



**REQUEST FOR PROPOSAL FOR
POLICE OPERATIONS STUDY**

LOWER SAUCON TOWNSHIP

Released on July 21, 2016

**Police Operations Study
REQUEST FOR PROPOSAL ("RFP")**

1. PURPOSE OF THE STUDY

The Township of Lower Saucon (the "Township") is soliciting proposals to undertake a study of the overall operations of the Lower Saucon Township Police Department on a contractual basis. It is the objective of the Township to secure through an outsourced contract a comprehensive analysis of the organization, department staffing levels, management structure, information technology, equipment, deployment of personnel, cooperation with other agencies, and overall efficiency. The greatest importance will be placed on the ability to utilize the analysis to establish goals and objectives for the Department over the next five (5) years. The firm must possess a broad knowledge of public safety operations with particular strength in Pennsylvania municipalities, small cities, patrol, crime prevention, emergency services, investigations, records, and administration.

2. BACKGROUND

Lower Saucon is a Township of the Second Class, Optional Plan, with a population of approximately 10,772 which was incorporated in 1743. The Township provides a full range of municipal services including operating its own Police Department. The Township employs 35 full-time employees and 6 part-time police officers and has a Council-Manager form of government. The total budget for FY 2015/16 is \$10,771,377; with a General Fund budget of \$7,378,795. The Police Department has an operating budget of just over \$2,500,000 funded primarily by the General Fund. All legislative power is held by the publicly-elected, five-member Council. All Council Members have equal authority.

The Lower Saucon Township Police Department is a full service law enforcement agency comprised of a Chief of Police, one (1) Sergeant, one (1) Corporal; one (1) Detective/Corporal; eleven (11) F/T police officers, six (6) P/T police officers, one (1) F/T Administrative Clerk, and one (1) F/T Clerk/Typist. The department employees patrol the Township limits of Lower Saucon which encompasses approximately 25 square miles and complete duties such as patrol, records management, investigations, crime prevention, and emergency preparedness services. It also participates in regional partnerships such as the Drug Task Force, DUI Program, and K-9 Program. The 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.

3. SCOPE OF WORK

CONSULTANT shall partner with the TOWNSHIP to evaluate the department's existing staffing, 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, professional, and sworn staff, deployment schedules, and policies and procedures in order to provide the most effective, high quality police services to the community with long-term sustainability.

The review should include a detailed organizational and operational assessment of current Police Department law enforcement systems, services, and structures to include understanding requirements under Labor Agreements. The assessment should include, but is not limited to:

- Policies and procedures
- Policing Strategies – managing calls for service, call classification, prioritization and call diversion.
- Current services including a cost benefit for each program area.
- Appropriate staffing levels with an emphasis on officer safety, workload, and the use of existing resources and overtime.
- Deployment Practices – staffing to workload, patrol work scheduling, shift relief factors, and geographic deployment.
- Workload indicators, workload trends, and performance measures.
- Crime Analysis – internal and external data sources, analysis tools, administrative, strategic, and tactical products and their use.
- Organizational Structure and Management – the effectiveness of the organizational structure, strategic planning, crime management processes, organizational performance measures, budget practices, and information systems.
- Internal controls and oversight, including supervisory span of control.
- Cost/benefit analysis of 24 hour records and its impact on operations.
- Analysis of leave use/control
- Patrol interaction with detectives and special operations; interactions with other Township departments; and interactions with other agencies
- Identification of any gaps between optimum operations and structure and the current operations and structure
- Information about personnel perceptions and organizational culture
- 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.

Identify best practices and innovations in law enforcement for those areas outlined above. The practices should be consistent with agencies of similar size, characteristics, and crime rates as the Lower Saucon Police Department. The innovations should be similarly matched. When identifying best practices and innovations, special care should be given to focus on those that are relevant and practical for meeting public safety goals within the existing budget for the Lower Saucon Police Department. Cost considerations and organizational capacity to implement should be examined as well as the potential to achieve measurable results.

Identify areas of high performance and areas that present opportunities for improvement between current business practices, operations, best practices, and innovations. Gap(s), if any, should be clearly identified and recommendations should be made as to program refinements, new strategies, and resource modifications that might be required to better achieve community safety objectives and better fiscal responsibility.

The initial observations and findings will be presented in an informal report which makes preliminary findings. The report should also identify any issues outside the identified scope of work that may impact the Police Department and require further analysis or actions on the part of the Township. Following review of the draft with the Project Team the report will be amended as needed.

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. CONTRACTOR QUALIFICATIONS

The Township is seeking a consultant with experience and expertise in the analysis of municipal police department operations and management, and experience and expertise in program analysis and cost benefit analysis in order to make specific recommendations. The consultant will need to have the capacity to evaluate procedures, practices, and performance in delivering police services in partnership with the community. The consultant should be able to demonstrate experience addressing these issues with other municipal police departments within the last three years. Experience in writing and presenting reports for local government officials is desired, including the development of findings, conclusions, and recommendations.

5. PROPOSAL REQUIREMENTS

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

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.)

Each proposal should include:

- A. A letter of transmittal;
- B. Names and qualifications of the specific individuals who would be assigned to this project. Please outline relevant education and experience of person(s) conducting the work of the project;
- C. Experience in the area of personnel, policies, procedures, operating analysis, patrol and other law enforcement functions;
- D. Experience with small law enforcement organizations and operations including a list of comparable benchmark agencies and departments for best practices;
- E. Detailed Scope of Work using the information provided in this RFP.
- F. Signature by a duly authorized official of the Consultant's firm who has the legal ability to bind the firm.
- G. Make a positive statement that 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 Township.
- H. List any political contributions of money, in-kind services, or loans made to any member of a Township councilmember within the last three years by the firm and any of its agents or employees assigned to this project.
- I. List all public clients for which you or your firm currently provide services.
- J. List all public clients for which you or your firm previously provided similar police operations review services over the last five years.
- K. Specify current or known future professional commitments in order that the Township may evaluate your capacity and availability for the proposed project within the desired timeframe.

- L. 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.
- M. 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:
 - a. Base fee for the services as outlined above.
 - b. Define any additional or variable charges proposed that would be in addition to the base fee.
 - c. 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 calls.

6. 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 Township'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 Township reserves the right to reject any proposal(s) containing exceptions or modifications to the agreement. The Township may revise the stated terms and conditions prior to execution.***

7. PROCESS FOR SUBMITTING PROPOSALS

- A. Content of Proposal
The proposal must be submitted using the format as indicated in the Proposal Requirements 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 seven (7) 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:

Leslie Huhn, Township Manager
Lower Saucon Township
3700 Old Philadelphia Pike
Bethlehem, PA 18015
RE: Police Operations Study

Proposals must be post-marked no later than August 26, 2016. 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 Township Manager, via e-mail only, at manager@lowersaucontownship.org.

The Township 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 Township 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 Township, as determined by the Township 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 Township employee other than the contracting officer listed above regarding this RFP. The Township reserves the right to reject any proposal for violation of this provision. No questions other than those sent via e-mail to manager@lowersaucontownship.org as required, will be accepted, and no response other than written will be binding upon the Township.

F. Conditions for Proposal Acceptance

This RFP does not commit the Township to award a contract or to pay any costs incurred for any services. The Township, 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 Township. If any proprietary information is contained in the proposal, it should be clearly identified.

8. EVALUATION CRITERIA

The Township 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 Pennsylvania municipalities;
- 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 Township 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 Township shall not be obligated to accept the lowest priced proposal, but shall make an award in the best interests of the Township.

9. SCHEDULE OF EVENTS

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

Release of RFP	July 25, 2016
Proposals are Due	August 26, 2016
Finalists Selected	September 7, 2016
Interviews Conducted	September 12 – 16, 2016
Award of Contract	September 21, 2016
Study Commences	September 26, 2016