

**TOWN OF GLASTONBURY
PROFESSIONAL SERVICES PROCUREMENT NOTICE
REQUEST FOR PROPOSAL
POLICE ORGANIZATIONAL ASSESSMENT, VISIONING & STRATEGIC PLAN
RPGL-2017-11**

The Town of Glastonbury is seeking a qualified consultant to conduct an organizational and operational analysis of the Town's Police Department and to assist the Department in developing a vision statement and a long-range strategic plan. Interested individuals and firms should obtain the complete RFP and related information from Mary F. Visone, Purchasing Agent, 2155 Main Street, Glastonbury, CT 06033 or via the Town's website at www.glastonbury-ct.gov.

Proposals must be submitted to the Purchasing Agent no later than **November 21, 2016 @ 11:00 A.M. LATE PROPOSALS WILL NOT BE CONSIDERED.**

The Town reserves the right to waive informalities or reject any part of, or the entire proposal, when said action is deemed to be in the best interests of the Town. All sealed proposals must be submitted to the Office of the Purchasing Agent no later than the time and date indicated.

An Affirmative Action/Equal Opportunity Employer. Minority/Women /Disadvantaged Business Enterprises are encouraged to bid.

Mary F. Visone
Purchasing Agent

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SECTION I – GENERAL INFORMATION

Background – The Town of Glastonbury Police Department currently serves a population of 34,000 and a service area of approximately 52 square miles. The Department's operating budget for the 2016-2017 fiscal year is 11.6 million dollars, which includes 79 full-time equivalent positions with 60 full time police officers, 12 dispatchers, 1 animal control officer, and 6 support staff.

The Glastonbury Police Department's primary responsibility is to provide protection of life and property, preserve the peace, prevent crime, recover lost property, repress crime, regulate non-criminal conduct, apprehend offenders and perform miscellaneous services. The mission statement is below:

Glastonbury Police Department Mission Statement

All members of the Glastonbury Police Department are committed to providing quality service in a professional and sensitive manner to everyone in our community. We encourage open dialogue and positive interaction to form a partnership which will enhance the quality of life for all.

Organizational Structure – The Glastonbury Police Department has been nationally accredited through CALEA since 1986 and includes a Chief of Police who reports directly to the Town Manager. The Department also has one Captain who reports to the Chief of Police and is responsible for the day to day operations of the Department and oversees the three divisions of the agency. The Captain assumes command of the Department in the absence of the Chief of Police. See Glastonbury Police Department Organizational Chart (Attachment A). The three divisions of the Glastonbury Police Department are described below:

1. The **Patrol Division** is the backbone of the Glastonbury Police Department. The Patrol Division is the largest component of the police department and is under the Command of two Patrol Division Lieutenants.

In addition to responding to 911 calls and other requests for service, Patrol Officers are expected to proactively engage in directed patrols and other problem solving activities. They are encouraged to work in partnership with members of our community in seeking out and resolving problems in order to enhance our quality of life.

Within the Patrol Division is also the Traffic Unit, Court Liaison Officer and Community Service Officers

2. The **Investigations Division** is made up of the Investigative Unit, the Youth Unit, the CT Center for Digital Investigations (CDI) and a Forensic Technician.

The Investigative Unit handles complex and serious criminal investigations, including violent or suspicious deaths, serious assaults, robberies, drug/narcotic investigations, significant financial crimes and certain property crimes.

The Youth Unit investigates crimes involving children as victims and as offenders. Additionally, the Youth Unit is responsible for youth education programs and the School Resource Officers.

The CT Center for Digital Investigations (CDI) investigates crimes involving computers and other digital media storage devices. During these investigations the CDI Unit is responsible for identifying, preserving, recovering and analyzing digital information/evidence. These investigations involve the full spectrum of criminal activity from child pornography to identity theft and other financial crimes. This unit is a regional effort made up of officers from surrounding towns. The Glastonbury Police Department maintains a supervisory role at that off-site facility.

The Forensic Technician assists all divisions with crime scene processing, the processing of seized evidence and photography/digital imaging.

There is one officer assigned to the East Central Narcotics Task Force which is made up of Officers from neighboring jurisdictions.

3. The **Services Division** of the Glastonbury Police Department is responsible for the day-to-day operations of the police facility as well as the administration of the Department's budget, fleet, regional dispatching center for the towns of Glastonbury and East Hampton, records unit, training unit and the animal control function.

The Department is located in a 21,000 square foot facility that houses all of the Glastonbury Police divisions listed above, including a 4 bed jail. This facility includes evidence storage, training facilities, an exercise room, a regional dispatch facility and an evidence processing lab. A firearms range is located at another location in town.

SECTION II – CONSULTANT SERVICES / CONSIDERATIONS AND RESTRICTIONS

- All, reports, data, and other documents prepared by the Consultant according to this Agreement shall be submitted to the Town for its review and approval. Resulting work products of the Consultant pursuant to this solicitation shall become property of the Town of Glastonbury.
- No such approval shall in any way be construed to relieve the Consultant of responsibility for technical adequacy or operate as a waiver of any of the Town's rights under this Agreement. The Consultant shall remain liable to the Town according to applicable laws and practices for all damages to the Town caused by the Consultant's negligent performance of any of the services furnished under this Agreement.
- The Consultant shall conduct regular meetings with the Town and other appropriate parties, at a location established by the Town to review progress. The Consultant will provide written notes of each meeting to all attending parties before the next meeting.
- The Town shall not be obligated to accept any proposal and the Town shall reserve the sole right to determine the appropriateness of any proposal for this work.

SCOPE OF WORK

The consultant work will be conducted in three phases, including a review and evaluation of current demands, a review of future service demands, and development of a Department values statement, vision and five-year strategic plan to guide the Department going forward.

Phase I: Review and Evaluation of the Current Organizational Demands

The consultant will complete a comprehensive review and evaluation of the Glastonbury Police Department's current organizational and service delivery configuration. The purpose of this evaluation is to assess the agency'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 Town staff in the Police Department, labor organization representatives and others that the project team deems necessary.

From these interviews, the consultants will obtain additional perspective on operational, economic, and policy issues facing the department and the Town. 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 Demands

- Review of Community Needs and Expectations as documented in the CALEA & CT POST accreditation & other reports.
 - Service area characteristics
 - Community perception and knowledge of Police Department services and performance
 - Community dynamics impacting law enforcement
 - Public outreach and education and media relations
 - Emerging 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
 - Labor/management relations
 - Internal communications
 - Department and employee performance measurement systems and accountability
 - Use of technology systems

Phase II: Future Service Demands

The consultant will conduct a review of community trends based on the availability of analytical data.

Phase III: Visioning and Strategic Planning

The consultant will work in cooperation with the Department 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 years. Key components include:

- Develop a shared departmental values statement and vision statement
- Review and refine departmental mission statement
- Develop and prioritize departmental goals and target objectives for moving forward
- Describe recommended actions to achieve goals and objectives
- Establish performance measures relative to goals and objectives
- Identify the process needed to implement recommendations

PROJECT SUBMITTALS

The respondent shall be expected to be present at meetings which may need to be conducted with user groups, either at the Town or Police Department offices, on site, or elsewhere. Specifics will be identified prior to start of work in conjunction with the Respondent.

The Respondent shall be expected to submit the following materials, at a minimum:

Text:

- Printed material shall be 8-1/2 x 11. General text within the document shall be no smaller than a 12 point font;
- Fold-out pages shall be 11" x 17";
- Text will be bound in a manner acceptable to the Town;
- Text will be provided with printed or colored covers.

PROJECT COORDINATION

The Respondent will work closely with the Human Resources Director and the Chief of Police through all phases of the project. The Town will provide access to the property.

SECTION III - SUBMISSION OF PROPOSAL

MINIMUM REQUIREMENTS

- Respondent shall have an assigned project manager to oversee this work and act as liaison to the Town. Respondent shall list all proposed staff. Respondent shall submit detailed resumes for any proposed professional assigned as project manager as well as any other member of the team including sub-consultants.
- Proposals shall detail how the consultant can control costs, quality of work, ability to adhere to schedules, cooperation, responsiveness and ability to communicate with a range of participants including elected officials, Town staff, members of the public, labor organization representatives and others.
- Respondent shall have demonstrated experience and expertise with similar projects within the past five (5) years.

TERM OF SERVICE / TIME FOR COMPLETION

The selected firm will be expected to commence services within 30 days of contract execution or on such other schedule as may be agreed to with the Town. The schedule for the project described herein shall be mutually agreed upon between the selected firm and the Town prior to contract award.

PROPOSAL INSTRUCTIONS

- By submitting a proposal, Respondent represents that he has thoroughly examined and become familiar with the Scope of Services outlined in this RFP and are capable of performing the work to achieve the Town's objectives.
- All firms are required to submit a **clearly marked original** and seven (7) copies of their proposal to Mary F. Visone, Purchasing Agent, 2155 Main Street, Glastonbury, CT by the date and time listed in the proposal response page. All proposals will be opened publicly and recorded as received. Respondents may be present at the opening; however, there will be no public reading of Proposals. Proposals received later than the time and date specified will not be considered. The proposal must be submitted in a sealed envelope or package and the outside shall be clearly marked with the firm's name and address and the following:

**SEALED REQUEST FOR PROPOSAL
PROFESSIONAL SERVICES PROCUREMENT NOTICE
POLICE ORGANIZATIONAL ASSESMENT & STRATEGIC PLAN
RPGL- 2017-11
November 21, 2016
TIME – 11:00 A.M.**

- All respondents are required to submit the information detailed below. **Responses shall be organized and presented in the order listed below to assist the Town in**

reviewing and rating proposals. Responses should be presented in appropriate detail to thoroughly respond to the requirements and expected services described herein.

1. Table of Contents to include clear identification of the material provided by section and number.
2. A letter of transmittal indicating the firm's interest in providing the service and any other information that would assist the Town in making a selection. This letter must be signed by a person legally authorized to bind the firm to a contract.
3. Name, email address and telephone number of person(s) to be contacted for further information or clarification.
4. Name and qualifications of assigned project manager and a list of staff members who would be involved with the project, including their assigned roles and a description of their background and experience. Provide resumes for all proposed staff to be assigned to the project.
5. A background statement including a description of relevant experience of the firm/individual submitting the proposal.
6. Respondent shall provide a list of 3-5 references and examples of previous similar projects successfully completed within the last five years with the contact name, address and telephone number of the owners' representative in each project.
7. Overall project approach and schedule to meet the Town's requirements.
8. Proposed not to exceed fee and any related costs over and above the contract fee to perform the work.
9. A concluding statement as to why the respondent is best qualified to meet the needs of the Town.
10. Proposal Response Form (**ATTACHMENT B**).
11. Description of any exceptions taken to this RFP. If any proposal involves any exception from the stated requirements and specifications, they must be clearly noted as exceptions and attached to the proposal.
12. Respondent is required to review the Town of Glastonbury Code of Ethics adopted July 8, 2003 and effective August 1, 2003 and revised October 29, 2013 and effective November 28, 2013. Respondent shall acknowledge that they have reviewed the document in the area provided on the attached Ethics Acknowledgement form included on **ATTACHMENT B**. The selected respondent will also be required to complete and sign a Consultant Acknowledgement Form prior to award. The Code of Ethics and the Consultant Acknowledgment Form can be accessed at the Town of Glastonbury website at www.glastonbury-ct.gov. Upon entering the website click on the **Bids & Proposals Icon** which will bring you to the links for the **Code of Ethics** and the **Acknowledgement Form**. If the respondent does not have access to the internet, a copy of these documents can be obtained through the Purchasing Department at the address listed within this bid/proposal.

13. Statement of Non-Collusion (**ATTACHMENT B**).
14. The Town of Glastonbury is dedicated to waste reduction and the practice of using and promoting the use of recycled and environmentally preferable products. Respondents are encouraged to submit RFP responses that are printed double-sided (except for the signed proposal page) on recycled paper, and to use paper dividers to organize the RFP for review. All proposal pages should be secured with a binder clip, staple or elastic band, and shall not be submitted in plastic binders or covers, nor shall the proposal contain any plastic inserts or pages. We appreciate your efforts towards a greener environment.
15. Any questions regarding this RFP shall be made in writing and directed to Mary F. Visone, Purchasing Agent, at purchasing@glastonbury-ct.gov. All questions, answers, and/or addenda, as applicable, will be posted on the Town's website at www.glastonbury-ct.gov (Upon entering the website click on Bids & Proposals Icon, click on the Bid Title to view all proposal details and document links). **It is the respondent's responsibility to check the website for addenda prior to submission of any proposal.** Note: Responses to requests for more specific contract information than is contained in the RFP shall be limited to information that is available to all respondents and that is necessary to complete this process. The request must be received at least five (5) business days prior to the advertised response deadline.

Failure to include any of the above-referenced items in the submitted proposal may be grounds for disqualifying said proposal.

EVALUATION CRITERIA

- The Town of Glastonbury shall select the responsible and responsive proposal which is determined by the Town to be the best suited, most advantageous, and provides the best value to the Town on the basis of the criteria included in this Request for Proposal. The Town expressly reserves the right to negotiate with the selected firm prior to an award of any contract pursuant to this RFP. Best value shall be determined by consideration of the following factors.
 - Demonstrated understanding of the Scope of Services.
 - Overall quality, thoroughness, and responsiveness to the Town's requirements as summarized herein.
 - The qualifications and experience of the firm, the designated account representative, and other key personnel to be assigned to the project.
 - Successful performance of similar work with other Police Departments; Including such factors as control of costs, quality of work, ability to adhere to schedules, cooperation, responsiveness and ability to communicate with a range of participants.
 - Proposed approach to accomplish the work required.
 - Schedule.

- Fee Proposal
- The number, scope, and significance of conditions or exceptions attached or contained in the proposal.

SELECTION PROCESS

- This request for proposal does not commit the Town of Glastonbury to award a contract or to pay any costs incurred in the preparation of a proposal to this request. All proposals submitted in response to this request become the property of the Town of Glastonbury. The Town of Glastonbury reserves the right to accept or reject any or all proposals received as a result of this request, to negotiate with the selected respondents, the right to extend the contract for an additional period or to cancel in part or in its entirety the request for proposals, if it is in the best interests of the Town to do so.
- A Selection Committee, appointed by the Town Manager, will evaluate all proposals received for completeness and the respondent’s ability to meet all requirements as outlined in this proposal. The Committee will then short list the specific firms whose proposals best meet all criteria required and may conduct interviews with these firms. Upon completion of interviews, the Selection Committee will forward to the Town Manager a list of firms recommended for further consideration.
- Following the Selection Committee process, the Town Manager will review the Scope of Services, fee proposals, and other factors with the top-rated firm(s) and negotiate a specific agreement based on these discussions.
- Additional technical information may be requested from any respondent for clarification purposes, but in no way changes the original proposal submitted.

TIMELINE

The Town intends to adhere to the schedule listed below as closely as possible, but reserves the right to modify the schedule in the best interest of the Town as required.

Publicize RFP	November 1, 2016
RFP Due Date	November 21, 2016 @ 11:00 A.M.
Shortlist of Proposals Received	November 28, 2016
Interviews with Top Respondents	Week of December 5, 2016
Final Fee Proposal and Scope of Services	TBD
Contract Effective Date	TBD
<i>DRAFT</i> Report	TBD
Final Report to Town Manager	TBD

INSURANCE REQUIREMENTS

INSURANCE

The Respondent shall, at its own expense and cost, obtain and keep in force during the entire duration of the Project or Work the following insurance coverages covering the Respondent and all of its agents, employees and sub-contractors and other providers of services and shall name the **Town of Glastonbury its employees and agents as an Additional Insured** on a primary and non-contributory basis to the Respondent's Commercial General Liability and Automobile Liability policies. **These requirements shall be clearly stated in the remarks section on the Respondent's Certificate of Insurance.** Insurance shall be written with insurance carriers approved in the State of Connecticut and with a minimum Best's Rating of A-VIII with all policies written on an occurrence form basis. In addition, all carriers are subject to approval by the Town. Minimum Limits and requirements are stated below:

1) **Worker's Compensation Insurance:**

- Statutory Coverage
- Employer's Liability
- \$500,000 each accident/\$500,000 disease-policy limit/\$500,000 disease each employee
- A Waiver of Subrogation shall be provided in favor of the Town of Glastonbury and its employees and agents.

2) **Commercial General Liability:**

- Including Premises & Operations, Products and Completed Operations, Personal and Advertising Injury, Contractual Liability and Independent Contractors.
- Limits of Liability for Bodily Injury and Building Damage
Each Occurrence \$1,000,000
Aggregate \$2,000,000 (The Aggregate Limit shall apply separately to each job.)
- A Waiver of Subrogation shall be provided in favor of the Town of Glastonbury and its employees and agents.

3) **Automobile Insurance:**

- Including all owned, hired, borrowed and non-owned vehicles
- Evidence of Combined Single Limit of Liability for Bodily Injury and Building Damage:
Per Accident \$1,000,000
- A Waiver of Subrogation shall be provided in favor of the Town of Glastonbury and its employees and agents.

4) **Errors and Omissions Liability or Professional Services Liability Policy**

- Provide Errors and Omissions Liability or Professional Services Liability Policy for a minimum Limit of Liability \$1,000,000 each occurrence or per claim. The awarded respondent(s) will be responsible to provide written notice to the Owner 30 days prior to cancellation of any insurance policy.
- The respondent agrees to maintain continuous professional liability coverage for the entire duration of this Project, and shall provide for an Extended Reporting Period in which to report claims for seven (7) years following the conclusion of the Project.

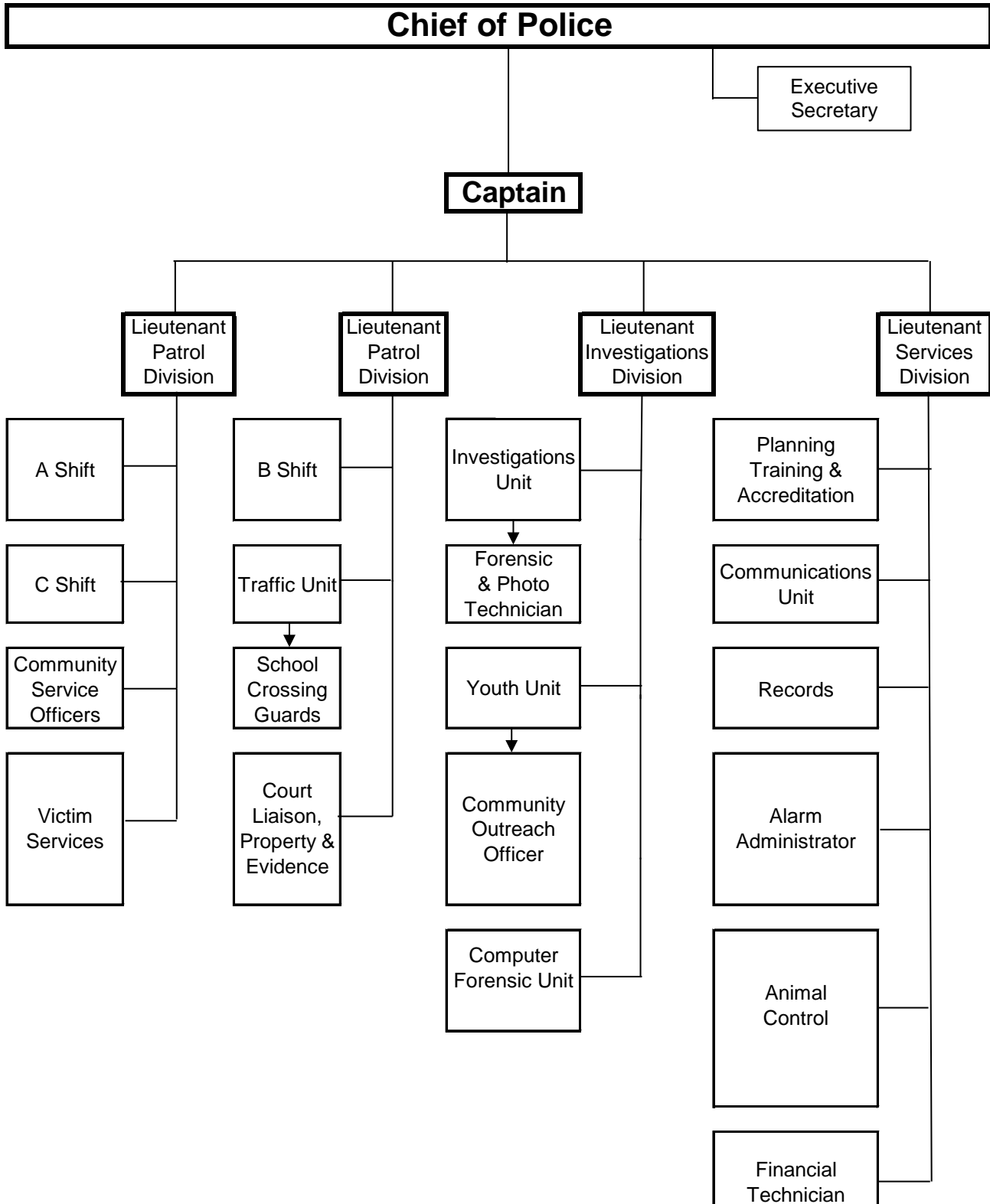
The respondent shall provide a Certificate of Insurance as "evidence" of General Liability, Auto Liability including all owned, hired, borrowed and non-owned vehicles, statutory Worker's Compensation and Employer's Liability and Professional Services Liability coverage.

The respondent shall direct its Insurer to provide a Certificate of Insurance to the Town before any work is performed. The awarded Respondent(s) will be responsible to provide written notice to the Owner 60 days prior to cancellation or non-renewal of any insurance policy. The Certificate shall evidence all required coverages including the Additional Insured on the General Liability and Auto Liability policies and Waiver of Subrogation on the General Liability policy. The respondent shall provide the Town copies of any such insurance policies upon request.

INDEMNIFICATION

To the fullest extent permitted by law, the Respondent shall indemnify and hold harmless the Town of Glastonbury and its employees and agents consultants, agents, and employees from and against all claims, damages, losses and expenses, direct, indirect or consequential (including but not limited to fees and charges of engineers, attorneys and other professionals and court and arbitration costs) to the extent arising out of or resulting from the performance of the Respondent's work, provided that such claim, damage, loss or expense is caused in whole or in part by any negligent act or omission by the Respondent, or breach of its obligations herein or by any person or organization directly or indirectly employed or engaged by the Respondent to perform or furnish either of the services, or anyone for whose acts the Respondent may be liable.

Glastonbury Police Department
Organizational Chart 01/12



**ATTACHMENT B
PROPOSAL RESPONSE PAGE**

BID / PROPOSAL NO: RPGL-2017-11 **DATE DUE:** November 21, 2016
DATE ADVERTISED: November 1, 2016 **TIME DUE:** 11:00 AM
NAME OF PROJECT: Police Organizational Assessment, Visioning & Strategic Plan

The Respondent acknowledges receipt of the following Addenda:

Addendum #1 _____ (Initial/Date) **Addendum #2** _____ (Initial/Date) **Addendum #3** _____ (Initial/Date)

It is the responsibility of the respondent to check the Town’s website for any Addenda before submitting the proposal.

NON-COLLUSION STATEMENT:

By submission of this proposal, the Respondent certifies that it is being submitted without any collusion, communication, or agreement as to any matter relating to it with any other respondent or competitor. We understand that this proposal must be signed by an authorized agent of our company to constitute a valid proposal

CODE OF ETHICS:

I / We have reviewed a copy of the Town of Glastonbury’s Code of Ethics and agree to submit a Consultant Acknowledgement Form if I /We are selected. Yes _____ No _____ *

***Respondent is advised that effective August 1, 2003, the Town of Glastonbury cannot consider any proposal where the respondent has not agreed to the above statement.**

_____	_____
Type or Print Name of Individual	Doing Business as (Trade Name)
_____	_____
Signature of Individual	Street Address
_____	_____
Title	City, State, Zip Code
_____	_____
Date	Telephone Number / Fax Number
_____	_____
E-Mail Address	SS # or TIN#

(Seal – If proposal is by a Corporation)
Attest