



Request for Proposal – Issued 6/16/2020
ORGANIZATIONAL STUDY
Village of Shorewood

Proposal Requested

The Village of Shorewood is requesting proposals from qualified parties for an organizational study to be completed for the Police Department.

Project Background and Description

The Village Board identified a need to complete an organizational study of the Police Department. The Village is seeking a neutral and experienced perspective from a third-party consultant to evaluate and compare Shorewood police services with those of other communities. The analysis will identify recommendations based upon the traditional core services, estimated costs, current and future trends, compensation and benefits for employees, and assess service demands of the Shorewood community. The final deliverable will include a full report to be completed in the fall of 2020. Recommendations would offer Village officials to consider short and long-term approaches to prioritize services in these areas to assure services are effectively and sustainably delivered based on best management practices and community service level demands.

The Police Department currently has 29.50 FTEs. A Police Chief and Deputy Police Chief (currently vacant) oversee the department. There are two Police Lieutenants and four Police Sergeants who make up patrol supervisors. An Administrative Services Manager supervises one Public Safety Clerk and two Community Service Officers. The Community Service Officers primary duties consists of parking enforcement duties followed by other administrative tasks. There are 15 total Police Officers and 2 Detectives who are a part of a union.

The Police Department uses both “problem-oriented policing” and “community-oriented policing” philosophies to identify problems, deter crime, solve crimes, and reduce the fear of crime. Officers receive at least 24 hours of training each year to prepare them to give the best service to the community as possible. The Department provides the following services:

- 24-hour / 7-day patrol services
- Detection, apprehension, and prosecution of violators and offenders of local, state and federal laws
- Conduct complex criminal investigation
- Directed patrol on pedestrian and speed issues
- Accident investigation
- Make recommendations to the Village Board on matters concerning public safety issues
- Crime prevention
- Continue to work with other departments to make Shorewood a safer community
- Handle the safety for all Special Events
- Provide alerts for major crimes or other issues

The Police Department is located at 4057 N. Wilson Dr. The department used to be stationed at 3936 N. Murray Ave., sharing a building with the North Shore Fire Department. The department moved to Wilson Dr. on September 7, 2017, upgrading their space from 5,000 square feet to approximately 28,000 square feet. The Village has been in the process of renovating the building in phases. The Village recently renovated the parking garage for the department and beforehand renovated a significant amount of the office space to accommodate

for the department's day-to-day operations. These renovations were a huge improvement to help the department be more effective and efficient in their operations.

Estimated Timeline

Action items in the estimated timeline are at the discretion of the project manager and are meant to provide a clear understanding of the proposal steps; the schedule is subject to change.

Action Item	Date
RFP Issued	June 16, 2020
Deadline to Schedule Pre-Meeting (if needed)	June 23, 2020
Deadline to Conduct Pre-Meeting (if needed)	June 30, 2020
Proposals Due	July 7, 2020
Interviews and Review of Proposals (if needed)	July 17, 2020
Make Recommendation on Contractor	July 22, 2020
Finalize Service Agreement with Contractor	July 29, 2020
Village Board Considers Service Agreement	August 3, 2020

Project Scope

1. Perform Organization and Industry Research on the Police Department

- A.) Review job descriptions of current positions.
- B.) Meet with staff and officials to better understand roles and services.
- C.) Research other comparable and neighboring municipalities to learn about services, staffing levels, work environment, policies, community engagement programs, data sharing, and compensation. Provide recommendations on ways to address pay compression issue for supervisory staff.
- D.) Review current activities that support equity, diversity, and inclusion and assess what ways the department can expand on these activities, including initiatives proposed by Village officials.
- E.) Provide review and recommendations on procedures for handling community member complaints and concerns directly involving the Police Department.
- F.) Review equipment and vehicle fleet to perform current services.
- G.) Review current trainings offered to Police Department personnel and provide recommendations on additional trainings, especially professional development involving cultural competency and equity, diversity, and inclusion.
- H.) Identify staffing impacts based on potential policy changes related to parking currently being discussed.
- I.) Assess financial impact for any recommendations or considerations for altering services.
- J.) Research industry standards, best practices, and trends in policing services.
- K.) Obtain and review any service delivery feedback related to police services (i.e. emails, phone calls, social media, surveys, etc.).
- L.) Based on research and analysis, provide recommendations for the Village to consider (both short-term and long-term recommendations).
- M.) Other tasks as determined by consultant.

2. Complete Comprehensive Report Summarizing Research and Information

- A.) Provide all information gathered in all tasks listed in #1 A-M in a comprehensive report.
- B.) Present findings to the Village Board during a public meeting. Report will be made accessible to the public.
- C.) Share a draft of the study and findings to Village staff prior to public presentation.

Proposal Content

The proposal should not exceed ten (10) single-sided pages and should address the following:

A.) Transmittal Information.

1. Contractor's name, address, telephone number and contact person.
2. Contractor's understanding of the program and commitment to provide the appropriate personnel and equipment to perform the scope of services as defined in this document.

B.) Approach.

1. Provide a description of the anticipated services.
2. Outline proposed staffing levels and activities.
3. Specify methods to obtain information and research – especially with comparable and neighboring communities as well as service delivery feedback from community members.
4. Identify approach for communication with staff and officials.
5. Provide estimated hours for all tasks.

C.) Contractor Experience.

1. Professional registrations or certifications of managers and drivers.
2. Description of related past experience, particularly experience of a similar capacity on projects of comparable size and/or scope.

D.) Cost.

1. Itemize costs based on each task and include a final cost for services.
2. Please include a table such as the one illustrated in Attachment A.

E.) Contract

1. Please attach a copy of your standard contract (if available) for these types of services in the proposal.

F.) Insurance

1. The proposal must include either a description of the firm's insurance or a certificate of insurance outlining the firm's insurance policies which evidence compliance with the requirements noted in the *Terms and Conditions* section of this RFP.

G.) Examples of Work

1. Please provide up to three different examples of programs or services you've performed for other municipalities. The work should demonstrate a high quality service.

H.) References

1. Please provide references of current or previous clients you have worked with in the past.
2. It is highly recommended that at least one municipal reference be highlighted.

Terms and Conditions

Village Costs

The Village will pay the Service Provider for the services provided as described. Such payment shall be full compensation for all services rendered and for all supervision, labor, liability insurance, and other incidental costs.

Payment Terms

The Village will be responsible for following the payment schedule outlined by the selected Service Provider. Village will make payment as long as it received invoice at least thirty days prior to outlined payment schedule and Service Provider successfully completed services as outlined.

Insurance

The successful firm shall agree that it will, at all times during the term of the agreement, keep in force and effect insurance policies required by the contract, issued by a company or companies authorized to do business in the State of Wisconsin and satisfactory to the Village. Such insurance shall be primary. Prior to execution of the written contract, the successful firm shall furnish the Village with a Certificate of Insurance listing the Village as an additional insured and upon request, certified copies of the required insurance policies. The Certificate shall reference the contract and provide for thirty (30) days advance notice of cancellation or nonrenewal during the term of the agreement. Failure to submit an insurance certificate, as required, can make the contract voidable at the Village's discretion. Additionally, the Firm shall not allow any subcontractor to commence work until the aforementioned documents, where applicable, have been obtained from the subcontractor and approved by Village of Shorewood.

Nondiscrimination

In connection with the performance of work under this agreement, the Firm agrees not to discriminate against any employee or applicant for employment because of age, race, religion, color, marital status, sexual orientation, sex, disability, national origin or ancestry. This provision must be included in all subcontracts.

Assignment or Subcontract

The contract may not be assigned or subcontracted by the firm without the written consent of the Village. If all or a portion on the contract work is proposed to assigned or subcontracted, the name of the individual(s) to complete the work, address and firm proposed shall be submitted within the scope of the proposal.

Independent Contractor Status

The firm agrees that it is an independent Contractor with respect to the services provided pursuant to this agreement. Nothing in this agreement shall be considered to create the relationship of employer and employee between the parties.

Amendments to Contract

This contract may be modified only by written amendment to the contract, signed by both parties.

Waiver

One or more waivers by any party of any term of the contract will not be construed as a waiver of a subsequent breach of the same or any other term. The consent or approval given by any party with respect to any act by the other party requiring such consent or approval shall not be deemed to waive the need for further consent or approval of any subsequent similar act by such party.

Indemnification and Defense of Suits

The firm agrees to indemnify, hold harmless, and defend the Village, its officers, agents and employees from any and all liability including claims, demands, damages, actions or causes of action, together with any and all losses, costs, or expense, including attorney fees, where such liability is founded upon or grows out of the acts, errors, or omissions of the firm, its employees, agents or subcontractors.

Contract Period and Termination of Contract

The contract period will for the duration of the requested services. The Village reserves the right to cancel this Agreement within (30) days written notice. If the Service Provider elects to cancel the Agreement, it must provide (30) days written notice and it must be mutual between the Village and the Service Provider. If the Service Provider cancels this Agreement after advance payment for services has been rendered per the terms, the Service Provider will only be compensated on a pro-rata basis for actual work performed, and any remaining advance payment will be returned to the Village.

Professional Services Contract

Should your proposal be accepted and a contract is issued, this Request for Proposal and all documents attached hereto including any amendments, the firm's technical and price proposals, and any other written offers/clarifications made by the firm and accepted by the Village, will be incorporated into a contract between the Village and the firm, it shall contain all the terms and conditions agreed on by the parties hereto, and no other agreement regarding the subject matter of this proposal shall be determined to exist or bind any of the parties hereto.

The submission of a proposal shall be considered as a representation that the firm has carefully investigated all conditions, has full knowledge of the scope, nature and quality of work required, and is familiar with all applicable State, Federal and Local regulations that affect, or may at some future date affect the performance of this contract.

Acceptance of this proposal will take place only upon award by the Village Board, execution of the contract by the proper Village officials, and delivery of the fully-executed contract to the firm. Acceptance may be revoked at any time prior to delivery of the fully-executed contract to the successful firm. The contract may be amended only by written agreement between the firm and the Village of Shorewood.

Selection Criteria

Village staff will consider the following in evaluation of the proposals:

1. Past record of performance of the consultant and team on similar projects based on references, work examples, and responses during the interview.
2. Quality and content of the written proposal.
3. Experience and technical competence of the consultant assigned to the program.
4. General understanding of agreement with the consultant's approach to the project, including the Village's confidence in the consultant's ability to satisfactorily perform the work.
5. Ability to perform the analysis within the necessary parameters.
6. Minority, women, and other underrepresented groups.
7. Cost to execute services.

Instructions to Firms

Submittal Instructions

1. Please provide (1) digital copy of the proposal via email only to:
Project Manager: Tyler Burkart, Assistant Village Manager, Village of Shorewood
Email: tburkart@villageofshorewood.org
Identify proposal name into subject line of the email: Organization Study
Deadline: 4:00 p.m. CST, Tuesday, July 7, 2020
2. Proposals will be accepted on or before the deadline identified above. Proposals received after that date and time will be rejected. Proposals will not be opened publicly.
3. Questions regarding this RFP should only be directed to staff member identified above. Contact with elected officials, committee members and other staff members is grounds for disqualification.

This RFP does not commit the Village to award a contract, to pay any costs incurred in the preparation of a response to this request or to procure or contract for services or supplies. The Village reserves the right to accept or reject any or all proposals received as a result of this request, to waive minor irregularities in the procedure, to negotiate with any qualified source, or to cancel in part or in its entirety, this RFP, if it is in the best interest of the Village of Shorewood to do so.

Amendments

Amendment of proposals may be done as follows:

By Village: Proposals may be amended by the Village in response to need for further clarification, specifications and/or requirements changes, new opening date, etc. Copies of the amendment will be mailed to prospective vendors.

By Firm: Proposals may only be amended after receipt by the Village by submitting a later dated proposal that specifically states that it is amending an earlier proposal. No proposal may be amended after the opening date unless requested by the Village.

Proposals may be withdrawn only in total, and only by a written request to the Village prior to the time and date scheduled for opening of proposals.

Contract Administration

The staff member is the primary contact for contract administration of this proposal:

Tyler Burkart, Assistant Village Manager
tburkart@villageofshorewood.org
414-847-2705

In the absence of the primary contract, the secondary contract for contraction administration is:

Rebecca Ewald, Village Manager
rewald@villageofshorewood.org
414-847-2701



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ORGANIZATION STUDY SERVICES
Village of Shorewood
Attachment A – Cost Sheet

Please provide the following details to inform the Village of estimated costs. Feel free to create your own cost sheet for ease of completion as long as it follows the format included below.

POLICE	Staff	# of Hours	\$ / Hour	Cost
Review job descriptions				
Meet with staff and officials				
Research comparable communities				
Equity, diversity, and inclusion activities				
Review procedure for community complaints				
Review equipment and vehicles				
Review current trainings offered				
Staffing impacts to parking policy changes				
Assess financial impact				
Research industry standards				
Obtain and review research/data				
Provide recommendations				
Total				
<hr/>				
Comprehensive Report	Staff	# of Hours	\$ / Hour	Cost
Prove all information in report				
Present findings to the Village Board				
Share findings with staff in draft report				
Total				

Final Total for Required Services: _____