



**Fremont City Council**

3300 Capitol Avenue  
Fremont, CA 94538

**SCHEDULED**

Meeting: 09/10/19 05:30 PM  
Div/Dept: Police Department  
Category: Agreements and Contracts

**STAFF REPORT (ID # 3873)**

Sponsors:  
DOC ID: 3873

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**AUTHORIZE AGREEMENT WITH MATRIX CONSULTING FOR POLICE ORGANIZATIONAL WORKLOAD STUDY – Authorization to Enter into Contract with Matrix Consulting Group to Perform a Comprehensive Organizational Workload Study for the Police Department**

**Contact Persons:**

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**Executive Summary:** The purpose of this report is to facilitate a service agreement with a consulting firm to provide a comprehensive study for the Fremont Police Department.

**BACKGROUND:** On June 18, 2019, Fremont Police Department staff issued a Request for Proposal (RFP #19-031) inviting proposals from qualified consultants to conduct a study to assess the Police Department’s organizational structure, resource allocation, and geographical patrol boundaries to ensure the highest levels of service within the City. The RFP presented the requirements necessary to qualify as the service provider through a Scope of Services that were developed by gathering input from an assortment of internal stakeholders within the Police Department.

Key issues of interest include a complete review and analysis of staffing levels based on current workload and projected workload grounded in data and analysis; projections of planned population growth and business growth/development; and staffing requirements by function. The determination of appropriate staffing levels will be department-wide, to include, but not limited to, Patrol, Investigations, Communications, Animal Services, Records and the Jail. Additional areas of interest include defining critical issues facing the Fremont Police Department over the next five years; analyzing the impact of said issues on staffing levels and calls for service; benchmarking other rapidly developing police departments and their communities; establishing performance objectives; evaluating the efficiency of various technologies; assessing current building facilities relative to current and future staffing; and determining any additional organizational improvements that can be made to enhance overall service.

**DISCUSSION/ANALYSIS:** The RFP closed on July 15, 2019. The City received seven proposals from the following Consultants: Hillard Heintze, Management Partners, Berry Dunn, IACP, Novak Consulting Group, Citygate Associates and Matrix Consulting Group. The proposals were evaluated using the following criteria:

- a. Review and confirmation of all required submittals with the appropriate authorized signatures, insurance documentation, and potential conflict of interest disclosures;
- b. The qualifications of the Consultant including experience and references;

- c. Overall quality and comprehensiveness of responsiveness to the scope of services in the RFP; and
- d. The total annual cost for the proposed study.

Police staff conducted interviews with two prospective consultant teams. They were selected based on the above criteria, but primarily on the quality and scope of their proposal as it reflected the Police Department's needs and values. The Consultants were asked to present the highlights of their proposals and then were asked pre-determined questions about data collection, analytical processes and methodologies, etc. Consultants were also asked to clarify any gaps or questions which were specific to the individual proposals. While the spectrum of cost ranged from \$99,000 - \$150,000, the top two consultants listed \$99,000 and \$110,000. The interview panel consisted of representatives from command staff, the Fremont Police Association, and the City of Fremont's Information Technology department. They were unanimous in selecting Matrix Consulting Group. City staff performed reference checks with the Mountain View and Roseville Police Departments. Although Mountain View has not yet concluded their study, both departments provided positive feedback on Matrix Consulting Group's performance.

Matrix Consulting Group demonstrated a depth of experience working with small and large police departments in conducting similar studies. They clearly stated their process of data collection, both qualitative and quantitative, as well as a very iterative and collaborative process. Their plan was the most comprehensive in the evaluation of the entire organization and they articulated how they intended to accomplish this. They have committed 624 hours of time spent to this study. Finally, they communicated values of integrity, objectivity, inclusivity and excellence.

**FISCAL IMPACT:** The total fixed price for this study is \$110,000, including all professional time costs as well as reimbursable expenses.

**ENVIRONMENTAL REVIEW:** N/A

**ATTACHMENTS:** None.

**RECOMMENDATION:** Authorize the City Manager or designee to execute the agreement for the Police Organizational Workload Study with Matrix Consulting Group at a total cost of \$110,000.