



# Innovative Justice & Public Safety Solutions

## An Industry Leader

One of the most significant challenges for state, city and county governments is the rising personnel, operational and legacy-related costs of keeping residents safe. Criminal justice systems, fire, police, Emergency Medical Services (EMS) and the liability and legal realities of providing these critical services represent the most significant budgetary drivers faced by local governments. In fact, for most U.S. states, cities and counties, operating expenses related to criminal justice a public safety account for 50% or more of the budget.

PFM's Center for Justice & Safety Finance (CJSF) stands at the intersection where policy, operations, and finance meet – building a 21st Century criminal justice and public safety system for cities, counties and communities across the country.

## One-of-a-Kind Expertise, Proven Track Record

PFM has worked with states, cities and counties to drive fiscal and operational innovation, sustainability, and affordability for complex public safety and justice issues. From jails and criminal justice systems to police and fire departments, we are professionals with expertise in the fields of Criminal Justice and Public Safety with a record of producing results for clients:

- ◆ **New Orleans, LA** – Since the immediate years post-Katrina, PFM has worked hand in hand with the City of New Orleans to help improve the fiscal and operational performance of its public safety departments and criminal justice system. Working with the Mayor's Office and senior leadership, our team delivered the first-ever comprehensive and system-wide cost analysis, from inmate health care to food service to sheriff department compensation, to help the city save millions of dollars through operational changes in their criminal justice system and public safety departments.
- ◆ **Fairfax County, VA** – Our team of experts reviewed the operations and organizational structure of the Fairfax County Police Department, including internal financial stressors like compensation, benefits, rank and staffing practices, and scheduled hours and leave. By evaluating all divisions and entities associated with the Police Department, PFM provided vital analysis and thoughtful recommendations using a holistic and comprehensive approach that have achieved meaningful results for the County.
- ◆ **State of Washington** – By analyzing the recruitment and retention practices and experience of the Washington State Patrol, PFM identified potential barriers to recruitment and drivers of attrition. Our professionals with expertise analyses informed a series of recommendations to help the State of Washington enhance its operations and more efficiently and effectively attract and retain the highest quality workforce.
- ◆ **Cuyahoga County, OH** – During a time of substantial transition within local government, our team led a full criminal justice system assessment, identifying innovative operational changes and enhancements that ultimately improved outcomes and reduced costs for Cuyahoga County.

Our clients enjoy the distinct advantage of access to professionals with expertise who tackle issues simultaneously as operational practitioners in public safety and justice, as well as budget and finance.



## An Innovative Approach

PFM's Center for Justice & Safety Finance takes a thoughtful and innovative approach, considering the specific challenges impacting our state, city and county clients in three major areas of service:

1. Provide system-wide criminal justice cost and operational reviews for county-level governments.
2. Conduct agency-specific operational and organizational efficiency reviews to drive outcomes while ensuring fiscal sustainability.
3. Deliver technical assistance to enable local governments to limit legal liability and costs related to law enforcement operations for state, city and county governments.



## Leaders in Justice and Safety Finance

Our team is led by David Eichenthal and Dr. Ron Serpas as senior advisor. Combined, these nationally-regarded professionals with expertise lead our team in delivering meaningful and lasting results for our clients.

**David Eichenthal** – Managing director of PFM's management and budget consulting practice and CJSF's executive director, Mr. Eichenthal uses his knowledge and first-hand experience in finance, government, academia and public policy to help state and local governments improve their management and budget performance. Prior to his work with PFM, Mr. Eichenthal spent more than a decade and a half in senior leadership positions in government and the non-profit sector, including serving as chief financial officer of a mid-size city, in a series of senior policy positions with the City of New York and program director for a national organization of criminal prosecutors. Mr. Eichenthal is also a research fellow at the Center for Research in Crime and Justice at NYU School of Law.

**Dr. Ronal Serpas** – As a senior public safety executive, Dr. Serpas has led some of the largest, most complex public safety departments in the country, formerly serving as the Chief of the Washington State Patrol, Chief of Police in Nashville, TN, and Police Superintendent of New Orleans, LA. Nationally and internationally recognized for his expertise, Dr. Serpas is the Professor of Practice for Criminology and Justice at Loyola University; Senior Advisor of PFM's Center for Justice & Safety Finance; former Vice President of the International Association of Chiefs of Police (IACP) where he was recently named Honorary President, a prestigious lifetime appointment.

**Seth Williams** – Deputy director of CJSF and a senior managing consultant with PFM, Mr. Williams serves as the day-to-day project manager and analyst for numerous city and county criminal justice and public safety agencies nationwide. His work at PFM has helped reduce expenditures, increase efficiencies and outcomes, and redesign portions of criminal justice and public safety systems for a variety of government clients.

**Sarah Schirmer** – A Fellow with the Center, Ms. Schirmer brings to the Center ten years of experience working in the criminal justice field, with a focus on policy, data analysis, and research. Prior to her work with the Center, she served as the criminal justice policy advisor to the former mayor of New Orleans and led the City's progress to reduce its jail population by more than 20 percent.

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