

**PROFESSIONAL SERVICES AGREEMENT  
FOR  
THE CITY OF SEDONA**

This Professional Services Agreement (“Agreement”) is made and entered into on this 31st day of December, 2025 (“Effective Date”), by and between the City of Sedona, an Arizona municipal corporation (“CITY”) and Center for Public Safety Management, LLC (“CONSULTANT”).

**RECITALS**

- A. CITY intends to undertake a project for the benefit of the public and with public funds that is more fully set forth in Exhibit A, Scope of Work.
- B. CITY desires to retain the professional services of CONSULTANT to perform certain services and produce the specific work as set forth in Exhibit A.
- C. CONSULTANT desires to provide CITY with professional services (“Services”) consistent with consulting or other professional practices and the standards set forth in this Agreement, in order to complete the project; and
- D. CITY and CONSULTANT desire to memorialize their agreement with this document.

**AGREEMENT**

The parties agree as follows:

**1. SCOPE OF WORK.**

- A. Scope of Work. The CONSULTANT agrees to perform certain professional consulting and coordinating services for CITY, in connection with Police Department Administration Resource Plan (the “Project”) as set forth in **Exhibit A** “Scope of Work” attached hereto and incorporated by this reference. The services include any and all services reasonably contemplated, normally included, and necessary to complete the Scope of Work in a professional manner with due diligence and in a timely manner, including working closely with the CITY and its designated employees. CONSULTANT shall perform the services required by, and as outlined in, Exhibit A to the satisfaction of the City, exercising that degree of care, skill, diligence and judgment ordinarily exercised, under similar circumstances, by reputable members of its profession in the same locality at the time the services are provided.
- B. Change in Scope of Work. If deemed necessary by CITY, the CONSULTANT and CITY will confer to further define specific tasks in the Scope of Work and estimate the amount of time to be spent on those tasks. Any work that is different from or in addition to the work specified shall constitute a change in the Scope of Work. No such change, including any additional compensation, shall be effective or paid unless authorized by written amendment executed by the City Manager and by CONSULTANT. If CONSULTANT proceeds without such written authorization, CONSULTANT shall be deemed to have waived any claims of unjust enrichment, *quantum meruit* or implied contract. Except as expressly provided

herein, no agent, employee or representative of CITY shall have the authority to enter into any changes or modifications, either directly or implied by a course of action, relating to the terms and scope of this Agreement.

- C. Inspection; Acceptance. All work and Services performed by CONSULTANT will be subject to inspection and acceptance by the CITY at reasonable times during CONSULTANT's performance. If requested by the CITY, CONSULTANT will provide the CITY with record drawings at the completion of the project in such form and detail as the CITY may require.
- D. Time. Time is of the essence for this Agreement. CONSULTANT shall complete all Services timely, efficiently and in accordance with any schedule set forth in Exhibit A.
- E. Corrections. CONSULTANT shall promptly provide, at no additional cost to the CITY, any and all corrections, modifications, additional documents, or other items that may be necessary to correct any errors and/or omissions in the work, Services, documents, designs, specification, and/or drawings by CONSULTANT.
- F. Key Personnel. CONSULTANT shall utilize the key personnel, if any, listed in Exhibit A or in the proposal to the CITY. CONSULTANT shall not change key personnel, not utilize the listed key personnel, or utilize any other key personnel without the prior written approval of the CITY. Any substituted personnel shall have the same or higher qualifications as the personnel being replaced.

2. **COMPENSATION; BILLING.**

- A. Compensation. CITY agrees to pay the CONSULTANT as compensation for Services on a time and materials basis in accordance with the Scope of Work and fee schedule set forth in **Exhibit A** not to exceed a total amount of \$37,500. Except as otherwise set forth in this Agreement, billing and payment will be in accordance with the conditions set forth in **Exhibit A**.
- B. Payment. Unless otherwise agreed to by the CITY in writing, CONSULTANT will submit monthly invoices to the CITY. CITY will process and remit payment within thirty (30) days and payment will be delinquent only thirty (30) days after the date received by CITY. Each invoice shall set forth a general description of the work performed, in accordance with the Scope of Work, for the hours billed. Payment may be subject to or conditioned upon CITY'S receipt of unconditional waivers and releases on final payment from all subconsultants. If a dispute over payment arises, and during all claims resolution proceedings, CONSULTANT shall continue to render the Services in a timely manner. Payment by the CITY does not constitute acceptance by the CITY of the Services or CONSULTANT's performance, nor does payment constitute a waiver of any rights or claims by the CITY.
- C. Expenses. Any fee required by any governmental agency in order for CONSULTANT to accomplish a task hereunder shall be provided by CITY and is not included in the hourly fee. No reimbursable expenses or costs of any kind shall be paid by the CITY unless expressly approved by the CITY in writing before they are incurred. Any approved reimbursable expenses will be paid at the actual cost without any markup and will be paid only after they

are incurred.

D. Taxes. CONSULTANT shall be solely responsible for any and all tax obligations which may result out of the CONSULTANT's performance of this Agreement. The CITY shall have no obligation to pay any amounts for taxes, of any type, incurred by the CONSULTANT.

3. **OWNERSHIP OF DOCUMENTS**. All documents, including, but not limited to, correspondence, estimates, notes, recommendations, analyses, reports, data and studies that are prepared in the performance of this Agreement are to be, and shall remain, the property of CITY and are to be delivered to CITY before the final payment is made to the CONSULTANT. CONSULTANT hereby grants to the CITY an irrevocable, exclusive, royalty-free perpetual license to reproduce and use any and all data, documents (including electronic documents and files), designs, drawings and specifications prepared or furnished by CONSULTANT pursuant to this Agreement. Any modifications made by the CITY to any of the CONSULTANT'S documents, or any use, partial use or reuse of the documents without written authorization or adaptation by the CONSULTANT will be at the CITY'S sole risk and without liability to the CONSULTANT.
4. **PROFESSIONAL RESPONSIBILITY**. CONSULTANT hereby warrants that it is qualified to assume the responsibilities and render the Services described herein and has all requisite corporate authority and professional licenses in good standing, required by law. CONSULTANT warrants that the Services rendered will conform to the requirements of this Agreement and to the professional standards in the field. The CITY has no obligation to provide CONSULTANT any business registrations, licenses, tools, equipment or material required to perform the Scope of Work.
5. **COMPLIANCE WITH LAW**. It is contemplated that the work and Services to be performed by CONSULTANT hereunder shall be done in compliance with applicable laws, ordinances, rules and regulations that are in effect on the date of this Agreement. Any subsequent changes in applicable laws, ordinances, rules or regulations that necessitate additional work shall constitute a change in the Scope of Work. Each and every provision of law and any clause required by law to be in the Agreement will be read and enforced as though it were included.
6. **INDEMNIFICATION**. To the fullest extent permitted by law, CONSULTANT will indemnify, defend and hold harmless CITY, and each council member, officers, boards, commissions, officials, employee or agent thereof (collectively the CITY and any such person being herein called an "Indemnified Party"), for, from and against any and all losses, claims, damages, liabilities, costs and expenses (including, but not limited to, reasonable attorneys' fees, court costs and the costs of appellate proceedings) to which any such Indemnified Party may become subject, under any theory of liability whatsoever ("Claims") to the extent that such Claims (or actions in respect thereof) relate to, arise out of, or are caused by, or in connection with the negligent acts or omissions, recklessness or intentional misconduct of CONSULTANT, its officers, employees, agents or any tier of subcontractor in connection with CONSULTANT'S work or Services in the performance of this Agreement. In consideration of the award of this Agreement, CONSULTANT agrees to waive all rights of subrogation against the Indemnified Party for losses arising from the work or Services performed by CONSULTANT for the CITY. The amount and type of insurance coverage requirements set forth below will in no way be construed as limiting the scope of the indemnity in this Section.

## 7. INSURANCE.

### A. General:

1. The CONSULTANT agrees to procure and maintain in force during the term of this Agreement, at its own cost, the following coverages and as may be requested by CITY, either in the initial bid, or prior to commencement of particular tasks. CONSULTANT shall submit to CITY before any work is performed, certificates from the CONSULTANT's insurance carriers indicating the presence of coverages and limits of liability as follows:
2. Worker's Compensation Insurance:
  - Coverage A: Statutory benefits as required by the Labor Code of the State of Arizona.
  - Coverage B: Employer's Liability
    - Bodily Injury by accident      \$1,000,000 each accident
    - Bodily Injury by disease      \$1,000,000 policy limit
    - Bodily Injury by disease      \$1,000,000 each employee
3. Commercial General or Business Liability Insurance with minimum combined single limits of ONE MILLION DOLLARS (\$1,000,000.00) each occurrence and TWO MILLION DOLLARS (\$2,000,000.00) general aggregate.
4. Automobile Liability Insurance with minimum combined single limits for bodily injury and property damage of not less than ONE MILLION DOLLARS (\$1,000,000.00) for any one occurrence, with respect to each of the CONSULTANT'S owned, hired or non-owned automobiles assigned to or used in performance of the Services. Certificate to reflect coverage for "Any Auto, All Owned, Scheduled, Hired or Non-Owned."
5. Professional Liability coverage with minimum limits of ONE MILLION DOLLARS (\$1,000,000.00) each claim and TWO MILLION DOLLARS (\$2,000,000.00) general aggregate. If approved by CITY, evidence of qualified self-insured status may be substituted for one or more of the foregoing insurance coverages. Coverage must have no exclusion for design-build projects.

B. CONSULTANT shall procure and maintain the minimum insurance coverages listed herein. Such coverages shall be procured and maintained with forms and insurers acceptable to CITY, acceptance of which shall not be unreasonably withheld. All coverages shall be continuously maintained to cover all liability, claims, demands and other obligations assumed by the CONSULTANT pursuant this Agreement. In the case of any claims made to the policy, the necessary retroactive dates and extended reporting periods shall be procured to maintain such continuous coverage.

C. All policies must be written by insurance companies whose rating, in the most recent AM Best's Rating Guide, is not less than A- VII or higher, unless CONSULTANT obtains prior written approval of CITY.

D. A Certificate of Insurance shall be completed by the CONSULTANT'S insurance agent(s)

as evidence that policies providing the required coverages, conditions and minimum limits are in full force and effect and shall be subject to review and approval by CITY. The Certificate shall identify this Agreement and shall provide that the coverages afforded under the policies shall not be canceled, terminated or limits reduced until at least thirty (30) days prior written notice has been given to CITY. The CITY shall be named as an additional insured. The completed Certificate of Insurance shall be sent to:

City of Sedona  
102 Roadrunner Drive  
Sedona, AZ 86336  
ATTN: City Clerk

- E. Failure on the part of CONSULTANT to procure or maintain policies providing the required coverages, conditions and minimum limits shall constitute a Material Breach of Contract upon which CITY may immediately terminate this Agreement or, at its discretion, CITY may procure or renew any such policy or any extended reporting period thereto and may pay any and all premiums in connection therewith, and all monies so paid by CITY shall be repaid by the CONSULTANT to CITY upon demand, or CITY may offset the cost of the premiums against any monies due to CONSULTANT from CITY.
  - F. CITY reserves the right to request and receive a certified copy of any policy and any pertinent endorsement thereto. CONSULTANT agrees to execute any and all documents necessary to allow CITY access to any and all insurance policies and endorsements pertaining to this particular job.
  - G. All policies shall provide primary coverage and waivers of subrogation by endorsement or otherwise. A waiver of subrogation shall be effective as to any person or entity even though that person or entity would otherwise have a duty of indemnification, contractual or otherwise, did not pay for the insurance premium directly or indirectly and whether or not the person or entity had an insurable interest in the property damaged.
  - H. The following policies shall include Additional Insured endorsements: Automobile Liability Insurance and Commercial General Liability.
  - I. CITY reserves the right to require higher limits of liability coverage if, in the CITY's opinion, operations or services create higher than normal hazards.
8. **NON-ASSIGNABILITY.** Neither this Agreement, nor any of the rights or obligations of the parties hereto, shall be assigned by either party without the written consent of the other.
9. **TERM; TERMINATION.**
- A. Term. This Agreement shall terminate on June 30, 2026, or at such time as the work in the Scope of Work is completed, whichever occurs first.
  - B. Termination for Convenience. This Agreement is for the convenience of the CITY and may be immediately terminated without cause after receipt by the CONSULTANT of written notice by the CITY. Upon termination for convenience, CITY shall pay CONSULTANT

for all work previously authorized and performed prior to the date of termination. If, however, CONSULTANT has substantially or materially breached the standards and terms of this Agreement, CITY shall have any remedy or right of set-off available at law and equity. Upon any termination of this Agreement, no further payments shall be due from the CITY to CONSULTANT unless and until CONSULTANT has delivered to the CITY full sized and usable copies of all documents, designs, drawings, and specifications generated by CONSULTANT in relation to the Project or this Agreement. No other payments, including any payment for lost profit or business opportunity, and no penalty shall be owed by CITY to CONSULTANT in the event of termination upon notice. After termination, CONSULTANT may complete other such work as it deems necessary, except that such work will be at its own expense and there shall be no "termination charge" whatsoever to CITY.

- C. Termination for Cause. CITY may terminate this Agreement for cause if CONSULTANT fails to cure any breach of this Agreement within seven days after receipt of written notice specifying the breach.
  - D. Extension for Procurement Purposes. Upon expiration of the Term of this Agreement, including the initial term and any renewals, at the CITY'S discretion, this Agreement may be extended on a month-to-month basis for a maximum of six (6) months to allow for the CITY to complete its procurement processes to select a vendor to provide the services/materials similar to those provided under this Agreement. There are no automatic renewals of this Agreement.
  - E. Appropriation of Funds. Every payment obligation of the CITY under this Agreement is conditioned upon the availability of funds appropriated or allocated for payment of such obligation. If funds are not allocated and available for the continuance of this Agreement, this Agreement may be terminated by the CITY at the end of the period for which funds are available. No liability shall accrue to the CITY in the event this provision is exercised, and CITY shall not be obligated or liable for any future payments or for any damages resulting from termination under this provision.
10. **VENUE; JURISDICTION; JURY TRIAL WAIVER.** This Agreement shall be governed by the laws of the State of Arizona, and any legal action concerning the provisions hereof shall be brought in the County of Yavapai, State of Arizona. Both parties hereby waive any right to a jury trial which they may otherwise have in the event of litigation arising out of this Agreement or the subject matter thereof and consent to a trial to the court.
11. **INDEPENDENT CONTRACTOR.** CONSULTANT is an independent contractor. Notwithstanding any provision appearing in this Agreement, and any exhibits and/or addenda, all personnel assigned by CONSULTANT to perform work under the terms of this Agreement shall be, and remain at all times, employees or agents of CONSULTANT for all purposes. The CITY does not have the authority to supervise or control the actual work of CONSULTANT, its employees or subcontractors. CONSULTANT shall make no representation that it is the employee of CITY for any purpose.
12. **NO WAIVER.** Delays in enforcement or the waiver of any one (1) or more defaults or breaches of this Agreement by CITY shall not constitute a waiver of any of the other terms or obligations

of this Agreement.

13. **ENTIRE AGREEMENT.** This Agreement, together with the attached exhibits, is the entire agreement between CONSULTANT and CITY, superseding all prior oral or written communications. None of the provisions of this Agreement may be amended, modified or changed except by written amendment executed by both parties. This Agreement will be construed and interpreted according to its plain meaning, and no presumption will be deemed to apply in favor of or against the party drafting the Agreement. In the event any term or provision of this Agreement is held to be illegal or in conflict with any law of the United States or Arizona or any local law, the validity of the remaining provisions shall not be affected, and this Agreement shall be construed and enforced as if it did not contain the particular term or provision.
14. **NON-DISCRIMINATION.** CONSULTANT, its agents, employees, contractors and subcontractors shall not discriminate in any employment policy or practice. "Discrimination" means to exclude individuals from an opportunity or participation in any activity or to accord different or unequal treatment in the context of a similar situation to similarly situated individuals because of race, color, gender, gender identity, sexual orientation, religion, national origin or ancestry, marital status, familial status, age, disability, or Veteran status. (Ordinance 2015-10) (2015).
15. **COMPLIANCE WITH FEDERAL AND STATE LAWS.**
  - A. In the performance of this Agreement, CONSULTANT will abide by and conform to any and all federal, state and local laws.
  - B. Under the provisions of A.R.S. § 41-4401, CONSULTANT hereby warrants to CITY that CONSULTANT and each of its subcontractors will comply with, and are contractually obligated to comply with, all Federal Immigration laws and regulations that relate to their employees and A.R.S. § 23-214(A) (hereinafter "Contractor Immigration Warranty"). A breach of the Contractor Immigration Warranty shall constitute a material breach of this Agreement and shall subject CONSULTANT to penalties up to and including termination of this Agreement at the sole discretion of CITY. CITY retains the legal right to inspect the papers of any contractor or subcontractor employee who works on this Agreement to ensure that the contractor or subcontractor is complying with the Contractor Immigration Warranty. CONSULTANT agrees to assist CITY in regard to any such inspections. CITY may, at its sole discretion, conduct random verification of the employment records of CONSULTANT and any subcontractors to ensure compliance with the Contractor Immigration Warranty. CONSULTANT agrees to assist CITY in regard to any random verification performed. Neither CONSULTANT nor any subcontractor shall be deemed to have materially breached the Contractor Immigration Warranty if CONSULTANT or any subcontractor establishes that it has complied with the employment verification provisions prescribed by Sections 274A and 274B of the Federal Immigration and Nationality Act and the E-Verify requirements prescribed by A.R.S. § 23-214, Subsection A.
  - C. The provisions of this Section must be included in any contract that CONSULTANT enters into with any and all of its subcontractors who provide services under this Agreement or any subcontract. For the purposes of this paragraph, "Services" are defined as furnishing labor,

time or effort by a contractor or subcontractor. Services include construction or maintenance of any structure, building or transportation facility or improvement to real property.

- D. If applicable (CONSULTANT is a natural person), CONSULTANT shall execute the required documentation and affidavit of lawful presence as set forth in ARS 1-502/8 USC § 1621 (**Exhibit B**).
- E. CONSULTANT understands and acknowledges the applicability to it of the Americans with Disabilities Act, the Immigration Reform and Control Act of 1986 and the Drug Free Workplace Act of 1989. The following is only applicable to construction contracts: CONSULTANT must also comply with A.R.S. § 34-301, "Employment of Aliens on Public Works Prohibited," and A.R.S. § 34-302, as amended, "Residence Requirements for Employees."

16. **DISPUTE RESOLUTION.** The parties agree in good faith to attempt to resolve amicably, without litigation, any dispute arising out of or relating to this Agreement. In the event that any dispute cannot be resolved through direct discussions, the parties agree to endeavor to settle the dispute by mediation. Either party may make a written demand for mediation, upon which demand the matter shall be submitted to a mediation firm mutually selected by the parties. The mediator shall hear the matter and provide an informal opinion and advise within twenty (20) days following written demand for mediation. Said informal opinion and advice shall not be binding on the parties, but shall be intended to help resolve the dispute. The mediator's fee shall be shared equally by the parties. If the dispute has not been resolved, the matter may then be submitted to the judicial system.

17. **DELAYS.** CONSULTANT shall not be responsible for delays which are due to causes beyond CONSULTANT'S reasonable control. In case of any such delay, any deadline established as part of the Scope of Work shall be extended accordingly.

18. **REMEDIES UPON BREACH.** If any party to this Agreement materially breaches the terms of the Agreement, the non-breaching party may exercise any and all remedies available to them under Arizona law, including, without limitation, if applicable, bringing a lawsuit for monetary damages or specific performance. THE PARTIES HERETO EXPRESSLY COVENANT AND AGREE THAT IN THE EVENT OF LITIGATION ARISING FROM THIS AGREEMENT, NEITHER PARTY SHALL BE ENTITLED TO AN AWARD OF ATTORNEY FEES, EITHER PURSUANT TO CONTRACT, PURSUANT TO A.R.S. § 12-341.01 (A) AND (B), OR PURSUANT TO ANY OTHER STATE OR FEDERAL STATUTE, COURT RULE, CASE LAW, OR COMMON LAW.

19. **CONFLICT OF INTEREST.** From the date of this Agreement through the termination of its service to CITY, CONSULTANT shall not accept, negotiate or enter into any contract or agreements for services with any other party that may create a substantial interest, or the appearance of a substantial interest in conflict with the timely performance of the work or ultimate outcome of this Agreement and/or adversely impact the quality of the work under this Agreement without the express approval of the City Manager and the City Attorney. Whether such approval is granted shall be in the sole discretion of the City Manager and the City Attorney. The parties hereto acknowledge that this Agreement is subject to cancellation pursuant

to the provisions of ARS § 38-511.

20. **NOTICE.** Any notice or communication between CONSULTANT and CITY that may be required, or that may be given, under the terms of this Agreement shall be in writing, and shall be deemed to have been sufficiently given when directly presented or sent pre-paid, first-class United States Mail, addressed as follows:

CITY: City of Sedona  
Attn: Anette Spickard, City Manager  
102 Roadrunner Drive  
Sedona, AZ 86336

CONSULTANT: Center for Public Safety Management, LLC  
Thomas Wiczorek, Executive Director  
475 K Street NW, Suite 702  
Washington, DC 20001

21. **EXHIBITS.** The following exhibits, are a part of this Agreement and incorporated by this reference:  
Exhibit A Scope of Work  
Exhibit B Affidavit of Lawful Presence  
In the event of any conflict between the terms of an Exhibit and this Agreement, the terms of the Agreement shall control.
22. **NOTICE TO PROCEED.** Unless otherwise noted by CITY, acceptance of this Agreement is official notice to proceed with the work.
23. **PUBLIC RECORDS.** Notwithstanding any provisions of this Agreement regarding confidentiality, secrets, or protected rights, CONSULTANT acknowledges that all documents provided to the CITY may be subject to disclosure by the Arizona public records law under A.R.S. 39-121 and related provisions. In the event CONSULTANT objects to any disclosure, CONSULTANT agrees to handle all aspects related to the request including properly communicating with the requester and timely responding with information and CONSULTANT agrees to indemnify the CITY from an claims, actions, lawsuits, damages and losses resulting from CONSULTANT's objection to the disclosure.
24. **NO BOYCOTT OF ISRAEL OR USE OF FORCED LABOR OF ETHNIC UYGHURS IN PEOPLES REPUBLIC OF CHINA.** As applicable, CONSULTANT certifies and agrees it is not currently engaged in and for the duration of the Agreement will not engage in a boycott of Israel, as that term is defined in A.R.S. §35-393 and will not use forced labor or goods or services produced by forced labor of ethnic Uyghurs in the People's Republic of China (PRC) or any contractors, subcontractors or suppliers that use forced labor or goods or services produced by forced labor of ethnic Uyghurs in the PRC as provided by A.R.S. §35-394.

**CITY OF SEDONA, ARIZONA**

DocuSigned by:  
*Anette Spickard*  
28E2EB04E4E84B8  
\_\_\_\_\_  
Anette Spickard, City Manager

ATTEST:

DocuSigned by:  
*JoAnne Cook*  
E3E3574389784E3  
\_\_\_\_\_  
JoAnne Cook, City Clerk

APPROVED AS TO LEGAL FORM:

DocuSigned by:  
*Kurt W. Christianson*  
D7A8B8971B6AF411...  
\_\_\_\_\_  
Kurt W. Christianson, City Attorney

**Center for Public Safety Management, LLC**

DocuSigned by:  
By: *Thomas Wiczorek*  
E17AFF413F7E4FA...  
\_\_\_\_\_  
Title: Director  
\_\_\_\_\_

I hereby affirm that I am authorized to enter into and sign this Agreement on behalf of CONSULTANT

**EXHIBITS**

**Exhibit A**

- Scope of Work and Associated Costs.

**Exhibit B**

- Affidavit of Lawful Presence as set forth in ARS 1-502/8 USC §1621.
- Affidavit of Lawful Presence not required as this consultant is a corporation (Inc., LLC, LLP).

PROPOSAL FOR

POLICE DEPARTMENT  
ADMINISTRATION AND  
RESOURCE PLAN

SEDONA, ARIZONA



CPSM<sup>®</sup>

CENTER FOR PUBLIC SAFETY MANAGEMENT, LLC  
475 K STREET NW, SUITE 702 • WASHINGTON, DC 20001  
WWW.CPSM.US • 616-813-3782



Exclusive Provider of Public Safety Technical Services for  
International City/County Management Association



Center for Public Safety Management, LLC

December 31, 2025

Anette Spickard, City Manager  
City of Sedona  
102 Roadrunner Drive  
Sedona, AZ 86336-3610

RE: Request for Police Department Administration Study and Resource Plan

The *Center for Public Safety Management, LLC, (CPSM)* as the exclusive provider of public safety technical assistance for the International City/County Management Association, is pleased to submit this proposal to the City of Sedona, Arizona for a Police Department Administration Study and Resource Plan. The CPSM approach is unique and more comprehensive than ordinary accreditation or competitor studies.

In general, our analysis involves the following major outcomes:

- Examine the department's organizational structure and culture.
- Perform gap analysis, comparing the "as is" state of the department to the industry's best practices. An important component is to determine what are the expectations of elected and appointed officials as well as key stakeholders. CPSM will compare those to the existing outcomes.
- Recommend a management framework to ensure accountability, increased efficiency, enhanced safety for responders and the community, and improved performance.

The City of Sedona provides service to a community of approximately 10,000 residents across 18.6 square miles.

CPSM's team will also look at gathering input and providing input and recommendations to the City Manager and Police Chief.

The CPSM team will evaluate the overall department operations that can result in morale issues and lack of trust. The CPSM team will have specific experience identifying many of the underlying issues that have caused concerns.

This proposal is specifically designed to provide the local government with a thorough and unbiased analysis of the Sedona Police Department. We have developed a unique approach by combining the experience of dozens of emergency services subject matter experts.

The team assigned to the project will have hundreds of years of practical experience managing emergency service agencies, a record of research, academic, teaching and training, and professional publications, and extensive consulting experience from hundreds of projects completed for municipalities nationwide. The team we assemble for you will be true "subject matter experts" with hands-on emergency services experience, not research assistants or interns. CPSM has built upon nearly 40 years of research by ICMA and other academic researchers to develop the **CPSM Data Analytic Report™**.

While other firms conduct interviews, charettes, and other intelligence gatherings, only CPSM combines those processes by forensically analyzing and reporting an agency's workload and performance using this method that also adds metrics for future analysis of deployment change. CPSM and ICMA developed the "60% rule" that was authored by one of our SME's that serves as one more benchmark for staffing of police agencies. That report is currently being updated by the current CPSM team of researchers.

ICMA has provided direct services to local governments worldwide for almost 100 years, which has helped to improve the quality of life for millions of residents in the United States and abroad. My colleagues at CPSM and I greatly appreciate this opportunity and would be pleased to address any comments you may have. I can be reached at 616-813-3782 or via email at [twieczorek@cpsm.us](mailto:twieczorek@cpsm.us).

Sincerely,

A handwritten signature in blue ink, appearing to read "Thomas J. Wieczorek".

Thomas J. Wieczorek  
Director  
Center for Public Safety Management, LLC

# COMPANY BACKGROUND: THE ASSOCIATION & THE COMPANY

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## International City/County Management Association (ICMA)

The [International City/County Management Association \(ICMA\)](#) is a 111-year-old, non-profit professional association of local government administrators and managers, with approximately 13,500 members located in 32 countries.

Since its inception in 1914, ICMA has been dedicated to assisting local governments and their managers in providing services to their citizens in an efficient and effective manner. ICMA advances the knowledge of local government best practices with its [website](#), [www.icma.org](http://www.icma.org), publications, research, professional development, and membership.

## Center for Public Safety Management (CPSM)

The ICMA [Center for Public Safety Management, LLC \(ICMA/CPSM\)](#) was launched in 2006 by ICMA to provide support to local governments in the areas of police, fire, and Emergency Medical Services. It has remained focused on public safety issues with the addition of dispatch, strategic planning, and Homeland Security.

The Center also represents local governments at the federal level and has been involved in numerous projects with the Department of Justice and the Department of Homeland Security. In 2014 as part of a restructuring at ICMA, the Center for Public Safety Management (CPSM) spun out as a separate company and is now the exclusive provider of public safety technical assistance for ICMA. CPSM provides training and research for the Association's members and represents ICMA in its dealings with the federal government and other public safety professional associations such as CALEA, PERF, IACP, IFCA, IPMA-HR, DOJ, BJA, COPS, NFPA, etc.

The Center for Public Safety Management, LLC, maintains the same team of individuals performing the same level of service that it had for ICMA. We use our team of full-time employees and 34 SMEs to respond to the team our client has identified. With such expertise, we can evaluate all sizes of organizations that face challenges from every perspective. CPSM's local government technical assistance experience includes workload and deployment analysis, using our unique methodology and subject matter experts to examine department organizational structure and culture, identify workload and staffing needs as well as industry best practices.

We have conducted over 450 such studies in 46 states and provinces and more than 300 communities ranging in population size 269 (Bald Head Island, NC) to 4.5 million (Maricopa County, Arizona).

# RECENT PROJECTS

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## 2024 Projects

Billings, MT  
Bluffton, SC  
Bonner Springs, KS  
Kent County, MI Sheriff  
Minot, ND  
Ocean City, MD  
Olympia, WA

## 2023 Projects

Delaware OH  
Powell OH  
Norristown PA  
West Des Moines IA  
Kalispell MT  
Roanoke VA  
Cocoa Beach FL  
Alpharetta GA  
Celina TX  
Maricopa County AZ  
Kent County MI  
Minot ND  
Olympia WA  
Plymouth MA  
Chattanooga TN  
Pulaski County AR  
Battle Creek MI

## 2022 Projects

Brookings  
El Mirage  
Little Rock  
Medford  
Myrtle Beach  
National City  
New Braunfels (NBPD in the file name)  
Pembroke Park  
Petaluma  
Santa Rosa  
Sugar Land  
Sylvester  
Upper Arlington  
Yuma

## 2021 Projects

Darien, CT  
Jones Mayer  
Wauwatosa, WI  
Reno, NV  
Sylvester, GA  
Oakland, CA  
El Mirage, AZ  
Medford, OR  
Wauwatosa, WI  
New Braunfels, TX

DuPage County Forest District  
Allen, TX  
Little Rock, AR  
Petaluma, CA  
Upper Providence Township, PA  
Culver City, CA  
Santa Rosa, CA  
National City, CA  
Lake Wales, FL  
Redwood City, CA  
Brookings, SD  
Billings, MT  
Edmonds, WA  
Danville, KY  
Barancik Foundation, FL  
Myrtle Beach, SC  
Yuma, AZ  
Brownsville, TX  
Pinal County, AZ  
Palm Coast, FL  
Stearns County, MN  
Torrance CA



# STATEMENT OF UNDERSTANDING: MEET YOUR TEAM

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For this project CPSM will assemble a premier team of experts from a variety of disciplines and from across the United States. The goal is to develop recommendations that will enable it to produce the outcomes necessary to provide critical police services consistent with the community's expectations. The team will consist of a project manager; Operations Leader and several senior public safety experts selected from our staff to meet the specific needs of the municipality.

**The management organizational chart for the project includes the following key team members**



# CORPORATE COMPLIANCE POLICE UNIT

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## PROJECT MANAGER

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### THOMAS WIECZOREK

Director, Center for Public Safety Management; retired City Manager Ionia, MI; former Executive Director Center for Public Safety Excellence



#### BACKGROUND

Thomas Wieczorek is an expert in fire and emergency medical services operations. He has served as a police officer, fire chief, director of public safety and city manager and is former Executive Director of the Center for Public Safety Excellence (formerly the Commission on Fire Accreditation International, Inc.).

He has taught numerous programs for the International City-County Management Association, Grand Valley State University, the National Highway Traffic Safety Administration (NHTSA), State of Michigan's Transportation Asset Management Council, and Grand Rapids Community College. He often testified for the Michigan Municipal League before the legislature and in several courts as an expert in the field of accident reconstruction and fire department management. He is the past president of the Michigan Local Government Manager's Association (MLGMA, now MME); served as the vice-chairperson of the Commission on Fire Officer Designation; served as ICMA's representative on the International Accreditation Service (IAS), a wholly owned subsidiary of the International Code Council (ICC); and currently serves on the NFPA 1710 and 1730 committee.

He worked with the National League of Cities and the Department of Homeland Security to create and deliver a program on emergency management for local officials titled, "Crisis Leadership for Local Government Officials." It has been presented in 43 states and has been assigned a course number by the DHS. He represents ICMA on the Emergency Management Assistance Compact (EMAC) Board and other fire service participation areas. In 2022 he worked with ICMA to create a FEMA program on economic recovery from disasters for local government managers. It has been delivered via webinar and in person across the United States.

He is a past member of the Capital Pride Board of Directors.

He received the Mark E. Keane "Award for Excellence" in 2000 from the ICMA, the Association's highest award and was honored as City Manager of the Year (1999) and Person of the Year (2003) by the Rural Water Association of Michigan, and distinguished service by the Michigan Municipal League in 2005.

# FORENSIC DATA ANALYSIS TEAM

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## DATA ASSESSMENT TEAM – PROJECT LEADER

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DOV CHELST, PH.D.

Director of Quantitative Analysis



### BACKGROUND

Dr. Chelst is an expert in analyzing public safety department's workload and deployment. He manages the analysis of all public safety data for the Center. He is involved in all phases of The Center's studies from initial data collection, on-site review, large-scale dataset processing, statistical analysis, and designing data reports. To date, he has managed over 140 data analysis projects for city and county agencies ranging in population size from 8,000 to 800,000.

Dr. Chelst has a Ph.D. Mathematics from Rutgers University and a B.A. Magna Cum Laude in Mathematics and Physics from Yeshiva University. He has taught mathematics, physics and statistics at the university level for 9 years. He has conducted research in complex analysis, mathematical physics, and wireless communication networks and has presented his academic research at local, national and international conferences, and participated in workshops across the country.

## SENIOR PUBLIC SAFETY SUBJECT MATTER EXPERT -- GIS

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DAVID MARTIN, PH.D.

Senior Researcher in the Center for Urban Studies, Wayne State University



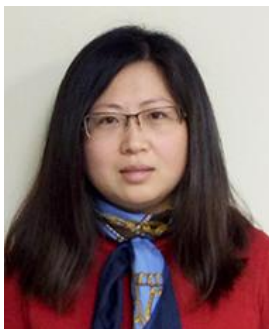
### BACKGROUND

Dr. Martin specializes in public policy analysis and program evaluation. He has worked with several police departments to develop crime mapping and statistical analysis tools. In these projects, he has developed automated crime analysis tools and real-time, dashboard-style performance indicator systems for police executive and command staff. Dr. Martin teaches statistics at Wayne State University. He is also the program evaluator for four Department of Justice Weed and Seed sites. He is an expert in the use of mapping technology to analyze calls for service workload and deployments.

## PUBLIC SAFETY DATA ANALYST

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SHAN ZHOU, PH.D.



### BACKGROUND

Dr. Shan Zhou specializes in the analysis of police data. Shan brings extensive experience in scientific and clinical data analysis. Prior to CPSM, she worked as an associate scientist at Yale School of Medicine. Shan has a MS in Business Analytics and Project Management from the University of Connecticut and a PhD in Cell biology, Genetics and

Development from the University of Minnesota.

## PUBLIC SAFETY DATA ANALYST-GIS

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Monicque Lee, M.S., B.S.



### BACKGROUND

Ms. Lee has extensive experience in the areas of data and geospatial analysis, hydrographic data processing, mapping platforms, and project management. She has worked as a GIS consultant, and with the U.S. Army Corps of Engineers where she received a U.S. Army commendation, and the United States Geological Survey, Grand Canyon Monitoring and Research Center. Ms. Lee has a Master of Science in Geographic Information Science & Technology.

# OPERATIONS ASSESSMENT TEAM

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## POLICE PROJECT MANAGER

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**CHIEF JARROD BURGUAN, B.S., M.A.**  
Chief of Police, San Bernardino Police Department



### BACKGROUND

Chief Burguan served 29 years in local law enforcement, with 10 years of experience in senior management positions. He retired as the Chief of Police for the San Bernardino (Ca) Police Department in 2019.

During his career, Chief Burguan worked on a variety of assignments in the patrol, traffic, investigative and administrative divisions of the department. He has unique experience of managing a police department through a municipal bankruptcy while maintaining day-to-day operational effectiveness. He has been an invited speaker at conferences and training events throughout the country and internationally on police response to active shooter events following both an elementary school active shooter in 2016 and the 2015 terrorist attack in San Bernardino.

Since retiring from the department in 2019, Chief Burguan has continued to work as a consultant for municipal government and media organizations and has served as an advisor for the Department of Justice – ICITAP program. He holds a bachelor's degree in business and a master's degree in management from the University of Redlands. He is also a graduate of the California Command College, the FBI's Law Enforcement Executive Development program and the Senior Management Institute for Police through the PERF.

## TEAM LEADS

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**CHIEF CRAIG JUNGINGER (RET), BS, MPA**

Retired Chief of Police, Gresham, Oregon, former Huntington Beach Police Captain



### BACKGROUND

Chief Junginger had over 38 years' experience as a law enforcement professional. He served as the Chief of the Gresham, Oregon Police from December 2008 until his retirement in June 2016. Gresham is a community with a population of 110,000 just to the east of Portland. He led a department of 130 sworn officers and 47 civilian employees, with a budget of \$31 million. He also served on the board of the Oregon Police Chief's Association.

Chief Junginger began his career at the Bell-Cudahy Police department in 1979. He worked as a K-9 Officer, Detective, and Patrol Officer. In 1985 he transferred to the Huntington Beach Police Department where he remained until his retirement in November 2008. While at Huntington Beach, he was a Patrol Officer, Beach Detail Officer, Field Training Officer, SWAT Officer, Traffic Motor Officers, Community Policing Officer, and Narcotics Detective. In 1999 he was promoted

to Sergeant where he worked Patrol, Downtown Foot Beat, Support Services, Vice and Intelligence and Internal Affairs. He was promoted to Lieutenant in 2003 and worked as the Community Policing Commander responsible for all major event planning, Watch Commander and as the Chief's Executive Officer. In 2007 he was promoted to the rank of Captain and was assigned to Administrative Operations consisting of Communications, Budget, Personnel, and Property and Evidence.

He holds a master's degree from California State University, Long Beach, a bachelor's degree from University of La Verne and an associate degree from Rio Hondo Community College.

He attended the FBI National Academy Class 224 in Quantico Virginia, California Post Command College, West Point Leadership Program, POST Executive Development Program and the POST Supervisory Leadership Institute. While in Command College he was published for his article "How will we train police recruits of the millennial generation in the year 2012," and as the Chief of Gresham he was published for an article he authored on leadership.

He was awarded the Medal of Valor in 1989 for his encounter with an armed bank robber.

## SENIOR ASSOCIATE

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### CHIEF JOHN E. PEREZ, B.S., M.S., PH.D.

Chief of Police, City of Pasadena Police Department

#### BACKGROUND



John E. Perez has served as the Chief of Police for the City of Pasadena (CA) since 2018 and has been with the Department since 1985. His 35 years of public safety experience includes an array of specialized assignments in enforcement, special tactics, administration, and community initiatives. He served as the Counter-Terrorism Intelligence Officer immediately after the 9/11 terrorist attack in developing security/safety measures for Pasadena's Tournament of Roses Parade, Rose Bowl, and special events. After serving as the Special Enforcement Section Sergeant and developing policing initiatives in lowering gang violence while improving community trust and confidence, he was appointed by California's Commission on Peace Officer Standards and Training to provide best practices on developing statewide initiatives.

He is the recipient of the Mayor's Special Service Award for his work in developing community initiatives and has been twice awarded with the Police Chief's Excellence in Policing merit award. Chief Perez has served in the various ranks of the Department including Deputy Chief of Police from 2016-2018.

Chief Perez led the development of several internal initiatives that decreased the use of force by 50% through immersive training and self-improvement from use of Body-Worn Camera (BWC), as well other initiatives to increase community awareness of policing challenges through programs such as "Policing 101" and "Community Conversations" – each intended to develop and educate community members, youth, and the media on policing topics as well as learning from the community.

Chief Perez serves on the Pasadena Educational Foundation, Patron Saints Foundation, and is a graduate of the California Peace Officers and Standards Executive Management School as well as holding a POST executive certificate. Chief Perez possesses a bachelor's degree in criminal

justice, a master's degree in Behavior Science, and a PhD in Public Administration. He serves on the board of the California Police Chiefs Association and the National Police Foundation.

## SENIOR ASSOCIATE

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### VICTOR LAURIA

Retired Assistant Police Chief, Novi Police Department



#### BACKGROUND

Victor Lauria retired as an Assistant Chief of Police with the Novi Police Department after serving the community for nearly 28 years. Over the course of his career, he has served in a wide variety of positions which include police officer, K-9 handler, detective, undercover narcotics detective, crisis negotiator and numerous supervisory positions. In 2009, the City of Novi combined their police and fire administrations into a Public Safety Administration. Victor was responsible for various supervisory roles within the Police and Fire Departments.

Victor earned a Bachelor of Science degree from Northern Michigan University, a Master of Science, with a concentration in Emergency Management, from Eastern Michigan University and he holds a graduate certificate from the University of Virginia. He also attended the 250<sup>th</sup> Session of the Federal Bureau of Investigations National Academy in Quantico, Virginia. He is also certified as Firefighter I and Firefighter II by the State of Michigan.

Mr. Lauria is currently employed as a faculty member at Madonna University. He is the Interim Chairperson of the Criminal Justice Department and the Program Director for the Emergency Management, Fire Science and Occupational Safety and Health programs. He instructs a wide variety of undergraduate and graduate courses. He is a regular guest lecturer at Eastern Michigan University's Police Staff and Command Executive Leadership Program.

## SENIOR ASSOCIATE

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### DEPUTY CHIEF WAYNE HILTZ (RET)

Former Interim Chief of Police at Pasadena and Irwindale Police Departments

#### BACKGROUND



Wayne has 33 years of experience in municipal law enforcement. This includes a broad range of experience in nearly every facet of policing from patrol, gang enforcement, and undercover narcotics to internal affairs investigations and community relations. The last 13 years were spent at command and executive levels. In his capacity as Deputy Police Chief, he served as the chief operating officer of the Pasadena Police Department, responsible for all day-to-day operations including internal audits and inspections. Also, he was responsible for operations related to the Tournament of Roses Parade and Rose Bowl events to include World Cup Soccer and BCS Championship games. For a period of nearly two years, he served in the capacity of Interim Chief of Police at both the Pasadena and

Irwindale Police Departments.

He has extensive experience in managing budgets and has served as a budget instructor for the California Commission on Peace Officer Standards and Training. He was selected by the Los Angeles County Police Chiefs Association to represent the 45 member agencies in negotiations for Homeland Security Grants for a three-year period. He also served as President of the San Gabriel Peace Officers Association. He has served on the boards of community-based

organizations with a focus on addressing homeless issues, substance abuse, and juvenile violence. Wayne holds a Bachelor of Science degree in Police Science and Administration from California State University in Los Angeles. Executive training includes the FBI Southwest Command College and the Senior Management Institute for Police.

## SENIOR ASSOCIATE

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### CHIEF ROBERT HANDY, M.S.

Chief of Police, Huntington Beach Police Department, San Bernardino Police Department



#### BACKGROUND

Chief Robert Handy is a 30-year law enforcement professional who has served in a wide variety of assignments from Patrol Officer to Police Chief. Handy served in three separate jurisdictions: Huntington Beach, California; San Bernardino, California; and Phoenix, Arizona.

Chief Handy worked on a wide variety of assignments from officer/detective through leadership positions in all divisions of a police agency and has been involved in training and teaching for decades. His broad base of experience includes firearms instructor, arrest tactics/use of force instructor, academy instructor, in-service instructor, and veteran university teacher. Chief Handy has obtained a

bachelor's and master's degree in public administration and is a graduate of the FBI National Academy.

Chief Handy has taught and developed police officers and police leaders from agencies across the Country. His diverse experiences from three jurisdictions, combined with years of academic research and teaching, have provided Handy with vast knowledge and expertise in police practices, training, and every other aspect of contemporary policing.

## SENIOR ASSOCIATE

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### DEPUTY CHIEF MARTIN BAEZA, B.A., M.A.

Retired Deputy Chief, Los Angeles Police Department



#### BACKGROUND

Deputy Chief Baeza served with the Los Angeles Police Department for thirty-two years and spent the last fourteen years in senior management positions. His depth of experience includes a variety of assignments in Patrol Operations, Detective, Specialized Divisions and Administrative Offices.

He retired from the Los Angeles Police Department as the Commanding Officer of the Personnel and Training Bureau overseeing Human Resources and training for all sworn and non-sworn employees of the Department.

He led various Operational Commands and the Police Academy. He restructured crime reduction strategies, implemented smart policing concepts and community engagement programs. He was recognized for his creative community policing incentives and was a two-time recipient of the Excellence in Leadership Award for Community Policing.

Chief Baeza was invited to participate as a Los Angeles Police Department International Delegate in Abu Dhabi, United Arab Emirates. He presented the best practices in community engagement and training development. Deputy Chief Baeza held a variety of leadership positions throughout the Department and has been involved in training police officers at all levels. He served as the Los Angeles Police Academy Director and oversaw the successful re-certification. His experience includes instructing in the Field Training Officer Program, Police Leadership, Supervisor, and the Executive Command Development Courses. He has been an invited speaker on various topics in leadership.

Deputy Chief Baeza led recruitment, hiring and the deployment of all human resources of the organization which encompassed 13,000 employees. He established a Traffic Group to oversee traffic commands and evaluate traffic policies and procedures. Additionally, his responsibilities included oversight of fleet, information technology and Behavioral Science Services. He was a standing member of the categorical use of force board and was integral in the assessment of policy, use of force tactics, procedural justice, and best practices.

Deputy Chief Baeza possesses a Bachelor of Science degree in Applied Business and Management and a Master of Arts in Organizational Management from Azusa Pacific University. He is also a graduate of the West Point Leadership Program, Senior Management Institute for Policing and the University of Southern California, Sol Price School of Public Policy, Executive Leadership Program.

## SENIOR ASSOCIATE

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### CHIEF DAVID SWING

Chief of Police, Pleasanton

#### BACKGROUND

Chief David Swing is a 28-year law enforcement professional having served in a wide variety of assignments from Reserve Officer to Police Chief. Swing served most of his professional career in Morgan Hill, California, starting as a Reserve Officer and rising to the rank of Chief for nine years. Swing is currently serving as the Chief of Police in Pleasanton, California.

Chief Swing is active in the law enforcement profession as a Past President and current board member of the California Police Chiefs Association. Swing developed an understanding of stop data demographics while representing California Police Chiefs for nearly four years on the Racial and Identity Profiling Act board including the Stop Data and Evidence Based Practices sub-committee.

Chief Swing worked a wide variety of assignments to include FTO and SWAT Operator, Detective Sergeant through all leadership positions of a small police agency. Chief Swing is passionate about enhancing the organization's response to domestic violence and has been involved in the topic for decades. His broad base of experience also includes Police Management instructor for budgeting and strategic and succession planning. Chief Swing earned a bachelor's degree in public relations and master's degree in public administration and is a graduate of POST Command College.

Swing brings a strategic focus to his work having developed multiple strategic plans aligning the work and budget of the Department to community expectations and Council goals.

## SENIOR ASSOCIATE

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**CHIEF GENE ELLIS**  
Chief of Police, Belton, TX

### BACKGROUND

A native of Houston, Texas, Chief Gene Ellis started his law enforcement career in the Houston area where he worked for the second largest city in Southeast Texas, Pasadena.

Chief Ellis has served as a Police Chief for over 20 years, including several years in the State of Iowa before returning to Texas in 2009 when he was appointed Chief of Police in Belton. Chief Ellis is a graduate of the University of Houston and St. Ambrose University.

He holds both Bachelor of Science and Master of Science Degrees in Criminal Justice. He is a graduate of the FBI National Academy, a law enforcement management program. He is a graduate of the Certified Public Manager Program through Texas State University. Chief Ellis is a member of the board of officers of the Texas Police Chiefs Association where he serves as a past president and liaison to the Texas Municipal League Board of Directors. Chief Ellis is a Past President of the Iowa Police Chiefs Association. He is a Life Member of the International Association of Chiefs of Police (IACP).

Gene Ellis also serves as Belton's Assistant City Manager, which is a dual role with his police chief's duties. In this role he is responsible for other City departments including Code Compliance, Public (Communications), Information, Information Technology, and the library in addition to the Police Department. Gene leads the City of Belton's Excellence in Customer Service initiative and was instrumental in the creation of "Belton 101," an orientation program for new employees.

Gene enjoys travelling, cheering for the Houston Astros and the Green Bay Packers as a shareholder in the team, and spending time with family.

## SENIOR ASSOCIATE

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### DEPUTY CITY MANAGER HUGO MCPHEE

Retired Director of Public Safety and Minnesota Chiefs of Police Board



### BACKGROUND

Hugo is currently the Deputy City Manager in Burnsville MN-a second ring suburb of Minneapolis with a population just under 70,000.

Prior to coming to Burnsville, Hugo served as the Executive Director of the Minnesota Private Detective and Protective Services Licensing Board, which is the regulatory, credentialing and investigative arm for that industry.

Hugo retired from law enforcement and public safety responsibilities after a 32-year career that spanned WI and MN- the last 16 serving as

Director of Public Safety for Three Rivers Park District, a niche policing agency spanning six counties in the greater Minneapolis and St Paul metro area. Hugo maintains an active peace officer license in MN.

Hugo was elected to the MN Chiefs of Police Board and served as Association President where a prime focus was mentoring new chiefs, enhancing diversity in the profession and creating innovative pathways for diverse candidates to enter the profession.

Hugo served as a community faculty at two local colleges and was a core instructor for senior level management at the Bureau of Criminal Apprehension senior management certificate program.

Hugo travelled to Mogadishu, Somali to provide leadership training and proper IED investigations to Somali National Police leadership. He also created an online curriculum for Indiana University's Eppley Institute.

Hugo holds a variety of leadership credentials and earned a master's degree in management with human resources emphasis.

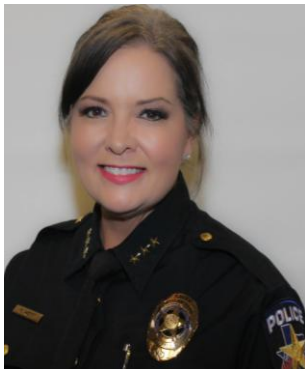
Hugo has a passion for helping public safety agencies adapt to changing societal times and evolving expectations using a constitution-based perspective and community collaboration and partnerships.

## SENIOR ASSOCIATE

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### CHIEF CARRIE ELLIS, B.A., M.A.

Retired Chief of Police and Director of Emergency Management Temple College



#### BACKGROUND

Chief Ellis has over 30 distinguished years of service in law enforcement and most recently served as the Chief of Police and Director of Emergency Management with Temple College (2023-2024). Chief Ellis served the citizens of Willow Park from 2017-2023; prior to Willow Park, she served the citizens of Corinth from 1995-2016. While serving with the Willow Park Police Department, Chief Ellis facilitated the Department attaining the status of "Accredited Agency" with the Texas Police Chief's Association and the development of new programs such as Citizens Police Academy, Clergy and Police Alliance, and National Night Out. Chief Ellis is also the 2020 recipient of the East Parker County Chamber of Commerce's Pappy Thompson Community Service Award. Her other accomplishments include facilitating the development of the award-winning CSI: Camp in Corinth. Chief Ellis was honored as Officer of the Year in 2001 and Supervisor of the Year in 2009.

Chief Ellis earned a Bachelor of Applied Arts and Sciences from Midwestern State University (2003) and a Master of Public Administration from the University of Texas at Arlington (2007) and has completed over 30 hours toward her PhD. Chief Ellis is a 2009 graduate of the Institute for Law Enforcement Administration's School of Police Supervision. She is also a 2015 graduate of the Bill Blackwood Leadership Command College, Class #74.

Chief Ellis is a member of the Central Texas Police Chief's Association, the Texas Police Chiefs Association, and the International Association of Chiefs of Police. Chief Ellis serves the Texas Police Chiefs Association as the second vice president. She served on the Texas Police Chief's

Association Ethics Committee (2017-2019) and as chairperson of the Texas Police Chief's Association Women's Leadership Committee (2020-2023). Chief Ellis also served on the elected board of officers for the North Texas Police Chiefs Association and as a member of the North Central Texas Council of Governments Criminal Justice and Policy Development Committee. Chief Ellis previously served as the Vice Chair and the Board Chair of the Caruth Police Institute Executive Advisory and Steering Committee (2019-2022).

Chief Ellis enjoys cooking, traveling, and the occasional game of golf, but she mostly enjoys spending time with her family and her sweet German Shepherd, Zeke.

## SENIOR ASSOCIATE

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### CHIEF MICKEY WILLIAMS Esq., M.P.A., B.S.

Retired Director Chief of Police Carlsbad, CA



#### BACKGROUND

Mickey Williams is a retired Police Chief with 29 years of municipal law enforcement experience. Mickey retired as the Chief of Police for the Carlsbad Police Department which is in San Diego County. The Carlsbad Police Department serves a residential population of 115,000. Chief Williams oversaw an annual budget of \$56 million with 187 employees, including 132 sworn personnel. Chief Williams has extensive experience in all areas of municipal policing including patrol operations, traffic investigation and enforcement, homeless outreach, investigation operations, undercover investigations, budget preparation, internal affairs investigations, employee association relations, hiring processes and background investigations, and promotional processes. Chief Williams also had the opportunity to create a Community Police Engagement Commission which serves the City of Carlsbad.

Chief Williams is a licensed California attorney who has extensive experience as a law enforcement trainer and college professor. Chief Williams serves as an adjunct professor at the University of San Diego in the Law Enforcement and Public Safety Leadership Master's Degree Program and at Point Loma Nazarene University in the Legal Studies Program. Chief Williams has also developed and taught courses for police managers with a focus on ethical leadership.

Chief Williams possesses a Bachelor of Science Degree, a master's degree in public administration, and a Juris Doctorate Degree. Chief Williams is a graduate of the FBI National Academy and the Los Angeles Police Department Leadership Program.

## SENIOR ASSOCIATE

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### DEPUTY CHIEF JASON CLAWSON, M.S.

Retired Deputy Chief, Pasadena

Jason is a veteran of the U.S. Navy and has 31 years of experience in municipal law enforcement operations, serving the citizens of Pasadena, California.

Jason has worked in many ranks across various divisions including Patrol Operations, a gang suppression team, Vice/Narcotics, S.W.A.T. and Detectives. Jason is an expert handling neighborhood quality of life issues by focusing on premise liability, prevention, intervention and enforcement methods. He led a Safe Streets Task Force while assigned as a Task Force Supervisor with the Federal Bureau of Investigation, focusing on the transnational gang problem stemming from Central America.

He has coordinated jurisdictional Mutual Aid, Critical Incident Response Team operations, and focused on problem locations through Community Policing efforts in high crime zones. Jason has served as the Press Information Officer where he directed and coordinated the activities within the Office of the Police Chief; audits and inspections; and the on-going review of policy and procedures. He served as the Project Director of a \$2.5 million dollar grant from the Bureau of State and Community Corrections focusing on reintegration efforts of previously incarcerated community members.

Jason has participated in the development of goals, objectives, and key performance indicators for assigned divisional functions as well developing and administering divisional budgets, to include developing a Homeless Initiative to combat Mental Health and Homelessness.

For the last 8 months of 2022, Jason served as the Interim Police Chief for the City of Pasadena where he drafted and presented the department's \$97,000,000 budget, conducted Administrative Reviews, worked out salary resolutions, oversaw the implementation of a new Computer Aided Dispatch / Records Management System, and navigated the installment of a police oversight commission and independent police auditor, until his retirement from service in January 2023.

Jason received his master's degree in organizational leadership from Union Institute & University in Los Angeles, California. He was also the recipient of the Police Chief's Special Award for Excellence in 2006, the Freemason's United States Constitutional Observance Award in 2010, and was the Pasadena Police Foundation's Officer of the year in 2021. He is a lifetime member of the California Narcotic Officer's Association and sits on the executive board of the Flintridge Center's Vision 20/20 Advisory Council.

# THE CPSM APPROACH

To evaluate the operations of the Sedona Police Department, CPSM will compile data on the current state of operations. CPSM does not deal in hypotheticals but rather relies on facts and data to compare against best practices and evaluate how the current department is operating.

Using data and facts, CPSM will create recommendations that should be implemented based on research with the ability to independently evaluate results.

CPSM was created to assist communities on which to base recommendations as well as recognizing the importance of connecting strategic plans and goals with support by the police department (and all departments). CPSM utilizes the collection and analysis of information as the first step in a comprehensive process and builds with internal participation of the department and then expanded to participation with elected and appointed officials as well as stakeholders in the community.

The final report should reflect recommendations supported by data and best practice/research as well as aligning with community expectations.

The CPSM team developed a standardized approach to conducting analyses of Police and Sheriff's departments by combining the experience sets of dozens of subject matter experts.

## I. Benchmark the Community

It is essential to understand the service levels, protection needs, community dynamics, and overall environment within which the department operates.

The CPSM study may involve interviews directed at stakeholders in the community, which could include elected officials and employee labor representatives who would be contacted to solicit their opinions about the department, the public safety needs of their constituency, and the perceived gaps in service levels currently provided. CPSM may work with the agency to identify community members that can provide this important information. Additionally, the department will be compared to organizations of similar size with respect to crime, demographics, and cost-efficiency.



## II. Administration and Support

Once again, CPSM will evaluate every administrative and support unit/division in the police department. This evaluation will involve:

- Staffing.
- Cost saving opportunities.
- Best practice comparisons and opportunities for improvement.

Departments across the country are struggling with recruitment, retention, and attracting candidates for sworn positions.

The CPSM team has subject matter experts in police management and administration and will explore administration and support activities in the area of professional standards (Internal investigations, hiring and recruitment, disciplinary system, promotional system), training (both academy and in-service), records management, evaluating the critical, frequent, and high liability policies, facility, fleet, equipment, information technology, property management

system, laboratory, planning and research, sick-time management, overtime, communications and dispatch, etc.

CPSM does not just parachute into a community; our experts become YOUR experts and are brought on board to assist you with comprehensively evaluating current operations as well as assisting the city to guide change that improves operations within the department as well as to the community.

In general, we look at every unit identified as a discrete operational/support entity for the following:

- Conducting an organizational assessment to evaluate issues that have affected morale and operations of the department.
- Develop opportunities for improvement
- Work with the City Manager and Department Administration to eliminate conflicts that have been identified through charrettes and meetings with the Sedona Team.
- Identification of improvement opportunities
- An evaluation and justification, and recommendation for appropriate staffing levels.

	NAME	TITLE	COMMENTS
1	Stephanie Foley	Chief of Police	
2	Chris Dowell	Patrol Commander	
3	Heather Penner	Investigations/Special Operations Commander	
4	Erin Loeffler	Support Services Manager	
5	Justin White	Patrol Sergeant	
6	Nathan Dorfman	Patrol Sergeant	On light duty
7	Jesse Santos	Patrol Sergeant	
8	Jesus Perron	Patrol Sergeant	
9		Administrative Sergeant	Vacant
10		Motor Sergeant	Vacant
11	Casey Pelletier	Detective Sergeant	
12	Austin Guastalli	Detective	
13		Detective	Vacant
14		PANT Officer	Vacant
15	Steven Willadsen	Motor Officer	
16	Jason Young	Motor Officer	Currently Acting Patrol Sergeant
17	Michael Lewis	Motor Officer	Currently on a patrol squad until new officers are done w/training
18	Stephen Miolla	Commercial Vehicle Inspector Officer	Currently on a patrol squad until new officers are done w/training
19	Catherine Beers	K9 Patrol Officer	
20	Ramon Dominguez	Patrol Officer	
21	Bailey Ehrlich	Patrol Officer	
22	Josh Jones	School Resource Officer	
23	Shayla Jones	Patrol Officer	on light duty
24	Michael Lucas	Community Outreach Officer	Currently on a patrol squad until new officers are done w/training
25	Elizabeth Pedroza	Patrol Officer	Military leave until 2026
26	Rodrigo Ramirez	Patrol Officer	
27	Andrew Cecere	Patrol Officer	

28	Cole Taylor	Patrol Officer	
29	Dale Carden	Patrol Officer	
30	Andrew Marshall	Patrol Officer	Lateral officer - still in training until mid February 2026
31	Felix Alcaraz	Patrol Officer	New officer in training as of 12/29/25
32	Nicholas Croce	Patrol Officer	New officer in training as of 12/29/25
33	John Klafin	Patrol Officer	New officer in training as of 12/29/25
34	Tyler Hardy	Patrol Officer	New officer in training as of 12/29/25
35	Nathayn Hernandez	Patrol Officer/Recruit	Attending NARTA Police Academy January 2026
36	Nathan Cavender	Patrol Officer/Recruit	Attending NARTA Police Academy January 2026
37	Troy Zellner	Patrol Officer/Recruit	Attending NARTA Police Academy January 2026
38		Patrol Officer	Vacant
39		Patrol Officer	Vacant
40	Jamie Rivero	Records Supervisor	
41	Teri Tasa	Communications Supervisor	
42	Sue Donahoe	Communications Specialist	
43	Maryjane Smith	Communications Specialist	
44	Samantha Land	Communications Specialist	
45	Rylan Brekke	Communications Specialist	
46	Chris Kaupelis	Communications Specialist	
47	Jillian Bradshaw	Communications Specialist	In training
48	Lisa Lemons	Communications Specialist	In training
49	Connie Klaver	Communications Specialist	start date 1/13/2026
50	David Billingsley	Community Service Officer (CSO)	
51	Gene Kurz	Community Service Officer (CSO)	
52	Jacob Cogburn	Community Service Officer (CSO)	
53	Amanda Lozanilla	Community Service Officer (CSO)	
54		CSA (Parttime)	Vacant
55	Chance Wnuck	Emergency Management Coordinator	
56	Heidi Videto	Support Services Technician	
57	Meaghan Turner	Records Technician	
58		Records Technician (Parttime)	In backgrounds to fill position in January (pending background results)
59	Jamelah Carswell	Victim Advocate	
60	Brandon Kazmirski	Property & Evidence Technician	
61		Executive Assistant to the Chief	In background process to fill position by end of January (pending background results)

**III. Organizational Culture**

During the operational evaluation described above, organizational “themes” emerge. What does the department “think” about providing police service to the community and how does this thinking align with the stated mission and department policies? How does the department interact with the community and internally with its own members? In general, what is the culture of the organization?

The culture of an organization reflects its members and the community it serves. Through focus groups, interviews, and observations, the CPSM team will evaluate operational readiness and need. This part of the CPSM study is critical to the overall success of the project as it provides a better understanding of the department and how the workload, staffing, and community dynamics shape the mission, goals, operations, and needs of the organization. In addition, as an option, every member of the department can be given the opportunity to participate in an anonymous survey. This survey is designed to understand the culture of the department, assess internal and external communications, and determine what it “thinks” about various elements of organizational life.

**VIII. Health and Safety**

Officer health and mental health are extremely important. In 2022, more officers died from suicide than in other line-of-duty incidents.

CPSM will review what programs the department has in place and during interviews, charrettes, and focus groups will seek to determine how those programs are being received.

**IX. Performance Management**

The overarching philosophy of the CPSM approach is to evaluate the department in terms of performance management. Identifying workload, staffing, and best practices is just the beginning. It is also important to assess the organization's ability to carry out its mission.

Essentially, does the department know its goals, and how does it know they are being met. It is very difficult for an organization to succeed at any given level of staffing unless it has a clear picture of success. How does the department “think” about its mission, how does it identify and measure what's important to the community, how does it communicate internally and externally, how does it hold managers accountable, and how does it know the job is getting done? The CPSM team will evaluate the department and make recommendations to assist with improving capacity in this area, if necessary.

The infographic is divided into several sections. At the top, it asks 'WORRIED ABOUT YOUR FELLOW OFFICER?' and lists three questions: 'Are they performing or acting differently?', 'Do they seem down?', and 'Are you concerned for their well-being?'. It features the BJA (Bureau of Justice Assistance) logo and the SAF LEO (Suicide Awareness for Law Enforcement Officers) logo. Below this, it states 'According to the American Association of Suicidology, believe one more WARNING SIGN of acute suicide risk\*'. The infographic is organized into three columns: 'KNOW THE WARNING SIGNS', 'Other behaviors that may be an indication', and 'Other needs/emotions that may be an indication'. The 'KNOW THE WARNING SIGNS' column lists: 'Threatening to hurt or kill themselves', 'Looking for ways to kill themselves', and 'Talking or writing about death, dying, or suicide'. The 'Other behaviors...' column lists: 'Increased substance or alcohol use', 'Expressing no reason for being, no sense of purpose in life', 'Withdrawal from family, friends, or social', 'Giving away personal possessions or making long-term care of pets', 'Acting reckless or engaging in risky activities seemingly without thinking about outcomes and consequences', and 'Changing behavior as a result of an separation or divorce'. The 'Other needs/emotions...' column lists: 'Anxiety, agitation', 'Unable to sleep or staying all of the time', 'Feeling hopeless, like there is no way out', 'Hopelessness', 'Disruptive mood changes', 'Rage/uncontrolled anger', and 'Seeking revenge'. The bottom section, 'RECOGNIZE WARNING SIGNS? SAVE A LIFE. REACH OUT AND ASK.', is titled 'GETTING STARTED' and 'YOU TALKED AND IDENTIFIED AN ISSUE... NOW WHAT?'. It provides instructions on how to get the conversation started and offers resources such as Peer-to-Peer, Direct-Line Supervisor, and Offer Resources (including the National Suicide Prevention Lifeline at 800-273-8255 and Crisis Text Line at HOME to 741741). It also includes a 'Still Worried?' section and a 'DO NOT LEAVE THE OFFICER ALONE' warning. The infographic is credited to IIR (Institute for Intergovernmental Research) and includes a URL: https://suicidehelp.org/.

# PROJECT SCHEDULE

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## **Milestone 1 – Full execution of the agreement**

The agreement will identify the Project Launch date.

## **Milestone 2 – Project Launch**

We will conduct an interactive telephone conference with local government contacts. Our project leaders will launch the project by clarifying and confirming expectations, detailing study parameters, identifying agency points of contact and commencing information gathering.

## **Milestone 3 – Information Gathering and Data Extraction – 30 Days**

Immediately following the project launch, the operations leaders will deliver an information request to the department. This is an extensive request which provides us with a detailed understanding of the department's operations. Our experience is that it typically takes an agency several weeks to accumulate and digitize the information. We will provide instructions concerning uploading materials to our website. When necessary, the lead will hold a telephone conference to discuss items contained in the request. The team leader will review this material prior to an on-site visit.

## **Milestone 4 – Conduct On-Site Visit – 30 days**

This milestone begins the second phase of the proposed project by the City. Subject matter experts will perform a site visit within 30 days of the delivery of the draft data report.

## **Milestone 5– Draft Operations Report – 30 days**

Within 30 days of the last on-site visit, the operations team will provide a draft operations report to the department point of contact. Again, the department will have 10 days to review and comment.

## **Milestone 6 – Final Report 15 days**

Once the department's comments and concerns are received by CPSM the combined final report will be delivered to the City within 15 days.

**TOTAL ELAPSED TIME: 90 days**

# PROPOSED FEES

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The quotation of fees and compensation shall remain firm for a period of 90 days from this proposal's submission.

CPSM proposes to complete the review and administrative analysis of the police department for \$30,000, exclusive of travel. We anticipate two trips would be required to the City for the project that would be billed at cost with no administrative mark-up. CPSM will cap any travel costs at a not-to-exceed price of \$7,500.

Each phase of the project would be billed in three installments: 40% upon contract signing; 40% with delivery of draft report and 20% with delivery of the final draft report.

Because of the possibility of Covid or weather restrictions, CPSM will bill travel expenses at actual cost with no overhead or administrative fees applied. Should travel be restricted, CPSM has found work can be done using web-based platforms, if necessary, but that charrettes and focus groups lose some of the robust participation developed through in-person interaction.

## Deliverables

Draft reports will be provided for department review in electronic format.

To be ecologically friendly, CPSM will deliver the final report in computer readable material either by email, CD or both. The final reports will incorporate the operational findings as well as data analysis. Should the municipality desire additional copies of the report, CPSM will produce and deliver whatever number of copies is requested, which will be invoiced at cost.

Should the local government desire an **in-person presentation of findings**, CPSM will assign staff for such meetings at a cost of \$2,500 per day/per person plus travel expenses.

# CONCLUSION

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Part of ICMA's mission is to assist local governments in achieving excellence through information and assistance. Following this mission, the Center for Public Safety Management, LLC acts as a trusted advisor, assisting local governments in an objective manner. CPSM's experience in dealing with public safety issues combined with its background in performance measurement, achievement of efficiencies, and genuine community engagement, makes CPSM a unique and beneficial partner in dealing with issues such as those being presented in this proposal. We look forward to working with you further.

For copies of reports (as released by clients) and testimonials of our work, please visit the QR code that will take you to our webpage at [www.cpsm.us](http://www.cpsm.us)



# REFERENCES

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## Police

### Kalispell, MT

Doug Russell  
Title: City Manager  
Email: drussell@kalispell.com  
Phone: (406) 758-7703

### Billings, MT

Chris Kukulski  
Title: City Manager  
Email: kukulskic@billingsmt.gov  
Phone: (406) 657-8478

### Battle Creek, Michigan

**\*The city manager retired after we finished the project. This is her current information.**

Rebecca Fleury  
Title: City Manager  
Email: rebeccafleury@governmentresource.com  
Phone: 817-337-8581

### Ottawa County Sheriff's Office

Steve Kempker (at the time of study and Eric DeBoer was undersheriff, now sheriff)  
Title: Sheriff  
Email: edeboer@miottawa.org  
Phone: (616) 738-4000

## Full Listings

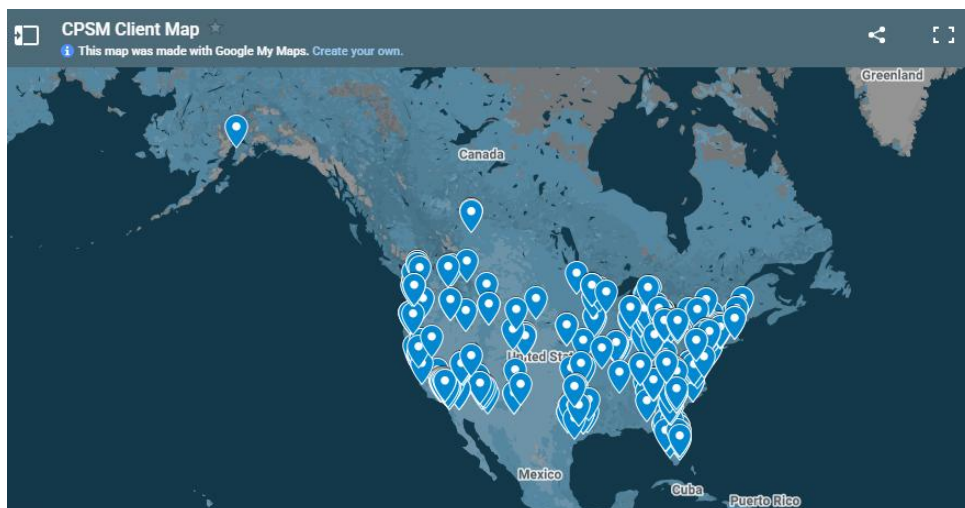
We invite you to view all our projects, many with final reports dating back to 2018. Some communities do not wish to have the report online and our position is that the work product belongs to you, our community team and we will always follow your direction.

[Our Work - Optimizing Public Safety Services - CPSM](#)

<https://cpsm.us/our-work/>

Full client listing:

<https://cpsm.us/experience/our-clients/>



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KTurck@sedonaaz.gov  
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twiczorek@cpsm.us  
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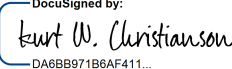
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Kurt W. Christianson  
kchristianson@sedonaaz.gov  
City Attorney  
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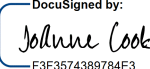
Anette Spickard  
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City Manager  
City of Sedona  
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JoAnne Cook  
jcook@sedonaaz.gov  
City Clerk  
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