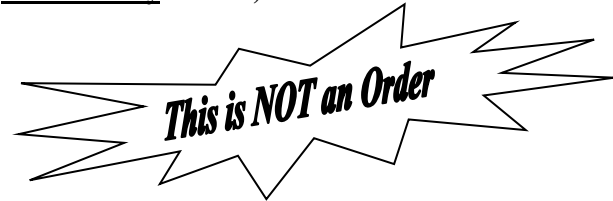


PRICE INQUIRY



Date: 11/17/2015

Quotation Number: 600871-A

Quotation Will Close: December 21, 2015 5:00 PM

PURCHASE ORDER PRICE INQUIRY

Please quote on the following goods and/or services in accordance with the attached pages.

RFP: Consultant: University of Cincinnati Office of Safety & Reform

- FOB Delivered terms will apply to any award resulting from this price inquiry unless bidder states alternate terms in the following space: _____
- University payment terms are either 2%10 days net 45 made by electronic ACH deposit, net 45 days made by electronic ACH deposits, or net 60 days via mailed check. Indicate below the pay terms to apply to any award resulting from this bid. (Check only one box.)
 - Bidder agrees to payment terms of 2% 10 days net 45 made by electronic, ACH deposit (bidder must complete the form located at <http://www.uc.edu/content/dam/uc/af/controller/docs/EFTAgreementCTX.pdf>)
 - Bidder agrees to payment terms of net 45 made by electronic, ACH deposit (bidder must complete the form located at <http://www.uc.edu/content/dam/uc/af/controller/docs/EFTAgreementCTX.pdf>)
 - Standard terms of net 60 days apply, payment via mailed check.

(Net 60 days shall apply if no box is checked.)

THIS CERTIFICATE MUST BE EXECUTED BY BIDDER

In compliance with the above invitation for bids and subject to all the conditions thereof, the undersigned agrees, if this bid is accepted within a reasonable time from date of closing, to furnish any or all of the items upon which prices are quoted, in accordance with the specifications applying, at the price set opposite each item.

Delivery, to destination as shown above, of any or all of the items to be completed within _____ days from receipt of order.

FOR BUYER USE ONLY

- All items no bid
- No interpretive changes
- Terms Code
- FOB Code
- Delivery Days

Misc.

Sign here: _____
(Name of Company)

Per _____ / _____
Signature Type Name of Individual who Signed

Title _____

Mail address:
Purchasing Department
University of Cincinnati
PO Box 210089
Cincinnati OH 45221-0089

**GENERAL CONDITIONS AND TERMS FOR ANY AGREEMENT
THAT RESULTS FROM THIS BID**

Hand delivery address:
Purchasing Department
Rm 320
University Hall
University of Cincinnati
51 Goodman Dr
Cincinnati OH 45221-0089

1. Proposals to be considered must be received at the Hand delivery address identified on this page prior to the date and time designated in this inquiry, and none will be accepted thereafter. If only a date is shown, bids will be received until the close of the business day. Be certain to sign and return this form.
 2. Instructions, manufacturer's catalog numbers, etc. where shown herein, are for descriptive purposes to guide the bidder in interpreting the standard of quality, design, and performance desired, and shall not be construed to exclude proposals based on furnishing other equivalent types of material or service. However, any substitution or departure proposed by bidder must be clearly noted and described, otherwise it will be understood the bid intends to meet exactly the specifications.
 3. Samples requested must be furnished free of expense, as instructed by the Buyer, and, if not destroyed or required in connection with the award or delivery, will, upon request, be returned at the bidder's expense. Right is reserved to mutilate or destroy any sample if considered necessary for testing purposes.
 4. Prices quoted, unless otherwise stated by bidder, are to include all charges for transportation, packing, crates, containers, etc. necessary to complete delivery as designated herein.
 5. Right is reserved to accept, or reject any, or all, bids, combination of items, or lot, and to waive formalities not inconsistent with law.
 6. In case of error in extending the total amount of bid, the unit price will govern.
 7. U.C. terms are 2% 10 days net 45 by electronic ACH deposit, or net 45 by electronic ACH deposit, or net 60 days via mailed check. Payments are from receipt of invoice or from delivery and acceptance of goods, whichever is later.
 8. If you do not respond to three(3) bid inquiries, your firm may be removed from future bid lists.
-
- A. In the event of an award, the contractor must agree to all of the conditions and terms specified therein, and on the Bid Inquiry that preceded the award. Direct all correspondence relative to the purchase to the Purchasing Department, University of Cincinnati, PO Box 210089, Cincinnati OH 45221-0089. Prices cannot be altered during the term unless that was a condition of the contractor's bid. Unless otherwise stated, unit prices are inclusive of all costs.
 - B. If any contract does not agree with your quotation, contact the Buyer before performance begins. Prior to performance, the University may require additional information from the Contractor in order to insure that the Contractor is qualified and that the product or service offered will meet the need for which it is intended.
 - C. Notwithstanding any other provision in the purchase order, the University reserves the right to cancel any order at any time prior to delivery without penalty.
 - D. Goods not conforming with the purchase order will not be accepted. The Buyer must approve any substitution of non-conforming goods prior to shipment (in writing).
 - E. Terms of the purchase order cannot be modified, altered, or changed without the specific written approval of the Buyer. If the Contractor proposes any different or additional terms, they will constitute a counter offer to the University and no new contract will come into existence unless proposed in writing to the Buyer and specifically accepted by that person as evidenced by signature agreeing to those specific terms. The purchase order is expressly limited to its terms and cannot be varied unilaterally by Contractor.
 - F. In the event of default by the Contractor, including failure to deliver any item requested within a reasonable time after acceptance of the contract, or if the University rightfully rejects the goods or services or revokes acceptance, the University may without waiving any other remedy permitted by law, make covering purchases of goods or services and hold Contractor liable for all additional costs incurred. Further, in such event, the University, at its option, may be relieved of any duty to accept such items as are subsequently delivered.
 - G. Contractor may not assign or delegate duties under the purchase order without written approval of the Buyer, nor may Contractor change sources of supply or brands identified in the contract without written approval of the Buyer.
 - H. Contractor warrants that the goods covered by the purchase order are of merchantable quality and fit for any intended purpose disclosed by the University to the Contractor or as represented by Contractor to the University. Contractor agrees to reimburse the University for any losses or consequential damages which it incurs because of defective goods or services. Further, Contractor agrees to defend, indemnify and hold the University harmless from any claims made by third persons arising from injury caused by allegedly defective goods or personal services and any consequential damages claimed. Said warranties are in addition to any express or implied warranties of Contractor.
 - I. The University shall have a reasonable time after delivery to inspect the goods delivered or services rendered under the contract and to reject or revoke acceptance of any not conforming with the terms of the agreement. Rejected goods will be returned to Contractor at Contractor's expense. Rejected services will be reworked and all costs associated with the rework will be charged to Contractor.
 - J. In the event of any proceedings in bankruptcy or insolvency of Contractor, the University may, at its option, cancel any unfiled releases under the purchase order without liability, whatsoever.
 - K. Quantities delivered must equal exact amounts released unless otherwise agreed in writing by the Buyer. Installment shipments are discouraged unless specified. If the price for any item is reduced by the Contractor to a price below the price stated in the purchase order prior to delivery, the selling price applicable shall be reduced to give the University the benefit of such lowered price.
 - L. The purchase order will set forth the entire agreement between the parties and shall be construed in conformance with the laws of the State of Ohio.

All provisions of the Revised Code of the State of Ohio, and the Ohio Administrative Code, insofar as they apply to contracting by a state university, are made a part of the agreement.

- M. Where the contractor is manufacturing goods incorporating or making use of any trade, service or identifying mark of the University, Contractor will be required to obtain authorization and be licensed through the University Licensing Program.
- N. No Contractor or Subcontractor or any person acting on their behalf shall, by reason of Race, Color, Sex, Age, Handicap, National Origin or Ancestry discriminate in employment in the performance of work under this contract.
- O. Contractor shall comply with provision of Executive Order 11246 as amended by Executive Order 11375 as supplemented by Department of Labor Regulation 41 CFR Part 60, the Copeland Anti-Kickback Act (18 USC 874) as supplemented in Department of Labor Regulation 29 CFR Part 3, the Bacon-Davis Act (40 USC 276a et.seq.), Sections 103 and 107 of the Contract Work Hours and Safety Standard Act (40 USC 327-330) as supplemented by Department of Labor Regulation 29 CFR Part 5, and the Clean Air Act of 1970 (42 USC 1857 et.seq.) to the extent that they are applicable. Contractor shall comply with CERCLA, SARA, and all other federal, state, and local environmental laws and regulations in performing this contract.
- P. Contractor warrants that it is not subject to an unresolved finding for recovery under section 9.24 of the Ohio Revised Code. If the warranty is deemed to be false, the purchase order or term contract is void ab initio and the Contractor must immediately repay to the University any funds paid under this order or contract.
- Q. Debarment: By accepting or performing any part of an order the Contractor certifies to the best of its knowledge and belief that it and its principals are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal or State of Ohio department or agency. Debarment, suspension, or proposed debarment by the Federal or State of Ohio Government constitutes grounds for automatic termination of any order. Further, Contractor shall provide immediate written notice to Buyer in the event that during the performance of an order, Contractor or any of Contractor's principals is debarred, suspended, or proposed for debarment by the Federal Government or any State Government.
- R. Contractor must comply with Rules and Regulations of the University of Cincinnati relative to Affirmative Action and Contract Compliance.
- S. No Agreement, Purchase Order, policy, or contract of any nature is automatically renewable. All transactions terminate in accordance with the limitations of the specific period stated and/or in the event that no chronological limit is established by the expiration date of budget funds as set forth on this purchase order or term contract. In addition, when an agreement requires periodic payments by the University out of funds appropriated by the legislature of the State of Ohio extending beyond the expiration of a legislative funding period, the agreement shall be subject to cancellation by the University without penalty if funding is not provided by the State.
- T. Taxes: The University of Cincinnati is a state university of the State of Ohio. As such, it is exempt from most taxes, including State Sales and Use taxes, Real Estate taxes and Personal Property taxes. The University

is without authority to pay such taxes if billed by Contractor. If any taxes must be paid by Contractor, they should have been reflected in the quotation. The University's federal taxpayer identification number is 31-6000989.

- U. Work for Hire: Contractor and University intend the Work and any and all documentation or other products and results of the services to be rendered by Contractor hereunder to be a work made for hire. Contractor acknowledges and agrees that the Work (and all rights therein) belongs to and shall be the sole and exclusive property of University. If for any reason the Work would not be considered a work-for-hire under applicable law, Contractor does hereby sell, assign, and transfer to University, its successors and assigns, the entire right, title and interest in and to the copyright in the Work and any registrations and copyright applications relating thereto and any renewals and extensions thereof, and in and to all works based upon, derived from, or incorporating the Work, and in and to all income, royalties, damages, claims and payments now or hereafter due or payable with respect thereto, and in and to all causes of action, either in law or in equity for past, present, or future infringement based on the copyrights, and in and to all rights corresponding to the foregoing throughout the world.
- V. The Contractor agrees to protect, defend, and save the University harmless against any demand for payment for the use of any patented material, process, article or device that may enter in to the manufacture, construction, or form a part of the work covered by the agreement.
- W. Statutory Conformity: Contractor warrants and represents that goods covered by the contract have been manufactured and transported in accordance with all requirements of the Fair Labor Standards Act and all other applicable federal, state, and municipal laws, rules and regulations.
- X. Billings:
By postal mail, send original invoice to:
Invoices
University of Cincinnati
PO Box 212000
Cincinnati OH 45221-2000
By email, send invoice to: ucapinv@ucmail.uc.edu
Invoices must include the University Purchase Order number, that authorized delivery of the merchandise or service, and your Federal Tax I.D. number. Payment will be made when the materials or services have been fully delivered and accepted to the full satisfaction of the University.
- Y. Invoices exceeding the limits established by an award, or for materials not qualifying under its specifications are not subject to payment. Issue invoices that fully describe the product or service that you have rendered, together with our purchase order number. Do not issue statements. If you send your invoice to the wrong address, expect payment to be delayed. Discount period will begin on receipt of invoice or merchandise, whichever is later. Payment will be made by ordinary mail and date of postmark is date of payment, unless otherwise agreed to in writing. The University reserves the right to use cash payment terms and all other discounts in its evaluation of bids. It will not pay finance or other so called late charges.

University of Cincinnati
Special Terms

Sealed Proposals

Sealed proposals will be received by the University of Cincinnati at the Department of Purchasing until 5:00 PM, December 21, 2015 for: RFP: Consultant: University of Cincinnati Office of Safety & Reform. Our hand-delivery/courier service address and location of formal bid opening is:

Department of Purchasing
Room 320 University Hall
University of Cincinnati
51 Goodman Drive
Cincinnati Ohio 45221-0089

Our federal mailing address is:

Department of Purchasing
University of Cincinnati
PO Box 210089
Cincinnati, Ohio 45221-0089

Note: Complete the cover page (all items) and submit with your complete proposal. Use enclosed blue envelope for your proposal or affix as a label.

Conformity With Bid Documents

Bidders are encouraged to accept all University of Cincinnati terms and conditions identified in this bid. The submittal of exceptions or deviations by a bidder in their proposal may be cause for disqualification.

Bidders should complete the following “Yes” / “No” conformity question.

Does your proposal comply with all terms and conditions identified in this bid?

Yes, our proposal complies with all terms and conditions identified in this bid.

No, our proposal does not comply with all terms and conditions identified in this bid.

Important! If “No” is checked, then the bidder should attach to their proposal a separate sheet titled “Exceptions” that is formatted as follows:

- Bidder is expected to identify SPECIFIC exceptions to University of Cincinnati terms and conditions. Bidder’s printed terms and conditions are NOT considered specific exceptions and may not be accepted.
- Any University of Cincinnati term and condition to which the bidder is taking specific exception should be clearly identified by page number and paragraph title.
- Following each specific exception entry, bidder should clearly state proposed, alternate language for consideration. (Please note that the University of Cincinnati lacks authority to, and will not, agree to any proposal for the vendor’s unconditional indemnification, for compulsory arbitration, for jurisdiction or venue in any courts other than a court of competent jurisdiction in the State of Ohio, or for governing law other than the law of Ohio and the United States of America.)

Restricted Disclosure Requests

Some vendors may identify parts of their proposals as confidential, proprietary, private, or use similar terms that are intended to restrict disclosure. The University of Cincinnati is only able to consider such requests to the extent permitted by Ohio law.

Bidders should complete the following “Yes” / “No” restricted disclosure question.

Special Terms (Continued)

Does your proposal contain any language that is intended to restrict disclosure?

- Yes, our proposal does contain such language.**
Important! If “Yes” is checked, then bidder should attach to their proposal a separate sheet titled “Restricted Disclosure” that identifies the **SPECIFIC** narrative in their proposal (e.g., page number, paragraph title, and sentence) that they request to remain confidential. Entire proposals that are identified by the bidder as confidential or proprietary, or similar preprinted designations, are NOT considered specific requests and may not be accepted. (Please note that the University of Cincinnati lacks authority to, and will not, agree to restrict disclosure of any pricing information.)
- No, our proposal does not contain language that is intended to restrict disclosure.**

Verbal Contact Not Permitted

Absolutely no verbal contact by vendor is permissible while this bid and subsequent evaluation process are pending. Questions (if any) must be submitted in writing and must be received in the University of Cincinnati Department of Purchasing by December 14, 2015, NOON Cincinnati time and must reference price inquiry # 600871-A.

Submit such questions (if any) to:

Department of Purchasing
Attn: Cheryl Smith Personal & Confidential
University of Cincinnati
P O Box 210089
Cincinnati, Ohio 45221-0089

Vendors may fax questions (but not completed bid responses) in accordance with above instructions. The University of Cincinnati Purchasing Department’s fax number is (513) 556-5262. The appropriate price inquiry number and buyer’s name should be referenced. It is noted that the University assumes no responsibility for problems in facsimile transmissions, including, but not limited to, changes in fax number, failure in the telephone lines, or problems with the facsimile equipment. Any fax transmissions are strictly at the vendor’s risk..

Questions worthy of response will be answered via addendum. U.C. reserves the right not to respond to questions received after the cutoff date just indicated above.

Caution: The University of Cincinnati’s Central Purchasing Department will not accept completed bid responses that are faxed directly to our office. The above fax number should be only be used to fax questions.

Post-Bid Interviews And Negotiations

The University of Cincinnati (U.C.) reserves the right to negotiate with one or more of the respondents in order to arrive at a final selection.

The University may select bidder semi-finalists for detailed evaluation and post-bid interviews. Vendor semi-finalists may be asked to conduct on-site product demonstrations. The objective of any post-bid interview and/or product demonstration will be to permit key departmental personnel an opportunity to seek clarification and to validate the vendor proposals.

This process may also include the negotiation of finer points of the bid. Excluded from any negotiation shall be, 1) major items that were not previously specified or quoted in the RFP, 2) increases in the prices for items quoted in the vendor’s bid, 3) new charges for items that were quoted at no charge. If negotiations are pursued, then they will occur only with the vendor under prime consideration. Should it be determined that a particular vendor’s proposal is not in the best interests of the University, then negotiations would occur with the next best bidder, and so on.

Special Terms (Continued)

All vendors are cautioned to be carefully detailed, specific and accurate in their written bid responses as each bid should speak for itself. Vendors should complete their quote with the understanding that post-bid interviews or negotiations are an option that may, or may not, be exercised by the University. Written bids that are vague or difficult to interpret due to incompleteness may be considered non-responsive and ineligible for award consideration.

Lastly, the University may request a respondent to furnish such supplemental information as is sufficient to assure the respondent's resources, system functionality, business organization and financial resources are adequate to successfully execute this project.

Special Terms (Continued)

SCOPE OF WORK

Purpose of RFP and Background

The University of Cincinnati's Office of Safety and Reform is requesting proposals from qualified organizations to perform a comprehensive review of the University of Cincinnati Police Department (UCPD). Our purpose is to review current policies, procedures, practices, and training, identify best practices in these areas, and plan a course for inclusive reform efforts. The University of Cincinnati (UC) is committed to ensuring that UCPD is engaging in effective, efficient, and equitable policing, while simultaneously rebuilding trust with our university and community members. This comprehensive review of the UCPD will serve as a roadmap for our reform agenda and be used as a guide to establish a culture of transparency, legitimacy, fairness, collaboration, inclusion, diversity, and innovation within the UCPD. This review will also be used to determine the right size and mix for the UCPD now and in the future. Our goal is to increase trust, open communication, and cooperation between the UCPD and other members of the University and neighboring communities.

The objective of this RFP is to gather information necessary to select the best consultant to provide an external comprehensive review of the UCPD. The selected firm will be asked to provide professional research, reviews, data analyses, recommendations and consultation as specified within this document. The UCPD is committed to instituting the changes necessary to become national leaders in urban university policing.

The University of Cincinnati (UC) is a state university in the State of Ohio, with 14 colleges serving over 44,000 students. UC is the largest employer in the Cincinnati region, with over 15,000 employees and an economic impact of more than \$3 billion. The UC Uptown campuses are composed of the Main campus (West) and Medical campus (EAST). While approximately 13% of the UC Uptown students live on campus, between 10,000 and 15,000 students reside in the off-campus neighborhoods within a one-mile radius of these two Uptown campuses.

The University of Cincinnati Police Department (UCPD) is a fully empowered law enforcement agency that provides all public safety and emergency services for the UC community. All UCPD Officers have full police authority, and are certified law enforcement officers by the State of Ohio, having completed all training requirements required by the Ohio Peace Officer Training Academy (OPOTA). The department currently employs 72 police officers and 26 security officers.

The UCPD has full jurisdiction on all University owned and operated buildings and contiguous public properties. Further, the UCPD participates in the Hamilton County Law Enforcement Mutual Aid Agreement, which permits members of local law enforcement to assist in policing areas traditionally outside of their jurisdiction, when necessary. Hamilton County Agreement:

<https://assets.documentcloud.org/documents/2169614/hamilton-county-mutual-aid-agreement.pdf>

In addition, through the Mutual Assistance In-progress Crime Assistance Agreement with the City of Cincinnati, signed in 2009, the UCPD also has jurisdiction to perform police functions within the City of Cincinnati, without request of or prior notice from the City. The UCPD routinely patrols in city neighborhoods (approximately one mile) surrounding the UC Uptown Campus. MOU:

<http://www.uc.edu/content/dam/uc/ucomm/docs/MOU%20between%20City%20and%20UC.pdf>

Special Terms (Continued)

On August 5, 2015, the City of Cincinnati City Council passed emergency Ordinance #264-2015 which temporarily restricts UCPD from performing traffic enforcement beyond the campus boundaries.

City Ordinance:

http://city-egov.cincinnati-oh.gov/Webtop/ws/council/public/child/Blob/43198.pdf?rpp=10&upp=0&m=1&w=NATIVE%28%27DOC_NO+%3D+%27%27201501122%27%27%27%29

The UCPD is led by the Chief of Police, who reports to the Director of Public Safety; the Director of Public Safety reports to the Senior Vice President for Administration and Finance, who reports to the University President. The UCPD is organizationally divided into three main areas: (1) Field Operations, (2) Support Services and (3) Professional Standards.

Calls for reform of the UCPD stem from a recent officer-involved shooting off-campus. On July 19, 2015 at 6:30 pm, former-UCPD Officer Raymond Tensing conducted a traffic stop near the intersection of Rice and Valencia Streets, which is about one mile off-campus. During the traffic stop, an altercation occurred between the driver of the car (Samuel Dubose) and the officer, resulting in the shooting death of Mr. Dubose by Officer Tensing. The incident was captured on Officer Tensing's on-body camera. The Cincinnati Police Department (CPD) conducted the initial investigation and provided all investigative materials to the Hamilton County Prosecutor's Office. A convening of the Hamilton County Grand Jury resulted in an indictment for murder against Ray Tensing, who was subsequently dismissed from his UCPD employment. Mr. Tensing's pre-trial hearing is scheduled for November 16, 2015.

In the immediate days and weeks following the incident, the UC Administration engaged in a number of review and reform efforts. First, the UC Office of Safety and Reform was created and Dr. Robin Engel was named as Vice President of Safety & Reform to oversee all review and reform efforts related to the UCPD, and public safety more broadly. The positions of the Director of Public Safety (James Whalen) and the Director of Police-Community Relations (S. Gregory Baker) were created and hired.

The University retained Kroll Inc., on July 31, 2015 to conduct an external review of all aspects of the officer-involved shooting, including all UCPD personnel actions associated with the incident. This report was publicly released on September 11, 2015 and is available at:

<http://www.uc.edu/content/dam/uc/safety-reform/documents/Kroll%20Report%20of%20Investigation%208.31.2015.pdf>

The UC Safety & Reform Community Advisory Council (CAC) has also been recently established. The CAC's purpose is two-fold: (1) To advise the UC Vice President for Safety and Reform on developing UCPD's reform agenda as well as tracking its progress and communicating its impact; and (2) To assist the UCPD Director of Police Community Relations in building, enhancing and expanding UCPD's relationships with our diverse local communities. The CAC is comprised of 19 members representing various groups from UC and the larger Cincinnati community in an effort to promote diversity of thought, ideas, and information exchange. The CAC is chaired by the Honorable Judge John A. West, Hamilton County Court of Common Pleas. The collective work of the CAC is designed to promote our five core principles: transparency, legitimacy, fairness, collaboration, and innovations.

President Ono promised to engage in a thorough external review of all UCPD policies, procedures, practices, and training, which is the subject of this RFP. Additional information regarding the officer-involved shooting incident, the University's response, and any reform-related efforts can be found at: <http://www.uc.edu/safety-reform>. Additional information regarding the UCPD, including annual crime reports, victimization surveys, crime prevention initiatives, and community engagement can be found at: <https://www.uc.edu/publicsafety.html>

Special Terms (Continued)

1. Proposal Content

An external review will be commissioned to examine all policies, procedures, practices, and training of the UCPD, in an effort to strengthen UC's commitment to incorporate trust, open communication and cooperation between the UCPD, members of the UC and surrounding neighborhoods, and enhance best practices in public safety. Those seeking a contract to perform this work must submit a written proposal that addresses all aspects of the content areas described below. Bidders should look beyond the specific officer-involved shooting incident on July 19, 2015 to provide a thorough assessment of the UCPD as described in the following areas detailed within this RFP. To conduct the below-described scope of work, the contracted vendor will be given access to all necessary UCPD personnel, facilities, records, and data.

1.1 Review of All UCPD Policies and Procedures

- 1.1.1 Submitted proposals should provide and include a plan to thoroughly examine all written policies and procedures of the UCPD.
- 1.1.2 Assess the extent to which UCPD policies and procedures compare to best practices for urban university police agencies.
- 1.1.3 Identify the positive aspects of existing policies and practices, as well as the areas that need improvement or adjustments.
- 1.1.4 Identify any topics or areas not covered by current written policies and procedures.
- 1.1.5 Include a plan for examining informal (non-written) policies, procedures, or practices that may enhance or inhibit compliance with written policies and procedures.
- 1.1.6 Provide actionable recommendations regarding adjustments needed to formal policies and procedures to address any informal mechanisms that may influence compliance.
- 1.1.7 Provide actionable recommendations to rebuild trust between the UCPD and the community.

Special Terms (Continued)

1.2 Review of all UCPD Data Collection Systems, Data Usage, Automation, and Records Management

- 1.2.1 Assess the adequacy and utility of all data collected by the UCPD, including its records management and dispatch systems. Identify deficiencies and provide actionable recommendations.
- 1.2.2 Determine if the current system allows for data to be stored and retrieved in a manner that facilitates its use and analysis.
- 1.2.3 Determine if the current data collection system and information captured is consistent and reliable.
- 1.2.4 Determine if the current hardware and software utilized by the UCPD is consistent with best practices for urban university police departments.
- 1.2.5 Determine if there are more efficient means of data processing and records management that would allow UCPD staff to easily and readily understand patterns related to incidents, officers, victims, use of force and other areas of interest.
- 1.2.6 Provide actionable recommendations for the use of data to rebuild trust between the UCPD and the community through transparency.

1.3 Review of Training

- 1.3.1 Assess the quantity and quality of all UCPD training curricula and delivery for police and security officers, including recruit training, field training, in-service training, and specialized training; assess the command oversight of this process.
- 1.3.2 Determine if the training provided properly prepares officers to meet the requirements and expectations necessary to police in an environment that includes a large university and surrounding urban area where a large percentage of students reside, and a large percentage of the population is African American.
- 1.3.3 Assess if the training policies, procedures, and practice are consistent with best practices in both urban and campus police training are needed for both police officers and security guards.
- 1.3.4 Identify any areas where new training is needed, or changes in the existing training.
- 1.3.5 Provide actionable recommendations to rebuild trust between the UCPD and the community.

Special Terms (Continued)

1.4 **Review of Accountability Mechanisms**

- 1.4.1 Determine the quality and quantity of all internal and external accountability mechanisms within the UCPD.
- 1.4.2 Assess the adequacy of supervisory oversight within the UCPD. Determine whether supervision is effective in monitoring performance so that officers and guards are properly carrying out their responsibilities.
- 1.4.3 Assess the validity and use of all supervisory oversight practices that allow for the identification of officers and guards who are outliers in performance, including the current early warning system.
- 1.4.4 Assess all documentation processes associated with the accountability processes: determine if adequate documentation is present, and evaluate how well that documentation is reviewed and used to establish accountability within the UCPD.
- 1.4.5 Assess the inspections process and procedures of the UCPD; determine their adequacy of tracking measures.
- 1.4.6 Determine the efficiency of budget and overtime expenditures, along with adequacy of tracking measures.
- 1.4.7 Review the disciplinary process for UCPD employees; determine if the process is appropriately followed, and whether it results in effective, efficient, and equitable outcomes.
- 1.4.8 Review the complaint process used by UCPD to determine its effectiveness and equity for both officers and citizens.
- 1.4.9 Provide recommendations regarding the use of professional standards review panels and citizen review panels in an urban university policing setting.
- 1.4.10 Review any other existing UCPD internal processes for employee oversight; identify any specific internal processes for accountability that are not currently used by the UCPD and provide recommendations for their use.
- 1.4.11 Provide actionable recommendations to rebuild trust between the UCPD and the community.

Special Terms (Continued)

1.5 **Review of Officer Recruitment, Hiring, Promotion, and Retention**

The UCPD is committed to increasing diversity within the department to better reflect the urban community within which the university resides, along with the student, faculty, and staff population.

- 1.5.1 Assess the department's current recruitment, hiring, promotion, and retention processes to achieve this goal.
- 1.5.2 Assess the department's current processes to properly screen candidates to identify potential officers who can meet the demands of policing in an urban university setting.
- 1.5.3 Review best practices in diversifying urban university police forces and provide specific recommendations for UCPD to meet and exceed those practices.
- 1.5.4 Provide actionable recommendations for recruitment, hiring, promotion, and retention that will help to rebuild trust between the UCPD and the community.

1.6 **Review of Equipment and Technology**

- 1.6.1 Assess the quality and quantity of equipment and technology used to complete daily activities and specialty assignments (e.g., major events, civil unrest, etc.).
- 1.6.2 Assess the type and quality of equipment available for officers to handle potentially dangerous encounters, including less lethal weapons.
- 1.6.3 Provide actionable recommendations regarding the acquisition and use of equipment and technology, relate these recommendations to the overall mission and goals of the UCPD.

Special Terms (Continued)

1.7 **Review of Specific Substantive Areas**

Review specific police and security guard activities, tactics, strategies, or practices (identified in items below); these substantive areas should be addressed with greater detail, and separately from the above described reviews of policies, procedures, training, recruitment, assessment, promotion, and discipline.

- 1.7.1 Provide a multi-year review of past practices, and an assessment of current practices. This assessment should be based on comparisons to other agencies to identify best practices in urban university policing.
- 1.7.2 Provide actionable recommendations to rebuild trust between the UCPD and the community.
- 1.7.3 Review should include all relevant policies, procedures, practices, training, accountability oversight, and data related to the specific topics listed below:
 - 1.7.3.1 Use of force; including encounters or activities involving injuries to officers or citizens.
 - 1.7.3.2 Pedestrian and traffic stops, including assessment of potential bias.
 - 1.7.3.3 Encounters involving individuals with mental health concerns.
 - 1.7.3.4 Community engagement; community-oriented policing; student engagement with focus on instruction/education.
 - 1.7.3.5 Problem solving; problem-oriented policing; use of SARA model.
 - 1.7.3.6 Crime prevention tools, practices, and strategies, including Nightride, Campus Watch, UC Ambassadors, and other crime prevention activities.

1.8 **Team Experience**

- 1.8.1 Provide team's experience and expertise concerning relevant law enforcement analysis and evaluation, including a description of no more than four projects in similar scope and size prepared by members of the team.
- 1.8.2 UC especially values expert teams that include members who are diverse in race, ethnicity, and gender.
- 1.8.3 Include client, reference and telephone numbers, budget, schedule and brief summaries for each project. Provide a list of 3 customers who were provided services by your organization. Focus should be on law enforcement agencies with similar request for services. Include contact name and telephone number. Be sure your information is current.

Special Terms (Continued)

1.9 Individual Staff Qualifications

- 1.9.1 Provide expertise of individual team members. Expertise should include substantive areas related to campus policing, urban policing, community engagement and data analysis.
- 1.9.2 Include qualifications of specific staff who will work directly on this project. Identify each key person on the team and describe their specific roles on the project.

1.10 Strength of Proposed Methodology

- 1.10.1 Demonstrate commitment to using evidence-based approaches to conduct the work proposed.
- 1.10.2 Mixed methodologies are especially valued, where teams propose using both qualitative and quantitative approaches to review the UCPD. Use of data, strategic reviews, and interviews with police and key stakeholders are encouraged.
- 1.10.3 Demonstrate commitment to include a comprehensive review and application of best practices in urban university settings.

1.11 Cost

1.11.1 Include detailed description and descriptive rationale of proposed budget.

1.11.2 General budget areas to be included in the detailed (line-item) description include:

1) personnel; 2) consultants; 3) fringe benefits; 4) equipment; 5) materials and supplies;

6) travel; and 7) facilities and administrative (indirect costs).

The above categories are an example of the needs for this project. Bidders are to include a total cost for the entire project, however, all categories associated with the project are to be itemized to arrive at the total.

Special Terms (Continued)

2 **Deliverables**

- 2.1 **Interim Report:** Written report summarizing the progress-to-date and preliminary findings on the scope of work described above, and further detailing any additional needs, impediments, etc., to ensure timely delivery of the final report.
- 2.2 **Final Report:** Written report detailing the findings related to specific scope of work detailed in Section I above. Note that this report will become public record and distributed widely to University and community stakeholders.
- 2.3 **Presentations:** Separate on-site presentations summarizing the report findings and recommendations, delivered to:
 - 2.3.1 UC Board of Trustees
 - 2.3.2 UC Executive Committee
 - 2.3.3 UCPD Command Staff
 - 2.3.4 UC Safety & Reform Community Advisory Council
 - 2.3.5 Larger UC community, general public and media

3. **Method of Evaluation**

A selection committee chaired by the Vice President for Safety & Reform, and comprised of representatives from the University of Cincinnati and the UC Community Advisory Council (CAC) will evaluate the submitted proposals.

Evaluators will consider how well respondents' qualifications, proposed methodologies, and costs meet the needs of the university as described within this RFP.

Semi-finalist may be asked to conduct an initial video conference with the selection committee. Finalists will be required to participate in an on-site interview with the selection committee; interview will include an opportunity for a brief presentation, overview of the proposal, and Q & A period.

RFP responses will be evaluated on the following criteria (not necessary in order preference):

Strength, comprehensiveness, and feasibility of the proposed work related items 1.1 - 1.6 above

- 3.1 Team Experience (item 1.8)
- 3.2 Individual Staff Qualifications (item 1.9)

Special Terms (Continued)

3.3 Strength of Proposed Methodology (item 1.10)

3.4 Cost (item 1.11)

4. **Tentative Selection Schedule**

Note: The University of Cincinnati reserves the right to adjust this schedule as necessary.

RFP Issuance.....	November 16, 2015
RFP Questions (if any) due.....	December 14, 2015
Proposal Responses due.....	December 21, 2015
Finalist Selection.....	January 11, 2016
Finalist Interviews.....	week of January 18, 2016
Consultant Selection.....	January 25, 2016
Contractor Negotiations Complete.....	February 1, 2016
Interim Report Due.....	April 4, 2016
Final Report Due.....	May 16, 2016

5. **Proposal Submission**

- 5.1 Bidders should propose services that meet or exceed the specifications of this RFP. All bidders who provide a bid proposal in response to this RFP are responsible for all costs associated with preparing that proposal, answering all questions, providing UC with requested information, and making a bidder presentation to UC (if such a presentation is requested). Unless bidder clearly indicates otherwise in their proposal, bid submittals shall remain valid for one hundred and eighty (180) days from the closing date.
- 5.2 Bidder (s) should sign the cover page (original signature) and properly execute, in its entirety, this original RFP document.
- 5.3 **IMPORTANT!** Vendor’s proposals should cross-reference and provide narrative responses to each numbered item in Section 1 “Proposal Content”. Proposals should be organized and numbered in the order presented in Section 1. Bidders should repeat each question or request as it is numbered and worded in Section 1 response pages to this bid packet by using a secure fastener (e.g. binder clip). Bidders should provide generous narratives on each Section 1 item so that we may assess your firm’s capability to perform. Proposals not organized or completed in the prescribed manner may be eliminated from consideration. Likewise, bids that are vague or difficult to interpret due to incompleteness may be considered non-responsive and ineligible for award consideration.

Special Terms (Continued)

5.4 Bidders **final bid packages** should consist of:

5.4.1 One original package, clearly marked and labeled, that includes all documents as described in above 5.1 – 5.3.

5.4.2 Four (4) duplicate packages that are exact copies of 5.4.1 clearly marked and labeled.

5.5 **Packaging of Proposals**

5.5.1 Submittals should be packed in cartons or sturdy, well-constructed mailing envelopes.

5.5.2 Identify the package containing the original submittal (described in 5.4.1) using permanent black marker and writing “Original Submittal” enclosed on all sides of the package.

5.6 **Submission and Packaging Checklist**

5.6.1 Bidders may use this checklist to double-check compliance with preceding instructions. This list is not intended to be comprehensive and bidder(s) are responsible for following ALL instructions in this RFP regarding the completion and submittal of their proposals.

5.6.1.1 Sign the cover page (original signature) and properly execute, in its entirety, this original RFP document.

5.6.1.2 Cross-reference and provide point-by-point narrative responses to each numbered item in Section 1 “Proposal Content”.

5.6.1.3 Submittals should consist of documents described in 5.2, 5.3 and 5.4.

5.6.1.4 If your RFP packet contained a vendor registration application form, then be sure to complete it and include it with your original submittal.

5.6.1.5 Clearly label your original submittal. Example: If your submittals will be inserted in notebooks, then the cover of the particular notebook containing the original should be clearly marked “Original”.

Special Terms (Continued)

- 5.6.1.6 Clearly identify the package containing your original submittal. Four (4) duplicates that are exact copies of the original should also be submitted. The deadline for proposals is 5 PM December 21, 2015 (Cincinnati Time)

***The delivery address is:
Purchasing Department
Room 320 University Hall
University of Cincinnati***

***51 Goodman Drive
Cincinnati, OH 45221-0089***