



# Request for Proposals

## Tompkins County Law Enforcement Shared Services Initiative

**Release Date:**

TBD

**Proposal Response Due Date:**

TBD

*[The TOC will be completed when the RFP content is final. **Once RFP is complete, 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.]***

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# 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 and City Law enforcement law enforcement services, which may include the services of other local law enforcement agencies; enhanced shared services agreements between 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 a combined \$16,780,212 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

**[Need to confirm with JM data shown in chart below]**

Number of Law Enforcement Officers Per Agency/Participating Partner	
<b>Tompkins County Sheriff’s Office</b>	40
<b>City of Ithaca Police Department</b>	64
<b>Village of Cayuga Heights Police Department</b>	16
<b>Village of Dryden Police</b>	15
<b>Village of Groton</b>	15

New York State Governor Andrew Cuomo is strongly encouraging communities to identify and implement shared-service and realignment opportunities, including mergers and consolidations, and 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. 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 services that include the development of a comprehensive implementation plan for the law enforcement services option mutually agreed upon by all participating 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. In particular, the City and County maintain a long-standing history of working together—in concert with other local agencies—in an ongoing effort to ensure cost-effective operations. This has been achieved by reducing redundancies through various shared-service agreements and by persistently seeking new approaches to alleviating 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 August 1, 2016, no later than 12:00p.m./noon EST.

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 addition 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. In your proposal please 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 County may require. Tompkins County may waive minor differences in the proposal provided these differences do not violate the proposal intent.

Provision of this RFP and the contents of the successful responses may be included in final contractual obligations.

### **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 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 purpose of the feasibility study is to better identify possible costs and benefits caused by restructuring and strengthening law enforcement services and other non-emergency functions. 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 via
  1. Achieved through 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. Achieved through the dissolution of City and/or village police agencies and the expansion of the County law enforcement agency.
- **Other:** Any other model the bidder believes superior to the aforementioned structural options that will provide similar savings and cost efficiencies, and that will contribute to the vitality of the community.

The Law Enforcement Shared Services Steering Committee was 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. **Improved Service Outcomes:** Help identify improvements to response time and number of proactive community engagements, including resolution of quality of life issues, as these affect respective county jurisdictions. The bidder must also show possible jurisdictional limitations and inefficiencies before and after possible realignment.
2. **Substantial Cost Savings:** Help identify (a) ways in which potential realignment structures can result in constrained 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 County and City costs in determining the range of savings potential.

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

**B. DELIVERABLES [Schedule/Dates will be adjusted according Award Date.]**

1. To be completed no later than October 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 December 15, 2016—Design and conduct a public input session for the purpose of gathering feedback from the local community about the law enforcement services most valued. The Law Enforcement Shared Services Steering Committee will have the opportunity to review the bidder’s approach to the public input session prior to implementation.
3. To be completed no later than January 15, 2017—Develop and implement an efficiency-based feasibility study of organizational realignments of up to 6 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 February 15, 2017—Meet with and present preliminary finding before the Shared Law Enforcement Services Steering Committee. The committee will provide insight, recommendations, and revisions before the completion and submittal of final feasibility study document.
5. To be completed no later than March 1, 2017—Complete documentation of the feasibility study exercise that will include, but not limited to, the following:
  - a. Executive Summary.
  - b. Profile of Tompkins County, the City of Ithaca, and any other law enforcement service agency that is, or may become, interested in possible realignment.
  - c. General Overview of study including a background on the study method.
  - d. Content descriptions and summaries of each study topic.
  - e. Copy of and instruments (i.e., survey questions, etc.) used in study.
  - f. Analysis of study results including graphs, raw data, and any other information that will be beneficial to Tompkins County.
  - g. A list of possible options, including pros and cons, for realignment, such as:
    - 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 deemed more beneficial.
6. To be completed no later than March 31, 2017—A presentation to County officials and stakeholders on the results of the study, including findings, restructuring options, recommendations, and the advantages and disadvantages of each recommendation, including cost and service benefits to the taxpayer.

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

The selected firm must deliver on the above-mentioned requirements while demonstrating the utmost in professionalism and integrity. Specific communications with designated County staff or survey participants will remain confidential.

## **4. PROPOSAL PROCEDURES**

### **A. TECHNICAL NARRATIVE**

1. The proposal must include a statement clearly articulating the 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.
3. The proposal must describe the instrument(s) proposed to assess the feasibility study and must describe, specifically, the approach used in 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 email address; and where 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 your bidder'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 professional 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 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 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 TBD]**

Activity	Date
RFP Released	June 30, 2016
Questions Due from Bidders	July 12, 2016
Responses to Questions Posted	July 20, 2016
Bidder Proposals Due	August 1, 2016
City/County Panel Meeting to Screening Proposals	August 8 - August 9, 2016
Bidder Finalists Presentations	August 17 - August 19, 2016
Award Determined and Confirmed	August 26, 2016
Award Announced	August 29, 2016
Start of Work	September 1, 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](http://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](mailto: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 EST. 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, 2<sup>nd</sup> Floor  
Ithaca, NY 14850

Questions Regarding the RFP should be submitted no later than July 12, 2016. Official responses to all questions will be published no later than July 20, 2016. Questions concerning the RFP should be sent via email to [pyounger@tompkins-co.org](mailto:pyounger@tompkins-co.org). When sending the email, please prepare the SUBJECT LINE as follows: "RFP Questions: Law Enforcement Realignment Study."

**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. Proponents 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 proposer'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 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 submission criteria identified above.

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.