

April 30, 2015

Warren Gooch, Mayor
City of Oak Ridge Tennessee

Dear Mayor Gooch,

We (MTAS) have read and initially considered City of Oak Ridge Resolution No. 04-40-2015 wherein the council prescribes a new scope of work for MTAS concerning its requested review of the Oak Ridge Police Department. The resolution presents a very significant change to the original scope of work. As you know, work had already commenced under the original scope prior to us being advised that the City may be changing it.

In order for MTAS to further consider how it may be able to respond, we need some additional information and have developed a list of questions and needed clarifications. We present those to you under each of the amendments to professional services agreement currently in place that the new resolution indicates:

1. *"Request that Mr. Rex Barton, MTAS Police Management Consultant, extend the interview process to all employees in the Oak Ridge Police Department..."*
 - a. Does this include both sworn and civilian employees of the police department?
 - b. How many total employees is this?
 - c. Will each employee be allowed to voluntarily participate in the interview process or is the council's intent that each employee be mandated to participate?
 - d. In either case, we feel the city should be the entity to inform the employees of the option to / mandate to participate and that the city should schedule the employee interviews after being advised by MTAS of the dates and times the MTAS consultants are available to conduct the interviews.

2. *"...and attempt to contact all employees of the ORPD who have departed since the Police Chief's arrival;"*
 - a. Our assumption is that the former employees would be contacted to be invited to be interviewed but the wording of the resolution does not indicate that. Is our assumption correct?
 - b. How many former employees are affected by this requirement?
 - c. We feel former employees should be scheduled for interviews in the same manner as current employees...by the city based on the availability of the MTAS consultants.

3. *"Designate the Director of Human Resources Department (Personnel Department) as the point of contact for MTAS so as to provide the schedules and contact information of officers to MTAS; and..."*
 - a. *"officers"*, as used in this clause, implies sworn personnel. If so, this conflicts with wording in the first clause about who will be interviewed. Please clarify.
 - b. This implies that the city will provide the work schedules and contact information to the MTAS consultants for their use in scheduling the interviews around the employees'

schedules. Again, we feel the actual scheduling of the interviews should be done by the city.

4. *"Establish a temporary email account that allows input from other interested citizens. E-mails will only be considered from those who provide their name and full address (including city)..."*
 - a. We feel the most appropriate depository of "interested citizen" comment is the city council, not MTAS consultants.

5. *"The e-mails shall be monitored, reviewed, and assembled by an affiliate of MTAS and submitted to Mr. Rex Barton for possible inclusion in the MTAS report."*
 - a. Please clarify what the terms "monitored", "reviewed" and "an affiliate of MTAS" mean as used in this passage.
 - b. There appears to be conflict between "E-mails will only be considered from those who provide their name and full address (including city)" and "for possible inclusion". One indicates that any comment provided with the identifying information will be considered. The other indicates that the MTAS consultant will have full discretion in considering any comment, which MTAS prefers. Please clarify the intent of the council.
 - c. For comments from any source that may be considered by the MTAS consultants, identifying information of those providing the comments will not be associated with the comments that may appear in any MTAS reports.

6. Please confirm that the focus of MTAS's work for the city on this project remains as originally stated – a limited review of police department turnover, morale and departmental policies and procedures.

Mayor Gooch, while the additional information requested here will be helpful to us in determining what the workload for the project will be, it already appears that the MTAS resources needed to meet the new scope of work are significantly greater than under the original scope. Assuming this to be the case, and should MTAS and the city move forward together, it is very likely that MTAS will charge the city fifty dollars (\$50) per hour for future MTAS work on this project. I can't estimate a total cost yet. The additional information we are requesting will accommodate our being able to do so.

We look forward to receiving this additional information. Thank you for your help in getting it to us.



Jim Thomas
Executive Director