



# **CITY OF HAYDEN, LAW ENFORCEMENT STRATEGIC PLANNING PROPOSAL**

JANUARY 21, 2026

**HAYDEN, IDAHO**

**MATRIX**  
CONSULTING GROUP



**Abbi Sanchez, City Clerk**  
**City of Hayden**  
8930 N. Government Way  
Hayden, Idaho 83835

Matrix Consulting Group is pleased to submit our proposal to conduct an evaluation of law enforcement services in Hayden and evaluate the feasibility of a standalone police department in the City of Hayden. In this proposal, we will describe how our firm, the proposed project team, and our approach to the study.

## ABOUT MATRIX

We founded Matrix Consulting Group two decades ago to provide comprehensive consulting services to local governments, blending subject matter expertise, technical capabilities, and real-world experience to help our clients achieve their goals and enact change.

Since our founding, we have grown to 32 full-time employees and 7 part-time consultants. We are national in scope, having conducted over 2,000 studies in 46 states (plus 3 Canadian provinces). While we are domestically incorporated in California, we are licensed to conduct business in Idaho.

## OUR EXPERIENCE

We offer a wide range of services to law enforcement agencies throughout the United States and Canada. We have completed over 400 police studies in Idaho and across the country. Selected police staffing, management, and operations studies conducted in the past five years include:

Austin, TX	Kyle, TX	Raleigh, NC (2x)
<b>Boise, ID</b>	Los Angeles, CA	Reno, NV
Columbus, OH	Madison, WI	Salt Lake City, UT
DeKalb County, GA	Miami Beach, FL (3x)	San Francisco, CA
Fort Worth, TX	Orange County, FL	San Jose, CA
Fountain Hills, AZ	Osceola County, FL	St. Louis, MO
Highland Beach, FL	Phoenix, AZ	Syracuse, NY
Jacksonville, FL	Piedmont, CA	Tacoma, WA (3x)
Kansas City, MO	Prince George's County, MD	Wichita, KS

Our previous work includes many studies evaluating the feasibility of creating new policing agencies or evaluating the effectiveness of contracting entities with sheriff's offices, including studies for:

Citrus Heights, CA  
College Park, MD  
Cooper City, FL  
Fountain Hills, AZ  
Kenmore, WA

Laguna Hills, CA  
Lancaster, CA  
La Quinta, CA  
Lynwood, CA  
Orange County, CA

Palmdale, CA  
Patterson, CA  
Rancho Cordova, CA  
Riverside County, CA  
San Clemente, CA

## OUR TEAM

Our team brings together former law enforcement leaders and career policing analysts, working together on each project as a collaborative group. This hybrid approach results in a team that maximizes both our experience and capabilities, working collaboratively on all of our projects.



### **RICHARD BRADY**

Chairman of the Board

With 45 years of police analytical experience, he has worked with more than 350 police agencies around the country and in Canada. He will serve as the project manager.



### **JOHN SCRUGGS**

Senior Manager

Senior Manager with over 26 years of law enforcement experience and has worked on over 100 police studies with Matrix in lead analyst and project manager roles.



### **IAN BRADY**

Senior Vice President

Leads our law enforcement consulting practice, having completed over 180 studies in his 14 years with the firm. Principal developer of deployment and statistical models, as well as GIS analysis.



### **PHILIP BERRY**

Manager

Experienced analyst and data analytics specialist for law enforcement and criminal justice agencies, having completed over 35 police studies with Matrix.

## **MATRIX CONSULTING GROUP**

1875 S Grant Street, Suite 960  
San Mateo, CA 94402  
650.858.0507





**TIM DONOHOE**  
Senior Consultant

Over 26 years of experience in local and international law enforcement, having previously served as a Commander in the Reno Police Department.

We are partnering with the DLR Group to assist with public outreach, cost estimation, and the evaluation of initial square footage and space-planning needs.

Matrix Consulting Group possesses the experience, team, and approach necessary for a successful project, as evidenced by the high rate of successful implementation from our studies. Our strengths are underscored by the following points:



Fact-based approach, emphasizing input for successful implementation.



A senior team that has worked together on over 400+ studies for law enforcement agencies.



Unparalleled analytics and statistical modeling capabilities.



Extensive communication and review at each step of the project.

We appreciate the opportunity to submit this proposal on this important project for the City of Hayden. If you have any questions, please do not hesitate to contact me either at the letterhead address, by the phone number listed at the bottom of the page, or by email at [rbrady@matrixcg.net](mailto:rbrady@matrixcg.net). As Chairman of the Board of Directors, I am authorized to sign this proposal and make representations on the firm's behalf.



**RICHARD P. BRADY**

Chairman of the Board  
Matrix Consulting Group, Ltd.

**MATRIX CONSULTING GROUP**

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## STATEMENT OF UNDERSTANDING/APPROACH

### STATEMENT OF UNDERSTANDING

The City of Hayden has contracted for law enforcement services with the Kootenai County Sheriff's Office (KCSO) for several decades under an incrementally evolving cost methodology. In 2022, the approval of a levy to expand dedicated staffing resources significantly increased the City's expenditures in providing law enforcement services. These challenges have been compounded by additional cost increases, such as vehicle costs and overall labor costs.

In response to FY26 budget processes, the County replaced the historical cost model with a new cost-for-service model that nearly doubles the City's expenditures on police services. Given the substantial realignment of costs, the City is seeking an independent and objective analysis to examine the feasibility of conducting a municipal police department.

At this critical juncture for the City, this study will provide a comprehensive evaluation of the City's options for law enforcement services, and their associated costs – both now and projected into the future.

### PROJECT APPROACH

The following outlines our proposed task plan to conduct the project.

#### TASK 1: PROJECT INITIATION AND INITIAL INTERVIEWS

The project team will begin the study by developing an initial understanding of contract services, the history of these services, and by better understanding the context and factors leading to this study. The team will meet with internal and external stakeholders using a combination of interviews that are designed to help us learn about the City of Hayden and contract service provision, the City's goals, the unique factors of the service environment, and to obtain views on issues relevant to the project. This process includes the following interviews:

- Conduct a kickoff meeting with the project review committee, including a review of project objectives, approach, interim deliverables, and schedule.
- Interviews with the City Administrator, Public Safety Commission, and other municipal officials, management team, and elected officials as desired.
- Extensive research and interviews directed toward understanding the City of Hayden's (and Kootenai County's) specific codes, regulations, and protocols.
- Developing our understanding of the geography of Hayden and future growth implications, including:
  - Anticipated major transportation improvements (e.g., the Huetter Road upgrade).



- Role of transportation networks in service delivery and challenges, such as Highway 95.
- Anticipated growth and development, including impacts to population and service needs.
- City-owned boat launch and impact on law enforcement service demand and need for specialized services.
- Meet with the KCSO to develop contacts for interviews, data collection, and to develop an initial understanding of contract services and their history.
- Conduct one-on-one interviews with KCSO personnel regarding contract service provision to the City.
- Meet with KCSO budget and finance staff, as well as their counterparts in the City, to better understand the contract charging methodology.
- Meet with representatives of the community of Hayden to understand their stake in police services in the City and issues associated with it. As part of this, we will reach out to the various security services to initiate our understanding of their roles and services.
- Other interviews with key stakeholders, as identified throughout this process.

The project team will also begin collecting various documents, including departmental goals, vision and objectives statements, as well as other organizational materials and budgetary documents. In preparation for the kickoff meeting, the project team will develop a comprehensive list of data needed to conduct the study, as well as a week-by-week schedule for project completion.

#### TASK RESULT

Based on the results of these interviews and initial data collection, we will prepare an issues list that will provide the basis for subsequent analytical steps. The project team will also finalize the project work plan and project deliverable schedule.

## TASK 2: PROFILE AND CURRENT STATE ASSESSMENT

Having developed an initial understanding of KCSO service delivery to the City, contract charging methodology, and issues surrounding the study, the project team will summarize and evaluate the factual basis gathered from this process. Review of this document by KCSO and the City will solidify this understanding and ensure that the factual basis of assumptions developed later in the study are correct.

Initial issues that have been identified as part of the initial fact-finding effort will be examined further in this task with the data collected, and the project team will comprehensively review the services provided by the KCSO. This includes analysis and findings regarding every aspect of contract police services:

- Documentation and analysis of the services provided by the KCSO, including:
  - Patrol coverage, response times, proactivity, and staffing capacity.
  - Investigative capacity and responsiveness.



- Community support and engagement.
- Gaps in service provision and staffing that must be met, including for administrative and support functions.
- The assessment of contract service delivery will be based on comparisons to service commitments, best practices in law enforcement, and the project team's experience with other contract service clients.
- Analysis of KCSO costing and cost allocation methodologies, including:
  - Practices for attributing costs.
  - Methodology for charging overhead and administrative costs.
  - Analysis of whether costs for countywide services are included.
  - Review of overtime usage and credits for vacancies.
  - Cost allocation for regionalized services, such as specialized units.
  - Allocation of capital costs and debt service.

Findings developed from this analysis will inform comparisons developed in the final report between the service levels and cost-effectiveness of existing KCSO contract services versus those of a municipal policing agency.

The draft document will be reviewed with the project team, with corrections and revisions being made thereafter. This meeting will also provide an opportunity to discuss initial observations and findings, coordinate any remaining data collection needs, and discuss the next steps of the project.

#### TASK RESULT

The project team will develop a descriptive profile and review of current contract costs and services provided by KCSO. The interim deliverable and its findings will be reviewed with the project steering committee.

### TASK 3: COMMUNITY OUTREACH APPROACH

**Note:** This task includes the requested information contained in the outlined "Outreach Approach" section.

Feedback and input from the community are essential to developing how a new agency would be organized, staffed, and provide services to the community. We propose two methods for engaging the community:

- In-person **town hall meetings** to directly meet with the community on key issues with KCSO services and explore potential alternatives.



- A **public survey** that will give community members the opportunity to provide their perspective and input on all issues relevant to the study.

The project team will conduct three City hall-style meetings to directly engage stakeholders on a wide range of topics, including:

### SERVICE LEVELS

How responsive is KCSO to community needs? Are response times to calls for service adequate?

### ENGAGEMENT AND COMMUNICATION

Does the community feel that KCSO engages and communicates effectively? What could be improved in an alternative service delivery system?

### COMMUNITY PRIORITIES

Are the issues KCSO focuses on aligned with the community's priorities? What public safety priorities would the community want an alternative service delivery approach to focus on?

To maximize input, we could conduct one community meeting on a weekday evening and another on a Saturday morning, with the third on either depending on the City's preference.

The input gained from these meetings will be summarized in an interim deliverable, which identifies opportunities to incorporate the community's priorities into the assumptions for the new service delivery analysis.

#### TASK RESULT

The project team will conduct three community meetings to directly engage on issues with current service delivery, as well as priorities and philosophies for the development of a municipal police department or other alternative.

## TASK 4: MUNICIPAL POLICE FRAMEWORK AND GAP ANALYSIS

As an initial step in evaluating the feasibility of establishing a municipal police department or other alternative approach, assumptions must be developed to create the framework for agency operations. Principally, this focuses on several key areas: organization, service level targets, and transition timelines.

This task will also identify gaps in current service delivery from these assumptions for optimizing service in any alternative.

In coordination with the City of Hayden to identify priorities, the project team will develop a framework document that outlines key aspects of alternative service delivery, including:

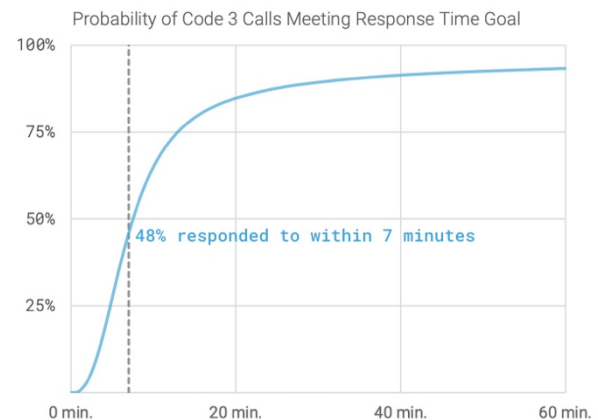
- Core police workloads and service level targets, including:
  - Analysis of calls for service for the past three years.
  - Response time targets and current KCSO performance.
  - Coverage needs across a full 24-7 spectrum.
- Scope of crime prevention education and other community programming.
- Level of investigative services, including assumptions about the role of patrol in case follow-up activities.
- Provision and organization of support and administrative functions.
- Regional support and interagency services.
- Initial implementation timelines, to be refined later in the study.
- Organizational structure of a municipal police department.
- Usage of existing facilities versus construction of new facilities.
- Field deployment levels and practices, as well as target levels for proactive time (staffing capacity) and response time performance.

The following page provides examples of our approaches to analyzing workload, staffing, and deployment needs:

Uncommitted time by hour and weekday

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
2am–6am	43%	56%	61%	61%	60%	57%	47%
6am–10am	44%	34%	34%	33%	34%	34%	40%
10am–2pm	22%	17%	20%	20%	20%	19%	21%
2pm–6pm	32%	27%	29%	29%	28%	27%	31%
6pm–10pm	24%	23%	22%	22%	24%	22%	22%
10pm–2am	21%	34%	36%	37%	34%	30%	20%
Overall	31%	32%	34%	34%	33%	32%	30%

Response time performance overall

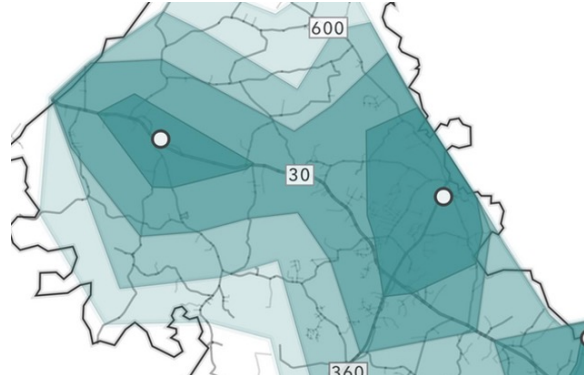




Deployment analytics, including special events



Geographic response time coverage



The assumptions document, after review by the project steering committee, will form the foundation of the feasibility analysis.

#### TASK RESULT

The project team will develop a framework document that outlines the operating assumptions, service level targets, opportunities for regionally shared services in alternative police service delivery systems.

### TASK 5: FEASIBILITY AND COST PROJECTIONS

The analytical core of this study is the feasibility and cost analysis, which examines how alternative police services would be staffed and structured, as well as how much they would cost. Using the foundational assumptions and framework developed as part of the previous task, the feasibility and cost analysis includes the following major elements:

#### STAFFING NEEDS

Using workload data and priorities for proactive policing functions, as well as the input of Hayden stakeholders and community feedback, the project team will assess staffing needs for every function and position within alternative municipal service delivery approaches.

- For example, needs will be analyzed separately for patrol services, investigations, specialized and proactive units, each functional area of administrative services, etc.
- Furthermore, officer safety considerations and work-life balance implications of scheduling alternatives are also critical components to consider.

## ORGANIZATIONAL STRUCTURE

Organizational structure and chart of a municipal police department or other alternative, detailing reporting structures and staffing levels in each position and work unit.

## ONGOING OPERATIONAL COSTS

Comprehensive evaluation of anticipated expenditures for budgeting purposes, including, for example:

- Personnel expenditures will be developed using the firm's interactive compensation package modeling tools.
  - The calculations will pull data from comparative cities in the same hiring market to project realistic costs, built up from every compensation category, such as retirement costs and liabilities, incentive pay, step increases, medical, etc.
- Liability insurance.
- Academy contracting and other training needs, as determined by the analysis of framework assumptions.
- Vehicle and equipment replacement plans to account for full lifecycle costs.

## START-UP COSTS

All one-time costs involved in the creation of a new municipal police department, including:

- Capital projects, including any facilities needed and detailed estimates for construction.
- Initial purchase of all equipment for personnel, including vehicles, radios, and firearms.
- Information technology needs.
- Furniture and other department equipment and infrastructure.
- One-time bonuses added to compensation packages to quickly hire agency personnel and attract lateral candidates.
- Debt service costs and amortization.

### TASK RESULT

The project team will conduct a comprehensive feasibility analysis of establishing a new approach to municipal policing. This task will detail the staffing, organization, operating costs, and startup costs, considering the potential for regionalized services, integration with other City strategies, and anticipated growth impacts.

## TASK 6: TRANSITION PLANNING

Based upon the feasibility analysis, which provides a foundation and design for how a new police department or other alternative delivery approach would be staffed, organized, and operated, the project team will create a detailed implementation plan to ensure that it can be accomplished. This includes:

- Timelines for each step of new agency formation, such as:
  - Capital projects
  - Recruitment and hiring processes, including marketing and phasing
  - Policy development
  - Estimated costs for technology services, including estimates for third-party vendor contracts (CAD, RMS, etc.)
- Options for the transition of services to ensure continuity, including for special events and other instances where higher staffing levels must be deployed.
- A model outlining 5-, 10-, and 20-year financial cost projections.

Each step of the transition plan will be detailed with a timeline, the person(s) responsible for implementation, and any barriers that may be foreseen that must be addressed to remain on track.

### TASK RESULT

The project team will create a detailed transition plan that outlines timelines and action items building to the initial operation of a police service alternative, including steps to ensure continuity of services throughout the contract transition period.

## TASK 7: FINAL REPORT AND PRESENTATION

The study culminates with the development of the final report, which will incorporate each element of the study process to this point, and include:

- **Executive summary**, summarizing the process of the study and its major findings.
- **Profile of and assessment of KCSO contract services**, including independent analysis of contract costs and charges.
- **Outreach to the community**, including a public survey and community meetings to gather input on current KCSO services and potential alternatives.
- **Framework assumptions and gap assessment** for the governance, structure, and other foundational factors involved in the creation of a new municipal police department.



- **Feasibility analysis and cost projections** detailed how a municipal police agency or other alternative would be organized and staffed (current and optimal), its service level targets, and comprehensive cost modeling of personnel compensation, other operating costs, and initial startup costs.
  - The report will also identify priorities in governance, policy development, and other practices to ensure that the department is built around the pillars of community-centric policing philosophy that best serve Hayden.
  - To further our analysis of startup costs, we will work with DLR to analyze square footage needs and potential cost implications.
- **A transition plan** to implement the new agency formation process and ensure continuity of services.

Following revisions to the draft final report, the project team will make presentations to the stakeholders and the Hayden City Council.

#### TASK RESULT

The project team will develop the draft final report on the study, building upon each deliverable completed in the study to create a cohesive framework for review of the existing contract and the feasibility of forming a municipal police department.

#### TIMELINE

The table below provides a depiction of the sequencing of tasks and timeline for this project. We propose a six-month timeline to conduct the study, as outlined below:

	1	2	3	4	5	6
Initiation and Interviews						
Profile and Current State						
Community Outreach						
Municipal Framework						
Feasibility and Projections						
Transition Planning						
Final Report						

## REFERENCES / PROJECT EXAMPLES

We have combined the references and project examples portion of the requested material in the RFP to demonstrate that our references are for projects similar in nature to the services being requested.

### FOUNTAIN HILLS, AZ



#### Law Enforcement Feasibility and Financial Analysis (2022)

David Trimble  
Administrative Services  
Director  
480-816-5125  
[dtrimble@fountainhillsaz.gov](mailto:dtrimble@fountainhillsaz.gov)

Matrix was selected to review Fountain Hill's contract with the Maricopa County Sheriff's Office and examine the feasibility of forming a municipal police department, including its costs, staffing needs, and organization. The analysis demonstrated that the MCSO contract provided more staffing capacity than was needed in patrol and investigations, with recommended reductions able to save \$219,000 annually.

The analysis comprehensively examined all costs of creating and operating a new municipal police department, using Matrix's proprietary interactive new agency formation model. Salary costs were forecasted using detailed projections for compensation package structures and the results of the staffing needs analysis.

The study found that the start-up costs involved in forming a new municipal police agency, including capital expenditures, would total about \$4.3 million. In comparison to the existing MCSO contract, the study showed that the municipal police department option would save approximately \$500,000 per year in operating costs alone.

### LA QUINTA, CA



#### Regional Feasibility and Police Services Studies (2022)

Martha Mendez  
Public Safety Manager  
760-777-7161  
[mmendez@laquintaca.gov](mailto:mmendez@laquintaca.gov)

Over the past six years, Matrix has conducted a series of studies for La Quinta to review their contract with the Riverside County Sheriff's Department.

In the most recent 2022 study, Matrix was asked to contract for service from the Riverside County Sheriff's Department and analyzed the feasibility of developing a joint contract with Indian Wells, Palm Desert and Rancho Mirage.

The regional feasibility analysis concluded that there are substantial opportunities for savings, while improving service to the participating cities. These savings were largely the result of compensation differences and expansion of shared services among other contracting cities.

Prior to the regional study, the firm conducted four annual operations and contract performance audits of RCSD services for La Quinta.

**RIVERSIDE  
COUNTY  
CONTRACT CITIES,  
CALIFORNIA**



**Joint Law  
Enforcement  
Feasibility Study**

Rob Johnson  
City Manager  
San Jacinto  
951-487-7330  
[citymanager@sanjacintoca.gov](mailto:citymanager@sanjacintoca.gov)

Matrix worked with nine cities that contract with the Riverside County Sheriff's Department to conduct a feasibility analysis of replacing those services by forming a regional policing agency under a joint powers authority (JPA).

The project team developed a comprehensive feasibility model to accurately construct how such an agency would be staffed, organized, and governed, while ensuring that service level objectives are reached.

The study forecasted initial and operating costs, while maximizing both the cost efficiencies and shared service opportunities in a regional policing agency.

Examining all aspects of forming a regional policing agency, the study included the development of:

- Detailed allocation methodologies.
- Opportunities for regionalization and shared services.
- Startup and capital costs.
- Detailed compensation structures, based on market rates within the region.
- Staffing and organizational structure needed to run the JPA at the level of each position and unit within the agency.
- Five-year cost and staffing forecasts.
- Estimated operating costs, including overtime usage.

The study concluded that with nine cities participating in the JPA, overall costs would be approximately 10% less than the combined cost of current contracts with the Riverside County Sheriff's Department – even after factoring in more than \$80m in startup costs amortized over a ten-year period.



## HILLSBORO, OR



### Pre-Occupancy Surveying, Facility Planning and Design, Community Engagement

Jim Coleman  
Chief of Police  
503- 681-5289  
[jim.coleman@hillsboro-oregon.gov](mailto:jim.coleman@hillsboro-oregon.gov)

Facing evolving demands and spatial limitations, the Hillsboro Police Department sought a new, high-performance headquarters that would enhance public safety, support employees, and encourage stronger community engagement. DLR Group's design prioritizes operational efficiency, resilience, and strong community connections. The headquarters provides modern policing facilities, streamlined operations, and creates a welcoming civic presence that strengthens public trust.

Responding to the natural environment, the building and site design preserve and enhance an adjacent wetland and vegetative corridor while incorporating sustainable infrastructure that aligns with Hillsboro's net-zero energy goals.

Officer wellness is a key driver, with dedicated fitness and decompression spaces, enhanced daylighting, and modern training areas that support recruitment and retention.

Designed for Risk Category IV seismic resilience, the headquarters feature redundant power systems, secure storage for evidence and fleet operations, and advanced technology integration, ensuring it remains operational during emergencies. The 67,400 SF HPD headquarters consolidates multiple divisions into a single, high-performance mass timber facility designed for future growth. DLR Group is providing planning, architecture, interiors, structural engineering, mechanical engineering, electrical engineering, and lighting design services to guide HPD's vision for this transformative project.

## PERSONNEL QUALIFICATIONS

### INTRODUCTION TO MATRIX CONSULTING GROUP

Matrix Consulting Group was founded over two decades ago to provide detailed organization and management analytical services to local government. Our firm's history and approach are centered around our service philosophy:

- The only consulting services we provide are to local government. Although law enforcement is our firm's largest single practice area, our projects span a wide range of local government functions.
- We work as a team on our consulting engagements and do not typically use subcontractors. Our law enforcement consulting team comprises career police services consultants and former police managers who are now consultants with the firm.
- Our firm is headquartered in California (San Mateo). We also have offices in Dallas, St. Louis, Portland, South Florida, Charlotte, and Southern California. We currently have 30 full-time and 4 part-time staff.
- We are an independent firm. In 2018, we created a Canadian firm, MCG Consulting Solutions, which is wholly owned by Matrix Consulting Group, to better serve the Canadian market.

We offer a wide range of services to law enforcement agencies throughout the United States and Canada. We have completed over 400 police studies in Idaho and across the country. Selected police staffing, management, and operations studies conducted in the past five years include:

Austin, TX	Kyle, TX	Raleigh, NC (2x)
<b>Boise, ID</b>	Los Angeles, CA	Reno, NV
Columbus, OH	Madison, WI	Salt Lake City, UT
DeKalb County, GA	Miami Beach, FL (3x)	San Francisco, CA
Fort Worth, TX	Orange County, FL	San Jose, CA
Fountain Hills, AZ	Osceola County, FL	St. Louis, MO
Highland Beach, FL	Phoenix, AZ	Syracuse, NY
Jacksonville, FL	Piedmont, CA	Tacoma, WA (3x)
Kansas City, MO	Prince George's County, MD	Wichita, KS

- Our previous work includes many studies evaluating the feasibility of creating new policing agencies or evaluating the effectiveness of contracting entities with sheriff's offices, including studies for:

Citrus Heights, CA	Laguna Hills, CA	Palmdale, CA
College Park, MD	Lancaster, CA	Patterson, CA
Cooper City, FL	La Quinta, CA	Rancho Cordova, CA
Fountain Hills, AZ	Lynwood, CA	Riverside County, CA
Kenmore, WA	Orange County, CA	San Clemente, CA



## INTRODUCTION TO THE DLR GROUP

We are partnering with the DLR Group to assist with public outreach, cost estimation, and the evaluation of initial square footage and space-planning needs.

Established in 1966, DLR Group has more than 1,800 employees across 37 offices worldwide. DLR Group is an integrated design firm and national leader in next-generation public safety facility planning and design. Their philosophy is that great design, like healthy communities, requires participation and collective collaboration. This philosophy inspires our culture and fuels the work they do throughout the United States and internationally. They are employee-owned, with every employee invested in their clients' success.

They have designed more than 100 public safety facilities across the United States, gaining a thorough knowledge of best practices and operational efficiency. They create innovative, client-centric solutions for police, fire, and emergency communication services. They work closely with stakeholders to combine the invaluable operational knowledge of public safety professionals with our expertise in contemporary design practices, creating facilities that are both highly functional and future-ready. DLR Group emphasizes the importance of building enduring client relationships with public safety providers through collaboration, trust, and shared vision.

DLR Group was named the **#1 Justice Facility Design Firm** by Building Design + Construction in 2024.

Select Public Safety Projects Include:

Aberdeen Police and Public Safety Facility; <i>SD</i>	Nebraska State Patrol Crime Lab Relocation; <i>NE</i>
Ashland Police Station Renovation; <i>OR</i>	Northfield Police and Fire Stations; <i>MN</i>
Auburn Public Safety Facility Plan and Design; <i>WA</i>	Oregon State Police Forensic Crime Lab Adaptive Reuse; <i>OR</i>
Bay Village Police Facility; <i>OH</i>	San Pablo Police HQ & Regional Training Center; <i>CA</i>
Camas Police Facility; <i>WA</i>	Security Police Operations Facility; <i>Offutt AFB, NE</i>
Cheyenne Public Safety Center; <i>WY</i>	Sonoma County Sheriff's HQ, <i>CA</i>
Englewood Police Headquarters; <i>CO</i>	TI Metro Police Headquarters; <i>Las Vegas, NV</i>
Everett Police Department - First Floor Remodel; <i>WA</i>	Tulsa Public Safety Center; <i>OK</i>
La Vista Police Facility; <i>CO</i>	West Valley Community Police Station; <i>CA</i>
Metro Police Dept. HQ Modernization; <i>Washington, D.C</i>	Whatcom County Public Safety Building; <i>WA</i>
Metro Police Department District 7; <i>Washington, D.C.</i>	Will County Public Safety Complex; <i>IL</i>
Moffat County Public Safety Center; <i>CO</i>	Woodbury Public Safety Addition and Remodel; <i>MN</i>

## PROJECT TEAM RESUMES

The following pages provide resumes for each project team member, beginning with Richard Brady, our proposed project manager, who would be directly and continually responsible for process and products.



**RICHARD BRADY**  
Chairman of the Board

## BIOGRAPHY:

Richard Brady founded Matrix Consulting Group in 2003 and leads our public safety practice, which includes law enforcement and justice studies. He has served as the project manager or lead analyst on hundreds of public safety studies in his 40-year career. His subject matter expertise includes police staffing and deployment, management effectiveness, and governance. Prior to Matrix, he served for over 20 years as a practice leader in two other firms, including Maximus.

## EXPERIENCE HIGHLIGHTS:

### COLUMBUS, OH: OPERATIONAL REVIEW

Served as project manager for the study, which identified the need for new positions, but more importantly, identified numerous areas which would improve the quality of service and integrity, including:

- Increase training on de-escalation and procedural justice.
- Increase the use of civilians in the field and in administration.
- Numerous recommendations were made in the study in these areas to bridge the disconnect between the department's goals and policies, as well as how these are reinforced by management.

### AUSTIN, TX: COMMUNITY POLICING STUDY

Project manager on the study, which was designed to assist the APD recreate its approach to community policing to involve everyone in the department. The study identified opportunities to support community policing in leadership, policies, recruitment, training, and supervision.

### LOS ANGELES, CA: BASIC CAR AREA BOUNDARY STUDY

Led a comprehensive study of LAPD field services, community policing programs, and patrol resource allocation strategies. The study recommended improved methods to better equalize service levels and prioritized a community-centered approach to field services.

## ROLE ON THIS ENGAGEMENT:

Richard will serve as the project manager and principal contact with the City. He will be involved in all project stages.

## RELEVANT CLIENTS:

AL, Birmingham  
AZ, Phoenix  
CA, Los Angeles  
CA, San Jose  
CA, Sacramento  
CA, San Francisco  
FL, Miami Beach  
FL, Orange County  
KS, Wichita  
MB, Winnipeg  
MO, Kansas City  
NC, Asheville  
NV, Las Vegas  
MO, Kansas City  
NC, Raleigh  
NY, Albany  
OH, Columbus  
OH, Cincinnati  
OK, Broken Arrow  
OR, Portland  
UT, Salt Lake City  
TN, Nashville  
TX, Austin  
TX, Fort Worth  
TX, San Antonio  
VA, Richmond  
VA, Virginia Beach  
WA, Tacoma  
WI, Milwaukee

## YEARS OF EXPERIENCE:

40

## EDUCATION:

BA, California State University, East Bay.

PhD, Oxford University, U.K.

## PROFESSIONAL ASSOCIATION:

Association of Local Government Auditors

International City-County Management Association



**JOHN SCRUGGS**  
Senior Manager

## BIOGRAPHY:

John Scruggs is a Senior Manager with over 27 years of law enforcement experience. He is former Captain with the Portland Police Bureau and has served as an interim Chief for Lower Saucon Township. He contributed to developing multiple internal strategic plans. He is now a lead analyst on our law enforcement, public safety, and criminal justice engagements. His relevant experience includes:

- Completed over 150 studies for law enforcement, public safety, and criminal justice clients.
- Analysis focuses on operational and staffing review, workload analysis, net annual work hour determination, and scheduling.
- Expertise also includes the evaluation of administrative, dispatch, investigations, patrol, records, and property and evidence.
- Has worked on strategic planning for law enforcement and non-profit organizations.

## EXPERIENCE HIGHLIGHTS:

### **PITTSBURG, CA:** POLICE DEPARTMENT STRATEGIC PLANS

Served as lead analysts on strategic plans for the department and Police Athletics League (PAL).

### **NORMAN, OK:** Staffing and Facility Needs Assessment

Served as a lead analyst on investigations and technology.

### **KYLE, TX:** Staffing and Facility Needs Assessment

Served as a lead analyst on investigations, technology and facility planning.

## ROLE ON THIS ENGAGEMENT:

John will serve as the lead analyst in investigative services.

## RELEVANT CLIENTS:

AZ, Chandler  
AZ, Goodyear  
CA, Federal Reserve  
CA, La Verne  
CA, Richmond  
CA, San Diego Harbor  
CA, San Jose  
CA, Signal Hill  
CT, Bridgeport  
FL, Hallandale Beach  
FL, Osceola County  
ID, Boise  
IL, Rockford  
KS, Park City  
MO, Kansas City  
MO, O'Fallon  
NY, Monroe County  
NY, Syracuse  
OH, Cincinnati  
OK, Ada  
OK, Norman  
OR, Bend  
PA, Pittsburgh  
RI, East Greenwich  
TX, Cedar Hill  
TX, Cedar Park  
TX, Fort Worth  
TX, Kyle  
TX, Texas City  
VA, Virginia Beach  
WI, Milwaukee  
WI, Oshkosh

## YEARS OF EXPERIENCE:

27 Law Enforcement  
10 Consulting

## EDUCATION:

Master of Public  
Administration and B.S. in  
Political Science from  
Portland State University



**PHILIP BERRY**  
Manager

### **BIOGRAPHY:**

Provides in-depth analysis of relevant topics, as well as providing theoretical background knowledge of criminological principles and spatiotemporal analytics.

Prior to joining Matrix, Philip spent time as a research analyst with the Virginia Criminal Sentencing Commission in Richmond, VA. Philip has also spent time at academic institutions as an instructor throughout the east coast throughout the duration of his graduate-level coursework.

### **EXPERIENCE HIGHLIGHTS:**

#### **FOUNTAIN HILLS, AZ**

Led the creation of an interactive model for forecasting the costs of establishing a new police agency, using extensive research on compensation structures, and operating costs to accurately model feasibility.

#### **VIRGINIA CRIMINAL SENTENCING COMMISSION**

Led research analyses surrounding the sentencing practices of judges throughout the Commonwealth. Analyses surrounded the effect of changing legislation on prison bed capacity in the state.

#### **CEDAR HILL, TX**

Led Matrix project staff regarding patrol resource analysis, internal employee survey methodologies, and external community survey completion.

### **ROLE ON THIS ENGAGEMENT:**

Philip will serve as the lead analyst in administrative services, as well as community survey analysis.

### **RELEVANT CLIENTS:**

AZ, Fountain Hills  
AZ, Goodyear  
AZ, Phoenix  
CA, Richmond  
CA, Signal Hill  
CA, San Diego Harbor  
FL, Hallandale Beach  
ID, Boise  
NY, Monroe County  
OH, Cincinnati  
OK, Ada  
OK, Broken Arrow  
PA, Pittsburgh  
TX, Cedar Hill  
TX, Fort Worth  
VA, Virginia Beach  
WA, Everett  
WA, Ridgefield  
WI, Madison  
WI, Milwaukee

### **YEARS OF EXPERIENCE:**

6

### **EDUCATION:**

BA, Lebanon Valley  
College, Sociology  
MA, Radford University,  
Criminology  
ABD, University of South  
Carolina, Criminology

### **PROFESSIONAL ASSOCIATIONS:**

International Association  
of Crime Analysts  
American Society of  
Criminology  
American Criminal Justice  
Society  
American Sociological  
Association





**IAN BRADY**  
Senior Vice President

## BIOGRAPHY:

Ian Brady is a Senior Vice President with Matrix Consulting Group and co-leads our Police Consulting Practice and our data analytics unit. With over 14 years of consulting experience, he specializes in public safety, and works on all our police, fire, corrections, and emergency communications studies. He is the lead developer on our statistical models and data analytics platforms, including:

- Projection modeling, using geospatial data to forecast community development, and associated impacts to population, service demand, and staffing needs.
- New agency feasibility, financial modeling, and service delivery.
- Deployment schedule configuration and optimization, forecasting impacts to service levels and overtime usage.

## EXPERIENCE HIGHLIGHTS:

### LOS ANGELES, CA: BASIC CAR AREA BOUNDARY STUDY

- Led a comprehensive field staffing and redistricting study.
- Developed a new patrol beat structure to better align communities and equalize workload, resulting in 202 new patrol areas, up from the 168 that existed previously.
- Recommended new patrol resource allocation strategies to equalize service levels using a data-driven methodology.

### SAN FRANCISCO, CA: POLICE DEPARTMENT STAFFING ANALYSIS

- Lead analyst on a comprehensive staffing that was designed to create defensible, workload-based methodologies to determine the staffing needs of all 600+ assignments in the department.
- Developed and designed an interactive analytical tool for SFPD to use in the future to replicate the study's analysis in its entirety.

## ROLE ON THIS ENGAGEMENT:

Ian will serve as the lead analyst in field services, as well as more generally over data analytics. He will be involved in all project stages.

## RELEVANT CLIENTS:

AZ, Phoenix  
AL, Birmingham  
CA, Berkeley  
CA, Los Angeles  
CA, Sacramento  
CA, San Francisco  
CA, San Jose  
CO, Adams County  
FL, Miami Beach  
FL, Orange County  
GA, DeKalb County  
HI, Kauai County  
ID, Boise  
IL, Rockford  
KS, Wichita  
MB, Winnipeg  
MD, Harford County  
MD, Howard County  
MN, Hennepin County  
MO, Kansas City  
MO, St. Louis  
NC, Raleigh  
NJ, Mahwah  
NM, Santa Fe  
NY, Newburgh  
NY, Syracuse  
OH, Columbus  
OH, Cincinnati  
OK, Broken Arrow  
OR, Bend  
OR, Portland  
PA, Pittsburgh  
UT, Salt Lake City  
TX, Austin  
TX, Denton  
TX, Fort Worth  
TX, Travis County  
VA, Virginia Beach  
WA, Tacoma  
WI, Milwaukee

## YEARS OF EXPERIENCE:

14

## EDUCATION:

BS in Politics, Willamette University



**TIM DONOHOE**  
Senior Consultant

## BIOGRAPHY:

Tim Donohoe is a Senior Consultant with over 29 years of experience in local, national, and international law enforcement. A retired Commander from the Reno, NV Police Department and former Mission Advisor for the United States Department of Justice’s International Criminal Investigative Training Assistance Program in the Republic of Armenia.

He played a central role in developing the Reno Police Department’s five-year strategic plan and applied strategic planning methodologies to modernize the Armenian National Police, supporting their transition toward a democratic, community-centered policing model.

He is a graduate of the Police Executive Research Forum’s Senior Management Institute for Policing and a National Institute of Justice Law Enforcement Advancing Data and Science Scholar. He teaches an evidence-based policing course for police leaders through the University of Louisville’s Southern Police Institute, serves as a subject matter expert for the U.S. Department of Justice’s Collaborative Reform Initiative Technical Assistance Center, and is a Marine Corps veteran.

## EXPERIENCE HIGHLIGHTS:

### ARMENIA: MISSION ADVISOR

- Implemented new admission standards and hiring procedures for National Patrol Police.
- Institutionalized police procedures and instruction.
- Implemented new training requirements and standards.
- Implemented civilian oversight ministry.

### VIRGINIA BEACH, VA: POLICE STAFFING AND STRUCTURE ASSESSMENT

- Lead Analyst, Special Operations Division. Assessed current operations, response capabilities, staffing, and resource allocation.

## ROLE ON THIS ENGAGEMENT:

Tim will serve as the lead analyst in specialized services, as well as more community input.

## RELEVANT CLIENTS:

AZ, Chandler  
AZ, Goodyear  
CA, Federal Reserve  
CA, La Verne  
CA, Richmond  
CA, San Diego Harbor  
CA, San Jose  
CA, Signal Hill  
CT, Bridgeport  
FL, Osceola County  
ID, Boise  
NY, Monroe County  
NY, Syracuse  
OH, Cincinnati  
OK, Ada  
OR, Bend  
PA, Pittsburg  
RI, East Greenwich  
TX, Cedar Hill  
TX, Cedar Park  
TX, Fort Worth  
TX, Texas City  
VA, Virginia Beach  
WI, Milwaukee

## YEARS OF EXPERIENCE:

29

## RELEVANT POSITIONS:

Adjunct Professor,  
University of Nevada, Reno

Police Commander, Reno  
Police Department

Law Enforcement  
Advancing Data and  
Science Scholar, National  
Institute of Justice

## EDUCATION:

MA, University of Colorado  
at Denver

BS, Portland State  
University



**Lori Coppenrath, LEED AP**  
**DLR Group**  
 Public Safety Lead Planner

## BIOGRAPHY:

Lori is a DLR Group Justice+Civic planning expert responsible for programming and planning public safety centers, courts, police and sheriff stations, dispatch centers, prisons, jails and facilities support spaces. Lori works with stakeholders early in the design process to define needs and specific operational functions. Her process explores these individually, first to make sure that all user needs are being met, and then holistically to understand working relationships and opportunities to increase operational effectiveness.

## EXPERIENCE HIGHLIGHTS:

### **TUKWILA, WA:** TUKWILA JUSTICE CENTER

Lori provided planning and programming services for the new 47,000 SF Tukwila Justice Center. The facility unites police, court, probation, and emergency operation center functions. DLR Group's design addressed the previous lack of secure entrances, united the police department once divided among four buildings, and optimized the budget with shared conferencing and training spaces.

### **MARYSVILLE, WA:** MARYSVILLE CIVIC CENTER

Lori was the planner for the 101,217 SF Marysville Civic Campus and community-centric complex for courts, jail, police, permit counter, and a one-stop city services shop that required close interaction with City staff and commissioners.

### **SALEM, OR:** SALEM POLICE STATION

Lori provided planning and programming for the new Salem Police Station, a 104,845 SF consolidated 3-story public safety center with crime lab, EOC, community and training spaces. The community-oriented facility includes an efficient, flexible workplace that supports officer and employee wellness and a public plaza.

## ROLE ON THIS ENGAGEMENT:

Lori will serve as the lead public safety facility planner for the project.

## RELEVANT CLIENTS:

AZ, Phoenix  
 CA, Los Angeles  
 CA, San Quentin  
 PA, Pittsburgh  
 MT, Deer Lodge  
 OR, Portland  
 OR, Salem  
 SD, Pierre  
 WA, Everett  
 WA, Marysville  
 WA, Tacoma  
 WA, Seattle  
 WA, Vancouver

YEARS OF EXPERIENCE:  
 29

## EDUCATION:

B.A. Psychology, B.A.  
 Philosophy of Religion  
 Ithaca College

M.A. Criminal Justice  
 University of Memphis

## PROFESSIONAL ASSOCIATION:

LEED Accredited  
 Professional

American Correctional  
 Association

Academy of Criminal  
 Justice Sciences

National Institute of  
 Corrections

International CPTED

(Crime Prevention Through  
 Environmental Design)

Association

United States Green  
 Building Council



**Jake Davis, AIA**  
**DLR Group**  
Public Safety Facility Planner

### BIOGRAPHY:

Jake is DLR Group's Public Safety Design Leader, specializing in the programming and design of secure law enforcement and public safety facilities nationwide. With extensive experience spanning all project phases from development through operations, he brings key expertise in creating functional, sustainable environments for public safety agencies. Jake combines vast operational knowledge with a commitment to creating safe, healthy, and sustainable workplaces for those who serve the community.

### EXPERIENCE HIGHLIGHTS:

#### **ENGLEWOOD, CO:** POLICE HEADQUARTERS

Jake served as the lead public safety planner for a new multi-phased 50,000 SF police operations building. The healthy workplace environment creates a sense of belonging, connection and identity for the department.

#### **SALEM, OR:** SALEM POLICE STATION

Jake served as the design leader for the new Salem Police Station, a 104,845 SF consolidated 3-story public safety center with crime lab, EOC, community and training spaces. The community-oriented facility includes an efficient, flexible workplace that supports officer and employee wellness and a public plaza.

#### **HILLSBORO, OR:** POLICE HEADQUARTERS

Jake is the lead public safety planner/programmer for a new 67,400 SF two-story police headquarters designed for net-zero readiness. It includes spaces to support employee wellbeing and encourage strong community engagement.

### ROLE ON THIS ENGAGEMENT:

Jake will serve as a public safety facility planner.

### RELEVANT CLIENTS:

CA, Berkeley  
CA, Fairfield  
CA, Los Angeles  
CA, San Pablo  
CO, Englewood  
CO, Durango  
DC, Washington  
IL, Chicago  
KS, Wichita  
MN, Northfield  
OK, Tulsa  
OR, Salem  
TN, Nashville  
TX, Plano  
WA, Burien  
WA, Tukwila  
WY, Cheyenne

### YEARS OF EXPERIENCE:

32

### EDUCATION:

Master of Architecture,  
Tulane University

### PROFESSIONAL ASSOCIATION:

LEED Accredited  
Professional

NCARB Certified #89523

AIA Academy of  
Architecture for Justice

Major Cities Chiefs  
Association, Sponsor

International Association  
of Chiefs of Police,  
Member



**Helen Ho-Supanich, Ph.D, EDAC**  
**DLR Group**  
 Research and Development / Community  
 Engagement

## BIOGRAPHY:

Helen brings a background in research design, implementation, assessment and presentation to clients who are interested in developing data-based decision-making, weighing facility options against desired outcomes. She is experienced in the creation and delivery of surveys and other forms of stakeholder engagement and communications, appropriately tailored to each stakeholder group. She supports teams with well-honed tools in policy and program design and assessment.

## EXPERIENCE HIGHLIGHTS:

### NASHVILLE, TN: YOUTH CENTER FOR EMPOWERMENT

Stakeholder and community engagement for a new 270,000 SF campus that reimagines juvenile justice.

### HILLSBORO, OR: POLICE STATION

Stakeholder and community engagement for a new 67,400 SF police headquarters. The public safety building provides a modern police facility, streamlined operations, and creates a welcoming civic presence.

### PITTSBURGH, PA: ALLEGHENY COUNTY JAIL

Comprehensive stakeholder engagement for a master plan that reimagines an outdated urban jail in downtown Pittsburgh. DLR Group's facility master plan rethinks use and function with right-sized spaces that prioritize staff and resident wellbeing in therapeutic, normalized environments. The redesign of the intake area prioritizes efficient access to medical and mental health support services.

## ROLE ON THIS ENGAGEMENT:

Helen will serve as a public safety facility planner.

## RELEVANT CLIENTS:

AZ, Chandler  
 AZ, Goodyear  
 CA, Berkeley  
 CA, San Quentin  
 CO, Jackson County  
 DC, Washington  
 FL, Gainesville  
 GA, Atlanta  
 IL, Chicago  
 KS, Hays  
 MA, Cambridge  
 ME, Augusta  
 MN, Hennepin County  
 MO, Columbia  
 PA, Pittsburgh  
 TN, Nashville  
 TX, Odessa  
 VA, Fairfax County

## YEARS OF EXPERIENCE:

14

## EDUCATION:

Ph.D.—Communication  
 Studies,  
 University of Michigan  
  
 Bachelor of Science—  
 Communication Studies,  
 Northwestern University

## PROFESSIONAL ASSOCIATION:

Evidence-Based  
 Accreditation and Design  
 Certification (EDAC)  
  
 American Institute of  
 Architects - Associate  
 Member



## PRICING QUOTE

This cost proposal is based on the scope of work and the task plan presented. The table below provides our fees for the development of the study, with hours and costs broken down by task and by project team classification level. The cost proposal is outlined as a fixed price, with hourly rates by personnel category outlined below:

	Senior Vice President	Senior Manager	Manager	Senior Consultant	Cost
Initiation and Interviews	14	16	16	16	\$13,160
Profile and Current State	8	8	12	12	\$8,220
Community Outreach	16	14	14	28	\$14,880
Municipal Framework	16	18	36	24	\$18,990
Feasibility and Projections	12	18	30	32	\$18,020
Transition Planning	10	14	14	16	\$11,160
Final Report	12	18	8	20	\$12,250
<b>Total Hours</b>	<b>88</b>	<b>106</b>	<b>130</b>	<b>148</b>	
<b>Hourly Rate</b>	<b>\$300</b>	<b>\$225</b>	<b>\$175</b>	<b>\$160</b>	
<b>Total Time Cost</b>					<b>\$96,680</b>
Expenses					\$3,200
<b>Total Cost</b>					<b>\$99,880</b>

We have reviewed the contract template and have no issues with it.