



Orleans County, New York

COUNTY OF ORLEANS, NEW YORK

REQUEST FOR PROPOSAL FOR

**PROFESSIONAL CONSULTING SERVICES RELATED TO
A Study of countywide law enforcement service delivery models and efficiencies
for the County of Orleans, Villages of Albion, Holley, Lyndonville and Medina,
New York**

SUBMITTAL DATE:

Friday, May 18, 2016, 10:00 A.M.

County of Orleans

Clerk of the Legislature

3 South Main, Suite 2

Albion, NY 14411

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**ORLEANS COUNTY, NEW YORK
REQUEST FOR PROPOSAL**

FOR

A Study of countywide law enforcement service delivery models and efficiencies for the County of Orleans and Villages of Albion, Holley, Lyndonville and Medina, New York

SECTION I

INTRODUCTION

Orleans County has been awarded a Local Government Efficiency Grant from the New York State Department of State for the purpose of investigating issues related to an evaluation of law enforcement efficiency and service delivery models to optimize service delivery and use of tax revenues. Evaluation of structural changes and issues including alignment of current compensation and benefits agreements, determining the costs of a combined police force, analyzing cost savings of each option/model presented, identifying all potential obstacles to consolidation and provide guidance to overcome those obstacles, facilitating the development of a consolidation agreement if needed and facilitating the consolidation meetings with the sub-committee (not to exceed twelve (12) meetings). The objective of the project is to provide a restructured model resulting in cost-effective consolidated police services across Orleans County including the jurisdictions of all four village stakeholders. The County of Orleans is the lead agency for the administration of this grant.

SECTION II

BACKGROUND

The Orleans County Sheriff is elected in accordance with the New York State Constitution. The Orleans County Sheriff's Office provides a variety of public safety services to the residents and visitors of the County. These services include road patrols (whose jurisdiction includes 391 square miles), DWI enforcement, a criminal investigation division and a K-9 deputy. Navigation patrols are also provided. Navigation consists of marine patrols on the Lake Ontario, Lake Allis and at times the Erie Canal. The Orleans County Sheriff's Office operates a jail, which has a maximum capacity of 82 inmates, and a 911 emergency dispatch center for the County. The 911 center dispatches for all fire/police/EMS. The Orleans County Sheriff's Office operates a Civil Division and also is responsible for providing Court Security to the Supreme, County, Family and

Surrogate Courts. The Villages of Albion, Medina and Holley operate village police departments and the Village of Lyndonville employs a part time constable. Albion and Medina operate full service, full time operations; while the Village of Holley operates using part time officers.

SECTION III

SCHEDULE

The stakeholders plan to adhere to the following schedule in implementing this bid process:

RFP released:	April 18, 2016
Proposals due:	May 18, 2016
Proposer selected:	May 25, 2016
Project Initiated:	June 2016
Project Completion:	May 2017

The stakeholders reserve the right to forgo final presentations and select a consultant based solely on RFP responses. The stakeholders also reserve the right to change this schedule in any way.

Section IV

CONTRACT

The acceptance of the contract shall be through an adopted resolution of the Orleans County Legislature. The Chairman of the Legislature and the successful consultant shall execute the contract after the adoption of the resolution with approval of the Orleans County Attorney as to form.

The contract will be in full effect until completion of work to the satisfaction of the Orleans County Project Steering Committee.

SECTION V

INSURANCE

The successful consultant shall provide proof of insurance and worker's compensation insurance naming the County of Orleans as additional insured (where applicable) and holding the villages and county harmless relative to any injury to the consultant's employees, agents, etc. as well as harmless for any liability directly incurred by consultant's agents or employees.

SECTION VI

Statement of Interest & Questions

Send a statement of interest and questions in writing by e-mail to Chuck Nesbitt, Chief Administrative Officer at cnesbitt@orleansny.com by April 27, 2016. All proposers sending questions or an expression of interest will receive responses to all questions by e-mail by April 29, 2016 and any other addenda that may be released. Only addenda released or questions answered through this process will be binding.

Section VII

Proposal Submission

Original and 10 copies of the proposal must be addressed to Chuck Nesbitt, Chief Administrative Officer and be submitted by 10:00 A.M. on Friday May 18, 2016 at:

Orleans County Legislature
Attention:
“Countywide Law Enforcement Study”
3 South Main St.
Albion, NY 14411

- One copy of the text of the proposal must also be submitted on a CD-ROM.
- Any proposal not received at the above address by the prescribed time and date will be returned unopened to the proposer and will be considered non-responsive. Late proposals will not be accepted. Faxed proposals will not be accepted. Proposals must be submitted specifically as outlined and each request for information must be answered thoroughly and accurately.
- Respond by restating each statement or question and by recording your response directly below each statement or question.
- Copies of the RFP can be obtained from Chuck Nesbitt, Chief Administrative Officer, County of Orleans, 3 South Main St., Suite 2, Albion, NY 14411, 585-589-7053, cnesbitt@orleansny.com.

Section VIII

Other Considerations

All responses, inquiries, and correspondence relating to or in reference to this RFP and all materials, charts, schedules, exhibits, and other documentation produced by respondents will become property of the County of Orleans, New York and will be available for public inspection upon execution of contract with the selected proposer. This RFP and the winning respondent's response will be incorporated into the contract by reference.

Issuance of this RFP and receipt of proposals does not commit Orleans County, New York to award a contract, and Orleans County, New York reserves the right to reject any and all proposals. The contract will be awarded to the qualified proposer whose proposal is most advantageous to Orleans County, New York. All proposers are hereby notified that the execution of a contract pursuant to this RFP is dependent on the negotiation of an acceptable contract with the successful bidder. If such a contract cannot be negotiated within a reasonable period, Orleans County, New York will enter into negotiations with the next most highly rated proposer. This RFP and all written material received from the successful proposer will be considered contractual obligations unless they conflict with the signed agreement.

The acceptance of the proposal will be remitted in writing by a duly authorized representative of Orleans County, New York. No other act of Orleans County, New York shall constitute the acceptance of a proposal.

SECTION IX

GENERAL CONDITIONS

1. MINIMUM CONSULTANT QUALIFICATIONS

The successful consultant shall have:

- a) Familiarity with New York State standards, regulations, laws and practices as they relate to law enforcement and municipal government structure, operations and collective bargaining agreements;
- b) Experience in operational and capital planning for consolidation studies;
- c) Demonstrated ability to engage community participation and public involvement;
- d) Experience in developing organizational and staffing plans;
- e) Familiarity with the type of project and with the geographic area;
- f) Experience with facilities and equipment asset management planning.

2. REQUIRED SUBMISSIONS

Proposals must contain, at a minimum, the following information:

- a) Identification of the firms and key members on the consultant team and their relevant experience that will be involved in this project including individual time commitments.
- b) Project Understanding: A demonstration of the understanding of the proposed project and its various tasks;
- c) Specific examples of similar or relevant projects that have been undertaken and successfully completed;
- d) Description of the process that will be used to develop concepts, obtain public input and refine the approach to the project;
- e) Schedule for producing each product described;
- f) Proposed fee with a detailed cost breakdown of all work tasks;

3. SELECTION OF CONSULTANT/ SELECTION CRITERIA

The selection of the consultant will be based on the ability of the consultant to meet the minimum qualifications identified under Section IX (1), the creativity of the proposal, and the detailed work activities specifying the methodologies that will be used for each task. Consideration shall be given to the consultant's ability to complete assignments on time and within the budget. Additional factors considered will include the following:

- a) Responsiveness of the proposal in identifying and addressing the needs of the law enforcement services;
- b) Specific knowledge and expertise in working with New York State Departments and Agencies, local governments and officials and community groups;
- c) Overall qualifications and experience;
- d) Key personnel assigned to the project;
- e) Proposed timeline;
- f) Qualifications of project team both of the consultant and sub-contractors ; and
- g) Ability of the consultant to perform the work.

The selected consultant will work under the direction of the Steering Committee, the members of which are listed under Section X (4). The Steering Committee shall publicly interview all finalists and make recommendations to the Orleans County Legislature. The selection of the consultant shall only be made upon receiving the support of a

majority of the Steering Committee. It is anticipated that a decision on the selection of a consultant would be made no later than June 10, 2016 at which time the terms of a professional services agreement would be finalized with the consultant. Once a consultant is selected and an agreement approved by the Orleans County Legislature and the Chairman of the Legislature, the Steering Committee shall serve as the authorized group to work with the consultant to complete the project work plan.

Since this is a proposal for the receipt of professional services, the proposal that may best serve Orleans County is not solely determined on the proposed fee alone. The stakeholders will also consider all relevant and material factors that pertain to the qualifications of the consultant.

SECTION X

PROJECT DEFINITION AND GOALS

1. GEOGRAPHIC AREA

Orleans County, New York is part of the Rochester Metropolitan Statistical Area and is located along the southern shore of Lake Ontario, west of Rochester and northeast of Buffalo. It comprises 391 sq. miles of land. According to the last (2010) decennial U.S. Census, the total County population was 42,883. Orleans County is comprised of 10 towns and 4 villages. The four villages within the County: Albion (population 6,056), Holley (1,811), Lyndonville (838) and Medina (6,065). The Erie Canal transects the middle of the County in an east-west direction and connects all of the Villages with the exception of Lyndonville. The primary highway arterials providing access through multiple towns in the County are State Routes 18, 31, 31A, 63, 98, 104, and 237. The Oak Orchard River is its largest watershed. Orleans County maintains a full-service County Government with 390FTE and an annual budget of \$64,435,941.

2. PROJECT GOALS AND OBJECTIVES

The goal of the project is to provide a cost-effective, high quality, highly efficient public safety service delivery model in the County of Orleans and the Villages of Albion, Holley, Lyndonville and Medina that maximizes the use of current resources and identifies opportunities for service improvements, savings and efficiencies. The objectives are to analyze in detail the requirements for and set an implementation strategy for a successful streamlining of public safety operations, demonstrate the optimization of public safety and administrative resources, capture of economies of scale, detail potential savings and property tax implications including the impact on the New York State Property Tax Cap, and estimate any impact of available New York State implementation funding.

3. PROJECT COMPONENTS

a) The Overall Project Objectives shall include but may not be limited to the following:

- i. Identify differences in compensation, including starting pay, pay schedules/steps, active employee health care and retirement benefits, all of which differ between the County Sheriff and Village Police Departments;
- ii. Identify differences in work week scheduling based on differences between the respective bargaining units.
- iii. Identify the differences between the respective New York State Retirement programs between the respective bargaining units;
- iv. Determine the number of patrols and response times for a consolidated department;
- v. Determine the appropriate level of support staff and office locations for the consolidated department;
- vi. Determine how to best to equip Orleans County law enforcement, including vehicles, firearms and uniforms for a possible consolidated department;
- vii. Develop a viable, workable model for the merger of the village police departments and the road patrol of the Orleans County Sheriff's Office;
- viii. Facilitate the negotiation of a consolidation agreement between the respective village police departments and the Orleans County Sheriff's Office; and
- ix. Facilitate the village and county approval processes for any recommendation that includes the merger of the village Police Departments and the Orleans County Sheriff's Office.

4. MEETINGS

a) A kickoff meeting will be held with the Project Steering Committee, which consists of the following:

Orleans County Public Safety Committee
Orleans County Sheriff's Office
Village Police Chiefs
Villages of Albion, Medina and Orleans County Bargaining Unit Representatives
Village of Albion Council Representative

Village of Holley Council Representative
 Village of Lyndonville Council Representative
 Village of Medina Council Representative
 Legal and Administrative Personnel from Orleans County
 Private Business Sector Representatives

The consultant will be responsible to provide a facilitator for all meetings (not to exceed twelve (12)), deciding on meeting content, preparing the public meeting agendas, preparing documents for distribution and for the preparation of all meeting minutes. Minutes will be distributed to attendees within one (1) week of the scheduled meeting date. Meetings will be located at the Orleans County Legislative Chambers, 3 South Main St., Albion, NY 14411.

The consultant should consider providing access to a web site with content managed by the consultant in order to provide public updates on the progress of the study, including meeting dates, agendas, minutes and copies of meeting material distributed to the Steering Committee members.

The consultant’s primary point of contact will be **Chuck Nesbitt, Chief Administrative Officer, County of Orleans, 3 South Main St., Suite 2, Albion, NY 14411**, who will coordinate the meetings and the distribution of consultant provided material to the Steering Committee members.

5. PROJECT FAMILIARIZATION

a) Proposed Tasks, Deliverables, Budget, and Schedule:

Task	Deliverable	Budget	Schedule
1. Interview and hire consultant	Copy of RFP and notice of hiring of consultant		
2. Prepare project plan	Copy of work plan		
3. Complete feasibility study			
a. Align Compensation Agreements (Task 1)	Inventory of existing agreements, summary of current practices, operations, policies, and procedures. Summary of opportunities for agreement alignment and service delivery.		

b. Determine Costs of a Combined Law Enforcement entity force (Tasks 2 & 3)	Summary of existing costs of separate police departments, costs of combined police department, cost savings expected from consolidation of the forces.		
c. Negotiate a Consolidation Agreement (Task 4)	Work with unions and bargaining agreements to negotiate a consolidation agreement that is amenable to all stakeholders.		
d. Final Report	Digital and hard copies of final study and presentation		
4. Project Status Report (every month) and Final Project Report (at completion of project)			Every month from contract execution date and at completion of project
5. Overall Budget			

b) Other:

i. Documentation:

- All documents created as part of this effort must specify the following “This (document, report, map, etc.) was prepared with funds provided by the New York State Department of State.”

ii. Deliverables: See “Tasks”.

c) Schedule: See “Tasks”.

d) Review and Status:

- i. The New York Department of State shall review Project Components for consistency with the applications.
- ii. The Contractor shall submit a Project Status Report every month or with every payment request.

SECTION XI

FINAL REPORT

The consultant should anticipate providing twenty (20) hard copies and one (1) electronic version of the Final Report. It is emphasized that all consultant report submissions shall be provided in a format that is compatible with existing computer programs and formats so that it is in a form that can be reproduced, modified, and updated by Orleans County and the respective village stakeholders.