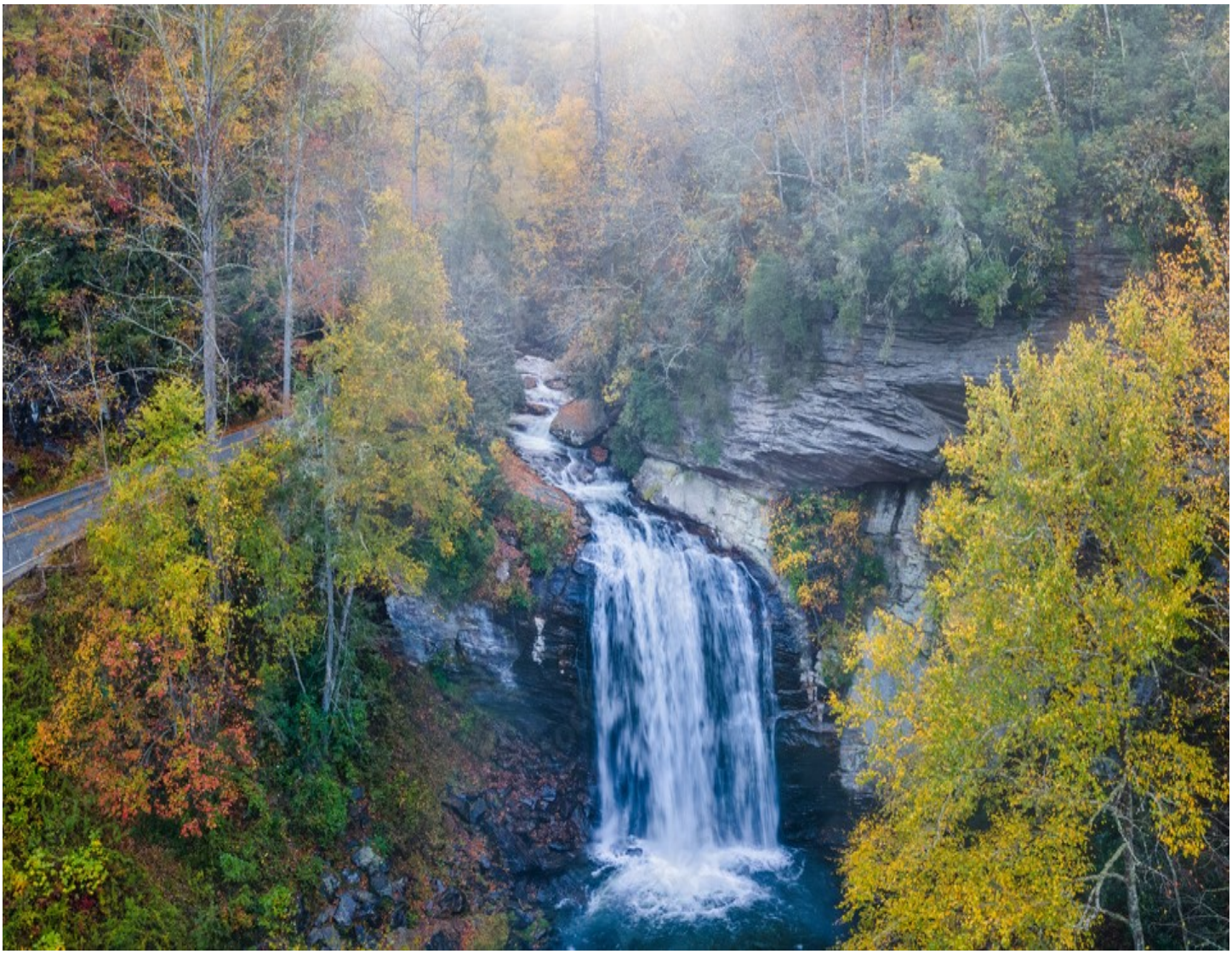
BerryDunn



PROPOSAL TO

Brevard Police Department, North Carolina

TO PROVIDE

Organizational Health Assessment and Change Management Strategy

BerryDunn
2211 Congress Street
Portland, ME 04102
207.541.2200

Doug Rowe, Principal
drowe@berrydunn.com

Michele Weinzetl, Engagement Manager
mweinzetl@berrydunn.com

Proposal Submitted On:

January 27, 2025 (via email)

berrydunn.com

BerryDunn

January 27, 2025

Wilson Hooper
City of Brevard
95 West Main Street
Brevard, NC 28712

Sent via email to: Wilson.Hooper@cityofbrevard.com

Dear Wilson Hooper:

On behalf of Berry, Dunn, McNeil & Parker, LLC (BerryDunn), I am pleased to submit this amended proposal, which we have revised from our original proposal from December 6, 2024, based on our conversations with your project team. The proposal revised is in response to the City of Brevard (the City's) Request for Qualifications (RFQ) seeking an Organizational Health Assessment and Change Management Strategy for the Brevard Police Department (BPD), and it includes adjustments to the project scope, work plan, and schedule, and includes our proposed fees.

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

We are pleased to propose a team of law enforcement professionals with direct policing experience, as well as experience conducting similar studies for police agencies across the country. Leveraging our breadth and depth of experience, we will help the BPD evaluate the department's culture and workplace environment. BerryDunn's effort will identify strategies for improving the culture and environment while maintaining professionalism and support recruitment and retention, employee health and satisfaction, and the effective provision of law enforcement services.

While each client is unique, our goal is to deeply understand your current environment, help formulate a vision for the future and map the way to get there. The final report resulting from in-depth data collection will highlight the BPD's strengths and identify opportunities for improvement. We are prepared, and qualified, to guide the City through a period of complex change as a result of this review.

Why BerryDunn?

As evident in the key points that follow, we have a strong desire to partner with the City on this initiative. We have a clear understanding of the work effort required and the City's needs; extensive experience conducting similar projects nationally; and several notable attributes that differentiate us from other proposers.

- **Our team's robust public-sector experience is augmented by strong project management skills.** Our consultants stand out through their hands-on policing experience—we understand our clients' perspectives because we have been in their position. Our engagement manager, Michele Weinzetl, brings 27 years of experience in law enforcement. While this direct policing experience informs our work, even more important for the success of the City's project is our strong organizational assessment and change management expertise, gained from years of national consulting experience. This is valuable to the City for two reasons: our ability to connect and build rapport with the BPD and its

stakeholders and keeping the project progressing on time, within scope, and with clear lines of communication.

- **Our approach to conducting organizational assessments and staffing analyses is proven, thorough, and reliable.** BerryDunn has a proven research-based approach and model for conducting operational and cultural assessments. Our methodology includes a mixed-methods research design, which uses both quantitative and qualitative data. Our process includes substantial data analysis and the use of numerous information-gathering tools and instruments, including individual and group interviews. Through this extensive approach, BerryDunn produces valid, reliable, and actionable findings and recommendations for our clients that are grounded in data and meet or exceed best practices within the law enforcement industry. We have demonstrated success in completing these studies for agencies comparable to the BPD.
- **Our emphasis on relationships and quality**. Lastly, and perhaps most importantly, our team is not just interested in getting the job done; we care about how we get the job done—something we believe is reflected in the fact that our clients regularly invite us back to conduct more work with them. We invest time and energy in building trust and credibility with staff and stakeholders. Given the nature of this study, it is important for the City to know it is working with people it will enjoy collaborating with and can rely upon.

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

Sincerely,



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

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1.0 Qualifications

BerryDunn is a nationally recognized consulting firm formed in 1974. We employ more than 900 staff members—including more than 335 consultants who work exclusively with government organizations. Our team members bring valuable perspective from their extensive project experience working with more than 650 state, local, and quasi-governmental agencies, as well as their prior experience serving state and local government public safety agencies. We provide a full range of professional services, including:

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

The City will be supported by members of BerryDunn's Justice and Public Safety Practice, which focuses on helping our clients advance their most critical public safety initiatives**.** This involves improving business processes, operations, and modernizing the technological systems that keep our communities safe. Our experience expands the full justice spectrum, from initial justice involvement to adjudication and management of offenders. We've worked with corrections departments, district attorneys, fire and police departments, judiciaries, probation departments, and sheriffs' offices, among others. As such, we understand the interconnectedness between various public safety entities and their stakeholders.

> *Conducting police department organizational assessments that identify opportunities for improvement is a core service of our Justice and Public Safety Practice.*

BerryDunn has a successful track record of working with police departments to evaluate internal processes, examine organizational and operational data, conduct individual interviews, facilitate internal and external group discussions, and identify and assess community expectations. In Table 1 below, we have included descriptions of three recent projects for which we provided services similar to those requested in the City's RFQ. We have included reference contact information for each of these projects in **Section 4.0** of our response.

Table 1: Relevant Project Experience

Client and Project Dates	Project Description
City of Dunwoody, Georgia *(12/2022 to 12/2023)*	Organizational assessment of the Dunwoody Police Department to plan for current and future public safety services, including a workload-based review of all police department staffing, patrol work schedule, and the efficiency and effectiveness of the deployment of patrol personnel
City of Gresham, Oregon *(11/2021 to 08/2022)*	Police department operations and management study, strategic plan, and implementation and change management
Village of Oak Park, Illinois *(05/2023 to present)*	Strategic plan implementation and community co-production policing model support

In **Appendix A**, we have included resumes for each of our proposed project team members, which demonstrate their relevant qualifications and project experience.

2.0 Approach and Understanding

2.1 Project Approach

Meeting the goals of the City for this project will require closely reviewing qualitative and quantitative data—including both historical data and new data created as a part of this project. Our team is skilled at digesting raw data (from computer-aided dispatch [CAD] records, for example), recognizing patterns, and translating it into meaningful findings and recommendations. BerryDunn will engage a variety of techniques to collect data, as listed below. Our team recognizes the sensitivity of collecting this data and will conduct the project in a respectful and conscientious manner.

Community Engagement and Feedback: We place significant emphasis on connecting with and soliciting input from the community—and stakeholders—you serve. Every project we lead finds its foundation in a diverse collection of feedback and opinions—helping an organization set goals that support efficiency and improved service delivery. Given the shift to online and remote engagement over recent years, we plan to provide a robust online project hub where community members can share their perspective and easily stay up to date on project progress and updates.

Customizable Tools: As a thought leader in the industry, Michele Weinzetl has created multiple customizable tools (such as surveys, worksheets, and assessments) that we will bring to our work with you. For example, she created a Police Field Technology Assessment tool that provides a general assessment of the deployment and functionality of the hardware and software technology of BPD's patrol fleet. We will leverage this, along with other customizable instruments (such as the Patrol Schedule Assessment and 21st Century Policing Assessment Tools), to collaboratively assess BPD's performance.

Document and Data Review: BerryDunn is committed to conducting a quality and thorough study. In Table 2, we provide a representative sample of the type of agency data BerryDunn generally analyzes in public safety studies. This information will help ensure BerryDunn understands BPD's current state and operations. This will position us to provide actionable, realistic, and achievable recommendations.

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

Table 2: Sample Project Data Request

Worksheets	Surveys	Agency Information
» Authorized personnel	» 21st Century Policing checklist	» Accountability standards and metrics
» CAD / records management systems (RMS) data set	» Investigations survey	» Impartial police data
» Command data	» Organizational climate and culture survey	» Organizational chart
» Hiring process	» Patrol workload analysis	» Patrol schedule
» Investigations case, leave, and personnel data	» Recruiting	» Patrol district/sector map
» Patrol leave data		» Policy manual
» Patrol unit data		» Staffing levels and models
		» Vision, goals, and objectives

Worksheets	Surveys	Agency Information

- Technology scorecard

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

Public Safety Best Practices Review: BerryDunn will leverage our national experience to examine the BPD's policies, procedures, and practices for each of its divisions. We will leverage and apply the 21st Century Policing Task Force Report standards as a framework and as a metric with which to measure against. Our project manager has created a custom checklist that assesses an agency's alignment with the six primary pillars of the 21st Century Policing Task Force Report.

2.2 Change Management Methodologies

A project of this nature will likely change workflows, processes, and even cultural attitudes within the BPD. BerryDunn has observed resistance to change in most of our business process improvement and efficiency consulting engagements. We will work with the City to proactively address resistance by engaging stakeholders at the right level throughout the project. From initial planning through implementation of our recommendations, we will build understanding for the need for change and gain support from all stakeholders.

We have adopted the Prosci® change management methodology and trained over 100 consultants to become Prosci® Certified Change Practitioners—including our engagement manager, Michele Weinzetl. A central focus of the Prosci® change management approach is the belief that in order for change to work in an organization, individuals must be willing to change and understand change

3.0 Proposed Methodology and Work Plan

3.1 Data Analysis Methodology

As noted above, BerryDunn engages a mixed-methods research design and leverages significant quantitative and qualitative data analysis. BerryDunn will evaluate all **qualitative data** to produce key themes from the analysis. **Quantitative data** will be analyzed to produce numeric outputs that represent key datapoints. BerryDunn will analyze all of these data against each other to help ensure alignment and to validate recommendations that rely upon them.

Further, BerryDunn will assess these data against numerous benchmark data produced in prior studies and based on other available datasets (e.g., Federal Bureau of Investigation [FBI] Uniform Crime/National Incident-Based Reporting System [NIBRS] Reports). BerryDunn will produce appropriate tables and figures to represent quantitative data analysis outputs, and themed qualitative data will be provided in a narrative form that supports associated findings and recommendations.

BerryDunn has a successful track record of working with public safety departments nationwide to evaluate internal processes, examine organizational and operational data, conduct individual interviews, facilitate internal and external group discussions, and identify and assess community expectations.

To meet the City's goals for this project, BerryDunn will evaluate extensive data collected from the BPD in comparison to our prior work; against professional standards and similar organizations; and in relation to the challenges facing law enforcement today. Our work will begin with an examination of the BPD's

policing environment and an analysis of additional factors and trends including but not limited to patrol functions, specialized functions and specialty units, the Professional Standards Bureau, administrative functions, sworn and non-sworn staff, future projected growth, and recruitment and retention.

Our standard law enforcement agency operational analysis includes the following areas:

Community Engagement: a review of community policing philosophies and actions by the agency, impartial policing strategies, engagement with the media, and problem-solving efforts and methods

Data, Technology, and Equipment: a review of agency software and related technology resources and access/use of crime and other call for service data for operational purposes; includes a general review of department equipment

Dispatch/Communications: a review of agency interaction with the communications center, dispatching protocols, alternative response to calls for service (CFS), and reviewing communication center policies

Internal Affairs/Professional Standards Bureau: a review of the internal affairs process, including case routing, review, dispositions, and dissemination of investigation results

Investigations Services: an overview of the investigations section examining staffing, case assignments, closure, routing, and supervision

Juveniles and Youth Engagement: a review of agency policies and programs relating to juveniles and youth engagement efforts, as well as the School Resource Officer (SRO) program

Operations and Staffing: an analysis of the organizational structure (including sworn and non-sworn staffing), policing philosophy, support services and specialty assignments, and organizational relationships

Operational Policies: an overall review of critical department policies, risk management strategies, and the process of policy creation, review, training, and dissemination

Organizational Culture and Leadership: a review of organizational communication, ethics, accountability, supervision, management, and leadership philosophy

Patrol Services: an analysis of patrol staffing, patrol work schedule, and personnel deployments, and response to CFS

The Law Enforcement Service Environment: an overview of the police setting, the service community, the structure of the government and police agency, personnel data, and crime and service data

Training and Education: a review of pre- and in-service department training, field training, and staff development

Recruitment, Retention, and Selection: a review of agency practices related to hiring, retention, and selection of personnel

BerryDunn will leverage our broad experience in the law enforcement field to carefully and thoroughly examine the policing environment for the City and to make best practices recommendations that align with overall police operations.

3.2 Detailed Project Work Plan

In the following pages, we offer a **high-level overview** of our proposed project tasks followed by a **detailed narrative** to provide more context for deeper understanding. Please note that our plan uses an incremental approach to developing a Needs Assessment Report, submitting the Report in sections as they are completed. The sections generally align with the phases as described below—including Current State Analysis, Future State Visioning, Gap Analysis, and Recommendations and Timeline—culminating with the submission of a final version of the Needs Assessment Report. Each of these components will be incorporated into the Needs Assessment Report as discrete sections.

Phase 1: Project Initiation and Planning and Current State Analysis

Task 1.1	BerryDunn will develop a project kickoff meeting PowerPoint presentation, including draft project timeline, deliverable list, document request list (DRL), stakeholder list, roles and responsibilities list, file sharing approach, and overall project expectations.
Task 1.2	BerryDunn and the City will conduct a project planning meeting for introductions and to review items developed in Task 1.1.
Task 1.3	BerryDunn will incorporate the City's feedback into the planning document(s), then send the final version(s) to the City.
Task 1.4	BerryDunn and the City will conduct on-site sessions with BDP staff to discuss and document current state processes related to the BPD environment, as well as challenges and/or areas for improvement (two days onsite)
Task 1.5	BerryDunn will issue surveys and worksheets to BPD staff as follows: • Culture and Climate Survey: Used to assess various culture and operational issues within the BPD • Peace Officer Development Matrix Worksheets (PODM): Used as a tool to identify current development areas for supervisors and command staff • Bug List Worksheet: Used to develop a broad awareness of issues that might benefit from targeted changes
Task 1.6	BerryDunn will request documents by submitting the DRL to the City to understand the current state of the BPD processes and functions and completion of stakeholder list for working session scheduling purposes.
Task 1.7	The City is asked to provide requested documents and completes stakeholder list for BerryDunn.
Task 1.8	BerryDunn will develop working session schedules and messaging (project awareness and working session) and send to the City for review and feedback. BerryDunn will begin review of documents.
Task 1.9	The City will provide feedback to BerryDunn on the working session schedules and messaging.
Task 1.10	BerryDunn will incorporate the City's feedback into the working session schedules and messaging and then send the final versions to the City and distribute the project awareness messaging to participating stakeholders.
Task 1.11	BerryDunn will send City staff working session invitations and corresponding messaging.
Task 1.12	BerryDunn will finish the review of documents provided by the City.
Task 1.13	BerryDunn will conduct remote exit interviews with up to eight persons who have voluntarily separated from the BPD in the prior 24 months. These individuals will be identified by the City and will need to voluntarily agree to being interviewed by BerryDunn.
Task 1.14	BerryDunn will conduct additional on-site sessions with selected stakeholders to discuss and document current state processes related to the BPD environment, as well as challenges and/or areas for improvement (1.5 days onsite)
Task 1.15	BerryDunn will refine current state process documentation as a result of the working sessions and send to the City for review and feedback.
Task 1.16	The City is asked to provide written feedback to BerryDunn on current state documentation.
Task 1.17	BerryDunn and the City will conduct walkthrough of current state process documentation to discuss City feedback and elaborate on results.
Task 1.18	Emergent Issues Memo (optional). If needed, BerryDunn will prepare this document and submit it to the City/BPD for review and discussion.

Task 1.19	Book Read and Discussion: BerryDunn will facilitate a learning opportunity for BPD command staff, which will include feedback, a training session, and associated Action Planning

BerryDunn will begin by holding a project planning meeting between key BerryDunn and City resources. During the meeting, we will review and discuss the following:

- A DRL that asks the City to provide BerryDunn with existing documents that will help us begin to understand the public safety environment, procedures, tasks, and key stakeholders
- A list of project roles and responsibilities for BerryDunn, the City, and other relevant stakeholders
- A project schedule with start and finish dates for all project tasks to be completed by BerryDunn and/or the City

After receiving feedback from the City on the above-listed items, we will finalize the items and develop a detailed schedule for all stakeholder interviews and working sessions. The schedule will include selected stakeholder participant names and groups for key public safety personnel and other key stakeholders; session times and videoconference links; and processes to be documented and topics to be discussed.

To keep stakeholders informed and aware of project activities, we are proposing the development and distribution of the following communications:

Stakeholder Project Awareness Memo: This memo will summarize the project and its goals and objectives, as well as the role that BerryDunn and City stakeholders will play in the project. Additionally, it will lay out high-level expectations regarding stakeholder participation in the project, including when and where their participation will be necessary, and any potential impact to the stakeholders.

Interview Participation Messaging: This messaging will accompany our stakeholder working session meeting invitations. This messaging will summarize our plans to review support services processes for the current state. Our messaging will include the goals and objectives for the sessions and outline the processes to be covered during the sessions.

BerryDunn will facilitate a series of current state working sessions with the stakeholders identified by the City for the selected processes. To maximize the results and efficiency of these sessions, BerryDunn will use techniques it has successfully applied to similar engagements, including:

- Applying BerryDunn's knowledge of public safety services processes and existing documentation when working with City staff to identify their current state
- Working to identify pain points that exist in the current processes during the working sessions

Following the current state working sessions, we will edit and improve the documents and ask any clarifying questions. Documentation of the policing environment includes not only the steps in the process but also the existing inefficiencies, bottlenecks, or pain points.

Special Task Discussion

Task 1.5: PODM

The Peace Officer Development Matrix is a worksheet that is used to assess the development phase of supervisory and command staff (it can also be used for patrol staff), within the interpersonal, intrapersonal, and cognitive domains. It is used to identify potential training and development areas within these domains, and it can serve as a blueprint for creating an individual development and support plan for persons in these positions.

Task 1.18 (optional): Emergent Issues Memo

BerryDunn recognizes that its clients often have a sense of urgency around the receipt of certain assessment results, as this data can affect budget planning and other operational considerations. Moreover, in some cases, BerryDunn observes operational conditions at early stages of a project that would benefit from prompt attention, as opposed to waiting until the project report is finalized. For these reasons, our methodology includes presentation of critical initial findings and/or observations early in the project. This process is outlined immediately below, is also described in the Project Work Plan.

Deliverable 2 (optional): Emergent Issues Memo. Our initial analysis of data collected in Phase 1, including information collected during interviews, will focus on identifying any major procedural gaps, inefficiencies, or other issues creating a substantial risk to the department. If needed, based on this initial analysis, we will prepare an Emergent Issues Memo that will detail any significant operational challenges or emergent issues that require immediate attention. We will provide this document for the City to review and schedule a videoconference with project staff to discuss the details.

Task 1.19: Book Read and Discussion.

The purpose of this process is to collect feedback for use in a group discussion of the books, Flight of the Buffalo, and Crucial Conversations. BerryDunn will analyze this feedback and develop topics for discussion in a joint command team meeting. The intent of these discussions is to help BPD staff broaden their collaborative and strategic approach to communication and leadership. This will help align the philosophy and approach of the entire BPD leadership team, and help the team manage current operations, and prioritization and implementation of the recommendations produced by this study. If others from City staff would like to participate in this process, they would be welcome to do so without additional expense to the City.

Deliverable 1: Project Work Plan and Schedule

Deliverable 2 (optional): Emergent Issues Memo

Deliverable 3: Needs Assessment Report – Current State Analysis Section

Phase 2: Future State Visioning and Gap Analysis

Task 2.1	BerryDunn will send City staff visioning session invitations and corresponding messaging.
Task 2.2	BerryDunn will conduct on-site visioning sessions with selected stakeholders to document opportunities for improvement and the City's vision for public safety services in the future.
Task 2.3	BerryDunn will document the desired future state in narrative form and develop a Future State Vision Section of the Needs Assessment Report that describes the future vision of public safety services; BerryDunn will submit this section of the Report to the City for feedback.
Task 2.4	BerryDunn will analyze the gaps between the current state processes and the desired future state, resulting in the Gap Analysis Section of the Needs Assessment Report. BerryDunn will submit this section to the City for feedback.
Task 2.5	The City is asked to provide written feedback to BerryDunn on the Future State Vision and Gap Analysis sections.
Task 2.6	BerryDunn will update the Needs Assessment Report based on City feedback.

BerryDunn views Phase 2 as being a transitional phase between the current state and future state business processes. In this phase, we plan to conduct a series of visioning exercises with stakeholder

groups with the goal of determining the gap between the current state (as defined in Phase 1) and the City's vision of the future state.

BerryDunn team members will engage with City stakeholders for visioning exercises for the purpose of helping define a viable concept of the future business. Typically, in these sessions, we ask questions such as:

- Where will your organization be in three years? Five years?
- What inefficiencies and bottlenecks can be corrected and with what possible ideas?
- What high-level changes do you foresee to business processes that will impact functional or technical requirements for the future environment?

In these visioning exercises, the BerryDunn team will create an environment that allows participants to explore and discuss ideas in a fair, respectful, and balanced manner. Our methodology also emphasizes shared vision and consensus-based strategies that help remove the blockages to implementation and provide what is needed to instill ownership, commitment, and accountability for action toward the vision.

The visioning exercises will result in a section of the Needs Assessment Report that will include narrative descriptions of the future state for the business processes, as well as the gaps between the current and future states.

Deliverable 4: Needs Assessment Report – Future State Vision Section

Deliverable 5: Needs Assessment Report – Gap Analysis Section

Phase 3: Recommendations and Timeline

Task 3.1	BerryDunn will develop a set of initiatives designed to close the gap between the current and future state, as well as describe the resources, tools, and technologies required to advance the City to the desired future state.
Task 3.2	BerryDunn will schedule and facilitate a series of workshops with the City designed to prioritize the initiatives.
Task 3.3	BerryDunn will develop the Recommendations and Timeline Section of the Needs Assessment Report and submit to the City for review and feedback.
Task 3.4	The City is asked to provide written feedback to BerryDunn on the Recommendations and Timeline Section.
Task 3.5	BerryDunn will update the Recommendations and Timeline Section.

BerryDunn believes that the City is seeking a "Culture and Climate Improvement Strategic Plan" that can be used to guide this transition. Such a strategic plan must include a series of projects or initiatives that the City can conduct to advance toward the desired future state. The current and future state descriptions, documented earlier in this phase, along with the gaps between them, will inform BerryDunn's development of a series of initiatives for the City's consideration.

BerryDunn will travel on-site to review the proposed initiatives with the City and facilitate a series of workshops in which the City will prioritize the initiatives over a timeline—typically, three to five years. Initiative descriptions will include, but are not limited to the following:

- Both short and detailed descriptions
- Resources required to implement
- Anticipated duration
- Considerations and predecessors

Once the City has prioritized the initiatives, BerryDunn will populate a Recommendations and Timeline Section of the Needs Assessment Report and provide it to the City for review and feedback. BerryDunn will incorporate the City's feedback and resubmit the Report to the City in its final form.

Deliverable 6: Needs Assessment Report – Recommendations and Timeline Section

3.3 Schedule Management and Proposed Timeline

Based on our experience, we anticipate approximately eight months to complete the initial study of the BPD. We are flexible in our timing and plan to finalize this schedule during project planning activities with the City.

Figure 1: Project Timeline (original)

No.	Phase	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8
1	Project Initiation and Planning and Current State Analysis								
2	Future State Visioning and Gap Analysis								
3	Recommendations and Timeline								

We approach schedule management with the end in mind—i.e., timely completion of the project, without compromising quality. To achieve this objective, we follow the approach outlined by the Project Management Institute®'s Project Management Body of Knowledge® Guide when developing project schedules. During monthly project status meetings, our team will review and discuss project updates that occurred throughout the month and highlight risks or delays. These meetings will help ensure any potential drift from the project schedule are quickly identified, impacts of significant schedule variances are determined, and variance resolution options are discussed.

Revised Timeline

Based on discussions with the City, BerryDunn is proposing an adjusted timeline as shown in Figure 2 below. This timeline makes certain assumptions about scheduling and the prompt return of data requests. It also reflects BerryDunn's proposed onsite trips.

Figure 2: Project Timeline (proposed)

No.	Phase	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8
1	Project Initiation and Planning and Current State Analysis	Trip 1 2 Days		Trip 2 1 Day					
2	Future State Visioning and Gap Analysis				Trip 3 2 Days				
3	Recommendations and Timeline						Trip 4 2 Days		

3.4 Project Fees

BerryDunn's fees are broken down into a series of deliverables as shown in Table 1; note that some deliverables may not be completed in the sequence represented in the table below. The costs provided in Table 1 are all-inclusive and include four onsite trips (as reflected in Figure 2 above). BerryDunn will use progress billing for each deliverable and will bill final costs for each deliverable based on receipt and acceptance of the City and the BPD.

Table 1: Cost Per Deliverable

No.	Deliverable	Cost
1	Project Work Plan and Schedule	$ 5,000
2	Emergent Issues Memo (optional)	Included
3	Needs Assessment Report – Current State Analysis Section	
4	Needs Assessment Report – Future State Vision Section	$32,000
5	Needs Assessment Report – Gap Analysis Section	$20,000
6	Needs Assessment Report – Recommendations and Timeline Section	$18,000
	Total	**$75,000**

4.0 References

In Table 3 below, we provide reference information for three similar projects BerryDunn has recently been engaged on. We have included a more detailed description of each project in **Section 1.0** of our response.

Table 3: Project References

Client	Project	Reference Contact
City of Dunwoody, Georgia	Police Department Organizational Study	Eric Linton, City Manager 678-382-6704 | eric.linton@dunwoodyga.gov
City of Gresham, Oregon	Police Department Organizational Review	William Smith, Deputy Chief 503-618-2396 | william.smith@greshamoregon.gov
Village of Oak Park, Illinois	Independent Assessment of Policing, Training, Accountability, and Community Engagement	Shatonya Johnson, Chief of Police 708-358-5503 | sjohnson@oak-park.us

Doug Rowe, ITIL(F), PMP®

PRINCIPAL



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

EDUCATION AND CERTIFICATIONS

BS, Math and Computer Science, University of New Hampshire

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

Information Technology Infrastructure Library (ITIL) Foundation Certification

RELEVANT EXPERIENCE AT BERRYDUNN

13 years

AFFILIATIONS AND MEMBERSHIPS

- Project Management Institute® (PMI®), National Chapter, member
- Corrections Technology Association (CTA), professional member

KEY QUALIFICATIONS

- Justice and Public Safety Practice Leader
- 40 years of IT industry experience
- 20 years of state and local agency justice and public safety consulting experience
- Expertise in corrections department business processes, operations, and technology
- Experience leading projects focused on planning, requirements development, and procurement of system modernizations
- Expertise in justice and public safety agency business processes, operations, and technology
- Experience leading projects focused on planning, requirements development, procurement, and implementation system modernizations
- Deep understanding of the interactions among justice partners (i.e., courts, public safety, corrections, prosecution)

PROJECT EXPERIENCE

BerryDunn (06/2011 To Present)

– Village of Oak Park, IL Police Department (OPPD)

Police Department Operational Study (01/2020 to present)

Doug is providing engagement management support to the BerryDunn team as they provide the OPPD with an assessment of their organization and processes The OPPD engaged BerryDunn to

conduct a systematic and comprehensive assessment of the operations of the OPPD. This project involves determining whether the OPPD organizational structure; spans of control; and personnel allocations and their associated duties and responsibilities; efficiently and effectively match service demands and community and stakeholder expectations. This project also involves a comparison of the operational and organizational factors of the OPPD against industry standards and best practices.

– City of Gresham, OR Police Department (GPD)

Police Department Operational Study (10/2021 to 11/2023)

Doug provided engagement management support to the BerryDunn team as they provided the GPD with an assessment of their organization and processes. The GPD engaged BerryDunn to conduct a systematic and comprehensive assessment of the operations of the GPD. This project involved determining whether the GPD organizational structure; spans of control; and personnel allocations and their associated duties and responsibilities; efficiently and effectively match service demands and community and stakeholder expectations. This project also involved a comparison of the operational and organizational factors of the GPD against industry standards and best practices.

– City of Eugene, OR Police Department (EPD)

Police Department Operational Study (06/2022 to 09/2023)

Doug provided engagement management support to the BerryDunn team as they provided the EPD with an assessment of their organization and processes. The EPD engaged BerryDunn to conduct a systematic and comprehensive assessment of the operations of the EPD. This project involved determining whether the EPD organizational structure; spans of control; and personnel allocations and their associated duties and responsibilities; efficiently and effectively match service demands and community and stakeholder expectations. This project also involved a comparison of the operational and organizational factors of the EPD against industry standards and best practices.

– City of Stillwater, MN Police Department (SPD)

Police Department Study (05/2022 to 03/2023)

Doug provided engagement management support to the BerryDunn team as they provided the SPD with an assessment of their organization and processes The SPD engaged BerryDunn to conduct a systematic and comprehensive assessment of the operations of the SPD.

– City of Northglenn CO Police Department (NPD)

Police Department Operational Study (01/2020 to 01/2023)

Doug provided engagement management support to the BerryDunn team as they provided the NPD with an assessment of their organization and processes. The NPD engaged BerryDunn to conduct a systematic and comprehensive assessment of the operations of the NPD. This project involved determining whether the NPD organizational structure; spans of control; and personnel allocations and their associated duties and responsibilities; efficiently and effectively match service demands and community and stakeholder expectations. This project also involved a comparison of the operational and organizational factors of the NPD against industry standards and best practices.

– City of Duluth, MN Police Department

Police Department Operational Study (03/2019 to 09/2019)

Doug provided engagement management support to the BerryDunn team as they provided the Duluth Police Department (DPD) with an assessment of their organization and processes. The DPD engaged BerryDunn to conduct a systematic and comprehensive assessment of the operations of

the DPD. This project involved determining whether the DPD organizational structure; spans of control; and personnel allocations and their associated duties and responsibilities; efficiently and effectively match service demands and community and stakeholder expectations. This project also involved a comparison of the operational and organizational factors of the DPD against industry standards and best practices.

– **North Carolina Administrative Office of the Courts (AOC)**

e-Courts Strategic Plan (02/2016 to 11/2016)

In the role of engagement manager, Doug supervised the BerryDunn project team to help the AOC assess its current IT environment and develop a comprehensive strategic plan that dictates how to allocate most effectively the AOC's technology resources to a prioritized set of IT initiatives over the next three to five years.

Loryx Systems (11/2010 to 05/2011)

As product manager for a jail case management software solution, Doug developed and managed product roadmaps for strategic enterprise software solutions and collaborated with customers, industry experts, internal sales, and the software development team to meet the objectives of the market. This position required a deep understanding of the county-level JPS marketplace as it relates to an integrated justice model.

Abilis New England (03/2004 to 11/2010)

Doug served as project manager for an at-risk $10 million enterprise-level case management software development project for a state DOC, which resulted in a successful implementation. In addition, as strategic solutions manager, Doug worked with county- and state-level government corrections clients to determine case management business requirements, while reducing risk and maintaining profitability for the software product. In both roles, he was responsible for managing a geographically dispersed team that provided varied levels of technical and business expertise.

Unum (1989 to 2002)

As a manager of technology support services for UNUM (a disability and life insurance company), Doug provided internal business units with technical and training services. In this role, he developed a collaborative framework within which UNUM's Technology Training Team and Technology Help Desk staff provided single point of contact services to the business units. He also worked with the HR Team and IT managers to develop and deploy a skills assessment/management model for IT professionals, including a core set of competencies and skills required by the various IT roles.

PUBLICATIONS AND PRESENTATIONS

- *Victim notification system: It's easier (and harder) than you think*, a BerryDunn blog

Michele Weinzetl, Ed.D., Prosci® CCP

ENGAGEMENT MANAGER



Michele Weinzetl has over 27 years of experience in the public-sector, specifically with police. Her background includes more than 17 years as a Chief of Police for three different Minnesota Police Departments. Michele has extensive experience instructing hundreds of police officers and police executives in the areas of supervision, leadership development, and a variety of policing skills. Michele's experience also includes several years serving as a subject matter expert, consultant and adjunct faculty member for the International Association of Chiefs of Police (IACP) Leading by Legacy program.

EDUCATION AND CERTIFICATIONS

Ed. D., Higher Education and Adult Learning, Walden University

MA, Organizational Management, Concordia University

BA, Organizational Management, Concordia University

AAS, Law Enforcement, North Hennepin Community College

Prosci® Certified Change Practitioner

Master Chief Law Enforcement Officer Certification

KEY QUALIFICATIONS

- Over 27 years of police experience
- Former Chief of Police for three Minnesota Police Departments
- Instructed hundreds of police officers and police executives in the areas of supervision, leadership development, and a variety of policing skills
- Extensive experience for operational oversight of management studies, staffing studies and other technical assistance engagements

KEY FOCUS AREAS

Chief of Police: Michele's prior work includes more than 17 years as a Chief of Police for three different Minnesota Police Departments, and eight years with the Minnesota Chiefs of Police Association as a board member and president. As a consultant, she is a sought-after leader in the areas of police force management, development, and best practices. She advocates for a community co-production (CCP) Policing model, which unifies police agencies and communities through shared responsibilities in areas such as guidance, oversight, and the development of policies, operational strategies, public safety priorities, and other shared goals.

SELECT CLIENTS

City of Eugene, OR

City of Stillwater, MN

Village of Oak Park, IL

City of Gresham, OR

City of Northglenn. CO

City of Albany, GA

City of Duluth, MN

Organizational Management: Michele has dual degrees in Organizational Management and Communication from Concordia University, and years of experience leading organizational management and development projects. During her time as senior project manager for the IACP, she conducted several management studies including those related to full operations and management; technical assistance; recruiting, hiring, and retention; and patrol and staffing.

Leadership Development: Michele served as a subject matter expert, consultant, and adjunct faculty member for the IACP Leading by Legacy program for six years. She instructed hundreds of police officers and police executives in the areas of supervision, leadership and development, and a variety of policing skills. She has written a book on leadership, written numerous journal articles, presented at many conferences, including the IACP annual conference, and developed the CCP police reform model.

International Association of Chiefs of Police: Michele previously served as a senior project manager for the IACP, conducting several management study projects including: full operations and management; technical assistance; recruiting, hiring, and retention; and patrol and staffing.

IACP Leading by Legacy: Michele's background includes serving as a subject matter expert, consultant and adjunct faculty member for the IACP Leading by Legacy program for six years, instructing hundreds of police officers and police executives in the areas of supervision, leadership and development, and a variety of policing skills.

Publications: Michele's prior experiences include authoring a book on leadership, writing numerous journal articles, presenting at many conferences, including the IACP annual conference, and development of a collaborative police reform model.

Kristen Fleming

BUSINESS ANALYST



Kristen Fleming is a staff consultant in BerryDunn's Public Safety Practice. She has over 25 years of experience in the public-sector in Maine, Georgia, and Nevada. Her background includes work in the fields of public safety and traffic management communications, police, fire and emergency medical services departments, a community correctional center, and human resources.

EDUCATION AND CERTIFICATIONS

BA, Business Administration, Saint Joseph's College

AS, Business Administration, Casco Bay College

REPRESENTATIVE EXPERIENCE

BerryDunn

- Consultant providing a key role in data analytics support

North Las Vegas Community Correctional Center

- Assistant to Director

City of Perry

- Human Resources Technician II

Maine Turnpike Authority

- Traffic Management and Communications Manager
- Electronic Toll Coordinator
- Communications Supervisor

Portland Fire Department

- Assistant to the Fire Chief

Freeport Police Department

- Public Safety Dispatcher

Cumberland Fire Department

- Principal Administrative Officer

KEY FOCUS AREAS

Public Safety Communications: Kristen has over 15 years of experience in the field of public safety communications, working at several different communications centers in Southern Maine, and leading the team at the Traffic Management Center at the Maine Turnpike Authority. During that time, she wrote standard operating procedures and training programs for the centers. In addition to being a trainer within her own centers, she also acted as a trainer for a newly formed regional communications center on both their CAD system and fire communications. Kristen has worked as both a

consultant for best practices for an agency rolling out a new CAD/RMS system and has also been instrumental in building out her own agency's CAD system to provide the most accurate statistical reporting for her department. She advanced the public notification procedures for the Turnpike Authority, worked with regional partners to help ensure consistency in communications and intelligent transportation systems activations, and coordinated and implemented a system-wide upgraded radio system installation.

Process Improvement: Kristen has held several roles in the public safety field where she has been instrumental in improving policies, procedures, and processes. She has instituted and/or improved the reporting abilities for her agency, developed databases and tracking systems where RMS have lacked an ability to track the required data, improved response time for communications staff to complete required tasks, revised policies and procedures to meet the current day needs of the organization and region, and sought out/implemented technology solutions to resolve gaps in service.

Fred Fletcher

SME



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

EDUCATION AND CERTIFICATIONS

BBA, Accountant, University of Texas

Class 242 – 2009, Federal Bureau of Investigation (FBI) National Academy

Austin Police Department, Leadership Command College

Officer Candidate, United States Marine Corps Platoon Leaders Class

ACCOLADES

- Vision Award, Chattanooga Connected
- Public Official of the Year Award, Regional National Association of Social Workers, Chattanooga
- Award of Excellence, United States Army
- Community Champion Award, La Paz Chattanooga

PROJECT EXPERIENCE

BerryDunn

– Village of Oak Park

Independent Assessment of Policing, Training, Accountability, and Community Engagement of the Oak Park Police Department

– City of Gresham, OR

Police Department Organizational Review and Strategic Planning

– City of Northglenn, CO Police Department

Staffing and Operations Study

– City of Albany, GA

Police Department Operations Assessment

RELEVANT EXPERIENCE

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

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

- Community Service and Leadership Award, Caritas of Austin
- Chief of the Year Award, Tennessee Association of Chiefs of Police

partnership with local policing experts in academia, and state analysis.

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