

November 15, 2012

Donna J. Beardsley, Village Clerk  
Village of Watkins Glen  
303 N. Franklin Street  
Watkins Glen, NY 14891

## **Request for Proposals – Watkins Glen Police Restructuring Study**

Ms. Beardsley,

The Center for Governmental Research Inc. (CGR) is pleased to present the enclosed proposal in response to the Village of Watkins Glen's Request for Proposal (RFP) for completion of a restructuring/consolidation study of the Village Police Department with the Schuyler County Sheriff's Department.

A unique resource to the public sector, CGR is an independent non-profit organization that provides strategic research, analysis, management guidance and implementation support to local governments. Founded in 1915 to serve the public interest, we have grown to become an industry-leading organization in the analysis of municipal services for the purposes of enhancing their effectiveness and overall cost-efficiency. Leveraging CGR's inter-disciplinary expertise, these engagements have covered the broad range of services and issues affecting local government today, including public safety functions (i.e. police, fire and emergency management), governance structures, fiscal impact, tax collection, assessment, public works and schools.

We strongly believe that CGR's expert government management and reorganization team, coupled with our deep familiarity with the delivery of all aspects of public safety services, make us the ideal choice to work with Watkins Glen to independently evaluate the options and considerations bearing on this important issue. We are confident that our experience and expertise will provide Village leaders, residents and other stakeholders with a solid, objective framework for evaluating potential alternatives while preserving the quality and effectiveness of the existing service.

Please contact me at (585) 327-7065 (phone), [jstefko@cgr.org](mailto:jstefko@cgr.org) (email) or (888) 388-8521 (fax) or our proposed project director Scott Sittig (585) 327-7082 (phone), [ssittig@cgr.org](mailto:ssittig@cgr.org) (email) if you have any questions about our proposal or wish to schedule an interview.

Sincerely,

Joseph Stefko, Ph.D.  
President and CEO

# Police Services Restructuring Study Proposal

**November, 2012**

Prepared for:  
**Village of Watkins Glen, NY**

Prepared By:  
Scott F. Sittig, MPP  
Project Director

Paul Bishop, MPA  
Project Manager

1 South Washington Street  
Suite 400  
Rochester, NY 14614  
585.325.6360



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## INTRODUCTION

The Center for Governmental Research, Inc. (CGR) is pleased to respond to the Village of Watkins Glen's Request for Proposal (RFP) for a police services restructuring study. The Village is seeking a comprehensive study that will outline opportunities ***“to reduce municipal costs and improve the efficiency of police services....that will result in a sustainable, recurring reduction in the Village's annual tax levy.”*** Undoubtedly, the Village would like to achieve this efficiency without any degradation of service. The consultant must be sensitive to these competing goals and outline a range of practical solutions. The solutions could range from validating the *status quo* (no action) to shared services or functional/full consolidation models with other departments, including a possible partnership with the Schuyler County Sheriff's Office.

We strongly believe that CGR's expert government management and reorganization team, coupled with our deep familiarity with the delivery of all aspects of public safety services, make us the ideal choice to work with the Village of Watkins Glen to independently evaluate the options and considerations bearing on this important issue.

This proposal presents the qualifications of CGR's team and outlines a study process that will address our proposed method for the study. CGR is prepared to work closely with the study team to complete the work envisioned in the RFP in a timely manner. Meeting that objective, however, is predicated on the project team having ready access to data, information, stakeholders and interviewees immediately upon starting the project. To the extent that such access is delayed, it will impact the project timeline.

As with any public safety or governance project with which CGR has been involved, our proposed approach for the Village of Watkins Glen is predicated on two fundamental objectives, as presented below.

### Objective, fact-based collection and review of data

We firmly believe that an objective collection of basic data and facts is essential to building a shared information foundation for any examination of police service delivery options. To meet this goal, CGR's deeply experienced staff team will spend substantial time on-site meeting with key stakeholders, interviewing officials and agency leaders, and gathering a significant amount of data regarding current police service operations.

## Informing policy makers, educating the community

CGR takes seriously the responsibility of serving as a thought leadership partner with our clients and informing their consideration of options and impacts, while at the same time conveying information on complex public policy matters to the broader community in an accessible way. We are skilled in working with our clients to develop solutions that do both. CGR has developed a long-standing reputation as a leader in managing the public information process of such studies.

## CGR PROFILE

### *CGR Contact*

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Scott F. Sittig, MPP  
Senior Associate  
CGR Inc.  
1 South Washington Street, Suite 400  
Rochester, New York 14614  
Email: [ssittig@cgr.org](mailto:ssittig@cgr.org)  
Phone: 585.327.7082

A unique resource to the public sector, ***CGR is an award-winning, independent non-profit organization*** that provides research, analysis, management guidance and implementation support to local governments. Founded in 1915 to serve the public interest, we have grown to become a leading organization in the analysis and development of service demands, needs and options across local governments. Our work spans multiple states, most recently including New York, New Jersey, Ohio and Massachusetts. CGR's annual gross revenues have ranged from \$1.5 to \$2.0 million over the past three years. CGR was founded in Rochester, NY ninety-seven years ago and remains headquartered there.

Evidencing our substantive breadth and appreciation for the diverse issues facing local governments, recent CGR studies have addressed the broad range of issues affecting municipalities today, including public safety, law enforcement, fire protection, governance structures, fiscal impact, public works, tax collection and education.

A non-profit organized under Section 501(c)(3) of the Internal Revenue Code, CGR is governed by a Board of Trustees. Our 15-member staff of professionals provides expertise on issues spanning government management, public safety, economics, public finance, health and human services and education.

## CGR CURRENT AND PAST EXPERIENCE

In recent years, CGR has conducted studies that have examined in detail every type of service provided by local governments, and has explored more cost-effective service delivery options through collaboration, consolidation, shared services and more effectively matching public resource deployment to service needs. This portfolio of work demonstrates CGR's *keen familiarity* with local government structures and budgets; *deep understanding* of local administrative and service delivery needs; and *unmatched reputation* for working with local governments to objectively analyze and achieve practical, substantive improvements in the ways they are structured and operate.

We have worked with the entire range of local governments, from small populations in largely rural areas, to mid-sized municipalities, to high-density urban areas. We encourage you to see the full complement of our work on issues related to local services and governance by visiting our website at [www.cgr.org](http://www.cgr.org).

### Public Safety Service Consulting

*Notably, 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 communities and departments to examine the feasibility of potential consolidation options; address growing demands for emergency services; deal with regulations, standards and mandates requiring additional training and equipment; plan for long-term public safety service needs; and respond to fiscal pressures to keep taxes as low as possible without compromising essential service quality.*

### Project Experience

CGR's portfolio of public safety services work is extensive. We have conducted evaluations of individual departments and police department consolidation studies involving agencies of all sizes.

#### **Yates County and Village of Penn Yan – Shared Services/Consolidation Study for Police/Sheriff and Court Services**

As part of examining alternatives for the Village of Penn Yan's police and court services, CGR identified options for consolidating (in full or in part)

the Village of Penn Yan's Police Department with the Yates County Sheriff's Office. The overall study, funded with an SMSI grant (now known as LGE), involved gathering and analyzing extensive relevant data from the Village and County (e.g., budget, payroll, police calls for service, staffing data, benefits costs) and numerous on-site interviews involving a cross-section of police/Sheriff command staff and officers/deputies. CGR also contacted 10 area police departments close in size to Penn Yan's, and conducted a day-long inventory to document the assets of the Village police department. CGR presented at public forums and incorporated public feedback into the study process. We identified significant savings for the Village and Village taxpayers through a consolidated law enforcement option. Following completion of our work, the Village opted to maintain its police department, but continue talks with the County on sharing investigator services. Discussions are on-going between the agencies.

Project Cost: \$43,600

**Reference:** Sheriff Ronald G. Spike, Yates County Sheriff's Office, Public Safety Building, 227 Main Street, Penn Yan, New York 14527. Phone: (315) 536-4438. Email: [spike@yatescounty.org](mailto:spike@yatescounty.org).

**Reference:** Sarah Purdy, Administrator, Yates County, 417 Liberty St. Penn Yan, New York 14527. Fax: (315) 536-5118. Email: [ycadministrator@yatescounty.org](mailto:ycadministrator@yatescounty.org).

## ***City of Rochester, NY Police Patrol Division Reorganization***

Since the 1970s, the Rochester Police Department (RPD) had been working under an organizational structure of seven patrol sections. Changing crime trends and the need to build a more responsive and effective police department prompted the department to look at reorganization. In 2003, CGR undertook a comprehensive analysis of RPD's patrol division operations to assess different options for reorganization and managing the division. The analysis process included extensive use of interviews, a multi-year analysis of 911 call data, and use of Geographic Information Systems (GIS) to evaluate patterns and volumes of calls for service by street address, and by Census tract. The study took approximately one year, and included both analytic work and numerous interviews, including individual interviews and focus groups, from RPD staff, union officials and members of the community. CGR made several public presentations of the report to the community and Rochester City Council. Based upon this report, and after an extensive planning process, the RPD consolidated from seven sections into two sections to provide better, more responsive service to the community, provide more effective and efficient staffing, and reduce costs.

In 2005, CGR was engaged as a follow-up to evaluate the first six months of the reorganization. Our evaluation concluded that, with the same number of uniformed officers the RPD was able to improve response time to 911 calls for service; the management structure was streamlined; spans of control were made more equitable; and, over \$900,000 were saved in reduced overtime costs. The evaluation noted, however, that community policing still needed improvement, because the first six months of the new organization created changes in the geographic assignments of officers.

Initial Project Cost: \$90,000; Follow-up Study Cost: \$10,000

**Reference:** George Markert, Former Executive Deputy Chief and current Director of Office of Public Integrity, Rochester Police Department, City Public Safety Building, 185 Exchange Blvd., Rochester, NY 14614. Phone: (585) 428-7055.

## ***Regional Law Enforcement Consolidation Options: Jamestown, NY***

In 2012, CGR was engaged by the City of Jamestown, New York and Chautauqua County, New York to lead a major implementation effort around what could potentially result in the first significant city-county police consolidation in New York State history. The study, which remains ongoing, involves extensive analysis of organizational structures, resource deployment and functional responsibility, and consideration of how a single department a) could be implemented and b) would operate.

Project Cost: \$165,000

**Reference:** James Olson, Director of Financial Services and City Clerk, City of Jamestown, NY, P.O. Box 150, Jamestown, NY 14702. Phone: (716) 483-7581. Email: [jolson@cityofjamestownny.com](mailto:jolson@cityofjamestownny.com).

## ***Additional Relevant Experience***

CGR has conducted several other police studies including the following:

- Over many years, a town and four villages in Oneida County – the Town of Whitestown and the Villages of Whitesboro, Yorkville, New York Mills and Oriskany – had discussed consolidating their separate police departments. CGR was engaged to provide, for the first time, comprehensive information that served as an unbiased, fact-based foundation for discussions within the five neighboring communities about how to organize their police services regionally. We examined the provision of police services within these communities and developed possible alternatives to consolidate two or more of the departments. The study was completed in December 2007. Subsequently, all five endorsed



moving forward with discussions to develop a detailed consolidation plan.

- A 2003 analysis of merging the police departments of the Village of Angola and the Town of Evans, in which CGR concluded that a new town/village police department would achieve efficiencies that would result in a "true net reduction of overall costs to the community." In the 2007-08 SMSI grant cycle, the Town and Village received a \$126,000 grant to create a single police department in the town based on CGR's study.
- A 2001 evaluation of the cost impact of a consolidated police department for the Village and Town of Lancaster. The two departments consolidated in 2003.
- A police department staffing analysis for the Village of Westhampton Beach, completed in 2005. CGR found the Village should add staff to its command structure, and additional staffing was approved in the subsequent budget.

The studies noted above, as well as other public safety projects completed by CGR, have involved issues that will be important in Watkins Glen, including service delivery impact analysis for police, familiarity with municipal budgets, and understanding of municipal administrative services.

## **CGR PROJECT PLAN**

Building upon our extensive portfolio of shared services and consolidations studies, CGR is prepared to provide the Village of Watkins Glen the latest, cutting edge perspective on options and implementation solutions. Our project plan will incorporate the elements defined in the Village's RFP and complement them with expert project management and overall understanding of the sensitivity required in helping a community consider police department reorganization.

### **Project initiation**

Upon contract approval, CGR will attend a kickoff meeting with the Steering Committee to review and refine the scope of work. The meeting will allow CGR to become acquainted with the key stakeholders in the project and offer an opportunity to clarify logistical matters such as communication protocols, identifying a communication liaison, and refining an overall project timeline.

A project Steering Committee is essential, in our experience, to facilitating a successful study. If a project Steering Committee has not been assigned, CGR is willing to offer advice on how to develop one.

**Timeline:** Month 1: CGR will participate in one onsite meeting with the Steering Committee.

**Proposed Cost:** The cost for time, travel and materials for this phase will be \$2,800.

## Data Collection and Assessment

Following the kickoff meeting, CGR will begin conducting a baseline review of the existing operations and administration of the Village Police Department and the Schuyler County Sheriff's Office through interviews and gathering documentation. The interviews and data requests will seek to gain quantitative and qualitative information documenting "what exists" for police services in the Village and County. This will include but not be limited to:

- Review of budget documents for both departments for last 3 years;
  - Capital expenses for last 5 to 10 years;
  - Tax rates;
- Listing of staff with credentials and rank;
- Current operational plans, union contracts and personnel policies;
- List of retirees with associated post-employment benefit costs (if costs assigned to department);
- Existing mutual aid plans, disaster plans and any contracts for services;
- Data for police calls for prior 24 months with location, time of day, type of call, disposition, dispatch call typing, actual call type, and prisoners;
- Data regarding crime including Part 1 and Part 2 Offenses, clearance rate, confession rates, officer complaints and arrests;
- Training completed in last 24 months and planned for next 12 months;
- Facility schematics with detailed descriptions of space utilization;
- Copy of Field Training Manuals; and
- Inventory of equipment including list of equipment issued to police officers and all rolling stock

The information will primarily be gathered during site visits which will include study team interviews with the Mayor, County Administrator, Police Chief, Village Board, municipal judges, municipal attorneys, shift supervisors, detectives, union representatives, and select police officers. An effort will be made to identify similarities and differences between equipment, any shared services, and the workplace culture of the Village and County departments.

CGR will employ two different methods for calculating the staffing needs associated with patrolling the Village of Watkins Glen. The International Association of Chiefs of Police (IACP) publishes a formula that has been widely used and accepted as an industry standard for assuring adequate staffing of police patrol zones based upon actual calls for service data. Additionally, CGR will analyze staffing needs using a Relief Factor formula that helps identify how many officers are required to fill a single post during a shift. These different perspectives will help develop a consensus model of appropriate staffing for the community.

The collected information will be organized into a written report that documents the current status of the Village Police Department in a narrative accompanied by a series of tables and graphics.

**Timeline:** Months 1 – 3: CGR will visit the Village and County up to three times for interviews and conduct one onsite meeting with the Steering Committee during one of those trips.

**Proposed Cost:** The cost for time, travel and materials will be \$13,200.

## Analysis of Restructuring/Consolidation Options

The baseline report will serve as the analytical framework to review options, including the *status quo*. We understand that most communities are deeply tied to their local police officers and the sense of safety that comes with proximity and access. Any review of available options must consider the *status quo* and the impact it will have on the future. CGR will develop cost estimates for the *status quo* and will use those estimates for comparative analysis against the other potential restructuring options.

CGR's police restructuring studies typically consider options on a continuum of service changes and cost savings impact. *Shared services* between organizations have the lowest impact on operations and finances, but may provide greater ease of implementation. They allow for each existing partner to maintain their current operation but look for ways each can more efficiently partner with other service providers. We analyze strengths and weaknesses and assess opportunities to better allocate scarce resources.

*Functional consolidation* increases the potential for cost savings and service change. An example in this area might be for the County Sheriff to take over all investigations for the Village of Watkins Glen Police Department. This could impact staffing, or simply shore up a service that may not currently be receiving adequate staffing or resources. By functionally consolidating, the Village may cease to provide one or more services but would assure that the service is maintained under a different structure.

The most dramatic potential for cost savings and service change is to have the Village Police Department *consolidate* with another agency. In this case, one option could be for the County Sheriff to absorb the jurisdiction of the Village of Watkins Glen and provide exclusive law enforcement coverage. Related options may include the County Sheriff providing enhanced services through a contract with the Village or simply adding the patrol of the Village to the normal routine of the Sheriff's Office. CGR would examine each of these alternatives in detail.

There are other options that could be considered and each would have a different level of impact. To the extent service agreements could be established, it may be beneficial to examine whether expanded jurisdictions make sense or whether the Sheriff could provide enhanced coverage within the Village on a contractual basis while still retaining a Village Police presence. CGR will explore this and all other options as it develops a full analysis of the alternatives available to the Village.

**Timeline:** Months 3-4: CGR will conduct one study committee meeting during this phase to review the findings and draft report on the options analysis.

**Proposed Cost:** The cost for time, travel and materials will be \$14,600.

## Recommendations and Implementation Planning

Organizational change is always a challenge and changes involving law enforcement organizations can be especially challenging as they are full of tradition and often viewed as essential to the community. Additionally, any adjustment to the delivery of police services will be highly visible to the community. Any significant changes to organizational structures or operational behaviors will require support from all levels of the impacted organizations and the citizens that are served. The objective of this phase is to develop a process that can be followed by all involved parties in the event the Village opts to move forward with a particular alternative to the *status quo*.

The initial step will be a focused planning event that will seek participation from the Steering Committee, key public personnel and other individuals identified by the Steering Committee. The event will begin with discussion of the identified options to spur discussion about the organizational changes that would have to occur if those options were to be implemented. Each of the organizational changes will be categorized into similar tasks that will have groups assigned. CGR staff will work with the assigned groups during the event to create measurable and achievable steps to allow the organizations to reach the identified options.

After the focused planning event, CGR staff will work with personnel from the involved departments to create an action plan that identifies specific tasks and the personnel or fiscal resources necessary to complete those tasks. CGR will compile and edit the action plans to create a single implementation plan. It is anticipated that this work will be facilitated using teleconferences and electronic information exchange.

The completed implementation plan will be shared first with members of the Steering Committee for a detailed review and to identify any areas needing revision. A revised, complete plan will be presented to the impacted organizations and to the public. One option for presenting the information to the public could be through a CGR-developed website dedicated to the project.

The completed implementation plan will identify potential cost savings and a proposed methodology of the fiscal relationship between municipalities. An analysis of the probable impacts on the delivery of services will be included as part of the report.

**Timeline:** Months 4-5: CGR will participate in one planning session onsite with the Steering Committee and representatives of the County and Village. Follow-up planning sessions will be conducted remotely by CGR via conference call or web conference. CGR will participate in one onsite Study Committee meeting to review the implementation plan and draft final report.

**Proposed Cost:** The cost for time, travel and materials for this phase will be \$10,000.

## Project Close Out

The final report will be designed to map out a pathway toward the most desirable outcome for the community, as identified collaboratively by the Steering Committee and other stakeholders in the Village. It will contain specific actions that will have been identified during the process by members of the impacted organizations, elected officials and citizens. The objective is to develop a plan that involved parties will be willing and able

to implement to reach the shared goal of fiscally responsible, high quality public safety services.

The final report will be presented to the board of the Village of Watkins Glen and the Public Safety and Criminal Justice Sub-Committee of the County Legislature. CGR will plan to present to both legislative bodies using a PowerPoint presentation.

**Timeline:** Month 6: CGR will participate in one onsite meeting with the Village Board and one with the County Legislature Sub-Committee for Public Safety and Criminal Justice to present the final report.

**Proposed Cost:** The cost for time, travel and materials for this phase will be \$4,400.

## PROPOSED STAFFING

The analysis sought by the Village of Watkins Glen demands that the selected consultant team have expertise in looking at both *overall administrative issues within the context of government management* and specific operational issues regarding public safety and emergency services. Below we include résumé summaries for key personnel that would be involved in providing services as part of this project.

*Joseph Stefko, Ph.D.*  
*President and CEO*

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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.

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*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 ongoing 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.*

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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.

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. 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.

### ***Scott Sittig, M.P.P.***

*Senior Associate – Government Management*

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Scott Sittig is a Senior Associate at the Center for Governmental Research (CGR). He is a certified Black Belt in Lean Six Sigma and his consulting and research focus on government management efficiency and shared services/consolidation. He also engages projects on the topics of economic analysis, public finance, human services, and education. In 2010, his work as project manager on a two- part, two-year study for the community of



Seneca Falls, NY was recognized with a national award from the Governmental Research Association. The national group awarded its Outstanding Policy Achievement Award to CGR for examining ways to reduce the cost of government to stimulate economic growth in the community, and subsequently for helping develop a dissolution plan for the village.

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***Most recently in the area of public safety, Mr. Sittig has managed CGR's ongoing Massachusetts PSAP consolidation analysis for the Blackstone Valley towns of Douglas, Upton, Uxbridge, Sutton and Northbridge. He is also project manager for the law enforcement consolidation study CGR is completing for Chautauqua County and the City of Jamestown, NY. In 2011, he directed CGR's assessment of shared service / consolidation opportunities for the Monroe County fire districts of Hamlin, Morton and Walker.***

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An expert on local government service and structural reorganization, Mr. Sittig's other recent project work includes the following: Creation of a new city charter for the City and Town of Batavia, NY; analysis of shared service opportunities for the Village of East Syracuse and Town of DeWitt, NY; assessment of shared service / consolidation opportunities for highway services in Schoharie County, NY; dissolution / reorganization studies for the Villages of Perrysburg, North Collins and Speculator, NY; examination of consolidation options and fiscal / operational impacts for the Village of Dansville and Town of North Dansville, NY; and consolidation studies for Princeton, New Jersey and Chester, New Jersey, both of which involved public safety elements.

Mr. Sittig holds a B.S. (Summa Cum Laude) in Business Administration and Sociology from Roberts Wesleyan College and a Master of Public Policy from the University of Chicago.

Mr. Sittig rejoined CGR in June of 2011 after spending five months serving as a Principal Management Analyst for the Rochester City School District. In that role he facilitated the district's rollout of their new funding model known as Equitable Student Funding. Prior to that, he had been with CGR since 2007. Previous to CGR, Mr. Sittig served as a church executive pastor, where he focused on strategic change. He also served as an executive director for a group of physicians serving the underserved, where he helped guide a strategic planning process that led to creation of a state-licensed medical and diagnostic treatment center. Other career experiences include serving as a consultant to a major social service organization and as vice president of finance and operations for a Chicago-based mission, where he helped facilitate the organization's expansion to another state and overseas.



***Paul Bishop, M.P.A., NREMT-Paramedic***

*Research Associate – Government Management / Public Safety*

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An emergency management service expert, Paul Bishop joined the full-time staff of CGR in May 2012. He came to CGR after spending more than a decade with the Monroe Community College Public Safety Training Center. Since 2009, Paul served as Manager of Emergency Medical Service Education, coordinating CFR, Basic EMT and Paramedic education for approximately 450 students per year; supervising full-time, adjunct and part-time instructor staff; and providing leadership for all aspects of EMS education including long-range planning, program review and effectiveness evaluation. From 2001 to 2009, Mr. Bishop served as program coordinator for the Basic EMS education program at MCC. Mr. Bishop served as a member of the MCC Strategic Planning Team for the 2012-2016 Strategic Plan.. His teaching experience included facilitating the International Public Safety Leadership and Ethics Seminar for fire service, law enforcement and emergency medical services leaders and teaching medical topics to law enforcement officers including Tactical Combat Casualty Care, medical management of TASER subjects and care for excited delirium victims.

Mr. Bishop brings extensive field experience as well, having worked since 2005 as a Paramedic with the Monroe County Southeast Quadrant Mobile Critical Care Unit, providing prehospital emergency medical care in response at a paramedic intercept agency in suburban Rochester. Previously he worked for Rural/Metro Medical Services in Rochester in the capacities of Program Development and Research Specialist (2001-2005); Senior EMS Operations Supervisor (1998-2001); and as Shift Supervisor, Captain and Paramedic between 1994 and 1998.

Most recently, Mr. Bishop has been the lead staff member on CGR's engagement examining public safety service impacts and emergency resource adequacy related to the Western New York STAMP industrial site development, facilitating a capital equipment sharing framework in Lake County, Ohio as well as CGR's examination of consolidation options for Hoosick Falls, NY.

***Michael Carpenter***

*Expert Subcontractor, Founder of Police Management Services*

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In addition to CGR staff, for the proposed study we will also utilize the services of Michael J. Carpenter, the founder of Police Management Services, as a consultant to CGR. Mr. Carpenter is a highly regarded police management and training specialist with more than three decades of police experience. He has served in a municipal department, a state police agency, and as a statewide police training specialist with the New York

State Division of Criminal Justice Services (DCJS). In addition, he has worked with a wide variety of police departments, producing comprehensive management studies; analyses of service demand; recommendations for resource optimization; accreditation; and reviews/revisions of all departmental policies and procedures. Mr. Carpenter has partnered with CGR on several engagements, including the recent study in the Borough and Township of Princeton, New Jersey, where his analysis was critical to evaluating service demand levels and organizational options.

## CGR COST PROPOSAL

CGR offers to complete the project for an all-inclusive fixed fee of \$45,000. This all-inclusive fee (covering all consultant fees, travel, and miscellaneous expenses) assumes that the Village will pay all costs for legal advertisements and public notices and all mailing and/or duplication or publication costs for any public information releases the Committee chooses to send out during the project, and will arrange for public meeting spaces. CGR reserves the right to negotiate a different fee and/or time frame should the Steering Committee request work not anticipated in our proposal, or if the Work Program and/or Budget contained in the final Local Government Efficiency (LGE) agreement between the Village and New York State contain work or project components not identified in or not consistent with this proposal.

CGR is a not for profit 501(c)(3) consulting firm, and as such, we use 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).

We plan on completing this study using our standard approach. We envision that the project team will be comprised of the following:

- President (16 hours) - \$235/hour bundled rate
- Senior Associate (120 hours) - \$111/hour bundled rate
- Research Associate (262 hours) - \$95/hour bundled rate

The hours for these positions total \$42,000. The balance of the project cost is travel and sub-consultant fees. CGR will subcontract with Michael Carpenter for \$1,800. Travel costs are anticipated to be \$1,200.

If requested, we will also include for your review our audited statements and/or Form 990 which report the organization's costs by functional expense category.