



City of Fair Oaks Ranch

REQUEST FOR PROPOSALS

STANDARDS OF COVER AND UTILIZATION STUDY

Consulting firms must submit one (1) original, five (5) copies and one (1) digital copy in PDF format labeled “Proposal for Standards of Cover and Utilization Study” to the City of Fair Oaks Ranch, Attention: Clayton Hoelscher 7286 Dietz Elkhorn, Fair Oaks Ranch, Texas 78015, no later than 2:00 P.M. on February 1st, 2021.

Background

The City of Fair Oaks Ranch is located on the edge of the beautiful Texas Hill Country, 27 miles northwest of downtown San Antonio, Texas. It is home to an estimated 9,700 people, and it continues to grow as more people are drawn out by the lure of country living. The city spans over three separate counties, Bexar, Kendall and Comal, two independent school districts, Boerne ISD, and Comal ISD and covers an area of 7,861 acres.

The City of Fair Oaks Ranch had its beginnings as a working ranch when several parcels of land were acquired by oil man Ralph Fair, Sr. during the 1930's. The ranch, which had a dairy and granary, was first a center for a racehorse operation. Later, Mr. Fair established a registered Hereford cattle operation. After the death of Mr. and Mrs. Fair, the remaining family decided to develop a 5,000-acre portion of the ranch as a residential community. In 1975, a homeowner's association was formed and in 1988 the City was incorporated as a Type A General Law Municipality. Today, Fair Oaks Ranch is a Home Rule Charter City and operates under a Council-Manager form of government. A Mayor and six Council Members are elected by the citizens, and the City Manager is appointed by the Council.

Traditionally, Fair Oaks Ranch serves as a popular retirement destination for many with its golf courses, walking trails and quiet hometown atmosphere. However, proximity to the Alamo City, with its vast retail, professional, and medical offerings, paired with a unique Hill County lifestyle, support a growing commuter population. San Antonio is also home to Joint Base San Antonio, the largest joint base in the U.S. Department of Defense which adds to the economy and diversity of the entire metro area. Camp Stanley and Camp Bullis make up the vast majority of the City of Fair Oaks Ranch's eastern border.

The City is home to two Elementary Schools and anticipates current growth trends will continue as younger families continue to move into the area. Boerne ISD is considered one of the fastest growing districts in the San Antonio region.

The City is currently seeking a consultant or consultant(s) to conduct a Standards of Cover and Utilization Study for Police, Fire and EMS Services. The City has its own Police Department (26 sworn officers) and contracts with third parties for Fire and EMS Services. The intention of this Request for Proposals is to hire one or multiple firms to conduct these studies. The final deliverables will be two studies: one solely for Police Services, and one for Fire and EMS Services.

Scope of Services

Police

The purpose of this study is to provide recommendations for an innovative and sustainable method of determining current and future police department staffing needs. Specifically, the City desires a performance review of the current delivery of all Police Department services, as well as recommendations to ensure service delivery meets current best practices and community expectations.

Departmental Objectives

- Reduce the crime rate (property, violent, narcotics, etc.)
- Improve traffic safety
- Provide training to ensure the department is highly qualified and positioned for sustainable success
- Develop data driven approaches to crime and traffic safety to enhance the efficient and effective delivery of police services
- Ensure response times are at industry standards or better for similar communities
- Remain one of the safest cities in Texas.

The Study will:

- Review current demands for law enforcement, including calls for service, day and time of calls, response times, investigative workload, staffing for special events and out of service impacts associated with intergovernmental transports (jail).
- Review Department resources and provide complete report of current resource utilization, i.e., what the Department is doing right, areas for improvement, and recommendations to ensure the Department is resourced in a manner that provides for a Safe Community.
- Provide recommendations on improvements to Department shifts, assignments, etc., which will maximize efficiency and effectiveness.
- Review current demands and utilization for 3rd party support staff to include dispatch, jail, and records.
- Review current demands for administrative staff.
- Review supervisory workloads and span of control and make recommendations for supervisor staffing within the Department.
- Review and describe best practices for police staffing and utilization in cities with populations between 10,000 and 15,000.
- Gather information on local community expectations regarding perceptions of safety, crime reduction strategies, and community safety.
- Recommend a methodology for the calculation of police staffing needs that can be updated and replicated by city and police department staff for short and long-term strategic planning resource budgeting.
- Provide recommendations regarding three, five, ten-year and buildout projections based on community and police department goals and performance indicators.

- Identify functions performed by the police department that could be performed more efficiently by other means and provide options to address.

Challenges

The department is undergoing transitions in a number of areas and the extent to which the department ignores, reacts to, or proactively manages the factors that are creating these transitions has the potential to shape its future.

- Leadership Transition: New Chief and Lieutenant
- Transition in community demographics
- Transition in size and scope of the department
- Transition in profile of criminals
- Transition in the type of policing performed
- Transition in the policing environment (public perception)

Addressing Challenges:

Need to focus attention on a number of areas, while building on current strengths that position the department for sustainable success.

- Service level expectations
- Strategic direction
- Organization
- Accountability
- Professional development & training
- Recruiting and retention
- Jurisdictional collaboration
- Technology
- Bias free policing
- Data-driven initiatives

Effectiveness & Efficiency

Identify areas to improve operation effectiveness and efficiency.

- Activity analysis
- Relationships between shifts/units, including rotation
- Promotional Requirements & Process
- Patrol Discipline
- Traffic Enforcement
- Canine
- Warrant Service
- Relationships with civilian staff
- Internal affairs
- Civilian volunteers

Fire and EMS

The purpose of this study is to develop standards of coverage and provide recommendations for an innovative and sustainable method of determining current and future fire and EMS staffing needs. Specifically, the City desires a performance review of the current delivery of Fire and EMS services, as well as recommendations to ensure service delivery meets current best practices and community expectations.

Objectives:

- Assess community Fire and EMS risk
- Assess existing emergency service assets and infrastructure (vertical and linear)
- Define baseline emergency response performance standards
- Determine apparatus and staffing patterns
- Evaluate workload and ideal unit utilization
- Develop service delivery performance measures
- Support strategic planning and policy development relative to resource procurement and allocation.

The Study will:

- Review current demands for Fire and EMS, including calls for service, day and time of calls, response times, and geographic distribution of incidents.
- Conduct a community risk assessment and critical task analysis for Fire and EMS incidents.
- Evaluate Fire and EMS resources, inclusive of stations, apparatus, water capacity, fire flow and resource distribution.
- Gather information on community expectations regarding fire safety, emergency medical services and code compliance life safety practices.
- Review and describe best practices for Fire and EMS staffing and utilization in cities with populations between 10,000 and 15,000.
- Determine and recommend coverage and resources needed in relationship to community risks and service delivery expectations.
- Review the current 3rd party service delivery model and provide recommendations regarding three, five, ten-year, and buildout projections based on community goals and performance indicators (service delivery expectations).
 - Review Fire and EMS 3rd party provider resources and provide complete report of current resource utilization, i.e., what the Department is doing right, areas for improvement, and recommendations to ensure the Department is resourced in a manner that provides for a Safe Community.

Challenges:

The City contracts for Fire and EMS services. The current Fire service contract expires on September 30, 2021 and the service provider has informed the City they will not seek a renewal. EMS services are also provided through a 3rd party contract. Demand for EMS services indicates slow response time and periods of no coverage within the City.

Addressing Challenges:

Need to focus attention on a number of areas, while building on current strengths that position the City for sustainable success.

- Establish service level expectations
- Develop options for funding Fire and EMS services
 - General Fund
 - Creation of an Emergency Service District (ESD)
 - Strategic direction
- Identify service providers
 - Contract with existing ESD
 - Contract with another Fire Department in the area
 - Create a FOR Fire Department
 - Others

Submission of Questions

Any questions should be submitted in writing to:

Clayton Hoelscher, Procurement Manager
City of Fair Oaks Ranch
choelscher@fairoaksranchtx.org

Addendums to the RFP

The City of Fair Oaks Ranch shall not be held responsible for any oral instructions related to the project. Any official changes to this RFP will be in the form of a written addendum, which will be published on the City website at <http://tx-fairoaksranch2.civicplus.com/bids.aspx>

Withdrawal of RFP

The City reserves the right to withdraw the RFP at any point. At any time prior to the specified solicitation due time and date, a firm may withdraw their Proposals by submitting a written request stating the reason for withdrawal.

General Information:

- 1) The City of Fair Oaks Ranch reserves the right to reject any or all proposals to waive any informality or irregularity in any proposal received, and to be the sole judge of the merits of the respective proposals received.

- 2) The consultant will be an integral member of the Project Team, consisting of City staff, elected officials, and a potential citizen volunteer committee which will be involved in the process.

RFP Schedule

The dates and times listed below are estimated and are subject to change without notice.

1. **January 20, 2021**– Deadline for written questions 12:00 PM (CST).
2. **January 25, 2021** – Questions and Responses will be posted to the City of Fair Oaks Ranch website (<http://www.fairoaksranchtx.org/>) by the close of business day.
3. **February 1, 2021** – one (1) original, five (5) copies and one (1) digital copy in PDF format of the Proposals due no later than 2:00 PM (CST).
4. **February 2021** – Consultant Presentation and Interview with the selection committee (if necessary).
5. **February 2021** – Regular City Council Meeting to Approve Consultant Selection and Professional Services agreement which will include the Scope of Services.

Submission Instructions

Proposals should be delivered or sent to 7286 Dietz Elkhorn, Fair Oaks Ranch, Tx 78015. All proposals should be addressed to Clayton Hoelscher, Procurement Manager. The City of Fair Oaks Ranch will receive sealed proposals until 2:00 P.M Central Standard Time on February 1, 2021 and then proposal amounts will be publicly opened and read. Any proposals received after that time and date will be returned unopened to the bidder. Proposals should contain one (1) original, five (5) copies, and one (1) digital copy in PDF format.

Instructions to Proposers

The proposals should include the information below, and shall follow the format below. Firms may submit a proposal for the Police Department Study, the Fire and EMS Study, or both.

- **Cover Letter/Executive Summary (One (1) page maximum)**
- **Tab 1 - Project Team (Ten (10) pages maximum):**
 - Resumes that describe the capabilities and experience of each team member, and include the team member's name, title, education, licenses, certifications, professional associations, and brief overview of professional experience
 - Organizational chart identifying the key staff that will be assigned to this project, including subconsultants
 - Provide a summary of not more than one page detailing the unique qualifications of each sub-consultant
- **Tab 2 - Team Relevant Experience (Six (6) pages maximum):**
 - Include a summary of at least 3 projects within the last five years that are similar in nature
 - Identify the project owner, location, include contact name, title, current phone number, and e-mail address for each of the listed projects
 - Identify deliverable(s) provided to customer and what, if any changes, customers adopted
 - Demonstrate record of performance, including completion schedule and quality of work product
- **Tab 3 - Project Approach (Ten (10) pages maximum):**

Describe your technical plan and timeline for accomplishing the scope of services, including at a minimum:

- Submit a work plan for accomplishing the scope of services, including time estimates and identifying time needed for specific City personnel.
 - Include a timeline for completion
- Include one or two samples of reports, correspondence, and other relevant information generated for other clients relevant to your proposal. This will not count towards the 10 page limit.
- Detail how and when the following deliverables will occur:
 - Overview of current demand for services
 - Describing best practices for determining staffing and utilization in comparable Cities
 - Overview of community expectations for services
 - Staffing methodology that can be replicated, including recommendations for the next 5 – 10 years

- **Tab 4 – Price Proposal Form**

Include the total price to complete the project as described in the RFP. The price proposal should be filled out on the “Price Proposal Form” immediately following this Request for Proposal. Firms may submit for the Police Department Study, Fire and EMS Assessment Study, or both. The City reserves the right to award to no firms, or to one or multiple firms.

- **Certificate of Interested Parties (1295) Form** – A Certificate of Interested Parties Form must be submitted with the original proposal. The 1295 form and instructions for completion can be found at the following link: <https://www.ethics.state.tx.us/filinginfo/1295/>
- **Evidence of Insurability as detailed in Exhibit A – Standard Professional Service Agreement**

Evaluation Criteria

All proposals received will be reviewed, evaluated, and ranked according to a numerical scoring system based on the responses to the criteria listed below. The City may elect to interview firms. Proposals for each scope of service will be evaluated as follows:

Criteria	Maximum Points Available
Project Team, Key Personnel and Relevant Experience	40 Points
Project Approach	40 Points
Price	20 Points

Questions regarding the project can be submitted to Clayton Hoelscher, via email to choelscher@fairoaksranchtx.org. Questions will be accepted until 12:00 P.M. (CST) on January 20, 2021. Responses will be posted to the City of Fair Oaks Ranch website by the close of business on January 25, 2021.

Award and Negotiation

The City reserves the right to reject any or all Proposals. The highest ranked Respondent(s) may be invited to enter into Contract negotiations with the City of Fair Oaks Ranch. If an agreement cannot be reached with the highest ranked Respondent(s), the City shall notify the Respondent and terminate negotiations. The second highest Respondent may be contacted for negotiations. The process may continue until successful negotiations are achieved. The City reserves the right to terminate negotiations with any and all Respondents should it be in the City’s best interest.

Insurance

All respondents must submit, with the RFP, proof of insurance coverage as stipulated in Exhibit A. Proof shall be by submission of copies of current policies or current Certificates of Insurance, including the effective dates of coverage. Any provisions outlined in Exhibit A will be required of the successful firm(s) only.

Anti-Collusion

In submitting an offer, Respondent certifies that they have not participated in nor have they been party to any collusion, price fixing or any other illegal or unethical agreements with any company, firm or person concerning the pricing offered.

No Prohibited Interest

Respondent acknowledges awareness of the state laws and applicable City Charter provisions regarding conflicts of interest and required disclosures. No officer, employee or agent of the City shall participate in the negotiation, selection, discussion, award or administration of a contract or procurement supported by public funds if: 1) that individual has a substantial interest in a person or entity, as defined by the City's Charter, Code of Ordinances and/or Chapter 171 or 176 of the Texas Local Government Code, that is the subject of the contract or procurement; or 2) a conflict of interest, either real or apparent, would be involved, as defined therein.

Non-Resident Bidders/No Israel Boycott

Texas Government Code, Chapter 2252, Texas law prohibits city and governmental units from awarding contracts to a non-resident bidder/proposer unless the amount of such bid is lower than the lowest bid by a Texas resident by the amount a Texas resident would be required to underbid the non-resident bidder/proposer on a bid/proposal for goods and services in the non-resident bidder's state. Texas Government Code, Chapter 2270 prohibits a governmental entity from entering into a contract with a company for goods or services unless the contract contains a written verification from the company that it: (1) does not boycott Israel; and (2) will not boycott Israel during the term of the contract.

Equal Employment Opportunity

Respondent agrees that it will not discriminate in hiring, promotion, treatment, or other terms and conditions of employment based on race, sex, national origin, age, disability, or in any way violate Title VII of 1964 Civil Rights Act and amendments, except as permitted by said laws.

Anti-Lobbying Provision

During the period between RFP submission date and the contract award, respondents, including their agents and representatives, shall not directly discuss or promote their Proposal with any member of the City Council or City staff except in the course of City-sponsored inquiries, briefings, interviews, or presentations. Violation of this provision shall result in the rejection of the respondent's Proposal and disqualification from future consideration of similar RFP's.

Jurisdiction

Contract(s) executed as part of this solicitation shall be subject to and governed under the laws of the State of Texas. Any and all obligations and payments are due and payable in Kendall County, Texas. The parties agree that venue for purposes of any and all lawsuits, cause of action, arbitration, and/or any other dispute(s) shall be in Kendall County, Texas.

Conflict of Interest

A statement indicating the respondent has no conflict of interest with the City, including any past or present employees or past or present elected officials of the City, must be submitted with the statement of qualifications. Chapter 176 of the Texas Local Government Code requires that any vendor or person considering doing business with a local government entity must disclose in the Questionnaire Form CIQ, the vendor or person's affiliation or business relationship that might cause a conflict of interest with a local government entity. This questionnaire must be filed, by law, with the City Secretary not later than the 7th business day after the date the person becomes aware of facts that require the statement be filed. See Section 176.006, Local Government Code. A person commits an offense if the person violates Section 176.006, Local Government Code. An offense under this section is a Class C misdemeanor. For more information or to obtain the Questionnaire CIQ go to the Texas Ethics Commission web page at www.ethics.state.tx.us/forms/CIQ.pdf.

Confidential Information

Any information deemed to be confidential by the respondent should be clearly annotated on the pages where confidential information is contained. The City cannot guarantee that it will not be required to disclose all or part of any public record under Texas Public Information Act, since information deemed to be confidential by the respondent may not be confidential under Texas Law, or pursuant to a Court order.

Price Proposal Form

Please include the total price for each scope of service. Firms may submit proposals for one or both studies. Each price shall be for a not to exceed amount and shall include reimbursable expenses. The City reserves the right to negotiate proposed amounts with the selected firm(s).

1. Police Department Standards of Cover and Utilization Study

\$ _____

2. Fire and EMS Standards of Cover and Utilization Study

\$ _____

The individual signing this certifies that he/she is a legal agent of the Company, authorized to submit on behalf of the Company, and is legally responsible for the decisions as to the supporting documentation provided.

Company Name: _____

Authorized Representative: _____

Signature: _____

Printed name: _____

Title: _____

Date: _____