

To: Mayor and City Council

From: Richard Platto, Assistant Finance Director

Date: August 8, 2022

Re: Contract Approval for RFP 22-04 – Consulting Services Study of the Police Department

Action

Authorize the mayor, city manager, or designee to execute all documents necessary and proper to enter into a contract for consulting services for a study of the Police Department, subject to final legal review.

Summary

The City recently solicited proposals from qualified vendors to provide consulting services for a study of the Police Department. The intent of the request is to secure a consultant capable of conducting a professional police department study that can be relied upon to facilitate the police department's role as the lead public safety component of the City by being community oriented, effectively organized, and well managed. The study should solidify the department's ability to conduct effective master planning for its current and future criminal justice environment. In addition, the study findings should assist the City to make informed decisions for prioritization and allocation of resources.

Details

A request for proposals was issued in April 2022 and the City received four (4) responses from qualified vendors. A review committee of four (4) staff members evaluated and scored each proposal, with the top three (3) scoring firms being selected for a follow-up interview. The interviews were conducted June 30th, and after discussing the results of the interviews, the evaluation committee recommends awarding the contract to BerryDunn.

BerryDunn estimates that the project duration will be 8 months, with a flat fee, not-to-exceed cost of \$117,500. Unassigned fund balance within the General Fund will be used to fund the study. Factoring this use of fund balance into the City's projections, it is anticipated that ending fund balance for FY2022 will still be approximately 7 to 8 months.

Attached is a copy of the request for proposal received from BerryDunn.

Below is a summary of the responses received:

Name	Avg Score	Cost Proposal
BerryDunn *	90.5	\$117,500.00
I4X Institute for Excellence in Public Service *	85.0	\$91,200.00
Jensen Hughes *	78.3	\$128,837.14
Let's Build a Legacy, LLC	61.3	

(*) – Represents firm that was selected for an interview

Recommendation

Staff recommends Council authorize the mayor, city manager, or designee to execute all documents necessary and proper to enter into a contract for Consulting Services Study of the Police Department with BerryDunn, subject to final legal review.



Consulting Services Study of the Police Department

City of Dunwoody, Georgia

Technical Proposal

BerryDunn

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Portland, ME 04102-1955
207.541.2200

Doug Rowe, Principal

drowe@berrydunn.com

Michele Weinzetl, Project Manager

mweinzetl@berrydunn.com

Proposal Submitted On:

May 17, 2022 before 2p.m. in response to
RFP #22-04

berrydunn.com



May 17, 2022

City of Dunwoody
Office of Purchasing, Finance Department
Attn: John Gates Jr., Purchasing Manager
4800 Ashford Dunwoody Road NE
Dunwoody, GA 30338

Dear John Gates:

On behalf of Berry Dunn McNeil & Parker, LLC (BerryDunn), I am pleased to submit this proposal in response to the City of Dunwoody's (the City's) Request for Proposals (RFP) seeking a Consulting Services Study of the Dunwoody Police Department (DPD). Our proposal is a firm and irrevocable offer valid for 90 days following the proposal due date of May 17, 2022.

BerryDunn is a nationally recognized independent management and information technology (IT) consulting firm focused on inspiring organizations to transform and innovate. Founded in 1974, we are a stable and well-established firm that has preserved our core values and reputation for excellence throughout our longstanding history. We have enjoyed steady growth by providing consistent, high-quality services to our clients in all 50 states—including Georgia—as well as Canada and Puerto Rico.

Leveraging our breadth and depth of experience, we will help the DPD evaluate the extent to which its organizational structure, spans of control, and personnel allocations and their associated duties efficiently and effectively match the City's current and future operational needs, service demands, and community and stakeholder expectations. The DPD will benefit from our team of experts who have direct policing experience augmented by many years of conducting operational and staffing assessments for police departments across the country.

We understand that each police department is unique and no two projects are exactly alike. Our goal will be to deeply understand your current environment, help formulate a vision for the future, and map the way to get there. The final report resulting from in-depth data collection will highlight the DPD's strengths and identify opportunities for improvement. We are prepared, and qualified, to guide the DPD through a period of complex change as a result of this review.

As a principal in BerryDunn's Local Government Practice Group, I am legally authorized to bind, negotiate, make presentations on behalf of, and commit our firm and our resources. If you have any questions regarding our proposal or updates on the evaluation process, please consider me your primary point of contact and feel free to contact me directly using the information provided below. Thank you for your time and consideration.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Doug Rowe'.

Doug Rowe, PMP®, ITIL(F) | Principal
Local Government Practice Group
t/f: 207-541-2330 | e: drowe@berrydunn.com

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1. Proposal Letter

PROPOSAL LETTER

(Failure to include this signed proposal letter will result in the rejection of your proposal.)


I propose to furnish and deliver any and all of the deliverables and services named in the attached Legal services Request for Proposals (“RFP”) for the City of Dunwoody (“City”) for which fees have been set. The fee(s) offered herein shall apply for the period of time stated in the RFP.

It is understood and agreed that this proposal constitutes a good faith offer. As such, if it is accepted in writing by the City Manager of Dunwoody, then a contract will be negotiated by the two parties in accordance with the terms and conditions outlined in the proposal.

It is understood and agreed that I have read the City’s specifications shown or referenced in the RFP and that this proposal is made in accordance with the provisions of such specifications. By my written signature on this proposal, I guarantee and certify that all items included in this proposal meet or exceed any and all such City specifications described in this RFP. I further agree, if awarded a contract, to deliver goods and services which meet or exceed the specifications. The City reserves the right to reject any or all proposals, waive technicalities, and informalities, and to make an award in the best interest of the City.

PROPOSAL SIGNATURE AND CERTIFICATION

I certify that this proposal is made without prior understanding, agreement, or connection with any corporation, firm, or person submitting a proposal (“Proposer”) for the same materials, supplies, equipment, or services and is in all respects fair and without collusion or fraud. I understand collusive bidding is a violation of state and federal law and can result in fines, prison sentences, and civil damage awards. I agree to abide by all conditions of the proposal and certify that I am authorized to sign this proposal for the Proposer.

Authorized Signature of Proposer	
Print or Type Proposer’s Name	Douglas J. Rowe
Print or Type Name of Company, or N/A if non-applicable	Berry Dunn McNeil & Parker, LLC
Date	May 17, 2022


2. Acknowledgement of Addendum Form

ACKNOWLEDGEMENT OF RFP ADDENDUMS

Failure to include this signed acknowledgement will result in the rejection of your proposal.

I acknowledge and accept responsibility that I have reviewed the City's Purchasing website subsequent to the issuance of the original RFP 22-04 and the following addendums were issued for RFP 22-04.

Addendum Number	Date of Addendum
None	None

Authorized Signature of Proposer	
Print or Type Proposer's Name	Douglas J. Rowe
Print or Type Name of Company, or N/A if non-applicable	Berry Dunn McNeil & Parker, LLC
Date	May 17, 2022

3. Scope of Services

3.1 Project Understanding

Situated north of Atlanta, the City provides services for a diverse community of nearly 50,000 residents. The DPD provides critical public safety services and responds to over 40,000 calls for service annually. We understand that the DPD is facing operational strains similar to other agencies across the nation in the current policing environment. In the DPD's 2021 Annual Report, Chief Grogan cited recruitment and retention as significant challenges, with the past year being the highest rate of turnover (23%) to date.

The DPD's mission is to work in partnership with the residents and businesses of Dunwoody to provide a safe and secure environment through the delivery of fair and impartial police services, proactive problem solving, and increased community partnerships.

In furtherance of this mission, the DPD seeks a highly qualified consultant to conduct a thorough study of its operations—the results of which will be used for planning for current and future public safety services. BerryDunn understands the DPD is interested in a workload-based review of all police department staffing, including a review of the patrol work schedule and the efficiency and effectiveness of the deployment of patrol personnel. The RFP identifies the following scope items for evaluation:

- › Key strategic initiatives and DPD goals and priorities
- › Best practices and operational efficiency
- › Technology, both external and internal
- › Organizational structure
- › Management systems and Human Resources processes
- › Customer service and satisfaction
- › Use-of-force and community-oriented policing
- › Staffing, talent, and budget

We commend the DPD for its commitment to fair and impartial policing and the actions taken thus far in the spirit of transparency and accountability, including publishing an annual report and making intentional efforts to engage the community. We also acknowledge the accolades received from the Georgia Association of Chiefs of Police for maintaining a high degree of professional standards.

That said, now, perhaps more than ever, the need for police agencies to deliver high-quality professional police services is at an all-time high. Communities and government officials have significant, but reasonable expectations related to the efficient and effective use of the resources they have committed to the public-safety mission. In turn, police officials have a responsibility to monitor and examine operational processes to ensure they are optimally configured, and that they are consistent with contemporary police standards and industry best practices.

Meeting the City's Goals

BerryDunn has a successful track record of working with police departments nationwide to evaluate internal processes, examine organizational and operational data, conduct individual interviews, facilitate internal and external group discussions, and identify and assess community expectations. In our experience, assessments of this nature have helped our clients to maximize:

1. Community trust, customer, and stakeholder confidence

2. Workforce satisfaction
3. Law enforcement best practices
4. Productivity and efficient use of resources

To meet the City's goals for this project, BerryDunn has developed a key staffing and operations review process to assist police agencies in assessing their organizations from a critical vantage point. To accomplish this, BerryDunn will conduct an examination of key staffing and procedural aspects, both with respect to the individual policing environment and the overarching standards of the professional policing environment. Our review of the DPD will include the following:

- › A workload-based analysis on staffing levels for patrol
- › A workload-based analysis on staffing levels for investigations
- › A review of other sworn and non-sworn positions and staffing needs
- › Future staffing projections
- › A review of targeted operational aspects of the department, assessed independently for the agency, and in comparison to prior police agencies studied and industry best-practices:
 - » 21st Century Policing benchmarks
 - » Calls for service and response allocation
 - » Community engagement, impartial policing strategies, and problem solving efforts
 - » Examination of the patrol work schedule in relation to service needs and demands
 - » Hiring, recruiting, and attrition rates
 - » Personnel allocations by rank and unit
 - » Serious crimes and crime clearance rates
 - » Staff diversity
 - » Technology and related technology resources and equipment
 - » Utilization of administrative funds

Following our assessment, BerryDunn will produce a written report that will identify key findings, as well as any gaps in practice that might require adjustment. The results of this study are intended to help drive progressive change within the DPD and set the course for improving police services in the future, helping to ensure effective and efficient staffing and functionality of DPD operations.

Many of our recommendations that seek to resolve gaps in practice are intertwined, and in some cases, recommendations are dependent on one another. There can be many different ways to respond to a noted gap in practice, and law enforcement leaders are often better positioned to identify the specific tasks and course of action that will best serve their agency, with regard to the overarching goals that are associated with study recommendations. To ensure that our recommendations are actionable and applicable to your agency, BerryDunn leverages an interactive and collaborative process to refine the recommendations.

Following the development of our recommendations, we will hold a strategic planning session with key department members to refine the recommendations, strategies, and action plans for moving forward with implementation.

3.2 Why BerryDunn?

Our team has extensive experience conducting similar studies for police agencies nationwide. Our team of former police officials and chiefs apply their professional experience and project management expertise to provide our clients with objective, actionable recommendations for improvement. As evident in the key points that follow, we have a strong desire to partner with the City on this initiative. We have a clear understanding of the work effort required and the City's needs; extensive experience conducting similar projects nationally; and several notable attributes that differentiate us from other proposers.

- › **Our approach to conducting staffing analyses is proven, comprehensive, and reliable.** BerryDunn has a proven research-based approach and model for conducting staffing and resource allocation studies. Our methodology includes a mixed-methods research design, which uses both quantitative and qualitative data. Our process includes substantial data analysis, and the use of numerous information-gathering tools and instruments, including individual and group interviews. Through this comprehensive approach, BerryDunn produces findings and recommendations for our clients that are valid, reliable, actionable, and also meet or exceed best practices within the law enforcement industry.
- › **Our assessment process includes a predictive analysis model.** BerryDunn understands that having the correct number of allocated staff resources is a critical element in the efficient and effective delivery of police services. BerryDunn utilizes an industry-leading workload-based model for determining optimal staffing levels for police departments. This model also utilizes an algorithm that leverages workload data and study findings to calculate future staffing needs for both sworn and non-sworn staffing positions. After establishing base staffing levels for the DPD, we will apply our model to predict shifts in future workloads, which will help the DPD to plan for growth and increased service demands.
- › **Our team's robust public-sector experience is augmented by years of consulting expertise.** Our consultants stand out through their hands-on policing experience—we understand our clients' perspectives because we have been in their position. The BerryDunn team brings a collective 60+ years in the policing industry, holding leadership and chief of police positions. While this direct policing experience informs our work, even more important for the success of the City's project is our strong project management and change management expertise, gained from years of consulting experience. This helps ensure the project progresses on time, within scope, and with clear lines of communication.
- › **Our reputation for being outstanding facilitators.** Our team includes experienced facilitators who have the skills necessary to elicit information, encourage collaboration, reach consensus, and develop buy-in with diverse groups of participants, especially in the context of public safety. Because this project includes internal and external customers and community partners, it is important for the City's consulting partner to know how to listen, engage, resolve conflicts, and keep discussions on track.
- › **Our project manager is a Prosci® Certified Change Practitioner.** In many of our engagements, we experience resistance to change because our work often leads to shifts in processes, operations, and systems. This reinforces our belief that the management of change is crucial to the success of this project—especially one as important and complex as the City's.

Our approach builds in proactive change management by involving key stakeholders in order to gain input, build support, and promote buy-in for decisions, helping the DPD evolve to the future state it desires. This is especially important during implementation planning as the DPD adopts recommendations that result from the study.

- › **Our demonstrated commitment to serving Georgia clients.** BerryDunn is a national firm with demonstrated success conducting municipalities and state agencies in the State of Georgia. Further, we bring a local perspective with the addition of Chief Persley to our team—the current chief of police in Albany, Georgia. We recently completed a similar study for his department in 2021. Firm-wide, we have completed or have ongoing engagements with the following clients, including a Parks and Recreation Master Plan for DeKalb County in 2020:

Athens-Clarke County	DeKalb County	GA Dept. of Driver
City of Albany	Forsyth County	Services
City of Alpharetta	GA Dept. of	GA State University
City of Milton	Administrative Services	Glynn County
City of Stonecrest		Valdosta-Lowndes County

3.3 Study Approach

Mixed-Method Data Collection

First and foremost, BerryDunn’s approach to police department evaluations is founded in data. Our team is talented at digesting raw data (from your calls for service, for example) and translating it into meaningful findings. To meet project goals, BerryDunn will engage a variety of tools and approaches to collect data, which include:

- › Evaluating internal processes
- › Examining existing organizational and operational data
- › Conducting individual interviews and internal group discussions
- › Administering internal worksheets, questionnaires, and surveys to gather additional data
- › Identifying and assessing community expectations

Our team recognizes the sensitivity of collecting this data and will conduct the project in a respectful and conscientious manner. To maximize efficiency, we combine data collection efforts to happen concurrently to minimally disrupt City personnel’s work. We elaborate on our data collection methods below:

Fact-Finding Interviews

In collaboration with the DPD, BerryDunn will identify appropriate project stakeholders to interview. These interviews will help us to understand the processes and policies unique to the DPD and give us a well-rounded perspective of your organization. We will discuss organizational goals, business needs, and a vision for the future; and elicit input from stakeholders regarding process strengths and weaknesses, perceived internal and external problems and threats, and unique features or uses of data programs and processes.

Our team includes experienced facilitators who have the skills necessary to elicit information, encourage collaboration, reach consensus, and develop buy-in with diverse groups of participants.

We know how to listen, engage stakeholders, resolve conflicts, and keep discussions on track. Though difficult to quantify, we believe this to be one of the most important components of the City's project.

Law Enforcement Best Practices Review

BerryDunn will leverage our national experience to examine the DPD's policies, procedures, and practices around data collection. In all of our projects, we use the 21st Century Policing Task Force Report standards as a framework, and as a metric with which to measure against. Our project manager has created a checklist that assesses an agency's alignment with the six primary pillars of the 21st Century Policing Task Force Report. The BerryDunn team's law enforcement expertise and knowledge of best practices from years of national consulting experience will be a valuable asset for the DPD during this component of the project.

Document and Data Review

BerryDunn is committed to conducting a quality and thorough study. In Table 1, we provide a representative sample of the type of police department data BerryDunn generally analyzes in conducting studies for police agencies of comparable size. This information will help ensure BerryDunn thoroughly understands the DPD's current state and operations. By better understanding the City's current state, we will be well-positioned to provide actionable recommendations—driving the City toward the progressive change it seeks.

We recognize that the time expended to produce this data might be significant, depending upon where and how the data are stored and the ability to retrieve the data. We also anticipate that in some cases, the data requested might not exist. In addition, some of the requested data will need to be produced in a specific format, and it will need to include specific data elements in order to be useful. Where appropriate, BerryDunn will provide guidance or other support on how the DPD should compile the data, to help ensure that the data is produced in a usable format and to improve the efficiency in retrieving and providing data for this study.

Table 1: Sample Project Data Request

Worksheets	Surveys	Agency Information
› CAD/RMS dataset	› 21st Century Policing checklist	› Organizational Chart
› Authorized Personnel	› Patrol Workload Analysis	› Patrol Schedule
› Patrol Unit Data	› Investigations Survey	› Patrol District/Sector Map
› Patrol Watch Shift Hours	› Recruiting	› Investigations Chart
› Training Hours Data		
› Investigations Personnel		
› Investigations Leave Data		
› Investigations Case Data		

The above list is a representative sample of the data we would request for this project. However BerryDunn may require additional data for analyzing the various areas of focus included in this study, which are not otherwise outlined in this data request. If additional data is required, BerryDunn will develop an additional data request notice and submit that to the DPD.

Customizable Tools

As a thought leader in the industry, Michele Weinzetl has created multiple customizable tools which we will bring to our work with you. For example, she has created a **Police Field Technology Assessment** tool that provides a general assessment of the deployment and functionality of the hardware and software technology of your patrol fleet. We provide this tool for review in the Appendix. We will leverage this, along with other customizable instruments (such as the Patrol Schedule Assessment and 21st Century Policing Assessment Tools), to collaboratively assess the DPD's performance in a variety of categories. We elaborate further on one of our custom tools in the following section.

3.4 Evaluating Calls for Service

Within the RFP, BerryDunn notes that the City is interested in categorizing DPD services and identifying services that “may be added, eliminated, combined, regionalized, or privatized to provide appropriate levels of service for the City.” BerryDunn has interpreted these statements to mean that the DPD wishes to explore and prioritize its calls for service responses.

BerryDunn has developed a collaborative process for calls for service evaluation that helps communities identify essential vs. non-essential police services. It provides an opportunity for determining whether a shift to the traditional service delivery model is appropriate, and if so, it helps determine which resource is best fit to respond to certain calls for service categories.

To help our clients in this process, BerryDunn has created a customizable **Essential Calls for Service Evaluation Tool** as a component of this process (see Table 2 on the following page for an excerpt). This tool combines numerous evaluative points to provide a **full range of areas for consideration** in making decisions about police response. It is inclusive of community and stakeholder engagement, and is customizable to the agency. This process and this instrument, help to memorialize relative qualitative and quantitative data, and they help inform the discussions needed to consider adjustments to the traditional calls for service response model.

Table 2: Essential Calls for Service Evaluation Method

CFS Activity	Police Mandate	Risk/Potential Danger	Immediate Response	Type: Crime, Traffic, Service	Other Resources Available	Alternative Response	Volume in FTEs	Community Value	Custom Field
Alarm									
Theft									
Domestic									
Medical									
Mental Health									
Traffic									

The calls for service activity axis of Table 2 provides an example of the range of calls for service types evaluated in this process. Collaborators use the rating section to the right of the list to express and identify public safety priorities and possible areas for adjustment. Table 3 outlines the legend used for the ratings provided by the participants.

Table 3. Essential Police CFS Evaluation Legend

Category	Rating	Explanation
Police Mandate	Yes, No	Legal requirement for response
Risk/Potential Danger	High, Possible, Limited	As assessed by call type and category
Immediate Response	Yes, No	24/7 response necessary/expected
Type: Crime, Traffic, Service	Category	CFS category assigned
Other Resources Available	Yes, No, Limited, TBD	Current, to some extent, or possible
Alternative Response	Yes, No	TRU or online reporting options
Volume in FTEs	Calculated Value	Based on CAD analysis
Community Value	Calculated Value	Based on community input (1-10)
Custom Field	TBD	TBD

In collaboration with the City, we will distribute this tool both internally to the DPD as well as externally to the community. This tool will also correspond with a community listening session to directly solicit feedback from the community to discuss whether adjustments should be made to the traditional police service response model.

BerryDunn will engage the use of the Essential Police Calls for Service Evaluation tool in Phase 2 of this project, further explained in the Project Work Plan in the following section.

3.5 Project Work Plan

We understand that no two projects are exactly alike, and we believe that one of the primary reasons we have been successful with similar projects is our willingness to be flexible in adapting to our clients' unique needs. Therefore, we welcome any discussion pertaining to adapting the following tasks. The overarching benefits the City can expect of our approach include:

- › A methodology based on our extensive experience conducting similar projects
- › Quality assurance processes that incorporate the City's review and approval of all deliverables and key milestones
- › Built-in project management and change management best practices—focused on keeping the project on time and on budget, and progressing at a healthy pace

What follows is a brief outline of our work plan and the different phases of the efforts we will engage to complete the desired tasks for the DPD, based on the identified scope. BerryDunn will work with the DPD project team to make adjustments to this work plan, should the need arise.

Phase 1

Project Initiation and Planning

1.1: Conduct preliminary planning meeting. BerryDunn will conduct an initial project planning meeting, via teleconference, with the City's project team to review our proposed plan of services and schedule, clarify goals and objectives, identify known project constraints, and refine dates and/or tasks as appropriate. As part of this meeting, we will discuss our approach for managing communications between BerryDunn and the City, as well as our approach to scope, risks, and resource management.

1.2: Develop Project Work Plan and Schedule. Based on the initial project planning discussions, we will draft a detailed Project Work Plan and Schedule for distribution to key project team members, detailing the scope of work, the plan of strategy and approach, and the project schedule with all major components. We will facilitate a videoconference with the City to gain the project team's approval of the Project Work Plan and Schedule, collecting any feedback for incorporation in the final version.

» *Deliverable 1: Project Work Plan and Schedule*

1.3: Establish communication portals. Ongoing communication throughout this project will be vital to its success. Communication must occur regularly and consistently between BerryDunn, the City, and with the community and all relevant stakeholders. BerryDunn will work to help ensure robust communication through three processes, described as follows:

- › **Direct communication with the City and other key stakeholders for the project.** BerryDunn will use email and videoconferencing on a regular basis. We will hold at least one formal meeting per month with the project team to check on project status and strategize any topics. BerryDunn expects weekly or daily communication to occur as needed.
- › **Monthly reporting on project progress, planned steps, risks, and mitigation strategies.** BerryDunn will produce a monthly report to the City that will provide details on project progress. This report will be produced so that it can be shared with the City Council and the community, and will be provided at the end of each month of the project.
- › **Community communication through Social Pinpoint.** BerryDunn will use the Social Pinpoint platform to develop a project website. This site will include project details and updates, and will be a persistent source of information for any who are interested in the project. This site will also be used to solicit community feedback, where appropriate.

1.4: Facilitate kickoff meeting. Once the project plan, scope, and schedule have been developed, BerryDunn will facilitate a kickoff meeting with the BerryDunn team, the City, and the City's project team. During this meeting, BerryDunn will provide additional background on our approach, timing, and commitments from the respective partners.

Phase 2

Data Collection and Analysis

2.1: Collect agency data. In order to conduct a thorough study, we will call upon the City to produce and provide various documents and data—either through gathering or reorganizing current police department data or through the completion of worksheets and surveys that our team provides. Table 1 provides a representative sample of the types of data that we will request. In summary, the requested data falls into several categories:

- | | |
|--------------------------------------|---|
| › Budget data | › Staffing, personnel, schedule, and leave data |
| › Computer aided dispatch (CAD) data | › Selected policies and procedures |
| › Crime, traffic, and service data | › Unit-specific data |
| › Labor agreements | |

2.2: Issue internal worksheets and surveys. In addition to gathering existing data from the DPD, we will use several instruments to collect relevant data for management, operations, and staffing studies. For this project, BerryDunn will use the following worksheets and surveys:

- › **21st Century Policing Assessment Survey:** Assesses the extent to which the department is engaging in contemporary policing practices, as outlined in the 21st Century Policing Task Force Report
- › **Investigations Workload Worksheet and Survey:** Quantifies various investigations duties and expectations and aids in calculating workload capacities for detectives
- › **Patrol and Investigations Leave and Training Worksheets:** Helps identify the amount of available work time for officers assigned to these units
- › **Patrol Workload Worksheet and Survey:** Quantifies actual workloads through a real-time data collection instrument, which allows for validation against data collected from CAD system

- › **Patrol Schedule Assessment Worksheet:** Documents the consistency of the parameters of the patrol work schedule against best practices standards
- › **Personnel, Patrol, and Investigations Staff Worksheets:** Collects personnel data that identifies personnel deployment to different sections of the department
- › **Recruiting Processes, Actions, and Survey:** Outlines the recruiting and hiring efforts of the DPD, including quantification of attrition rates
- › **Technology Scorecard:** Assesses the deployment and functionality of the hardware and software technology of the patrol fleet

2.3: Conduct individual interviews and internal group discussions. BerryDunn will schedule and conduct interviews with key department leaders and functional managers from various units. The purpose of these interviews is to assess goals, objectives, policies, procedures, practices, workload, problems, needs, and opportunities that characterize their operations.

As appropriate, we will also conduct group discussions with various department units. The group discussions are meant to capture similar information to the individual interviews, but they will also include a focus on unit-specific issues and needs.

2.4: Discuss, finalize, and distribute the Essential Calls for Service Evaluation Tool internally.

BerryDunn will organize and facilitate a meeting with the DPD to refine project participants and stakeholders to be engaged as part of the calls for service evaluation portion of this project. During this meeting, we will finalize any custom fields for the Calls for Service Evaluation Tool and then distribute to a representative group of internal police personnel from varied ranks and assignments.

2.5: Distribute the Essential Calls for Service Evaluation Tool externally. Using our Social Pinpoint platform, BerryDunn will distribute this tool to the community. BerryDunn will work with the City to promote community engagement.

2.6: Evaluate future service demands. BerryDunn will use the information gathered as a baseline to evaluate current and future staffing needs for the DPD. Staffing recommendations will consider both enhanced services and overall increases in service demands resulting from community growth. BerryDunn will apply our predictive staffing model to the analysis, which will provide objective data for the City to consider as population and growth create increases in service demands.

First, with DPD leadership, we will discuss the workload-based evaluation of all positions with emphasis for Patrol and Investigations personnel. Next, we will discuss how we intend to isolate the obligated workload and provide solutions for doing so more easily in the future. Lastly, we will discuss how BerryDunn's proprietary algorithmic method starts with baseline volumes, which are easily translated into future calculations. These can be fact-checked using our workload analysis processes that we provide as part of the project.

2.7: Examine Human Resources (HR) administrative processes and standards. Leveraging the data collected thus far, BerryDunn will classify the DPD's services and operations into a systematic organization that allows for cost and effectiveness to be understood and differentiated, including an outline of the typical and expected services for a police department of similar size and workload, based on BerryDunn's industry knowledge and prior client experiences.

2.8. Review Administrative Functions: BerryDunn will also analyze several specific administrative aspects of the DPD for effectiveness and efficiency. Those areas will include 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, EEO, and officer safety standards.

Phase 3

Findings and Recommendations and Patrol Beat/Schedule Redesign

3.1: Data analysis. BerryDunn will analyze the DPD's CAD data and data collected from BerryDunn's Calls for Service Evaluation Tool, which will include survey information provided from the public. BerryDunn will also perform a qualitative analysis of the information gathered from the community listening sessions, other interviews and discussions, and any other open-forum feedback received. BerryDunn will theme and summarize this data.

3.2: Develop Emergent Issues Memo. Our initial analysis of data collected in Phase 2, including information collected during interviews, will focus on identifying of any major procedural gaps or inefficiencies, or other issues creating a substantial risk to the department. Based on this initial analysis, we will prepare an Emergent Issues Memo that will detail any significant operational challenges or emergent issues that require immediate attention. We will provide this document for the City to review, and schedule a teleconference with project staff to discuss the details.

» *Deliverable 2: Emergent Issues Memo*

3.3: Assess effectiveness of patrol work schedule. As an element of this project, BerryDunn will evaluate the layout, structure, effectiveness, and efficiency of the patrol schedule against best practices standards and against available workload data. It is possible that minor adjustments to the patrol schedule could resolve any gaps or challenges identified. If this is the case, BerryDunn will make a recommendation to make these adjustments. This review will result in one of three possible findings:

1. The patrol schedule is generally meeting operational objectives
2. Making adjustments to certain schedule components within the current structure could contribute to greater effectiveness and efficiency
3. Several areas of patrol schedule effectiveness or efficiency are not being met, and it is likely that a full redesign of the schedule will be necessary to optimize effectiveness

BerryDunn's initial findings and recommendations related to the patrol schedule will be included in the final report to the City. If it is determined that any schedule redesign is required, and the City wishes to pursue a redesign project, that process would occur subsequent to this project, at additional cost.

3.4: Develop the Findings and Recommendations Draft Report. As this phase progresses, BerryDunn will broaden and deepen our analysis of all relevant data and information, and we will begin to develop and refine our findings and recommendations into a Draft Report that will note our observations and any gaps in practice relating to the City's objectives. This will include our recommendations for the patrol beats and patrol schedule, should those elements need adjusting.

This Draft Report, and the associated findings and recommendations will undergo a multi-level review by the BerryDunn team of subject matter experts and be revised, as needed, to address contemporary policing and best practices standards. We will provide this Draft Report to the City for

review and comment. Upon receiving City feedback, we will make appropriate adjustments to the Report.

» ***Deliverable 3: Findings and Recommendations Draft Report***

Phase 4

Report Delivery and Implementation Planning

4.1: Develop the Findings and Recommendations Final Report. The complete Findings and Recommendations Final Report will be a culmination of the previous phases and will highlight positive aspects of the City's police operations as well as those that might need modification. It will outline necessary and desirable improvements to help ensure that City and police leaders, government officials, and community stakeholders have a clear and mutual understanding of the police mission and how that mission relates to the police department's environment.

We will provide objective recommendations, supported by metrics and other data, in alignment with current practices within the law enforcement industry. Our recommendations help ensure that the City has the ability to achieve objectives more effectively, maximize productivity, and meet future requirements in an informed and intentional manner.

» ***Deliverable 4: Findings and Recommendations Final Report***

4.2: Facilitate implementation planning and develop Strategic Action Plan. Finalizing the outcomes for this project will require substantial interaction, planning, and coordination with law enforcement officials to ensure mutual understanding and agreement on the best course of actions to address recommendations from this study. This will include an analysis of which recommendations to prioritize, and which may not currently be feasible, based on various constraints. As part of the final report, BerryDunn will produce a strategic plan with actionable steps to address key recommendations.

» ***Deliverable 5: Strategic Action Plan***

4.3: Present Findings and Recommendations Final Report. Upon issuance of the final report, BerryDunn will work with the City to schedule and conduct an on-site presentation of findings and recommendations to the City Council, community members, and other project stakeholders. If on-site presentations are not feasible, BerryDunn will work with the City to deliver any presentations via video or teleconference.

» ***Deliverable 6: Findings and Recommendations Presentation***

4. Proposer Qualifications and Expertise

4.1 BerryDunn Overview

Our mission has remained constant: to help our clients better serve, inspire, and strengthen the trust of the public.

BerryDunn is an independent management and consulting firm with a Consulting Services Team dedicated to serving state, local, and quasi-governmental agencies. As a Limited Liability Company with 58 principals and 29 owners, we have experienced sustained growth throughout our 48-year history by providing consistent, high-quality services.

With over 750 staff members (including more than 250 throughout our Consulting Services Team), we have a long and successful history of working with state and local agencies across the country in support of operational, business process, and technology initiatives.

Services Offered

BerryDunn provides a full range of professional services, including technology and management consulting; tax, audit, and accounting; and security and assurance. Below, we provide a list of the professional services we provide to our clients. Our firm’s culture is centered on our deep understanding of our clients’ commitment to serving the public. As such, we proudly tailor each of our projects to recognize the work our clients do every day. **We care about what we do, and we care about the people impacted by our work.**

- › Business Process Reviews and Redesign
- › Cost of Service and Fee Studies
- › Enterprise and Departmental Strategic Planning
- › IT Assessments
- › Technology Strategic Planning
- › Leadership and Organization Development
- › Master Planning
- › Organizational Change Management
- › Organizational and Staffing Analyses
- › Performance Analyses
- › **Police Department Operational and Management Studies**
- › Software Implementation Project Management and Oversight
- › Software Planning and Procurement
- › Strategic Planning

Dedication to Serving Local Government

The City will benefit from BerryDunn’s wide experience with government operations, staffing needs, and the business processes required to provide necessary services to internal divisions and the constituents you serve. We have gained this understanding through our work with **more than 350 state, local, and quasi-governmental clients** across the country, as well as through our team members’ prior work in various roles across state and local government.

We provide unparalleled expertise and unique insights to local government agencies across specialized practice groups in Finance and Administration, Community Development and Utility Operations, Health and Community Services, **Justice and Public Safety**, Technology and Management, and Parks, Recreation, and Libraries.

4.2 BerryDunn’s Justice and Public Safety Practice

Members of our Justice and Public Safety Practice will be leading the City’s project. This Practice focuses exclusively on helping our clients advance their most critical public safety initiatives, which involves improving business processes and operations and modernizing the technological systems that keep your communities safe.

Our experience extends across the **full justice spectrum**, from initial justice involvement to adjudication and management of offenders, as illustrated in Figure 1. We’ve worked with corrections departments, district attorneys, police and fire departments, judiciaries, probation departments, and sheriffs’ offices, among others. As such, we understand the interconnectedness between various public safety entities and the stakeholders they serve.

Figure 1: Justice and Public Safety Breadth and Depth of Expertise



This multifaceted understanding is a crucial part of the City’s project, as it seeks recommendations for managing working relationships with other City departments such as the City Attorney’s Office, the Prosecutor’s Office, Jail, Records, and Dispatch and Communications (noted in Section 1.2 of the RFP). On the following page, we provide further description of our experience as it specifically relates to the City’s scope of work.

4.3 Project Personnel

BerryDunn’s people are what differentiates us from our competitors. We hear this feedback repeatedly from our clients, whose repeated selection of our services is a testament to their satisfaction with our firm and team members. The personnel introduced in the following pages have decades of executive law enforcement experience and deeply understand the policing environment. This experience is amplified by many years of independent mentoring, executive training, and consulting experience. The BerryDunn team possesses rich experience in each of the core competencies and analytical concentrations valuable to this project. These include, but are not limited to:

- › Community engagement
- › Data and technical equipment
- › Dispatch interaction and protocols
- › Education and training
- › Equity and impartial policing
- › Investigations
- › Leadership and culture
- › Operations and staffing
- › Organizational structure
- › Patrol services
- › Personnel deployment
- › Recruitment/retention
- › Technology evaluation
- › The policing environment

Roles and Responsibilities

Table 4 below details each team member’s key project responsibilities and reporting relationships. On the following pages, we provide concise resumes detailing our team’s experience, qualifications, and educational background.

Table 4: Project Team Member’s Roles and Responsibilities

Team Member	Role	Responsibilities
Doug Rowe	Project Principal	<ul style="list-style-type: none"> › Has overall responsibility for maintaining BerryDunn’s agreement with the DPD › Provides oversight and approval of all project deliverables to help ensure we meet the DPD’s needs and BerryDunn’s quality standards › Oversees project activities and contributes best practice and industry insider knowledge as needed
Michele Weinzetl	Project Manager	<ul style="list-style-type: none"> › Leads project activities with the DPD and its stakeholders › Develops and finalizes project deliverables › Serves as the primary point of contact for the DPD › Reports directly to the DPD, as well as to the Project Principal
Gloria Reyes Fred Fletcher Mike Persley	Subject Matter Expert	<ul style="list-style-type: none"> › Support project activities and deliverable development › Contribute specialized expertise in their respective domains › Co-facilitate fact-finding meetings with DPD staff, stakeholders, and community members › Report to the Project Manager and Project Principal

4.4 Team Resumes



Doug Rowe, ITIL, PMP®

Project Principal

Doug is a principal in BerryDunn's Government Consulting Group with over 40 years of IT industry experience and 20 years of working with justice and public safety agencies. Doug's experience includes executive IT leadership, project management, enterprise system deployment, quality assurance, and strategic technology services. He has presented at the national and regional level, sharing his knowledge of technology and training to support justice and public safety efforts.

Special Qualifications

20 years of working with justice and public safety agencies; 40 years of IT experience

Education and Certifications

BS, Math and Computer Science, University of New Hampshire

Project Management Professional® (PMP®), Project Management Institute®

Information Technology Infrastructure Library (ITIL) Foundation Certification

Select Clients

City of Albany, GA

City of Salem, OR

City of Midland, TX

City of Weatherford, TX

Indiana Dept. of Corrections

Dakota County, MN

MN Dept. of Public Safety

Maine Judicial Branch

Saginaw County, MI

Key Focus Areas

Business Process Improvement: Doug has extensive experience working with justice and public safety agencies to review existing processes, identify inefficient activities, and recommend process changes to improve output metrics. He has overseen comprehensive police department assessments; assessed business and technical requirements for state agencies; led statewide public safety risk assessments; and facilitated strategic planning efforts to guide resource allocation. His recommendations are rooted in decades of consulting and industry best practices.

Recommendations Development: Doug's focus is to recommend actionable improvements for his clients. He has an in-depth understanding of the justice and public safety operating environment and leverages this knowledge to develop recommendations that align with operational goals and objectives. This experience includes work with courts, sheriff's offices, departments of corrections, and police and fire departments, among others.

Systems Modernization: Doug has decades of experience leading projects focused on planning, requirements development, procurement, and implementation of system modernizations. He has provided engagement and project management support for computer-aided dispatch, records management system, and jail management system implementations; case management systems; offender management systems, and other justice and public safety systems.



Michele Weinzetl, Ed.D., Prosci CCP®

Project Manager

Michele is a manager in our Justice and Public Safety Practice with over 27 years of experience in the public sector, specifically with police. Her background includes more than 17 years as a chief of police for three different Minnesota police departments. She now conducts assessments of police agencies across the country and focuses in the realm of full operations and management; technical assistance; recruiting, hiring, and retention; and patrol and staffing, among others. She has extensive experience instructing hundreds of police officers and police executives in the areas of supervision, leadership development, and a variety of policing skills.

Special Qualifications

27 years of policing experience; 17 years as chief of police; nearly 10 years of organizational assessment experience

Doctorate in Adult Learning, with years of teaching as an adjunct professor and consultant

Published author in the field of police leadership; a thought leader with journal articles and conference presentations

Education and Certifications

Ed. D., Higher Education and Adult Learning, Walden University
MA, Organizational Management, Concordia University

BA, Organizational Management, Concordia University

AAS, Law Enforcement, North Hennepin Community College

Prosci® Certified Change Practitioner

Master Chief Law Enforcement Officer Certification in MN

Relevant Experience

- › Independent Assessment of Policing, Training, Accountability, and Community Engagement of the Oak Park Police Department Village of Oak Park, IL
- › Police Department Organizational Review and Strategic Planning City of Gresham, OR
- › Staffing and Operations Study City of Northglenn (CO) Police Department
- › Police Department Operations Assessment City of Albany, GA
- › Police Department Organizational Assessment City of Duluth, MN
- › Massachusetts Environmental Police Workforce and Policy Review
- › Police Staffing Study City of Newton, IA
- › Mobile Data Management Selection Assistance City of La Mesa (CA) Police Department

International Association of Chiefs of Police and Leading by Legacy:

Prior to joining BerryDunn, Michele served as a senior project manager for the IACP, conducting several management study projects listed below. She also served as a subject matter expert, consultant, and adjunct faculty member of the IACP’s Leading by Legacy program for six years, instructing hundreds of police officers and police executives in the areas of supervision, leadership and development, and a variety of policing skills. Michele assessed the following police agencies through her work with the IACP:

Anne Arundel County, MD	City of Little Rock, AR	City of Westminster, CO
City of Alexandria, VA	City of Long Beach, CA	City of Wheat Ridge, CO
City of Durham, NC	City of Memphis, TN	Cobb County, GA
City of Golden, CO	City of Norfolk, VA	Town of Mansfield, CT



Gloria Reyes, MA

Subject Matter Expert

Gloria has spent her career in working in the public sector as Deputy Mayor, serving in law enforcement, and now currently acting as an elected School Board President. An experienced organizer and facilitator, Gloria understands how to create sustainable change through community-based work. She is passionately working towards a racially-just future and brings years of experience as a racial justice educator, government liaison, and law enforcement professional.

Special Qualifications

Racial Equity in Law Enforcement, Cultural Competency & Implicit Bias Instructor

Master’s capstone project on race, equity, and policing

20 years of experience in various facets of local government

Education and Memberships

Masters in Security Management – American Military University.
Capstone Project 2019: *Race, Equity and Policing*

B.A. Behavioral Science and Law & Criminal Justice Certificate – University of Wisconsin Madison

International Association of Chiefs of Police Leadership in Police Organization (LPO) development training program

Law Enforcement Certified Instructor

Key Focus Areas

Madison, Wisconsin, City Leadership: Gloria has built her career in public service. She began at the Wisconsin Department of Justice, and then transitioned to the Wisconsin Public Defender’s Office in 2000. It was two years later when she joined the Madison Police Department as an officer and detective, though her role quickly expanded beyond that. She developed relationships with community associations and nonprofits and focused on restorative justice practices and community engagement. She founded a group called Amigos en Azul to build a bridge between the police department and the Latino community that has since been recognized by the Police Executive Research Forum. Her work led her to be appointed as the director of Human Rights for the City and then the deputy mayor for Public Safety, Civil Rights, Public Health, and Community Services.

Racial Justice, Equity, and Policing: Gloria is currently developing curriculum for the Race Forward and Government Alliance on Race and Equity. This project focuses on exploring what “public safety” means to police and community activists through focus groups and interviews. The focus is to concentrate on integrating racial equity into conversations about public safety, what we can do to facilitate more productive discussions around public safety, and where we go from here in creating a broad narrative strategy around criminal justice. Gloria is engaging communities, national experts in the field, and organizations around this topic in the Baltimore area.

Educator and Curriculum Development: Gloria is passionate about education and creating engaging curriculum through a racial equity lens. She is currently a certified law enforcement instructor and at the Academy and also serves as an elected school board member. This experience has led to consulting work, such as the project previously mentioned in the Baltimore area.



Fred Fletcher

Subject Matter Expert

Fred has nearly 23 years of law enforcement experience, 15 of which have been in various leadership capacities such as in an executive, command, or supervisory capacity. Fred has used his leadership to promote technology efficiencies and effectiveness. He now consults with police agencies around the country in the areas of efficiency, community and stakeholder trust, victim services. He uses best industry practices to conduct comparative analysis as a means to increase efficiencies and identify gaps in current policing policies.

Education:

BBA, Accounting,
University of Texas

Class 242 – 2009,
Federal Bureau of
Investigation (FBI)
National Academy
Austin Police
Department, Leadership
Command College
Officer Candidate, United
States Marine Corps
Platoon Leaders Class

Accolades:

Vision Award,
Chattanooga Connected
Public Official of the Year
Award, Regional National
Association of Social
Workers, Chattanooga
Award of Excellence,
United States Army
Community Champion
Award, La Paz
Chattanooga
Community Service and
Leadership Award,
Caritas of Austin
Chief of the Year Award,
Tennessee Association
of Chiefs of Police

Project Experience

- › Independent Assessment of Policing, Training, Accountability, and Community Engagement of the Oak Park Police Department
Village of Oak Park, IL
- › Police Department Organizational Review and Strategic Planning
City of Gresham, OR
- › Staffing and Operations Study
City of Northglenn (CO) Police Department
- › Police Department Operations Assessment
City of Albany, GA

Relevant Experience

Chief of Police: As chief of police for the Chattanooga Police Department, Fred maximized efficiency and increased effectiveness. He reorganized the department to address violent crime, employee empowerment, and accountability through statistical analysis and technology. He also implemented field-based quality control system report writing, which reduced data lag from 15+ days to mere minutes, eliminating the need for excessive data entry.

Data-Driven Policing: In Chattanooga, Fred developed a customized approach to data-driven policing and built a Real-Time Intelligence Center (RTIC) that included a robust business intelligence capability, comprehensive citywide public safety camera system, mobile police/community interaction application, and near 24-hour intelligence and investigative support for patrol and investigators. In Austin, he implemented initiatives to reduce crime based on national practices, including intelligence-led and data-driven policing using daily statistical analysis, a Geographic Profiling Study through a partnership with local policing experts in academia, and state analysis.

Financial Management: During his 20 years with the Austin Police Department, Fred demonstrated fiduciary responsibility over police budget and resources by utilizing creative staffing models and active leadership.



Michael Persley

Subject Matter Expert

Michael is a law enforcement officer with more than 27 years of experience in planning and managing investigations, security, public service, and police force activities. He specializes in personnel affairs, training resource management, public safety, and emergency response. He is driven by the desire to lead law enforcement into the 21st Century by promoting positive change within communities, enhancing community partnerships, and embracing new technologies.

Education:

MS, Administration
Justice and Security,
University of Phoenix
BS, Criminal Justice,
Troy State University
AS, Criminal Justice,
Darton College

Professional Development:

Basic Police Academy
POST Supervision and
Management
IACP Leadership in
Police Organization
Field Training Officer
Certification
Police Bicycle
Operations
Basic Narcotic, Gang,
and Financial Crimes
Investigator
SWAT Basic and
Advanced Operator
Hostage Negotiator
School Police Staff and
Command

Relevant Experience

Law Enforcement: Michael is currently Chief of Police of the Albany Police Department in Albany, Georgia. He has served this department since 1993 and has held various roles of increasing responsibility, including police captain, special weapons and tactics team, police lieutenant, police sergeant, police corporal, patrol officer, and more. He has advanced degrees in criminal justice, has participated in numerous professional development training programs, and is a member of several professional and volunteer organizations.

Policy Development and Oversight: Michael regularly plans, coordinates, supervises, and evaluates his department’s operations. He develops plans and procedures in accordance with local laws and directives from the city manager and city commission. Additionally, he supervises and coordinates the preparation and presentation of the department’s annual budget.

Community Policing: Michael’s experience includes developing partnerships with neighborhood watch groups, conducting community-police awareness sessions, leading crime prevention training sessions, supervising the patrol of city streets, and establishing and maintaining positive public relations. He frequently represents the department in a variety of local, county, and state meetings.

Professional Memberships:

- | | |
|---|---|
| International Association of Chiefs of Police (IACP) | Dougherty County Rotary Club |
| Georgia Association Chiefs of Police | Stop the Violence Movement Board of Directors |
| National Tactical Officer Association | Albany Area YMCA Executive Board of Directors |
| Fraternal Order of Police | Leadership Albany Executive Board of Directors |
| National Organization of Black Law Enforcement Executives | 100 Black Men Greater Southwest Georgia Chapter |

4.5 Police Assessment Experience

Our team is comprised of former chiefs of police and high-ranking professionals in the industry. Our project manager, Michele Weinzettl, has a 27-year policing career and brings over six years of experience conducting management and operations assessments, technical assistance projects, and strategic policing projects for police agencies across the country.

Prior to BerryDunn, Michele worked for the International Association of Chiefs of Police (IACP) evaluating police departments' operations, management, and staffing capabilities, and also conducting technical assistance and strategic planning projects. Since joining BerryDunn in 2019, she has refined, customized, and evolved our approach to conducting these projects, resulting in improved outcomes for our clients.

Table 5 illustrates our team's prior and current work with police agencies across the country from small to large organizations. Michele either led or played a significant role in each project listed, three of which were for clients in the State of Georgia. Projects noted in green are BerryDunn projects; those noted in blue indicate work she completed prior to joining our firm.

Table 5: Industry Experience

Client	Workload Analysis and Resource Allocation	Community Engagement	Policy and Procedure Review	Impartial Policing Review	Alternative Calls for Service Analysis	Strategic Planning	Patrol Beat Redesign	Patrol Schedule Design	Technical Assistance
Alexandria, VA	✓		✓						
Albany, GA	✓	✓	✓	✓					
Anne Arundel County, MD	✓	✓	✓	✓					
Cobb County, GA	✓	✓	✓	✓					
Duluth, MN	✓	✓	✓	✓		✓			
Durham, NC	✓	✓	✓	✓			✓	✓	
Glynn County, GA	✓	✓	✓	✓					
Golden, CO	✓	✓	✓						
Gresham, OR*	✓	✓	✓	✓	✓	✓			✓
La Mesa, CA									✓

Client	Workload Analysis and Resource Allocation	Community Engagement	Policy and Procedure Review	Impartial Policing Review	Alternative Calls for Service Analysis	Strategic Planning	Patrol Beat Redesign	Patrol Schedule Design	Technical Assistance
Little Rock, AR									✓
Long Beach, CA	✓	✓	✓	✓					
Mansfield, CT									✓
Massachusetts Environmental Police									✓
Memphis, TN	✓	✓	✓	✓					✓
Newton, IA	✓		✓					✓	
Norfolk, VA	✓		✓						
Northglenn, CO	✓	✓	✓	✓		✓			
Sarasota, FL	✓	✓	✓	✓					
Stillwater, MN*	✓	✓	✓					✓	✓
University of Florida Police Department									✓
Village of Oak Park, IL*	✓	✓	✓	✓	✓				
Wellsboro, PA								✓	✓
Westminster, CO	✓	✓	✓	✓					
Wheat Ridge, CO								✓	✓

*Indicates project work is ongoing

4.6 Client References

On the following pages, we provide further details of five projects that demonstrate our capability and expertise in performing this kind of work. We encourage the City to contact the references provided, as client experiences and feedback are ultimately the best representation of the quality of our work, and we take pride in the great relationships we have built over the years. Please note that we have followed the reference format provided in the City’s RFP.

Reference Contact	City of Northglenn, Colorado 50 West Community Center Drive Northglenn, CO 80234	James May, Chief of Police 303-450-8967 jmay@northglenn.org
Project Title	Staffing and Operations Study	
Description of the Work Performed	<p>Beginning in December of 2019, BerryDunn conducted an operational assessment of the Northglenn Police Department (NPD). Our team conducted two on-site visits and initiated a series of interviews with staff, government officials, and select community members identified by the NPD. Community members also had the opportunity to provide in-person and online feedback directly to BerryDunn, while staff from the NPD completed an in-house workforce survey. Furthermore, BerryDunn used numerous other data-gathering instruments to collect substantial data with which we generated recommendations for improvement.</p> <p>The assessment examined more than 20 primary areas of department operation as well as several sub-areas and specialized positions. BerryDunn’s analysis determined that several areas within the police department required adjustment to assist the NPD in meeting service demands, improving operational efficiency, and sustaining positive relationships and trust between the police department and the community. This study produced recommendations following five major themes:</p> <ol style="list-style-type: none"> 1. Policing strategies, organization, culture, and leadership 2. Staffing, recruiting, retention, and related workload issues 3. Communication 4. Technology 5. Investigations <p>BerryDunn found the NPD to be a generally efficient agency with a commitment to community policing, and staff provided BerryDunn with several examples of collaborative problem-solving efforts. Staff at all levels presented a high level of commitment and pride in their work. The NPD has strong support within the community, which is clearly the result of intentional outreach efforts. Chief Jim May is well-known throughout Northglenn, and BerryDunn observed this on several occasions during interactions with the community. The final report included 45 recommendations for action by the NPD.</p> <p>Following the initial study, the City of Northglenn re-contracted with BerryDunn to conduct additional work:</p>	

	<ul style="list-style-type: none"> › Implementation of BerryDunn’s Community Co-Production Policing Reform Model › Organizational change management assistance to implement study recommendations › Development of a Strategic Plan for the NPD <p>BerryDunn’s Community Co-Production Policing Model involves substantially including the community to provide guidance as to the direction of public safety services. BerryDunn assisted the City of Northglenn in developing and implementing its Community Co-Production Policing process. The volunteer board now meets regularly to collaborate with the police department on key operational processes and decisions that affect public safety services for Northglenn.</p>
Type of Contractual Relationship	Prime
Performance Period	12/2019 to 11/2021

Reference Contact	<p>City of Duluth, Minnesota 2030 North Arlington Ave Duluth, MN 55811</p>	<p>Mike Tusken, Chief of Police 218-730-5020 mtusken@duluthmn.gov</p>
Project Title	Police Department Organizational Assessment	
Description of the Work Performed	<p>BerryDunn completed an operational assessment of the Duluth Police Department in September of 2019. Our team, led by our proposed project manager, conducted two on-site visits and initiated a series of interviews with staff and select community members identified by the Duluth Police Department. Community members also had the opportunity to provide in-person and online feedback to BerryDunn, and staff from the Duluth Police Department completed an in-house workforce survey. BerryDunn also used numerous other data-gathering instruments. Following gathering of data, our team conducted significant analysis of current data and new data generated as a part of this assessment and produced a series of findings and recommendations.</p> <p>BerryDunn made many positive observations and noted three specific areas in which the Duluth Police Department is setting the industry standard. These areas include the Domestic Violence Response Team; the Sex Crimes, Child Abuse, and Neglect Unit; and the Mental Health Unit. These units are noteworthy in their design, function, and collaborative nature, and are excellent examples of industry-leading practices. After examining more than 20 primary areas of department operations, our team noted several themes in which the Duluth Police Department could improve upon:</p> <ol style="list-style-type: none"> 1. Department communication 2. Staffing levels and deployment, including scheduling 	

	<ol style="list-style-type: none"> 3. Department unit consolidations, including improving the efficient use of resources and non-sworn personnel 4. Personnel development 5. Technology and data 6. Recruiting, hiring, and retaining personnel 7. Reporting and documenting crime and police activities <p>Our final report contained 45 recommendations for the Duluth Police Department, designed to help drive progressive change within the department and set the course for improving police services. Each recommendation allowed for varying actionable approaches for implementation, affording Duluth Police Department the ability to specifically tailor recommendations during the implementation process to balance resource constraints while still addressing the issues as intended.</p>
Type of Contractual Relationship	Prime
Performance Period	02/2019 to 09/2019

Reference Contact	Village of Oak Park, Illinois 123 Madison Street Oak Park, IL 60302	Joseph Moran, Deputy Chief 708-358-5526 moranj@oak-park.us
Project Title	Independent Assessment of Policing, Training, Accountability, and Community Engagement	
Description of the Work Performed	<p>Since November, our team has been engaged to help determine if the Oak Park Police Department (OPPD) is effective and equitable in the delivery of law enforcement services to all members of the community and specifically to people of color. The purpose of the study is to recommend changes to improve techniques, policies, and practices of the OPPD. We are now in the process of engaging in four distinct, yet overlapping projects:</p> <ol style="list-style-type: none"> 1. Full management and operational assessment study: This component of the project is aligned with our standard operational studies that examine policing practices and procedures; training, including use of force; accountability, including access, processes, and reporting; and community engagement, including community-oriented policing and community outreach efforts. 2. Audit of race equity issues: Our team is reviewing the OPPD's data from the past five years to evaluate several areas, including the OPPD's internal operations, policies, procedures, and practices, to detect the presence of implicit bias and systemic racial bias; data related to traffic stops, use of force, and other police officer/civilian interactions to determine the impact on persons of color; and 	

	<p>compliance with existing police reform policies or practices initiated by OPPD (such as body cameras, complaint processes, etc.).</p> <p>3. Recommendations for alternative response to traditional police services: BerryDunn is working with the Village to customize our Essential Calls for Service Evaluation Tool and distributing the tool to key operational personnel in the OPPD. We will also provide the tool to the community in the form of a survey to solicit feedback, in addition to conducting two listening sessions from the community regarding revisions to traditional police responses. Our work includes conducting industry research on new and emerging practices in alternative calls for service response, and compiling those results into a report that summarizes the data into themes. We will review what existing resources the Village has to manage calls for service and determine the cost estimates for alternative models. All of this information will be produced in a final report that will include procedures to implement alternative calls for service model, which the Village can consider while making operational and budgetary decisions during revision of its current calls for service model.</p> <p>4. Fair and impartial policing benchmarking: As an expansion of the operational study, we are researching and identifying fair and impartial policing training and success strategies that have been accomplished in similar cities.</p>
Type of Contractual Relationship	Prime
Performance Period	11/2021 to present

Reference Contact	City of Gresham, Oregon 1333 NW Eastman Parkway Gresham, OR 97030	Bill Smith, Deputy Chief 503-618-2396 william.smith@greshamoregon.gov
Project Title	Police Department Organizational Review	
Description of the Work Performed	<p>In November of 2021, the City of Gresham contracted with BerryDunn to conduct a systematic and comprehensive study of its police services, including core business practices and functions, culture, and workloads and associated duties. Our assessment has included the following areas of Gresham Police Department's (GPD's) operations:</p> <ul style="list-style-type: none"> › Community engagement › Data, technology, and equipment › Dispatch and communications › Internal affairs › Investigations services › Juveniles and youth engagement › Operations and staffing 	

	<ul style="list-style-type: none"> › Operational policies › Organizational culture and leadership › Patrol services › The policing environment › Training and education › Recruitment, retention, and selection <p>Our initial findings, based on a review of various organizational data and onsite interviews with GPD staff and other key holders during the first six weeks of this project, identified several areas requiring prompt attention. The GPD re-contracted with our team to provide the following additional services:</p> <ul style="list-style-type: none"> › Leadership readiness and development › Recommendation implementation and organizational change management › Essential calls for service evaluation › Strategic plan development <p>Relevant to the City’s project is the essential calls for service evaluation, as the GPD has a pressing need to evaluate the traditional police service delivery model. BerryDunn is now exploring if certain calls for service might be better addressed through non-traditional methods, and/or through other units, personnel, or organizations. For the GPD, because of calls for service volumes, there is a need for immediate relief, but also a desire to explore alternatives to traditional response models as part of improving public safety services in general.</p> <p>BerryDunn is currently leveraging our collaborative Calls for Service Evaluation process (explained in Section 3.4). This process, which engages the police department, City leaders, professional service providers and partners, and the community as a whole, helps identify essential vs. non-essential police services. It also provides an opportunity for determining whether a shift to the traditional service delivery model is appropriate, and if so, it helps determine which resource is best fit to respond to certain calls for service categories.</p> <p>We will produce a preliminary report, and a final report, which will be included in the full operational study report and provide guidance and recommendations on next steps for making adjustments to the response model for the City and the GPD.</p>
Type of Contractual Relationship	Prime
Performance Period	11/2021 to present

Reference Contact	Massachusetts Environmental Police 251 Causeway Street, Boston, MA 02114	Brian Clark 617-556-1145 brian.clark@state.ma.us
Project Title	Workforce and Policy Review	
Description of the Work Performed	BerryDunn reviewed MEP's existing business processes, identified gaps and duplicated efforts, and offered recommendations to drive MEP towards its future state, particularly in the context of time entry, scheduling, policies and procedures, rules and regulations, and training and certifications.	
Type of Contractual Relationship	Prime	
Performance Period	01/2021 to 06/2021	

5. Pending Litigation and Contract Exceptions

BerryDunn is not presently a party to any pending litigation, nor have we received notice of any threatened litigation or claim.

We respectfully take exception to the Indemnification Requirement as stated in Section VIII, 8.1. We suggest the following language, which we believe to be fair to both parties:

"The Contractor agrees, to the fullest extent permitted by law, to indemnify and hold harmless the Client against damages, liabilities and costs arising from the negligent acts of the Contractor in the performance of professional services under this Agreement, to the extent that the Contractor is responsible for such damages, liabilities and costs on a comparative basis of fault and responsibility between the Contractor and the Client. The Contractor shall not be obligated to indemnify the Client for the Client's own negligence."

Our justification for this exception is that our professional liability insurance pays directly to a client who brings a claim based on negligence in professional services. Because of this, our insurer will refuse to cover claims brought when a contract also has indemnification language. We are happy to discuss this at further length with the City, if desired.

BerryDunn **police** **department staffing and** **operations** assessments

Communities and governments have significant expectations for their public safety departments. Is your department operating up to its potential?

Are you using industry best practices to maximize the efficient and effective use of organizational resources?

The need for police agencies to deliver high-quality professional police services is at an all-time high.

BerryDunn can help.

Assess and improve — build a more efficient organization

How does your department stack up? Use this worksheet to get a general assessment of the deployment and functionality of the hardware and software technology of your patrol fleet.

Technology Scorecard

For each statement, place a checkmark in the corresponding box. If the statement is true for all vehicles assigned to patrol response for your agency, place a check in the “All” column. If it applies to some of your patrol vehicles, but not all of them, place a check in the “Some” column. If the statement describes a functionality that you do not have available in the field, place a check in the “None” column. For each response, add the number of associated points from the checked box to the “Tally” column.

#	Statement	All	Some	None	Tally
1	Patrol vehicles have a fully functioning computer installed. (Includes laptops, tablets, or other fixed-mount computers; excludes mobile data terminals).	14	7	0	
2	Patrol vehicles have persistent high-speed internet access. (Excludes hot-spot-only access)	14	7	0	
3	Patrol vehicles have in-car video cameras.	3	1	0	
4	Patrol vehicles have a Global Positioning System (GPS) device that can be recognized by dispatch communications, for Automatic Vehicle Locator (AVL) purposes.	3	1	0	
5	Patrol vehicles have a mapping feature that can pinpoint a call location on a map of your community to assist officers in locating the address.	3	1	0	
6	Patrol staff can access the full features of your Records Management System (RMS) from the field, using the onboard computer in the patrol vehicle.	4	2	0	
7	Patrol staff can add a name to an incident from the field, without the need for records staff or dispatch to enter this data.	4	2	0	
8	Patrol vehicles have mobile software that is integrated with dispatch/ communications and captures call for service data, including the address, nature, and notes relating to the incident.	14	7	0	
9	The mobile software installed has the capability of tracking userdefined/ customized activity of patrol personnel (e.g., community policing, report writing, evidence processing, vehicle maintenance).	3	1	0	

#	Statement	All	Some	None	Tally
10	When a name is queried in the field, the mobile system will query and return information from local records, in addition to other state and warrant queries.	4	2	0	
11	Patrol vehicles have a magnetic swipe device or bar code reader that can collect and import data from a driver's license or state-issued ID card from your state, into your mobile, ticket writer, or RMS.	3	1	0	
12	Patrol vehicles have an e-ticket writer program installed.	3	6	0	
13	The e-ticket writer program installed in your vehicles has the capability to capture and track the following:				
13a	All traffic stops, including citations and written and verbal warnings	2	1	0	
13b	Pedestrian stops	2	1	0	
13c	Race, gender, purpose for the contact, and outcome of the contact (e.g., searched, arrested, handcuffed, warned, etc.) for each law enforcement-related contact	2	1	0	
14	The e-ticket writer program installed in your vehicles has the ability to push data directly into your RMS and/or to the state.	2	1	0	
15	Patrol vehicles are equipped with printers that can print on full-sized sheets of paper.	2	1	0	
16	Patrol vehicles currently have the capability to produce and print the following:				
16a	Search warrants	2	1	0	
16b	Motor vehicle crash information exchange forms	2	1	0	
16c	Vehicle tow/impound forms	2	1	0	
16d	Other agency-defined custom forms	2	1	0	

Bonus items

#	Statement	All	Some	None	Tally
17	Each officer/patrol vehicle has a handheld device that is integrated with the patrol unit to capture data from the device.	10	5	0	
18	Patrol Vehicles have Automated License Plate Readers (ALPRs).	5	2	0	

Scoring

Main score

Enter the total score from questions 1 – 16 here

Bonus

Enter any bonus points from questions 17 – 18 here

Total

Enter your totals here

(Maximum score: 100 or 115 with bonus points)

A thorough operations analysis

BerryDunn assessments include a thorough examination of key staffing and procedural aspects and the professional policing environment, which helps police departments run more efficiently, make better use of resources, and save money. BerryDunn provides a comprehensive analysis of department operations, including:

- Organizational leadership and culture
- Staffing of non-sworn positions and all other sworn positions
- Response times, patrol zone layouts, and response efficiency
- Youth and other community engagement
- Operational policies and procedures
- Dispatch and communication services
- Department training, equipment, and technology
- Internal affairs and community accountability

The assessment will also identify key findings and provide gap analysis and recommendations, including:

- Workload-based analysis on staffing levels for patrol and investigations
- Operational review and benchmarking reports, including best practices:
 - Personnel allocations by rank and unit
 - Staff diversity
 - Hiring, recruiting, and attrition rates
 - Serious crimes and crime clearance rates
 - 21st Century Policing benchmarks
- Examination of the patrol work schedule in relation to service needs and demands BerryDunn can add various elements to the project scope, based on client needs, including technical assistance and implementation services.

Learn more about the BerryDunn team that can help you improve your operations, community, and government. Call 800.432.7202 or visit berrydunn.com.

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With offices and employees located in 40+ states—
wherever you are based, we look forward to working together.

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