



Request for Proposals

Tompkins County Law Enforcement Shared Services Initiative

Release Date:

July 29, 2016

Proposal Response Due Date:

September 1, 2016

[The TOC will be completed when the RFP content is final. Once RFP is approved, click on the table, and select the “update Table of contents” button on the top left-hand corner, the click OK. This will update the page numbers.]

Table of Contents

- 1. OVERVIEW..... 3**
- 2. RFP SPECIFICATIONS AND CONTRACTUAL OBLIGATIONS 4**
- 3. SCOPE OF WORK..... 5**
 - A. OBJECTIVES 6**
 - B. DELIVERABLES..... 6**
- 4. PROPOSAL PROCEDURES..... 8**
 - A. TECHNICAL NARRATIVE 8**
 - B. COST OF PROPOSAL 8**
 - C. ANTICIPATED SCHEDULE FOR RFP PROCESS, PROPOSAL REVIEW, AND AWARD..... 9**
 - D. GENERAL INSTRUCTIONS 9**
 - E. ELIGIBILITY 10**
 - F. MODIFICATION/ADDENDA..... 10**
 - G. EXCEPTIONS..... 10**
- 5. CONSIDERATION OF RESPONSES..... 11**
 - A. SELECTION PROCESS..... 11**
 - B. EVALUATION CRITERIA..... 11**

1. OVERVIEW

Tompkins County Government, in cooperation with the City of Ithaca and the villages of Cayuga Heights, Groton, and Dryden, is inviting all interested and qualified consulting firms to submit proposals for a feasibility study of the realignment of County, City, and village law enforcement services, which may include the services of other local law enforcement agencies; enhanced shared services agreements between or among these agencies; or the consolidation of services by all participating law enforcement agencies in the County.

The intent for such a study is to gain an in-depth understanding of various realignment options up to and including full consolidation, and the governance structures, service delivery structures, financial and staffing considerations, and facility and equipment requirements related to each option.

BACKGROUND

Tompkins County is located in the Central Finger Lakes region of upstate New York and hosts a population of 104,926. Within Tompkins County, there are seventeen (17) municipalities, including the County, the City of Ithaca, nine (9) towns, and six (6) villages.

Tompkins County is currently served by no fewer than six separate law enforcement agencies: four (4) village law enforcement departments, one (1) city law enforcement department, and one (1) county sheriff’s office. The combined cost of operating these six municipal agencies approaches \$19 million annually. Tompkins County and the City of Ithaca have allocated approximately a combined \$17 million in their respective 2015 budgets, representing 25% of the combined property tax levies of the City and County to support their respective law enforcement agencies

Number of Law Enforcement Officers Per Agency/Participating Partner	
Tompkins County Sheriff’s Office	41
City of Ithaca Police Department	69
Village of Cayuga Heights Police Department	16
Village of Dryden Police	13
Village of Groton	15

Tompkins County also houses Cornell University, Ithaca College, and Tompkins-Cortland Community College. Each of these educational institutions has its own police or public safety agency; however, these agencies are not municipal forces and therefore will not be included in the study. All of the resident students of the abovementioned educational institutions are included in the census population count for the County.

New York State Governor Andrew Cuomo is strongly encouraging communities to identify and implement shared-service and realignment options, including mergers and consolidations. As such, Governor Cuomo has established various grant programs to support these efforts. The *Tompkins County Law Enforcement Shared Services Initiative* meets the criterion for one of these programs: the Governor's [Municipal Restructuring Fund Program \(MRF\)](#). The MRF is supported by a one-time \$150 million allocation and is managed by the New York State Department of State. The MRF program requirements call for projects that are transformative, have substantial impact on governmental operations and functions, and that lessen taxpayer burden by yielding permanent property tax reductions. In terms of implementation, the MRF program operates in various stages. The *Tompkins County Law Enforcement Shared Services Initiative* is in the early stages of this funding program, having received an initial grant to conduct the feasibility study. Beyond the feasibility study, bidders may have the opportunity to receive as much as \$1.1 million for additional contract services that include the development of a comprehensive implementation plan for whatever law enforcement services realignment option mutually agreed upon by all participating County partners.

As counties and cities throughout the state of New York begin to recognize the opportunity for improved quality, operating efficiencies, and cost savings that may be afforded by a transformation in law enforcement service delivery, many municipalities have begun comprehensive feasibility studies to support informed decision making on next steps. Tompkins County, the City of Ithaca, and several of the surrounding villages are very interested in the possibilities revealed through such a study. The City and County continue to maintain a long-standing collaborative relationship and, in concert with other local agencies, are furthering ongoing efforts to ensure cost-effective operations. Much has been achieved by reducing redundancies through various shared-service agreements and by persistently seeking new approaches to alleviate taxpayer burden while continuing to provide the high-quality service that all County residents have come to expect.

2. RFP SPECIFICATIONS AND CONTRACTUAL OBLIGATIONS

All proposals are due by **September 1, 2016**, no later than 12:00 p.m. (noon) EDT.

Proposals submitted in reply to this RFP shall respond to the specifications stated herein. Failure to respond to the specifications may result in disqualification. Submittal of alternate solutions in additions to requested specification is allowed.

If the execution of the work to be performed requires the hiring of sub-contractors, this must be clearly stated in the proposal. Sub-contractors must be identified and the work they will perform must be defined. The proposal must provide the name, address, and EIN of the sub-contractor. Qualified bidders will not be refused a proposal based upon the use of sub-contractors; however we retain the right to refuse the sub-contractors selected.

All proposals must contain the signature of a duly authorized officer or agent of the bidding firm submitting the proposal.

Tompkins County is serving as the lead agency for the *Tompkins County Law Enforcement Shared Services Initiative* and the RFP process. Tompkins County reserves the right to reject any or all proposals and any part of a given proposal and to negotiate with any respondent to the Request for Proposals. Tompkins County may waive formalities or technicalities in proposals as the interest of the County may require. Tompkins County may waive minor differences in the proposal provided these differences do not violate the proposal intent.

The terms stated in this RFP and the contents of the successful responses may be included in final contractual obligations and related documentation.

3. SCOPE OF WORK

Tompkins County government, represented by the Department of County Administration, and working in cooperation with four other law enforcement agencies within Tompkins County, desires to contract with a single bidder to provide the services described below. Bidders' proposals should fully address the Scope of Work and include descriptions of all activities and deliverables needed to complete the work.

Tompkins County and the City of Ithaca, potentially joined by other area municipalities, share a common desire to reduce the cost of providing law enforcement protection within Tompkins County without diminishing the quality and breadth of service. The participants believe that efficiency-based savings can be produced through organizational realignment ranging from the realignment of certain functions to the establishment of a single law enforcement service agency holding countywide authority.

The intent of the feasibility study is to better identify possible benefits and costs resulting from restructuring and strengthening law enforcement services and other non-emergency functions while continuing to build and enhance the public trust in equitable enforcement of law. The study will help determine if realignment of law enforcement service agencies will yield improved service delivery (as well as reduction in service redundancy) and improved cost containment.

The study will identify cost savings or potential increases in costs to the respective participating law enforcement service agencies and their constituents. This includes costs and savings in the area of law enforcement operations; staffing; overtime and pension costs; and logistical efficiencies, such as administrative and purchasing expenses.

The feasibility study should also analyze different structural options, including:

- **Functional Consolidation:** Areas identified by the bidder that would lend themselves to the consolidation of functions, such as training or investigations.
- **Full Consolidation:** A fully consolidated law enforcement organization achieved through:

1. An attrition-based process in which police officer positions in the City and/or villages would be filled by County personnel as they become vacant; or
 2. The dissolution of City and/or village police agencies and the expansion of the County law enforcement agency.
- Other: Any other approach the bidder believes superior or equivalent to the aforementioned structural options.

A Law Enforcement Shared Services Steering Committee has been created to oversee the initiative. The Steering Committee will review all bidder proposals. Tompkins County, with support from the Steering Committee, expects to award a contract for 6 months that will require the following:

A. OBJECTIVES

1. **Service Outcomes:** Identify improvements to response time and number of proactive community engagements, including quality of life issues, as these affect respective county jurisdictions. The bidder must also discuss and analyze possible jurisdictional limitations and inefficiencies before and after possible realignment.
2. **Cost Savings:** Identify (a) ways in which potential realignment structures can constrain staffing growth and overtime costs; (b) more cost-efficient beat maps; (c) potential transition cost considerations associated with each realignment option proposed; and (d) other savings that may be identified by the bidder throughout the analysis process.

In demonstrating cost savings, the bidder should calculate a minimum and a maximum savings using current Participant costs in determining the range of savings potential.

3. **Governance Structure:** Identify potential staffing models and the “span of control.”
4. **Public Engagement:** Identify initial steps for engaging current staff and public for gathering perceptions and concerns about the potential realignment of local law enforcement services agencies.
5. **Other Challenges:** List possible challenges, opportunities, weaknesses and/or strengths that could affect realignment or alternate recommendation.

B. DELIVERABLES [Schedule/Dates will be confirmed when RFP is approved by the PSC.]

1. To be completed no later than **November 15, 2016**—Meet with all participating law enforcement service agencies to identify organizational needs, structural and cost saving opportunities, and governance concerns agencies may have;
2. To be completed no later than **January 20, 2017**—Design and conduct input session(s) for the purpose of gathering feedback from current staff, local community

members, including the Ithaca City Community Police Board, and other interested parties about the law enforcement services most valued and those as to which changes are desired. The Law Enforcement Shared Services Steering Committee will have the opportunity to review the bidder's approach to the public input session(s) prior to implementation.

3. To be completed no later than **February 28, 2017**—Develop and implement an efficiency-based feasibility study of organizational realignments of up to 5 local law enforcement service agencies within Tompkins County that may range from expanded shared services agreements to the realignment of certain functions to the establishment of a single law enforcement agency with countywide authority;
4. To be completed no later than **March 17, 2017**—Meet with and present preliminary findings before the Law Enforcement Shared Services Steering Committee. The committee will provide insight, recommendations, and suggest revisions before the completion and submittal of final feasibility study document.
5. To be completed no later than **April 3, 2017**—Complete documentation of the feasibility exercise that will include, but not be limited to, the following:
 - a. Executive Summary;
 - b. Profile of the Participating agencies that are interested in possible realignment;
 - c. General overview of the study including a description of the study approach and methodology;
 - d. Copies of and instruments used in study, such as surveys;
 - e. Analysis of study results including graphs, raw data, and any other information that will be useful to Tompkins County; and
 - f. A list of possible realignment options, including pros and cons for each option. Potential realignment options could include:
 - Functional Consolidation for reducing redundancy;
 - Gradual Full Consolidation achieved through an attrition-based approach or through dissolution of all agencies and expansion of county law enforcement department;
 - Alternative realignment structures that may realize the goal of reduced cost and sustained or improved quality.
6. To be completed no later than **April 17, 2017**—A presentation before County officials and other participating entities on the results of the study. The presentation should include findings, restructuring options, the advantages and disadvantages of each option, including cost and service benefits to the taxpayer. Although a single

presentation is requested, bidders should note that there may be a need to deliver the same presentation to different community groups.

The final scope of deliverables will be negotiated and modified as necessary with the firm deemed most qualified.

4. PROPOSAL PROCEDURES

A. TECHNICAL NARRATIVE

1. The proposal must include a statement clearly articulating the respondent's understanding of the work to be performed and must specify the intended scope of work.
2. The proposal must describe the bidder's qualifications for professionally and expertly conducting the work as understood, including a track record relating to shared services between law enforcement service agencies and the bidder's ability to carry out the project specifications. The proposal should also reflect the bidder's qualifications for evaluating the ability for a consolidation to maintain or improve community policing initiatives currently offered by the involved agencies.
3. The proposal must describe the instrument(s) proposed to accomplish the feasibility study and must describe, specifically, the approach used throughout the development of the study.
4. The proposal must describe the bidder's protocols to protect the confidentiality of participating law enforcement service agencies.
5. The proposal must describe the qualifications of all personnel who are to be assigned to or are proposed for this feasibility study. Documentation should include resumes with relevant background, such as professional experience, education, training, and certifications.
6. The proposal must indicate the firm's anticipated availability for the project and an estimated time line and performance schedule if selected for this project.
7. The proposal must include a minimum of two (2) and a maximum of three (3) examples of similar projects that reflect similar work scope and cost parameters. The proposal must include client contact information for each of the examples provided.
8. The proposal must clearly identify the bidder's contact person concerning the proposal, the bidder's main address, telephone number, and e-mail address; and where and when the contact person can be reached.

B. COST OF PROPOSAL

1. The cost portion must be provided as a separate document from the technical proposal. Do not make references to costs anywhere else in the proposal.

2. The cost portion should contain all pricing information relative to performing the work described in the Technical Narrative.
3. The cost portion should include a statement of the respondent's basis for compensation. For basic services offered in this proposal, the bidder shall provide a lump sum, all-inclusive maximum price, including direct and indirect costs, as well as a summary of percentage of estimated contractor labor costs, total anticipated hours to complete the work, and the wage rates applied.
4. The cost quoted for performing the work should be inclusive. If the cost excludes certain fees or charges, the bidder must provide a detailed list of excluded fees with a complete explanation of the nature of those fees.
5. Tompkins County may request additional services outside of the scope of the proposal. The selected bidder must be available to perform these additional services at the same compensation rates detailed in the cost portion.
6. Tompkins County will not be responsible for expenses incurred by the bidder in preparing and submitting the proposal package. Such costs should not be included in the proposal.

C. ANTICIPATED SCHEDULE FOR RFP PROCESS, PROPOSAL REVIEW, AND AWARD

The following schedule is tentative. Tompkins County reserves the right to amend this schedule at any time. [Dates have been updated, but will be confirmed when RFP is approved by the PSC.]

Activity	Date
RFP Released	July 29, 2016
Questions Due from Bidders	August 8, 2016
Responses to Questions Posted	August 16, 2016
Bidder Proposals Due	September 1, 2016
Proposal Review	September 8–9, 2016
Bidder Finalists Presentations	September 15–16, 2016
Award Determined and Confirmed	September 20, 2016
Award Announced	September 23, 2016
Start of Work	October 3, 2016

D. GENERAL INSTRUCTIONS

1. All proposals are to be submitted in accordance with this Request for Proposal document.
2. Bids and any other required documents shall be submitted online at the following location: www.tompkinscountyny.gov/purchase (see instructions for online bid submission below). Bidders who do not have, or cannot obtain internet access must contact the Purchasing Division at (607) 274-5500 for further bid submission

instructions. Bidders should add contracts@tompkinscountyny.gov to your email address book to ensure timely notifications regarding the project(s) you have requested.

3. The Technical Narrative portion of the proposal is limited to ten (10) pages, 12-pt font. Examples will not be counted in the 10-page limit. Staff resumes will not be counted in the 10-page limit.
4. All Proposals must be signed by an authorized signatory of the proposer.

The complete RFP response package, including Technical Narrative, and separately sealed Cost of Proposal are due to Tompkins County by August 1, 2016, no later than 12:00 p.m. (noon) EDT. The Cost of Proposal must either be mailed or hand-delivered to:

Tompkins County Finance Department
c/o Lisa Hall
Purchasing Division
125 East Court Street
Old Jail Building, 2nd Floor
Ithaca, NY 14850

5. Questions Regarding the RFP should be submitted no later than **August 8, 2016**. Questions should be sent via email to pyounger@tompkins-co.org. When sending the email, please prepare the SUBJECT LINE as follows: "RFP Questions: Law Enforcement Shared Services Study." Official responses to all questions will be published on the County website at: www.tompkinscountyny.gov/purchase no later than **August 16, 2016**.

E. ELIGIBILITY

Prospective bidders are not eligible to submit a proposal if current or past corporate and/or other interests may in the opinion of Tompkins County give rise to conflict of interest in connection with this project.

Respondents are to submit with their proposal documents any issue that may constitute a conflict of interest violation for review by the Department of County Administration. The Department of County Administration's decision on this matter will be final.

F. MODIFICATION/ADDENDA

Tompkins County Department of Administration may, at any time prior to the closing date and time, issue additional information, clarifications, or modifications to the RFP by written addenda issued by the County Administrator or his/her designee only. It is the respondent's sole responsibility to ensure they have received all addenda prior to submitting a proposal.

G. EXCEPTIONS

The submission of a proposal shall be considered an agreement to all the terms and conditions provided herein and in the various proposal documents, unless specifically noted otherwise in the proposal.

5. CONSIDERATION OF RESPONSES

A. SELECTION PROCESS

1. The Shared Law Enforcement Service Steering Committee will review and evaluate the proposals submitted. The committee will take into account the bidder's understanding of the project, demonstrated experience on similar projects, experience in engaging a diverse community, and the approach to this project request. Cost will be reviewed after initial analysis of submissions. Points will be distributed to each proposal based on the evaluation criteria identified below.
2. A short list of potential bidders submitting proposals deemed responsive to this Request for Proposals will be developed and those bidders may be asked to attend an interview before the committee. Though it is expected that only one interview will be necessary, the committee reserves the option of calling for a second interview, presentation and/or additional follow up via phone, email, or web-based platform, such as Skype.

B. EVALUATION CRITERIA

- | | |
|---|-----|
| 1. Qualifications and past experience of the bidder in doing the Work and demonstrated competence in performing the Work. | 25% |
| 2. Responsiveness to the requirements of the RFP. | 25% |
| 3. The completeness of the proposal including scope, project approach, detailed work plan, and overall understanding of the Work. | 25% |
| 4. Qualifications of staff that would be assigned to do the work, including education and experience, as described in the Technical Narrative | 25% |

Proposals will NOT be publicly opened. Bidders will be advised of the results after evaluations of all proposals have been completed and a successful bidder has been determined.