



Town of Old Saybrook Board of Police Commissioners

Request for Qualifications and Proposals for:

An Assessment of the Organizational Structure and Staffing of the Old Saybrook Department of Police Services

I. Introduction

The Town of Old Saybrook, Connecticut is located in Middlesex County, at the Mouth of the Connecticut River, in Southeastern Connecticut. The Town is situated halfway between Boston and New York City, is forty five (45) miles from our State Capital, and maintains a land area of 15.3 square miles. Established in 1635, and incorporated in 1854, the community enjoys a resident population of 10,160 and a larger service population that supports various retail, hospitality, recreation, food service, and medical business enterprises. The Town has a Town Meeting / Board of Selectman form of government with various Commissions and Boards that assist with daily management and long term planning.

The Old Saybrook Board of Police Commissioners (“The Commission”) was created and is empowered by the Charter of the Town of Old Saybrook, Town Ordinance, and State Statute. The Commission is comprised of seven (7) volunteer elected officials. Police Commissioners are selected by the electorate, by ballot, at municipal elections. Police Commissioners have no law enforcement authority and may only perform their duties as a group, at public meetings. The Commission is empowered with the authority to review the Police Department’s Organizational Structure and Staffing in accordance with law.

The Old Saybrook Department of Police Services is an established and recognized municipal law enforcement agency within the State of Connecticut. Operating twenty four hours a day, seven days a week. The Department is responsible for the delivery of traditional and nontraditional law enforcement services. In addition to its traditional law enforcement responsibilities, the Department’s operation also includes Emergency Communications (including 911), Animal Control, School Based Policing, and Emergency Medical Services (EMS) First Responder Services. The Department has twenty-five (25) full time, certified police officers including the Chief of Police who serves as the Chief Executive Officer of the Department of Police Services. There are also seven (7) full time Public Safety Dispatchers. The remaining thirty-four (34) positions are part time/per diem and serve in the capacity of Patrolman, School Resource Officer,

Community Service Officers, Clerical Staff, Public Safety Dispatchers, Assistant Animal Control Officers, Marine Vessel Operators, and Custodial Staff.

II. Executive Summary

The Commission has decided to conduct a review of the organizational structure and staffing of the Department of Police Services. There is not a specific reason, highlighted occurrence, or mandate for this review. Rather, the review is an opportunity for The Commission to ensure its constituents that the Town either currently maintains a proper, safe, efficient, effective, and fiscally sound organizational structure and staffing program or that, through a detailed action plan, it can attain those goals.

The Police Commission established a subcommittee to assist with this process. The Organizational Structure and Staffing Study Subcommittee (“The Subcommittee”) consists of the Police Commission, The Police Union President, the Dispatch Union President, The Chief of Police and the First Selectman.

To properly conduct this comprehensive review The Subcommittee seeks a qualified firm to submit proof of qualifications and proposals that address elements listed within this document.

III. Goals / Objectives

The goal of the review is to analyze the organizational structure and staffing of the Department of Police Services and to provide recommendations based on criteria listed within this document.

The review, its findings, and recommendation(s) shall not be an evaluation of any member of the Department of Police Service’s performance nor may it serve as the sole basis for employee discipline.

The review may provide findings, conclusions and recommendations that will improve the Department’s effectiveness and create new efficiencies.

IV. Scope of Work / Mandated Deliverables

Based on the Town of Old Saybrook’s:

- current and projected demographics (population /social/cultural/ethnic/age/income/etc)
- geographical position within the State
- various government, transportation, hospitality, recreation, construction, food service, industrial, retail, marine, housing, and medical business enterprises that create a daily service population
- Seasonal population shift
- Current Labor Agreements
- Historic, current and projected community Law Enforcement / First Responder Service demands

The Old Saybrook Police Commission seeks a qualified firm to perform the following tasks:

A. Create a Report that:

- i. creates an optimal organizational chart for the Old Saybrook Department of Police Services to operate in the most efficient, effective, and safe manner possible as a municipal police department within the State of Connecticut
- ii. details the number of personnel (both Sworn and Civilian) assigned to each named position
- iii. details the supervisory span of control for the proposed organizational structure and position assignment
- iv. details duties/tasks to be assigned to each position to comply with industry standards, mandates, regulations, and laws.

B. Create a Report that:

- i. details the current organizational chart for the Old Saybrook Department of Police Services, the number of personnel (sworn and Civilian) assigned to each named position, the supervisory span of control, and the duties/tasks assigned to each position.
- ii. compares/contrasts the current labor force (structure, span of control, assigned duties/tasks), to an optimal structure, span of control, position assignments, and assigned duties/tasks as detailed in action item A, highlighting areas of growth as it pertains to safety, operational effectiveness and efficiencies.

C. Create a:

- i. Report that creates action plans, methods, and proposed timelines to migrate from current practices to optimal practices, prioritizing safety, operational effectiveness, and efficiencies providing the following for this aspect of the report:

- 1) A statement of reason
- 2) A fiscal note (*both short and long term effect of the recommendation*)
- 3) A statement of Operational Impact
- 4) A statement of Service Impact to the Department's Service Population
- 5) A legal litmus test – (*can the recommendation be legally implemented*)

Respondents must detail in their response for each proposed task:

- The methodology used to approach each task (A-C)
- Individual costs for each task (A-C) and associated cost savings should the Commission seek a contract for the completion of all three reports
- Required data/documents to complete each task (A-C)
- Estimated time commitment for Old Saybrook Police Personnel for each task (A-C)

The final written product shall be bound, typed using a 12 point or larger font, and shall include the use of charts and graphics where appropriate.

The Selected firm will be required to present their findings/written product to the Subcommittee and at a maximum of two (2) additional public meetings. Any notes, drafts, internal memos, written conclusions, qualitative data, quantitative data, or any other documentation associated in any manner with this final document, other than the final document, shall be deemed property of the Town of Old Saybrook and cannot be released without the expressed written consent of the Town of Old Saybrook. Additionally, all electronic presentation materials shall be deemed property of Town of Old Saybrook.

Partial findings or draft recommendations shall not be shared with individual members of Town Government or Town Elected Officials.

V. Administrative Information

1. **RFQ/RFP Submittal:** Respondents must submit twelve (12) copies, and one digital copy, of signed proposals by Noon EDT on October 1, 2018. The proposal must be enclosed in a sealed envelope or package clearly marked "Police Department Organizational Structure and Staffing Study" Proposals shall be submitted to:

Town of Old Saybrook, Office of the Selectman, 302 Main Street, Old Saybrook, CT 06475

2. **RFQ/RFP Schedule:** Listed below are important dates by which actions must be taken or completed. If the Town finds it necessary to change any of these dates, such changes will be accomplished by issuing an addendum to this RFP and placing such notification on the Town's website under the RFP section. It is the responsibility of the vendor/contractor to determine if any addenda have been issued.

- **RFQ/RFP Posting date:** **August 20, 2018**
- **Questions Deadline:** **September 7, 2018 at Noon**
- **Response to Questions Deadline:** **September 17, 2018**
- **RFQ/RFP Proposal Submission Deadline:** **October 1, 2018 at Noon**
- **Evaluation of proposals:** **+/- 45 days**
- **Notification of selection to Board of Selectman:** **+ 30 days**
- **Contract Award:** **Funding contingency**

3. **Vendor's Questions:** Vendors shall submit their questions electronically via email. All questions must be submitted no later than September 7, 2018, by Noon EST. No verbal questions will be addressed. Questions shall be submitted to policestudy@oldsaybrookct.gov. Questions will be reviewed at a public meeting of the

Subcommittee and questions and answers will be forwarded to any and all firms that submit questions in the format outlined above.

The Town is not liable for any costs or expenses incurred in the preparation of a response to this RFQ/RFP and may withdraw or modify this request at any time. The Town 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 Town.

From the date this RFQ/RFP is issued on August 20, 2018, and until a firm is selected, and the selection is announced, firms are not to communicate for any reason with any Town employee or agent other than at a Subcommittee meeting. The Town reserves the right to reject any proposal for violation of this provision.

4. Selection Process: The Subcommittee will evaluate proposals and make final recommendations to Police Commission. The Police Commission may then publically vote to select a firm/vendor. Once agreed upon and endorsed by the Police Commission the Commission will forward a recommendation to the First Selectman who shall be the Town's signatory on the contract should an award be made. All vendors that proposals to The Commission do so with the understanding that the recommended candidate of the selection committee is final.

VI. Submitted Proposals

Submitted proposals shall demonstrate in a clear manner the vendor's ability to meet the requirements of this RFQ/RFP and shall contain, at a minimum, the following elements:

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. (Submission of individual resumes alone will not be considered responsive to any specific question.)

1. Please describe your firm's qualifications for providing Old Saybrook 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 Town. Any changes in the project personnel identified in the proposal must be approved by the Board. All individuals assigned to this project will be required to execute confidentiality agreements as it pertains to information reviewed. Please provide the following on each consultant including, but not limited to:

- Name of individual(s) with resumes;
- Length of employment with the 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 Connecticut Law Enforcement Organizations and Connecticut law
- Experience, methodology, and track record (such as specific results of prior studies)
- Knowledge of, and practice and experience with police operations for similar sized law enforcement agencies
- Specific experience in the area of performing reviews in the areas listed Section IV
- Federal Bureau of Investigation background check

b. Specify the individual that you propose to serve as Project Manager and reasons for recommendation

c. Describe how you would ensure a solid understanding of the Old Saybrook Department of Police Services 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 generalized scope of work as outlined in this RFQ/RFP.

d. Outline your expectations for accessibility to The Subcommittee during the study, in reporting of the results and any follow up needed for implementation.

e. Describe systems/mechanisms that would be established to ensure the timeliness of response to the Board to promote good communications during and following the project.

f. Define the detailed process and timeline you anticipate for this project.

g. Detail the expected time commitment of the Employees of the Department of Police Services to ensure success with this assessment. If possible, detail time commitment expectations for executive, first line leadership, and clerical employees.

h. Detail the access required to the police facility and police records to ensure success with this assessment.

i. Describe the systems/mechanisms that would be established for status reporting during this project.

j. Describe the materials and support needed from The Commission or other Town departments.

k. Detail the methodology, individual costs for each task (A-C), and required data/documents to complete each task (A-C) as detailed in Section IV Scope of Work/Mandated Deliverables.

l. Describe your preference for method of payment and your procedure for billing and other accounting requirements.

m. The Selected vendor/contractor shall agree to maintain in force at all times during the contract period the following coverage placed with a company that is licensed to do business in the State of Connecticut:

General Liability* Each Occurrence		\$1,000,000
	General Aggregate	\$2,000,000
	Products/completed operation aggregate	\$2,000,000
Auto Liability*	Combined Single limit	\$1,000,000
	Each accident	\$1,000,000
Umbrella* (excess liability)	Each Occurrence	\$1,000,000
	Aggregate	\$1,000,000
Professional Liability	Each Occurrence	\$1,000,000
	Aggregate	\$1,000,000

*The Town of Old Saybrook shall be named as "additional insured". Coverage is to be provided on a primary, noncontributory basis.

Workers' Comp.	WC Statutory limits	\$500,000
	EL Each Accident	\$500,000
	EL Disease Each Empl	\$500,000
	El Disease Policy Limit	\$500,000

** Respondents must provide proof current insurance and a letter from their insurance carrier detailing the ability to meet these requirements.

2. Current Practices

a. Please list all governmental or quasi-governmental clients for which you or your firm currently provide services

- b. Please list all clients for which you or your firm previously provided similar police operations review services over the last five years.
- c. Please specify current or known future professional commitments in order that the Town may evaluate your capacity and availability for the propose project with the desired timeframe.

3. Professional References

- a. 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.

VII. **Evaluation Criteria:** The Selection Committee shall score all responses using the following categories :

- Adherence to directions within this document.
 - o Format
 - o Proof of Insurance
- Responses to Section IV of this document
- Qualifications and relevant experience of the firm and its consultants
- Methodology detailed to address items listed within the Scope of Work
- Ability to perform law enforcement operational studies as outlined in this document.
- Experience in conducting an assessment for a Law Enforcement Agency similar in size to the Old Saybrook Department of Police Services.
- References supplied to the Committee
- Examples of past work product(s) supplied
- Experience working with municipalities of similar size and demographics.

Respondents will be scored in the following manner:

Requirements Met 10 Points

Undisputable Proof provided / Superior Work Product Observed

Requirements to be Met 5 Points

Adequate information provided that would lead the Committee to believe that the respondent has the knowledge, skills, and abilities to meet the Requirements as set forth within this document. (Lacks Undisputable Proof)

Requirements Could be Met

2 Points

While the Respondent does not possess the capability to meet the requirements as set forth in this document, they do detail a path to hire and/or develop a process to meet the requirements.

Requirement Cannot be Met

0 Points

The Respondent is unable to meet the requirement as set forth within the document.

Compensation and Reimbursement

Provide an overview of possible project costs and proposed billing terms

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 tasks 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.
4. A la carte services (if only certain tasks were performed).

Agreement

The successful firm will be required to enter into an agreement which will include the requirements of this RFQ/RFP as well as other requirements. Any exceptions to this agreement must be stated in the proposal. Any submission of a proposal without objections to the agreement indicates understanding and intention to comply with this 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 Town reserves the right to reject any proposals containing exceptions or modifications to the agreement. The Town may revise the stated terms and conditions prior to execution.

In case of default by the vendor, the Town of Old Saybrook may procure the services from other sources and may deduct from any monies due, or that may thereafter become due to the vendor, the difference between the price named in the contract order and the actual cost thereof to the Town. Periods of performance may be extended if the facts as to the cause of delay justify such extension in the opinion of the Town.

The vendor or firm submitting this RFQ/RFP agrees to, and hereby does, release, indemnify, and hold harmless the Town of Old Saybrook from any and all claims, demands, causes of action, or damages of any kind or nature against the Town, its consultants, employees, agents, representatives, or designees, brought by the undersigned or others, arising by reason of, or in any way associated with, the Town's permission to commence the requested study. This includes, without limitation, claims, demands, costs, or judgments against the Town, its employees, consultants, agents, representatives, or designees, whether such liability, loss, or damage is due or claimed to be due to the negligence of the undersigned, its subcontractors, the Town, its consultants, officers, agents, and employees.

Cost to providing services will not be the sole criteria on which the proposal is evaluated. The Town reserves the right to award this contract not necessarily to the lowest vendor.

The vendor must inform the Town of information concerning the following:

- Listing on the State's disbarment list or list of parties excluded from federal procurement
- Ineligibility, per Connecticut General Statute Section 31-57b, to be awarded the contract because of occupational safety and health violations
- Arbitration and litigation
- Criminal proceedings
- State or local ethical law, regulation, ordinance and/or policy violations

Submitted proposals are the Town's property and will not be returned.

Information received from proposers is subject to the Freedom of Information Act and may be disclosed to the general public.