

CITY OF MADISON

REQUEST FOR PROPOSALS



RFP #: 8504-0-2016-BP

Title: Madison Police Department Policy and Procedure Review

City Agency: Mayor's Office

Due Date: ~~Friday, April 29, 2016~~
2:00 PM CST

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1 NOTICE TO PROPOSERS

1.1 Summary

The City of Madison (“City”) together with the Madison Police Department Policy and Procedure Review Ad Hoc Committee (“MPD Review Committee”) is soliciting Proposals from qualified vendors to conduct a review of the policies, procedures and culture of the Madison Police Department. Vendors submitting Proposals (“Proposers”) are required to read this Request for Proposals (“RFP”) in its entirety and follow the instructions contained herein.

1.2 Important Dates

Deliver Proposals no later than the due time and date indicated below. The City will reject late Proposals:

Issue Date:	Monday, March 14, 2016
Questions Due Date:	Monday, April 4, 2016
Answers Posted Date:	Friday, April 8, 2016
Due Date:	Friday, April 29, 2016, 2:00 PM CST

1.3 Format

Submit your Technical Proposal (Sec. 3.3) and Cost Proposals (Form D) in separate, distinct parts within the proposal package.

Hardcopy proposals typed and securely bound on 8.5 by 11-inch paper, otherwise identical to the electronic version.

Electronic proposal in a PDF format stored on a common media (CD, DVD, or flash drive), identical in content and sequence to hardcopy proposals submitted.

Cost Proposal (Form D):	One Copies
Technical Proposal:	Fifteen Copies
Electronic Proposal:	One (1) complete copy (Cost and Technical)

The City will not consider illegible Proposals.

Elaborate proposals (i.e., expensive artwork) beyond that sufficient to present a complete and effective proposal, are not necessary or desired.

Complete and return Forms A through E to City of Madison Purchasing Services by Friday, April 29, 2016, 2:00 PM CST.

1.4 Labeling

All proposals must be clearly labeled:

Proposer’s Name and Address
RFP #: 8504-0-2016-BP
Title: Madison Police Department Policy and Procedure Review
Due: Friday, April 29, 2016, 2:00 PM CST

All email correspondence must include RFP #8504-0-2016-BP in the subject line.

1.5 Delivery of Proposals

Delivery of hard copies to: City of Madison Purchasing Services
City County Building, Room 407
210 Martin Luther King Jr. Blvd.
Madison, WI 53703

Delivery of electronic copy to: via email to bids@cityofmadison.com
or on a commonly used media with the hard copies.

Proposals must be delivered as instructed. Deliveries to other City departments and/or locations may result in disqualification.

Note: When mailing your response via a third party delivery service, the outside of the packaging MUST be clearly marked with the RFP/RFQ name and number. This ensures that the bid can be delivered to the correct purchasing agent without having to open the bid.

1.6 Appendix A: Standard Terms & Conditions

Proposers are responsible for reviewing this attachment prior to submission of their Proposals. City of Madison Standard Terms and Conditions are the minimum requirements for the submission of Proposals.

1.7 Appendix B: Sample Contract for Purchase of Services

Proposers are responsible for reviewing this attachment prior to submission of their Proposals. The Sample Contract for Purchase of Services shall serve as the basis of the contract resulting from this RFP. The terms of this template contract shall become contractual obligations following award of the RFP. By submitting a proposal, Proposers affirm their willingness to enter into a contract containing these terms.

1.8 Multiple Proposals

Multiple Proposals from Proposers are permitted; however, each must fully conform to the requirements for submission. Proposers must sequentially label (e.g., Proposal #1, Proposal #2) and separately package each Proposal. Proposers may submit alternate pricing schemes without having to submit multiple Proposals.

1.9 City of Madison Contact Information

The City of Madison Mayor's Office is the procuring agency: Gloria Reyes
City of Madison Mayor's Office
PH: (608) 266-4611
greyes@cityofmadison.com

The City of Madison Purchasing Services administers the procurement function: Brian Pittelli
Purchasing Services
City-County Bldg, Room 407
210 Martin Luther King, Jr. Blvd.
Madison, WI 53703-3346
PH: (608) 267-4969
FAX: (608) 266-5948
bids@cityofmadison.com

For questions regarding
Affirmative Action Plans please
contact:

Contract Compliance
Department of Civil Rights
City-County Bldg., Room 523
210 Martin Luther King, Jr. Blvd.
Madison, WI 53703
PH: (608) 266-4910
dcr@cityofmadison.com

The City employs spam filtering that occasionally blocks legitimate emails, holding them in ‘quarantine’ for four calendar days. The contacts listed in this RFP will acknowledge all emails received. Proposers not receiving acknowledgement within twenty-four hours shall follow-up via phone with specific information identifying the originating email address for message recovery.

1.10 Inquiries, Clarifications, and Exceptions

Proposers are to raise any questions they have about the RFP document without delay. Direct all questions, *in writing*, to the Purchasing Services administrator listed in Section 1.9.

Proposers finding any significant ambiguity, error, conflict, discrepancy, omission, or other deficiency in this RFP document shall immediately notify the Buyer and request clarification. In the event that it is necessary to provide additional clarification or revision to the RFP, the City will post addenda – see 1.11 below. Proposers are strongly encouraged to check for addenda regularly.

Proposals should be as responsive as possible to the provisions stated herein. A prospective vendor may take “exception” to bid terms, conditions, specifications and dates stated within the bid package. However, the City of Madison reserves the right to disqualify any and all bids submitted which include exceptions, if deemed not in the City’s best interests.

1.11 Addenda

In the event that it is necessary to provide additional clarification or revision to the RFP, the City will post addenda to its Proposals distribution websites – see 1.12 below. It is the Proposers responsibility to regularly monitor the websites for any such postings. Proposers must acknowledge the receipt of any addenda on Form B. Failure to retrieve addenda and include their provisions may result in disqualification.

1.12 Bid Distribution Networks

The City of Madison posts all Request for Proposals, addenda, tabulations, awards and related announcements on two distribution networks – VendorNet and DemandStar. The aforementioned documents are available **exclusively** from these websites. It is the Proposers responsibility to regularly monitor the bid distribution network for any such postings. Proposers failure to retrieve such addenda and incorporate their appropriate provisions in their response may result in disqualification. Both sites offer free registration to City Proposers.

State of Wisconsin
VendorNet System:

State of Wisconsin and local agencies bid network. Registration is free.
<http://vendornet.state.wi.us/vendornet>

DemandStar by Onvia:

National bid network – Free subscription is available to access Proposals from the City of Madison and other Wisconsin agencies, participating in the Wisconsin Association of Public Purchasers (WAPP). A fee is required if subscribing to multiple agencies that are not included in WAPP.

Bid Opportunities:

www.cityofmadison.com/finance/purchasing/bidDemandStar.cfm

Home Page: www.demandstar.com

To Register: www.onvia.com/WAPP

1.13 Local Vendor Preference

The City of Madison has adopted a local preference purchasing policy granting a scoring preference to local suppliers. Only suppliers registered as of the bid's due date will receive preference. Learn more and register at the City of Madison website: www.cityofmadison.com/business/localPurchasing.

1.14 Oral Presentations/Site Visits/Meetings

Proposers may be asked to attend meetings, make oral presentations, inspect City locations or make their facilities available for a site inspection as part of this RFP process. Such presentations, meetings or site visits will be at the Proposers expense.

1.15 Acceptance/Rejection of Proposals

The City reserves the right to accept or reject any or all proposals submitted, in whole or in part, and to waive any informalities or technicalities, which at the City's discretion is determined to be in the best interests of the City. Further, the City makes no representations that a contract will be awarded to any proposer responding to this request. The City expressly reserves the right to reject any and all proposals responding to this invitation without indicating any reasons for such rejection(s).

The City reserves the right to postpone due dates and openings for its own convenience and to withdraw this solicitation at any time without prior notice.

1.16 Withdrawal or Revision of Proposals

Proposers may, without prejudice, withdraw Proposals submitted prior to the date and time specified for receipt of Proposals by requesting such withdrawal before the due time and date of the submission of Proposals. After the due date of submission of Proposals, no Proposals may be withdrawn for a period of 90 days or as otherwise specified or provided by law. Proposers may modify their Proposals at any time prior to opening of Proposals.

1.17 Non-Material and Material Variances

The City reserves the right to waive or permit cure of nonmaterial variances in the offer if, in the judgment of the City, it is in the City's best interest to do so. The determination of materiality is in the sole discretion of the City.

1.18 Public Records

Proposers are hereby notified that all information submitted in response to this RFP may be made available for public inspection according to the Public Records Law of the State of Wisconsin or other applicable public record laws. Information qualifying as a "trade secret"—defined in State of Wisconsin Statutes—may be held confidential.

Proposers shall seal separately and clearly identify all information they deem to be "trade secrets," as defined in the State of Wisconsin Statutes. Do not duplicate or co-mingle information, deemed confidential and sealed, elsewhere in your response.

S. 19.36(5)

(5) TRADE SECRETS. An authority may withhold access to any record or portion of a record containing information qualifying as a trade secret as defined in s. 134.90(1)(c).

s. 134.90(1)(c)

(c) "Trade secret" means information, including a formula, pattern, compilation, program, device, method, technique or process to which all of the following apply:

1. The information derives independent economic value, actual or potential, from not being generally known to, and not being readily ascertainable by proper means by, other persons who can obtain economic value from its disclosure or use.
2. The information is the subject of efforts to maintain its secrecy that are reasonable under the circumstances.

The City cannot ensure that information will not be subject to release if a request is made under applicable public records laws. The City cannot consider the following confidential: a bid in its entirety, price bid information, or the entire contents of any resulting contract. The City will not provide advance notice to Proposers prior to release of any requested record.

To the extent permitted by such laws, it is the intention of the City to withhold the contents of Proposals from public view—until such times as competitive or bargaining reasons no longer require non-disclosure, in the City's opinion. At that time, all Proposals will be available for review in accordance with such laws.

1.19 Usage Reports

Annually, the successful Proposers shall furnish to City Purchasing usage reports summarizing the ordering history for each department served during the previous contract year. The report, at a minimum, must include each and every item or service ordered during the period, its total quantities and dollars by item/service and in total. The City reserves the right to request usage reports at any time and request additional information, if required, when reviewing contract activity.

1.20 Partial Award

Unless otherwise noted, it will be assumed that Proposers will accept an order for all or part of the items/services priced.

1.21 Tax Exempt

The City of Madison as a municipality is exempt from payment of federal excise taxes (Registration Number 39-73-0411-K) and State of Wisconsin taxes per Wisconsin statute 77.54(9a). Federal Tax ID #39-6005507. A completed Wisconsin Department of Revenue Form S-211 (R.2-00) can be found on the City website. Our tax-exempt number is ES 42916.

1.22 Cooperative Purchasing

Bidders may choose to extend prices offered on bids to other municipalities. Under Wisconsin Statutes, a municipality is defined as a county; city; village; town; school district; board of school directors; sewer district; drainage district; vocational, technical and adult education district; or any other public or quasi-public corporation, officer, board or other body having the authority to award public contracts. This is known as "cooperative" or "piggyback" purchasing, a practice common amongst units of government. The City is not responsible for any contract resulting from a cooperative purchase using this RFB as a basis; they are made solely between the bidders and third party unit of government.

1.23 Proposers Responsibility

Proposers shall examine this RFP and shall exercise their judgment as to the nature and scope of the work required. No plea of ignorance concerning conditions or difficulties that exist or may hereafter arise in the execution of the work under the resulting contract, as a consequence of failure to make necessary examinations and investigations, shall be accepted as an excuse for any failure or omission on the part of the Proposers to fulfill the requirements of the resulting contract.

2 DESCRIPTION OF SERVICES/COMMODITIES

2.1 Background and Overview:

The City of Madison, through the Madison Police Department Policy and Procedure Review Ad Hoc Committee, seeks proposals for an expert(s) to conduct a comprehensive review of Madison Police Department's (MPD) policies, procedures, practices, culture, and training to obtain an understanding of the current status of the Madison Police Department, and to identify places for improvement and means of improvement. This includes determining how to improve outcomes in a number of specific areas including, but not limited to, elimination of racial disparities in treatment of residents and disproportionate contact with youth of color, minimization of use of force, dealing optimally with people with mental health problems or who are under the influence of alcohol or other drugs, optimal understanding of and responses to culturally-related behavioral variations, and respecting rights of civilian witnesses. The City of Madison and the Madison Police Department are committed to implementing changes necessary to be a national leader in urban policing and to restore community trust.

This Request for Proposals was developed by a resident committee as a result of Resolution No. RES-15-00477 adopted by the City of Madison Common Council on May 19, 2015. The requirements in Sections 2 and 3 of this RFP were prepared by the Madison Police Department Policy and Procedure Review Ad Hoc Committee (hereafter, "MPD Review Committee" or "Committee.") This Committee was charged to complete a thorough review of the Madison Police Department's policies, procedures, culture and training and to issue an RFP to hire an expert to perform the review. This RFP is the work of the Committee in fulfilling that charge. The Committee will also evaluate proposals and make a recommendation for the award of this RFP to the City of Madison Common Council, who shall make the final approval of the selected vendor.

2.2 Contract Term

The final report(s) should be completed and submitted to the Madison Police Department Policy & Procedures Review Ad Hoc Committee by **October 2016** unless an extension is agreed upon by the expert and the City.

2.3 Expert(s) Experience

The selected vendor should have team members with extensive experience and expertise in the following:

1. policing best practices and law, including the following specific areas: law, policy review, community policing, problem oriented policing, use of force policy and training, de-escalation training, policing of people with mental health or substance abuse issues, diversion (including pre-arrest), reducing racially disparate impacts in policing outcomes, racial equity impact analysis, police accountability systems, and restorative justice (including community-based restorative justice models not involving the criminal justice system);
2. general qualitative and quantitative research methods, including data analysis, statistical modelling, and systems analysis;
3. psychiatry/mental health, and alcohol and other drug abuse; and
4. social science including the following specific areas or methods: cultural assessments of institutions, cultural dynamics, ethnographic interviewing, survey methods, first-hand observations, community-based participatory research, and implicit bias.

Please note that no current or former City of Madison employees will be eligible to win this RFP. This includes subcontractors.

2.4 Rules of Conduct

The selected vendor will conduct business in an ethical manner that will keep the confidence of the community, the City of Madison, and the Madison Police Department.

2.5 Responsibilities (Scope of Work)

The expert(s) will thoroughly review the Madison Police Department policies, procedures, practices, culture, and training. The purpose of the review is to understand the current status of MPD systems and to find places for improvement, in particular determining how to achieve specific desired outcomes. To conduct the described scope of work, the contracted vendor will be given access to all Madison Police Department personnel, facilities, records, and data necessary to complete the review, that are not otherwise privileged or lawfully prohibited from being disclosed.

2.5.1 Objectives / Policy Review Criteria:

The criteria we would like proposers to use when reviewing Madison Police Department policies should include the following preferred outcomes and objectives. Existing policies and practices should be compared against these objectives, and the contractor's resulting recommendations should keep these objectives in mind:

2.5.1.1 Current policing best practices should be implemented and adhered to. Best practices shall be understood to include the recommendations of the *Report of the President's Task Force on 21st Century Policing* and the Police Executive Research Forum report *Use of Force: Taking Policing to a Higher Standard - 30 Guiding Principles*. Furthermore, the *Special Community/Police Task Force Recommendations Regarding "Use of Force"* and relevant recommendations of the Dane County Resolution 556 workgroup report should be implemented and adhered to.

2.5.1.2 Use of force, particularly use of deadly force and fatalities from use of deadly force, should be reduced to the maximum extent possible. Preservation of life should be the highest priority. Causal analysis of officer involved shooting incidents should be used on an ongoing basis to inform training and practice, to decrease risk of further incidents.

2.5.1.3 Racial equity in treatment of residents (as well as nonresidents visiting, working, or attending school in Madison) should be achieved. Insofar as possible, racial disparities in police contacts, diversion access, citations, and arrests (including arrests for Department of Corrections community supervision violations), including disproportionate contact with youth of color, should be eliminated. Explicit bias should be eliminated and maximally effective training and policy interventions should be used to curtail implicit bias. Racial equity should also be achieved within MPD itself.

2.5.1.4 People with mental health issues, or who are under the influence of alcohol or other drugs, should be dealt with optimally, ensuring their wellbeing to the greatest extent possible. In dealing with such individuals, use of force should be reduced through de-escalation and other techniques, and all means possible should be used to avoid deadly force. Proactive approaches should be employed to avoid crisis situations. Diversion to mental health providers, rather than intake into the criminal justice system, should be utilized whenever appropriate.

2.5.1.5 Ideals of community-oriented and, particularly, neighborhood policing should be followed fully. For the purpose of this review, the concept of community policing should be understood as defined by Robert Trojanowicz and Bonnie Bucqueroux: "Community policing is a philosophy of full service personalized policing, where the same officer patrols and works in the same area on a permanent basis, from a decentralized place, working in a proactive partnership with citizens to identify and solve problems."

2.5.1.6 Problem-oriented policing should be utilized wherever appropriate.

2.5.1.7 Evidence-based practices should be followed wherever possible.

2.5.1.8 Overly-aggressive policing should be avoided and instances of contacts, citations, and arrests (including arrests for Department of Corrections community supervision violations, and enforcement of immigration laws) in which harms may outweigh societal benefits should be eliminated. Potential negative impacts should be considered in making enforcement decisions. Diversion to restorative justice or treatment-based approaches, especially those that do not require further justice system involvement, should be used as extensively as possible.

2.5.1.9 The rights of civilian witnesses should be fully recognized and respected.

2.5.1.10 People who are homeless should be dealt with in a manner that, insofar as possible, seeks to ensure their wellbeing and autonomy, and that minimizes harm and criminalization.

2.5.1.11 Complaints against officers or other MPD employees should be investigated in a transparent, timely, and entirely unbiased manner, and a "preponderance of the evidence" standard should be used in proper fashion in determining whether to sustain complaints.

2.5.1.12 After an MPD officer has used lethal force, MPD should treat the deceased person's family and friends with sensitivity, compassion, and respect, should keep them fully informed of developments (without delays) as the case unfolds, and should not take actions that potentially endanger their privacy or safety.

2.5.1.13 Outcomes averse to community members should be reduced by providing optimal initial and ongoing training in understanding the communities being policed, implicit bias, conflict resolution, nonviolent communication, de-escalating situations, community dynamics, adolescent development, and other such forms of training that foster wise, equitable, and minimally-coercive approaches.

2.5.1.14 Training and practices should result in understanding of and optimal sensitivity and responses to culturally-related behavioral variations.

2.5.1.15 Strengthening the community's own capacity to reduce violence and serious crime should be a priority.

2.5.1.16 Accountability of the MPD to the community, and the degree of control of the community over the policies and practices of the MPD, should be maximized.

2.5.1.17 The actions of MPD and its officers should consistently be guided by principles of procedural justice, both in the development of policies and in interactions of officers with the public

2.5.1.18 The above outcomes should be accomplished in a manner that attempts to avoid an increase in serious and violent crime, and that provides for adequate officer safety.

2.5.2. Requirements for review and assessment of current police department policies and practices:

The primary criteria for evaluation shall be the objectives delineated in section 2.5.1 (above). The review should evaluate the following specific components of the Madison Police Department. Explain in your proposal how you will accomplish the following tasks:

2.5.2.1 A full assessment should be performed of MPD Standard Operating Procedures and Code of Conduct. Any topics or areas not covered by current written policies and procedures should be identified. Informal (non-written) policies, procedures, or practices that may enhance or inhibit compliance with written policies and procedures should be identified.

2.5.2.2 All MPD training curricula and procedures of training should be assessed, including for pre-service training, in-service training, specialized training, and any field training. This will include meeting with training staff to review all curriculum and procedures, observing training, obtaining information from officers about the training they've received, and any other means necessary to obtain desired information. Particular attention should be paid to training surrounding use of force, implicit bias, mental health, alcohol/drug abuse, and other forms of training for working with people from vulnerable or marginalized communities. The assessment should include identification of any areas where new training or changes in the existing training are needed.

2.5.2.3 MPD's current recruitment, hiring, promotion, and retention processes should be assessed, both internally and in relation to the Police and Fire Commission. There should be assessment of the capacity of MPD's current processes to properly screen candidates to determine those who would or would not be suitable. This should include assessment of the choice of screening instruments for optimality. The promotion process should be assessed to insure that quality and suitability, rather than embrace of existing culture or cultivation of superiors, forms the basis for promotion, and that those raising unpopular critiques are not penalized. The criteria used by the department for evaluation of performance of officers should be assessed to insure that the criteria incentivize community trust building and minimization of negative impacts, and to ensure that high citation and arrest rates are not being incentivized.

2.5.2.4 A detailed assessment of the internal culture of MPD should be performed through surveys, interviews of staff, interviews of community members interacting with police, and any other means necessary to obtain desired information. The assessment of MPD culture should include all members of the department, civilian and sworn. The assessment should include internal MPD groups, including but not limited to Association of Madison Police Supervisors and Madison Professional Police Officers Association, and any other groups, including non-profit support groups and partners, that impact the working culture.

2.5.2.5 Actual MPD field practices should be examined using field observation, interviews with officers, analysis of MPD records, interviews of community members interacting with police, and any other means necessary to obtain desired information.

2.5.2.6 Analyze MPD's efforts toward community policing and problem-oriented policing. The analysis should include information on whether the culture, structure, and staffing support the goals of community-oriented policing and problem-oriented policing efforts.

2.5.2.7 All accountability mechanisms within MPD should be thoroughly evaluated, including but not limited to supervision, disciplinary process, complaints, and commendations. There should be assessment of the adequacy of supervisory oversight and supervisory monitoring of performance to ensure that officers are properly carrying out their responsibilities. There should be assessment of the validity and use of all supervisory oversight practices that allow for the identification of officers who are outliers in performance. The disciplinary process should be reviewed to determine if the process is appropriately followed, and whether it results in effective, efficient, and equitable outcomes. The complaint process used by MPD should be reviewed to determine its effectiveness and equity for both officers and civilians. Analysis of accountability mechanisms must include a specific assessment of the internal review process when officer involved deaths or injuries occur. Potential mechanisms that could increase the independence of such reviews, including mechanisms under which such reviews would be conducted by an independent board or person must be explored.

2.5.2.8 There should be a thorough assessment of all MPD data collection, data usage, data records, automation, and communication systems. Dispatch and communication systems should be assessed for efficiency and reliability, and particularly whether all information necessary for optimal responses is being conveyed without error and in an adequate timeframe. Communication errors should be analyzed (including those involving the 911 Center). Determination should be made of the extent to which the current data collection system and information captured is consistent and reliable, with data stored and retrieved in a manner that facilitates its use and analysis. There should be an assessment of whether

there are more efficient means of data processing and records management that would allow MPD staff to better understand patterns related to incidents, officers, victims, use of force, and particularly the desired outcomes listed in 2.5.1.

2.5.2.9 There should be assessment of equipment and technology used in the department, and how the equipment and technology is used, and particularly less lethal weapons and other technology that could help reduce use of force and civilian injuries and fatalities.

2.5.2.10 The following MPD special initiatives and programs should be evaluated:

2.5.2.10.1 Assess MPD's efforts toward community engagement with representatives of communities such as but not limited to: African American, Asian, Latino, Native American, documented and undocumented immigrants, refugees, LGBTQ, homeless, drug involved people, people with mental health issues, and people under Department of Corrections community supervision. The needs of youth across all communities shall be taken into consideration.

2.5.2.10.2 Review past and present MPD Trust Based Policing Initiatives, the Racial Disparity Workgroup, and the work of the Diversity Inclusion Team.

2.5.2.10.3 Review MPD programming that serves people with mental health and/or drug abuse issues. Review how MPD programming is connected to services provided by agencies that serve those populations. Assess the adequacy of such resources from a police perspective. Evaluate in particular how the MPD system does or does not adequately work towards the goal of preservation of life. In addition, evaluate MPD's current system of working with members of its own department who have mental health issues or who are drug and alcohol dependent.

2.5.3. Methodological requirements.

2.5.3.1. The comprehensive review should include a thorough analysis of police data, including: records of police deployments, contacts (including traffic stops), diversions, citations, arrests (including arrests for Department of Corrections community supervision violations), use of force, civilian injuries, and fatalities, and investigation methods including interrogations, identification procedures, and the like.

This should include analysis of officer initiated activities or contacts and civilian calls for service.

Training records and records of complaints and discipline should be analyzed.

Data on officer involved shootings should be analyzed, examining frequency over time, circumstances, rounds fired, and any other relevant variables.

Disparities with respect to race, ethnicity, age, gender, sexuality, sexual orientation, gender identity, economic and housing status, and mental health status in police contacts, diversions, citations, arrests (including arrests for Department of Corrections community supervision violations), use of force, injuries, fatalities, complaints, and discipline should be analyzed.

Additional information for analysis of MPD culture and practices should be gathered from MPD officers and staff using interviews, surveys, field observations, and any other means needed.

Analyze any data relevant to the evaluation of MPD components listed in section 2.5.2, given the objectives listed in section 2.5.1.

2.5.3.2. Data to be analyzed should also include information from Madison residents (and nonresidents who regularly visit, work, or attend school in Madison), particularly from populations that have the most police contact and are most vulnerable and marginalized. Such information should be gathered using surveys, interviews, and any other means needed.

2.5.3.3. Systems analysis and, for quantitative data, statistical models should be used to deduce the causal factors most heavily influencing outcomes of interest, in order to develop appropriate recommendations for improvement. Such analyses, to determine the primary contributing causal factors, should facilitate design of more effective interventions.

2.5.3.4. Mixed methodologies are especially valued, where both qualitative and quantitative approaches are used to review MPD.

2.5.3.5. The review should be conducted using evidence-based approaches, both in drawing conclusions about current MPD status and in crafting recommendations for improvement. The best available research evidence should inform recommendations wherever possible. A general empirical approach should be considered where formal trial data are unavailable. For the specific objectives of interest (section 2.5.1), recommendations may draw from policing policies and practices in other cities in the U.S. or internationally that have demonstrated superior outcomes.

2.5.4. Deliverables: The contractor shall produce the following deliverables:

Report on current status of the Madison Police Department:

2.5.4.1. The selected vendor will make a detailed report-out on the current status of MPD, focusing on the components of MPD listed in section 2.5.2, given the criteria listed in section 2.5.1. This should include identifying areas of high performance and areas of potential improvement. Best practices and innovations in law enforcement should be identified for the areas reviewed, with specific detail on best practices and innovations applicable to improvement. Gap analysis should be done and gaps or needs should be clearly identified. Reports of current MPD status should include how MPD performance relates to the City of Madison, Dane County, State of Wisconsin, and policing profession as a whole, both in the U.S. and internationally.

Recommendations for the Madison Police Department:

2.5.4.2. For each of the components of MPD listed in section 2.5.2, wherever improvement might be possible in achieving the objectives listed in section 2.5.1, the report should provide actionable recommendations. Recommendations may include a wide array of forms, including program refinements, new strategies, resource modifications, etc. Innovative approaches are welcome. Recommendations high in expected efficacy, based on systems analysis and empirical evidence, are preferred. Recommendations should include identification of measures that can be taken that are not law-enforcement based or not purely law enforcement based, but that would help achieve desired outcomes (e.g. social service based antiviolence approaches complementary to law enforcement).

Presentations and Meeting Attendance:

2.5.4.3. The vendor will send representatives to attend meetings of the Madison Police Department Policy & Procedure Review Ad Hoc Committee to provide status updates.

2.5.4.4. The vendor will make presentations to the Madison Police Department Policy & Procedure Review Ad Hoc Committee, the Mayor, the City Council, and other groups as identified.

Final Reports:

The Final Reports on both the current status of the Madison Police Department and the Recommendations shall be provided to the City according to a schedule to be negotiated in the final contract. The Reports shall be provided in a format specified by the City, electronically and in hard copy, and shall become the property of the City of Madison according to the terms of section 28 of the sample Contract for Purchase of Services.

3 REQUIRED INFORMATION AND CONTENT OF PROPOSALS

3.1 Section 1 – General Information Forms

- a. Form A – Signature Affidavit
- b. Form B – Receipt of Forms and Submittal Checklist
- c. Form C – Contractor Profile Information

3.2 Section 2 – References, Performance, and Litigations

- 1) List any and all contracts your firm has done for the City of Madison.
- 2) References. Please submit references on **Form E**. The references should be clients who were provided services by your organization, and specifically for empirical evaluation or monitoring of law enforcement agencies. If possible, please provide references for projects involving law enforcement agencies with similar requests for services to that delineated in this RFP, and preferably for law enforcement agencies that are moderately sized. Be sure contact information is current.

3) Disclosure of Contract Failures, Litigations

Disclose any alleged significant prior or ongoing contract failures, contract breaches, any civil or criminal litigation or investigation pending which involves the consultant or in which the consultant has been judged guilty or liable, or which may affect the performance of the services to be rendered herein, in which the Firm, any of its employees, subcontractors, or sub consultants is or has been involved in within the last three (3) years.

3.3 Section 3 – Technical Questions and Team Qualifications

Responses must be in the same sequence as the questions listed below, and must be identified with the corresponding question number. i.e., Question 1) A), Question 2), etc.

Your response must be numbered according to the numbering of this section. Provide generous and detailed narratives on each item so that we may assess your team's capability to perform. Proposals that are vague or difficult to interpret due to incompleteness may be considered nonresponsive and ineligible for award consideration.

- 1) Proposed plan of work. Provide a detailed plan of how your team will fulfill all elements of the Scope of Work and produce the Deliverables called for in Section 2.5. The correspondence between each answer and the elements of Section 2.5 should be clear.

Specifically:

1A) How you will accomplish all of the tasks listed in Section 2.5.2. Please use the numbering system of section 2.5.2 and respond to each numbered subsection.

1B) How you will incorporate the criteria listed in Section 2.5.1? Please use the numbering system of section 2.5.1 and respond to each numbered subsection.

1C) How you will accomplish the above questions A) and B) while fulfilling the methodological requirements listed in Section 2.5.3?

1D) Describe your plan for completing the Deliverables in Section 2.5.4.

2) Proposed Project Schedule. Please provide a schedule describing the timeline for completion of all contract tasks included in your project plan and the Deliverables described in section 2.5, presuming a contract start date of December 1, 2016. Include milestones for completion of each Deliverable and other significant tasks in your work plan. Provide as much detail as possible in the project schedule.

3) Project Management Methodology. Describe your project management methodology.

4) Team experience.

4A) Provide your team's experience and expertise concerning relevant law enforcement analysis and evaluation, including extensive descriptions of projects similar in scope and size prepared by members of the team. Focus should be on the most comparable projects, ideally involving law enforcement agencies with similar requests for services to that delineated in this RFP. Please include extensive descriptions of the projects for the listed references. Where relevant, descriptions of work with other types of governmental agencies may also be included. Specify any certifications your organization (or key team members) have obtained.

4B) Past Reports. Also, if available, attach up to five (5) reports or other examples (e.g. publications in journals) showing your organization's or subcontractor's equivalent work (comparable either to the project as a whole or to key components).

5) Individual staff qualifications. List all individuals who will work on this project and provide their education and training, including any subcontractors that you will utilize.

Please designate a project manager or team leader and provide his/her education, training and experience.

For each key person on the team, describe their specific roles on the project.

Please detail, across the individual members of the team (including subcontractors), specific expertise in the following areas and methodologies:

5A) policing best practices and law, including the following specific areas: law, policy review, community policing, problem oriented policing, use of force policy and training, de-escalation training, policing of people with mental health or substance abuse issues, diversion (including pre-arrest), reducing racially disparate impacts in policing outcomes, racial equity impact analysis, police accountability systems, and restorative justice (including community-based restorative justice models not involving the criminal justice system),

5B) general qualitative and quantitative research methods, including data analysis, statistical modeling, and systems analysis,

5C) psychiatry/mental health, and alcohol and other drug abuse,

5D) social science including the following specific areas or methods: cultural assessments of institutions, cultural dynamics, ethnographic interviewing, survey methods, first-hand observations, community-based participatory research, and implicit bias.

5E) Resumes and CVs. Your response should include resumes or curriculum vitae for the team members who will work on this project, though note that these, in themselves, are not adequate means of answering the questions above.

Miscellaneous:

6) Have you worked with any moderately-sized urban police departments similar to the City of Madison? This size can best be described as a city with a population of 250,000 through 400,000 residents, with a police force with approximately 500 employees (including civilian employees).

What types of challenges would you see arising from having to deal with a police department in a city the size of Madison, along with the unique characteristics and culture that is inherent to the City of Madison?

7) Have you done a previous analysis of a police department's culture? What methods did you use to gather your information?

8) Have you previously used statistical modeling and systems analysis to determine the causal relationships between departmental factors and specific outcomes? If so, please describe examples of the analyses performed and the key findings.

9) From among your prior projects, if possible, please describe examples of recommendations involving innovative reforms.

10) Describe your previous experience working with the following communities of people: African American, Asian, Latino, Native American, immigrant, LGBTQ, homeless, drug involved people, people with mental health issues, people under Department of Corrections community supervision.

11) Do you foresee any any issues with having to make numerous presentations to different City of Madison personnel, agencies, and the public? Will there be any issues with having to field questions and answers, including those from the media?

3.4 Pricing

Please submit cost proposal, **Form D**, separately from the rest of the proposal. (See attached Form D.)