

Request for Proposal 12/08/2023

POLICE ORGANIZATIONAL & WORKLOAD STUDY City of Whitewater

Proposal Requested

The City of Whitewater is requesting proposals from qualified parties for an organizational and workload study to be completed for the Police Department.

Project Background and Description

The City had not increased staffing since 2008. Since then, call volume has risen and the complexity of investigations has increased dramatically. The City of Whitewater has also experienced sudden demographic change since early 2022 with an influx of immigrants from Central America, which has created significant challenges for law enforcement. The City identified a need to complete an organizational and workload study of the Police Department. The City is seeking a neutral perspective from an experienced third-party consultant to evaluate and compare Whitewater police services with those of other communities. The analysis will identify recommendations based upon the traditional core services, estimated costs, current and future trends, and assess service demands of the Whitewater community. The final deliverable will include a full report to be completed in early 2024. Recommendations would offer City officials to consider short and long-term approaches to prioritize services in these areas to assure services are effectively and sustainably delivered based on best management practices and community service level demands.

The Police Department currently has 35.5 FTEs. A Police Chief oversees the department with two Captains and a Support Services Manager composing the Command Staff. The Administrative Captain oversees the detective bureau consisting of a Detective Lieutenant, two Detectives, and one School Resource Officer. The Administrative Captain also oversees the two part-time Community Service Officers. The Patrol Captain oversees four Patrol Lieutenants who collectively oversee 13 Patrol Officers. The Support Services Manager oversees two Records Specialists and one part-time Records Technician. The Support Services Manager also oversees the Communications Coordinator who supervises six Dispatchers.

Patrol and Dispatch staff work a 5-2, 5-3 schedule with 8.25-hour shifts. Designated shifts are First (7a-3:15p), Second (3p-11:15p), Power (8p-4:15a), and Third (11p-7:15a). The staffing requirements for the department are uniquely impacted by the University of Wisconsin-Whitewater student population, and whether or not the university is in session.

The Police Department uses a variety of strategies to identify problems, deter crime, solve crimes, and reduce the fear of crime. Officers receive a minimum of 24 hours of training each year to prepare them to give the best service to the community as possible. The agency is accredited by the Wisconsin Law Enforcement Accreditation Group (WILEAG) and provides the following services for the Whitewater community:

- 24-hour / 7-day patrol services for the City of Whitewater
- 24-hour / 7-day dispatch services for Whitewater PD, Whitewater FD, Whitewater EMS, UW-Whitewater Police Department
- Detection, apprehension, and prosecution of violators and offenders of local, state, and federal laws
- Criminal investigation
- Directed patrol on quality of life issues

- Traffic crash investigation
- Crime prevention
- Cooperatively with other departments to make Whitewater a safer community
- Handle safety considerations for Special Events
- Provide specialized services with a variety of teams (Drone Team, Search Warrant Response Team, Sensitive Crimes Team, Mobile Field Force, Evidence Technicians, etc.)
- Provide public statements for matters impacting community safety
- Make recommendations to the Common Council on matters concerning public safety issues
- Continually improve policy and procedures to ensure department remains accredited

Estimated Timeline

Action items in the estimated timeline are at the discretion of the project manager and are meant to provide a clear understanding of the proposal steps; the schedule is subject to change.

Action Item	Date
RFP Issued	12-08-2023
Deadline to Schedule Pre-Meeting (if needed)	01-26-2024
Proposals Due	02-02-2024
Interviews and Review of Proposals (if needed)	February, 2024
City Council acts on Service Agreement	February, 2024

Project Scope

1. Perform Organization and Industry Research on the Police Department

- A.) Review job descriptions of current positions.
- B.) Meet with staff and officials to better understand roles and services.
- C.) Research other comparable and neighboring municipalities to learn about services, staffing levels, shift schedules, work environment, policies, community engagement programs, etc.
- D.) Assess call volume both currently and historically to determine trends and associated impacts for patrol, investigations, dispatch, clerical staff, and command staff.
- E.) Assess the impact that demographic change and associated challenges, as well as an increasing severity of crimes, has had on the police department's ability to proactively serve the public.
- F.) Analyze Communications Center specifically regarding impacts of continuing to operate status quo versus consolidating dispatch services with Walworth County.
- G.) Identify staffing impacts based on workload analysis.
- H.) Review and assess the IT needs and capabilities of the department.
- I.) Review current activities that support diversity and assess what ways the department can expand on these activities, including initiatives proposed by City officials.
- J.) Review equipment and vehicle fleet to perform current services.
- K.) Assess financial impact for any recommendations or considerations for altering services.
- L.) Research industry standards, best practices, and trends in policing services.
- M.) Obtain and review any service delivery feedback related to police services (i.e. emails, phone calls, social media, surveys, etc.).
- N.) Interview elected officials as a body at a public meeting to ensure public input on the process.
- O.) Based on research and analysis, provide recommendations for the City to consider (both short-term and long-term recommendations).
- P.) Provide City staff with post-project support.
- Q.) Other tasks as determined by consultant or the City.

2. Complete Comprehensive Report Summarizing Research and Information

- A.) Provide all information gathered in all tasks listed in #1 A-Q in a comprehensive report with recommendations on options to address any shortcomings. Comprehensive report must be provided in both English and Spanish ensuring accessibility to non-English speakers.
- B.) Share a draft of the study and findings to City staff prior to public presentation.
- C.) Present findings to the City Council during a public meeting. Report will be made accessible to the public.

Proposal Content

The proposal should not exceed ten (10) single-sided pages and should address the following:

A.) Transmittal Information.

- 1. Contractor's name, address, telephone number and contact person.
- 2. Contractor's understanding of the program and commitment to provide the appropriate personnel and equipment to perform the scope of services as defined in this document.

B.) Approach.

- 1. Provide a description of the anticipated services.
- 2. Outline proposed staffing levels and activities.
- 3. Specify methods to obtain information and research – especially with comparable and neighboring communities as well as service delivery feedback from community members.
- 4. Identify approach for communication with staff and officials.

C.) Contractor Experience.

- 1. Description of related past experience, particularly experience of a similar capacity on projects of comparable size and/or scope.

D.) Cost.

- 1. Provide the total cost and expenses for this study. The Common Council has pre-approved \$50,000 for costs associated with this study. However, cost is just one of the factors to be considered in the selection of a consultant.

E.) Contract

- 1. Attach a copy of your standard contract (if available) for these types of services in the proposal.

H.) References

- 1. Please provide references of current or previous clients you have worked with in the past.

Terms and Conditions

City Costs

The City will pay the Service Provider for the services provided as described. Such payment shall be full compensation for all services rendered and for all supervision, labor, liability insurance, and other incidental costs.

Nondiscrimination

In connection with the performance of work under this agreement, the Firm agrees not to discriminate against any employee or applicant for employment because of age, race, religion, color, marital status, sexual orientation, sex, disability, national origin, or ancestry. This provision must be included in all subcontracts.

Assignment or Subcontract

The contract may not be assigned or subcontracted by the firm without the written consent of the City. If all or a portion on the contract work is proposed to assigned or subcontracted, the name of the individual(s) to complete the work, address and firm proposed shall be submitted within the scope of the proposal.

Independent Contractor Status

The firm agrees that it is an independent Contractor with respect to the services provided pursuant to this agreement. Nothing in this agreement shall be considered to create the relationship of employer and employee between the parties.

Amendments to Contract

This contract may be modified only by written amendment to the contract, signed by both parties.

Waiver

One or more waivers by any party of any term of the contract will not be construed as a waiver of a subsequent breach of the same or any other term. The consent or approval given by any party with respect to any act by the other party requiring such consent or approval shall not be deemed to waive the need for further consent or approval of any subsequent similar act by such party.

Contract Period and Termination of Contract

The contract period will for the duration of the requested services. The City reserves the right to cancel this Agreement within (30) days written notice. If the Service Provider elects to cancel the Agreement, it must provide (30) days written notice and it must be mutual between the City and the Service Provider. If the Service Provider cancels this Agreement after advance payment for services has been rendered per the terms, the Service Provider will only be compensated on a pro-rata basis for actual work performed, and any remaining advance payment will be returned to the City.

Professional Services Contract

Should your proposal be accepted and a contract issued, this Request for Proposal and all documents attached hereto including any amendments, the firm's technical and price proposals, and any other written offers/clarifications made by the firm and accepted by the City, will be incorporated into a contract between the City and the firm, it shall contain all the terms and conditions agreed on by the parties hereto, and no other agreement regarding the subject matter of this proposal shall be determined to exist or bind any of the parties hereto.

The submission of a proposal shall be considered as a representation that the firm has carefully investigated all conditions, has full knowledge of the scope, nature and quality of work required, and is familiar with all applicable State, Federal and Local regulations that affect, or may at some future date affect the performance of this contract.

Acceptance of this proposal will take place only upon award by the City Council, execution of the contract by the proper City officials, and delivery of the fully-executed contract to the firm. Acceptance may be revoked at any time prior to delivery of the fully-executed contract to the successful firm. The contract may be amended only by written agreement between the firm and the City of Whitewater.

Selection Criteria

City staff will consider the following in evaluation of the proposals:

1. Past record of performance of the consultant and team on similar projects based on references, work

examples, and responses during the interview.

2. Quality and content of the written proposal.
3. Experience and technical competence of the consultant assigned to the program.
4. General understanding of agreement with the consultant's approach to the project, including the City's confidence in the consultant's ability to satisfactorily perform the work.
5. Ability to perform the analysis within the necessary parameters.
6. Cost to execute services.

Instructions to Firms

Submittal Instructions

1. Please provide (1) digital copy of the proposal via email only to:
Project Manager: Dan Meyer, Police Chief, City of Whitewater
Email: dmeyer@whitewater-wi.gov
Identify proposal name into subject line of the email: Police Organizational
and Workload Study
Deadline: 4:00 p.m. CST, Friday, January 26, 2023
2. Proposals will be accepted on or before the deadline identified above. Proposals received after that date and time will be rejected. Proposals will not be opened publicly.
3. Questions regarding this RFP should only be directed to staff member identified above. Contact with elected officials, committee members and other staff members is grounds for disqualification.

This RFP does not commit the City to award a contract, to pay any costs incurred in the preparation of a response to this request or to procure or contract for services or supplies. The City reserves the right to accept or reject any or all proposals received as a result of this request, to waive minor irregularities in the procedure, to negotiate with any qualified source, or to cancel in part or in its entirety, this RFP, if it is in the best interest of the City of Whitewater to do so.