

REQUEST FOR PROPOSALS

Police Management and Operations Study

Ogden City Corporation is accepting proposals from qualified consulting firms to conduct a general management and operations study of the Ogden City Police Department (OPD).

A mandatory pre-submittal meeting will be held on Thursday, May 25, 2017, in person at 2549 Washington Blvd., Suite 310, Ogden or via teleconference at 9:00 a.m. Anyone wishing to participate via teleconference will need to provide an email address at least 24 hours in advance, and the call in number will be provided via email the day prior to the meeting.

Proposal information packets may be downloaded from the Ogden City website located at www.OgdenCity.com under the BUSINESS tab, drop down to the BID OPPORTUNITIES tab (pdf format) or obtained from Ogden City Purchasing, 2549 Washington Blvd., Suite 510, Ogden, Utah, 84401 Monday through Friday between the hours of 8:00 a.m. and 5:00 p.m.

Responses to this Request for Proposal shall be submitted to the City Purchasing Agent, 2549 Washington Blvd., Suite 510 (5th floor), Ogden, Utah; no later than 4:00 p.m., on June 16, 2017.

LATE PROPOSALS WILL NOT BE ACCEPTED.

The City reserves the right to accept or reject any proposal as it best serves its convenience and/or is found to be in the best interest of the City. The City reserves the right to issue contracts to multiple vendors as deemed in the best interest of the City.

Ogden City encourages and welcomes bids from women and minority owned businesses.

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OGDEN CITY COUNCIL
REQUEST FOR PROPOSAL
for a
GENERAL MANAGEMENT AND OPERATIONS STUDY
of
OGDEN CITY POLICE DEPARTMENT



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OGDEN CITY COUNCIL
REQUEST FOR PROPOSAL
for a
General Management and Operations Study
of the
Ogden City Police Department

I. REQUEST FOR PROPOSAL

The Ogden City Council is soliciting proposals from qualified consulting firms to conduct a general management and operations study of the Ogden City Police Department (OPD). This Request for Proposal describes the City, OPD, the scope of work, proposal requirements, selection criteria and other related information.

II. OGDEN CITY

Ogden City was incorporated in 1851. With a population of approximately 85,000 contained in an area of 27 square miles, it is the largest municipality in Weber County and serves as the county seat. Ogden City has stable, older neighborhoods undergoing revitalization, newer neighborhoods experiencing some growth, and a central business district also undergoing revitalization. Many of the county's recreational, leisure and cultural opportunities are located in Ogden. It is home to Weber State University, a public institution with a total enrollment of 26,000.

The City operates under a Council-Mayor form of government, operating similar to the executive and legislative branches of the federal government. A seven (7) member Council sets city policy and authorizes all budgetary actions. Council members are elected on a non-partisan basis. The Mayor is responsible for all administrative operations of the City and, with the assistance of the Chief Administrative Officer (CAO), manages six (6) departments: Legal, Public Services (includes Parks and Public Ways, Recreation, the Water, Sewer, Storm Sewer Utilities, and Golf Enterprise), Community and Economic Development (including the Airport Enterprise), Management Services (includes the Justice Court, Human Resources, Finance, Fleet and Facilities, and IT), Police, and Fire.

III. Ogden City Police Department

The Ogden Police Department has been providing law enforcement services to the community since 1855. OPD is a community policing-based department of 144 sworn police officers supported by a civilian work force of approximately 80 non-sworn and volunteer professionals. The department is a diversified and proactive department made up of a number of different specialty areas and bureaus.

A. Organizational Structure. OPD is divided into five sections: Administration, Animal Services, Investigations, Support Services and Uniform. The Chief manages the Department. Administrative support is provided to all Division sections by two (2) full-time Senior Office Assistants and one (1) part-time Office Assistant.

B. Budget. The Department has a combined budget of slightly more than \$20 million dollars spread across the Divisions as follows:

Administration	\$ 2,144,650
Uniform	\$10,099,000
Investigations	\$ 6,162,400
Support Services	<u>\$ 1,636,400</u>
Total	\$20,042,350

IV. WRITTEN AGREEMENT REQUIRED

The selected consultant must be willing to negotiate and enter into a written agreement with Ogden City to provide all services required under the Scope of Services set forth in this solicitation or as may be modified by the written agreement.

V. SCOPE OF SERVICES

A. General Description

The study shall analyze the efficiency and effectiveness of the policies, procedures, management, and operations of the Ogden Police Department, to respond to the issues outlined below. The analysis shall include comparisons with similar-situated cities in the United States, especially

those located in the West. Criteria such as city size, demographics, large central city, age of city neighborhoods, form of government, etc. should be used in the comparisons wherever possible.

The study is meant to focus on the management structure, staffing levels, efficiency and effectiveness of day-to-day operations, and the sufficiency of supporting data management tools and data collected etc., used by OPD to complete its mission.

B. Management and Performance Review

1. Strategic Plan Development.

- a. Review departmental missions and objectives for adequacy, appropriateness, and effectiveness.
- b. Outline recommended strategies for achieving departmental missions and objectives and provide time-specific, results-oriented objectives stated with enough specificity for implementation.
- c. Define critical issues facing the police department over the next five to ten years.
- d. Analyze the impact of anticipated growth on staffing levels and calls for service.
- e. Outline a process for incorporating study results, including recommendations for the Real Time Crime Center and any long-term capital needs, into a Strategic Plan for the department.

2. General Management Review

- a. Provide a review and analysis of organizational structure, staffing levels, and staffing requirements by function and make recommendations for improvements.
- b. Review the number, type and purpose of the department's various organizational components (divisions, sections, and units), and interrelationships that exist between them. Determine if similar or compatible functions are assembled in logical groupings and the extent to which authority and responsibility is properly allocated between them. Assess the manner in which the efforts

of all components are planned, directed, coordinated, and supervised. This should also include an evaluation of how multi-jurisdictional units in which OPD participates (e.g. SWAT, Gang Task Force, etc.) function within the overall organizational structure of the department. The City is particularly interested in policing strategies to stem drug and gang related crimes, as well as strategies for dealing with concentrated crime areas.

- c. Evaluate OPD's interaction and coordination with Weber Area Dispatch and 911 Emergency Services District. Review call type, processing time, holding times, etc. to determine if there are opportunities for service delivery enhancements. Make recommendations for changes in policy if appropriate. (**Ogden City has a good working relationship with the District Board and staff and will assist the consultant in getting the necessary information.*)
- d. Determine whether the allocation of resources in OPD's various Divisions (Patrol, Investigations, etc.) are efficient and adequate for the needs of the City.
- e. Review the current workload data such as: calls for police service, received and dispatched; the breakdown of calls for service by type, frequency, distribution and relative priority; alternatives to traditional police response; proactive activities; non-criminal service requests; response times; and mutual aid agreements.
- f. Evaluate the department's current rank structure, the number of managers and supervisors at every level and function, and the authority at each level of the chain of command. Analyze the organizational structure of the police department as it relates to accepted standards of organizational theory and practice. Determine if the organizational structure complies with professionally accepted concepts such as unity of command and span of control, and there are logical grouping of activities, functions and other organizational components. Consider enhancements that may be justified in the future in the event of additional staffing and/or modification to the organizational structure.

- g. Review trends in community policing. Compare “best practices” for community policing programs in communities of similar size and demographics with OPD’s approach.
- h. Identify tasks that can be completed in a more efficient and/or economical method, such as using civilians, reassigning staff, consolidation, technology upgrades or changes, or other resources.
- i. Classify services and operations into a systematic organization that allows costs and effectiveness to be understood and differentiated. These services and operations shall include those expected of a modern municipal police department matching the size and workload of the department and does not necessarily conform to those currently being provided by the OPD. Possible services and issues should include the identification of services that may be added, eliminated, combined, regionalized, or privatized to provide appropriate levels of service for the City of Ogden.
- j. Review administrative functions for effectiveness and efficiency; utilization of available funds; coordination and scheduling of training functions; the current state of equipment and facility needs; the planning of future capital needs and implementation, and how well the department complies with various requirements, such as ADA, FMLA, FLSA, affirmative action, and officer safety standards.
- k. Review OPD’s communications policies, priorities and practices, and determine if it serves the needs of the community.

3. Retention and Recruitment

- a. Project OPD’s attrition for the next ten years based on historical data (taking into consideration the recent changes in compensation methods and amounts), and the current tenure of existing officers. Compare attrition rates due to retirements and transfers to rates in comparable Utah cities.
- b. Review, compare, and contrast the department’s recruitment and retention efforts and methods (including diversity recruiting) with other Utah law enforcement agencies.

- c. Provide a review and analysis of policies and procedures that directly impact employees and the effect these have on employee morale, including information that will help elected officials understand the current organizational culture and how morale is impacted by the culture.
- d. Provide recommendations for recruiting and retaining officers in a highly competitive job market.
- e. Provide a review and analysis of department policies and directives relating to career path development, recognition programs, and internal affairs.
- f. Evaluate the potential effectiveness of a Cadet Program as long-term crime prevention strategy and potential future recruitment sources.
- g. Evaluate the potential effectiveness of the current Reserve Officer program.

4. Facilities, Equipment and Technology

- a. Provide a review and analysis of facilities and vehicle equipment needs (including fleet plan suggestions). **An in-depth of fleet policies and procedures is not required.*
- b. Provide a review and analysis of personal equipment needs, including how such equipment is provided to sworn officers (example: uniforms, bullet proof vests, firearms, etc.,) and how costs for such equipment are covered.
- c. Evaluate the effects of emerging trends in technology on the range of services and delivery. Enhanced crime analysis and “force multiplier” technologies such as red light and speed radar camera systems and license plate recognition, security camera technology, and web based reporting systems.
- d. Evaluate the Real Time Crime Center and provide a comparison of its effectiveness to other agencies using similar technology and practices. Determine if the Center is using the most effective software.

- e. Evaluate the body camera policies and use and make recommendations based on best practices. (*Note the body camera program is new to the Department as of January 2017.*)
- f. Evaluate the effectiveness of the use of other cameras around the City, both stationary and mobile.

5. Other Related Items

- a. Evaluate pertinent policies and external controls—Public Safety Appeals Board Process, Critical Incident Protocol, etc.—that provide oversight and review for adequacy taking into consideration the additional public scrutiny under which law enforcement now operates. Make recommendations for changes if appropriate.
- b. Identify opportunities to develop collaborative relationships of trust with members of the community.
- c. Provide projections, inferences, or recommendations for managing the increased workload impact to other City departments and allied government agencies (City Attorney’s Office, Prosecutor’s Office, Records, Human Resources, etc.) resulting from enhanced police department operation.
- d. Review results of Weber State research regarding the community’s level of satisfaction with OPD (if available) and incorporate results as appropriate.
- e. Recommend any other organizational improvements that can be made to enhance overall service.

VI. DELIVERABLES

- A. Consultant will document all study findings, conclusions and recommendations in a formal study report. The consultant will identify opportunities for improvement in all areas identified in the Scope of Services, and develop specific recommendations for implementation of those improvements.

Recommendations should be given a time frame for completion (e.g., immediate implementation, next fiscal year, within three years, etc.) to

provide direction for the Department in incorporating the changes. Budgetary constraints on implementation should be taken into consideration

- B. Consultant will provide information describing the purpose of the study, methodology, time frame, and introduce the consultant staff to OPD employees and other City employees in an orientation meeting. This meeting(s) may be conducted in person or by using web-based access.
- C. Consultant will conduct anonymous surveys of OPD employees regarding their perception of the Departments mission, goals and objectives, workload, information, supervision, training, policies and procedures, promotion, resources, etc. The results of the anonymous survey will be included and reported in the final report
- E. Consultant will provide monthly status reports to the Project Coordinator including a summary of all costs incurred and work performed by project team members during the period.
- F. Consultant will provide the Council Office with eight (8) copies of the final report of findings and recommendations for review and comment prior to the final printing. The review of the draft report will be for factual accuracy only.
- H. Consultant will make oral presentations of the results of the study to the City Council at a regularly scheduled Council Work Session. This presentation will assist the Council in understanding the implications of the report and the consultant's recommendations. This presentation will be made in the City Council Work Room at the City offices.
- I. Consultant will make an oral presentation of the results of the study to OPD employees so that they may hear the recommendations directly from the consultant.
- J. Consultant will provide eight (8) copies of the final report and any attachments to the Project Coordinator. Consultant will also provide a copy of the final report in an electronic (PDF) format.

VII. TENTATIVE WORK SCHEDULE

May 23, 2017	Intent to Bid Notification Due**
May 25, 2017	Mandatory Pre-submittal meeting (in person or via webcast)
Jun. 16, 2017	Responses Due
Jun. 30, 2017	Internal Review Complete
Jul. 2017	Finalists notified
Aug. 2017	Interviews/Selection
Sept. 2017	City Council Interview/Approval
Sept. 2017	Contract Completed
Sept. 2017	Consultant Begins Work
Jan. 2018	Project Completion
Jan. 2018	Report to City Council
Feb. 2018	Council consideration of adopting management study

**Notification of the consultant's intent to bid will allow Ogden City to more effectively manage questions and information requests and ensure that all interested parties get all requested information and answers to questions at the same time. Failure to provide a notice of intent to bid will not preclude a consultant from submitting a proposal. However, the consultant assumes all responsibility for any missed information.

Services required must be commenced by October 2, 2017, and be completed no later than February 28, 2018, unless another date is negotiated by the successful consultant prior to award of the contract.

VIII. PROPOSAL

In order to assist the selection committee, proposals from consultants must be submitted in the same sequence shown below.

1. A statement indicating whether your organization is national, regional or local.
2. A description of your organization's professional qualifications.
3. A statement indicating the number of employees, by level, that will handle the study.

4. A separate listing of current and prior clients, indicating the following:
 - A. Type(s) of services performed.
 - B. Indicate the names, addresses and telephone numbers of persons who may be contacted by the selection committee as references. Governmental clients are preferred.
5. Provide a resume for each study team member, and indicate the experience for each team member who would be assigned to the Ogden City study, including:
 - A. Name of individual.
 - B. Education/Professional credentials.
 - C. Experience in Police or Public Safety management studies.
 - D. Experience in government or police administration.
 - E. Hourly rates to be charged for each team member.
 - F. Amount of time of each member dedicated to each study.
 - G. Their position on each study.
 - H. Percentage of time senior or higher level personnel will be on-site.
6. A tentative schedule for completing the study within time frames specified herein.
7. A quoted price for each area and a "Not to exceed" total cost for the study.
8. Any additional information, which, in the opinion of the consultant, would be relevant to the City's evaluation process.
9. A written work plan outlining in detail how the consultant proposes to perform the services required.

10. A list of specific exceptions to any and all items, conditions and requirements contained in the RFP.
11. The signature of an authorized representative must appear on a transmittal letter of the consultant's proposal. The transmittal letter should include a statement indicating the consultant's willingness to comply with all the terms and conditions set forth in this Request for Proposal unless specific written exceptions are noted.
13. A list of any proposed exceptions to the terms and conditions of the attached agreement.
14. Information pertaining to any area of police administration and operations which are customarily reviewed during such a study which have not been mentioned in the "Scope of Services" section of the RFP.

IX. EVALUATION CRITERIA

1. Following the receipt of proposals, the City-appointed selection committee will select finalists for further evaluation. The finalists will be selected based upon consideration of the following criteria:
 - A. Availability of national, local and regional resources.
 - B. Number and depth of office staff to be used in carrying out the study.
 - C. Level of expertise and experience of personnel in performing this type of study.
 - E. Quality of the work plan used by the study team.
 - F. Experience, education and training of personnel as it relates to police management and operations studies, particularly local government experience.
 - F. Proposed schedule for completion of the required study functions within the specified deadlines.

- G. Hourly rates and a not-to-exceed price for completion of the work outlined in the Scope of Services in similar format as follows:

Price Quote

Hourly rates to be charged as follows:

CLASSIFICATION	RATE
Partner	\$ _____
Manager	\$ _____
Field Supervisor	\$ _____
Staff	\$ _____
Clerical	\$ _____
Other: _____	\$ _____

Not to Exceed cost to perform the Ogden City Police Department General Management and Operations Study is \$ _____.

- 2. A selection committee consisting of the Council Executive Director, Council Policy Analyst, Police Chief, three (3) Council members and the Chief Administrative Officer will evaluate all proposals received. Following evaluation by the committee, a subset of finalists will be selected for further consideration.

The Committee will conduct oral interviews with each finalist. The individual designated as the project manager should be in attendance at the interview. Other team members may attend at the discretion of the proposing consultant. All costs associated with travel to this interview are the responsibility of the consultant. The City will make every effort to accommodate flight and other schedules to minimize the cost to the proposing consultants.

Proposing consultants should be prepared to discuss all aspects of their proposal. In addition to the criteria for the proposals, finalists will be evaluated based on the following criteria:

- A. Professional qualifications and ability to present required information.
- B. Previous experience.

- C. Comments from references.
 - D. Ability to communicate effectively with the City Council, Department employees, and the public.
 - E. Willingness and ability to perform in an informal advisory capacity to the City Council.
 - E. Willingness and ability of the consultant to cooperate and work with the City Council staff in performance of the required study functions.
3. The selected consultant will be required to meet with the City Council at one of their regularly scheduled work sessions to present their proposal prior to entering into a contract. The City Council must approve the contract prior to commencement. All costs associated with travel to this interview are the responsibility of the consultant. The City will make every effort to accommodate flight and other schedules to minimize the cost to the consultant.

X. NOTICE OF SELECTION

The City Council hopes to select the consultant to perform the OPD management study by September 2017. The selected consultant will be notified as soon as possible. If a written agreement cannot be negotiated with the selected consultant within a reasonable period of time after selection, the City reserves the right to terminate negotiations and select a consultant from among the other finalists.

XI. SUBMISSION OF PROPOSALS

In order to be considered for award, the consultant must submit six (6) copies and an electronic PDF of the written proposal to **the Purchasing Division, Ogden City, 2549 Washington Boulevard, Suite 500, Ogden, Utah, 84401, prior to 4:00 p.m. on June 16, 2017**. All proposals will be delivered in a sealed package and **Police Department General Management and Operations Study** must be marked in a conspicuous place on the outside of the package. Proposals which are not received in the Purchasing Division prior to the time and date specified herein

will be considered late. LATE PROPOSALS WILL NOT BE CONSIDERED FOR AWARD.

The City reserves the right to reject any and all proposals and to waive any informality or technicality in proposals received, in the interest of the City.

XII. PROPOSAL COORDINATOR – CITY CONTACT

Questions concerning the scope of work or the meaning or intent of these specifications should be directed in writing to Brooke Gerfen, Ogden City Purchasing at 2549 Washington Boulevard, Suite 510, Ogden, Utah 84401; (801) 629-8743 or via e-mail at: BrookeGerfen@ogdencity.com.

Note that all questions received prior to the due date for the Intent to Bid will be handled at the discretion of Ms. Gerfen. After the due date for the Intent to Bid, every effort will be made to provide the same information to all consultants who have communicated an intent to bid.

XIII. PROJECT MANAGER – CITY CONTACT

Amy Sue Mabey, Council Policy Analyst will serve as the project manager and the contact for this project. Ms. Mabey can be reached at the Office of the Ogden City Council, 2549 Washington Boulevard, Suite 320, Ogden, Utah 84401; (801) 629-8629 or via e-mail at amymabey@ogdencity.com.