

# Request for Proposal

**TO PROVIDE**

**Consulting Services, Management  
Study of Police Department**

City of Longview, WA

February 2008

## **SECTION 1: General Information**

### **1.1 Purpose and Scope**

The CITY OF LONGVIEW (hereinafter referred to as the "City") invites you to submit a proposal for Consulting Services, Management Study of Police Department specified herein. The intent of this request is to secure a consultant capable of conducting a professional police department study that can be relied upon to enable the police department to develop effective master planning for its current and future crime environments with the express objective of achieving the City Council goal of reducing Longview crime to below the State average. In addition, the study findings should assist the City to make informed decisions for prioritization and allocation of resources.

The City seeks specific information on efficiency, staffing, deployment schedules, overtime, and department operations. It is anticipated that the consultant will develop a methodology that reflects the organization's best judgment of how to provide this range of information. The method of developing information and its organization will be described in this proposal.

The study will provide the department with an independent assessment of organizational strengths and weaknesses, forming the basis for the preparation of a strategic plan for future growth and development. In addition to the department's numerous statistical and activity reports, the study team is encouraged to review a 2005 department strategic plan and a 2006 department (SWOT) focus group summary.

The City is also interested in study projections, inferences, or recommendations for managing the increased workload impact on other City departments and allied government agencies (City Attorney's Office, Prosecutor's Office, Jail, Records, 9-1-1 Communications, etc.) resulting from an enhanced and robust police department operation.

Proposals should be concise and to the point with a straightforward description of the work to be undertaken. They should contain sufficient detail about the proposed methodology to clearly indicate how the work will be undertaken, over what time frame and with what resources.

Proposals will only be considered from those consultants demonstrating expertise and experience in the design of similar studies and related tasks.

Copies of the Request for Proposal (RFP) packet may be obtained from the Longview Police Department; the contact information is provided in paragraph 2.1 below. Any amendments to the RFP will be distributed by fax or e-mail to all consultants who have submitted a letter of intent to submit a proposal. For the purpose of this document the terms consultant and contractor are those entities representing the submission of a response to this RFP.

## **1.2 Evaluation Process**

The evaluators will consider how well the consultant's abilities and methodologies meets the needs of the City as described in the consultant's response to each requirement. It is important that the responses be clear, concise and complete so the evaluators can adequately understand all aspects of the proposal in a succinct fashion. The evaluation process is not designed to simply award the contract to the lowest cost proposal. Rather, it is intended to help the City select the right consultant with the best combination of professional attributes, experience and relevant skill-sets, including that of price, based on the evaluation factors. The City reserves the right to require a subset of finalists to make a presentation to the evaluation team for consideration.

This RFP provides general and technical information as well as the required format for responses. Your submitted response will be the primary source of information used for evaluation and selection. Please include all required and appropriate information with your proposal. No other source of information submitted, either written or verbal, will be considered part of your proposal.

At the completion of the RFP process, the City will complete contract negotiations (subject to the terms and conditions herein) with the chosen consultant to provide these services, representing, but not limited to, solutions that best meet the City's criteria in cost and consultant requirements, as well as references.

## **SECTION 2: Instruction to Consultants**

This section contains the information required to submit a responsive proposal. Consultants are encouraged to read this section carefully.

### **2.1 Questions regarding written proposals**

All questions regarding this Request for Proposal should be directed to:

**Longview Police Department**  
Captain Don Barnd  
Consulting, Management Study RFP  
1351 Hudson Street, PO Box 128  
Longview, WA 98632  
Direct: (360)442-5803  
FAX: (360) 442-5963

### **2.2 Each consultant by submitting a proposal represents that:**

- This RFP has been read and is fully understood.
- The proposal submitted is based upon understanding of the specifications and requirements described in this RFP.
- In the event of any litigation which arises from this RFP, venue shall be in Cowlitz County, Washington.
- Consultant shall promptly notify the City of Longview of any ambiguity, inconsistency or

error which they may discover upon examination of this RFP.

- Consultants requiring clarification or interpretation of any section(s) contained in this RFP shall make a written request to the City to be received by the deadline described in the Schedule of Events. Written inquiries regarding clarification should be addressed to the attention of the Longview Police Department as noted above in paragraph 2.1.

**2.3 Written requests for clarification must be received by the City prior to 9:00 AM on Friday, March 14 2008.**

**2.4** Any interpretation which results in a correction or change of this RFP will be made by written addendum from the City.

**2.5** All addenda will be issued by the City, via email or delivery to all consultants who were provided the original RFP.

**2.6** A point-by-point response to all numbered sections, subsections, paragraphs, subparagraphs, and appendices shall be submitted by each consultant in order to be considered for selection. Consultants are encouraged to organize proposals into sections following the format of this RFP, with tabs separating each section. If no exception, explanation or clarification is required in the consultant's response to a specific subsection, consultant shall indicate so in the point-by-point response with the following: "[Consultant's Name] understands and will comply."

**2.7** Proposals should be complete to the degree that: 1) all of the information sought by this RFP is supplied in the order requested, and 2) all responses which constitute "claims" relative to best practices are substantiated by appropriate documentation.

**2.8** Each proposal must be submitted in one (1) original and three (3) copies to the City as set forth in paragraph 2.23. Proposals must be received by 9 a.m. on Friday, March 14, 2008. Proposals received after this time may not, at the sole discretion of the City, be accepted for consideration.

**2.9** All proposals will be reviewed by an evaluation team utilizing a "points-earned" matrix as follows:

	Weight
• Meets or exceeds specifications	55
• Consultant Work Plan and Qualifications	30
• Cost Analysis	<u>15</u>
Total	<b>100</b>

**2.10** The above will be evaluated for the ability to meet the City's needs and cost. NOTE: POINTS MAY BE SUBTRACTED FOR NON-COMPLIANCE WITH SPECIFIED PROPOSAL FORMAT REQUESTS. The City may choose not to evaluate a proposal which fails to comply with proposal requirements stated in Section 1, "General Information".

**2.11** The Project Pricing Sheet (SECTION 5.0) will be evaluated based on a comparison of relative prices to determine the lowest overall cost to the City.

**2.12** Costs for developing and delivering responses to this RFP and any subsequent presentations of the proposal as requested by the City are entirely the responsibility of the consultant. The City is not liable for any expense incurred by consultants in the preparation and presentation of their proposals.

**2.13** All materials submitted in response to this RFP become the property of the City upon delivery to the Evaluation Committee and are to be appended to any formal documentation which would further define or expand any contractual relationship between the City and consultant resulting from this RFP process.

**2.14** The City encourages free and open competition among consultants. Whenever possible, specifications, proposal requests and conditions are designed to accomplish this objective, consistent with the necessity to satisfy the City's needs and the accomplishment of technically sound, cost-effective services.

**2.15** The consultant's signature on a proposal in response to this RFP guarantees that the prices quoted have been established without collusion of other eligible consultants and without effort to preclude the City from obtaining the lowest possible competitive price.

**2.16** The City will execute a contract with the successful consultant, subject to the terms and conditions herein. The RFP, consultant's response, the best and final offer, and formal addenda to the RFP will be included in the contract documents.

**2.17** A Consultant Qualifications, Work Plan, Implementation Approach and Project Pricing guide have been provided in Sections 4 and 5. It is required to insure to both the consultant and the City that all requests have been met. These must be utilized and followed when submitting your proposal.

**2.18 Appeals**

Consultants who wish to appeal a disqualification of proposal or the award of a contract may submit the appeal in writing to the City Manager's Office within ten (10) business days of the postmark on the Notice of Award or disqualification. Appeals should be sent to the following address:

**City of Longview**  
Executive Department  
Consulting Services, Management Study of Police Department  
1525 Broadway, PO Box 128  
Longview, WA 98632  
Direct: (360)442-5004  
FAX: (360) 442-5950

The appeal must describe the specific citation of law, rule, regulation, or practice upon which the protest is based. Neither the judgment used in the scoring by individual evaluators nor disagreement with the procurement process shall constitute grounds for appeal. The City will not consider any protest based on items that could have been or should have been

raised prior to the deadline for submitting questions or requesting addenda. The filing of a protest shall not prevent the City from executing a contract with any other consultant.

### **2.19 Schedule of Events**

All times set forth herein are Pacific Standard Time. Hard copy responses and related materials must be delivered by 9 a.m., Friday, March 14, 2008, as specified in the RFP. Late responses will be rejected at the sole discretion of the City.

An approximate schedule for selection is as follows:

Issue Request for Proposal:	
Deadline for Questions:	March 5, 2008 by 5:00 PM
City Responses Released to Consultant:	March 10, 2008
RFP Proposals Due:	March 14, 2008 by 9:00 AM
Tentative Consultant Selection:	March 21, 2008
Implementation Commences:	April 2008

### **2.20 Withdrawal of Proposals**

Proposals may be withdrawn at any time prior to the submission time specified in this RFP, provided notification is received in writing and directed to the same individual and address identified in paragraph 2.1 above. Proposals cannot be changed or withdrawn after the time designated for receipt.

### **2.21 Security of Information**

All information and data furnished to the consultant by the City, and all other documents to which the consultant's employees have access during the term of the contract, in any way connected to this RFP and/or project, shall be treated as confidential to the City. Any oral or written disclosure to unauthorized individuals is prohibited.

### **2.22 Deadline for Questions**

In order to make information available to all proposing consultants, no questions will be entertained past March 5, 2008 at 5:00 p.m. All questions and answers will be forwarded to all proposing consultants in writing no later than March 10, 2008.

### **2.23 RFP Submission**

Please submit one (1) original and three (3) hard copies of your proposal, in its entirety, to the contact address below no later than 9 a.m. Friday, March 14, 2008.

**City of Longview**

Executive Department  
Consulting Services, Management Study of Police Department  
1525 Broadway, PO Box 128  
Longview, WA 98632  
Direct: (360)442-5004  
FAX: (360) 442-5950

**2.24 Proposal Validity Period**

Submission of the proposal will signify the consultant's agreement that its proposal and the content thereof are valid for 180 days following the submission deadline and will become part of the contract that is negotiated with the City, subject to the terms and conditions herein, if the successful consultant.

**2.25 Consultant Communication**

Upon release of this RFP, all consultant communications concerning the overall RFP should be directed to the RFP Coordinator listed below. Any unauthorized or oral communications will be considered unofficial and non-binding on behalf of the City. Consultants should rely only on written statements issued by the RFP Coordinator.

Name: Captain Don Barnd  
Address: 1351 Hudson Street, PO Box 128, Longview, WA 98632  
Telephone: (360) 442.5803  
Fax: (360) 442.5963  
E-mail: [don.barnd@ci.longview.wa.us](mailto:don.barnd@ci.longview.wa.us)

**2.26 Right of Selection/Rejection – Waiver of Informalities or Irregularities**

The City reserves the right to reject any or all proposals, to waive any minor informalities or irregularities contained in any proposal, and to accept any proposal deemed to be in the best interest of the City. Selection of a consultant shall not be construed as an award of contract, but as commencement of contract negotiation, including but not limited to the contract price proposed.

**2.27 RFP Revisions**

The City reserves the right to change the schedule or issue amendments to the RFP at any time. The City also reserves the right to cancel or reissue the RFP at any time. Amendments or a notice of cancellation will be faxed to all consultants who have submitted a letter of intent to submit a proposal.

**2.28 Statement of Confidentiality**

“Under Washington State Law,” the documents, including but not limited to written, printed, graphic, electronic, photographic or voicemail materials and/or transcriptions, recordings or reproductions thereof, submitted in response to this Request for Proposal (herein known as the “documents”) become public record upon submission to the City, subject to mandatory disclosure upon request by any person, unless the documents are exempted from public disclosure by a specific provision of law.

## **2.29 Compensation**

No payment of any kind will be provided to the submitting consultant, or parties they represent, for obtaining any of the information solicited. Procurement of all equipment and/or services will be in accordance with subsequent contractual action.

## **2.30 Commitments**

All quotes should be submitted initially on the most complete basis and with the most favorable financial terms available. The selected consultant's proposal may, at the City's sole option, be made part of the final purchase contract and all representations in the consultant's proposal may be considered commitments to supply the services as described.

Consultants may submit more than one proposal in response to this RFP. However, each proposal must be a separate, complete package, and will be considered independent of all other proposals.

## **2.31 Contract Award and Execution**

The City reserves the right to make an award without further discussion of the proposal submitted. Therefore, the proposal should be initially submitted on the most favorable terms the consultants can offer. It is understood the proposal will become a part of the official file on this matter without obligation to the City.

The general conditions and specifications of the RFP and the successful consultant's response, as amended by agreements between the City and the consultant, will become part of the contract documents. Additionally, the City will verify consultant representations appearing in the proposal. Failure of the consultant's products and/or services to meet the mandatory specifications may result in elimination of the consultant from competition or in contract cancellation or termination.

No cost chargeable to the proposed contract may be incurred before the consultant has received a fully executed contract.

## **SECTION 3: The City of Longview Police Department Environment**

### **3.1 Background**

The City of Longview is located in Southwest Washington and is separated from the State of Oregon by the Columbia River. The Longview Police Department has 69 employees (56 sworn, 13 civilian support staff) and serves a community of about 36,000 residents. The police department operates within a biannual budget of approximately 17.8 million dollars. The police department is a full service organization and is currently structured into two divisions, Patrol Division & Investigations Division, and each division is headed by a captain. The Patrol Division consists of one captain, four sergeants, who serve as line level supervisors, and 26 officers. In addition, two patrol officers are assigned to traffic enforcement duties (motor officers). Patrol protection for the City is currently accomplished by utilizing a 5/9 patrol deployment (5 nine hour days on, 3 days off) which schedules three equal numbered patrol shifts for any 24 hour period. In addition to patrol officers, the patrol

division also utilizes (3) civilian Community Service Officers (CSO). The Investigations Division consists of one captain, three sergeants, five detectives (4 sworn, 1 civilian), two Street Crimes Unit (SCU) detectives, business manager, administrative secretary, property/evidence technician, two parking enforcement officers, and three clerks. One sergeant supervises the detective unit (CIU); one sergeant supervises the SCU, while the third sergeant serves in a training/administrative function. One detective, in addition to the 5 listed, serves with a regional narcotics task force. The business manager supervises the clerks, property/evidence technician, crime analyst, and parking enforcement officers. A third captain's position was recently created to coordinate and liaison with the (RFP) study team and he also administers the department's new "Lexipol" policy manual project.

Since 1994, with the exception of 1997 & 1999, the City of Longview has been experiencing an ever increasing crime rate for both violent and property crime categories. From 2001 to 2003, the City of Longview had the worst property crime rate in the State for cities of its size. In 2003 Part I crimes for Longview increased by 27%. Methamphetamine and other drug addictions are suspected for much of the crime increases. Since 2003 however, a marked turnaround in overall crime in Longview occurred. From 2003-2006 Part I crimes have been reduced by 24%. And as of October 2007, Part I crimes have again been reduced by 22% over 2006 statistics. Increased LPD productivity is credited for much of the crime decrease but it came at a cost; department personnel (coping with continuous multiple vacancies) have been stretched, while the department's law enforcement partners; City Attorney's Office, County Prosecutor, Courts, County Jail, Regional 9-1-1 Communications, and Records are feeling strained. This strain has resulted in system overload delays and significant cost increases for the department, both which threaten to hinder further crime reduction progress.

In February 2007, the Longview City Council determined at their council retreat that crime reduction would be the City's #1 priority. The specific goal was to reduce Longview crime to below the Washington State average. The City Council directed the City Manager and Police Chief to develop a plan for achieving this goal. This council directive was the origin for this study RFP.

### **3.2 Scope of Work**

Conduct a professional police department study that can be relied upon to enable the police department to develop effective master planning for its current and future crime environments with the express objective of achieving the City Council goal of reducing Longview crime to below the State average. Issues of interest to the City but not limited by the scope of the report shall include the following:

1. A process for incorporating study results into a Strategic Plan for the department. Recommended strategies for achieving departmental missions and objectives plus time-specific, results oriented objectives stated with enough specificity for implementation.
2. Define critical issues facing the police department over the next five years.
3. Analyze the impact of anticipated growth from redevelopment and annexation on staffing levels and calls for service.
4. Based on historical data and the current tenure of existing officers, project the department's attrition for the next ten years. Compare attrition rates due to retirements and transfers to rates in similar sized Washington cities.

5. Review, compare, and contrast the department's recruitment and retention efforts and methods (including diversity recruiting) with other Washington law enforcement agencies of similar size and demographics.
6. Provide a complete review and analysis of organizational structure, staffing levels, staffing requirements by function, facilities and equipment needs (including fleet plan suggestions), department policies and directives, policing strategies, community linkages, and personnel systems to include; career path development, recognition programs, and internal affairs. The City is especially interested in policing strategies to stem drug related crimes as well as strategies for dealing with concentrated crime areas (Such as the Highlands area of the City).
7. Review the number, type and purpose of the department's various organizational components (divisions, sections, and units), and interrelationships that exist between them. Determine if similar or compatible functions are assembled in logical groupings and the extent to which authority and responsibility is properly allocated between them. Assess the manner in which the efforts of all components are planned, directed, coordinated, and supervised.
8. Determine whether the allocation of resources of the Patrol Division and Investigations Divisions are efficient and adequate for the needs of the City. Review the current workload data such as: calls for police service, received and dispatched; the breakdown of calls for service by type, frequency, distribution and relative priority; alternatives to traditional police response; proactive activities; non-criminal service requests; response times; and mutual aid agreements.
9. Review the patrol operation for effectiveness and efficiency to consider things such as: number of and availability of units; workload at various times and locations; deployment of allocated units; scheduling of staff, and; effectiveness of community service programs.
10. Evaluate the department's current rank structure, the number of managers and supervisors at every level and function, and the authority at each level of the chain of command. Analyze the organizational structure of the police department as it relates to accepted standards of organizational theory and practice. Determine if the organizational structure complies with professionally accepted concepts, such as: unity of command; span of control; and the logical grouping of activities, functions and organizational components. Consider enhancements that may be justified in the future in the event of additional staffing and/or modification to the organizational structure.
11. Review trends in community policing. Compare "best practices" community policing programs in communities of similar size and demographics with Longview's approach to policing. The City is interested in introducing youth programs such as; Police Explorers, Police Activities League, and Cadet Program as long-term crime prevention strategies and potential future recruitment sources.
12. Identify tasks that can be completed in a more efficient and/or economical method, such as by using civilians, reassignment of staff, consolidation of the organizations structure, regionalization strategies, or other resources.
13. Review various management functions for effectiveness and efficiency, such as: the mission statement and how closely it is followed; internal communications and how effective they are; and labor contracts and policies and procedures and the impact they have on employee morale and services provided.

14. Classify services and operations into a systematic organization that allows costs and effectiveness to be understood and differentiated. These services and operations shall include those expected of a modern municipal police department matching the size and workload of the department and does not necessarily conform to those currently being provided by the Longview Police Department. Possible services and issues should include the identification of services that may be added, eliminated, combined, regionalized, or privatized to provide appropriate levels of service for the City of Longview.
15. Review administrative functions for effectiveness and efficiency, such as utilization of available funds; coordination and scheduling of training functions; the current state of equipment and facility needs; the planning of future capital needs and implementation, and; how well the department complies with various requirements, such as ADA, FMLA, FLSA, affirmative action, and officer safety standards.
16. Evaluate the effects of emerging trends in technology on the range of services and delivery. Enhanced crime analysis and “force multiplier” technologies such as; red light and speed radar camera systems and license plate recognition, security camera technology, and web based reporting systems which are of particular interest to the City.
17. The City is interested in study projections, inferences, or recommendations for managing the increased workload impact to other City departments and allied government agencies (City Attorney’s Office, Prosecutor’s Office, Jail, Records, 9-1-1 Communications, etc.) resulting from an enhanced and robust police department operation.
18. Any other organizational improvements that can be made to enhance overall service.

#### **SECTION 4: Consultant Response to Qualifications, Work Plan, and System Information**

To best determine which consultant will suit the City’s specific needs, answers to the questions in this section must be submitted with the consultant’s proposal.

##### **4.1 Consultant Qualifications**

Please answer all the following questions in detail.

1. How long has the present management been in place? Provide *resumes* with background information of the staff members who would be assigned to this study project.
2. Please provide at least three (3) references of clients for whom services have been provided, similar to those proposed in response to this RFP.
3. Have you ever withdrawn from any implementation prior to completion of the project? If so, why?

**4.2 Consultant Work Plan**

A detailed work plan will be required for this project. It must include, but not be limited to the following:

In your proposal, please address how you intend to approach each of these points.

1. The police department’s responsibilities
2. Consultant responsibilities
3. Project milestones
4. Target dates
5. Critical decision points
6. Project evaluation
7. Other resource needs
8. Any assumptions or constraints identified by the consultant.

**4.3 Implementation Approach**

Please describe your approach to implementation services and time line:

1. Implementation Methodology
2. Support

**SECTION 5 - PRICING**

**5.0 Project Pricing**

The proposal must contain a fee schedule including itemized line items. Proposals without the required cost information will not be considered.

<b>Proposed Deliverable and Payment Schedule</b>				
<b>Deliverable</b>	<b>Proposed Completion Date</b>	<b>Deliverable Amount</b>	<b>10% Withholding Amount</b>	<b>Payment Amount</b>