



# Lake Wales Police Department

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## Memorandum

**To:** Honorable Mayor and City Commission  
**Via:** James Slaton, City Manager  
**From:** Christopher Velasquez, Chief of Police *CV*  
**Date:** March 8, 2021  
**Ref:** Agreement with the Center for Public Safety Management

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### Synopsis:

Approval of this item will allow the police department to enter into an agreement with the Center for Public Safety Management (CPSM) for a Comprehensive Analysis of Law Enforcement Services.

### Recommendation:

1. Authorize the police department to execute the agreement with the Center for Public Safety Management.
2. Approve a budget amendment in the amount of \$45,550.00

### Background:

The International City/County Manager Association (ICMA) is the world's leading association of professional city and county managers and other employees who serve local governments. Since 1914, the ICMA has assisted local governments and their managers in providing services to its citizens in an efficient and effective manner. The ICMA Center for Public Safety Management (ICMA/CPSM) provides support to local governments in the areas of police, fire, and emergency medical services.

One of the specialized services provided by the CPSM is an analysis of law enforcement services. This comprehensive analysis exceeds that of law enforcement accreditation or similar studies and involves the following major outcomes:

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

The estimated duration of this initiative from beginning to end is between three to four months.

#### Other Options:

The Commission may choose not to authorize the police department to execute the agreement for services with the Center for Public Safety Management.

#### Fiscal Impacts:

The cost for the Comprehensive Analysis of Law Enforcement Services is \$45,550.00. This expenditure was not budgeted in FY20/21 and will require a budget amendment from unallocated fund balance.

#### Attachments:

CPSM Proposal for Comprehensive Analysis of Law Enforcement Services