



**CITY OF DULUTH**  
**REQUEST FOR PROPOSALS FOR**  
**ORGANIZATION ASSESSMENT**  
**FOR THE DULUTH POLICE DEPARTMENT**

**RFP NUMBER 19-04AA**  
**ISSUED MONDAY, JANUARY 14, 2019**

**PROPOSALS DUE FRIDAY, JANUARY 25, 2019 BY 4:30 PM**

**SUBMIT TO**  
**CITY OF DULUTH**  
**ATTN: PURCHASING DIVISION**  
**CITY HALL, ROOM 120**  
**411 WEST 1ST STREET**  
**DULUTH, MN 55802**

## PART I - GENERAL INFORMATION

**I-1. Project Overview.** The Duluth Police Department (DPD) is seeking proposals from qualified firms for a full organizational assessment. The DPD is in need of an organizational assessment to help the department better plan for the future. The department must find ways to maximize efficiencies with current resources, and have a detailed plan regarding staffing in both sworn and civilian positions. Additional detail is provided in **Part IV** of this RFP.

**I-2. Calendar of Events.** The City will make every effort to adhere to the following schedule:

Activity	Date
Deadline to submit Questions via email to <a href="mailto:purchasing@duluthmn.gov">purchasing@duluthmn.gov</a>	1/17/19
Answers to questions will be posted to the City website no later than this date.	1/18/19
Proposals must be received in the Purchasing Office by 4:30 PM on this date.	1/25/19

**I-3. Rejection of Proposals.** The City reserves the right, in its sole and complete discretion, to reject any and all proposals or cancel the request for proposals, at any time prior to the time a contract is fully executed, when it is in its best interests. The City is not liable for any costs the Bidder incurs in preparation and submission of its proposal, in participating in the RFP process or in anticipation of award of the contract.

**I-4. Questions & Answers.** Any questions regarding this RFP must be submitted by e-mail to the Purchasing Office at [purchasing@duluthmn.gov](mailto:purchasing@duluthmn.gov) **no later than** the date indicated on the Calendar of Events. Answers to the questions will be posted as an Addendum to the RFP.

**I-5. Addenda to the RFP.** If the City deems it necessary to revise any part of this RFP before the proposal response date, the City will post an addendum to its website <http://www.duluthmn.gov/purchasing/bids-request-for-proposals/> . Although an e-mail notification will be sent, it is the Bidder's responsibility to periodically check the website for any new information

**I-6. Proposals.** To be considered, hard copies of proposals must arrive at the City on or before the time and date specified in the RFP Calendar of Events. The City will not accept proposals via email or facsimile transmission. The City reserves the right to reject or to deduct evaluation points for late proposals.

Proposals must be signed by an authorized official. If the official signs the Proposal Cover Sheet attached as Appendix B, this requirement will be met. Proposals must remain valid for 60 days or until a contract is fully executed.

Please submit one (1) paper copy of the Technical Submittal and one (1) paper copy of the Cost Submittal. The Cost Submittal should be in a separate sealed envelope. In addition, Bidders shall submit one copy of the entire proposal (Technical and Cost submittals, along with all requested documents) on flash drive in Microsoft Office-compatible or pdf format.

All materials submitted in response to this RFP will become property of the City and will become public record after the evaluation process is completed and an award decision made.

**I-7.Small Diverse Business Information.** The City encourages participation by minority, women, and veteran-owned businesses as prime contractors, and encourages all prime contractors to make a significant commitment to use minority, women, veteran-owned and other disadvantaged business entities as subcontractors and suppliers. A list of certified Disadvantaged Business Enterprises is maintained by the Minnesota Unified Certification Program at <http://mnucp.metc.state.mn.us/>.

**I-8. Term of Contract.** The term of the contract will begin once the contract is fully executed and is anticipated to end by [DATE]. The selected Bidder shall not start the performance of any work nor shall the City be liable to pay the selected Bidder for any service or work performed or expenses incurred before the contract is executed.

**I-9. Mandatory Disclosures.** By submitting a proposal, each Bidder understands, represents, and acknowledges that:

- A. Their proposal has been developed by the Bidder independently and has been submitted without collusion with and without agreement, understanding, or planned common course of action with any other vendor or suppliers of materials, supplies, equipment, or services described in the Request for Proposals, designed to limit independent bidding or competition, and that the contents of the proposal have not been communicated by the Bidder or its employees or agents to any person not an employee or agent of the Bidder.
- B. There is no conflict of interest. A conflict of interest exists if a Bidder has any interest that would actually conflict, or has the appearance of conflicting, in any manner or degree with the performance of work on the project. If there are potential conflicts, identify the municipalities, developers, and other public or private entities with whom your company is currently, or have been, employed and which may be affected.
- C. It is not currently under suspension or debarment by the State of Minnesota, any other state or the federal government.

- D. The company is either organized under Minnesota law or has a Certificate of Authority from the Minnesota Secretary of State to do business in Minnesota, in accordance with the requirements in M.S. 303.03.

**I-10. Notification of Selection.** Bidders whose proposals are not selected will be notified in writing.

## **PART II - PROPOSAL REQUIREMENTS**

Proposals shall be concise and address all of the requirements below:

1. Cover Letter
2. Background of the company
3. Bio of staff/consultants that would be assigned to this project
4. An example work product from another assessment similar to this request (e.g., number of sworn, non-sworn, and similar community size)
5. Description of the firm's experience in municipal law enforcement in its current environment
6. Detailed strategy for conducting the requested assessment
7. An outline of estimated DPD staff effort that will be required to complete the assessment
8. Timeline for project completion
9. References
10. Proposed fee and fee structure. The cost proposal shall be broken down by proposed tasks with estimated hours for each. Please include a current rate sheet.

## **PART III - CRITERIA FOR SELECTION**

The proposals will be reviewed by City Staff. The intent of the selection process is to review proposals and make an award based upon qualifications as described therein. A 100-point scale will be used to create the final evaluation recommendations. The factors and weighting on which proposals will be judged are:

Qualifications of the Firm and of Staff Assigned to the Project	30%
Prior recent experience with similar Projects	20%
Proposed Work Plan/Timeline	20%
References	10%
Cost	20%

## **PART IV – PROJECT DETAIL**

The Duluth Police Department (DPD) is seeking proposals from qualified firms for a full organizational assessment. The DPD is in need of an organizational assessment to help the department better plan for the future. The department must find ways to maximize efficiencies with current resources, and have a detailed plan regarding staffing in both sworn and civilian positions.

Duluth is a major port city on Lake Superior in northeastern Minnesota, and it is the county seat of Saint Louis County. Using 2010 census data, Duluth's current city population is just under 86,265 people. The city has several educational institutions, including the University of Minnesota, Duluth campus, which is the largest college in Duluth. The yearly influx of college students increases the city's population by 18,000 each school year, and this population is not reported as part of the census data. In addition, each year, over 3.5 million people visit the city of Duluth.

The Duluth Police Department was established in 1870, and it is the third largest police department in Minnesota. The department has a staff of approximately 152 police officers and 40 support staff. The department is divided into the Patrol Division and the Investigative/Administrative Division, with each Division managed by a Deputy Chief of Police. The department also has two neighborhood offices that house community police officers. The primary role of dedicated community police officers is to work with residents and businesses to improve neighborhoods and deal with blight, disorder, and crime issues. In addition to dedicated community police officers, DPD has expectations that each officer attend community events and be involved with citizens in their assigned districts.

Currently, the department is facing the possibility of 27 staff retirements in the next 48 months. Recruitment of officers has become a priority for the department, and the DPD is concerned about attracting quality applicants, at a time when evidence suggests that people seeking police officer positions in the state of Minnesota is at an all-time low.

The information below provides a high-level list of the categories that the department would like reviewed as a part of this assessment. This list is intended to be comprehensive, but not necessarily all-inclusive. The purpose of the list below is to serve as a guide as to what the police department hopes to learn about our agency, and the ways in which we might improve our delivery of services.

**Technology Evaluation:** Examination of the Duluth Police Department's technology.

- How is the department using existing technology?
- Are there gaps in the use of existing technology?
- Are there other technology platforms that could bring additional efficiencies to the department?
- Are any of the department's current technologies being underutilized, or is the use of any technology contributing to any unintended issues?

**Environment:** Examination of the external and internal environments of the Duluth Police Department.

- This examination should include not only internal observations of the Duluth Police Department, but also how the DPD operates within the internal structure of city government.
- Examine the current political environment that contributes to opportunities as well as challenges.

- Gather input from our community and other stakeholders as to how the department is perceived by a cross-section of various groups and stakeholders.

**Organizational Leadership and Culture:** Examine current administrative structure.

- Is the current workload appropriate for each leadership position?
- Is the span of control for each leadership position appropriate?
- Does the current leadership culture help to create a climate of inclusivity?
- What aspects of our leadership culture add to the effectiveness of our agency?
- What aspects of our leadership culture may hinder our effectiveness?

**Operations and Staffing:** In-depth look at our staffing levels in patrol, investigations, and support services, to include records, animal control, parking, and other civilian staff positions.

- Are the various entities at optimal staffing levels for a community of our size, with our call volume, and based on service expectations from the community?
- As a regional hub, which is home to three colleges and is a major tourist destination, is staffing adequate to deal with a fluctuating population?
- Are there operational positions held by sworn staff that could be civilianized.
- Can the department improve operational effectiveness and efficiencies with an expanded Community Service Officer (CSO) program that utilizes uniformed, non-sworn personnel?
- With current issues affecting our recruitment and retention, what staffing cuts or program changes could be made, with minimal impact, to our community's perception of our performance?

**Patrol Services:** Critical look at our patrol services.

- Are our staffing levels appropriate for our call volume and proactivity?
- Are there activities we are responding to that could be moved to civilian staff?
- Are certain crimes or activities better reported through an online tool?
- What tools or practices could be utilized to help with call reduction?
- Are our patrol personnel distributed effectively throughout the community?
- Is our deployment of patrol personnel responsive to shifting service demands?

**Community Engagement:** Examine events and meetings the Duluth Police Department attends.

- Are we participating in appropriate community engagements to develop trust and partnerships in our community?
- Are the events and/or meetings in which we participate having an impact on crime reduction, recruitment, and trust with our disparate communities?
- Are all levels of the department participating in community engagement?
- What community engagements are critical to our mission, and do we have adequate participation in them?

**Investigations:** Provide an in depth review of our investigation unit structure.

- Does the department have adequate staffing in the investigations division?
- Is the department utilizing investigators in a way that represents best practices?

- Do we currently have investigators in positions that could be held by civilians?
- Are there more efficient or effective ways to supervise our investigative units?

**Overview of Operational Policies:** The department currently utilizes Lexipol to monitor national policy trends, changes to case law, and state and federal statutes that affect operations.

- Are there policies that we should be implementing as an organization?
- Do our current policies accurately reflect our operating procedures?
- Does the agency have all critical operational policies in place, and are these policies consistent with industry best practices?
- Do any of our policies affect our ability, as an organization, to perform well?

**Data and Technical Equipment:** Review data collection, retention, and usage.

- Are we currently capturing the correct data to assist in deployment of staff and services?
- Could we capture better real time data from our stakeholders as to their satisfaction or areas of improvement as an agency?
- Do we have the ability to capture real time crime data to quickly address trouble spots, patterns, and trends?

**Fleet:** Review fleet operations.

- Is the current fleet rotation appropriate for both marked and unmarked vehicles?
- Does our fleet distribution ensure efficient access to fleet resources by personnel who need them?
- Are there technologies that we could employ to make fleet management more efficient?

**Education and Training:** Review how we facilitate and arrange staff training.

- Is our in-service training schedule effective and efficient?
- Do we effectively manage staff needs and goals when deciding on training approvals?
- What are options regarding our training unit structure?

**Recruitment/Retention:** Best practices on recruiting and retention efforts.

- Are there ways we could enhance our CSO and Park Ranger programs to benefit us as a recruitment tool?
- Are there issues with our internal culture that are influencing our retention?
- What innovative programs are being used elsewhere that have encouraged officer retention or added to recruitment efforts?

**Professional Standards IA/Complaint Process:** Examine current process.

- Are we sufficiently addressing civilian complaints with our current process?
- What is the level of community involvement in the complaint process, and should this be adjusted?
- Should command personnel be more involved in the complaint process, including the initial assessment of complaints?

- Are we effectively and efficiently addressing performance issues?
- Are levels of discipline appropriate?

**Dispatch interaction and protocols:** The St. Louis County Sheriff's Office provides communication services for the DPD. Examine structure, protocol, and communications between entities.

- How are calls routed from the dispatch center to the DPD, and is this being done in the most efficient and effective manner?
- Does St. Louis County have protocols in place that positively or negatively influence department operations?
- Are there modifications that should be made to policies with the communications center that might provide calls for service reductions, or that would encourage alternative calls for service strategies?

**Schedule and district redesign:** In-depth look at our current schedule and districts.

- Are there schedules that could help us maximize our current staffing levels, while still ensuring appropriate supervisory oversight?
- Are there schedules that would provide better accountability to our community?
- Is our current district layout and staffing of those districts effective?
- Are there ways to design our districts that would help us better patrol our geographical layout?



**APPENDIX A - PROPOSAL COVER SHEET  
CITY OF DULUTH  
RFP# 19-04AA**

<b>Bidder Information</b>	
Company/Bidder Name	
Mailing Address	
Contact Person	
Contact Person's Phone Number	
Contact Person's E-Mail Address	
Federal ID Number	
Authorized Signature	
Title	