REQUEST FOR PROPOSALS
Police Services Study

RELEASE DATE: December 22, 2017
DUE DATE: January 19, 2018 at 2:00 PM PT

INTRODUCTION
The City of Sammamish, Washington invites proposals from qualified firms to conduct an organizational and operational analysis of the City’s Police Department and to assist the Department in developing a long-range strategic plan. The ideal firm will have experience in conducting police services studies for local government agencies.

The deadline for submittal of proposals is January 19, 2018 at 2:00 PM, Pacific Time.

DELIVERY INSTRUCTIONS
One hard copy and one electronic copy (on a CD or USB drive) of the proposal must be mailed or hand delivered to the RFP Delivery address listed below no later than the deadline. All proposals must be sealed in an opaque envelope and clearly marked “Police Services Study.” The official clock for submissions is located at City Hall (address listed below). Vendors accept all risks of late delivery of mailed proposal regardless of fault. Proposals delivered after the posted deadline will not be considered for selection. No faxed or emailed proposals will be accepted.

RFP Delivery Address:
Sammamish City Hall
Re: Police Services Study
801 - 228th Ave SE
Sammamish, WA 98075
BACKGROUND

The City contracts for police services through the King County Sheriff’s Office Police Partnerships Program. The Partnership Program provides the framework and options around which the City can tailor its own police department to suit local priorities and budget. Police staffing levels, crime emphasis and proactive community programs are all determined entirely by the City.

The Sammamish Police Department currently serves a population of approximately 63,000 residents across a service area of over 20 square miles. The Department’s budget for the 2017-2018 biennium is $14.5 million, including the $13.8 million contract with the King County Sheriff’s Office.

SCOPE OF WORK

Please see Attachment A for the preliminary scope of work.

CITY’S RESPONSIBILITIES

The City may provide the consultant with additional documents and information pertaining to this RFP, as appropriate.

PROPOSAL REQUIREMENTS

Proposals shall include the following information:

1. Cover letter summarizing the proposal and the firm’s qualifications as they relate to the scope of work.

2. Description of similar projects performed.

3. Outline of the proposed approach to this project, including a description of deliverables, activities and time estimates for completing each element.

4. Description of the Project Team. The names, title and qualifications of the proposed project manager and support staff who will be conducting the work on this assignment, including their experience and projects in which they had “hands on” responsibility.

5. Proposed not-to-exceed fee and including all associated costs.

6. A list of four references for similar projects, including contact information.

The Submittal shall not exceed 20 pages (10 double-sided sheets of paper). The front cover, back cover and a maximum two-page cover letter, may be in addition to the 20-page limit. All costs for developing proposals in response to this RFP are the obligation of the consultant and are not chargeable to the City.
SELECTION CRITERIA

Proposals will be evaluated based on the following criteria:

<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff expertise and overall experience of personnel assigned to the work.</td>
<td>15</td>
</tr>
<tr>
<td>Thoroughness and understanding of the tasks to be completed. Overall content quality and responsiveness to RFQ requirements.</td>
<td>25</td>
</tr>
<tr>
<td>Background and experience with similar projects.</td>
<td>30</td>
</tr>
<tr>
<td>Cost</td>
<td>30</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

SCHEDULE

The following is an outline of the selection procedure and a *tentative* time schedule:

<table>
<thead>
<tr>
<th>EVENT</th>
<th>DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Release RFP</td>
<td>December 22, 2017</td>
</tr>
<tr>
<td>Questions due</td>
<td>January 12, 2018</td>
</tr>
<tr>
<td><strong>Deadline for submission of proposals</strong></td>
<td><strong>January 19, 2018 at 2:00 pm</strong></td>
</tr>
<tr>
<td>Proposal evaluation complete</td>
<td>January 31, 2018</td>
</tr>
<tr>
<td>City interviews short-listed firms*</td>
<td>TBD</td>
</tr>
</tbody>
</table>

*The City reserves the right to select a firm from submitted proposals alone.

BUDGET/CONTRACT

The City has budgeted $100,000 for this study. The City wishes to negotiate a contract with a “not to exceed” dollar amount based on a clearly defined scope of work. Upon selection of a consultant, the City intends to enter into an agreement using its standard Consulting Services Agreement, which shall be used to secure these services. See Attachment B for a sample contract.

DISCRETION AND LIABILITY WAIVER

The City reserves the right to reject all proposals or to request and obtain supplementary information as may be necessary for the City to analyze the proposals pursuant to the consultant selection criteria listed above.

The consultant, by submitting a response to this RFP, waives all right to protest or seek any legal remedies whatsoever regarding any aspect of this RFP.
CONTACTS

All communication concerning this RFP should be directed in writing to the RFP Coordinator listed below. Any oral communications will be considered unofficial and non-binding on the City.

Mike Sugg
Management Analyst, City Manager’s Office
801 228th Ave SE, Sammamish, WA 98075
Phone: (425) 295-0537
Email: MSugg@Sammamish.us

Questions regarding this RFP must be received by the date listed in the “Schedule” section of this RFP. Answers to questions received by this date will be posted on the City’s website under “Community News.”

ATTACHMENTS

A. Preliminary Scope of Work
B. Sample Professional Services Contract
ATTACHMENT A:
PRELIMINARY SCOPE OF WORK

Note: This preliminary scope of work is presented as a reference. The selected firm will work with the City to develop the final scope of work.

PHASE I: CURRENT ORGANIZATIONAL CONDITIONS

The consultant will complete a comprehensive review of the Sammamish Police Department’s current organizational and service delivery configuration. The purpose of this evaluation is to assess the City’s operations in comparison to industry standards and best practices, as well as to create a benchmark against which options for future service delivery can be measured.

The consultant shall conduct an organizational analysis of the department based on the elements included in the following tasks:

Development of Stakeholder Input
The selected consulting firm will interview staff in the Police Department and in other departments of the City, a variety of external organizations, appropriate community decision makers, school district representatives and others that the project team deems necessary. The consultant will obtain broader community input by conducting public meetings, community surveys and/or utilizing other public engagement strategies.

From these interviews and community engagement strategies, the consultants will obtain additional perspective on operational, economic and policy issues facing the Department and the City. In addition, the project team will learn more about availability of data necessary to analyze the Department’s ability to meet projected goals.

Review of the Existing Conditions

- Analysis of Community Needs and Expectations
  - Service area characteristics.
  - Community perception and knowledge of Police Department services and performance.
  - Community dynamics impacting law enforcement.
  - Community perception regarding the value of law enforcement services for their investment.
  - Community policing services and community expectations/desires.
  - Public outreach and education and media relations, including social media.
  - Emerging crime trends and resulting calls for service.

- Department Administrative Systems and Management Capacity
  - Current organizational configuration and service delivery systems.
  - Management capacity, configuration and lines of authority.
  - HR management practices and systems, including succession planning and labor/management relations.
  - Cultural and generational trends impacting leave use and shift schedules.
  - Internal communications.
  - Department and employee performance measurement systems and accountability.
  - Data collection systems and analytical capacity.
- Use of technology systems.
- Records management and public disclosure response.
- Impact of new laws and regulations on current operations.

- **Law Enforcement Resource Levels, Deployment and Performance**
  - Service demand analysis.
  - Staffing levels, supervision and shift schedule analysis.
  - Analysis of overtime use, scheduling and discussion of potential staffing alternatives.
  - Analysis of response reliability and performance, including the effect of past growth and annexations.
  - Analysis of specialty service delivery systems and use of regional partnerships (e.g. bomb squad, proactive policing unit, narcotics task force).

- **Comprehensive review of the contract terms with the King County Sheriff’s Office**

**PHASE II: FUTURE SERVICE DEMAND**

The consultant will conduct an evaluation of community population trends, anticipated growth, and the impact that future density and development of the Town Center will have on demands for future services and an assessment of community risk as it relates to current and future service delivery. This work will include:

- Analysis of demographic and societal changes impacting law enforcement services.
- Future service demand as it relates to increasing density and congestion.
- Crime trends and resulting need for changes in policing strategies.
- Analysis of future risk.
- Impact of future changes in external laws and regulations imposed by other levels of government.
- Availability of analytical data to evaluate trend data.

**PHASE III: FUTURE SERVICE DELIVERY MODELS**

The consultant will develop an inventory and analysis of opportunities under which the Sammamish Police Department can improve efficiency and effectiveness, including:

- Analysis of current partnerships, including the contract with the King County Sheriff’s Office and opportunities to expand, modify or change the agreement.
- New partnership options/operating models that are available and evaluation and development of feasible alternatives.
- The potential for changes in current practices and policies.
- Analysis of financial issues and challenges including potential costs and short savings and long-term cost avoidance.
- Opportunities for new uses of technology to maximize department resources.
PHASE IV: STRATEGIC PLANNING

The consultant will work in cooperation with the City to develop a report detailing organizational capabilities and challenges, goals and objectives for maintaining and improving services and development of performance measures to quantify progress.

The report will outline a strategic plan addressing each of the areas discussed in previous sections with particular focus on department administration and law enforcement capacity. The report will identify resource needs and strategies necessary for effective service delivery for the subsequent five to ten years. Key components include:

- Review and refinement of departmental vision, mission and values statements.
- Development and prioritization of departmental goals and target objectives for moving forward.
- Description of recommended actions to achieve goals and objectives including organizational changes, investments, new or modified laws or regulations and partnerships.
- Estimated timeline and cost of proposed changes and enhancements to the current system.
- Development of a plan for implementing new technologies.
- Establishment of performance measures relative to goals and objectives.
- Identification of the process needed to implement recommendations including actions needed by the governing body.
ATTACHMENT B:
SAMPLE PROFESSIONAL SERVICES CONTRACT

CITY OF SAMMAMISH
AGREEMENT FOR SERVICES

Consultant: SAMPLE _________________________

This Agreement is entered into by and between the City of Sammamish, Washington, a municipal corporation, hereinafter referred to as the “City,” and ____ hereinafter referred to as the “Consultant.”

WHEREAS, the City desires to have certain services performed for its citizens; and

WHEREAS, the City has selected the Consultant to perform such services pursuant to certain terms and conditions;

NOW, THEREFORE, in consideration of the mutual benefits and conditions set forth below, the parties hereto agree as follows:

1. **Scope of Services to be Performed by Consultant.** The Consultant shall perform those services described in Exhibit “A” of this agreement. In performing such services, the Consultant shall comply with all federal, state, and local laws and regulations applicable to the performance of such services. The Consultant shall perform services diligently and completely and in accordance with professional standards of conduct and performance.

2. **Compensation and Method of Payment.** The Consultant shall submit invoices for work performed using the form set forth in Exhibit “B”.

   The City shall pay Consultant:

   [Check applicable method of payment]

   ____ According to the rates set forth in Exhibit “_”

   ____ A sum not to exceed $ ____________

   ____ Other (describe): _____________________________________________

   The Consultant shall complete and return to the City Exhibit “C,” Taxpayer Identification Number, prior to or along with the first invoice submittal. The City shall pay the Consultant for services rendered within ten days after City Council approval.

3. **Duration of Agreement.** This Agreement shall be in full force and effect for a period commencing upon execution and ending December 31, 2018, unless sooner terminated under the provisions of the Agreement. Time is of the essence of this Agreement in each and all of its provisions in which performance is required.

4. **Ownership and Use of Documents.** Any records, files, documents, drawings, specifications, data or information, regardless of form or format, and all other materials produced by the Consultant in connection with the services provided to the City, shall be the property of the City whether the project for which they were created is executed or not

5. **Independent Contractor.** The Consultant and the City agree that the Consultant is an independent contractor with respect to the services provided pursuant to this Agreement. The Consultant will solely be responsible for its acts and for the acts of its agents, employees, subconsultants, or representatives during the performance of this Agreement. Nothing in this Agreement shall be considered to create the relationship of employer and employee between the parties hereto.

6. **Indemnification.** Consultant shall defend, indemnify and hold the City, its officers, officials, employees and volunteers harmless from any and all claims, injuries, damages, losses or suits including attorney fees, arising out of or resulting from the acts, errors or omissions of the Consultant in performance of this Agreement, except for injuries and damages caused by the sole negligence of the City. Should a court of competent jurisdiction determine that this Agreement is subject to RCW 4.24.115, then, in the event of liability for damages arising out of bodily injury to persons or damages to
property caused by or resulting from the concurrent negligence of the Consultant and the City, its officers, officials, employees, and volunteers, the Consultant's liability, including the duty and cost to defend, hereunder shall be only to the extent of the Consultant's negligence. It is further specifically and expressly understood that the indemnification provided herein constitutes the Consultant's waiver of immunity under Industrial Insurance, Title 51 RCW, solely for the purposes of this indemnification. This waiver has been mutually negotiated by the parties. The provisions of this section shall survive the expiration or termination of this Agreement.

Furthermore, should subcontracting be agreed to by the parties, the Consultant shall cause each and every Subcontractor to provide insurance coverage that complies with all applicable requirements of the Consultant-provided insurance as set forth herein, except the Consultant shall have sole responsibility for determining the limits of coverage required to be obtained by Subcontractors. The Consultant shall ensure that the City is an additional insured on each and every Subcontractor's Commercial General liability insurance policy using an endorsement at least as broad as the Insurance Services Office Additional Insured endorsement CG 20 38 04 13.

7. **Insurance**

A. The Consultant shall procure and maintain for the duration of the Agreement, insurance against claims for injuries to persons or damage to property which may arise from or in connection with the performance of the work hereunder by the Consultant, its agents, representatives, or employees.

B. Should a court of competent jurisdiction determine that this Agreement is subject to RCW 4.24.115, then, in the event of liability for damages arising out of such services, or bodily injury to persons or damages to property, caused by or resulting from the concurrent negligence of the Consultant and the City, its officers, officials, employees, and volunteers, the Consultant's liability hereunder shall be only to the extent of the Consultant's negligence.

**Minimum Scope of Insurance**

Consultant shall obtain insurance of the types described below:

1. **Automobile Liability** insurance covering all owned, non-owned, hired and leased vehicles. Coverage shall be written on Insurance Services Office (ISO) form CA 00 01 or a substitute form providing equivalent liability coverage. If necessary, the policy shall be endorsed to provide contractual liability coverage.

2. **Commercial General Liability** insurance shall be written on ISO occurrence form CG 00 01 and shall cover liability arising from premises, operations, independent contractors and personal injury and advertising injury. The City shall be named as an additional insured under the Contractor’s Commercial General Liability insurance policy with respect to the work performed for the City.

3. **Workers’ Compensation** coverage as required by the Industrial Insurance laws of the State of Washington.

4. **Professional Liability** insurance appropriate to the Consultant’s profession.

**Minimum Amounts of Insurance**

Consultant shall maintain the following insurance limits:

1. **Automobile Liability** insurance with a minimum combined single limit for bodily injury and property damage of $1,000,000 per accident.

2. **Commercial General Liability** insurance shall be written with limits no less than $1,000,000 each occurrence, $2,000,000 general aggregate.

3. **Professional Liability** insurance shall be written with limits no less than $1,000,000 per claim and $1,000,000 policy aggregate limit.

**Other Insurance Provisions**

The insurance policies are to contain, or be endorsed to contain, the following provisions for Automobile Liability, Professional Liability and Commercial General Liability insurance:
1. The Consultant’s insurance shall not be cancelled by either party except after thirty (30) days prior written notice has been given to the City.

**Verification of Coverage**

Consultant shall furnish the City with original certificates and a copy of the amendatory endorsements, including but not necessarily limited to the additional insured endorsement, evidencing the insurance requirements of the Consultant before commencement of the work.

8. **Record Keeping and Reporting.**

A. The Consultant shall maintain accounts and records, including personnel, property, financial, and programmatic records, which sufficiently and properly reflect all direct and indirect costs of any nature expended and services performed pursuant to this Agreement. The Consultant shall also maintain such other records as may be deemed necessary by the City to ensure proper accounting of all funds contributed by the City to the performance of this Agreement.

B. The foregoing records shall be maintained for a period of seven years after termination of this Agreement unless permission to destroy them is granted by the Office of the Archivist in accordance with RCW Chapter 40.14 and by the City.

9. **Audits and Inspections.** The records and documents with respect to all matters covered by this Agreement shall be subject at all times to inspection, review, or audit by the City during the performance of this Agreement.

10. **Termination.**

A. This City reserves the right to terminate or suspend this Agreement at any time, with or without cause, upon seven days prior written notice. In the event of termination or suspension, all finished or unfinished documents, data, studies, worksheets, models, reports or other materials prepared by the Consultant pursuant to this Agreement shall promptly be submitted to the City.

B. In the event this Agreement is terminated or suspended, the Consultant shall be entitled to payment for all services performed and reimbursable expenses incurred to the date of termination.

C. This Agreement may be cancelled immediately if the Consultant's insurance coverage is canceled for any reason, or if the Consultant is unable to perform the services called for by this Agreement.

D. The Consultant reserves the right to terminate this Agreement with not less than fourteen days written notice, or in the event that outstanding invoices are not paid within sixty days.

E. This provision shall not prevent the City from seeking any legal remedies it may otherwise have for the violation or nonperformance of any provisions of this Agreement.

11. **Discrimination Prohibited.** The Consultant shall not discriminate against any employee, applicant for employment, or any person seeking the services of the Consultant under this Agreement, on the basis of race, color, religion, creed, sex, age, national origin, marital status, or presence of any sensory, mental, or physical handicap.

12. **Assignment and Subcontract.** The Consultant shall not assign or subcontract any portion of the services contemplated by this Agreement without the prior written consent of the City.

13. **Conflict of Interest.** The City insists on the highest level of professional ethics from its consultants. Consultant warrants that it has performed a due diligence conflicts check, and that there are no professional conflicts with the City. Consultant warrants that none of its officers, agents or employees is now working on a project for any entity engaged in litigation with the City. Consultant will not disclose any information obtained through the course of their work for the City to any third party, without written consent of the “City”. It is the Consultant's duty and obligation to constantly update its due diligence with respect to conflicts, and not the City's obligation to inquire as to potential conflicts. This provision shall survive termination of this Agreement.

14. **Confidentiality.** All information regarding the City obtained by the Consultant in performance of this Agreement shall be considered confidential. Breach of confidentiality by the Consultant shall be grounds for immediate termination.
15. **Non-appropriation of funds.** If sufficient funds are not appropriated or allocated for payment under this Agreement for any future fiscal period, the City will so notify the Consultant and shall not be obligated to make payments for services or amounts incurred after the end of the current fiscal period. This Agreement will terminate upon the completion of all remaining services for which funds are allocated. No penalty or expense shall accrue to the City in the event that the terms of the provision are effectuated.

16. **Entire Agreement.** This Agreement contains the entire agreement between the parties, and no other agreements, oral or otherwise, regarding the subject matter of this Agreement shall be deemed to exist or bind either of the parties. Either party may request changes to the Agreement. Changes which are mutually agreed upon shall be incorporated by written amendments to this Agreement.

17. **Notices.** Notices to the City of Sammamish shall be sent to the following address:
   
   City of Sammamish
   801 228th Avenue SE
   Sammamish, WA 98075
   Phone number: (425) 295-0500

   Notices to the Consultant shall be sent to the following address:
   Company Name ______________________
   Contact Name ______________________
   Street Address ______________________
   City, State  Zip ______________________
   Phone Number ______________________
   Email ______________________

18. **Applicable Law; Venue; Attorneys’ Fees.** This Agreement shall be governed by and construed in accordance with the laws of the State of Washington. In the event any suit, arbitration, or other proceeding is instituted to enforce any term of this Agreement, the parties specifically understand and agree that venue shall be exclusively in King County, Washington. The prevailing party in any such action shall be entitled to its attorneys’ fees and costs of suit, which shall be fixed by the judge hearing the case and such fee, shall be included in the judgment.

   The Consultant will be required to obtain a City of Sammamish business license prior to performing any services and maintain the business license in good standing throughout the term of its agreement with the City. A city business license application can be found at: [http://www.bls.dor.wa.gov/cities/sammamish.aspx](http://www.bls.dor.wa.gov/cities/sammamish.aspx).

19. **Severability.** Any provision or part of this Agreement held to be void or unenforceable under any law or regulation shall be deemed stricken and all remaining provisions shall continue to be valid and binding upon the City and the Consultant, who agree that the Agreement shall be reformed to replace such stricken provision or part with a valid and enforceable provision that comes as close as reasonably possible to expressing the intent of the stricken provision.

   CITY OF SAMMAMISH, WASHINGTON
   By:_______________________________
   Print Name: ______________________
   Title: ____________________________
   Date: ____________________________
   Attest/Authenticated: ______________
   City Clerk

   CONSULTANT
   By:_______________________________
   Print Name: ______________________
   Title: ____________________________
   Date: ____________________________
   Approved As To Form: ______________
   City Attorney