



REQUEST FOR PROPOSAL

NWRFP-21-18

Operational Review of the New Westminster Police Department

Closing Time:

Wednesday June 2, 2021
3:00 PM, Local Time, Vancouver BC

Closing Location:

upload to <https://fileshare.newwestcity.ca/filedrop/~sS3M7G>

Further requests for information :

Purchasing: Patrick Shannon, SCMP
Purchasing Manager

Email: nwpurchasing@newwestcity.ca

PROPONENT NAME		
Street Address:		
City Province Postal Code		
Contact Name:		
Telephone number:		Fax:
Email		Date:
Signature: by authorized signatory		

By my signature above, it shall be understood that I have read, understood and accept the requirements outlined in the Request for Proposal; we hereby propose to supply the Services in accordance with the Request for Proposal and as outlined in this Form of Proposal.

CORPORATION OF THE CITY OF NEW WESTMINSTER

PART 1

RFP PROCESS & GENERAL REQUIREMENTS

1.0 GENERAL INFORMATION

- 1.1** The New Westminster Police Board (“Police Board), through the City of New Westminster (“the City”) is seeking a qualified firm to conduct an operational review of the New Westminster Police Department (NYPD). The Police Board reserves the right to use the firm for a period of five (5) years.
- 1.2** Refer to Part 2 – BUSINESS REQUIREMENTS for an in-depth scope of work.
- 1.3** The City of New Westminster is the first City in Western Canada and is located at the centre of Metro Vancouver. Just 20 km from downtown Vancouver, the City has both major transportation routes and railways running through its boundaries.
- 1.4** This is a request for proposals, and not a call for tenders or request for offers and no contractual obligations shall arise between the Police Board or the City and a Proponent upon the Proponent’s submission of a Proposal to the City.
- 1.5** The Police Board, at its discretion, reserves the right to:
- a) select a Proposal that deviates from the requirements of this RFP;
 - b) modify this RFP at any time.
- 1.6** Proponents will be solely responsible for their own expenses incurred in connection with this RFP, including in preparing and submitting a Proposal and in any subsequent negotiations with the Police Board.
- 1.7** This RFP shall be governed by and construed in accordance with the laws of the Province of British Columbia.
- 1.8** The Police Board reserves the right to negotiate with the lead Proponent deemed to provide the best overall value and such negotiations may include, but are not limited to:
- a) Changes to the requirements or Scope of Work proposed by the Proponent;
 - b) Price; and
 - c) Specific contract details as deemed reasonable for negotiations by the Police Board.

2.0 COVID-19 GLOBAL PANDEMIC

- 2.1** Due to the COVID 19 global pandemic, the Police Board may be required or decide not to proceed with the Work or to terminate any contract prior to the Work commencing. If this occurs, the Police Board will only pay for actual costs incurred by the consultant.
- 2.2** In submitting a Proposal, the Proponent acknowledges the presence of the COVID-19 virus in Canada and other jurisdictions. The Proponent also acknowledges the consequences and impacts “Known Impacts” of the COVID-19 Pandemic existing as of the date of this Request for Proposal, and said “Known Impacts” have been accounted for by the Proponent within the schedule and pricing.

CORPORATION OF THE CITY OF NEW WESTMINSTER

3.0 PROPOSAL INSTRUCTIONS

- 3.1** Proposals should be submitted electronically in one (1) Adobe (PDF) file with “NWRFP-21-18 Submission” in the Subject to <https://fileshare.newwestcity.ca/filedrop/~sS3M7G>
- 3.2** The City will receive Proposals on behalf of the Police Board at the location and time indicated on the title page of this Request for Proposal.
- 3.3** It is the Proponent's responsibility to ensure that the City receives its Proposal prior to the closing time indicated on the title page of this Request for Proposal. The City does not accept facsimile or other unsealed Proposals.
- 3.4** Requests for clarification or further information must be made in writing only to the individual identified on the first page of this RFP. The Police Board, through the City intends to respond to enquiries that it, in its sole discretion, considers relevant to this RFP. The Police Board, through the City intends to respond only to those relevant written enquiries received at least ninety-six (96) hours prior to the closing time. The City will record enquiries and post written responses on its website at <https://www.newwestcity.ca/business-and-economy/doing-business-with-the-city/request-for-bids-and-proposals-open>

4.0 CONTRACT REQUIREMENTS

- 4.1** The Police Board anticipates that any contract arising from this RFP will be based on the City's Consulting Services Agreement and Statement of Work provided by the consultant.
- 4.2** The Police Board expects that any Agreement with the selected Proponent will be for an initial term of as required to complete the work and the Police Board reserves the right to award additional work for services related to this RFP for a period of five (5) years.

5.0 OWNERSHIP OF PROPOSALS AND FREEDOM OF INFORMATION

- 5.1** All documents submitted with your Proposal will become the property of the Police Board, and as such shall be subject to the disclosure provisions of the *BC Freedom of Information and Protection of Privacy Act (FOIPPA)* and *Community Charter*. A Proponent may stipulate in their Proposal that a portion(s) of their Proposal that contains confidential information and is supplied to the Police Board in confidence. However, under FOIPPA, the Police Board may nevertheless be obligated to disclose all or part of a Proposal in response to a request made under the Act, even if the Proponent has stipulated that part of their Proposal is supplied in confidence. The Proponent should review Section 21 and other provisions of FOIPPA in order to gain a better understanding of the Police Board's disclosure responsibilities under the Act.

6.0 INSURANCE, PERMITS AND LICENSES

- 6.1** The successful Proponent will, without limiting its obligations or liabilities and at its own expense, provide and maintain throughout the Contract term, the following insurance with insurers licensed in British Columbia in forms acceptable to the Police Board and the City:
- a) Commercial General Liability Insurance protecting the City, for an amount of five million dollars (\$5,000,000) naming the Police Board as additional insured;
- 6.2** The successful Proponent may be required to obtain a City of New Westminster or MetroWest Inter-Municipal Business license prior to commencement of work.

CORPORATION OF THE CITY OF NEW WESTMINSTER

7.0 LIVING WAGE EMPLOYER

- 7.1 Effective January 1, 2011, the City of New Westminster became a “Living Wage Employer”. As such, the City has established a [Living Wage Policy](#) that requires all firms that are contracted by the City to provide services on City premises, to pay their employees, who perform said service on City property, a Living Wage as calculated by the Living Wage for Families Campaign. The current living wage rate for Metro Vancouver is \$19.50 per hour, assuming the employer provides no benefits.
- 7.2 In order to determine an employee’s hourly rate with benefits the Living Wage for Families has created a Living Wage Calculator to assist with this determination. Please access the following website to determine your compatibility.
http://www.livingwageforfamilies.ca/living_wage_calculator
- 7.3 The City includes in all its competitive bid documents a Declaration referencing the City’s expectations with regards to compliance of the Policy (attached as Appendix A). **Completion and submission of the Declaration is required prior to Contract award.**
- 7.4 In evaluating submissions, the Police Board intends to rely on the Declaration provided by a Respondent and shall have no obligation or duty to investigate the truthfulness of the Declaration. Please review the City’s [Living Wage Page](#) for further information.

8.0 EVALUATION AND SELECTION PROCESS

- 8.1 The Police Board will evaluate all submitted valid Proposals. The Police Board will not necessarily accept any or all Proposals. The object of the evaluation and selection process is to identify the Proposal that, in the Police Board’s opinion offers the best value for the services requested.
- 8.2 The Police Board will evaluate the requirements and only those deemed by them to have the right experience/capabilities/methodology etc. will have their price evaluated.
- 8.3 Proposals will be evaluated based on the following criteria:

Evaluation Criteria	Weighting
Executive Summary	5%
Organization Experience	15%
Team Experience	15%
Methodology	35%
Schedule	10%
Cost	15%
Value Add	5%
Total	100

- 8.4 The Police Board, at its discretion, may request any or all of the Proponents to present their proposals and/or interview with the Selection Committee. Note that any information provided by Proponents in their proposals or discussed in presentations/interviews may be incorporated into any Contract with the Proponent.

CORPORATION OF THE CITY OF NEW WESTMINSTER

8.5 The Police Board advises all Proponents that the process for evaluation/interview and finalizing the lead/winning proponent may take 2 – 3 months.

9.0 **NEGOTIATIONS**

9.1 The award of a contract may be subject to negotiations with the lead Proponent that is deemed to provide the best value to the Police Board. Such negotiations include, but not limited to, the following:

- a) Changes to the requirements or Scope of Work proposed by the Proponent
- b) Price; and
- c) Specific contract details as deemed reasonable for negotiations by the Police Board

9.2 If a written contract cannot be negotiated within fourteen (14) days of notification with the lead Proponent, the Police Board may, at its discretion at any time thereafter, terminate negotiations with the lead Proponent and either enter into negotiations with the next qualified Proponent or cancel the RFP or negotiate with another supplier.



Corporation of the City of
NEW WESTMINSTER

NWRFP-21-18

PART 2

BUSINESS REQUIREMENTS AND SCOPE OF WORK

CORPORATION OF THE CITY OF NEW WESTMINSTER

1.0 **BACKGROUND**

- 1.1** In June of 2020, the New Westminister Police Board passed a motion in response to international and local calls for police reform after the death of George Floyd. As part of this process, in April of 2021 the Board committed to the “Retention of an external consultant or academic agency to conduct an operational review of the NRPD.”
- 1.2** This Request for Proposal is issued by the Corporation of the City of New Westminister on behalf of the New Westminister Police Board. Through this Request for Proposal, the New Westminister Police Board is seeking to identify a consultant or academic agency with experience in workload analysis to complete an operational review of the Organization, which will include an analysis of current operational and administrative demands, workflow efficiencies and best practices, resource allocation and demands including an overall review of human resource deployment.
- 1.3** See Appendix B - Project Overview for full information on the New Westminister Police Department and the objectives of this RFP.
- 1.4** The lead Proponent may be invited for an interview with the evaluation team and other senior members of the Police Board and the New Westminister Police Department.
- 1.5** The Police Board reserves the right to use the selected Proponent for services as outlined in this RFP and future work for a period of five (5) years on an as needed basis.

2.0 **BUSINESS REQUIREMENTS & SCOPE OF WORK**

- 2.1** Appendix C – Scope of Work outlines the expected deliverables the lead Proponent will be required to complete. A Statement of Work will be finalized and form part of the contract.
- 2.2** Budget – No specific budget has been defined for this project, Proponents are requested under Section 3.0 Submission Requirements to provide an estimate cost to complete the work as stated in Appendix C - Scope of Work.
- 2.3** Project Schedule - Work can start immediately after contract execution and should be completed by July 19, 2022. A major deliverable will be an interim report, which will be required by the Police Board on November 23, 2021. Work may involve consultation with the New Westminister Police Board, all areas of the New Westminister Police Department, and required stakeholders.
- 2.4** Milestones

Event	Anticipated Date
Proposal evaluation and report to Police Board	June 22, 2021
Contract execution	June 28, 2021
Start of service delivery	July 5, 2021
NRPD Weapons-Training Report to Police Board	October 19, 2021
Police Reforms report to Police Board	October 19, 2021
Interim Ops Report to Police Board	November 23, 2021
Draft version of Final Ops Report/Deliverables	May 24, 2022
Completion of Final Ops Report	July 19, 2022

CORPORATION OF THE CITY OF NEW WESTMINSTER

3.0 SUBMISSION REQUIREMENTS

3.1 Proposals should be provided double-sided on 8 ½” white paper, in a font colour of black and not less than 11 point. All proposals must include and clearly identify:

- a) **Cover Page:** Front page of this RFP with the required Proponent information filled out and signed.
- b) **Executive Summary:** (1 page) including a brief history of the firm, overview of overall ability and expertise, and experience and competencies in providing deliverables similar in nature to those identified for this project.
- c) **Organization Experience:** (2 pages max) Select one project in the past five (5) years where you provided similar services as requested in Appendix C - Scope of Work. Include at a minimum the following information:
 - 1) Overview of the project
 - 2) Budget for the project
 - 3) Your role
 - 4) Timeline to complete the scope of work
 - 5) What worked and what didn't
 - 6) What would you do differently
- d) **Team Experience:** For the key employees who will be working on this project provide a brief bio, describing each person's role in this project and their qualifications and experience to take on successfully the role.
 - 1) Provide full resumes as an Appendix to your response.
- e) **Methodology:** (6 pages max) Provide your methodology and approach to successfully achieve the objectives as requested in Appendix C - Scope of Work.
 - 1) Be as detailed as possible
 - 2) Be specific based upon the unique requirement for the New Westminster Police Department.
 - 3) Use the requirements and expected deliverables as noted in this RFP.
- f) **Schedule:** Provide a schedule of activity from date of award to final submission, including a labour summary matrix that provides person-hour estimates for each of the work activities. Clearly indicate all milestones that aligns with the Schedule as noted in 2.4.
- g) **Cost:** Proponents are requested to provide 2 cost breakdowns:
 - 1) Reference the (f) Schedule and provide a high-level cost overview indicating hourly rates and total cost of each major phase or milestone.
 - 2) Proponents are encouraged to provide additional scope that is not noted in this RFP and prices for this work. **This is for reference only and will not be evaluated.**
- h) **Value Add:** Provide a description of your organization's unique expertise and successes; what sets your firm and proposed team apart from other organizations with respect to this project

CORPORATION OF THE CITY OF NEW WESTMINSTER

- i) **Living Wage Declaration:** As per Part 1, section 7.
- j) **References:** Complete the attached table of references below

CORPORATION OF THE CITY OF NEW WESTMINSTER

REFERENCES

Please provide three (3) references for companies whom your organization has completed work of a similar magnitude and nature in the past five (5) years. The Police Board or City of New Westminster may be used as a reference, if work of a similar nature has been provided to the either.

Reference 1	
Company Name and Address	
Contact Name	
Telephone Number	
Email address	
Brief Description of services provided	

Reference 2	
Company Name and Address	
Contact Name	
Telephone Number	
Email address	
Brief Description of services provided	

Reference 3	
Company Name and Address	
Contact Name	
Telephone Number	
Email address	
Brief Description of services provided	

- 1.1 The Police Board and the City reserve the right to contact the references to confirm the nature and performance of the work provided by the Proponent. The Police Board and the City reserves the right to seek a reference from sources other than those provided by the Proponent.



Corporation of the City of
NEW WESTMINSTER

NWRFP-21-18

APPENDIX A

DECLARATION – LIVING WAGE EMPLOYER

CORPORATION OF THE CITY OF NEW WESTMINSTER



DECLARATION – LIVING WAGE EMPLOYER

I, _____ as a duly authorized signing officer of

Company: _____

Address: _____

_____, confirm that all employees and sub-contractors under our contract with the City as outlined below, are paid not less than the “Living Wage” as calculated by the Living Wage for Families Campaign.

I understand that this requirement extends only to those employees and sub-contractors’ employees that perform work while on City premises and property for durations in excess of one continuous hour per occasion.

I understand that the City will conduct audits if and when notification of breach of this compliance is received by the City. I understand that in the event any breach of this declaration is found to be true, the City reserves the right to cancel its contract without penalty at any time once said authentication of the breach is made.

Contract Name: _____

Authorized Signatory:

Dated:



Corporation of the City of
NEW WESTMINSTER

NWRFP-21-18

APPENDIX B

PROJECT OVERVIEW

CORPORATION OF THE CITY OF NEW WESTMINSTER

Project Overview

In June of 2020, the New Westminister Police Board passed a motion in response to international and local calls for police reform after the death of George Floyd. As part of this process, in April of 2021 the Board committed to the “*Retention of an external consultant or academic agency to conduct an operational review of the NRPD.*”

This Request for Proposal is issued by the Corporation of the City of New Westminister on behalf of the New Westminister Police Board. Through this Request for Proposal, the New Westminister Police Board is seeking to identify a consultant or academic agency with experience in workload analysis to complete an operational review of the Organization, which will include an analysis of current operational and administrative demands, workflow efficiencies and best practices, resource allocation and demands including an overall review of human resource deployment.

The following Police Board Reform Motion Principles shall be applied during this review:

1. Supports deprioritizing the New Westminister Police Department's resources away from the enforcement of laws that criminalize the survival of society's most vulnerable people that would be better served by a public health or community care framework.
3. Supports the review of the use, deployment and training related to police equipment/weapons (...).
6. Will engage with members of the New Westminister Police Department with the goal to develop understanding, input and support for new directions for NRPD.
7. (...) a comprehensive report on police reforms to be presented to the New Westminister Police Board and New Westminister City Council (...). The report will include a comprehensive scan of police reforms being conducted across North America and best practices in crisis health management at the local level.

Introduction to the City of New Westminister and the New Westminister Police Department

Founded in 1858 and situated on the banks of the Fraser River, the City of New Westminister is a growing and diverse community with a population of over 82 000 residents. Located in the geographic heart of the greater Metro Vancouver area in British Columbia, it is home to a concentration of private and public services, social and health agencies, transit services, private sector businesses and post-secondary educational institutions, including Douglas College, Royal Columbian Hospital and Translink.

The NRPD was established in 1873 and is one of the oldest police agencies in Western Canada. Responding to an average of 22 000 calls for service per year, the Department is staffed by 114 sworn officers and 35 civilian staff, while an additional 25 officers are seconded to various regional integrated units. Currently the Department is divided into four Divisions, Patrol, Support Services, Administration and Prevention Services.

The NRPD has a number of specialized operational units including Traffic Safety, Forensic Identification, Major Crime, Street Crime, Gang Suppression, and Crime Reduction. As mentioned the NRPD also has a significant footprint in regional integrated teams including Homicide, Emergency Response Team, Police Dog Service, Provincial Gang Enforcement, Hate Crimes, Unsolved Homicide, National Security, Firearms Enforcement and Provincial auto theft teams. The NRPD values its

CORPORATION OF THE CITY OF NEW WESTMINSTER

community relationships and the role that many stakeholders play in public safety. We have a robust community engagement team including units focussing on Vulnerable Persons, Mental Health, Power Based Crimes and Victims Assistance.

The NRPD is a municipal independent police department, solely funded by the Corporation of the City of New Westminster. It is governed by a provincially appointed governance board, with the Mayor of New Westminster serving as Chair. The NRPD operating budget for 2020 was \$24,800,000 (\$30,780,000 minus \$5,960,000 in cost recoveries). This budget goes towards sworn member and civilian staff wages and benefits as well as costs for vehicles, fuel, uniforms, equipment, and training.



Corporation of the City of
NEW WESTMINSTER

NWRFP-21-18

APPENDIX C

SCOPE OF WORK

CORPORATION OF THE CITY OF NEW WESTMINSTER

Deliverables

The goal of the operational review is to ensure the NRPD is efficiently resourced for the public safety role it is required to perform, ensure proper service delivery to all areas of the community, and optimize operational and administrative performance to ensure community safety. The consultant will conduct a service delivery analysis to assist in making recommendations to the Police Board and Chief Constable for the optimal service delivery model for Department.

The service delivery model will support the Police Boards motions on Police Reform and the community based policing tradition that citizens of New Westminster have come to expect. The recommendations will identify efficiencies and potential improvements in the NRPD Community Based Service Delivery Model. In addition to more immediate recommendations, the resource analysis should help shape future NRPD strategic planning and should make recommendations on how the Department can continue to meet the community's needs for the next five to ten years

Consultants should assume that in addition to the research time, they will be required to attend numerous meetings and interviews with NRPD staff and Police Board members, including the assigned project manager or steering committee. In addition the consultant will be required to present interim and completed findings to the New Westminster Police Board.

A draft operational review report will be provided for the Police Board and NRPD Senior Leadership Team for review and input, and then a final report produced which will include a comprehensive executive summary. This report will include references to industry standards and best practices where applicable and provide an analysis of and recommendations on the following areas:

1. NRPD organizational structure and span of control including possible efficiencies through re-alignment of Department priorities or structural changes.
2. Human resourcing, including optimum staffing and deployment, related to service demands, crime severity, population, demographics and geography. This should include both current requirements for policing service and growth forecasts for five and to ten years in the future.
3. Operational deployment data related to calls for service, response times, proactive policing time, administrative time, workload by time of day, day of week including comparisons to industry standards and best practices.
4. Analysis on work conducted by sworn and civilian support units and services to determine optimized level of support to frontline operations.
5. The Department's Human Resource management, recruiting, retention, talent management and professional development systems.
6. Estimated costing of proposed changes.

In addition separate reports will be required on the following areas:

1. A report on police reforms being conducted across North America and best practices in crisis health management at the local level.
2. A detailed report on the deployment and training related to NRPD equipment and weapons.

CORPORATION OF THE CITY OF NEW WESTMINSTER

Reporting

The Reports on Police Reforms and NRPD Weapons-Training will be deliverable to the New Westminister Police Board by October 19, 2021

An interim Operational Review report will be provided to the New Westminister Police Board by November 23, 2021. A draft of the final Operational Review report will be due on May 24, 2022 while the final Report, which will combine the information collected, and provide recommendations for an implementation plan to develop a sustainable framework for service delivery will be provided by July 19, 2022.