transportation Council, rtorzynski@gtcmppo.org, (585) 232-6240

Rochester- Genesee Regional Transportation Authority Regional Operational Service Efficiency Study

Project Description: Highland Planning is working with AECOM on a Stakeholder and Public Engagement Plan in seven (7) Regional Counties in the Rochester, NY area. The counties included in the study include: Genesee, Livingston, Ontario, Orleans, Seneca, Wayne and Wyoming. The RGRTA Regional Operational Service Efficiency study is designed to assist the RGRTA and Regional Transit Service (RTS) in creating implementable plans for sustainable transit service throughout the region. The outreach process consists of conducting and summarizing three (3) types of Surveys (Textizen, Survey Monkey and Post Cards), the development of new and expansion of existing Community Partnerships, and two rounds of Stakeholder/Public Meetings in each of the seven regional counties. The Textizen Survey has yielded 97 responses, the Survey Monkey has 467 responses and over 1,100 Post Card Surveys were completed on the buses by patrons. The first round of seven Stakeholder and seven Public Meetings was completed between February 23 and March 3, 2016. These meetings collected and documents input on the existing RTS transit services.

Contact: Chuck Switzer, Project Manager, Rochester-Genesee Regional Transportation Authority (RGRTA), (585) 654-0276

6. ATTACHMENTS

A. ANTI-DISCRIMINATION CLAUSE

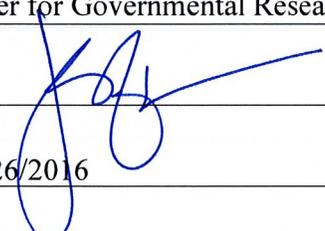
During the performance of this agreement, **the Contractor** hereby agrees as follows:

1. The **Contractor** will not discriminate against any employee or applicant for employment because of age, creed, race, color, sex, sexual orientation, gender identity, national origin, marital status, disability, military status, arrest record, conviction record, and domestic violence victim status. Such action shall be taken with reference, but not be limited, to: recruitment, employment, job assignment, promotion, upgrading, demotion, transfer, layoff or termination, rates of pay or other forms of compensation, and selection for training or retraining, including apprenticeship and on-the-job training.
2. The **Contractor** will send to each labor union or representative of workers with which he has or is bound by a collective bargaining or other agreement or understanding, a notice, to be provided by the State Commissioner for Human Rights, advising such labor union or representative of the contractor's agreement under clauses (1) through (6) hereinafter called "non-discrimination clauses". If the contractor was directed to do so by the contracting agency as part of the bid or negotiation of this contract, the contractor shall request such labor union or representative to furnish him with as written statement that such labor union or representative either will affirmatively cooperate, within the limits of its legal and contractual authority, in the implementation of the policy and provisions of these non-discrimination clauses or that it consents and agrees that recruitment, employment and the terms and conditions of employment under this contract shall be in accordance with the purposes and provisions of these non-discrimination clauses. If such labor union or representative fails or refuses to comply with such a request that it furnish such a statement, the contractor shall promptly notify the State Commission for Human Rights of such failure or refusal.
3. The **Contractor** will post and keep posted in conspicuous places, available to employees and applicants for employment, notices to be provided by the State Commission for Human Rights setting forth the substance of the provisions of clauses (1) and (2) and such provisions of the State's and local Tompkins County Laws against discrimination as the State Commission for Human Rights shall determine.
4. The **Contractor** will state, in all solicitations or advertisements for employees placed by or on behalf of the contractor, that all qualified applicants will be afforded equal employment opportunities without discrimination because of race, creed, color or national origin.
5. The **Contractor** will comply with the provisions of Sections 291-299 of the Executive Law and the Civil Rights Law, will furnish all information and reports deemed necessary by the State Commission for Human Rights under these non-discrimination

clauses and such sections of the Executive Law, and will permit access to his books, records and accounts by the State Commission for Human Rights, the Attorney General and the Industrial Commissioner for purposes of investigation to ascertain compliance with these non-discrimination clauses and such sections of the Executive Law and Civil Rights Law.

6. This contract may be forthwith cancelled, terminated or suspended, in whole or in part, by the contracting agency upon the basis of a finding made by the State Commission for Human Rights that the Contractor may be declared ineligible for future contracts made by or on behalf of the State or a public authority or agency of the State, until he satisfies the State Commission for Human Rights that he has established and is carrying out a program in conformity with the provisions of these non-discrimination clauses. Such finding shall be made by the State Commission for Human Rights after conciliation efforts by the Commission have failed to achieve compliance with these non-discrimination clauses and after a verified complaint has been filed with the Commission, notice thereof has been given to the Contractor and opportunity has been afforded him to be heard publicly before three members of the Commission. Such sanctions may be imposed and remedies invoked independently of or in addition to sanctions and remedies otherwise provided by law. The Contractor will include the provisions of clauses (1) through (6) in every subcontract or purchase order in such a manner that such provisions be performed within the State of New York. The Contractor will take such action in enforcing such provisions of such subcontract or purchase order as the contracting agency may direct, including sanctions or remedies for non-compliance. If the Contractor becomes involved in or is threatened with litigation with a subcontractor or vendor as a result of such direction by the contracting agency, the Contractor shall promptly so notify the Attorney General, requesting him to intervene and protect the interests of the State of New York.

GENERAL CONDITIONS ACCEPTED BY:

Firm: Center for Governmental Research, Inc.
By: 
Date: 10/26/2016
Title: Joseph Stefko, President and CEO

B. COUNTY OF TOMPKINS GENERAL CONDITIONS

AFFIDAVIT OF NON-COLLUSION

NAME OF RESPONDER: Center for Governmental Research, Inc.

BUSINESS ADDRESS: 1 South Washington Street, Suite 400, Rochester, NY 14614

EMAIL: jstefko@cgr.org PHONE NO.: 585-327-7065

I hereby attest that I am the person responsible within my firm for the final decision as to the price(s) and amount of the proposal, or If not, that I have written authorization, enclosed herewith, from that person to make the statements set out below on his/her behalf and on behalf of my company.

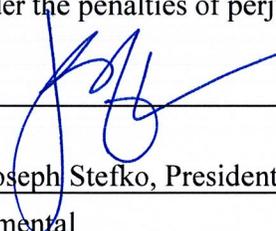
I further attest that:

1. The prices in this bid/proposal have been arrived at independently without collusion, consultation, communication, or agreement, for the purpose of restricting competition with any other contractor, responder or potential bidder; and
2. Neither the price(s), nor the amount of this bid/proposal, have been disclosed to any other firm or person who is a responder or potential responder on this project, and will not be so disclosed prior to bid/proposal opening; and
3. No attempt has been made or will be made to solicit, cause or induce any company or person to refrain from responding to this RFB/RFP, or to submit a bid/proposal higher than the proposal of this company, or any intentionally high or non-competitive bid/proposal or other complementary proposal; and
4. The bid/proposal of my company is made in good faith and not pursuant to any agreement or discussion with, or inducement from any firm or person to submit a complementary proposal; and
5. My company has not offered or entered into a subcontract or agreement regarding the purchase of materials or services from any other company or person, offerer, promised or paid cash of anything of any value to any company or person, whether in connection with this or any other project, in consideration for an agreement or promise by a company or person to refrain from responding to this RFB/RFP or to submit a complementary bid/proposal on this project; and
6. My company has not accepted or been promised any subcontract or agreement regarding the sale of materials or services to any company or person, and has not been promised or paid cash or anything of value by and company or person, whether in

connection with this or any project, in consideration for my company submitting a complementary bid/proposal or agreeing to do so on this project; and have made a diligent inquiry of all members, officers, employees, and agents of my company with responsibilities relating to the preparation, approval or submission of my company's proposal on this project and have been advised by each of them that he or she has not participated in any communication, consultation, discussion, agreement, collusion act or other conduct inconsistent with any statements and representations made in this affidavit.

7. **By submission of this proposal I certify that I have read, am familiar with, and will comply with any and all segments of these specifications.**

The person signing this proposal, under the penalties of perjury, affirms the truth thereof.

Signature & Company Position:  _____, President and CEO

Print Name & Company Position: Joseph Stefko, President and CEO

Center for Governmental

Company Name: Research, Inc. Date Signed: 10/26/2016

C. CONTRACTOR'S REPRESENTATION – LIVABLE WAGE POLICY

1. **Livable Wage Policy:** By policy, Tompkins County must “consider the wage levels and benefits, particularly health care, provided by contractors when awarding bids or negotiating contracts, and to encourage the payment of livable wages whenever practical and reasonable.”

Paying the living wage rate to all employees directly involved in providing the contracted County service is not mandatory. However, the attainment of a broadly-applied living wage is a County goal and is therefore an important consideration applied by the County when reviewing contract proposals.

2. **The Current Living Wage:** The Living Wage in Tompkins County is computed by the Alternatives Federal Credit Union and is currently \$13.77 per hour if the employer contributes at least half the cost of an employee's health insurance/benefit cost and \$14.34 per hour if the employer does not make such a contribution. The rate will be adjusted again in May 2017.
3. **Requirement of All Contractors:** As a part of its proposal or contract representations, a prospective service contractor must advise the County whether it will pay the AFCU livable wage rate to all Covered Employees directly involved in the provision of the contracted service, including employees of any subcontractor engaged to assist in providing the service.

Additionally, contractors are asked to estimate the number of employees who will be directly involved in the provision of the contracted service. If not all employees are going to be paid the Living Wage, contractors are asked to estimate how many full-time, and how many part-time, covered employees will NOT be paid the living wage.

4. **Covered Employees** include all full- and part-time employees, other than those Excluded Employees described below, who are directly involved in the provision of the contracted service, including employees of sub-contractors engaged to assist in providing the service.
5. **Excluded Employees** are:
 - a. Employees under the age of 18
 - b. Seasonal or temporary employees (90 days or less)
 - c. Employees in a probationary status (90 days or less)
 - d. Those employed in a sheltered or supported work environment
 - e. Employees participating in a limited-duration (90 day) job training program
 - f. Employees participating in an academic work-study or academic internship program

- g. Volunteers
- h. Employees participating in mandated welfare-to-work programs
- i. Employees paid pursuant to a collective bargaining agreement

6. Contractor's Living Wage Representation

a. Approximately how many Covered Employees, including employees of any subcontractor involved in providing the service, will be involved in the provision of the contracted service? 18

b. Will all Covered Employees, including employees of any subcontractors directly involved in the provision of County services, be paid at least the living wage?
 Yes No

c. If the answer is "No", approximately how many covered employees will NOT be paid at the living wage?
Full-time: _____ **Part-time:** _____

d. Contractor Name: Center for Governmental Research, Inc.

If you answered "Yes" to the Living Wage Representation and are awarded the County contract, you will be expected to maintain all employees directly involved in the provision of services under this contract at or above the living wage as of the time of execution of the contract for the duration of the contract.

If you answered "No," your response will be among the considerations applied by the County in making its contract award. As a part of contract negotiations, the County may request additional information from you regarding the basis of this response.

D. PROPOSAL SIGN-OFF SHEET

Please check off and sign for items below and submit this required sheet with your proposal response; the proposal may be rejected if the required documents are not included with the response.

	DONE	INITIALS
1. Proposal completed	X	<i>JS</i>
2. Non-Collusive Certificate enclosed	X	<i>JS</i>
3. Anti-Discrimination Clause enclosed	X	<i>JS</i>
4. Living Wage Representation Form enclosed	X	<i>JS</i>
5. Addenda (if issued) received		
List Addendum # and dates		

By signing below the respondent is certifying that:

1. All information provided herein is true and correct to the best of their knowledge.
2. The respondent has read and understands the specifications in their entirety and that the response is made in accordance therewith, and;
3. The respondent possesses the capabilities, resources, and personnel necessary to provide efficient and successful service to the County, and;
4. The respondent will be held responsible for any and all discrepancies, errors, etc. in the discounts or rebates which are discovered during the contract term or up to and including three (3) fiscal years following the County's annual audit.
5. The respondent agrees to all terms and conditions as provided within the specifications.

Joseph Stefko, President and CEO

Name/Title of Authorized Person Submitting Bid
Center for Governmental Research, Inc.

Firm or Corporation Making Bid
1 South Washington Street, Suite 400, Rochester, NY 14614

Address

585-327-7065

888-388-8521

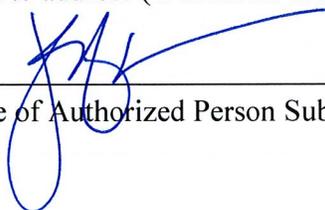
Telephone

Fax

jstefko@cgr.org

Email Address for Contact Person

(Remit to address (if different than above))

 Signature of Authorized Person Submitting Bid