

City of Pompano Beach

Comprehensive Department Development and Strategic Implementation Plan to Establish a Standalone Police Department

STATEMENT OF INTEREST NO. 25-054 / MAY 22, 2025

FIRM NAME: Raftelis Financial Consultants, Inc.

LOCAL ADDRESS: 341 N. Maitland Avenue, Suite 300, Maitland, FL 32751

PHONE: 407.628.2600

CONTACT PERSON: Jonathan Ingram, Project Manager





Giving back

The Raftelis Charitable Gift Fund seeks to make a difference on issues that matter to our clients and employees by helping build sustainable, inclusive communities locally and worldwide. We do this by allocating company profits and employee contributions of time and money. We support organizations that:

- Promote efficient, sustainable resource use
- Advance diversity, equity, and inclusion within the public sector
- Invest in access to clean water and sanitation
- Help vulnerable communities by addressing affordability issues



Diversity and inclusion are an integral part of Raftelis' core expectations.

We are committed to doing our part to fight prejudice, racism, and discrimination by becoming more informed, disengaging with business partners that do not share this commitment, and encouraging our employees to use their skills to work toward a more just society that has no barriers to opportunity.

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LETTER OF INTEREST



May 22, 2025

Mr. Eric Seifer
Purchasing Supervisor
City of Pompano Beach
1190 NE 3 Avenue
Pompano Beach, FL 33060

Subject: Comprehensive Department Development and Strategic Implementation Plan to Establish a Standalone Police Department (RLI No. 25-054)

Dear Mr. Seifer:

We are pleased to submit this proposal to conduct a comprehensive assessment of the feasibility and cost-benefit of establishing a standalone police department for the City of Pompano Beach (City). This is a critical and complex decision, and our team brings extensive experience helping communities across the country evaluate and successfully navigate this very process.

We understand that the City is seeking to carefully assess the financial, operational, and community impacts of transitioning from its current law enforcement arrangement with the Broward County Sheriff's Office (BSO) to a municipal police department. The goal of this study is to ensure that any future public safety model delivers high-quality services, reflects community priorities, and is financially sustainable. Raftelis offers several key advantages to help the City achieve this goal:

- **A Proven, Actionable Approach:**

Our approach is designed to provide the City with clear, data-driven analyses and practical recommendations. We specialize in helping communities evaluate the complex trade-offs associated with creating new municipal departments, and we deliver realistic solutions that can be implemented successfully within fiscal and operational constraints.

- **A Team of Experts with Deep Public Safety and Financial Expertise:**

Our team has direct experience working with cities that have successfully established new police departments or restructured their public safety service delivery. We are very familiar and have performed significant work with municipalities, public safety departments, and boards and commissions. We combine public safety operational knowledge with rigorous financial modeling and strategic planning expertise to ensure the City receives a holistic, well-informed assessment.

- **Strategic Communications:**

Our communications team is skilled at developing strategies, tactics, tools, and messages that support collaborative relationships between local governments and the communities they serve. We provide extensive communication, engagement, and strategy expertise to assist municipalities in meeting their objectives.

- **Our Firm’s History and Commitment to Public Sector Excellence:**

Raftelis has been a trusted advisor to local governments since 1993, providing management, financial, and organizational consulting services of the highest quality. As a firm focused solely on serving the public sector, we understand the challenges and opportunities unique to local government and are committed to helping our clients achieve long-term success.

- **Unmatched Resources and National Reach:**

With a staff of over 220 professionals and offices strategically located across the country—including a strong presence in Florida and prior service to the City of Pompano Beach—Raftelis has the resources and expertise to successfully complete this project on time and to the City’s high standards.

As the Project Manager for this engagement, I bring direct, hands-on experience leading many similar studies across the country. I have successfully developed public safety operating models, cost estimates, financial models, and transition plans for jurisdictions including The Woodlands Township in Texas; Centennial, Colorado; the King County, Washington Sheriff’s Office; Irvine, California; and several smaller communities. This experience has given me a deep understanding of the complexities involved in evaluating and standing up municipal police departments. I am committed to applying that expertise to support the City of Pompano Beach in making this critical decision.

In addition, Raftelis brings the unique strength of a dedicated **Strategic Communications Practice** that specializes in helping public agencies effectively communicate complex initiatives to their communities. Our communications experts work hand-in-hand with project teams to develop clear, transparent, and engaging messaging strategies that build public trust, increase awareness, and foster meaningful community involvement. Whether through public workshops, stakeholder focus groups, digital engagement platforms, or strategic media campaigns, our team can support the City in heightening its public engagement and ensuring that residents are well-informed and actively involved throughout this important process.

We are excited about the opportunity to partner with the City on this important initiative and help lay the foundation for informed, thoughtful decision-making about the future of law enforcement services. I am authorized to represent the firm and welcome the opportunity to discuss any aspect of this proposal with you directly. Please feel free to contact me at your convenience.

Sincerely,



Jonathan Ingram

Vice President – Local Government Organizational Assessment

P: 513.221.0500 / E: jingram@raftelis.com

FIRM NAME: Raftelis Financial Consultants, Inc.

FEDERAL TAX IDENTIFICATION NUMBER: 20-1054069

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Who We Are

RAFTELIS: HELPING LOCAL GOVERNMENTS AND UTILITIES THRIVE.



Since our founding in 1993, local government and utility leaders have partnered with Raftelis to transform their organizations by enhancing performance, planning for the future, identifying top talent, improving their financial condition, and telling their story. We've helped more than 700 organizations in the last year alone. We provide trusted advice, and our experts include former municipal and utility leaders with decades of hands-on experience running successful organizations. People who lead local governments and utilities are innovators—constantly seeking ways to provide better service to the communities that rely on them. Raftelis provides management consulting expertise and insights that help bring about the change that our clients seek.

We believe that Raftelis is the *right fit* for this project. We provide several key factors that will benefit the City and help to make this project a success.

RESOURCES AND EXPERTISE: This project will require the resources necessary to effectively staff the project and the skillsets to complete all required components. With more than 190 consultants, Raftelis has one of the largest local government management and financial consulting practices in the nation. Our depth of resources will allow us to provide the City with the technical expertise necessary to meet your objectives. In addition to having many of the industry's leading management and financial consultants, we also have experts in key related areas, like stakeholder engagement and data analytics, to provide additional insights as needed.

DECADES OF COLLECTIVE EXPERIENCE: Our associates and subject matter experts have decades of experience strengthening local municipalities and nonprofit organizations. They've served in a wide range of positions, from city manager to public works director to fire chief.

PERSONAL SERVICE FROM SENIOR-LEVEL CONSULTANTS: You appreciate it when deadlines are met, phone calls are returned, and your challenges are given in-depth, out-of-the-box thinking. While other firms may assign your business to junior-level people, our approach provides exceptional service from senior-level consultants.

NICHE EXPERTISE: Our expertise lies in strengthening public-sector organizations. We're consulting specialists rather than generalists, focusing our strengths to do a highly effective job for a specific group of clients.

ADDITIONAL SERVICES



FINANCE: Promote financial integrity and the equitable recovery of costs to achieve your objectives

- Rate, charge, and fee studies
- Financial and capital planning
- Cost of service and cost allocation
- Customer assistance programs
- Affordability analysis
- Utility valuation
- Budget development
- Financial condition assessments
- Debt issuance support
- Economic feasibility and analysis
- Regulated utility support



COMMUNICATION: Inform and engage with your stakeholders to build understanding and support

- Strategic communication planning
- Public involvement and community outreach
- Public meeting facilitation
- Graphic design and marketing materials
- Media and spokesperson training
- Risk and crisis communication
- Social media strategy
- Visual facilitation
- Virtual engagement
- Technical writing and content development



STRATEGIC PLANNING/FACILITATION:

Plan for the future to guide your organization to success

- Organization, department, and community-based strategic planning
- Climate action planning
- Effective Board / Commission / Council governance
- Retreat planning and facilitation



STORMWATER UTILITY SERVICES: Implement sustainable financial practices to equitably fund your stormwater program

- Stormwater utility development and implementation support



ORGANIZATIONAL ASSESSMENT: Identify needs, plan for the future, and implement positive changes

- Organizational and operational assessments
- Performance measurement
- Staffing analysis
- Sustainability
- Organizational climate and culture
- Asset management and operations
- Regional collaboration and service sharing



TECHNOLOGY: Gain insights from your data and develop tools to increase effectiveness and engagement

- Cybersecurity services
- Strategic technology planning services
- Financial management technology services
- Customer management technology services
- Maintenance and asset management technology services
- Data management, analytics, and visualization
- Custom software solutions



EXECUTIVE SERVICES: Identify and develop top talent to lead local governments and utilities

- Executive recruitment
- Executive coaching
- Executive performance evaluations



SOLID WASTE SERVICES: Deliver effective solid waste services while ensuring financial sustainability and customer engagement

- Solid waste plans & sustainable materials management planning & implementation
- Grant application assistance
- Billing technology planning and implementation
- Collection/routing and disposal/processing planning, procurement, and implementation
- Rates and financial modeling
- Benchmarking and best practices
- Regulation and compliance
- Communications and public engagement

ORGANIZATIONAL CHART AND PRINCIPAL/KEY TEAM MEMBERS

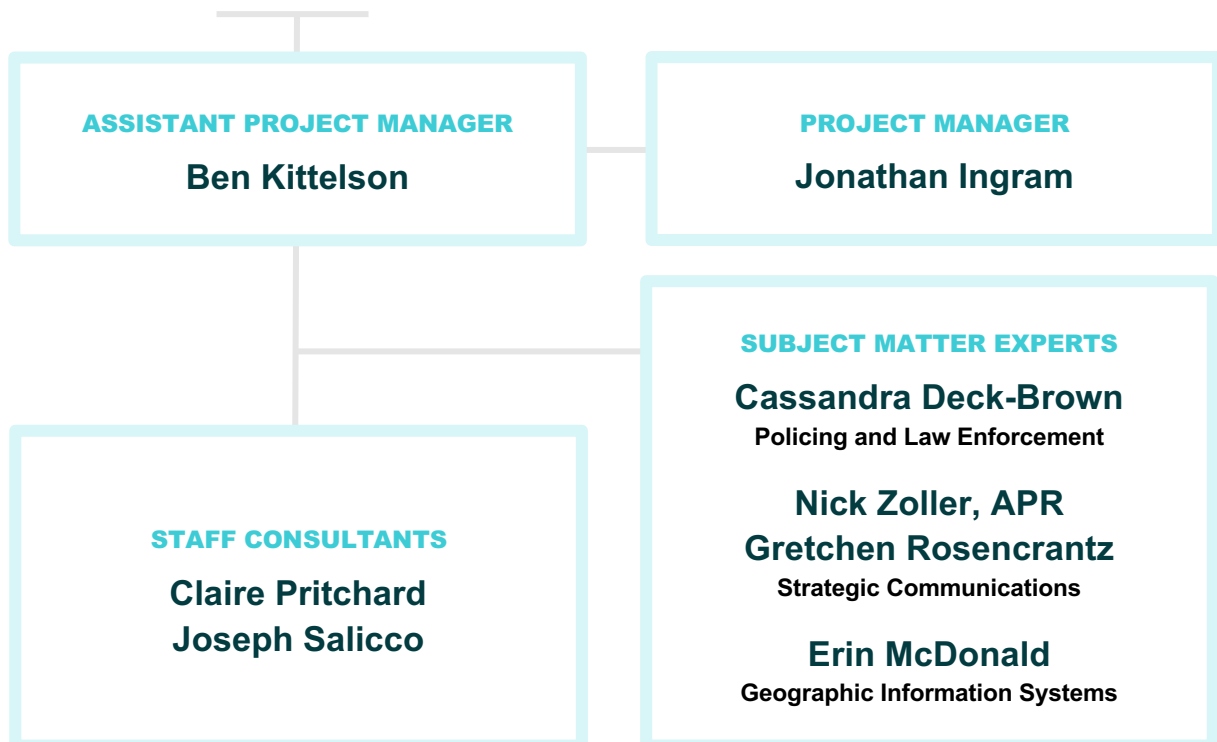
Project Team

WE HAVE DEVELOPED A TEAM OF CONSULTANTS WHO SPECIALIZE IN THE SPECIFIC ELEMENTS THAT WILL BE CRITICAL TO THE SUCCESS OF THE CITY’S PROJECT.

Our project team is made up of senior-level consultants with direct local government experience. Because we possess the in-house knowledge and experience necessary for this work, no subconsultants will be used. All team members are Raftelis employees. Raftelis’ organizational structure is designed to allow members of our executive team to devote a significant amount of time to the City’s consulting activities. The project manager has ultimate accountability for meeting the technical requirements of the project and for providing guidance on the strategic direction of the engagement. They are responsible for City communications, project management, and ensuring the project meets the City’s needs in an efficient and effective manner. Raftelis assigns leads to the key tasks of the project who will work with the project manager to make sure resources are being used effectively. At the direction of the project manager, Raftelis assigns staff consultants who are responsible for conducting analysis and developing work products. Our team will have the support of multiple staff consultants for this engagement, as necessary.

Jonathan Ingram will serve as Project Manager and will be the primary client contact for the work, providing technical review and quality control. Ben Kittelson will serve as Assistant Project Manager and will be responsible for the consulting team supervision and the timely and quality production of all deliverables. Both have performed organizational assessments for public safety entities. An organizational chart of our project team is as follows. We commit that the principals and personnel named in here will perform the services throughout the Agreement term.

The City of Pompano Beach



Jonathan Ingram

PROJECT MANAGER

Vice President



ROLE

Jonathan will manage the day-to-day aspects of the project, ensuring it is within budget, on schedule, and effectively meets the City’s objectives. Jonathan will serve as the City’s main point of contact for the project.

PROFILE

Jonathan leads the firm’s local government organizational assessment practice and serves as a project lead for public safety work. Jonathan has 20 years of experience in management consulting and local government management.

Jonathan has developed expertise in public safety operations and staffing and partners with our law enforcement subject matter experts to craft actionable recommendations that meet the needs of police departments while also integrating within the overall municipal service delivery framework. Jonathan has a deep analytical pledge of police workload drivers and developed our firm’s patrol, investigative, and support services staffing methodologies. He co-authored the article, Policing Parameters: “How Gilroy, California Met New Workload Demands,” with Denise Turner, which was published by the International City/County Management Association (ICMA).

As a consultant, Jonathan has completed operations reviews for hundreds of local governments and has helped to improve service delivery for a broad range of departments—including police, fire, EMS, and emergency communications. He has developed staffing and deployment plans for city operating departments, analyzed and facilitated intergovernmental consolidations, helped local governments develop custom performance management systems, and facilitated the development of long-term strategic plans and financial models.

Jonathan’s areas of expertise are in local government budgeting and finance, operations analysis, project management, public safety staffing analysis, process improvement, and performance measurement. He is adept at quickly assessing strengths and opportunities within an organization, analyzing and developing actionable recommendations for improvement, and communicating findings and next steps to a wide variety of audiences, including staff, elected officials, and the public.

Jonathan earned a bachelor’s degree in political science from Aurora University and a master’s degree in public administration from Northern Illinois University. He is a member of the International City/County Management Association and the Ohio City/County Management Association.

Specialties

- Staffing and operations assessment
- Public safety staffing and operations
- Financial management and planning
- Process improvement

Professional History

- Raftelis: Vice President (2024-present); Senior Manager (2021-2023); Manager (2020-2021); Senior Associate, The Novak Consulting Group (2012-2020)
- City of Cincinnati, Ohio: Budget Manager (2010-2012)
- Management Partners: Senior Management Advisor (2005-2010)

Education

- Master of Public Administration - Northern Illinois University (2005)
- Bachelor of Arts in Political Science - Aurora University (2003)

Professional Memberships

- International City/County Management Association (ICMA)
- Ohio City/County Management Association (OCMA)

Ben Kittelson

ASSISTANT PROJECT MANAGER Manager

ROLE

As Assistant Project Manager, Ben will manage the day-to-day aspects of the project, ensuring it is within budget, on schedule, and effectively meets the City's objectives. He will also lead the consulting staff in conducting analyses and preparing deliverables for the project.

PROFILE

Ben began consulting in 2019 after seven years of direct service to local governments on the East and West Coasts. Most recently, Ben worked for the Budget and Management Services Department in the City of Durham, North Carolina. He worked on the annual budget and the community-wide strategic plan. He completed revenue projections for sales tax and water sales, assisted with financial planning for affordable housing, and led community engagement efforts designed to inform the City's budget process. Ben also started an innovation partnership program with local technology startup companies.

As a consultant, Ben has worked on more than 85 projects across 26 states, evaluating local government operations and identifying actionable recommendations. His work helps local government organizations improve services and become more effective through staffing and workload analysis, process improvement, and policy and procedure review. Ben has assessed a wide variety of local government operations, including public safety and law enforcement organizations. He has evaluated staffing needs and made policy recommendations for a variety of law enforcement organizations, from small townships to large cities, as well as emergency communications functions. In his role in Guilford County, North Carolina, Ben analyzed Sheriff's Office functions, including staffing needs and operating costs for jail operations. This analysis was presented to the Board of Commissioners to inform budget and staffing decisions. Ben also developed a transition plan for the County's prison farm to inform the facilities needs of the Sheriff's Office. Ben is skilled at connecting operational and staffing needs with the strategic priorities of the organization, service levels, and community expectations.

Ben began his career in the Portland, Oregon region, where he served the Cities of Beaverton, West Linn, and Gresham, as well as Metro, the regional government for the Portland area. Ben is a founding board member of Engaging Local Government Leaders (ELGL) and helped run the organization from 2013 to 2024. In that time, ELGL grew from a few hundred members in Oregon to over 4,800 across the nation.

Ben earned a master's degree in public administration from Portland State University and a bachelor's in politics and economics from Willamette University.



Specialties

- Budgeting and financial analysis
- Organizational assessment
- Strategic planning
- Process improvement
- Staffing analysis

Professional History

- Raftelis: Manager (2024-present); Senior Consultant (2022-2023) Consultant (2020-2021); Consultant, The Novak Consulting Group: (2019-2020)
- City of Durham, North Carolina: Senior Budget and Management Analyst (2016-2019)
- Guilford County, North Carolina: Budget and Management Analyst (2014-2016)
- City of Gresham, Oregon: Intern (2014)
- Oregon Metro: Intern (2014)
- City of West Linn, Oregon: Intern (2013-2014)
- City of Beaverton, Oregon: Intern (2012-2013)

Education

- Master of Public Administration - Portland State University (2014)
- Bachelor of Arts in Politics and Economics - Willamette University (2012)

Professional Memberships

- Engaging Local Government Leaders (ELGL): Board of Directors (2017-2024)
- North Carolina Local Government Budget Association (NCLGBA)
- Strong Towns
- International City / County Management Association (ICMA)

Cassandra Deck-Brown

SUBJECT MATTER EXPERT - POLICING AND LAW ENFORCEMENT

Principal Consultant



Specialties

- Policing and public safety
- Law enforcement policy formation
- Community engagement
- Personnel management
- Crisis Management

Professional History

- Principal Consultant - Raftelis (2021-Present)
- Police Chief – City of Raleigh, NC (2013-2021)
- Raleigh Police Officer - Various Ranks (1987-2021)
- Grants Manager – City of Raleigh Police Department (2002-2003)

Education

- Master of Public Administration – North Carolina State University (1995)
- Bachelor of Science in Criminal Justice – East Carolina University (1987)

Certifications

- Certified Instructor – NCDNJ (1995-Present)
- Leadership in Homeland Security – Harvard (2018)

Professional Memberships

- International Association of Police Chiefs (IACP)
- Major Cities Chiefs Association (MCCA)
- Police Executive Research Forum (PERF)
- National Organization of Black Law Enforcement Executives (NOBLE)
- National Executive Institute (FBI-NEI)
- Georgia-Israel Law Enforcement Exchange – Georgia State University (GILLEE)
- Anti-Defamation League (ADL)

ROLE

Cassandra will provide input and guidance as a Subject Matter Expert for the policing and law enforcement components of this project.

PROFILE

Cassandra Deck-Brown led the Raleigh, North Carolina Police Department (RPD) as the Chief of Police. After 34 years of service, navigating her way through the RPD ranks, Cassandra was often the first woman or the first African American to assume a role or obtain a rank. During her career, Cassandra implemented and oversaw high-profile initiatives and best practices, including nationally recognized programs that embodied community engagement and law enforcement best practices.

Leading the RPD during a pandemic and period of civil unrest, she directed numerous projects that were wellness-based, or which assessed police operations during civil unrest. In 2018, she launched a multi-year research project with a major academic institution to assess the organizational wellness of personnel via the use of virtual reality and scenario-based platforms. Cassandra also led an 18-month community engagement effort and testing initiative for the implementation of a \$4.7M body-worn camera project. She traveled to Israel in 2017 as a member of a law enforcement delegation to promote community policing in a predominantly military state. In 2016, she partnered with an international research company to evaluate the racial disproportionality of traffic stops. She established a Citizens’ Police Academy and a youth summit as well to reduce barriers between police and the community. She has effectively forecasted budget needs premised on crime data, predictive policing models, and Intelligence-Led Policing. Her leadership was instrumental in model policy formation for body-worn cameras, understanding the LGBT community, unmanned aerial systems, and community policing, and designing a state-of-the-art training facility and police museum.

PRESENTATIONS

Cassandra is a nationally-known speaker regarding public safety and has made many presentations, including “Recruiting and Retaining Female Leaders” at the Axon Accelerate Conference; “Grace, Grit and Resolve,” at the IIR and Valor Webinar; “Leading in a Crisis,” for the United Nations Council of Women; “Four US Police Chiefs on the Need for Change,” on CBS This Morning with Gayle King; “Leveling the Playing Field,” at the NOBLE Conference; “Community Engagement,” at the 2018 IACP Conference, “Breaking the Glass Ceiling,” for the NBC-Megyn Kelly Today” Show, and “Addressing the Homeless and Mental Health,” with Victor Blackwell for CNN.

Nick Zoller APR

SUBJECT MATTER EXPERT – STRATEGIC COMMUNICATIONS

Senior Manager

ROLE

Nick will provide input and guidance as a Subject Matter Expert for the strategic communications components of this project.

PROFILE

Nick is a seasoned communications executive and strategist with 15+ years of experience leading the high-profile public sector and consulting engagements. As the Strategic Communications Practice Leader at Raftelis, he helps local governments and utilities strengthen public trust, drive effective engagement, and improve outcomes through strategic, data-informed communications. He advises executive leaders, elected officials, and communicators on high-impact issues, guiding them through crises, campaigns, and organizational change.

Previously, as Senior Director of Communications for the City of Savannah, Nick led executive messaging, crisis response, and citywide education initiatives. He excels at developing integrated storytelling strategies that build credibility, shape public opinion, and deliver measurable impact. Nick is also passionate about mentoring teams and advancing best practices across the profession.

As the leader of Raftelis’ Strategic Communications practice, Nick manages a team of communications professionals. He provides counsel to government and utility clients on high-stakes issues, engagement strategy, and campaign design. He also develops best practices for effective communications and public trust-building initiatives.

KEY PROJECT EXPERIENCE

- City of Savannah (GA): Safer Together Public Safety Campaign, Savannah GPS Strategic Plan Public Engagement, Stormwater Utility Community Engagement
- Emergency Response Communication (Multiple Agencies)
- Marion County (FL): Marion Sales Tax Transparency Initiative



Specialties

- Strategic communications planning
- Stakeholder engagement & public participation
- Crisis & issues management
- Brand & reputation management
- Media relations & spokesperson training
- Digital & social media strategy
- Community outreach & event management
- Performance measurement & analytics
- Executive communications coaching
- Team building & development

Professional History

- Raftelis: Senior Manager/Strategic Communications Practice Leader (2025-present)
- City of Savannah, GA: Senior Director of Communications/Chief Communications Officer
- Marion County, FL: Director of Public Relations
- Pinellas County, Florida: Public Information Officer – Public Works & Utilities Communications Coordinator
- Independent Consultant: Communications & Media Relations

Education

- M.S., Mass Communication - Florida International University (2016)
- B.S., Public Policy & Administration - St. Petersburg College (2015)

Certifications

- APR – Accreditation in Public Relations, Public Relations Society of America (2018)

Professional Memberships

- Public Relations Society of America (PRSA)
- National Association of Government Communicators (NAGC)

Gretchen Rosencrantz

SUBJECT MATTER EXPERT – STRATEGIC COMMUNICATIONS

Consultant



ROLE

Gretchen will provide input and guidance as a Subject Matter Expert for the strategic communications components of this project.

PROFILE

Gretchen joined Raftelis in late 2023 with 20+ years of experience in communications and project management for clients in the public, private, and nonprofit sectors. Having served a wide range of clients during her career, Gretchen is adept at learning and understanding a client’s needs and positioning the goals of a project to ensure a successful outcome. She is in Raftelis’ Strategic Communications Services Group, helping clients build support by telling their stories in compelling ways.

Prior to joining Raftelis, Gretchen managed two non-profit association clients in the Washington, D.C. area. She led efforts for the planning and implementation of content for programs and events, member engagement, and brand awareness. She has also served clients in higher education, senior living, and federal government agencies, such as the Environmental Protection Agency (EnergyStar), Department of Transportation (NHTSA), Department of Commerce (OCC), Department of Health and Human Services (AHCPR, CDC), Department of Justice (OSC), Department of Labor (Job Corps), and the Small Business Administration.

She earned a bachelor’s degree in communication arts with a concentration in public relations and is a member of the Public Relations Society of America (PRSA).

KEY PROJECT EXPERIENCE

- County of Marin (CA): Communications Audit and Development of Strategic Communications Plan
- Frederick County (MD): Communications Audit and Strategic Communication Plan
- City of Brentwood (MO): Strategic Communications and Engagement
- Town of Nantucket (MA): Strategic Communications and Engagement
- Newport News Waterworks (VA): Public Outreach and Communication
- MetroConnects (SC): Communications Audit and Strategic Communications Plan; Financial Reports
- City of Manor (TX): Stormwater Fee Communications
- City of Kingsport (TN): Utilities Department Popular Financial Report
- City of Seal Beach (CA): Proposition 218 Communications
- City of Toledo (OH): Sewer Rate Study Communications

Specialties

- Strategic communication planning
- Brand awareness and messaging
- Collateral development
- Writing, copyediting
- Meeting and event management
- Board reporting and relations

Professional History

- Raftelis: Consultant (2023-Present)
- Potomac Management Resources: Account Director (2021-2022)
- Dynamic Consulting and Accounting, LLC: Director, Marketing and Communications (2014- 2020)
- Creosote Affects, Project Manager (2005-2011)
- Love & Company, Traffic and Production Manager, Account Manager (2000-2005)
- Lisboa, Inc., Production Manager and Editor (1997-2000)

Education

- Bachelor of Arts in Communication Arts, PR concentration – Hood College (1997)

Professional Memberships

- Public Relations Society of America

Erin McDonald

SUBJECT MATTER EXPERT – GEOGRAPHIC INFORMATION SYSTEMS

Software Developer / Senior Consultant

ROLE

Erin will provide input and guidance as a Subject Matter Expert for the Geographic Information Systems (GIS) analysis components of this project.

PROFILE

Erin is a 2018 graduate of Western Washington University's College of Business and Economics: Management Information Systems program. A Bellingham native, she spent the first decade of her career in the healthcare field providing direct patient care and IT support. While in the role of EMR Clinical Analyst, she was inspired to become a software developer, returning to school to pursue the dream of building more intuitive applications. As a senior, Erin was chosen by faculty to join the WWU IT Leadership Team of 2018.

Erin has provided GIS analysis and support for several Raftelis projects, including geomapping calls for service in fire and police departments.

RELEVANT PROJECT EXPERIENCE

- City of Baltimore (MD): Stormwater Utility Implementation
- City of Dallas (TX): Stormwater Utility Implementation
- City of Boston (MA): Stormwater Feasibility Study
- Montgomery County (OH): Solid Waste Utility Information System
- City of Reno (NV): Stormwater Utility Feasibility Study
- City of Pittsburgh (PA): Stormwater Utility Implementation
- Arlington County (VA): Stormwater Billing System
- Cedar Rapids (IA): Fire Department Emergency Calls GIS Analysis
- Rockdale County (GA): GIS Impervious Area Digitization
- Hillsborough County (FL): Streetlight Inventory GIS Analysis - Erin performed GIS analysis of the County's streetlight inventory in preparation for neighborhood and district street lighting

OTHER RELEVANT EXPERIENCE

Activities

- Speaker, WWU Management Information Systems Association "Software Consulting for MIS Graduates," January 2019, January 2020

Academic Project Experience

- New Operator Switchboard Project Proposal, Project Manager
- Sister City Database Project, DBA Team Member
- Fanatik Bike Systems Analysis Project, Team Member



Specialties

- Software development life cycle
- Business requirements analysis
- Web design & development
- Object-oriented programming languages
- Relational database administration
- ArcGIS Data Analysis
- ArcGIS Online Integration

Professional History

- Raftelis: Software Developer/Senior Consultant (2024-present); Software Developer/Consultant (2018-2023)
- Lakeshore Clinics: EMR Clinical Analyst (2011-2013)
- UW Surgical Services & Hernia Repair: Lead Medical Assistant (2008-2011); Medical Assistant (2006-2008)

Education

- Bachelor of Arts in Management Information Systems - Western Washington University (2018)
- Associate of Arts: Transfer - Whatcom Community College (2015)

Claire Pritchard

STAFF CONSULTANT

Senior Consultant



ROLE

Claire will work at the direction of Jonathan and Ben in conducting interviews, directing research and analysis, preparing recommendations, and drafting deliverables.

PROFILE

Claire has more than 10 years of experience in management consulting and local government management. She began her consulting career following five years of service with Dakota County, Minnesota, where, most recently, she held the position of assistant to the county manager. While with Dakota County, Claire coordinated the County's legislative agenda, assisted in the development of the annual budget, and conducted financial impact analysis and process improvement efforts for a variety of County functions. Claire also coordinated the County's transition to a new form of government in 2013.

As a consultant, Claire has worked on organizational and staffing analyses for communities around the country, such as the Town of Nantucket, Massachusetts, the City of Allentown, Pennsylvania, and the City of Bloomington, Indiana, as well as several utilities, including Fairfax Water, Virginia, Pinellas County Utilities, Florida, the San Diego Public Utilities Department, California, and Tampa Bay Water, Florida.

Claire has assisted in developing financial models to analyze revenue and expenditure trends, as well as conducted detailed staffing and workload analysis to determine optimal organizational structures. She has developed and analyzed an array of employee and community-based surveys. Claire has conducted several best practice and benchmarking research projects and has assisted in the creation of strategic planning and implementation deliverables.

As a student at the University of Chicago, Claire served as a policy intern with the National Association of Regional Councils, where she developed an educational program on the work of regional councils. She was also the associate editor for international development for the Chicago Policy Review.

Claire earned a bachelor's degree in political science from the University of Chicago and a master's degree in public policy from the University of Chicago Harris School of Public Policy. She is a member of the International City/County Management Association and is a former ICMA Local Government Management Fellow

Specialties

- Organizational assessment
- Staffing analysis
- Survey and data analysis
- Best practice and benchmarking research

Professional History

- Raftelis: Senior Consultant (2023-present); Consultant (2021-2022); Associate Consultant (2020-2021); Associate Consultant, The Novak Consulting Group (2018-2020)
- Dakota County, Minnesota: Assistant to the County Manager (2013-2017)
- National Association of Regional Councils: Policy Intern (2012)
- Congressional Research Service (2010-2011)

Education

- Master of Public Policy - University of Chicago (2013)
- Bachelor of Arts in Political Science - University of Chicago (2009)

Professional Memberships

- International City/County Management Association (ICMA)
- Engaging Local Government Leaders (ELGL)
- International Facility Management Association (IMFA)

Joseph Salicco

STAFF CONSULTANT

Associate Consultant

ROLE

Joseph will work at the direction of Jonathan and Ben in conducting interviews, directing research and analysis, preparing recommendations, and drafting deliverables.

PROFILE

Joseph is driven by the belief that strategic planning and community development initiatives can foster equitable growth and enhance the well-being of communities. With this mission at the core of his work, he has been committed to leveraging his expertise in grant administration, economic development, and public policy to support local governments in achieving sustainable and impactful outcomes.

At Centralina Regional Council in Charlotte, NC, he supported over 60 local governments across a nine-county region, providing technical assistance, grant management, and planning services. He played a critical role in monitoring federal and state funds for housing, infrastructure, and aging-in-place programs, while also contributing to the region's Comprehensive Economic Development Strategy.

Prior to Centralina Regional Council, Joseph worked as a Program Assistant with the City of Wilmington, helping administer a \$1.8 million HUD Lead Hazard Reduction Grant. This program ensured the remediation of environmental hazards in over 25 low-to-moderate-income households. His work involved stakeholder engagement, programmatic assessments, and compliance monitoring to improve housing conditions for vulnerable populations.

Joseph holds a Master of Public Administration from the University of North Carolina at Chapel Hill and dual bachelor's degrees in political science and Spanish from the University of North Carolina at Wilmington.



Specialties

- Strategic planning
- Organizational Assessment
- Survey and data analysis
- Program design and implementation
- Program evaluation

Professional History

- Raftelis: Associate Consultant (2025-present)
- Centralina Regional Council; Community Economic Development Coordinator (2022- 2025)
- City of Wilmington; Program Assistant (2021-2022)

Education

- Master of Public Administration – University of North Carolina at Chapel Hill (2022)
- Bachelor of Political Science – University of North Carolina at Wilmington (2020)
- Bachelor of Spanish – University of North Carolina at Wilmington (2020)

CONFLICT OF INTEREST

Conflict of Interest

Raftelis has no conflicts of interest with the City.

LITIGATION

Litigation

Case Number: 19 CVS 8602

Case Name: Gregory, Inc. et al. Plaintiffs, vs. Town of Fuquay-Varina, Defendant and Third-Party Plaintiff, vs. Raftelis Financial Consultants, Inc., Third Party Defendant

Year Filed: 2021

Venue: Wake County, NC

Description: Raftelis has been joined as a third-party defendant in a lawsuit filed by local developers against the Town of Fuquay-Varina, North Carolina. The subject of this currently pending litigation is development impact fees assessed by the town and developed by Raftelis. This is the only legal case in which Raftelis has been joined as a party in the history of our firm. Raftelis intends to vigorously defend the allegations and claim.

OFFICE LOCATIONS

Office Locations

PRIME OFFICE

341 N. Maitland Avenue, Suite 300, Maitland, FL 32751

The City will have the support of 24 consultants from this location, as well as 7 remote staff. Raftelis does not possess a customer service line.

SECONDARY OFFICES

227 W. Trade Street, Suite 1400, Charlotte, NC 28202

19 Garfield Place, Suite 500 Cincinnati, OH 45202

APPROACH AND METHODOLOGY

Approach and Methodology

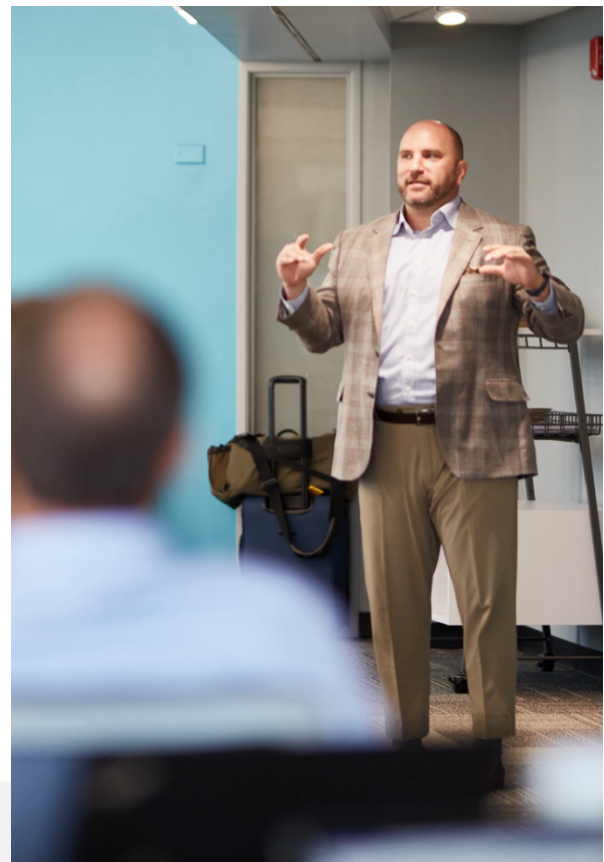
The City of Pompano Beach is seeking a qualified professional consulting team to conduct a comprehensive assessment of the feasibility and cost-benefit of establishing its own municipal police department. This critical study will help the City evaluate whether transitioning from its current law enforcement arrangement with the Broward County Sheriff's Office (BSO) to a standalone police department will improve service delivery, provide greater local control, and align with the long-term public safety goals of the community.

Our team has extensive experience helping communities across the country navigate this exact decision-making process. We have successfully guided cities through the complex operational, financial, and governance considerations involved in evaluating and implementing new municipal police departments. Our work goes beyond theoretical analysis; we provide actionable, data-driven assessments that clearly outline the financial implications, staffing requirements, service delivery impacts, and risks associated with establishing a new department.

We understand that decisions of this magnitude must be grounded in both fiscal responsibility and a clear-eyed assessment of community needs. Our approach balances rigorous financial modeling with a deep understanding of public safety operations, ensuring that the City has the information necessary to make informed, practical decisions. We also recognize the importance of engaging elected officials, staff, and the community throughout the process to build consensus and ensure that any future transition plan reflects the values and expectations of Pompano Beach residents.

Our team does not deliver pre-packaged solutions; we tailor every engagement to the specific needs and realities of each community. Whether the City ultimately determines a standalone department is the right path or that enhanced contract services better meet its needs, we will provide the unbiased analysis and strategic guidance necessary to support that decision.

We are excited about the opportunity to work with the City of Pompano Beach on this important initiative. With our proven track record of helping other communities successfully evaluate and implement law enforcement service delivery changes, we are uniquely positioned to support the City in assessing the financial, operational, and community impacts of this critical decision.



THE FOLLOWING DETAILS THE PROPOSED WORK PLAN FOR THE CITY.



Activity 1 – Initiate Project

We will begin this engagement by conducting a **project kick-off meeting** with the City’s executive leadership and key stakeholders to review the project’s purpose, objectives, and expectations, and to finalize the project schedule and milestones. This meeting will provide an opportunity to discuss the City’s motivation for exploring the establishment of a standalone police department, the perceived strengths and limitations of current law enforcement service arrangements, and any challenges or concerns that may be relevant to this analysis. We will also identify key policy considerations that should be addressed early in the study to ensure alignment with the City’s long-term public safety goals.

To engage operational leadership early in the process, our team will facilitate a dedicated virtual (or in-person, if preferred) **project charter workshop** with the City’s core public safety and administrative leadership team. This meeting will review the project schedule, work plan, and key process steps in detail, ensuring all participants have a clear understanding of their role in the process and the critical success factors for this project. Following this group session, we will meet individually with each core project team member and relevant department leaders to gather their initial insights, priorities, and concerns related to the formation of a municipal police department.

As part of this initial phase, our team will also provide the City with a detailed **data and document request** to support our analysis. This request will include, but not be limited to, organizational charts, current and historical budgets, interlocal agreements, existing service contracts (particularly with the BSO), strategic and capital improvement plans, workload and call volume data, crime statistics, collective bargaining agreements, staffing models, facility assessments, and any prior studies or reports related to law enforcement or public safety service delivery. To facilitate the exchange of information, we will establish a secure online document repository, allowing City staff to easily upload materials throughout the project.



A successful transition to a standalone police department will require not only operational readiness and financial planning but also a deliberate and sustained effort to engage the community and foster public trust throughout the process. In this phase, we will develop and support the implementation of a comprehensive **Community Engagement and Transparency Plan** to ensure that residents, businesses, and stakeholders are informed, heard, and actively involved in shaping the future of public safety in Pompano Beach. This will outline clear messaging, communication channels, and engagement activities aligned with each phase of the transition.

Throughout the engagement, our team will provide **regular project status updates** to maintain transparency, ensure alignment with project goals and timelines, and proactively identify and address any emerging issues. These updates will include both formal written status reports and informal check-ins with the City’s project manager and key team members. We believe that maintaining open lines of communication is critical to a successful project, and we welcome opportunities for ongoing dialogue with City leadership and staff to address operational questions, review emerging findings, and ensure that the final plan is practical, actionable, and aligned with the City’s vision for public safety.

Activity 1 Meetings	Activity 1 Deliverables
<ul style="list-style-type: none"> • Virtual project kick-off • In-person, four-hour project charter workshop • Monthly virtual project update meetings 	<ul style="list-style-type: none"> • Kick-off meeting agenda • Project charter workshop agenda and summary • Project communication plan • Draft and final project schedule



Activity 2 – Conduct Community Needs and Service Level Assessment

A critical component of this study is to ensure that any proposed changes to the City’s law enforcement service delivery model will maintain—or ideally enhance—the high-quality services currently provided to the Pompano Beach community. To accomplish this, we will conduct a comprehensive and deliberate assessment of existing service levels under the current contractual arrangement with the BSO. This assessment will establish a detailed baseline for future comparisons and ensure that no critical services—whether direct, indirect, or shared—are overlooked as the City evaluates its options.

We will begin by conducting in-depth interviews with the Mayor and members of the City Commission to understand their perspectives on the current law enforcement arrangement, their goals for public safety, and their expectations for a potential transition to a standalone police department. These conversations will provide critical insight into the policy priorities and governance considerations that must shape any future service delivery model.

In addition, we will complete structured interviews with key City staff, including executive leadership, department heads, and frontline personnel involved in public safety support functions. These sessions will focus on identifying operational challenges, resource limitations, interdepartmental coordination issues, and internal expectations for how a municipal police department could enhance service delivery and improve community outcomes.

We will begin this phase by performing a rigorous analysis of all quantitative data related to the current law enforcement services provided by BSO. This includes analyzing crime statistics, call volumes by type and priority, response times, staffing levels, and workload distribution. We will examine the full range of services provided under the current arrangement, including general patrol, specialized investigative units, community policing efforts, crime prevention programs, and support services such as dispatch, records management, and evidence handling. This will provide a clear and objective picture of the direct services currently delivered to the City.



However, we recognize that data alone does not tell the full story of law enforcement service delivery. Many critical support functions and shared services—such as training programs, internal affairs, policy development, legal support, intelligence sharing, specialty teams (e.g., SWAT, K-9, marine patrol), and regional emergency response capabilities—may be embedded within the larger BSO organizational framework and not easily identifiable through contract documents or performance data. These indirect or shared services are often crucial to effective public safety operations but can be easily overlooked when transitioning to a standalone agency.

To fully capture these critical service components, we will conduct **structured interviews and working sessions** with BSO leadership and key operational staff from the City. These discussions will focus on understanding not only the direct services provided to Pompano Beach but also the underlying support systems, shared resources, and regional capabilities that the City benefits from as part of its relationship with BSO. Through this process, we will articulate what indirect services, if any, are currently absorbed by BSO—such as access to crime labs, major case squads, SWAT and tactical teams, professional standards and internal investigations, advanced training academies, and mutual aid resources—that would need to be developed, contracted for, or otherwise secured if the City moves forward with establishing its own police department.

In parallel with this operational analysis, we will actively engage the community to ensure that residents, businesses, and community organizations have a meaningful voice in shaping the future of public safety in Pompano Beach. To facilitate two-way dialogue, we will design and coordinate a series of **Community Engagement Activities** tailored to reach diverse audiences across the City. These activities will include:



Public Workshops and Town Hall Meetings:

Two in-person and two virtual public forums where residents can learn about the project, ask questions, and provide feedback regarding their public safety priorities.



Targeted Stakeholder Focus Groups:

Up to eight, two-hour in-person engagement sessions with neighborhood associations, faith-based organizations, business groups, youth advocates, and underrepresented communities to ensure a wide range of perspectives are incorporated into the final recommendations.



Resident Surveys and Online Engagement Tools:

Deployment of a community survey to gather broader community input and ensure participation from residents who may be unable to attend in-person meetings. This will include a statistically valid community survey to assess perceptions of public safety, satisfaction with current services, and expectations for the future.



Finally, our team will conduct a **spatial and temporal analysis of crime patterns and calls for service** to identify geographic and operational hot spots, as well as peak service demand periods. This analysis will help ensure that any future police service delivery model is designed to address the distinct characteristics and service needs of Pompano Beach’s residential neighborhoods, commercial corridors, and coastal areas.

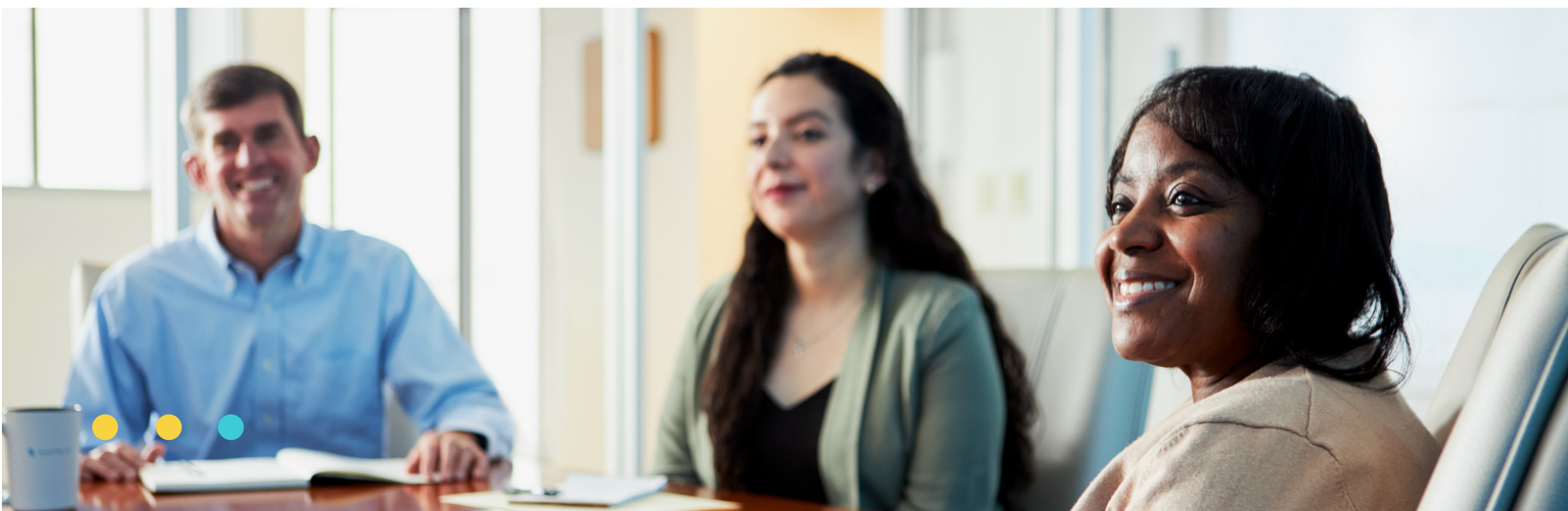
The findings from this phase will be compiled into a comprehensive **Community Safety Needs and Current Service Assessment Report**. This report will clearly document:

- The direct services currently provided by BSO
- The indirect and shared services that support those direct services
- Any service gaps or emerging needs identified through data analysis and community engagement
- Community feedback regarding public safety priorities
- The specific services and support structures that must be developed or secured to successfully establish and sustain a standalone police department

We will conduct a thorough review and vetting process to validate our findings and ensure complete accuracy. This will include presenting our draft assessment to both City leadership and representatives from the BSO for their feedback and clarification. This collaborative review will help confirm that we have fully and accurately captured the full scope of services currently provided—both direct and indirect—and that no critical service components have been overlooked.

Finalizing this assessment will establish the baseline service level that must be preserved or enhanced under any future service delivery model. This baseline will serve as the foundation for all subsequent phases of the study, informing the financial analysis, organizational design, transition planning, and ultimately, the City’s decision-making process regarding the feasibility and implementation of a standalone police department.

Activity 2 Meetings	Activity 2 Deliverables
<ul style="list-style-type: none"> • One day of in-person or virtual Mayor and Commission interviews • One day, if in-person, City staff interviews • Two days of BSO and staff interviews • Two in person two-hour community forums • Two virtual community forums • Community Safety Needs and Current Service Assessment review meeting 	<ul style="list-style-type: none"> • Draft and final Community Safety Needs and Current Service Assessment memorandum and PowerPoint





Activity 3 – Develop Operational Model and Cost Benefit Analysis

Building on the baseline service level established in Phase 2, this phase will focus on developing and evaluating alternative law enforcement service delivery models that align with the City’s public safety goals, financial capacity, and community expectations. Our objective is to provide City leadership with a clear understanding of the full range of service delivery options, the trade-offs associated with each, and the operational, financial, and governance implications that accompany the transition to a standalone police department.

We will begin by developing a comprehensive set of service delivery models for consideration. These will include:



Full-Service Standalone Police Department:

A complete municipal police department that fully assumes responsibility for all law enforcement functions, including patrol, investigations, specialized units, community policing, support services, and internal oversight. This model emphasizes maximum local control and autonomy but requires substantial upfront investment and ongoing operational funding.



Hybrid Transition Model:

A phased approach in which the City initially develops core police functions—such as patrol and back-office support (e.g., crime lab access, SWAT, marine patrol). This model allows the City to build internal capacity over time while mitigating startup costs and operational risks.



Enhanced Contract Model with BSO:

Continued reliance on contracted law enforcement services through BSO, with negotiated enhancements to service levels, accountability measures, and community policing initiatives. This model offers financial predictability and leverages the economies of scale of a large agency but provides limited local control.

For each of these models, we will develop a detailed analysis of service delivery components, organizational structure, staffing requirements, facility and equipment needs, and governance frameworks. This will include identifying which critical indirect and support services—such as internal affairs, specialized investigations, training academies, dispatch and communications, records management, and evidence handling—must be developed internally, contracted for, or secured through interlocal agreements.

Informed by our detailed financial analysis, we will provide a comprehensive cost-benefit analysis for each model. This analysis will clearly articulate the startup and ongoing costs, funding considerations, and long-term financial sustainability of each option. We will also highlight the operational benefits and trade-offs of each approach, including factors such as local control, service responsiveness, community trust, risk management, and the ability to adapt to future growth and evolving public safety needs.

Importantly, the development of these models will be informed by extensive benchmarking of peer communities that have transitioned from contract policing to standalone municipal departments and will be informed by our work helping communities execute this approach.

We will present case studies that illustrate how similarly situated cities navigated the transition, the challenges they encountered, and the strategies they used to achieve successful outcomes. These real-world examples will provide valuable context and practical insights for the City of Pompano Beach as it considers its path forward. The following highlights the key elements that will be addressed through this phase of work.

✔ ORGANIZATIONAL DESIGN AND STAFFING PLAN

We will develop a detailed organizational design and staffing plan aligned with each model's operational requirements. This will include:

- **Organizational charts** reflecting leadership structures, patrol operations, investigations, specialized units, and administrative support functions.
- **Detailed staffing projections** based on workload analysis, desired service levels, and best practices in modern law enforcement operations.
- **Phasing recommendations** for staffing if the City selects a Hybrid Transition Model, allowing for controlled growth and budget management.
- **Compensation and benefits** benchmarking to position the City competitively in the South Florida law enforcement labor market and ensure successful recruitment and retention.

This organizational and staffing analysis will provide the City with a practical blueprint for structuring and resourcing a police department under each service delivery scenario.

✔ COMPREHENSIVE COST ASSESSMENT – ONE-TIME AND ONGOING FINANCIAL IMPLICATIONS

A critical component of this engagement is providing the City with a clear understanding of the full financial impact associated with each service delivery model, including both one-time startup costs and ongoing operating and capital expenses. This analysis will ensure that City leadership has a complete picture of the financial resources required to establish and sustain a municipal police department under each scenario. In addition to developing cost estimates, we will also identify potential funding strategies to support both the initial transition and long-term sustainability.



✓ ONE-TIME STARTUP COSTS

We will prepare detailed estimates of the one-time investments required to establish a standalone police department. These costs will be developed based on industry benchmarks, prior case studies, and the City's unique service expectations, and will include:

- Facility acquisition, renovation, or new construction for police headquarters, evidence storage, training facilities, and specialized operational needs.
- Initial procurement of fleet vehicles, including patrol cars and specialty vehicles for marine, K-9, and tactical operations.
- Acquisition of critical technology systems, such as Computer-Aided Dispatch (CAD), Records Management Systems (RMS), body-worn and in-car camera programs, communications infrastructure, and digital evidence management systems.
- Recruitment, hiring, and initial training costs for sworn and civilian personnel, including onboarding and academy costs where applicable.
- Initial procurement of uniforms, equipment, and personal protective gear for sworn personnel.

✓ ONGOING OPERATING AND CAPITAL COSTS

In addition to startup costs, we will develop detailed projections of ongoing expenses associated with each model, including:

- Personnel salaries and benefits, based on competitive market compensation benchmarks to support recruitment and retention.
- Routine facility operating expenses, including utilities, maintenance, and security.
- Vehicle and equipment maintenance, replacement planning, and lifecycle cost management.
- Costs for continuing education, certification, and specialized training programs to maintain a highly skilled and professional workforce.
- Technology maintenance, licensing, and periodic system upgrades.
- Ongoing contracted services for specialized functions that may remain outsourced under a hybrid or phased approach.

✓ FUNDING STRATEGIES

Recognizing that transitioning to a standalone police department represents a significant financial undertaking, we will also work with the City to develop realistic and actionable funding strategies to support both one-time capital investments and ongoing operational needs. This will include:

- Identifying and evaluating potential federal and state grant opportunities, including public safety infrastructure grants, community policing grants, and technology modernization funding.
- Exploring the potential use of capital improvement program (CIP) funds or dedicated public safety capital financing mechanisms.
- Assessing the feasibility of phased implementation strategies to spread startup costs over multiple fiscal years and align investments with available resources.
- Reviewing options for cost-sharing agreements or interlocal partnerships to access specialized services during the initial transition period.
- Identifying opportunities to leverage existing City assets and facilities to minimize new capital investments where possible.
- Evaluating revenue enhancement options, if needed, to support sustainable public safety funding in the long term.

All financial projections and funding strategies will be presented in a clear and transparent manner, with models that illustrate short—and long-term fiscal impacts over five, ten, and 20-year horizons. These financial models will provide the City with critical information to evaluate the affordability and sustainability of each service delivery model and to plan for responsible resource allocation moving forward.

At the conclusion of this activity, the City will have a comprehensive, data-driven financial plan that clearly outlines the full cost implications of each alternative service delivery model, along with viable strategies to support both the initial transition and the ongoing operations of a standalone police department. This financial assessment will be integrated with the organizational design and staffing plan to provide a complete and actionable understanding of the resources required to implement each option.

We will present these financial, operational, and organizational estimates in a clear and transparent format, allowing City leadership to assess and compare the long-term affordability, scalability, and fiscal impacts of each model. This analysis will serve as a critical input into the City’s broader decision-making process, ensuring that budgetary realities are fully understood before proceeding with any structural changes to public safety service delivery.



To support review and validation of our findings, we will conduct a series of structured meetings and presentations, including:

- An Organizational Design and Staffing Plan Review Meeting to discuss proposed organizational structures, staffing levels, and phased implementation strategies.
- A Cost Assessment and Funding Strategy Review Meeting to present and discuss the financial analysis, including one-time startup costs, ongoing operating and capital expenses, and potential funding strategies to support each model.

In addition, we will present our final findings through a series of public-facing presentations designed to engage all key stakeholders. This will include:

- A detailed technical briefing for City staff to review findings and discuss implementation considerations.
- A formal presentation to the City Council to support policy discussions and informed decision-making.
- A public, in-person workshop to share the results of the study with the broader community. During this workshop, we will clearly articulate the potential impacts of each service delivery model on residents, including anticipated changes to service levels, fiscal implications, and the City’s long-term vision for public safety.

These presentations and meetings will promote transparency, foster informed public dialogue, and provide the City with critical community input as it considers the future of law enforcement services in Pompano Beach.

Activity 3 Meetings	Activity 3 Deliverables
<ul style="list-style-type: none"> Organizational Design and Staffing Plan review meeting Cost assessment and funding strategy review meeting Public in-person workshop 	<ul style="list-style-type: none"> Organizational design and staffing PowerPoint Cost assessment and funding strategy review meeting PowerPoint Organizational Design and financial project draft and final summary memorandum Public workshop PowerPoint presentation



Activity 4 – Conduct Risk Management and Transition Planning

Establishing a standalone municipal police department is a complex, high-stakes process that requires careful planning, strategic collaboration, and proactive risk mitigation to ensure a seamless transition without disruption to critical public safety services. In this phase, we will develop a comprehensive **Transition and Risk Management Plan** that provides the City with a clear, actionable roadmap for implementing its selected service delivery model—whether that involves a full transition to a standalone department or a phased hybrid approach.

A key component of this phase will be the development of a **negotiated transition strategy** with Broward County and the BSO. Because the City currently relies on BSO for law enforcement services, the successful establishment of a municipal police department will require a formal Transition Agreement that defines a mutually agreed-upon timeline, service continuation terms, cost considerations, and coordination protocols to ensure uninterrupted public safety coverage. Our team will support the City in preparing for and facilitating these critical negotiations, helping to frame the City’s interests while fostering a cooperative, partnership-driven approach with the County.



The Transition Agreement will serve as the foundation for the City’s ability to gradually develop its own police department while maintaining the current level of public safety services. This collaborative approach will minimize disruption to residents, preserve working relationships between agencies, and allow for the phased transfer of responsibilities in a manner that aligns with operational readiness and fiscal capacity. The agreement will also address the transfer or sharing of key resources, such as specialized units, access to critical support services, and the phased hiring or transition of personnel.



In addition to facilitating this negotiated strategy, our team will work closely with City leadership to develop a detailed **Implementation Plan** that identifies all critical transition activities, dependencies, decision points, and milestones. This will include legal and regulatory compliance steps, governance and oversight structures, personnel recruitment and onboarding schedules, facility readiness timelines, technology system procurement and integration plans, and community engagement initiatives.

Recognizing the high degree of operational risk inherent in such a transition, we will develop a comprehensive **Risk Assessment and Mitigation Strategy**. This will identify potential challenges—such as staffing shortages, technology delays, labor relations issues, and community concerns—and outline specific mitigation strategies and contingency plans to minimize service disruptions and maintain public trust.

Finally, we will support the City in developing a clear and transparent **Public Communication and Engagement Strategy** to accompany the transition process. This will ensure that residents are kept informed of key developments, understand the rationale and benefits of the new department, and have opportunities to provide feedback throughout the transition.

Activity 4 Meetings	Activity 4 Deliverables
<ul style="list-style-type: none"> • Draft and final transition plan review meetings • Negotiation strategy sessions 	<ul style="list-style-type: none"> • Draft and final transition and implementation plan summary memorandum, to include public communication strategies



Activity 5 – Prepare Project Summary Report and Implementation Strategy

Once the recommendations from the assessment phases are finalized, we will prepare a comprehensive **Preliminary Summary Report** that brings together the key findings, analyses, and recommendations from each phase of the study. The report will include:

- An **Executive Summary** highlighting critical findings and recommendations.
- A detailed description of our **methodology and approach**, ensuring transparency in how data was collected, analyzed, and interpreted.
- A full analysis of the current state of law enforcement services, service delivery model options, organizational design, financial implications, and transition considerations.
- A clear articulation of the **recommended path forward**, supported by data-driven justification, peer benchmarking, and best practices.
- A summary of community engagement efforts and how public feedback informed the final recommendations.

Our reports are designed to clearly tell the story of what was observed, what is already being done well, what opportunities exist for improvement, and how those improvements can be practically achieved. This approach ensures that City leadership, elected officials, and the public can easily understand the rationale behind the recommendations and the expected outcomes for the community.

The **Preliminary Report** will be provided to the City for review and discussion. We request that the City provide a single, consolidated set of comments within 30 days of receiving the draft. Based on this feedback, we will finalize the report and deliver the **Final Project Report**, incorporating the City’s input and any necessary refinements.

In addition to the final report, we will develop a clear and actionable **Implementation Strategy** that outlines:

- Key steps and milestones for executing the transition plan.
- Responsible parties and governance structures to guide implementation.
- A recommended timeline for achieving short-, medium-, and long-term objectives.
- Required resources, including staffing, facilities, technology, and financial investments needed at each stage.

We will be prepared to deliver one final presentation of the project report, either virtually or in person, to City leadership, the City Council, and/or the public. This presentation will clearly summarize the study’s findings, explain the recommended path forward, and outline the implementation and engagement strategies that will ensure a successful and transparent transition to a standalone police department.

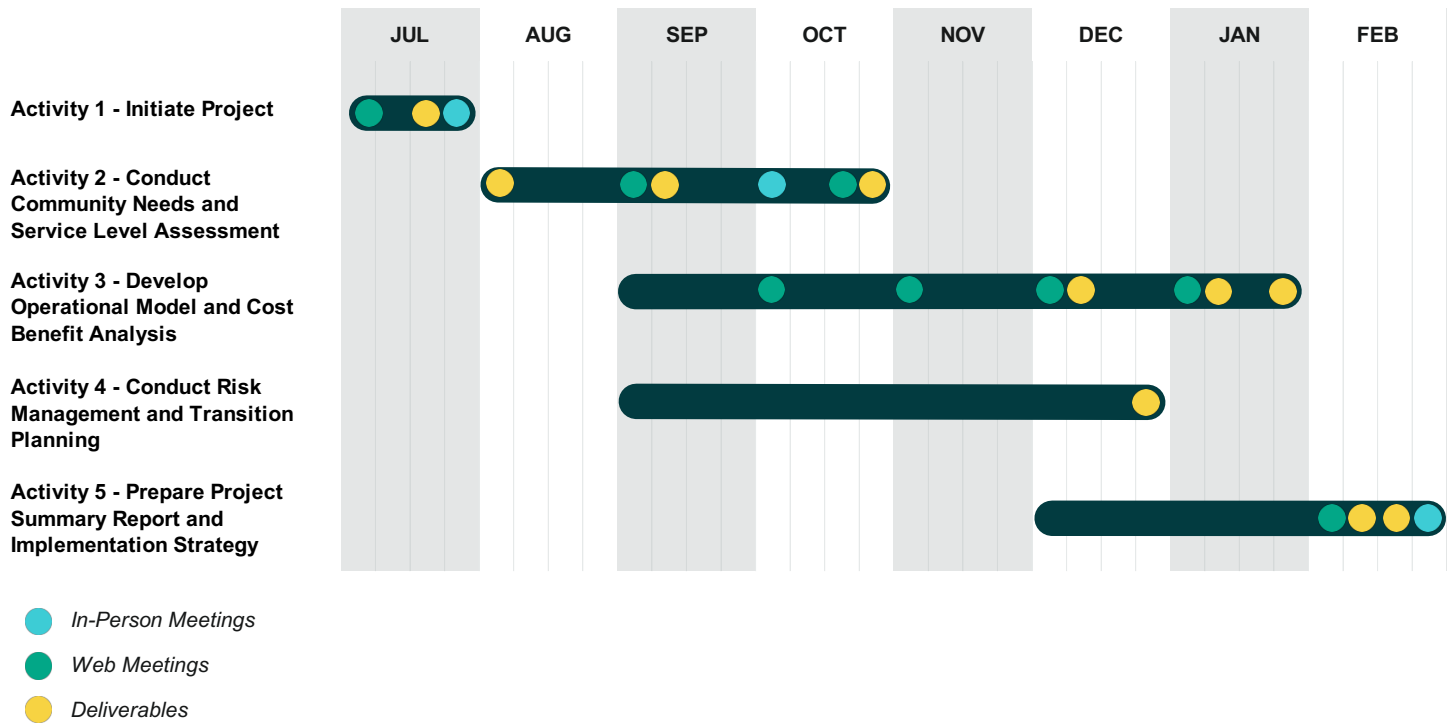
Activity 5 Meetings	Activity 5 Deliverables
<ul style="list-style-type: none"> • Draft report review meeting • Final presentation 	<ul style="list-style-type: none"> • Draft and final summary report • Implementation plan • Final presentation PowerPoint



TIMELINE

Timeline

A proposed project schedule is provided below. We expect to review and refine this with the City during Activity 1.

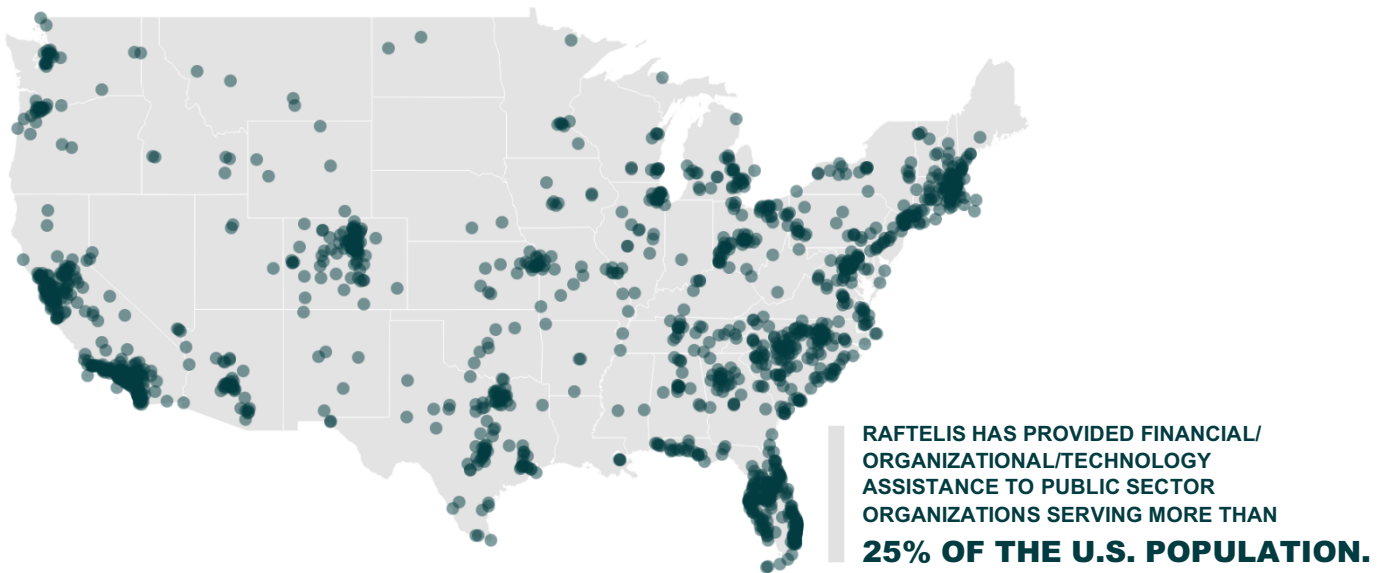


REFERENCES

References

RAFTELIS HAS THE MOST EXPERIENCED UTILITY FINANCIAL AND MANAGEMENT CONSULTING PRACTICE IN THE NATION.

Our staff has assisted more than 1,700 local government agencies and utilities across the U.S., including some of the largest and most complex agencies in the nation. In the past year alone, Raftelis worked on more than 1,300 financial, organizational, and/or technology consulting projects for over 700 agencies in 47 states, the District of Columbia, and Canada. Raftelis has assisted hundreds of local governments across the country. In many instances, we have worked with organizations over multiple years and established long-term partnerships to build capacity and lasting improvements throughout an organization. We have become trusted advisors to these local governments, as outlined in the following references.



The Woodlands TX

Reference: Tim Holifield, Police Captain
P: 281.210.2030 / **E:** tim.holifield@mctx.org
Duration: April 2019 - August 2019
Cost: \$41,360

The Woodlands (Township) is an internationally recognized planned community in the Houston Metropolitan Area with over 100,000 residents. The Woodlands is the only special district Township in the state of Texas; that designation permits the Township to directly provide many municipal services. However, some core services, such as law enforcement, are provided by other agencies. Public safety is provided through a combination of the Montgomery County Sheriff’s Office and the Harris County Constables. Additional support is provided by the Township’s own Department of Law Enforcement Services (DLES) Ambassador Program, through the Park Ranger program, and private security contracts. In 2011, the firm was hired to prepare an assessment of public

safety operations for the Township to provide recommendations for improving operations across multiple service providers.

In 2018, The Woodlands again hired Raftelis to lead a project to assess both the effectiveness of its current contractual relationship with the Sheriff's Office and to look at the size of force necessary if the community separately incorporated and established its own Police Department. The study provided the Township with three different options integrating various levels of community policing initiatives. One of the major requirements of that process was to determine what options exist for The Township to stand up its own Police Department. Our project team worked closely with current service providers and the Township to define each program, and the labor hours and staffing dedicated to those services.

We then developed three operating and financial models. The first option was to maintain the current contract service model. The second option was to create a standalone full-service department that replicated all core and specialty services provided by contract agencies. The third option was a hybrid model that developed a significant in-house patrol, investigative, and support services staffing contingent but tapped county agencies for specialized services such as SWAT, forensic analysis, and vice. In each model, we identified the ongoing operating costs; initial start-up costs for facilities, vehicles, and personal protective equipment (PPE); and the ongoing capital replacement costs for fleet and technology. These models allowed the Township to fully assess the cost/benefit of establishing its own Police Department without compromising service quality.

City of Farrell PA

Reference: Mike Ceci, Former City Manager

P: 330.953.2550 ext. 108 / **E:** mceci@accessiblehomeservices.org

Duration: January 2017 - December 2023

Cost: \$343,433

As part of Pennsylvania's Act 47 program to support financially distressed municipalities, the City of Farrell (City) engaged the firm to conduct a comprehensive organizational assessment of all departments and develop a plan to stabilize the City's financial position. A key component of this engagement involved designing and executing a strategic plan for the City to successfully withdraw from a regional police department and establish its own standalone police department. This initiative provided the City with direct control over both service delivery and the associated costs, enabling more effective management of public safety operations and financial resources. In addition, the firm monitored City revenues and expenditures throughout the process and presented actionable recommendations to improve the efficiency of operations across all departments.

City of Centennial co

Reference: Matt Sturgeon, City Manager

P: 303.325.8000 / **E:** citymanager@centennialco.gov

Duration: January 2019 - March 2019

Cost: \$3,915

At the City of Centennial's (City) request, the firm conducted a thorough review of the City's internal analysis evaluating the financial, operational, and strategic implications of terminating its Police Services Contract with the Arapahoe County Sheriff's Office to establish an independent City Police Department.

While the City's analysis provided a solid foundation and a comprehensive overview of key decision factors, the firm identified critical areas requiring further clarification and deeper analysis to support an informed policy decision. A detailed SWOT analysis was conducted, Calls for Service (CFS) data were thoroughly examined, and

the requirements for staffing, organizational structure, equipment, vehicle needs, and facility space were carefully assessed. The firm also highlighted the financial impacts of losing economies of scale associated with the current contract arrangement—emphasizing that the City would assume significant standalone costs that could escalate on a service-by-service basis under an independent model.

City of Anaheim CA

Reference: Charles Cinnamo, Deputy Chief
P: 714.765.1601 / **E:** ccinnamo@anaheim.net
Duration: January 2024 - January 2025
Cost: \$185,000

The City of Anaheim (City) retained Raftelis' services to conduct a strategic staffing study of its Police Department. The purpose of this study was to evaluate the City's staffing and deployment approach within the context of workload patterns and trends and to determine what opportunities existed to maximize the effectiveness of the City's police services. The resulting report included recommendations to improve community engagement, increase patrol staffing, establish field investigation standards, create a dedicated property crimes unit, add dispatcher positions, and more.

City of Irvine CA

Reference: Dahle Bulosan, Director, Administrative Services
P: 949.724.6263 / **E:** dbulosan@cityofirvine.org
Duration: March 2025 - Present
Cost: \$65,000

The City of Irvine (City) engaged the firm in early 2025 to perform a financial analysis of its funding of the Orange County Fire Authority (OCFA), a Joint Powers Agreement (JPA) comprised of 23 members throughout Orange County. The City sought to 1) determine if inequity existed between its tax contributions and the cost of services provided by OCFA, and 2) identify and cost out alternative options for fire and emergency services provision. Raftelis has met with OCFA management and performed extensive financial analysis. Presentation of preliminary observations and recommendations occurred in late May, with report production occurring in June.

Below are samples of other similar projects. Reference information can be provided upon request.

City of South Pasadena CA

In 2023, the City of South Pasadena (City) engaged the firm to perform an organizational assessment of the Police Department (Department). Following several high-profile incidents in the community in recent years and a change in Department leadership, the City sought a fresh perspective on engaging with the community and organizing the Department, ensuring that staffing and resources were adequate to meet current and future demand.

City of Somerville MA

In 2022, the City of Somerville (City) engaged Raftelis to perform a staffing and operations analysis of the Somerville Police Department with the goal of identifying opportunities to reimagine policing in the 21st century and promote synergy between the City's Racial and Social Justice Department and Police Department. With the report completed, our team was able to assist in the development of an internal Police Department team to implement the recommendations.

Town of Bedford MA

In late 2022, the Town of Bedford (Town) engaged the firm to perform a staffing study of its police department. Based upon a comprehensive analysis of Department Calls For Service (DCFS) and other data, we developed an understanding of the nature of patrol and dispatch work in the community, including officer-initiated calls, investigations caseload, dispatch and call-taker data, and more. We interviewed key staff across all divisions and labor representatives to review organizational structure, management systems, workload drivers, technology, policy impact on operations, equipment resources, and future initiatives. Our team also participated in a patrol ride-along to learn about the local geography and service impacts. The final report included several specific recommendations to improve operations.

City of Aspen CO

In December 2019, the City of Aspen (City) retained the firm to conduct a staffing and operations assessment of its Police Department. The purpose of this study was to evaluate the City's police staffing and deployment approach within the context of workload patterns and trends and to determine what opportunities may exist to maximize the efficiency and effectiveness of the City's public safety services.

To accomplish these tasks, our team conducted extensive fieldwork that involved interviews with members of the Police Department and the City's administrative support team, as well as tours of the City and the police facility. We also requested and analyzed background information provided by the Police Department staff. A thorough review of its core functions and activities was accomplished by evaluating budget information, workload measures, performance indicators, and other relevant data about operations and administration. This data was evaluated using a multi-faceted analytical approach that takes into account service expectations and goals, practical operational constraints, and data-derived issue analysis and validation. This process has resulted in a series of staffing, administrative, and operational recommendations that are unique to Aspen's specific operating environment.

City of Bloomington IN

The City of Bloomington (City) retained the firm in 2019 to conduct a staffing and operations assessment of its Police Department. The purpose of this study was to evaluate the City's police staffing and deployment approach within the context of workload patterns and trends and to determine what opportunities may exist to maximize the efficiency and effectiveness of the City's public safety services.

City of Edina MN

The City of Edina (City) engaged the firm to complete a comprehensive staffing and operational assessment of the Police and Fire Departments. Edina, which is a first-tier inner-ring suburb of the Twin Cities, was experiencing increases in demand for police and fire services, as well as changes in the type of service required in the community. We worked closely with Police and Fire Department personnel to develop a detailed understanding of the public safety service delivery context and priorities in the community. We then analyzed workload trends and patterns within the framework of those priorities and developed staffing and structure recommendations that better positioned the departments to meet their service level targets. Also, we identified several process and technology improvements that serve to increase the available capacity of existing personnel. The result was a clearly articulated staffing and deployment model that has positioned the City to elevate public safety service levels.

City of Northfield MN

In June 2019, the City of Northfield (City) retained the firm to conduct a staffing and operations assessment of its Police Department (Department). The purpose of this study was to evaluate the City's police staffing and deployment approach within the context of workload patterns and trends and to determine what opportunities may

exist to maximize the efficiency and effectiveness of the City’s public safety services. Northfield, a small community with low crime rates, is home to two colleges and has a large manufacturing base, resulting in some specific law enforcement challenges.

Our firm conducted extensive fieldwork that involved interviews with members of the Police Department and the City’s administrative support team, as well as tours of the City and the police facility. A confidential employee survey was administered to all Police Department employees to gather feedback regarding the strengths and challenges within the Department. Data was evaluated using a multifaceted analytical approach, which resulted in several recommendations to improve patrol staffing and operations, investigative staffing and operations, support services, policies and administration, and strategic planning and performance measurement.

COST

Cost

The total fixed fee to complete the scope of work outlined in this proposal is \$174,150, which includes all professional fees and expenses by Raftelis, including travel.

A breakdown of costs by project activity is provided in the table below.

Activity	Description	Cost
1	Initiate Project	\$17,250
2	Conduct Community Needs and Service Level Assessment	\$48,650
3	Develop Operational Model and Cost Benefit Analysis	\$46,500
4	Conduct Risk Management and Transition Planning	\$37,250
5	Prepare Project Summary Report and Implementation Strategy	\$24,500
TOTAL		\$174,150

Hourly rates by team member job classification are provided below. Any potential as-needed services outside of the primary scope of work will be billed at these rates, plus expenses at cost.

Classification	Hourly Rate
Vice President	\$375
Senior Manager	\$340
Manager	\$295
Senior Consultant	\$260
Consultant	\$230
Associate	\$195

It is our practice to invoice clients for monthly progress payments based upon work completed.