

**PROPOSED SCOPE OF WORK LANGUAGE FOR REQUEST FOR PROPSAL (RFP)  
FOR POST REORGANIZATIONAL STUDY**

**Background and Overview**

In June 2015, the Commission on Peace Officer Standards and training (POST) completed an 18-month strategic planning process wherein the California State University Sacramento Center for Collaborative Policy (CCP) guided POST in developing a shared plan via the solicitation of a wide range of stakeholder input, including law enforcement clients and internal staff. CCP facilitated an evaluation of POST programs while considering statutory requirements and external stakeholder needs; developed a 3-5 year strategic plan based on research and assessment findings; and developed an implementation plan in collaboration with POST staff, Commission representatives and members of POST Advisory Committees, to target actions to begin once the strategic plan document was completed.

Subsequent to the completion and Commission approval of the strategic plan and the strategic implementation plan, the newly formed POST Implementation Plan Team (IPT) engaged in moving the organization forward in meeting the documented strategic plan objectives. Strategic Plan Objective (B.3) recommends that POST evaluate organizational systems, structures, and processes to ensure efficiency, effectiveness, and productivity in its efforts to deliver quality products, training, and to improve services to California law enforcement agencies.

**Proposed Scope of Work**

In order to achieve Strategic Plan Objective (B.3), POST proposes using both internal organizational resources, as well as external Contractor(s), to complete a detailed reorganizational study. The objective of the study will be to obtain extensive external input from those entities that POST serves and the Commission and to apply that input into an assessment of the current core functions of POST, to identify how POST operations can be more in alignment with identified customer needs. The study will also identify gaps in the organization's efficiency and effective service delivery to its customers, and look for opportunities to better address customer needs, through the reorganization of POST's structure, outward-facing operational procedures, and internal workload distribution.

**Study Methodology**

This study will be conducted in two phases. In phase one the Contractor will facilitate focus groups comprised of members from key law enforcement groups such as California Police Chief's Association (CPCA), California State Sheriffs' Association (CSSA), the California Peace Officer's Association (CPOA), Peace Officer Research Association of California (PORAC), and other groups that are identified during the study process. The focus groups will be asked to suggest operational and design changes they believe would enhance POST's service to its customers. The Contractor will also facilitate a workshop for the POST Commissioners, in order to present focus group feedback, and identify the Commission's vision for the future of POST.

In phase two the Contractor will conduct a forward-looking gap analysis of POST's current operations. The Contractor will work with the POST Project Manager, and POST staff in order to assess how the organization currently functions and what changes would be needed to bring the operations into alignment with the desired outcomes identified by the customers and the Commission.

The Contractor will employ a variety of organizational assessment strategies in each phase of the study and will develop a document with the results of the organizational study and recommended changes as to how POST can move toward the operational and functional structure identified in phase one.

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## PHASE ONE

### Task Overview

#### **Task 1: External Outreach**

Outside Contractor and POST Project Manager will solicit input from POST customers on POST programs, services, resources, strengths and weaknesses. At a minimum, the assessment will involve the facilitation of focus groups with representatives of the Executive Boards of California Police Chiefs Association (CPCA), California State Sheriffs Association (CSSA), and California Peace Officers Association (CPOA), Peace Officer Research Association of California (PORAC), and other associations and/or entities identified as pertinent for input into the analysis of POST.

The Contractor will then conduct a workshop with the Commission members to share the results of the customer focus group meetings and to identify the vision and direction of the Commission in the redesign of POST organizationally.

#### **Task 2: Research**

To establish a framework for the reorganization study, the Contractor will collaborate with the POST Project Manager to review the results of the phase one focus groups and Commission workshop, results of previous outreach conducted for the update of the POST Strategic Plan, current POST Strategic Plan, POST Implementation Plan, and all relevant existing documents. These materials will include the POST Administrative Manual, authorizing legislation, POST's roles and responsibilities to the law enforcement community, statutory requirements, and POST Commission mandates and directives. The purpose of this research is to understand the intent and scope of POST as promulgated in legislation and regulations, and to compare the current intent and scope, with the desired outcomes for POST identified in phase one.

#### **Task 3: Organizational Comparison with other POSTs**

The Contractor will present a comparative review of the duties, responsibilities, and organizational structure of up to four other state's POST organizations. The purpose of this task is to ascertain potential best practices that could be emulated by California POST.

## **PHASE TWO**

### **Task 4: Identify Internal Processes and Workflow**

Identify and evaluate POST's internal processes to determine workflow patterns throughout the organization. This task includes the examination of internal communication and quality control measures, as well as an examination of how change occurs in the organization.

### **Task 5: Review Job Descriptions**

Review existing job descriptions for each of the nine job classifications at POST. The purpose of this task is a job-task analysis that will determine if the current job descriptions adequately describe the duties and responsibilities of each position, as well as-if they collectively address the overall duties and responsibilities of POST, and how job descriptions might be impacted based upon the future vision.

### **Task 6: Identify Mandated Programs and Services**

A number of POST's duties and responsibilities are mandated by law. This task will review existing mandates and identify which organizational units carry out mandated duties. The purpose of this task is to facilitate the development of work and resource priority setting.

### **Task 7: Analyze Bureau and Work Group Primary Responsibilities**

The strategic planning process identified a number of areas of potential overlap and duplication of work among bureaus. Each staff member will be interviewed in order to identify each individual's and each work group's cumulative duties and responsibilities. Interviews will be summarized and compiled in a written format to be reviewed by the Contractor with individual staff members for validation, prior to being included in the final report.

### **Task 8: Examine Workload Distribution and Criticality**

Using the information gleaned from tasks 1-7, the Contractor will assess each workgroup's workload. The purpose of this task is to apply quantitative and qualitative analysis to determine workload criticality throughout the organization, and to determine how workload might be impacted by potential changes to the organization's structure and service delivery models based on the future vision.

**Task 10: Draft Summary of Findings and Recommended Changes**

The Contractor will develop a summary of findings and any recommended changes to POST's structure and operations. This Draft of the Reorganizational Plan will be presented by the Contractor and POST project manager to the POST Management Team to confirm and validate the proposed reorganizational strategies accurately reflect the vision of the focus group and the Commission.

**Task 11: Update Draft Reorganizational Plan**

Based on input received from the POST Management Team, the draft Reorganizational Plan will be updated. The updated Draft Reorganizational Plan will be presented for review and final input from POST's Executive Team prior to presentation to staff.

**Task 13: Staff Review Reorganizational Plan**

The Contractor in collaboration with the POST project manager will present a draft final of the Reorganizational Plan at an all-staff meeting for review and comment.

**Task 14: Commission Approval of Reorganizational Plan**

A final updated draft of the Reorganizational Plan will be presented to the Executive Team for final review, and the document will then be presented to the Commission by POST executive staff. Upon Commission approval, a public version will be created for general distribution.

**PROJECT MANAGEMENT**

**Collaborative Practice:** The Contractor will be committed to POST throughout the successful completion of the scope of work and deliverables assigned to the Contractor during the scope of the project. The Contractor will work in collaboration with the POST Project Manager, and will keep the POST Executive Team apprised of any significant, or substantive issues, via interim project update reports. The Contractor will discuss problematic issues with POST management, and seek to address conditions that might hinder the Contractor's ability to use best collaborative practices, should such conditions occur.

**Confidentiality:** The contractor will have access to individual POST employees and field law enforcement personnel during interviews, as well as a number of POST documents and reports. All information is to be held in confidence, consistent with third-party neutrality best practices.

**Staffing:** The appropriate staffing configuration to carry out the project will be determined at the time the contract is awarded to a selected contractor.

**Compensation:** The project cost projections are based on current market research and provided contractor estimates for similar projects. The POST Reorganizational Study is projected to equate to approximately 800 hours, at \$125.00 per hour, for a total not to exceed \$100,000.

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