



**REQUEST FOR PROPOSALS**

**FOR**

**CONSULTANT SERVICES**

**RFP# 961-15**

**Recruitment and Selection for the City of Asheville  
CHIEF OF POLICE**

**City of Asheville  
City Manager's Office  
P.O. Box 7148  
Asheville, NC 28802**

**Release Date: November 21, 2014**

**Proposals must be received no later than: December 19, 2014 at 3:00pm Eastern  
Time**

## I. REQUEST FOR PROPOSAL NOTICE

Notice is hereby given that the City of Asheville will accept Proposals from Executive Search Firms with demonstrated experience in conducting **Chief of Police** search services focusing on public sector agencies and service providers until December 19, 2014 by 3:00pm (Eastern Time).

The selected firm will develop a candidate profile, recruit candidates, review materials and screen candidates, administer and facilitate an interview and selection process, and assist the city with negotiating a compensation package and coordinate all correspondence, travel arrangements and record keeping. The selected firm will conduct detailed professional reference checks on recommended finalists.

The current job specification for the position of Chief of Police Position, which will be revised in the near future, is included as **Attachment A**. An organizational chart of the Asheville Police Department is included as **Attachment B**. The City's organizational chart is attached as **Attachment C**.

All Proposals must be made and submitted in electronic document (PDF) format. Submittals may be delivered either via DVD/ CD to the physical address below or via email. The City of Asheville takes no responsibility for emails that are undeliverable or delayed and it is the responsibility of the submitter to get email confirmation. All Proposals must be clearly marked "Proposal for Consultant Services – Chief of Police Recruitment RFP-961-15" and should be delivered by December 19, 2014 by 3:00pm:

### Electronic Submission via Email

Subject: Proposal for Consultant Services – Chief of Police Recruitment  
Email Address: [Acarmichael@ashevillenc.gov](mailto:Acarmichael@ashevillenc.gov)

### Physical Location for Package Delivery of CD/ DVD

City of Asheville  
City Manager's Office  
Second Floor City Hall  
70 Court Plaza  
Asheville, NC 28802  
RFP# 961-15  
Attn: Alex Carmichael

Late proposals will not be considered. All proposals must be signed by an authorized representative of your organization. Faxed proposals will not be considered.

The City of Asheville reserves the right to reject any or all Proposals, waive formalities, negotiate terms and conditions, and to select the agent and service options that are in the best interest of the City of Asheville and its employees.

During the evaluation process, the City of Asheville reserves the right to request additional information or clarification from vendors, or to allow corrections of errors or omissions. At the discretion of the City of Asheville, firms submitting proposals may be requested to make an oral presentation as part of the evaluation process, all of which will be requested by the appropriate City of Asheville representatives.

Inquires and/or clarifications should be forwarded by email to the City Manager's Office by December 11, 2014 at 3:00pm: [acarmichael@asehveillenc.gov](mailto:acarmichael@asehveillenc.gov). An addendum will be issued answering all questions and will be posted to [www.ashevillenc.gov/bids](http://www.ashevillenc.gov/bids). It is the responsibility of the bidder to check this website periodically for any changes to this proposal.

## II. CITY OF ASHEVILLE INFORMATION

### BACKGROUND

The City of Asheville, with a population of 87,236 people, comprises an area of approximately 45.2 square miles in Western North Carolina. Asheville is the regional center for manufacturing, transportation, health care, banking, professional services, and shopping. The City is the county seat of Buncombe County, the largest city in Western North Carolina and the eleventh largest city in the State. Asheville is nestled between the Blue Ridge and Great Smoky Mountains and located astride the French Broad and Swannanoa Rivers. The City is surrounded by lush mountains, many with elevations above 5,000 feet.

The City of Asheville, which was incorporated in 1797, operates under a Council/Manager form of government. The seven-members of City Council are elected at-large for staggered terms of four years. City Council, which acts as the City's legislative and policy-making body, selects the City Manager, who is the City's Chief Executive Officer and is responsible for implementing the policies and programs adopted by the City Council. The City's 1,100-person workforce provides basic City services including fire and police protection, planning, economic development, development services, public works (streets, traffic, and solid waste and stormwater services), parks and recreation, transportation and water. The Asheville Police Department is dedicated to providing public safety and maintaining order; enforcing the laws of North Carolina, upholding the United States Constitution and enhancing national security. The City of Asheville is committed to supporting a safe city with safe neighborhoods.

### Organizational Context:

The Asheville Police Department's current staff level of full-time employees includes: 1- Police Chief, 2 Deputy Chiefs, 2 Captains and 13 Lieutenants. The Asheville Police Department has a total of 279 authorized employees with 224 of them classified as sworn authorized.

**III. PROJECT SCOPE AND OBJECTIVES**

The objective is to make a hiring decision involving the city’s next Chief of Police in April or May of 2015 with a projected start date by June 1, 2015. The city will involve key internal and external stakeholders in the process.

The current job description is attached and will be revised prior to posting. It is anticipated that the position will be posted by February 15, 2015 as **open until filled** in order to provide the city with the flexibility to examine and respond to a wide range of applicants. The review of cover letters and resumes is expected to begin in mid-March.

<b>Item</b>	<b>Tentative Timeline</b>
Selection of consultant	By January 30, 2015
Consultant led input process into preferred candidate characteristics (internal and external)	February 2-27
Recruitment begins	February 15-March 16
Preliminary candidate reviews	March 16 – April 3
Final Interviews	Week of April 6
Final candidate selection and due diligence	Week of April 13
Announcement of New Chief	Week of April 27
New Chief Starts	By June 1

Position Salary Range:

Hiring Range:	<b>\$110,000 - \$150,000 Commensurate with experience</b>
Salary Range:	<b>\$85,040 - \$170,079</b>

**PROPOSAL ADDITIONAL ALTERNATE – Deputy Chief of Police**

Currently, the Chief of Police is supported by a command staff of two Deputy Chiefs and two Captains. The second Deputy Chief position was recently created following the retirement of a long-term employee in a third Captain position. Recruitment for the position has not started, but is expected to start sometime in 2015.

Interested and qualified executive search firms should also provide a proposal – in the format and timeline listed herein – for completing a recruitment process for the position of Deputy Chief of Police.

**IV. REQUIRED CONTENTS & CONDITIONS OF PROPOSAL**

The purpose of the proposal is to demonstrate and clearly articulate the qualifications, service level, cost for services, competence and capacity of the firm seeking to become Consultants for

the City of Asheville and should sample recruiting specifications, community profiles, brochures, letters, and announcements.

Proposals should include sufficient communication to ensure that the proposed methodology is understood and the results are regarded as expert, impartial, legally defensible, and fair.

**All proposals must be made in electronic document (PDF) format. It is suggested that the PDF have a table of contents and hyperlinks for ease of navigation. NO paper submittals will be accepted. Submittals may be delivered either via DVD/ CD to the address provided herein or via email. The City of Asheville takes no responsibility for emails that are undeliverable or delayed. It is the responsibility of the submitter to get email confirmation of any submission.** Minimum font size no less than 11 point Times New Roman. The Appendices should only include resumes of key staff, firm overview materials and sample materials along with the following:

1. Brief history of the firm and any sub-consultants undertaking the work, and the role of each in the project.
2. Details on firm's experience with other municipalities and similar positions. This includes an overview of the team's experience in similar projects, and specify the roles performed in those projects by the key personnel. Include a summary of the key individuals from each firm who will be involved in the project, including their roles, responsibilities, and estimated percentage of time they will be committing to the project. Proposals shall include information that reflects a track record of successful project management during the past three years with similar position recruitment and the successful placement of at least one candidate of a similar position during the last 18 months. For reference purposes, list clients in which you have worked in the past 2 years on projects involving executive searches. Please list the client name and contact information.
3. Describe the team's project management approach including;
  - Approach to successfully completing this project including major tasks and an associated schedule indicating anticipated milestones,
  - Management approach to ensure effective communication with the City.
  - Capacity of the team to accomplish the work including assurance of adequate staff and availability of staff and resources.
  - Description of service philosophy specifically addressing policies and procedures with respect to confidentiality, legal and ethical issues.
4. Summarize specific recruitment and evaluation strategies for the Chief of Police search.
5. Provide overview of any unique or specialized services provided by your firm.
6. Disclose any conflicts or perceived conflicts of interest including any relationships with any current or former City of Asheville personnel and identify what procedures your firm utilizes to resolve such conflict.
7. List all previous engagements with the City of Asheville

8. Cost: Proposals will include the cost for each task, a maximum for direct expenses and a resulting not to exceed cost for the projects as a general indication (or range) of the cost of the services, and details regarding any guarantee provided relative to the executive search. A complete description of the fee structure of the firm shall be included. The scope and schedule will be refined and the final fee will be negotiated with the selected firm.

***General Conditions and Stipulations:***

1. The City of Asheville reserves the right to reject any or all Proposals, waive formalities, negotiate terms and conditions, and to select the agent and service options that are in the best interest of the City of Asheville and its employees.
2. It is expected that the firm take an advisory role in its duties outlined in this Proposal and with the highest level of confidentiality while understanding its critical role to provide creditable information to the City Manager. Consultant understands that the final determination regarding the outcome of the search process is will be determined by the City Manager.
3. The Consultant must provide all documentation submitted by potential candidates and any related documentation from the recruitment process.
4. The Consultant will be responsible to follow-up with candidates to include notification of receipt of resumes and at the conclusion of the process.

The Consultant will be responsible for adhering to all aspects of the City's service contract terms and conditions at time of contract execution.

## **V. EVALUATION PROCESS**

### **Evaluation Criteria**

The Evaluation Team will review and evaluate the proposals based upon the following criteria (not necessarily listed in rank order):

- Project understanding and project approach, including the ability to complete the project on time,
- Key personnel qualifications and experience,
- Firm qualifications and relevant experience including process support,
- Project team utilization, commitment, and management,
- Compliance with specifications,
- Review of references, and
- Cost.

A short list of firms submitting quotes may be selected to interview and make a presentation as part of the selection process. The City encourages firms to demonstrate experience and expertise by proposing alternatives or changes to the draft scope of work as is determined to be necessary.

The successful candidate will be required to enter into a written agreement with the City of Asheville that will include service agreements and compensation for all coverage's.

This agreement will have a time period outlined for a list of services and will have a time limit in which to complete responsibilities.

**Proposed Schedule**

Release RFP	November 21, 2014
Deadline for Questions	December 11, 2014 3:00pm (EST)
Answers/Addendum	December 12, 2014
Deadline for Proposals	December 19, 2014 3:00pm (EST)
City to Complete Review	By January 30, 2015
Contract Decision/Award	By January 30, 2015
Consultant Submits Action Plan/Begins Process	February 2, 2015

**VI. CITY OF ASHEVILLE  
CONTRACT TERMS AND CONDITIONS**

**A. Insurance:** The Successful Consultant (Bidder) agrees to keep and maintain for the duration of this Agreement including but not limited to commercial general liability, professional liability, workers' compensation, and employer's liability with at least the minimum limits shown below. The Consultant shall provide evidence of insurance coverage consistent with this requirement prior to contract award. The Consultant shall furnish the City with certificates of insurance for each type of insurance described herein, with the City listed as Certificate Holder and as an additional insured on the Consultant's general liability policy. In the event of bodily injury, property damage, or financial loss caused by Consultant's negligent acts or omissions in connection with Consultant's services performed under this Agreement, the Consultant's Liability insurance shall be primary with respect to any other insurance which may be available to the City, regardless of how the "Other Insurance" provisions may read. In the event of cancellation, substantial changes or nonrenewal, the Consultant and Consultant's insurance carrier shall give the City at least thirty (30) days prior written notice. No work shall be performed until the Consultant has furnished to the City the above referenced certificates of insurance and associated endorsements, in a form suitable to the City.

Commercial General Liability:	\$1,000,000 per occurrence
Professional Liability:	\$1,000,000 per claim-made
Workers' Compensation:	Statutory
Employer's Liability:	\$100,000 each accident/total disease/employee disease

Certificate of Insurance lists City of Asheville, PO Box 7148, Asheville, NC 28802, as Certificate Holder.

**B. Indemnification:** Successful Consultant shall indemnify, defend, and hold harmless the City and its subsidiaries, divisions, officers, directors and employees from all liability, loss, costs, claims, damages, expenses, attorney fees, judgments and awards arising or claimed to have arisen, from any injury caused by, or allegedly caused by, either in whole or in part, any act or omission of the Consultant or any employee, agent or assign of the Consultant. This provision is not applicable to any claim arising out of or related to any active or primary negligence of or by City, its officers or employees.

Nothing herein shall be construed as a waiver on the part of the City to any defense of any claim, including, but not limited to the defense of governmental immunity.

**C. Proprietary Information**

Trade secrets or similar proprietary data that the vendor does not wish disclosed other than to personnel involved in the evaluation or contract administration will be kept confidential to the extent permitted by NCAC T01:05B.1501 and G.S. 132-1.2 if identified as follows: Each page

shall be identified in boldface at the top and bottom as "CONFIDENTIAL". Any section of the proposal that is to remain confidential shall also be so marked in boldface on the title page of that section. Cost information may not be deemed confidential. In spite of what is labeled as confidential, the determination as to whether or not it is shall be determined by North Carolina law.

NOTE: An electronic version of the bid must accompany the hardcopy bid submission in a sealed envelope. In the electronic version, proprietary information must be redacted in anticipation of public record requests.

#### **D. Minority Business Plan**

The City of Asheville has adopted a Minority Business Outreach Plan to encourage participation by women and minority businesses in the public bidding process. The purpose of this outreach effort is to increase the likelihood of success in the award of contracts. Bidders are hereby notified that this bid is subject to the provisions of this Outreach Plan. Questions regarding the Minority Business Outreach Plan may be directed to, Brenda Mills, Office of Economic Development, City of Asheville, Post Office Box 7148, Asheville, NC 28802-7148 or by phone at (828) 259-8050 or by e-mail at [minoritybusiness@ashevillenc.gov](mailto:minoritybusiness@ashevillenc.gov) or [bmills@ashevillenc.gov](mailto:bmills@ashevillenc.gov). You can access a listing of certified minority firms at either <https://www.ips.state.nc.us/Vendor/SearchVendor.aspx> (State of North Carolina's VendorLink search) or [www.doa.state.nc.us/hub](http://www.doa.state.nc.us/hub) (Link for Office of Historically Underutilized Businesses to search for HUB vendors directly). All bidders are notified that they must show proof of minority or woman business status for purposes of this bidding opportunity if they do not use the Office of Historically Underutilized Businesses as their source for outreach efforts. It is the policy of the City to (1) provide minorities an equal opportunity to participate in all aspects of its contracting and procurement programs and (2) to prohibit any and all discrimination against persons or businesses in pursuit of these opportunities.

#### **E. Drug-Free Workplace**

The City of Asheville is a drug-free workplace employer. The Asheville City Council has also adopted a policy requiring City construction and service contractors to provide a drug-free workplace in the performance of any City contract.

- A. Notifying employees that the unlawful manufacturer, distribution dispensation, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken for violations of such violation.
- B. Establishing a drug-free awareness program to inform about the dangers of drug abuse in the workplace, the contractor's policy of maintaining of drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and penalties that may be imposed upon employees for a drug violation.

- C. Notifying each employee that as a condition of employment, the employee will abide by the terms of prohibition outlined in (A) above and notify the contractor of any criminal drug statute conviction for a violation occurring in the workplace not later than (5) days after such conviction.
- D. Notifying the City of Asheville within ten (10) days after receiving from an employee a notice of criminal drug statute conviction or after otherwise receiving actual notice of such conviction.
- E. Imposing a sanction on, or requiring the satisfactory participation in drug counseling, rehabilitation or abuse program by, an employee convicted of a drug crime.
- F. Making a good faith effort to continue to maintain a drug-free workplace for employees. If the prospective vendor is an individual, the drug-free workplace requirement is met by not engaging in the unlawful manufacturer, distribution, dispensation, possession, or use of a controlled substance in the performance of the contract.

If the prospective vendor is an individual, the drug-free workplace requirement is met by not engaging in the unlawful manufacturer, distribution, dispensation, possession, or use of a controlled substance in the performance of the contract.

By submitting a request for proposal, a prospective primary vendor certifies that it and all sub-vendors will comply with the City of Asheville drug-free workplace requirement. A false certification or the failure to comply with the above drug-free workplace requirements during the performance of contract shall be grounds for suspension, termination, or debarment.

**F. Workplace Ad Valorem Taxes**

Bidders/Vendors please note that City Policy, adopted by City Council Resolution No. 93-139, prohibits the City from entering into contracts with persons or firms who are delinquent in the payment of ad valorem taxes owed to the City of Asheville.

**EXECUTION OF PROPOSAL**

By submitting this proposal, the potential contractor certifies the following:

1. This proposal is signed by an authorized representative of the firm.
2. The cost and availability of all equipment, materials, and supplies associated with performing the services described herein have been determined and are included in the proposed cost.
3. All labor costs, direct and indirect, have been determined and are included in the proposed cost.
4. The potential contractor has read and understands the conditions set forth in this RFP, and agrees to them with no exceptions.

Therefore in compliance with this Request for Proposals, and subject to all conditions herein, the undersigned offers and agrees, if this proposal is accepted within 90 days from the date of the opening, to furnish the subject services.

VENDOR: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

CITY, STATE, ZIP: \_\_\_\_\_

TELEPHONE NUMBER: \_\_\_\_\_

EMAIL ADDRESS: \_\_\_\_\_

FEDERAL EMPLOYER IDENTIFICATION NUMBER:

\_\_\_\_\_

SIGNATURE: \_\_\_\_\_ TITLE: \_\_\_\_\_

TYPED NAME: \_\_\_\_\_ DATE: \_\_\_\_\_

**THIS PAGE MUST BE SIGNED AND INCLUDED IN YOUR PROPOSAL.  
UNSIGNED PROPOSALS WILL NOT BE CONSIDERED.  
NON-COLLUSION AFFIDAVIT**

STATE OF \_\_\_\_\_

CITY OF ASHEVILLE  
REQUEST FOR PROPOSAL  
RECRUITMENT AND SELECTION CHIEF OF POLICE

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COUNTY OF \_\_\_\_\_,  
\_\_\_\_\_ of \_\_\_\_\_, being  
(Name) (Bidder)  
duly sworn, deposes and says that:

1. He is \_\_\_\_\_  
(owner, partner, officer, representative, agent)  
of \_\_\_\_\_, the Bidder that has submitted the attached  
Bid Proposal;
2. He is fully informed respecting the preparation and contents of the attached Bid  
Proposal and of all pertinent circumstances respecting such Bid Proposal;
3. Such Bid Proposal is genuine and is not a collusive or sham Bid Proposal;
4. Neither the said Bidder nor any of its officers, partners, owners, agents,  
representatives, employees, or parties in interest, including this affiant, has in any  
way colluded, conspired, connived or agreed, directly or indirectly with any other  
Bidder, firm or person to submit a collusive or sham Bid Proposal in connection  
with the Contract for which the attached Bid Proposal has been submitted or to  
refrain from bidding in connection with such Contract, or has in any manner,  
directly or indirectly sought by agreement or collusion or communication or  
conference with any other Bidder, firm or person to fix the price or prices in the  
attached Bid Proposal or of any other Bidder, or to fix the overhead, profit or cost  
element of the Bid price or the Bid price of any other Bidder, or to secure  
through any collusion, conspiracy, connivance or unlawful agreement any  
advantage against the City of Asheville, or any person interested in the proposed  
Contract; and
5. The price or prices quoted in the attached Bid Proposal are fair and proper and  
are not tainted by any collusion, conspiracy, connivance or unlawful agreement  
on the part of the Bidder or any of its agents, representatives, owner, employees,  
or parties of interest including this affiant.

\_\_\_\_\_  
Signed

\_\_\_\_\_  
Title

SWORN TO AND SUBSCRIBED before me this \_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

\_\_\_\_\_  
Notary Public

My Commission Expires: \_\_\_\_\_

**DRUG-FREE WORKPLACE CERTIFICATION**

\_\_\_\_\_, Contractor with the City of Asheville for  
(Contractor's name)  
the project known as \_\_\_\_\_, certifies that the City's  
Drug-Free Workplace Policy, as set forth in the Bid Documents ("Policy"), has been  
reviewed by or explained to the officers, agents and employees of \_\_\_\_\_  
\_\_\_\_\_, and \_\_\_\_\_  
(Contractor's name)

hereby agrees that the Policy is a part of the Contract and \_\_\_\_\_  
(Contractor's name)

further certifies that \_\_\_\_\_ will comply with the  
requirements thereof.

This the \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_.

\_\_\_\_\_  
Contractor's Name

Attest:

\_\_\_\_\_  
Secretary/Treasurer  
(Corporate Seal)

By: \_\_\_\_\_  
President / Vice President

SWORN TO AND SUBSCRIBED before me this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_.

\_\_\_\_\_  
Notary Public

My Commission Expires: \_\_\_\_\_

## **SECTION VII – REQUIRED DOCUMENTATION**

The following are to accompany bid responses:

### **1. VENDOR APPLICATION AND LICENSES**

Bidders are asked to submit a vendor application and return it with bid response.

Bidders may download the form from the City's website at the following link:

<http://ashevillenc.gov/bids>. At the bottom of the page, select "Vendor Application". Directions for submittal are available on this page. Please include commodity codes on your application

### **2. FORMS provided above in the RFP Packet to include completed:**

Execution of Proposal, Non-Collusion Affidavit, and Drug-Free Workplace Certification forms

### **3. NORTH CAROLINA CERTIFICATE OF AUTHORITY**

All out of state vendors are required to have a NC Certificate of Authority. If you already have a certificate please submit with your bid. If you do not have one you must apply once you are awarded the bid. You may register with the State of NC at:

<http://www.secretary.state.nc.us/corporations/forms.aspx?pitimid=5465493&type=businesscorporation> and submit a copy to Purchasing immediately after it is received.

## **DOCUMENTS TO BE COMPLETED AFTER AWARD**

- Certificate of Insurance: City of Asheville named as additional insured. Insurance requirements listed in SECTION II, O. Indemnification.
- NC Certificate of Authority (for out of state vendors)

**Attachment A**  
**City of Asheville - Current Job Specification (under review and revision)**  
**CITY OF ASHEVILLE, NORTH CAROLINA**  
**CLASS SPECIFICATION**

**CHIEF OF POLICE**  
**POLICE DEPARTMENT**

Performs professional law enforcement work as administrative head and chief executive officer of the City Police Department. Employee is appointed by and reports to the City Manager and is not covered by the Civil Service Law.

*DISTINGUISHING FEATURES OF THE CLASS*

An employee in this class performs highly responsible administrative and professional law enforcement work directing the operations of the City Police Department. Work involves protecting lives and property in the City through the organization and direction of all police functions, including patrol, investigation, enforcement and victim assistance. Employee is responsible for developing short- and long-range plans for the Department to meet law enforcement needs, creating and administering the department budget, and monitoring expenditures. Employee is also expected to maintain a high profile in the City and in the public, and to attend meetings and public gatherings to explain the activities of the Department and to cultivate favorable public relations. Employee must exercise considerable initiative and analytical judgment to ensure proper development and administration of Department programs and operations. Employee must also exercise tact, courtesy and fairness in frequent contact with public officials and the general public. Work is performed under broadly outlined goals set by City Council and is evaluated through conferences and the analysis of program achievements by the City Manager's Office.

*ILLUSTRATIVE EXAMPLES OF WORK*

**ESSENTIAL JOB FUNCTIONS**

- Plans, organizes and directs, in conference with subordinate management personnel, the progress and activities of the Police Department, including development of short- and long-range plans for development of programs; directs and supervises subordinate managerial personnel engaged in administrative, operational and technical aspects of departmental operations and the supervision of a large staff of law enforcement and supporting technical and clerical personnel.
- Directs and participates in preparation of annual Department budget proposal and in the control and expenditure of appropriations; reviews and approves of grant applications.
- Confers with City Manager, City Council, department directors and department personnel, as appropriate, to resolve problems and complaints, clarify policy, etc.; attends Council and department director meetings as staff and provides input or responds to inquiries, as appropriate.
- Develops and implements Department policies, procedures and regulations in conference with subordinate management personnel, and prepares written directives for distribution; appraises Department activities and takes necessary steps to improve police operations.

- In conjunction with the City Council and City Manager's Office, provides leadership for the Police Department to include; setting the overall tone and philosophy pertaining to the provision of excellent service to the community,
- Directs the preparation and ensures timely submission of recurring and special reports on Department operations and activities.
- Creates proactive and innovative approaches to crime prevention and reduction as measured by annual crime statistics.
- Receives and investigates complaints pertaining to conduct of Department personnel, programs, procedures, etc., interviewing various parties and reviewing reports, and preparing verbal and/or written responses and recommendations, as appropriate; prepares reports for City management or Council, as requested or otherwise deemed appropriate.
- Administers all personnel matters in Department, in consideration of reports and recommendations from management and command subordinates, including hiring, training, assigning, appraising and disciplining, etc.; submits records and reports as required by City management and/or Council.
- Serves as representative of Department to City, community and/or state boards or commissions, attending meetings and participating in other activities of such groups, as appropriate; attends various community functions, preparing and delivering appropriate speeches and developing rapport with various community leaders and the general public as appropriate to facilitate positive image of Department and its programs.
- Makes oral presentations to various community, civic, church, school, business or other groups, as appropriate, on such topics as crime and crime prevention, law enforcement and Department activities.
- Assigns, directs and supervises activities of a clerical assistant, command staff and appropriate program administrators, ensuring adherence to established policies, procedures and standards; assists and advises subordinates, as necessary, resolving problems and unusual situations arise.
- Models and enforces professional rules of conduct for law enforcement employees in order to inspire and promote community trust.
- Cooperates with other local, state and federal law enforcement officials and agencies in the apprehension and detention of wanted persons.
- Focus on employee and organizational development through education, training, mentoring, and effective delegation of responsibilities.

#### **ADDITIONAL JOB FUNCTIONS**

Performs related work as required.

#### **KNOWLEDGE, SKILLS AND ABILITIES**

- Thorough knowledge of modern law enforcement methods and practices, and the principles and practices of law enforcement administration.
- Sees his/her role as a member of the City Management team and understands the importance of a holistic approach to problem solving involving issues of community importance.
- Ability to implement and manage emergency operations and events utilizing incident command and emergency operations protocols

- Thorough knowledge of Department rules and regulations and of the applicable federal, state and local laws and ordinances.
- Thorough knowledge of the standard practices, materials, techniques and equipment used in law enforcement.
- Thorough knowledge of the principles of leadership, supervision, and public administration and their application to law enforcement administration.
- Thorough knowledge of the current literature, trends, and developments in the field of law enforcement administration to include community and predictive policing.
- Considerable knowledge of the standards by which the quality of police service is evaluated.
- Skill in analysis of complex administrative and technical police problems.
- Ability to compile and analyze crime statistics and related data and, based on such information, to develop appropriate law enforcement program goals and objectives.
- Ability to plan, develop, implement, direct, supervise, monitor and modify a comprehensive, goal-oriented law enforcement program.
- Ability to plan, assign, and supervise the activities of subordinates in multiple programs and to instruct them in proper work methods and procedures.
- Ability to analyze complex administrative and technical law enforcement problems.
- Ability to express ideas effectively orally and in writing.
- Ability to make effective and informative oral presentations before large groups of people.
- Ability to exercise tact, courtesy and firmness in frequent contact with the general public.
- Ability to provide leadership and work in a consulting capacity with a variety of public officials at various levels of authority and influence.
- Ability to establish and maintain effective working relationships as necessitated by work assignments.
- Considerable skill in employee development and succession planning to ensure a viable and professionally equipped organization in the future.
- Ability to work with the Asheville Civil Service Board and the City Human Resources Department to effectively resolve employee grievances.

#### *MINIMUM EXPERIENCE AND TRAINING*

Bachelor's degree in law enforcement administration, criminal justice, public administration, or a related field, master's degree in a field as named above is highly preferred, and 10 to 15 years of progressively responsible experience in law enforcement administrative or command work; and/or any equivalent combination of training and experience required to perform the essential position functions.

#### **SPECIAL REQUIREMENTS**

Certification (or possess necessary qualifications to be certified) as a Police Officer and successful completion of mandatory in-service training requirements through the Criminal Justice Education and Standards Commission of North Carolina. Possession of a valid North Carolina driver's license.

\*\*\* For additional training requirements see the Department's Standard Operating Procedures Manual.

### **COMPETENCIES**

**Technical Competency:** Ability to use the tools and concepts of the specialty area in which the employee works. Includes using appropriate processes, procedures, resources, computers, software, and work or professional standards.

**Interpersonal Competency:** Ability to work with people, develop and maintain work relationships, communicate, manage conflict, and perform as an effective team member.

**Intellectual Competency:** Ability to think, learn and process information. Ability to solve problems and gather necessary information. Includes having math and reading skills appropriate to job levels.

**Strategic Planning and Performance Measurement:** Ability to ensure program efficiency and effective outcomes through performance management and budgeting.

**Customer Service:** Ability to identify customers, determine the valid needs of a situation, and provide service or service recovery in a manner that satisfies the customer.

**Organizational and Community Sensitivity:** Ability to take the larger perspective into account, recognize organizational and community priorities and balance actions appropriately.

**Physical Skills:** Ability to perform required jobs with adequate strength, dexterity, coordination and visual acuity (with reasonable accommodation[s] if needed) and in a manner that does not pose a direct threat to the health or safety of the employee or others in the workplace.

**Attachment B (2014 City of Asheville Police Department Organizational Chart) and Attachment C (2014 City of Asheville Organizational Chart) are posted as separate documents on [www.ashevillenc.gov/bids](http://www.ashevillenc.gov/bids)**



DATE: December 19, 2014  
TO: BIDDERS  
RE: Deputy Police Chief RFP # 961-15

### ADDENDUM NO. 1

**The purpose of this addendum is to extend the due date for this bid and to answer questions submitted by potential bidders.**

**If you have previously submitted your bid and these questions and answers do not affect your proposal, you do not need to resubmit. The bid will now be due by Friday, January 9, 2015 by 12 noon Eastern Standard Time.**

Question 1:

What is the budget for these proposed services mentioned in your RFP? How much has been allotted?

Answer 1:

No budget is currently identified for Consultant Services for the Recruitment and Selection for the City of Asheville Chief of Police. Cost is one criterion that will be considered in the evaluation of the proposal.

Question 2:

Clarification: Does the City require a certification process or something similar to show proof of minority or women's status?

Answer 2:

This is the statement that is included in the RFP for the Recruitment & Selection Chief of Police.

*D. Minority Business Plan*

*The City of Asheville has adopted a Minority Business Outreach Plan to encourage participation by women and minority businesses in the public bidding process. The purpose of this outreach effort is to increase the likelihood of success in the award of contracts. Bidders are hereby notified that this bid is subject to the provisions of this Outreach Plan. Questions regarding the Minority Business Outreach Plan may be directed to, Brenda Mills, Office of Economic Development, City of Asheville, Post Office Box 7148, Asheville, NC 28802-7148 or by phone at (828) 259-8050 or by e-mail at [minoritybusiness@ashevillenc.gov](mailto:minoritybusiness@ashevillenc.gov) or [bmills@ashevillenc.gov](mailto:bmills@ashevillenc.gov). You can access a listing of certified minority firms at either <https://www.ips.state.nc.us/Vendor/SearchVendor.aspx> (State of North Carolina's VendorLink search) or [www.doa.state.nc.us/hub](http://www.doa.state.nc.us/hub) (Link for Office of Historically Underutilized Businesses to search for HUB vendors directly). All bidders are notified that they must show proof of minority or woman business status for purposes of this bidding opportunity if they do not use the Office of Historically Underutilized Businesses as their source for outreach efforts. It is the policy of the City to (1) provide minorities an equal opportunity to participate in all aspects of its contracting and procurement programs and (2) to prohibit any and all discrimination against persons or businesses in pursuit of these opportunities.*

The purpose of the City's Minority Business Program is to increase opportunity for minorities and women to have access to bidding and in this case, proposal opportunities. If your firm will subcontract portions of this work, we would ask that you, in your outreach efforts, include minorities and women who can assist in fulfilling the RFP terms.

That being said, the statement referring to providing certification simply means that if you have minority and women firms that you have reached out to for subcontracting on this RFP that will be used in the fulfillment of

this proposal who are not listed in the State of NC Vendorlink system (see links above), you must indicate proof of their minority or woman owned status. Certifying agencies should provide letters, etc. of status. If your firm typically handles projects of this type 'in-house' and will not require subcontracting, you may indicated as part of your response to the proposal. The Minority Business Plan statement in our RFP is not referring to respondents but to the subcontracting efforts on the respondent's part.

Question 3:

Would the City entertain the suggestion of an assessment center as a part of the final interview and evaluation process?

Answer 3:

The City of Asheville will consider all proposals and recommendations.

This document may also be found on the city's bid page at <http://AshevilleNC.gov/Bids> under Addendum 1.

Please sign this addendum and return with your bid.

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Representative Signature

Company Name

If you have any questions, please contact Alex Carmichael. Please note with the upcoming holidays, it may be after the New Year before we are able to respond.

Regards,

Alex

**Alex Carmichael, MPA**

Executive Assistant

Assistant City Manager's Office

City of Asheville

P.O. Box 7148

Asheville, NC 28802

828.232.4538

[acarmichael@ashevillenc.gov](mailto:acarmichael@ashevillenc.gov)



**Date:** December 22, 2014  
**To:** Bidders  
**Re:** Addendum to Recruitment and Selection for the City of Asheville  
Chief of Police, RFP # 961-15

## **ADDENDUM NO. 2**

**The purpose of this addendum is to extend and reactivate the Question and Answer period until Monday, January 5. Answers will be posted by Tuesday, January 6.**

**If you have previously submitted your bid and the questions and answers do not affect your proposal, you do not need to resubmit. The bid is now due by Friday, January 9, 2015, 12:00 noon Eastern Standard Time.**

**Please sign this addendum and return with your bid. This addendum is informational only but note that additional addenda may change bid requirements.**

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**Representative Signature**

**Company Name**



**Date:** December 31, 2014  
**To:** Bidders  
**Re:** Addendum to Recruitment and Selection for the City of Asheville Chief of Police, RFP # 961-15

### **ADDENDUM NO. 3**

**The purpose of this addendum is to answer questions submitted by potential bidders.**

**Question 1:**

If I have submitted a proposal for the RFP #952-15, Recruitment and Selection of the Deputy Chief of Police, do I need to resubmit a proposal for the Deputy Chief of Police with the Recruitment and Selection of the Chief of Police?

**Answer 1:**

Yes, if you would like to be considered for the Recruitment and Selection of the Chief of Police, or the Chief of Police *and* the Deputy Chief of Police, you will need to submit a new bid under RFP # 961-15. Proposals submitted under Deputy Police Chief RFP # 952-15 will not be considered.

On October 17, 2014, the City of Asheville issued a Request for Proposals for the recruitment and selection of a Deputy Chief of Police with submissions due by November 5, 2014. This process was underway before the Chief of Police announced his retirement. The Request for Proposals for the recruitment and selection of a Chief of Police includes a section entitled 'Proposal Additional Alternate – Deputy Chief of Police' which solicits proposals for the Deputy Chief Police recruitment process from interested and qualified firms which also submit a proposal for the Chief of Police recruitment. It is the City's hope to secure services from one firm to complete both recruitments through the RFP process for the Chief of Police recruitment.

**Please sign this addendum and return with your bid.**

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**Representative Signature**

**Company Name**



**Date:** January 6, 2014

**To:** Bidders

**Re:** Addendum to RFP # 961-15; Recruitment and Selection for the City of Asheville Chief of Police

## **ADDENDUM NO. 4**

**The purpose of this addendum is to answer questions submitted by potential bidders.**

**Question 1:**

How much did the City of Asheville pay the consulting firm that conducted the search from which Chief Anderson was hired, both consulting fees and expenses?

**Answer1:**

The City of Asheville paid \$20,125 for fees and expenses related to the recruitment and selection of Chief William Anderson.

**Please sign this addendum and return with your bid.**

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**Representative Signature**

**Company Name**