



## Request for Proposal



## Proposal and Statement of Qualifications

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*Gregory A. Russell  
March 27, 2023*

## **PROPOSAL ABSTRACT / STATEMENT OF NEEDS**

The City of Dillingham requires a Professional Management Best Practices Review of its Police Department's Operations. The assessment will include a review of the department's internal and progressive discipline programs as well as the departmental relationships relative to the services it provides to the guests and residents of the city. The City of Dillingham requires a detailed report indicating all recommendations the consultant feel are warranted to improve the functions and operations of the City of Dillingham Police Department.

## **STATEMENT OF GOALS**

The goal of the review is to improve the efficiency and professionalism of the City of Dillingham Police Department, thereby enhancing its ability to serve the citizens and guests of the City of Dillingham.

## **PROJECT METHODOLOGY / TIMELINE**

**Conduct Project Kick-Off Meeting** – In this task, we would conduct a kick-off meeting to review the project's goals and objectives, discuss our work plan and plan the schedule of subsequent meetings and interviews. The kick-off is where final matters regarding project scope and any last minute contractual issues can be resolved. We will also discuss the stakeholder input process and any evaluation criteria for our analysis.

**Request and Review Background Information** – We would request your assistance in gathering any information related to the current initiatives. Our methodology anticipates the review and consideration of the following materials, if available:

- Organization charts and relevant job descriptions.
- Operating and capital budgets (including grants) for the past five years.
- Formal and informal policies and procedures, as well as controlling directives for each department (police, jail, and dispatch) reviewed.
- Training and qualification requirements.
- Cost allocation or cost recovery agreements.
- Compensation and benefit schedules.
- Recruitment and retention (turnover) data, as well as overtime utilization.
- Public safety contracts, MOUs, and amendments.
- Mutual aid and/or automatic aid agreements.
- Outside contracts with service providers, including telecommunications, repair/maintenance, etc.
- Labor contracts, labor/management agreements and memoranda.
- Planning data on trends in population, demographics, and business growth.
- Local ordinances and statutory references relevant to the current initiatives.
- Technology platforms, including information systems (APSIN, records management (RMS), and radio/telecommunications capabilities.
- Availability and administration of geographic (mapping) information.
- Current scope of administrative support for public safety activities.
- Incident trend data for the past 10 years, including UCR and NIBRS information.

To the extent possible, we would like to obtain this data at the beginning of the project. We understand that some of the information may not be available or may take time to gather.

**Understand Service Level Requirements** – We would meet with the appropriately identified stakeholders to understand overall service level requirements. We would also seek to understand any unique environmental considerations as well as community expectations for law enforcement, corrections, fire / emergency medical, and dispatch services.

**On-Site Observations and Information Gathering** –We would observe first-hand the police department, jail, and the call taking and dispatching operations of the existing communications center. We would also interview management and staff to clarify our understanding of agency priorities and unique requirements, including client agency representatives. We would review and profile the operational relationships of the police department and communications center with the agencies served. This would include the scope of services provided and the cost allocation associated with those services. We would also obtain call for service volumes and other available measures of productivity, performance and/or workloads. Relationships with allied agencies that work with or support the police department, e.g., but not limited to, the Municipal / District Attorney's Office, the Court, the Adult / Juvenile Probation Office, the Public Defender's Office, the Alaska State Troopers, Family Protective Services, and the general public will also be considered when making recommendations.

**Develop Gap Analysis** – We would present our findings in a scorecard format that would reflect the discrepancies between the services desired and current capabilities. We would consider appropriate professional accreditation standards for police agencies to include:

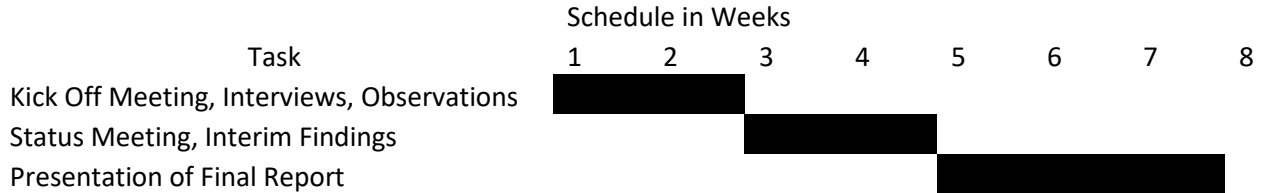
- [Oregon Accreditation Alliance](#) (OAA) or similar

We will profile the options for meeting desirable standards, which may include the deployment of technology, minimum staffing guidelines, training, and proficiency/performance standards.

**Develop Draft and Final Reports** – In this task, we would develop draft and final reports. The draft reports will be a comprehensive compilation of the findings and conclusions developed during our scope of work. We would convene the project steering committee and present our draft conclusions for discussion and consideration, allowing time for review and comment. After receiving comments, we will make final edits and submit the completed assessment report.

## PROJECT SCHEDULE

We anticipate that the tasks and activities described in this proposal could be completed over a seven to eight (7-8) week period. A preliminary estimate for the precedence of activities and duration of project tasks is provided below.



We are prepared to proceed with our assistance immediately and have the necessary availability over the duration of the project. Our proposed project schedule assumes the following:

- Project stakeholders will be available upon reasonable notice to participate in interviews, meetings, and workshops.
- All draft deliverables will be submitted electronically for distribution to stakeholders.
- Stakeholders will review and comment on deliverables within two calendar weeks of publication.

### Estimate of Hours

It will require approximately one hundred eighty (180) hours to complete the tasks described in this proposal. Our allocation of effort for each task is:

Task	Hours
Kick Off Meeting	4
Review Background Info	20
Interviews	30
Operational Observation	20
Analysis & Writing	40
Status Meetings	6
Draft Report	20
Final Report	40
Total Hours	180

## **PROJECT BUDGET / COSTS**

The anticipated cost for this project is \$35,000, excluding all transportation and lodging costs associated with this project to be prepaid by the city. Ground transportation inside the city will be provided by the city. An initial retainer fee of \$15,000.00 will be non-refundable if the project is accepted and subsequently cancelled by the City of Dillingham. However, if the Consultant fails, or chooses not to complete the work identified within this contract, the retainer fee shall be refundable, less any actual incurred work and expenses of the Consultant, either by the completion deadline or date of notice of cancellation. In order to reduce cost to the client, Russell Consulting, LLC has retained services of professional support staff and colleagues, and will utilize their services as appropriate, billing their time and expenses against the retainer fee. The primary personnel that may work on this project, and their hourly billing rates, are identified as follows:

- Gregory A. Russell, \$195.00 / hour
- Michael Holman, \$125.00 / hour

When the retainer fee is exhausted, the Consultant shall invoice the Borough bi-monthly for the amount owed.

The completion of this Project may require two or more visits to City of Dillingham. The first visit would initiate the on-site management review, facilitating the gathering of information and data. The second trip to City of Dillingham shall be to facilitate a presentation to the project steering committee. Additional travel shall be at the discretion of the Borough Manager, to be agreed to by both parties.

Reasonable office expenses, such as long distance calls, copying costs, etc., shall be billed against the retainer upon submission of receipts or invoices of actual cost to Consultant.

If additional work is requested outside the scope of this project or required more than the time provided in this proposal, then the hourly rate of \$195.00 will be paid to Russell Consulting, LLC by the City of Dillingham, to be invoiced bi-monthly.

## **STATEMENT OF ASSURANCES**

1. Russell Consulting, LLC, shall administer the on-site management review of the City of Dillingham Police Department.
2. Individual integrity, along with the implementation of recognized professional standards and best practices, are key components of management reviews conducted by Russell Consulting, LLC. Therefore, all City of Dillingham staff, personnel, and members of the public shall be treated with respect and dignity throughout all phases of the Project.
3. The management review shall comply with all applicable federal, state, and local laws and ordinances.
4. Russell Consulting, LLC shall maintain the confidentiality of such a review to the degree allowed or governed by law.

5. There are no known conflicts of interest between Russell Consulting, LLC, and the City of Dillingham that would prevent a management review at this time.
6. Russell Consulting, LLC shall use such fiscal control and accounting procedures as to ensure proper disbursement and accounting of funds as provided by the City of Dillingham throughout the term of this Project.
7. Russell Consulting, LLC shall provide written reports to the Borough Manager of the City of Dillingham in accordance with the provisions specified in the Project Budget.
8. Russell Consulting, LLC shall maintain records of the management review for a period of five (5) years from the starting date of the retention period.
9. Russell Consulting, LLC is licensed, and in good standing, to conduct business within the State of Alaska.
10. Russell Consulting, LLC is insured by Axis Surplus Insurance Company, carrying Professional Liability Insurance, and shall maintain such a policy throughout the performance of this Project.

Thank you for the opportunity to submit this proposal to the City of Dillingham. I welcome the opportunity to provide this service to you and your city. Please call if you have any questions or require additional information.

Respectfully,



Gregory A. Russell, CEO / President  
Russell Consulting, LLC  
[greg@russell-consulting.org](mailto:greg@russell-consulting.org)

*Russell Consulting, LLC is a full-service Public Safety Management consulting company specializing in supporting remote and rural agencies. This responsive and reliable consulting service has successfully handled even the most extreme challenges found throughout rural Alaska.*

*We offer a very high level of practical experience and high-tech management expertise to all rural public safety entities. A cost-effective alternative to in-house resources, we offer high quality, confidential assistance based on practical experience, know-how, and a wide breadth of professional contacts.*

*Clients learn working with Russell Consulting, LLC is simply a more professional, less risky way to develop new areas within their department*

## RESUMES

### **Gregory A. Russell, Chief of Police (retired)**

Greg, President / CEO of **Russell Consulting, LLC**, began his law enforcement career in 1981, working as an undercover drug enforcement officer for the Alaska State Troopers. Receiving a Special Commission from AST, he worked with the South-central Alaska Narcotics Team, making controlled purchases of illegal drugs on the Kenai Peninsula and in Anchorage. In August 1982, he went to work for the Soldotna Police Department as a Patrol Officer and attended the 23rd session of the Municipal Police Academy in Sitka, graduating as Salutatorian. Greg was promoted to Sergeant in 1985 and supervised the Patrol Division. During his nearly 18 years at the Soldotna Police Department, Greg supervised Patrol, Investigations, Property and Evidence, Administration, and was the Computer Systems Administrator for the department. In 1995, Greg attended the 180th Session of the FBI National Academy in Quantico, VA, working taking command level courses in: Contemporary Issues for Law Enforcement; Management Planning and Budget; Forensic & Technical Services for Managers; and Legal Issues for the Police Administrator. He received his bachelor's degree in 1977.

In March 2000, Greg and his family moved to Kotzebue, where he served as the Chief of Police. His duties at the Kotzebue Police Department included managing its Regional Jail Facility, one of the most active contract jails in the state. The jail was staffed by KPD's Municipal Corrections Officers, were also the Public Safety Dispatchers. During his tenure at KPD, the department updated its Records Management System; gained access to the Alaska Public Safety Information Network (APSIN) and NCIC; modernized its Jail Accounting System; improved its overall efficiency at delivery of services; and dramatically improved its professional reputation throughout the community. Greg retired in October 2002, after more than 20 years of public service.

Moving back to Soldotna, he established a consulting/training company that specializes in high-tech management expertise offered to all Alaskan public safety entities. A true alternative to in-house resources, his business offers a very high level of practical experience, expertise, contacts, and confidentiality. Clients learn that working with Russell Consulting, LLC can be a more professional, less risky way to develop new areas within their departments.

Greg is a life member of APOA (Alaska Peace Officers Association), a retired member of the Alaska Chapter of the FBI National Academy Associates, a life member of the Alaska Chiefs of Police Association and current Secretary of the Association, and a member of the International Association of Chiefs of Police. He is a certified Police Instructor, a former Traveling Trainer for the Alaska Police Standards Council, held an Advanced Certificate with the Alaska Police Standards Council, and is an Instructor Trainer for Skid Car. He served as the Program Manager for the Alaska Law Enforcement Agency Accreditation Commission and has been the Alaska Municipal League Joint Insurance Association's Law Enforcement Practices Consultant since 2003. He is the immediate past president of the Peninsula Crime Stoppers Board in Soldotna, AK and remains an active volunteer in his community. Greg returned briefly to law enforcement in 2018 as the Acting Chief of Police in Kotzebue, AK and the Interim Chief of Police in Whittier, AK.

### **Michael Holman, Chief of Police (retired)**

Michael is a retired chief of police with over 22 years of progressive law enforcement experience and a demonstrated history of successfully leading and managing a public safety department staffed with thirty-four paid employees and 25 volunteers. He is an effective communicator experienced with criminal and civil investigations, improving workplace safety, and establishing effective employee selection and retention processes.

As the lead manager for the City of Unalaska's Public Safety Department; which includes police, corrections, communications, animal control, fire, and EMS divisions, Michael was responsible for the development and implementation of rules, policies, and procedures related to the day-to-day operations and goals and objectives of the department. He reviewed and determined equipment/resource needs to effectively provide public safety services to the citizens of Unalaska and developed and implemented the department's annual \$6 million budget.

Michael reviewed and investigated all allegations/complaints involving potential employee misconduct, oversaw all department personnel matters, reviewed and approved recommendations regarding appointments, promotions, suspensions, and dismissal of public safety employees; established standards for recruitment, hiring, training, and promotion of staff. He assisted the City Manager in collective bargaining with union and interpreting contract provisions, reviewed crime and accident rates and related statistics to determine the most effective deployment of staff and resources. Michael directed and coordinated the investigation of all major crimes, functioned as the Emergency Management Coordinator for City of Unalaska; managing and directing the activities of various agencies involved in mitigation, preparedness, response, and recovery from a disaster occurring within the City of Unalaska.

#### Professional Qualifications & Education:

- Advanced Police Certificate – issued by Alaska Police Standards Council
- FBI National Academy – Session 251
- Secret Security Clearance – U.S. Department of Homeland Security
- Legal Issues for Command Officers – FBI
- Criminal Intelligence & Analysis – U.S. Department of Justice
- Master's Degree in Public Administration, 2013 - Ashford University
- Graduate Certificate in Criminal Justice, 2012 - University of Virginia
- Bachelor of Arts in Organizational Management, 2011 - Ashford University
- Associates of Arts in General Studies, 2003 - University of Alaska, Fairbanks
- Use of Force and Defensive Tactics Instructor - APSC
- Homicide Investigations
- Interview & Interrogation (basic and advance) – John E. Reid & Associates
- Property and Evidence Room Certification – IAPE
- Police Officer Selection and Background Investigations - APSC



Cordova Police Department, Cordova, AK	<ul style="list-style-type: none"> <li>Conducted management of review, including patrol, investigations, property &amp; evidence, dispatch, and small jail; recommended action plan subsequently implemented by agency.</li> </ul>
Hoonah Department of Public Safety, Hoonah, AK	<ul style="list-style-type: none"> <li>Conducted management of review, including patrol, investigations, property &amp; evidence, dispatch, and small jail; recommended action plan subsequently implemented by agency.</li> </ul>
Juneau Police Department, Juneau, AK	<ul style="list-style-type: none"> <li>On-site assessor for police department during its application for ALEAAAC accreditation; assessed all divisions according to recognized professional police standards; recommended accreditation.</li> </ul>
Haines Borough Police Department, Haines, AK	<ul style="list-style-type: none"> <li>Conducted management of review, including patrol, investigations, property &amp; evidence, dispatch, and small jail; recommended action plan subsequently implemented by agency.</li> </ul>
Bristol Bay Borough Department, King Salmon, AK	<ul style="list-style-type: none"> <li>Conducted management of review, including patrol, investigations, property &amp; evidence, dispatch, and small jail; recommended action plan subsequently implemented by agency.</li> </ul>
Unalaska Dept. of Public Safety	<ul style="list-style-type: none"> <li>Conducted management of review, including patrol, investigations, property &amp; evidence, dispatch, and small jail; recommended action plan subsequently implemented by agency.</li> </ul>
Nome Police Department, Nome, AK	<ul style="list-style-type: none"> <li>Conducted management of review, including patrol, investigations, property &amp; evidence, dispatch; recommended action plan subsequently implemented by agency.</li> </ul>

Each of the individuals identified below can speak to their respective projects and experience with the Russell Consulting, LLC.

Name	City of Cordova
Address	Box 1210 Cordova, AK 99574
Telephone Number	(907) 424-6200
Contact Person	Helen Howarth, City Manager

Name	City of Hoonah
Address	Box 360 Hoonah, AK 99829
Telephone Number	(907) 945-3655
Contact Person	Eric Hurtado, Chief of Police (907) 945-3655

Name	Juneau Police Department
Address	6255 Alaway Ave. Juneau, AK 99829
Telephone Number	(907) 586-0600
Contact Person	Greg Browning, Chief of Police (retired) (512) 571-8696

Name	Haines Borough Police Department
Address	Box 1209 Haines, AK 99740
Telephone Number	(907) 766-2121
Contact Person	David Sosa, Borough Manager (former) (910) 508-5622

Name	Bristol Bay Borough Police Department
Address	Box 655 King Salmon, AK 99613
Telephone Number	(907) 246-4222
Contact Person	John Rhyshek, Chief of Police

Name	Unalaska Dept. of Public Safety
Address	29 Safety Way Unalaska, AK 99685
Telephone Number	(907) 581-1251
Contact Person	Chris Hladick, Interim City Manager

Name	Nome Police Department
Address	102 Greg Kruschek Ave. PO Box 1230 Nome, AK 99762
Telephone Number	(907) 443-5262
Contact Person	Michael G. Heintzelman, Chief of Police