



REQUEST FOR PROPOSAL
FOR
POLICE OPERATIONS STUDY

Police Department
CITY OF LA PALMA

Released on November 27, 2013

Police Operations Study REQUEST FOR PROPOSAL (“RFP”)

1. BACKGROUND

The City of La Palma (the “City”) requests a proposal from qualified firms for professional services to perform a study of operations within the Police Department (“Request for Proposal”) on a contractual basis. The firm must possess a broad knowledge of public safety operations with particular strength in California cities, small cities, patrol, crime prevention, emergency services, police dispatch, investigations, records, and administration. This request for proposal includes background information, objective, scope of work, general provisions regarding services, submission requirements, tentative selection schedule, and selection criteria.

La Palma is a full-service general law city with a population of approximately 15,500 which was incorporated in 1955. The City provides a full range of municipal services including operating its own Police Department and water and sewer utility, but is serviced by the Orange County Fire and Library Districts for those services. The City employs 57 full-time employees and has a Council-Manager form of government. The total budget for FY 2013/14 is \$20,477,770; with a General Fund budget of \$9,016,545. Over half of the full time employees are in the Police Department which has an operating budget of just over \$4.9 million funded primarily by the General Fund. The City anticipates \$8,351,900 in General Fund revenue for the current fiscal year. The trend has been for the Police Department to account for an increasing share of the General Fund each year. All legislative power is held by the publicly-elected, five-member City Council. All Council Members have equal authority, the Mayor; however, has the additional responsibility of presiding over City Council meetings, signing official documents and performing ceremonial functions.

The City Council appoints the City Manager and the City Attorney, enacts ordinances and resolutions, establishes policy direction for management staff, and reviews and approves the annual budget expenditures for the City. The Council also serves as the Planning Commission and Successor Agency to the La Palma Community Development Commission. Individual members of the Council represent the City on a number of area-wide intergovernmental agencies and committees.

The City Manager’s executive staff include: the Administrative Services Manager, Community Development Director, Finance Director, Police Chief, Police Captains, and Community Services Director.

The La Palma Police Department is a full service law enforcement agency including police dispatch, records management, investigations, crime prevention, and emergency preparedness services. It also participates in regional partnerships such as SWAT and AlertOC. The City Council directed staff to proceed with a request for proposals process in order to determine the most effective and efficient manner in which to deliver a sustainable level of high quality police services. The complete scope of work is defined below in section 3.

2. SCHEDULE OF EVENTS

This Request for Proposal will be governed by the following schedule:

| | |
|----------------------|--------------------|
| Release of RFP | November 27, 2013 |
| Proposals are Due | December 19, 2013 |
| Finalists Selected | January 6, 2014 |
| Interviews Conducted | January 8-10, 2014 |
| Award of Contract | January 21, 2014 |
| Projected Start Date | January 22, 2014 |

3. SCOPE OF WORK

CONSULTANT shall partner with the CITY to evaluate the department's existing staffing and organizational structure and processes as well as make recommendations for change. The desired outcome of this project is to determine an optimal organization including staffing levels, assignments, effective use of civilian, volunteers, professional and sworn staff, deployment schedules and policies and procedures in order to provide the most effective, high quality police services to the community in a sustainable manner for the long term.

Tasks to be performed include:

- 1) Perform an analysis of current operations and structures in all La Palma Police Department work units including:
 - Policies and procedures
 - Schedules and staffing
 - Calls for service and deployment alignment
 - Work methods including changes resulting from the recent software conversion
 - Potential for alternative staffing, scheduling, and service delivery models through comparison with best practices
 - Analysis of leave use/control
 - Analysis of multiple unit dispatching control
 - Analysis of length of on scene time and length of response time
 - Review of false alarm ordinance
 - Data focused time between calls evaluation
 - Patrol interaction with detectives and special operations; interactions with other city departments; and, interactions with other agencies
 - Strategies for locations with large number of repeat calls
 - Identification of any gaps between optimum operations and structure and the current operations and structure
 - Information about personnel perceptions and organizational culture, including information from volunteers

- Community perceptions including neighborhood watch, schools, and/or other community partners

This analysis of operations includes gathering data, conducting interviews and/or focus groups, conducting an employee survey, and reviewing best professional practices through a literature review, and available alternatives and potential performance impacts from recommended changes.

- 2) Provide report of final results complete with recommendations for both short and long term action and recommended performance measures to determine implementation success.
 - Include recommendations based on continuation of current revenue and expenditure trends as well as scenarios with significant changes to available resources.

4. PROPOSAL FORMAT GUIDELINES

Interested firms are to provide the City with a thorough proposal using the following guidelines:

- ◆ Proposal should be typed and should contain no more than 20 typed pages using a 10-point or larger font size, including transmittal letter and resumes of key people, but excluding Index/Table of Contents, tables, charts, and graphic exhibits.
- ◆ Each proposal will adhere to the following order and content of sections:
Requested Information

PLEASE NOTE: All proposals **must** provide specific and succinct answers to **all** questions and requests for information. Indirect, imprecise, or incomplete responses can serve only to the disadvantage of the applicant. Please answer the questions in the format and order presented. (Submissions of individual resumes alone will not be considered responsive to any specific question.)

1. Please describe your firm's qualifications for providing La Palma the requested services. Include in your response:
 - a) The overall capabilities, qualifications, training, and areas of expertise for each of the partners/principals and associates that may be assigned to work with the City, including but not limited to:
 - Name of individual(s) with resumes;
 - Length of employment with firm;
 - Specialization;
 - Scholastic honors and professional affiliations;
 - Years of practice;
 - Municipal or other local public sector experience including size of agency

- Knowledge of, and experience with California criminal justice organizations and law;
 - Experience and track record (such as specific results of prior studies);
 - Knowledge and practice of police operations;
 - Experience in the area of personnel, policies, procedures, operating analysis, patrol and other law enforcement functions;
 - Experience with small law enforcement organizations and operations;
- b) Specify the individual that you propose to serve as Project Manager and reasons for recommendation.
- d) Describe how you would ensure a solid understanding of La Palma Police Department operations and culture and how that would be reflected in your recommendations as well as how that would be evaluated in the context of professional best practices. Include your understanding of the services and approach necessary to perform the scope of work as outlined in this RFP.
- e) Specify intended location and accessibility to the City during the study, in reporting of the results and any follow up needed for implementation.
- f) Describe systems/mechanisms that would be established to ensure timeliness of response to City staff and good communications during and following the project.
- g) Define the process and timeline you anticipate for the project.
- h) Describe systems/mechanisms that would be established for status reporting during the project.
- i) Describe the materials and support needed from the City.
- j) Describe your preference for method of payment and your procedure for billing and any other accounting requirements.
- k) Describe the computer resources currently utilized within your office and whether you have any limitations for working with computer resources of the City. The City's expectation is that the Consultant will utilize Microsoft Office for Windows for all correspondence and data submittal.
- l) The City will require the firm with which a contract is established, prior to commencement of work, to provide evidence of appropriate professional liability insurance, errors and omissions insurance, and workers compensation insurance coverage as noted in this RFP and the attached model agreement. Describe how you would provide same and in what coverage amounts.

Current Practices/Conflict of Interest

1. Please list any political contributions of money, in-kind services, or loans made to any member of a city council within the last three years by the firm and any of its agents or employees assigned to this project.
2. Please list all public clients for which you or your firm currently provide services.
3. Please list all public clients for which you or your firm previously provided similar police operations review services over the last five years.
4. Please specify current or known future professional commitments in order that the City may evaluate your capacity and availability for the proposed project within the desired timeframe.

Professional References

Please provide three professional references from projects as similar as possible to the proposed project. Include with each, the name, address, email address and work telephone number of the reference as well as a brief description of the nature of the professional association.

Compensation and Reimbursement

Provide a proposed fee for the project based on the scope of work as outlined in the proposal and beyond. The fee should include the following:

1. Base fee for the services as outlined above.
2. Define any additional or variable charges proposed that would be in addition to the base fee.
3. Define the type and unit rates for reimbursement of expenses; for example, rate for mileage, reproduction of documents or word processing charges, and unit costs for telephone costs.

Agreement

The successful firm will be required to enter into an agreement which will include the requirements of this RFP as well as other requirements. A sample agreement specifying the City's terms and conditions is attached (Attachment A). ***Any exceptions to the agreement must be stated in the proposal. Any submission of a proposal without objection to the agreement indicates understanding and intention to comply with the agreement. If there is a term or condition in the agreement that the firm intends to negotiate, it must be stated in the proposal. The successful firm will not be entitled to any changes or modifications unless they were first stated in the proposal. The City reserves the right to reject any proposal(s) containing exceptions or modifications to the agreement. The City may revise the stated terms and conditions prior to execution.***

5. PROCESS FOR SUBMITTING PROPOSALS

A. Content of Proposal

The proposal must be submitted using the format as indicated in the Proposal Format Guidelines section, above.

B. Preparation of Proposal

Each proposal shall be prepared simply and economically, avoiding the use of elaborate promotional material beyond those sufficient to provide a complete, accurate and reliable presentation.

C. Number of Proposals

Submit five (5) paper copies and a digital copy of your proposal in sufficient detail to allow for thorough evaluation and comparative analysis.

D. Submission of Proposals

Complete written proposals must be submitted in a sealed envelope addressed to:

Chief Eric Nunez
City of La Palma
Police Department
7822 Walker Street
La Palma, CA 90623-1771
RE: Police Operations Study

Proposals must be received no later than 5:00 p.m. (PT) on December 19, 2013. Proposals will not be accepted after this deadline. Faxed or e-mailed proposals will not be accepted.

E. Inquiries

Questions about this RFP must be directed to the Chief of Police, via e-mail only, at EricN@cityoflapalma.org. All inquiries regarding this RFP should be submitted in writing and inquiries will be addressed in writing and shared with all parties responding to this RFP.

The City is not liable for any costs or expenses incurred in the preparation of a response to this Request for Proposal (RFP) and may withdraw or modify this request at any time.

The City Council reserves the right to reject all proposals, to request additional information concerning any proposals for purposes of clarification, to accept or negotiate any modification to any proposal, following the deadline for receipt of all proposals, and to waive any irregularities, if such would serve the best interest of the City, as determined by the City Council.

From the date that this RFP is issued, and until a firm is selected and the selection is announced, firms are not to communicate for any reason with any City employee other than the contracting officer listed above regarding this RFP. The City reserves the right to reject any proposal for violation of this provision. No questions other than those sent via e-mail to EricN@cityoflapalma.org as required, will be accepted, and no response other than written will be binding upon the City.

F. Conditions for Proposal Acceptance

This RFP does not commit the City to award a contract or to pay any costs incurred for any services. The City, at its sole discretion, reserves the right to accept or reject any or all proposals received as a result of this RFP, to negotiate with any qualified source, or to cancel this RFP in part or in its entirety. All proposals will become the property of the City. If any proprietary information is contained in the proposal, it should be clearly identified.

6. EVALUATION CRITERIA

The City may use some or all of the following criteria in its evaluation and comparison of proposals submitted. The criteria listed are not necessarily an all-inclusive list and the order in which they appear is not intended to indicate their relative importance:

- A. Compliance with RFP requirements;
- B. Understanding of the project;
- C. Recent experience in conducting similar scope, complexity, and magnitude for other public agencies, with a preference for experience with similarly sized or California cities;
- D. Capacity and ability to complete the project in a timely manner;
- E. Educational background, work experience, and any directly related legal experience;
- F. Price; and
- G. References.

The City may also contact and evaluate the bidder's and subcontractor's references; contact any bidder to clarify any response; contact any current user of a bidder's service; solicit information from any available source concerning any aspect of a proposal; and seek and review any other information deemed pertinent to the evaluation process. The evaluation committee shall not be obligated to accept the lowest priced proposal, but shall make an award in the best interests of the City.

Proposals will be screened, and the top candidates will be selected by representatives of Police and Administrative staff. The qualifications for the top candidates will be verified and references will be checked. In reviewing the proposals, the City will carefully weigh the following factors:

- a) Depth and breadth of experience and expertise in the evaluation of law enforcement operations, specifically in those areas of highest impact to the City of La Palma;
- b) Capability to perform the scope of services promptly and in a manner that permits the staff to meet established deadlines;
- c) Degree to which firm and individuals assigned to the project stay current through continued professional development and active communication with practitioners in the municipal law enforcement field;
- d) Understanding of the services and approach sought by the City
- e) Communication skills;

- f) Cost of services; and
- g) Other qualifications/criteria as deemed appropriate by the City Council.

Proposals will be screened and ranked by the City and during the evaluation process, the City reserves the right, where it may serve the City's best interest, to request additional information or clarification from proposing firms, or to allow corrections of errors or omissions. References and qualifications of the top firms will be verified. The individual(s) from your firm that will be directly responsible for carrying out the contract, if awarded, should be present at the oral interview.

Staff will negotiate the terms and conditions of a contract with the individual or firm selected. The contract will require that the individual or firm selected maintain general liability, automobile, workers' compensation and errors and omissions insurance as specified in this RFP, indemnify the City, and other terms such as independent contractor status and termination procedures as identified in the draft contract attached to this RFP.

A Notification of Intent to Award will be sent to the firm selected. Award is contingent upon the successful negotiation of final contract terms. Negotiations shall be confidential and not subject to disclosure to competing firms unless an agreement is reached. If contract negotiations cannot be concluded successfully, the City may negotiate a contract with the next highest scoring firm or withdraw the RFP.

7. STANDARD TERMS AND CONDITIONS

The bidding firm should set forth the following:

A. Business License

The firm selected must possess a business license for the City of La Palma while conducting any work under this contract.

B. Insurance

The consulting firm shall make a positive statement that it has the required insurance policies in force in amounts of coverage for not less than \$2,000,000 for Professional Liability, Workers Compensation, Comprehensive General Liability and Auto (Owned and Non-Owned). Prior to any commencement of services, the firm will be required to provide certificates of insurance coverage to the City.

C. Firm Qualifications and Experience

To qualify, the firm must have experience in municipal law enforcement within the State of California.

The bidder should state the size of the firm, the size of the firm's staff, the number and nature of the professional staff to be employed in this engagement. If the bidder will be subcontracting any portion of the study to another individual or firm, the proposal must include a list of all subcontractors to be used. No substitutions of subcontractors may be made without prior written consent of the City.

D. Local Government Client References

Provide a listing of at least three municipal clients with which the firm has done similar consulting work. Indicate the scope of work, date, engagement partners, total hours, and the name and telephone number of the principal client contact.

E. Approach, Scope and Timing of the Study

The proposal should provide in detail the firm's approach to the City of La Palma's Police Operations Study, including the procedures to be performed.

The proposal should also provide information on the firm's understanding of the objectives and scope of the engagement - specifics should be provided of the reports to be issued by the firm.

F. Maximum Fee and Hourly Rates

The maximum fees and estimated hours for the services of the City should be provided. The fees should be inclusive of any out of pocket expenses incurred by the firm. Hourly rates of the firm's employees should be provided by the firm for services which may be requested outside the scope of the firm's services.