

# Memorandum

**REPORT TO:** City Commission

**FROM:** Chuck Winn, Interim City Manager  
Cassandra Tozer, Human Resources Director  
Jim Veltkamp, Police Chief

**SUBJECT:** Authorize the Interim City Manager to Sign a Professional Services Agreement with the Center for Public Safety Management LLC

**MEETING DATE:** March 11, 2025

**AGENDA ITEM TYPE:** Agreement - Vendor/Contract

**RECOMMENDATION:** Authorize the Interim City Manager to sign a Professional Services Agreement with the Center for Public Safety Management LLC to provide a comprehensive analysis of police services.

**STRATEGIC PLAN:** 3.1 Public Safety: Support high quality public safety programs, emergency preparedness, facilities, and leadership.

**BACKGROUND:**

A comprehensive outside review of the Bozeman Police Department's staffing and operations was last completed in 2007 (a more recent 2018 study looked at just staffing). Since then, our city has grown substantially, and the public safety needs of our community have changed. We have done much study and operational analysis of the Bozeman Fire Department in our quest for accreditation. It is now time to perform similar analysis on our police operations. In efforts to ensure the Bozeman Police Department is operating as efficiently as possible and providing the best possible service to our community, this review will provide the following outcomes:

- Conduct a data-driven analysis to identify actual workload. This forms the basis for determining what is driving overtime, workloads and service demands;
- Identify and recommend appropriate staffing and deployment levels for every discrete 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 into the industry's best practices;
- Recommend a management framework to ensure accountability, increased efficiency and improved performance;
- Determine staffing analysis using workload and performance for police

departments.

During the 2024 First Responder Mill Levy educational presentations, we were asked specific questions about the impacts of our current staffing on public safety within the city. The data provided by this study will allow us to provide the community more detailed data-driven information about the operations and workload of the Bozeman Police Department and how specific resource additions will impact public safety in our community.

**UNRESOLVED ISSUES:** None.

**ALTERNATIVES:** As suggested by Commission.

**FISCAL EFFECTS:** Approximately \$80,000. This contract will be funded using FY25 budget savings.

Attachments:

[PSA - CPSM.pdf](#)

Report compiled on: February 20, 2025