



## AGENDA REPORT

**Meeting Date:** May 6, 2008  
**Item Number:** F-4  
**To:** Honorable Mayor & City Council  
**From:** David L. Snowden  
**Subject:** **APPROVAL OF AN AGREEMENT BETWEEN THE CITY OF BEVERLY HILLS AND MATRIX CONSULTING GROUP FOR AN ORGANIZATIONAL AND MANAGEMENT ANALYSIS OF THE POLICE DEPARTMENT; AND APPROVAL TO ISSUE A PURCHASE ORDER IN THE NOT-TO-EXCEED AMOUNT OF \$120,000 FOR THE SERVICES**  
**Attachments:** 1. Agreement

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### **RECOMMENDATION**

It is recommended that the City Council approve an agreement with Matrix Consulting Group (Matrix) and approve issuance of a purchase order in the not-to-exceed amount of \$120,000 for the services.

### **INTRODUCTION**

This report requests City Council approval of an agreement with Matrix for management consulting services to perform an organizational and management analysis of the Police Department (the Department). Based on the results of this engagement, the Department expects to initiate changes that will result in improvements to fiscal responsibility, customer service, management effectiveness, and strategic planning for the future.

### **DISCUSSION**

Organizationally, the Department consists of the following divisions: Administrative Services (Communications, Records, Jail, etc.), Field Services (Patrol, Traffic, and Emergency Services), and Investigative Services (Detectives and Crime Prevention). The Department's FY 07/08 adopted budget totals \$ 51,975,243 and provides for 207 full-time positions, including 138 sworn officers and 69 civilians, and 2.8 FTE part-time positions.

Due to the complexity of the Department and the many issues associated with its integration, the City Manager initiated a process to hire a management consultant to evaluate the Department and provide recommendations for improvements.

On February 13, 2008, staff sent a Request for Proposals (RFP) to nine qualified firms and on March 10, 2008 received proposals from ten firms in response to the RFP: 1) Matrix Consulting Group, 2) RGN Consulting, 3) Arroyo Associates Inc., 4) The Altavista Group, 5) American Homeland Solutions, 6) Kroll Security Group, 7) RW Management Group Inc., 8) Institute for Law and Policy Planning, 9) Public Safety Strategies Group, and 10) MGT of America. Matrix, RGN Consulting, and Arroyo Associates Inc. were interviewed by a panel consisting of representatives from the Department and the City Manager's Office on March 26, 2008. Matrix was chosen as the most qualified and suitable candidate for this effort, and a scope of services and fee were negotiated and incorporated in the agreement that the City Council is requested to approve herein.

Matrix will gather data through interviews (with City staff and selected stakeholders) and requests for available data. After Matrix analyzes the data, it will prepare a report that summarizes its recommendations and presents an action plan for implementing opportunities for improvement.

The nine main tasks shown below summarize the methodology Matrix will follow to complete the services included in the agreement.

<b>TASK NO.</b>	<b>DESCRIPTION</b>
1	Identify Attitudes Toward Existing Law Enforcement Programs, Service Levels, and Major Protection Needs.
2	Document Employee Attitudes Toward Strengths and Improvement Opportunities.
3	Profile the Organization, Staffing and Operations of the Beverly Hills Police Department.
4	Identify Issues Through a "Gap Analysis", Comparing Current Operations and Service Levels to Best Practices and Peer Organizations.
5	Identify Staffing Requirements and Alternatives for the Beverly Hills Police Department.
6	Evaluate Organizational Structure and Management Staffing Alternatives for the Beverly Hills Police Department.
7	Identify Modifications Needed in Major Management Systems.
8	Evaluate Technology, Fleet and Equipment Issues.
9	Document Recommendations and a Plan of Implementation in a Draft and Final Report.

Matrix will work closely with the staff from the Department and the City Manager's Office throughout the whole process. Ultimately, the report and implementation plan will be presented to the City Council for information. Any budget changes necessary to implement Matrix's recommendations will be incorporated into a future budget proposal.

Meeting Date: May 6, 2008

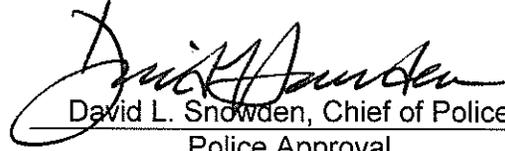
**FISCAL IMPACT**

Funds for these services are provided in the Policy and Management Contractual Services Account (4800101-73120).



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Scott G. Miller, Director  
Finance Approval



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David L. Snowden, Chief of Police  
Police Approval



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Katie Lichtig, Assistant City Manager  
City Manager's Office Approval

AGREEMENT BETWEEN THE CITY OF BEVERLY HILLS  
AND MATRIX CONSULTING GROUP FOR AN  
ORGANIZATIONAL AND MANAGEMENT ANALYSIS OF  
THE POLICE DEPARTMENT

NAME OF CONSULTANT: Matrix Consulting Group

RESPONSIBLE PRINCIPAL  
OF CONSULTANT: Richard Brady, President & CFO

CONSULTANT'S ADDRESS: 721 Colorado Avenue, Suite 101  
Palo Alto, CA 94303  
Attention: Richard Brady  
President & Chief Financial Officer

CITY'S ADDRESS: City of Beverly Hills  
455 N. Rexford Drive  
Beverly Hills, CA 90210  
Attention: Robert Curtis, Assistant Police  
Chief

COMMENCEMENT DATE: Upon receipt of a Notice to Proceed

TERMINATION DATE: October 31, 2008, unless extended as set  
forth in Section 2 of the Agreement

CONSIDERATION: Not to exceed \$120,000 (professional fees  
and expenses), based on the rates set forth in  
Exhibit B-1

AGREEMENT BETWEEN THE CITY OF BEVERLY HILLS  
AND MATRIX CONSULTING GROUP FOR AN  
ORGANIZATIONAL AND MANAGEMENT ANALYSIS OF  
THE POLICE DEPARTMENT

THIS AGREEMENT is made by and between the City of Beverly Hills (hereinafter called "CITY"), and Matrix Consulting Group, (hereinafter called "CONSULTANT").

RECITALS

A. CITY desires to have certain services provided (the "services") as set forth in Exhibit A, attached hereto and incorporated herein.

B. CONSULTANT represents that it is qualified and able to perform the services.

NOW, THEREFORE, the parties agree as follows:

Section 1. CONSULTANT's Services. CONSULTANT shall perform the services described in Exhibit A in a manner satisfactory to City and consistent with that level of care and skill ordinarily exercised by members of the profession currently practicing in the same locality under similar conditions.

Section 2. Time of Performance. CONSULTANT shall perform the services on or by the Termination Date set forth above. The Time of Performance may be extended in writing by the City Manager or his designee pursuant to the same terms and conditions of the Agreement.

Section 3. Compensation. CITY agrees to compensate CONSULTANT, and CONSULTANT agrees to accept in full satisfaction for the services required by this Agreement the Consideration set forth above and based on the rates set forth in Exhibit B-1, attached hereto and incorporated herein. Said Consideration shall constitute reimbursement of CONSULTANT's fee for the services as well as the actual cost of any equipment, materials, and supplies necessary to provide the services (including all labor, materials, delivery, tax, assembly, and installation, as applicable). CITY shall pay CONSULTANT said Consideration in accordance with the schedule of payment set forth in Exhibit B-2, attached hereto and incorporated herein.

Section 4. Independent Contractor. CONSULTANT is and shall at all times remain, as to CITY, a wholly independent contractor. Neither CITY nor any of its agents shall have control over the conduct of CONSULTANT or any of CONSULTANT's employees, except as herein set forth. CONSULTANT shall not, at any time, or in any manner, represent that it or any of its agents or employees are in any manner agents or employees of CITY.

Section 5. Assignment. CONSULTANT shall not assign or attempt to assign any portion of this Agreement without the prior written approval of CITY.

Section 6. CONSULTANT: Responsible Principal(s). The Responsible Principal(s) set forth above shall be principally responsible for CONSULTANT's obligations under this Agreement and shall serve as principal liaison between CITY and CONSULTANT. Designation of another Responsible Principal by CONSULTANT shall not be made without the prior written consent of CITY.

Section 7. Personnel. CONSULTANT represents that it has, or shall secure at its own expense, all personnel required to perform CONSULTANT's services under this Agreement. All personnel engaged in the work shall be qualified to perform such services. In the event CITY desires that CONSULTANT change personnel performing services under this Agreement, CONSULTANT shall make such changes immediately.

Section 8. Interests of CONSULTANT. CONSULTANT affirms that it presently has no interest and shall not have any interest, direct or indirect, which would conflict in any manner with the performance of the services contemplated by this Agreement. No person having any such interest shall be employed by or be associated with CONSULTANT.

Section 9. Insurance.

(a) CONSULTANT shall procure and maintain for the duration of the Agreement, insurance against claims for injuries to persons or damage to property which may arise from or in connection with the performance of the work by the CONSULTANT, his agents, representatives, employees or Sub-consultants. Insurance shall be of the type, in the amounts and subject to the provisions described below.

i. Commercial general liability coverage at least as broad as Insurance Services Office Commercial General Liability occurrence coverage ("occurrence" form CG0001, Ed. 11/88) with minimum limits of \$1,000,000 per occurrence. If the insurance includes a general aggregate limit, that limit shall apply separately to this contract or it shall be at least twice the required per occurrence limit.

ii. Vehicle liability insurance covering any vehicle utilized by CONSULTANT in the performance of this Agreement with minimum limits according to State law.

iii. Workers Compensation and employers liability insurance as required by the State of California.

(b) Evidence of Coverage:

i. Prior to commencement of work under this Agreement, or within 14 days of notification of approval of Agreement, whichever is shorter, CONSULTANT shall file certificates of insurance with original endorsements evidencing coverage in compliance with this Agreement on the City's standard proof of insurance form, attached hereto as Exhibit C.

ii. CONSULTANT shall make the insurance policy(ies) required by this Agreement, including all endorsements and riders, available to the City for inspection at CONSULTANT's office during regular business hours.

iii. During the term of this Agreement, CONSULTANT shall maintain current valid proof of insurance coverage, with City at all times. Proof of renewals shall be filed prior to expiration of any required coverage and shall be provided on the City's standard proof of insurance form, Exhibit C, attached hereto and incorporated herein.

iv. Failure to submit any required evidences of insurance within the required time period shall be cause for termination or default.

v. The policy or policies required by this Agreement shall contain a clause that the insurance coverage will not be canceled or materially changed without thirty (30) days prior written notice to the City.

vi. In the event CONSULTANT does not maintain current, valid evidence of insurance on file with City, City may, at its option, withhold payment of any moneys owed to CONSULTANT, or which it subsequently owes to CONSULTANT, until proper proof is filed.

(c) All insurance coverage shall be provided by insurers admitted in the state of California and with a rating of B+;VII or better in the most recent edition of Best's Key Rating Guide, Property-Casualty Edition.

(d) Each insurance policy shall be endorsed to state that coverage shall not be suspended, voided or canceled and shall not be reduced in coverage or limits except after 30 days prior written notice provided to the City. Upon prior request of the carrier, the notice period may be reduced to 10 days in the event of non-payment of premium.

(e) CONSULTANT's insurance and any insurance provided in compliance with Agreement, shall be primary with respect to any insurance or self-insurance programs covering the City, its City Council and any officer, agent or employee of City.

(f) Where available, the insurer shall agree to waive all rights of subrogation against the City, its City Council and every officer, agent and employee of City.

(g) Any deductibles or self-insured retentions shall be declared to and are subject to approval by City. At the option of the City, either the insurer shall reduce or eliminate the deductibles or self-insured retentions as respects the City, or the CONSULTANT shall procure a bond guaranteeing payment of losses and expenses.

(h) In the event that CONSULTANT does not provide continuous insurance coverage, the City shall have the right, but not the obligation, to obtain the required insurance coverage at CONSULTANT's expense, and the City may deduct all such costs from moneys the City owes to the CONSULTANT or from moneys which it subsequently owes to the CONSULTANT.

(i) CONSULTANT's Sub-consultants shall be required to comply with the insurance requirements set forth in this Section.

(j) All insurance coverage required to be maintained pursuant to the Agreement by the CONSULTANT or his Sub-consultants shall name the City, its City Council and every officer, agent and employee of City as additional insureds with respect to work under this Agreement.

Section 10. Indemnification. CONSULTANT agrees to indemnify, hold harmless and defend CITY, City Council and each member thereof, and every officer, employee and agent of CITY, from any claims, liability or financial loss (including, without limitation, attorneys fees and costs) arising from any intentional, reckless, negligent, or otherwise wrongful acts, errors or omissions of CONSULTANT or any person employed by CONSULTANT in the performance of this Agreement.

Section 11. Termination.

(a) CITY may cancel this Agreement at any time upon five (5) days written notice to CONSULTANT. CONSULTANT agrees to cease all work under this Agreement on or before the effective date of such notice.

(b) In the event of termination or cancellation of this Agreement by CITY, due to no fault or failure of performance by CONSULTANT, CONSULTANT shall be paid full compensation for all services performed by CONSULTANT, in an amount to be determined as follows: For work done in accordance with all of the terms and provisions of this Agreement, CONSULTANT shall be paid an amount equal to the amount of services performed prior to the effective date of termination or cancellation; provided, in no event shall the amount of money paid under the foregoing provisions of this paragraph exceed the amount which would be paid CONSULTANT for the full performance of the services required by this Agreement.

Section 12. CITY's Responsibility. CITY shall provide CONSULTANT with all pertinent data, documents, and other requested information as is available for the proper performance of CONSULTANT's services.

Section 13. Information and Documents. All data, information, documents and drawings prepared for CITY and required to be furnished to CITY in connection with this Agreement shall become the property of CITY, and CITY may use all or any portion of the work submitted by CONSULTANT and compensated by CITY pursuant to this Agreement as CITY deems appropriate.

Section 14. Changes in the Scope of Work. The CITY shall have the right to order, in writing, changes in the scope of work or the services to be performed. Any changes in the scope of work requested by CONSULTANT must be made in writing and approved by both parties.

Section 15. Notice. Any notice required to be given to CONSULTANT shall be deemed duly and properly given upon delivery, if sent to CONSULTANT postage prepaid to the CONSULTANT's address set forth above or personally delivered to CONSULTANT at such address or other address specified to CITY in writing by CONSULTANT.

Any notice required to be given to CITY shall be deemed duly and properly given upon delivery, if sent to CITY postage prepaid to CITY's address set forth above or personally delivered to CITY at such address or other address specified to CONSULTANT in writing by CITY.

Section 16. Attorney's Fees. In the event of litigation between the parties arising out of or connected with this Agreement, the prevailing party in such litigation shall be entitled to recover, in addition to any other amounts, reasonable attorney's fees and costs of such litigation.

Section 17. Entire Agreement. This Agreement represents the entire integrated agreement between CITY and CONSULTANT, and supersedes all prior negotiations, representations or agreements, either written or oral. This Agreement may be amended only by a written instrument signed by both CITY and CONSULTANT.

Section 18. Governing Law. The interpretation and implementation of this Agreement shall be governed by the domestic law of the State of California.

Section 19. Severability. Invalidation of any provision contained herein or the application thereof to any person or entity by judgment or court order shall in no way affect any of the other covenants, conditions, restrictions, or provisions hereof, or the application thereof to any other person or entity, and the same shall remain in full force and effect.

EXECUTED the \_\_\_\_\_ day of \_\_\_\_\_, 200\_\_\_, at Beverly Hills, California.

CITY OF BEVERLY HILLS  
A Municipal Corporation

\_\_\_\_\_  
BARRY BRUCKER  
Mayor of the City of  
Beverly Hills, California

ATTEST:

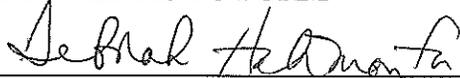
\_\_\_\_\_  
BYRON POPE  
City Clerk

CONSULTANT: MATRIX CONSULTING  
GROUP

  
\_\_\_\_\_  
RICHARD BRADY  
President & Chief Financial Officer

[Signatures continue]

APPROVED AS TO FORM



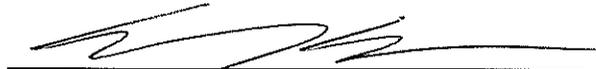
LAURENCE S. WIENER  
City Attorney

APPROVED AS TO CONTENT:

RODERICK J. WOOD  
City Manager



DAVID SNOWDEN  
Chief of Police



KARL KIRKMAN  
Risk Manager

## EXHIBIT A

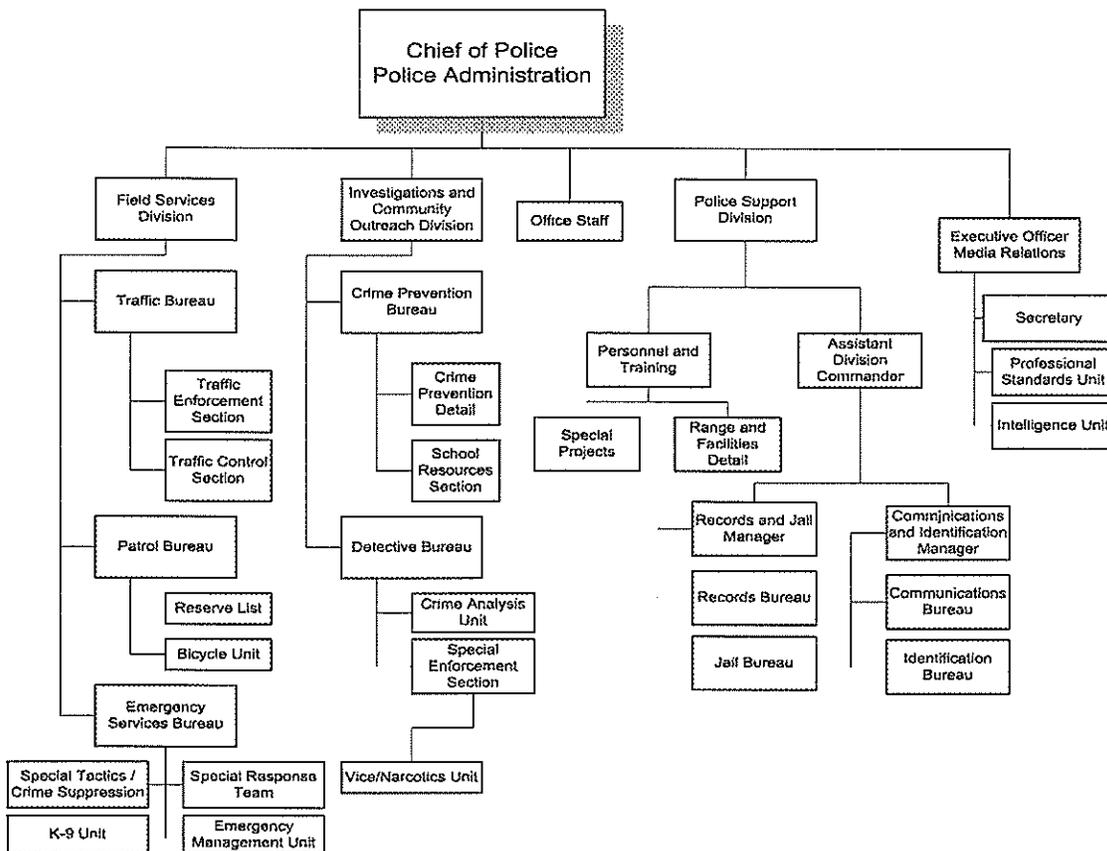
### SCOPE OF SERVICES

The following is a summary of the general approach, a specific work plan for completing the scope of services, the management plan to be employed for the project, and the timeline for completion of the project.

#### 1. BACKGROUND AND INTRODUCTION

Beverly Hills, California lies in the western portion of Los Angeles County and is approximately 5.7 square miles with a 2006 population of approximately 34,979. The population of Beverly Hills has grown approximately 9.5% since 1990 and anticipates a 3% growth rate through 2030.

Department staffing has ranged between 209 personnel and 207 personnel over the last 5 years (FY 2003-04 to FY 2007-08) and has maintained, a ratio of approximately 1 patrol officer for every 560 residents. The BHPD is currently organized as presented in the following organizational chart:



As presented in the organization chart above, the Department is composed of a three primary Divisions, with separate responsibilities. The breakdown of those divisions and their responsibilities, is as follows:

- The **Field Services Division** coordinates the activities of the Emergency Services Bureau, the Traffic Bureau and the Patrol Bureau.
- The **Investigations and Community Outreach Division** coordinates the Crime Prevention Bureau and the Detective Outreach Bureau
- The **Police Support Division** coordinates the activities of Special Projects, the Range and Facilities Detail, the Records Bureau, the Jail Bureau, the Communications Bureau, the Personnel and Training Bureau, and the Identification Bureau.

Through the Divisions, listed above, that the Department operates multiple programs. Those programs, and their funding for fiscal year 2007-08, are provided in the table below.

<b>Program</b>	<b>FY 2007-08</b>
Patrol Bureau	\$17,152,210
Traffic Bureau	\$7,029,757
Detective Bureau	\$6,841,984
Emergency Service Bureau	\$4,546,643
Communications Bureau	\$4,078,949
Records Bureau	\$2,016,873
School Resources	\$1,577,382
Administration	\$1,511,105
Jail Bureau	\$1,407,321
Identification Bureau	\$1,301,291
Crime Prevention Detail	\$811,742
Training	\$693,018
Recruitment & Hiring	\$645,460
Intelligence Unit	\$597,039
Personnel Investigations	\$593,746
Range/Facilities/Special Projects	\$540,361
05UASI Grant	\$209,544
Press Relations	\$146,622
Cadet Program	\$108,662
<b>Total</b>	<b>\$51,809,709</b>

It is important to note that the budgetary figures displayed above include both direct expenses (i.e., personnel expenses as well as maintenance and operating costs) and allocated indirect expenses. This is important to note because the allocation of internal overhead costs has increased dramatically in the past few years (from \$10.8 million in 2005-06 to \$17.5 million in the current fiscal year, an increase of 62%). By contrast, personnel expenses have increased by 2% since FY 2005-06, maintenance and other operating costs have increased by about 21%.

The Beverly Hills Police Department, strives to “be the best”, and is seeking a comprehensive review of the Department’s policies and procedures. A similar study has not been conducted in more than ten years. The results of the study should identify any shortcomings or gaps in the Department’s operations or Department resources.

As indicated in the scope of services, the Matrix Consulting Group will conduct a comprehensive review of the Department that includes, as requested,

- **An Organizational Review and Assessment** – Conduct a detailed review of current operational and administrative practices currently utilized by the BHPD. To complete this task, the consultants will evaluate the current services offered, the levels of services provided the staffing required and how these resources are managed. Effective service delivery hinges on numerous aspects of Department operations. Aspects to be evaluated, to accurately ensure that stakeholder’s expectations are being met, include: dispatch operations, deployment practices, an evaluation of equipment usage and replacement, workload trends and demographic information. Because of the unique nature of Beverly Hills as a world community, the presence of law enforcement is critical. As a result of this, the analysis of staffing is a critical component of this assessment.
- **An Interdepartmental Services Review and Assessment** – Effective police services are a collaborative effort of the BHPD and other City Departments. Departments that have a more significant relationship with the BHPD, as indicated in the RFP, include the Information Technology Department and the Public Works Department. The consulting team will evaluate the current working relationships with these, and other Departments and determine if the current relationship is the most effective in terms of costs and service delivery.
- **Identification of Best Practices.** As part of the evaluation, identify industry best practices and innovations in law enforcement that are relevant to the BHPD. Industry standards and best practices identified will be used in a comparison against the current services delivered.
- **A Gap Analysis or Comparison Against Best Practices.** As a measure against industry standards and best practices, the results of this study will include an analysis of where the BHPD meets or exceeds industry standards, and where opportunities for improvement exist.

The next section of the proposal provides an overview of our approach to law enforcement consulting in general and this study in particular.

## **2. OVERVIEW OF OUR APPROACH TO LAW ENFORCEMENT CONSULTING**

The following subsections provide an overview of our to analyzing police departments in general and the Beverly Hills Police Department specifically. The description of each of these basic analytical elements is expanded on in the task plan provided later in the proposal.

## **(1) “Fact Based” Approach to Data Collect and Analysis**

A central tenet of our approach to conducting studies is that there must be a strong analytical basis for evaluating operations and making recommendations. This methodology should be flexible enough to accommodate the unique elements of each client’s own scope of work and service levels requirements.

- Documenting, in detail, current demand for law enforcement services including calls for service, investigative caseload, records workload, and the like.
- Concurrently, document how staff resources are deployed and utilized in all areas of the Police Department.
- Document management systems and approaches to managing operations.
- Evaluate and define specific staffing requirements in each function required to achieve defined or alternative service level objectives.

Through these approaches the project team would develop an understanding of Beverly Hills’ unique service environment and approaches to providing and managing these services.

## **(2) Interactive Study Process**

In our extensive work with law enforcement agencies, we have found that a successful project requires staff involvement which builds “ownership” in project results. To achieve this objective, we propose a multi-faceted approach consisting of:

- Matrix Consulting Group will kick-off the project with departmental briefing sessions designed to allay concerns about the study and answer employee questions.
- Matrix Consulting Group will conduct a large number of one-on-one interviews, focusing on job content as well as issue identification, over 100 staff would be interviewed.
- Matrix Consulting Group will provide all employees with the opportunity for input on organizational and operational issues through the use of an anonymous survey.
- Other ‘stakeholders’ and departments which interact with the Police Department would be contacted and interviewed. These external ‘stakeholder’ contacts would include resident and business associations. The internal municipal contacts would include the Human Resources, Finance and Fire Departments.
- Matrix Consulting Group will also propose a study review process through the use of the City’s Project Team as well as an internal Police Department committee. Matrix Consulting Group will plan to meet with these committees at the completion of each project task.

These approaches have resulted in high rates of implementation because staff better understand the need for change and their roles in achieving it.

### **(3) Comparative Analysis**

The Matrix Consulting Group has been a leader in the use of 'best practices' and 'benchmarking' analysis in law enforcement analysis since the 1980's. Through the experience we have gained working with over 250 law enforcement agencies.

The project team would develop a detailed list of "best practices" for use in a diagnostic appraisal of each function in the Beverly Hills Police Department. This diagnostic appraisal would be utilized to identify those areas in which the organization was meeting targeted service delivery objectives.

The project team would also conduct a comparative survey of other police departments in Southern California to understand whether 'best practice' operational and management targets have been implemented in these peer agencies.

These approaches would lead to the identification and prioritization of issues for resolution in subsequent tasks in the study.

### **(4) Project Management**

We believe very strongly in the science of our craft. As a result, we utilize formal project management techniques in our studies. These techniques include:

- All project work activities are defined in advance and tied to each project team member, deliverables, the schedule and the budget.
- The project manager briefs each project team member of their roles and expectations. This is accomplished in writing and in person.
- Internal (project team) and external (client) expectations and results are managed on a weekly basis. Formal project schedules and accountability reporting mechanisms are used to report this.
- The project manager designs and personally reviews all interim and final products before they are delivered to the client.
- We have frequent client review meetings to discuss the quality and direction of the project through interim deliverables.

These project management approaches have resulted in all of our projects being delivered at a high level of quality, on time and on budget.

### **3. PROPOSED WORK APPROACH**

This section describes the Matrix Consulting Group's detailed work approach for conducting this assignment, including deliverables for each task. At the conclusion of this section we also provide a schedule for conducting the work.

#### **Task 1 Identify Attitudes Toward Existing Law Enforcement Programs, Service Levels, and Major Protection Needs.**

To fully evaluate staffing and resource needs related to the delivery of law enforcement services in Beverly Hills, the project team will need to develop an in-depth understanding of attitudes towards existing service levels and the unique characteristics of policing programs and community protection needs. To provide this level of understanding, the project team will accomplish the following:

- Interview the Chief and other top management in the BHPD to obtain an initial understanding of the organization, major goals and recent trends.
- Interview the City Manager and other top management staff in the City (e.g., Human Resources, Finance), as appropriate, to obtain views on key law enforcement and support service issues and improvement opportunities.
- Matrix Consulting Group will conduct interviews with elected officials to obtain their perspectives on key study issues.
- In these initial interviews Matrix Consulting Group will identify appropriate external 'stakeholders' to meet with to discuss potential law enforcement issues. Stakeholders would include representatives from business and resident associations.
- Conduct a kick-off meeting with the City's Project Team and the staff committee.
- Matrix Consulting Group will hold departmental briefing sessions to introduce the study, the project team and employee opportunities for participation in the process. We would also answer employee questions about the study.

These initial interviews would focus on determining individual attitudes toward current law enforcement staffing, service levels, programs, and needs, including the following:

- Adequacy of existing service levels.
- Responsiveness to basic community public protection needs.
- Perceived gaps in existing service levels.
- Attitudes toward enforcement philosophies.
- Issues which may be impacting or be impacted by current staffing levels.

The project team would also conduct the following activities in kicking-off the project:

- Matrix Consulting Group will also collect basic documents which "define" the BHPD internally and externally (e.g., goals and objectives, mission statements, etc.).
- Finally, Matrix Consulting Group will also document key population, demographic and economic characteristics and trends.

*Deliverable: Based on the results of these interviews and initial data collection, the Matrix Consulting Group will prepare an issue list which will be documented in the form of a progress report and will provide the basis for subsequent analytical steps. The Matrix Consulting Group will also finalize the project work plan.*

## **Task 2 Document Employee Attitudes Toward Strengths and Improvement Opportunities**

To fully evaluate an organization, it is important that the project team understand the range of employee perceptions and roles and responsibilities in the BHPD. To be credible, this input needs to be accomplished at the outset of the analysis. We have found in our previous work that interviews and use of a survey instrument is an ideal way to maximize input and increase the perception of the study as an objective effort. Documentation and analysis of employee attitudes will consist of the following work steps:

- Interview with numerous Police Department staff, including the majority of supervisory and all management personnel. We will interview an appropriate number of staff to obtain a thorough understanding of each Department operational unit, though we anticipate that, overall, these interviews will exceed 100. Additionally, we will perform ride-alongs or other similar activities to obtain feedback from line personnel.
- Preparation of a confidential questionnaire (survey) to be distributed to all sworn and civilian employees. The project team will structure a questionnaire which "fits" the unique characteristics of the BHPD based on the initial interviews conducted in Task 1, described above. Employees would mail the questionnaires directly to our office using pre-paid envelopes.
- The survey would be used to elicit responses to such issues as:
  - Service level capabilities.
  - Community relations.
  - Operations management.
  - Workload and service management.
  - Staffing levels.

- Opportunities for improvement in all areas.
- Analysis of questionnaire results, differentiating among responses by employee type (sworn versus non-sworn); functional unit (e.g., Division); managers and supervisors versus line employees.
- Preparation of a summary of the results and identifies specific areas which need more extensive exploration in subsequent study work tasks.

***Deliverable: The results of the employee survey will be documented in the form of a progress report and will be reviewed with the City's Project Team and the staff committee.***

**Task 3      Profile the Organization, Staffing and Operations of the Beverly Hills Police Department.**

A key to this analysis is the development of a detailed understanding of workloads and service levels. This understanding needs to be developed in the following contexts:

- Quantitative indicators of service levels and workload including call for service demand; response times to calls for service by priority level; level and type of proactive activity undertaken by both patrol and other units; investigative workloads; and the like.
- Qualitative or more subjective indicators of existing service approaches throughout the BHPD, and particularly in the administrative and operational support areas.

To develop this level of understanding, we will document and analyze workload and service levels as described in the illustrative subsections, which follow (it should be noted that all BHPD functions are not described in these subsections; this is representative of our approach to major functional areas).

**(1)      Patrol Programs and Services.**

We will profile and analyze patrol services in terms of the following:

- Employing data extracted from dispatch information and available reports, field patrol workloads and service levels will be profiled and analyzed in terms of the following:
  - Community-generated call for service demand by time of day and day of week for the last twelve months. This will include:
    - Call frequency.
    - Time required to handle calls for service.
    - Availability of back-up.
    - Time required for back-up.

- Response times by priority of call for service handled. This will include:
  - Average response times for all priorities of calls for service.
  - Distribution of response times by priority of calls.
  - Any variations in response time performance by time of day, day of week, or neighborhood.
- Number and type of calls handled by other means including use of non-sworn personnel, and other forms of differential response.
- Levels of self-initiated activity. Self-initiated activity will be documented and analyzed in terms of the following:
  - Various quantitative indicators of self-initiated activity will be examined. This includes such activities as:
    - Field stops/field interrogations.
    - Traffic stops.
    - Other self-initiated activity.
    - Activities resulting from directed patrols.
  - For a sample period, the scope and content of any patrol plans prepared for field patrol staff will be examined. This will focus on understanding:
    - Time required to execute patrol plans.
    - Performance expectations.
    - Community oriented goals and action plans.
    - Other factors, as appropriate.
- Document actual field patrol deployment practices with existing staffing levels in field patrol. Through analysis of rosters and other appropriate documents, the project team will document actual field patrol deployment in terms of:
  - Scheduled deployment by time of day and day of week.
  - Shift relief factors impacting units actually deployed compared to the number scheduled considering the following:
    - On-shift court appearance requirements.
    - Sick leave, vacation and other time-off requirements.
    - Special assignments.
    - Training.
    - Other factors impacting deployment and availability.
- Then, the project team will evaluate field patrol staff utilization at existing staffing levels given actual deployment and workload demands. The model employed includes determination of the time available for preventive patrol and other proactive activities given actual deployment and call for service demand by time of day and day of the week.

- Concurrently, the project team will interview staff at all levels in patrol services to develop a detailed understanding of how the patrol program works from a number of perspectives including:
  - Preferred level of uncommitted time necessary to allow field staff to direct patrol to community needs.
  - The extent to which patrol deputies are involved in (appropriate) follow-up investigations.
  - As noted earlier, level and content of patrol plans based on review of any existing plans targeting community-oriented activities.
  - Problems associated with implementing and maintaining targeted patrol levels at existing staffing levels and workloads.
- Document the uses, availability and deployment of command and supervisory personnel by time of day and day of week. Through interviews, develop a detailed understanding of the mixture of command and supervisory responsibilities as well as associated issues.

Based on the above, the project team will develop a set of measures to clearly define existing field patrol service levels.

## **(2) Traffic Enforcement**

Traffic enforcement operations and service levels will be documented in terms of the following:

- Scheduled and actual deployment of traffic enforcement personnel by time of day and day of week
- Current workload including the following:
  - Accident investigations.
  - Extent to which traffic enforcement personnel are being assigned calls for service as primary units and/or back-up of other field patrol activities.
- How traffic enforcement and accident investigation workloads are planned, prioritized and handled.
- Level of patrol officer-initiated activity related to traffic enforcement including citation production on a per officer basis.
- Service levels, measured by the current Traffic Enforcement Index, would also be evaluated.

Based on the above, the project team will develop a set of measures to clearly define existing traffic enforcement service levels.

### **(3) Investigation Services.**

Investigative workloads and service levels will be analyzed in terms of the following:

- Current investigative policies including case screening approaches; types of cases "worked" by case type; and other policies which impact time utilization and workload of investigative personnel.
- Based on interviews, document current caseloads and case status by case type.
- Based on the above, evaluate existing investigative service levels from the perspectives of:
  - Current caseloads compared to patterns observed in other law enforcement agencies with effective case management approaches.
  - The extent to which cases with "leads" can be worked with a relatively high likelihood of solvability given existing staffing levels and case management approaches.
  - Elapsed time between initial report, assignment of a case to a detective, and actual working of that case by a detective.
  - Coordination of cases with patrol personnel.
- Mission, workload, and results achieved by pro-active investigative units, including narcotics and special operations.

Based on the above, the project team will develop a set of measures to clearly define existing investigative services.

### **(4) Special Operations Functions.**

These proactive units require a variety of information to be collected to document their varied activities, including the following:

- Number of formal and informal investigations initiated.
- How criminal intelligence is planned, targeted and evaluated.
- Number of arrests processed.

- Citizen complaints responded to by type.
- Assets seized.
- Drugs recovered.

Based on the above, the project team will develop a set of measures to clearly define existing special enforcement and operational support services in the City.

#### **(5) Communications.**

The project team would analyze workloads and service levels associated with Communications by applying such approaches as the following:

- Document deployment of staff by shift and day of week and by function.
- Document personnel availability factors such as leaves and attrition.
- Document the allocation of call for service and other workload indicators by time of day and day of week.
- Develop an understanding of communications support functions, including training, technical support and administration.
- Document the allocation and roles of supervisory and management staff.

Based on these activities the project team would summarize the current use and allocation of communications personnel for BHPD purposes. Because we recently developed an assessment of dispatch staffing this portion of our work would update the previously collected data.

#### **(5) Administrative and Support Services.**

The project team would analyze workloads and service levels associated with the support units in the BHPD by applying such approaches as the following:

- Document records processing flows by document type and volume. Identify and quantify processing turnaround times and processing backlogs which might impact BHPD patrol and investigative personnel. Review systems currently available to support records processing activities so that each agency has this information on line.
- Evaluate evidence inventory and control functions including hours of coverage, roles relating to evidence collection and processing, evidence audits and internal controls.

- Review fiscal operations to include responsibilities and coordination with the City, timeliness and accuracy of financial processes, budget support and effectiveness in locating and securing grants.
- Determine how professional standards is used not just as an investigative function but the processes utilized in recruitment and selection, media relations and risk management. To what extent is this unit utilized to continuously improve the organization?
- Review internal information processing procedures and controls.
- Examine information technology including current capabilities related to the following:
  - Crime analysis.
  - Investigative case management.
  - Mobile data terminal/laptop capabilities of patrol and other field officers.

Based on the above, the project team will develop a set of measures to clearly define each support service.

#### **(5) Human Resources Programs and Services.**

Through interview and review of relevant documents, this sub-task would document the scope and content of the Department's recruitment and training programs including:

- Scope and content of in-service training provided to non-sworn staff including existence of master training program(s) and objectives; types and amount of training provided to sworn and non-sworn staff over the last 24 months; and training program costs and expenditures.
- Existence and content of career development plans and paths for sworn and non-sworn staff.
- Current performance evaluation systems and approaches including measures and approaches employed in performance evaluations.
- Approaches employed to recruit new non-sworn and sworn staff including promotional; outreach; and selection approaches and materials.
- How human resources records are maintained.
- How performance evaluations are conducted, reviewed and used to improve performance.
- How career development is prioritized in the Department.

Based on the above, the project team will develop a summary of personnel systems in place in the Beverly Hills Police Department.

*Deliverable: The results of this task will be documented in the form of a narrative and statistical profile of BHPD workload and service levels which will provide the basis for subsequent analysis. This profile would be circulated among key BHPD staff to ensure accuracy and reviewed with the City’s Project Team and the staff committee, when completed.*

**Task 4 Identify Issues Through a “Gap Analysis”, Comparing Current Operations and Service Levels to Best Practices and Peer Organizations.**

In this task, the project team would conduct a diagnostic assessment of the Police Department and develop an initial set of issues with respect to the efficiency and effectiveness of its operations. In effect, this task would help accomplish the ‘gap analysis’ noted in the Request for Proposal. This issues list would be developed through three approaches:

- A list of issues associated with a review of the facts documented in Task 3, the Profile of the Organization and Operations of the Beverly Hills Police Department.
- The project team would also develop a detailed list of "best management practices" for use in a diagnostic assessment of the programs, service and management in the BHPD. The Matrix Consulting Group has been a leader in the development of ‘best management practices assessments of law enforcement for over 20 years. This diagnostic assessment of the BHPD would be developed to identify the following:
  - Those areas in which the organization was meeting targeted service delivery objectives or standards of service efficiency or effectiveness.
  - Those areas in which there may be improvement opportunities.

Once developed, these measures/areas of comparative evaluation would be reviewed with the project committee.

- The project team would develop a list of at least 8 benchmark cities against which to compare the BHPD’s organization, staffing and operations. While no comparison would perfectly fit Beverly Hills’s service environment and goals, we propose to utilize factors such as those shown below to develop the comparative survey participants.

<b>Population and Demographics</b>	<b>Economic Characteristics</b>	<b>Environmental Characteristics</b>	<b>Police Department Characteristics</b>
<ul style="list-style-type: none"> <li>• City size</li> <li>• Ethnicity</li> <li>• In a metro region?</li> </ul>	<ul style="list-style-type: none"> <li>• Per capita income</li> <li>• Tourism</li> <li>• Regional commerce</li> </ul>	<ul style="list-style-type: none"> <li>• Urbanized</li> <li>• Conservation areas</li> <li>• Transportation</li> </ul>	<ul style="list-style-type: none"> <li>• Size</li> <li>• Composition of force</li> <li>• Crime, activity</li> </ul>

- The City's RFP has asked that respondents preliminarily identify potential benchmark participants. While the final list of cities would be determined in consultation with the City, utilizing the criteria above could result in the following:
  - Santa Barbara
  - Pasadena
  - Newport Beach
  - Irvine
  - Dana Point
  - Laguna Hills
  - Lake Forest
  - Palm Springs
  - La Quinta
  - Santa Monica

*Deliverable: The results of this analytical exercise would be combined with the results of the previous tasks and documented in a best management practices or diagnostic assessment matrix as well as survey response table that included an identification of issues which would be followed up on in subsequent tasks. These documents would be discussed within the BHPD and with the City's Project Team. The deliverable for this task will be a written report summarizing these findings.*

**Task 5 Identify Staffing Requirements and Alternatives for the Beverly Hills Police Department.**

The project team would use the results of previous tasks to develop staffing analyses of every departmental function. These analyses would be developed in the context of appropriate levels of service. The definitions of 'appropriate' service levels are key. The best practices comparative analysis as well as the input received from the outset of the study will allow us to challenge existing service level targets as well as define appropriate targets. Once service level alternatives have been defined, the project team will analyze staffing levels necessary to achieve the service objectives associated with each target. Basic steps in the analysis will be as follows:

**(1) Patrol Staffing and Deployment**

In this sub-task we describe how Corona Solutions staff will use the Staff Wizard program to assist in the analysis and optimization of patrol resources. We expect Corona Solution's contribution to consist of three major activities:

- Data Extraction:
  - Corona will contact the technical staff of the client agency and arrange for the extraction of the CAD data. This can usually be accomplished by a simple export of the appropriate tables from the CAD system, but may require more extensive work to identify all of the necessary data sources.

- Corona will work with the client's staff to identify codes, byte offsets, unique keys and other factors required for accurately identifying patrol operations data.
- Data Processing and Loading
  - Corona will create a program to load the client's CAD data into the Staff Wizard data warehouse.
  - Load the data.
  - Consult with client's staff for quality of data and to confirm the validity of the data tables.
- Staff Wizard Analysis
  - Historical data review: Using the CADmine reporting functions, Corona will produce a full set of reports summarizing the level of performance during the period covered by the downloaded data. This process also serves as a quality control of the data and allows for editing and inclusion/exclusion of some data.
  - Operational Goals: Corona will work with client and the Matrix Consulting Group staff to develop the operational goals. Using the historical data as a basis, Corona will incorporate projected changes in the demand profile and will accommodate planned changes in operations resulting from labor agreements and changes in the nature and volume of calls for service. This is an interactive process among Corona, the Matrix Consulting Group, and the client and will generate multiple reports from the scenarios proposed.
  - Optimization of Deployment: Once the demand profile(s) have been calculated and the work rules incorporated, Corona will use the Staff Wizard program to generate multiple deployment scenarios for projected staffing levels. This process will accommodate any constraints proposed by the client or the Matrix Consulting Group, and will generate a score for each. This score compares the optimal deployment to the proposed deployment.

In a parallel effort the Matrix Consulting Group would utilize other staffing models: a Reactive / Proactive Model developed by members of the project team as well as the Patrol Allocation Model developed by Northwestern University. We have found that these models are important tools for public policy development purposes.

We propose that selected members of the Department's staff be trained on, and given access to, the Staff Wizard program with their data. After the project has been completed, we propose that the client will retain access to their data and the program for a period of at least six months to allow them to evaluate the impact of their actual or proposed changes.

## **(2) Staffing in Other Departmental Functions**

In this sub-task the Matrix Consulting Group will analyze the staffing needs in other departmental functions. This, briefly, will consist of the following:

- Evaluate investigative staffing needs based on an assessment of case management techniques (including how cases are screened, assigned and monitored) as well as caseloads on an investigative specialty basis.
- Analyze report volumes and other information in records as well as other support functions. Important elements of this analysis are the impacts of alternative technologies on staffing and operating requirements.
- Once staffing plans associated with identified service level targets have been defined, the project team would compare them to current staffing levels.
- The project team would also evaluate management and administrative staffing levels in terms of spans of control, functional responsibilities, and with respect to the comparative assessment.
- The project team would also evaluate further civilianization opportunities in BHPD support and administrative functions.

The project team would develop models of workload and staffing at appropriate service levels for each of these functions.

*Deliverable: The results of this task will be documented in the form of a progress report which would be reviewed in detail with the City's Project Team and the staff committee. This will include definition of staffing levels required to achieve targeted service levels and comparisons of those staffing levels and costs with current operations.*

### **Task 6 Evaluate Organizational Structure and Management Staffing Alternatives for the Beverly Hills Police Department.**

The results of the previous tasks would be analyzed to identify alternatives to the current organizational structure and levels of management staffing. In conducting this important organizational analysis, a variety of criteria will be utilized, including the following:

- Are functions organized effectively to affect a well-coordinated delivery of service to the community? Does adequate coordination and/or cooperation occur among the various operating units (e.g., investigations and patrol)?
- Are spans of control consistent with organizational complexity and manager responsibility?

- Is the Police Department too "tiered" or too "flat" from a command and supervisory staffing perspective?
- Are functions placed too high or too low in the organization in relation to their importance in meeting law enforcement and service objectives?
- Are lines of authority and responsibility clear to all command personnel and organizational units and are they being adhered to in day-to-day operations?
- Do program gaps exist which require organizational attention?
- Are management and supervisory personnel properly classified in relationship to the type of work they do?
- Are there one-over-one reporting relationships which exist only to make a consistent chain of command?
- Are the number of management and supervisory layers appropriate for an organization this size and complexity?
- Are administrative functions adequately provided for in the organization? Or have these functions been neglected in order to address sworn staffing needs? Are there backlogs in administrative functions which impact field and investigative operational needs?
- Are there information technology and related issues which impact operational efficiency and effectiveness?

***Deliverable: The results of the analysis described above will be documented in the form of a progress report with strengths of the existing organizational structure, as well as possible improvement opportunities identified. This will be reviewed with the City's Project Team and the staff committee.***

#### **Task 7 Identify Modifications Needed in Major Management Systems.**

In this task, the management systems and processes used to plan and control law enforcement and internal support of operations will be evaluated. The methodologies utilized for conducting these evaluations will be interviews, review of policy and procedure manuals, and assessment of management reporting systems. Analytical attention will be focused on such major management system issues as the following:

- How does the BHPD plan, schedule and control the work to be done in each of its organizational units?
- How are goals, objectives and service level targets developed? Is community input sought?

- Is the BHPD organized in a manner to effectively communicate its missions, goals, and values throughout the organization? Are units accountable for meeting these goals?
- Does each major organizational unit have accurate and timely measures of the performance of that unit?
- Does the City receive the information that they need to provide an on-going assessment of performance?
- Does the Department have the legal tools (e.g., codes and ordinances) to do its job most effectively?
- Are there issues associated with the way in which the Police Department interacts with other departments? For example, are services coordinated with Fire? Are human resources policies and procedures followed?

In this work task the project team will also evaluate the policies and procedures used by the BHPD to support and manage achievement of its various objectives to include:

- Are the manuals / documents complete? Do major gaps exist relating to operations?
- Are the manuals and documents updated frequently enough to reflect legal and community changes? What is the process for updating these manuals and documents?
- How are the contents of these manuals and documents and their revisions communicated throughout the Department?
- Through policies and procedures as well as through personnel systems, how is liability controlled?
- Are critical policies and procedures such as use of force and vehicle pursuit clearly defined and consistent with progress law enforcement agency approaches?

The study team will assess the positive features and improvement opportunities which may exist in personnel management programs. Human resource issues to be addressed in the conduct of these analyses will include the following:

- Evaluate methods to attract good candidates to the Police Department and programs to retain law enforcement personnel once hired.
- Are recruitment and training efforts geared toward meeting the unique community law enforcement and service needs?
- Content and structure of promotional systems currently in place.
- What types of training activities are provided for sworn and non-sworn personnel? What steps can be taken to enhance training effectiveness?

- Do training gaps or redundancies exist? Is training adequate, for example, in community policing techniques, organizational communications and supervisory skills?
- How is career development and professional growth promoted within the Police Department?
- Is training provided based on a thorough assessment of skill improvement needs?

***Deliverable: The results of the analysis described above will be documented in the form of a progress report and will provide a preliminary evaluation of BHPD management systems. Strengths of existing Department management, as well as possible improvement opportunities, will be identified. This will be reviewed with the City's Project Team and the staff committee.***

### **Task 8 Evaluate Technology, Fleet and Equipment Issues.**

The study team will evaluate technology, vehicle and equipment adequacy in the Police Department through such approaches as: analysis of usage; review of specifications and their relationship to types of requirements they are designed to meet; plans to replace equipment and vehicles; and relate this analysis to the staffing analysis described in an earlier work task. Specifically, such issues will be addressed as the following:

- The project team will evaluate the current use and availability of technology within the BHPD in the context of supporting the following principal activities:
  - Adequacy and capacity of systems available to support communications operations such as CAD and RMS. This would include patrol and other officers' access to technology for field checks and for report writing.
  - Support of management information needs such as workload and resource needs analysis.
  - Support of management information needs for program effectiveness.
- Identify strengths and weaknesses of current systems and technology reviewed results of this assessment in detail with the BHPD. One of the principal purposes of this review will be to develop a consensus on improvement needs and to assign priorities to potential improvements. Suggested areas for examination include:
  - Specifications development and standardization around common platforms, operating systems and peripherals.
  - Resource availability and utilization of these resources.
  - How technology is evaluated for process improvement and costs/benefits.
  - Needs assessment and planning of future systems needs.

- Customer support and help desk activities.
- Training of users on technology.
- How well is the significant investment in fleet being managed? Specifically, the project team would resolve a number of key questions, including:
  - Are there vehicle and equipment needs which impact staff's ability to function effectively?
  - What types of vehicles are assigned to each organizational unit/ function; what is the rationale for vehicle types and assignments?
  - What percentage of the fleet is out of service at any point in time?
  - Do vehicles meet acceptable utilization levels as measured by miles driven or proportion of time used?
  - What other opportunities exist to reduce vehicle maintenance costs?
- Are there issues with the storekeeping roles and responsibilities? Are there issues with inventory levels, procurement practices and resulting cost effectiveness? Are personnel levels appropriate in terms on number and type?

*Deliverable: The results of this analysis will be a review and assessment of the Police Department's equipment and use of technology and opportunities for improvement. These results will be documented in the form of a progress report and will be reviewed with the City's Project Team and the staff committee.*

#### **Task 9 Document Recommendations and a Plan of Implementation in a Draft and Final Report.**

Once the work tasks noted above have been completed, our findings, conclusions, and recommendations will be documented in the form of a detailed management, staffing and operations plan for the BHPD. This Draft and Final Report will consist of:

- Executive summary of all key findings and recommendations.
- Detailed analysis of operations and staffing needs for each function at alternative service level targets. Moreover, analytical methodologies will be provided so that the impacts in changes to assumptions can be calculated internally.
- Detailed plans for implementing all recommended changes to include work steps necessary to implement; recommend responsibilities; and timing. This would include both short and long term plans.

Once the draft report and implementation plan has been reviewed by BHPD staff and the City's Project Team, we would make necessary corrections and then would present it to the City.

We would be prepared to conduct three (3) meetings for groups of staff for purposes of explaining the results of the study and project team recommendations. We will also present the results of the project to the City Council.

***Deliverable: The deliverable for this task will be the final report and the presentation of the results of the project to City staff and the City Council.***

#### **4. SUPPORT REQUIRED FROM DEPARTMENT AND CITY STAFF**

As noted throughout this proposal, we are a 'fact based' firm. Because data is critical to our process it is essential for the project team to ensure its quality. As a result, the following points describe the proposed relationship between the Department and the project team:

- It is Matrix Consulting Group's responsibility to collect data, not Department staff.
- Matrix Consulting Group will require Department staff assistance in identifying key data sources. Sometimes assistance is needed in understanding the data (coded database). These include such records as CAD / RMS information, investigative workload metrics typically from a Case Management System, etc. These data will be collected during the initial project tasks.
- Matrix Consulting Group will need staff to be available for interviews. Matrix Consulting Group will interview a large number of staff, not just managers. Most interviews last about an hour.
- For staff that has an opportunity to participate in a review process, or serve on a project committee, it requires time to read interim reports and come to meetings prepared to discuss issues.

The Attachment at the conclusion of this proposal provides a list of the kinds of data which will be required to complete this assignment. This data list will be refined in the first week of the project.

## 5. PROJECT SCHEDULE

The chart below shows our proposed schedule for this project on a task-by-task basis. This schedule reflects a sixteen week turn-around time from a notice to proceed.

Project Task/Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1. Initial Ints.	■	■	Δ													
2. Empl. Survey		■			■											
3. Profile		■	■	■	■	Δ										
4. Benchmarking						■	■	■	■							
5. Staffing						■	■	■	■	Δ						
6. Org. Structure										■	■	■	■			
7. Mgmt. Systems										■	■	■	■			
8. Tech./Equip.											■	■	■	Δ		
9. Final Report														■	■	Δ

**EXHIBIT B-1**

**SCHEDULE OF RATES**

<b>Project Task</b>	<b>Brady</b>	<b>Harris</b>	<b>Hughes</b>	<b>Taylor</b>	<b>Carpenter</b>	<b>Mathews</b>	<b>Pipkin</b>	<b>Bravo</b>	<b>Hours</b>
<b>1. Initials</b>	16	0	8	0	0	0	0	0	24
<b>2. Empl Survey</b>	0	0	0	0	0	0	0	8	8
<b>3. Profile</b>	24	16	16	16	16	24	24	24	160
<b>4. issues</b>	16	8	8	8	8	8	8	24	88
<b>5. Staffing</b>	24	24	16	0	24	24	16	16	144
<b>6. Organization</b>	8	0	8	0	0	0	8	0	24
<b>7. Management</b>	8	0	16	16	16	0	8	0	64
<b>8. Equipment</b>	8	0	0	0	0	24	0	16	48
<b>9. Final Report</b>	16	24	0	0	16	8	16	8	88
<b>Total Projected Hours</b>	<b>120</b>	<b>72</b>	<b>72</b>	<b>40</b>	<b>80</b>	<b>88</b>	<b>80</b>	<b>96</b>	<b>648</b>
<b>Hourly Rate</b>	<b>\$200</b>	<b>\$175</b>	<b>\$175</b>	<b>\$150</b>	<b>\$175</b>	<b>\$175</b>	<b>\$175</b>	<b>\$150</b>	
<b>Fees not to exceed</b>	<b>\$24,000</b>	<b>\$12,600</b>	<b>\$12,600</b>	<b>\$6,000</b>	<b>\$14,000</b>	<b>\$15,400</b>	<b>\$14,000</b>	<b>\$14,400</b>	<b>\$113,000</b>
<b>Expenses reasonably incurred in the performance of this Agreement for travel, equipment, materials, supplies, reproduction and postage at actual cost.</b>									<b>Hotel expenses not to exceed 250 dollars per night</b>
									<b>Total expenses not to exceed \$7,000</b>
<b>Total Cost Not to Exceed</b>									<b>\$120,000</b>

**EXHIBIT B-2**

**SCHEDULE OF PAYMENTS**

<b>Project Task</b>	<b>Not to Exceed Payment Per Task</b>
<b>1. Initial Interviews</b>	\$4,185
<b>2. Employee Survey</b>	\$1,395
<b>3. Profile</b>	\$27,901
<b>4. Gap Analysis / Issues</b>	\$15,345
<b>5. Staffing Analysis</b>	\$25,111
<b>6. Organizational Analysis</b>	\$4,185
<b>7. Management Analysis</b>	\$11,160
<b>8. Equipment, Technology and Vehicles</b>	\$8,370
<b>9. Final Report</b>	\$15,345
<b>Professional Fees</b>	<b>\$112,997</b>
<b>Expenses as described in Exhibit B-1</b>	<b>Not to exceed \$7,000</b>
<b>Total Project Cost</b>	<b>Not to exceed \$119,997</b>

CITY shall pay CONSULTANT for the satisfactory performance of services in accordance with the Payment Schedule set forth above. Upon completion of each task, CONSULTANT shall submit an itemized statement to CITY for its services performed, which shall include documentation setting forth in detail a description of the services rendered. CITY shall pay CONSULTANT the amount of such billing within thirty (30) days of receipt of same.



**EXHIBIT C  
CERTIFICATE OF INSURANCE**

This is to certify that the following endorsement is part of the policy(ies) described below:

**NAMED INSURED**

**COMPANIES AFFORDING COVERAGE**

- A.
- B.
- C.

**ADDRESS**

COMPANY (A. B. C.)	COVERAGE	POLICY NUMBER	EXPIRATION DATE	B.I.	LIMITS		AGGREGATE
					P.D.		
	<input type="checkbox"/> AUTOMOBILE LIABILITY <input type="checkbox"/> GENERAL LIABILITY <input type="checkbox"/> PRODUCTS/COMPLETED OPERATIONS <input type="checkbox"/> BLANKET CONTRACTUAL <input type="checkbox"/> CONTRACTOR'S PROTECTIVE <input type="checkbox"/> PERSONAL INJURY <input type="checkbox"/> EXCESS LIABILITY <input type="checkbox"/> WORKERS' COMPENSATION <input type="checkbox"/>						

It is hereby understood and agreed that the **City of Beverly Hills**, its City Council and each member thereof and every officer and employee of the City shall be named as joint and several assureds with respect to claims arising out of the following project or agreement:

It is further agreed that the following indemnity agreement between the **City of Beverly Hills** and the named insured is covered under the policy: Contractor agrees to indemnify, hold harmless and defend City, its City Council and each member thereof and every officer and employee of City from any and all liability or financial loss resulting from any suits, claims, losses or actions brought against and from all costs and expenses of litigation brought against City, its City Council and each member thereof and any officer or employee of City which results directly or indirectly from the wrongful or negligent actions of contractor's officers, employees, agents or others employed by Contractor while engaged by Contractor in the (performance of this agreement) construction of this project.

It is further agreed that the inclusion of more than one assured shall not operate to increase the limit of the company's liability and that insurer waives any right of contribution with insurance which may be available to the **City of Beverly Hills**.

In the event of cancellation or material change in the above coverage, the company will give **30 days** written notice of cancellation or material change to the certificate holder.

Except to certify that the policy(ies) described above have the above endorsement attached, this certificate or verification of insurance is not an insurance policy and does not amend, extend or alter the coverage afforded by the policies listed herein. Notwithstanding any requirement, term, or condition of any contract or other document with respect to which this certificate or verification of insurance may be issued or may pertain, the insurance afforded by the policies described herein is subject to all the terms, exclusions and conditions of such policies.

DATE: \_\_\_\_\_

BY: \_\_\_\_\_  
Authorized Insurance Representative

AGENCY: \_\_\_\_\_  
\_\_\_\_\_

TITLE: \_\_\_\_\_  
ADDRESS: \_\_\_\_\_  
\_\_\_\_\_