



## CITY OF NORMAN, OK STAFF REPORT

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**MEETING DATE:** 10/24/2023

**REQUESTER:** City of Norman Police Department

**PRESENTER:** Chad Vincent, Major, Norman Police Department

**ITEM TITLE:** CONSIDERATION OF APPROVAL, REJECTION, AMENDMENT, AND/OR POSTPONEMENT OF CONTRACT K-2324-90: A CONTRACT BY AND BETWEEN THE CITY OF NORMAN, OKLAHOMA, THE NORMAN MUNICIPAL AUTHORITY AND MATRIX CONSULTING GROUP IN THE AMOUNT OF \$188,040 TO CONDUCT A PUBLIC SAFETY RESOURCE ALLOCATION STUDY.

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### **BACKGROUND:**

The City of Norman has experienced a significant amount of growth and development in recent years and is now uniquely positioned, due to a variety of factors, to experience further expansion in both population and economic development. Some of these factors include the University of Oklahoma's transition to the Southeastern Conference, expansion of the Max Westheimer Airport, a possible turnpike expansion, continued advances in both the weather and aviation industries, and continued growth in a variety of commercial and residential developments. This significant growth creates excellent opportunities for the City of Norman, but it also requires strategic planning to ensure that the community continues to receive the same exceptional standard of service they deserve. The City has embarked on several strategic analyses including the "Area Infrastructure and Masterplan Process" to guide future city development.

The continued growth of the City and related future demands on City services also requires an in-depth review of both the City of Norman Police and Fire Departments to ensure that they are equipped with the necessary resources, personnel, and infrastructure to effectively address these opportunities and challenges. On August 9, 2022, Council appropriated an additional \$500,000 from General Fund balance to fund further strategic studies, specifically mentioning a "public safety study".

This proposed contract would authorize a Police and Fire Public Safety Resource Allocation Study to assess and optimize the allocation of resources within these critical departments to ensure the safety and well-being of the Norman community.

### **DISCUSSION:**

In May 2023, under the direction of City leadership, the Norman Police and Fire Department executive staff began to research the process of selecting a vendor to conduct an in-depth,

strategic public safety resource allocation study that would provide the necessary evaluation, strategic planning, and guidance for the future of public safety in the City of Norman.

Shortly after this, the process to identify vendors who would have the ability and the capacity to conduct a study of this size and magnitude was initiated. This process included the formal posting of a Request for Proposals (RFP) announcement, contacting police and fire departments across the country for feedback and prior partnerships, and contacting national oversight committees for recommendations. From this process, 16 vendors from across the country were identified as top-tier companies who have successfully conducted this type of public safety resource allocation study. All of these organizations were contacted directly and invited to participate in the RFP process. In addition, interest was solicited from other organizations who responded to our official posting of the RFP in the local media.

This initial process resulted in a total of five vendors who submitted formal responses to participate in the proposed public safety resource study, including Fitch & Associates; Raftelis; Matrix Consulting Group; The Center for Public Safety; and Public Safety Management. All five of these companies are proven performers in the resource study space and have completed thousands of studies similar in scope to what the City of Norman will potentially undertake. These companies are all very active and at the top of this industry.

In July 2023, a selection committee was established to provide oversight and vision casting for evaluating these proposals and selecting the appropriate vendor to conduct this public safety resource study. The committee was comprised of five individuals to include Lisa Krieg (Norman Planning Department); Dan Munson (Norman citizen and executive in governmental service); Bill Scanlon (Norman citizen, retired military officer and former City Councilmember); Chad Roney (Norman Fire Battalion Chief); and Chad Vincent (Norman Police Major). It was important to have members of the community on this committee as well as individuals who were very familiar with public safety benchmarks and the technical components of the RFP process.

The selection committee then conducted an in-depth review and detailed analysis of all five companies. This process included thorough research and review, comparison-charting between companies, interviews with company executives, and interviews with police and fire departments who have used these companies for past studies. This process concluded with an in-depth scoring process utilizing a matrix that was developed specifically for this selection process. Once this scoring process was completed, Matrix Consulting Group emerged as the clear top candidate to conduct the city of Norman's public safety resource study. In addition, the Matrix Consulting Group had completed a number of studies in our region, with similar-sized departments, to include experience working with communities that have colleges and universities. The company has also demonstrated a high level of transparency and integrity throughout the process and with past studies that they have completed.

The Matrix Consulting Group was established in 2002 and was formed by senior government consultants to provide the depth of analysis needed to help clients solve problems and prepare for the future. Their business focus is the provision of organization and management analytical services to local government. Since being founded 20 years ago, they have served clients in over 1,600 consulting projects providing support to the efficiency of operations and better plan for the future. They provide a wide range of services to local government clients – including

management, staffing and operations audits, feasibility studies, and cost of service studies for every local government service area. Public safety is their largest service area, however. The Matrix Consulting Group is based in California and has two offices there. As a national firm, they also have offices in Portland (OR); the Dallas/Fort Worth Metroplex (TX); Southern Illinois; Tampa/Fort Myers (FL); and Charlotte/Raleigh (NC). They also have an office in Nova Scotia, Canada. Matrix Consulting currently has 25 full-time and 5 part-time staff.

The Matrix Consulting Group proposal details a complete, in-depth public safety resource study with a broad scope of services. The company advises that this study should take approximately six months to complete and will focus on a number of key initiatives including multiple visits to Norman to observe public safety processes, interviews with City leadership, hosting community events to gather feedback from Norman residents, completion of employee surveys, direct involvement and oversight by the company President, and many other key areas. This study will culminate with a formal presentation to the City Council and the community with the final results of the study.

The scope of services is anchored in the below 10 key tasks, or objectives:

1. Project Kickoff and Initial Interviews.
2. Descriptive Profile of the City of Norman Police and Fire Departments.
3. Community Engagement and Input.
4. Conduct a Comparative Evaluation of the Norman Police and Fire Departments to Identify Gaps in Service Goals Versus Performance (if any).
5. Analysis of City of Norman Police Department Workloads, Staffing, and Deployments.
6. Analysis of City of Norman Fire Department Workloads, Staffing, and Deployments.
7. Analysis of Recruitment Efforts and Career Development.
8. Technology Utilization Assessment.
9. Projection of future City of Norman Police and Fire Department Service Demands and Personnel Resource and Capital Needs.
10. Projection of city of Norman Police and Fire Department Facility Needs.

Funding for this study is budgeted in Comprehensive Land Use Plan (project BG0164, account 50593388-46201). \$1.5 million was added to the \$150,000 that was already in this project at the May 10, 2022 Council meeting (item #22) for “Special Studies” to include a Comprehensive Long Range Land Use and Transportation Plan. On August 9, 2022, Council appropriated an additional \$500,000 to this project (item #14) to pay for a Public Safety Resource Allocation, a Stormwater Master Plan Update, and a Center City Urban Design and Implementation Plan.

#### **RECOMMENDATION:**

Staff recommends that the City Council/Norman Municipal Authority approve Contract K-2324-90 with the Matrix Consulting Group for \$188,040; and, if approved, authorize the execution thereof.