

Legislation Text

File #: 21-975, **Version:** 1

PRESENTER:

Robert Camareno, City Manager

SUBJECT:

Discuss and consider approval of a contract with the Center for Public Safety Management to conduct a staffing analysis of the City's Police Department services.

DEPARTMENT: City Manager

COUNCIL DISTRICTS IMPACTED: City Wide

BACKGROUND INFORMATION:

The Center for Public Safety Management (CPSM) is the exclusive provider of public safety technical assistance for the International City/County Management (ICMA). In an effort for the City of New Braunfels to reevaluate a long-range plan for deployment of and funding Police Department services, it is proposed for CPSM to complete an update to the resource analysis they completed on our behalf in FY 2017. CPSM has a comprehensive approach which can be summarized by ensuring the following major outcomes are accomplished:

- Conduct a data-driven forensic analysis to identify actual workload
- Identify and recommend appropriate staffing levels for every discrete operational and support function in departments
- Examine the department's organizational structure and culture
- Perform gap analysis, comparing the "as is" state of the department to the best practices of industry standards
- Recommend a management framework to ensure accountability, increased efficiency and improved performance.

CPSM has extensive experience in completing these types of analyses, having conducted over 230 studies in 190 communities of all different sizes. In most local governments, the provision of Police, Fire and Emergency Medical Services consumes the largest portion of the operating budgets, and New Braunfels is no different. When facing the challenging task of balancing the needs of all of the City's services against the rising cost of public safety, it is critical that choices and decisions are made based upon the best possible impartial information.

Process and Schedule

To conduct the study, CPSM will deploy a project team to our City. The team will consist of professionals with hundreds of collective years of practical experience managing emergency service agencies, conducting academic research on public safety issues, teaching and training in their fields, writing professional publications and extensive consulting experience, having completed hundreds of projects nationwide. This team will work directly with a City Management appointed employee work group, which will consist of Police personnel as well as representation from the City Manager's Office, Human Resources and Finance. An overview of the schedule and milestones is highlighted below. From project launch to completion, the study is projected to take no longer than 135 days (or 4.5 months) assuming no scheduling delays.

1. Project Launch teleconference
2. Information gathering and data collection
3. Data extraction and analysis
4. Draft data analysis report completed
5. On-Site visits conducted
6. Operations report completed
7. Final report submitted

Fees

The fee to complete the study is \$60,125 plus travel expenditures. A discount was provided to the City of New Braunfels based on the City Manager's Office membership with ICMA.

ISSUE:

Maintain and review benchmarks and strive to meet or exceed agreed upon levels for public safety services delivery

Maintain fiscal stability of City Operations

FISCAL IMPACT:

Funding was included in the Police Department's FY 2022 General Fund budget for this initiative. Therefore, sufficient funds are available to award the contract as described above.

RECOMMENDATION:

Staff recommends approval of a contract with the Center for Public Safety Management to conduct a staffing analysis of Police Department services.