

STRATEGIC OPERATIONAL ANALYSIS

of the

DURHAM, NC POLICE DEPARTMENT

The International Association of Chiefs of Police, Inc.

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Serving the Leaders of Today, Developing the Leaders of Tomorrow



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I. INTRODUCTION

In July of this year, the City of Durham and the Durham Police Department (DPD) entered into a contract with the International Association of Chiefs of Police (IACP) to conduct a Police Staffing Analysis. The primary objective of the contracted study was to determine the number of patrol officers and investigators required to enable the department to provide desired levels of police service. Additional objectives included:

- Evaluating patrol workload activity to identify opportunities to increase unobligated periods of time for proactive activity; and
- Development of a template for the DPD to apply in future decisions regarding investigations staffing allocations

In furtherance of the fulfillment of the approved study, IACP staff and our team of consultants have engaged in a series of site visits and an initial review of the data provided by the department. As is often the case in such studies, we have made some initial observations relative to operational matters, which while ancillary to the initial study, might be contributing to organizational and operational ineffectiveness or inefficiencies.

Given that the department will be seeking a new chief executive, the IACP is prepared to expand upon the current agreement to provide a full operational study of the department. A comprehensive and independent assessment of the management and operations of the police department will help guide the executive search process, create a bias for change within the department, and provide the new police chief with a blueprint to follow in setting the course for more efficient and effective police service delivery in the future.

The IACP is a recognized leader in providing assessments of this nature, and IACPs standing and focus on professional policing, positions us well to meet the needs and expectations of the Durham Police Department.

The following document represents a proposed expansion of the initial contract and agreement, to include a full operational study as outlined here. When IACP conducts full operational studies, a staffing analysis is always an included component. Accordingly, the staffing study is part of the final deliverable identified in this proposal. In short, if the city of Durham adopts this proposal, the staffing study would not be an independent product or deliverable, instead, we would provide this portion of work in conjunction with the full study and the associated reports. For continuity purposes, this

proposal duplicates some of the components outlined in the initial staffing study. However, the associated costs for those items are satisfied through the initial agreement.

II. GOALS, OBJECTIVES, & OUTCOMES

The IACP proposes to conduct a comprehensive study of the Durham, North Carolina, Police Department that will examine critical dimensions of policing including public trust, accountability, return on investments, innovations, and officer/workforce safety and satisfaction.

The **goal** of the study is to position city executives and the men and women of the DPD with current information, metrics, and an action plan to:

- ❑ Sustain safe and secure neighborhoods
- ❑ Conduct police services dedicated to integrity, responsiveness, accountability, justice, and public trust
- ❑ Sustain creative and constructive partnerships with the community, criminal justice system, city and county agencies, safety-relevant public and private sector interests, and advocacy organizations
- ❑ Employ the most contemporary policy and program strategies and innovations
- ❑ Maximize return and value added on resource investments
- ❑ Sustain a stimulating and rewarding work environment for members of the DPD

Objectives of the study will be to:

- ❑ Identify crimes, victims, and police services that require more effective response or emphasis
- ❑ Evaluate the degree to which DPD philosophy, goals, objectives, and operations conform to the expectations of the city's governing authorities and the community at large

- ❑ Evaluate how efficiently the DPD is organized to achieve its mission and to conduct current operations
- ❑ Evaluate how productively personnel and other resources are used to conduct current operations
- ❑ Assess the nature and condition of the DPD organizational culture
- ❑ Identify important police functions that may not be currently performed by the DPD
- ❑ Identify functions performed by the DPD that can be performed more cost-effectively by alternative means and/or agencies
- ❑ Specify number and types of personnel needed to conduct current and future department operations in relation to available resources.
- ❑ Determine whether human resources processes are producing personnel with values, skills, knowledge, and abilities geared to current and emerging philosophical and operating requirements
- ❑ Assess efforts to implement and institutionalize contemporary philosophical, program, and technological innovations
- ❑ Identify potentially effective crime prevention and fear reduction strategies and technologies that are not being employed or maximized
- ❑ Assess the readiness of the DPD to cope with the rapidly changing cultural, programmatic, and technological environment of 21st century policing.

Outcomes

The study will produce practical, prioritized recommendations to upgrade the effectiveness and productivity of police services. The study report will be comprehensive and balanced. It will highlight positive aspects of DPD operations as well as those that may need modification. The study will outline necessary and desirable improvements to ensure the DPD, city officials, and the Durham community have clear and mutual understanding of the police mission. The report and recommendations will emphasize actions the DPD can employ to achieve objectives more effectively, maximize productivity, and meet future requirements in an informed and orderly manner.

III. SCOPE OF STUDY

This study will evaluate the following core functions, programs, practices, and conditions:

- **Policing Characteristics and Trends.** Many elements influence the current and future policing environment, including demographics, cultural, financial, and other factors. To assess these areas we will review the following:
 - Annexation plans, economic development, inter-police agency functioning, and regional resource availability; and
 - Five-year trends in crime, traffic crashes and enforcement, arrests, clearances and closures, budget and staff resources, workload, and other diagnostic and performance metrics.
- **Mission, Goals, Objectives, and Values.** Mission, goals, objectives, and values of the DPD; measurability of goals and objectives; measures used to assess achievement of goals and objectives; and employment of the measures, internally and externally, by the city.
- **Policing Style.** Dominant style of policing; whether the style is best suited to the Durham service population, crime conditions, 21st century policing, and internalization by and commitment of the workforce. Analysis of customer/stakeholder focused philosophy, strategies, training, and evaluation, as well as intra-city and extra-city networking and partnerships.
- **Crime and Crime Workload.** Rate of crime; trends in crime; victimization patterns; and special crime problems that may exist including relational violence, alcoholism, sex offenses, identity crime, narcotics abuse and distribution, prescription drug abuse, and illegal firearms distribution.
- **Organization.** Structure of the department and each principal unit. Evaluation will focus on organizing concepts/models; groupings of units and functions (the logic); chains of command; spans of control; delineation of responsibilities; justification for use of specialized units and personnel; duplication and fragmentation of responsibilities; potential for organizational flattening, decentralization, and alternative delivery options (such as contracting, consolidation, or regionalization); and civilianization options.

- ❑ **Projected Staffing Requirements and Resource Leveraging.** Number and composition of staff; number and composition required to handle current and projected workload productively in relation to available resources; presence of 21st century skills. Composition and leveraging refer to sworn officers, civilians, para-professionals, volunteers, and collaborations.
- ❑ **Community Services - Patrol.** The patrol examination will cover style(s) of patrol, including traditional and community-oriented; methods of patrol, including random preventive, directed, mobile tactical, motorized, foot, canine, and mounted; supervision; backup policies; report preparation and review; roll calls; preliminary investigations; patrol vehicles, equipment and technology; traffic stop practices; and SARS (suspicious activity reporting).
- ❑ **Community Services - Traffic.** The traffic services portion will focus on specialization; D-DACTS (Data-Driven Approaches to Crime and Traffic Safety); use of warnings, citations, and arrests; speed detection equipment; video equipment; accident prevention strategies; impaired driver enforcement programs, both alcohol and drug-impaired drivers; and traffic stop practices and training; and traffic enforcement-crime prevention coupling.
- ❑ **Community Services - Investigations.** The investigations examination will cover specialization and organization; work hours; case-screening, including solvability factors; case assignment and management practices; workload distribution; supervisory review; case closure practices; databases and technology; cold case efforts; intelligence activities; fusion center relationships; sex offender registration practices; and Internet and computer crimes activities
- ❑ **Crime Prevention and Fear Reduction.** Scope and content of crime prevention programming, including general information/education strategies; problem/offense/victim-specific strategies; defensible space and CPTED concepts; prevention program target selection practices; integration of crime prevention, patrol, and investigations activities; technology-based capacities (e.g., Reverse 9-1-1, license plate scanning, cameras); program evaluation and methods.
- ❑ **Crime Analysis and Data-Driven Policing.** Range, quality, and utilization of strategic and tactical crime analysis; timeliness of the crime analysis production cycle; advanced crime analysis technology; production of problem-centered information; Compstat and information-

led policing strategies; fusion center involvement; product evaluation practices.

- **Professional Standards and Trust Building.** Citizen complaint and internal affairs philosophy; complaint reception in terms of ease and confidentiality; types and patterns of citizen complaints; rate and nature of internally (supervisor) allegations; professional standards training; complaint prevention and reduction practices; early warning programming; due process compliance; disciplinary process and disposition patterns; liability management.
- **Management Support Services.** Planning, research, and legal support. The planning and research portion will focus on commitment to and ability to conduct innovative, long-range, as well as short-range planning; current planning and research priorities; quality of plans and research products; and skills of the planning and research staff.
- **Legal Support.** The legal support review will cover the operations of the DPD Legal Advisor; scope of legal services; issuance and content of legal bulletins; training and policy review duties of legal counsel; legislative/ordinance duties; and relationships with the District Attorney.
- **Human Resources.** Recruiting; selection; and promotion. The recruiting portion will cover objectives; strategies; materials; media; and qualifications and composition (diversity) of the recruitment team. Aspects of selection review will include minimum requirements for employment; the testing process; probation requirements; and test validity. Evaluation of promotional eligibility requirements, test preparation and assistance, the testing process, and validity of promotional tests. The study team will review hiring rules, limitations, and any potential barriers that may exist with respect to recruiting, selection, and advancement a qualified, diverse officer cadre. Diversity considerations and recognition of changing 21st century skill requirements will suffuse all evaluations.
- **Career Development.** Recruiting; selection; and promotion. The recruiting portion will cover objectives; strategies; materials; process; qualifications and composition (diversity) of the recruitment team. The career development portion will focus on recruit, field, specialized, and leadership training. Succession planning, leadership development, and career progression (promotion) will receive special focus.

- ❑ **Information Management.** Examination of records and information generation, including the number and types of field reports; report review; data entry practices and technology; information security and privacy guidelines; records systems and database integration; information access and retrieval capacities; and use of productivity generating and laborsaving technology. Examination of management and statistical reports produced and the maximization of available data for crime fighting. Adaptation to social media will be a focus.

- ❑ **Communications.** There will be two areas evaluated in this section. The initial focus will be on calls-for-service processing; computer-aided dispatch; call prioritization; backup assignment policies and procedures; communications technology; and response time adequacy.

The second area of focus will include communication within the organization, whether top down, cross-divisional, supervisor to follower, peer-to-peer, or upward.

- ❑ **Resources and Resource Management** Non-personnel related assets and resources thereof, including physical space/buildings, fleet, equipment, and technology. Budget management and allocation are also considered.

IV. WORK PLAN / METHODOLOGY

The IACP team will engage a six-phase work program to achieve study objectives:

- ❑ Phase 1: Project Organization
- ❑ Phase 2: Data Collection
- ❑ Phase 3: Preparation of Findings and Recommendations
- ❑ Phase 4: Report Preparation and City Review
- ❑ Phase 5: Final Report Preparation and Presentation
- ❑ Phase 6: Implementation Assistance

PHASE 1: PROJECT ORGANIZATION

Immediately upon notice of award, the IACP project leader will engage in a consultation discussion with onsite officials to review the expanded objectives, scope, methodology, schedule, and other pertinent aspects of the evaluation. The project leader will:

- ❑ Consult with key city and police officials to discuss the project.

- ❑ Gather additional reports, data summaries, statistics, and other evaluation-specific documentation.
- ❑ Work with city and police officials relative to the logistics associated with the use of the data collection instruments that will inform the study
- ❑ Identify issues of special concern to city and police department stakeholders

PHASE 2: DATA COLLECTION

Data and information collection for all of the subject areas itemized in the preceding section will occur during Phase 2. We will use multiple data collection techniques, instruments, and sources for this study.

- ❑ Interviews will occur with city officials regarding perceptions and expectations of the DPD and from the study. This will include identification of any special issue concerns.
- ❑ Interviews will occur with DPD executives, commanders, supervisors, and line personnel to assess goals, objectives, policies, procedures, practices, workload, problems, needs, and opportunities that characterize their operations.
- ❑ All members of the DPD will have the opportunity to complete an organizational culture questionnaire. This survey intends to tap the imagination and creative potential of managers and line-level service providers and to broaden inclusion in the study. It seeks information on workforce perceptions of the organization, individual roles, job satisfaction, and issues of central concern to public safety and security. It elicits suggestions on organization, staffing, and productivity issues and opportunities. Completing a questionnaire is voluntary and individual responses are anonymous.
- ❑ We will engage additional surveys and direct data collection worksheets as needed to supplement other sources. These may include real-time direct documentation of workload for brief periods, unit and organizational summary data, and surveys and evaluation forms that target specific aspects of this study.
- ❑ We will collect written materials that document operations, policies, and procedures. Written directives, planning studies, budgets, statistical

reports, training records, press releases, and previous operation studies/ audits are among the documents to be collected.

- The study will include a patrol allocation and deployment analysis, including examination of calls-for-service, call disposition, workload, and other data. Objectives are to ensure that sufficient numbers of first responders and field supervisors are available to:
 - Respond to calls-for-service in a fashion that satisfies community expectations
 - Achieve community and agency-set response time targets at acceptable levels
 - Deploy officers as closely as possible with the temporal and geographic demand for service
 - Conduct prevention, suppression, and other proactive public safety and quality of life tasks effectively
 - Meet mandatory and essential administrative requirements satisfactorily
 - Comply with officer safety requirements and maximize cost-effective use of patrol resources.
- IACP staff will make observations of operations and personnel through various means including, for example, accompanying officers on patrol, attending roll calls, and monitoring communications operations.

Attachment I profiles classes of data and documents required for this study. Some of these data will be readily available from the RMS, UCR reports, monthly/annual reports, and personnel and training files. Availability of data and retrieval time varies greatly among departments. We work closely with clients to help produce data.

PHASE 3: PREPARATION OF FINDINGS AND RECOMMENDATIONS

Phase 3 will be devoted to analyzing and evaluating the data gathered during Phase 2, developing findings and recommendations, and prioritizing recommendations. In large part, Phase 3 data analysis and evaluation will parallel Phase 2 data collection. Parallel evaluation enables a more effective process for the collection of needed supplemental data identified during the initial data analysis, and when deemed necessary, it provides

staff an opportunity to request additional data necessary to corroborate other information or data.

IACP will use contemporary professional best-practice police standards as criteria for analyzing and evaluating operations and developing findings and recommendations. Best-practice standards are a composite of leading programs, policies, and practices identified by IACP staff through ongoing research and interactions with police agencies.

Seriousness of the conditions or problems that individual recommendations are designed to correct, relationship to major priorities of the city and the DPD, probability of successful implementation, and estimated cost of implementation, will be the principal criteria used to prioritize recommendations. It is IACP's policy to submit/discuss important findings and recommendations throughout the course of a project. We normally are able to suggest findings and recommendations, selectively, by the end of the second month of the project.

PHASE 4: PREPARATION OF REPORTS AND CITY REVIEW

IACP staff will present a draft final report to the city for review and comment. The review should supply constructive suggestions to ensure that the final report will promote the objectives for which the city has engaged this evaluation. Where appropriate, IACP staff will work with agency officials to modify and adapt the final report structure and findings. For purposes of independence and professional integrity, the IACP retains the right to accept or reject commentary and/or recommendations from reviewers.

PHASE 5: FINAL REPORT PREPARATION AND PRESENTATION

The IACP will deliver its findings in a comprehensive and balanced study report (both electronically and via hard copy). It will be the centerpiece of a package of deliverables to help the department implement recommendations successfully. In addition to the report, our package typically includes IACP training keys, model policies, publications, and program models. IACP staff will present the findings at a meeting of city stakeholders if desired.

IACP management study reports highlight positive aspects of performance and operations as well as deficiencies. Reports outline necessary and desirable improvements, placing special emphasis on actions to ensure that a department is accountable to elected officials and the public, and that it can achieve objectives more effectively, maximize productivity of current operations, and meet future requirements in an orderly and informed manner. An IACP study report includes:

- ❑ Productivity improvement and cost reduction strategies
- ❑ Recommended organization and staffing patterns
- ❑ Patrol staffing requirements and deployment plan
- ❑ Organizational culture analysis
- ❑ Special issues and practice analysis
- ❑ Structured and prioritized implementation plan
- ❑ State-of-the-art programs, practices, technologies
- ❑ An implementation support package

Project Timeline

A comprehensive IACP management study typically takes four to six months to complete. Because our work efforts are already in progress, we can accelerate this process. Below is a proposed task timeline for the City of Durham engagement.

ACTIVITY	ESTIMATED TIMEFRAME
Introductory phone call (part II)	Month 1
Request for additional data; schedule onsite visits	Month 1
Additional onsite data collection & interviews	Month 1
Design and deploy organizational surveys	Month 2
Process data; draft preliminary findings	Months 2 and 3
Draft final report	Months 2 and 3
Forward draft for review	Months 3 and 4
Finalize and present report	Months 3 and 4

Should the city wish to pursue a vigorous timeline in reference to an executive search, we can provide the city with a preliminary report that can inform that process. This information should be available within 45-60 days of contract execution.

PHASE 6: IMPLEMENTATION ASSISTANCE

In addition to the package that accompanies the report, the IACP will remain a continuing technical assistance resource. IACP project staff will be available for ongoing consultation via email, telephone, and online through WebEx. Clients use this opportunity to discuss report findings, recommendations, implementation issues, and even to seek guidance on general matters of police concern.

V. CORPORATE QUALIFICATIONS

The IACP is a 501(c) 3 non-profit corporation, chartered in the District of Columbia (1943) and headquartered in Alexandria, Virginia. IACP is the world's leading association of law enforcement executives with more than 24,000 members in 120 countries. In addition to chiefs of police and law enforcement personnel of other ranks, IACP members include criminal justice researchers, university faculty, and members of many other professions. Founded in 1893, the IACP promotes the highest standards of performance and conduct within the police profession.

Comprehensive evaluation, resource allocation, and strategic planning studies are priority interests of the IACP. The IACP will bring unsurpassed and unique qualifications to the City of Durham:

- ❑ **Credibility.** The IACP commands preeminent status among police executive associations. This confers special prestige and credibility to our studies. Government officials, citizens, and law enforcement officers/officials highly respect and value our findings.
- ❑ **Exclusive Focus.** The IACP concentrates its efforts exclusively on law enforcement matters. We do not diffuse our interests and capacities. Our obligation to law enforcement innovation and professionalism is a driving force.
- ❑ **Performance Record.** The number and range of engagements conducted and repeat clients attest to product value and client satisfaction. We have worked with law enforcement clients of every conceivable size, structure, and mission, and we are equipped to deal with any issue or circumstance affecting your organization and community.
- ❑ **Resource Depth.** Our headquarters staff comprises almost 100 former police executives and practitioners, social scientists, technology specialists, management analysts, and trainers who possess, collectively, 21st century capacity in every facet of law enforcement policy and practice. Augmented by a national and international network of consultants and committee members, our staff resources are unsurpassed in depth and quality.

- **Innovations Leadership.** Developing and discovering contemporary approaches and innovations to stimulate law enforcement effectiveness and productivity and to protect America's communities is central to our mission. Issues, needs, and opportunities of current concentration are:
 - Leadership
 - Resource Management and Distribution
 - Community Policing Engagement
 - Homeland Security
 - Information-Led Policing
 - Police-Corrections Partnerships
 - Offender Reentry
 - Gangs, Guns, and Drugs
 - At-Risk Youth
 - Recruitment, Selection, and Retention
 - Domestic Violence
 - Human Trafficking
 - Racial Profiling
 - Volunteers in Police Service
 - Law Enforcement Information Management
 - Public-Private Sector Collaboration
 - Social Media and Policing
 - Campus Security

- **Organizational Transformation Record.** IACP project teams work interactively with public officials and law enforcement agencies. We work collaboratively and we share our observations and findings throughout the course of the study. Client agencies frequently self-initiate positive change at early stages of a project, throughout a project, and after. Revisitation studies and other forms of follow-up document measurable degrees of institutionalized constructive change.

- **Strategy Development.** Recommendations are consciously crafted to minimize costs of law enforcement operations, maximize productivity, and, above all, to protect the public and honor officer safety.

- **Industry Standards.** The IACP is a major influence in establishing the standards against which America's police agencies are measured. Operating agencies frequently utilize our positions, resolutions, and goals as guidelines. Agencies throughout the nation utilize our patrol work force allocation approach. IACP is one of four agencies that established the minimum standards set forth by the Commission on Accreditation for

Law Enforcement Agencies (CALEA). We retain permanent seats on the commission. In 2015, President Obama commissioned the IACP to take a lead role in the study and report on 21st Century Policing.

Staff will consciously seek to introduce appropriate contemporary innovations from all of these endeavors into the Durham work setting.

Value Added Offerings. The IACP offers access to a host of additional fee-based professional services that may be of interest to the City of Durham as it moves forward, an asset shared by few other policing consultants.

- ❑ **Technical Assistance Services.** Technical assistance focuses on one problem/issue or a limited set of connected problems and issues. Designed to provide immediate, low cost diagnostic and problem solving services.
- ❑ **Training Keys.** Concise, authoritative sources of law enforcement information, these six-page, loose-leaf monographs allow law enforcement officers to expand or sharpen their knowledge, skills and abilities on a broad variety of law enforcement practices and procedures.
- ❑ **National Law Enforcement Policy Center.** Organized under the direction of a broad-based advisory board of recognized law enforcement professionals, the center has carried out its mission through the development of a wide variety of model law enforcement policies.
- ❑ **Promotional Assessments.** The IACP recognizes the importance of selecting and advancing the right candidates into leadership positions, understanding that each agency has its own set of challenges and circumstances. For decades, the IACP has been a leader in assisting agencies with their promotional needs by offering custom promotional examinations and assessment centers.
 - *Written Exams.* With a knowledgeable core staff and a team of consultants around the country, the IACP can create a solution that is tailor-made for the needs of your agency.
 - *Assessment Centers.* The IACP provides a comprehensive service in implementing an assessment center including job analysis, scenario/exercise development, assessor selection and training, and assessment center administration and evaluation,

- ❑ **Leadership Training.** The IACP Center for Police Leadership and Training is committed to providing police officers, police supervisors, and chief executives with the best law enforcement training available. We provide participants in our training programs with the skills and knowledge necessary to administer their agencies effectively while reflecting the IACP's core values of integrity, ethics, and professionalism.
- ❑ **No-cost Resources.** In addition to these fee-for-service offerings, the IACP also offers access to many no-cost trainings, resources, and publications on a variety of issues, including recruitment, officer safety, suicide prevention, juvenile justice, new police chief mentoring, and many more.
- ❑ **New Police Chief Mentoring and Resources.** The IACP assists new newly appointed police chiefs through its New Police Chief Mentoring program as well as its Police Chief Desk Reference publication. Working with a cadre of experienced police chiefs, The IACP can match new police chiefs with experienced police chiefs to help guide them through difficult and unfamiliar situations. Additionally, the IACP's Police Chief Desk Reference provides an indexed resource of common challenges faced by law enforcement executives.

VI. ORGANIZATION AND STAFFING

IACPs Training and Professional Services Directorate, which devotes staff energies exclusively to police management studies, administrative and operational services, research, policy development, and innovations, will conduct the study.

We will staff the Durham engagement with a senior team of IACP headquarters professionals, augmented by associate consultants and subject matter experts, identified and retained based on the needs of the Durham Police Department. This team has worked together on police management and operations studies, in several cases, over the course of a decade or more, and/or on other IACP initiatives. The team hosts core competencies in every analytical concentration demanded by the work including criminology; patrol staffing and deployment; community policing; cost-benefit analysis; operations research and statistical methods; model policy development; and the entire spectrum of police policy and practices. We are providing staff summaries below, with full resumes available upon request.

- ❑ **Mitchell Weinzetl, Senior Program Manager, Training and Professional Services** - (Ed. D.), Walden University

Mitchell Weinzetl will serve as the director for the Durham Police Department project. Mitchell Weinzetl joined the IACP in 2015, as a Senior Program Manager in the Training and Professional Services Division. In this role, Dr. Weinzetl manages and oversees the association's professional services portfolio to include management studies, staffing studies, and other technical assistance engagements. Dr. Weinzetl previously served as an Assistant Professor and Director of the Public Safety Executive Leadership Master's program in the school of Criminal Justice Studies at St. Cloud State University in Minnesota. Dr. Weinzetl retired from public service in 2014 with over twenty-six years of policing experience, including twenty years of formal leadership experience, seventeen of which were as a chief of police. He holds a Doctorate Degree in Higher Education and Adult Learning, a Master's Degree in Organizational Management, a Bachelor's Degree in Organizational Management and Communication, and Associate of Applied Science Degree in law enforcement. Dr. Weinzetl is a lifelong learner and educator and he has instructed hundreds of police officers and police executives in the areas of supervision, leadership development, and a variety of policing skills. Dr. Weinzetl has served on several boards of directors on a local, state, and federal level. He is a past president of the Minnesota Chiefs of Police Association, and he is the author of *Acting Out - Outlining Specific Behaviors and Actions for Effective Leadership*, as well as several journal articles. Dr. Weinzetl has been a presenter at the IACP annual conference and he served as an adjunct faculty member for the International Association of Chiefs of Police Leading by Legacy program for five years.

□ **Kim Kohlhepp, Assistant Director, Training and Professional Services - M.A., University of Nebraska - Omaha**

Kim Kohlhepp is the Assistant Director of the IACP's Training and Professional Services Division. In this capacity, he is responsible for the direction of domestic and international training offered by the association, as well as projects involving law enforcement testing and human resources services, including management studies, executive search, job analyses, validation studies, statistical analysis, assessment centers, structured interviews, and job knowledge testing.. He has been project director for hundreds of assessment centers, executive searches, and selection projects in federal, state, and local law enforcement agencies. Mr. Kohlhepp has a Master's Degree in Industrial/Organizational Psychology and has completed considerable coursework beyond the

Master's level at the University of Nebraska at Omaha, where he previously served as an instructor.

- **Major Edward Bergin, Visiting Fellow, IACP** - M.S., Johns Hopkins University

Major Edward Bergin comes to the IACP as a Visiting Fellow from the Anne Arundel County Police Department in Maryland with over 30 years of law enforcement experience. He became a member of this agency as a lateral officer in July 1992, and previously served with the Howard County Police Department and United States Capitol Police. Major Bergin has held several positions in law enforcement, and in his current position as a Bureau Chief, he has commanded several units to include Criminal Investigations, Narcotics/Vice, Special Operations, School Resource Officers, 911 Center, Crime Lab, Evidence Collection, Police Personnel, Management Planning, Central Records, Property Management/Quartermaster and Animal Control. Major Bergin holds a Master of Science Degree from Johns Hopkins University. During his fellowship with IACP, Major Bergin has worked on several management studies and is the lead researcher on two notable IACP projects, Crime Associated with Casino Gambling and Police Responses to Persons with Mental Illness.

- **Lieutenant Joe Ghattas, Visiting Fellow, IACP** - B.S., Georgetown University

Lieutenant Joe Ghattas is a Visiting Fellow from the Prince George's County Maryland Police Department where he has served for more than 18 years. His current assignment is to the Internal Affairs Unit where he is responsible for coordinating all disciplinary hearings for the agency. His past assignments include supervisory positions in the Patrol, Criminal Investigations, and Internal Affairs Divisions. As a detective, he also served in the Homicide, Robbery, and General Assignment units. Lieutenant Ghattas holds a Bachelor of Science Degree in Business Management from Georgetown University. Lt. Ghattas has assisted IACP on a number of management and operations studies.

- **Tracy Phillips, Senior Program Manager, Training and Professional Services** - M.P.A., University of Georgia

Tracy Phillips, Senior Program Manager with the IACP, leads research, writing, technical assistance, data analysis and synthesis efforts, on a variety of Association projects and services, including

management/staffing studies, promotional testing, and executive search. Ms. Phillips has done substantial development work on several major IACP grants, including Discover Policing, a nationwide recruitment project and our Midsize Agencies innovations project. Prior to joining the IACP in 2007, she served the Fayetteville (NC) Police Department as a crime analyst, then crime analyst supervisor. From 2000-2004 she worked as a management assistant for the City of Abilene, Texas. Her career began with the State of Georgia where she conducted performance audits and program evaluations of state programs at the request of the Georgia General Assembly. Ms. Phillips holds a Master's of Public Administration degree from the University of Georgia.

Project Advisors

James Baker (B.S.) joined the IACP in January 2015 as the Director of the IACP's Law Enforcement Operations and Support Directorate. Prior to joining the IACP, Chief Baker served the Chief of Police for the City of Rutland from August 2012 until December 2014. During that time, he received a Gubernatorial Appointment to the Vermont Criminal Justice and Substance Abuse Cabinet in October 2014. Chief Baker also served with the Vermont State Police for over 30 years and was promoted to the rank of Colonel and appointed to the position of Director of the Vermont State Police on September 1, 2006. Chief Baker has extensive experience in all areas of law enforcement serving in assignments in patrol, investigations, special operations, and administration. He received his Bachelor of Science Degree in Criminal Justice Management from Southern Vermont College and is a graduate of the 188th Session of the FBI National Academy.

Hassan Aden (B.S.) joined the IACP in January 2015 as the Director of the IACP Research Division. Mr. Aden recently retired from the Greenville, North Carolina, Police Department where he served as Chief since 2012. Chief Aden was formerly Deputy Chief of Police for the Alexandria, Virginia, Police Department, where he served the community for twenty-five years. He is a graduate of American University in Washington, D.C, where he holds a Master of Public Administration. He is also a member of PERF, and served as a Police Foundation Executive Fellow and as a Commissioner for CALEA.

Phil Lynn (M.S.) is the Manager of the IACP's National Law Enforcement Model Policy Center and has over 40 years of experience in the criminal justice field, 10 of which were devoted to management consulting for federal, state and local justice agencies and to national-scope research, evaluation and development projects. Over the past 30 years, Mr. Lynn's work has involved research, writing, publishing and training in law enforcement to include serving as editor of a national law enforcement trade

magazine, and currently as writer/editor of a monthly training publication for more than 20,000 state and local police officers. For the past 20 years he has also served as Manager of the National Law Enforcement Policy Center, a program dedicated to developing nationally sanctioned operating policies and procedures for state and local law enforcement agencies. Mr. Lynn has instructed widely on the subject of law enforcement policy and procedures, including guest lecturer at the FBI National Academy. A U.S. Army veteran, he holds an M.S. degree in Justice from the American University in Washington, D.C.

Richard Lisko (M.S.), Senior Field Consultant, previously served as the IACP's principal management study specialist until his departure in April 2015. He originally joined the IACP staff as a Program Manager in 2011 to manage a USDOJ/COPS-funded community policing/community prosecution experiment. His role quickly expanded to include management studies of law enforcement agencies. Mr. Lisko's portfolio includes best practice research, management study work, and promotional testing and executive search services support/administration. Prior to joining the IACP, Mr. Lisko served with the Baltimore County Maryland Police Department for 26 years, where he retired as a lieutenant and Assistant Precinct Commander. During his law enforcement career, he served in command positions in Internal Affairs, Criminal Intelligence and Criminal Investigations. He is a graduate of the FBI National Academy and holds a Master's Degree in Management from the Johns Hopkins University.

Jessie Lee (Ph.D.) serves as a subject matter expert and consultant to the IACP. He has worked with the IACP on various management studies and technical assistance service projects. Principal assignments include Washington Metropolitan Area Transit Authority; Anchorage, Alaska; Clermont, Florida; and the Salt River Pima Maricopa Indian Community (Arizona). For 10 years, he served as Executive Director of NOBLE, the National Organization of Black Law Enforcement Executives, a 3,800 member professional association, which, among many other activities, conducts law enforcement management and policy evaluations. Pertinent experience includes 20 years with the Delaware River Port Authority, rising to Operations & Administration Commander. Dr. Lee is a graduate of the 195th FBI National Academy and the Northwestern University Staff and Command College.

VII. REFERENCES & PAST CLIENTS

The IACPs experience in consultation to police departments is extensive. Since the Association began its program of field consulting in 1935, it has conducted hundreds of testing and assessment projects, management surveys, technical assistance projects, staffing studies, planning projects, and has provided contract training for police

agencies and their parent governments throughout the United States. We have provided contact information below for several references of recent clients of IACPs Professional Services:

Bakersfield Police Department

September 2015

Project Description: Management Study of the operations and functions of the entire organization.

Staff: Richard Lisko, Tracy Phillips, Kim Kohlhepp, Jessie Lee, Jerry Needle.

Project outcome: determined the required number of employees needed for patrol functions. Developed strategies to reduce response times to priority calls for service.

Contact: Chris Huot
Assistant to the City Manager
Email: chuot@bakersfieldcity.us
Telephone: (661) 326-3775

Lakewood Colorado Police Department

February – May 2015

Project Description: Staffing study of Patrol and Investigations functions.

Staff: Richard Lisko, Tracy Phillips, Major Ed Bergin, Kim Kohlhepp

Project Outcome: project determined the number of patrol and investigative functions.

Contact: Commander Ken Perry
Email: kenper@lakewoodco.org
Telephone: (303) 987-7351

Yonkers (New York) Police Department

January 2015

Project Description: Management Study of the drug enforcement function and organization of the organization.

Staff: Richard Lisko, Ed Bergin, Tracy Phillips, Rob Dewberry, Kim Kohlhepp

Project outcome: developed a plan to redesign the entire organizational structure, deployment, and policies of the agency regarding investigations of illegal drug activity.

Contact: Commissioner Charles Gardner
Email: Charles.gardner@ypd.yonkersny.gov

Telephone: 914-377-7200

Below is a historical listing of a sampling of jurisdictions for which the IACP has provided contract management services. This list does not include jurisdictions served under federal grants. Management studies referenced were full comprehensive studies.

Jurisdiction	Process, Year
Alexandria, LA	Management Study 2009
Anchorage, AK	Policy Review 2012 Management Study 1996
Augusta, ME	Management Study 2011
Arizona State University	Staffing Study 2008
Billings, MT	Management Study 2006
Camden County, NJ Park Police	Management Study 2004
Choctaw Indian Nation	Management Study 2001
Cleveland Clinic Police and Security Department	Management Study Update 2007 Management Study 2004
Fredericksburg, VA	Management Study 2006
Georgia State University	Management Study 2003
Huber Heights, OH	Management Study 2002
Metropolitan Atlanta Regional Authority (MARTA)	Management Study 2000
Norwalk, CT	Organization Study 2007 Patrol Deployment Study 2002 Management Study 1995
Pittsburgh, PA	Management Study 2005
Salt River, AZ	Management Study 2012

Sarasota, FL	Management Study 2008
Stafford County VA Sheriff's Office	Homeland Security Study 2006
U.S. Department of Defense, Defense Protective Service	Policy Manual Development 2007 Management Study 2001
U.S. Department of the Interior Fish and Wildlife Service	Deployment Model 2012 Management Study 2004, 2000
U.S. Department of the Interior, National Park Service ,	Management Study 2000
Washington Metropolitan Transit Authority - Transit Police	Management Study, 2011 Organization Study 2013 Staffing Study 2013

VIII. PRICE

This proposal represents an expansion of the previously contracted work. The fixed price for the staffing study was **\$41,323**. That fee is all-inclusive, encompassing all professional services associated with conducting the work outlined in that proposal.

The **additional** fixed price for the proposed management study services is **\$50,000**. This amount takes into account and capitalizes on the prior work completed to date on the prior contract. The proposed fee is also all-inclusive, encompassing all professional services, site visits, data analysis, and reporting associated with conducting the work outlined in this proposal.

The total not-to-exceed amount for the scope of services for both contracts is **\$91,323**.

It is IACP policy to tailor services to program and fiscal preferences and capabilities of clients. Accordingly, we remain prepared to revise this proposal, if necessary, to better suit the needs of the city and/or the Durham Police Department.

DATA COLLECTION REQUIREMENTS

A comprehensive and accurate review of department operations requires a sizable request for data. Additional requests beyond those outlined below may be required as the study progresses.

A. STATISTICAL DATA

1. Calls for Service

- a. Complete CAD listing for past full year including priority codes, call type, zone/beat, and time stamps for calculation of response time in Excel or other comma-delimited format
- b. Total number, by category, past 5 years; this year to date.

2. Reported Crimes

- a. Part I crimes: Total number by crime for past 5 years; this year to date.
- b. Part II crimes: Total number by crime for past 5 years; this year to date.

3. Arrests

- a. Part I arrests: Total number by crime for past 5 years; this year to date.
- b. Part II arrests: Total number by crime for past 5 years; this year to date.

4. Clearances

- a. Part I clearances: Total number by crime for past 5 years; this year to date.
- b. Part II clearances: Total number by crime for past 5 years; this year to date.

5. Drug Enforcement Profile

- a. Number of drug crimes, by type; past 3 years.
- b. Number of drug arrests, by charge; past 3 years.
- c. Confiscation/asset seizures; past 3 years.

6. Traffic Safety & Enforcement Profile

- a. Accidents: Total number and type; past 3 years; this year to date.
- b. Citations: Total number and type; past 5 years; this year to date.

DATA COLLECTION REQUIREMENTS

7. Community Demographics

- a. Economic Indicators: Rate of employment, unemployment, housing starts, business starts, development plans; past 5 years.
- b. Annexation History/Place: Square miles and number of residents; past 10 years; projected.

8. Other Workload Data

Workload data beyond what is specified here will be requested from each unit. The number and types of data depend on the nature of the unit. Examples include press releases from the PIO; crime bulletins from the analysis unit; canine calls for service for the K9 unit; crime prevention presentations, caseload, etc. Department personnel should be prepared to provide data that reflect workload.

B. PERFORMANCE INDICATORS

1. **Citizen Complaints**. Total number, type, disposition; past 5 years.
2. **Lawsuits**. Total number, type, disposition; past 5 years; current.
3. **Officer Involved Accidents**. Total number, circumstances, disposition; past 3 years.
4. **Turnover**. Total separations, by cause; past 3 years; year to date.
5. **Sick Leave Profile**. Average number of sick days, any period.
6. **Grievances**. Total number employee grievances, by type, disposition; last 2 years; year to date.

C. DOCUMENTS

1. **Organization Chart**. With current staffing levels.
2. **Current Roster**. Employees, by name, assignment/shift, job title, date of hire, education level, gender, ethnicity, and email address (for survey).

DATA COLLECTION REQUIREMENTS

C. DOCUMENTS (continued)

3. **Staffing Summary**. Count of positions (sworn and non-sworn) by job title for the past 5 years.
4. **Annual Reports**. Past 5 years.
5. **Monthly Reports**. Activity/progress reports, by unit; past year, year to date.
6. **Budget Summaries**. Past 5 years; this year. Include police expenditures for personal services, supplies, other services, capital outlay; an itemized listing of police grants (e.g., Byrne/JAG, HIDTA, GREAT, etc) with amounts; Federal forfeitures and seizures; and County forfeitures and seizures
7. **Planning Studies**. In-house studies; consultant reports; city audits.
8. **Training Records**. Number of hours, number of courses, names of courses, providers, for each employee.
9. **Offense Reports**. Random sample of 100.
10. **Investigations Reports**. Random sample of 50 closed cases (felony & misdemeanor).
11. **Policy/Procedure Manual(s)**. All relevant written directives.
12. **Union/Association Agreement**
13. **Sample Daily Activity Report**
14. **Field Training Manual**
15. **C.A.L.E.A. Recertification and Inspection Reports**
16. **Crime Meeting (Compstat or similar) Reports**
17. **All Memorandums of Understanding**