Jacksonville Sheriff's Office

Duval County, Florida

Mike Williams, Sheriff

501 E. Bay Street
Jacksonville, FL 32202

To: Gregory Pease, Chairman
Professional Services Evaluation Committee

Thru: Bill Clement, CPA
Chief of Budget

From: Nick Burgos
Director of Investigations & Homeland Security

Subject: P-37-19 Operational & Geographical Assessment for the Jacksonville Sheriff's Office Subcommittee Report

Date: August 6, 2019

The Jacksonville Sheriff's Office has negotiated with the number one ranked consultant that submitted a proposal and was selected to provide the Operational & Geographical Assessment for the Jacksonville Sheriff's Office resulting in the attached Revised Scope of Services (Exhibit A), which includes new Cost Proposal in Subsection 9.

Accordingly, this is to recommend that the City of Jacksonville/Jacksonville Sheriff's Office enter into a contract with International Association of Chiefs of Police (IACP) to provide the Operational & Geographical Assessment for the Jacksonville Sheriff's Office to incorporate the attached Revised Scope of Services (Exhibit A), which includes new Cost Proposal in Subsection 9. The term of agreement will commence upon execution of the contract and will continue for a one (1) year period or through completion of work. The maximum indebtedness is a not-to-exceed amount of $215,375.00. All other terms and conditions of the Contract are per the City's standard contract language and as provided in the Request for Proposals.

Attachments: Exhibit A

cc: Alex Baker, PSEC Specialist

EXHIBIT A

IACP
International Association of Chiefs of Police

Operational and Geographical Assessment for the Jacksonville Sheriff's Office

(RFP # P-37-19)

Presented by:
International Association of Chiefs of Police
44 Canal Center Plaza, Suite 200
Alexandria, VA 22314

1 (800) THE-IACP or (703) 647-6767

Exhibit 'A'

IACP
International Association of
Chiefs of Police

44 Canal Center Plaza, Suite 200 | Alexandria, VA 22314, USA | 703.836.6767 or 1.800.THEIACP | www.theIACP.org

June 24, 2019

Gregory Pease
Chief, Procurement Division
City of Jacksonville
214 North Hogan Street, Suite 105
Jacksonville, FL 32202

Dear Mr. Pease:

Thank you for the opportunity to submit a proposal for the *Operational and Geographical Assessment for the Jacksonville Sheriff's Office (RFP # P-37-19)*.

This letter serves to acknowledge that this response is based on the terms set forth in the RFP and all amendments thereto posted on the Buyer's website. We also acknowledge that we are responsible for monitoring the Buyer's website for subsequent amendments and for maintaining, amending, or withdrawing this Response prior to the Response Due Date based on any subsequent amendments.

Contractor's Information
International Association of Chiefs of Police
44 Canal Center Plaza, Suite 200
Alexandria, Virginia 22314
(703) 836-6767

Federal EIN: 53-0227813

Individuals Authorized to Make Representations for the Contractor

Erin Vermilye
Director
44 Canal Center Plaza, Suite 200
Alexandria, Virginia 22314
(703) 836-6767 ext. 217
vermilye@theiacp.org

Carl Maupin
Assistant Director
44 Canal Center Plaza, Suite 200
Alexandria, Virginia 22314
(703) 836-6767 ext. 848
maupin@theiacp.org

Meghann Casanova
Program Manager
44 Canal Center Plaza, Suite 200
Alexandria, Virginia 22314
(703) 836-6767 ext. 819
casanova@theiacp.org

Sincerely,

Erin Vermilye
Director, Member Engagement and Leadership Services

IACP
International Association of Chiefs of Police

Required Forms

Operational and Geographical Assessment for the Jacksonville Sheriff's Office (RFP # P-37-19)

Presented by:
International Association of Chiefs of Police
44 Canal Center Plaza, Suite 200
Alexandria, VA 22314

1 (800) THE-IACP or (703) 647-6767

FORM 1
PRICE SHEET

NAME OF CONSULTANT International Association of Chiefs of Police

Proposal Number P-37-19

SCHEDULE OF PROPOSED PRICES/RATES

1. Flat Fee (payable per section 4.11):

   $215,375 (to be invoiced per the RFP section 4.11)

2. Other Direct Project Costs per Unit (please specify):

   There are no other direct costs for this project. All costs are contained in the flat fee.

3. Please provide any other relevant rates that may apply to this project including average direct hourly labor rates for other categories of proposed personnel:

   This cost for this proposal is all inclusive and will not exceed the stated amount.

Contractor's cost proposal must include all costs necessary to complete the scope of services as defined in this solicitation, including travel. The cost proposal must not include any additional implementation or support services as mentioned in Section 4.9.c

FORM 2
CONFLICT OF INTEREST CERTIFICATE

RFP No. P-37-19

Bidder must execute either Section I or Section II hereunder relative to Florida Statute 112.313(12). Failure to execute either Section may result in rejection of this bid proposal.

SECTION I

I hereby certify that no official or employee of the City or independent agency requiring the goods or services described in these specifications has a material financial interest in this company.

Signature

Erin Vermilye
Name of Official (Type or Print)

International Association of Chiefs of Police
Company Name

44 Canal Center Plaza, Ste 200
Business Address

Alexandria, VA 22314
City, State, Zip Code

SECTION II

I hereby certify that the following named City official(s) and employee(s) having material financial interest(s) (in excess of 5%) in this company have filed Conflict of Interest Statements with the Supervisor of Elections, 105 East Monroe Street, Jacksonville, Duval County Florida, prior to bid opening.

Name	Title or Position	Date of Filing

Signature

Company Name

Name of Official (Type or Print)

Business Address

City, State, Zip Code

PUBLIC OFFICIAL DISCLOSURE

Section 126.112 of the Purchasing Code requires that a public official who has a financial interest in a bid or contract make a disclosure at the time that the bid or contract is submitted or at the time that the public official acquires a financial interest in the bid or contract. Please provide disclosure, if applicable, with bid.

Public Official _____

Position Held: _____

Position or Relationship with Bidder: _____

JSEB FORM 1
CITY OF JACKSONVILLE SMALL & EMERGING BUSINESSES PROGRAM

SCHEDULE OF JSEB SUBCONTRACTOR/SUBCONSULTANT

NAME OF BIDDER International Association of Chiefs of Police

PROJECT TITLE Operational and Geographical Assessment for the Jacksonville Sheriff's Office

BID NUMBER P-37-19 TOTAL BASE BID AMOUNT $215,375

*Please list all JSEBs

NAME OF SUB FIRM	ADDRESS OF FIRM	TYPE OF SUB (if certified)	TYPE OF WORK TO BE PERFORMED	TOTAL CONTRACT VALUE
N/A				

The undersigned acknowledges and agrees that, if any of the above-listed JSEBs are not, for any reason, properly certified with the City, in accordance with Ordinance 2004-602, at the time of bid opening, the same will not be counted toward meeting the participation percentage goal as defined herein.

The undersigned will enter into a formal Agreement with the JSEB Suppliers/Consultants/Subcontractors identified herein for work listed in this schedule, as well as any applicable alternates, conditioned upon execution of a contract with the City of Jacksonville. Under penalties of perjury I declare that I have read the foregoing conditions and instructions and the facts are true to the best of my knowledge and beliefs.

Signature: _____ Title: Assistant Director Date: 8/6/2019
Signature of Prime Contractor

Print Name: Carl Maupin

Attach additional list of subcontractors/sub-consultants as needed

JSEB FORM 2
CITY OF JACKSONVILLE SMALL & EMERGING BUSINESSES PROGRAM

LETTER OF INTENT

TO PERFORM AS A SUPPLIER/CONSULTANT/SUBCONTRACTOR and **to be utilized by JSEBs only**

N/A

(Name of JSEB Supplier/Consultant/Subcontractor)

NAME OF PROJECT	Operational and Geographical Assessment for the Jacksonville Sheriff's Office	BID NO	P-37-19

I, the undersigned, understand that the price below is representative of my intent to perform the scope of work stated below. I further understand that this price is subject to increase or decrease due to the City of Jacksonville bid requirements. All work must meet the City of Jacksonville bid specifications.

***Scope of Work**	***Total Price of work to be performed or materials to be supplied including Sales Tax**

Signature of JSEB Supplier/Consultant/ Subcontractor	Title	Date

*Scope of Work and Price are covered under Base Bid only.

Total price must be filled in on this form in order for participation to be considered valid. This form must be used for Letter of Intent.

JSEB FORM 3
CITY OF JACKSONVILLE SMALL & EMERGING BUSINESSES PROGRAM
FINANCE & ADMINISTRATION DEPARTMENT
CONSULTANT AND CONTRACTOR'S MONTHLY REPORT

PRIME CONTRACTOR NAME: International Association of Chiefs of Police

PROJECT TITLE: Operational and Geographical Assessment for the Jacksonville Sheriff's Office

PROFESSIONAL SERVICES NO. P-37-19 - OR -

CITY BID NO. _____

CURRENT CONTRACT TOTAL AMOUNT $ $215,375

CITY CONTRACT NO. _____

INVOICE INFORMATION

INVOICE NO.: _____

FOR PERIOD ENDING DATE: _____

CURRENT INVOICE $: _____

CUMULATIVE INVOICED $: _____

CONTRACT % COMPLETE.

CONTRACT GOAL TRACKING

JSBE/MBE GOAL $: N/A

JSEB/MBE GOAL % :

PRIOR MONTH CUMULATIVE JSEB/MBE $:

PRIOR MONTH CUMULATIVE NON-JSEB/MBE $:

FORMULA FOR CUMULATIVE MONTH % CUMULATIVE $ / CUMULATIVE $ INVOICED

CUMULATIVE JSEB/MBE $:

CUMULATIVE JSEB/MBE %

CUMULATIVE NON-JSEB $:

CUMULATIVE NON-JSEB % :

JSEB/MBE SUBCONTRACTORS TO BE PAID FROM THIS INVOICE

COMPANY NAME	FEDERAL I.D. NO.	ZIP CODE	SDBE TYPE [1]	TYPE OF WORK [2]	$ THIS PAYMENT
Use Sheet 2 if additional lines are needed.				TOTAL	

NON-JSEB SUBCONTRACTORS TO BE PAID FROM THIS INVOICE

COMPANY NAME	FEDERAL I.D. NO.	ZIP CODE		TYPE OF WORK	$ THIS PAYMENT
Use Sheet 3 if additional lines are needed.				TOTAL	

MBE (Minority Business Enterprise)/**JSEB** (Jacksonville Small Emerging Business) **TYPES: AA:** African- American, **WBE:** Woman, **HA:** Hispanic-American; **AS:** Asian-American; **NA:** Native-American; **JSBE:** Jacksonville Small Emerging Business **TYPE OF WORK**: Examples: Catering, Clerical, Consulting, Engineering, Hauling, Janitorial, Masonry, Site Clearing, Technical Support

FOR CITY OF JACKSONVILLE USE ONLY

DATE PROCESSED	DOCUMENT NO.	INDEX CODE – SUBOBJECT - PROJECT NO. – DETAIL	$ THIS PAYMENT

Notes:

1. THIS MONTHLY FORM MUST BE COMPLETED AND SUBMITTED WITH ALL REQUESTS FOR PAYMENT AND FINAL PAYMENT
2. Contractor shall attach to this form a typewritten explanation of any differences in JSEB/MBE participation from original contract commitment.

ATTACHMENT A-1
(Page 1 of 1)

VOLUME OF WORK FOR USING AGENCIES BY PRIME CONSULTANT WITHIN THE LAST FIVE YEARS

Please list the original contract amounts in the Fiscal Year the contracts were executed and amendments to the contracts in the Fiscal Year that the amendments were executed. For Annual Contracts, show totals of Purchase Orders issued in each Fiscal Year.

PROJECT DESCRIPTION	FY14/15 Oct 1 – Sept 30	FY15/16 Oct 1 – Sept 30	FY16/17 Oct 1 – Sept 30	FY17/18 Oct 1 – Sept 30	FY18/19 Oct 1 – Sept 30
N/A					
YEARLY TOTALS:					

FORM 3

INSURANCE AGENT ACKNOWLEDGMENT

RFP No: P-37-19

Bidder must have their insurance agent execute the below statement. Failure to execute this statement may result in rejection of this bid proposal.

As insurance agent for:

International Association of Chiefs of Police

I have read the Indemnification and Insurance Requirements relating to the above referenced bid and do certify that I can provide evidence of all required coverages, limits and additional provisions as stated in those documents.

Please see attached from provider

Agent's Signature

Insurance Agency Name

Agent's Name (Type or Print)

Agent's License Number (Type or Print)

*This Form is not to be edited in any way (including handwritten comments). If Bidder has insurance coverage with multiple insurance agents, each agent will need to complete and sign their own form to be submitted with the bid response.

From: Melanie Wade
To: Meghann Casanova
Subject: FW: RFP City of Jacksonville...Bret
Date: Friday, June 21, 2019 3:01:40 PM

FYI

From: Bret Hart <bhart@hhsinsurance.com>
Sent: Friday, June 21, 2019 2:28 PM
To: Melanie Wade <wadem@theiacp.org>
Cc: Lorrie Tallman <ltallman@hhsinsurance.com>
Subject: RFP City of Jacksonville...Bret

Melanie,
Lorrie and I have reviewed the contract with regard to the Insurance and Indemnification Requirements of this RFP. You asked that I sign the Agent Agreement Acknowledgement Form which would validate that all such requirements are met by your current insurance portfolio. As you may recall in previous communications, the Indemnification language is not part of an Insurance Contract. This would prohibit me from signing the form. This interpretation is not a legal analysis and we suggest that these contractual provisions be reviewed by the IACP Legal Counsel. Feel free to contact me with regard to this response. Thank you, Bret Hart

R. Bret Hart
Sr. Vice President
Hodge, Hart & Schleifer, Inc.
8401 Connecticut Avenue, Suite 600
Chevy Chase, Maryland 20815
bhart@hhsinsurance.com
240-644-6000 ext. 218
888-814-9068
Fax: 240-644-6011
www.hhsinsurance.com

CHFSPOL-CI

LTALLMAN

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 1/15/2019

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER
Hodge, Hart & Schleifer, Inc.
8401 Connecticut Ave.
Ste. 600
Chevy Chase, MD 20815

CONTACT NAME:
PHONE (A/C, No, Ext): (240) 644-6000 FAX (A/C, No): (240) 644-6011
E-MAIL ADDRESS:

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : THE CHARTER OAK FIRE INSURANCE CO	25615
INSURER B : TRAVELERS INDEMNITY CO	25658
INSURER C :	
INSURER D :	
INSURER E :	
INSURER F :	

INSURED
International Association of Chiefs of Police, Inc.
44 Canal Center
Ste. 200
Alexandria, VA 22314

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE 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. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY						EACH OCCURRENCE	$ 1,000,000
	CLAIMS-MADE X OCCUR			I6803860P088	1/1/2019	1/1/2020	DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 1,000,000
							MED EXP (Any one person)	$ 5,000
							PERSONAL & ADV INJURY	$ 1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER						GENERAL AGGREGATE	$ 2,000,000
	X POLICY PRO-JECT LOC						PRODUCTS - COMP/OP AGG	$ 2,000,000
	OTHER							$
B	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident)	$ 1,000,000
	X ANY AUTO			BA-431R8254	1/1/2019	1/1/2020	BODILY INJURY (Per person)	$
	OWNED AUTOS ONLY / SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	HIRED AUTOS ONLY / NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
B	X UMBRELLA LIAB X OCCUR						EACH OCCURRENCE	$ 5,000,000
	EXCESS LIAB CLAIMS-MADE			ISF-CUP-431R8254	1/1/2019	1/1/2020	AGGREGATE	$ 5,000,000
	DED RETENTION $							$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY						X PER STATUTE OTH-ER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y/N N / N/A			UB08J718698	1/1/2019	1/1/2020	E.L. EACH ACCIDENT	$ 1,000,000
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	$ 1,000,000
							E.L. DISEASE - POLICY LIMIT	$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER

FOR PROPOSAL ONLY

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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IACP
International Association of Chiefs of Police

Minimum Requirements for Contractors

Operational and Geographical Assessment for the Jacksonville Sheriff's Office (RFP # P-37-19)

Presented by:
International Association of Chiefs of Police
44 Canal Center Plaza, Suite 200
Alexandria, VA 22314

1 (800) THE-IACP or (703) 647-6767

1. **The Contractor shall provide current proof of all business licenses required by local, state, and federal law as applicable.**

   IACP is a 501(c) 3 non-profit corporation, chartered in the District of Columbia. Enclosed with this section is a copy of IACP's business license.

2. **Contractor must have completed at least two operational assessments/staffing studies for similar sized Law Enforcement agencies within the past five years. Documentation supporting these assessments / studies must be submitted as part of the proposal.**

   In the past five years, IACP has completed the following operational assessments / staffing studies for similar sized agencies.

   Cobb County, GA, Police Department: Police Operations and Management Study

   - Final report available online: https://s3.us-west-2.amazonaws.com/cobbcounty.org.if-us-west-2/prod/2018-07/IACP_CCPD_Final_Report.pdf

   Alexandria, VA, Police Department: A Staffing Analysis for Patrol and Investigations

   - Final report available online: https://www.alexandriava.gov/uploadedFiles/police/info/2016IACPStaffingStudy.pdf

3. **The Contractor must have documented experience in establishing minimum professional standards set forth by the Commission on Accreditation for Law Enforcement Agencies (CALEA).**

   IACP is a major influence in establishing the standards against which police agencies are measured. Operating agencies frequently utilize IACP positions, resolutions, and goals as guidelines. Agencies throughout the United States also utilize the IACP patrol work force allocation approach. IACP is also one of four associations that established the minimum professional standards set forth by the Commission on Accreditation for Law Enforcement Agencies (CALEA), and IACP retains permanent seats on the commission. In 2015 IACP had a significant role in the study on 21st Century Policing, and IACP has proactively engaged in promoting the values and standards identified in that report. Furthermore, for over 30 years, the IACP Law Enforcement Policy Center has been identifying leading practices and providing sound guidance to the law enforcement profession to assist in developing policies for individual departments.

2019 City of Alexandria Business License

Finance Department, Revenue Administration Division, City of Alexandria
301 King Street, Room 1700, Alexandria, VA 22314
Phone: 703.746.3903 http://www.alexandriava.gov/

License Number:	110370-2019
Account Number:	110370
Tax Period:	2019
Business Name:	INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE
Trade Name:	INT'L ASSN OF CHIEFS OF POLICE
Business Location:	44 CANAL CENTER PZ UNIT:200 Alexandria, VA 22314

INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE
44 CANAL CENTER PZ UNIT:200
Alexandria, VA 22314

License Classification(s):

Exempt
9-011-008
Non-Profit Membership Organization

March 21, 2019

Dear Taxpayer:

This is your 2019 City of Alexandria Business License. The bottom portion of this page is perforated to allow you to tear off and post the business license in your establishment.

If you paid for your business license via check, please be aware that if your check is not honored by your financial institution, this business license shall be invalid.

As with all taxes, our goal is to administer Business License taxes fairly and in accordance with Commonwealth and Locality code. Our staff strives to provide professional assistance and quality customer service. Your satisfaction is important to us and your comments are always welcome.

If you have any questions regarding this letter, please visit http://www.alexandriava.gov/ or contact my office via phone at 703.746.3903.

Finance Department, Revenue Administration Division, City of Alexandria

Keep this letter for your records.

City of Alexandria Business License

Revenue Administration Division, City of Alexandria, 301 King Street, Room 1700, Alexandria, VA 22314

License Number:	110370-2019
Account Number:	110370
Tax Period:	2019
Business Name:	INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE
Trade Name:	INT'L ASSN OF CHIEFS OF POLICE
Business Location:	44 CANAL CENTER PZ UNIT:200 Alexandria, VA 22314
License Classification(s):	Exempt 9-011-008 Non-Profit Membership Organization

This license has been issued by the Revenue Administration Division of the City of Alexandria and is granted to:

INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE
44 CANAL CENTER PZ UNIT:200
Alexandria, VA 22314

IACP
International Association of Chiefs of Police

Statement of Qualifications

Operational and Geographical Assessment for the Jacksonville Sheriff's Office (RFP # P-37-19)

Presented by:
International Association of Chiefs of Police
44 Canal Center Plaza, Suite 200
Alexandria, VA 22314

1 (800) THE-IACP or (703) 647-6767

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SUBSECTION 1: COMPETENCE

IACP is a 501(c) 3 non-profit corporation, chartered in the District of Columbia (1943) and headquartered in Alexandria, Virginia. It has a full-time staff of 135 employees. IACP is the world's leading association of law enforcement executives with more than 31,000 members in over 152 countries. A 48-member Board of Directors serves as the governing body of the IACP. The Board of Directors relies on input from thousands of law enforcement professionals serving in IACP Policy Councils, Sections, and Committees. In addition to chiefs of police and law enforcement personnel of other ranks, IACP members include criminal justice researchers, university faculty, and members of many other professions. Founded in 1893, the IACP promotes the highest standards of performance and conduct within the global law enforcement profession.

Comprehensive evaluation, resource allocation, and strategic planning studies are priority interests of the IACP, and we will bring unsurpassed and unique qualifications and experience to this study. For over 50 years, the IACP has conducted organizational analysis and development of law enforcement agencies, including in-depth directed studies of training, recruitment, hiring and retention practices. The Management and Operations Studies are conducted through the Membership Engagement & Leadership Team at the IACP; however, to accomplish our work, we will draw upon various staff and subject matter experts from other areas within IACP, in addition to engaging external subject matter experts and resources. The key components and benefits to engaging the services of the IACP include:

- **Credibility.** IACP commands preeminent status among law enforcement executive associations. This confers special prestige and credibility to these studies. Government officials, the public, and law enforcement officers and officials, highly respect and value the findings and recommendations of IACP.
- **Exclusive Focus.** IACP concentrates its efforts exclusively on law enforcement matters. IACP does not diffuse its interests and capacities. The obligation of IACP is to law enforcement innovation and professionalism, and this is a driving force in these efforts.
- **Performance Record.** The range of engagements conducted by IACP, and the number of repeat clients, attest to the product value and client satisfaction. IACP has worked with law enforcement clients of every conceivable size, structure, and mission, and the IACP team is equipped to deal with any issue or circumstance affecting your organization and community.
- **Resource Depth.** Our headquarters staff comprises over 100 former law enforcement executives and practitioners, social scientists, technology specialists, management

analysts, and trainers, who possess collectively, 21st century policing capacities in every facet of law enforcement policy and practice. Augmented by a global network of consultants and committee members, our staff resources are unsurpassed in depth and quality. IACP also maintains excellent partnerships within the field, including the International Criminal Police Organization (Interpol), Asean Association of Chiefs of Police (ASEANAPOL), Police Community of the Americas (Ameripol), European Union Agency for Law Enforcement (Europol), Pacific Island Chiefs (PICP), National Police Chiefs Council (NPCC), Organization of Security and Cooperation in Europe (OSCE), Commission on Accreditation for Law Enforcement Agencies (CALEA), International Association of Directors of Law Enforcement Standards and Training (IADLEST), and Major Cities Chiefs Association (MCCA). The IACP is in discussion with the Cooperation Council for the Arab States of the Gulf Police Force (GCCPOL) to establish a formal partnership. Partnerships like these enhance IACP's knowledge base and reach.

- **Innovations Leadership.** Developing and discovering contemporary approaches and innovations to stimulate law enforcement effectiveness and productivity and to protect communities is central to the IACP mission. IACP continually assesses the needs of the law enforcement profession and the public served, and the IACP consciously and continuously expands the portfolio of staff and expertise accordingly, allowing IACP to provide the most up to date and comprehensive services to clients.

- **Organizational Transformation Record.** IACP project teams work interactively with public officials and law enforcement agencies. The IACP team works collaboratively through the project process, sharing observations and findings throughout the course of the study. Client agencies frequently self-initiate positive change at early stages of a project, throughout a project, and afterward. Re-visitation studies and other forms of follow-up document measurable degrees of institutionalized constructive change.

- **Strategy Development.** Recommendations are consciously crafted to minimize costs of law enforcement operations, maximize productivity, and, above all, to protect the public and honor officer safety.

- **Profession Standards.** IACP is a major influence in establishing the standards against which law enforcement agencies are measured. Operating agencies frequently utilize IACP positions, resolutions, and goals as guidelines. Agencies throughout the United States also utilize the IACP patrol work force allocation approach. IACP is also one of four associations that established the minimum professional standards set forth by the Commission on Accreditation for Law Enforcement Agencies (CALEA), and IACP retains permanent seats on the commission. In 2015 IACP had a significant role in the study on 21st Century Policing, and IACP has proactively engaged in promoting the values and

standards identified in that report. Furthermore, for over 30 years, the IACP Law Enforcement Policy Center has been identifying leading practices and providing sound guidance to the law enforcement profession to assist in developing policies for individual agencies.

Project Staff

The IACP will staff this engagement with a senior team of IACP headquarters professionals, augmented by subject matter experts (SMEs), identified and retained based on their professional expertise to include an awareness of and experience with law enforcement practices in the United States and Florida. The Management Studies team from the IACP, which devotes staff energies exclusively to conducting operational assessments of law enforcement agencies, administrative and operational services, research, policy development, and innovations, will conduct this study.

The IACP team has worked together on numerous law enforcement management and operations studies, and/or on other IACP initiatives and technical assistance projects, and hosts core competencies in every analytical concentration demanded by the work including criminology, training, leadership development, patrol staffing and deployment, community policing, cost-benefit analysis, operations research and statistical methods, model policy development, and the entire spectrum of law enforcement policy and practices. Management studies of this nature are part of a suite of professional services offered by the IACP.

A key component of the success of the approach of the IACP in such matters is the use of selected consultants. These consultants have a proven record in the field and the IACP selects them for these projects based on their unique expertise and the match of that expertise with the needs of the client. The IACP also utilizes a wide range of subject matter experts, both internal and external to the IACP organization. It is through engaging this multitude of individuals that the IACP is able to bring unprecedented experience to bear on the contemporary issues facing law enforcement. The IACP then supplements and enhances those capacities by engaging SMEs directly in analyzing study data, and in constructing findings and proposed recommendations.

The team assigned to this project include former sheriffs, police chiefs, and law enforcement leaders from agencies of similar size and structure, and experienced data analysts. Full resumes may be found in Attachment A.

Sheriff Richard Stanek: Lead Subject Matter Expert
Richard W. Stanek currently serves at Vice-Chair of the FirstNet Board, and was the 27th Sheriff of Hennepin County. As Sheriff, he was first sworn in on January 1, 2007, was re-elected in 2010 and 2014, and retired at the end of his third term. He is a 35-year veteran of law enforcement – serving with the Minneapolis Police Department, rising through the ranks from Patrol Officer to Commander of Criminal Investigations. While serving as a police officer, he was elected to the Minnesota State Legislature five times, where he served as Chair of the Crime Prevention and Public Safety Committee. In 2003, the Governor appointed him Commissioner of Public Safety & Director of Homeland Security for Minnesota.

Upon retirement, he created Public Safety Strategy Group, a public safety and government affairs consulting company, providing clients with services that include: Public safety expertise & training, Public safety product marketing & development, Criminal justice public policy development & issue advocacy, Public relations & communications, Grant writing, administration & program development, Non-profit coordination & fundraising, County, legislative & state-wide elections.

Sheriff Frank Cousins: Subject Matter Expert
Frank Cousins served as Sheriff of Essex County for over 20 years, where he was credited for enacting significant reforms while in office, including instituting an innovative drug and alcohol detoxification program that he made available to the community to facilitate diversion treatment programs for persons with substance use disorders. Prior to his appointment in 1996, he served as State Representative for Newburyport, Amesbury and Salisbury as well as a Newburyport City Councilor.

Joseph R. Price: Subject Matter Expert
Joseph R. Price is a law enforcement professional with over 40 years of experience in police management, training and policy development. Mr. Price served with the Montgomery County Maryland Police Department for over 24 years. During his tenure Mr. Price held a variety of positions including Executive Officer for Operations and Plans, Training Director, District Commander and Bureau Chief. Mr. Price was appointed Chief of Police for Leesburg, Virginia in 2000, and served as Chief for 16 years before retiring from public service in March 2016. Mr. Price is the past Chair of the Northern Virginia Chiefs and Sheriffs Group, and the former Chair of the Northern Virginia Regional Gang Task Force.

Mr. Price has a Master of Business Administration (MBA) with a focus on Management and a Bachelor's of Science in Political Science. He is a graduate of the FBI National Academy, the

Police Executive Research Forum's (PERF) Senior Management Institute for Police and the US Army Command and General Staff College.

Bill O'Toole: Subject Matter Expert
Bill O'Toole retired as Assistant Chief of Police from the Montgomery County (MD) Police Department in 2006 after more than 26 years of service. During his career, he served in a variety of patrol, investigative, supervisory, and command assignments. Early in his career, he served as a patrol officer, a plainclothes street crimes officer, as a criminal investigator, and as an undercover narcotics investigator. As a supervisor, he has overseen both traditional patrol shifts and community-based policing teams.

Mr. O'Toole holds a Bachelor's degree (BS) in Criminology from the University of Maryland and a Master's degree (MS) in Management from Johns Hopkins University. He is also a graduate of the FBI's National Academy.

Ed Roessler: Subject Matter Expert
With more than 31 years in the law enforcement profession Colonel Edwin C. Roessler Jr. currently serves as the Chief of Police for the Fairfax County Police Department where he navigated through the ranks and earned appointment to the position of Chief of Police on July 30, 2013. Colonel Roessler has served as a consultant with the IACP Team for many years and is experienced with small, mid-sized, and large law enforcement organizations in the United States and globally.

Colonel Roessler received his undergraduate degree from Arizona State University and his graduate degree from the George Washington University. Colonel Roessler has graduated from a variety of professional development programs including the Federal Bureau of Investigation's National Executive Institute and National Academy, the American University's Key Executive Graduate Program, the United States Military Academy West Point Leadership Program, and Leadership Fairfax.

Mark Lomax: Subject Matter Expert
Mark Lomax has over 30 years of leadership and law enforcement expertise. Currently, Mr. Lomax is the CEO of Lancer Cobbs, a management consulting firm he founded. Following his retirement as a Major with the Pennsylvania State Police after 27 years of service, he worked in Liberia, West Africa, as the program manager for the United Nations overseeing the Liberian National Police Emergency Response Unit (SWAT) and their Police Support Unit (Crowd Control). Mr. Lomax also served as the Executive Director/CEO of the National Tactical Officers

Association, representing over 40,000 members of the law enforcement special operations community.

Mr. Lomax is a graduate of the FBI National Academy (200th Session). He has an undergraduate degree in psychology from LaSalle University, an MBA degree from Eastern University, and a MS degree in Higher Education from Drexel University.

Meghann Casanova: Project Manager
Ms. Casanova joined the IACP in 2007 as a project support specialist and was promoted to project manager and then program manager. She brings ten years of project management experience that includes conducting research to identify operational and policy priorities; analyzing and interpreting data to identify gaps; developing and implementing creative and effective business practices, and; forecasting financial requirements, develop budgets, schedule expenditures, analyze variances and initiate corrective actions as needed. She holds a M.S. in Criminal Justice from the University of Cincinnati.

Ms. Casanova will serve as the project manager and primary point of contact and will be responsible for directing every aspect of the proposed activities.

Carl Maupin: Project Oversight
Mr. Maupin joined the IACP in 2017 as an assistant director for the Member Engagement and Leadership Services (MELS) team after 23 years with the Leesburg, Virginia, Police Department. He has command experience leading a variety of police units to include serving as deputy chief. While at the Leesburg Police Department, Mr. Maupin's notable accomplishments included the incorporation of evidence-based practices into police policy and practice, establishing interdisciplinary workgroups with the community, and leveraging new technologies in support of police operations. He holds an M.A. in Emergency and Disaster Management from American Public University.

Mr. Maupin will provide project oversight and guidance.

Previous Projects

The IACP has conducted numerous management and operational studies under our professional services team. The chart below lists some of our clients with projects similar to the one stated in the RFP and which have been satisfactorily completed.

NAME OF FIRM	CONTACT PERSON	TELEPHONE	TYPE OF SERVICE
Salt Lake City Corporation	Assistant Chief Tim Doubt	801-799-3812	Operational Study
Glynn County Police Department	Chief John Powell	912-554-7800	Operational study
Cobb County, GA, Police Department	Captain J.D. Ferrell	770-499-3880	Operation study
Durham, NC, Police Department	Sr. Program Manager William Gascoigne	919-560-5411	Schedule and beat study
City of Westminster	Chief Tim Carlson	303-658-4284	Operational study
City of Alexandria, VA	Chief Michael L. Brown	703-746-4700	Staffing analysis
City of Sarasota, FL	Asst. City Attorney Joseph Polzak	941-400-0422	Operational study, staffing analysis, and beat study

SUBSECTION 2: CURRENT WORKLOAD

The IACP Professional Services team's current workload includes the following projects:

- Los Angeles County Sheriff's Department – Recruitment, Retention, and Hiring Study

  Sworn Agency Size: 9,266
  Population Served: 3+ million

- Los Angeles County Sheriff's Department – Body-Worn Camera Study

  Sworn Agency Size: 9,266
  Population Served: 3+ million

- Danville Police Department – Management and Operations Assessment

  Sworn Agency Size: 129
  Population Served: 4432

The IACP has conducted numerous management and operational studies under our professional services team and regularly operates under a similar workload. With a diverse and varied pool of subject matter experts to draw from, the IACP ensures that workloads are evenly dispersed and that agencies received dedicated attention to the respective assessments.

Additionally, the IACP is currently working on several other projects, including: Policy Center, IACP/University of Cincinnati Research Center, the Institute for Community-Police Relations, and the Collaborative Reform Initiative Technical Assistance Center (CRI-TAC). The research and leading practices identified through these programs will further inform the Jacksonville Sheriff's Office assessment.

SUBSECTION 3: FINANCIAL RESPONSIBILITY

The IACP was established in 1893 and was incorporated as a 501(c) 3 non-profit corporation, chartered in the District of Columbia, in 1943. It is led by a Board of Directors that encompasses an Executive Board representing the full spectrum of law enforcement executives from across the globe.

The IACP also has an annual audit performed by independent (external) professionals. For the past 27 years, the IACP has received an unqualified opinion—the highest audit opinion an organization can receive—on its financial operations.

Bank Reference

M&T Bank
Peter Schatz
(202) 661 -7222
pschatz@mtb.com

Litigation

The IACP was a party to the following legal actions within the last ten (10) years:

- December 2017: Circuit Court 12th Judicial District Sarasota County Florida: Barfield v. IACP and City of Sarasota: Complainant seeking access to public records. Case settled with production of documents and payment of plaintiff's attorneys' fees and costs.
- August 2017: Former IACP employee filed EEOC charge against IACP alleging age discrimination. Charge settled and the matter is closed.
- April 2017: Court of Appeals Tennessee: Memphis Publishing Company v. City of Memphis et al.: Plaintiff, newspaper, sought access to application materials in possession of a nonprofit association (IACP) that was assisting the City of Memphis with a candidate search for Director of Police. The trial concluded that the records held by the association were subject to disclosure under the Tennessee Public Records Act. The association and the city appealed. The court of appeals reversed the determination that the records are subject to disclosure; it affirmed the denial of an award of attorney's fees to the newspaper.
- November 2015: Former IACP employee who was terminated send a demand letter through their attorney which claimed the termination was in violation of the Americans with Disabilities Act. The claim was settled without any charges or litigation being filed.

- October 2011: Circuit Court Alexandria, Virginia: Michael A Leach v. IACP. This was an appeal of a denial of claim for unemployment benefits. The claim was handled by the Attorney General of Virginia and IACP had no further involvement.
- June 2011: U.S. District Court, New Jersey: Paul Kaminski et al. v. IACP: The suit was by disappointed candidates for a promotional examination. IACP was dismissed from the suit but was required pursuant to subpoena to turn over certain documents, which it did.
- June 2011: IACP entered into a confidential settlement agreement with CDCgomembers to terminate the contract and resolve a billing dispute.

SUBSECTION 4: ABILITY TO OBSERVE AND ADVISE WHETHER PLANS AND SPECIFICATIONS ARE BEING COMPLIED WITH, WHERE APPLICABLE

Since the association began its program of field consulting in 1935, it has conducted hundreds of testing and assessment projects, management surveys, technical assistance projects, staffing studies, and in-depth directed studies, and provided contract training for law enforcement agencies and their parent governments throughout the world. This global delivery of services demonstrates that IACP can deliver projects on a timely basis.

For each project, the IACP assigns a project manager who is responsible for tracking all aspects of the project including timeline, status of deliverables, and managing subject matter experts to ensure timely completion of tasks and reports. Each person assigned to a project is provided with clearly articulated responsibilities and expectations. Additionally, the IACP is committed to transparency and will provide regular written and verbal updates on the status of deliverables.

IACP project subject matter experts are committed to complying with plans and specifications. As former and current law enforcement officials, they understand the impact that final reports can have on the agency and the community they serve. More importantly, the are accomplished professionals with a keen awareness of the nuances of the law enforcement profession enabling them to identify unique contextual factors that distinguish the law enforcement professional's working environment from others.

SUBSECTION 5: PAST AND PRESENT RECORD OF PROFESSIONAL ACCOMPLISHMENTS WITH CITY AGENCIES AND OTHERS

The IACP has not previously performed an assessment for the Jacksonville Sheriff's Office nor other City agency; however, the IACP has conducted numerous management and operational studies under our professional services team. The chart below lists some of our past clients.

NAME OF FIRM	CONTACT PERSON	TELEPHONE	TYPE OF SERVICE
Salt Lake City Corporation	Assistant Chief Tim Doubt	801-799-3812	Operational Study
Glynn County Police Department	Chief John Powell	912-554-7800	Operational study
Cobb County, GA, Police Department	Captain J.D. Ferrell	770-499-3880	Operation study
Durham, NC, Police Department	Sr. Program Manager William Gascoigne	919-560-5411	Schedule and beat study
City of Westminster	Chief Tim Carlson	303-658-4284	Operational study
City of Alexandria, VA	Chief Michael L. Brown	703-746-4700	Staffing analysis
City of Sarasota, FL	Asst. City Attorney Joseph Polzak	941-400-0422	Operational study, staffing analysis, and beat study

SUBSECTION 6: PROXIMITY TO PROJECT

The IACP is located in Alexandria, Virginia, and does not have any branch offices located in Florida. However, the IACP's experience in consultation to law enforcement agencies is extensive. Since the association began its program of field consulting in 1935, it has conducted hundreds of testing and assessment projects, management surveys, technical assistance projects, staffing studies, and in-depth directed studies, and provided contract training for law enforcement agencies and their parent governments throughout the world. This global delivery of services demonstrates that a local office is not necessary to satisfactorily perform the services required for this project.

SUBSECTION 7: PAST AND PRESENT DEMONSTRATED COMMITMENT TO SMALL AND MINORITY BUSINESSES AND CONTRIBUTIONS TOWARD A DIVERSE MARKETPLACE

Commitment to Diversity in the Workplace

IACP is an Equal Opportunity Employer that does not discriminate on the basis of actual or perceived race, creed, color, religion, alienage or national origin, ancestry, citizenship status, age, disability or handicap, sex, marital status, veteran status, sexual orientation, genetic information, or any other characteristic protected by applicable federal, state or local laws. Our management team is dedicated to this policy with respect to recruitment, hiring, placement, promotion, transfer, training, compensation, benefits, employee activities and general treatment during employment.

The International Association of Chiefs of Police recognizes that staff are fundamental to its success. With the cooperation and participation of IACP management measures are taken to recruit individuals with a collective mixture of differences that include individual characteristics, values and beliefs, experiences and backgrounds. The IACP vision, mission and strategy are essentials used when seeking a diverse workforce during efforts to remain innovative and competitive.

Some of the key elements of the IACP diversity plan include:

- IACP partners with several organizations and educational institutions to find diverse pools of candidates
- Discussions held and consideration is given to where positions are advertised to attract a diverse pool of well-qualified applicants
- Policies and benefits are in place that attract diverse candidates
- Current job descriptions containing clear-cut performance standards are used to fairly evaluate new hires without bias
- Diversity training is scheduled to ensure hiring managers select best candidates
- Ongoing assessment of employee skill set for job sharing and upward mobility potential

Race & Gender			
Ethnicity	**Male**	**Female**	**Total**
White	28	72	100
Black or African American	5	23	28
Asian	0	6	6
Hispanic or Latino	2	2	4
Other	0	1	1
	35	104	139

Occupation Category			
Work Title	**Male**	**Female**	**Total**
Executive/Senior Level Officials and Managers	5	2	7
First/Mid-Level Officials and Managers	15	32	47
Professionals	12	51	63
Administrative Support Workers	3	19	22
	35	104	139

Commitment to Diversity in the Community

Given the nature of IACP's work, it does not contract with many external vendors. However, the IACP is also committed to diversity in the community and regularly draws upon its diverse and global pool of subject matter experts for both its professional services and for its programmatic work to ensure that a each project benefits from a variety of experiences. Additionally, IACP understands that trust and transparency between law enforcement agencies and the people they serve is vital to community stability and effective policing. The IACP has developed a number of resources and tools designed to enhance the culture, policies, and practices of policing and to build respectful collaboration with residents to develop policies and oversight which reflect community values.

SUBSECTION 8: PROPOSER'S APPROACH TO PROVIDE REQUIRED SERVICES

The IACP is submitting this proposal to conduct a systematic evaluation of the Jacksonville Sheriff's Office. This project will involve a comprehensive and independent assessment of the overall management and operations of the agency, as well as a work schedule and zone analysis. This proposal involves an assessment of the Jacksonville Sheriff's Office with an emphasis on the identification of and implementation of best practices and a comparison of the Jacksonville Sheriff's Office operations to profession standards and comparable agencies. The results of this study will recognize current model practices and help drive progressive change within the agency.

The IACP will engage a team of professionals to conduct extensive onsite work, and our experienced staff will analyze the myriad data we collect for this study, including historical data and new data created as a part of this project. Our teams will evaluate all of these data in comparison to our prior work, against profession standards, and in relation to the contemporary challenges facing law enforcement agencies throughout the world. Through this process of analysis and dialogue, we will generate a series of practical, prioritized recommendations, to upgrade the effectiveness and productivity of law enforcement services in Jacksonville. Current model practices of the Jacksonville Sheriff's Office will be identified and serve as a foundation on which to base continued training development to maintain validity and relevance. These findings and recommendations will be provided in a comprehensive *Jacksonville Sheriff's Office Study Report*.

To maximize customer and stakeholder satisfaction, agency productivity and equilibrium, workforce satisfaction, agency operations, organizational culture, and community trust, law enforcement organizations should conduct operational assessments as frequently as is necessary and/or conditions allow. Assessments of this type by independent (external) professionals have proved their value repeatedly. In this regard, the IACP has a long history of conducting studies of this nature. Our staff and global resource network positions the IACP to engage a comprehensive set of experienced subject matter experts in this evaluative process. This approach ensures that our recommendations are meaningful, trustworthy, and valid, that they meet contemporary law enforcement standards and best practices from around the globe, and that they are implementable and sustainable.

The study report will be comprehensive and balanced. It will highlight positive aspects of operations, as well as those that may need modification. Validation of current best practices is an integral step as it establishes a foundation on which operational enhancements will be based. The study report will outline necessary and desirable improvements to ensure sheriff

office leaders, government officials, and the community have clear and mutual understanding of the Jacksonville Sheriff's Office mission and how it relates to fair and impartial policing practices, community relations, and trust building efforts. The report and recommendations will emphasize actions the sheriff's office can employ to achieve objectives more effectively, maximize productivity, and meet future requirements in an informed and sustained manner. Additionally, it will document existing foundational components on which to base sustained development and inform other agencies in the law enforcement profession.

The primary objective of this project is to identify needs, concerns, and practices within the sheriff's office that impede organizational and operational effectiveness. Emphasis will be placed on fair and impartial law enforcement practices, community relations, and trust building efforts. The final report will provide governing body officials and sheriff command staff with a prescriptive series of actionable measures to effect meaningful organizational change. Recommendations will be grouped by priority with respect to the Jacksonville Sheriff's Office budget cycle.

The IACP has assembled a team of law enforcement professionals specifically for this project who have direct experience developing and leading law enforcement agencies or components similar in nature that are relevant to the Jacksonville Sheriff's Office. The team understands the unique responsibilities and operational environment of a full-service sheriff's office: patrol, investigations, support services, personnel, and corrections. While the scope of this project does not include corrections, the team understands its integral function in overall agency effectiveness. Additional relevant factors that will be considered include collective bargaining, interagency collaboration, and community input.

IACP staff will work closely with our team of subject matter experts, the Jacksonville Sheriff's Office, and the Duval County community to ensure these varied factors are represented in this project. Project status updates and deliverables will be in accordance with the workplan developed in conjunction with the Jacksonville Sheriff's Office. The final report will be framed to address the Jacksonville Sheriff's Office concerns identified in the request for proposal. Supplemental products will be provided to assist with report dissemination and utilization. These include concise project summaries and GIS layer files.

Project Timeline

The proposed timeline for this project is subject to revision based on the needs of the Jacksonville Sheriff's Office.

ESTIMATE TIMEFRAME	ACTIVITY
Month 1	Contract Execution
	Onsite Kickoff Meeting & Initial Data Request (w/in 14 days of Contract Execution)
	Project Plan & Event Timeline submission (w/in 14 days of Kickoff Meeting)
	Project Status Report 1
Month 2	First Onsite Interview & Data Collection
	Project Status Report 2
Month 3	Preliminary Data Processing & Analysis
	Project Status Report 3
Month 4	Second Onsite Interview & Data Collection
	Project Status Report 4
Month 5	Additional Data Processing & Analysis
	Project Status Report 5
Month 6	Draft Report
	Project Status Report 6
Month 7	Draft Report Review
	Project Status Report 7
Month 8	Onsite Final Report Delivery
Month 9-15	Implementation Support

Requirements of the Jacksonville Sheriff's Office

In order to gather the information necessary for this report as well as to observe and interview Jacksonville Sheriff's Office staff and community stakeholders the IACP will need assistance from the agency. The intent is to objectively observe trends in data and performance practices while obtaining first person perspectives from a representative sample of the agency and the community it serves.

The following is an abbreviated listing of data and resources the IACP will need from the Jacksonville Sheriff's Office. All data requests that may contain personally identifiable information should anonymized prior to delivery to the IACP.

- Response data (call for service, reported crime incidents, criminal investigations, enforcement/contact records, etc.)
- Geographic Information System (GIS) layer files (administrative boundaries, physical environment, etc.)
- Agency reference documents (policies & procedures, regulations, detailed organization charts, staff/unit rosters, annual reports, assessments, etc.)
- Administrative records (training, internal affairs, complaints, leave, schedules, staff demographics, etc.)

The IACP will collect data from the Jacksonville Sheriff's Office staff and community through surveys, interviews, and meetings. Surveys will be administered online and may require an introduction or endorsement from the agency. Agency support will be needed to facilitate interview and meeting invitations, scheduling, and appropriate meeting locations.

The IACP will provide a general statement explaining the nature of the study and its role. Any media inquiries during the course of the study will be referred to the agency. Agency representation will be needed at any public meetings to address inquiries from the media.

During the course of the onsite visits the IACP team will need to interact with and observe Jacksonville Sheriff's Office staff. The preferred process for this is through ride-alongs, roll call, and transportation provided by agency staff between meeting sites.

Implementation Services

IACP implementation services begin with the onsite delivery of the final report and continue for up to six months thereafter. Specific Jacksonville Sheriff's Office needs will be discussed at the kickoff meeting. The IACP provides a range of implementation services to meet these needs (up to 40 hours of offsite follow-up support). The following are examples of options and are in addition to a formal presentation to the City (if required):

- Onsite delivery of the report to agency specified audience(s): command staff, entire agency, etc. to explain methodology and findings

- IACP facilitated agency workgroup(s) supported by subject matter expert(s) to operationalize specific recommendations
- Data and technology support to facilitate agency staff to measure effectiveness to recommendation implementation
- Conference calls and virtual conferences to with project staff to provide additional explanations and suggestions for implementation strategies

SUBSECTION 9: COST PROPOSAL

The IACP is committed to meet both time and budget requirements for the project. We are aware of the budget and election cycles and understand that the findings contained in the final report may have an impact on both. Delivery of the final report will be prompt so that the Jacksonville Sheriff's Office and the City of Jacksonville have time to deliberate on any decisions that may affect future budgets or other City agencies and services.

The fixed not to exceed price for the proposed services is $215,375. IACP will invoice the customer at the following milestones:

- 25% of cost proposal at project kick-off
- 50% of cost proposal at the submission of the draft report
- 25% of cost proposal at the delivery of the final report.

The costs reflected for IACP professional services include travel and are otherwise all-inclusive. There will be no additional costs for the quoted services. However, this proposal does not account for any direct costs that might arise because of this study. Any such fees would be the responsibility of the client.

The cost proposal does not include any additional implementation or support services as mentioned in Section 4.9c of the RFP.

SUBSECTION 10: VOLUME OF CURRENT AND PRIOR WORK PERFORMED FOR USING AGENCIES

The IACP has not provided professional services directly to the City of Jacksonville or its "using agencies" previously.

ATTACHMENT A – PROJECT STAFF AND SUBJECT MATTER EXPERT RESUMES

IACP
International Association of Chiefs of Police

Rich Stanek

Lead Subject Matter Expert

Richard W. Stanek currently serves at Vice-Chair of the FirstNet Board, and was the 27th Sheriff of Hennepin County. As Sheriff, he was first sworn in on January 1, 2007, was re-elected in 2010 and 2014, and retired at the end of his third term. He is a 35-year veteran of law enforcement – serving with the Minneapolis Police Department, rising through the ranks from Patrol Officer to Commander of Criminal Investigations. While serving as a police officer, he was elected to the Minnesota State Legislature five times, where he served as Chair of the Crime Prevention and Public Safety Committee. In 2003, the Governor appointed him Commissioner of Public Safety & Director of Homeland Security for Minnesota.

Upon retirement, he created Public Safety Strategy Group, a public safety and government affairs consulting company, providing clients with services that include: Public safety expertise & training, Public safety product marketing & development, Criminal justice public policy development & issue advocacy, Public relations & communications, Grant writing, administration & program development, Non-profit coordination & fundraising, County, legislative & state-wide elections.

Sheriff Stanek (Ret.) holds a BA in Criminal Justice from the University of Minnesota and a MA in Public Administration from Hamline University.

IACP
International Association of Chiefs of Police

Frank G. Cousins, Jr.

Subject Matter Expert

Summary of Qualifications

- Over twenty years of executive management experience as Essex County Sheriff managing a multi-million-dollar correctional facility and sheriff's department in the Commonwealth of Massachusetts.
- Strong, mission driven, visionary leader with excellent communication, leadership and organization skills.
- Elected official in the Commonwealth of Massachusetts 1990-2017: Newburyport City Council (1990-1994), Massachusetts State Legislature (1993-1996), and Sheriff of Essex County (1996-2017).
- Successful entrepreneur: owned and operated a successful private business.

Skills/Areas of Expertise

Financial Management

- Administered an annual operating budget of over $60 million, which involved implementing numerous cost saving measures resulting in saving thousands of taxpayer dollars and allowing for a level funded budget for over four years.
- Faced with an epidemic of opioid addiction and related crimes, established detoxification units for both male and female offenders at the Middleton House of Correction.
- Implemented a line item budget where all expenditures are closely monitored and approved through a series of internal safeguards.
- Navigated the Essex County Sheriff's Department through fiscal crisis and budget cuts from 2009 to 2012, while maintaining appropriate staffing and level of services.
- Implemented standard hiring practices, requiring an associates degree or military experience for all applicants. Developed and administered written promotional exams for all ranking officers.

Executive Management

- Served as the Chief Executive Officer of the Essex County Sheriff's Department.
- Oversaw all administrative functions pertaining to the Middleton House of Correction, Lawrence Correctional Alternative Center (male pre-release facility), Women in Transition Center (first in the state female pre-release facility), three Offices of Community Correction, and two Civil Process Offices.
- Established a Regional Dispatch Center, increasing public safety and decreasing costs.
- Established a Regional Support Services Building that streamlines inmate transportation, intake and property management.

- Established a substance abuse treatment community partnering with federal, state and local criminal justice agencies, educational and treatment service providers to aid offenders to a substance abuse free life in their communities upon release.
- Maintained positive working relationships with five collective bargaining units, representing a combined membership of over 620 employees.

Leadership

- Elected to the Office of Sheriff of Essex County which serves 34 Massachusetts cities and towns with a population in excess of 760,000.
- Served as the highest-ranking law enforcement official in Essex County.
- Deployed deputy sheriffs to assist federal, state and local law enforcement agencies.
- Provided direction and major focus of energy for all staff and inmate population.
- Earned the American Correctional Association (ACA) accreditation for Middleton House of Correction (2012 scores of 98.62/100 for non-mandatory standards and 100/100 for mandatory standards; 2015 scores of 97.8 and 100/100 for mandatory standards)); and the Women In Transition facility (2011 and 2015 scores of 100/100 for both non-mandatory and mandatory standards).
- Created and served as host for an annual conference for Women in Law Enforcement. This two-day seminar attracts over 500 professionals in law enforcement from around the nation to explore issues and challenges facing women in today's workplace.
- Instituted numerous administrative and procedural changes, including recruiting a diverse workforce, implementing direct supervisory management and reorganizing Internal Affairs. These changes have served as models for other correctional facilities throughout the state.
- Pioneered model best practice facilities to house female offenders, created first in the nation detoxification units for male and female offenders at the Middleton House of Correction.

Employment

- 1996- 2017 Essex County Sheriff, Correctional Facility & Sheriff's Headquarters, Middleton, MA
- 1993-1996 State Representative-First Essex District
- Massachusetts House of Representatives, Boston, MA
- 1990-1993 Owner-Operator, Cousins & Noble, Inc., Newburyport, MA
- 2003-Present Adjunct Professor, North Shore Community College, Danvers, MA
- 2015-Present Adjunct Professor, Merrimack College, North Andover, MA
- Education
- Master of Science, Springfield College, School of Human Services
- Major: Human Services/Criminal Justice
- Bachelor of Science, Springfield College, School of Human Services
- Major: Human Services/Criminal Justice

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Joseph R. Price

Subject Matter Expert

Career Profile

Joseph R. Price is a law enforcement professional with over 40 years of experience in police management, training and policy development. Mr. Price served with the Montgomery County Maryland Police Department for over 24 years. During his tenure Mr. Price held a variety of positions including Executive Officer for Operations and Plans, Training Director, District Commander and Bureau Chief. Mr. Price was appointed Chief of Police for Leesburg, Virginia in 2000, and served as Chief for 16 years before retiring from public service in March 2016. While serving as chief, his agency twice won the prestigious IACP Community Policing Award and the IACP/Motorola Webber Seavey Award for Excellence in Law Enforcement. Mr. Price is the past Chair of the Northern Virginia Chiefs and Sheriffs Group, and the former Chair of the Northern Virginia Regional Gang Task Force. Mr. Price is an established successful educator who has instructed hundreds of police officers, supervisors and executives in the areas of critical incident response, community policing, supervision and leadership development and a variety of other police topics. Mr. Price has worked on several national issues to include programs to implement the President's Task Force on 21st Century Policing.

Mr. Price has a Master of Business Administration (MBA) with a focus on Management and a Bachelor's of Science in Political Science. He is a graduate of the FBI National Academy, the Police Executive Research Forum's (PERF) Senior Management Institute for Police and the US Army Command and General Staff College. In addition to his law enforcement career, Mr. Price also had a distinguished career in the US Army Reserves, retiring as a Lt. Colonel.

IACP
International Association of Chiefs of Police

Bill O'Toole

Subject Matter Expert

Career Profile

Bill O'Toole retired as Assistant Chief of Police from the Montgomery County (MD) Police Department in 2006 after more than 26 years of service. During his career, he served in a variety of patrol, investigative, supervisory, and command assignments. Early in his career, he served as a patrol officer, a plainclothes street crimes officer, as a criminal investigator, and as an undercover narcotics investigator. As a supervisor, he has overseen both traditional patrol shifts and community-based policing teams.

Former Assistant Chief O'Toole has held executive positions as a Deputy District Commander, the Director of the Training Academy, and the Director of the Media Services Division. In 2002, Bill was promoted to the rank of Assistant Chief and led both the Field Services (Patrol) Bureau, which is comprised of more than 800 employees and includes oversight of all police district stations and the Special Operations Division, and the Management Services Bureau, which includes the Training, Budget, Technology, Animal Services, Records, Personnel, and Planning Divisions. In 2003, Bill was appointed as the Acting Chief of Police and served in that capacity for almost one year.

Upon his retirement, Mr. O'Toole was appointed as the Executive Director of the Northern Virginia Criminal Justice Training Academy (NVCJA). The NVCJA is a regional law enforcement academy that provides recruit, in-service, and command-level training to more than 2,800 sworn police officers and deputy sheriffs from 17 law enforcement agencies. During his appointment, Mr. O'Toole created and implemented several innovative training initiatives that received national recognition. Bill served in this position for more than 10 years.

Mr. O'Toole holds a Bachelor's degree (BS) in Criminology from the University of Maryland and a Master's degree (MS) in Management from Johns Hopkins University. He is also a graduate of the FBI's National Academy.

Edwin C. Roessler, Jr.

Subject Matter Expert

Career Profile

With more than 31 years in the law enforcement profession Colonel Edwin C. Roessler Jr. currently serves as the Chief of Police for the Fairfax County Police Department where he navigated through the ranks and earned appointment to the position of Chief of Police on July 30, 2013. Colonel Roessler has served as a consultant with the IACP Team for many years and he also provides his services to other respected consultant firms nationally and internationally. As a consultant to many small, mid-sized, and large law enforcement organizations in the United States and globally, Colonel Roessler's expertise has been an invaluable asset in the following areas for the IACP Team:

- Management Studies
- Strategic Staffing Analysis
- Patrol Area Re-design
- Executive Searches
- Testing and Assessment Centers
- Technical Assistance
- Career and Leadership Program Development
- Executive Coaching and Mentoring
- Officer Wellness and Suicide Prevention
- Use of Force
- Internal Affairs
- Budgeting and Personnel Administration
- Transformational Leadership and Organizational Culture Change
- Transparency and Public Trust
- Media Relations and Internal Communications

Colonel Roessler previously served as Deputy Chief of Patrol managing crime fighting efforts across all eight district stations in a county of 400 square miles serving over 1.2 million community members. One of Colonel Roessler's first actions as Police Chief was to form the Chief's Council on Diversity Recruitment. The Council engages community leaders to guide and advise the Chief and the Department's leadership team on how to achieve recruitment goals and better represent our culturally diverse communities within the sworn, civilian, and volunteer workforce; while also creating and nurturing a robust dialogue with all communities served. The strategic plan for diversity recruitment embraces the Department's ongoing goal of improving engagement with the community to prevent and fight crime, improve the culture of safety both internally and in the community, and to keep pace with urbanization.

Colonel Roessler's prior senior command assignments included the Internal Affairs Bureau, the Criminal Justice Academy, the Administrative Support Bureau, Animal Services, and Patrol. Colonel Roessler has served as a senior advisor to the IACP's International Police Education and

Training program in partnership with the United States Department of State and the American University. Colonel Roessler continues to serve as the chairman of the Federal Bureau of Investigation's taskforce for the conversion to NIBRS, as the representative to the Federal Bureau of Investigation's CJIS Advisory Panel Board for the Major Cities Chiefs, and he is working with the Department of Justice to improve law enforcement officer wellness endeavors locally and nationally through innovative suicide prevention and awareness program design. Colonel Roessler also continues to build upon transparency with his community by co-producing transformational organizational change with all community and department stakeholders in critical areas such as use of force, responding to mental health calls for service, and meeting the needs for the delivery of essential police services that rapid urbanization produces.

Colonel Roessler received his undergraduate degree from Arizona State University and his graduate degree from the George Washington University. Colonel Roessler has graduated from a variety of professional development programs including the Federal Bureau of Investigation's National Executive Institute and National Academy, the American University's Key Executive Graduate Program, the United States Military Academy West Point Leadership Program, and Leadership Fairfax. Colonel Roessler's professional affiliations include the International Association of Chiefs of Police, the Major Cities Chiefs, the Virginia Association of Chiefs of Police, the Major Cities Chiefs Human Resources Committee, the Police Executive Research Forum FBI National Academy Associates, and the Society for Human Resource Management.

IACP
International Association of Chiefs of Police

Mark Lomax

Subject Matter Expert

Career Profile

With over 30 years of leadership and educational expertise, Mark, currently is the CEO of Lancer Cobbs, a management consulting firm he founded. Previously, Mark was the Executive Director/CEO of the National Tactical Officers Association, representing over 40,000 members of the law enforcement special operations community. He served as the Association's principal liaison to the Department of Justice, Department of Homeland Security, Department of Defense, and the White House. He also served as the legislative advocate and has testified on Capitol Hill, including the Senate Committee on Homeland Security and Government Affairs and the House Armed Services Committee.

Prior to this position, he worked in Liberia, West Africa, as the program manager for the United Nations overseeing the Liberian National Police Emergency Response Unit (SWAT) and their Police Support Unit (Crowd Control). Mark provided administrative and operational consultation to the Units in preparation for the 2011 National Presidential Election, leading twenty-four (24) international police advisors/trainers, representing fourteen (14) countries. He advised and consulted with the Inspector General of the Liberian National Police, the United Nations (UNMIL) Police Commissioner, the US Embassy, and the U.S. State Department Bureau of International Narcotics and Law Enforcement.

He also was the manager for the International Association of Chiefs of Police (IACP), Center for Police Leadership and Training. Before that, he had the privilege to be the interim MBA Program Director for Eastern University (PA).

Mark retired as a Major with the Pennsylvania State Police with over 27 years of dedicated service. His last assignment was the Director for Bureau of Training and Education, where he oversaw all training and education for the Department's 6,300 personnel.

Mark has been a frequent guest commentator on law enforcement and homeland security issues for national news organizations and associations, such as The Wall Street Journal, The Washington Post, The Washington Times, Associated Press, National Public Radio, The Daily Beast, Fox News, Politico.com, and Huffington Post. His public speaking experience includes presentations in Asia, Africa, and the Middle East.

Mark is a graduate of the FBI National Academy (200th Session). He has an undergraduate degree in psychology from LaSalle University, a MBA degree from Eastern University, and a MS degree in Higher Education from Drexel University.

Meghann Casanova

Program Manager
Member Engagement and Leaderships Services

Professional Profile

Meghann Casanova brings ten years of project management experience that includes conducting research to identify operational and policy priorities; analyzing and interpreting data to identify gaps; developing and implementing creative and effective business practices, and; forecasting financial requirements, develop budgets, schedule expenditures, analyze variances and initiate corrective actions as needed.

Work Experience

Program Manager

- Serve as liaison to three internal membership divisions (Division of State & Provincial Police, Division of State Associations of Chiefs of Police, and Midsize Agencies Division), sections, and committees.
- Working with membership groups and senior leadership, identify operational and policy priorities for use Association-wide.
- Develop and implement creative and effective business practices.
- Forecast financial requirements, develop budgets, schedule expenditures, analyze variances and initiate corrective actions as needed.
- Analyze and interpret data to determine gaps and opportunities regarding internal membership groups and programmatic efforts.

Project Manager **March 2009 – February 2017**

- Serve as staff liaison to IACP's Communications and Technology Committee and Computer Crime and Digital Evidence Committee
- Organize and deliver presentations and briefings to managers, IACP committees, IACP conferences, and external conferences such as those held by the National Institute of Justice
- Research, collect, and analyze information to prepare detailed analytical and statistical reports on law enforcement technology topics such as computer-aided dispatch and records management systems and license plate readers
- Identify trends, lessons learned, promising and leading practices, and case studies to develop policy and operational guidance for law enforcement use of license plate readers
- Provide strategic and operational management of projects, consultants, and other stakeholders

- Manage the development and delivery of multiple products and trainings on license plate readers and countering violent extremism

Project Support Specialist **April 2007 – March 2009**

Education

University of Cincinnati

- Master of Science (Ms), Criminal Justice, 2015

University at Buffalo

- Bachelor of Arts (Ba), Legal Studies, 2006
- Bachelor of Arts (Ba), Psychology, 2003

Professional Affiliations

- Alpha Phi Sigma
- International Association of Crime Analysts

Carl Maupin

Assistant Director
Member Engagement and Leaderships Services

Professional Profile

- International Association of Chiefs of Police (IACP). 2017 to present.
- Leesburg Police Department. 1994 to 2017.
- United States Marine Corps. 1991 to 2002.

IACP Initiatives

Support, coordinate, and drive internal Team operational and policy efforts on a variety of IACP projects including grant-funded initiatives, training, and contract professional services and technical assistance engagements. Examples include:

Bloomberg Initiative for Global Road Safety

Lead team activities for this initiative to develop strategic road safety plans and enforcement operations to assist law enforcement in São Paolo, Brazil. The IACP employs a data-driven and best-practices approach to traffic enforcement and education. Relying on cooperation among professional and governmental stakeholders, the IACP implemented a plan that logically and systematically develops a measurable and effective road safety enforcement program for law enforcement in São Paulo, Brazil.

Saudi Aramco Professional Security Training Program

Oversight of project activities for this collaborative agreement between The International Association of Chiefs of Police (IACP) and Saudi Aramco. This seven-week program is designed to develop leadership capability at the supervisor level, stimulate critical thinking capability and exchange best practice in community policing, critical incident response and tactical capability. Provide leadership and guidance to team members regarding project budget and deliverables.

Professional and Leadership Services

Oversight of team efforts for IACP's leadership programs such as Leadership in Police Organizations (LPO) and First Line Leadership (FLL) as well as contracted police professional services, including promotional testing, and assessment centers. These services provide tools to enhance leadership skills and build organization and individual capacity while enhancing the reputation of the profession.

Law Enforcement Publications

- Maupin, C. (October, 2016). "Implementing Evidence Based Practices." *Police Chief*.
- *American Police Response to Active Violence*– Police Scotland, Edinburg, Scotland ▪ June, 2016

- *Evidence-Based Policing*– Virginia Association of Mapping and Land Information Systems (VAMLIS) Annual Conference ▪ October, 2015
- *GIS Integration into Evidence-Based Policing* – ESRI International Users Conference ▪ July, 2015
- Efficacy of Body Worn Cameras– Security Industry Association (SIA) Government Summit, Panelist ▪ June, 2015
- *Evidence Based Crime Policies*– Loudoun County Re-Entry Conference, Panelist ▪ May, 2015
- *Evidence Supported Crime Policies and GIS* – Loudoun GIS Forum Annual Conference ▪ May, 2015
- *The State of Crime in Leesburg (VA)* – Loudoun Crime Commission Annual Conference ▪ January, 2015
- *Real-time Crime Centers and Fusion Centers* – Virginia Law Enforcement Planners Network, Panelist ▪ October 2012
- *Microsoft Office Supported Police Operations*– Virginia Law Enforcement Planners Network ▪ May, 2012

Education and Certification

- Doctorate of Philosophy in Criminology, Law and Society– George Mason University, Fairfax, VA ▪ August, 2015-Present (Expected 2020)
- Master of Arts in Emergency and Disaster Management– American Public University, Charles Town, WV ▪ January, 2011-May, 2013
- Bachelor of Arts in History– Virginia Military Institute, Lexington, VA ▪ August, 1989-May, 1993