

# CONTRACTS & AGREEMENTS

## CONTRACT

**\$68,979.00**

**Center for Public Safety Management, LLC**

**Conduct a Comprehensive Assessment**

**City of Sugar Land Police Department**

***Reena Varghese***

***Strategic Initiatives Director***

# **AGENDA**

- 1. Review of Office of Strategic Initiatives (OSI) Programs**
- 2. Highlight the purpose and process of conducting assessments**
- 3. Discuss the proposal for the Sugar Land Police Department (SLPD) comprehensive assessment**
- 4. Recommend approval of a contract with the Center for Public Safety Management, LLC (CPSM) to conduct the comprehensive assessment**

# **OFFICE OF STRATEGIC INITIATIVES PROGRAMS**

## **1. Strategic Planning**

## **2. Accountability Initiatives**

- **Business Plans**
- **City Council Goal Measures**
- **Performance Measures**
- **Comprehensive Organizational Assessment**

# CENTRALIZED PROGRAMS

Both programs centralized under the City Manager's Office versus a decentralized approach.

- Organizational culture change
  - Understand and use data for decision making
  - Enhance accountability and efficiency
- OSI provides administrative, research, special events and project management support to help with Key City Council Priority Projects  
**Examples: Multicultural Program; Mayor's Youth Advisory Council, Heritage Museum, Public Art, Goal Measures**

# STRATEGIC PLANNING

1<sup>st</sup> Qtr.-Fall  
City Council  
Retreat

- Begin Defining Priorities for Next Fiscal Year
- Review Mid-Term Goals & Objectives and City Council Protocols (if needed)
- **Outcome Example: Potential Strategic Project**

2<sup>nd</sup> Qtr.-Spring  
Retreat

- Prepare Recommendations for Actions / Strategies for Next Fiscal Year
- Present Recommended Actions / Strategies for Next Fiscal Year; Confirm Budget Priorities
- **Staff conducts research to present at the Spring Retreat**

3<sup>rd</sup> Qtr.-Staff  
Work

- Prepare Scopes of Work & Budget Implications for New & Carryover Projects
- **Project charter development for FY18**

## STRATEGIC PLANNING (cont.)

4<sup>th</sup> Qtr.-Dept.  
Head Retreat &  
CC Work Session

- Review Proposed New Fiscal Year Work Plan, City Council Policy Calendar, and Sub-Committees / Boards & Commissions Work Plan
- Present proposed Work Plan to City Council

1<sup>st</sup> Qtr.-Adoption  
of the Annual  
Work Plan

- City Council Action on Resolution Adopting the Fiscal Year Work Plan
- OSI provides implementation support for the Annual Work Plan

# **Annual Work Plan**

## **1. Provide project support for 39 FY17 strategic projects**

**Examples include:**

- **Multicultural Program**
- **Design Phase Engagement**
- **Use of Handheld Devices while Driving**
- **Public Art Plan**
- **Integrated Water Resources Plan**
- **City Council Code of Ethics (owned by OSI)**
- **Heritage Museum (owned by OSI)**

## **2. Prior OSI led projects-Cullinan Park Implementation Project**

# **Accountability Initiatives**

## **1. Annual Department Business Plans**

- **Define Services**
- **Preparation for the budget cycle**
- **Communication tool-internally and to our residents**

## **2. City Council Goal Measures (former strategic project)**

- **30 high level metrics developed by the City Council**
- **Implemented an online public dashboard**

## **Accountability Initiatives (cont.)**

### **3. Performance Measures (ongoing internal initiative)**

- **Implemented internal scorecards**

### **4. Organizational Assessments**

**Completed: Office of the City Secretary, Fire-EMS Department, HR Department, Municipal Court (Final Phase), IT (underway)**

**Future Proposed:**

- **Police Department (FY17/FY18)-consultant proposed**
- **Parks and Recreation Department (FY18)-OSI staff**
- **City Attorney's Office (FY18)-OSI staff**

# Purpose of Organizational Assessments

- **Accountability/Transparency**
- **Identifying process and procedure enhancements/efficiencies**
- **Customer service enhancements**
- **Resource alignment with city's vision and priorities (Strategic Planning)**
- **Assess Technology opportunities**
- **Review best practices/Benchmark analysis**

# **Process for Organizational Assessments**

- **Office of Strategic Initiatives (OSI) role with assessments**
  - **In-house by OSI staff**
  - **Consultant-requires technical/subject matter expertise**
  - **Combination of in-house and consultant**

# **SLPD Organizational Assessments**

- **Requires expertise in law enforcement/public safety in order to**
  - **Analyze public safety data**
  - **Understand the department structure and culture**
  - **Understand law enforcement policies and procedures and training/certification requirements**
  - **Relate to experiences with other public safety agencies**
    - **Understand trends-local, state and national**
    - **Understand that each community has unique characteristics that present policing challenges**

## **Public Safety Expertise**

- **Center for Public Safety Management, LLC (CPSM)**
  - **Recently completed the Fire-EMS Department comprehensive assessment**
  - **City staff was pleased with the overall approach and final report**
- **Have law enforcement subject matter expertise on the project team**
- **Exclusive provider of public safety technical assistance for the International City/County Management Association (ICMA)**

## **CPSM Scope of Work**

- **Conduct data-driven analysis to identify actual workload**
- **Identify and recommend appropriate staffing and deployment levels for every operational and support function in the department**
- **Examine the department's organizational structure/culture**
- **Perform gap analysis**
  - **Comparing “as is” state of SLPD to the best practices of industry standards**
- **Recommend a management framework to ensure accountability, increased efficiency and improved performance**

# **CPSM, LLC Contract**

- **Completion time frame-prior to the end of 2017 calendar year**

# **SUMMARY**

- **OSI programs are established to focus on key priorities and projects**
- **Centralized support reinforces the importance of ensuring that departments are aligned with the vision and priorities of the organization**
- **Accountability and efficiency-using data to make informed decisions**

## **Recommendation**

**The City Council authorize a contract with the Center for Public Safety Management, LLC (CPSM) in the amount of \$68,979 (includes estimated travel expenses) to conduct a comprehensive assessment of the Sugar Land Police Department.**

# Questions

CITY OF SUGAR LAND