



Contract 2889P

Review of Alternative Models for the Delivery of Police Services

1. Introduction

The City of Richmond proposes to engage the services of a consultant to conduct a review of alternative models for the delivery of police services. The review will include a thorough analysis of the benefits and drawbacks of the various options, including:

1. a contract with the RCMP for policing
2. an independent municipal police force
3. contracting with another municipal police force
4. a regional police force or
5. a hybrid of any of the above

The objective of this request for proposal is to provide the City with qualified proponents capable of carrying out the work herein defined. The subsequent proponent submissions will form the basis for evaluation, interview and selection.

2. Submission Details

Four (4) copies of proposals marked Contract 2889P addressed to the Purchasing Section, will be received at the Information Counter, Main Floor, Richmond City Hall, 6911 No. 3 Road, Richmond BC V6Y 2C1, until 3:00 pm., local time, Thursday, August 10, 2006. Submissions received after this time will be returned to the sender.

The City reserves the right to cancel this Request for Proposal for any reason without any liability to any proponent or to waive irregularities at their own discretion.

Proposals may be withdrawn by written notice only provided such notice is received at the office of the City's Purchasing Section prior to the date/time set as the closing time for receiving proposals.

Proposals shall be open for acceptance for 90 days following the submission closing date.

All proposals will remain confidential, subject to the Freedom of Information and Privacy Act.

Any interpretation of, additions to, deletions from, or any other corrections to the Proposal document, will be issued as written addenda by the City of Richmond. It is the sole responsibility of the potential Bidders to check with the City of Richmond's Website, and / or BC Bid to ensure that all available information has been received prior to submitting a bid.

3. Enquiries

3.1 Clarification of terms and conditions of the proposal process shall be directed to:

Purchasing

Sheryl Hrynyk
Buyer II
Purchasing Department
City of Richmond

Telephone: 604-276-4135
E-mail: purchasing@richmond.ca

3.2 Technical clarification shall be directed to:

Technical

Shawn Issel
Manager, Community Safety Policy and Programs
Law & Community Safety Department
City of Richmond

Telephone: 604-276-4184
E-mail: sissel@richmond.ca

The City, its agents and employees shall not be responsible for any information given by way of verbal communication.

Any questions that are received by City of Richmond Staff that affect the Proposal Process will be issued as addenda by the City of Richmond.

4. Project Background

The rationale for a review of options for policing is predicated on several significant issues related to policing.

- Compared to other cities across Canada, Richmond is relatively small, yet it is home to the third largest RCMP detachment in Canada. Burnaby and Surrey have the second and first largest detachments in Canada. Given that the RCMP does not have detachments in many larger urban centres, the questions must be asked - Is there a point when a city "outgrows" having an RCMP detachment? Do City priorities begin to conflict with RCMP HQ priorities? Why do other urban centres have a municipal police force?

- Richmond is also bounded by municipal police forces to the north, south and east. Are there opportunities for synergy between these existing forces? For example, the police forces in Delta, New Westminster and Port Moody have a common ERT (Emergency Response Team).
- The contract for the delivery of policing for BC municipalities that have RCMP detachments, is scheduled for renewal in 2012. Preliminary discussions between the Province and the Federal Government for the renewal of the contract began this year without municipal involvement. The Province negotiates on behalf of municipalities with RCMP detachments. Although large Municipalities bear 90% of the costs of the policing and are directly accountable to their taxpayers, municipalities have very little input into the proceedings and do not have a place at the negotiating table. City Council has requested an involvement in these negotiations and to be prepared for these discussions it is critical that the City is fully versed on policing governance models and their accompanying costs and service delivery effectiveness.
- The Public Safety Building, which houses the RCMP, was planned to be replaced with a Community Safety Headquarters - co-locating police, fire and the City's emergency operations centre in one facility. Given the space requirements and the standards to be upheld with respect to post-disaster requirements, this is a significant investment for the City to undertake.
- The relationship between the City and the local detachment remains strong. However, concerns have been raised by Council about the consultation between the City and the Lower Mainland District RCMP, regarding the justification for regional integration initiatives and their accompanying costs.
- The policing budget now accounts for over 20% of the total City budget, with cost increases primarily in overhead, salaries, equipment, and training. The City has little input or control over the amount and the timing presents difficulties with respect to the City's budget cycle.

Therefore, considering the significance of the issues related to the current form of service delivery, Council has decided it is prudent to consider all the options available to them.

5. Project Scope

Consultant Duties

The Project Manager will be responsible for the overall management of the review reporting directly to the General Manager, Law and Community Safety. This review will be conducted in three phases.

Phase 1

Phase 1 consists of assembling the appropriate resources to undertake the review. This includes appointing a Project Manager, retaining consultants, assembling an internal staff team and recruiting members for a Police Review Steering Committee.

Phase 2

Research and Data Gathering

Under the direction of the Project Manager (Manager, Community Safety Policy and Programs) the consultants will:

1. Hold a workshop with Council to provide Council with a better understanding of policing models, and to identify priorities and areas of concern.
2. Conduct Best Practices research to determine appropriate municipal police forces to use as comparators possibly using a municipal Canadian Police Force that has been accredited through CALEA (Commission on Accreditation for Law Enforcement Agencies) and having similar demographic factors.
3. Develop an in-depth understanding of the current policing model at the detachment level, as well as areas related to the detachment at the LMD and “E” Division levels, by conducting interviews with appropriate members of the LMD and “E” Division, detachment and municipal staff, reviewing policy and procedures, long term planning documents, budgets, etc.
4. To review the areas of comparison in the Richmond detachment and the municipal police forces selected as comparators
 - a. examples of areas for comparison in governance are priority setting, policy development, selection of Police Chief, guidelines for dealing with complaints, police board requirements and costs
 - b. examples of areas for comparison in service delivery and cost are
 - i. organization, management and administration
 - ii. role, responsibilities and relationship with other agencies
 - iii. personnel processes, including labour relations, training and recruitment
 - iv. personnel structure, including detachment member turnover, impact of police union
 - v. planning processes/documentation, performance indicators including community satisfaction
 - vi. operations and operational support, including traffic, prison and court related activities, auxiliary, information technology and technical services
 - vii. insurance and liability

- viii. administration and support services, including finance and record management
 - ix. facilities, equipment, uniforms and vehicles
 - x. cost recovery and revenue generation
 - xi. interaction between police force and other municipal departments, particularly Fire Rescue, Bylaws and Emergency Programs
 - xii. opportunities for shared services
 - xiii. scope and breadth of expertise available in highly technical, operational areas
5. Investigate other municipalities that have undertaken significant change in the delivery of policing services, e.g. Halifax, Abbotsford, Esquimalt, various municipalities in Ontario. The purpose is to gain a thorough understanding of elements of a transition including costs, human relations issues, community perception, etc.
6. Conduct an Environmental Scan to ascertain the impact of external factors, and future trends, for example:
- a. renewal of the Municipal Policing Agreement
 - b. the effects of police regionalization– both RCMP and Municipal
 - c. impact of Ecomm, technological changes – e.g. PRIME
 - d. University Endowment Lands integration proposal
 - e. other Lower Mainland municipalities with RCMP detachments to determine if any others may be contemplating a change in their police service delivery

This will include interviews with experts in the field of policing, and stakeholders, such as members of Council, LMD, E Div and HQ senior officers, Provincial Police Services, Ecomm, and YVR, Delta and Vancouver Police Chiefs.

7. Consult with the public and specific community groups and agencies such as Richmond Health Services, Richmond School District, Richmond Safe Communities Alliance through focus group sessions or surveys regarding satisfaction with detachment in specific areas such as level of consultation, customer service, follow through on commitments.
8. Consult with Provincial Police Services regarding their experience with changes in police delivery and to understand the process of transitioning from one service to another.
9. Conduct literature research to supplement and substantiate findings.

Phase 3

Analysis and Recommendations

Upon conclusion of Phase 2 the consultants will provide a preliminary report to the internal staff team to be reviewed for accuracy and consistency. Upon sign-off by the Internal Staff Team the Consultants will present the preliminary report in a workshop setting to the General Manager Law & Community Safety, and the Police Review Steering Committee. The purpose of this workshop will be to review their findings and gather further input to formulate recommendations.

These recommendations will form the basis of the draft report. The draft report will be presented to Council in a workshop format. The purpose of the workshop will be to educate Council about the various options available for the delivery of policing services, including details regarding governance structures, costs and service delivery for each option; and to receive Council input to be utilized for the completion of the final report.

The final report will be presented to the Community Safety Committee upon completion.

City Provided Items

An internal staff team, including representatives from the RCMP, to provide advice and input and be available as resources to the consultants for information regarding various aspects of the Richmond detachment or RCMP in general, such as budgets, policies, costing, governances, programs, etc. The internal staff team will meet one to two hours biweekly.

The expertise of Corporate Communications as both a member of the internal team and to assist with communications issues on an as needed basis.

Meeting room space

6. Budget

A budget of \$150,000 Canadian, including all applicable taxes, has been assigned to this project, including a final report and all associated costs.

7. Project Schedule

The project is to be completed by April 1, 2007, with work commencing as soon as possible in September, 2006. A project schedule is to be submitted with the proposal.

8. Proposal Submissions

All proponents are required to provide the following information with their submissions, and in the order that follows:

- A Corporate profile of their firm outlining its history, philosophy and target market.
- A detailed listing of experience related to policing, with specific expertise in police governance, service delivery comparisons and costing models.
- A description of the consultant's understanding of the project objectives/outcomes and vision, and how these will be achieved.
- A detailed project methodology explaining each project task including what will be expected of both the consultant and the City with respect to each task.
- Team Composition – a complete listing of all key personnel who will be assigned to this project. This will include their relevant experience, qualifications for this project, roles and responsibilities, leadership, etc., in addition to their availability for this project.
- A detailed proposal of what will be delivered, including the expected outcome and benefits to the City of Richmond.
- A complete definition of the process that will be employed to meet the objectives of this project, eg., approach to be taken, feasibility and market study, etc.
- A detailed schedule of all activities, including milestones, project meetings, interim reports and progress reports required for this project.
- Provision of a priced methodology complete with a time allotment for each identified task you propose to employ to carry out the work, this shall form the basis for payments to the successful proponent. Supplement this with a schedule of fees for staff to be assigned to the project. These rates shall be the basis for adjustments to the value of the contract in the event the scope of work varies from that proposed.
- A minimum of three (3) client references from projects of a similar size and scope.

9. Working Agreement

The successful proponent will enter into a contract for services with the City based upon the information contained in this request for proposal and the successful proponents submission and any modifications thereto.

Proponents may include their standard terms of engagement.

10. Evaluation Criteria

Proposals shall be evaluated to determine the best value offered to the City against conformance, but not limited, to the following criteria:

- Understanding of project objectives/outcomes and vision
- Project Methodology
- Team Composition – Experience and Qualifications of those staff to be assigned to the project.
- Project Deliverables
- Value for Money
- References
- Interview (if required)



Note: Receipt of this completed form will assist us in calling for future bids. Please complete and submit this form prior to the closing date and time as shown on the Request for Quotation/Proposal/Tender form.
Please remember to include Quotation/Proposal/Tender No. at right.

Quotation/Proposal/Tender No.
2889 P

A Quotation/Proposal/Tender is not being submitted for the following reason(s):

- | | |
|--|--|
| <input type="checkbox"/> We do not manufacture/supply the required goods/services | <input type="checkbox"/> Cannot obtain raw materials/goods in time to meet delivery requirements |
| <input type="checkbox"/> We do not manufacture/supply to stated specifications | <input type="checkbox"/> Cannot meet delivery requirements |
| <input type="checkbox"/> Specifications are not sufficiently defined | <input type="checkbox"/> Cannot quote/tender a firm price at this time |
| <input type="checkbox"/> Insufficient information to prepare quote/proposal/tender | <input type="checkbox"/> Insufficient time to prepare quote/tender. |
| <input type="checkbox"/> Quantity too small | <input type="checkbox"/> We are unable to competitively quote/tender at this time. |
| <input type="checkbox"/> Quantity too large | <input type="checkbox"/> We do not have facilities to handle this requirement |
| <input type="checkbox"/> Quantity beyond our production capacity | <input type="checkbox"/> Licensing restrictions (please explain) |
| <input type="checkbox"/> Cannot meet packaging requirements | <input type="checkbox"/> Agreements with distributors/dealers do not permit us to sell directly. |
| <input type="checkbox"/> Cannot handle due to present plant loading | <input type="checkbox"/> Other reasons or additional comments (please explain below) |

I / We wish to quote / tender on similar goods / services in future <input type="checkbox"/> Yes <input type="checkbox"/> No	Authorized Company Official – Signature and Title	Date
This space for City of Richmond Comments		Firm Name
		Address
		City
		Province Postal Code
		Telephone Number