

Request for Proposals (RFP)
Consulting Service
Development of a Strategic Agenda for Business Plan

Requirement:

The Peterborough Lakefield Police Services Board is seeking a consultant to provide professional services in the development of a *Strategic Agenda* and with a consultative process, and development of a *three year Business Plan*, as detailed in the Overview (Annex A) and Terms of Reference (Annex B) which are attached.

Period of Contract:

Approval of the successful proponent is expected by March 10th, 2009 and the *Strategic Agenda and Business Plan* should be ready for full Board consideration October 13th, 2009. Your proposal should include a methodology for meeting this time frame.

Project Authority:

The services provided will be subject to acceptance by the Peterborough Lakefield Police Services Board.

Inquiries:

All inquiries regarding this Request for Proposal (RFP) are to be directed to the Contracting Authority specified herein. Inquiries must be received in writing no later than February 24th, 2009.

Order of Precedence:

The documents listed below form part of the Request for Proposal (RFP) and will be incorporated into any resulting contract. If there is a discrepancy between the wording of one document and the wording of any other document, which appears on the list, the wording of the document, which appears first on the list shall prevail:

Request for Proposal	pages numbered 1 to 5
Overview - Proposed Planning Framework - Annex A	page numbered 6
Terms of Reference - Annex B	pages numbered 7 to 9
Financial Proposal - Annex C	page numbered 10
General Conditions Services – Annex D	pages numbered 11 to 12

Proposal Content:

Your proposal must include a demonstrated understanding of the scope and particulars of the assignment, identification of individuals to be assigned to the project including their time commitment, and should also address the following evaluation criteria which will be scored in relation to the points which are stipulated.

1. Experience of Firm (15 points)

Provide a company profile, and describe the relevant experience of the firm in the preparation of a Strategic Agenda and Business Plan. Provide reference to projects completed of a comparable scope and magnitude.

2. Experience of Key Team Members (25 points)

Describe the capabilities, relevant experience and qualifications of the proposed Project Manager and key team members, specifically in relation to working with a board/senior management on the development of a strategic plan/agenda; working within the municipal environment, in particular policing; and in public consultation with multiple stakeholders.

3. Approach and Methodology (30 points)

Describe the comprehensive approach and methodology to be followed in completing all aspects of the assignment, which illustrates your understanding of the project scope.

Include a thorough work plan, showing the proposed schedule and the level of effort or time commitment of the identified team members in sufficient detail to allow a complete understanding as to how and by whom the work is to be carried out.

4. Understanding of Requirement (5 points)

Describe your understanding of the short and long-term objectives of the Police Services Board in undertaking this assignment.

5. Schedule (5 points)

Provide a schedule for the development of the *Strategic Agenda and Business Plan*, which indicates a final delivery date.

6. Financial Proposal (20 points)

Provide a firm total cost for the development of a *Strategic Agenda*, to include all expenses with the exception of the GST, which will be extra. Also provide the applicable “per diem” rates for the individual team members, which may be used for any additional assignments, i.e. Business Plan, which may follow the Board approval of the *Strategic Agenda*.

Please use Annex C attached for this purpose, and return that page with your submission.

General Conditions:

The proponent must certify acceptance of the conditions attached as Annex D and which shall form part of and be incorporated into the proposed contract, as amended by the addition of the following:

Year 2009 Compliance

Notwithstanding any provision contained in the contractual documents, the Contractor warrants fault-free performance and fault-free result in the processing date and date-related data (including, but not limited to calculating, comparing and sequencing) of all hardware, software and firmware products delivered and services provided under any resulting contract, individually or in combination, as the case may be from the effective date of this Contract. Also, the Contractor warrants that the year 2009 calculations will be recognized and accommodated and will not, in any way, result in hardware, software or firmware failure. The Municipality may, at its sole opinion, require the Contractor, at any time, to demonstrate the procedures it intends to follow in order to comply with all of the obligations contained herein.

The obligations contained herein applies to the products provided by the Contractor, its sub-contractor or any third party involved in the creation of the products to be delivered to the Municipality under contract. Failure to comply with any of the obligations contained herein, may result in the Municipality availing itself of all of its rights under the law and under this Contract including, but not limited to, its right pertaining to termination for default.

The warranties contained herein are separate and discrete from any warranties specified in this Contract, and are not subject to any disclaimer of warranty or limitations of the Contractor's liability which may be specified in this Contract, its appendices, its schedules, its annexes or any document incorporated in any resulting contract by reference.

Basis of Selection:

It is understood by the parties submitting proposals that to be considered for contract award, a proposal must achieve a minimum score of 75 points out of the 100 points, which are available. The Peterborough Lakefield Police Services Board intends to award a contract to the proponent providing "best value".

Selection Process:

An evaluation team will review all proposals received and score the proposals in relation to the criteria and points, which are identified. Proponents may be invited to attend a formal interview with the evaluation team to provide clarification on their proposal.

Proposal Validity:

Proposals shall remain valid and open for acceptance by the Police Services Board for a period of ninety (90) calendar days, following the due date for receipt of proposals.

Submission of Proposal:

Please provide ten (10) copies of your proposal, signed, sealed, clearly identified as to contents and addressed to:

Chief of Police, Murray Rodd
Peterborough Lakefield Community Police Service
P. O. Box 2050
500 Water Street (K9H 3M4)
PETERBOROUGH, Ontario K9J 7Y4

Proposals MUST be received at this location NOT LATER THAN 12:00noon LOCAL TIME, Tuesday March 3rd, 2009.

Proposals received after the above due date and time will not be considered, but will be returned unopened, to the proponent.

Contracting Authority:

For further information regarding all aspects of this Request for Proposal, please contact:

Peterborough Lakefield Community Police Service
P. O. Box 2050
500 Water Street (K9H 3M4)
P. O. Box 2050
Peterborough, Ontario K9J 7Y4

Attention: Murray Rodd, Chief of Police
Telephone: (705) 876-1122 Ext.221
Fax: (705) 876-6005

Note to Proponents:

It is essential that the elements contained in the proposal are stated in a clear and concise manner. Failure to provide complete information as requested will be to the proponent's disadvantage.

Proposals should be submitted in the format requested, with an index and preferably including the criteria subject to point rating in a clear identifiable location. If a proponent feels that the conditions will restrict it unnecessarily in any way, it should so state in the proposal. Any deviation from the stipulated conditions should be given in detail with an explanation as to why they are being proposed. The Police Services Board reserves the right to accept any proposal as submitted without prior negotiations. It is the responsibility of the proponent to obtain clarification of the requirements contained herein, if necessary, prior to submitting a proposal.

Each proposal will be evaluated solely on its content. Assessment of the proposal commences immediately after closing date.

The Police Service does not accept proposals submitted by facsimile transfer machine.

This Request for Proposal does not commit the Police Service Board to award a contract or to pay any costs incurred in the preparation of a proposal, or attendance at a meeting with the Police Services Board, a sub-committee of the Board, or Police Service staff.

The Police Services Board reserves the right to accept or reject any or all proposals received.

ANNEX A - OVERVIEW

Proposed Planning Framework

The proposed *Strategic Agenda* is one element of an overall planning framework comprised of the Board's Strategic Agenda, the Business Plan, and Operational Plans

Output Product Primary Responsibility

Strategic Agenda	Police Services Board
Business and Resource Plan	Police Service Board and Executive
Operational Plan(s)	Police Service

Strategic Agenda

The Strategic Agenda is the domain of the Police Services Board, and outlines the broad vision and strategy the Board will adopt in conducting its business in general terms over the longer term (5-10 years). The primary document, which will articulate the Board's Strategic Agenda is its Policy Manual. The starting point for this document is the *Police Services Act*. It broadly describes the five services that must at a minimum be provided by all police services. These include: crime prevention, law enforcement, assistance to victims of crime, public order maintenance, and emergency response.

Business Plan

The Business Plan takes the Board's Strategic Vision and broadly operationalize it over a three year time frame by setting specific objectives and describing the resources that will be required. It will serve to meet the requirements of the Provincial *Adequacy Standards Regulation*, Section 32 and should be tabled with Municipal Council. It will provide a clear signal of the Police Service's budgetary requirements over its three year life span. Annual budgets should directly be linked to it. The Business Plan will be developed jointly by the Police Services Board and the Executive. The life cycle of the Business Plan is three years, as delineated in Section 30 of the *Adequacy Standards*. The Business Plan will be the primary document the Police Service uses in determining how business gets accomplished over a three year period.

Operational Plans

Operational Plans will be developed by each Division within the Police Service, and will be the responsibility of the Inspectors in conjunction with the Executive. The Operational Plans will be consistent with the Business Plan, but will articulate in more detail how each Division/Section will conduct business in order to ensure organizational goals and objectives are achieved as set out in the Business Plan and more broadly, the Board's Strategic Agenda.

ANNEX B - TERMS OF REFERENCE

Strategic/Business Planning Assistance
Peterborough Lakefield Police Services Board

BACKGROUND

In 1999 The Province of Ontario passed the *Adequacy Standard Regulation* (see relevant excerpts attached as Annex B-i-) in support of *Police Services Act* amendments. The Regulation provides guidance on police service requirements to Police Services Boards. Section 30 of the Regulation requires Police Services Boards to develop a business plan every three years. In addition, Section 32 requires Boards to enter into joint public consultation with municipal councils for the development of the business plan, if Council so chooses.

The recommended framework for advancing the broad policy framework of the Police Services Board involves the following:

<u>Output Product</u>	<u>Primary Responsibility</u>
Strategic Agenda	Police Services Board
Business & Resource Plan	Police Services Board and Executive
Operational Plan(s)	Police Service

PROJECT REQUIREMENTS

The Police Services Board is seeking a qualified individual(s) and/or firm to assist Board members in the development of its *Strategic Agenda*. The *Agenda* will outline the Board's guiding principles, its priorities, and how it conducts its business. It is intended to guide current and future members in fulfilling the Board's overall policy and management mandate and will become part of the Board's Policy Manual currently being prepared.

To assist the Police Services Board, the successful candidate must have the demonstrated ability to undertake the following activities:

1. *Plan, refine, and execute work plan on behalf of the Board;*
2. *Facilitate Board planning session(s);*
3. *Identify issues, opportunities, trends, and other factors, which impact on the Police Services Board, now and in future; including the results of the Comprehensive Community Satisfaction Survey and the Organizational Review.*
4. *Arrange, coordinate and conduct consultative Board sessions with members of the public, various stakeholder groups (as required) and conduct up to four (4) internal focus sessions with police staff in accordance with the Peterborough Lakefield Police's Public consultation Policy;*
5. *Integrate information from the various sources into one comprehensive report; and*
6. *Document findings, prepare draft reports for discussion, and finalize Strategic Agenda for approval.*

The consultant will meet with the Board as required. In considering time allocation, proponents should include a minimum of four meetings with the Board, one meeting potentially lasting a full day.

The *Strategic Agenda and Business Plan* must be complete and ready for full Board consideration on October 13, 2009.

REPORTING

The successful candidate will report to the Peterborough Lakefield Police Services Board. A meeting schedule is to be established in consultation with the Board.

ANNEX B (i)

Relevant Adequacy Standards Excerpts

Section 30 - Business Plan

- (1) Every board shall prepare a business plan for its police force at least every three years.
- (2) The business plan shall address.
 - (a) the objectives, core business and functions of the police force, including how it will provide adequate and effective police services;
 - (b) quantitative and qualitative performance objectives and indicators relating to, ...
 - (c) information technology;
 - (d) resource planning; and
 - (e) police facilities.

Section 32(1)(d) - Public Consultation

- (1) Every board shall enter into a protocol with its municipal council that addresses,
 - (a) the sharing of information with municipal council, including the type of information to be shared and the frequency for sharing such information;
 - (b) the dates by which the business plan and annual report shall be provided to municipal council;
 - (c) the responsibility for making public the business plan and annual report, and the dates by which the business plan and report must be made public; and
 - (d) if the municipal council chooses, jointly determining, and participating in, the consultation processes for the development of the business plan.
- (2) Every board shall consult with its municipal council, and the school boards, community organizations and groups, businesses and members of the public in the municipality it serves during the development of its business plan.

ANNEX C

FINANCIAL PROPOSAL

Basis of Payment:

I/We offer to provide the services detailed in the Terms of Reference for the delivery of a *Strategic Agenda and Development of a 3 year Business Plan*, and further detailed in our proposal, to the acceptance of the stated Board for a firm lump sum price of:

\$ _____ (GST extra if applicable)

Proponents are required to provide a detailed price breakdown with their proposal.

Additionally, please provide on separate letterhead, the “per diem” rates for the key team members to be in effect for assignments additional to the delivery of the *Strategic Agenda*.

Both the lump sum cost and per diem rates will be considered in the awarding of points for the Financial Proposal.

Method of Payment:

Milestone payments shall be made in accordance with an agreed upon schedule following receipt of an invoice and acceptance of the deliverable by the Board.

Proponents are required to present their proposed payment schedule with their submission.

ANNEX D - CONDITIONS

The Board reserves the right to request additional information from proponents and to decline any or all proposals made. The lowest cost proposal will not necessarily be accepted.

Replacement of Personnel

- (1) When specific persons have been named as the persons who must perform the work, the proponents shall provide the services of the persons so named unless unable to do so for reasons beyond it control.
- (2) If, at any time, the proponent is unable to provide the services of any specific person named in the contract, it shall provide a replacement person who is of similar ability and attainment.
- 3) The contractor shall, before replacing any specific person named in the contract, provide notice in writing to the Police Services Board. The replacement must be acceptable to the Board.

Termination for Convenience

- 1) Notwithstanding anything contained in the contract, the Board may, at any time prior to the completion the work, by giving notice to the proponent as regards to all or any part of the work not completed. Upon a termination notice being given, the proponent shall cease work in accordance with and to the extent specified in the notice, but shall proceed to complete such part or parts of the work as are not affected by the termination notice. The Board may, at any time or from time to time, give one or more additional termination notices with respect to any or all parts of the work not terminated by any previous termination notice.
- 2) In the event of a termination notice being given pursuant to subsection (1), the proponent shall be entitled to be paid, to the extent that costs have been reasonably and properly incurred for purposes of performing the contract and to the extent that the proponent has not already been so paid or reimbursed by the Board:
 - (a) on the basis of the contract price, for all completed work that is inspected and accepted in accordance with the contract, whether completed before, or after and in compliance with the instructions contained, in, the termination notice;

- (b) the cost to the proponent for all work terminated by the termination notice before completion, the cost to the proponent being determined in accordance the contract price and percentage completed;
- 3) The proponent shall have no claim for damages, compensation, loss of profit, allowances or otherwise by reasons of, or directly or indirectly arising out of, any action taken or termination notice given by the Board under this section, except to the extent that this section expressly provides.

Municipal Freedom of Information and Protection of Privacy Act

The Peterborough Lakefield Police Services Board is subject to the *Municipal Freedom of Information and Protection of Privacy Act, R.S.O.1990,cM.56*, as amended (MFIPPA) with respect to, and protection of, information under its custody and control. Accordingly, all documents provided to the Board in response to this Request for Proposal may be available to the public unless the party submitting the information requests that it be treated as confidential.

All information is subject to MFIPPA and may be subject to release under the Act, notwithstanding your request to keep the information confidential.