ETICO SOLUTIONS INC.

3275 Sycamore Springs Rd
Mountain Home, Arkansas
72653

(309) 333-4906
tim@eticosolutions.com

http://www.eticosolutions.com

Friday, February 12, 2021

Re: Request For Proposal No. 2021-RFP-06

Sloan Rowland, Chief of Police
Joplin Police Department
303 East 3rd Street
Joplin, MO 64801

Chief Rowland,

Thank you for the opportunity to respond to the recent RFP posted by the City of Joplin for a Police Department Resource Allocation Study. I have taught on this topic for the last 25 years to tens of thousands of law enforcement administrators throughout the country and have conducted over 40 studies of this nature. I am confident that Etico Solutions, Inc. is perfectly suited to complete the scope of this study in a manner that exceeds the city's expectations.

The process that is explained in this response is the same process that I have personally taught to all Joplin PD administrators and supervisors who have attended the Missouri Police Chief's Association Command College for the last eleven years. If selected, the terminology contained in the report and the functionality of the accompanying Excel models should be very familiar to most of your command staff. I firmly believe that our analysis process, based initially on the Northwestern University Center for Public Safety's PAM model, is the most comprehensive method for police resource analysis in use today.

A comprehensive data-driven staffing analysis is a large expenditure for many agencies and the opportunity to conduct such an analysis does not present itself often. As a former police officer of 10 years and now a full-time researcher focused solely on this topic for the last 16 years, I believe I can offer a level of experience and expertise that many large consulting firms cannot match. Etico Solutions, Inc is a one-person corporation which means that I would be conducting every step of the project myself just as I have in all past studies. While larger firms can promise faster completion times by assigning a team of people to a project, I believe that a single researcher who conducts the study from start to finish is able to offer a much better result. It would be my pleasure to perform this study for the Joplin Police Department in order to aid in improving the efficiency and effectiveness of your personnel allocation.

Should you have any questions concerning this response, I encourage you to call me directly at 309-333-4906 at your convenience. Once again, I thank you for the opportunity to present this proposal and hope to get the chance to work with the Joplin Police Department.

Best regards,

Timothy J Freesmeyer
Etico Solutions, Inc.

Response to Request for Proposal No. 2021-RFP-06

Police Department Resource Allocation Study

Submitted by: Etico Solutions,Inc.

The following response is prepared in accordance with section 1.4 of RFP No. 2021-RFP-06 entitled "Content Requirements."

Project Methodology

The following section contains a synopsis of the methodology used to fulfill the scope of services for this project. The methodology used for the Patrol Division is very specific with a defined sequence of steps for determining staffing needs, analyzing beat equities, and analyzing the efficiencies of various schedules. The methodology used for the Criminal Investigations Division varies from one project to another based on the type and amount of historical data that may be present and the wishes of the agency administration. This section concludes with a description of anticipated deliverables, anticipated project milestones, and a proposed price and time for completion.

Patrol Analysis

In order to address the Patrol Division questions, Etico Solutions would analyze up to four years of past Computer Aided Dispatch (CAD) data to determine the current trends in each patrol activity category. This assumes that up to four years of data is available and that the data collection methods during that time period have not changed significantly. The data would need to be pulled from the most reliable CAD database by City of Joplin personnel and provided to Etico in an electronic format (preferably .csv or .txt).

After cleaning the database and restructuring for analysis, Etico will analyze the call-load by hour of the day, day of the week, and location to determine the patrol activity frequency for the agency. By using dispatch times, cleared times, report writing times, and other activities that generate work for the officers, a determination will be made on the time required to handle each patrol activity listed in the CAD. Multiplying the frequency of each patrol activity type by its average time to complete will yield the total reactive time for the agency. Workload completed by specialty teams (Traffic Unit, DWI Unit, K9 Unit, Bailiffs and Reserves) will be designated in the database so each unit's workload can be added to the patrol workload if desired.

The next step would be to calculate the agency's shift relief factor to determine the staff size needed in patrol to keep a desired number of officers on duty each day. To do this, three years of leave data and non-patrol time data such as training and special assignments will be used. This information would need to be gathered locally and submitted electronically to Etico Solutions.

Based on the shift relief factor and the calculated workload, the agency's current level of reactive minutes per hour for the patrol officers would be determined. The data and formulas would be incorporated into an interactive Excel model allowing the

agency to vary the minutes of reactive time per hour and see the immediate staffing needs that would accompany each level. Various performance expectations would also be calculated allowing the administrators to weight the expected levels of cross-beat dispatches, patrol intervals, and probabilities of saturation against the cost of additional officers.

Using the location of calls from the last full year of CAD data, Etico Solutions would evaluate the current beat structure to determine if the calls for service match the current deployment of officers. This would be accomplished by calculating the total hours of work in each beat and attempting to even the workload among all beats. If changes to the beat structure would improve the equality of workload (and assuming latitude and longitude values are provided in the data), a new beat structure would be determined.

The last four years of workload would be broken down by hour of the day and day of the week. The workload (in hours of reactive work) would be charted by percentage across the days of the week and hours of the day to create a "workload curve". For comparison, the current staffing would also be charted by percentages by hour of the day and day of the week to create a "staffing curve". The two curves would be charted on the same chart to determine any large gaps that exist between workload and staffing. Using an algorithm routine, the number of officers assigned to the shifts would be optimized to obtain the best correlation between the staffing and workload curves. Shift starting time and the possibility of additional "power" shifts to supplement the base shifts during peak times would be considered as well as any additional shift schedules in which Joplin PD may have an interest.

Investigations Division Analysis

Etico Solutions has completed many studies in the past for support units such as Investigations Units, Training Units, Records Units, and Property/Evidence Units. Support units often carry high workloads but they are not CAD-driven. Therefore, much of their work is not recorded or documented in any formal manner. In some agencies, the process for estimating staffing levels in support units can be done from limited available records. For other agencies, benchmarking with similar agencies might be a possibility. In yet other cases, a three to six month data collection process must be implemented to gather a snapshot of the workload being performed. In every case, the methodology to be used in estimating staffing levels for support units is confirmed at the time of the initial site visit when available data can be reviewed and unit supervisors can provide input on the selected method(s) to be used.

Deliverables

At the conclusion of the study, a full report would be prepared documenting the steps taken in the analysis, the results of the staffing analysis, and any recommendations for change in the beat design and work schedules that could potentially bring about greater efficiency and effectiveness for the agency. The interactive Excel models designed during the analysis would be provided along with the final report and a series of presentations would be made to Command Staff, City Administrators, and the City Council if necessary.

Project Milestones

The study would commence with an initial site visit of two to three days to collect data and to speak with all personnel who will be gathering information for this report. In order to reduce overall costs, interim meetings to discuss data findings and possible schedule configurations will be done using web conferencing and telephone conferences. A mid-term visit will be made once all data has been analyzed and a current baseline is established. The mid-term visit is typically one day on-site to discuss potential beat designs, staffing recommendations, and potential schedule alterations. A final on-site visit will be made at the conclusion of the study after the final report has been submitted and approved. The final site visit is when any presentations would be made. Additional on-site meetings or presentations would be at an additional cost of $1,000 per day plus travel expenses.

Proposed Cost

Etico Solutions is proposing a total cost of $39,000 for a study of the Patrol Division and Investigations Division which includes the cost of travel and expenses as described above. The reliability of the final staffing recommendations for the Criminal Investigations Division would be based on the method chosen and the availability and reliability of the workload data used. However, the proposed cost remains the same.

In order to cover travel costs on the front end of the study, Etico would request that 1/3 of the total be paid at the time of the initial site visit, 1/3 at the conclusion of the mid-term visit when the interim report is given explaining the agency's current baseline, and the remaining 1/3 when the study is complete and all presentations have been delivered.

Company Profile

Etico Solutions, Inc. is a registered "C" corporation located at 3275 Sycamore Springs Rd, Mountain Home, Arkansas 72653. The company was originally founded in July of 2004 by Timothy J. Freesmeyer and Terri L. Freesmeyer in the State of Illinois as a "C" corporation. When the corporation was relocated to Arkansas in 2017, the Illinois registration was terminated and the corporation was registered in the State of Arkansas. Etico Solutions has never been a participant of any mergers or acquisitions and has no present or former subsidiaries. All work is completed at the Mountain Home address.

Etico Solutions has always been a privately held corporation with all shares held by the following two officers:

- Timothy J. Freesmeyer, president, tim@eticosolutions.com, (309) 333-4906, and
- Terri L. Freesmeyer, secretary, terri@eticosolutions.com, (309) 333-4907

Timothy J. Freesmeyer serves as the project manager for all projects. Terri L. Freesmeyer handles travel arrangements, final report proofing, and limited assistance with data cleaning. There are no other employees which exempts the corporation from workers compensation insurance requirements.

Organizational Structure

Etico Solutions, Inc has a flat organizational structure. Timothy J. Freesmeyer is the only researcher for the corporation on the majority of projects and conducts all

research and data analysis. Draft reports are reviewed by Terri L Freesmeyer for grammatical proofing and formatting.

In the past, when conducting studies of very large agencies, Etico Solutions has used the assistance of sub-contractors who are also experts in the field of resource allocation for law enforcement. When sub-contractors were used, Timothy Freesmeyer remained the project manager and was solely responsible for the quality of work during each project. For this project, Timothy Freesmeyer would be performing all work without the use of subcontractors.

Key Staff Resume, Experience, and Qualifications

Prior to founding Etico Solutions in 2014, Tim Freesmeyer spent over two years in corrections and ten years as a police officer and police sergeant with the Normal (IL) Police Department. Tim received his introduction to resource allocation, beat design, and staff scheduling in the Northwestern University Center for Public Safety's School of Police Staff and Command (SPSC) in 1995 as a student. Tim completed the SPSC program in May and began teaching the resource allocation block in the SPSC as an adjunct faculty member in September of that same year (1995). After teaching resource allocation for five years throughout the country, he was offered a full-time faculty position with the Center for Public Safety as the Director of Management Training where he was responsible for managing the SPSC program, the Executive Management Program, and the Staff Supervision Program. He left the Center for Public Safety one year later to relocate his family to a smaller town setting.

Within six months of leaving the Center for Public Safety, Tim was contacted by the International Association of Chiefs of Police (IACP) and asked to join their training division as an instructor for resource allocation, beat design, and staff scheduling. Tim agreed as long as the IACP would allow him to teach courses using the same methodology he used for the Center for Public Safety. Tim spent the next three years conducting courses for the IACP throughout the country. In 2003, Tim was contacted by the IACP Management Consulting Director and was asked to join their management consulting team for projects that involved resource allocation, beat design, and staff scheduling. He participated on the IACP research team for many large studies throughout the country and took the primary lead on analyzing workload data, building the staffing models, optimizing beat designs, and optimizing schedules.

In 2004, Tim Freesmeyer founded Etico Solutions, Inc. and left the IACP to conduct studies under his own company name. Since that time, Etico Solutions has routinely taught resource allocation, beat design, and schedule optimization in command colleges in the states of Illinois, Texas, Michigan, Wisconsin, and Missouri. Etico Solutions continues to offer three to six courses per year hosted by various police departments throughout the country. Etico Solutions has had the privilege of starting off the Missouri Police Chief's Association's Command College every year since it started eleven years ago with five days of instruction on resource allocation, beat design, and schedule optimization. Since 1995, Tim Freesmeyer has taught well over 10,000 law enforcement managers and executives on the topic of resource allocation.

After forming Etico Solutions in 2004, we began conducting staffing studies for law enforcement agencies and emergency dispatch centers. To date, we have completed over 40 staffing studies for municipal, county, and state agencies throughout the

nation. Etico Solutions, Inc. does not advertise nor do we seek out RFP announcements on nationwide boards. All staffing studies that we have conducted have been the result of word-of-mouth recommendations from former clients and students who have contacted us and asked for assistance. We typically do not respond to RFPs that are received from unknown agencies or RFPs that contain unrealistic timelines or methodologies. We take great pride in our work and rely on the satisfaction of our former clients and their recommendations to others for generating future work.

Timothy Freesmeyer holds a bachelor's degree in Physics and a master's degree in Business Administration (MBA) both from Illinois State University. He completed six years of coursework as a Ph.D. candidate in the Educational Administration program at Illinois State University before returning to focus more stringently on Etico Solutions, Inc. A resume for Timothy Freesmeyer is attached to this response as "Attachment A" for review.

References

Steve Mylett is the current Chief of Police in Bellevue, Washington. Steve began his career with the Corpus Christi Police Department in south Texas before becoming Chief in Southlake, Texas and then Bellevue, Washington. Steve was a student in an Etico Solutions Resource Allocation class on the east coast and was instrumental in bringing Etico Solutions to the Corpus Christi Police Department in 2008 to conduct an agency wide resource allocation study. Steve served as the agency liaison for that study and had the most interaction with Etico Solutions throughout the entire project. After being appointed as Chief of Police for the Bellevue, WA Police Department, Steve reached out to Etico Solutions once again in 2017 to conduct a staffing study of their Patrol Division, Criminal Investigations Division, and Records Division. Steve has distinguished himself as a leader among law enforcement executives and remains a very close friend.

Steve Mylett, Chief of Police
Bellevue, Washington Police Department
(Office) 425-452-2031
(Mobile) 425-777-0299
bpdchief@bellevuewa.gov

Jaeson White is the current Chief of Police in Missoula, Montana. Jaeson recently accepted the position of Chief of Police after retiring with 25 years of service from the California Highway Patrol. Etico Solutions has recently completed a staffing study of the Missoula Police Department's Patrol Division and Criminal Investigations Division. The agency sent a Captain and a union representative to a Resource Allocation course held in Bellingham, Washington in 2019. After returning to their agency, the two representatives reached out to Etico Solutions to conduct a resource allocation study for their agency. Much of the research was conducted by the two course attendees while the data analysis, model creation, and final report were handled by Etico Solutions. Chief White has offered to serve as a reference at any time based on his satisfaction with the study and the efficiencies that the Missoula Police Department was able to achieve as a result of the study.

Jaeson White, Chief of Police
Missoula (Montana) Police Department
(Office) 406-552-6320
WhiteJ@ci.missoula.mt.us

Joshua Downing is a Lieutenant Colonel with the Colorado State Patrol. Etico Solutions was hired in 2015 to conduct a resource allocation study for their agency after one of their executive staff attended a resource allocation course at the Institute for Law Enforcement Administration in Plano, Texas. The study examined all patrol staffing throughout the state consisting of five districts with multiple troops per district and multiple posts per troop. Etico Solutions also analyzed all specialty sections and units such as Haz Mat, Executive Security, Investigations, Smuggling and Trafficking, etc. In 2016, the CSP expanded the original scope with an additional RFP for a Dispatch Study of all five CSP dispatch centers throughout the state. Etico Solutions was awarded that project as well and the two ran concurrently until finished.

Lt. Colonel Downing was assigned as the initial agency liaison for the study and has had the most exposure and benefit from the final study results. Since the study began, Lt. Colonel Downing has been promoted to the Executive Command level and uses the staffing model created for their agency on an annual basis to allocate new troopers throughout the state of Colorado effectively.

Joshua Downing, Lieutenant Colonel
Colorado State Patrol
(Mobile) 970-590-1268
joshua.downing@state.co.us

Timeline to Complete Study

Studies such as this typically require nine to twelve months to complete. The study could commence as soon as a signed contract is completed. Preliminary recommendations for patrol staffing and investigations staffing should be ready by August 1, 2021 with the beat analysis, schedule analysis, and final report completed by the end of November, 2021. After seventeen years of conducting similar studies, experience has shown that the time required to extract accurate and comprehensive CAD data varies greatly depending on the skills of the agency personnel conducting the query and the type of CAD system used by the agency. Etico has waited as long as nine months from the date of contract to receive initial CAD data from clients. While some work can begin immediately, the bulk of the work cannot be started until the CAD data is obtained and verified as accurate and complete. As the study progresses, there may be workload that is known to exist but is not quantified in any documentation. Allowing a longer time-frame for project completion provides the opportunity to either collect data or better estimate the missing workload instead of simply ignoring its existence. Etico Solutions is proposing a set cost for completion of this study. If the project takes longer to complete than originally expected, in order to ensure more accurate results, there is no additional cost to the agency. If accurate and complete

CAD data is obtained quickly, it may be possible to complete the project prior to the estimated deadlines. Etico Solutions believes this is the most ethical way to provide a quality product at an affordable price.

Appendix A

Timothy J. Freesmeyer

3275 Sycamore Springs Rd
Mountain Home, AR 72653
m: 309.333.4906
tim@eticosolutions.com

Relevant Employment

2004 - Present

Etico Solutions Inc., Macomb, Illinois

Founder and President

Etico Solutions was founded in March of 2004 as a sole proprietorship focused on law enforcement consulting, education, and training in the areas of resource allocation, staff scheduling, and resource deployment. Based on numerous opportunities in the private sector for online interactive training, the company was incorporated on July 3, 2004. Etico's project scope was expanded to include online training courses for the private security industry and corporate security organizations.

2001 - 2004

Western Illinois University, Macomb, Illinois

Faculty Development Office

May 2004 – July 2004: Interim Coordinator – Duties included the overall supervision and direction of the Faculty Development Office. Services and programs were directed towards all WIU faculty on both the Macomb Campus and the Quad Cities Campus. New faculty orientations, mentor programs, research seminars, and Faculty networking activities were all coordinated through the Faculty Development Office.

Center for the Application of Information Technologies (CAIT)

2001 - 2004: Instructional Development Services Coordinator – Duties included coordination and facilitation of faculty and student development within the College of Education and Human Services (COEHS).
2002 – 2004: Faculty Innovator's Program Coordinator – Organized, facilitated, and coordinated a twelve month technology introduction course for faculty members from the COEHS.
2001 - 2003: User Services and Support Coordinator – Duties included supervision and leadership for the User Services and Support staff and overall responsibility for the CAIT helpdesk.
2002 – 2003: Systems Support Coordinator – Duties included oversight and supervision of the System Support staff, the COEHS electronic classrooms, Compressed Video Services, and desktop support staff.
2002 – 2003: WIU CATALISE Project Coordinator - Assisted the Project Director in managing and coordinating a three year, multimillion dollar federal grant designed to Prepare Teachers to Use Tommorrow's Technology. This program entailed numerous site visits to other state and private institutions on a consultative basis to evaluate their technology use by faculty and to make follow-up recommendations for infusing technology into teaching and learning.
2002 – 2003: Abbott Laboratories Security Management Certification Course
Project Director for a six month, technology-rich, security management program. Duties included project acquisition, design, budget proposal and oversight, and

classroom instruction. This project was a joint venture between CAIT and the Law Enforcement and Justice Administration Department.

1995-2001

Northwestern University, Evanston, Illinois
Center for Public Safety

2000-2001: Junior Lecturer / Director, Management Training Division – Managed and led a division of four full time professional employees, six support services employees, and over eighty adjunct field instructors. Taught in the areas of Resource Allocation, Staff Scheduling, and Computers for Law Enforcement. As the division Director; maintained primary responsibility for the two week "Staff Supervision School", the three week "Executive Management Program", and the ten week "School of Police Staff and Command". Additional responsibilities included hiring and dismissal of adjunct instructors, curriculum review and approval, and program marketing and sales. While in this position, I introduced the BlackBoard Course Management System to the center and oversaw its implementation.
1995-2000: Adjunct Instructor – Areas of instruction included Resource Allocation, Staff Scheduling, and Computers. The Resource Allocation class was a considerable challenge for many students due to the mathematical and statistical nature of the class. Due to my undergraduate work in physics and mathematics, I was one of only two instructors for this block of material.

1990-2000

Normal Police Department, Normal, Illinois

1998-2000: Shift Watch Commander - Senior Sergeant on the midnight shift and served as the shift Watch Commander
1995-1998: Shift Sergeant - Transferred to uniform patrol as a shift sergeant on the 3rd watch.
1995: Attended Northwestern University Center for Public Safety "School of Police Staff and Command". Graduated in June 1995 and received the "Franklin J. Kreml" award for "high ethical and professional values and dedication to public service."
1994-1995: Detective Sergeant - Promoted to the rank of Sergeant and assumed supervisory responsibility for the Criminal Investigation Division.
1991-1994: Detective - Joined the Criminal Investigation Division as a Police Detective and remained active in juvenile matters, general case investigation, and major crimes. Maintained primary responsibility for juvenile cases and school-related investigations.
1990-1991: Patrol Officer - Entered the department as a uniformed patrolman. Completed basic training in May 1990 and received the "Irvin H. Warren" award for excellence.

1988-1990

Champaign County Sheriff's Department, Champaign, Illinois

1988-1990: Deputy Sheriff Correctional Officer: Performed routine correctional officer duties including cellblock supervision, resident escorts, court security, and resident intakes.

1987-1988

Arizona Department of Corrections, Florence, Arizona

1987-1988: Correctional Service Officer I - Performed routine security services for various security level prisons within the state of Arizona. Began working maximum security, accepted a voluntary transfer to a minimum custody work camp, and then transferred back to a Special Management / Death Row facility.

Education

Illinois State University, Normal, IL
Completed all coursework for the Ph.D. program in Educational Administration and Foundations. Did not complete comps or dissertation due to work schedule and lack of time.

Illinois State University, Normal, IL

1998-2000: Master of Business Administration (MBA), GPA 3.9/4.0 Electives focused on internet technologies and computer network administration.

Illinois State University, Normal, IL

1990-1998: Bachelor of Science, Physics
Maintained position on Dean's List

Northwestern University, Center for Public Safety, Evanston, IL

1995: School of Police Staff and Command - Upon successful completion of this ten-week management course, I received 18 undergraduate credits from Northwestern University.

Adjunct Teaching Affiliations

2010-2011 — **School of Law Enforcement and Justice Administration, Western Illinois University**

Adjunct Instructor – *LEJA 208: Introduction to External Security* Began teaching this three-hour undergraduate course in the Fall of 2010

2001-2009 — **International Association of Chiefs of Police, Arlington, Virginia**
Instructor - Determining Patrol Staffing, Deployment, and Scheduling Upon the request of the IACP Training Manager, the material taught in the IACP course was completely revised and updated. Served as the only instructor for the IACP in this area conducting nation-wide three-day workshops on resource allocation and two-day workshops on police work scheduling.

1998-2013 — **Executive Development Institute, Fox Valley Technical College, Appleton, WI**
Guest lecturer- Currently conducting four-day workshops on Resource Allocation and Staff Scheduling on an annual basis.

2006-2015 — **Staff and Command, Michigan State University, Lansing, MI**
Guest lecturer- Currently conducting four-day workshops on Resource Allocation and Staff Scheduling on an annual basis.

2008-Present — **Illinois Law Enforcement Standards and Training Board Executive Institute, Western Illinois University, Macomb, IL**
Guest lecturer- Currently conducting four-day workshops on Resource Allocation and Staff Scheduling on an annual basis.

2009-Present — **Command College, Missouri Police Chief's Association, Jefferson City, MO**
Guest lecturer- Currently conducting four-day workshops on Resource Allocation and Staff Scheduling on an annual basis.

Resource Allocation Studies Conducted

Port St. Lucie Police Department
Port St. Lucie, Florida
Contact: Capt. Joe D'Agostino
July 2004 - March 2005

Clovis Police Department
Clovis, California
Contact: Capt. Bob Keyes
November 2005 – March 2006

Fort Pierce Police Department
Fort Pierce, Florida
Contact: Asst. Chief Sean Baldwin
January 2006 – June 2006

Bozeman Police Department
Bozeman, Montana
Contact: Lt. Richard McLane
September 2006 – November 2007

Oakland Police Department
Oakland, California
Contact: Chief Jeffrey Israel
October 2006 – November 2007

Madison Police Department
Madison, Wisconsin
Contact: Asst. Chief John Davenport
September 2007 – July 2008

Corpus Christi Police Department
Corpus Christi, Texas
Contact: Commander Todd Green
March 2008 – July 2009

Westfield Police Department
Westfield, Indiana
Contact: Asst. Chief Scott Jordan
May 2008 – March 2009

Santa Rosa Police Department
Santa Rosa, California
Contact: Michelle Comerford
September 2008 – March 2009

Santa Cruz Police Department
Santa Cruz, California
Contact: Zach Friend
December 2008 – April 2009

Madison Police Department (Detective Study)
Madison, Wisconsin
Contact: Captain Vic Wahl
December 2008 – May 2010

Noblesville Police Department
Noblesville, Indiana
Contact: Chief Kevin Jowitt
December 2009 – May 2012

Flint Police Department
Flint, Michigan
Contact: Chief Tolbert
March 2010 – December 2011

Lakewood Police Department
Lakewood, Colorado
Contact: Deputy Chief Michelle Tovrea
March 2011 – January 2012

Moline Police Department
Moline, Illinois
Contact: Chief Kim Hankins
August 2012 – August 2013

Bellevue Police Department
Bellevue, Washington
Contact: Deputy Chief Jim Jolliffe
October 2012 – September 2013

Kettering University
Flint, Michigan
Contact: VP Betsy Homsher
July 2013 - April 2014

Bellingham Police Department
Bellingham, Washington
Contact: Chief Cliff Cook
October 2013 – September 2014

Clinton Police Department
Clinton, Iowa
Contact: Chief Brian Guy
November 2013 – March 2015

Fort Collins Police Department
Fort Collins, Colorado
Contact: Commander Jerry Schaiger
December 2013 – February 2015

Santa Rosa Police Department
Santa Rosa, California
Contact: Megan Basinger
April 2014 – July 2015

Snohomish County Sheriff's Department
Everett, Washington
Contact: Lt. Jeff Brand
July 2014 – August 2015

Cook County Sheriff Office Forest Preserve Police
Chicago, Illinois
Contact: Chief John Roberts
December 2014 – October 2015

Kent County Dispatch Authority
Wyoming, Michigan
Contact: Curtis Holt
July 2015 – January 2016

Colorado State Patrol
Lakewood, CO
Contact: Lt. Colonel Josh Downing
August 2015 – May 2018

Bothell Police Department
Bothell, WA
Contact: Captain Bob Woolverton
February 2016 – 2017

Spokane Police Department
Spokane, WA
Contact: Kathy Armstrong
February 2016 - 2017

QComm911 – Consolidated Dispatch Study
Milan, IL
Contact: Director Kim Hankins
February 2017 – August 2018

Perrysburg Police Department
Perrysburg, OH
Contact: Chief Dan Paez
May 2017 – November 2019

College Station Police Department
College Station, TX
Contact: Deputy Chief Brandy Norris
January 2018 – April 2019

Bellevue Police Department
Bellevue, WA
Contact: Chief Steve Mylett
January 2018 – June 2019

Mount Vernon Police Department
Mount Vernon, WA
Contact: Kandy Bartlett
April 2018 – December 2018

Santa Rosa Police Department
Santa Rosa, CA
Contact: Chief Hank Schreeder
September 2018 – July 2019

Olympia Police Department
Olympia, WA
Contact: Kandace Johnson
October 2018 – 2019

Missoula Police Department
Missoula, MT
Contact: Chief Jaeson White
June 2019 – January 2021

Gallatin County Police Department
Bozeman, MT
Contact: Sheriff Dan Springer
June 2019 – June 2020

Salinas Police Department
Salinas, CA
Contact: Commander Bryan Cupak
September 2019 – February 2021

Clovis Police Department
Clovis, CA
Contact: Chief Curt Fleming
December 2020 - Present

Resource Allocation Studies Conducted with the IACP

National Wildlife Refuge System
Department of Interior
Washington, DC.
February 2004 – July 2004

Pittsburgh Police Department
Pittsburgh, Pennsylvania
August 2004 – February 2005

Billings Police Department
Billings, Montana
June 2005 – October 2005

Fredericksburg Police Department
Fredericksburg, Virginia
November 2005 – February 2006

Sarasota Police Department
Sarasota, Florida
February 2008 – April 2008

In-House Resource Allocation Training Seminars

Polk County Sheriff's Office
Bartow, Florida
Contact: Nick Staszko, Police Planner
July 18-20, 2005

Lakeland Police Department
Lakeland, Florida
Contact: Greg Policastro, Captain
January 9-11, 2006

Madison Police Department
Madison, Wisconsin
Contact: Carl Glaede
June 19-21, 2006

San Diego County Sheriff's Office
San Diego, California
Contact: Jason King, COPPS Administration Detail
June 26-28, 2006

Atlanta Police Department
Atlanta, Georgia
September 2007
Contact: Lt. Hudson-Baker

Santa Cruz Police Department
Santa Cruz, California
Contact: Zach Friend
March 4-6, 2008

Palm Bay Police Department
Palm Bay, Florida
October 14-15, 2008
Contact: Kathy Gantz

Bozeman Police Department
Bozeman, Montana
January 13–15, 2009
Contact: Rich McLane

Gloucester County Police Academy
Sewell, New Jersey
September 21-24, 2009
Contact: Sgt. Dennis Sims

Southington Police Department
Southington, Connecticut
September 20-23, 2010
Contact: William Palmieri

Lakewood Police Department
Lakewood, Colorado
Contact: Ken Perry
January 11-14, 2011

St. Augustine Police Department
St. Johns County Sheriff's Office
February 22-25, 2011
Contact: Debbie Middle

St. Louis Metropolitan Police Academy
St. Louis, Missouri
April 19-22, 2011
Contact: Academy Director

Royal Canadian Mounted Police
Fredericton, N.B.
June 7 – 9, 2011
Contact: Denise Potvin

Orange County Sheriff's Office
Orange, California
April 30 – May 3, 2012
Contact: Commander Don Barnes

Brown County Sheriff's Office
Greenbay, Wisconsin
September 17-20, 2012
Contact: Training Coordinator

Norfolk Police Department
Norfolk, Virginia
July 22-25, 2014
Contact: Academy Commander

Bellingham Police Department
Bellingham, Washington
October 13-16, 2015
Contact: Chief Cliff Cook

Champaign Police Department
Champaign, Illinois
May 8-11, 2017
Contact: Assistant Chief Joe Gallo

Lakeland Police Department
Lakeland, Florida
October 10 – 13, 2017
Contact: Chief Larry Giddens

Orange County Sheriff's Office
Orange, California
March 26 – 29, 2018
Contact: Sheriff Don Barnes

College Station Police Department
College Station, TX
April 16-19, 2018
Contact: Deputy Chief Brandy Norris

Greeley Police Department
Greeley, Colorado
April 30 – May 3, 2018
Contact: Captain Mike Savage

Bellingham Police Department
Bellingham, Washington
April 29 – May 2, 2019
Contact: Chief David Doll

Albany Police Department
Albany, Oregon
March 1-4, 2021
Contact: Chief Marcia Herndon

IACP Resource Allocation Courses Taught

Locations include but are not limited to:
Slidell, LA
Fremont, CA
Pleasanton, CA
Grayslake, IL
Greenwood, IN
Shakopee, MN
Grand Junction, CO
Boise, ID
Concord, MA
Greer, SC
Murrieta, CA
Seattle, WA
Toledo, OH
Richmond, VA
Roanoke, VA
Germantown, TN
Boston, MA

SPSC Resource Allocation Course Locations

Locations include but are not limited to:
Evanston, IL
Elmhurst, IL
Bolingbrook, IL
New London, OH
Sea Girt, NJ
Newark, NJ
Philadelphia, PA
Seattle, WA
Meridian, ID
Nashville, TN
Santa Fe, NM

Jefferson City, MO
Springfield, IL
Holland, MI
Farmington, MI
Detroit, MI
Bismarck, ND
Minneapolis, MN
Milwaukee, WI
Rock

Computer-Based Law enforcement / Security Projects

Abbott Laboratories, Security Supervisor Course: November 2002 – August 2003
Directed, designed, and administered a six-month hybrid training course for corporate security managers at Abbott Laboratories. The course was created while I was employed at WIU and utilized Law Enforcement and Justice Administration faculty for content creation. CAIT staff created the technical site and animations. The course was a combination of online modules, face-to-face workshops, and web-based discussion boards.

Initial Security, Initial Online Academy: September 2004 – 2007
Created and designed an asynchronous officer training program for Initial Security that allowed them to meet the basic training requirements of all 50 states. The induction series contained 13 separate training modules covering the following topics:

- Introduction to Assett Protection and Security
- Physical Security and Crime Prevention
- Patrols and Fixed Posts
- Communications
- Report Writing
- Human and Public Relations
- Fire Protection and Life Safety
- Ethics, Deportment, and Professional Conduct
- Civil law and Civil liability
- Criminal Law and Criminal Liability
- Emergency Situations
- Investigations
- Homeland Security

Abbott Laboratories, Global Security E-Learning Program: June 2005 – January 2012
Configured and customized an open-source course management system for delivery of online security training for Abbott Security personnel. Installed the 13-module induction series onto their system and taught their Training Manager how to use the system. Etico Solutions, Inc. hosted, maintained, and supported the Abbott Security online training platform which was used around the world at numerous Abbott facilities.

Takeda Pharmaceuticals, Global Security E-learning Program: December 2005 – March 2019
Configured and customized an open-source course management system for delivery of online security training for Takeda Security personnel. Installed 12 modules onto their system and taught their Training Manager how to use the system. Etico Solutions, Inc. currently hosts, maintains, and supports the Takeda

Security online training platform which is in use around the world at numerous Takeda facilities.

Abbott Laboratories, Global Security ALERTS Application: December 2005 – January 2012
Designed and directed the creation of a web-based notification application for the Abbott Global Security Division that automates the process of risk notifications and threat tracking. This application was used world-wide and was designed specifically to meet an identified set of needs by the Abbott Global Security team. This site was hosted, maintained, and supported by Etico Solutions, Inc.

Fox Valley Technical College, Criminal Justice Department, DNA & Crime Scene Management Online Training Series: February 2006 – December 2006
Created a four-module series on the basic forensics of DNA and its use in cold case investigations. The four modules addressed the following four topics:

- Deoxyribonucleic Acid
- Proper handling of DNA evidence
- CODIS – Combined DNA Index System
- DNA considerations for investigators

An open-source course management system was configured and customized to deliver these training courses to officers across the United States. Enrollment was open to all law enforcement personnel through a federal DOJ grant. Etico Solutions, Inc. hosted, maintained, and supported this site located at www.dnacsm.com.

Center for American and International Law, Institute for Law Enforcement Administration, Online Training Platform: November 2006 – January 2015
Configured and customized an open source course management system for use by the Institute. Plans are underway to create the first series of online modules on police ethics to be taught by the Institute staff asynchronously. Etico Solutions, Inc. hosted, maintained, and supported this site.

National Biopharmaceutical Security Council, Web Portal: December 2006 – March 2017
Designed, customized, and hosted a web portal for the NBSC to facilitate member workgroups and to provide a professional web presence.