

RENEWAL AND AMENDMENT NO. 1

AMENDMENT NO. 1 TO PROFESSIONAL SERVICES AGREEMENT BETWEEN THE CITY OF OKLAHOMA CITY AND THE NATIONAL POLICE FOUNDATION

THIS AMENDMENT IS MADE AND ENTERED INTO this 13TH day of FEBRUARY 2024, by and between The City of Oklahoma City, hereinafter referred to as "The City" and The National Police Foundation, hereinafter referred to as "Contracting Entity".

WITNESSETH:

WHEREAS, on November 8, 2022, (Item No. IX.B), the City Council approved a Professional Services Agreement (hereinafter "Agreement") with the Contracting Entity for the provision of a Management, Staffing, and Infrastructure Analysis Project for the Police Department; and,

WHEREAS, the term of the Agreement was November 8, 2022 through November 7, 2023, with four additional one-year renewal periods at the option of The City; and,

WHEREAS, the total cost of the Agreement was not to exceed \$224,779.13; and,

WHEREAS, the Contracting Entity (National Police Foundation) is now d/b/a the National Policing Institute; and,

WHEREAS, both parties are desirous of amending the Agreement to exercise a renewal period, to restructure the Scope of Work to account for unforeseen complexities in data acquisition and analysis, and to further reflect Contracting Entity's staffing changes without any change to the total cost of the Agreement.

NOW THEREFORE, in consideration of the terms and conditions set forth below, the parties hereto agree to this Amendment Number 1 to the Agreement as follows:

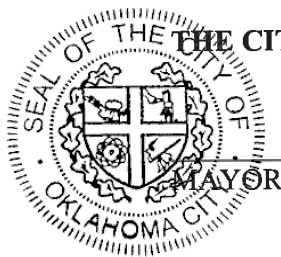
1. The City is exercising its first option to renew the Agreement and Contracting Entity concurs with such renewal. Accordingly, the Agreement is hereby renewed for an additional one-year period (retroactive to November 8, 2023). Said renewal period shall expire November 7, 2024, unless terminated sooner, under the same terms, conditions and provisions in the original Agreement unless otherwise amended herein.
2. Attachment "A" (Project Description and Scope of Services) is hereby amended as reflected in "Amended Attachment 'A'" attached hereto.
3. Attachment "C" (Milestone Payments and Schedule of Fees) is hereby amended as reflected in "Amended Attachment 'C'" attached hereto.
4. Attachment "D" (SERVICES PROVIDER'S Project Team and Clients' Administration Team and Resources) is hereby amended as reflected in "Amended Attachment 'D'" attached hereto.

Except, as set forth in this Amendment, the Agreement is unaffected and shall continue in full force and effect in accordance with its terms. If there is a conflict between this Amendment and the Agreement or any earlier amendment, the terms of this Amendment will prevail.

IN WITNESS WHEREOF, this Amendment No. 1 was approved and executed by The City of Oklahoma City this 13TH day of FEBRUARY, 2024.

ATTEST:

Amy K. Simpson
CITY CLERK



THE CITY OF OKLAHOMA CITY

David Holt
MAYOR

REVIEWED for form and legality:

KBJ
Assistant Municipal Counselor

CONTRACTING ENTITY:

| | | |
|---|-----------|----------|
| <small>DocuSigned by:</small> | | 1/8/2024 |
| <u>James Burch</u> | | |
| <small>4DF60FC1DE98468</small> | | |
| Signature of Individual | Title | Date |
| James H. Burch, II | President | |
| <hr/> | | |
| Printed Name of Individual | | |
| Police Foundation d/b/a National Policing Institute | | |
| 2250 S. Clark St., Suite 1130 | | |
| Arlington, VA | | 22202 |
| <hr/> | | |
| Company Name and Address (Print) | | Zip Code |
| 202-833-1460 | | |
| <hr/> | | |
| Telephone Number | | |

Professional Services Agreement

Amended Attachment “A” (“Project Description and Scope of Services”),

Attached behind this page is a copy of the Amended Project Description and Scope of Services to be provided by the SERVICES PROVIDER in accordance with this Agreement.

PROPOSED SCOPE OF WORK

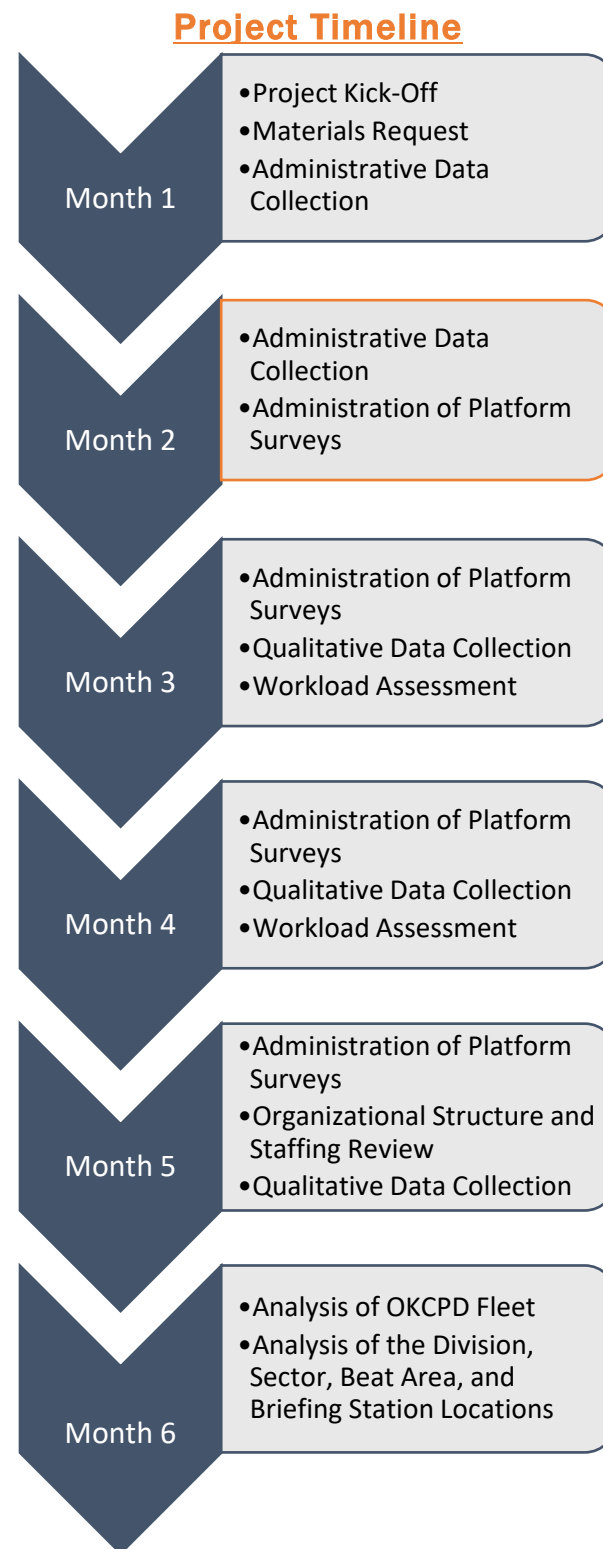
The INSTITUTE project team of staff and subject matter experts (SMEs) have experience in law enforcement leadership; strategic planning and organizational assessments and evaluations; qualitative and quantitative research and data analysis; and, public planning, administration, and finance.

The INSTITUTE team will use a combination of on- and off-site work, including: phone, video, and in-person meetings; research and policy review; and, collaboration with OKCPD command staff, City leadership, and stakeholders to conduct a comprehensive analysis of the OKCPD staffing levels; management structure; deployment of personnel; and, infrastructure—including facilities and vehicles—to assist in maximizing the effectiveness and efficiency of its personnel, resources, and services. This analysis will be used to establish current staffing needs and to project anticipated personnel and facility requirements at five-year increments to encompass a period of 15 years.

Task One: Project Kick-Off

Immediately following contract signing, the INSTITUTE team will meet with OKCPD command staff, City leadership, and other relevant stakeholders. The meetings will provide more context and understanding of the purpose, objectives and expectations of the comprehensive analysis and projections, the [priorities identified by the City Council](#), and the [Fiscal Year 2022-2026 Five Year Forecast](#). The meetings will discuss quantitative and qualitative methodologies; identify tasks, activities, and timelines; identify OKCPD, City, and INSTITUTE team member roles and responsibilities; and, outline stakeholders and those from whom to gather relevant qualitative and quantitative information and any specific police departments to include in comparisons.

Based on these discussions, the INSTITUTE team will develop a detailed work plan outlining the statement of work, methodology, task list, timeline and project schedule that will provide a blueprint for the comprehensive analysis and projections.



- **Deliverable:** Comprehensive work plan and schedule including specific tasks, activities, milestones and timelines, and roles and responsibilities of INSTITUTE, OKCPD, and City stakeholders.

Task Two: Information Gathering

Task Two will involve working with OKCPD command staff, City leadership, and stakeholders to outline, request, and compile materials, data, and information related to: (1) sworn and civilian personnel and their allocations; (2) organizational and management structure and supervision; (3) locations of boundaries, sectors, beats, and OKCPD buildings; (4) fleet, facilities, and equipment; (5) budget proposals and actuals; (6) crime, calls-for-service, and activity trends; and, (7) population, demographic, and business and economic changes.

The INSTITUTE team will be dependent on access to timely and complete materials, data, and information and the success of the analysis of operating costs assumes cooperation from all stakeholders.

ADMINISTRATIVE DATA COLLECTION

Necessary administrative data includes, but is not limited, too:

- Department Information
 - Organizational charts and allocations, management structures and systems, and Kronos and Enterprise Personnel Database data;
 - Data from computer aided dispatch (CAD) and records management systems (RMS) that details officer- and community-initiated calls for service (CFS), incidents, and arrests;
 - Tracker Activity data;
 - Investigations data maintained in the Case Management (CMI) system;
 - Crime, stops, and arrest data, rates, and trends;
 - Previous and current strategic plans, annual reports, and projections for large-scale enhancements and investments;
 - Department budgets and expenditures categorized into personnel, facilities,



- equipment, technology and resources, training, special enforcement, and educational/outreach efforts;
 - Vehicle information contained in the M-5 database;
 - Vision, mission, and values statements,
 - Policies, process, procedures, and tools related to recruitment, hiring, and promotional processes; and,
 - Staffing and services reports.
- Population Information
 - Population size, demographics, and growth from 2000 – 2020;
 - Socioeconomic data (including mean income, education level, etc.);
 - Business development plans or growth forecasts;
 - Projected population size and demographic growth through 2030; and,
 - Community sentiment information about the OKCPD.

QUALITATIVE DATA COLLECTION

The INSTITUTE team will also conduct a series of interviews and focus groups with sworn and civilian employees at all levels and across the five bureaus and the Office of the Chief. The goal of this work will be to identify roles and responsibilities, workload, supervisory structure and relationships, effectiveness and efficiencies, and the natures of interactions between operational and support units and sworn and civilian employees. Interviews and focus groups will also provide insight into the adequacy and effectiveness of the office spaces, workstations, and building locations of police facilities.

- **Deliverables:** Materials Request
Administration of Platform Surveys

Task Three: OKCPD Workload Assessment

While part of the INSTITUTE team is working to evaluate the internal and external perceptions of OKCPD, the INSTITUTE team will assess current workload and forecast future staffing needs based on expected changes in population, business and commercial activity, and community service expectations. Models will be based on:

- Officer- and community-initiated calls for service, incidents, and arrests;
- Officer activity recorded in Tracker Activity data;
- Kronos and Enterprise Personnel Database data;
- OKCPD resources;
- policy preferences of City leadership and stakeholders;
- projected population, demographic, and socioeconomic trends;
- projected business and commercial trends; and,
- programs that the OKCPD and City officials identify as important to continue or enhance.

This methodology compares the work to be performed, to the personnel currently available, resulting in recommendations that are more effective than a “officer-to-population” ratio that is commonly used. Additionally, comparing the work to be performed to the personnel currently available provides the INSTITUTE team the ability to analyze the sworn and civilian employee workforces. It is important to note that these analyses are dependent on data availability and condition. More time and resources may be necessary should data need to be cleaned, organized and or manually sourced from a variety of disparate sources.

Operations Bureau North and Operations Bureau South: The INSTITUTE team will analyze community- and officer-initiated CFS, CAD, and Tracker Activity data to understand how patrol personnel use allocated and unallocated time. These data will be used to examine the cumulative and average amount of time consumed by community-initiated CFS (by call type), officer-initiated activity (such as traffic or pedestrian stops), and unallocated time. Patrol resource utilization will be disaggregated by time of day, day of the week, divisions, and patrol shift. The INSTITUTE team will examine the average officer time available by day of the week and hour of the day based on divisions and shift schedules. Kronos and Enterprise Personnel Database data will be used to calculate the amount of work time lost to absences due to leave, training activity, court appearances, and other reasons.

Special Operations Bureau: The INSTITUTE team will analyze CFS, CAD, and Tracker Activity data to understand how Special Operations Bureau personnel spend time. The INSTITUTE team will determine the amount of time required to handle the current workload with a focus on identifying time used to handle criminal intelligence, violent crimes, special projects, uniform support, emergency management, and other specialized functions, and the actual amount of time necessary to handle their work and activities. These characteristics will be disaggregated by time of day, day of the week, divisions, and shift schedules. The INSTITUTE team will examine the average availability of Bureau personnel by day of the week and hour of the day based on divisions and shift schedules. Kronos and Enterprise Personnel Database data that will be used to calculate the amount of work time lost to absences due to leave, training activity, court appearances, and other reasons.

Investigations Bureau: The Investigations Bureau is comprised of Laboratory and Support Services and Investigations. Using [OKCPD's Operations Manual](#) and the RMS and case management system (CMI data), the INSTITUTE team will review the division of labor between the Operations Bureau North and Operations Bureau South and the Investigations Bureau. A 2021 comprehensive review of empirical investigative research confirmed that organizational investigative infrastructure and investigative effort significantly impacts long-term case clearance trends, as opposed to triaging cases based on the likelihood that they will be solved and cleared.¹ Likewise, a growing body of empirical research indicates that police agencies can positively impact clearance rates by improving investigative processes, detective effort, organizational oversight, and supervision of investigations.²

Using this research as a foundation, the INSTITUTE team will assess the OKCPD Investigations Bureau's infrastructure to determine if investigative resources are being maximized. Additionally, Investigations Bureau data will be reviewed to determine the effectiveness and efficiency of practices regarding case-screening and triaging, case assignment strategy used to balance investigator workload, and case tracking and follow-up. The INSTITUTE approach for assessing adequate investigator staffing is based on the time required to perform thorough investigations with variation by crime type and solvability factors and will consider new and emerging research in the analyses and recommendations.

In addition, the INSTITUTE team will calculate the average number of hours per year each investigator has to spend on case investigation tasks after accounting for absences due to vacation, illness, injury, training, and court appearances. The average time consumed by absences will be deducted from 2,080 hours per

¹ Prince, H., Lum, C. and Koper, C.S. (2021), "Effective police investigative practices: an evidence-assessment of the research", *Policing: An International Journal*, Vol. 44 No. 4, pp. 683-707. <https://doi.org/10.1108/PIJPSM-04-2021-0054>.

² Scott, T. and Wellford, C. (2021), "Improving the clearance of serious crime: the case of aggravated assault", *Policing: An International Journal*, Vol. 44 No. 4, pp. 560-576. <https://doi.org/10.1108/PIJPSM-02-2021-0025>.

year to calculate the average investigations time per investigator. Laboratory or forensic backlogs, if they exist, will be assessed to determine whether additional resources are needed, the extent to which enhanced technology might be a workforce multiplier, or if altered workflows might improve productivity. These data will identify the number of personnel needed for thorough investigation of all cases; values will be compared to similarly situated agencies and national promising practices. Findings will be compared with actual staffing to assess the extent to which the current number of investigators matches the number of investigators required to meet workload demands.

Administration Bureau: To assess the Administration Bureau, the INSTITUTE team will identify the purpose of each unit by reviewing the [OKCPD's Operations Manual](#), directives, work products, and workload data. This information will be used to assess staffing and staff scheduling to inform optimal staffing for each unit/function. The INSTITUTE team will identify potential areas of inefficiency, as well as areas that may create redundancies that could be consolidated.

Office of the Chief: To assess the Office of the Chief, the INSTITUTE team will identify the purpose of the Office of Media Relations, Office of Finance and Personnel, and Office of Professional Standards. Through a review of [OKCPD's Operations Manual](#) and directives, workload data, and the expectations of each of the offices, the INSTITUTE team will assess staffing and staffing schedules to determine the appropriate staffing. The INSTITUTE team will identify efficiencies, as well as any areas that may overlap or create redundancies with other offices or Bureaus that may be consolidated.

Task Four: Review of the OKCPD Organizational Structure and Staffing

Using the results of the analyses conducted in Task Three, the INSTITUTE team will examine the structure of the OKCPD to determine if it is conducive to supporting the department's vision, mission statement, and core values. The review will examine the current allocation and distribution of sworn and civilian employees, roles and responsibilities, and the workload for each work section. Research has demonstrated that high-performing organizations have more-structured oversight and formal interactions and regularly share information between investigative units and patrol, as well as agency leadership; have investigators who more-frequently respond to the initial crime scene shortly after crimes are reported; have less division between sworn and professional employees; and, have better relationships with their community.³ The rank structure will be assessed to ensure optimal supervisory span of control, clear lines of authority and communication, and proper supervisory oversight in each bureau and throughout the department to complete the department's mission and to meet the needs and expectations of both the department and the community. Additionally, a comparison of authorized positions will be made to actual filled positions to assess the impact of vacancies and to determine if current sworn and civilian staffing levels can complete the organization's mission professionally and efficiently.

Task Five: Analysis of the OKCPD Fleet

Using the data and results from Tasks Three and Four, the INSTITUTE team will conduct an analysis of the OKCPD fleet in all five bureaus and the Office of the Chief. The INSTITUTE team will identify the types of vehicles (e.g. SUVs and sedans), average age, number of miles, miles-per-gallon, wheel-drive (e.g. front wheel, four wheel, etc.). Data on vehicle use and costs, including total miles driven, total cost of gas, and total maintenance will be collected and reported by organizational unit. The analysis will examine the vehicle-to-employee ratio in all work sections, the effectiveness and efficiency of the vehicles used for each work section relative to the work being performed, and the ability of the current vehicles being utilized to complete the OKCPD mission effectively and efficiently.

³ Ibid.

Task Six: Analysis of the Division, Sector, Beat Area, and Briefing Station Boundaries and Locations

Esri's ArcGIS will be used to conduct spatial analysis on data collected from previous Tasks. Information on both workload demands and staffing will be combined and overlaid with different organizational units (e.g., sectors, beats) to assess the efficiency of the current organizational boundaries. Exploratory spatial data analysis will be used to explore different spatial arrangements. In particular, division, sector, and beat boundaries will be adjusted in ways that attempt to normalize workload. Given the importance of community policing, we will consider organizational boundaries to better align with community neighborhoods.

Briefing stations play an important role in supporting field operations. Service area analysis will be conducted to determine travel time and distance to each operations support facility. This will allow for a better understanding of where new facilities could be located to maximize the efficient provision of services. Information on future city or population growth can also be factored into these models to understand how facility demand may change over time. If additional facilities are recommended, the additional necessary staffing to support them will be accounted for in the staffing recommendations provided.

Data from Tasks 2, 3, and 4 will be used to inform the demand for office space, workstations, and building facilities for three successive five-year time periods. Current space and assets will be reviewed given current staffing and demands. Any proposed change to staffing over the next 15 years will be accompanied by necessary changes in facilities and other digital assets.

- **Deliverables:** The INSTITUTE team will provide detail, formulas, and methodologies utilized to conduct the above outlined analysis. Bi-weekly status calls will provide an opportunity for OKCPD team members to talk through methodologies, findings, and questions and to ensure that nothing is left unexplored.

Task Seven: Operating Cost Forecasting

Administrative, survey, and qualitative data will be combined to produce detailed cost estimates and projections for three successive five-year time periods. In doing so, the INSTITUTE team will compare service demands identified from previous tasks, expected growth in service demands, and community expectations regarding public safety. Given the considerable variation in public safety activities between communities within the City, the INSTITUTE team will take a multistage process to understand both cost drivers and service expectations. This will include the following phases:

1. **Create workload forecast.** Data from the workload assessment (Task Three) will be weighted to ensure sensitivity to severity of crimes and the complexity and time demands of non-enforcement pro-social community interactions. Additionally, data from the Enterprise Personnel Database will and retirement policies from [OKCPD's Operations Manual](#) will be assessed. This information will be used to forecast expected changes to the OKCPD workload for three successive five-year time periods.
2. **Describe current staffing and create staffing forecasts.** Information on sworn and civilian staffing will be used to understand variation in staffing over time and relationships between staffing and workload. Based on the workload forecast, the INSTITUTE team will also produce estimated OKCPD staffing to maintain personnel-workload ratios that align with national best practices. This staffing forecast will serve as the foundation for three successive five-year time periods.

3. **Produce 5-, 10-, and 15-year cost estimates and confidence intervals.** OKCPD budget costs are primarily driven by costs associated with salaries and benefits for sworn staff. Nevertheless, other factors can have important impacts on agency service provision and overall agency budget. These characteristics will be adjusted to reflect expected change in service demands, necessary changes in staffing, and adjustments made based on the service expectations from the community. Further adjustments will be made to account for factors such expected increases in salary and benefits costs over the forecasts. Several scenarios will be presented that will allow stakeholders to understand likely OKCPD operating costs under a variety of growth conditions.

The INSTITUTE team will also leverage OKCPD and City data and the spatial analysis software to generate projections of CFS, crime, stops, arrests, and other trends for overlaid with maps identifying the boundaries of the current divisions, delineations of sector and beat areas within each division, and locations of division briefing stations. This will serve as the foundation for identifying potential recommendations for future improvements and restructuring or redistricting. It will also serve to provide potential recommendations to increase efficiency and effectiveness of services provided, including improved response times, greater percentages of crimes solves and cases closed, and more-expeditious completion of follow-up investigations.

- **Deliverables:** Operational cost forecasts for 5, 10, and 15 years
Detail, formulas, and methodologies utilized

Task Eight: Develop and Present Final Report

The final report will incorporate explanations of the details, formulas, and methodologies utilized to establish all recommendations and analyses of:

- the total current staffing level and recommendations and justifications for staffing changes
- the current organizational and management structure of the five bureaus and the Office of the Chief; the capability of the OKCPD to support its vision statement, mission statement, and core values; and, recommendations
- recommendations regarding the geographic boundaries of each division, sector, and beat within the two Operations Bureaus
- recommendations and justifications on the need and placement of police facilities to support field operations
- recommendations and justifications for vehicle fleet use and needs over time
- the needs for personnel, vehicle fleet, police facilities, and other infrastructure and services at three successive five-year intervals and recommendations

The recommendations will provide the OKCPD and the City with staffing levels to meet the community's service expectations and support effective and flexible operations. Recommendations may, as appropriate, optimize the civilianization of functions currently undertaken by sworn personnel and consolidate public safety administrative functions.

The report will also include a 15-year implementation plan, segmented into stages, to assist in maximizing the efficiency of the OKCPD personnel, resources, and services, including:

- department staffing levels
- management structure
- deployment of personnel
- infrastructure including facilities and vehicles

Once feedback is received from OKCPD and City staff, a final report will be produced. Given the complex analyses conducted throughout this project and the significant budgetary and public safety implications on the City of Oklahoma City, the INSTITUTE team will conduct a site visit to present the findings, recommendations, and implementation plan to OKCPD leadership, City staff and elected officials, and important stakeholder groups. These presentations will play an important role in fostering understanding and buy-in and identifying opportunities for stakeholder groups and community members to be involved in the implementation plan.

- **Deliverables:** Draft and Final report

Professional Services Agreement

Amended Attachment “C” (“Milestone Payments and Schedule of Fees”)

Amended Milestone Payments and Schedule of Fees are attached on the following pages.

PRICING FOR TASKS

| TASK | Details | Deliverables | Cost |
|------|--|---|-----------------------|
| 1 | <p>KICK-OFF MEETING AND DETAILED WORK PLAN DEVELOPMENT</p> <p>Following the contract signing, the Institute's team will set up a kickoff meeting with OKCPD command staff, City leadership, and key stakeholders to review the goals for the project. The kickoff meeting provides an opportunity for the two groups to create a shared understanding of the goals and objectives of the project. The OKCPD team can also provide updates on relevant department events that may impact the project.</p> | Workplan | \$54,434.16 (PAID) |
| 2 | <p>INFORMATION GATHERING</p> <p>Task Two will involve working with OKCPD command staff, City leadership, and stakeholders to outline, request, and compile materials, data, and information related to (1) sworn and civilian personnel and their allocations; (2) organizational and management structure and supervision; (3) locations of boundaries, sectors, beats, and OKCPD buildings; (4) fleet, facilities, and equipment; (5) budget proposals and actuals; (6) crime, calls-for-service, and activity trends; and, (7) population, demographic, and business and economic changes. The Institute Team will depend on access to timely and complete materials, data, and information, and the success of the analysis of operating costs assumes cooperation from all stakeholders.</p> | <p>Materials Request</p> <p>Interviews and Focus Groups</p> | \$24,335.00 |
| 3 | <p>OKCPD WORKLOAD ASSESSMENT</p> <p>While part of the Institute Team is working to evaluate the internal and external perceptions of OKCPD, the Institute Team will assess the current workload and forecast future staffing needs based on expected changes in population, business and commercial activity, and community service expectations. Models will be based on the following:</p> | No deliverables associated with this task | |

- Officer- and community-initiated calls for service, incidents, and arrests
- Officer activity recorded in Tracker Activity data
- Kronos and Enterprise Personnel Database data
- OKCPD resources
- policy preferences of City leadership and stakeholders
- projected population, demographic, and socioeconomic trends
- projected business and commercial trends
- programs that the OKCPD and City officials identify as important to continue or enhance

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| 4 | <p>REVIEW OF THE OKCPD ORGANIZATIONAL STRUCTURE AND STAFFING</p> <p>Using the results of the analyses conducted in Task 3, the Institute Team will examine the structure of the OKCPD to determine if it is conducive to supporting the department's vision, mission statement, and core values. The review will examine the current allocation and distribution of sworn and civilian employees, roles and responsibilities, and the workload for each work section. Research has demonstrated that high-performing organizations have more-structured oversight and formal interactions and regularly share information between investigative units and patrol, as well as agency leadership; have investigators who more frequently respond to the initial crime scene shortly after crimes are reported; have less division between sworn and professional employees; and, have better relationships with their community. The rank structure will be assessed to ensure optimal supervisory span of control, clear lines of authority and communication, and proper supervisory oversight in each bureau and throughout the department to complete the department's mission and meet the department's and community's needs and expectations. Additionally, authorized positions will be compared to actual filled positions to assess the impact of vacancies and determine if current sworn and civilian staffing levels</p> | No deliverable associated with this task | |
|---|--|--|--|

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| | can complete the organization's mission professionally and efficiently. | | |
| 5 | <p>ANALYSIS OF THE OKCPD FLEET</p> <p>Using the data and results from Tasks 3 and 4, the Institute Team will analyze the OKCPD fleet in all five bureaus and the Office of the Chief. The Institute Team will identify the types of vehicles (e.g., SUVs and sedans), average age, number of miles, miles-per-gallon, and wheel-drive (e.g., front wheel, four-wheel, etc.). Data on vehicle use and costs, including total miles driven, total cost of gas, and total maintenance, will be collected and reported by the organizational unit. The analysis will examine the vehicle-to-employee ratio in all work sections, the effectiveness and efficiency of the vehicles used for each work section relative to the work being performed, and the ability of the current vehicles to complete the OKCPD mission effectively and efficiently.</p> | No deliverable associated with this task | |
| 6 | <p>ANALYSIS OF THE DIVISION, SECTOR, BEAT AREA, AND BRIEFING STATION BOUNDARIES AND LOCATIONS</p> <p>Esri's ArcGIS will be used to conduct spatial analysis on data collected from previous Tasks. Information on workload demands and staffing will be combined and overlaid with different organizational units (e.g., sectors, beats) to assess the efficiency of the current organizational boundaries. Exploratory spatial data analysis will be used to explore different spatial arrangements. Division, sector, and beat boundaries will be adjusted in ways that attempt to normalize workload. Given the importance of community policing, we will consider organizational boundaries to better align with community neighborhoods.</p> | Detail formulas and methodologies utilized to conducted the outlined analysis | \$97,340.00 (Includes work performed for Tasks 3-5, which have no deliverables) |
| 7 | <p>OPERATING COST FORECASTING</p> <p>Administrative, survey, and qualitative data will be combined to produce detailed cost estimates and projections for three successive five-year periods. In doing so, the Institute Team will compare service demands identified</p> | Operational cost forecasts for 5, 10, and 15 years - Detail, formulas, and methodologies utilized to conduct the above analysis | \$24,335.00 |

from previous tasks, expected growth in service demands and community expectations regarding public safety. Given the considerable variation in public safety activities between communities within the City, the Institute Team will take a multistage process to understand cost drivers and service expectations. This will include the following phases:

| | | | |
|---|--|--------------------------------|--------------|
| 8 | DEVELOP AND PRESENT THE FINAL REPORT The final report will incorporate explanations of the details, formulas, and methodologies utilized to establish all recommendations and analyses of: | Draft Report - Final Report | \$24,334.97 |
| | | TOTAL COST | \$224,779.13 |

Professional Services Agreement

Amended Attachment “D” (“SERVICES PROVIDER’S Project Team and Clients’ Administration Team and Resources”)

The **SERVICES PROVIDER** may not modify, revise or change any other member of the **SERVICES PROVIDER’S Project Team** without the prior written consent of the **CONTRACTING ENTITY’S Contract Administrator**, which if the **SERVICES PROVIDER** clearly and convincingly present verifiable documentation and information that the **SERVICES PROVIDER’s Project Team** replacement is equally skilled with the listed team member, the **CONTRACTING ENTITY’S Contract Administrator’s** consent will not be unreasonably withheld.

Clients’ Administration Team and Resources shall consist of the following:

INTRODUCTION

The National Police Foundation (the Institute, formerly the National Police Foundation) is pleased to submit this proposal to the City of Oklahoma City and the Oklahoma City Police Department (OKCPD) to provide a comprehensive analysis of the OKCPD staffing levels; management structure; deployment of personnel; and, infrastructure—including facilities and vehicles—to assist in maximizing the effectiveness and efficiency of its personnel, resources, and services. This analysis will also be utilized to establish current staffing needs and to project anticipated personnel and facility requirements at three, five-year increments to encompass a period of 15 years.

COMPANY HISTORY AND RECORD OF SUCCESS

National Policing Institute

“There is nothing like the Police Foundation in the United States. The underlying thought for everything it does rests not on the proposition that American policing, with minor modifications, is in good shape but on precisely the opposite. The overall effect of the Police Foundation may be symbolic and inspirational as much as anything else, for its very existence is probably reassuring to those in this country who are either intuitively or through experience persuaded of the need to improve policing. Its very existence means that there are persons in this country who care deeply about this improvement. It means there is a very reason to hope that someday quantum improvements will come. It means that there can be institutions like the Police Foundation that may someday help transform policing into, if not a profession, then at least into a legitimate calling.”

— NYPD Commissioner Patrick V. Murphy (Ret.) and Thomas Plate

Incorporated in 1970, the Institute is the oldest, nationally known, independent, nonprofit, non-partisan, and non-membership organization dedicated to improving policing in America. Institute has been on the cutting edge of police innovation since its establishment 50 years ago, with a mission to advance policing through innovation and science.

Since its early days, Institute’s leadership has insisted that the organization’s work have practical impact on policing and communities, and that the knowledge gained through empirical investigation be applicable outside the “laboratory,” directly informing improvement in the way police work. In addition to designing, conducting, and evaluating controlled experiments, Institute offers a range of professional services, including training and technical assistance, management analyses and planning, critical incident reviews, and training and technical assistance. Professional services are custom designed to meet the needs of each individual agency or government partner. Our organization’s ability to connect clients with subject matter expertise, supported by sound data analysis, makes us uniquely positioned to assist communities of all sizes across the United States. Institute also has one related entity, the Police Foundation’s Third Decade Fund, an independent nonprofit organization that exists to support the Police Foundation’s work.

Institute currently has 49 employees led by President James H. Burch, II. President Burch oversees Institute's efforts to advance policing through strategic programs, including research projects and training, as well as technical assistance portfolios, fundraising and development, and marketing and communications. Supporting President Burch are the following divisions: Communications and Marketing, International Programs, Local Programs, National Programs, Operations, Research, and the Center for Mass Violence Response Studies. Institute is a unique organization in the field of policing and public safety in that it includes a specialized Research Division supported by research and data scientists who have been involved in some of the most influential studies and evaluations in policing. Institute's Research Division include nine full-time staff members, five with doctorates and one doctoral candidate, that are currently overseeing randomized controlled trials, as well as dozens of other studies. This expertise and capability complement the value of experience within Institute's International, National, and Local Programs Divisions that includes staff members who have served in law enforcement roles and organizations at the federal, state, and/or local level, in some cases for decades.

The Institute staff's diversity of expertise creates a unique blended approach that Institute brings for the benefit of law enforcement and government agencies and the communities they serve. Institute's long history of collaborating with law enforcement agencies and their communities is reflected in current work with several departments to implement a proactive, problem-solving, community-oriented version of CompStat—known as CompStat 360 (CS360)—to enhance police-community relations. Institute—with support from the US Department of Justice—also led the development of the National Law Enforcement Applied Research & Data Platform (Platform) to assist agencies in benchmarking internal and community perceptions of the police in areas specifically related to building and enhancing relationships. The Platform has been completed by thousands of officers and agency professional staff in dozens of agencies nationwide, and the surveys have been instrumental in the training and technical assistance Institute has provided to jurisdictions nationwide. This commitment to tailored quantitative and qualitative research and tools, engagement in and understanding of policing improvement, and independence as a non-member organization that is oriented towards science leads to evidence-based and actionable recommendations and strategies that have benefited law enforcement, government, and community stakeholders nationwide in a cost-effective and efficient manner.

National Police Foundation Project Team Members and Local Service Support¹

Robin Engel, Ph.D., Senior Vice President

Robin S. Engel, PhD, a nationally known and highly respected criminologist, has served as a Professor of Criminal Justice at the University of Cincinnati (UC) and Director of the Center for Police Research and Policy. From 2015 to 2019, she served as UC's Vice President for Safety and Reform, where her administrative duties included oversight of daily operations and implementation of comprehensive police reforms in the aftermath of a critical incident involving the fatal police shooting of an unarmed motorist. For more than two decades, Dr. Engel has worked to engage in policing research designed to reduce harm in communities and make police-citizen encounters safer, promoting best practices through academic-practitioner partnerships. She has served as Principal Investigator for over ninety studies and projects and was ranked among the top academics in the field of criminal justice/criminology based on publications in prestigious peer-reviewed journals. Dr. Engel currently serves as a governor-appointed member of the Ohio Collaborative Community-Police Advisory Board,

¹ See Appendix A for full NPF Team Member CVs.

co-chair of the International Association of Chiefs of Police's Research Advisory Committee, and member of the National Policing Institute's Council on Policing Reforms and Race.

Engel currently leads research teams implementing and evaluating violence reduction, police training, and police reform initiatives across dozens of cities, along with a large-scale evaluation of state-mandated police reforms.

As a top scholar and a trusted, leading authority in police science, Dr. Engel brings valuable expertise, strategy, and thought leadership to the Institute, further enabling us to bring about positive and evidence-informed changes and improvements to policing and public safety in communities nationwide. "On behalf of the Institute's Board of Directors and staff, we are proud to welcome Dr. Engel and her team to the Institute," said James Burch, the Institute's President. The Institute's Board Chair, Ronal Serpas, PhD of Loyola University, added, "We are proud to welcome such a prestigious scholar to the Institute who will help us to lead the way in advancing policing in an independent and non-partisan manner as our mission requires."

As the Senior Vice President of the Institute, Dr. Engel will provide leadership and oversight of the Institute's scientific investments and strategy and the Institute's work to translate and integrate research into practices.

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Humberto I. Cardounel, Jr., Senior Director of Policing

Humberto I. "Hum" Cardounel, Jr., is the Senior Director of the Policing Division at the National Policing Institute. Prior to joining the National Policing Institute, Humberto served nearly 32 years in law enforcement before retiring as the Chief of Police from the Henrico County (VA) Police Department in 2020. During his law enforcement career, he held many command and executive level positions in: Patrol, Criminal Investigations, Organized Crime, Special Operations & Homeland Security, Internal Affairs, Personnel, Training, and Accreditation. He also served on various local and state committees, to include two Virginia Gubernatorial committee appointments. In addition to his law enforcement experience, he also served as an Assessor and Team Leader for the Commission on Accreditation for Law Enforcement Agencies (CALEA), working with agencies in the U.S. and internationally seeking law enforcement accreditation.

Humberto has a Bachelor of Arts degree from the University of Richmond and a Master of Public Administration degree from Virginia Commonwealth University. He is a graduate of the 221st Session of the Federal Bureau of Investigations National Academy; the F.B.I National Executive Institute; the International Leadership in Counter-Terrorism Program; the Police Executive Research Forum's Senior Management Institute for Police at Boston University; the Police Executive Leadership School of the Jepson School of Leadership at the University of Richmond; the Virginia Police Chiefs Foundation Institute for Leadership in Changing Times at Virginia Tech University; and the Leading, Educating and Developing Program of the Weldon Cooper Center for Public Service at the University of Virginia.

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Colby Dolly, Ph.D., Director, Policing Programs

Colby Dolly is the Director of Policing Programs for the Policing Division at the National Policing Institute. In this capacity, he is responsible for a portfolio of projects related to organizational assessments, policing improvements, policing accountability and reform, technology and innovations, and policing outcomes. Before joining the Institute, Colby held management roles for a Fortune 50 company and a large Midwest police department. In these roles, he was responsible for policy formation, data analysis, process improvement, and change management. Colby holds a Ph.D. in Political Science from the University of Missouri St. Louis, where his research focused on organizational change and research methods. In addition, he is a Prosci® Certified Change Practitioner and has a certificate in Lean Six Sigma.

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Colonel (ret.) James W. Baker – Subject Matter Expert

James W. Baker served with the Vermont State Police for over 30 years. Baker has an extensive background in all aspects of law enforcement. Baker was promoted to the rank of Major in December 2004 and served as the Field Force Commander. He was promoted to the rank of Colonel and appointed to the position of Director of the Vermont State Police on September 1, 2006, by Public Safety Commissioner Kerry L. Sleeper.

Colonel Baker retired from the Vermont State Police on June 30, 2009, to start a consulting practice entitled JW Consulting. Through his consulting he has served as the Interim Director of the Vermont Police Academy; Acting Police Chief in the Town of Manchester, VT; Interim Chief of Police for City of Rutland, VT; and, project consultant for the FBI National Law Enforcement Data Exchange (N-DEx) program. Baker also served as Executive Support Specialist for the Nationwide Suspicious Activity Initiative within the U.S. Department of Justice, Bureau of Justice Assistance. In August 2012, Baker was appointed the Chief of Police for the City of Rutland.

He left the position of Chief of Police in January 2015 to accept a position with the International Association of Chiefs of Police (IACP) as the Director of Law Enforcement Operations and Support. He later served as the Director of Advocacy. In his role at IACP, Baker worked on national and international criminal justice issues to include the development of the Institute of Community Police Relations. In May 2018 Baker left IACP to devote more time to his consulting practice. His past work includes the project lead of the Arlington, VT, Area Renewal Project, leadership coaching, first responder safety and wellness and law enforcement executive searches. Baker served from January 2020 to November 2021 as the Interim Commissioner of the Vermont Department of Corrections.

Col. Baker received a B.S. in Criminal Justice Management from Southern Vermont College and is a graduate of the 188th Session of the FBI National Academy at Quantico, Virginia.

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Thomas J. Pulaski – Subject Matter Expert

Thomas Pulaski is a 36-year member of the Prince William County, Virginia, Police Department. He served as a police officer initially and then rapidly rose through the civilian ranks and is a member of the Department's senior command staff serving as the Administrative Division Commander in charge of the Financial and Technical Services Division. He started his 40-year career in law enforcement working at FBI Headquarters in Washington D.C. as a program analyst.

Mr. Pulaski oversees an agency budget of over \$116 million and has extensive experience in planning, designing and constructing a wide range of police facilities, implementing major information technology projects, strategic planning, financial management, law enforcement accreditation, performance measures and overseeing many research projects, evaluations and programs.

Mr. Pulaski is a Past President of the International Association of Law Enforcement Planners (IALEP) and a former Chairman of the Washington Metropolitan Council of Governments Police Planners Subcommittee. He is a member of the Police Executive Research Forum (PERF), International Association of Chiefs of Police (IACP), Virginia Association of Chiefs of Police (VACP) and the International City/County Management Association (ICMA).

Mr. Pulaski is a graduate of George Mason University (MPA) and Hiram College (B.A.). He is also a graduate of the Police Executive Research Forum's Senior Management Institute for Police (SMIP), the Virginia Association of Chiefs of Police Professional Executive Leadership School (PELS) and the University of Virginia, Weldon Cooper Center for Public Service, Senior Executive Institute (SEI).

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John Kapinos – Subject Matter Expert

Mr. John Kapinos worked as the Strategic Planner for the Fairfax County (VA) Police Department from December 2005 through July 2015, before leaving to help form a consulting firm. Mr. Kapinos previously served for twenty-five years as an officer with the Montgomery County, Maryland Police Department, where he held a variety of supervisory and management positions, including Director of the Policy and Planning Division under former Chief Charles Moose. In this capacity, John served in a management support role on the D.C. Sniper Task Force in 2002. He also served as President of the International Association of Law Enforcement Planners (IALEP) in 2006.

Mr. Kapinos holds a Bachelors Degree in Criminal Justice from the University of Maryland, and is a Certified Public Manager, having completed the initial session of the Institute for Regional Excellence; a joint effort by the Metropolitan Washington Council of Governments and George Washington

University. Besides IALEP, Mr. Kapinos has also served as the President of Police Futurists International, and is a member of the Police Executive Research Forum, the International Association of Chiefs of Police, as well as the FBI Futures Working Group.

In 2012, Mr. Kapinos was selected as a member of the Evidence-Based Policing Hall of Fame at the Center for Evidence-Based Crime Policy at George Mason University. Additional honors that John has received from IALEP include: The Arthur J. Barnett Planner of the Year Award (2009); The O.W. Wilson Award for Long Standing Contribution and Achievement (2010); and served as lead on a project team which received the Phil E. Keith Project of the Year Award in 2013.

Mr. Kapinos' s particular areas of expertise are in strategic planning and performance measurement. He led projects to develop, publish and implement agency-level, multi-year strategic plans at both of his previous agencies. John' s favored approach is tailored to closely tie organizational performance metrics to strategic goals and objectives. John has also developed and used approaches to incorporate futures analysis into planning for organizational needs.

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Ryan Fisher, Ph.D., Senior Research Associate Ryan Fisher, Ph.D. is a Senior Research Associate at the National Policing Institute. He joined the National Policing Institute in August of 2023. Previously, Dr. Fisher held roles at the American Institutes for Research and the City of Philadelphia providing research and technical assistance on projects related to policing, crime and violence prevention, and criminal justice reform. Dr. Fisher's background is in quantitative and spatial analysis and his published research includes work on policing practices, environmental criminology, and quantitative methods. In addition, he has extensive experience in public policy work, including researcher-practitioner partnerships and collaboration with local and federal criminal justice agencies. He earned his Ph.D. in Criminology and Criminal Justice from Temple University, focusing his dissertation work on spatial patterns of co-offending.

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Christine Johnson – M.S., Project Associate

Christine Johnson is a Project Associate in the Policing Programs Division at the Policing Institute. Since joining the Institute in March 2020, Christine's work has centered around providing technical assistance and support for officer safety and wellness initiatives, and project support for traffic stop studies, use of force studies, and organizational assessments for a wide variety of law enforcement partners and jurisdictions. She managed the VALOR officer safety project, which delivered training and technical assistance to three pilot sites, as selected by NPI and the Department of Justice (DOJ) Bureau of Justice Assistance (BJA). Through this project, Christine was integral in the Institute's publishing of the

guidebook “Staying Healthy in the Fray: The Impact of Crowd Control Management on Officers in the Context of Civil Unrest,” and its accompanying family guide. In other work with the Institute, Christine has contributed to after-action reviews, research initiatives, and staffing studies. Prior to joining the Institute, Christine served as the Strategic Analysis Specialist for the District of Columbia Criminal Justice Coordinating Council (CJCC). In this role, she was responsible for facilitating data sharing agreements, and access to . IDC’s designated Integrated Justing Information System (IJIS), and assisted in projects aimed at forming more efficient data feed mechanisms among the District’s criminal justice agencies. She also aided in the management of federally funded initiatives which established information sharing infrastructure between the District of Columbia and the FBI. Finally, Christine guided the agency’s effort to organize and update the JUSTIS System Security and Privacy Plan, to remain in compliance with federal information security standards

(FISMA). Previously, she was a Special Investigator with Keypoint Government Solutions, and served at a national nonprofit, the aim of which was to provide executive leadership training to Latina women across the country. Christine graduated from the Catholic University of America in 2011 with a bachelor’s in Spanish for International Services, and a minor in Latin American Studies; she is fluent in Spanish. In 2014, Christine received her master’s in Criminal Justice with a specialization in Behavioral Analysis from the University of Cincinnati.

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Jie Gao, Research Data Scientist

Jie Gao is a Research Data Scientist (Senior Program Manager) at the National Policing Institute. Jie plays a critical role in research, assistance, and innovation projects and eventually managing the NPI’s data science program. She serves as a resource to team members across NPI divisions and other NPI partners to find solutions to complex data problems. She has interned at Meta, Amazon, and JD.com as a Data Scientist and Research Scientist. She has research experience in graphical models, social networks, demographics, and computer vision. She received her M.S. in Statistics with a focus on machine learning and big data from The University of Washington and her B.S. in Mathematics and Mathematical Decision Sciences from The University of North Carolina at Chapel Hill. She studied mathematics as an official visiting student at the University of Oxford in her junior year in college.

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