

CITY OF HOUSTON
HOUSTON POLICE DEPARTMENT
Q24211
NOTICE OF REQUEST FOR QUALIFICATIONS

**STRATEGIC
PURCHASING DIVISION**
901 Bagby Street, Concourse
Level
Houston, Texas 77002

GENERAL TERMS & INSTRUCTIONS

The Houston Police Department is soliciting proposals from qualified professionals to develop a restricted "**Operational Staffing Model**". Qualifications solicited for this service shall be in accordance with the terms, conditions, and instructions set forth in this Request for Qualifications (RFQ). This contract will be for a one - year period with the option of renewing for an additional one year.

The Scope of Work/Services for this project is outlined below. If you believe that your company/organization meets the minimum requirements as outlined in the Scope of Work/Services of the RFQ; **please submit your response to Frank Rodriguez, by Friday, March 16, 2012 at 2:30 PM CST**. No responses will be accepted after the stated deadline. Written questions concerning the RFQ may be submitted to Frank Rodriguez no later than **4:00 PM, Friday, February 24, 2012**. Send responses via one of the following methods listed below:

E-mail (Preferred Method): frank.rodriquez@cityofhouston.net

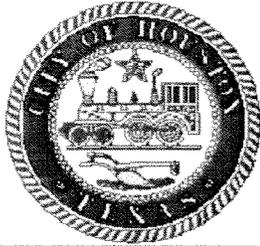
Fax: (713) 308-1777

A pre-submittal conference will be held on Wednesday, **February 22, 2012 at 10:00 AM**, in the Budget and Finance Conference Room, located at 1200 Travis, 17th floor, Houston, Texas 77002. Attendees will be required to have current identification.

SCOPE OF SERVICES

1.0 OVEVIEW:

- 1.1 The City of Houston seeks proposals to develop a restricted "operational staffing model" for the Houston Police Department (HPD). Successful proposers must demonstrate qualifications and experience of providing such services to a large metropolitan law enforcement agency. The focus of this effort will primarily focus on uniformed and investigative divisions within the department.
- 1.2 The HPD is composed of 5,350 classified (sworn) and 1,246 civilian personnel. The classified ranks include 958 Sergeants, 207 Lieutenants, 43 Captains, 10 Assistant Chiefs, 4 Executive Assistant Chiefs and a Chief of Police (as of December, 2011). The City of Houston is the fourth largest city in the United States with, according to the 2010 census, a population of 2.1 million occupying approximately 600 square miles. The City of Houston is a diverse global city with a highly educated workforce, a world-class medical center, a large aerospace industry, the nation's largest port for waterborne international cargo and a robust energy sector. Houston is home to 22 Fortune 500 companies. Additional information about the city and the department



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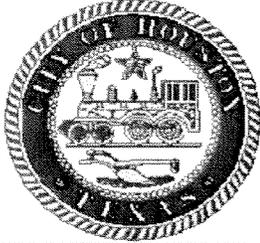
can be found at www.houstontx.gov.

- 1.3 HPD was one of this country's pioneer agencies that established a community policing philosophy which significantly influenced the management of police operations within the Houston community. Houston's version of community policing, known as neighborhood-oriented policing, recognized that service delivery was linked to two important concepts:
 - 1.3.1 As a community, Houston, like many other metropolitan cities, consists of neighborhoods. These neighborhoods, each possessing unique and similar characteristics, provide the geographical locus from which work demands emanate for HPD and
 - 1.3.2 Citizens, irrespective of neighborhood affiliation, place additional work demands on HPD by virtue of their desire to collaborate, in a variety of ways, with department personnel in the interest of preventing crime; to register various types of complaints; to serve as a conduit for information exchange with police officials; and / or request special services to address neighborhood crime and / or disorder issues.
- 1.4 Policing one's community, therefore; requires an in-depth understanding of the geographic and demographic aspects associated with where crime and disorder occur as well as simultaneously establishing a multitude of significant partnerships with citizens who ultimately hold the key to reducing and preventing crime within their respective neighborhoods.

2.0 IMPLICATIONS FOR FIELD OPERATIONS:

- 2.1 Service demands gleaned from the community place competing challenges on resources within HPD. From the perspective of a service demand triangle in which calls, crime, and citizens' requests regularly compete with one another; patrol commanders must strike a delicate balance in determining which demands receive an adequate allocation of resources for any given period of time.
- 2.2 The inability to provide sufficient attention to these different categories of requests is often perceived to be due to insufficient manpower. It could also be associated with a disproportionate allocation of personnel to address identifiable work demands; as well as an inability to effectively manage the time available to address work demands.¹ Finally, there could

¹ There is also the issue of efficiency. Process engineering is yet another factor in determining if work is being performed efficiently without sacrificing responsiveness or quality. This Request for Qualifications is not requiring the vendor to assess process efficiencies; however, if glaring examples of inefficiencies exist, it should be noted in the final work product.



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be a complete lack of understanding or knowledge on the part of management as to what the “true work demands” are. We may be effectively managing resources, but to no avail if we are focusing on the “wrong” work demands.

- 2.3 Before one can be comfortable with advocating specific staffing levels, one must first validate work demands that are responsible for justifying staffing requests. Therefore, from a patrol perspective, it is critical to develop a thorough understanding of the type of work performed and how long it takes to perform it by patrol personnel. The service demand triangle serves as a simple framework, from which a more sophisticated understanding can be acquired about the different dimensions of the “nature of the work” emanating from our community.

3.0 IMPLICATIONS FOR INVESTIGATIVE OPERATIONS:

- 3.1 Managing criminal investigations poses its own interesting set of challenges. The very nature of investigative work is quite diverse, as illustrated in the typology listed below:

3.1.1 Unexpected Emergency Investigations – catastrophic event, significant department investigation, significant city department investigation;

3.1.2 Reactive Follow-up Investigations – follow-up to preliminary work performed by patrol personnel. The intensity of these investigations can vary due to the nature of the problem;

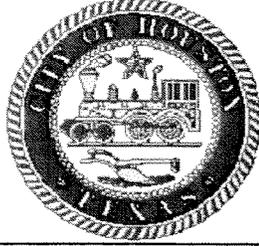
3.1.3 Proactive Investigations – investigations initiated by department personnel in response to a community or neighborhood criminal problem(s). The intensity of these investigations can vary due to the nature of the problem;

3.1.4 Contact Cases – notification of complainant as to status of an investigation;

3.1.5 Regulatory Investigations – investigations associated with non-compliance with statutory requirements / protocols; and

3.1.6 Traffic Investigations – investigations associated with traffic accidents and / or fatalities.

- 3.2 Another important “investigative category” handled by Field and Investigative Operations personnel are internal administrative investigations. These are usually associated with a complaint(s) regarding the behavior of an individual. The nature and complexity of these investigations vary over time.



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3.3 The ability to conduct these types of investigations, while identifying and closing out related cases, plus preparing active cases for prosecutors consumes an extraordinary amount of resources. Further compounding the complexity of this challenge is recognizing the variety and magnitude of crime being committed within Houston, which dictates the difficulty and time associated with conducting the corresponding investigation. It should come to no one's surprise that insufficient manpower is a primary reason why an alarming number of cases with adequate solvability factors are inactive.

3.4 The success of any police agency lies, in part, on the adequacy of resources; how well patrol and investigative personnel work as a complementary team; and the agency's ability to mobilize citizens to alter their behavior as a means of limiting and / or preventing opportunities for crime and disorder to occur. This becomes increasingly difficult as the scope and sophistication of crime evolves; as Houston's population continues to grow; and as the density of crime and calls varies over time.

4.0 PROJECT EXPECTATIONS:

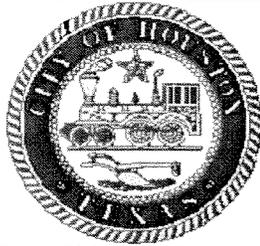
4.1 HPD needs a model or a tool that will provide insight into the number of personnel needed to provide responsive, comprehensive, and quality services to citizens in light of continued frequency, diversity, and complexity of work demands arising from within the community today as well as for tomorrow.

4.2 In developing this tool / model, HPD expects the vendor to address three distinct, but related, phases.

4.2.1 Phase I, efforts must be made to specifically define and account for current work demands for divisions within Field and Investigative Operations.² The degree of "specialization" within these divisions is a reflection of the volume and diversity of work demands flowing from the jurisdictions they are responsible for.³ The vendor is responsible for making a distinction between work demands presently being addressed and those that are not being addressed (due to a lack of resources, unacceptable management practices, unanticipated expectations, etc.). Particular attention must be

² Field Operations consist of all Patrol, Special Operations, Traffic Enforcement, and Airport Divisions. Investigative Operations include divisions assigned to the Special and Criminal Investigative Commands.

³ Samples of specialization include but are not limited to: calls for service, preliminary investigations, traffic enforcement, tactical interventions activities for Field Operations; and various investigative activities, special task force assignments, and regulatory activities for Investigative Operations.



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paid to the diversity of work demands associated with each division as that will have a direct bearing on time spent addressing different types of work demands.

4.2.2 Phase II, the vendor should determine the amount of time required to address the various types of work demands. To the extent possible, HPD can provide some information on service times. The vendor will need to take additional steps to sample service times for various work demands within affected HPD divisions. Additionally, the vendor is required to benchmark service times with the five (5) largest agencies within the State of Texas and five (5) comparably sized agencies within the United States. It is not unreasonable for the vendor to determine if workflow patterns are efficient when addressing work demands. It is entirely possible, the manner in which the work being performed is inefficient and with proper adjustments, could result in a need for less personnel. The vendor is encouraged to make recommendations associated with saving time.

4.2.3 Phase III, the work demands project will focus on police officer staffing levels for all Field Operations Divisions, the Airport Division, the Special Operations Division, along with sergeants and police officer staffing levels for Investigative Operation Divisions.⁴ The proposed means may consist of multiple elements. The successful proposer must be able to explain how the different elements are linked and meet the stated requirements.

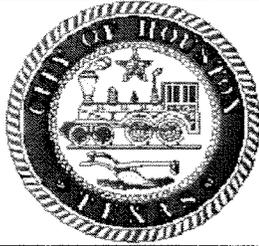
4.3 The vendor is strongly encouraged to provide any recommendations that will enhance HPD's ability to align staffing with the adequate provision of quality services on a consistent basis throughout the City of Houston.

5.0 STAFFING MODEL CHARACTERISTICS:

5.1 The final staffing model should have the following characteristics:

5.1.1 **Comprehensive:** staffing requirements needed for field (uniformed) operations and investigative operations with HPD;

⁴ Noticeably absent from this RFQ is a request to examine staffing levels within non-Field and non-Investigative Operation Divisions. There are two primary reasons for this decision. First, many of these "other" divisions are susceptible to being staffed with civilians, thereby diminishing a reliance to acquire more police personnel for those assignments. Second, of the remaining divisions, police personnel are filling highly specialized assignments, which can not be filled by civilians. Furthermore, the desire to expand those specialized assignments is based on highly selective justifications. Thus, these positions need not be treated in a similar staffing manner as those assigned to Patrol and Investigative Operations; hence the request for a "restricted work demands analysis."



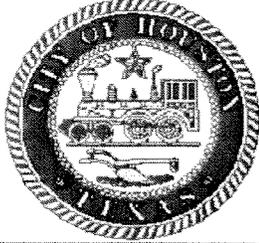
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- 5.1.2 **Customized:** accounts for the uniqueness of Houston's work demands, the city's population and its dispersion, geographical characteristics, along with mobility and accessibility;
 - 5.1.3 **Dynamic:** able to accommodate changes in model variables and parameters such as population growth, alterations in work demands, or added policing responsibilities; and,
 - 5.1.4 **Policy-driven:** clearly identifies the role of the city and police department versus the role of the legislative, judicial, or prosecutorial entities in formulating policy preferences that could shape the contours of staffing estimates.
- 5.2 Responsive proposals should clearly demonstrate an understanding of the police-staffing problem and outline the respondent's approach to developing a comprehensive model. If the use of existing tool or model(s) is proposed, it should be presented along with information about how and where the model(s) has been validated or previously applied. If a new model is to be developed, the respondent should provide a research design that demonstrates how relevant variables are to be identified. As part of the project design, the respondent should include a project timeline.

6.0 GENERAL REQUIREMENTS

- 6.1 Please describe relevant experience and organizational capability. Please include the dates the project was performed.
 - 6.1.1 Please provide a detailed list of references showing your expertise and experience in providing the services requested. A minimum of three (3) references are required for this RFQ. References should include a brief project description, contact names, addresses, phone numbers and e-mail addresses for verification of previous products and services provided.
- 6.2 Proposals must list the names, agency(ies), contact person, telephone numbers, resumes and the profile of expected participants in the services being provided. There may be subsequent instructions, if any, issued to the selected contractor in connection with the final process.
- 6.3 Identify individuals who will be managing this project.
- 6.4 Detail the proposed methodology needed to conduct this project.
- 6.5 Provide a work plan with a timeline. Identify the type of information HPD is expected to provide.

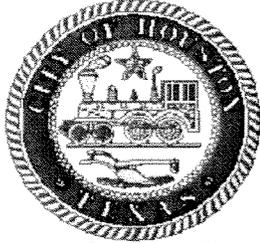


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It is anticipated this will be a collaborative effort between HPD employees and the successful proposer. In your work plan, please indicate the number of Full-Time-Employees (FTEs) that will be required by HPD, the expected number of hours and their respective timelines.

- 6.6 Any model must be structured such that the department can update it to account for changed variables such as population, annexations, or additional policing responsibilities.
- 6.7 Provide a delineation of costs associated with performing the proposed scope of work. The cost information must include a listing of estimated hours to be performed by all individuals assigned to the project. In addition, any one time and recurring fees for licenses or other fees must be included.
 - 6.7.1 Unless otherwise negotiated, it is expected the contractor will be paid upon completion and acceptance of each respective phase.
 - 6.7.2 Further, hourly rates and other charges must be listed for any special or additional services. As an example of a Special Service, additional presentations to the community beyond the three in basic services or reprinting additional copies of the report beyond the initial requirements.
 - 6.7.3 All travel costs conducted under this contract will be included in the negotiated rate and/or the respective negotiated phase.
- 6.8 All proposals must conform to the requirements outlined herein. The City reserves the right to request additional information from selected candidates.
- 6.9 Contractor personnel will have to pass HPD background test and abide by corresponding CJIS requirements.
- 6.10 The City reserves the right to select the respondent determined to be the most responsive and responsible, and in the judgment of the City, that best meets its needs for the specified services. The City further reserves the right to negotiate all terms of the contract including price.
- 6.11 Please provide an overview of your company, explaining your primary lines of business, size (gross annual revenues), organization, geographic areas served, and length of time in your current business.
- 6.12 This solicitation has a 12% Minority, Women Business Enterprises (MWBE) participation goal.



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Proposers should submit a MWBE utilization plan with proposals.

- 6.13 Proposers are encouraged to contact the Mayor's Office of Business Opportunity (OBO) with any questions concerning MWBE participation plans and/or Good Faith Efforts. Please contact Carlecia D. Wright, Director at 832-393-0600.

7.0 DELIVERABLES

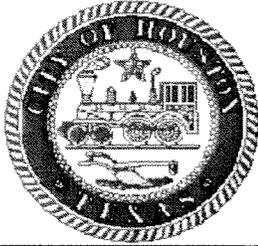
- 7.1 The Contractor shall have nine (9) months from the issuance of the "Notice to Proceed" to provide the Committee with a model populated by relevant data. Phase I will be completed within 45 days. Phase II will be completed within 90 days. Phase III will be completed within 120 days, with the final report being completed by the end of the ninth month.
- 7.2 It is expected that the contractor will regularly communicate with the department staff on status of the project and findings. At least two weeks prior to the completion of each phase and for the final report, the contractor will submit a draft of the proposed report for review by the department to ensure that the project is being completed according to its intended direction. The department representatives along with the contractor will discuss the content of proposed deliverables for clarifications and possible modifications prior to the completion of the phase.
- 7.3 The Contractor must provide 60 copies of the final report. The Contractor will provide the HPD with all associated supplementary information accompanying the findings / recommendations contained within the final report.
- 7.4 The Contractor will be asked to make a presentation to the HPD Command Staff and possibly presentations to the Mayor, the City Council Public Safety Committee, and / or to the City Council. These tasks must be included in the basic scope of work.

8.0 STANDARDS

- 8.1 All research involving City of Houston employees conducted pursuant to this request shall be accomplished in accordance with prevailing professional standards. When appropriate, research shall be reviewed and approved by an appropriate Institutional Review Board (IRB) and participants afforded the principles of informed consent.

REQUIRED DOCUMENTS

The documents listed below must be provided with the proposal:



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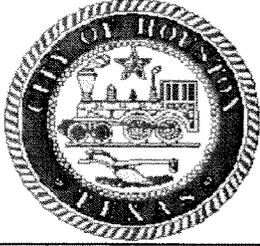
- Licenses and certifications
- Resumes of key personnel/proposed staff
- Client references which proposer has performed similar services
- Brief overview of company's experience and qualifications in providing the requested services and an explanation of the proposer's understanding of the work that must be accomplished
- Proposed methodology/strategy to perform the services requested
- Proposed Fee Schedule
- Utilization of Certified City of Houston M/WBE with a Goal of 12.0%
- Required forms identified in the table below

TABLE 1 - REQUIRED FORMS
Affidavit of Ownership.doc
Fair Campaign Ordinance.doc
Statement of Residency.doc
Drug Forms
Pay or Play Acknowledgement Form & Certification of Agreement to Comply with Pay or Play
All Applicable Licenses/Certifications
Conflict of Interest Questionnaire

You can download the forms at the following link: http://purchasing.houstontx.gov/solicitation_forms.htm.

SELECTION PROCESS

Proposers are invited to submit their qualifications and other required documentation, which will be evaluated in accordance with this Request for Qualifications. The City has selected a highly qualified panel of evaluators to review all RFQs and select the most qualified proposer, which meets all of the requirements of this engagement. A contract will be awarded to the responsible proposer whose proposal is determined to be the most advantageous to the City, taking into consideration the price and such other factors or criteria that are set forth in this RFQ.



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A submittal does not guarantee that the service provider will be selected to submit a proposal to provide the services requested in the RFQ. The submittal only serves notice to the City that the proposer desires to be considered. The RFQ does not commit the City to award a contract, issue a purchase order, or to pay any costs incurred in the preparation of a proposal in response to this request.

To be considered for evaluation, Proposers must submit specific statement of qualifications and any other relevant documentation to this RFQ.

- * Hire Houston First Preference Points (City Business = five (5) extra percentage points or Local Business = three (3) extra percentage points and Non-City and Non-Local Business will receive zero (0) extra percentage points).

HIRE HOUSTON FIRST:

Designation as a City Business or Local Business

To be designated as a City or Local Business for the purposes of the Hire Houston First Program, as set out in Article XI of Chapter 15 of the Houston City Code, a bidder or proposer must submit the **Hire Houston First Application and Affidavit ("HHF Affidavit")** to the Director of the Mayor's Office of Business Opportunities and receive notice that the submission has been approved prior to award of a contract. Bidders are encouraged to secure a designation prior to submission of a bid or proposal if at all possible.

Download the HHF Affidavit from the Office of Business Opportunities Webpage at the City of Houston e-Government Website at the following location:

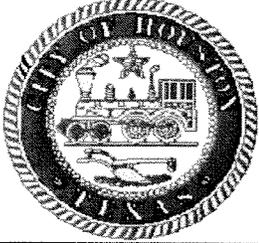
www.houstontx.gov/obo/moreforms/hirehoustonfirstaffidavit.pdf

Submit the completed application forms to: Mayor's Office of Business Opportunity, One Stop Business Center, 900 Bagby St., Public Level, Houston, TX 77002 or Applications may be submitted via e-mail to HHF-MOBO@houstontx.gov or faxed to 832.393.0952.

Award of Procurement Pursuant to a Request for Proposal, Best Value Solicitation or Alternative--- Pursuant to Chapter --- of the Local Government Code

IN EVALUATION OF A PROPOSAL SUBMITTED UNDER ANY OF THE ABOVE PROCUREMENT METHODS, THE CITY SHALL AWARD EXTRA POINTS EQUAL TO

- **THREE PERCENT OF THE TOTAL EVALUATION POINTS AVAILABLE TO A "LOCAL BUSINESS," AS DEFINED IN SECTION 15-176 OF THE CITY OF HOUSTON CODE OF ORDINANCES, AND**
- **FIVE PERCENT OF THE TOTAL EVALUATION POINTS AVAILABLE TO A "CITY BUSINESS," AS DEFINED IN SECTION 15-176 OF THE CITY OF HOUSTON CODE OF ORDINANCES**
- **UNLESS THE USER DEPARTMENT DETERMINES THAT AN AWARD TO THE LOCAL OR CITY BUSINESS WOULD UNDULY INTERFERE WITH CONTRACT NEEDS, AS PROVIDED IN SECTION 15-181 OF THE CODE.**



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J. Martin S. Miller

City Purchasing Agent

02/14/2012

Date