

# Request for Qualifications



City of Lynnwood  
**Procurement and Central  
Services Division**  
425-670-5000

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**ADVERTISED DATE:**

Title:	Criminal Justice and Law Study
RFQ Number:	2666
Due Date:	April 14, 2016 - 2:00 p.m.
Buyer:	Karen Fitzthum, Procurement Manager <a href="mailto:kfitzthum@ci.lynnwood.wa.us">kfitzthum@ci.lynnwood.wa.us</a> 425-670-5165
Alternate Buyer:	Sarah Yeckley, Procurement Supervisor <a href="mailto:syeckley@ci.lynnwood.wa.us">syeckley@ci.lynnwood.wa.us</a> 425-670-5166

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Qualifications are hereby solicited and will be received by:

City of Lynnwood  
Procurement & Central Services Division  
19100 44<sup>th</sup> Ave West  
Lynnwood, WA 98036

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**We acknowledge that all Addenda issued for this RFQ have been examined as part of the proposal documents.**

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Company Name

Address

City/State /Postal Code

Signature

Authorized Representative / Title

Email

Phone

Fax

Contact Name:

Phone

Email

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# 1. INTRODUCTION

## 1(A) Background

The City of Lynnwood (the "City") is located in South Snohomish County approximately fifteen (15) miles north of Seattle and twelve (12) miles south of Everett. The City serves as the primary business center of south Snohomish County. The City has a population of over 35,000 and encompasses almost eight (8) square miles in Snohomish County. A mayor-council form of government administers the City with seven (7) elected Council members and an elected Mayor. The City's approximately 324 regular full-time employees, 17 regular part-time employees, and 139 part-time/seasonal employees provide an array of services including police, fire protection, emergency medical services, water distribution, sewage collection and treatment, street construction and maintenance, and parks and recreational facilities including a pool, a senior center, and a golf course. The City also has a municipal court and a jail facility. The jail provides services locally and to other governmental agencies.

The Mayor directs all administrative operations. The City's address is 19100 44<sup>th</sup> Avenue West, P.O. Box 5008, Lynnwood WA 98046-5008. The City budget funds nine departments: Fire; Police; Human Resources; Public Works; Economic Development; Administrative Services; Information Services; Parks, Recreation and Cultural Arts; and Community Development, as well as other service areas such as city council, municipal court, utilities, and capital improvement programs. The municipal court judge, appointed by the City Council for a term of four years, oversees the municipal court. For more information about the City of Lynnwood, visit <http://www.ci.lynnwood.wa.us>.

## 1(B) RFQ Purpose/Summary

### Introduction

The City of Lynnwood is seeking Statements of Qualifications (SOQ) from professional consultant firms with expertise in the review and assessment of level of service and efficiency opportunities relating to criminal justice and legal services. The Criminal Justice and Legal Services Level of Service and Efficiency Study (CJL Study) will include a review of the following service areas:

1. Police
2. Jail (corrections)
3. Municipal Court
4. Legal
  - a. City Attorney
  - b. Public defense
  - c. Prosecutor

The City of Lynnwood provides police services, corrections / probation related to misdemeanor offenses, municipal court services and, legal services for separately contracted City Attorney, Prosecutor, and Public Defender. Legal services are provided by vendors via three professional service agreements. These services are budgeted in the City's General Fund.

Public safety is a principal function of local government--and is identified as fundamental to the City's vision, as articulated in *Lynnwood Moving Forward-Our Community Vision*. As is typical among local governments, public safety requires the largest share of Lynnwood's operating budget.

Consultant services are sought to provide assessment of, and recommendations for:

1. Levels of service (LOS) for each of the service areas.
2. Strategies to expand community understanding, trust, and partnerships with, the community, City officials, City departments, the judicial branch of government and other entities.
3. Viable strategies to mature the cultural competence of the City, and to expand the ethnic and racial diversity within these service areas to better represent that of the Lynnwood community.
4. Identification of alternative methods of criminal justice and legal service delivery that can realize service improvements, new efficiencies and long-term financial sustainability, such as regionalization and partnerships.

## 2. RFQ INSTRUCTIONS AND INFORMATION

### 2(A) RFQ Timeline

<u>Day/Month/Year</u>	<u>Event</u>
<u>March 24, 2016</u>	Public announcement of Request for Qualifications
<u>April 7, 2016</u>	Pre-Submittal questions due, in writing
<u>April 14, 2016 2 p.m.</u>	Qualifications due
<u>April 18, 2016*</u>	Evaluation of Qualifications
<u>April 27, 2016*</u>	Shortlist highly qualified consultant(s)
<u>April 29, 2016*</u>	Solicit proposals from shortlisted consultant(s)
<u>May 25, 2016*</u>	Evaluation of Proposals
<u>June 2016*</u>	Interview Consultant(s)
<u>June 2016*</u>	Select consultant
<u>July 2016*</u>	Execute Contract

\* Estimated timeframe.

### 2(C) RFQ Procurement Officer

Direct all communications, questions, and requests for assistance to the Buyer listed on the front page. No oral interpretations of the RFQ will be made to any firm. All questions and any explanations must be requested in writing and directed to the Procurement Officer no later than five business days prior to the due date specified in the solicitation. Oral explanations or instructions are not binding. **Communications concerning this RFQ with other than the listed Procurement Officer may cause the firm to be disqualified.** Any information modifying a solicitation will be furnished to all firms by addendum.

### 2(D) RFQ Evaluation Process and Criteria

An evaluation team composed of the members of the Selection and Evaluation Team will evaluate the RFQ responses received from each consultant. Prior to the selection of the award to the apparent successful consultant, the City of Lynnwood reserves the right to require any consultant to participate in a presentation to the evaluation team (and others) of the items contained in the RFQ response and any other items deemed appropriate by the City of Lynnwood.

Responsive - The City will consider all the material submitted, and other evidence it may obtain otherwise, to determine whether the Proposer is in compliance with the terms and conditions set forth in this RFQ.

Responsible - In determining the responsibility of the firm, the City may consider the ability, capacity and skill to perform the Contract and provide the service required; the character, integrity, reputation, judgment and efficiency; financial resources to perform the Contract properly and within the times proposed; compliance with federal, state and local laws and ordinances relating to public contracts; other information having a bearing on the decision to award the Contract. Failure of a firm to be deemed responsible or responsive may result in the rejection of a proposal.

Qualifications received timely will be evaluated based on the criteria below. The City will choose the most highly qualified consultants for participation in the Request for Proposals (RFP) that will follow. The RFP will be issued only to those firms ranked as most qualified by the City. The criteria for ranking proposals will be published in the RFP.

The evaluation of proposals and additional information may result in successive reductions of the number of proposals that remain in the Competitive Range. If applicable to the procurement, the firms remaining in the Competitive Range may be invited to continue in the proposal evaluation process, and negotiations.

Upon completion of discussions, the City may issue to all remaining potentially acceptable Proposers within the competitive range a request for Best and Final Offers. The request shall include notice that discussions are concluded, an invitation to submit a revised proposal with a Best and Final Offer, and a new submittal date and time.

The City may enter negotiations with one or more Proposers to finalize Contract terms and conditions. Negotiation of a Contract shall be in conformance with applicable federal, state and local laws, regulations and procedures. The objective of the negotiations shall be to reach agreement on all provisions of the proposed Contract. In the event negotiations are not successful, the City may reject proposals.

The City reserves the right to make a Contract award without written and/or oral discussions with the Proposers and without an opportunity to submit Best and Final Offers when deemed to be in the City's best interests. Contract award, if any, shall be made by the City to the responsible Proposer whose proposal best meets the requirements of the RFP, and is most advantageous to the City, taking into consideration price and the other established evaluation factors. The City is not required to award a Contract to the Proposer offering the lowest price. The City shall have no obligations until a Contract is signed between the Proposer and the City. The City reserves the right to award one or more contracts as it determines to be in its best interest.

## **Criteria**

### **Qualifications and Experience**

#### **Minimum Qualification**

1. The consultant (the individuals performing the analysis) must have a minimum of five years continuous experience in providing public sector consulting services within the applicable service area, including operations and management analysis of the service area functions.
2. Consultants wishing to provide analysis of Lynnwood's court functions must have an understanding of the purpose and responsibilities of courts, the need for an

impartial and independent judiciary, and Court Rule GR29. In addition the consultant should demonstrate familiarity with the court Core Structure and Competencies.

Firms submitting qualifications that do not meet the minimum qualifications may be disqualified and not evaluated for the following desirable qualifications.

Qualification Criteria	Points
Demonstrates public sector management experience, and should have experience evaluating the trade-offs of public safety and criminal justice budget pressures versus pressures to maintain funding for other local government services, and the relationship between level of service standards and service costs.	25
Demonstrates familiarity with applicable criminal justice regulations and standards applicable to Washington State.	10
Demonstrates substantial experience in law enforcement consulting. Significant experience and expertise in data analysis and information systems such as Computer Aided Dispatch (CAD) and Records Management System (RMS).	20
Possesses significant experience and expertise in data based staffing and deployment modeling, i.e. the creation of a model which matches staffing levels and deployment to workload.	20
Demonstrates of successful communication and outreach strategy for public engagement	25
Total	100

## 2(E) Notices

1. Good Faith  
This RFQ has been compiled in good faith. The information contained within is selective and subject to the City's updating, expansion, revision and amendment.
2. Right to Cancel  
The City reserves the right to change any aspect of, terminate, or delay this RFQ, the RFQ process and/or the program which is outlined within this RFQ at any time, and notice shall be given in a timely manner thereafter.
3. Not an Award  
Recipients of this RFQ are advised that nothing stated herein, or any part thereof, or any communication during the evaluation and selection process, shall be construed as constituting, offering or awarding a contract, representation or agreement of any kind between the City and any other party, save for a formal written contract, properly executed by both parties.
4. Property of the City  
Responses to this RFQ will become the property of the City, and will form the basis of negotiations of an agreement between the City and the apparent successful consultant.
5. City not Liable for Costs  
The City is not liable and will not be responsible for any costs incurred by any consultant(s) for the preparation and delivery of the RFQ responses, nor will the

City be liable for any costs incurred prior to the execution of an agreement, including but not limited to, presentations by RFQ finalists to the City.

6. City's Expectations  
During the review of this document, please note the City's emphasis on the expectations, qualities, and requirements necessary to be positioned as an RFQ finalist and successful consultant.
7. Waiver of Minor Administrative Irregularities  
The City reserves the right, at its sole discretion, to waive minor administrative irregularities contained in any proposal.
8. Single Response  
A single response to the RFQ may be deemed a failure of competition, and in the best interest of the City, the RFQ may be cancelled.
9. Proposal Rejection; No Obligation to Buy  
The City reserves the right to reject any or all proposals at any time without penalty. The City reserves the right to refrain from contracting with any consultant. The release of this RFQ does not compel the City to purchase. The City may elect to proceed further with this project by interviewing firm(s) well –suited to this project, conducting site visits or proceeding with an award.
10. Right to Award  
The City reserves the right to make an award without further discussion of the proposal submitted. Therefore, the proposal should be submitted initially with the most favorable terms the consultant can offer.
11. Withdrawal of Proposals  
Consultants may withdraw a proposal that has been submitted at any time up to the proposal closing date and time. To accomplish this, a written request signed by an authorized representative of the consultant must be submitted to the RFQ Coordinator. The consultant may submit another proposal at any time up to the proposal closing date and time.
12. Non-Endorsement  
As a result of the selection of a consultant to supply products and/or services to the City is neither endorsing nor suggesting that the consultant's product is the best or only solution. The consultant agrees to make no reference to the City in any literature, promotional material, brochures, sales presentation or the like without the express written consent of the City.
13. Proprietary Proposal Material  
Any information contained in the proposal that is proprietary must be clearly designated. Marking the entire proposal as proprietary will be neither accepted nor honored. If a request is made to view a consultant's proposal, the City will comply according to the Open Public Records Act, chapter 42.17 RCW. If any information is marked as proprietary in the proposal, such information will not be made available until the affected consultant has been given an opportunity to seek a court injunction against the requested disclosure.
14. Errors in Proposal  
The City will not be liable for any errors in consultant proposals. Consultants will not be allowed to alter proposal documents after the deadline for proposal submission.

The City reserves the right to make corrections or amendments due to errors identified in proposals by the City or the consultant. This type of correction or amendment will only be allowed for such errors as typing, transposition or any other obvious error. Consultants are liable for all errors or omissions contained in their proposals.

If, after the opening and tabulation of proposals, a consultant claims error and requests to be relieved of award, s/he will be required to promptly present certified work sheets. The RFQ Coordinator will review the work sheets and if the RFQ Coordinator is convinced, by clear and convincing evidence, that an honest, mathematically excusable error or critical omission of costs has been made, the consultant may be relieved his/her proposal.

After opening and reading proposals, the City will check them for correctness of extensions of the prices per unit and the total price. If a discrepancy exists between a price per unit and the extended amount of any proposal item, the price per unit will control. The City will use the total of extensions, corrected where necessary.

**15. Award**

If an award is made as a result of this RFQ, it shall be awarded to the consultant whose proposal is most advantageous to the City including, but not limited to, responses to the RFQ questions; demonstrated technical ability and expertise; financial stability; reference calls and/or recommendations; memberships, licenses, ISO Certifications or any other applicable membership or certifications; presentations to the City evaluation team and others (if applicable); on-site visits at consultant's site (if applicable), product samples which the City may, at its discretion, request as part of the RFQ process; any additional criteria deemed appropriate by the City which would lend itself to establishing the Service Provider's viability to perform the work as outlined in this RFQ.

### **3. SCOPE OF SERVICES - Criminal Justice and Legal Services Level of Service and Efficiency Study**

#### **Introduction**

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3. Viable strategies to mature the cultural competence of the City, and to expand the ethnic and racial diversity within these service areas to better represent that of the Lynnwood community.
4. Identification of alternative methods of criminal justice and legal service delivery that can realize service improvements, new efficiencies and long-term financial sustainability, such as regionalization and partnerships.

The service areas reflect specific disciplines which may require varied consultant expertise in response to the proposed studies. Therefore, responses to the RFQ may be provided that address all service areas; or for a specific service area; or any combination thereof.

Project funding is approximately \$100,000. The City expects to conduct the study(s) in phases to allow for refinement in project scope based upon initial results and subsequent Council direction.

#### **Background and Purpose**

Lynnwood is an ethnically-diverse community with over 36,000 residents, and is home to a regional shopping mall (Alderwood Mall), Edmonds Community College, big-box

retailers, car dealerships, and high volumes of pass-through traffic. Lynnwood's daytime population increases due to Lynnwood's position as a regional commercial hub.

The City of Lynnwood, a municipal corporation, is an Optional Code City with a Mayor-Council form of government. In 2009, following extensive community input, the City embraced the vision statement known as, *Lynnwood Moving Forward, Our Community Vision*. In 2015, the City Council reaffirmed *Our Community Vision* (Resolution 2015-06). Under the policy guidance of the City Council, the Mayor has initiated several programs to bring *Our Community Vision* to fruition. Based upon City Council direction (Resolution 2015-05), Lynnwood's biennial budget for 2017-2018 will be prepared using Budgeting for Outcomes (BFO) principles. BFO is also known as Priority-Based Budgeting. One objective of the CJL Studies is to develop foundational, program-based information highly relevant to BFO principles.

The City Council provided direction and funding for this work in the adopted Budget for 2015-2016. The City understands the magnitude of this Study and that analytics would be considered as part of the mid-biennial budget adjustment to occur in late 2017. The CJL Study represents a significant portion of the work called for by the budget authorization entitled, 2015-2016 Efficiency Analysis/Consultant Services—which is provided in part below:

#### **Proposal Summary and How it Relates to the Mayor's Budget Priorities Memo**

The City would like to engage consultants to perform a comprehensive review of all aspects of Criminal Justice Departments, Fire and a feasibility study for a Metropolitan Park District (MPD).

The analysis would include management structure, as well as short-term and long-term opportunities to make adjustments to how these services are provided in order to achieve operational efficiencies, effectiveness and budgetary savings.

The studies would be conducted in 2015 and 2016, and the analytics would be completed for use in the FY 2017-2018 budget.

#### **Justification**

This recommendation is part of an extensive budgetary review conducted by Department Directors in August, 2014. The Directors concluded these studies would be very beneficial to review potential repositioning or alternative service delivery methods in these city services. The scope of the analysis would include baseline management and operations analysis, short-term efficiency opportunities and an in-depth evaluation of management and operations and long term efficiency opportunities.<sup>1</sup>

When completed in early 2016, the recommendations generated by the studies should be used in the development of the FY 17-18 budget.

Assessment of fire services and the feasibility study for a Metropolitan Park District are currently underway through separate initiatives and are not part of the CJL Study.

This RFQ envisions expertise in the various service areas identified herein, including management structure; and identification of potential short-term and long-term opportunities to adjust these services in order to improve operational efficiencies and effectiveness. Of particular interest is the goal to achieve high-quality public services while also advancing fiscal sustainability. Contextual issues include the following:

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<sup>1</sup> Substantial analysis has been conducted by some Departments and it is expected that the consultant would "peer review" the analyses and build upon this established framework.

Racial and Ethnic Diversity. Across the United States, there is heightened sensitivity to outcomes resulting from interaction between (predominately white) police officers and citizens of color. Like many communities, Lynnwood wishes to explore opportunities to better align the racial and cultural make-up of law enforcement personnel (in particular) with the local population. According to the 2010 census, approximately 40 percent of Lynnwood's population identifies with racial minority. With efforts to attract and retain a racially-diverse workforce, Lynnwood's police force is predominately white.

The CJL Study will include an assessment of the services provided by the current contracted police recruiting and testing vendor for opportunities to recruit and test applicants according to established Civil Service Rules as well as assess the Department's ability to retain officers of color, the selection and backgrounding process in accordance with State law, and recommend new strategies to expand understanding and collaboration between law enforcement and racial, ethnic and religious minorities. This may include strategies to strengthen the public's interest in law enforcement as a career. It is envisioned that many of the Study's recommendations in this area will be equally applicable to other service areas. Therefore, the ideal consultant(s) will have proficiency in the area of cultural competence.

Fiscal Sustainability. Criminal justice and legal services require a significant share of Lynnwood's General Fund. For example, the cost of Lynnwood's criminal justice services (police, municipal court, prosecutor, and public defender), at \$19.9 million for 2015, is 39 percent of the entire General Fund, and is 2.2 times all regular property tax revenue. The \$19.9 million cost estimate does not include the cost of important support services provided by other Departments, including Human Resources, City Attorney, Executive, and Administrative Services. In terms of financial magnitude alone, it is appropriate that the City periodically confirm levels of service, program priorities, and long-term funding. Due to recession-era impacts, the City made budget reductions to all departments to include police (loss of 10 police officers and other associated staff) as well as the court of 1 FTE.

The need to fully understand criminal justice and legal costs is underscored by a recent forecast for the General Fund (see below). The General Fund Financial Forecast for the Years 2015-2021 shows that the growth rate of expenditures will outpace revenue increases. This dynamic is due in part to public finance reform which limits increases in property tax to one percent per year. Also, the Streamlined Sales Tax initiative diminished Lynnwood's advantage as a retail mecca. The financial forecast indicates that General Fund expenses may outpace and exceed revenues as soon as 2018, and this CJL Study is intended to foster long-term fiscal sustainability.

**Figure 1. City of Lynnwood General Fund Financial Forecast  
For the Years 2015-2021**

December 2, 2015



**Assumptions Used:**

- Forecasted Sales Tax to Increase by 2.5% Per Year After 2016
- Updated 2016 Property Tax Based Upon Assessed Value Provided by Assessor's Office
- Forecasted Property Taxes to Increase by 1% and an additional 2% for New Construction after 2016
- Beginning in 2017, the Property Tax Allocated to the Street Operations Fund will be Included in General Fund Revenues (\$480,000 Per Year)
- Beginning in 2017, the Sales Tax Allocated to the Street Operations Fund will be Included in General Fund Revenues (\$500,000 Per Year)
- All Other Revenues are Forecasted Using Historical and Expected Future Trends
- Expenditures Do Not Include Any Cost of Living Increases in 2016 for Labor Contracts Currently in Negotiation
- General Fund Operating Expenditures Forecasted to Increase by 3% Per Year After 2016
- Beginning in 2017, the General Fund will Transfer Funds as Operating Expenditures to the Street Operating Fund (\$1,000,000 Per Year)
- Updated Forecast includes Adopted Budget Modifications
- Shows Additional Fire Department Staff and Equipment Requirements to Accommodate Development Growth Beginning in 2016

Inter-Dependent and Inter-Related Services. “Criminal justice” is a broad classification which includes the work of multiple teams, departments, and the court. Achievements by each criminal justice workgroup influence and affect the work of other criminal justice teams. For example, a DUI enforcement emphasis by Police’s traffic division generates new work for the municipal court, prosecution, public defense, and corrections. It is appropriate that this Study be holistic with regard to the inter-related service areas of criminal justice.

Continuous Improvement and Community Vision. Lynnwood’s workforce is dedicated, professional, trained, and resourceful. In terms of continual improvement, it is appropriate to periodically scan industry practices and improve service delivery through an understanding of comparable agencies. *Our Community Vision* calls for Lynnwood’s services to be “a regional model”. An effective organization actively reviews its business practices in order to confirm alignment between local priorities, legal mandates, best practices, and fiscal sustainability.

The CJL Study will be critical step toward self-examination befitting of a community intending to be a regional model of service excellence. This CJL Study will include a review and assessment of Lynnwood’s practices in each service area, and identify innovation used elsewhere that may be applicable here. Some improvements will be relatively small, while others may have more-significant implications to the City as a whole. Study recommendations will be limited to those that support the implementation of *Lynnwood Moving Forward-Our Community Vision*.

Currently, it is not known if the City’s existing performance measures and service/demand metrics are ideal. ICMA performance metrics were captured up to the recession and could provide historical context. A review of data presently collected by service providers is expected to: 1) help define appropriate levels of service and the

resources needed; and 2) confirm whether improvements to Lynnwood's data collection are needed in order to most-accurately describe conditions here.

Trust in Government, Community Policing and Sentencing Reform. Nationally, police departments are implementing strategies and programs such as Community Oriented Policing to improve public relations and trust, and to support crime prevention, enforcement and investigation. It is understood that such measures offer opportunity for constructive interaction between public officials and community groups, citizens, and businesses. In turn, these positive relationships can help to reduce crime rates, de-escalate citizen-officer confrontation, aid investigation, and advance equity in enforcement and adjudication. Preparation of the CJL Study will include consultation with and participation by the service area department. Lynnwood seeks an assessment of its community policing programs, relative to other models of community policing used in other communities.

It is not clear whether the current LOS for programs such as traffic enforcement, community outreach, and diversity training are above, below, or in line with industry norms. The CJL Study will compare Lynnwood's practices to *Our Community Vision*, other comparable communities, and to existing public opinion surveys.

Nationally, court officers and corrections experts are pursuing alternatives to traditional sentencing and incarceration for non-violent crimes. Many believe that the incarceration of persons with substance abuse or cognitive problems is not effective and does not reduce recidivism. It is also appropriate that the community have an accurate understanding of the actual cost of enforcement, adjudication, and incarceration of offenders. The CJL Study will provide the City Council, and the community with state-of-the-art information regarding court services.

Budgeting for Outcomes. While public safety is a paramount duty of municipal government, Lynnwood's Community Vision includes other goals and aspirations that also warrant viable levels of funding. Since community needs always exceed community resources, *Lynnwood Moving Forward – Our Community Vision* can only be realized through an articulate, strategic-budgeting process that contemplates immediate needs and long-term objectives. As mentioned above, with the approval of Resolution 2015-05, the Lynnwood City Council directed that the 2017-18 Budget be developed according to Budgeting for Outcomes (BFO) principles (also known as Priority-Based Budgeting). Additional program-based data is needed to support the BFO process, and the findings of the CJL Study will help inform the budget for 2017-18 and beyond.

### **Example/Anticipated Scope of Work**

The following information regarding scope and methodology is provided to support and facilitate consultant responses highly-aligned with this RFQ. A professional services agreement between the City and the consultant will specify the contractually-required scope of work and methodologies. The selected consultant will be asked to review and provide recommendations on the scope of the study.

1. The consultant will conduct an impartial, third-party, data-driven review of all study areas, and rely upon evidence-based practices to devise and evaluate short-term and long-term alternatives that advance *Our Community Vision* and fiscal sustainability.
2. Short-term efficiencies are defined as cost reduction or revenue generation items that do not impact labor contracts and that can be implemented under current or amended budget authority.

3. Long-term efficiencies are defined as those operational changes, cost reduction or cost recovery measures that are complex in nature; that may require labor negotiations due to different deployment of staff or assignment of work, significant technological changes, or dependent upon budget approval beyond the scope of regular budget amendments. Long-term efficiencies typically require subsequent analysis prior to implementation, and such analysis may be beyond the scope of the initial CJL Study.
4. The consultant will conduct a preliminary analysis of each program area of each service area by reviewing available data provided by the City, and by gathering technical information and indicators of public opinion through means such as interviewing subject matter experts and community stakeholders; touring facilities; job shadowing; etc.
5. The consultant shall present initial study results and recommendations to the City Council and the community, along with recommendations for further, in-depth analysis of specific service areas or issues. The City and the consultant would then negotiate and execute a scope addendum to confirm subsequent work.
6. As directed by the City, the consultant will complete the subsequent, targeted analysis requested. The consultant will present the results of the secondary analysis to the City Council and the community in an open public meeting (and in writing). Examples of analysis to be provided include:
  - a. Fiscal impact.
  - b. Externalities associated with implementation (i.e., constraints imposed by statutory requirements, or labor agreements—to the extent known).
  - c. Service and level-of-service impacts.
  - d. Personnel impacts.
  - e. Appropriate implementation plan and schedule.
  - f. Experiences and practices in other communities.
  - g. Advantages and disadvantages.
7. As necessary, the consultant and the City will prepare responses to questions or new issues raised during the consultant's presentations.
8. For each service area and/or program, the consultant will quantify and compare Lynnwood's services to comparable jurisdictions. The consultant will propose for the City's approval, the jurisdictions to be considered. It is anticipated that due to the wide variation in communities, it will not be possible to use the same jurisdictions for each service area evaluated. In selecting comparable cities, metrics such as the following may be applicable: resident population, daytime population, land area, miles of arterial streets, number of dwellings by type, median household income, median household education, race and ethnicity, large employers, retail building area, employment by industry, proximity to metropolitan business districts, and presence of a college or university. It is understood that the comparable cities selected for the CJL Study may not be suitable for analysis of other municipal services, or for other purposes such as workforce compensation.

9. The CJL Study may include a review of the following types of programs/services:

Police Program Areas - EXAMPLE	
Administration	Officer training and safety
Animal control	Patrol
Community health and safety	Photo red enforcement
Court security	Public information / community relations
Crime prevention / public education	Records
Emergency planning	SWAT
Evidence	Task force or special unit, drug
Internal affairs	Task force or special unit, gang
Investigation	Traffic enforcement
K-9	Volunteer coordination

Jail Program Areas - EXAMPLE	
Administration	Meals/nutrition
Court security	Medical care of prisoners
Jail programming; counseling, recreation, canteen, visitation, etc.	Prisoner transport
Detention, long-term (31 days – 1 year); adequacy of detention facility to support	Property management
Detention, short term (up to 30 days)	Contract housing programs; internal and external
Alternatives to incarceration; Electronic home monitoring and Community service	

Municipal Court Program Areas - EXAMPLE	
Administration	Probation
Criminal Case Processing	Judicial services
Infraction Case Processing	Photo Enforcement Case Processing

Legal Program Areas - EXAMPLE	
City attorney	Prosecutor:
Legislation, contracts and agreements, human resources, etc.	Public defense: Legal representation of indigent criminal defendants.
Representation of the City in meetings, appeals, claims, suits, etc.	Coordination with special/other legal counsel

## **4. SUBMITTAL CONTENTS**

### **4(A) Minimum Qualifications**

1. Provide a narrative about your firm's experience providing five or more continuous years of public sector consulting in the area of policing, detention/corrections, court, and/or legal services. Specify the public agencies you served, the length and depth of the study conducted, the experience you have in the operations and/or management of these service areas. Five years of experience is the minimum amount acceptable.
2. Consultants wishing to provide analysis of Lynnwood's court functions must have an understanding of the purpose and responsibilities of courts, the need for an impartial and independent judiciary, and Court Rule GR29. In addition the consultant should demonstrate familiarity with the court Core Structure and Competencies.
3. Firms that fail to provide adequate information to demonstrate their experience in this may not be continued for further review. Provide a description of your firm, your proposed team for conducting work that might be indicated by the sample scope of work.

### **4(B) Specific Desirable Qualifications**

1. Describe your public sector management experience, and should have experience evaluating the trade-offs of public safety and criminal justice budget pressures versus pressures to maintain funding for other local government services, and the relationship between level of service standards and service costs. Include an organizational chart of your firm, indicating which members of your team will be assigned to this contract. Provide resumes for your Project Manager, and those of specific individuals to be assigned in areas of subject matter expertise. Provide up to three examples of reports, recommendations, or study results that demonstrate your qualifications.
2. Provide a narrative that demonstrates your firm's understanding and familiarity with applicable criminal justice regulations and standards. Describe how this experience was achieved, and when. Specify any staff members that provide this expertise to be assigned to the contract, and provide a resume.
3. Demonstrate the firm's expertise in providing public sector consulting services, including substantial experience in law enforcement consulting. Significant experience and expertise in data analysis, specifically concerning Computer Aided Dispatch (CAD) and related information systems. Describe how this experience was achieved, and when. Specify any staff members that provide this expertise to be assigned to the contract, and provide a resume. Provide up to three examples of reports, recommendations, or study results that demonstrate your qualifications.
4. Significant experience and expertise in data based staffing and deployment modeling, i.e. the creation of a model which matches staffing levels and deployment to workload. Specify any staff members that provide this expertise to be assigned to the contract, and provide a resume.
5. Demonstration of successful communication and outreach strategy for public engagement. Provide a description of the planning, organization, outreach and marketing used to incorporate the public opinion and information sharing. Include a narrative for how meetings, focus group, surveys or other methods were used to

achieve successful communication and information gathering.

#### **4(C) Summary**

Explain in one page or less how your solution will differentiate you from other consultants and why we should choose you as our successful consultant. List the unique features that give your company a competitive edge in conducting this work.

## 5. RFQ Submittal instructions

1. Consultant shall create one original response (**labeled “original”**) with original signature. The original shall be unbound and printed one-sided,
2. In addition to the original specified above the Consultant **MUST** include a CD of the entire response which shall be placed inside the front cover of the original response.
3. The RFQ name must be shown on the lower left-hand corner of the box.
4. Submittals should be limited to 12 pages, exclusive of resumes and samples.
5. Complete the form below (or a reasonable facsimile thereof) and affix to the exterior lower left hand corner of the submission package to ensure proper receipt of your submittal.

<b>URGENT – QUALIFICATION SUBMITTAL</b>	
<b>Do Not Delay – Deliver Immediately</b>	
<b>URGENT</b>	 <b>City of Lynnwood</b> <b>Procurement &amp; Central Services</b> <b>Division</b> 19100 44 <sup>th</sup> Ave W Lynnwood, WA 98046
	<b>RFQ No.: 2666</b>
	<b>Bid Title: Criminal Justice and Law Study</b>
	<b>Due Date:</b>
	<b>Vendor:</b>
<b>URGENT</b>	

End