

RGN Consulting

Proposal for Consulting Services
Prepared for

City of Fairfield

Police Department



April 2007

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I. Proposed Work Plan

The primary goal of this study is to provide the City of Fairfield a Strategic Plan for its Police Department that will guide it into the future. The final plan will be based upon a sound and insightful analysis of the agency, together with an assessment of current and future community needs and expectations. In the course of the study an array of Fairfield stakeholders will be asked to assist by providing their input and guidance into the process. Once identified, these expectations and forecasts will serve as the basis for the development of realistic, attainable, and measurable strategies for the agency. The final plan will provide current and future city leaders not only a vision of Fairfield's future, but a blueprint for action

The suggested work plan is divided into 6 distinct phases:

- ≠≠ Phase One - Internal Assessment*
- ≠≠ Phase Two – Environmental Scanning (External Assessment)*
- ≠≠ Phase Three – Strategy Development*
- ≠≠ Phase Four – Completion and Distribution of Plan*
- ≠≠ Phase Five – Implementation*
- ≠≠ Phase Six - Evaluation*

A. Phase One – Internal Assessment

It is recommended that one of the first steps in this project would be to update the internal agency assessment prepared for the City of Fairfield by **RGNC Consulting** in 2002. The purpose of this update would be to identify the agency's current state, and its capacity, capability, and readiness to address future issues.. The actual steps in the process would generally be similar to the following:

1. *Kick off Meeting* – A meeting will be held with the Police Chief and key staff members (possibly at a regular staff meeting). The consultant will introduce the project goals and solicit input from the staff on each of their respective units.
2. *Interviews* – Individual interviews will be conducted with select agency supervisors and managers to identify current and future issues facing the department. Additionally, with the help and advice of police department staff members, a process where all personnel have the opportunity to offer similar comments and insight will be developed.
3. *Strategic Plan Steering Committee* - The Police Chief will form a Strategic Plan Steering Committee of interested employees to assist the consultant with this project. This committee will represent a wide spectrum of the agency. The group will assist **RGNC** in various ways throughout the process including issue identification, futures forecasting, community contacts, etc. The committee will also meet regularly with **RGNC** to provide both input and reports on its progress. Furthermore, this group will assist the consultant in the development of a process that will ensure that all agency personnel have an opportunity to offer comments and input into the plan. Such an effort

will likely involve a combination of approaches including workgroup or team interviews, surveys, and/or use of email/website technologies.

4. *Data Gathering* – During the interview phase, some data and documents about the activities of the department will be collected and reviewed by the consultant. This information will be used to provide the consultant a general frame of reference regarding the quality and quantity of the agency's work product.

B. Phase Two – Environmental Scanning (External Assessment)

It is recommended that contemporaneous with Phase One an External Assessment of the department be conducted. The majority of effort on this aspect of the study will focus on interviewing members outside of the agency. A general list of questions to be asked each of the respondents will be developed by the consultant. The areas to be discussed will focus on trends, events, and emerging issues that will impact the delivery of police services in Fairfield over the next 5 years. It is suggested that the following sources provide input into the plan:

1. *City Manager and Department Heads* – The City Manager and all Department Heads will be individually contacted and asked to provide their insight into the future of the City and the Police Department.
2. *City Council Members* – Each City Council member will be contacted individually and asked to offer their perspective into the future operations of the department. Additionally, each City Council member will be asked to provide the consultant one or two names of community members that each feel could provide the consultant further insight into the community.
3. *Community Input* – Based on the names provided in Step 2 and any additional names provided by the City Manager and/or Police Chief, a select number of community members will be interviewed and their perspectives on the issue discussed. Additionally, during this phase, input will also be sought from local school officials, business representatives, and any other groups identified by the agency as important to the study. This information will be obtained through focus groups and/or community surveys.

C. Phase Three – Strategy Development

Based upon the information developed in the preceding phases, an off-site workshop will be held with key police department staff. During this phase the consultant will facilitate a process whereby the agency representatives will develop realistic, measurable strategies designed to mitigate future problems, and to accentuate positive trends. This action plan will have a 5-year horizon, and identify a timeline, cost and responsible party for each of the identified strategies.

D. Phase Four – Completion and Distribution of the Plan

During this phase the consultant will write a Strategic Plan for the agency. The draft document will be shared with the Chief of Police, City Manager, and key City staff members for input and revision. At the conclusion of this process, the plan will be finalized, printed and distributed. The consultant will also develop a PowerPoint Presentation describing the process used and the Strategic Plan itself. It is further recommended that at this stage, and prior to the wide circulation of the plan, that the Chief of Police and the consultant formally present the plan to the Fairfield City Council at a public session.

E. Phase Five – Implementation

Based upon the recommendations contained within the plan, the Agency will begin the implementation phase of the process. It is recommended that a high-ranking police employee be appointed by the Chief of Police to oversee the effort. This manager should be provided all available resources and authority to effectively implement all aspects of the report. Moreover, regular reports on the progress of these efforts should be made throughout the agency and to the Chief of Police, City Manager, and City Council. Any corrections, updates, or adjustments to the document should also be similarly reported.

F. Phase Six – Evaluation

Six months after the adoption of the plan the consultant will return to the agency to meet with the staff to evaluate the results of the first 180 days. Furthermore, at this time he will assist the agency in performing any necessary updates to the plan. Due to the dynamic nature of society and its changing needs, it is further recommended that following this initial evaluation, the agency conduct similar reviews and revisions annually.

II. Project Schedule

In reviewing the work plan, it recommended that Phases 1 & 2 be performed concurrently. Based upon the needs of the City, **RGNC** could begin the project in late Summer 2007 with an estimated completion date of February 2008. Once again, the start date is dependant upon the City. **RGNC** estimates that Phases 1-4 can be completed within 180 days from beginning to end.

III. Project Costs

RGN Consulting bases its fees on the actual amount of time required to complete an assignment in a thorough and professional manner. The total hours estimated for Phases 1 - 4 of this project are 264. It is recommended that Phase 3 be done under the auspices of POST, as a Team Building Workshop (TBW). FPD would need to apply for POST funding for a TBW during the 2007/2008 fiscal year. Should the request be approved, the City will be reimbursed the consulting fees of \$3935 associated with this phase of the project. Additionally, POST will reimburse the agency travel and per diem costs for as many as 19 employees attending the workshop. Therefore, with POST funding, the total hours to be billed to the City for Phases 1-4 are estimated to be 240. Accordingly, based upon our professional consulting rate of \$125 hour, the total professional fee will not exceed \$30,000; for a combined project cost of \$33,935 plus expenses. At this time it is unknown as to whether consulting services will be required during Phase 5, Implementation. Accordingly, until the plan is completed and the requirements for such services assessed, it is assumed that the agency has sufficient capacity and internal resources to manage this portion of the process.

In addition to the above, we also bill for direct expenses related to travel, lodging, meals, mileage, telephone, postage and document production, which for this assignment will not exceed 10% of the contract, or \$3400. It is **RGNC's** practice to bill as work progresses. An invoice will be submitted monthly based upon work completed in the previous month and actual expenses incurred.

A chart depicting the costs for each of the various phases follows:

1. Phase One – Internal Assessment of Agency. Interviews, Strategic Plan Steering Committee, review of relevant documents.	100hrs.	\$12,500
2. Phase Two – External Assessment. Interviews of Department Heads, City Council Members, and Community.	100 hrs	\$12,500
3. Phase Three – Strategy Development. Meet with key staff members in an off-site workshop to develop strategies for the plan.	24 hrs.	\$3,935
4. Phase Four – Write draft Strategic Plan and prepare PP presentation. Review draft with staff, revise as necessary, print and distribute plan. Meet with City Council and present plan.	40 hrs.	\$5,000
4. Phase Five – Implementation Respond to the recommendations contained in the Strategic Plan by taking the necessary steps to implement the actions.	TBD	TBD
5. Phase Six – Evaluation Conduct a follow-up to the actions taken during the foregoing phases to ensure the results are satisfactory to the City and to the Department	Inc.	Inc. in Phase 3

IV. Similar Projects and References

Client	Contact	Date	Project Description
City of Napa 1539 First Street Napa, CA 94559	Chief Richard Melton (707) 257-9553	12/05-7/06	<i>Strategic Plan similar to the one described in this proposal. Final presentation to City Council to occur 10/2006.</i>
City of Turlock 156 S. Broadway, Turlock, CA 95380-	C/M Steve Kyte (209) 668-5540 COP Lonald Lott 209) 668-5550	June 2005 - 12/05	<i>RGNC prepared</i> an internal assessment of the Police Department for the City. A Team Building workshop was held with PD staff in Sept. 2005 and a plan developed to address the findings of the Police Services Study.
City of Hayward 777 B Street Hayward, CA 94541	City Manager Armas (510) 583-4305 Police Chief Dwyer (510) 293-7056	Completed 4/15/04	<i>RGNC</i> conducted an internal assessment of the Police Department quite similar to project described in this proposal.
City of Roseville Police Department 311 Vernon St. Roseville, CA 95678	Chief Joel Neves (916) 774-5010	11/2002 – 7/2003	<i>RGNC</i> completed a strategic plan for the police department, projected to be serving a population of 140,000 in 5 years.
Fairfield Police Department 1000 Webster Fairfield, CA 94533	Chief Bill Gresham (707)_428-7366	July 2002- Nov. 2002	<i>RGNC</i> conducted a police services study for the City of 100,000. The methodology included internal/external assessments and a final report recommending future actions.
San Mateo Police Chiefs and Sheriff Association (SMCPCSA) 666 Elm St. San Carlos, CA 94070	Chief James Granucci (650) 802-4223	2002	<i>RGNC</i> completed a Technology Strategic Plan for the Association. This effort included the identification of the current state of Law Enforcement Technology in all of the police agencies in the county, and identified future applicable technologies and costs for joint association efforts.
SMCPCSA 666 Elm St. San Carlos, CA 94070	Chief James Granucci (650) 802-4223	Annually	<i>RGNC</i> develops and facilitates the annual planning workshop for the chiefs association, and also writes the action plan for joint countywide law enforcement efforts for the upcoming year.
San Mateo Police Department 330 West 20th Avenue San Mateo, CA 94403	Chief Susan Manheimer (650) 522-7600	2001	Mr. Norman assisted the SMPD in a yearlong effort to reorganize the agency and to develop a long-range strategic plan for the organization.
Ceres Dept. of Public Safety 2727 Third Street Ceres, CA 95307	Chief Art De Werk (209) 538-5725	2000/2001	Mr. Norman performed a police services study and produced a final report for the agency.

V. Firm Background and Qualifications

A. RGN Consulting

RGN Consulting is a sole proprietorship business owned and operated by Robert Norman. Mr. Norman has been doing consulting work under this firm name and that of California Public Management Institute for over 20 years. The office location for the business is 24600 Shake Ridge Rd., Volcano, CA 95689. The telephone and fax number for the firm is (209) 296-4917, email Rnorman@volcano.net, Website <http://www.rgnconsulting.org>. Mr. Norman will be the principal contact for this proposal and may be reached at the above address telephone number, email address or website.

Mr. Norman will be the consultant performing the work described in this proposal. He will be responsible for all aspects of the study. His background includes over 33 years law enforcement experience, 22 of which as a chief executive of 2 municipal law enforcement agencies, and more than 20 years of consulting experience. He is known statewide for his strategic planning efforts including having developed strategic plans for the Commission on Peace Officer Standards and Training, the California Police Chiefs Association, the San Mateo Fire Chiefs Association, and several municipal and county agencies. He is also a certified Team Building consultant with the Commission on Peace Officer Standards and Training. A resume, review of qualifications, and partial list of clients are included in this proposal.

VI. Benefits to the City of Fairfield

The City of Fairfield will receive significant benefit as a result of selecting ***RGN Consulting*** for this important assignment. Some of these benefits include:

- ~~✍~~ The City will possess all the relevant information necessary to make appropriate changes in the Police Department's structure, allocation of resources, and managerial and supervisory responsibilities.
- ~~✍~~ Departmental resources will be utilized in ways that improve service to the community, ensure officer safety and maximize cost efficiencies within available resources.
- ~~✍~~ The City's policing effort will be enhanced through evaluation feedback, implementation plans for future expansion, and the development of specific performance measures for the agency.
- ~~✍~~ The City will possess a comprehensive Strategic Planning document that will guide the Police Department over the next 5 years.
- ~~✍~~ The City will benefit from ***RGN Consulting's*** unique qualifications based on over twenty years of consulting experience and twenty-two years of law enforcement chief executive experience.
- ~~✍~~ The City will benefit from ***RGN Consulting's*** commitment to personal and responsible service.

In summary, as a result of selecting ***RGN Consulting*** the project objectives will be achieved. The City will possess all the information necessary to make critical decisions. The quality of recommendations will be based on professional consulting practices and backed by the credibility of an expert consultant. And, essential to the success of the project, the relationship between ***RGNC*** and the City will be collaborative and characterized by open communications and free exchange of information.

Appendix A

Robert G. Norman

Education

1986 – 1988 Peace Officer Standards and Training Sacramento, CA
Law Enforcement Command College
/// Futures Research and Strategic Planning for Law Enforcement Executives

1978 – 1980 University of Southern California Los Angeles, CA
Master of Public Administration

1975 – 1977 University of Redlands Redlands, CA
Bachelor of Arts
/// Public Service Management

1967 – 1969 Antelope Valley College Lancaster, CA
Associate of Arts
/// Pre-Law

Professional experience

1980 - Present

Management Consultant
/// Owner, RGN Consulting, a firm specializing in providing services to Public Safety agencies.

1983 – June 2000 City of Foster City Foster City, CA
Chief of Police
/// Led a municipal police department and administered an annual budget of approximately 6 million dollars.

1978 – 1983 City of Ridgecrest Ridgecrest, CA
Chief of Police
/// Managed a municipal police agency and served as Acting City Administrator for approximately 6 months.

1967- 1978 Los Angeles County Sheriffs Dept. Los Angeles, CA
Acting Lieutenant, Sergeant/Deputy, Correctional Officer
/// Served in the Personnel Bureau and Administrative Division Headquarters Unit as manager of staffing services for 7500 member agency, and as adjutant to Division Chief responsible for Personnel, Training, Employee Relations, and Reserve Forces Bureaus.

- ~~///~~ Patrol Supervisor and Supervising investigator – Temple Substation
- ~~///~~ Patrol Deputy and Training Officer – Altadena Substation
- ~~///~~ Patrol Deputy – Industry Substation
- ~~///~~ Performed jailing duties at Men’s Central Jail, Wayside Honor Rancho, and Mira Loma Jail facilities.

Additional professional activities

Management consultant to various municipal and county agencies on issues of personnel management, strategic planning, and organizational development.

Instructor, Cerro Coso and San Mateo Colleges.
Chairman, CA POST Strategic Plan Steering Committee
Member, CA POST Command College Advisory Committee
Member, CA POST Regional Skills Training Center Committee
Member, Statewide Advisory Committee for Public Safety Education
Instructor, CPOA/POST Role of the Chief – Strategic Management

Professional memberships

Member, California Police Chiefs Association
Member, California Peace Officers Association
Past President, San Mateo Police Chiefs Association
Past President, Kern County Police Chiefs Association
Lifetime Member, International Association of Police Chiefs
Member, Command College Alumni Association
Member, Police Futurists International

Certificates-POST Basic, Intermediate, Advanced, Supervisory, Management, and Executive
Lifetime Instructor Credential – California Community Colleges
Certified Team Building Consultant - POST



II. RGN Consulting - *Partial List of Clients*

RGN Consulting has provided strategic planning, organizational development, or consulting services to the following agencies or associations:

Local Agencies

Alhambra Police Department
Belmont Police Department
Brisbane Police Department
Brisbane Fire Department
Fairfield Fire Department
Ceres Public Safety Department
Cypress Police Department
Daly City Police
Fairfield Police Department
Foster City Fire Department
Keizer, Or. Police Department
Hayward Police Department
La Grande, Or Police Department
Los Angeles Police Chiefs Association
Napa Police Department
Nevada County Sheriff's Department
Oregon City, Or. Police Department
Placerville Police
Roseville Police Department
Stanislaus County 911
San Carlos Police Department
San Mateo County Emergency Medical Care Committee
San Mateo Police Department
San Mateo County Fire Chiefs Association
San Mateo County Police Chiefs Association
Santa Clara County Sheriff
South Lake Tahoe Police
Turlock Police Services

Statewide Agencies

Chair, Strategic Planning Committee – POST Commission
California Police Chiefs Association – Strategic Plan
Department of Health Services
Department of Corrections

APPENDIX B

AGREEMENT FOR PROFESSIONAL SERVICES

This Agreement is made and entered into as of the _ day of _____, 2007 by and between the City of Fairfield hereinafter called "CITY" and **RGN Consulting** hereinafter called "CONSULTANT".

RECITALS

This Agreement is entered into with reference to the following facts and circumstances:

1. That CITY desires to engage CONSULTANT to render certain professional services in the CITY;
2. That CONSULTANT is qualified to provide such services to the CITY and;
3. That the CITY has elected to engage the services of CONSULTANT upon the terms and conditions as hereinafter set forth.

1. Services. The services to be performed by CONSULTANT under this Agreement shall include those services set forth in Exhibit A, which is, by this reference, incorporated herein and made a part hereof as though it were fully set forth herein.

Performance of the work specified in said Exhibit is hereby made an obligation of CONSULTANT under this Agreement, subject to any changes that may be made subsequently hereto upon the mutual written agreement of the said parties.

Where in conflict, the terms of this Agreement supersede and prevail over any terms set forth in Exhibit A.

2. Term; Termination. (a) The term of this Agreement shall commence upon the date hereinabove written and shall expire upon completion of performance of services hereunder by Consultant.
(b) Notwithstanding the provisions of (a) above, either party may terminate this Agreement without cause by giving written notice not less than ten (10) days prior to the effective date of termination, which date shall be included in said notice. In the event of such termination, City shall compensate Consultant for services rendered, and reimburse Consultant for costs and expenses incurred, to the date of termination, calculated in accordance with the provisions of paragraph 3. In ascertaining the services actually rendered to the date of termination, consideration shall be given both to completed work and work in process of completion. Nothing herein contained shall be deemed a limitation upon the right of City to terminate this Agreement for cause, or otherwise to exercise such rights or pursue such remedies as may accrue to City hereunder.
3. Compensation; Expenses; Payment. City shall compensate Consultant for all services performed by Consultant hereunder in an amount based upon Consultant's hourly rates during the time of the performance of said services. A copy of Consultant's hourly rates

for which services hereunder shall be performed are set forth in Consultant's fee schedule contained within Exhibit "A", attached hereto and by this reference incorporated herein.

Notwithstanding the foregoing, the combined total of compensation and reimbursement of costs payable hereunder shall not exceed the sum \$37,335 unless the performance of services and/or reimbursement of costs and expenses in excess of said amounts have been approved in advance of performing such services or incurring such costs and expenses by City's City Council, evidenced by motion duly made and carried.

Compensation and reimbursement of costs and expenses hereunder shall be payable upon monthly billing therefore by Consultant to City, which billing shall include an itemized statement, briefly describing by task and labor category or cost/expense items billed.

4. Additional Services. In the event City desires the performance of additional services not otherwise included within the services described in Exhibit A, such services shall be authorized in advance of the performance thereof by City's City Council by motion duly made and carried. Such amendment to this Agreement shall include a description of the services to be performed there under, the maximum compensation and reimbursement of costs and expenses payable therefore, the time of performance thereof, and such other matters as the parties deem appropriate for the accomplishment of such services. Except to the extent modified by written amendment, all other terms and conditions of this Agreement shall be deemed incorporated in each such amendment.
5. Records. Consultant shall keep and maintain accurate records of all time expended and costs and expenses incurred relating to services to be performed by Consultant hereunder. Said records shall be available to City for review and copying during regular business hours at Consultant's place of business or as otherwise agreed upon by the parties.
6. Authorization. This Agreement becomes effective when endorsed by both parties in the space provided below.
7. Reliance on Professional Skill of Consultant. CONSULTANT represents that it has the necessary professional skills to perform the services required and the CITY shall rely on such skills of the CONSULTANT to do and perform the work. In performing services hereunder Consultant shall adhere to the standards generally prevailing for the performance of expert consulting services similar to those to be performed by Consultant hereunder.
8. Documents. All documents, plans, drawings, renderings, and other papers, or copies thereof, as finally rendered, prepared by Consultant pursuant to the terms of this Agreement, shall, upon preparation and delivery to City, become the property of City.
9. Relationship of Parties. It is understood that the relationship of CONSULTANT to the CITY is that of an independent contractor and all persons working for or under the direction of CONSULTANT are its agents or employees and not agents or employees of the CITY.
10. Schedule. Consultant shall adhere to the schedule set forth in Exhibit A; provided, that City shall grant reasonable extensions of time for the performance of such services occasioned by governmental reviews of Consultant's work product or other unavoidable

delays; provided, further, that such unavoidable delay shall not include strikes, lockouts, work stoppages, or other labor disturbances conducted by, or on behalf of, Consultant's officers or employees.

Consultant acknowledges the importance to City of City's Project schedule and agrees to put forth its best professional efforts to perform its services under this Agreement in a manner consistent with that schedule.

11. Indemnity. Consultant hereby agrees to defend, indemnify, and save harmless City, its Council, boards, commissions, officers, employees and agents, from and against any and all claims, suits, actions liability, loss, damage, expense, cost (including, without limitation, costs and fees of litigation) of every nature, kind or description, which may be brought against, or suffered or sustained by, City, its Council, boards, commissions, officers, employees or agents caused by, or alleged to have been caused by, the negligence, intentional tortuous act or omission, or willful misconduct of Consultant, its officers, employees or agents in the performance of any services or work pursuant to this Agreement.

The duty of Consultant to indemnify and save harmless, as set forth herein, shall include the duty to defend as set forth in Section 2778 of the California Civil Code; provided, however, that nothing herein contained shall be construed to require Consultant to indemnify City, its Council, boards, commissions, officers, employees and agents against any responsibility or liability in contravention of Section 2782 of the California Civil Code.

12. Notice. All notices required by this Agreement shall be given to the CITY and CONSULTANT in writing, by first class mail, postage prepaid, addressed as follows:

CITY: City of Fairfield
City Manager
Fairfield, CA

CONSULTANT RGN Consulting
24600 Shake Ridge Road
Volcano, CA 95689

13. Non-Assignment. This Agreement is not assignable either in whole or in part.
14. Amendments. This Agreement may be amended or modified only by written agreement signed by both parties.
15. Validity. The invalidity in whole or in part of any provision of this Agreement shall not void or affect the validity of any other provision of this Agreement.
17. Governing Law. The laws of the State of California shall govern this Agreement and any suit or action initiated by either party shall be brought in the County of Solano, California. In the event of litigation between the parties hereto to enforce any provision of the Agreement, the unsuccessful party will pay the reasonable attorney's fees and expenses of litigation of the successful party.

18. Mediation. Should any dispute arise out of this Agreement, the parties shall meet in mediation and attempt to reach a resolution with the assistance of a mutually acceptable mediator. Neither party shall be permitted to file legal action without first meeting in mediation and making a good faith attempt to reach a mediated resolution. The costs of the mediator, if any, shall be paid equally by the parties. If a mediated settlement is reached neither party shall be deemed the prevailing party for purposes of the settlement, and each party shall bear its own legal costs.
19. Conflict of Interest. CONSULTANT may serve other clients, but none who are active within the City of Fairfield or who conduct business that would place CONSULTANT in a "conflict of interest" as that term is defined in State law
20. Entire Agreement. This Agreement, including Exhibit A comprises the entire Agreement.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed on the date first above written by their respective officers duly authorized in that behalf.

Dated: _____

CITY OF FAIRFIELD

City Manager

Dated: _____

APPROVED AS TO FORM

City Attorney

Dated: _____

CONSULTANT

Robert Norman, RGN Consulting