



CITY OF PARK RIDGE

MEMORANDUM

CONFIDENTIAL

DATE: January 25, 2008

TO: City Council Members
Mayor

FROM: City Manager Tim Schuenke

RE: Scope of Services — Police Department Audit

The Public Safety Sub-Committee interviewing firms for an audit of the Police Department has two recommendations to make to the City Council and they would like your feedback and input concerning the manner in which we proceed on this.

First, we have interviewed seven law firms and one management consulting firm in order to arrive at our next step. We propose the next step is to consider doing an investigation of the department and various accusations that have been made concerning the Police Chief and other members of the Police department. That Scope of services is outlined in a letter that City Attorney Hill has drafted for me. You will find it attached.

At the current time we would estimate the cost of such an investigation to be in the range of \$100,000 to \$200,000 depending upon on where all this takes us.

As an alternative, we interviewed a firm that does management audits of Police departments in order to determine where improvements can be made in terms of management of the department. I have also prepared a Scope of Services for such an audit. It is a different approach of the issue. It also would probably involve some sort of separation agreement with Chief Caudill and would, we expect, be much less costly than the first kind of audit proposed here. We do not as yet have any price for a management audit, but the proposal would be to ask for a quotation on the performance of such an audit as is outlined in my memorandum to you.

We will discuss these matters in closed session on Monday evening.

Our Mission:

THE CITY OF PARK RIDGE IS COMMITTED TO PROVIDING EXCELLENCE IN CITY SERVICES IN ORDER TO UPHOLD A HIGH QUALITY OF LIFE,
SO OUR COMMUNITY REMAINS A WONDERFUL PLACE TO LIVE AND WORK

Thank you for your attendance at our recent interview session for our proposed police department audit. As a result of the interviews, we have narrowed our selection process to three firms. The City has decided to take a more focused approach to this audit. We are asking that you submit a proposal for conducting this more focused audit on behalf of the City.

Pursuant to the interviews, we believe you are familiar with various issues facing the department. The audit will concentrate on the following matters:

1. The "show up" issue involving a resident whose identity was stolen, but was nonetheless brought to the police department for questioning for prescription fraud. This will include an interview with the resident and may include discussions with her as to her impressions of the department.
2. A review of allegations that a high ranking police supervisor has suppressed evidence in cases that might involve a family member. This will include a review of the 2001 Kassis case that was settled by the City.
3. A review of the overall performance of a particular officer. This request arises out of an allegation of possible racial profiling and out of a civil rights case recently settled by the City in which this officer was the primary defendant.
4. A 2007 incident involving a complaint of improper treatment during a traffic stop.
5. A review of our latest CALEA report and a general review of our training procedures.
6. Interviews with at least five randomly selected patrol officers and three randomly selected supervisors for "line of duty" feedback on the general state of the department.

We ask that you estimate the total number of hours that will be expended on the project and quote a total fee for this assignment. Please also provide the name of the person who would be directly responsible for this assignment and a list of the personnel who will be assigned to work on this matter. Please include the hourly rate for each person.

We understand that it is difficult to estimate the time that such an assignment will take. However, it is important that the City be able to appropriately budget for such an audit.

We are mindful that as work on each matter progresses, the amount of time needed to reach a conclusion may change. The City will work with the selected firm to re-budget and reorder priorities as may be necessary.

Please assume at least three meetings for oral progress reporting with the City Attorney, two additional meetings with the Ad Hoc Committee and one meeting with the City Council.

Please quote a separate fee estimate for a written report of your findings and conclusions. Also, please supply an estimate of the number of weeks you believe it will take to conclude this assignment.

If you desire additional detail with respect to the scope and nature of this assignment, please contact Buzz Hill, our City Attorney at 847-732-9137.

Your proposal must be received at City Hall no later than February 13, 2008 at 4:00 p.m.

Thank you for your participation.

Tim Schuenke
City Manager

Proposed Scope of Services – Police Department Management Audit

A. Summary Description and Purpose of RFP

The City of Park Ridge intends to award a contract for consulting services on issues related to policing. The contract with the selected vendor is for the vendor to provide the City with a report containing recommendations on how it can improve the use of Police Department resources. The vendor will work closely with police administrators to explore problems, develop solutions and test results. It is important that the vendor consult with representatives of the City Administration, the City Council, Police Unions and Community Organizations in developing solutions. The vendor should develop practical and affordable solutions that are fair, impartial, humane and efficient to everyone. The vendor will be expected to benchmark the Department's practices against the best practices of similar agencies. The terms of the contract are subject to negotiations.

B. Scope of services

The contracted scope of services will include all of the following:

The vendor will be expected to conduct a review of the Department and provide recommendations in a timely fashion. The scope of services shall require the consultant to make recommendations in order to improve the quality of service that is provided to the residents of Park Ridge. The vendor shall be expected to conduct an operational review as well as an organizational review.

1. Operational Review

Vendor shall:

- Conduct a management review of the Patrol, Detective, Traffic, and Support Divisions.
- Make recommendations to improve the efficiency of the department.
- Conduct a review of departmental management practices.

2. Organizational Review

Vendor shall:

- Conduct a review of the table of organization and make appropriate recommendations for changes to the organization structure.
- Make recommendations re: the staffing needs of the department.
- Review and make recommendations re: the deployment of patrol personnel.

C. Methodology

Vendor shall:

- Utilize best practices of similar departments in conducting analysis.
- Conduct a review of Department procedures and performance indicators.
- Consult with City Government, City Council, Police Unions, Community Leaders, and Police Managers.
- Identify and utilize model practices of other police department in their analysis.
- Review all pertinent Department data.

The City will designate a liaison to the vendor for contract management, oversight and assistance; provide reports in a manner consistent with procedures developed with the vendor; review and approve vendor claims for payment.