

# Request for Proposal for Police Services

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## KENSINGTON POLICE PROTECTION AND COMMUNITY SERVICES DISTRICT



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# 1. INTRODUCTION AND BACKGROUND

## 1. INTRODUCTION

The Kensington Police Protection and Community Service District (KPPCSD) has developed this Request for Proposal (RFP) for contracts for providing Police Services to the District. The service delivery approaches which the District is interested in pursuing are either a full service one or a 'hybrid,' the latter which reflects functional service delivery for selected law enforcement services as further described in this RFP.

## 2. BACKGROUND

Kensington, California is a small community in the unincorporated area of Contra Costa County, just north of Berkeley and east of El Cerrito in the Berkeley Hills. While situated in Contra Costa County, the community also borders Alameda County.

The community has a total area of approximately one square mile and an estimated population of 5,000. The community is largely residential, with two small shopping districts. The community enjoys low crime rates, an involved and highly-educated citizenry, and a per-household income that is roughly twice the statewide average. Community engagement, police visibility, and traffic enforcement are very important issues for the residents of Kensington.

Kensington's police department, park services, and refuse collection are governed by an elected five (5) person board, the Kensington Policy Protection and Community Services District (KPPCSD or "the District") Board. When fully staffed, the police department has a total staff of 10 sworn individuals. Currently, the Albany Police Department provides dispatch services to Kensington.

The District has just completed a two-phase study to evaluate the law enforcement needs of the community and various alternatives to achieve improvements in service and cost effectiveness. This study, conducted by the consulting firm, Matrix Consulting Group, can be summarized as follows:

- Kensington suffers from significant challenges related to maintaining sworn staffing levels, with continual declines in staffing over the past three years. Recruitment and retention will remain a challenge in Kensington due to several

factors that include compensation and an operational environment that is not considered “challenging” to many potential recruits and laterals.

- Response times are reasonable considering the composition of most of the service requests.
- The ability of staff to be proactive is exceptional – 81% of total field time in 2017 was available for proactive problem solving and/or working with the community. However, despite high proactive levels, recorded self-initiated activity by officers during this time was modest though it appears to be increasing.
- There is a significant opportunity to develop a more strategic approach to law enforcement service delivery in Kensington consistent with problem-oriented and community-oriented policing philosophies.
- If Kensington were to retain a full-service in-house law enforcement agency the recommended organizational structure consists of one (1) Chief, four (4) sergeants, (4) four officers and one (1) Police Services Specialist for a total of 11 staff positions. This would provide for a presence in Kensington of two personnel on duty each shift, one of whom should be a supervisor.
- The Matrix Consulting Group’s study of possible contract services, with input from the KPPCSD Board and residents, devised guiding principles under which possible police contractors would be selected for possible solicitation of service. Key principles included:
  - Adjacency to Kensington borders.
  - Dedicated Kensington “beat” with the community not just a part of a broader geographic service delivery area.
  - Dedicated full-time patrol resources in the beat with appropriate rapid back-up. As practical, officers dedicated to Kensington for long-term assignment.
  - A specific policing plan dedicated to Kensington’s unique needs.

While these were initial principles of importance, they do not preclude other potential proposers; rather, these serve to inform the “climate” of the Kensington community at the time of the study.

As a result of this study, the District has taken the step to issue this RFP either for all law enforcement services or a ‘hybrid’ of individual services.

Kensington has a very low rate of ‘major crimes’ (as defined by the FBI in its Uniform Crime Reports). Violent crimes, in fact, are rare in the community. Overall, Kensington is a very safe community with both violent and property crime rates trending downward. Indeed, “Part I Crimes Per 1,000 Residents” shows Kensington ranking 31st of 461 California communities reporting (top 7% of safest communities in the State).

### Kensington Part I Crimes

	2012	2013	2014	2015	2016	2017
<b>Violent Crime</b>	<b>4</b>	<b>5</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>3</b>
Criminal Homicide	1	0	0	0	0	0
Rape	0	0	1	0	0	1
Robbery	3	0	0	0	0	1
Aggravated Assault	0	5	1	1	3	1
<b>Property Crime</b>	<b>85</b>	<b>85</b>	<b>46</b>	<b>86</b>	<b>56</b>	<b>49</b>
Burglary	30	36	16	21	20	13
Larceny-Theft	45	35	25	52	36	29
Motor Vehicle Theft	10	14	5	13	0	7
Arson	2	2	0	0	0	0
Part I Crimes Per 1,000	9.7					

The following table displays the total number of community generated calls for service (CFS) handled by patrol units annually, by hour of day and day of week.

### Calls for Service by Hour and Weekday

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
<b>12am</b>	14	10	5	5	0	3	2	<b>39</b>
1am	0	3	7	3	3	2	10	<b>29</b>
2am	7	2	0	3	2	3	5	<b>22</b>
3am	3	0	2	0	0	2	0	<b>7</b>
<b>4am</b>	0	3	2	2	0	0	0	<b>7</b>
5am	2	2	3	2	2	2	0	<b>12</b>
6am	3	5	3	0	0	7	5	<b>24</b>
7am	7	9	3	3	3	10	2	<b>38</b>
<b>8am</b>	2	14	17	17	7	15	9	<b>81</b>
9am	14	27	21	26	21	22	3	<b>134</b>
10am	10	27	24	17	27	9	19	<b>134</b>
11am	14	29	19	19	26	17	9	<b>132</b>
<b>12pm</b>	10	10	15	12	12	15	9	<b>84</b>
1pm	21	12	12	19	9	10	15	<b>98</b>
2pm	7	15	27	21	7	14	7	<b>98</b>
3pm	10	14	17	19	17	21	5	<b>103</b>
<b>4pm</b>	19	19	17	24	12	21	5	<b>117</b>
5pm	9	7	24	10	15	12	5	<b>82</b>
6pm	7	15	12	10	7	10	5	<b>67</b>
7pm	15	14	12	12	5	10	5	<b>74</b>
<b>8pm</b>	7	12	10	7	3	12	7	<b>58</b>
9pm	7	7	9	9	2	3	17	<b>53</b>
10pm	9	2	5	5	0	10	7	<b>38</b>
11pm	0	2	0	7	5	12	10	<b>36</b>
<b>Total</b>	195	261	267	252	185	243	161	1,565

It should be noted that the shaded hours in the table above (9pm – 8am) highlight the time frame discussed later in the hybrid models.

## 2. SCHEDULE OF EVENTS

This RFP will be governed by the following schedule:

Release of RFP	June 27, 2019
Deadline for Questions	July 12, 2019
Proposals Due	August 2, 2019
Presentation to District Board	August 16, 2019
Proposal Evaluation Completed	August 23, 2019
District Review of Contract	(TBD)

This schedule is subject to change, at the discretion of the District.

### **3. SCOPE OF SERVICES**

As a result of the aforementioned analysis, this RFP seeks proposals on a variety of service delivery options. Proposers are encouraged to provide additional or alternative innovative and/or creative approaches for providing services that will maximize efficient, cost-effective operations, and will meet or exceed current performance standards and/or capabilities. The District will also consider proposals that offer alternative service delivery means/methods for the services desired.

#### **1. FULL-SERVICE POLICE SERVICES**

The following are desired components of this model:

- Executive Management oversight, acting in the role of Chief
- Patrol coverage 24/7/365, including supervision
- Traffic Enforcement services
- Investigations
- Property and Evidence services
- Records Management services
- Internal Affairs
- Dispatch services

In addition to the above listed components, Proposers are requested to identify any use, lease, or rent from the District of the current Kensington Police Station. The District expects a service provider to use the facility as a “sub-station” for daytime walk-in traffic, report writing, etc. Proposers are also requested to address the issue of Kensington Police patches on uniforms and insignias on patrol cars.

Proposers to this model would be expected to, in concert with the District, develop a Policing Strategic Plan (including a Community Action Plan). As part of the strategic planning effort, partners would devise a specific Community Action Plan developed to identify services, programs and related community-focused efforts to conduct during proactive policing activities.

#### **2. HYBRID MODEL**

The following are potential components of this model:

- Patrol coverage 7/365 for the hours of 9pm – 9am (2100 – 0900), including supervision
- Covering Kensington as a dedicated beat
- Provide investigations for Part 1 crimes
- Internal Affairs
- Property and Evidence services
- Records Management services
- Dispatch services

In appropriate alternatives within this model of service delivery, the Kensington Police Station would continue to be utilized.

## **4. PROPOSAL GUIDELINES**

Proposals shall be received by the District no later than **5:00 PM on Friday, August 2, 2019**. The Proposer shall submit 10 paper copies, and a digital copy, of the proposal in sufficient detail to allow for thorough evaluation and comparative analysis. They should be addressed to: Anthony Constantouros, General Manager, Kensington Police Protections and Community Service District, 217 Arlington Ave., Kensington, CA 94707-4141. Proposals may be submitted in person, mailed, or e-mailed to [tconstantouros@kensingtoncalifornia.com](mailto:tconstantouros@kensingtoncalifornia.com). Contact phone number is 510-526-1178.

Each proposal should provide all of the following information and should be structured according to the following outline:

### **1. EXECUTIVE SUMMARY**

Include an Executive Summary, not to exceed one page. The Executive Summary shall identify your proposed cost of service and demonstrate your basic service model, your understanding of the District's objectives, and your commitment to the Kensington community.

### **2. MANAGEMENT PERSONNEL**

If submitting a proposal for the full-service model, identify the management-level personnel who will serve as the Police Chief to Kensington and be responsible for implementing and managing services. If any management-level personnel will be shared with other agencies, identify the percentage of their time that will be dedicated to Kensington and how such time will be allocated and tracked. If submitting a proposal for something other than the full-service model, identify the management-level personnel that will serve as the point-of-contact for the District.

### **3. METHOD OF PROVIDING SERVICES**

Provide a detailed description of the approach and methodology to be used to accomplish each item within the Scope of Services. Proposers should describe their

management and administrative plan, how they will work with and be responsive to the District, their staffing plan, and any other information relevant to their proposed services.

Particular consideration will be given to proposals that demonstrate innovative and/or creative approaches for providing services, show an ability to increase efficiency in providing services, and to establish an effective partnership between the Proposer's agency and Kensington.

Proposers should provide a contract management approach with the District that includes:

- Performance metrics that meet the District's service objectives. Suggested performance measures could include:
  - Average response times thigh and low priority calls for service
  - Responsiveness to requests for other community support (e.g., meetings)
  - Utilization levels for proactive time
  - Clearance rates on major crimes
  - Attendance at Board meetings
  - Supervisory time in the District
  - Front counter hours, if any
- Proposed approaches to managing the contract in concert with the District Board and General Manager.

Responses to how services should be provided should be concise yet detailed enough to support the District in making the best decision.

#### **4. SUPPLEMENTAL SERVICES**

Identify any services that you can offer the District that are additional or supplemental to the basic Scope of Services.

#### **5. FEE PROPOSAL**

The Proposer will provide an annual not-to-exceed fee for any/all services (or any alternative service delivery method proposed) identified in Section 3, Scope of Services. The initial contract will be for a term of five (5) years, and the proposal should identify any potential cost increases over the five-year term.

If there are proposed annual or one-time cost increases over the contract term, the increases should be in fixed amounts, identified pursuant to a schedule of

increases. Proposed contract cost increase drivers need to be specifically identified to facilitate effective contract management on the part of Kensington.

Any costs not included in the annual not-to-exceed fee must be identified, including costs related to depreciation, equipment replacement costs, and other costs borne by the District need to be identified separately, as well as indirect cost overhead rates.

## 5. EVALUATION CRITERIA

The District will determine, in the District's sole discretion, the Proposer who will serve the best interest of the Kensington community. The successful Proposer will be required to show that it will maintain or improve the District's current level of service, while instituting measures to control costs. In making its determination, the District's evaluation will include, but not be limited to, the following factors:

- Ability to provide the identified scope of service(s)
- \* Cost of providing services
- Method of providing services, including efficiency measures
- Innovative/creative means to provide services or reduce costs
- Contract service philosophy
- Consultation/involvement of the District in key/significant management, personnel and labor proposals/decisions that impact the contract for police services and/or costs
- Community participation and outreach
- Efficient transition of services (if appropriate)
- Additional and/or supplemental services

## **6. CONTRACT TERMS**

The term of this agreement shall be for five (5) years with an option to extend the agreement an additional five (5) years based on the mutual consent of both parties provided the service provider has met the requirements of the District and earned the right to negotiate for a renewal based on performance and at the discretion of the District. The District shall make the offer of extension to the service provider at least 12 months prior to the scheduled end of the term of the agreement or any previously granted extension.

All other terms and provisions of a contract will be negotiated between the District and the service provider.