



Promising Solutions

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

Evaluation of Law Enforcement in Orleans County

A Countywide Evaluation of Current Service Delivery and Options for the Future

May, 2016

Prepared for:

County of Orleans and the Villages of Albion, Holley, Lyndonville and Medina

Prepared by:

Paul Bishop
Project Director

In Partnership with:

AIOPX Management Consulting and 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 Profiles	2
CGR.....	2
AIOPX Management Consulting	2
Highland Planning	3
Project Team	3
Paul Bishop, M.P.A., Project Director	3
Joseph Stefko, Ph.D., Senior Advisor	4
Todd Baxter, CGR Subconsultant for Police Operations.....	6
Peter Brunett, CGR Subconsultant for Police Operations	6
David Powe, MBA, AIOPX Management Consulting	7
Tanya Mooza Zwahlen, AICP, Highland Planning	8
Mary M. Rowlands, Highland Planning.....	9
Workload Distribution.....	10
Project Plan	11
Phase 1: Project Initiation and Management	11
Phase 2: Baseline Review	12
Phase 3: Options for Collaboration and Merger	13
Phase 4: Implementation Planning.....	14
Project Schedule.....	14
Proposed Budget	15
CGR Reference Projects	15
City of Jamestown and Chautauqua County (NY).....	15
West Goshen and WEGO Police Departments (PA)	16
Village of Medina Dissolution Plan.....	16
Village of Dryden (NY).....	16
Village of Watkins Glen (NY).....	17
AIOPX Management Consulting Reference Project	17

New York Power Authority Strategic Planning	17
Highland Planning Reference Projects	18
Regional Walkability Improvement Study Genesee Transportation Council	18
Rochester- Genesee Regional Transportation Authority Regional Operational Service Efficiency Study.....	18

Introduction

Law enforcement is an essential government service that touches the lives of every resident and visitor in Orleans 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 will force changes to the provision of law enforcement. This reality has led Orleans County and the Villages of Albion, Holley, Lyndonville and Medina to undertake a thorough evaluation to determine the best option for providing the service in the future.

CGR, along with our partners AIOPX and Highland Planning, brings to this project an industry-leading team 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 Project 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, existing staff deployment, and equipment;
- Develop several models for future operations ranging from maintaining the status quo to completing consolidation of all agencies; and
- Assist the Project Steering Committee and community leaders to implement an improved operational model for law enforcement.

Our proposal includes firm profiles, biographies of our staff and partners, the project plan, the cost for conducting the planned work, and reference projects for CGR and our partners. Our project team was developed to comply with New York State Minority and Women Business Enterprise requirements.

Firm Profiles

CGR

Since 1915, CGR has delivered results to the municipal, education, and nonprofit sectors through objective analysis, mission-critical data and strategic counsel. We empower innovative solutions in the public interest and are trusted for our independence and a broad based 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 about seventy government service evaluations and strategic plans for municipalities in the past five years. In addition to the specific law enforcement efforts presented here, CGR has performed service evaluations in the educational, public housing, emergency medical services, nursing home, and public works arenas. Our many public safety engagements combine critical specialist knowledge with this deep understanding of local government. A broad listing of our recent work is available at our website www.cgr.org.

AIOPX Management Consulting

AIOPX Management Consulting was established in 2011 by David Powe, MBA. The firm's practice includes Survey Design, Administration and Analysis; Process Assessment and Analysis; and Process Optimization/Productivity Improvement. AIOPX is based in Webster, NY. The firm is certified as a Minority Business Enterprise.

AIOPX has designed and conducted customer, membership and employee surveys for multiple clients in industry and the non-profit sector. AIOPX's experience in survey administration includes collecting data through interviews, on-site observations, focus groups and various types of automated and manual data collection systems. AIOPX has extensive experience assimilating, understanding, mapping and analyzing work processes. AIOPX is very experienced in using interviews and observations and facilitating group sessions to document presumed and actual process flows. These techniques are applicable to analyzing governmental processes for efficiency opportunities. A listing of recent projects and full capabilities is available at www.aiopx.com.

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 and as a Disadvantaged Business Enterprise (DBE) in 2011.

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.

Project Team

The team leader for the project will be Paul Bishop. He will be responsible for leading the relationship with the Project Steering Committee and will coordinate the activities of all team members. 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.

While at CGR, 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.

Todd Baxter, CGR Subconsultant for Police Operations

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, CGR Subconsultant for Police Operations

Title and Role: Program Coordinator for Law Enforcement In-Service at MCC and Retired Commander 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).

David Powe, MBA, AIOPX Management Consulting

Title and Role: Partner and Lead Consultant

Biography: David Powe has over 25 years of experience and expertise in implementing the philosophies, methodologies and tools of Operations Excellence (OpEx). Prior to launching AIOPX Management Consulting in 2011, he held strategic leadership positions including Director of Manufacturing, Director of Supply Chain Management, Plant Manager and Project Manager, with industry leaders in manufacturing, chemical engineering and financial services. His corporate resume includes General Electric, Shell Chemical, Covalence Adhesives (formerly TYCO

Adhesives) and Arch Chemicals (now part of Lonza Microbial Control). Having led large organizations, David understands how to engage and energize teams, creating a culture of operational excellence.

Since launching AIOPX, he has specialized in tailoring approaches to OpEx for small and mid-sized businesses and organizations in numerous markets and industries. David clients have included global corporations, small and mid-sized manufacturers and distributors, New York State government and local non-profit organizations. The projects have included effectiveness assessments, business and process improvements, surveys and data gathering.

Education: David has an MBA, from the A. B. Freeman School of Business and a BS in Chemical Engineering, both from Tulane University. He's a GE trained Six Sigma Master Black Belt and Certified Business Professional by the Aji Network. David has worked closely with senior and line management of organizations in diverse business functions, both domestically and internationally producing extraordinary results!

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 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 (SMTTC) 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.

Workload Distribution

This table presents a good faith estimation of the workload distribution by the project team based on organization and CGR's personnel.

Anticipated Share of Project Work	
CGR	70%
Paul Bishop	150 hours
Joseph Stefko	11 hours
CGR Support Staff	85 hours
Todd Baxter	20 hours
Peter Brunett	10 hours
AIOPX	15%
Highland Planning	15%

Project Plan

Our proposed methodology is described below in a series of distinct tasks, many of which will necessarily overlap as the project progresses. Throughout the project, CGR will serve as the project manager. However, our partner firms will be responsible for discreet tasks as well as collaborating with CGR on certain deliverables. While the project plan identifies only CGR, tasks will be shared among the partners based on capabilities. CGR will communicate with the Project 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.

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 project scope, 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 timeline to the leadership committee. For the duration of the project, the CGR project team will provide a facilitator for meetings of the Project Steering Committee, establish agendas for the meetings and keep minutes of the proceedings. 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

As soon as possible after the project initiation meeting, the CGR 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, 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 hard 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 the department's training records and plan 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 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, neighborhood associations and similar) 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 leadership 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 will develop a range of potential organizational design options for possible shared/consolidated police services between the villages and Orleans County. Options will be informed by the following, at minimum:

- Duplication and/or efficiency opportunities identified during the review of baseline data;
- 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 longer implementation odds. CGR's role will be to ensure the steering committee understand 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 a viable working model for the merger of the village police departments and the road patrol of the Orleans County Sheriff's Office. The working model will include estimates of the costs of operating the model in both the short term and long term with any cost differentials clearly identified. The working model, along with the Baseline Report, will be shared with the public 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.

Phase 4: Implementation Planning

The working model will be modified based on feedback from the steering committee and other stakeholders, including the public. This final model will serve as the basis for implementation planning. As part of implementation planning, CGR will work with all stakeholders to identify model characteristics of collective bargaining agreements that can serve as the starting point for negotiations between the unions and municipalities. CGR will also work to identify other steps that might be necessary to move to the model including inter-municipal agreements, permissive referendums, transition expenses, and board resolutions.

CGR will produce a final document with the material from each phase of the project and maintain a project website with all relevant project materials.

Project Schedule

July	August	Sept.	Oct.	Nov	Dec	January	Feb.	Mar.
Kickoff								
Baseline Interviews and Data Gathering								
			Baseline Report Submitted					
			Options Development					
					Options Report Completed			
					Stakeholder Feedback on Options			
							Implementation Planning	
								Project Wrap-Up

Proposed Budget

CGR uses a bundled rate approach to project budgeting. Bundled rates are set for each position title and include direct expense (salary and benefits) as well as other than personal services (rent, insurance, etc.) and administrative and overhead charges (organizational and fiscal oversight). CGR proposes to complete the tasks outline in this proposal for a fixed fee, all-inclusive price of \$74,500. Material changes to the scope or timeline, as approved by CGR and the leadership committee, may require revisions to the budget.

The table below shows an estimated breakdown of the costs for each phase of the project.

Project Phase	Estimated Cost
Project Initiation	\$ 5,500
Baseline Review	\$ 33,060
Options for Collaboration and Merger	\$ 18,540
Implementation Planning	\$ 17,400
Total Project Cost	\$ 74,500

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

West Goshen and WEGO Police Departments (PA)

Project Description: In 2014, the southeastern Pennsylvania communities of East Goshen, Westtown and West Goshen hired CGR to conduct a review of their law enforcement operations for their two police departments, Westtown-East Goshen (WEGO) and West Goshen. The purpose was to evaluate the potential benefits of consolidating the two departments into one. After a thorough review of the administrative, operational and financial aspects of the police departments, the local governments chose not to pursue a merger. The review included multiple site visits and more than twenty interviews of the involved parties. CGR evaluated the service environment in the community and provided suggested options for changes including changes to operational staffing and emergency communications. The project report is available at www.cgr.org/wego-wg-police.

Reference: Rick Smith, East Goshen Township Manager, (610) 692-7171,
rsmith@eastgoshen.org

Village of Medina Dissolution Plan

Project Description: In 2013, the Village of Medina in Orleans County hired CGR to conduct a study about dissolving the Village into the towns of Ridgeway and Shelby. CGR evaluated all aspects of village operations and worked with a local committee to identify options for providing service after dissolution. A substantial focus of the report and community discussion was the work of the police department and how the service could be provided by the Orleans County Sheriff's Office. The Village Board chose not to move toward dissolution, but a citizen's petition led to a referendum on dissolution in January 2015. The residents chose not to dissolve.

Reference: Andrew Meier, former Mayor of Medina, (585) 798-2250,
andrew.meier@wsmlp.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, Deputy Mayor of Dryden, (607) 844-8122, drydentrusteebecker@gmail.com

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

AIOPX Management Consulting Reference Project

New York Power Authority Strategic Planning

Project Description: In 2015, AIOPX assisted PA Consulting in the developing a strategic plan for the New York Power Authority. Specific tasks performed by AIOPX included assisting with the development of the Process Excellence Office and the Project Management Office. This work included: benchmarking of metrics, values, compliance, cybersecurity and other strategic topics against national and industry best practices, developing best practices for launching and sustaining a Project Management Office (PMO), assisting in the development of PMO Handbook and best practice benchmarking for process excellence projects in the power generation industry.

Reference: Simon Witt, PA Consulting, simon.witt@paconsulting.com, (212)499-3059

Highland Planning Reference Projects

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@gtcempo.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 we 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